



# Selling Profile

**For: Peter Productive**

**December 13, 2016  
LDP Version 1.0**



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# Introduction

The Sales Profile is a coaching resource based on responses to the Leading Dimensions Profile (LDP). The profile provides behavioral insights regarding an individual's likely approach to commonly recognized steps of the sales cycle. These insights are reported based on quantified measures (referred to as "dimensions") of the individual's stated preferences and tendencies. Although the dimensions can be applied in a variety of workplace activities, this report is focused on identifying the individual's likely approach to working and collaborating within a sales context. The following key elements comprise the contents of this Sales Profile:

## Profile Grid (page 2)

The grid is a color-coded representation of the four Sales Profiles, revealing the individual's primary profile (meaning, the profile they most comfortably leverage). Each profile is based on psychometric measures of the individual's behavioral preferences and tendencies. The profiles include:

- Counselor Profile (people-focused; thinking-oriented)
- Coach Profile (people-focused; acting-oriented)
- Driver Profile (task-focused; acting-oriented)
- Advisor Profile (task-focused; thinking-oriented)

While this report indicates the individual's primary profile, the most effective sales professionals understand the value in leveraging each profile at times (based on the sales cycle, product mix, and prospect/buyer preferences). This report is used most effectively in identifying and developing one's primary profile, followed by coaching to recognize and apply the other profiles. **Note:** An overview of the markers for all four profiles is provided on page 12 of this report.

## Sales Cycle (pages 3-10)

While profiles can be developed in a general sense, this report focuses on developing the sales potential within each profile. For every step of the sales cycle, potential strengths and development priorities are reported for the individual.

## Validated Sales Benchmark (page 11)

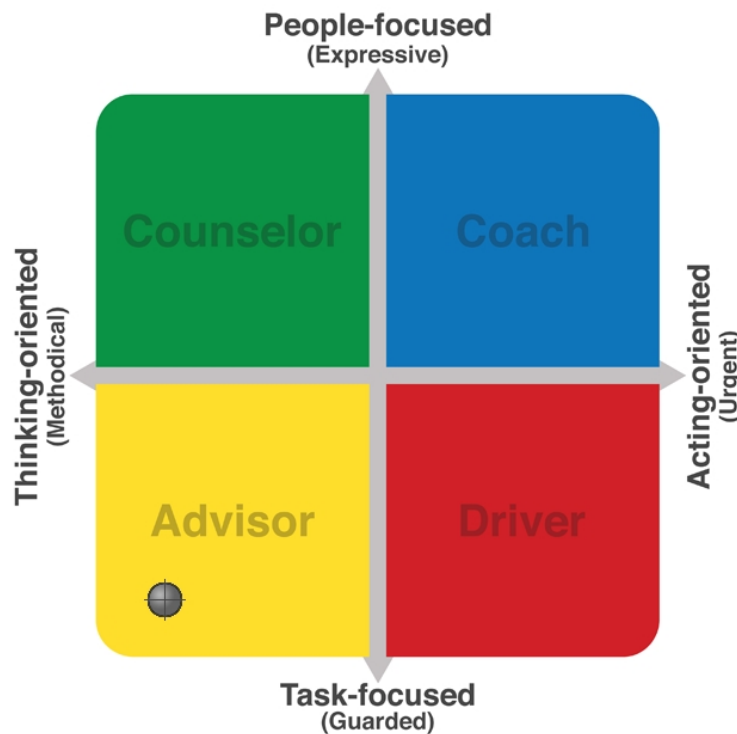
The individual's profile dimensions are compared to a benchmark of high-producing sales professionals. Ideal dimension ranges are indicated, revealing how the individual's preferences and tendencies compare with high producers.

# Profile Grid: Advisor

The LDP reveals behavioral preferences and tendencies which are likely to influence an individual's approach to the sales process. Specifically defined as Achieving and Relating Dimensions, these preferences and tendencies provide insight regarding an individual's approach to the specific goals and activities common to the sales process, as well as the personal interactions involved along the way. Taken together, these Achieving and Relating Dimensions combine to reveal one of four profiles.

Based on their responses to the LDP, the individual's profile is best described as the: **Advisor Profile**. The **Advisor Profile** is most commonly recognized as being:

- more **Task-focused** than People-focused, meaning the individual may be more objective and reserved in how they relate with others; and
- more **Thinking-oriented** than Acting-oriented, meaning the individual may be more cautious and reflective about achieving their goals.



Key markers or behaviors of the Advisor Profile may include:

- **Communicating** with a reserved, formal style
- **Handling** conflict by identifying compromise alternatives
- **Delegating** by "teaching" the suggested approach
- **Planning** through methodical, detailed preparation
- **Learning** with careful, step-by-step reflection

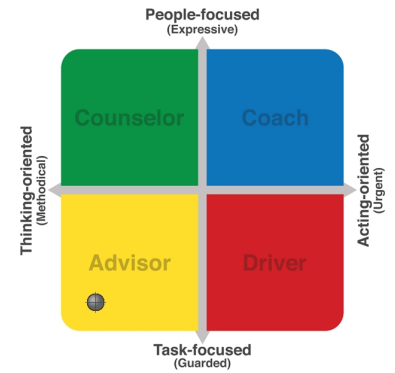
For a graphical summary of key markers or behaviors of all four profiles, refer to page 12.

Legend: ● Productive

# Sales Cycle Overview: Advisor

## Prospecting

Of the four profiles, the Advisor will likely have the most difficulty with developing and nurturing a pipeline of potential prospects. The Advisor may be hesitant to meet new people or to strike up a conversation with strangers, significantly limiting their success in networking. The Advisor may spend excessive time prequalifying prospects to create a short list of very high probability targets. As a result, they may miss opportunities with less obvious prospects.



## Building Rapport

The Advisor's approach to building rapport will likely be quite subdued or reserved. They may be inclined to wait for others to share personal information, and will likely be hesitant to open up to prospects they have only recently met. They may not feel that developing rapport is as important as other steps. They will emphasize the product's features and details rather than a relationship with the prospect.

## Discovering Needs

This important step is where the Advisor will feel most at ease, due to their patience and objectivity. They will likely have a strong grasp of specifications and requirements, enabling them to match up the prospect's needs with potential solutions. However, a distant nature may inhibit the deep level of questioning needed to uncover the prospect's personal interest.

## Presenting Solutions

The Advisor tends to rely on a very methodical, factual approach in presenting to the buyer. If they struggle at all in this step, it will be because they may focus too much on details, figures, and analysis, overwhelming the prospect with too much information. An Advisor will prefer to make a presentation one-on-one, to an individual of comparable status. The Advisor prefers a scripted presentation and may be uncomfortable responding to unexpected questions.

## Overcoming Objections








The Advisor is likely to be well-prepared to address potential objections raised by the prospect. Whereas other profiles may tend to gloss over objections, the Advisor's command of features and specifications allows them to provide an informative response. Prospects will be inclined to appreciate the depth and objectivity with which the Advisor addresses their concerns.

## Closing the Sale

Because of their methodical approach to achieving goals, the Advisor may postpone asking for a sale until "all i's are dotted, and all t's are crossed". As such, they may miss the prospect's cues that they are ready to make a decision. When this occurs, the Advisor may actually talk themselves out of a sale. They may be more interested in completing the presentation as it was prepared, in its entirety, rather than seeking an early close.

## Servicing the Client

After the sale, the Advisor will likely be quite diligent in following up with any outstanding issues. They will tend to focus on the measurable aspects of the customer's satisfaction with the product or service, rather than maintaining the client relationship over time. The Advisor's guarded nature may make them reluctant to ask for referrals or to seek repeat business.

Legend:  Potential Strength    Development Priorities:  Low      Moderate       High

# Sales Cycle Development: Prospecting

Prospecting is the process of identifying and qualifying potential customers. It involves finding, screening and maintaining prospective buyers within a sufficient pipeline to support sales goals.

*Of the four profiles, the Advisor will likely have the most difficulty with developing and nurturing a pipeline of potential prospects. The Advisor may be hesitant to meet new people or to strike up a conversation with strangers, significantly limiting their success in networking. The Advisor may spend excessive time prequalifying prospects to create a short list of very high probability targets. As a result, they may miss opportunities with less obvious prospects.*

Prospecting is impacted by one or more behavior dimensions, each offering potential strengths and developmental opportunities:

## Assertiveness Reflective Confident

This dimension describes how the individual asserts their viewpoint. Some tend to be very quick to assert their opinions and may seek to persuade others. Others tend to be more reserved and defer opportunities to offer their opinion. Most people seem to dislike public speaking but will assert themselves when needed. A more reflective individual may seek co-worker's input and guidance when identifying and qualifying potential prospects.

**⚠ Development Point:** A more reflective individual may be uncomfortable cold calling new prospects or initiating contact with existing customers. Confidence can be gained by practicing a scripted introduction prior to contacting a prospect.

## Intensity Measured Intense

This dimension describes how the individual pursues goals, whether for personal or work initiatives. While some prefer to work at a steady, balanced pace, others show an intense, urgent pace. Most people tend to fluctuate between a measured and intense focus at times. A more intense individual will be driven to engage in multiple prospecting activities to maintain and grow a strong pipeline.

**✓ Potential Strength:** A more intense individual may neglect some of the more mundane tasks of prospecting while looking for the "big deal". Prospecting routines should be established to maintain an active pipeline of qualified prospects.

## Decision-making Analytical Intuitive

This dimension describes how the individual learns and processes information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most people tend to balance both perceptive and analytical approaches to some degree in making decisions. A more analytical individual will take a detailed approach to prospecting with an emphasis on research and analysis.

**⚠ Development Point:** A more analytical individual may be hesitant to call on prospects without complete background information. Knowledge and experience with similar clients can often supplement limited prospect information.

Legend:  Productive  Benchmark  Potential Strength  Development Point

# Sales Cycle Development: Building Rapport

Developing Rapport is the process of establishing mutual trust between the salesperson and the customer. In this step, the salesperson gains the buyer's confidence and can transition to the role of trusted partner. The rapport built at this step has a significant influence on the remaining steps of the sales cycle.

*The Advisor's approach to building rapport will likely be quite subdued or reserved. They may be inclined to wait for others to share personal information, and will likely be hesitant to open up to prospects they have only recently met. They may not feel that developing rapport is as important as other steps. They will emphasize the product's features and details rather than a relationship with the prospect.*

Building Rapport is impacted by one or more behavior dimensions, each offering potential strengths and developmental opportunities:



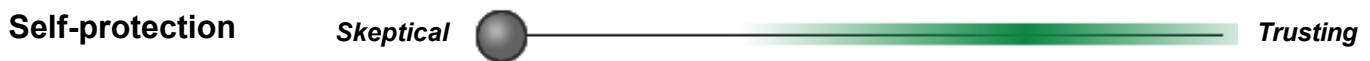
This dimension describes the individual's interest in sharing personal information with others. While some tend to place a high value on privacy and formality, others are much more open in their communication. Most people tend to be quiet at times, and open up in others, depending on the circumstances. A more guarded individual will likely approach prospects with a greater degree of formality.

✓ **Potential Strength:** A more guarded individual may be uncomfortable approaching a stranger and slow to initiate a conversation. Role play and practice will develop the conversational skills needed to establish a workable rapport.



This dimension describes how the individual collaborates with others in getting things done. While some of us prefer to go it alone and work independently, others are much more comfortable when they can work together. Most people tend to work independently or collectively at times, based on the circumstances. A more social individual will actively seek opportunities to interact and engage with others.

⚠ **Development Point:** A more social individual may have a greater sensitivity to rejection if rapport does not develop in the timeframe expected. A prospect's nonverbal cues should be considered before pressing rapport too hard.



This dimension describes how the individual tends to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, people tend to balance trust with skepticism in common situations. A more skeptical individual will evaluate the capacity of a prospect and quickly recognize issues that may hinder the sales process.

⚠ **Development Point:** A more skeptical individual may be perceived as critical or judgmental, therefore inhibiting rapport development. An increased awareness of verbal and non-verbal cues can help in promoting rapport.

Legend: ● Productive    Benchmark    ✓ Potential Strength    ⚠ Development Point

# Sales Cycle Development: Discovering Needs


Discovering Needs is the process of understanding the customer's desires and concerns in light of the available products or services. Effective questioning, supported by product knowledge, can provide opportunities for the salesperson to present value-added solutions.


*This important step is where the Advisor will feel most at ease, due to their patience and objectivity. They will likely have a strong grasp of specifications and requirements, enabling them to match up the prospect's needs with potential solutions. However, a distant nature may inhibit the deep level of questioning needed to uncover the prospect's personal interest.*

Discovering Needs is impacted by one or more behavior dimensions, each offering potential strengths and developmental opportunities:


**Consideration**      *Objective*  *Nurturing*

This dimension describes how the individual recognizes the feelings and interests of those around them. While some people go out of their way to learn how they can help others, some people tend to approach others more formally or objectively. Most people tend to fluctuate between sensitive and objective approaches. A more objective individual will typically assess a prospect's needs in a factual and less emotional manner.

 **Potential Strength:** A more objective individual may fail to appreciate the emotional and other intangible factors driving a buyer's needs. Active listening techniques can help in developing sensitivity to a prospect's verbal and nonverbal communication.


**Decision-making**      *Analytical*  *Intuitive*





This dimension describes how the individual learns and processes information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most people tend to balance both perceptive and analytical approaches to some degree in making decisions. A more analytical individual takes an investigative and facts-based approach to understanding a buyer's needs.

 **Development Point:** A more analytical individual may probe deeper for more specific information than a prospect is comfortable providing. An awkward stall can be avoided by knowing when to begin summarizing needs and begin presenting solutions.

**Openness**      *Private*  *Open*

This dimension describes the individual's interest in sharing personal information with others. While some tend to place a high value on privacy and formality, others are much more open in their communication. Most people tend to be quiet at times, and open up in others, depending on the circumstances. A more guarded individual may take a formal and direct approach when assessing a prospect's needs.

 **Potential Strength:** A more guarded individual may appear detached and self-focused at times, limiting the potential to discover unmet needs. A prospect will typically provide verbal and non-verbal clues that may suggest necessary adjustments in the upcoming presentation.

Legend:  Productive     Benchmark     Potential Strength     Development Point



# Sales Cycle Development: Presenting Solutions


Presenting Solutions is the process of providing the customer with the product or service that satisfies their needs. Communicating the benefits of a product or service is most effective in the context of the buyer's respective situation.

*The Advisor tends to rely on a very methodical, factual approach in presenting to the buyer. If they struggle at all in this step, it will be because they may focus too much on details, figures, and analysis, overwhelming the prospect with too much information. An Advisor will prefer to make a presentation one-on-one, to an individual of comparable status. The Advisor prefers a scripted presentation and may be uncomfortable responding to unexpected questions.*

Presenting Solutions is impacted by one or more behavior dimensions, each offering potential strengths and developmental opportunities:


## Decision-making *Analytical* *Intuitive*

This dimension describes how the individual learns and processes information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most people tend to balance both perceptive and analytical approaches to some degree in making decisions. A more analytical individual provides practical and thought-out solutions based on the buyer's current situation.

 **Development Point:** A more analytical individual may be reluctant to improvise a presentation if a buyer is not responding as anticipated. Developing presentations that go beyond the logic and practicality of the solution can help to gain emotional buy-in.


## Assertiveness *Reflective* *Confident*

This dimension describes how the individual asserts their viewpoint. Some tend to be very quick to assert their opinions and may seek to persuade others. Others tend to be more reserved and defer opportunities to offer their opinion. Most people seem to dislike public speaking but will assert themselves when needed. A more reflective individual will seek to minimize tension by getting the customers to agree to solutions along the way.

 **Development Point:** A more reflective individual may lack confidence when presenting a solution and therefore allow a buyer to take control of the conversation. Confidence can be developed through a solid understanding of the solution and benefits prior to the presentation.

## Risk Tolerance *Cautious* *Bold*

This dimension describes how the individual approaches uncertain or risky situations. Some people seem to be natural risk takers, while others tend to be more cautious and careful. Most people tend to fluctuate between avoiding and taking risks, depending on the situation. A more cautious individual will prefer to present solutions that are supported by a proven track record.

 **Development Point:** A more cautious individual may be hesitant to present an innovative solution that they are not completely familiar with. By understanding the potential risks of a solution and how to mitigate them, tension can be reduced.

Legend:  Productive  Benchmark  Potential Strength  Development Point

# Sales Cycle Development: Overcoming Objections


Overcoming Objections involves understanding any potential opposition the buyer may offer to the solutions presented, and then adapting the presentation to address each concern.

*The Advisor is likely to be well-prepared to address potential objections raised by the prospect. Whereas other profiles may tend to gloss over objections, the Advisor's command of features and specifications allows them to provide an informative response. Prospects will be inclined to appreciate the depth and objectivity with which the Advisor addresses their concerns.*

Overcoming Objections is impacted by one or more behavior dimensions, each offering potential strengths and developmental opportunities:


**Adaptability**      *Consistent*  *Flexible*

This dimension describes how the individual navigates change. While some prefer stability and a predictable environment, others enjoy frequent change and lots of variety. For the most part, people tend to display both reluctance and flexibility at times, depending on the significance of the change. A more consistent individual will carefully consider established and proven alternatives before responding to the buyer's objections.

 **Development Point:** A more consistent individual may become stressed and resistant if a buyer's objections are unexpected. Developing alternative solutions in anticipation of various objections will demonstrate a willingness to explore unrevealed needs.


**Consideration**      *Objective*  *Nurturing*


This dimension describes how the individual recognizes the feelings and interests of those around them. While some people go out of their way to learn how they can help others, some people tend to approach others more formally or objectively. Most people tend to fluctuate between sensitive and objective approaches. A more objective individual will emphasize the practicality of the presented solutions when responding to objections.

 **Potential Strength:** A more objective individual may discount the buyer's thoughts and opinions when evaluating the merit of their objections. The buyer's objections may arise from feelings and emotions, as opposed to the practicality of the solution.

**Self-protection**      *Skeptical*  *Trusting*

This dimension describes how the individual tends to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, people tend to balance trust with skepticism in common situations. A more skeptical individual will seek to clearly understand the true intent of a buyer's objection before responding.

 **Development Point:** A more skeptical individual may be perceived as critical or judgmental when responding to a buyer's objections. Developing greater trust in a buyer's intentions can facilitate a more candid discussion of concerns.

Legend:  Productive     Benchmark     Potential Strength     Development Point

# Sales Cycle Development: Closing the Sale

Having identified the prospect as a qualified buyer with capacity to purchase, been accepted as a trusted advisor, discovered the buyer’s needs and presented solutions, this step involves asking for the order.

*Because of their methodical approach to achieving goals, the Advisor may postpone asking for a sale until “all i’s are dotted, and all t’s are crossed”. As such, they may miss the prospect’s cues that they are ready to make a decision. When this occurs, the Advisor may actually talk themselves out of a sale. They may be more interested in completing the presentation as it was prepared, in its entirety, rather than seeking an early close.*

Negotiating/Closing the Sale is impacted by one or more behavior dimensions, each offering potential strengths and developmental opportunities:



This dimension describes how the individual pursues goals, whether for personal or work initiatives. While some prefer to work at a steady, balanced pace, others show an intense, urgent pace. Most people tend to fluctuate between a measured and intense focus at times. A more intense individual may drive the sales process with urgency and will build appropriate tension when approaching the close.

✓ **Potential Strength:** A more intense individual may become too aggressive moving to the close and make the buyer uncomfortable. If they appear uncomfortable with the pace of the process, it is best to slow down and reconnect with the buyer.



This dimension describes how the individual relates to others as they accomplish goals. While some tend to thrive in competitive settings where they are rewarded for their individual performance, others prefer cooperative efforts and team rewards. Most people tend to enjoy both opportunities from time to time. A more competitive individual thrives during the negotiation and enjoys the accolades and recognition that come with closing a sale.

✓ **Potential Strength:** A more competitive individual may not properly utilize the support or assistance from other team members when closing a sale. Recognizing the talents of supporting team members can provide valuable contributions in the close.



This dimension describes how the individual asserts their viewpoint. Some tend to be very quick to assert their opinions and may seek to persuade others. Others tend to be more reserved and defer opportunities to offer their opinion. Most people seem to dislike public speaking but will assert themselves when needed. A more reflective individual may seek support from team members and permission from the buyer prior to moving to the close.

⚠ **Development Point:** A more reflective individual may allow the buyer to take the lead in negotiations, especially during the closing process. Confidence in a presentation can be developed by practice and role playing.

Legend: ● Productive    Benchmark    ✓ Potential Strength    ⚠ Development Point

# Sales Cycle Development: Servicing the Client

Servicing the Client involves working with the customer to answer questions and resolve concerns that may arise after the purchase. Although the final step of the Sales Cycle, this stage often reveals new opportunities to further grow and cultivate customer relationships.

*After the sale, the Advisor will likely be quite diligent in following up with any outstanding issues. They will tend to focus on the measurable aspects of the customer's satisfaction with the product or service, rather than maintaining the client relationship over time. The Advisor's guarded nature may make them reluctant to ask for referrals or to seek repeat business.*

Servicing the Client is impacted by one or more behavior dimensions, each offering potential strengths and developmental opportunities:

## Self-protection Skeptical Trusting

This dimension describes how the individual tends to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, people tend to balance trust with skepticism in common situations. A more skeptical individual will seek to clearly understand the root cause of a customer's issues and concerns.

**! Development Point:** A more skeptical individual may appear cynical if customers sense a lack of trust and openness. Approaching clients with an open mind and humble tone can promote an ongoing relationship.

## Decision-making Analytical Intuitive

This dimension describes how the individual learns and processes information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most people tend to balance both perceptive and analytical approaches to some degree in making decisions. A more analytical individual will approach most customer service issues in a methodical manner and seek a practical solution.

**! Development Point:** A more analytical individual may take longer than expected to resolve an issue if complete information is unavailable. By learning to recognize when it is appropriate to lean on intuition and experience, issues can be uncovered even when information is scarce.

## Consideration Objective Nurturing

This dimension describes how the individual recognizes the feelings and interests of those around them. While some people go out of their way to learn how they can help others, some people tend to approach others more formally or objectively. Most people tend to fluctuate between sensitive and objective approaches. A more objective individual is likely to stay focused on the facts of a servicing need when assisting an emotional client.

**✓ Potential Strength:** A more objective individual may not exhibit the level of empathy a client may expect while servicing their need. Learning to recognize the client's emotions and respond with empathy is key to an effective resolution that maintains the relationship.

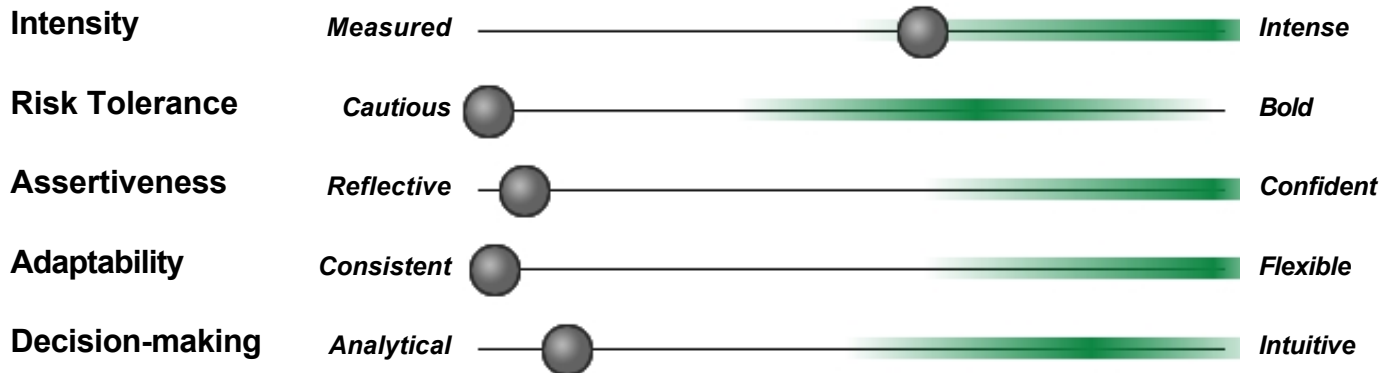
Legend:  Productive  Benchmark  Potential Strength  Development Point

# Validated Sales Benchmark

The following is a graphical representation of the individual's tendencies and preferences for each of the ten Achieving and Relating Dimensions. The individual's responses are superimposed on a validated benchmark of high performing sales professionals (indicated by the green shaded areas).

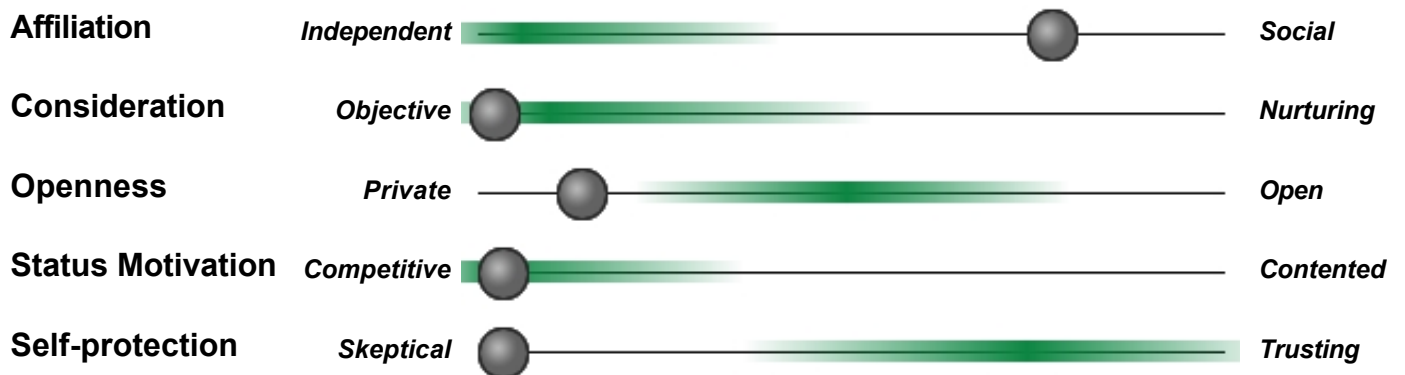
## Achieving Dimensions

These achieving dimensions describe how the individual tends to approach tasks and goals.



## Relating Dimensions

These relating dimensions describe how the individual tends to interact with others in common settings.



Responses within the green shaded areas indicate the individual's preferences and tendencies may tend to closely resemble the behaviors of high performing sales professionals. Responses outside the green shaded areas may indicate a potential challenge for the individual, revealing an opportunity for further development (such as training, coaching, and practice). Over time and with development, individuals can learn to model the behavior of high producers as reflected in this validated benchmark.



# Profile Markers

While responses may differ at times based on unique situations, most sales professionals tend to prefer one of four profiles in common situations. Individuals can learn to recognize a profile (in themselves and others) by observing specific markers. Encourage the individual to identify the markers below for their primary style and then review how other styles may differ in similar situations. Finally, discuss what situations might require the individual to "stretch" their style, especially when interacting with others who may have different preference and tendencies.

## Counselor Profile

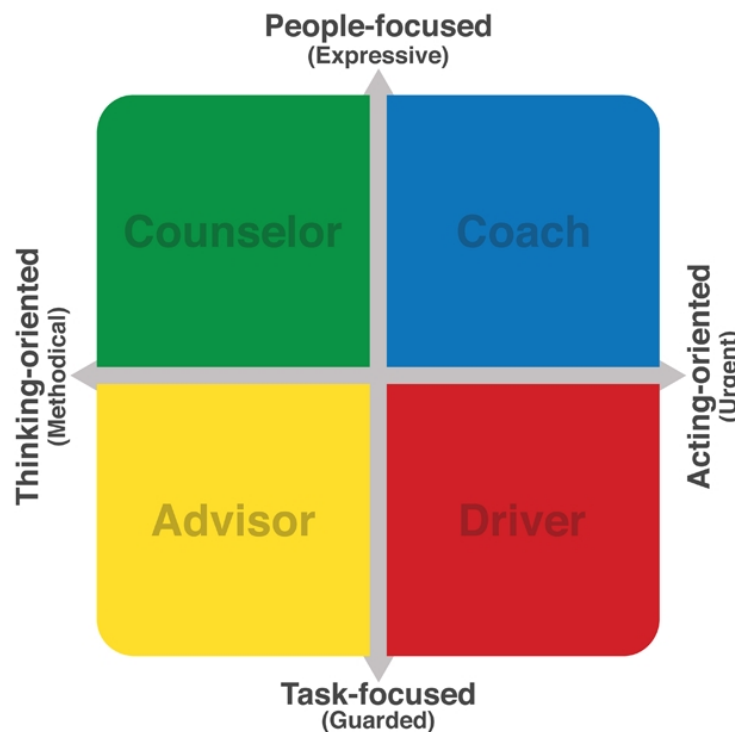
Counselors are best recognized for being: Thinking-oriented and People-focused. Key markers include:

- **Communicating** with a warm, comforting style
- **Handling** conflict by accommodating others' interests
- **Delegating** by "asking" others for participation
- **Planning** through a careful, flexible approach
- **Learning** with careful, step-by-step reflection

## Coach Profile

Coaches are best recognized for being: Acting-oriented and People-focused. Key markers include:

- **Communicating** with a charismatic, dynamic style
- **Handling** conflict by collaborating to identify solutions
- **Delegating** by "selling" others on participation
- **Planning** through a fluid, interactive approach
- **Learning** with active, "big picture" understanding



## Advisor Profile

Advisors are best recognized for being: Thinking-oriented and Task-focused. Key markers include:

- **Communicating** with a reserved, formal style
- **Handling** conflict by identifying compromise alternatives
- **Delegating** by "teaching" the suggested approach
- **Planning** through methodical, detailed preparation
- **Learning** with careful, step-by-step reflection

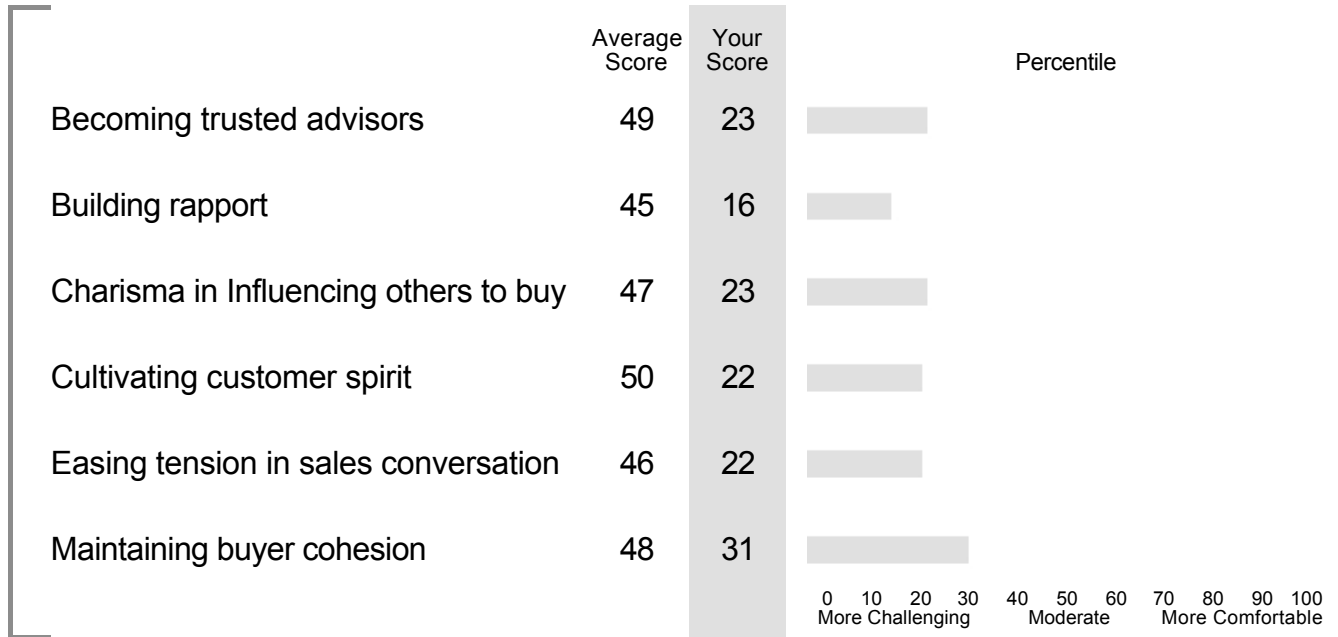
## Driver Profile

Drivers are best recognized for being: Acting-oriented and Task-focused. Key markers include:

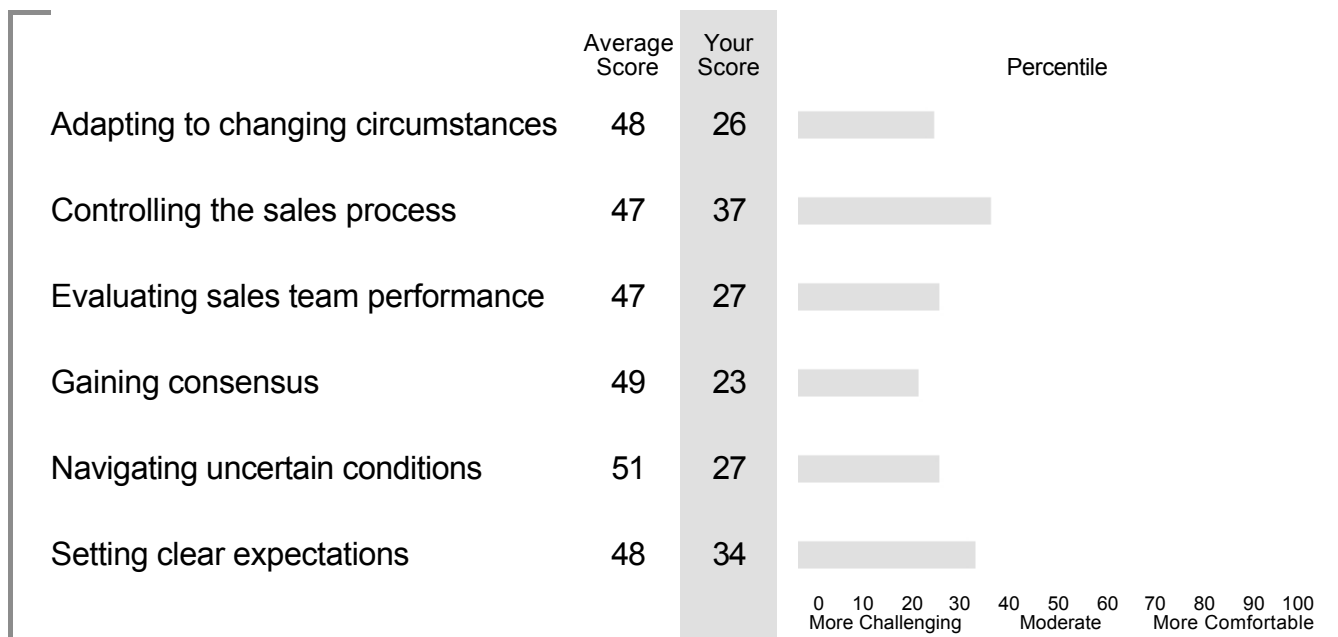
- **Communicating** with a focused, intense style
- **Handling** conflict by directly confronting the issue
- **Delegating** by "directing" the course of action
- **Planning** through an urgent, adaptive approach
- **Learning** with active, "big picture" understanding

# Selling Interactions Scores

## Engaging the Buyer



## Managing the Process



## Conclusion

Whether the individual has reviewed this Sales Profile as a self-assessment exercise, or as part of a formal sales coaching or training program, what is most important is what they do with the insight they have gained. Evaluating strengths and development opportunities can be humbling for sure, and it is natural to view one's own sales approach only in the most positive light. Still, real growth comes from candidly identifying how they perform in the sales cycle, while considering how their behaviors tend to reveal certain patterns that may contribute to success. Only then can the individual proceed with an informed recognition of where they might strengthen their approach. To the extent that this report facilitates such recognition, their time will have been well spent.

## Contact Information

For more information regarding the Leading Dimensions Profile (LDP) or other products and services available to help in developing and coaching high performers, please contact your LDC Affiliate:



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## Important Note

This report does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of behavior. No part of this report is intended to convey a psychological, medical, or psychiatric evaluation. This report is intended to provide personal insight that is useful in coaching, teambuilding, and other aspects of professional development. No employment decision should be made based, in whole or in part, on the results contained herein.