



TTI SUCCESS INSIGHTS™

Sales Version

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

Jane Doe

Sales Representative

XYZ Company

3-11-2004



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

Jane prefers to sell a new client on herself first rather than her product or service. This reflects her natural approach. When she buys, she also prefers to be sold in this manner. Detail work is not Jane's forte. She enjoys "people over things" and may procrastinate when faced with time-consuming, detail work. She prefers to be evaluated on her results, not the paper work. Inclined to talk smoothly, readily and at length, she loves the opportunity to verbalize. Sales presents an opportunity for her to use this great attribute. Socially and verbally aggressive, she loves to meet strangers and begin conversations. This is a great attribute when new territory is opened, or new accounts are dictated by business conditions. Jane consistently meets the challenge of persuading people to her point of view. Some buyers may desire less talk and more facts. Being optimistic and enthusiastic, she is good at generating enthusiasm in others. Sometimes her enthusiasm is what sells her products or services, but sometimes other buyers may be offended. She is optimistic about her great ability to influence people to buy her products or services.

Jane frequently uses emotion and active body language in her sales presentation. With some buyers this could be detrimental because they may see her as being superficial. She may not always listen to what her prospects are saying. Her desire to verbalize and control the presentation often may hinder her ability to listen. She may also



SALES CHARACTERISTICS

be guilty of interrupting the prospect to get her point across. If she gets into one of her "oversell" modes, she may cause the objections to be raised. However, she will welcome the objections and answer them to the best of her ability. She depends on her prospects to trust her judgment in recommending her products or services. Not all prospects are as trusting and some will want facts and data to support her judgment. Jane may use humor in her presentation, which may help or hinder, based on the style of the buyer. Excessive humor may cause her to ramble and not provide sufficient time for the presentation. She has probably been known to answer objections even if she has never heard the objection before. She will rely on her quick thinking and verbal skills to meet the challenge.

Jane will promise more service than she can deliver, especially if she must provide the service herself. She needs the help of a support staff to provide the follow-up service so she can focus on new opportunities. If given the choice, she would prefer to sell a new account instead of servicing an old account. This is especially true if the old account has little potential or requires sufficient facts and data to support their purchase decisions. She probably has several favorite closes. She needs to evaluate the way she is using them and if they are appropriate to the sales situation. She may be positive and direct with her closes. She will be friendly and persistent as she attempts to close the sale. Jane can be seen as a good closer. However, she may postpone the close until giving the complete sales pitch. Observers have actually seen her sell the product and then buy it back. She



SALES CHARACTERISTICS

should guard against excessive talking and close at the appropriate time. She can be guilty of overservicing the accounts she feels are personal friends. To her, friendship is important and she may overlook certain requests to maintain the friendship.



VALUE TO THE ORGANIZATION

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

- Change agent--looks for faster and better ways.
- Usually makes decisions with the bottom line in mind.
- Optimistic and enthusiastic.
- Positive sense of humor.
- Innovative.
- Challenge-oriented.
- Thinks big.



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 Jane. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Jane most frequently.

Do:

- Provide facts and figures about probability of success, or effectiveness of options.
- Support the results, not the person, if you agree.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Use enough time to be stimulating, fun-loving, fast-moving.
- Stick to business--let her decide if she wants to talk socially.
- Offer special, immediate and extra incentives for her willingness to take risks.
- Provide testimonials from people she sees as important.
- Ask for her opinions/ideas regarding people.
- Read the body language for approval or disapproval.
- Leave time for relating, socializing.
- Present the facts logically; plan your presentation efficiently.
- Motivate and persuade by referring to objectives and results.



DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with Jane. Review each statement with Jane 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:

- Ask rhetorical questions, or useless ones.
- Let disagreement reflect on her personally.
- "Dream" with her or you'll lose time.
- Be curt, cold or tight-lipped.
- Direct or order.
- Ramble on, or waste her time.
- Legislate or muffle--don't overcontrol the conversation.
- Take credit for her ideas.
- Waste time trying to be impersonal, judgmental, or too task-oriented.
- Leave decisions hanging in the air.
- Talk down to her.
- Be dogmatic.



SELLING TIPS

This section provides suggestions on methods which will improve Jane's communications when selling to different styles. The tips include a brief description of typical people in which she may interact. By adapting to the communication style desired by other people, Jane will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. 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 Jane'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 Jane enjoys and also those that create frustration.

- Tasks involving motivated groups and establishing a network of contacts.
- Nonroutine work with challenge and opportunity.
- Assignments with a high degree of people contacts.
- Forum to express ideas and viewpoint.
- Work tasks that change from time to time.
- Democratic supervisor with whom she can associate.
- An innovative and futuristic-oriented environment.
- Freedom from controls, supervision and details.



PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Jane usually sees herself as being:

Enthusiastic
Charming
Persuasive

Outgoing
Inspiring
Optimistic

OTHERS' PERCEPTION

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

Self-Promoting
Overly Optimistic

Glib
Unrealistic

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

Overly Confident
Poor Listener

Talkative
Self-Promoter



DESCRIPTORS

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

Dominance	Influencing	Steadiness	Compliance
Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
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	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details



NATURAL AND ADAPTED SELLING STYLE

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

Natural	PEOPLE - CONTACTS	Adapted
<p>Jane's natural style is to use persuasion and emotion to the extreme. She is positive and seeks to win by the virtue of her oral skills. She will try to convince you that what she is saying is not only right, but is exactly what is needed. She displays enthusiasm for almost everything with every prospect.</p>	<p>Jane feels the environment calls for her to be sociable and optimistic. She will trust others and wants a positive environment in which to sell.</p>	



NATURAL AND ADAPTED SELLING STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Jane is comfortable in a sales environment that allows her mobility and movement. She feels comfortable with several proposals in the mill at the same time. She can move from one prospect to another with ease.</p>	<p>Jane sees the need to be involved in as many activities as her schedule will allow. She has a tendency to make everything a number one priority and wishes that everyone had her sense of urgency.</p>	

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



ADAPTED STYLE

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

- Alert, active attention to customers or clients.
- Using sales aids in presentation, when she remembers to take them with her.
- Handling a variety of products or services.
- Using authority and responsibility for completing the sale.
- Exhibiting confidence in approaching customers.
- Telling clients or customers about the "big picture."
- Coping easily with many concurrent sales activities.
- Challenging the status-quo.
- Using an informal sales presentation.
- Positive response to a client's objections.
- Impulsive and eager to keep the sales presentation moving.



KEYS TO MOTIVATING

This section of the report was produced by analyzing Jane'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 Jane and highlight those that are present "wants."

Jane wants:

- More time in the day.
- Support troops to follow through with her part or detail work.
- Changing environments in which to work/play.
- Outside activities so there is never a dull moment.
- Prestige, position and titles so she can control the destiny of others.
- Opportunity for rapid advancement.
- Power and authority to take the risks to achieve sales results.
- To be seen as a leader.
- A variety of products to sell.
- New challenges and problems to solve.
- Travel or changing territory.
- A wide scope of activities.



KEYS TO MANAGING

In this section are some needs which must be met in order for Jane to perform at an optimum level. Some needs can be met by herself, 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 Jane and identify 3 or 4 statements that are most important to her. This allows Jane to participate in forming her own personal management plan.

Jane needs:

- To mask emotions when appropriate.
- Help on controlling time and setting priorities.
- People to work and associate with.
- More control of body language.
- Participatory management.
- A program for pacing work and relaxing.
- To be confronted when in disagreement or when she breaks the rules.
- To be informed of things which affect her.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- Objectivity in managing a sales territory.
- To focus conversations on work activities--less socializing.
- More logical presentations--less emotional.



AREAS FOR IMPROVEMENT

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

Jane has a tendency to:

- Be more concerned with popularity than sales results.
- Dislike call reports, etc.
- Have difficulty planning and controlling time.
- Tell the complete story and miss closing opportunities.
- Be so enthusiastic that she can be seen as superficial.
- Make promises she can't keep.
- Need to be more factually-oriented and talk a bit slower.
- Be more concerned with popularity than tangible results, if popularity is rewarded.
- Be a situational listener.



ACTION PLAN

The following are examples of areas in which Jane 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.

- | | |
|--|--|
| <input type="checkbox"/> Customer Service | <input type="checkbox"/> Closing |
| <input type="checkbox"/> Prospecting | <input type="checkbox"/> Product Knowledge |
| <input type="checkbox"/> Preparation | <input type="checkbox"/> Personal Goals |
| <input type="checkbox"/> Presentation | <input type="checkbox"/> Other |
| <input type="checkbox"/> Handling Objections | |

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____



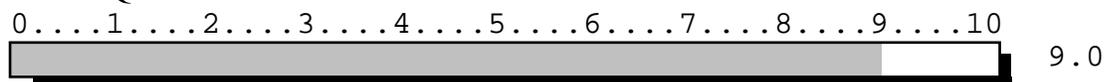
BEHAVIORAL HIERARCHY

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. CUSTOMER ORIENTED



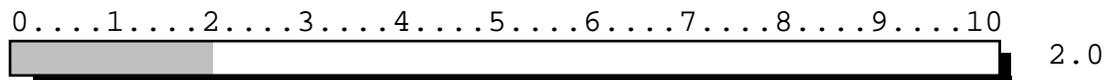
5. URGENCY



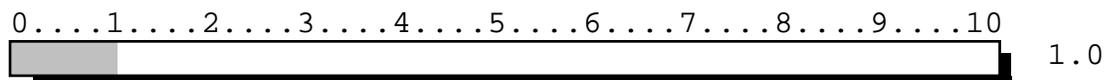
6. VERSATILITY



7. ANALYSIS OF DATA



8. ORGANIZED WORKPLACE





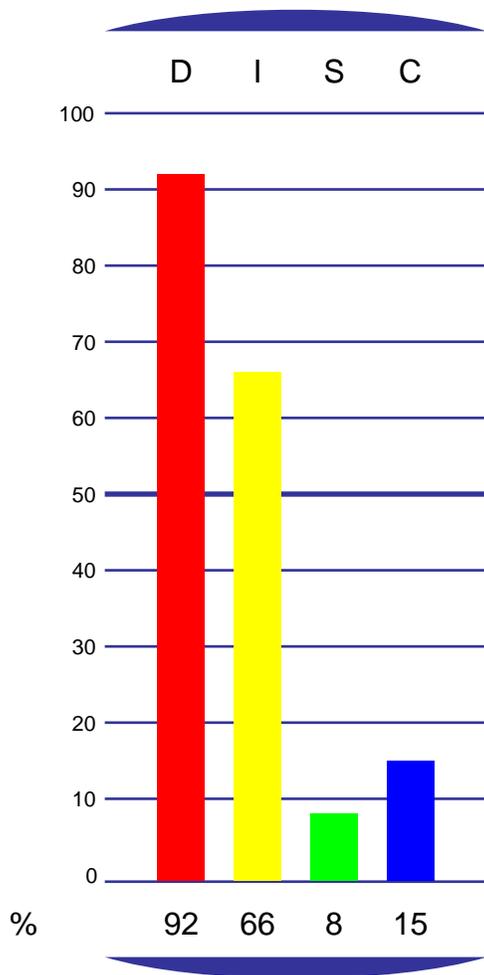
STYLE INSIGHTS™ GRAPHS

Jane Doe

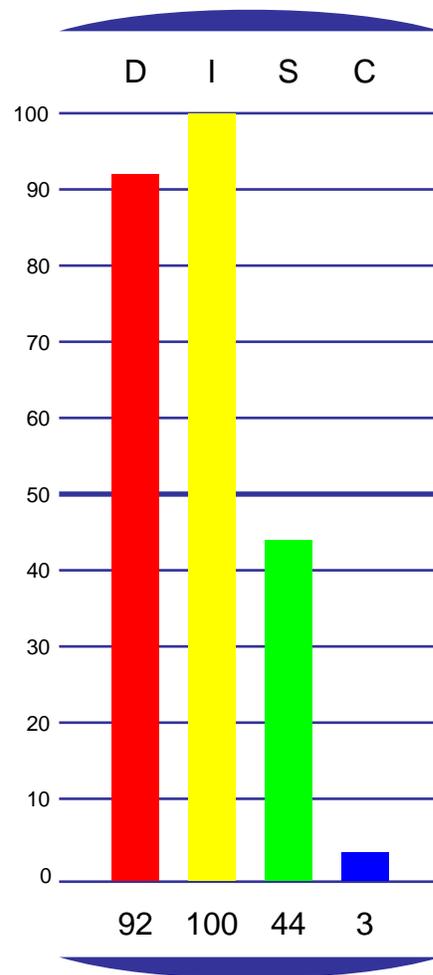
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MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



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.

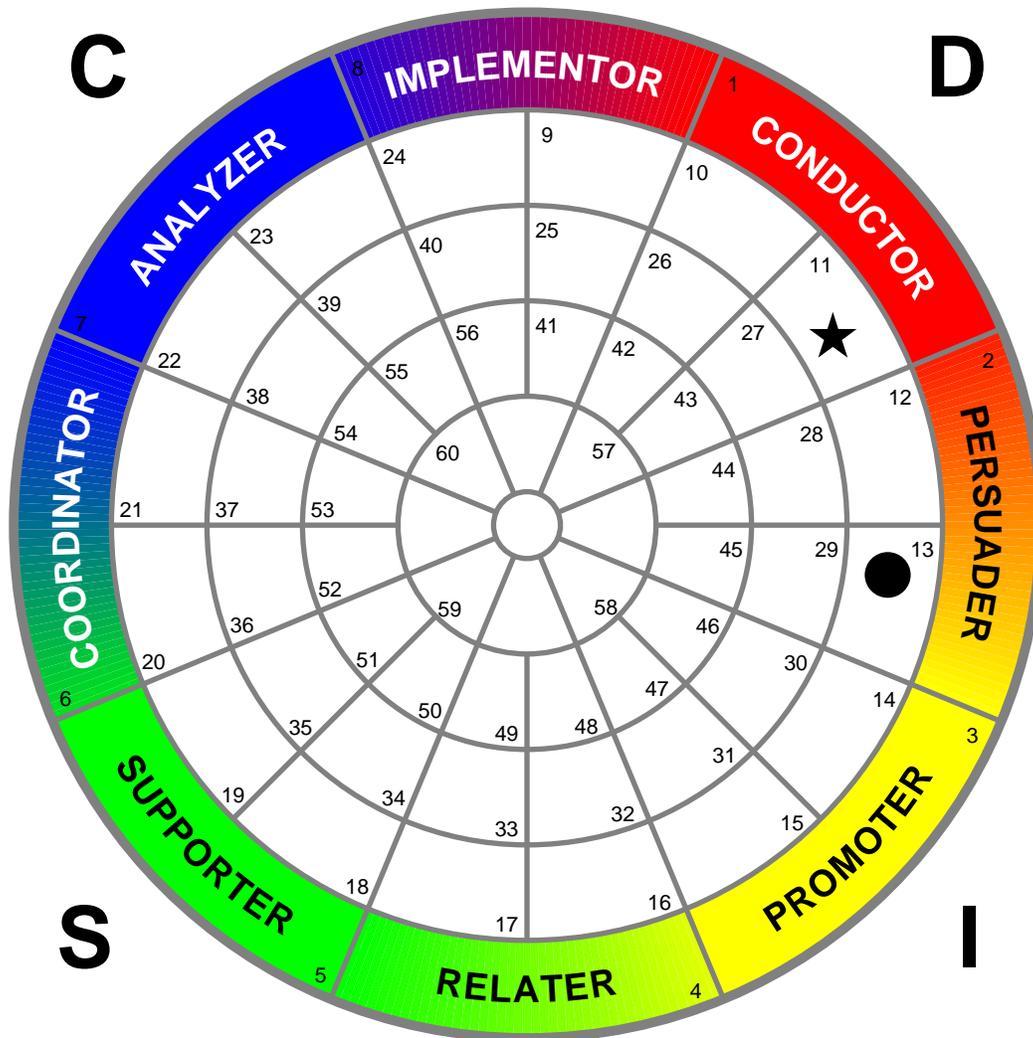
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

Jane Doe
XYZ Company
3-11-2004



Adapted: ★ (11) PERSUADING CONDUCTOR
Natural: ● (13) PROMOTING PERSUADER

Norm 2003