



TTI
SUCCESS
INSIGHTS®

Sales

Sally Sales

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ABC Company

01.27.2014

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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 Sally'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.

Sally 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 in this manner. Detail work is not Sally'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. 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. 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. 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. 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. She prefers to sell new, innovative products or services. In fact, she often uses creative ways to sell her products or services.

Sally frequently uses emotion and active body language in her sales presentation. With some buyers this could be detrimental because they may see her as being superficial. Her presentation may not be logical enough for some buyers. She has good intentions, but may become excited and jump around in the presentation. This may cause buyers to ask questions or raise objections to support the need for a logical presentation. 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 has probably been known to answer objections even if she has never heard the objection before. She will rely on her quick thinking and verbal skills to meet the challenge. Sally may promise how her product will solve the prospect's problems. Sometimes she becomes overly optimistic about the actual results her products will deliver. She doesn't necessarily do this intentionally, but reflects her optimistic view of the product. She may proceed too fast with her presentation for some buyers. She gets

Sales Characteristics

Continued



carried away with her emotions and tends to let the emotion control the pace of the presentation.

Sally may be positive and direct with her closes. She will be friendly and persistent as she attempts to close the sale. She has a good sense of urgency to get things done quickly. Sometimes this will not allow her the patience needed to service some of her accounts. She will promise more service than she can deliver, especially if she must provide the service herself. She needs the help of a support staff to provide the follow-up service so she can focus on new opportunities. 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. Sometimes she tries too hard to accommodate the buyer with service. She will resent her effort if the account doesn't live up to its potential. 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.



Value to the Organization

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

- ✓ Pioneering.
- ✓ Dedicated to her own ideas.
- ✓ Can support or oppose strongly.
- ✓ Team player.
- ✓ Positive sense of humor.
- ✓ Big thinker.
- ✓ Optimistic and enthusiastic.
- ✓ 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 Sally. 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 Sally most frequently.

Ways to Communicate:

- ✓ Speak at a rapid pace.
- ✓ Offer special, immediate and extra incentives for her willingness to take risks.
- ✓ Ask for her opinions/ideas regarding people.
- ✓ Look for her oversights.
- ✓ Flatter her ego.
- ✓ Provide solutions--not opinions.
- ✓ Use a balanced, objective and unemotional approach.
- ✓ Provide testimonials from people she sees as important.
- ✓ Define the problem in writing.
- ✓ Clarify any parameters in writing.
- ✓ Confront when in disagreement.

Checklist for Communicating

Continued



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

- ❌ Be curt, cold or tight-lipped.
- ❌ Hesitate when confronted.
- ❌ Be dogmatic.
- ❌ Let her overpower you with verbiage.
- ❌ "Dream" with her or you'll lose time.
- ❌ Give her your opinion unless asked.
- ❌ Talk down to her.
- ❌ Be paternalistic.
- ❌ Leave decisions hanging in the air.
- ❌ Drive on to facts, figures, alternatives or abstractions.
- ❌ Legislate or muffle--don't overcontrol the conversation.
- ❌ Ramble.
- ❌ Waste time trying to be impersonal, judgmental, or too task-oriented.

Selling Tips



This section provides suggestions on methods which will improve Sally'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, Sally 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 Sally'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 Sally enjoys and also those that create frustration.

- ✓ Work with a results-oriented team.
- ✓ Freedom to try new approaches.
- ✓ Needs difficult assignments.
- ✓ Freedom of movement.
- ✓ Democratic supervisor with whom she can associate.
- ✓ Tasks involving motivated groups and establishing a network of contacts.
- ✓ Position with a tolerant sales manager.

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



Sally 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

Descriptors



Based on Sally'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 and Adapted

Selling Style



Sally'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.

D PROBLEMS - CHALLENGES

Natural

Sally 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

Sally 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.

P PEOPLE - CONTACTS

Natural

Sally'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

Sally 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 and Adapted

Selling Style



PACE - CONSISTENCY

Natural

Sally is comfortable in a sales environment that allows her mobility and movement. She feels comfortable with several proposals in the mill at the same time. She can move from one prospect to another with ease.

Adapted

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



PROCEDURES - CONSTRAINTS

Natural

Sally is independent by nature and her sales style displays her desire to sell the results she can deliver, as opposed to providing all the details to support her position. If she feels that rules and procedures are too restrictive she will attempt to change them in an active manner.

Adapted

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

Adapted Style



Sally 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.

- ✓ Using persuasive skills.
- ✓ Verbally stressing the benefits of her product or service.
- ✓ Generating enthusiasm in others.
- ✓ Uninhibited in making a creative sales presentation.
- ✓ Exhibiting excitement about her service or product.
- ✓ Using a creative approach in selling new and innovative services or products.
- ✓ Setting her own agenda for results.
- ✓ Firm, unbending dedication to completing sales projects.
- ✓ Excited about available new products or services.
- ✓ Independent in approaching customers or clients.
- ✓ Speaking smoothly and emotionally with her customers or clients.
- ✓ Skillfully using humor to persuade her clients or customers.

Keys to Motivating



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

Sally wants:

- ✓ Public recognition of her ideas and sales results.
- ✓ Participation in meetings on future planning.
- ✓ Independence.
- ✓ Exposure to those who appreciate her sales results.
- ✓ A friendly work environment.
- ✓ Unusual, new or difficult products to sell.
- ✓ The chance to have fun (play hard--work hard).
- ✓ A manager who practices participative management.
- ✓ No restrictions to hamper results.
- ✓ Freedom from control and detail.
- ✓ Work assignments that provide opportunity for recognition.
- ✓ Freedom to talk and participate in sales meetings.

Keys to Managing



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

Sally needs:

- ✓ More logical presentations--less emotional.
- ✓ To focus conversations on work activities--less socializing.
- ✓ Authority equal to responsibility.
- ✓ To mask emotions when appropriate.
- ✓ A tolerant sales manager.
- ✓ Objectivity when dealing with customers because of her high trust level.
- ✓ More control of body language.
- ✓ To maintain focus on results and not sacrifice productivity just to make everyone happy.
- ✓ A health fitness program.
- ✓ Support in doing excessive detail work.
- ✓ To handle routine paperwork only once.



Areas for Improvement

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

Sally has a tendency to:

- ✓ Be careless and ramble in the sales presentation.
- ✓ Give away products or services to make the client happy.
- ✓ Have difficulty planning and controlling time.
- ✓ Dislike call reports, etc.
- ✓ Sell new accounts rather than service present ones.
- ✓ Be unrealistic in appraising a client's credit.
- ✓ Not answer objections completely, or tap dance around the objections.

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:

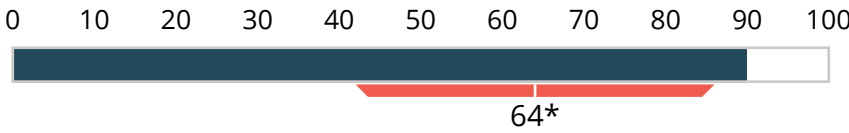
4. I will make the following changes to my behavior, and I will implement them by _____:

Behavioral Hierarchy

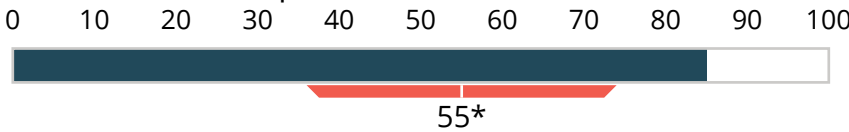


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

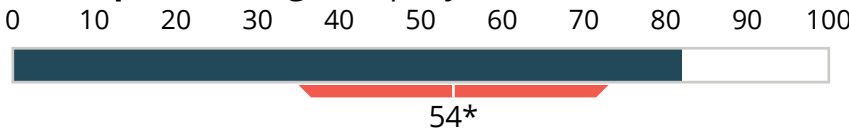
1. Interaction - Frequently engage and communicate with others.



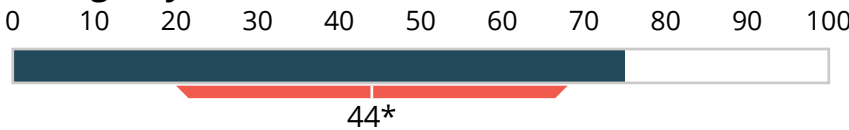
2. Versatile - Adapt to various situations with ease.



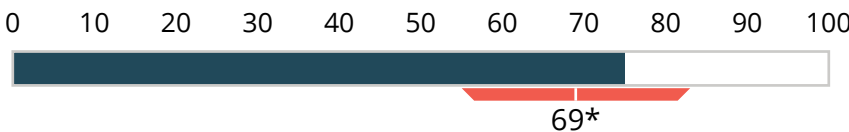
3. Frequent Change - Rapidly shift between tasks.



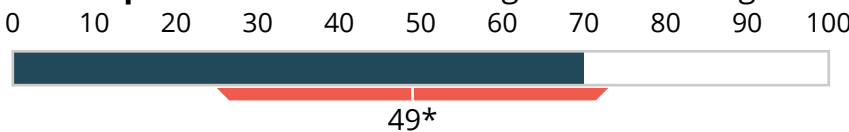
4. Urgency - Take immediate action.



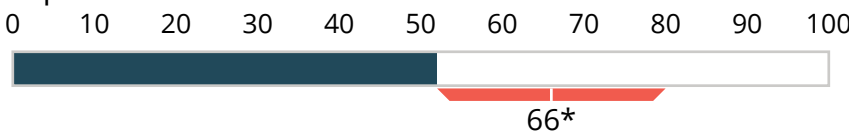
5. People-Oriented - Build rapport with a wide range of individuals.



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



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



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

Behavioral Hierarchy



8. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100



38

63*

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

0 10 20 30 40 50 60 70 80 90 100



38

67*

10. Persistence - Finish tasks despite challenges or resistance.

0 10 20 30 40 50 60 70 80 90 100



33

61*

11. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



25

53*

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

0 10 20 30 40 50 60 70 80 90 100



20

49*

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

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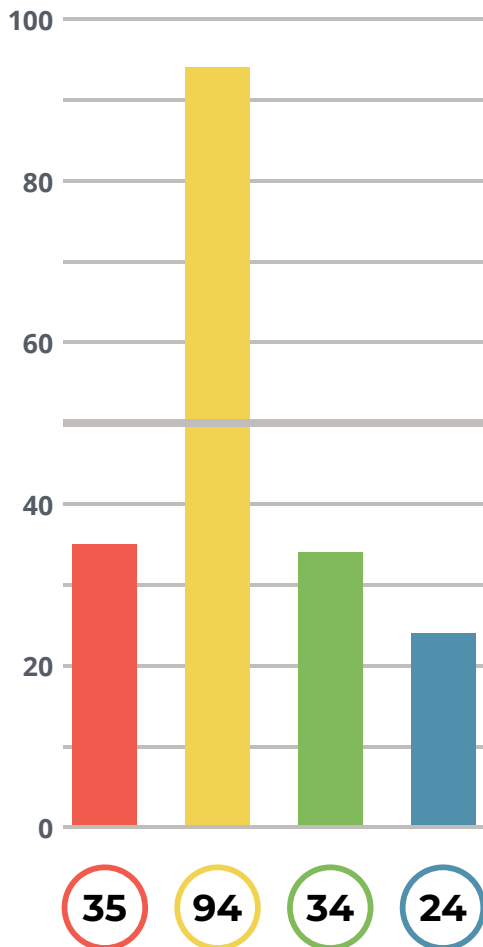
Style Insights® Graphs



Graph I

Adapted Style

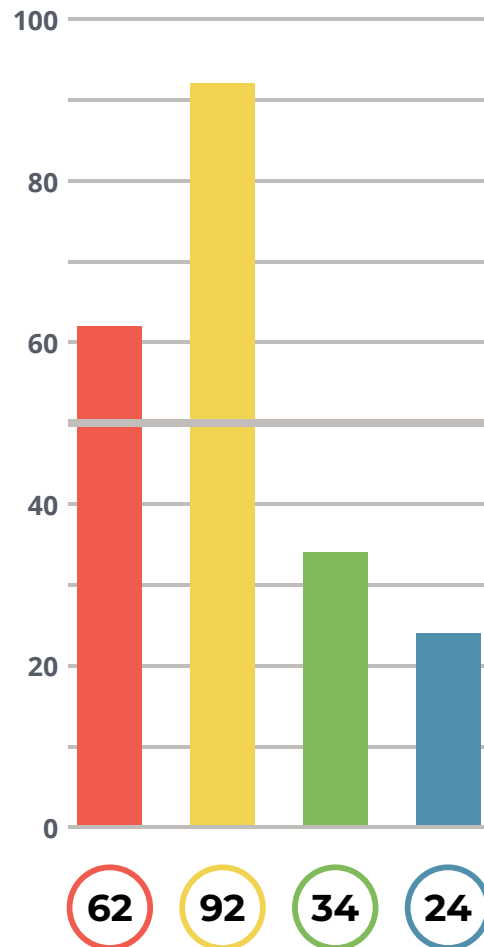
D **I** **S** **C**



Graph II

Natural Style

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



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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.

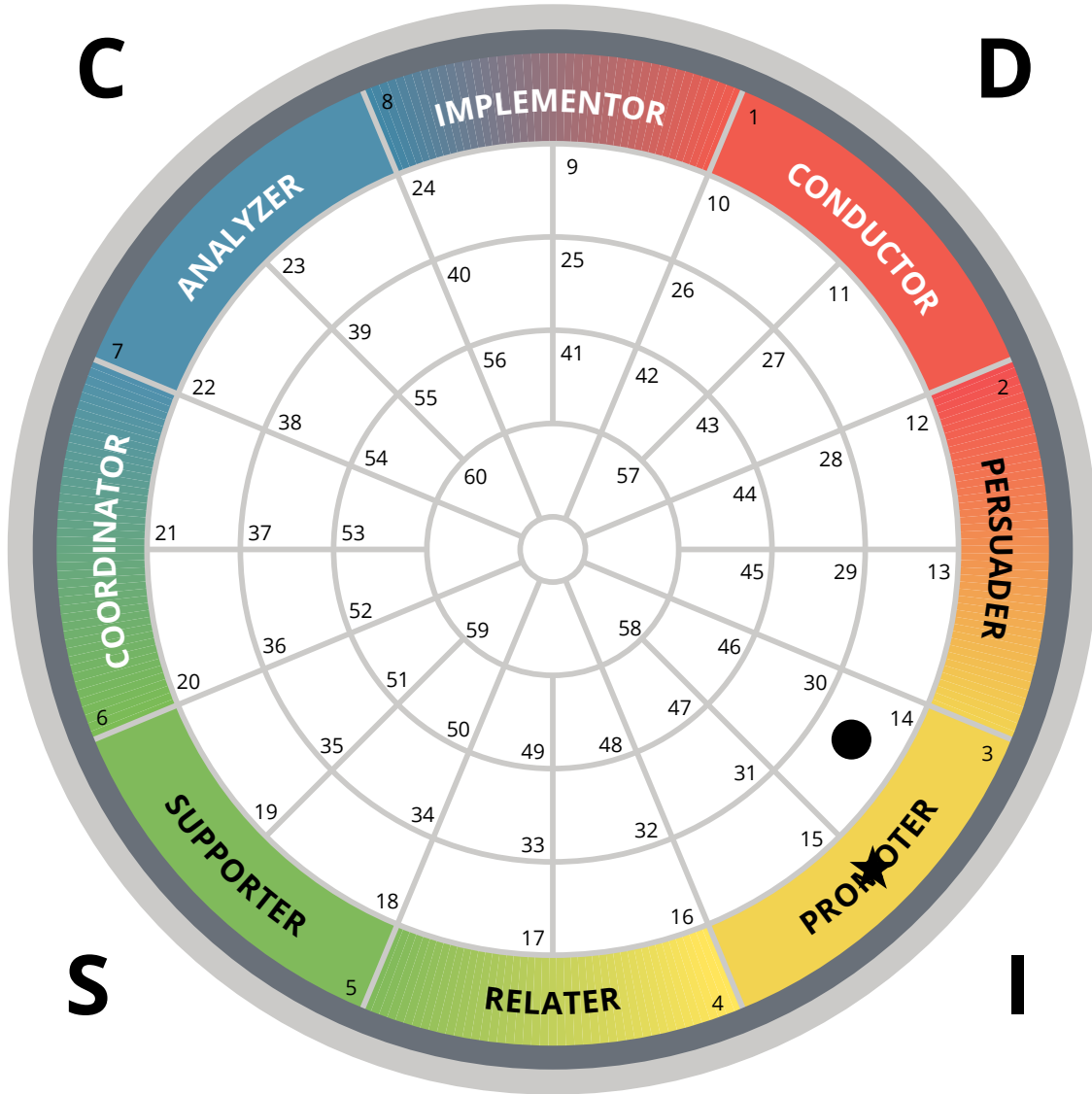
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



Sally Sales
 ABC Company
 1-27-2014



Adapted: ★ (3) PROMOTER
 Natural: ● (14) PERSUADING PROMOTER
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