



CONFIDENTIAL

Development report for Jacqueline Schaffer

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Interpreting this report

Keys to Exceptional Performance

Exceptional performance in many areas of life and business requires that we successfully interact with other individuals. Our ability to explain ideas, build relationships, influence others, and gain commitments all correlate directly to our success. The TalentProfiler® Assessment was designed to uncover the best way for you to perform and improve in these critical areas. This is not a general personality profile and differs significantly from other assessments. The TalentProfiler® Assessment specifically and narrowly evaluates your responses around 31 talent themes that have the highest predictive relationship to success. When it comes to effectively dealing with people and getting things done, these are the talents that matter most.

Your Individual Path to Excel

A key point to keep in mind is that successful people do not all act or think in the same way. In fact, they often have very different styles and approaches. What makes them successful is that they avoid the use of gimmicks or techniques, and instead rely on their own authentic strengths. The most important lesson we have learned from studying exceptional performers is that by harnessing and developing your own unique talents, you can significantly improve results. In the end, the more authentic you are in dealing with people the more likely you are to excel.

Take Advantage of Your Unique Combination of Talents

This does not mean that you simply be yourself. More accurately, you need to take advantage of and develop the best parts of yourself. This is where your talents come into play. Talents are patterns of thought and behavior that help us excel. By understanding and using your greatest talents, you can improve your likelihood of exceptional performance. What are the best talents that you have to build trust quickly, or to influence others, or to explain an idea? The result of your assessment should give you some meaningful insights and help you answer these important questions.

Interpreting Your TalentProfiler® Report – How Your Report Is Organized

On page four of your report you will see two lists. The first list identifies your most dominant 12 talent themes out of the entire list of 31. Your list of 12 appears in order of intensity. The second is the list of the categories we use: Motivation, Asking, Trust, Organization, and Understanding. These categories are also listed in order of intensity based on your results.

Your report is written in the sequence of your category listing. You will find a brief explanation of each category as a header to that section. Every talent fits into a category. For example the talent theme “Direct” describes a particular way to gain commitments, so it fits under the category of “Asking”. Your report goes through each category and explains the dominant talents you have under that category. The report offers some suggestions on using and developing that talent as well as possible watch-outs.

Your written report only describes those talents in your list of 12. However an alphabetical list of all 31 talents with brief definitions is provided as an appendix to your report. In many cases people do not have a dominant talent in every category. Therefore your report may not include all five categories. Don’t be overly concerned about a missing category as this is quite normal. This does not mean that this is an area of weakness for you. It simply means that your talents in other areas are much more dominant. We have assessed many truly exceptional performers who do not have a dominant theme in every category.

Improve by Leveraging Your Talents

All of our research indicates that you will improve most by leveraging your greatest areas of talent. While it can be helpful to understand what is at the bottom of your list, focus your development efforts towards productively using your talents at the top. As you read through your report, highlight those areas that describe you particularly well. The underlying purpose of this report is to help you understand how your unique combination of talents blend together and how you can use them more effectively. Look for ways in your everyday activities to use and develop those talents. Your talents are your greatest opportunity for improvement and represent your best potential to excel.

These are your Top Twelve Themes:

Improver
Creative
Direct
Coach
Reliable
Factual
Cooperation
Investor
Recognition
Historical
Accomplishment
Intuitive

These are your Categories in order of intensity:

Understanding
Asking
Trust
Motivation
Organization

Understanding

Themes in the area of understanding describe how we think. This affects the way we process and pay attention to information, and the way we explain information to others.

Creative

Ideas come easily to you. You may not be sure where they come from since they seem to just pop into your head. Nevertheless, brainstorming is second nature to you and you are a ready source of ideas and suggestions for your colleagues and customers. Keep in mind that necessity is the mother of invention. The more time you focus on a problem or opportunity, the more likely you are to come up with a solution or even several solutions.

However ideas don't always come at convenient times. They have a way of appearing when you are busy doing something else. Consequently you may have forgotten more ideas than you can remember. Carry around a notebook. Jot every idea down. Many of them may turn out to be impractical, but you want to make sure you don't lose a golden nugget. Some ideas need to be refined, and your notebook will allow you to go back and rethink something you would have otherwise forgotten. Your creative problem solving can help you win over many customers and help get things unstuck.

Of course the more you know about a customer's problem, the more likely your solution will be on track. And remember the greatest secret of all. Let others share (or even take) the credit.

Factual

You are quite comfortable working in complex situations. You pay careful attention to the underlying facts and data that support a conclusion. You see each bit of information as a brick that can be used to create a solid rational foundation. You also have a knack for spotting flaws in other people's arguments. However, be sure to exercise care when pointing out problems because some people get defensive! In contrast to people like that, you see the value of a careful accumulation and review of all the facts. You know that with enough data, eventually the best conclusion will become obvious.

This careful analytical thinking can help you build a solid line of reasoning with your customers. Take them through the same logic that got you to your recommendations. Your analytical traits will also help you ask your customers just the right questions.

Be aware that your interest in the details may go well beyond some customer's attention span. Be ready to be brief and to the point when necessary. Make sure you make the big points crystal clear.

Historical

Your mind works with an historical awareness. When you want to understand something, you are curious about the events that led up to the current circumstances. And so you are interested in how companies and individuals got to be where they are today. Questions to your customers along these lines will seem quite authentic because you are genuinely interested in the answers. These questions will also help draw out your customers and get them comfortable discussing their current needs and challenges. You might highlight your product's benefits by explaining the evolution of the product and the problems it was designed to solve. These details can help you craft an interesting story that will lead the customer down the path of understanding how your product can benefit them.

Asking

Asking themes help us seek commitments from others. These are the themes that help us push someone along into making a decision or to agree to do something.

Direct

You have the gift of directness. You are unafraid to ask someone point-blank to do something. You understand that the whole reason you are making a call on an account is to ask them to buy from you. Consequently, you see a sales call as much more than idle chitchat. To you a sales call is a structured conversation designed to uncover customer needs and point prospects toward a solution that you can provide.

Even when the sales process is complex, you are able to gauge your progress by the many affirmations you seek from your customer along the way. Bit by bit you make it harder for the customer to say no. You approach problems head on and invite issues to be surfaced. Even when you are faced with objections you do not become easily discouraged. Experience has shown you that many times a "no" can be turned into "yes". For you, often a no is simply a problem, that, when solved will lead to a yes.

You should be aware that in some instances your directness might seem like bluntness. This can be especially true when dealing with your coworkers or support personnel. Remember in these instances that a teaspoon of sugar helps the medicine go down! A little diplomacy can go a long way.

Coach

You want to help others grow and improve. This trait is an integral part of who you are and comes across to those individuals you deal with. It is your nature to be on the lookout for ways to help others get better. You look for areas of potential improvement and are willing to offer

help and suggestions to make those improvements possible. You are a natural trainer or teacher and enjoy helping your customers. You will do especially well at inservices, or customer training events. One-on-one opportunities to work with your customers will be especially effective for you.

Your developmental approach in dealing with your customers will build loyalty. But it will also help you in another way. You understand that development is a two-way street. If you are to put in time and effort, you expect to see your customers reciprocate. In a sense, the more you help, the more willing you become to ask them for a commitment. This is an important key to your asking effectively. After all, great coaches don't merely show a player how to improve, they also ask for a commitment from the player to put in the time and effort to get better. In the same way, your boldness in asking customers to buy from you will increase as you help them. And their likelihood of saying yes will also increase.

From time to time, you may need to question if you are getting the return from your customers you deserve. If not think about directing you efforts elsewhere.

Investor

You have a passion for excellence, but you also realize that it is a rare commodity. Not every situation or every person has the potential for greatness. Therefore you are constantly on the lookout for people and opportunities that have outstanding promise. When you find them, you are willing to invest your time, energy, and resources to help them grow. When you see potential your determination to ask for commitment increases dramatically. The more clearly you see an opportunity for growth, the more you will prod and push to make something happen. To perform at your best you need to be in a role where you can make a substantial difference, and where measurable improvement is highly valued.

Trust

Talents in this area help us establish trust. They help provide an emotional sense of security that people often need in order to move forward.

Reliable

You are responsible. When you give someone your word, you mean it and you will do everything in your power to keep it. You possess a strong conscience about this fundamental aspect of honesty. For you, this is the core value of integrity. You take responsibility for your word. Some of those promises may be explicit, such as, "I will have that back to you on Thursday. " Some may be implied such as, "I will take care of your account." Either way, if you feel a promise has been extended you will always try to make good.

You are also very conscientious about not making promises you cannot keep. So unless you can deliver, you may not promise your customers that they "will always have the lowest price". In fact you will carefully shy away from expectations you cannot meet. But even in such cases you are able to build trust. When you say "I cannot promise you the lowest price but I can promise you the very best service," your customers will know they can take you at your word. Over time, you will build a reputation for dependability.

This is well suited in long-term situations where the value of a good reputation can pay off. This ethical side of trust can be greatly enhanced by also building up a reputation for competence. Expertise coupled with ethics is a powerful combination.

Cooperation

You see the inherent value in getting people to work together. You are able to find threads that unify teams and minimize divisions. You look for common denominators and are willing to set aside your own agenda for the good of the team. This trait will help you build trust with your colleagues and your customers. Often in today's business world we have to deal with complex situations that involve many different players. You will be effective when you have to get a number of people on board.

You will encourage compromise for the sake of moving forward and will be effective in bringing out agreement. You are able to keep discussions from turning into arguments and can usually find a diplomatic way to characterize differences. Even within the ranks of your customers you can fill the role of "ambassador" very well because your customers trust that you are acting in everyone's best interest. They trust you because you genuinely like most people and are outwardly friendly and supportive. You take the time to understand their perspective.

On occasion you may run into a logjam. In such instances don't be afraid to push a little harder for consensus. Use your diplomacy to move agreement forward.

Intuitive

You have a keen sense about people. You notice what makes them unique and have a deep recognition that we are all different from one another. This awareness does not come from some deliberate effort, but rather is an almost automatic process. Naturally this talent has a very practical application in sales. You develop a good idea if people mean what they say. Will they really move forward or are they just being polite? In other words, you can place stock in your intuition about people. More often than not you will be right. But even more importantly, by sharing your insights you can help others see their strengths, and their own uniqueness. This is a powerful way to build trust. People will trust you because it seems that you really understand them.

Motivation

Talent themes in this category affect how we feel about ourselves. These themes influence our self-esteem. We feel good when these needs are satisfied and unfulfilled when they are not.

Recognition

You want to do something exceptional. Of course, you realize that exceptional performance often requires sacrifices. That sacrifice may be in time, hard work, or unwavering perseverance. You are willing to make those sacrifices. You are willing to put in the time, energy, and effort to accomplish something of significance. But in order for that accomplishment to really mean something, it must be appreciated. You will be at your best when you are working in an environment where your accomplishments are highly visible. The key point is that your drive is accentuated when the possibility of meaningful recognition is present.

Accomplishment

To a great extent, your self-esteem and your life revolve around what you are able to accomplish. This ever-present drive to get things completed will not dampen even as you achieve your goals. Throughout your life you will measure the value of each day by how much you are able to attain. A wasted day bothers you. On the other hand, the more you accomplish each day, the better you feel about yourself. To make the most of this talent, be sure your activities are channeled in the most productive areas. You will benefit from a carefully orchestrated to do list.

Organization

Organizational talents describe how we get things done. Sometimes they can also help us understand the kind of environment we need to be in to be at our most productive.

Improver

You are continually wondering how you can make things better. Often your answer lies in restructuring resources. How can you rearrange your schedule to get more done? How can you put your resources to better use? How could your products or services help your customers become more efficient or help them more easily reach their goals? These questions come naturally to you. You have an inherent sense of organization. You see how the various pieces fit together and almost automatically can spot opportunities for improvement.

This organizational flair can be a real benefit in maximizing your efforts. By taking the time to plan ahead, you will find you can significantly improve outcomes. This talent can also help you with your customers. Often bringing in a new product or a service can require that a customer make other adjustments. Your innate strength in this area can help simplify this process and improve their organization as a result.

Realize that sometimes the cost in time or money to rearrange resources can outweigh the benefits. Question if you are making real improvements or if you are simply rearranging deck chairs on the Titanic. For best results be sure to inject a good dose of practicality into your thinking.

Theme Definitions

Accomplishment (Motivation)

To a great extent, your self-esteem and your life revolves around what you are able to accomplish. This ever-present drive to get things completed will not dampen even as you achieve your goals. Throughout your life you will measure the value of each day by how much you are able to attain.

Adjuster (Organization)

You are a dynamic adapter. When situations change, you are ready to change right along with them. You thrive on the unexpected events that come your way. You don't just go along with the flow; you try to capitalize on it.

Affinity (Trust)

Your most valuable treasures are your friends and family. You have an affinity for people. For you, life is not a solitary journey, but an opportunity to meet and get to know people who can make the trip worthwhile. When you make friends they tend to be friends for life.

Anecdotal (Trust)

Finding just the right words comes easily to you. You have found that a good story is often more persuasive than all the facts and figures combined. Your particular strength may be in telling an anecdote, a joke or just talking.

Charm (Asking)

You have a natural likability. You have a warmth and openness about you that paves the way for productive relationships. You are comfortable meeting strangers and able to turn strangers into contacts who can help you accomplish your goals.

Coach (Asking)

You want to help others grow and improve. It is your nature to be on the lookout for ways that help others get better. You look for areas of potential improvement and are willing to offer help and suggestions to make those improvements possible.

Concentration (Organization)

You have a kind of tunnel vision that allows you to see clearly what you must do to reach a goal or complete a task. You are able to work a plan, and you can objectively evaluate your progress. You do not let distractions sidetrack you.

Conviction (Asking)

Your values form a central core around which you live your life. You have clearly defined ethical guidelines. This strong sense of conviction can be a powerful help to you when it comes to seeking commitments from others.

Cooperation (Trust)

You see the value in getting people to work together. You are able to find threads that unify teams, and minimize divisions. You will encourage compromise for the sake of moving forward. This trait helps you build unity as well as trust.

Confidence (Motivation)

You exude confidence. This trait develops from a long history of relying on your own judgments. You like making decisions for yourself. You don't like being told what to do, and you don't like being in situations where your ability to use your own judgment is taken away from you.

Creative (Understanding)

Ideas come easily to you. Brainstorming is second nature to you and you are a ready source of ideas and suggestions for your colleagues. The more time you focus on a problem or opportunity, the more likely you are to come up with a creative solution.

Direct (Asking)

You have the gift of directness. You are unafraid to ask someone point-blank to do something. You approach problems head on and invite issues to be surfaced. Experience has shown you that many "no's" can be turned into "yes's".

Emotionally Responsive (Trust)

You are innately perceptive to the emotions of others. You can sense what other people are feeling whether it is joy, pain, or sorrow, and you react. The genuineness of your response draws people to you and encourages them to open up.

Enthusiasm (Asking)

You have a natural wellspring of enthusiasm that spills over into almost every aspect of your life. At the very core of your personality is a positive, can-do attitude that is contagious and can be a powerful force in moving others to action.

Factual (Understanding)

You are quite comfortable working in complex situations. You pay careful attention to the underlying facts and data that support a conclusion. You appreciate the value of a careful accumulation and review of all the pertinent facts.

Historical (Understanding)

Your mind works with an historical awareness. When you want to understand something, you are curious about the events that led up the current circumstances. For you, understanding the past is a way to make sense out of the present.

Improver (Organization)

You are continually wondering how you can make things better. Often your answer lies in rearranging resources. How can you arrange your resources to get more done? You have an inherent sense of organization and can spot opportunities for improvement.

Initiator (Motivation)

For you, actions speak louder than words, and so you have a positive bias towards activity. This drive propels you to get started and you will bulldoze over many minor obstacles that might delay others. You have a special sense of enthusiasm for beginning something new.

Intuitive (Trust)

You have a keen sense about people. You notice what makes them unique and have a deep recognition that we are all different from one another. This awareness does not come from some deliberate effort, but rather is an almost automatic process.

Investor (Asking)

You have a passion for excellence, but you also realize that it is a rare commodity. You search for people and opportunities that have outstanding promise. When you find them, you are willing to invest your time, energy, and resources to help them grow.

Order (Organization)

You are at your most productive when you are able to operate with a set regimen. You like knowing what you need to get done and like having everything you need at hand. You bring a sense of order and discipline to your tasks.

Prospective (Understanding)

You realize that while you cannot alter the past, you can change and prepare for the future. You are curious about trends and innovations that will create change and are often thinking about how you can prepare for and take advantage of those new circumstances.

Realistic (Organization)

Life has taught you that few things are either all good or all bad. You want to understand both the good and the bad before a decision is made. You will not be rushed into making up your mind. When it comes to decisions, You like to be thorough.

Reasoning (Understanding)

When it comes to ideas, you understand the importance of subtlety, nuance and implication. You enjoy getting into a topic with some depth, and developing a position. You like the opportunity of discussion with other informed individuals.

Recognition (Motivation)

You want to do something exceptional. You realize that exceptional performance often requires sacrifices of time and hard work. You are willing to make those sacrifices. But in order for that accomplishment to really mean something, it must be appreciated. Recognition is a motivating force in your life.

Reference (Understanding)

You have a knack for sensing the value in something, particularly bits of information. You are a good listener and pay careful attention to, and even record important information. This information is then available to you when you need it.

Reliable (Trust)

You are dependable. When you give someone your word, you mean it and you will do everything in your power to keep it. For you, this is the core value of integrity. You take responsibility for your word. You are careful not to make promises you cannot keep.

Resourceful (Understanding)

You are a natural planner. When an objective is set you immediately began to think about the best course of action to take. What will it take to succeed? What resources will be necessary? These are the kinds of questions that come naturally to you.

Revitalize (Motivation)

When something is broken, you see an opportunity to mend. The act of restoring something back to its original luster holds a special attraction to you. This is a motivating force for you and you have a knack for understanding problems and finding just the right remedy.

Rivalry (Motivation)

You are a competitor. You love to win and you hate to lose. However, it is not just winning, it is also the thrill of competing. Your performance improves when there is a rivalry. In a close contest you become tireless and will pour on extra energy to win.

Studious (Understanding)

You love acquiring knowledge. You enjoy being well informed and your interests quite likely span a variety of topics. You are constantly on the lookout for new information that appeals to you. You see learning as a life long occupation.