



TTI Success Insights®

Sales Version



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4-18-2010



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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.

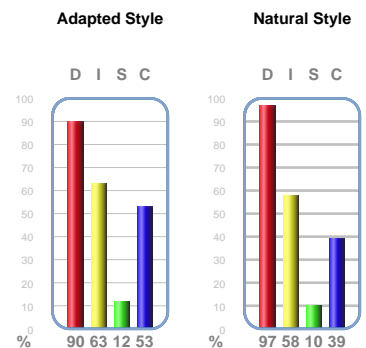
*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*



Based on Steve'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.

Steve 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 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 may be so self-confident about this ability to sell to anyone he may fail to qualify the prospect adequately. He must guard against coming across as a high-pressure salesperson, which can antagonize the prospect and jeopardize the sale. Steve may lose interest in the product, program or service once the newness has worn off. With his natural style of assertive presentations, he must be aware of the impact his body language and louder tone tend to have on the sales process. 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.

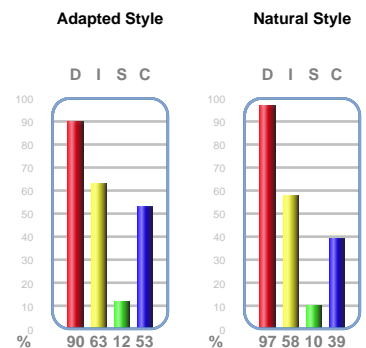
Steve doesn't always take the time to anticipate the outcome of a sales call. He may be intent on making an efficient presentation and unintentionally omit details and supporting information. He usually dominates the sales presentation. He prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers. He may use confrontation to show his knowledge and expertise. Unless he is calling on an aggressive buyer, this may hinder the sale. 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. Steve likes to control the sales presentation. Different styles of buyers will probably prefer that he display his sales flexibility. He usually welcomes objections as they provide him with an opportunity to share his knowledge. If he is careful to take objections seriously, it will allow him to be more effective.

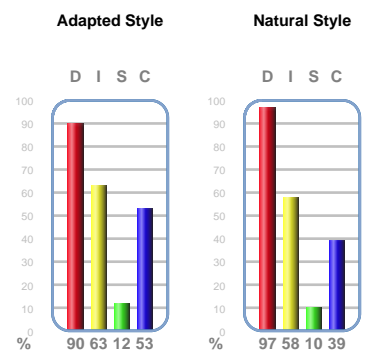
Steve generally concentrates on selling new accounts as compared to servicing his present accounts. New accounts represent a challenge, while servicing old accounts may be dull and too routine. Steve's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. He can close so hard that he causes the buyer to think of objections, which may be excuses rather than real objections. 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. Steve usually closes soon and often. He will close many sales the competition has sold but failed to close. 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.





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

- Forward-looking and future-oriented.
- Initiates activity.
- Ability to change gears fast and often.
- Self-starter.
- Challenges the status quo.
- Competitive.
- Tenacious.
- Creative in his approach to solving problems and selling.
- Deadline conscious.

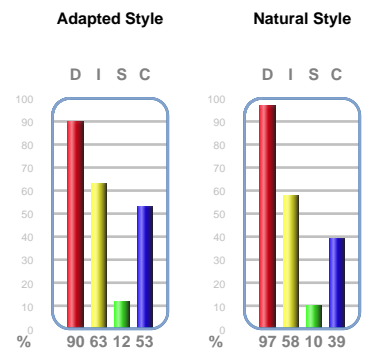




Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Steve. Read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

Do:

- Provide systems to follow.
- Read the body language--look for impatience or disapproval.
- Be clear, specific, brief and to the point.
- Support and maintain an environment where he can be efficient.
- Ask specific (preferably "what?") questions.
- Put projects in writing with deadlines.
- Provide time for fun and relaxing.
- Expect acceptance without a lot of questions.
- Stick to business--let him decide if he wants to talk socially.
- Present the facts logically; plan your presentation efficiently.
- Motivate and persuade by referring to objectives and results.
- Provide facts and figures about probability of success, or effectiveness of options.
- Verify that the message was heard.

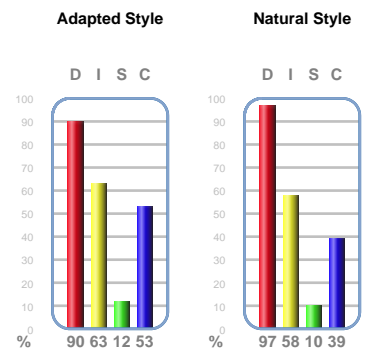




This section of the report is a list of things NOT to do while communicating with Steve. Review each statement with Steve and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that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

Don't:

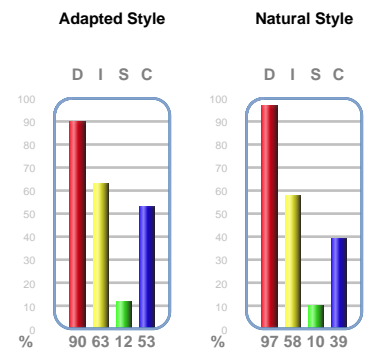
- Forget to follow-up.
- Try to convince by "personal" means.
- Let him change the topic until you are finished.
- Dictate to him.
- Try to build personal relationships.
- Use paternalistic approach.
- Assume he heard what you said.
- Come with a ready-made decision, and don't make it for him.
- Reinforce agreement with "I'm with you."
- Forget or lose things; be disorganized or messy; confuse or distract his mind from business.
- Be put off by his "cockiness."





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

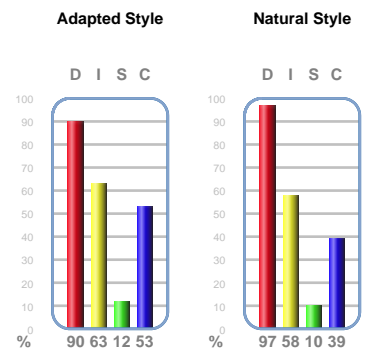
<p>When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> ● Prepare your "presentation" in advance. ● Stick to business--provide fact to support your presentation. ● Be accurate and realistic--don't exaggerate. <p>Factors 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.





This section identifies the ideal work environment based on Steve'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 Steve enjoys and also those that create frustration.

- New products and new ideas to sell.
- Activities, and more activities.
- Nonroutine work with challenge and opportunity.
- Freedom from controls, supervision and details.
- Forum to express ideas and viewpoint.
- Evaluation based on results, not the process.
- An innovative and futuristic-oriented environment.





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

"See Yourself As Others See You"

SELF-PERCEPTION

Steve usually sees himself as being:

Pioneering
Competitive
Positive

Assertive
Confident
Winner

OTHERS' PERCEPTION

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

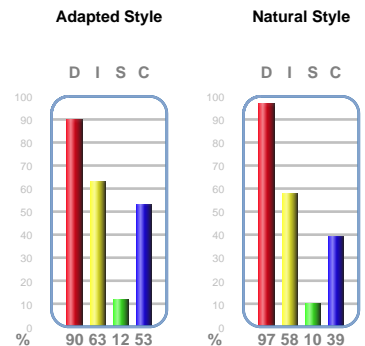
Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated





Based on Steve'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.

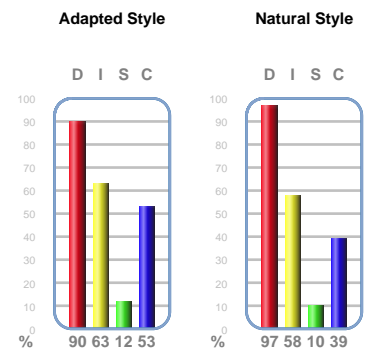
Dominance	Influencing	Steadiness	Compliance
Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic	Phlegmatic 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
Inquisitive Responsible	Trusting Sociable	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous	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	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details	Hypertense



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

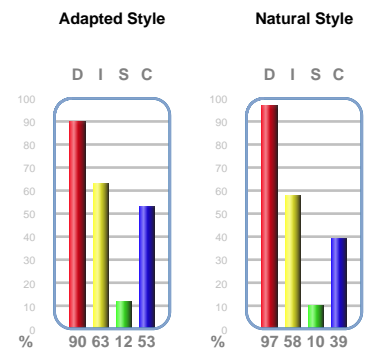
Natural	PEOPLE - CONTACTS	Adapted
Steve is sociable and optimistic. He is able to use an emotional appeal to convince others of a certain direction. He will trust others and likes a positive environment in which to sell.		Steve sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.





Natural	PACE - CONSISTENCY	Adapted
<p>Steve 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.</p>		<p>Steve feels that the sales environment doesn't require him to alter the way he deals with activity level and consistency.</p>

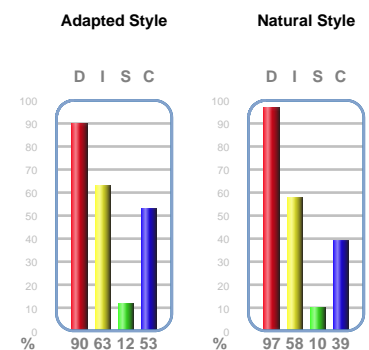
Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Steve is striving to be independent and self-directed. He is most comfortable in a sales environment where rules and procedures can be interpreted to meet the needs of his customer in certain situations.</p>		<p>Steve will attempt to follow company policy and meet the needs of his customers to the extent that neither party will be at a disadvantage. He will recognize certain areas as negotiable and others as nonnegotiable.</p>





Steve 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.
- Using sales aids in presentation, when he remembers to take them with him.
- Using authority and responsibility for completing the sale.
- Alert, active attention to customers or clients.
- Reacting quickly to changes in the sales process or product line.
- Using an informal sales presentation.
- Impatient to overcome competition.
- Impulsive and eager to keep the sales presentation moving.
- Ability to handle many new products or services.
- Authority to carry out responsibility.
- Positive response to a client's objections.

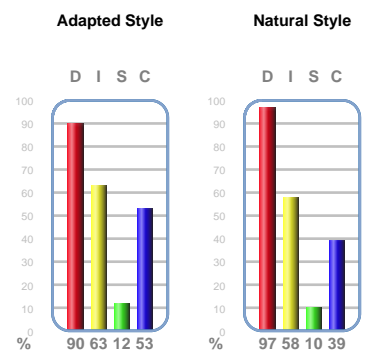




This section of the report was produced by analyzing Steve's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with Steve and highlight those that are present "wants."

Steve wants:

- Control of his own destiny.
- To be seen as a leader.
- A wide scope of activities.
- Outside activities so there is never a dull moment.
- New challenges and problems to solve.
- Prestige, position and titles so he can control the destiny of others.
- More time in the day.
- Opportunity to verbalize his ideas and demonstrate his skills.

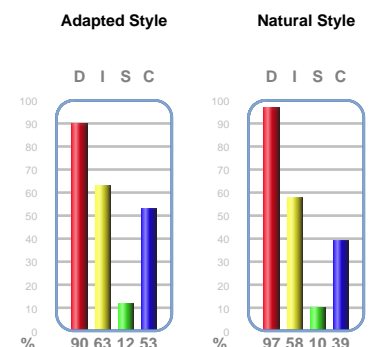




In this section are some needs which must be met in order for Steve to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled.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

Steve needs:

- Budgets to help prioritize his expenses.
- Annual physicals because of his activity level and work intensity.
- To be confronted when in disagreement or when he breaks the rules.
- To adjust his intensity to match the situation.
- To pace himself and set priorities.
- Vacations or periods of reduced activity level.
- To understand his role on the team--either a team player or the leader.
- A program for pacing work and relaxing.
- To know results expected and to be evaluated on the results.
- Systems to follow.
- Consistency.

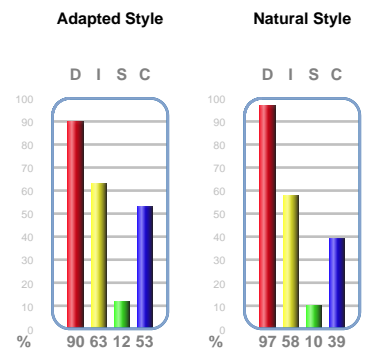




In this area is a listing of possible limitations without regard to a specific job. Review with Steve and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

Steve has a tendency to:

- Not answer objections to buyer's satisfaction.
- Not have presentation in a logical order.
- 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.
- Take objections lightly.
- Talk too fast for the logical and detail-oriented buyer.
- Represent himself with more authority than he may have.
- Blame, deny and defend when confronted with poor sales results.
- Dislike routine work--call reports, etc.





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. URGENCY



2. COMPETITIVENESS



3. FREQUENT CHANGE



4. VERSATILITY



5. FREQUENT INTERACTION WITH OTHERS



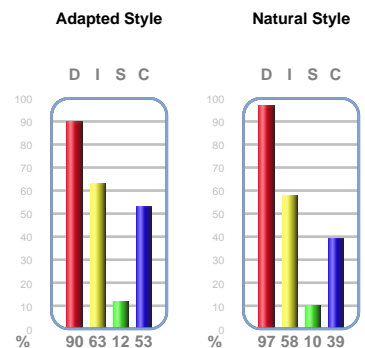
6. CUSTOMER ORIENTED



7. ORGANIZED WORKPLACE

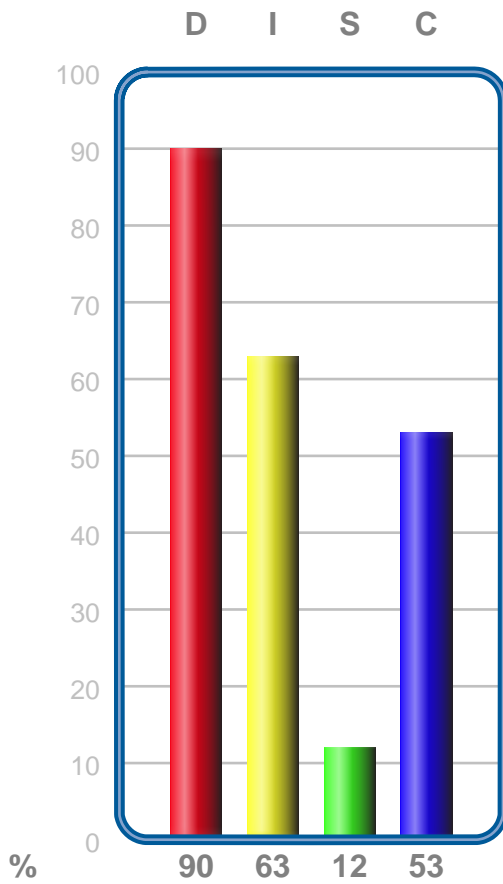


8. ANALYSIS OF DATA

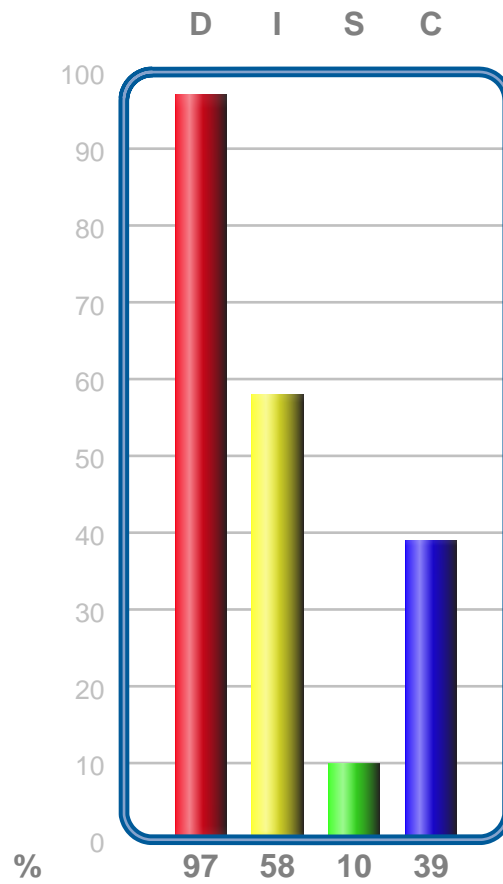




MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



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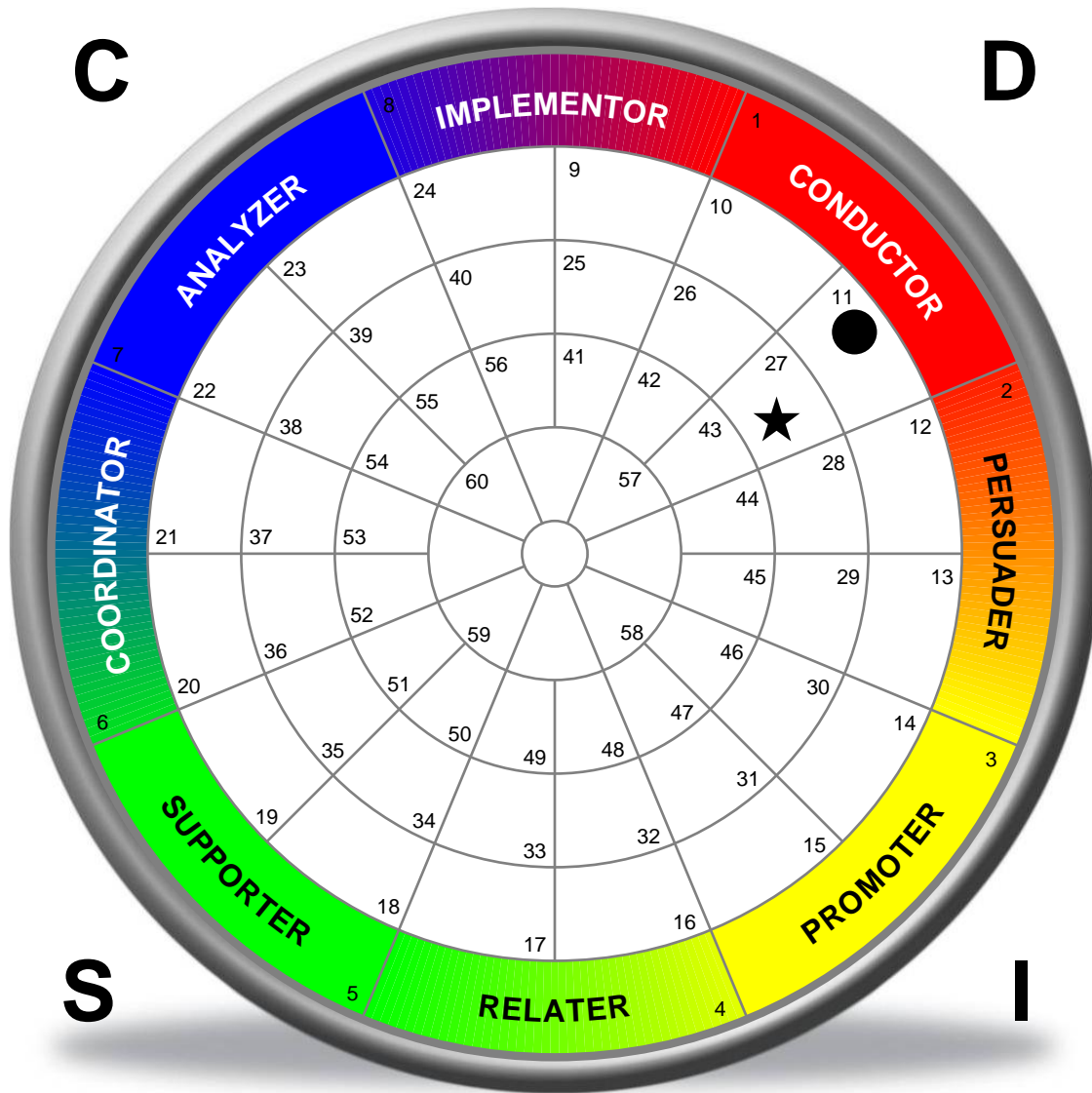


The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- 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.



Adapted: ★ (27) PERSUADING CONDUCTOR (FLEXIBLE)
 Natural: ● (11) PERSUADING CONDUCTOR

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