



TTI
SUCCESS
INSIGHTS®

Sales

Suzy Salesrep

Inside Sales Representative

Top Sales Company

8-7-2025

Leadership Resources and Consulting

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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 Suzy'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.

Suzy likes cold calls because they present a challenge. She feels her verbal skills will help her win. Every cold call provides an opportunity to win friends and influence people. Detail work is not Suzy'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 paperwork. She may be seen as somewhat impulsive. She likes new products and often is the first in her neighborhood to buy the latest things. Inclined to talk smoothly, readily, and at length, she loves the opportunity to verbalize. Sales presents an opportunity for her to use this attribute. Suzy 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 to in this manner. 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 becomes highly excited about what influences her. She usually displays this emotion when she is attempting to influence people.

Suzy 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. Some see her as a natural born salesperson but what they really see is her ability to talk smoothly and readily on most subjects. She quickly shares her opinion on most topics. She may not answer objections completely. She often treats them lightly and may "tap dance" around the objections or use sales tricks to answer them. She 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. Suzy may use sales aids with her presentations. Her usage sometimes depends on her ability to be organized; that is, she occasionally forgets to replenish her supply of sales aids or feels she can verbalize a presentation without them. She welcomes the objections that prospects raise. This provides an opportunity to meet a challenge and share more of her knowledge.



Sales Characteristics

Continued



Suzy 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. 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 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 should guard against excessive talking and close at the appropriate time. Suzy's listening skills may cause her to miss some closing opportunities. She may be thinking about what she is going to say next and miss the buying signal. Suzy may be positive and direct with her closes. She will be friendly and persistent as she attempts to close the sale. She would rather make a social visit instead of a service visit. The social visit meets her need to be friendly and outgoing, while the service visit requires special effort if customers don't buy more products or services.



Value to the Organization



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

- ✓ 1. Optimistic and enthusiastic.
- ✓ 2. People-oriented.
- ✓ 3. Big thinker.
- ✓ 4. Team player.
- ✓ 5. Dedicated to her own ideas.
- ✓ 6. Accomplishes goals through people.
- ✓ 7. Motivates others towards goals.
- ✓ 8. Verbalizes her feelings.
- ✓ 9. Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.



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

Ways to Communicate:

- ✓ 1. Offer special, immediate, and continuing incentives for her willingness to take risks.
- ✓ 2. Provide "yes" or "no" answers--not maybe.
- ✓ 3. Use enough time to be stimulating, fun-loving, and fast-moving.
- ✓ 4. Use the carrot approach when appropriate.
- ✓ 5. Read the body language for approval or disapproval.
- ✓ 6. Ask for her opinions/ideas regarding people.
- ✓ 7. Expect her to return to fight another day when she has received a no answer.
- ✓ 8. Talk about her, her goals and opinions she finds stimulating.
- ✓ 9. Look for her oversights.
- ✓ 10. Clarify any parameters in writing.
- ✓ 11. Understand her defiant nature.
- ✓ 12. Provide testimonials from people she sees as important.



Checklist for Communicating

Continued



This section of the report is a list of things *NOT* to do while communicating with Suzy. Review each statement with Suzy 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. Kid around too much, or "stick to the agenda" too much.
- 2. Be curt, cold, or tight-lipped.
- 3. Leave decisions hanging in the air.
- 4. Be dogmatic.
- 5. Legislate or muffle--don't overcontrol the conversation.
- 6. Ramble.
- 7. Be paternalistic.
- 8. Dream with her or you'll lose time.
- 9. Drive on to facts, figures, alternatives, or abstractions.
- 10. Talk down to her.
- 11. Let her overpower you with verbiage.
- 12. Give her your opinion unless asked.



Selling Tips



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

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 Suzy'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 Suzy enjoys and also those that create frustration.

- ✓ 1. Needs difficult assignments.
- ✓ 2. Assignments with a high degree of people contacts.
- ✓ 3. Freedom from control and detail.
- ✓ 4. Work with a results-oriented team.
- ✓ 5. A forum in which her ideas can be heard.
- ✓ 6. Personable supervisor with whom she can associate.



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



Suzy usually sees herself as being:

- ✓ Enthusiastic
- ✓ Inspiring
- ✓ Outgoing
- ✓ Persuasive
- ✓ Charming
- ✓ Optimistic



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

- ✓ Self-Promoting
- ✓ Overly Optimistic
- ✓ Glib
- ✓ Unrealistic



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

- ✓ Overly Confident
- ✓ Poor Listener
- ✓ Talkative
- ✓ Self-Promoter

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.

- Avoid work environments requiring constant diplomacy as they may cause stress.
- Avoid situations where critical analysis is required and move toward an out-of-the-box brainstorming environment.
- Avoid situations where the lack of fear is the driving force as opposed to the return for the organization.

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

- The desire to be seen as a unique person may detract from the ideal outcome.
- Understand the need for detail in delegation practices as this may cause unnecessary stress for others, and the desired result will be more difficult to achieve as a consequence.
- Stress is demonstrated through body language; be sure to send the same message verbally and physically.



Descriptors



Based on Suzy'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.

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



Suzy'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

Suzy is quite inquisitive and wants to be seen as an outwardly competitive person. She is results-oriented and likes to be innovative in her sales approach. She is not necessarily confrontational by nature, but will not turn down the opportunity for confrontation if the opportunity exists.

Adapted

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

PEOPLE - CONTACTS

Natural

Suzy'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.

Adapted

Suzy sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Natural & Adapted

Selling Style



PACE - CONSISTENCY

Natural

Suzy's natural style prefers a sales environment that can take advantage of her relaxed demeanor and patience is considered a requirement to win. She enjoys follow-up and follow-through. She resists selling new products until proven to her standards.

Adapted

Suzy feels that the sales environment doesn't require her to alter the way she deals with activity level and consistency.



PROCEDURES - CONSTRAINTS

Natural

Suzy 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.

Adapted

The difference between Suzy's basic and adapted sales style is not significant and she sees no need to change on this score.

Adapted Style



Suzy 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.

- ✓ 1. Verbally stressing the benefits of her product or service.
- ✓ 2. Speaking smoothly and emotionally with her customers or clients.
- ✓ 3. Firm, unbending dedication to completing sales projects.
- ✓ 4. Using persuasive skills.
- ✓ 5. Excited about available new products or services.
- ✓ 6. Generating enthusiasm in others.
- ✓ 7. Exhibiting excitement about her service or product.
- ✓ 8. Using great social skills in approaching new prospects.
- ✓ 9. Independent in approaching customers or clients.
- ✓ 10. Unafraid to overstep authority when necessary to make a sale.
- ✓ 11. Setting her own agenda for results.



Keys to Motivating



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

Suzy wants:

- ✓ 1. Freedom to talk and participate in sales meetings.
- ✓ 2. An exciting place to work.
- ✓ 3. Public recognition of her ideas and sales results.
- ✓ 4. To be trusted.
- ✓ 5. Exposure to those who appreciate her sales results.
- ✓ 6. Freedom from many rules and regulations.
- ✓ 7. Participation in meetings on future planning.
- ✓ 8. A manager who practices participative management.
- ✓ 9. Independence.
- ✓ 10. Freedom from control and detail.
- ✓ 11. Sales meetings that allow her to ventilate her emotions.
- ✓ 12. Flattery, praise, popularity, and strokes.



Keys to Managing



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

Suzy needs:

- ✓ 1. Bottom-line measurement.
- ✓ 2. To handle routine paperwork only once.
- ✓ 3. Objectivity in managing a sales territory.
- ✓ 4. Better organization of record keeping.
- ✓ 5. Authority equal to responsibility.
- ✓ 6. Participatory management.
- ✓ 7. To mask emotions when appropriate.
- ✓ 8. More control of body language.
- ✓ 9. To be informed of things which affect her.
- ✓ 10. To maintain focus on results and not sacrifice productivity just to make everyone happy.
- ✓ 11. Restraints or programs to calculate the risk involved by her decisions.
- ✓ 12. Help on controlling time and setting priorities.
- ✓ 13. To relax and pace herself.



Areas for Improvement



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

Suzy has a tendency to:

- ✓ 1. Be more concerned with popularity than tangible results, if popularity is rewarded.
- ✓ 2. Be unrealistic in appraising a client's credit.
- ✓ 3. Give away products or services to make the client happy.
- ✓ 4. Be so enthusiastic that she can be seen as superficial.
- ✓ 5. Need to be more factually-oriented and talk a bit slower.
- ✓ 6. Not have all the necessary brochures and sales aids.
- ✓ 7. Make promises she can't keep.



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:

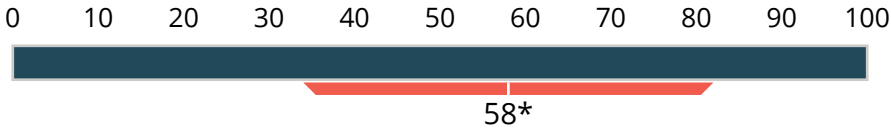
4. I will make the following changes to my behavior, and I will implement them by _____:

Behavioral Hierarchy

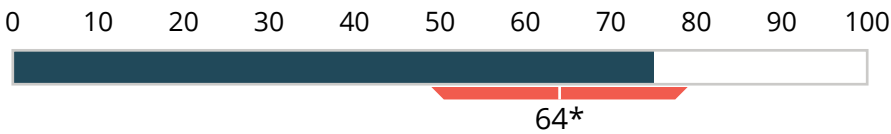


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

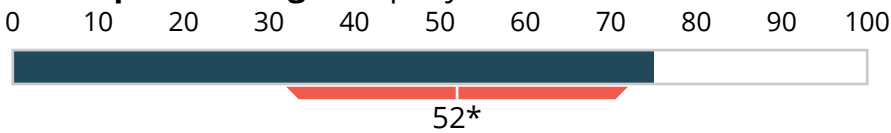
1. Interaction - Frequently engage and communicate with others.



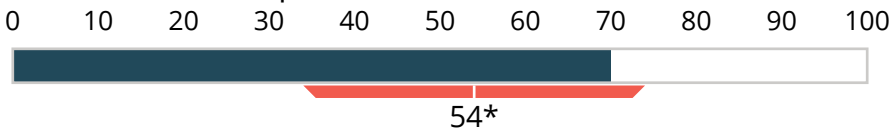
2. People-Oriented - Build rapport with a wide range of individuals.



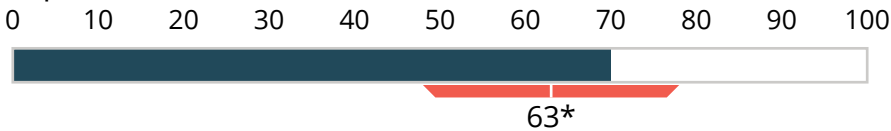
3. Frequent Change - Rapidly shift between tasks.



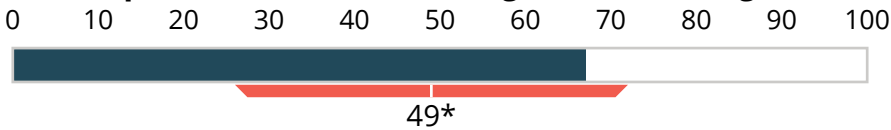
4. Versatile - Adapt to various situations with ease.



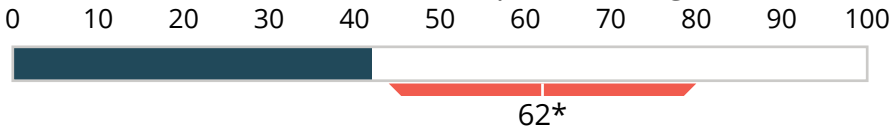
5. Customer-Oriented - Identify and fulfill customer expectations.



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



7. Persistence - Finish tasks despite challenges or resistance.



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

Behavioral Hierarchy

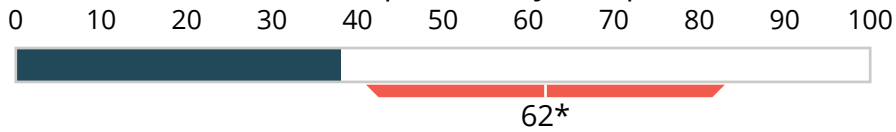


8. Urgency - Take immediate action.



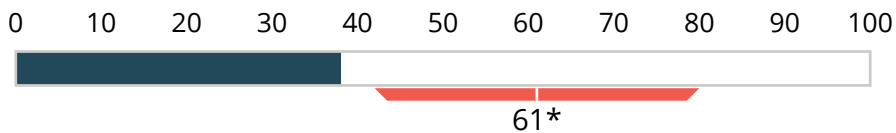
38

9. Consistent - Perform predictably in repetitive situations.



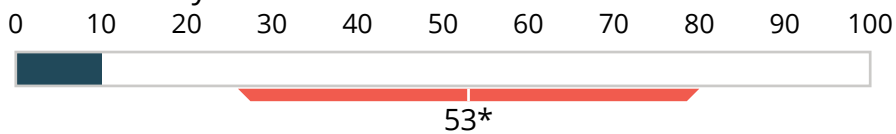
38

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



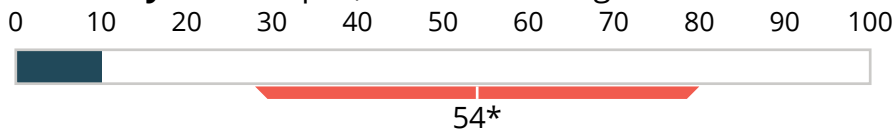
38

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



10

12. Analysis - Compile, confirm and organize information.



10



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

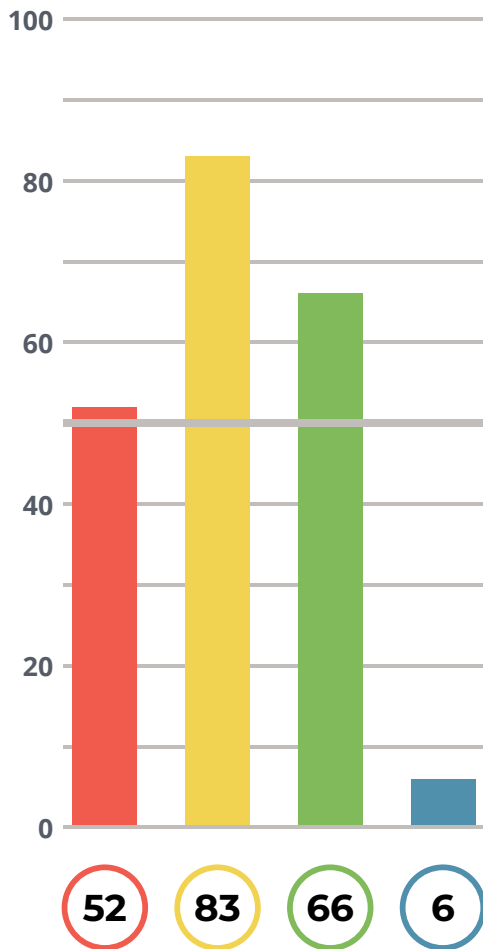
Style Insights® Graphs



Graph I

Adapted Style

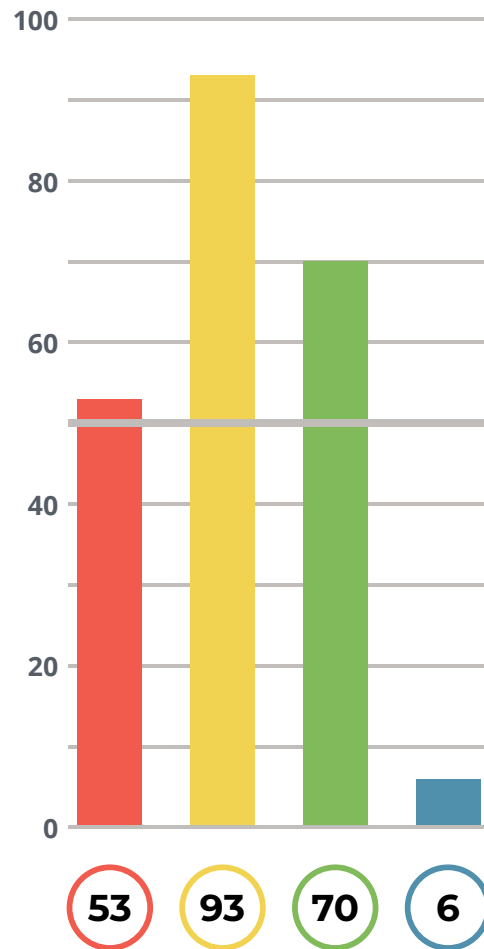
D **I** **S** **C**



Graph II

Natural Style

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

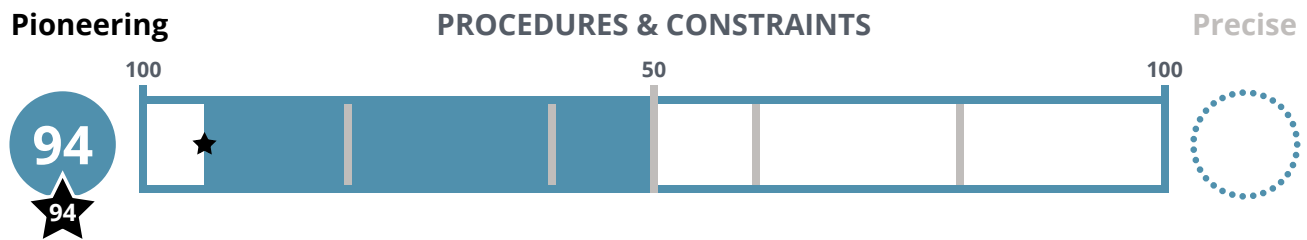
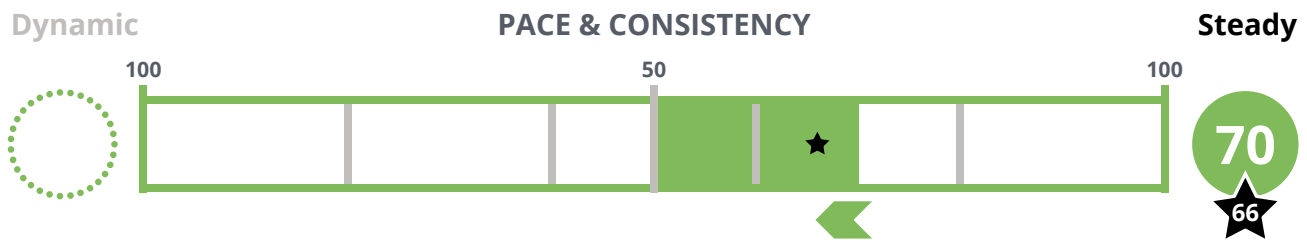
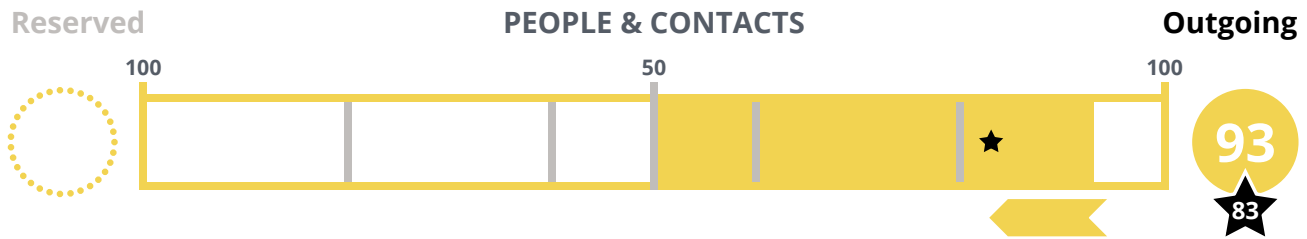
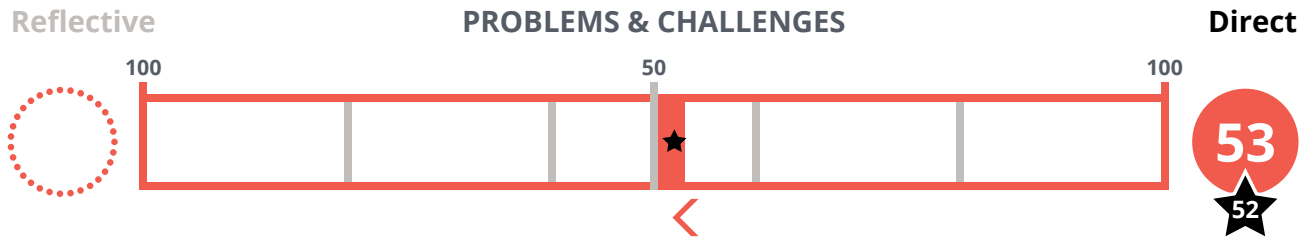


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Behavioral Continuum



Everyone has a varying level of the four main behavioral factors that create their own personal style. Each side of those factors lives on a continuum, and the combination influences individuals' levels of engagement in different situations. The graph below is a visual representation of where Suzy falls within each continuum.



★ Adapted Position
 ◀ Adapted Movement

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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.

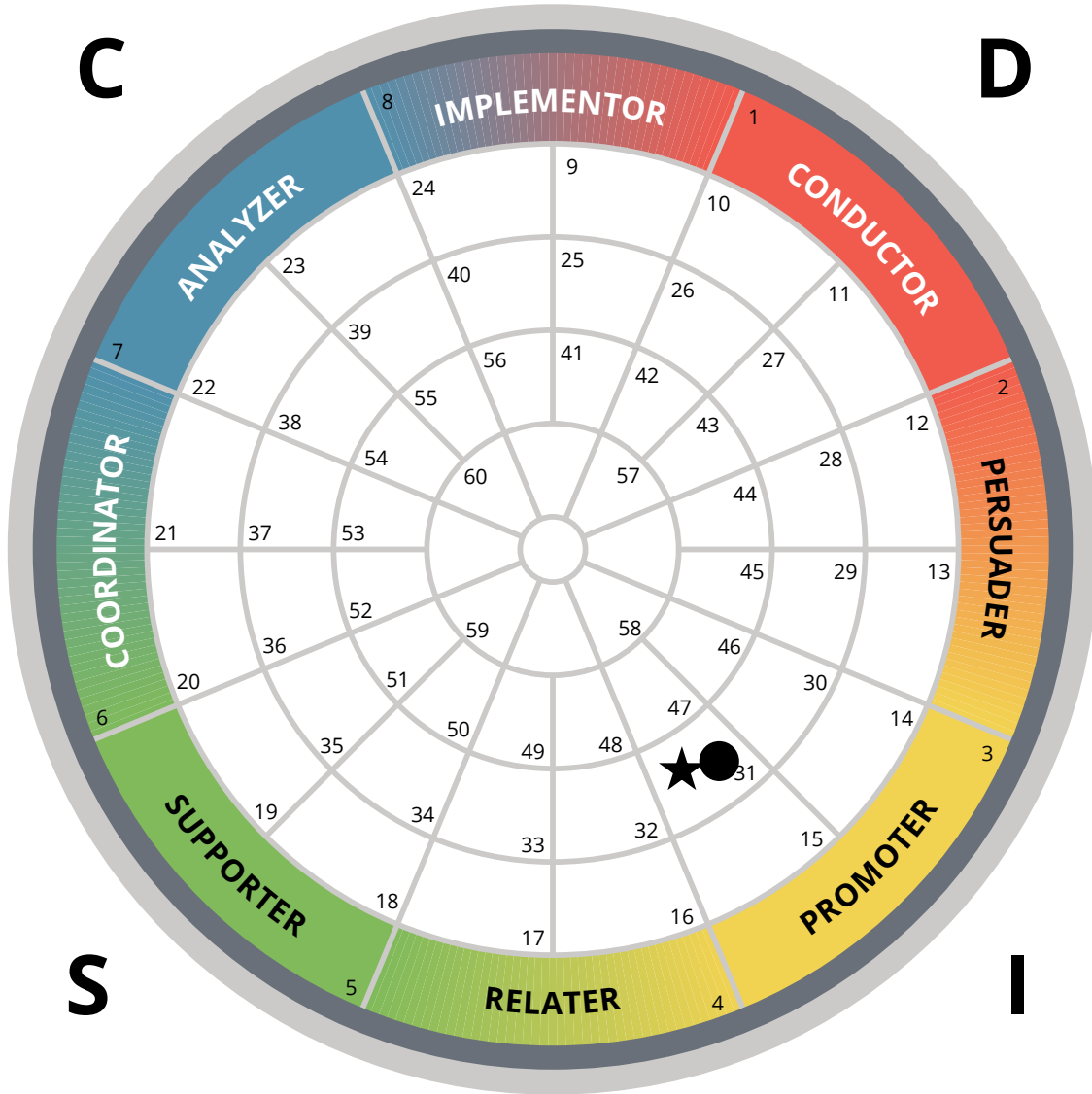
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



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Adapted: ★ (31) RELATING PROMOTER (FLEXIBLE)
 Natural: ● (31) RELATING PROMOTER (FLEXIBLE)
 Norm 2021 R4

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