

# **The Attribute Index - Sales <sup>TM</sup>**

Innermetrix, Inc.  
Innermetrix Talent Profile of John Doe

## Patterns Overview

Over fifty years of scientific research has revealed that there are three distinct styles of decision-making. Each of us can make decisions in these three ways, but we tend to develop a preference for one more than the other two. This preference becomes a subconscious force, affecting the decisions we make on a daily basis and shaping how we perceive the world around us and ourselves.

The three decisional styles are the personal, the practical, and the analytical. These dimensions can be examined in the form of patterns due to the work of Dr. David Mefford and his characterology research on axiology and personality types (Mefford, et.al, 1980). Dr. Mefford worked out a system of patterns based on two distinct factors unique to axiology. His research focused on the clarity patterns, which we have expanded upon.

**The Personal Style:** People with a preference for this style of making decisions tend to see the world from a personal point of view, or with concern for the individuals involved. They see people in a unique, individual light and are more concerned about others than the results and theory. This involves a personal involvement with, concentration on, or investment in people. To this style, the world is filled with people needing to be understood.

**The Practical Style:** People with a preference for this style of making decisions tend to see things in very practical, no nonsense, real-world, task oriented manner. They are more concerned with results than others and theory. They see people in comparative ways as they relate to others. To this style, the world is an objective waiting to be achieved.

**The Analytical Style:** People with a preference for this style of making decisions tend to see the world from a theoretical perspective, more in an abstract way than a concrete one. They see people as part of a system and tend to think in very black and white terms. They are more concerned with thinking about things, and analysis than actual results or personal concerns of others. To this style, the world is a problem to be explored and solved.

To some extent we are all capable of making all three kinds of decisions, but our preference tends to be for one more than the other two. Here's a simple example of the three in contrast to each other. One of each style are sitting around a table trying to figure out what to do. While the Personal style is focused on the needs of the workers involved and how best to utilize their talents, the Practical doesn't really care as much about the personal needs, or if it is done right, he just wants to get it done. Finally there is the Analytical who sees no reason to worry about the people involved or even getting it done if it isn't going to be done correctly.

We all have different balances of these three styles; that's what makes our decisions and actions different from each other's. These ways of making decisions, and how we use them, are at the core of who we are. They are behind our preferences, our strengths, and our weaknesses. In the following pages you will find a list of capacities which are the result of your unique combination of these three decisional styles. It is this understanding of your individual strengths and weaknesses that will enable you to affect change in your life and achieve greater personal success. It is only by first understanding something that we are then able to change it.

## Societal I=E>S (S)

### External Decision Making Pattern Summary

The "(split)" in a Pattern title signifies extreme separation between a person's Maximizers and minimizers. The difference between the two can be extreme and very noticeable.

You prefer to interpret situations in terms of people and their social and work relationships first, and then the relationship to the larger system or structure within which these people and the society exist. Social behavior and productive application of human resources take much precedence over system and organization, or compliance with the set structure or set of rules. You have very good to excellent ability for empathetic and pragmatic thinking with low Systems dimension appreciation or ability. This means that you are someone who values people and their needs as very important and balance this importance with business objectives in a very good way. Your significantly lower valuation of the Systems dimension reveals that you have a strong dislike for highly structured environments, preferring instead to work freely without lots of controls. You are much more concerned with people and getting things done to be constrained by such things like blind rules that "don't understand the real time needs". Your overall development levels in the People and Systems dimensions are equal and high, while the Tasks dimension is moderate, but under developed in comparison. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

### Maximizers

Teamwork or any group effort  
 Interpersonal communication  
 Empathy  
 Practical thinking  
 Understanding others  
 Planning and organizing  
 Balancing performance and people needs with goal demands

### Minimizers

Appreciation for authority, rules and regulations  
 Strong preference for production deadlines or personnel needs in favor of rules, structure or systemic guidelines  
 Systemic thought  
 Proactive thinking  
 Results orientation

### Motivators

Financial security  
 Status and recognition  
 Personal relationships

### Needs for Growth

Develop better two-way communication with authority figures, and greater appreciation for set rules, parameters, order or structure.

### Targets for Reinforcement (R) and Development (D)

Results orientation (D)  
 Problem Solving (D)  
 Systems judgment (D)

### Preferred Environment

Decision-sharing; cooperative, teamwork atmosphere under higher-level leadership. Less structure.

## Performer E>I=S (L)

### Internal Decision Making Pattern Summary

You primarily value or appreciate yourself through your work or primary social roles (business and personal). You place most of the emphasis for your self worth on actually doing or performing the work or these primary roles. You have some significant questions about the way in which you are to accomplish your goal, however. This can often be caused by new technology, or a new way in which you fulfill your job or role. You also have a lower sense of self worth and this can cause people greater stress and rob you of productivity in many areas. Your overall level of development in the Tasks dimension is highest of the three, but only moderately. You have an equal, but low, level of development in the people and Systems dimensions. Level of development speaks to your ability to "see" a specific dimension. The more clearly we see a dimension of thought, the more able we are to use it; therefore the better we are at it.

### Maximizers

Identification of self with primary social or professional role  
Understanding what you want to do  
Highly committed to your endeavors  
"Keep at it" attitude

### Minimizers

Self esteem vulnerability due to loss of social or professional role  
Internal sense of direction or mission statement to follow  
Goal focus

### Motivators

Professional or role challenges or demands  
Material possessions

### Needs for Growth

To improve your self value apart from professional or role successes.

### Targets for Reinforcement (R) and Development (D)

Personal commitment (D)  
Self discipline/sense of duty (D)  
Self assessment (D)

# The Attribute Index - Sales Summary

## Report Summary

This graph summarizes the 6 categories that comprise this Innermetrix Talent Profile. A description and mean score for each category is on the following page. This Sales Assessment Profile is designed to objectively measure those capacities which are vital to success in a sales capacity. This report seeks to provide valuable insight into John's specific aptitudes and abilities in a multitude of sales related categories.

## Report Component Graphs

### A. PROSPECTING



### B. GREETING



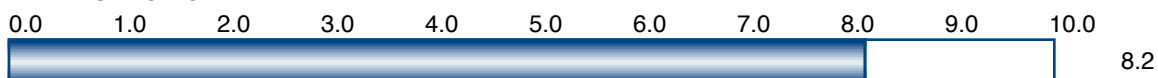
### C. QUALIFYING



### D. DEMONSTRATING



### E. INFLUENCING



### F. CLOSING



John Doe

# Category Overviews

## A. PROSPECTING (6.7)

This is the first step of any sale. It is the phase of the sale where prospects are identified, detailed background information is gathered, the physical activity of traditional prospecting is coordinated and an overall strategy for face-to-face selling is developed.

## B. GREETING (8.9)

The first face-to-face interaction between a prospect and the salesperson, this step is designed to enable the salesperson to display his sincere interest in the prospect...to gain positive acceptance and to develop a sense of mutual respect and rapport. It is the first phase of face-to-face trust building and sets the face-to-face selling process in motion.

## C. QUALIFYING (6.3)

The detailed needs analysis phase of the face-to-face sale. This step of the sale enables the salesperson to discover what the prospect will buy, when they will buy and under what conditions they will buy. It is allowing the prospect to identify and verbalize their level of interest, specific wants and detailed needs in the product or service the salesperson is offering.

## D. DEMONSTRATING (7.6)

This step allows the salesperson to present his product knowledge in such a way that it fulfills the stated or implied wants, needs or intentions of the prospect as identified and verbalized in the qualifying phase of the sale.

## E. INFLUENCING (8.2)

What people believe enough, they act upon. This step is designed to enable the salesperson to build value and overcome the tendency that many prospects have to place little belief or trust in what is told to them. It is this phase of the sale that solidifies the prospect's belief in the supplier, product or service and salesperson.

## F. CLOSING (5.3)

The final phase is closing. This phase of the sale is asking the prospect to buy, dealing with objections, handling any necessary negotiation and completing the transaction to mutual satisfaction.

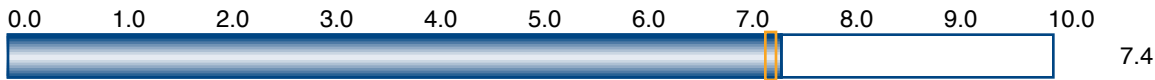
# A. PROSPECTING

## Category Description

This is the first step of any sale. It is the phase of the sale where prospects are identified, detailed background information is gathered, the physical activity of traditional prospecting is coordinated and an overall strategy for face-to-face selling is developed.

## Category Component Graphs

### Initiative



### Intuitive Decision Making



### Persistence



### Role Confidence



### Self Starting Ability



John Doe

## Category Component Descriptions

### Initiative (7.4)

evaluates John's ability to direct his energy toward the completion of a goal without an external catalyst.

### Intuitive Decision Making (6.9)

evaluates John's ability to accurately compile intuitive perceptions about a situation into a decision or action.

### Persistence (7.5)

evaluates John's ability to stay on course in times of difficulty.

### Role Confidence (6.2)

evaluates John's ability to develop and to maintain an inner strength based on the belief that he will succeed.

### Self Starting Ability (5.5)

evaluates John's ability to find his own motivation for accomplishing a task and the degree to which he will maintain that course in the face of adversity.

## B. GREETING

### Category Description

The first face-to-face interaction between a prospect and the salesperson, this step is designed to enable the salesperson to display his sincere interest in the prospect...to gain positive acceptance and to develop a sense of mutual respect and rapport. It is the first phase of face-to-face trust building and sets the face-to-face selling process in motion.

### Category Component Graphs

#### Attitude Toward Others



#### Initiative



#### Relating To Others



#### Sensitivity To Others



### Category Component Descriptions

#### Attitude Toward Others (9.3)

evaluates John's ability to maintain a positive, open and objective attitude towards others.

#### Initiative (7.4)

evaluates John's ability to direct his energy toward the completion of a goal without an external catalyst.

#### Relating To Others (9.3)

evaluates John's ability to coordinate personal insights and knowledge of others into effective interactions.

#### Sensitivity To Others (9.6)

evaluates John's ability to be sensitive and aware of the feelings of others but not to allow this awareness to get in his way when faced with making objective decisions.

John Doe

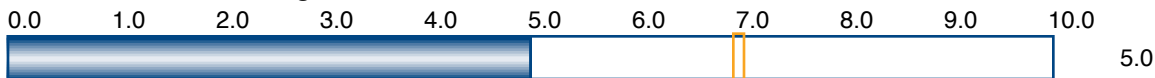
## C. QUALIFYING

### Category Description

The detailed needs analysis phase of the face-to-face sale. This step of the sale enables the salesperson to discover what the prospect will buy, when they will buy and under what conditions they will buy. It is allowing the prospect to identify and verbalize their level of interest, specific wants and detailed needs in the product or service the salesperson is offering.

### Category Component Graphs

#### Balanced Decision Making



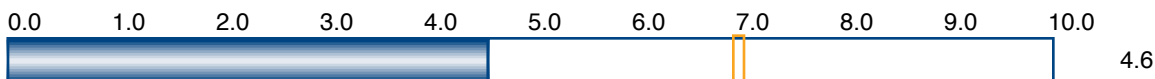
#### Empathetic Outlook



#### Problem and Situation Analysis



#### Self Confidence



### Category Component Descriptions

#### Balanced Decision Making (5.0)

evaluates John's ability to be objective and to evaluate fairly the different aspects (people and other) of a situation; and his ability to make an ethical decision that takes into account all aspects and components.

#### Empathetic Outlook (9.3)

evaluates John's capacity to perceive and understand the feelings and attitudes of others or to place himself in the shoes of another.

#### Problem and Situation Analysis (6.3)

evaluates John's ability to identify the elements of a problematic situation and to understand which components are critical.

#### Self Confidence (4.6)

evaluates John's ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.

John Doe

# D. DEMONSTRATING

## Category Description

This step allows the salesperson to present his product knowledge in such a way that it fulfills the stated or implied wants, needs or intentions of the prospect as identified and verbalized in the qualifying phase of the sale.

## Category Component Graphs

### Concrete Organization



### Problem Solving



### Project Scheduling



### Sense of Timing



## Category Component Descriptions

### Concrete Organization (8.8)

evaluates John's understanding of the immediate, concrete needs of a situation and to establish an effective plan of action for meeting those needs.

### Problem Solving (6.4)

evaluates John's ability to identify alternative solutions to a problem and to select the best option.

### Project Scheduling (7.9)

evaluates John's ability to understand the proper allocation of resources for the purpose of getting things done within a defined timeframe.

### Sense of Timing (7.4)

evaluates John's ability to evaluate a situation in such a way that statements, decisions, and actions are the most effective, accurate, and timely.

John Doe

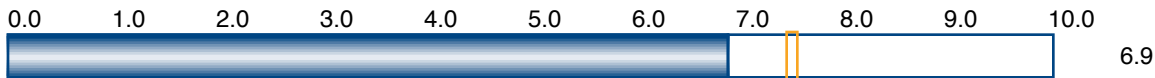
# E. INFLUENCING

## Category Description

What people believe enough, they act upon. This step is designed to enable the salesperson to build value and overcome the tendency that many prospects have to place little belief or trust in what is told to them. It is this phase of the sale that solidifies the prospect's belief in the supplier, product or service and salesperson.

## Category Component Graphs

### Flexibility



### Persuading Others



### Understanding Attitude



### Understanding Motivational Needs



## Category Component Descriptions

### Flexibility (6.9)

evaluates John's ability to readily integrate, modify, and respond to changes with minimal personal resistance.

### Persuading Others (7.6)

evaluates John's ability to present his viewpoint in such a way that it is accepted by others.

### Understanding Attitude (9.3)

evaluates John's ability to read between the lines and to understand body language, reticence, stress, and emotions.

### Understanding Motivational Needs (9.0)

evaluates John's ability to understand the needs and desires of employees and to use this knowledge to motivate them to succeed.

John Doe

# F. CLOSING

## Category Description

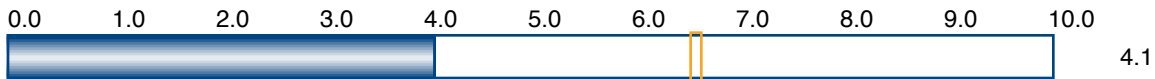
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## Category Component Graphs

### Attention To Detail



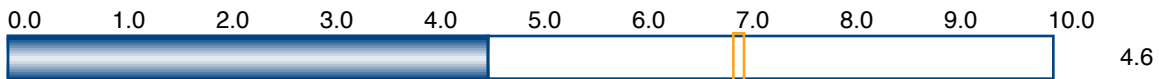
### Handling Rejection



### Results Orientation



### Self Confidence



## Category Component Descriptions

### Attention To Detail (7.1)

evaluates John's ability to see and to pay attention to details.

### Handling Rejection (4.1)

evaluates John's ability to avoid taking rejection or criticism in an overly personal manner.

### Results Orientation (5.5)

evaluates John's ability to identify the actions necessary to complete tasks and to obtain results.

### Self Confidence (4.6)

evaluates John's ability to develop and to maintain inner strength based on the desire to succeed and on his belief that he possesses the capabilities to succeed.

John Doe

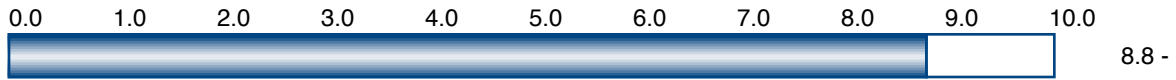
# Dimensional Balance

## External

### Empathy



### Practical Thinking

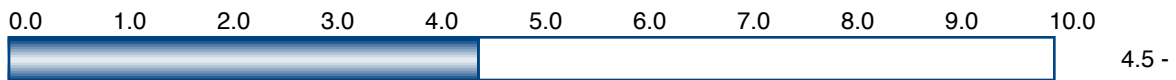


### Systems Judgement



## Internal

### Self Esteem



### Role Awareness



### Self Direction



John Doe