

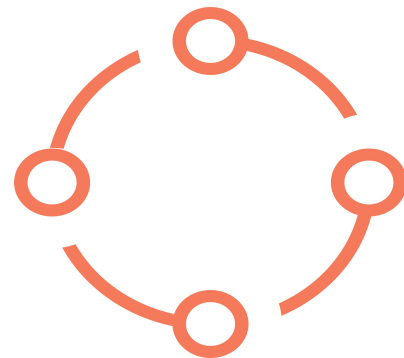


TTI  
SUCCESS  
INSIGHTS®

## Sales

Jane Doe  
Field Sales Manager  
ABC Company  
4-23-2019

**Leadership Resources and Consulting**  
800-746-1656  
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# Introduction

**Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.**

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

**In this report we are measuring four dimensions of normal behavior. They are:**

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

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



# Sales Characteristics

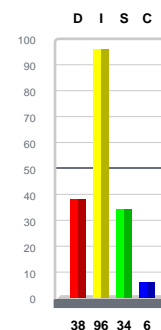
*Based on Jane's responses, the report has selected general statements to provide a broad understanding of her sales style. This section highlights how she deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style she brings to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

Jane prefers to sell new, innovative products or services. In fact, she often uses creative ways to sell her products or services. She 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. Socially and verbally aggressive, she loves to meet strangers and begin conversations. This is a great attribute when new territory is opened, or new accounts are dictated by business conditions. Inclined to talk smoothly, readily and at length, she loves the opportunity to verbalize. Sales presents an opportunity for her to use this great attribute. Jane consistently meets the challenge of persuading people to her point of view. Some buyers may desire less talk and more facts. She may be seen as somewhat impulsive. She likes new products and often is the first in her neighborhood to buy the latest things. She sets high sales goals for herself and others. Being optimistic, she may set them too high. However, if she develops a plan and follows that plan, she usually will deliver the results.

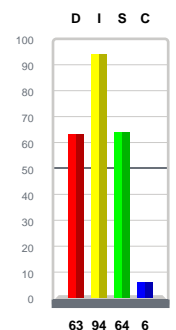
Jane succeeds in projecting self-confidence in her sales presentations. This self-confidence evolves from her belief in herself and her products or services. This may cause her to become frustrated if a prospect attacks either her or her product. She experiences difficulty in telling a prospect that she doesn't have the answer to the prospect's objections. Her natural sales style attempts to answer the objections even if she lacks the proper data to do so. She would rather take the risk than admit failure. She depends on her prospects to trust her judgment in recommending her products or services. Not all prospects are as trusting and some will want facts and data to support her judgment. She may not answer objections completely. She often treats them lightly and may "tap dance" around the objections or use sales puffery to answer them. 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 use sales aids with her presentation. 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 the presentation without them.



Adapted Style



Natural Style



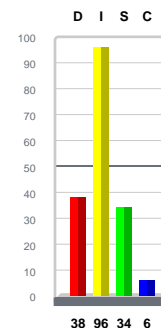


## Sales Characteristics Continued

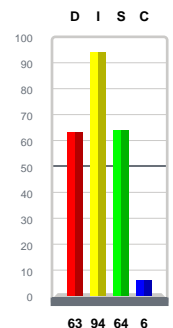
Jane can be guilty of overservicing the accounts she feels are personal friends. To her, friendship is important and she may overlook certain requests to maintain the friendship. She may promise more than she can deliver to close a sale. She does intend to deliver what she says, but she has difficulty finding the time to provide what she promises. Her optimism makes her believe she can deliver. 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 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. Jane probably has several favorite closes. She needs to evaluate the way she is using them and if they are appropriate to the sales situation. Jane'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.



Adapted Style



Natural Style





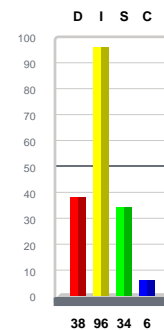
# Value to the Organization

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

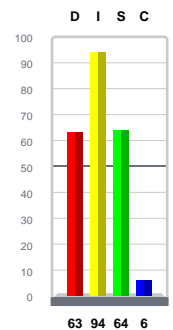
- Verbalizes her feelings.
- Pioneering.
- Negotiates conflicts.
- Builds confidence in others.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Creative problem-solving.
- People-oriented.
- Motivates others towards goals.



Adapted Style



Natural Style





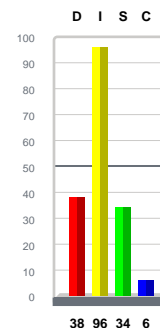
# Checklist for Communicating

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

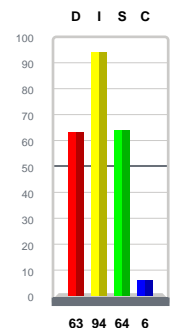
## Ways to Communicate:

- Expect her to return to fight another day when she has received a no answer.
- Provide solutions--not opinions.
- Provide "yes" or "no" answers--not maybe.
- Ask for her opinions/ideas regarding people.
- Flatter her ego.
- Provide a warm and friendly environment.
- Use the carrot approach when appropriate.
- Offer special, immediate and extra incentives for her willingness to take risks.
- Provide testimonials from people she sees as important.
- Read the body language for approval or disapproval.
- Talk about her, her goals and opinions she finds stimulating.
- Provide ideas for implementing action.
- Leave time for relating, socializing.

Adapted Style



Natural Style





# Checklist for Communicating Continued

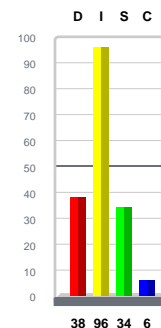
*This section of the report is a list of things NOT to do while communicating with Jane. Review each statement with Jane and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

## Ways NOT to Communicate:

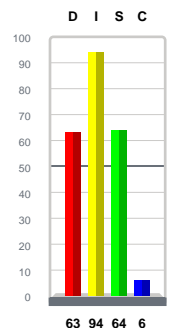
- Give her your opinion unless asked.
- Legislate or muffle--don't overcontrol the conversation.
- Leave decisions hanging in the air.
- Ramble.
- Let her overpower you with verbiage.
- Be paternalistic.
- Talk down to her.
- Be dogmatic.
- Be curt, cold or tight-lipped.
- Drive on to facts, figures, alternatives or abstractions.
- Kid around too much, or "stick to the agenda" too much.



Adapted Style



Natural Style





## Selling Tips

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

### **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.





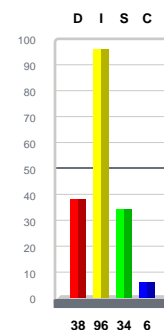
# Ideal Environment

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

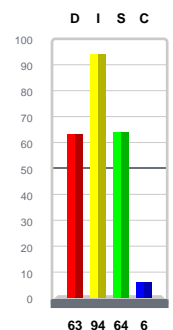
- Forum for her ideas to be heard.
- Democratic supervisor with whom she can associate.
- Needs difficult assignments.
- Assignments with a high degree of people contacts.
- Work with a results-oriented team.
- Freedom from control and detail.



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

### Self-Perception

Jane usually sees herself as being:

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

### Others' Perception - Moderate

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

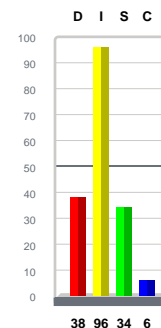
- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

### Others' Perception - Extreme

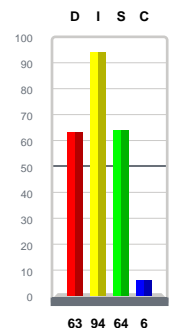
Under extreme pressure, stress or fatigue, others may see her as being:

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

Adapted Style



Natural Style





# Descriptors

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

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
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
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

Jane's natural selling style of dealing with problems, people, pace and procedures may not always fit the sales environment. This section is extremely important as it will identify if a salesperson's natural style or adapted style is correct for the current sales environment.

## PROBLEMS - CHALLENGES

### Natural

Jane 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

Jane sees the need to be somewhat conservative in her approach to the sales environment. She wants to accept the challenges but will be somewhat calculated in her response.

## PEOPLE - CONTACTS

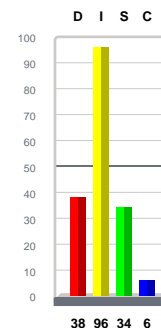
### Natural

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

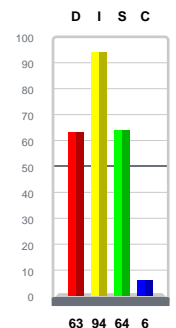
### Adapted

Jane 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.

Adapted Style



Natural Style





# Natural and Adapted Selling Style Continued



## PACE - CONSISTENCY

### Natural

Jane enjoys a sales environment that needs a consistent approach. She will change approach if the new direction is meaningful and consistent with past experience. She enjoys selling quality products that she feels are reliable and dependable.

### Adapted

Jane feels to be successful in her present sales environment she must see many prospects/customers. She feels mobility is one of her strengths. She can go in many different directions with ease and control.

## PROCEDURES - CONSTRAINTS

### Natural

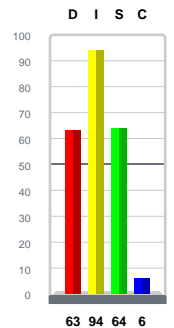
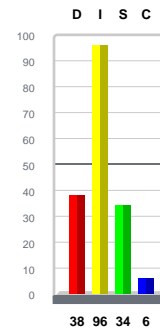
Jane wants to be seen as her own person who is willing and capable of interpreting the company policies to ensure the best results and allow her creative and innovative methods of selling. She wants to be measured on her sales results, not how she achieved the results.

### Adapted

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

Adapted Style

Natural Style



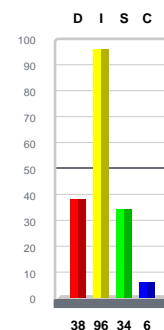


## Adapted Style

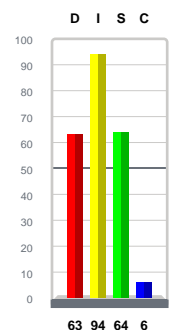
Jane sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Adaptable in meeting the needs of clients or customers.
- Sharing her personal opinion with a client or customer.
- Firm, unbending dedication to completing sales projects.
- Verbally stressing the benefits of her product or service.
- Seeking challenges presented by competition.
- Skillfully using humor to persuade her clients or customers.
- Using persuasive skills.
- Speaking smoothly and emotionally with her customers or clients.
- Making a presentation in her own particular style.
- Unafraid to overstep authority when necessary to make a sale.
- Uninhibited in making a creative sales presentation.
- Meeting customers either formally or informally.
- Setting her own agenda for results.

Adapted Style



Natural Style





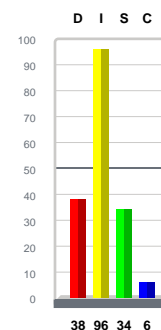
# Keys to Motivating

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

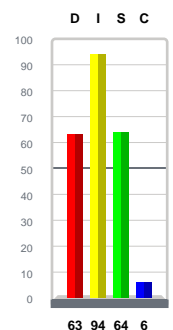
## Jane wants:

- The chance to have fun (play hard--work hard).
- Freedom from control and detail.
- Freedom from many rules and regulations.
- A support system to do the detail work.
- No restrictions to hamper results.
- Work assignments that provide opportunity for recognition.
- No close supervision.
- Sales meetings that allow her to ventilate her emotions.
- Group activities outside the job.
- Independence.
- Participation in meetings on future planning.
- Exposure to those who appreciate her sales results.
- To be measured by sales results.

Adapted Style



Natural Style





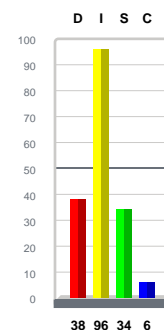
# Keys to Managing

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

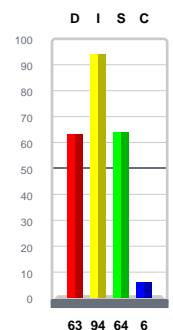
## Jane needs:

- Restraints or program to calculate the risk involved by her decisions.
- To mask emotions when appropriate.
- Objectivity when dealing with customers because of her high trust level.
- To handle routine paperwork only once.
- Bottom-line measurement.
- Recognition that limits and rules do exist (and why).
- Support in doing excessive detail work.
- To be informed of things which affect her.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- To relax and pace herself.
- A tolerant sales manager.
- More control of body language.
- Better organization of record keeping.

Adapted Style



Natural Style







## Areas for Improvement

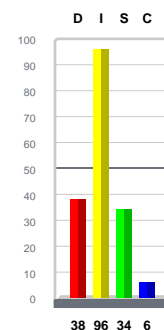
*In this area is a listing of possible limitations without regard to a specific job. Review with Jane and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.*

### Jane has a tendency to:

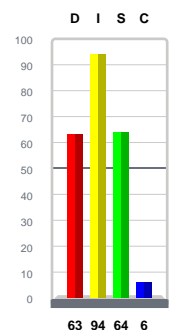
- Dislike call reports, etc.
- Need to be more factually-oriented and talk a bit slower.
- Not answer objections completely, or tap dances around the objections.
- Have difficulty planning and controlling time.
- Be more concerned with popularity than tangible results, if popularity is rewarded.
- Be more concerned with popularity than sales results.
- "Oversell" or talk her way out of a sale by focusing on irrelevant things.
- Tell the complete story and miss closing opportunities.



Adapted Style



Natural Style





# Action Plan

## Professional Development

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

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

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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)

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---

---

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:

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---

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

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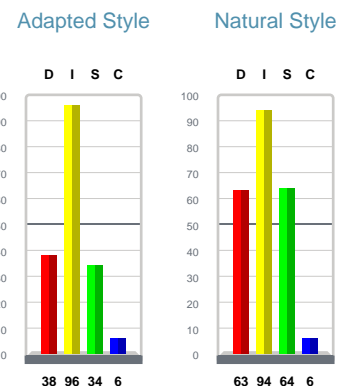
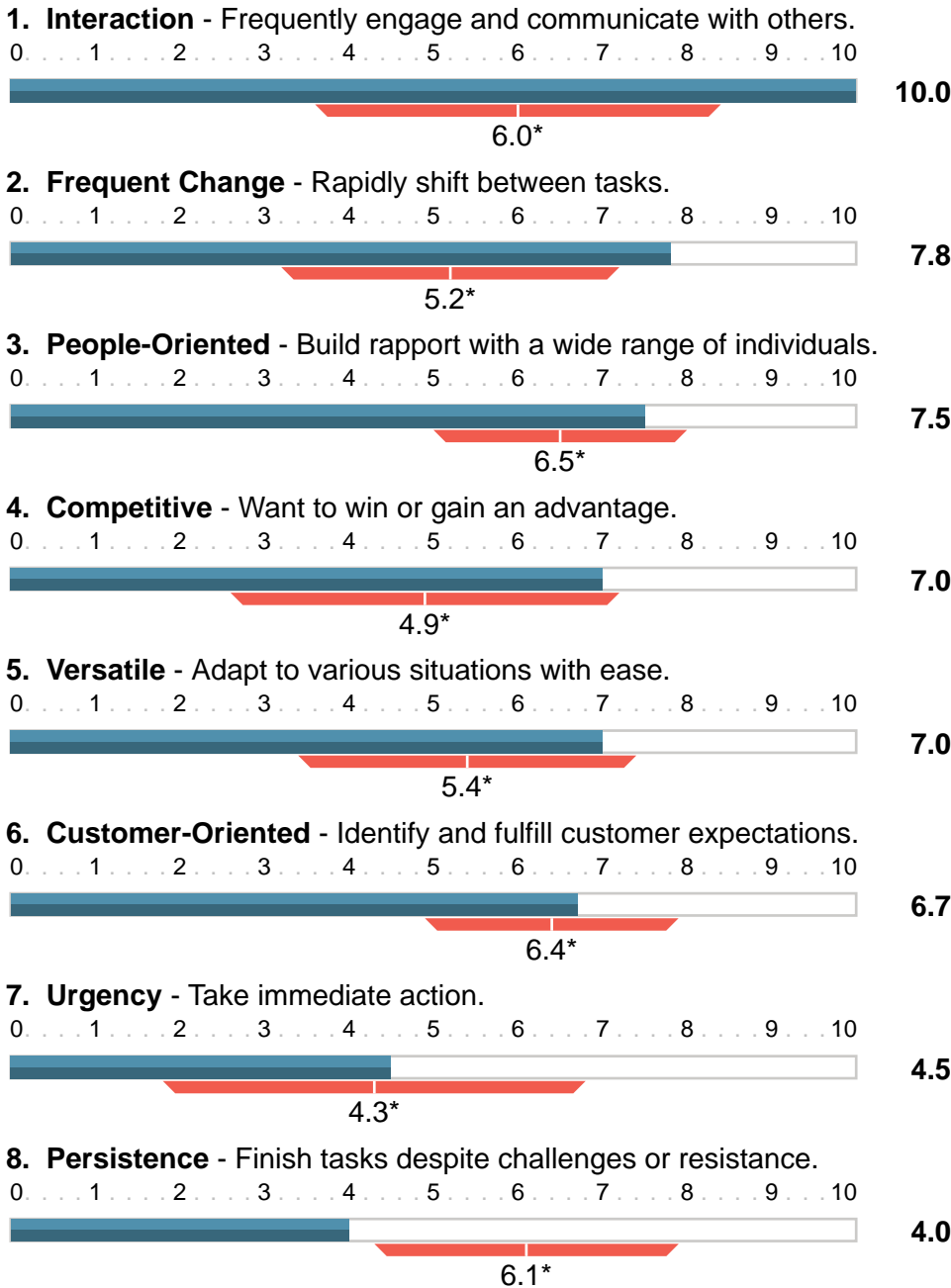
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# Behavioral Hierarchy

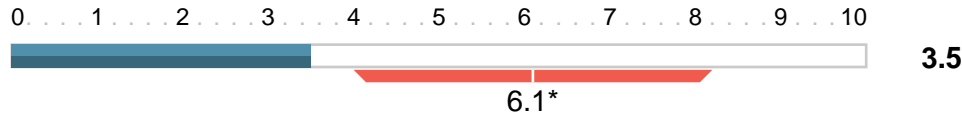
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.



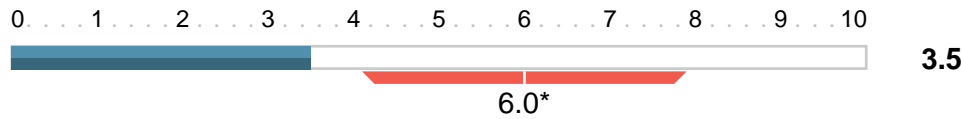


# Behavioral Hierarchy

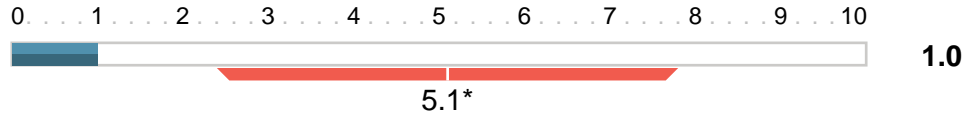
**9. Consistent** - Perform predictably in repetitive situations.



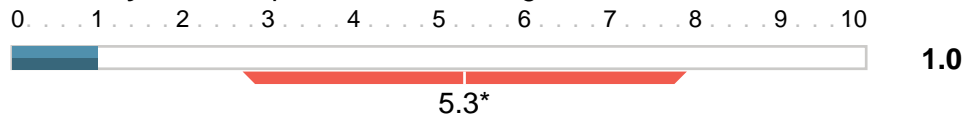
**10. Following Policy** - Adhere to rules, regulations, or existing methods.



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

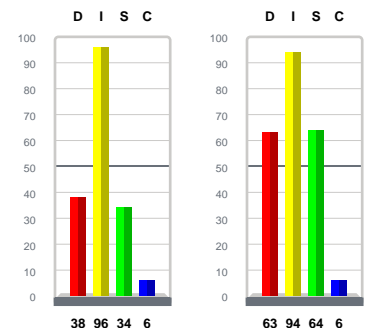


**12. Analysis** - Compile, confirm and organize information.



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

Adapted Style      Natural Style



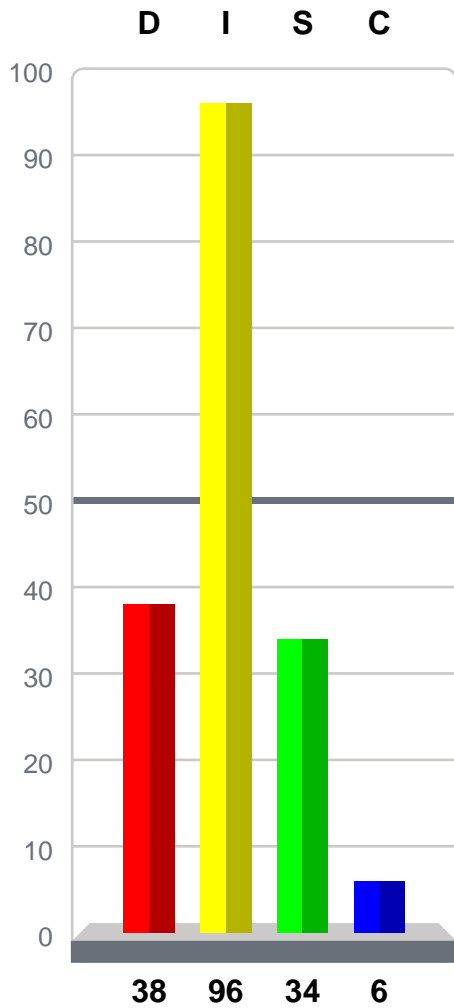


# Style Insights® Graphs

4-23-2019

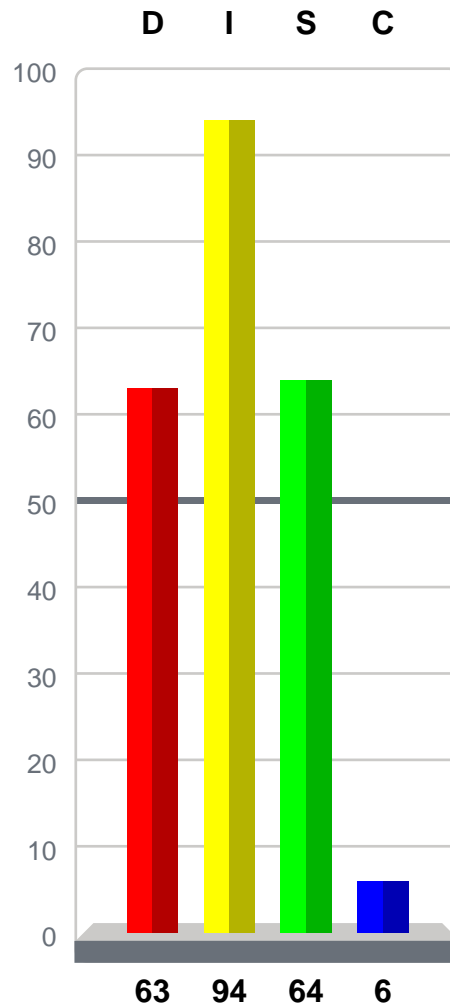
## Adapted Style

### Graph I



## Natural Style

### Graph II



Norm 2017 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.

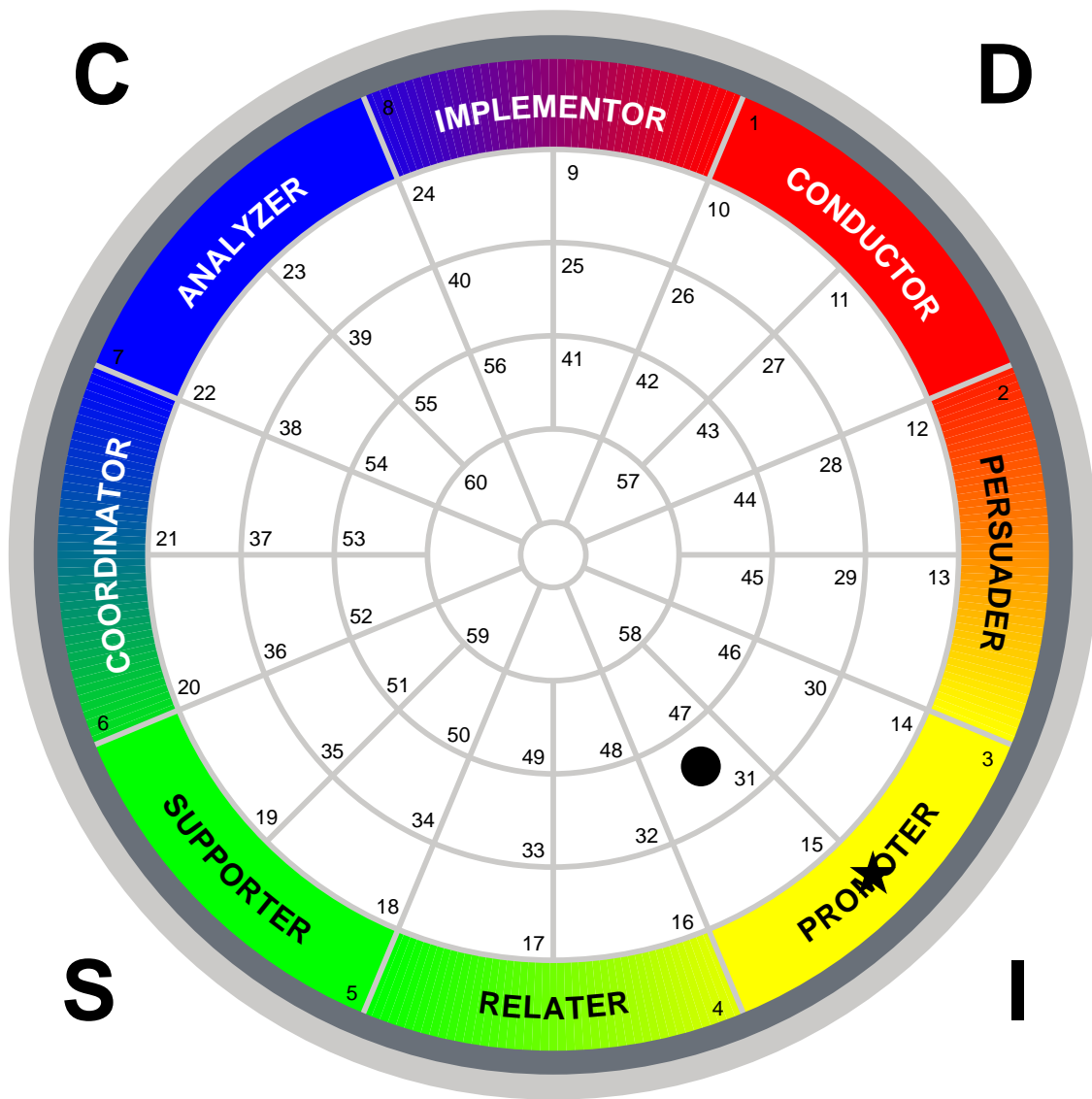
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

4-23-2019



Adapted: ★ (3) PROMOTER  
 Natural: ● (31) RELATING PROMOTER (FLEXIBLE)

Norm 2017 R4

T: 5:13 M