



TTI
SUCCESS
INSIGHTS®

Sales

John Doe

Sales

TTI

3-25-2026

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Introduction



Behavioral research suggests that the most effective people are those who understand their strengths and weaknesses, because they can best 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 which are true and areas of behavior in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.

All people exhibit all four behavioral factors to varying degrees of intensity.

–W.M. Marston

Sales Characteristics



Based on John'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.

John 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. 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. Although John is good at selling to people who have similar behavioral characteristics, he may be too impatient to sell to a methodical buyer. He loves the challenge presented by sales. He sees it as a great opportunity to compete with himself and others. John sets high sales goals for himself. He sees the benefit of joining organizations as a way to meet his sales goals. He 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! He prefers to win, respecting winners and those who show persistence.

John may fail to listen to the true objection. In his haste to make a response, the real objection may never be answered. Some buyers are intimidated by John's sales approach. He doesn't intentionally intimidate people, but he may be too blunt and direct for them. He usually dominates a sales presentation. He prefers a fast and to-the-point approach, which may be too sudden and blunt for some buyers. He may display his impatience if the buyer raises too many objections. He wants to close the sale and get on to the next challenge. John may become defensive if he hears objections to a service or product he helped to develop. John's body language may sometimes get him into trouble. He projects a great sense of urgency, which some buyers may interpret as an unwillingness to listen to their needs.

John's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. John prefers to service his accounts using one of two methods: excellent service for those accounts he likes or those with potential; adequate or poor service for those accounts he doesn't like or with little potential. He usually closes soon and often. He will



Sales Characteristics

Continued



close many sales the competition has sold but failed to close. 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. John 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.



Value to the Organization



This section of the report identifies the specific talents and behavior John 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, making him an integral part of the team.

- ✓ 1. Thinks big.
- ✓ 2. Self-starter.
- ✓ 3. Forward-looking and future-oriented.
- ✓ 4. Positive sense of humor.
- ✓ 5. Optimistic and enthusiastic.
- ✓ 6. Usually makes decisions with the bottom line in mind.
- ✓ 7. Will join organizations to represent the company.
- ✓ 8. Team player.



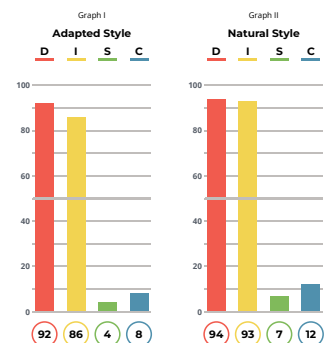
Checklist for Communicating



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 John. 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 providing a list to those who communicate with John most frequently.

Ways to Communicate:

- ✓ 1. Plan interaction that supports his dreams and intentions.
- ✓ 2. Offer special, immediate, and continuing incentives for his willingness to take risks.
- ✓ 3. Not deal with details, put them in writing, pin him to modes of action.
- ✓ 4. Ask for his opinions/ideas regarding people.
- ✓ 5. Take issue with facts, not the person, if you disagree.
- ✓ 6. Support and maintain an environment where he can be efficient.
- ✓ 7. Present the facts logically; plan your presentation efficiently.
- ✓ 8. Provide ideas for implementing action.
- ✓ 9. Support the results, not the person, if you agree.
- ✓ 10. Read the body language--look for impatience or disapproval.
- ✓ 11. Come prepared with all requirements, objectives, and support material in a well-organized "package."



Checklist for Communicating

Continued



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

- 1. Ramble or waste his time.
- 2. Be dogmatic.
- 3. Let disagreement reflect on him personally.
- 4. Forget or lose things; be disorganized or messy; confuse or distract his mind from business.
- 5. Reinforce agreement with "I'm with you."
- 6. Talk down to him.
- 7. Direct or order.
- 8. Take credit for his ideas.
- 9. Leave decisions hanging in the air.
- 10. Be redundant.
- 11. Drive on to facts, figures, alternatives, or abstractions.



Selling Tips



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

Compliance

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

Dominance

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

Steadiness

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, non-threateningly and logically.
- ✓ Earn their trust--provide proven products.
- ✗ Rushing headlong into the interview.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your questions.

Influence

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.
- ✗ 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 John'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 John enjoys and also those that create frustration.

- ✓ 1. Freedom of movement.
- ✓ 2. Personable supervisor with whom he can associate.
- ✓ 3. Evaluation based on results, not the process.
- ✓ 4. Tasks involving motivated groups and establishing a network of contacts.
- ✓ 5. Freedom from controls, supervision, and details.
- ✓ 6. Assignments with a high degree of people contacts.
- ✓ 7. Forum to express ideas and viewpoints.
- ✓ 8. An innovative and futuristic-oriented environment.



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 John's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower John to project the image that will allow him to control the situation.



John usually sees himself as being:

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



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

- ✓ Demanding
- ✓ Nervy
- ✓ Egotistical
- ✓ Aggressive



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

- ✓ Abrasive
- ✓ Controlling
- ✓ Arbitrary
- ✓ Opinionated

The Absence of a Behavioral Factor



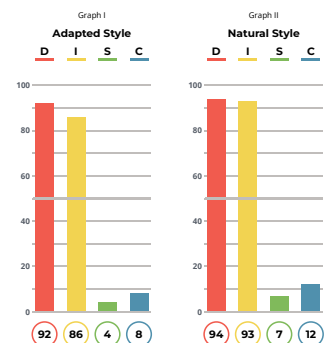
The absence of a behavioral factor may provide insight into situations or environments that may cause tension or stress. Based on research, we are able to identify situations that should be avoided or minimized in a person's day-to-day environment. By understanding the contribution of a low behavioral style, we are able to better articulate a person's talents and create environments where people can be more effective.

Situations and circumstances to avoid or aspects needed within the environment in order to minimize behavioral stress.

- The need for juggling many tasks at once may jeopardize quality.
- Avoid emotionally charged situations unless prepared to adapt and control the emotional output.
- Avoid projects that require constant focus without any room for variance in task.

Understanding that the need to adapt is unavoidable at times. Below are tips for adapting to those with S above the energy line and/or tips for seeking environments that will be conducive to the low S.

- Recognize that others may move at a slower pace.
- Rambling, written or verbal, will be avoided to the point of missing a deadline.
- Seek environments where change is rewarded rather than discouraged.



Descriptors



Based on John'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 | Influence | 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 & Adapted

Selling Style



John'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

John 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

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

PEOPLE - CONTACTS

Natural

John'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

John 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.

Natural & Adapted

Selling Style



PACE - CONSISTENCY

Natural

John 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 a high activity level can lead to meeting many new prospects.

Adapted

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



PROCEDURES - CONSTRAINTS

Natural

John 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 John's basic and adapted sales style is not significant and he sees no need to change on this score.

Adapted Style



John 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.

- ✓ 1. Using sales aids in presentation, when he remembers to take them with him.
- ✓ 2. Positive response to a client's objections.
- ✓ 3. Anticipating and using creative ways to assist clients in problem solving.
- ✓ 4. Using an informal sales presentation.
- ✓ 5. Adapting easily to changing sales territory.
- ✓ 6. Dealing with customers and clients efficiently.
- ✓ 7. Challenging the status-quo.
- ✓ 8. Impatient to overcome competition.
- ✓ 9. Using authority and responsibility for completing the sale.
- ✓ 10. Telling clients or customers about the "big picture."
- ✓ 11. Handling a variety of products or services.



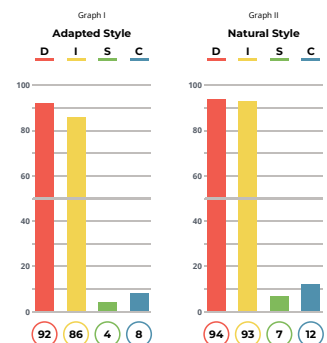
Keys to Motivating



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

John wants:

- ✓ 1. More time in the day.
- ✓ 2. Changing environments in which to work/play.
- ✓ 3. Travel or changing territory.
- ✓ 4. A sales manager who presents the big picture.
- ✓ 5. A wide scope of activities.
- ✓ 6. Opportunity for rapid advancement.
- ✓ 7. Prestige, position, and titles so he can control the destiny of others.
- ✓ 8. Opportunity to verbalize his ideas and demonstrate his skills.
- ✓ 9. New challenges and problems to solve.
- ✓ 10. Outside activities so there is never a dull moment.
- ✓ 11. Support troops to follow through with his part or detail work.
- ✓ 12. A variety of products to sell.
- ✓ 13. To be seen as a leader.



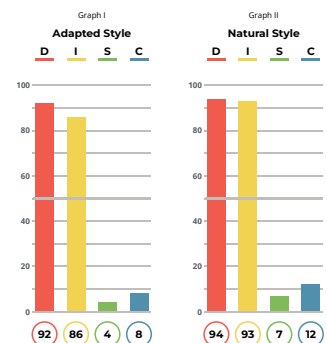
Keys to Managing



In this section are some needs which must be met in order for John 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 John and identify 3 or 4 statements that are most important to him. This allows John to participate in forming his own personal management plan.

John needs:

- ✓ 1. To mask emotions when appropriate.
- ✓ 2. To be confronted when in disagreement or when he breaks the rules.
- ✓ 3. To be informed of things which affect him.
- ✓ 4. To display empathy for people who approach life differently than he does.
- ✓ 5. To understand his role on the team--either a team player or the leader.
- ✓ 6. Objectivity in managing a sales territory.
- ✓ 7. To negotiate commitment face-to-face.
- ✓ 8. People to work and associate with.
- ✓ 9. More control of body language.
- ✓ 10. Participatory management.
- ✓ 11. An awareness of the parameters or rules in writing.
- ✓ 12. To maintain focus on results and not sacrifice productivity just to make everyone happy.



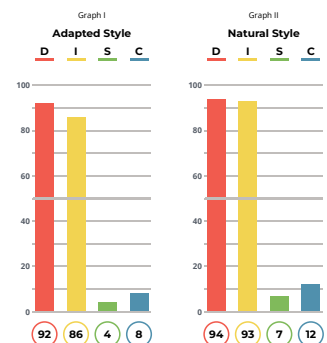
Areas for Improvement



In this area is a listing of possible limitations without regard to a specific job. Review with John 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.

John has a tendency to:

- ✓ 1. Not answer objections to a buyer's satisfaction.
- ✓ 2. Take on too many outside activities.
- ✓ 3. Resist participation as part of the team, unless seen as a leader.
- ✓ 4. Not have his presentation in a logical order.
- ✓ 5. Dislike routine work--call reports, etc.
- ✓ 6. Be a situational listener--hears only what he wants to hear.
- ✓ 7. Be weak at providing follow-up service if a client has little potential for future sales.
- ✓ 8. Represent himself with more authority than he may have.
- ✓ 9. Take objections lightly.



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:

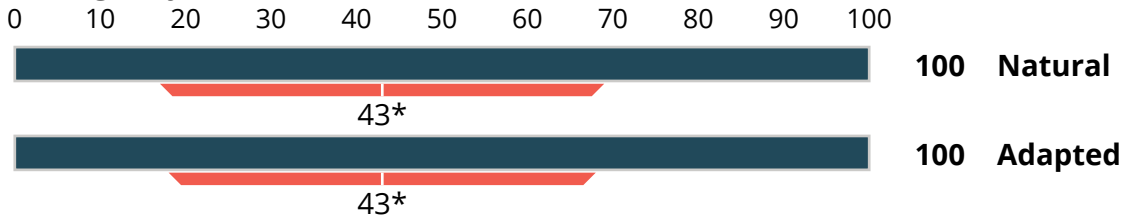
4. I will make the following changes to my behavior, and I will implement them by _____:

Behavioral Hierarchy

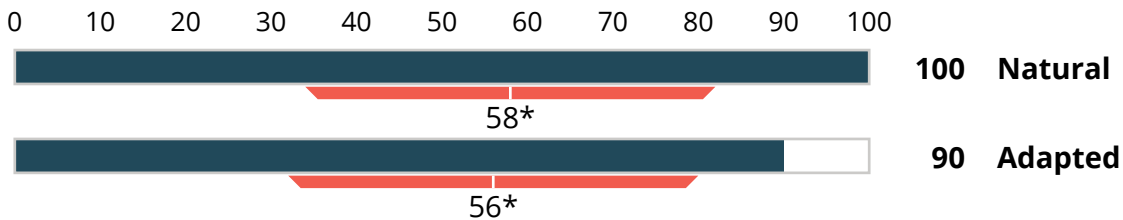


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

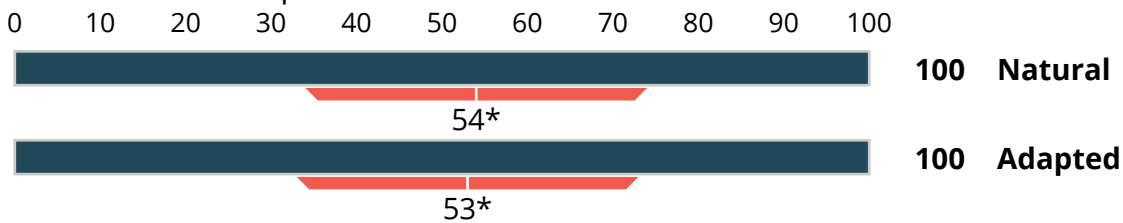
1. Urgency - Take immediate action.



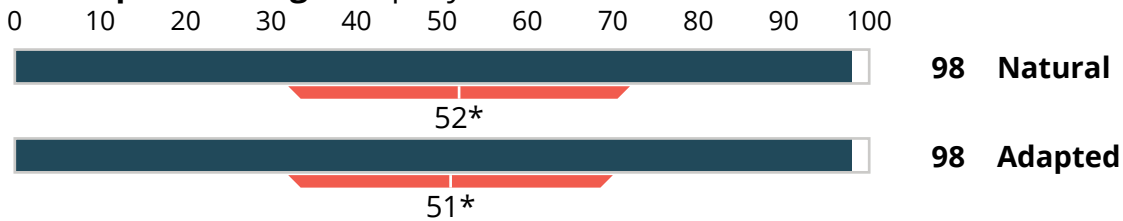
2. Interaction - Frequently engage and communicate with others.



3. Versatile - Adapt to various situations with ease.



4. Frequent Change - Rapidly shift between tasks.



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

Behavioral Hierarchy

Continued



5. Competitive - Want to win or gain an advantage.

0 10 20 30 40 50 60 70 80 90 100



90 Natural

49*



90 Adapted

47*

6. People-Oriented - Build rapport with a wide range of individuals.

0 10 20 30 40 50 60 70 80 90 100



50 Natural

64*



60 Adapted

62*

7. Customer-Oriented - Identify and fulfill customer expectations.

0 10 20 30 40 50 60 70 80 90 100



37 Natural

63*



43 Adapted

62*

8. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100



22 Natural

62*



22 Adapted

63*

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

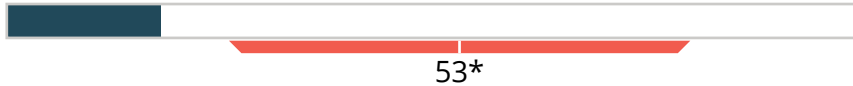
Behavioral Hierarchy

Continued

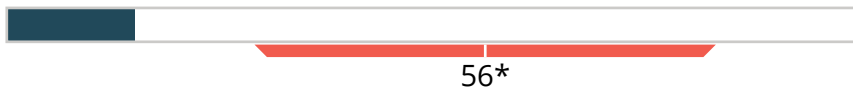


9. Organized Workplace - Establish and maintain specific order in daily activities.

0 10 20 30 40 50 60 70 80 90 100



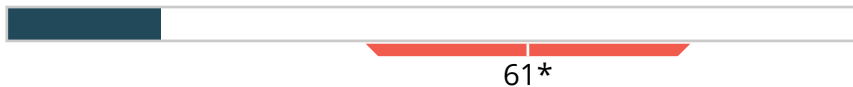
18 Natural



15 Adapted

10. Following Policy - Adhere to rules, regulations, or existing methods.

0 10 20 30 40 50 60 70 80 90 100



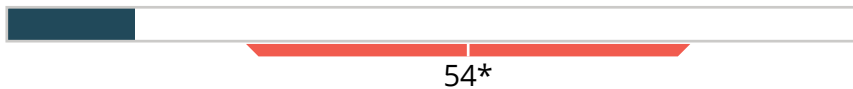
18 Natural



20 Adapted

11. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



15 Natural



10 Adapted

12. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100



12 Natural



10 Adapted

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

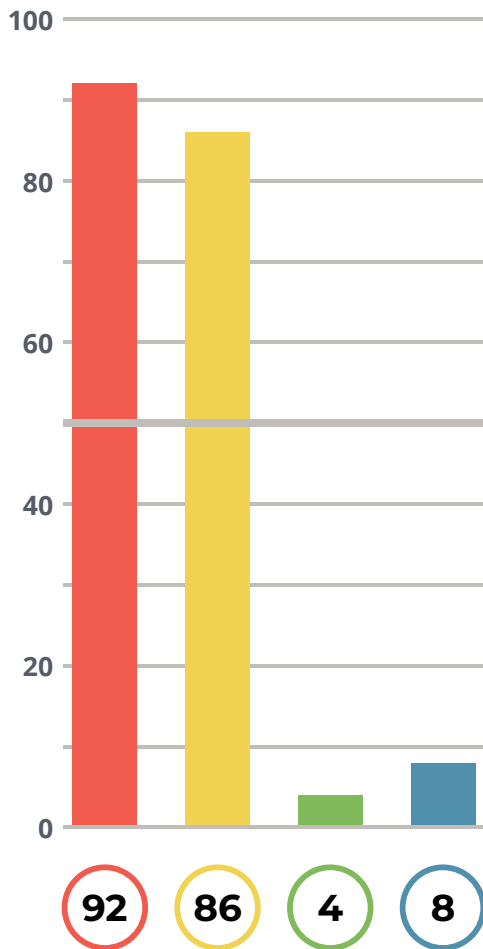
Style Insights® Graphs



Graph I

Adapted Style

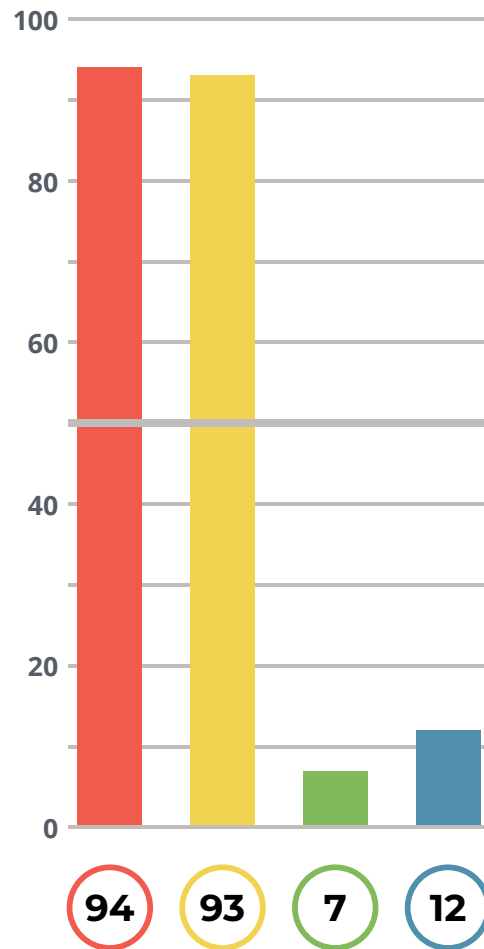
D **I** **S** **C**



Graph II

Natural Style

D **I** **S** **C**



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3-25-2026
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John Doe

The TTI Success Insights® Wheel



The TTI Success Insights® Wheel is a powerful tool first 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 to which you are adapting your behavior.

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.

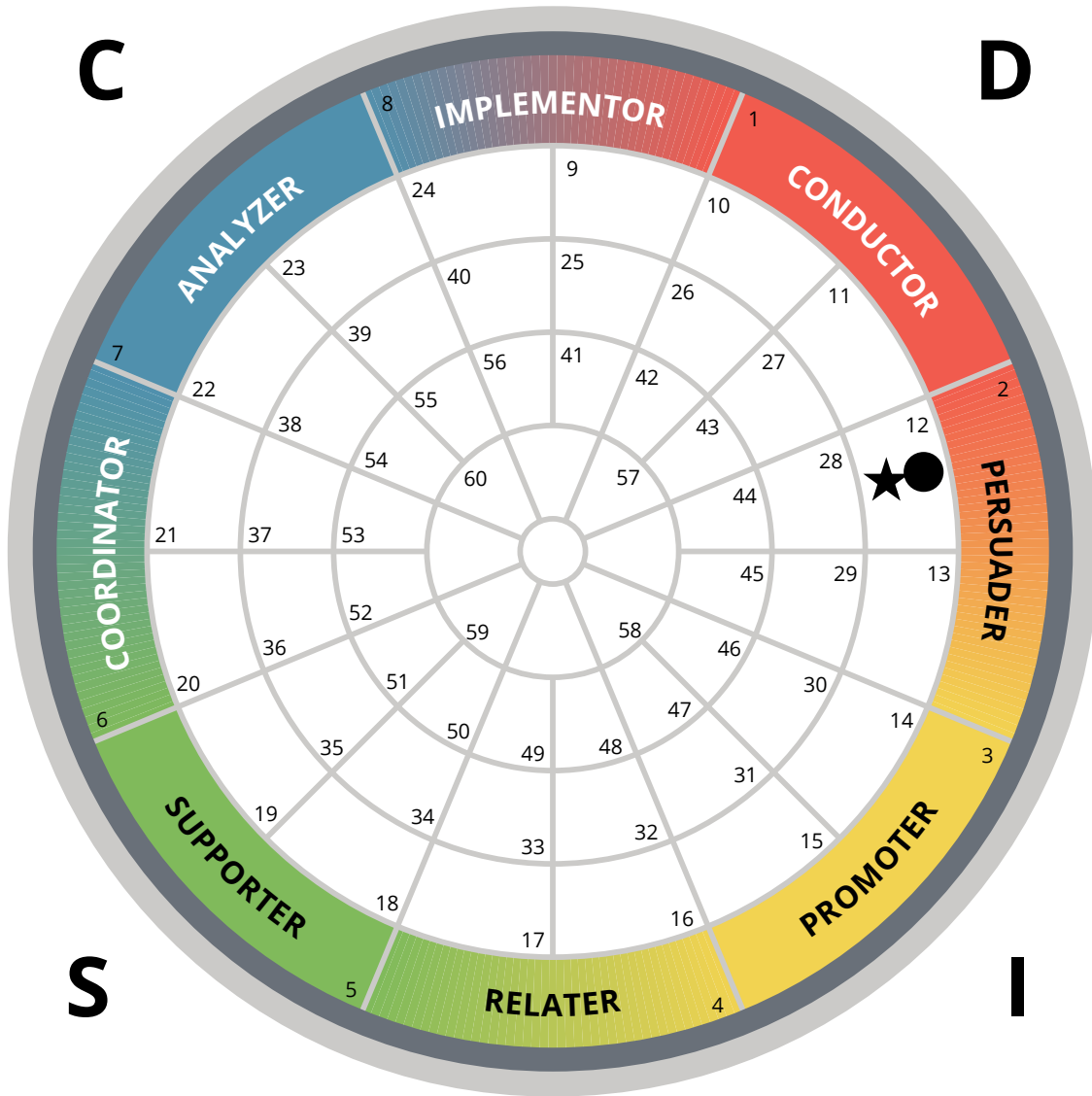
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

The TTI Success Insights® Wheel



John Doe

TTI
3-25-2026



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