

Core Capacity Analysis of Top Performing Agents at Prudential California Realty

Top performers are motivated and capable of making the highest contribution possible because the job they are doing is aligned to their Core Capacities. At Prudential California Realty, we have studied our top performing agents, and we have a clear understanding of the “unique recipe” of Core Capacities that will lead a person to success operating inside our unique business processes.

After considering your CCI scores in 10 different categories, we use a pattern matching algorithm to determine if your CCI results indicate that you have a high propensity for success inside our organization. It is possible that you have a hidden talent that is lying dormant and not being used in your current job or profession. While competency issues cannot be ignored, we consistently find that those who have the same “unique recipe” of Core Capacities as our existing top performing agents are able to make a very meaningful contribution by working as a real estate agent in our company.

Working With Us is Not for Everyone

Working in real estate is not the best fit for most people. Each year, thousands of people start a new career in our profession. As a percentage, only a few gain traction quickly, naturally connect with their work, and experience success quickly.

From our research, we have learned that less than 20% of the population at large has Core Capacities similar to our top performing agents. Our research was not done using industry norms, canned data across a number of real estate companies, or factors that loosely connect to real performance on the job. Instead, we built our correlations on the core capacity make-up of real agents inside our company who were making significantly above average compensation.

What are Core Capacities?

Core Capacities are the essence of why a person operates the way he does, and they quantify the characteristics of his inner person. An individual will often describe this inner person as “the real me”. Since birth, the inner person is acted

upon by an individual's environment. By necessity, the person must adapt his behaviors to accommodate his environment. This adaptation generates a personality (set of behavioral characteristics). The personality of each individual, then, is a shaped or adapted version of his inner self.

The Core Capacities Index™ (CCI) provides a profile of the core motivational drivers of each individual. The CCI has been field tested in more than 400 companies over a span of 15 years. The research has confirmed, and the field testing has validated that the assessment provides a profile of the inner person--the real person--rather than just personality or behavioral characteristics. The CCI has demonstrated accuracy and reliability superior to the historically recognized leaders in personality and behavioral profiling systems.

Why are Core Capacities So Important?

Core Capacities cause a person to want to make a contribution in a certain way. The CCI helps both an employer and a person working in a business to gain an understanding of the core motivational drivers before the person is hired. The CCI also helps the employee because the core motivational drivers prescribe the behaviors and work that serve to develop self-esteem. This causes a person to subconsciously desire a situation that offers him the opportunity to make the highest contribution possible.

Top performers are motivated and capable of making the highest contribution possible because the job they are doing is aligned to their Core Capacities. To the degree that a person's work is not aligned with his core motivational drivers, he will either disrupt the situation, force a change, or leave.

While this is not a guarantee of success, an alignment between a person's Core Capacities and their job is a strong indicator of who you will naturally connect with the business tasks that lead people to be successful in our company. In the following pages of this report, we will describe the nature of the Core Capacities of our top performing agents.

Core Capacities of Top Performing Agents at Prudential California Realty

The CCI creates an accurate picture of each person's Core Capacities. The CCI describes how each person aligns with one of the corresponding Core Capacities:

Quadrant	Core Capacity
Builder	Power
Merchant	Inspiration
Innovator	Wisdom
Banker	Knowledge

The score in each quadrant indicates a relative strength of that core capacity compared to the other quadrants. Generally, a person is strongly inclined toward one Core Capacity strategy with a second Core Capacity strategy also being a very important part of their make-up. In turn, most people have two quadrant scores that are higher and closer together compared to the other two quadrants. The strongest core capacity is called the dominant core capacity. The next highest core capacity is called the secondary core capacity. The third highest is called the tertiary core capacity, and the fourth highest is called the minor capacity.

Merchant

The core capacity of a Merchant is Inspiration. Inspiration is the nurturing of Core Capacities in one's self and in others. This core capacity is supported by the catalytic capacity of Truth. Truth is the ability to see the way things are.

Merchants are amazing sales people. But more than this, they are the risk-takers, the visionaries, and the traders opening new markets. They see endless possibilities. They foster the pursuit of wealth, art, and beauty. Merchants motivate and inspire Builders, Innovators and Bankers. Merchants are team builders and deal makers. They lead through inspiration and excitement. They ask others to help them achieve their unique vision. Their strategy is to attract others to their visions, and to nurture the Core Capacities in others.

Prudential California Realty Application: At Prudential California Realty, the Merchant quadrant is the primary quadrant. The Merchant scores of the top performing agents tend to be higher in this quadrant than in any other quadrant, but not as high as you might imagine. Too much of the Merchant energy, and the agent tends to be inconsistent in his follow-through and completion of tasks. Not enough of the Merchant energy, and the agent has a hard time connecting with the client's dreams and aspirations in a meaningful and believable way.

Builder

The core capacity of a Builder is Power. Power is the personal energy used to make a difference and create a positive result. This core capacity is supported by the catalytic capacity of Faith. Faith is the confidence that enables a person to say, “I know what to do. I know that what I am about to do is right. I will know what to do next.”

Builders are a well-respected group of people. They are powerful people who tend to create lasting monuments for themselves and their businesses. Builders act, make decisions, and drive toward results. They take the aspirations of the Merchants, the ideas of the Innovators, and the facts from the Bankers and through the application of personal energy, produce results. Builders lead by example and by command. Their style is to take immediate action and apply their personal energy to create a desired result.

Prudential California Realty Application: At Prudential California Realty, the Builder scores of the top performing agents tend to be slightly lower than the Merchant scores, but higher than the typical scores in the Banker and Innovator quadrants. Too much of the Builder energy, and the agent tends to push people towards decisions rather than building trust. Not enough of the Builder energy and the agent will have a hard time bringing transactions to a close and moving onto the next opportunity.

Innovator

The core capacity of an Innovator is Wisdom. Wisdom is the ability to see the way things work and know what to do about it. This core capacity is supported by the catalytic capacity of Compassion. Compassion is the ability to remain in situations and understand why other people react the way they do.

Innovators constantly add to society with their ability to solve problems. They observe and understand situations while striving toward effective solutions. When others around them claim, “It can’t be done”, Innovators come up with a possibility and they ask, “What if?” Innovators keep projects rolling by providing alternative solutions for Builders, Merchants, and Bankers. Innovators always find a better way. They lead through brainstorming, innovation, strategic thinking, and the provision of effective strategies. They lead by questioning and providing critical answers for critical situations. Their strategy is to hold back, observing everything, and then work towards a personal understanding of a given situation or problem. From this place of understanding, they are able to provide wise solutions and effective strategies.



Prudential California Realty Application: At Prudential California Realty, the Innovator scores are generally in equal balance, or slightly higher than the Banker scores. Each real estate transaction our agents face is not quite like the ones in the past. There is a lot of variety in this job—new people, different houses, unique financial situations, etc. Too much of the Innovator energy, and the agent tends to want to recreate our proven systems. Not enough of the Innovator energy, and the agent has a hard time handling the complexity and variety of the job.

Banker

The core capacity of a Banker is Knowledge. Knowledge is the “how” and “why” of things. This core capacity is supported by the catalytic capacity of Justice. Justice is the fair and equitable way.

Bankers gain and preserve the most important knowledge. They take personal responsibility for collecting and preserving the most important resources of society. They assimilate all available data in their field of endeavor. They organize thought and information to help others be more effective. They challenge the viability of new directions by showing past successes and failures. They keep balance in the system. Bankers keep Merchants, Builders and Innovators from unreasonable risk. Bankers conserve, analyze and inform. Bankers work hard for justice and appropriate behavior. Their strategy is to constantly gather knowledge, so that when the time comes, they will have the answer.

Prudential California Realty Application: At Prudential California Realty, the Banker quadrant is usually the minor quadrant. The Banker scores of the top performing agents tend to be lower in this quadrant than any of the other quadrants, but not as low as you may think. Bankers are appropriate people who typically know how to act around others. The Banker energy balances the Merchant energy at our company. Too much of the Banker energy, and the agent will resist keeping the sales process moving due to the risk of being wrong in some way. Not enough of the Banker energy, and the person has a hard time performing repetitive tasks that are proven to lead to success.

Core Capacities Index™ Type Analysis of Top Performing Agents at Prudential California Realty

People operate most of the time from their dominant and secondary Core Capacities. This is where they carry the most emotional commitment to the capacities, and prescribe how they are geared to generate their successes. However, an additional level of insight can be gained by considering how the Core Capacities work in combination with each other. These combinations are called CCI Type scores.

There are six CCI Types. Each CCI Type is derived from a unique combination of two of the Core Capacities. The CCI Types help a person gain more insight concerning how his Core Capacities affect his behaviors and actions. Typically, a person will find himself described mostly in the dominant/secondary Type, but some of the qualities will be found in the other Types as well. While each dominant/secondary CCI Type has positive strategies that lead to success, each has its own blind spots and weaknesses as well.

CCI Types compete with each other in a zero sum manner. As much as a person is strong in one CCI Type, he will be weaker in the competing Type value. The CCI Type values that compete are:

Intuitive -vs- Cognitive

Practical -vs- Creative

Community -vs- Independent

Intuitive -vs- Cognitive

Intuitive Type: Knowing as an instinct with sharp, eclectic insight.

The Intuitive CCI Type is a combination of the Builder and Merchant Core Capacities. The Intuitive score is derived by adding the Builder score and Merchant score together. The opposite of the Intuitive Type is the Cognitive Type. Builders and Merchants are both intuitive in their thinking. Builders value acting from the gut, from impulse. Merchants, also intuitive, value acting from inspiration. Both of these capacities rely on spontaneity. Intuitive people tend to act without a lot of thought or second-guessing. They tend to make quick



decisions based upon the way things feel and the way they feel about things. They believe in their capacity to know what to do next.

Cognitive Type: Knowing through a process of knowledge and reasoning.

The Cognitive CCI Type is a combination of the Innovator and Banker Core Capacities. The Cognitive score is derived by adding the Innovator score and Banker score together. The opposite of the Cognitive Type is the Intuitive Type. Innovators and Bankers both value making decisions based upon assessment and analysis. They make decisions based upon what they think or know versus what they feel. Banker/Innovators are rationally based, working from fact, provable systems, and logical flow. A person with a strong Cognitive Type can rapidly assess a situation, and come up with multiple solutions or systems to support the stated objectives. Once conceived, the ideas are analyzed, organized, proven on paper, and perfected in documentation.

Prudential California Realty Application: At Prudential California Realty, the top performing agents tend to be strongly intuitive instead of cognitive. Intuitive people tend to make decisions quickly and do not need a lot of data in order to act. Cognitive people are more thoughtful and often make fewer mistakes, but they do not make decisions quickly.

Creative -vs- Practical

Creative Type: Originality, expression, vision, and imagining what can be.

The Creative CCI Type is a combination of the Merchant and Innovator Core Capacities. The Creative score is derived by adding the Merchant score and Innovator score together. The opposite of the Creative Type is the Practical Type. Merchants and Innovators both value being needed, either for their solutions and technologies, or for their humanity, creativity and love. This need to be appreciated drives them to achieve long-term relationships, and to develop products and systems which insure the longevity of the relationships which are formed. The power of an Innovator/Merchant is derived from his inexhaustible well of creativity. This creates a deep sense of optimism. If the Merchant's dream is not being realized, the Innovator side of a person comes up with the appropriate solutions. When the Innovator's solutions do not align perfectly with the Merchant's vision, a new vision is deftly formed.

Practical Type: Experience, practice, or use rather than theory or speculation.

The Practical CCI Type is a combination of the Builder and Banker Core Capacities. The Practical score is derived by adding the Builder score and the Banker score together. The opposite of the Practical Type is the Creative Type.

Builders and Bankers both value “being right”. These people think that they are never wrong. Builders believe they’re never wrong because they are acting from the gut, and who can challenge the validity of a gut instinct? Bankers believe they are never wrong because they have the data to back up their actions and conclusions. When a practical person is right in his conclusions, he is a powerful steady force that creates firm and unwavering forward motion. He will tend to set a course and hold to it, and do whatever is required to make certain they are able to do so.

Prudential California Realty Application: At Prudential California Realty, the top performing agents tend to have an equal balance of the creative and practical capacity. Creative people gain energy from the variety and uniqueness of each transaction. They feel that if you solve the client’s problems, you will get the sale. Practical people desire to operate inside a predictable system that works the same way every time. To do well at Prudential California Realty, some of both are needed.

Independent -vs- Community

Independent Type: Desire and ability to act autonomously, without supervision or significant restraints.

The Independent CCI Type is a combination of the Builder and Innovator Core Capacities. The Independent score is derived by adding the Builder score and Innovator score together. The opposite of the Independent Type is the Community Type. Innovators and Builders both have a capacity for monument building. Builders like to leave monuments demonstrating their powerful presence on earth in brick, stone, and tangible materials. Innovators love to leave their monuments in the form of systems, new products, and innovations. Independent people like to participate in solving problems. The Innovator wants to make an assessment and find the right solution, while the Builder instinctively knows what to do and wants to immediately fix the problem. They know how to derive a good strategy from a challenging situation, and they are willing to immediately effect the right actions. Since proof of personal power and wisdom are the drivers, there is little value placed upon teamwork.

Community Type: Belief in teamwork and organizations of individuals as strategic tools for success.

The Community CCI Type is a combination of the Merchant and Banker Core Capacities. The Community score is derived by adding the Merchant score and Banker score together. The opposite of the Community Type is the Independent Type. When long-term relationships and long-term results are the desired outcome, a Merchant/Banker will provide maximum assurance of a positive



outcome. The worth of Merchant/Bankers is best seen in situations that require highly technical or profuse knowledge that needs to be disseminated to others, or situations in which the demand for risk is high, and the need for detail and follow-through extreme. Merchants handle risk very well and Bankers are always considering how they will survive catastrophe.

Prudential California Realty Application: At Prudential California Realty, the top performing agents tend to have an equal balance between the Community and Independent capacity types. The community energy is necessary to consider the long term interests of the client, and it equips the agent to work well with others on the team towards a common goal. The independent energy is necessary to make the best of the isolation and autonomy that is inherent in the real estate agent role.

Summary

Top performers are motivated and capable of making the highest contribution possible because the job they are doing is aligned to their Core Capacities. At Prudential California Realty, we have studied our top performing agents, and we have a clear understanding of the “unique recipe” of Core Capacities that will lead a person to success operating inside our unique business processes.

After considering your CCI scores in 10 different categories, we use a pattern matching algorithm to determine if your CCI results indicate that you have a high propensity for success inside of our organization. It is possible that you have a hidden talent that is lying dormant and not being used in your current job or profession. While competency issues cannot be ignored, we consistently find that those who have the same “unique recipe” of Core Capacities as our existing top performing agents are able to make a very meaningful contribution by working as a real estate agent in our company.