



Assessment Results

Energy Levels

Yellow: 49
 Red: 51
 Blue: 67
 Green: 47

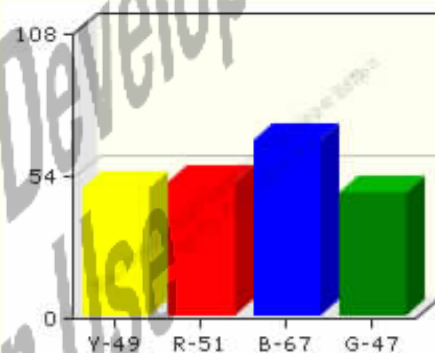
Judy Hans
 Primary Energy is
BLUE

ICS-CONNECT
 Interest and
 Preference
 Indicator is the
MONITOR

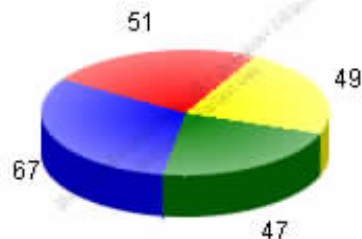
Energies above the mid-line (54) are your preferred energy styles, those energies we like about ourselves and like to display to others. We easily connect with others who display these energies.

Energies below the mid-line are the energies you are reluctant to use and prefer not to display to others. We tend to disconnect with others who have a preference to displaying these energies.

Interest & Preference Indicator Graph



Legend: Y-49, R-51, B-67, G-47



The Monitor

When communicating with others, three things must happen:

- They must be willing to listen
- They must retain information
- They must have a high level of trust in the messenger

When they disconnect, one or all of these things will cease even though the conversation continues.

Therefore:

"When communicating with others, they must stay connected long enough to raise the level of trust to a point where they are willing to let you influence them."

The Monitor

Will stay connected when others:

- Explain or relay information in a step-by-step process
- Are structured and organized in their approach to projects

- Respect the Monitor's position
- Ask logical and rational questions
- Give the Monitors all the facts before being required to make a decision
- Give the Monitor time to spend in reflection

Tends to disconnect when others:

- Present too many options
- Gloss over important details
- Don't recognize the Monitor's knowledge of the subject
- Push the Monitor into unrealistic deadlines
- Don't stick to the topic and wonder off into unrelated subjects
- Aren't coherent, logical, and rational



What Monitors like people to know about themselves:

- They like to work out all the details before going into action
- They get really excited about creating the process
- They work best by themselves in a quiet area
- They are slow paced, deliberate, quite, and self-controlled

What Monitors don't recognize or like to admit in themselves:

- They will get very defensive when someone challenges them
- They sometimes have a difficult time relating to people who have less knowledge than themselves
- They quickly become uncomfortable in large crowds

Some things Monitors want others to see in themselves:

- **Who I am:** They do the right thing at the right time
- **Purpose:** They strive for perfection in everything they do
- **Value to the organization:** Meets goals, is dependable, realistic, and committed
- **Under stress becomes:** Starts to split hairs
- **Worries about:** Change, when not needed and not being appreciated
- **Would be more successful by:** Better people skills, more relaxed, being more flexible

Things you rarely observe Monitors doing:

- Being the life of the party
- Leave on vacation without knowing all the details of the trip
- Serving as Master of Ceremonies at the company picnic

How to be in touch with Monitors:

- Appreciate them for being detailed
- Value their education and knowledge
- "Engaging mind before engaging mouth"
- Don't force them to build really close relationships
- Honor their independence

Those who really understand Monitors say:

- "You never know what they are thinking, but what ever it is, it will be brilliant."
- "If you ask them about a subject, they have probably researched the topic."
- "They are rather mild mannered and absorbed in their thoughts."

Preferences in self-leadership

- Will constantly improve their technical knowledge.
- Sees themselves as being a monitor of work compliance.
- Needs to deal with tasks, rather than with the human factor.
- Is at ease with critical, analytical and logical dialogue.
- Takes prides in doing superior work.
- An internal aspiration "to accomplish tasks in the right way".
- Need to make important decisions in their own time.
- Strives for successful completion of major projects.
- Measures their success by receiving peer rewards.
- Is aware of their thought processes and the prejudice of their observations.
- Is effective in solving complex problems and creating solutions.
- Gathers, and assesses all relevant information suggesting a course of action.

Preferences in leading others

- Keeps their deepest feelings private.
- Is uncomfortable when the conversation becomes emotionally charged.
- Knows it is imperative to explain the "What", "How" and "Why".
- Appears undaunted despite the sheer size of the task.
- Delegates only simple, straightforward tasks which will minimize failure.
- Prefers working with a small groups of people who are able process information.
- Is uncomfortable among clutter or chaos.
- Expects other to follow rules and procedures for their own sake.
- Will expect others to start the project only after they have review all options.

Preferences when leading teams

- Will not be easily diverted by emotional outbursts.
- Provides a high level of stability.
- Is committed to accomplishing realistic and well planned goals.
- Ensures a common-sense, practical approach to solutions.
- Will not allow others' failings to prevent the team's success overall.
- Will work with others to ensure high quality productivity.
- Will either have the technical knowledge or will seek out the sources to bring the knowledge to the team.
- Keeps the team attentive to detail.
- Adapts in performing need roles and responsibilities.
- Is willing to learn from others.
- Uses an appropriate balance of objective analysis, intuition and consultation with others in their decision making.

Preferences in leading the organization

- Demonstrates the ability to think strategically, conceiving and creating effective organizational structures and systems.
- Foresees the practical application of concepts and ideas at every level of the organization.
- Uses innovation appropriately, develops products and processes to meet changing needs.
- Is constantly aware of the financial health of the organization.
- Requires all members of the organization to understand the impact their decisions have on the organization.

Preferences to leads generation:

- Usually dresses in a conservative and professional manner.
- Enjoy working quietly and efficiently behind the scenes.
- Analyses and focuses to see out the true issues.
- Will maximize time prior to making the call.
- Learn everything about customer before making the call.
- Learns technical and complex subjects quickly by asking insightful questions.

Areas to challenge the leads generation process:

- It's ok not to be a perfectionist in most topics.
- Reduce the amount of time used in arranging personal space and time.
- Include personal contacts and connections in the sales pipeline.
- Learn to give compliments to promote positive self-esteem in the customer.
- Reduce the homework; spend more time on the implementation!

Preferences in understanding client requirements:

- Wants to fully understand the customers question before responding.
- Will use tried and true questioning techniques that aid in understanding the customers needs.
- Identifies and connects well to the customer's buying style.
- Will take accountability for accurately defining the customer's points-of-view.
- Will listen very carefully to fully understand requirements and possible objectives.
- Uses well-known and proven procedures when gathering information.

Areas to challenge the client requirement process:

- Be more expressive and unstructured with the customer.
- Ask more open focused questions.
- Think about the customers feelings as well as the task
- Smile, to be more approachable
- Don't forget to focus on the big picture.

Preferences in developing the proposal:

- Prefers to deliver detailed text-based proposals.
- Will bring sensible solutions to the customers' challenges.
- Is viewed as a matter-of-fact, rational thinker.
- Never forgets to double check that all the "i"s are dotted and "t"s are crossed.
- Reviews the customer's objectives using a step-by-step method.
- Takes the customers vision and turns it into reality.

Areas to challenge in developing the proposal process:

- Believe that "doing it now" may work as well as "doing it right".
- Be prepared to adapt to unforeseen or changing situations.
- Let the customer know that you understand how they feel..
- Avoid taking a stand that will lead to an argument.
- Speed up the process by picking up the pace.
- Concentrate on interests of the customer omitting the unimportant details.

Preferences when client is reluctant to buy:

- Will deal with "unreasonable" objections in a straightforward way.
- Identifies legitimate objections using careful listening skills.
- Is rational and flexible when handling resistance.
- Keeps emotional responses under control.
- Remains levelheaded.

Areas to challenge when the client is reluctant to buy:

- Be more alert to the human aspect that affects decision making.
- Don't become so serious that the customer rejects your ideas.
- Understand that enthusiasm for the product may not be apparent to the customer.
- When the customer offers a rebuttal remember it maybe coming from feelings and not from lack of details.
- Smile sometimes, and lighten the tone when responding to a customers concern.
- Work on being seen as more perceptive and caring.

Preferences when asking for the sale:

- Makes proposals that customers respect and trust.
- Always fulfills obligations.
- Capitalizes on opportunities for repeat business through keen professionalism.
- Proposes real solutions to continuing objections.
- Acknowledges the customer's on board when the check arrives!
- Uses a orderly and structured approach to the customer's needs.

Areas to challenge when asking for the sale:

- Take care not to appear demeaning when using advanced knowledge.
- Say: "Can we just move forward?" when it is appropriate.
- Understand to the customer this is generally not just an order, it's establishing a relationship of trust.
- Work on coming across as less unbending and inhibited by process.
- Connect to the customer's pace and tone.
- Be more relaxed and less formal when negotiating.



Preferences in customer relations after the sale:

- Closely controlled and attentive to technical matters.
- Likes to stay-on- top and have a method of measuring on-going activities.
- Keeps an eye on all agreements and guarantees.
- Is painstaking careful in both planning and delivery.
- Quietly and efficiently addresses customer concerns.
- Adheres to tried and true systems and procedures.

Areas to challenge in customer relations after the sale:

- Develop several relationships each customer's company.
- Deal more often with the personal side of customer relationship.
- Welcome negative feedback as it may reveal a path of development.
- Avoid being worried about procedures: focus on results.
- Ask for testimonials recognizing a job well done.
- Communicate with customers regularly to discover their changing needs.

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