



TTI
SUCCESS
INSIGHTS®

Sales

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"Be Daring, Be First, Be Different."

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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

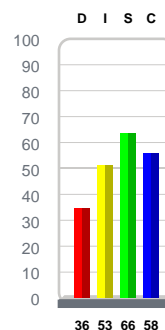
Based on Tamara's responses, the report has selected general statements to provide a broad understanding of her sales style. This section highlights how she deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style she brings to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

Tamara operates well as a member of a sales team and will coordinate her sales efforts with others. Many see her as a good neighbor and she is willing to help those she considers to be friends. She prefers to sell in a territory where she knows the customers. This allows her to predict the sales environment and she can perform well under these circumstances. She enjoys selling in a nonthreatening environment where she can service what she sells. Loyalty is important to her, and she willingly pays the price to develop a loyal relationship with her customers. Most potential buyers feel comfortable with her. She is usually well prepared for the call and will present her information in a logical order. One of Tamara's sales strengths is her ability to listen to what the buyer is saying. She can display the patience required to allow the buyer the opportunity to explain her needs. She likes to build close relationships with her customers and prefers making repeat calls, as opposed to cold calls. She resists making cold calls preferring to work in the more predictable environment of repeat calls. She may have difficulty selling the aggressive buyer who just wants to hear the "bottom line" benefits. Her natural sales style is slower paced than what the aggressive buyer wants.

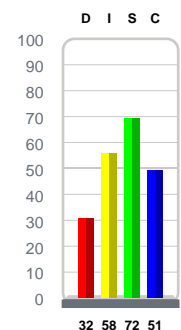
Tamara usually answers objections with facts and data. If she lacks this information, don't expect her to make up an answer. She may display frustration when confronted with objections she doesn't have the proper data to answer. Occasionally, she spends too much time in the office. She uses this office time to meet her need for adequate preparation, since she becomes frustrated when prospects ask questions she can't answer. Objections raised by intimidating buyers will frustrate her. They are looking for direct answers to their objections, and she may feel threatened by their approach. She represents the type of salesperson who prepares before she makes a sales presentation. She wants complete knowledge of her product or service. If she is armed with knowledge and preparation, she will deliver a logical presentation. Tamara's basic approach to dealing with objections is to cover every possible objection during the basic presentation. She has, or wants, to develop a routine to her work so she doesn't omit important information. A routine provides her with confidence that she will cover all the benefits.



Adapted Style



Natural Style



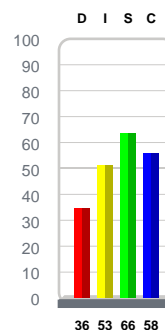


Sales Characteristics *Continued*

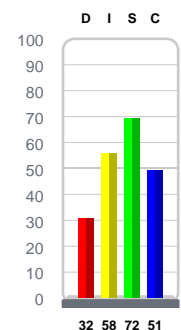
Tamara will postpone closing if unsure of a buyer's feelings. She has an inherent dislike for rejection and may postpone closing a sale, hoping the buyers will purchase of their own accord. She loves to service what she sells. In fact, this represents one of her strengths. She usually responds slowly to resistance when she is closing. She doesn't like confrontation, so she will avoid the resistance if possible. She may side with the customer, if the customer is dissatisfied with the product or service. Her basic approach to servicing is to make the customer happy. Tamara tends to use the soft-sell approach to closing. She won't close hard, but will continue to call on the account until she gets the sale. Persistence may be her best closing method. She will take the time to see that all her accounts are serviced to the best of her ability.



Adapted Style



Natural Style





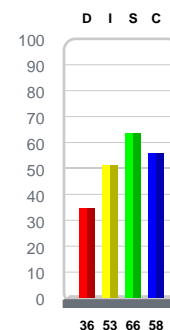
Value to the Organization

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

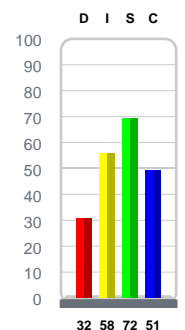
- Concerned about quality.
- Will gather data for decision making.
- Builds good relationships.
- Cooperative member of the team.
- Good at reconciling factions--is calm and adds stability.
- Turns confrontation into positives.
- Works for a leader and a cause.
- Dependable and loyal team worker.



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 Tamara. 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 Tamara most frequently.

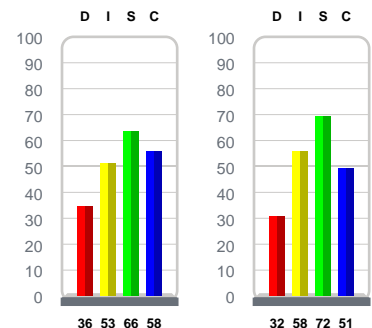
Ways to Communicate:

- Give her time to ask questions.
- Look for hurt feelings, personal reasons, if you disagree.
- Give her time to verify reliability of your comments--be accurate and realistic.
- Patiently draw out personal goals and work with her to help her achieve those goals; listen; be responsive.
- Support your communications with correct facts and data.
- Keep conversation at discussion level.
- Provide personal assurances, clear, specific solutions with maximum guarantees.
- Provide solid, tangible, practical evidence.
- Provide a friendly environment.
- Use scheduled timetable when implementing new action.
- Provide guarantees that her decision will minimize risks; give assurance that provides her with benefits.
- Define clearly (preferably in writing) individual contributions.
- Take time to be sure that she is in agreement and understands what you said.



Adapted Style

Natural Style





Checklist for Communicating Continued

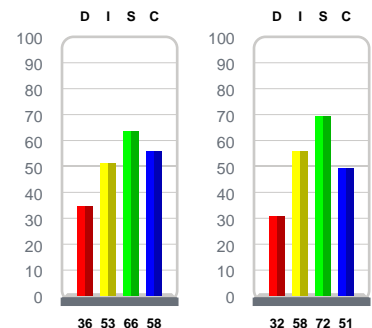
This section of the report is a list of things NOT to do while communicating with Tamara. Review each statement with Tamara and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that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

Ways NOT to Communicate:

- Give your presentation in random order.
- Force her to respond quickly to your objectives; don't say "Here's how I see it."
- Use testimonies from unreliable sources.
- Don't be haphazard.
- Be abrupt and rapid.
- Talk to her when you're extremely angry.
- Offer assurances and guarantees you can't fulfill.
- Patronize or demean her by using subtlety or incentive.
- Make promises you cannot deliver.
- Be domineering or demanding; don't threaten with position power.
- Rush her in the decision-making process.
- Talk in a loud voice or use confrontation.
- Keep deciding for her, or she'll lose initiative; don't leave her without backup support.

Adapted Style

Natural Style





Selling Tips

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

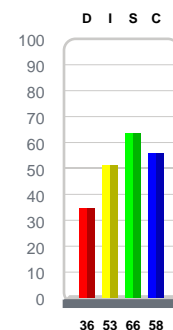


Ideal Environment

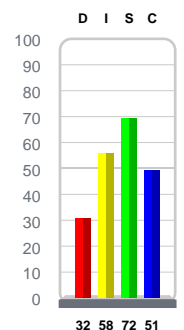
This section identifies the ideal work environment based on Tamara's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments.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

- Practical approach to selling her products or services.
- Little conflict between people or customers.
- Sales territory for which standards and goals are established.
- A stable and predictable environment.
- An environment that allows time to change.
- An environment in which she may deal with people on a personal, intimate basis.
- Work place where people seldom get mad.
- Needs an opportunity to deal with customers with whom a long-standing relationship has been established.

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

Self-Perception

Tamara usually sees herself as being:

- Considerate
- Good-Natured
- Team player
- Thoughtful
- Dependable
- Good listener

Others' Perception - Moderate

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

- Nondemonstrative
- Unconcerned
- Hesitant
- Inflexible

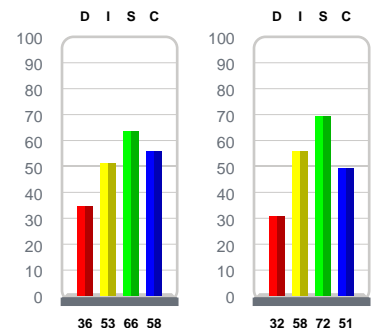
Others' Perception - Extreme

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

- Possessive
- Detached
- Stubborn
- Insensitive



Adapted Style Natural Style





Descriptors

Based on Tamara'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.

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



Natural and Adapted Selling Style

Tamara'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

Tamara is cautious in her approach to selling and does not attempt to demand that her view, or opinion, be accepted at face value. She likes to help the prospect solve their problems within the framework of a cooperative environment. She will look for a compromise.

Adapted

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

PEOPLE - CONTACTS

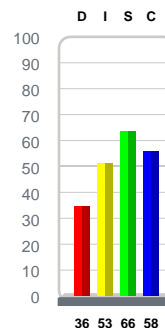
Natural

Tamara is sociable and optimistic. She is able to use an emotional appeal to convince others of a certain direction. She will trust others and likes a positive environment in which to sell.

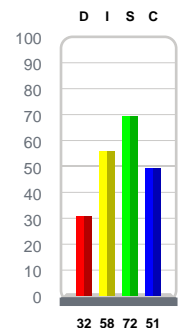
Adapted

Tamara 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

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

Adapted

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

PROCEDURES - CONSTRAINTS

Natural

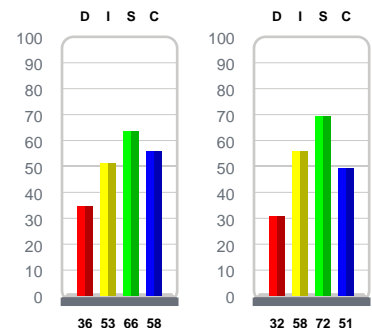
Tamara sees the need to be flexible about rules; however, she is also aware and sensitive to the consequence of not following those rules.

Adapted

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

Adapted Style

Natural Style



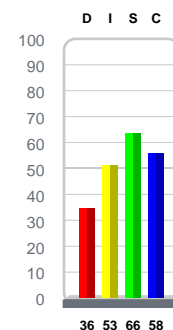


Adapted Style

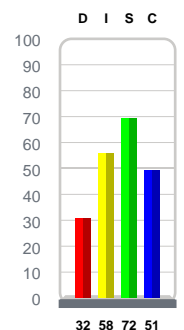
Tamara sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- Building strong trust relationships with clients or customers.
- Using a calculated approach during presentations.
- Relying on traditional products or services.
- Presenting an agreeable demeanor to clients or customers.
- Persistence in completing a sale.
- Using much data and sales aids for presentations.
- Being a good listener.
- Remaining cooperative in meeting the customer's needs.
- Carefully avoiding conflict with customers or clients.
- Exhibiting a willingness to work hard to complete the sale.
- Using humor as a way of coping with conflict.
- Being a dependable sales team member.

Adapted Style



Natural Style





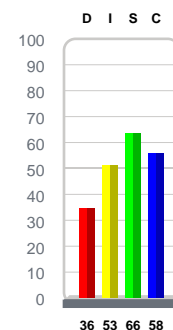
Keys to Motivating

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

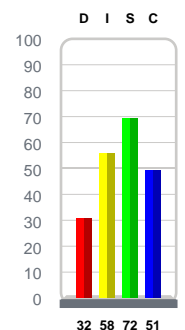
Tamara wants:

- Activities that don't infringe on family life.
- A predictable environment.
- Identification with fellow salespeople.
- To be accepted as a member of the sales team.
- People who understand her reasons for not wanting to argue.
- To work with people with whom she can trust.
- Constant appreciation, and a feeling of security on the team.
- Recognition for loyalty and long service.
- Safety and security in the job.
- Freedom from conflict and confrontation.
- A leader to follow and one who sets good examples.

Adapted Style



Natural Style





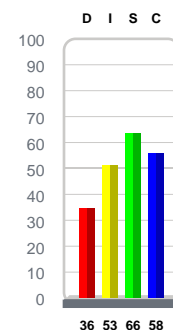
Keys to Managing

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

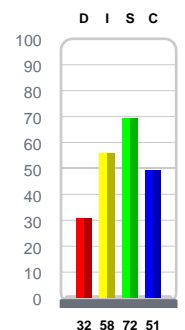
Tamara needs:

- A quality and time-tested product to sell.
- A way to say "no" when she feels "no" to the demanding customers.
- To be introduced to new prospects.
- A warm and friendly work environment.
- To be more direct and less subjective.
- A list of all sales objections with answers.
- Training to handle sales objections.
- Clear assignments with detailed instructions.
- To set professional and family goals.
- A manager who delegates in detail.
- Capable associates with which to work.
- Rewards in terms of tangible things, not just flattery and praise.

Adapted Style



Natural Style





Areas for Improvement

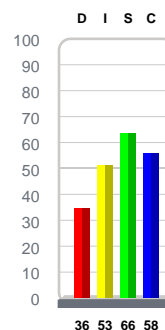
In this area is a listing of possible limitations without regard to a specific job. Review with Tamara and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Tamara has a tendency to:

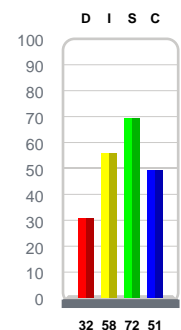
- Take criticism of her work as a personal affront.
- Wait for orders before acting.
- Be family-oriented--may resist overnight traveling.
- Get in a "rut" of doing the same thing and calling on the same people.
- Spend too much time in the office preparing for calls.
- Deliver long presentations covering all the points at a slow pace.
- Confuse loyalty with performance, especially if her loyalty is rewarded.
- Give a false sense of compliance to superiors because she fights passively and you do not know she is in disagreement.



Adapted Style



Natural Style





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:

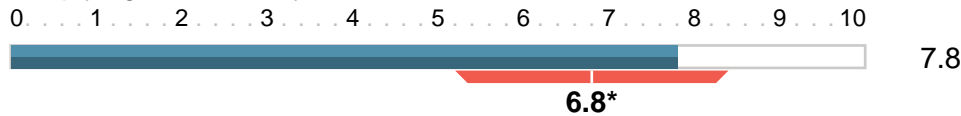
4. I will make the following changes to my behavior, and I will implement them by _____:



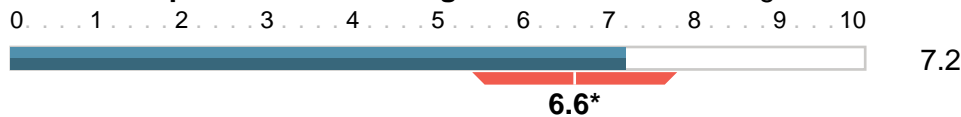
Behavioral Hierarchy

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.

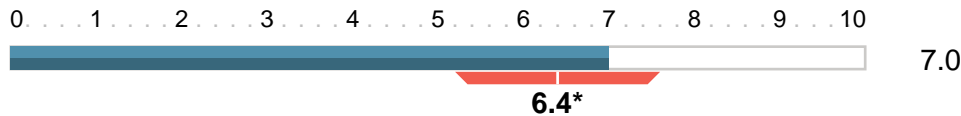
1. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.



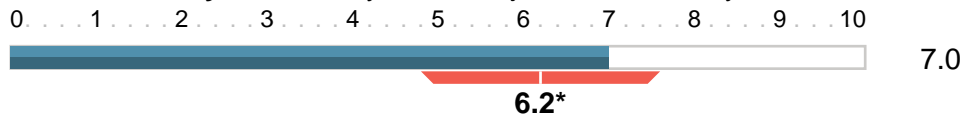
2. Follow Up and Follow Through - A need to be thorough.



3. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



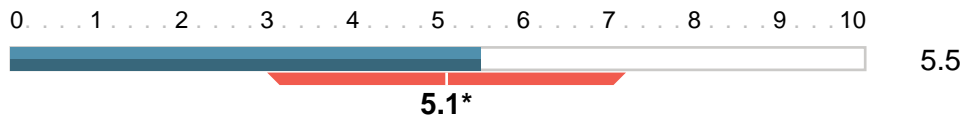
4. Consistency - The ability to do the job the same way.



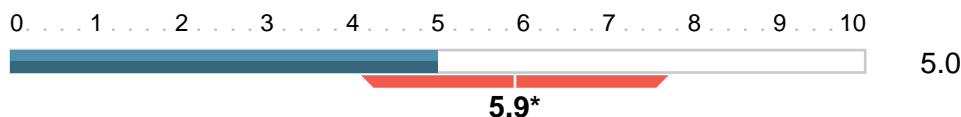
5. Customer Relations - A desire to convey your sincere interest in them.



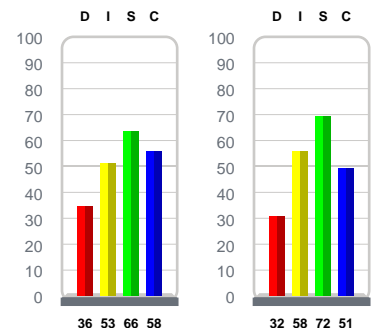
6. Organized Workplace - Systems and procedures followed for success.



7. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



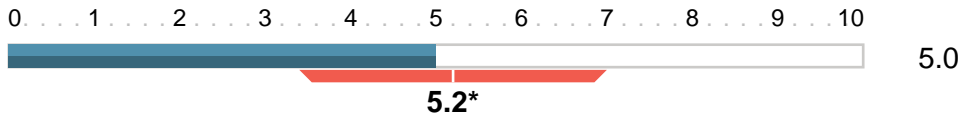
Adapted Style Natural Style



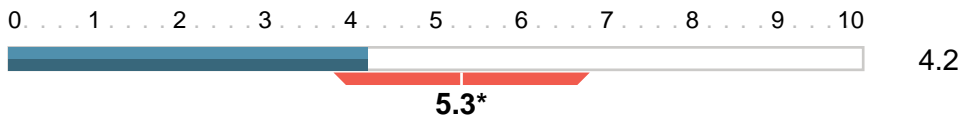


Behavioral Hierarchy

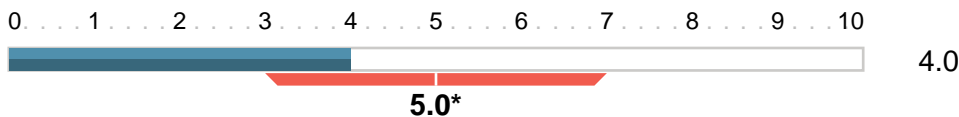
8. Analysis of Data - Information is maintained accurately for repeated examination as required.



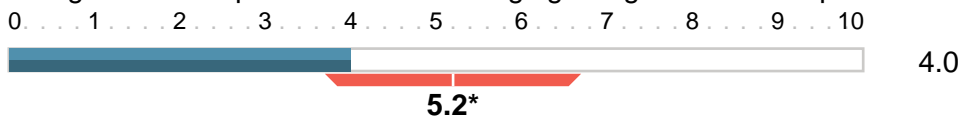
9. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



10. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



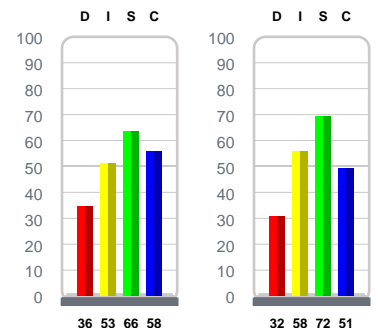
11. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



12. Urgency - Decisiveness, quick response and fast action.



Adapted Style Natural Style



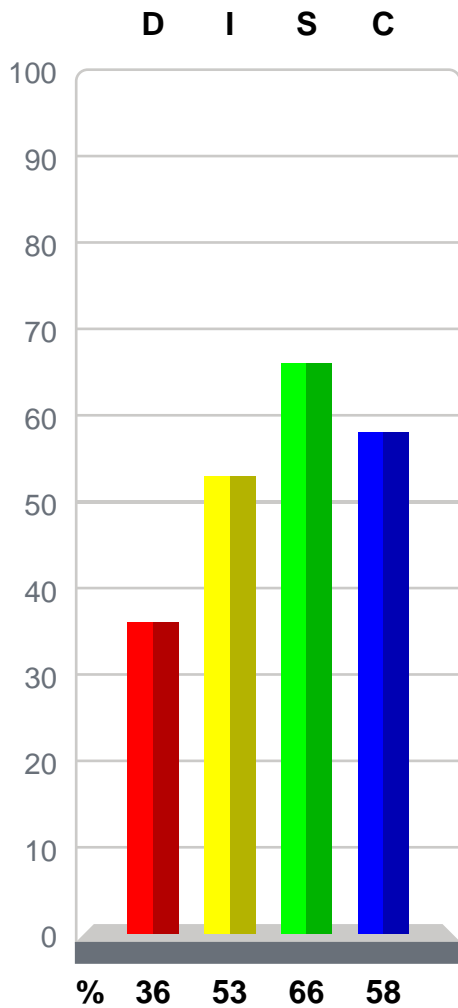
SIA: 36-53-66-58 (36) SIN: 32-58-72-51 (33)
* 68% of the population falls within the shaded area.



Style Insights® Graphs

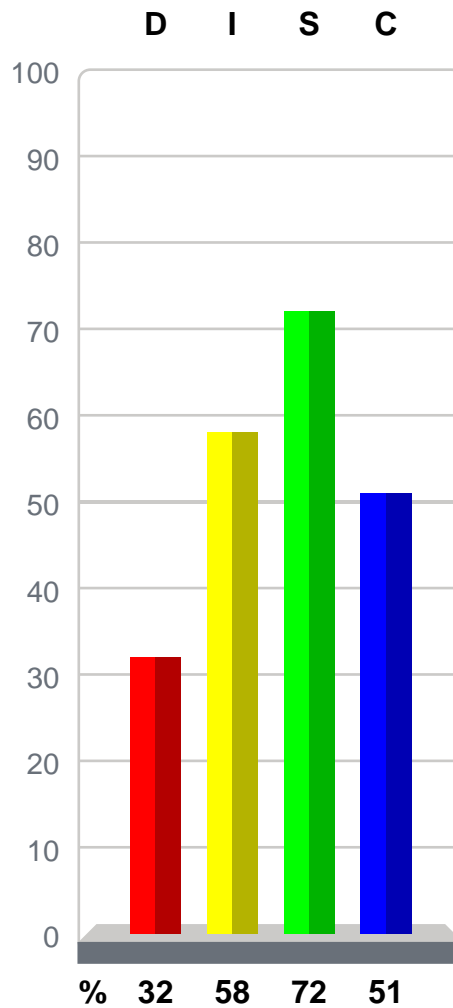
Adapted Style

Graph I



Natural Style

Graph II



Norm 2012 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:

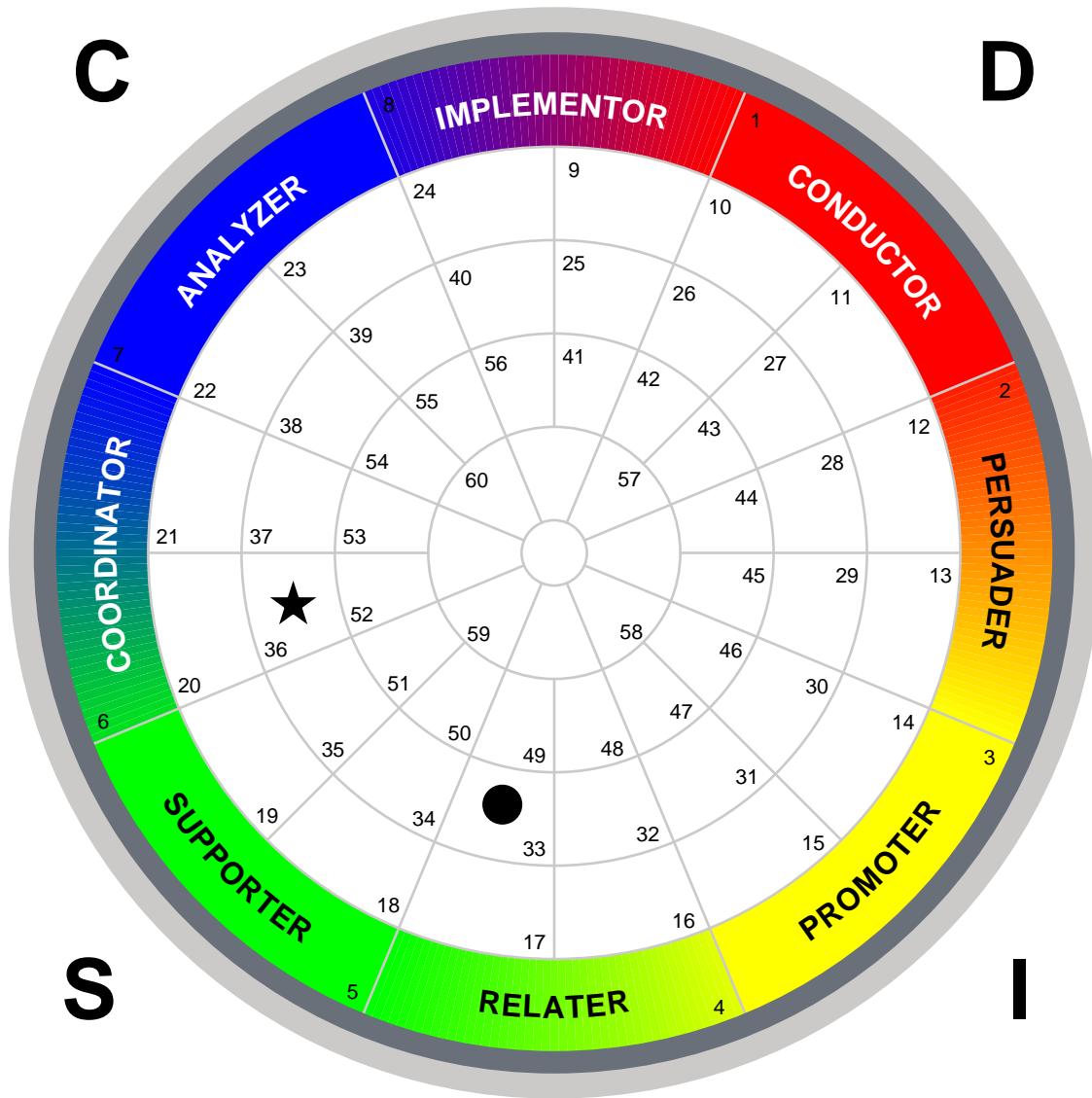
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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



Adapted: ★ (36) SUPPORTING COORDINATOR (FLEXIBLE)
Natural: ● (33) SUPPORTING RELATER (FLEXIBLE)

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