



TTI
SUCCESS
INSIGHTS®

Sales

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Sales Manager
Sample Co.
5-17-2016



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 Sam'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.

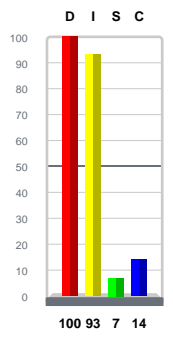
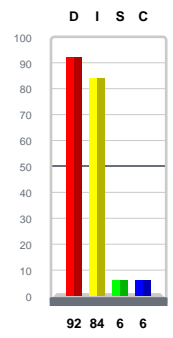
Sam will want to sell new and unusual products or services. Motivated by his many interests, he prefers an ever-changing work environment. Although Sam is good at selling to people who have similar behavioral characteristics, he may be too impatient to sell to the methodical buyer. He may be so self-confident about this ability to sell to anyone he may fail to qualify the prospect adequately. He may lose interest in the product, program or service once the newness has worn off. Sam is driven towards completion of his sales goals, and wants to be in a position to set policy that allows him to meet those goals. He is a self-starter, generally resourceful and readily adaptable to many sales situations. He finds the actual sales process much more rewarding than completing all the paperwork involved. He is the type of individual who, when under pressure, displays a tremendous sense of urgency to meet his sales goals.

Sam likes to control the sales presentation. Different styles of buyers will probably prefer that he display his sales flexibility. In handling objections, he attempts to win on all points. Sometimes this desire to win may hinder the sale. Sam's usage of sales aids may be higher if he participated in developing them. He usually dominates the sales presentation. He prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers. Sam may display his impatience if the buyer raises too many objections. He wants to close the sale and get on to the next challenge. He may fail to listen to the true objection. In his haste to make a response, the real objection may never be answered.



Adapted Style

Natural Style





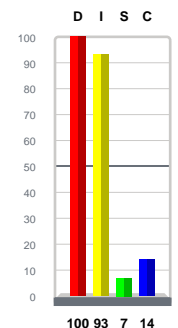
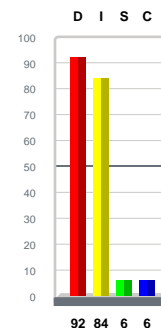
Sales Characteristics *Continued*

Sam's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. He 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 usually has his favorite close, and he might, therefore, resist using all the closes he knows. He can close so hard that he causes the buyer to think of objections, which may be excuses rather than real objections. Sam 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. He will be direct and positive with his closes. He can be persistent and friendly at the same time.



Adapted Style

Natural Style





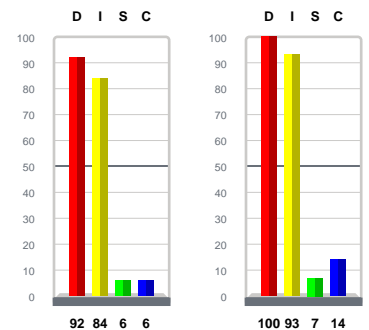
Value to the Organization

This section of the report identifies the specific talents and behavior Sam 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.

- Competitive.
- Will join organizations to represent the company.
- Innovative.
- Creative in his approach to solving problems and selling.
- Tenacious.
- Negotiates conflicts.
- Motivates others towards goals.



Adapted Style Natural Style



Checklist for Communicating

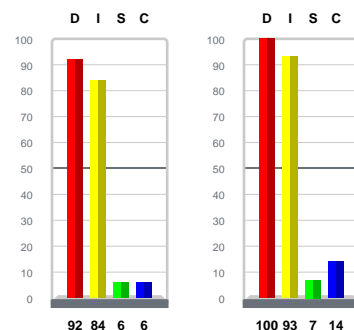
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Sam. Read each 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 Sam most frequently.

Ways to Communicate:

- Read the body language for approval or disapproval.
- Not deal with details, put them in writing, pin him to modes of action.
- Motivate and persuade by referring to objectives and results.
- Support the results, not the person, if you agree.
- Provide a warm and friendly environment.
- Leave time for relating, socializing.
- Take issue with facts, not the person, if you disagree.
- Ask specific (preferably "what?") questions.
- Plan interaction that supports his dreams and intentions.
- Ask for his opinions/ideas regarding people.
- Provide facts and figures about probability of success, or effectiveness of options.
- Talk about him, his goals and opinions he finds stimulating.



Adapted Style Natural Style





Checklist for Communicating Continued

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

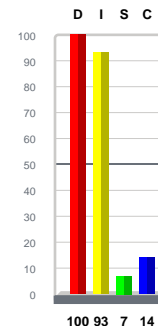
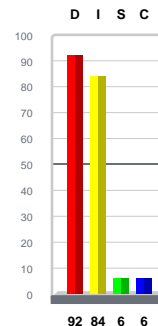
Ways NOT to Communicate:

- Come with a ready-made decision, and don't make it for him.
- Legislate or muffle--don't overcontrol the conversation.
- Let disagreement reflect on him personally.
- Direct or order.
- Be dogmatic.
- Ask rhetorical questions, or useless ones.
- Try to build personal relationships.
- Try to convince by "personal" means.
- "Dream" with him or you'll lose time.
- Leave decisions hanging in the air.
- Forget or lose things; be disorganized or messy; confuse or distract his mind from business.



Adapted Style

Natural Style





Selling Tips

This section provides suggestions on methods which will improve Sam'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, Sam 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.

When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "presentation" in advance.
- Stick to business--provide fact to support your presentation.
- Be accurate and realistic--don't exaggerate.

Factors that will create tension:

- Being giddy, casual, informal, loud.
- Wasting time with small talk.
- Being disorganized or messy.

When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- 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."

Factors that will create tension:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present yourself softly, nonthreateningly and logically.
- Earn their trust--provide proven products.

Factors that will create tension:

- Rushing headlong into the interview.
- Being domineering or demanding.
- Forcing them to respond quickly to your questions.

When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- 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.

Factors that will create tension:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

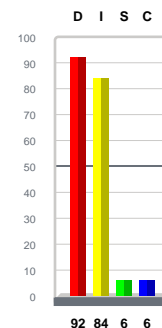


Ideal Environment

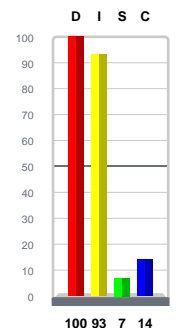
This section identifies the ideal work environment based on Sam's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments.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

- Freedom from controls, supervision and details.
- Tasks involving motivated groups and establishing a network of contacts.
- Work tasks that change from time to time.
- Freedom of movement.
- An innovative and futuristic-oriented environment.
- Assignments with a high degree of people contacts.
- Evaluation based on results, not the process.
- Forum to express ideas and viewpoint.
- Nonroutine work with challenge and opportunity.

Adapted Style



Natural Style





Perceptions

See Yourself as Others See You

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

Self-Perception

Sam usually sees himself as being:

- Pioneering
- Assertive
- Competitive
- Confident
- Positive
- Winner

Others' Perception - Moderate

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

- Demanding
- Nervy
- Egotistical
- Aggressive

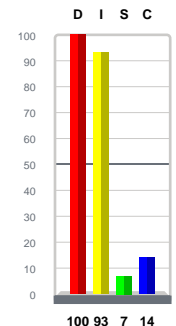
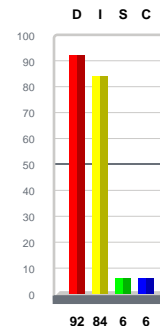
Others' Perception - Extreme

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

- Abrasive
- Controlling
- Arbitrary
- Opinionated

Adapted Style

Natural Style





Descriptors

Based on Sam'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.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influencing	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending



Natural and Adapted Selling Style

Sam'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.

PROBLEMS - CHALLENGES

Natural

Sam 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.

Adapted

Sam sees no need to change his sales approach from his basic style as it is related to solving problems and challenges.

PEOPLE - CONTACTS

Natural

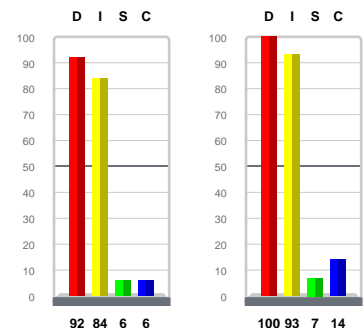
Sam's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtue of his oral skills. He will try to convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost everything with every prospect.

Adapted

Sam 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.



Adapted Style Natural Style





Natural and Adapted Selling Style Continued



PACE - CONSISTENCY

Natural

Sam maintains his sense of equilibrium even in the face of extreme time constraints and ever-changing schedules. He is comfortable dealing with a wide variety of customers. His need for high activity level can lead to meeting many new prospects.

Adapted

Sam feels that the sales environment doesn't require him to alter the way he deals with activity level and consistency.

PROCEDURES - CONSTRAINTS

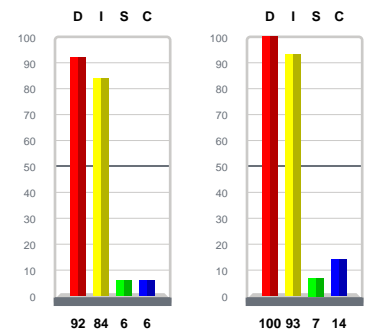
Natural

Sam 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.

Adapted

The difference between Sam's basic and adapted sales style is not significant and he sees no need to change on this factor.

Adapted Style Natural Style





Adapted Style

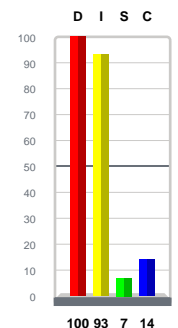
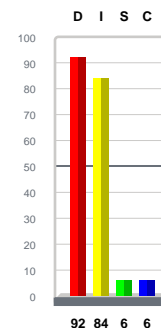
Sam sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Alert, active attention to customers or clients.
- Independent in approaching customers or clients.
- A variety of sales activity.
- Impatient to overcome competition.
- Using a creative approach in selling new and innovative services or products.
- Unafraid to overstep authority when necessary to make a sale.
- Uninhibited in making a creative sales presentation.
- Seeking challenges presented by competition.
- Sharing his personal opinion with a client or customer.
- Reacting quickly to changes in the sales process or product line.
- Making a presentation in his own particular style.
- Handling a variety of products or services.
- Firm, unbending dedication to completing sales projects.



Adapted Style

Natural Style





Keys to Motivating

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

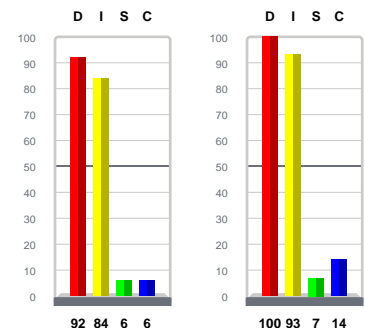
Sam wants:

- Unusual, new or difficult products to sell.
- Freedom from many rules and regulations.
- Support troops to follow through with his part or detail work.
- More time in the day.
- A variety of products to sell.
- Independence.
- Freedom from routine work.
- Exposure to those who appreciate his sales results.
- A sales manager who presents the big picture.
- Sales meetings that allow him to ventilate his emotions.
- Travel or changing territory.
- Exciting place to work.
- Changing environments in which to work/play.



Adapted Style

Natural Style





Keys to Managing

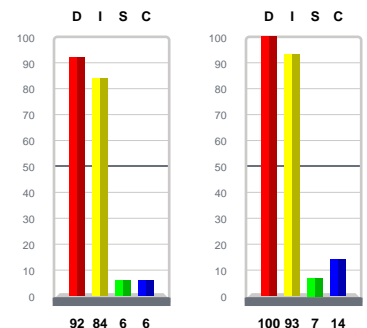
In this section are some needs which must be met in order for Sam to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled.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

Sam needs:

- More control of body language.
- An awareness of the parameters or rules in writing.
- A program for pacing work and relaxing.
- To handle routine paperwork only once.
- More logical presentations--less emotional.
- Help on controlling time and setting priorities.
- To be informed of things which affect him.
- To negotiate commitment face-to-face.
- To know results expected and to be evaluated on the results.
- People to work and associate with.
- To adjust his intensity to match the situation.
- To be confronted when in disagreement or when he breaks the rules.



Adapted Style Natural Style





Areas for Improvement

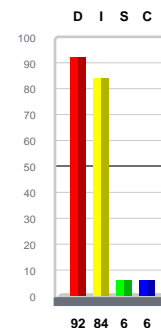
In this area is a listing of possible limitations without regard to a specific job. Review with Sam and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

Sam has a tendency to:

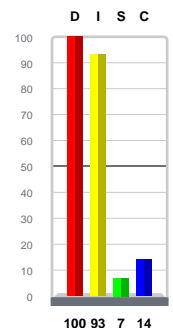
- Be so concerned with big picture; he forgets to see the little pieces.
- Dislike routine work--call reports, etc.
- Talk too fast for the logical and detail-oriented buyer.
- Represent himself with more authority than he may have.
- Take objections lightly.
- Become defensive and overreact to certain objections.
- Take on too many outside activities.
- Resist participation as part of the team, unless seen as a leader.
- Sell what he wants to sell rather than listen to the buyer's needs.



Adapted Style



Natural Style





Action Plan

Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

3. When I make changes to these behaviors, they will have the following impact on my career:

4. I will make the following changes to my behavior, and I will implement them by _____:



Action Plan

Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

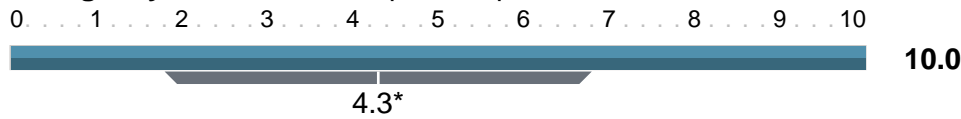
4. I will make the following changes to my behavior, and I will implement them by _____:



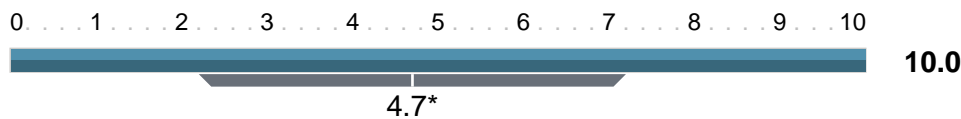
Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

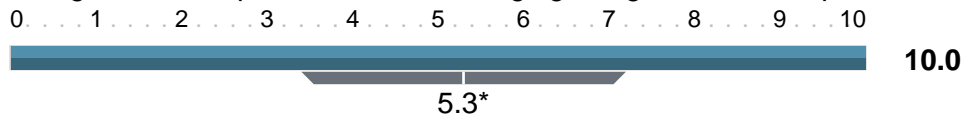
1. Urgency - Decisiveness, quick response and fast action.



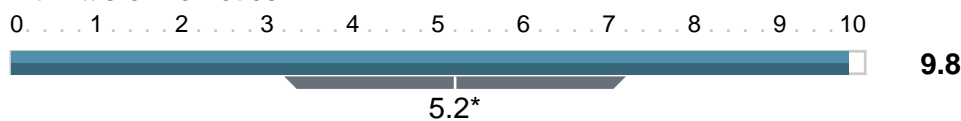
2. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



3. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



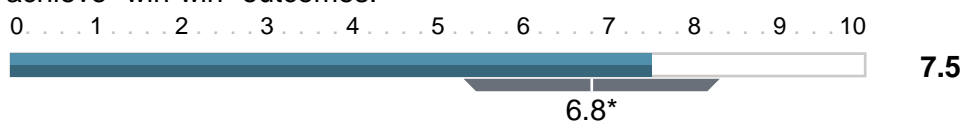
4. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



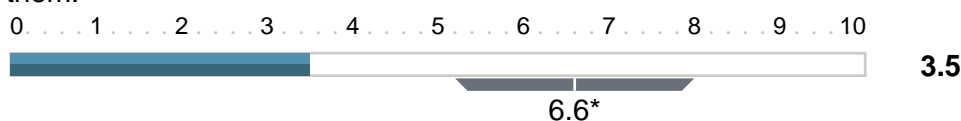
5. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



6. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



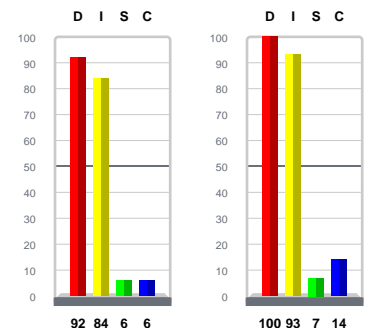
7. Customer Relations - A desire to convey your sincere interest in them.



* 68% of the population falls within the shaded area.



Adapted Style Natural Style





Behavioral Hierarchy

8. Consistency - The ability to do the job the same way.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



6.5*

3.0

9. Analysis of Data - Information is maintained accurately for repeated examination as required.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



5.5*

2.5

10. Follow Up and Follow Through - A need to be thorough.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



6.3*

2.0

11. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10



6.9*

2.0

12. Organized Workplace - Systems and procedures followed for success.

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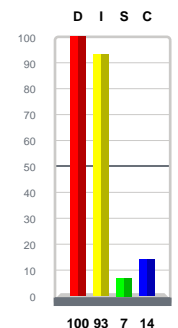
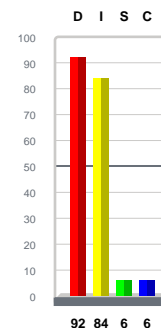
5.2*

1.5



Adapted Style

Natural Style



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* 68% of the population falls within the shaded area.

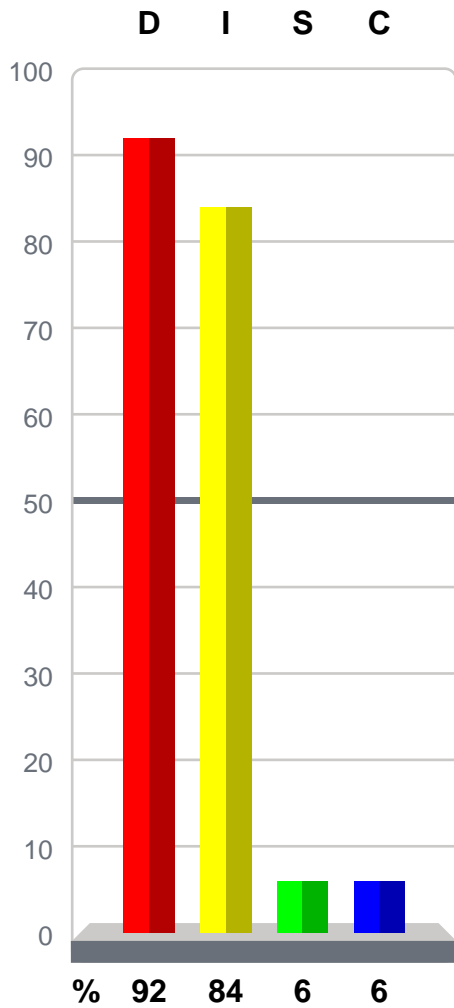


Style Insights® Graphs

5-17-2016

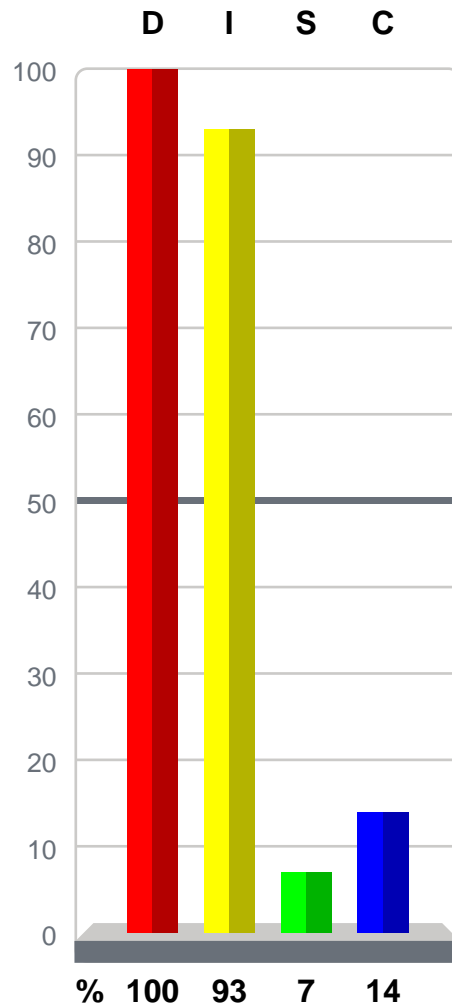
Adapted Style

Graph I



Natural Style

Graph II



Norm 2015 R4



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.

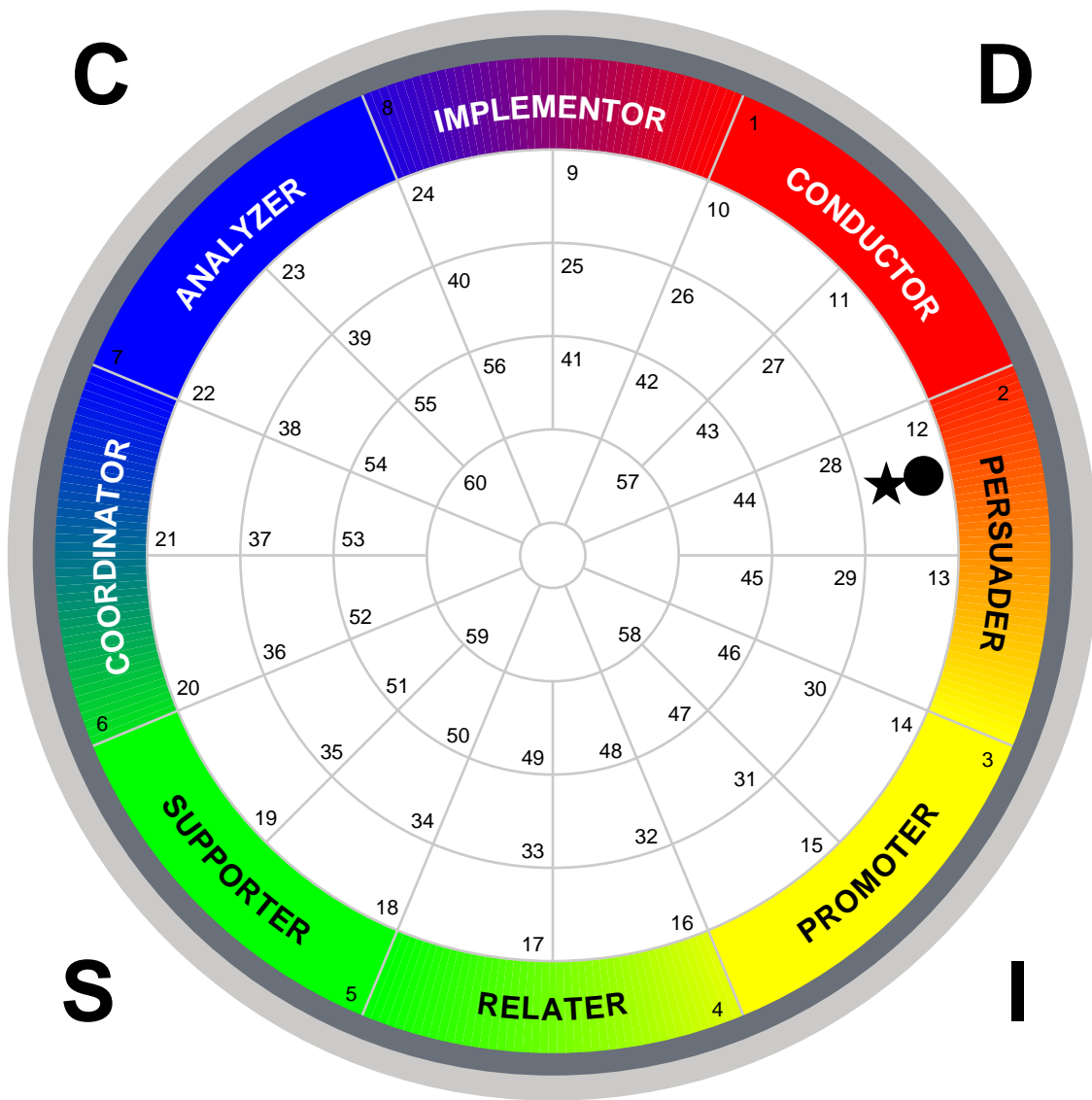
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

5-17-2016



Adapted: ★ (12) CONDUCTING PERSUADER
 Natural: ● (12) CONDUCTING PERSUADER

Norm 2015 R4