



TTI SUCCESS INSIGHTS™

Sales Version

*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

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INTRODUCTION

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- how you respond to problems and challenges.
- how you influence others to your point of view.
- how you respond to the pace of the environment.
- how you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*



SALES CHARACTERISTICS

Based on Joseph's responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the job. Eliminate or modify any statement that is not true based on sales training or experience.

Joseph wants the authority and responsibility to achieve his sales goals. He may at times tend to overstep his authority if it will help him achieve his goals. Although Joseph is good at selling to people who have similar behavioral characteristics, he may be too impatient to sell to the methodical buyer. He is usually known for his ability to tackle tough sales problems and bring them to a successful conclusion. He can be resourceful, even when faced with obstacles. He will want to sell new and unusual products or services. Motivated by his many interests, he prefers an ever-changing work environment. Joseph usually enjoys the challenge presented by cold calls. They allow him to use what he considers to be one of his real talents--the ability to sell to anyone at anytime! When results are at stake, it brings out Joseph's drive for success. Some may see him as a high risk-taker, but this merely reflects his approach to winning. He will take the risks necessary to succeed. He loves the challenge presented by sales. He sees it as a great opportunity to compete with himself and others.

Joseph may not use enough facts to overcome objections; that is, he likes the challenge presented by the objection, and may attempt to answer, whether he has all the facts or not. Some buyers are intimidated by Joseph's sales approach. He doesn't intentionally intimidate people, but he may be too blunt and direct for them. He may use



SALES CHARACTERISTICS

confrontation to show his knowledge and expertise. Unless he is calling on an aggressive buyer, this may hinder the sale. He doesn't always take the time to anticipate the outcome of a sales call. He may be intent on making an efficient presentation and unintentionally omit details and supporting information. Joseph usually dominates the sales presentation. He prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers. He needs to "size up" his buyers before starting his sales presentation. Concentrating on what the buyer is saying will help him adjust his presentation toward the buyer's needs.

Joseph generally concentrates on selling new accounts as compared to servicing his present accounts. New accounts represent a challenge, while servicing old accounts may be dull and too routine. Joseph's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. He usually closes soon and often. He will close many sales the competition has sold but failed to close. He usually has his favorite close, and he might, therefore, resist using all the closes he knows. Joseph often promises more service than he can deliver, especially if he must be the person to deliver. He usually has too many activities going on to fulfill all he promises. He may lose interest in a client once the sale has been completed. His further interest may be based on the client's ability to buy additional products or services.



VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior Joseph brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Change agent--looks for faster and better ways.
- Creative in his approach to solving problems and selling.
- Negotiates conflicts.
- Self-starter.
- Innovative.
- Will join organizations to represent the company.
- Tenacious.
- Challenges the status quo.



CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Joseph. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Joseph most frequently.

Do:

- Provide testimonials from people he sees as important.
- Provide facts and figures about probability of success, or effectiveness of options.
- Leave time for relating, socializing.
- Support and maintain an environment where he can be efficient.
- Talk about him, his goals and opinions he finds stimulating.
- Motivate and persuade by referring to objectives and results.
- Read the body language for approval or disapproval.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Ask for his opinions/ideas regarding people.
- Be clear, specific, brief and to the point.
- Read the body language--look for impatience or disapproval.



DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with Joseph. Review each statement with Joseph and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Don't:

- Drive on to facts, figures, alternatives or abstractions.
- Come with a ready-made decision, and don't make it for him.
- Forget or lose things; be disorganized or messy; confuse or distract his mind from business.
- Be dogmatic.
- Try to build personal relationships.
- Be curt, cold or tight-lipped.
- Ask rhetorical questions, or useless ones.
- Let disagreement reflect on him personally.
- Be redundant.
- Direct or order.
- Waste time trying to be impersonal, judgmental, or too task-oriented.
- Kid around too much, or "stick to the agenda" too much.



SELLING TIPS

This section provides suggestions on methods which will improve Joseph's communications when selling to different styles. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, Joseph will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior salesperson.

<p>When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> ■ Prepare your "presentation" in advance. ■ Stick to business--provide fact to support your presentation. ■ Be accurate and realistic--don't exaggerate. <p>Factors that will create tension:</p> <ul style="list-style-type: none"> ■ Being giddy, casual, informal, loud. ■ Wasting time with small talk. ■ Being disorganized or messy. 	<p>When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> ■ Be clear, specific, brief and to the point. ■ Stick to business. Give an effective presentation. ■ Come prepared with support material in a well-organized "package." <p>Factors that will create tension:</p> <ul style="list-style-type: none"> ■ Talking about things that are not relevant to the issue. ■ Leaving loopholes or cloudy issues. ■ Appearing disorganized.
<p>When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> ■ Begin with a personal comment--break the ice. ■ Present yourself softly, nonthreateningly and logically. ■ Earn their trust--provide proven products. <p>Factors that will create tension:</p> <ul style="list-style-type: none"> ■ Rushing headlong into the interview. ■ Being domineering or demanding. ■ Forcing them to respond quickly to your questions. 	<p>When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> ■ Provide a warm and friendly environment. ■ Don't deal with a lot of details, unless they want them. ■ Provide testimonials from people they see as important. <p>Factors that will create tension:</p> <ul style="list-style-type: none"> ■ Being curt, cold or tight-lipped. ■ Controlling the conversation. ■ Driving on facts and figures, alternatives, abstractions.



IDEAL ENVIRONMENT

This section identifies the ideal work environment based on Joseph's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Joseph enjoys and also those that create frustration.

- Forum to express ideas and viewpoint.
- Tasks involving motivated groups and establishing a network of contacts.
- Freedom from controls, supervision and details.
- Democratic supervisor with whom he can associate.
- Assignments with a high degree of people contacts.
- An innovative and futuristic-oriented environment.
- Evaluation based on results, not the process.



PERCEPTIONS

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Joseph's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Joseph to project the image that will allow him to control the situation.

"See Yourself As Others See You"

SELF-PERCEPTION

Joseph usually sees himself as being:

Pioneering	Assertive
Competitive	Confident
Positive	Winner

OTHERS' PERCEPTION

Under moderate pressure, tension, stress or fatigue, others may see him as being:

Demanding	Nervy
Egotistical	Aggressive

And, under extreme pressure, stress or fatigue, others may see him as being:

Abrasive	Controlling
Arbitrary	Opinionated



DESCRIPTORS

Based on Joseph's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

Dominance	Influencing	Steadiness	Compliance
Demanding Egocentric	Effusive Inspiring	Phlegmatic Relaxed Resistant to Change Nondemonstrative	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat
Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome	Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic	Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
Inquisitive Responsible	Trusting Sociable	Mobile Active Restless Alert Variety-Oriented Demonstrative	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Careless with Details



NATURAL AND ADAPTED SELLING STYLE

Joseph's natural selling style of dealing with problems, people, pace and procedures may not always fit the sales environment. This section is extremely important as it will identify if a salesperson's natural style or adapted style is correct for the current sales environment.

Natural	PROBLEMS - CHALLENGES	Adapted
<p>Joseph tends to attack sales challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and will actively seek to achieve sales goals. He likes authority along with his responsibility and a territory that will constantly challenge him to perform up to his ability.</p>	<p>Joseph sees no need to change his sales approach from his basic style as it is related to solving problems and challenges.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>Joseph's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtue of his oral skills. He will try to convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost everything with every prospect.</p>	<p>Joseph sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.</p>	



NATURAL AND ADAPTED SELLING STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Joseph wants a sales environment that is intense and demanding. He feels a great sense of urgency to close his prospects quickly. He feels comfortable selling new products that meet his prospect's needs.</p>	<p>Joseph feels that the sales environment doesn't require him to alter the way he deals with activity level and consistency.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Joseph wants to be seen as his own person who is willing and capable of interpreting the company policies to ensure the best results and allow him creative and innovative methods of selling. He wants to be measured on his sales results, not how he achieved the results.</p>	<p>The difference between Joseph's basic and adapted sales style is not significant and he sees no need to change on this factor.</p>	



ADAPTED STYLE

Joseph sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Dealing with customers and clients efficiently.
- Challenging the status-quo.
- Speaking smoothly and emotionally with his customers or clients.
- Using authority and responsibility for completing the sale.
- Anticipating and using creative ways to assist clients in problem solving.
- Excited about available new products or services.
- Using persuasive skills.
- Using great social strengths in approaching new prospects.
- Telling clients or customers about the "big picture."
- Positive response to a client's objections.
- Generating enthusiasm in others.
- Exhibiting excitement about his service or product.



KEYS TO MOTIVATING

This section of the report was produced by analyzing Joseph's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with Joseph and highlight those that are present "wants."

Joseph wants:

- Freedom from control and detail.
- To be seen as a leader.
- Work assignments that provide opportunity for recognition.
- Opportunity for rapid advancement.
- Prestige, position and titles so he can control the destiny of others.
- A friendly work environment.
- Rewards to support his dreams.
- Flattery, praise, popularity and strokes.
- Opportunity to verbalize his ideas and demonstrate his skills.
- Control of his own destiny.
- To be trusted.



KEYS TO MANAGING

In this section are some needs which must be met in order for Joseph to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Joseph and identify 3 or 4 statements that are most important to him. This allows Joseph to participate in forming his own personal management plan.

Joseph needs:

- To know results expected and to be evaluated on the results.
- To adjust his intensity to match the situation.
- To be confronted when in disagreement or when he breaks the rules.
- To focus conversations on work activities--less socializing.
- Participatory management.
- To understand his role on the team--either a team player or the leader.
- To be informed of things which affect him.
- More control of body language.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- To negotiate commitment face-to-face.
- Help on controlling time and setting priorities.



AREAS FOR IMPROVEMENT

In this area is a listing of possible limitations without regard to a specific job. Review with Joseph and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

Joseph has a tendency to:

- Talk too fast for the logical and detail-oriented buyer.
- Resist participation as part of the team, unless seen as a leader.
- Take on too many outside activities.
- Be so concerned with big picture; he forgets to see the little pieces.
- Sell what he wants to sell rather than listen to the buyer's needs.
- Be a situational listener--hears only what he wants to hear.
- Dominate a sales presentation.
- Become defensive and overreact to certain objections.
- Be weak at providing follow-up service if client has little potential for future sales.



ACTION PLAN

The following are examples of areas in which Joseph may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- Customer Service
- Prospecting
- Preparation
- Presentation
- Handling Objections
- Closing
- Product Knowledge
- Personal Goals
- Other

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

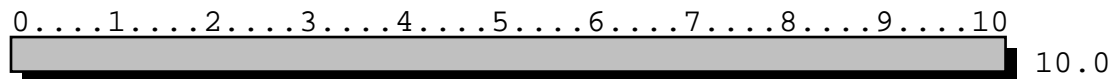
Date to Begin: _____ Date to Review: _____



BEHAVIORAL HIERARCHY

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

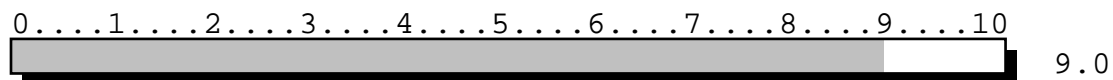
1. COMPETITIVENESS



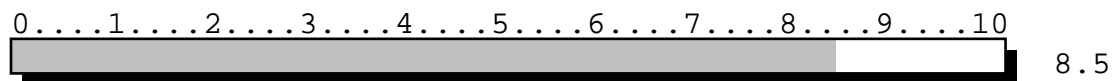
2. FREQUENT INTERACTION WITH OTHERS



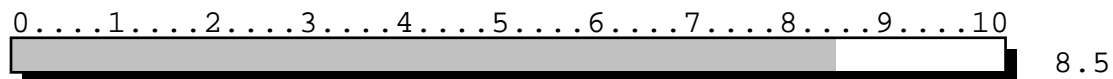
3. FREQUENT CHANGE



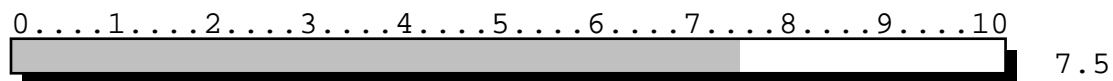
4. URGENCY



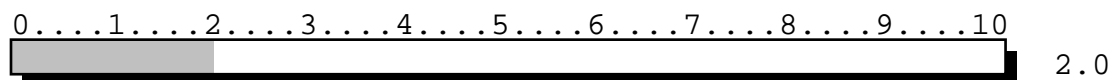
5. VERSATILITY



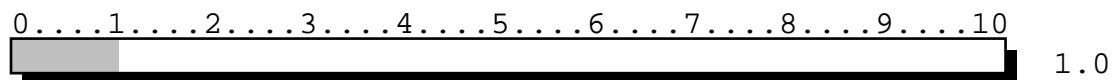
6. CUSTOMER ORIENTED



7. ANALYSIS OF DATA



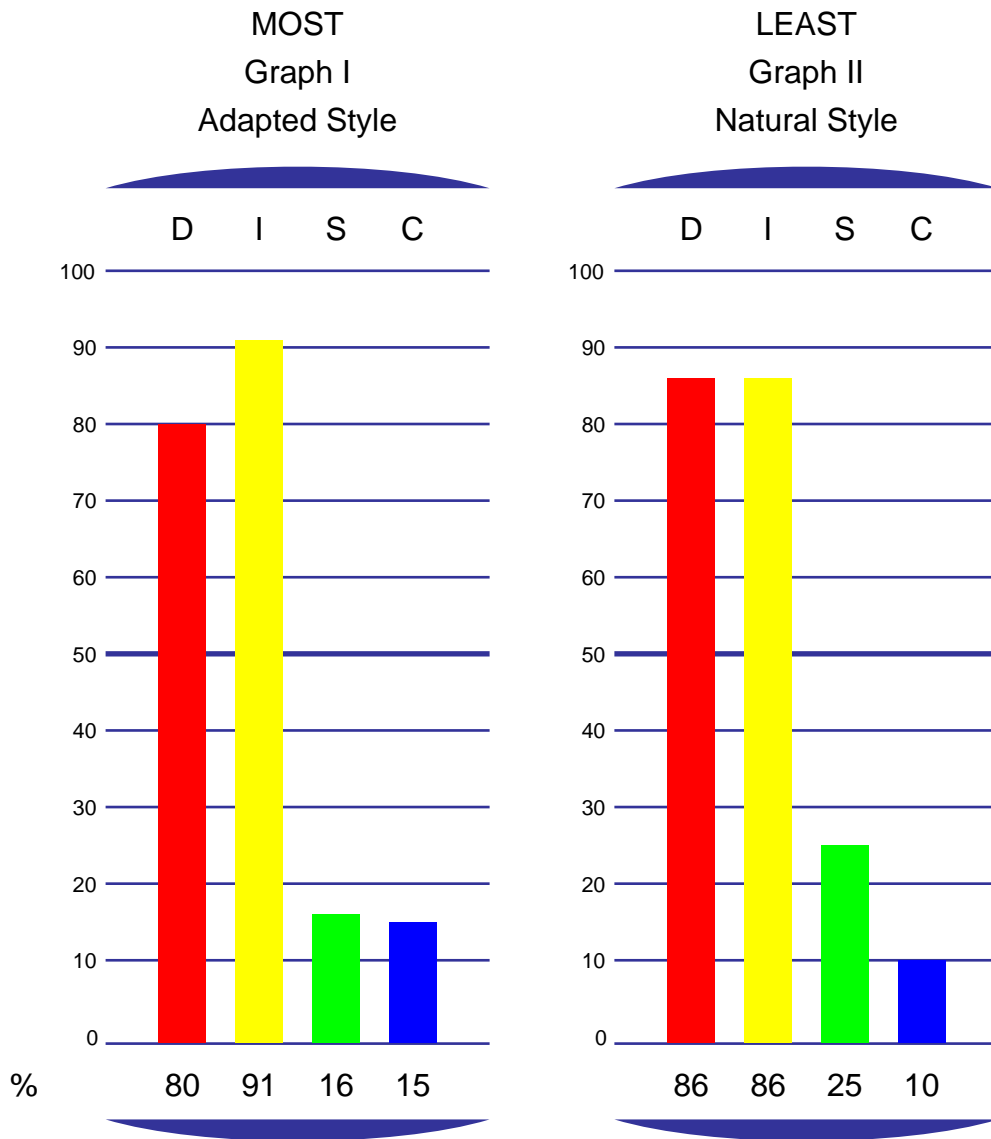
8. ORGANIZED WORKPLACE





STYLE INSIGHTS™ GRAPHS

Chamber of Commerce
11-3-2006



Norm 2003



THE SUCCESS INSIGHTS® WHEEL

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

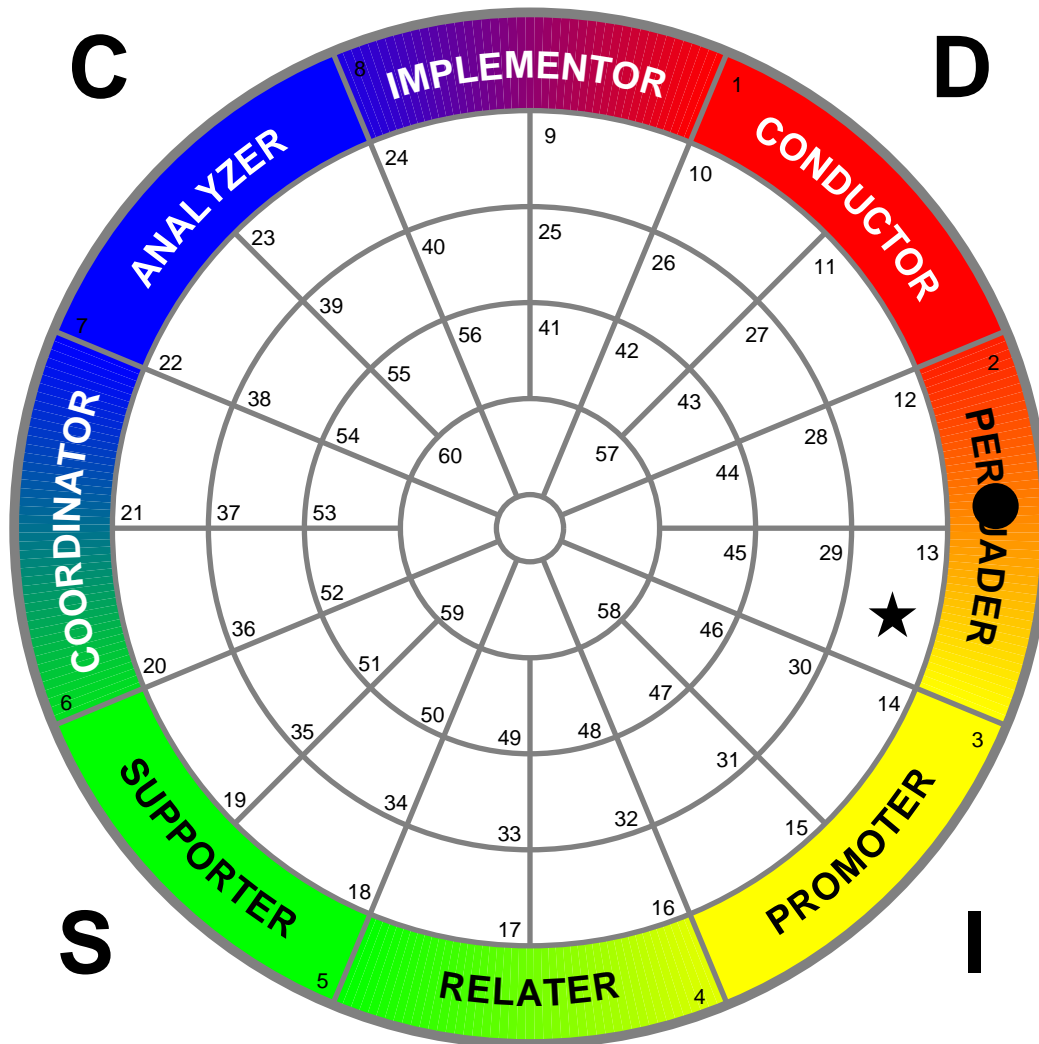
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.



THE SUCCESS INSIGHTS® WHEEL

Chamber of Commerce
11-3-2006



Adapted: ★ (13) PROMOTING PERSUADER
 Natural: ● (2) PERSUADER
 Norm 2003

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