

Adaptive Index™ Report

for Sales

Participant D

Company ABC

April 2008

Developed by: Dr. Kenneth Rabinowitz

The Adaptive Index™

Thank you for taking the Adaptive Index. I hope the Adaptive Index provides you with further insight about your "adaptive self - how you adapt to your world, as you respond to change, problems, tasks, people and roles."

The Adaptive Index was developed to help you discover your cognitive, work and interpersonal patterns. You'll find a series of graphs showing you how adaptive you are in five different scales referred to as the DEBSI. Each graph is followed by interpretations that explain your personality and adaptability. At the end of the graphs section, you'll find a comprehensive summary of your work style; your most natural and frequently used patterns.

The Adaptive Index is the only instrument that measures three key elements of performance –

- ♦ **Personality**; your natural and predictable behaviors, as well as your strengths and weaknesses. The Personality Section describes your "reflexive" behavior (which accounts for approximately 90 - 95% of your thoughts and actions) on five scales; results, change, moderation, process and quality orientations.
- ♦ **Adaptiveness**; how adaptive you are in seven behavioral dimensions: *how you think, listen, communicate, relate, work, manage problems, conflicts and change.*
- ♦ **Work Style**; how you perform in a designated role such as: leadership, sales, service, project management, team member or general employee.

The Adaptive Index provides you with an in-depth review of your "adaptive" self, and shows you how to become a more adaptive and effective: *thinker, listener, communicator, relater, worker, problem, conflict and change manager.*

The Adaptive Index "generalizes about your natural tendencies and patterns" by identifying patterns of behavior that you emphasize and rely on. If you read something you disagree with, please keep in mind that we are discussing your natural tendencies, not behaviors that you may have learned to modify or improve.

I hope you enjoy the Adaptive Index. And you rediscover what you probably already know about yourself in one form or another. You should find yourself smiling and agreeing with the majority of what you read.

I also hope that you take advantage of this opportunity to learn more about your adaptive self, as you learn the secrets of adaptive behavior. Our studies of adaptive people show that "adaptiveness" is positively correlated with success, whether it is problem solving, being more productive, handling change and uncertainty, or building more effective and fulfilling relationships. We've found that top performers, regardless of their field (management, sales, service, operations, technical, research, etc.) differentiate themselves by their ability and willingness to *adapt*. That their ability to adapt is the single most important factor in their success!

If you have any comments, questions or concerns, please contact me at drken@consultpdg.com or call me at 800-836-5870. I also hope you will contact us if you would like to know more about our books, training and coaching programs designed to help you develop your AQ - Adaptive Intelligence.

Enjoy!

Dr. Kenneth Rabinowitz,
Developer of the Adaptive Index

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Introduction

What Your Report Contains

Your Adaptive Index Report consists of the following sections -

Your Personality

- ♦ This section measures and describes your personality, using the DEBSI as the key concept. DEBSI measures the degree that you emphasize or de-emphasize - results (D), change (E), moderation (B), process (S) and quality (I).
- ♦ You will receive an "individualized" analysis of your personality, a style description and a DEBSI Graph showing you your behavioral tendencies.
- ♦ You'll receive a ranked list of your strengths, weaknesses and improvements.
- ♦ The Consistency Analysis Graph tells you how consistent you are in each of the DEBSI patterns. This component will show you not only how consistent you are in using each of the DEBSI traits, it will also measure how valid and accurate your report is.

Your Adaptability

Cognitive Adaptiveness

- ♦ The Cognitive Graph tracks your thinking and decision making patterns. This graph measures the degree that you are linear, creative, pragmatic, circular and analytical in your cognitive style. It shows you how to think more adaptively.

Listening Adaptiveness

- ♦ The Listening Graph measures your listening patterns. It shows you how you tend to listen; the degree that you are a consequential, conceptual, concrete, contextual and complex listener. You'll learn how to broaden your listening style, as you become an adaptive listener.

Communication Adaptiveness

- ♦ The Communication Graph measures your communication patterns. It measures how you express yourself; the degree that you are pointed, persuasive, parallel, practical and precise as a communicator.

Interpersonal Adaptiveness

- ♦ The Interpersonal Graph measures your relationship patterns; how you relate to others. It measures how directive, supportive, logical, responsive and expressive you are with others.

Work Adaptiveness

- ♦ The Work Graph measures your work patterns; how you perform tasks, projects and responsibilities. You'll receive a graph showing you how efficient, reliable, thorough, implemental, and innovative you are.

Problem Adaptiveness

- ♦ The Problem Management Graph measures your response to both conflicts and problems. It analyzes how controlled, constructive, confrontive, collaborative and challenging you are in handling problems and conflicts.

Change Adaptiveness

- ♦ The Change Management Graph measures how you adapt to change; how you deal with the dynamics between the new and old. This graph will tell you what your change management style is; whether you are steady, integrative, encouraging, driven and balanced in your approach.

Your Work Style

- ♦ This section, examines your work style (for example - management, sales, service, project, individual). Here you will learn about your performance patterns and your overall style. You'll discover how you tend to operate within a particular role. And how you can become more effective as you learn the "secrets" of adaptive performance.

Your Personality

Your Personality

The DEBSI Personality Graph - Your personality patterns

On page 8, you'll find your DEBSI Personality Graph. This graph measures your personality traits on five scales -

- ♦ **Results** orientation - the D Factor
- ♦ **Change** orientation - the E Factor
- ♦ **Moderation** orientation - the B Factor
- ♦ **Process** orientation - the S Factor
- ♦ **Quality** orientation - the I Factor

We estimate that approximately 90% of your thoughts and actions are "personality based." And that most of what we do is shaped by underlying behavioral patterns or traits. These behaviors (DEBSI patterns) are well imbedded in our personality, and are both reflexive and unconscious.

As your review your DEBSI Personality Graph, you'll discover –

- ♦ What your personality is like; how you think, adapt, work, communicate and relate to others.
- ♦ What motivates and de-motivates you.
- ♦ Which of the DEBSI patterns you rely most and least on, as you adapt to your environment.

We begin to develop our personality in infancy and continue to refine it through aging. Our personalities are fairly well established by early adulthood, and are less likely to change very much, at least through conscious effort.

The 90% factor suggests that most of our thoughts and actions are unconscious, reflexive and patterned ways of adapting to our environment. While we often choose to vary our "conscious" behavior; most of our actions are automatic, unconscious and reflexive. Again, we estimate that 90% of our behavior is personality based, suggesting that our personalities are fairly fixed and automatic. While we can change our behavior and make all types of improvements, our personality is less subject to "conscious change."

Your Personality

The DEBSI Factor

The DEBSI Factor characterizes our personality traits as well as our behavioral patterns. Each DEBSI pattern is an "adaptation" or adjustment to the situation we experience.

Each DEBSI pattern is driven by different set of "motivators". As a result, each cluster takes on certain common characteristics. The DEBSI Factor Table below, summarizes each of the DEBSI patterns.

The DEBSI Factor Table

PATTERN	DESCRIPTION
D	The D score represents the degree that you emphasize RESULTS. The higher your D score, the more decisive, linear, driven, directive, efficient, bottom-line and results oriented you are.
E	The E score represents the degree that you emphasize CHANGE. The higher your E score, the more creative, persuasive, engaging, expressive, flexible, big picture and change oriented you are.
B	The B score represents the degree that you emphasize MODERATION. The higher your B score, the more pragmatic, cautious, hands-on, realistic, responsive, implemental, controlled and moderation oriented you are.
S	The S score represents the degree that you emphasize PROCESS. The higher your S score, the more practical, reasonable, supportive, steady, collaborative, reliable and process oriented you are.
I	The I score represents the degree that you emphasize QUALITY. The higher your I score, the more analytical, logical, precise, thorough, fair-minded, rational and quality oriented you are.

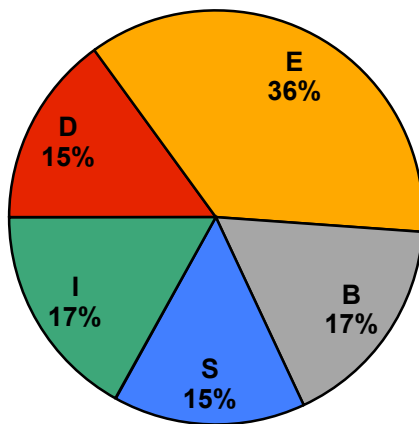
Your Personality Style

You have an Expander personality style. Your personality is characterized by the following traits -

Expander Traits			
Expressive	Engaging	Convincing	Flexible
Creative	Big picture	Innovative	Dynamic

As you can see in the graph below, your personality is broken into percentages. Each of the DEBSI patterns measures how much emphasis and de-emphasis you place on the five traits as you naturally respond to your environment.

Your DEBSI Personality



Scoring Meaning

- 0 - 9%** **Very Low score** - means you rarely rely on that trait. You find it difficult to function this way for sustained periods of time.
- 10 - 16%** **Low score** - means you de-emphasize that trait. You emphasize this trait only when you need to and find it difficult to sustain.
- 17 - 23%** **Moderate score** - means you utilize this trait when you need to, but in a moderate and balanced way. You prefer a less extreme use of this trait.
- 24 - 30%** **High score** - means that you rely on this trait, and are comfortable utilizing it. This trait is an important aspect of your personality.
- 31 - 50%** **Very high score** - means that you depend strongly on this trait. You strongly emphasize this trait whenever you can. This trait characterizes your personality.

PATTERN	INTERPRETATION
D Results	Your low D score suggests that you are less of a bottom line type of person. You believe in the importance of process. You place greater emphasis on the process or approach than you typically do on the bottom line. As a result, you tend to be more careful, more responsive and more collaborative in your approach. You get the job done through process and relationships. You are collaborative with others, and careful to reduce unnecessary risk and conflict. You de-emphasize the D trait as you emphasize other traits instead.
E Change	Your E score is very high. You are very change oriented. You place greater emphasis on change than on continuity. You would rather modify, expand and improve than maintain and sustain. You are big picture. You favor the new over the old. You seek variation, growth and opportunities. You enjoy designing and building new and different approaches. You are very E oriented – you relate well to others as you create new opportunities. Your E score means that you are creative, expressive, engaging, convincing, big picture, outgoing, innovative and flexible. You sell yourself and your ideas well. The E trait is a dominant part of your personality.
B Moderation	Your B score is moderate. You balance moderation with risk. As a result, you are willing to take certain risks, when and if you feel it is justified. You tend to be reasonable, flexible and responsive to others. You prefer to be "situational" – you try to judge each situation before you react to it. You are a moderate reactor; you try not to overreact to situations. You look for ways to collaborate and accommodate others. In general, you are reasonable with others. You are an anchor of reality. You are a moderate B. You prefer not being overly cautious and constrained, but respect and understand the need for a certain level of caution and restraint.
S Process	Your S score is low. You de-emphasize the S trait by being less structured and methodical. You are variable and dynamic in your approach and tend to be less procedural. You like to take more risk and to operate more autonomously. You are happiest when you can create and relate. You prefer a more flexible approach, with less structure and procedure. You work best when you have maximum choice and autonomy in what you do. You prefer more flexibility and variation.
I Quality	Your I score is moderate. You find a balance between being accurate and efficient. While you prefer situations that involve less depth and detail, you are analytical, logical, precise and thorough enough when you need to be. You are as comfortable with the big picture as you are with details. You know when to go into more depth and when to be more efficient. You are flexible in your use of the I trait. You try to find a "happy medium" when dealing with quality and efficiency.

Sales Strengths

Strengths

The following strengths were identified and ranked by you out of a listing of 50 possible strengths. This list represents what you do best in the sales role. By building on your competencies, you should be able to expand and improve your overall sales performance.

Try to build on your strengths and find ways to continuously improve. One of the best ways to improve sales performance is by building on your existing strengths.

Your Top 12 Strengths	
1	Organizing your sales effort
2	Planning the sales effort
3	Following through
4	Time and Territory Management
5	Getting repeat business
6	Cold calling new prospects
7	Marketing yourself and product/service
8	Building rapport and acceptance
9	Selling value - showing the worth
10	Selling comparatively - differentiating your products
11	Clarifying (listening) what the customer is saying & signaling
12	Maintaining customer contact

Sales Weaknesses

Weaknesses

This list identifies your six most significant sales weaknesses. Try to do whatever you can to improve these six weaknesses; by putting in more effort, by seeking coaching or training, by reading or observing what others do well.

The primary goal for dealing with a sales weakness, is to minimize and hide it. This means that even if you can't turn your weaknesses into strengths, try to perform that behavior "well enough and often enough," so that it doesn't hurt your sales effort. Sometimes, insight and self discipline is all that is needed to "hide your weakness." In most cases, training, coaching and lots of practice is needed. If you work hard enough, you can do more than hide a bad habit. You can learn to turn some of your weaknesses into sales strengths!

Your Top 6 Weaknesses	
1	Closing the sale
2	Handling difficult customers
3	Handling disinterested customers
4	Proposal writing
5	Product knowledge - being an expert
6	Selling complex and longer sales cycle

Sales Improvements

Improvements

This list consists of the competencies that you need to improve most.

There are three ways to improve your sales performance. One is by sharpening your skills and strategies through training or coaching. Another is by learning from others, and the third is through effort and determination.

Whatever approach you use, take the time to improve these improvement areas. If you do, it will have a positive impact on your sales performance.

Your Top 6 Areas that you Need to Improve	
1	Closing the sale
2	Advancing the sale - moving it forward
3	Clarifying (listening) what the customer is saying & signaling
4	Asking the right questions
5	Motivating your customer
6	Correspondence

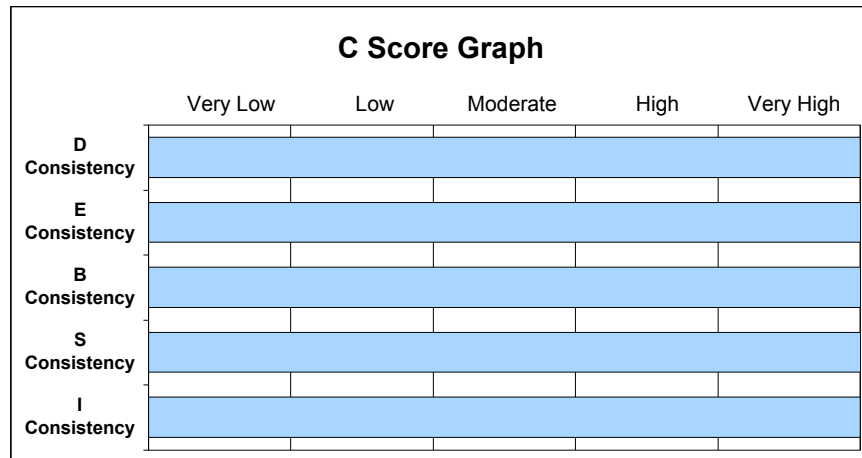
Your Personality - Consistency Analysis

Consistency Analysis

The **C Score Graph** below, measures consistency, which is defined as "how likely you are to adhere to a particular tendency."

Please note that your DEBSI has nothing to do with consistency. Whether your DEBSI score is low, moderate or high, consistency tells you how likely you are to apply that behavioral tendency.

- ♦ If your C Score is lower, it suggests that you are less consistent and more erratic in that behavioral tendency.
- ♦ If your C Score is moderate, you exhibit that tendency with some degree of consistency.
- ♦ If your C Score is high, you are consistent in that behavioral tendency; you rely heavily on that trait.



Trait	C Score	Interpretation
D Consistency	High	You are consistent in your low D tendencies.
E Consistency	High	You are consistent in your high E tendencies.
B Consistency	High	You are consistent in your moderate B tendencies.
S Consistency	High	You are consistent in your low S tendencies.
I Consistency	High	You are consistent in your moderate I tendencies.

Your Adaptability

Your Adaptive Behavior

Adaptability

Section Two measures your **adaptability** – *"your willingness and ability to adjust successfully to different needs, changes, problems and relationships."*

Adaptability is "agility". It's the agility to "produce the right results, the right way". Adaptability means making the right decision, communicating effectively, building an effective relationship or being productive.

Our research studies on "high performance and success," have found that the single most important factor behind successful performance is "adaptability - the agility to produce the right results, the right way." People who are more successful in both their work and relationships are significantly more adaptive.¹ I refer to this as AQ™ - Adaptive Intelligence.²

We've found that the higher your AQ™, the more successful you are in your relationships, your work and in managing whatever situations you encounter.

But what is high AQ™? It's a three step process of –

- ♦ **assessing** the situation
- ♦ **adapting** skillfully to each situation
- ♦ **achieving** the right results, the right way

Track your Adaptiveness

The Adaptive Index Report is specially designed to track your adaptiveness – on seven scales. It will tell you how you tend to adapt as you think, work, listen, communicate, relate interpersonally, manage change, conflicts and problems. This insight should enable you to increase your agility by learning to vary your approach, and not becoming fixed or rigid in the way you handle a situation, task or relationship. There are several ways to handle a situation – being adaptive means, finding a better approach.

You will receive seven adaptability graphs -

- ♦ **Cognitive Adaptability** - how you think and make decisions
- ♦ **Listening Adaptability** - how you listen
- ♦ **Communication Adaptability** - how you express yourself
- ♦ **Interpersonal Adaptability** - how you relate to others
- ♦ **Work Adaptability** - how you perform tasks and projects
- ♦ **Change Adaptability** - how you manage change
- ♦ **Problem Adaptability** - how you manage problems

¹ Kenneth Rabinowitz, (1990, 1992, 1998, 2001, 2004) has conducted a series of studies measuring "high performance and success. He has found a significant relationship between Adaptive Intelligence (adaptive behavior) and high performance on both an individual and team basis.

² The concept of Adaptive Intelligence was developed and trademarked by Dr. Rabinowitz in 2002.

Your Adaptive Behavior






As you review the seven graphs, please -

- ♦ **Recognize that most people show variance from one graph to another.** In other words, don't be concerned if your D, E, B, S or I scores vary from graph to graph. Variance simply suggests that you tend to adapt differently in different roles. For example, you may be a high S listener, and a low S worker.
- ♦ **Don't be concerned with low scores.** A low score doesn't necessarily mean that you are less effective in that area. You might in fact be highly effective in that cluster, but not utilizing that tendency as much as you need to. Low scores indicate that you de-emphasize that behavioral cluster. You have to determine whether or not you are as skilled and as effective in that cluster as you need to be.
- ♦ **A low score is an opportunity.** Identify lower scores, and begin to use those behavioral clusters more often, when it seems appropriate. You can begin to "raise your AQ™", by learning to emphasize behaviors that you naturally de-emphasize (assuming that behavior is appropriate to the situation).
- ♦ **A high score is also an opportunity.** Higher scores usually suggest that you favor this cluster of behavior, and in most cases are not only more comfortable, but more competent in performing that cluster. The opportunity with high scores, is to learn to skillfully "de-emphasize" that behavior in favor of a more appropriate one that is less likely to be utilized (a low score). For example, if you are High D in the way you work (efficiency), you should adapt or shift into a different cluster when the need arises, such as a High I (precision).
- ♦ **Don't let your strengths become your weaknesses.** Be careful not to let your high scores become too extreme. If you take a strength and overdo it and take it to an extreme, it will become a weakness. For example, if you are too assertive, you begin to become aggressive. Or if you work too hard, you become a workaholic. My point is – be careful not to take any of these tendencies to the extreme, or you will find that strength is actually doing more harm than good!
- ♦ **Complete the Adaptability Plan at the end of this report.** This action plan will help you target a variety of ways to "raise your AQ™."

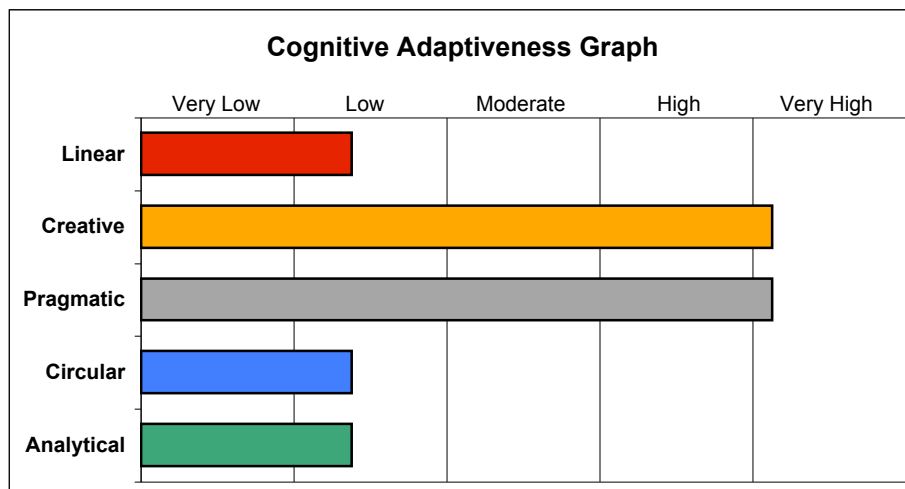
Cognitive Adaptiveness

Cognitive Adaptiveness is how you tend to adapt as a thinker and decision maker. It measures how adaptive you are as a thinker on five DEBSI scales –

Linear (D), Creative (E), Pragmatic (B), Circular (S), Analytical (I)

Cognitive Factor		DESCRIPTION
D Linear Thinking		Linear thinking (D) is a decisive approach that focuses on the results and bottom-line. It is decisive, efficient, clear and definitive. It is a "forward moving" type of thought process focused primarily on goals, solutions and results. Linear thought is fast. The linear thinker prefers the "ready, fire, aim" method of decision making.
E Creative Thinking		Creative thinking (E) focuses on change and growth. It is an "outer moving" type of thought process. Creative thought is loose. Creative thinking is a flexible, resourceful, big picture, conceptual, dynamic thought process that operates "out of the box". Creative thinkers prefer a "ready, flex, fire" approach to decision making.
B Pragmatic Thinking		Pragmatic thinking (B) focuses on the immediate needs. It is a careful, cautious, realistic, responsive way of thinking; one that closely "parallels" the situation. Pragmatic thought is grounded. This thought process focuses on the most immediate needs and realities. Pragmatic thinkers rely on a "ready, realistic, fire" method of decision making.
S Circular Thinking		Circular thinking (S) focuses on the process. It is a practical, reasonable, collaborative and dependable way of thinking. Circular thought is steady. It "closes the loop", seeking closure and consistency. The circular thinker prefers a "ready, practical, fire" approach to decision making.
I Analytical Thinking		Analytical thinking (I) focuses on quality and depth. It is an "inward moving" process that is highly substantive, thorough, challenging, precise, deductive and analytical. Analytical thinking is the most in-depth process. The analytical thinker prefers a "ready, aim, fire" approach to decision making.






The **Cognitive Adaptiveness Graph** measures how you think: from perception to interpretation to decision making. A high score suggests that you rely primarily on that cognitive pattern. A moderate score indicates that you limit your use of that pattern. And a low score indicates that you are less likely to effectively utilize that pattern.



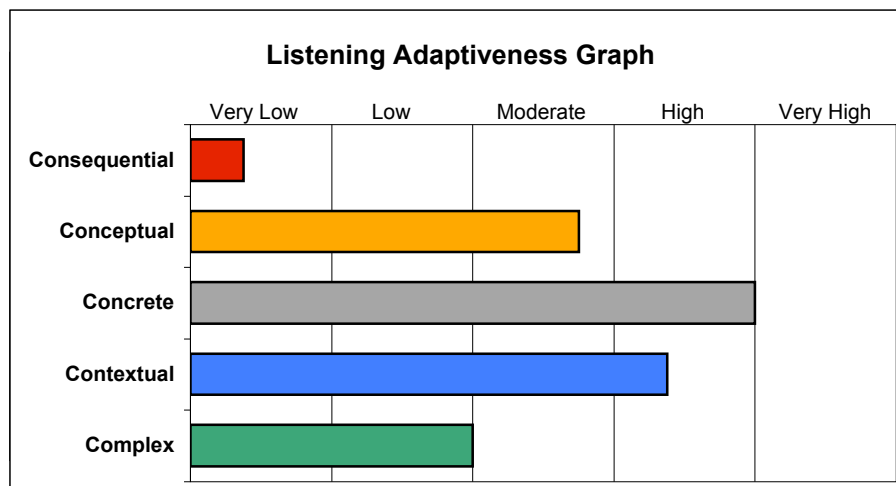
Listening Adaptiveness

Listening Adaptiveness analyzes your listening patterns and preferences. It measures the degree that you emphasize and utilize each of the DEBSI listening patterns. This graph will tell you what type of listener you are—

Consequential (D), Conceptual (E), Concrete (B), Contextual (S), Complex (I)

Listening Factor		DESCRIPTION
D Consequence		Consequential listeners listen for the bottom line. They focus on results, problems, solutions, progress and goals. They tend to generalize and focus on the key point, and are less attentive to both feelings and details. They are impatient and less empathetic. They are rarely fooled, and will confront confusion or game playing. They are excellent in listening for the bottom line and consequences. They are clear.
E Conceptual		Conceptual listeners listen for the concept. They focus on ideas, opinions, progress, needs, small talk and feelings. They tend to generalize and focus on the key point, and less to the facts and details. They are bored by complexity and detail. They read people well and notice most signals. They aren't easily misled. They are excellent in picking up the key point and conveying empathy. They are aware.
B Concrete		Concrete listeners listen for reality. They focus on the situation, performance, concerns, roles, responsibilities, details, facts, progress and needs. They listen for specifics and focus mostly on the concrete aspects of the message. They are less interested in either ideas or complexity. They are excellent in listening for the concrete aspects of the message and are attentive to the situation. They are realistic.
S Contextual		Contextual listeners listen for the situation. They focus on the process, progress, responsibilities, context, consistency, concerns, feelings and needs. They specify more than generalize. They focus on people's actions and needs. They are less interested in the bottom line or the big idea. They are excellent in listening for the contextual aspects of a situation. They are both empathetic and attentive. They are responsive.
I Complex		Complex listeners listen for accuracy. They focus on the logic, facts, details, analysis, accuracy, depth and substance of the message. They tend to specify and focus on the logic, complexity and accuracy of the message. They are less interested in feelings or opinions. They are excellent in listening critically for accuracy and logic. They are less empathetic and more objective. They are knowledgeable.






The **Listening Adaptiveness Graph** measures your listening patterns. Good listeners "adapt" to the message and messenger. This graph measures your listening tendencies. A high score suggests that you rely primarily on that listening pattern. A moderate score indicates that you limit your use of that pattern. And a low score indicates that you are less likely to effectively utilize this pattern; that you are less adaptive with that pattern.



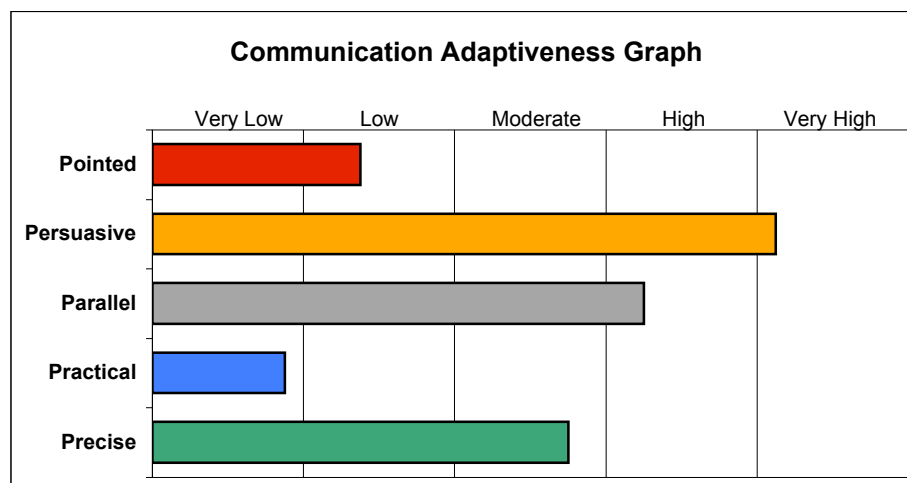
Communication Adaptiveness

Communication Adaptability measures your communication style. There are five different communication patterns (strategies) –

Pointed (D), Persuasive (E), Parallel (B), Practical (S), Precise (I)

Communication Factor		DESCRIPTION
D Pointed		Pointed communication (D) is perceived as "direct." It is often characterized as a "telling" type of communication style. It is usually "concise, clear and to the point." It is a "short, fast, louder, definitive" sounding message, that is accompanied with pointed hand gestures, direct eye contact and upright posture. Pointed communicators tend to talk more about the key point, the problem, the goal, the solution, the result. They are pointed.
E Persuasive		Persuasive communication (E) is perceived as "expressive." It is often characterized as a "selling" type of communication style. It is usually "convincing, engaging and dynamic." It is a "longer, faster, louder, flexible" sounding message. The body language is characterized as open, circling hand gestures, friendly eye contact and relaxed posture. Persuasive communicators focus more on the big picture, relationship, idea, experience, need, action or opinion. They are persuasive.
B Parallel		Parallel communication (B) is perceived as "responsive." It is often characterized as a "specifying" type of communication style. It is usually "careful, controlled and responsive." It is a "shorter, faster, softer, flexible" sounding message, with controlled hand gestures, less eye contact and "on edge" posture. Parallel communicators focus more on reality, concerns, problems, responsibilities, specifics and satisfaction. They are specific.
S Practical		Practical communication (S) is perceived as "supportive." It is often characterized as a "suggesting" type of communication style. It is usually "cooperative, realistic and supportive." It is a "shorter, slower, softer, flexible" sounding message, with limited hand gestures, steady eye contact and an attentive posture. Practical communicators focus more on feelings, needs, processes, concerns, specifics and relationships. They are amiable.
I Precise		Precise communication (I) is perceived as more "logical." It is often characterized as a "descriptive" type of communication style. It is usually "credible, substantive and logical." It is a "longer, slower, softer, flatter" sounding message. The hand gestures are more "wristy," there is less eye contact, and more of an angled posture. Precise communicators focus more on facts, logic, grammar, substance, details and precision. They are substantive.






The **Communication Adaptiveness Graph** measures how reliant you are on each of the DEBSI communication patterns. Better communicators learn how and when to adapt their communication to the listener. This means, adapting your strategy to the situation. A high score suggests that you rely primarily on that pattern of communication. A moderate score indicates that you limit your use of that pattern. And a low score indicates that you are less likely to effectively utilize that pattern.



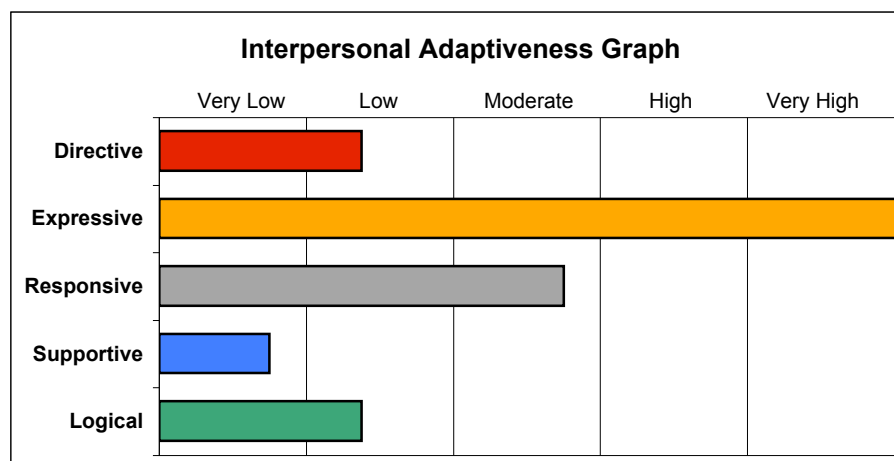
Interpersonal Adaptiveness

Interpersonal Adaptiveness is how you tend to interact and relate to others. It is "your ability and willingness to adapt to the communication and relationship needs of the people you are interacting with." Interpersonal Adaptiveness measures your interpersonal patterns on five scales -

Directiveness (D), Expressiveness (E), Responsiveness (B), Supportiveness (S), Logicalness (I)

Interpersonal Factor		DESCRIPTION
D Directive		Directiveness (D) is pointed – a concise and straightforward interpersonal approach. Directiveness is clear and definitive. Directives expect others to be clear, concise and straightforward with them. They are annoyed by indirect, tentative and confusing behavior. Most Directives respect others that are assertive, clear and straightforward. Directives will either seek or provide "direction." Directives try to build respect into their relationships. They tend to prefer a "telling" style of communication.
E Expressive		Expressiveness (E) is persuasive – a convincing, engaging, expressive type of interpersonal approach. Expressiveness is convincing and dynamic. Expressives expect others to be flexible, open-minded and willing to share. The Expressive, because of their dynamic tendencies enjoy being with people who are more engaging and expressive. Most have a difficult time with people they feel are too blunt, insensitive or boring. They build rapport and get along well with most people they meet. They are quick to make new friends and to develop instant rapport. Expressives tend to prefer a "selling" style of communication.
B Responsive		Responsiveness (B) is parallel – a careful, helpful, realistic, grounded type of interpersonal approach. Responsiveness is simple, clear, helpful and down to earth. Responsives expect others to be helpful, realistic, responsible and of course, responsive. They enjoy people who are more controlled and moderate. Responsives often are bothered by people who are unreasonable, unrealistic, not responsible or helpful. Responsives build confidence as they demonstrate their sense of responsibility. They often prefer a "specifying" style of communication.
S Supportive		Supportiveness (S) is practical – a cooperative, reasonable, amiable, dependable type of interpersonal relationship. Supportiveness is collaborative, empathetic, reliable, trustworthy and amiable. Supporters expect others to be trustworthy, practical, reasonable and collaborative. They enjoy people who they trust and depend on, and have an amiable nature. Supporters are bothered by people who are too pushy, deceptive, unreliable, impractical, aggressive or unreasonable. The Supporter is a trust builder. They usually prefer a "suggesting" style of communication.
I Logical		Logical (I) is precise – an articulate, rational, fair, objective, inquisitive and credible type of interpersonal relationship. Logical behavior is objective, analytical, substantive, deductive and fair minded. Logicals expect others to be knowledgeable, logical, factual, inquisitive and committed to quality. They enjoy people who are credible and articulate. Logicals are bothered by those they view as inarticulate, sloppy or lazy with details, illogical, imprecise, not in the "know," too subjective and emotional. Logicals build credibility. They prefer a "descriptive" style of communication.






The **Interpersonal Adaptiveness Graph** measures how you adapt to individual needs as you communicate, listen, negotiate and relate to others. A high score means that you rely primarily on that interpersonal pattern as you build and sustain relationships. A moderate score indicates that you limit your use of that interpersonal pattern. And a low score suggests that you are less likely to make effective use of that interpersonal pattern.



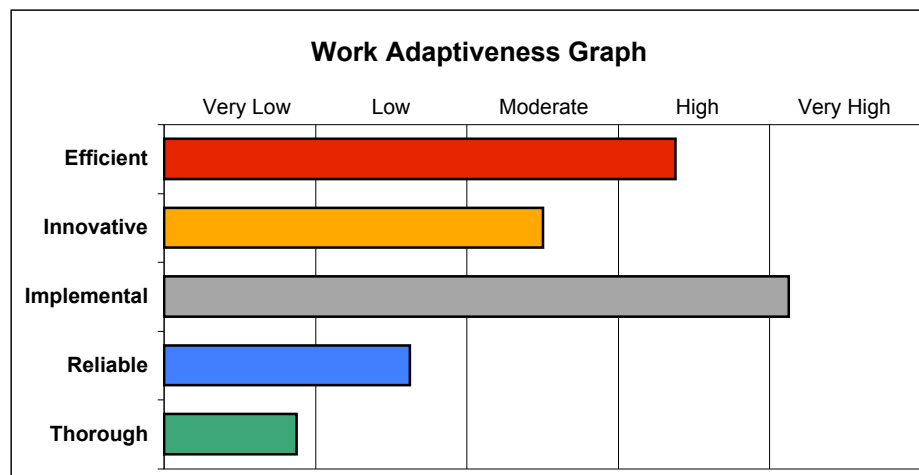
Work Adaptiveness

Work Adaptiveness is the "ability and willingness to adapt the way you work on tasks and projects." Similar to cognitive and interpersonal adaptiveness, we use DEBSI as the foundation for understanding adaptive behavior. You are measured on five work scales -

Efficiency (D), Innovation (E), Implementation (B), Reliability (S), Thoroughness (I)

Work Adaptiveness Factor		DESCRIPTION
D Efficiency		Efficiency is shaped by goals and objectives, along with an overriding emphasis on results. Working efficiently usually means getting enough of the right things done. Efficiency is dependent on several factors; planning, organization, streamlining, implementation. The key to efficiency is finding the quickest, shortest, simplest way to produce as much of the right outcome as is needed. There is less emphasis on quality (how well something is done), and more emphasis on productivity (getting the most accomplished). Efficiency is driven by the need to produce value. And "ROI; a return on investment."
E Innovation		Innovation is "creating a better outcome." Innovation means change, whether it is doing something bigger, better or different. This approach is characterized as a fast paced, unstructured, variable way of working. The goal of innovation is to improve, expand or modify something. The emphasis is on the outcome, and less on the process. Innovation requires a certain degree of creativity, conceptualization, practicality, flexibility and variation. The more innovative you are (change), the less reliable (consistent) you become. Innovation is driven by the need to create change and growth.
B Implement		Implementation is "a balanced, hands-on, responsive way of working, with a focus on completing the most immediate task." It is characterized as a moderate, by the book approach that focuses primarily on the most immediate and pressing needs. Implementation is hands-on; rolling up your sleeves and doing what's needed. People who are implementation oriented try to be both responsive and responsible. They "implement, operationalize, maintain and fulfill their responsibilities."
S Reliability		Reliability is "meeting and exceeding expectations and needs through a steady, methodical approach." How you do something becomes more important than the outcome itself. In other words, the process overrides the outcome. Doing it the right way is what reliability is about. "The ends do not justify the means." Shaped by process, roles and responsibilities, reliability is a steady, consistent way of getting the job done. Consistency, follow through and closure are characteristics of this process driven approach to work. Innovation, which is characterized as variable and inconsistent by definition, is usually de-emphasized as reliability is emphasized.
I Thorough		Thoroughness is "working in a more detailed, logical, exacting way." Thoroughness is a process oriented way of working, with the emphasis on quality, details, depth, analysis, logic and accuracy. Working thoroughly means, going into as much depth and detail as needed. The emphasis is on quality, and not on efficiency. The more thorough someone is, the less efficient they are. Thoroughness often involves additional steps and processes such as checking, verifying, deliberating, analyzing and testing. The more thorough you are, the less efficient you become.






The **Work Adaptiveness Graph** measures your work patterns. It measures how you work on tasks and projects by scoring how efficient, innovative, implemental, reliable and thorough you tend to be. A high score suggests that you rely on that work process to a large extent. A moderate score suggests that you limit your use of that work pattern. A low score indicates that you are less apt to utilize that pattern effectively.



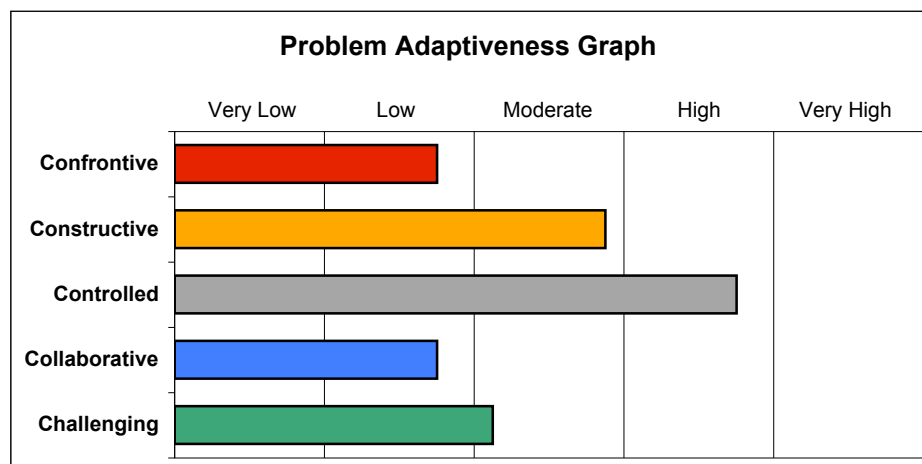
Problem Adaptiveness

Problem Management Adaptiveness is the “ability and willingness to adaptively manage problems and conflicts”. There are five equal, but different approaches or strategies that should be used when adapting to the various problems and conflicts that occur –

Confrontive (D), Constructive (E), Controlled (B), Collaborative (S), Challenging (I)

Problem Mgt Factor		DESCRIPTION
D Confrontive		Confrontives are quick to confront a problem or conflict. They are outspoken and direct. They tell it like it is, and are known for being straightforward and confrontive when they need to be. They try to be "fair and clear," as they manage problems and interpersonal conflicts. They are more definitive and less flexible. They are assertive, and if they aren't careful, can become aggressive by being too confrontive and demanding. Confrontives on the other hand, are often respected for their willingness to speak their mind. They expect solutions.
E Constructive		Constructives are quick to confront a problem or improvement. They are opinionated and persuasive. They are diplomatic and selective in how much they challenge or confront. They are upbeat and encouraging; with the primary goal to improve the situation. They are more flexible and less definitive. Given the Constructive's less direct and confrontational style, they need to be careful of not being viewed as having hidden agendas, of being evasive or even manipulative.
B Controlled		Controllers are quick to voice their concerns. They are realistic and aware. They expect prompt solutions and improvements. They are most interested in dealing with the immediate situation. They become nervous if they don't see remedial action. They are responsive. They expect improvement. They expect responsiveness. They use more of a cautious and controlled approach in dealing with conflicts and problems. They expect prompt action.
S Collaborative		Collaboratives are quick to cooperate with others. They are practical minded and expect teamwork, cooperation, trust and dependability. Of the five patterns, Collaboratives tend to be most accepting and have a tendency to avoid difficult conflict situations. They are more assertive with problems and less with interpersonal conflicts. They expect process improvement. They become bothered by politics and distrust. They are more flexible and less definitive. They are empathetic. They work steadily to resolve problems and conflicts. They believe in "better together." They expect support.
I Challenging		Challengers are quick to challenge both problems and conflicts. They are analytical and rational in their approach. They are bothered by superficiality and mistakes. They are more definitive and not particularly flexible. They analyze problems with facts and logic and will struggle with the problem until they see a marked improvement. With interpersonal conflicts, they demand a high degree of fairness and objectivity. They assertively challenge situations that they feel are wrong or unfair. They expect others to analyze problems, think logically, be factual and fair minded. They drive quality.






The Problem Adaptiveness Graph measures your most natural and reflexive ways of handling both problems and conflicts. A high score suggests that you rely primarily on that problem management pattern. A moderate score indicates that you limit your use of that pattern. And a low score indicates that you are less likely to effectively utilize that pattern. The key to Problem Management is to apply the right strategy to the right problem and conflict situation. Learn to become more adaptive, by developing your skills and use of each of the DEBSI strategies.



Change Adaptiveness

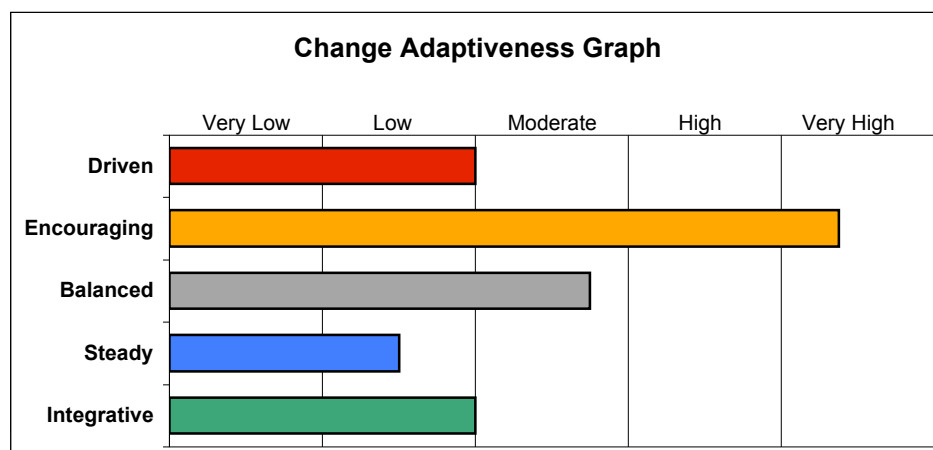
Change Adaptiveness is “the ability and willingness to successfully adapt the new with the old; to manage the change process”. There are five different approaches to change –

Driving (D), Encouraging (E), Balancing (B), Steadying (S), Integrating (I)

Change Factor		DESCRIPTION
D Drive		D's drive change. They are goal oriented and push for results and success. They initiate change when they believe it increases productivity and achievement. They are “linear” minded, working hard to stay on course. They become bored with too much stability and bothered by mediocrity. They drive change in their quest for bigger and better results.
E Encourage		E's are proactive with change. They encourage change, as they promote growth and variation. They are quickly bored by process and too much stability. They trigger change, viewing it as an opportunity to do things better. As a result, E's seek out the new and different. They try to make the best of negative change. They encourage growth and change.
B Balance		B's are responsive to change that they think makes sense and can be quickly applied to their situation. They try to balance change, as they focus on the “here and now.” They are often suspicious of too much change, too fast. They are cautious and controlled. They try to keep the current situation afloat and to keep things working. They “balance” the new with the old.
S Steady		S's like gradual change. They try to stabilize and steady new situations. They prefer the “old to the new,” based on their concern for consistency and reliability. They want to understand how the change will impact them and others. They try to build a system or process to handle change. They feel that “if it's not broken, don't fix it.” They “steady” new situations with plenty of process and common sense.
I Integrate		I's like change when it “improves” their situation. They incorporate the new with the old, when they think it adds quality; depth, precision, substance, knowledge. They look for opportunities to learn, to improve on something, and to analyze the situation. They fix what is broken and try to ensure that “things” are done right. They “integrate” the new with the old.

The Change Adaptiveness Graph measures how you tend to manage change and stability. As in the other DEBSI Graphs, there is no right or wrong score. This graph shows you how you tend to adapt to change, and how you negotiate the new with the old. A high score means that you rely primarily on that pattern as you adapt to change and stability. A moderate score suggests that you limit your use of that change pattern. A low score indicates that you shy away from that pattern, and are less comfortable utilizing it as an adaptive strategy.

You can learn to manage change better, by “matching” the right DEBSI “strategy” to the right situation. This means, that you will want to become more comfortable and competent when applying each of the DEBSI change strategies.



Summary of Your Adaptive Patterns

The table below summarizes your adaptive patterns from the seven preceding graphs.

High scores suggest a strong reliance on that adaptive pattern. The higher the score, the more likely you are to excel in that skill area. Moderate scores indicate a more restrained (and moderate) use of that adaptive pattern. Low scores suggest less reliance or use of that pattern. The lower the score, the less effective we tend to be in that particular cluster of skills.

Adaptive Dimension	High Adaptability	Moderate Adaptability	Low Adaptability
Cognition How you think	Pragmatic Creative		Linear Circular Analytical
Listening How you listen	Contextual Concrete	Conceptual	Consequential Complex
Communication How you express yourself	Persuasive Parallel	Precise	Practical Pointed
Interpersonal How you relate to others	Expressive	Responsive	Supportive Logical Directive
Work How you work	Implemental Efficient	Innovative	Thorough Reliable
Problem How you manage conflicts/problems	Controlled	Constructive Challenging	Confrontive Collaborative
Change How you manage change	Encouraging	Balanced	Steady Integrative Driven

Your Work Style

The final section of the Adaptive Index is the Work Style Inventory® Report. This report takes the data generated about your Personality and Adaptive Performance, and describes your Role Performance (leadership, sales, project management, service, employee).

Please note this report is written in generalities. You should view it as a series of generalities that "are mostly correct." As you read through your Work Style Inventory Report, ask whether you think this behavior is more likely and more characteristic of the way you tend to perform this role.

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The Expander Sales Style

You have an **Expander** sales style. You use a flexible selling approach. You emphasize flexibility and rapport. In other words, you use a flexible sales approach as you build rapport with your customers. You are:

“dynamic, personable, innovative, persuasive”

You use a flexible selling approach. You are fast paced. You like to keep the sale simple and fast moving. You focus more on benefits as you highlight a few of the more exciting features. Your customers will tend to view you as:

- | | |
|------------------------------|-----------------------------|
| ▲ personable and interesting | ▲ dynamic |
| ▲ outgoing and open | ▲ convincing and persuasive |
| ▲ positive and enthusiastic | ▲ creative and resourceful |
| ▲ flexible and responsive | ▲ helpful |

Customer Rapport

You build rapport with most customers, particularly the faster, more flexible ones. You enjoy selling to people who see the bigger picture and are decisive and flexible. You also enjoy selling to friendlier, more positive types of customers.

Customer Conflict

You have some difficulty selling to customers who are highly in-depth, critical, and slow moving. You find these customers taxing and frustrating. You would rather sell to faster, more decisive customers who "know when to buy."

Communication Patterns

You are a dynamic communicator. You tend to "sell" as you talk. You are expressive and build interest. You adapt well to your customer's communication needs and are viewed as likable (and at times, charming). You are skilled at building rapport and confidence. Most customers will view you as someone they like to listen to. You may need to slow down and be more precise with customers who seek more accuracy.

Listening Patterns

You listen well when you want to. You are particularly skilled in listening for ideas, needs, and feelings. You are often less attentive to specific facts, numbers, and technical information, finding them less relevant. Your questioning and clarifying skills are strong.

The Expander Sales Style

Needs Assessment Skills

Expanders are skilled in assessing customer's needs. You listen and seek out the customer's needs and expectations. You are empathetic and attend to the customer's needs and concerns. You prefer listening to needs relating more to fit, growth, reliability and value. You are often less attentive to needs having to do with quality.

Objection Handling Skills

Expanders handle objections skillfully. You listen carefully for the objection and will either use a direct counter or try to compensate with another benefit. You are persuasive and often able to move the customer beyond the objection. You may need to be careful not to oversell. There are times when you need to concede the objection.

Sales Focus

Expanders use a flexible sales approach. You prefer to flex, relate, encourage, create, and adapt—all key elements in flexible selling. You emphasize the growth factors whenever possible. You also sell fit, value, and reliability. You are least likely to sell the quality features of your product or service.

Presentation Skills

Expanders present themselves and their product or services in a dynamic, persuasive manner. You are gregarious and friendly. You focus on the benefits and briefly reference the features. You try to "influence" the customer by building rapport and trust. You may need to slow down and be less effusive with more analytical customers. They want you to be controlled, objective, informative, and precise. Most Expanders have difficulty being as precise and in-depth when they present.

Negotiation Skills

Expanders are skilled negotiators. You set high expectations and try to influence the terms to your favor. You will use subtlety and diplomacy as you try to build a win-win outcome. Your need to be liked and valued by the customer also makes you susceptible to giving too much away. Be careful of "selling back"—giving back too many concessions after you've closed (a common tendency among Expanders due to their need to be viewed as "nice and giving"). While you tend to make many concessions, you are also highly skilled in negotiating "away" objections and barriers. You compromise and create alternatives. You are highly flexible and will look for creative ways to satisfy each party's needs. You are highly convincing and persuasive.

The Expander Sales Style

Closing Skills

You usually use more of an indirect close. You sense when the customer is ready and try to naturally extend the sales process to the next logical step: the close. While you prefer to ask for the order, you are also comfortable making a persuasive recommendation. Be careful not to be too assumptive. Some customers need more time, detail, and explanation before feeling ready to buy. If they feel pushed or "maneuvered" into a premature close, they'll often become resistive.

Prospecting Skills

You have strong prospecting skills. You enjoy networking and are a skilled rapport builder. You enjoy meeting people and make customers feel comfortable with you. You tend to prospect in spurts and are usually less systematic in your strategy.

Work Skills

You are spontaneous and intuitive. You prefer to adapt and not plan your work. You are usually less organized or structured. Instead, you work more creatively. You prefer to "experiment, explore, relate, and create" as you perform your job. You are outcome-oriented and work hard to meet your goals.

Your Sales Strengths

You have many strengths such as your ability to:

- ▲ build rapport
- ▲ prospect
- ▲ sell your product/service
- ▲ persuade, influence, and motivate
- ▲ flex and adapt to the customer's needs
- ▲ work creatively
- ▲ build win-win outcomes
- ▲ see the big picture
- ▲ meet your goals
- ▲ handle pressure and problems
- ▲ manage change
- ▲ optimize situations and relationships

The Expander Sales Style

To Sell More

You can increase your sales effectiveness by:

- ▲ working more steadily
- ▲ slowing down with certain customers
- ▲ becoming more in-depth in your presentations
- ▲ organizing and planning more
- ▲ focusing more attention on certain features
- ▲ not giving away too many concessions
- ▲ using a more direct sales approach with some customers
- ▲ staying focused
- ▲ being more concise

Sales Adaptiveness Plan

Sales Adaptiveness Plan

1. To what extent do you agree with your Adaptive Index Report?

- _____ I agree with the majority of the report
- _____ I agree somewhat with the report
- _____ I disagree with the majority of the report

2. Please review the Personality Section and identify what you think are the most significant points made about your personality.

3. In the Consistency Section of your report, please comment on the interpretation given for each of your D, E, B, S, I traits. How consistent are you in applying the DEBSI traits?

D - _____

E - _____

B - _____

S - _____

I - _____

Sales Adaptiveness Plan

4. Next, let's go to the Adaptiveness Section. Please complete the Adaptive Improvement Table below, using the seven Adaptability Graphs. The goal is to identify specific actions you can take to raise your AQ□ - *to become more agile and more successful.*

Adaptive Improvement Table

Adaptive Dimension	Your interpretation	What you will do better ...	What you will do more of ...	What you will do less of ...
Cognitive				
Listening				
Communication				
Interpersonal				
Work				
Problem/Conflict				
Change				

Sales Adaptiveness Plan

5. Using your Sales Style Report (final section) as a guide, identify what you will either “do better, more of or less of”, as you become a “more Agile, more Adaptive Seller”.

Pre-sales work (planning, organizing, prospecting, networking, coordinating) -

Selling adaptively (selling yourself, your company and product/service)

Exploring the customer’s needs and objections (asking the right questions, the right way)

Listening actively to objections, needs, opportunities (clarifying what you’ve heard, seen and sensed)

Leveraging objections & opportunities (negotiating objections, opportunities and the close)

Post sales (hand off, service, satisfaction, follow up)

Sales Adaptiveness Plan

6. Using the DEBSI Customer System, please identify what motivates and de-motives each of the five customer types. Next, identify common objections (reasons not to buy) that each of the customer types are likely to either think or express. And finally, list the “adaptive” strategies that you believe will help you sell more effectively to the different customer types (Pointed, Persuasive, Parallel, Practical, Precise).

DEBSI Pattern	Motivators	De-motivators	Common Objections	Adaptive Strategies
Developers “decisive, efficient, direct, concise, linear, demanding, results oriented”				Pointed Selling -
Expanders “creative, flexible, expressive, big picture, spontaneous, opinionated, change oriented”				Persuasive Selling -
Balancers “realistic, cautious, responsive, controlled, aware, guarded, moderation oriented”				Parallel Selling -
Stabilizers “reasonable, steady, supportive, practical, amiable, reluctant, process oriented”				Practical Selling -
Improvers “analytical, thorough, logical, challenging, inquisitive, informed, quality oriented”				Precision Selling -

Sales Adaptiveness Plan - Building on Your Strengths

7. In your report, you identified your strengths, your weaknesses and areas you want to improve. By carefully reviewing this section, you can identify ways to improve and expand your sales performance.

Let's begin by reviewing your strengths. Please list in ranked order, your six sales strengths in the chart below. Please identify any ideas you have to build off these strengths; to help you increase your sales.

Your sales strengths	How you can build off your strengths
1.	
2.	
3.	
4.	
5.	
6.	

Are there ways to improve your strengths further? Training, reading, mentoring, coaching, co-selling and experience are each different ways to improve your strengths. Please identify ways to help you expand your strengths further.

Improvement Ideas

Sales Adaptiveness Plan - Reducing Your Weaknesses

8. The Adaptive Selling Report identified your six weaknesses that you need to improve most for you to become a more adaptive salesperson. Please list your six weaknesses in ranked order as shown in the report. Next, you should complete the two questions; how this weakness effects my sales performance and how you can improve your performance.

My sales weaknesses	How this weakness effects my sales performance	How I can improve my performance
1.		
2.		
3.		
4.		
5.		
6.		

Sales Adaptiveness Plan - Improving My Sales Performance

9. You've reviewed your strengths and weaknesses. Now you can analyze the improvements identified in the Adaptive Index Report. Please list each improvement (in ranked order) in the chart below. Complete the chart by determining how you will improve (strategies) your sales performance.

Improvement	Strategies to improve your sales performance
1.	
2.	
3.	
4.	
5.	
6.	

Sales Adaptiveness Plan - Setting Goals

Raising your AQ□ isn't easy. It requires you to "operate beyond your comfort zone". And to be vigilant to follow the "Three Step Process" –

Assess – determining what's needed

Adapt – adjusting to the situational needs

Achieve – adding value to whatever you do

You'll increase and improve your sales adaptability by setting goals that are SMART –

Specific – targeted enough so that you can measure your efforts and success

Milestones – successes and outcomes that tell you that you are progressing and succeeding

Attainable – set goals that are within your reach

Relevant – work on goals that will have a significant impact on you and others

Timed – set a time frame to measure your milestones and success

Please complete the Adaptive Goals Table below. You should limit your goals to three. It's better to focus your attention on fewer goals, than to over commit and under perform.

Begin by listing your goals. Then list your strategies – how you will achieve your goal.

List the milestones you will achieve, as you advance on your goal.

Next, identify the measurements you will use to monitor your progress, along with the time frames you will use to achieve that milestone or measure.

And finally, you will need to review your goals on a regular basis. State how much progress you have made. If you aren't making enough progress, rethink and rewrite your strategies.

If you don't monitor (and record) your progress, you will be less successful in achieving your sales goals. It is important for you to share your goal plan with your manager or coworkers. And to monitor your progress. As you achieve your goals, then add new goals to your goal plan.

Good luck, and keep on "*raising your AQ□*".

Sales Adaptiveness Plan - Setting Goals

Adaptive Goals Table

Adaptive Goal	Milestones	Measures	Time Frames	Progress
Goal – Strategies –				
Goal – Strategies –				
Goal - Strategies –				

A second goal sheet is included on the next page. Try not to work on additional goals until you have made satisfactory progress on your initial goals discussed above.

Sales Adaptiveness Plan - Setting Goals

Adaptive Goals Table

Adaptive Goal	Milestones	Measures	Time Frames	Progress
Goal – Strategies –				
Goal – Strategies –				
Goal - Strategies –				