TTI SUCCESS INSIGHTS®

Sales

Samuel Sample

VP of Samples
TTI
05.04.2021

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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

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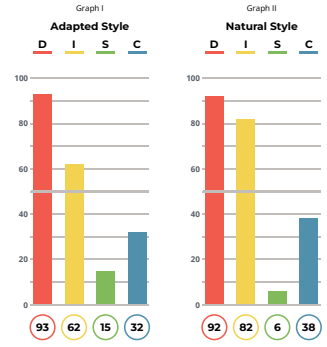
Sales Characteristics

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

Samuel wants the authority and responsibility to achieve his sales goals. He may at times tend to overstep his authority if it will help him achieve his goals. He is a self-starter, generally resourceful and readily adaptable to many sales situations. He finds the actual sales process much more rewarding than completing all the paperwork involved. Although Samuel is good at selling to people who have similar behavioral characteristics, he may be too impatient to sell to the methodical buyer. He loves the challenge presented by sales. He sees it as a great opportunity to compete with himself and others. Samuel sets high sales goals for himself. He sees the benefit of joining organizations as a way to meet his sales goals. He usually enjoys the challenge presented by cold calls. They allow him to use what he considers to be one of his real talents--the ability to sell to anyone at anytime! He prefers to win, respecting winners and those who show persistence.

Samuel may fail to listen to the true objection. In his haste to make a response, the real objection may never be answered. Some buyers are intimidated by Samuel's sales approach. He doesn't intentionally intimidate people, but he may be too blunt and direct for them. He usually dominates the sales presentation. He prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers. He may display his impatience if the buyer raises too many objections. He wants to close the sale and get on to the next challenge. Samuel may become defensive if he hears objections to a service or product he helped to develop. Samuel's body language may sometimes get him into trouble. He projects a great sense of urgency, which some buyers may interpret as an unwillingness to listen to their needs.



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Sales Characteristics

Continued

Samuel's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. Samuel prefers to service his accounts using one of two methods: excellent service for those accounts he likes, or those with potential; adequate or poor service for those accounts he doesn't like, or with little potential. He usually closes soon and often. He will close many sales the competition has sold but failed to close. He may lose interest in a client once the sale has been completed. His further interest may be based on the client's ability to buy additional products or services. Samuel usually has his favorite close, and he might, therefore, resist using all the closes he knows. He can close so hard that he causes the buyer to think of objections, which may be excuses rather than real objections.

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Value to the Organization

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

- Thinks big.
- Self-starter.
- Forward-looking and future-oriented.
- Ability to change gears fast and often.
- Ability to handle many activities and customers at one time.
- Usually makes decisions with the bottom line in mind.
- Creative in his approach to solving problems and selling.

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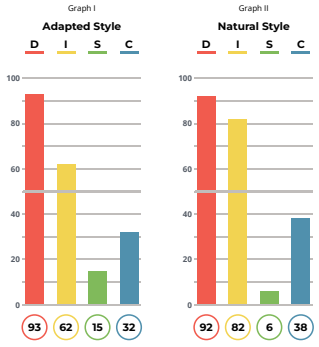
Checklist for Communicating

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

Ways to Communicate:

- ✔ Give strokes for his involvement.
- ✔ Understand his sporadic listening skills.
- ✔ Verify that the message was heard.
- ✔ Put projects in writing with deadlines.
- ✔ Take issue with facts, not the person, if you disagree.
- ✔ Support and maintain an environment where he can be efficient.
- ✔ Present the facts logically; plan your presentation efficiently.
- ✔ Be open, honest and informal.
- ✔ Support the results, not the person, if you agree.
- ✔ Read the body language--look for impatience or disapproval.
- ✔ Come prepared with all requirements, objectives and support material in a well-organized "package."



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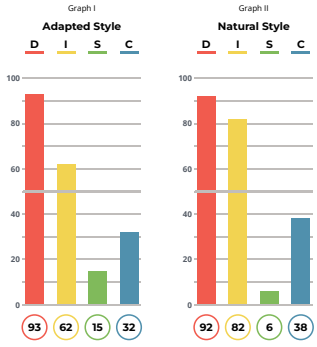
Checklist for Communicating

Continued

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

- Ramble on, or waste his time.
- Assume he heard what you said.
- Ask rhetorical questions, or useless ones.
- Try to build personal relationships.
- Come with a ready-made decision, and don't make it for him.
- Let him change the topic until you are finished.
- Reinforce agreement with "I'm with you."
- Forget to follow-up.
- Use a paternalistic approach.
- Try to convince them by "personal" means.
- Be redundant.
- Let disagreement reflect on him personally.



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Selling Tips

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

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.

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Ideal Environment

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

- Works for a manager who makes quick decisions.
- Freedom from long, detailed reports.
- Evaluation based on results, not the process.
- Support team with a sense of urgency.
- Freedom from controls, supervision and details.
- Activities, and more activities.
- Forum to express ideas and viewpoints.
- An innovative and futuristic-oriented environment.

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

Samuel usually sees himself as being:

- ✔ Pioneering
- ✔ Assertive
- ✔ Competitive
- ✔ Confident
- ✔ Positive
- ✔ Winner

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

- ✔ Demanding
- ✔ Nervy
- ✔ Egotistical
- ✔ Aggressive

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

- ✔ Abrasive
- ✔ Controlling
- ✔ Arbitrary
- ✔ Opinionated

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Descriptors

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

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

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Natural and Adapted

Selling Style

Samuel'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

Samuel tends to attack sales challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and will actively seek to achieve sales goals. He likes authority along with his responsibility and a territory that will constantly challenge him to perform up to his ability.

Adapted

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

PEOPLE - CONTACTS

Natural

Samuel is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. He is trusting and also wants to be trusted.

Adapted

Samuel feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to sell.

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Natural and Adapted

Selling Style

PACE - CONSISTENCY

Natural	Adapted
Samuel maintains his sense of equilibrium even in the face of extreme time constraints and ever-changing schedules. He is comfortable dealing with a wide variety of customers. His need for a high activity level can lead to meeting many new prospects.	Samuel feels that the sales environment doesn't require him to alter the way he deals with activity level and consistency.

PROCEDURES - CONSTRAINTS

Natural	Adapted
Samuel is striving to be independent and self-directed. He is most comfortable in a sales environment where rules and procedures can be interpreted to meet the needs of his customer in certain situations.	The difference between Samuel's basic and adapted sales style is not significant and he sees no need to change on this factor.

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Adapted Style

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

- Using sales aids in presentation, when he remembers to take them with him.
- Positive response to a client's objections.
- Anticipating and using creative ways to assist clients in problem solving.
- Using an informal sales presentation.
- Adapting easily to changing sales territory.
- Dealing with customers and clients efficiently.
- Challenging the status-quo.
- Impatient to overcome competition.
- Using authority and responsibility for completing the sale.
- Telling clients or customers about the "big picture."
- Handling a variety of products or services.

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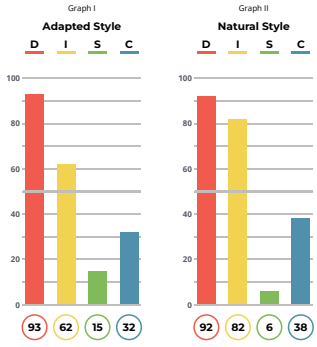
Keys to Motivating

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

Samuel wants:

- ✔ More time in the day.
- ✔ Changing environments in which to work/play.
- ✔ Travel or changing territory.
- ✔ A sales manager who presents the big picture.
- ✔ A wide scope of activities.
- ✔ Opportunity for rapid advancement.
- ✔ Prestige, position and titles so he can control the destiny of others.
- ✔ Opportunity to verbalize his ideas and demonstrate his skills.
- ✔ New challenges and problems to solve.
- ✔ Outside activities so there is never a dull moment.
- ✔ Support troops to follow through with his part or detail work.
- ✔ A variety of products to sell.
- ✔ To be seen as a leader.



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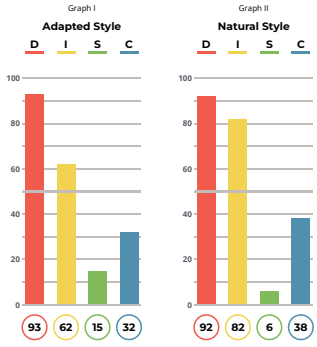
Keys to Managing

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

Samuel needs:

- To pace himself and set priorities.
- To be confronted when in disagreement or when he breaks the rules.
- Budgets to help prioritize his expenses.
- A work environment with many activities.
- Systems to follow.
- To display empathy for people who approach life differently than he does.
- Annual physicals because of his activity level and work intensity.
- Consistency.
- An awareness of the parameters or rules in writing.
- Vacations or periods of reduced activity level.
- To adjust his intensity to match the situation.
- Deadlines for completion of work.



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Areas for Improvement

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

Samuel has a tendency to:

- Not answer objections to buyer's satisfaction.
- Take on too many outside activities.
- Resist participation as part of the team, unless seen as a leader.
- Not have his presentation in a logical order.
- Dislike routine work--call reports, etc.
- Be a situational listener--hears only what he wants to hear.
- Be weak at providing follow-up service if a client has little potential for future sales.
- Represent himself with more authority than he may have.
- Take objections lightly.

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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 _____:

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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 _____:

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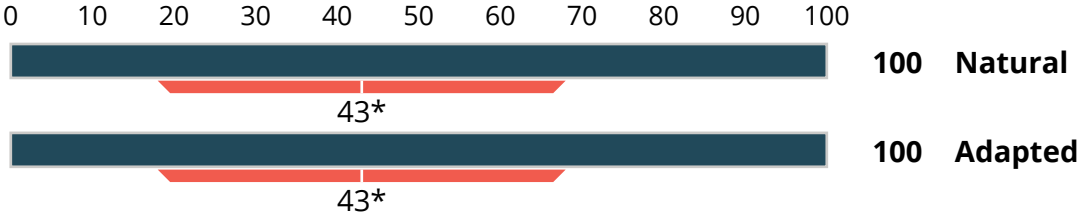
Behavioral Hierarchy

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.

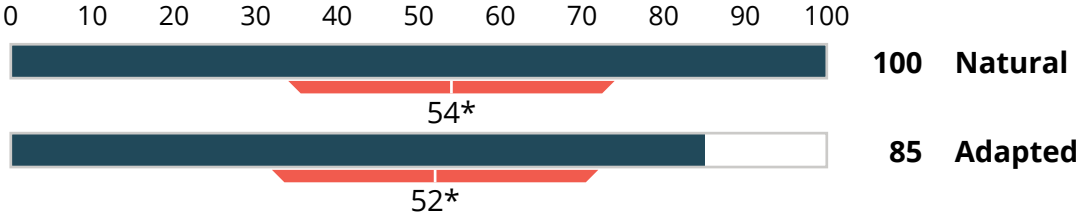
1. Urgency - Take immediate action.



100 Natural

100 Adapted

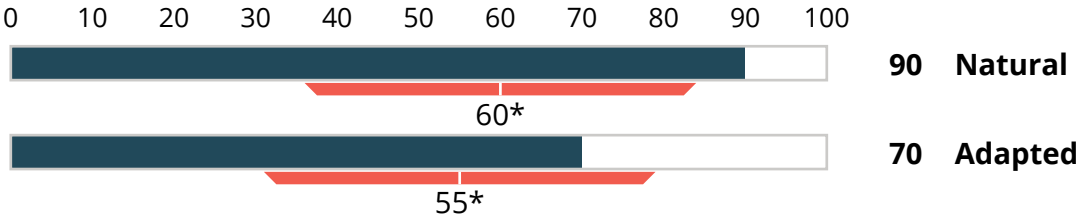
2. Versatile - Adapt to various situations with ease.



100 Natural

85 Adapted

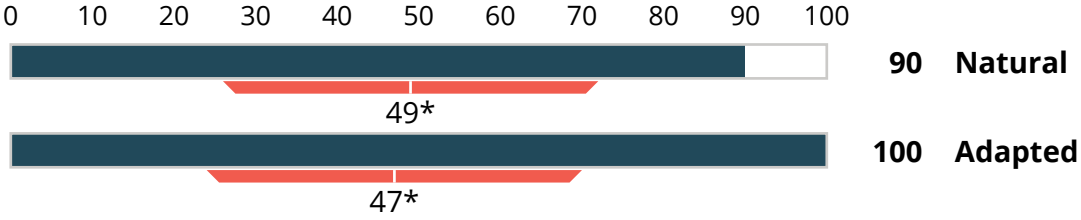
3. Interaction - Frequently engage and communicate with others.



90 Natural

70 Adapted

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



90 Natural

100 Adapted

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

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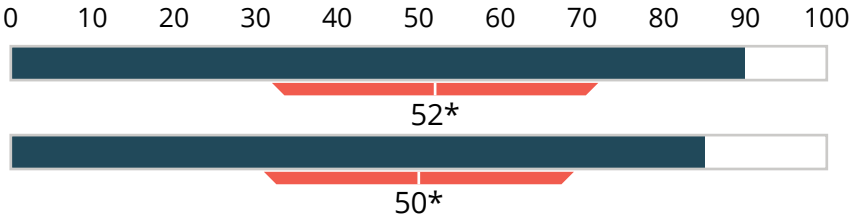
Behavioral Hierarchy

Continued

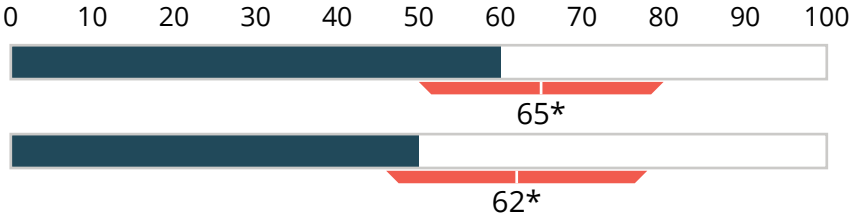
5. Frequent Change - Rapidly shift between tasks.



90 Natural

85 Adapted

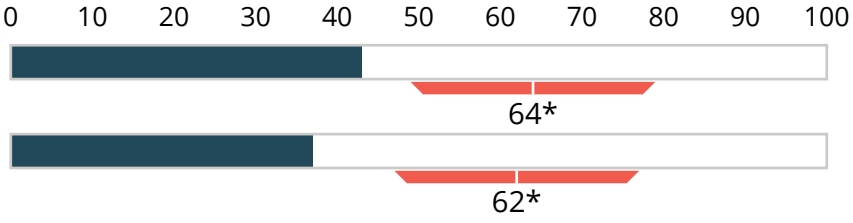
6. People-Oriented - Build rapport with a wide range of individuals.



60 Natural

50 Adapted

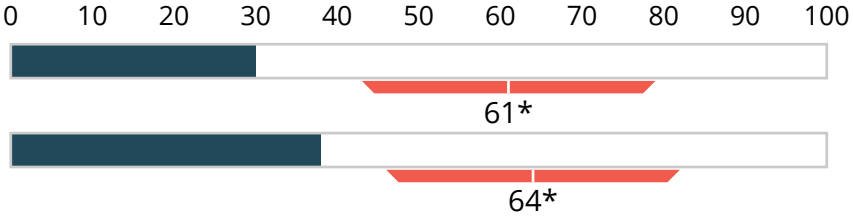
7. Customer-Oriented - Identify and fulfill customer expectations.



43 Natural

37 Adapted

8. Persistence - Finish tasks despite challenges or resistance.



30 Natural

38 Adapted

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

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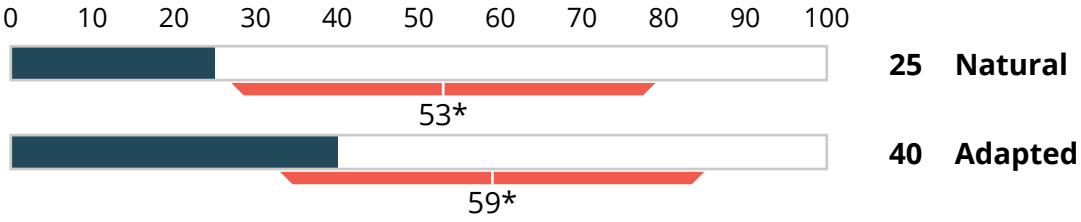
Behavioral Hierarchy

Continued

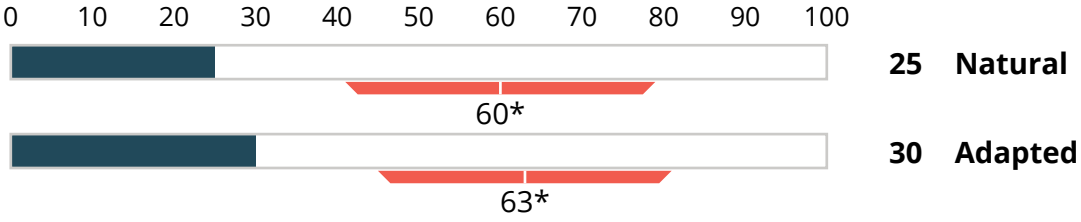
9. Analysis - Compile, confirm and organize information.



25 Natural

40 Adapted

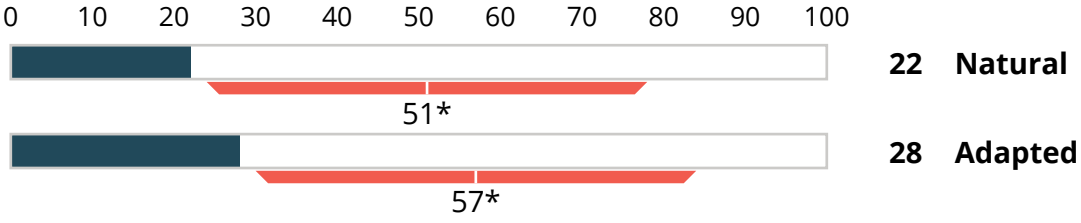
10. Following Policy - Adhere to rules, regulations, or existing methods.



25 Natural

30 Adapted

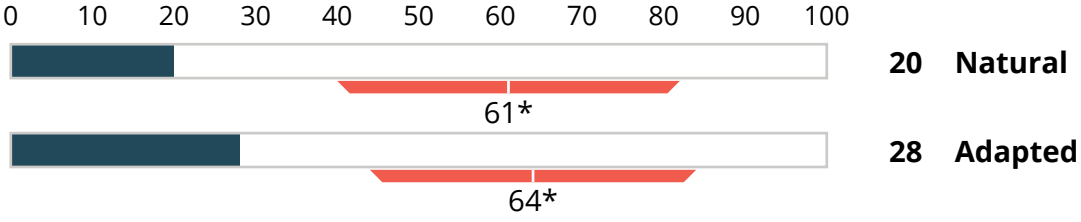
11. Organized Workplace - Establish and maintain specific order in daily activities.



22 Natural

28 Adapted

12. Consistent - Perform predictably in repetitive situations.



20 Natural

28 Adapted

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

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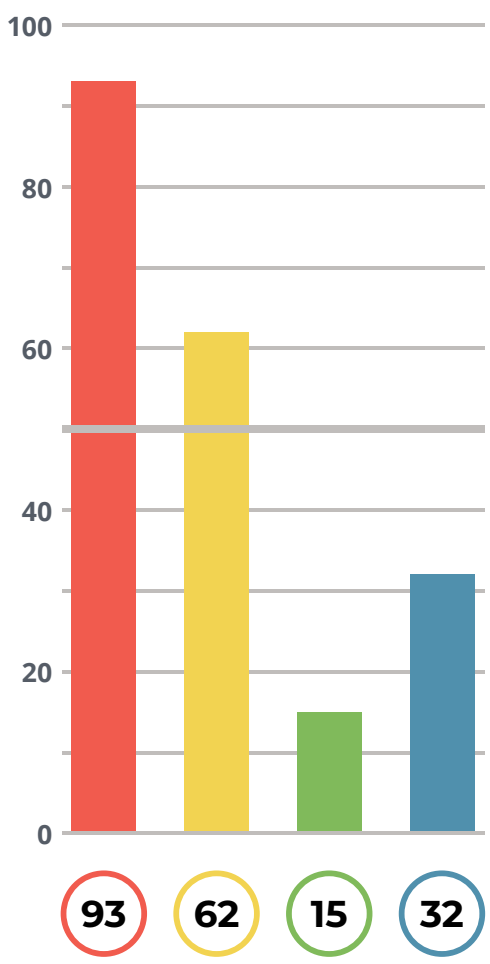
Style Insights® Graphs

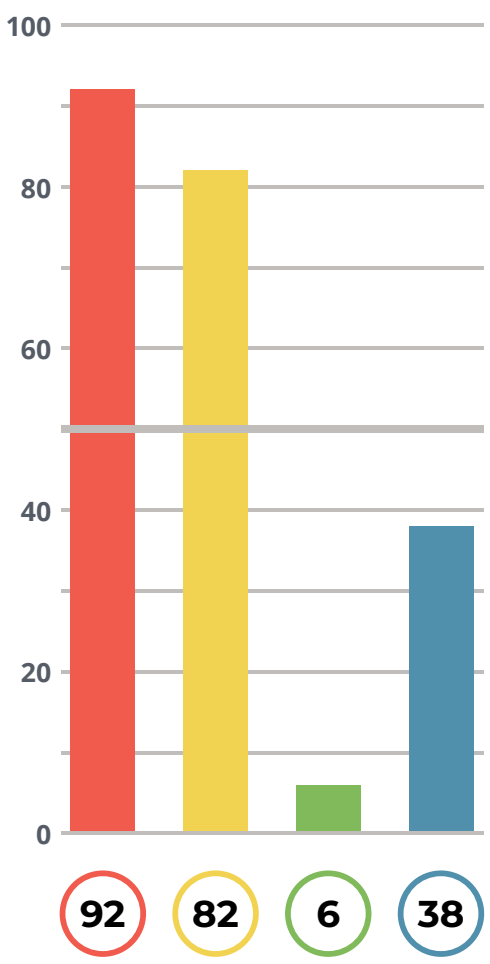
Graph I

Adapted Style



Graph II

Natural Style



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T: 7:12

Samuel Sample

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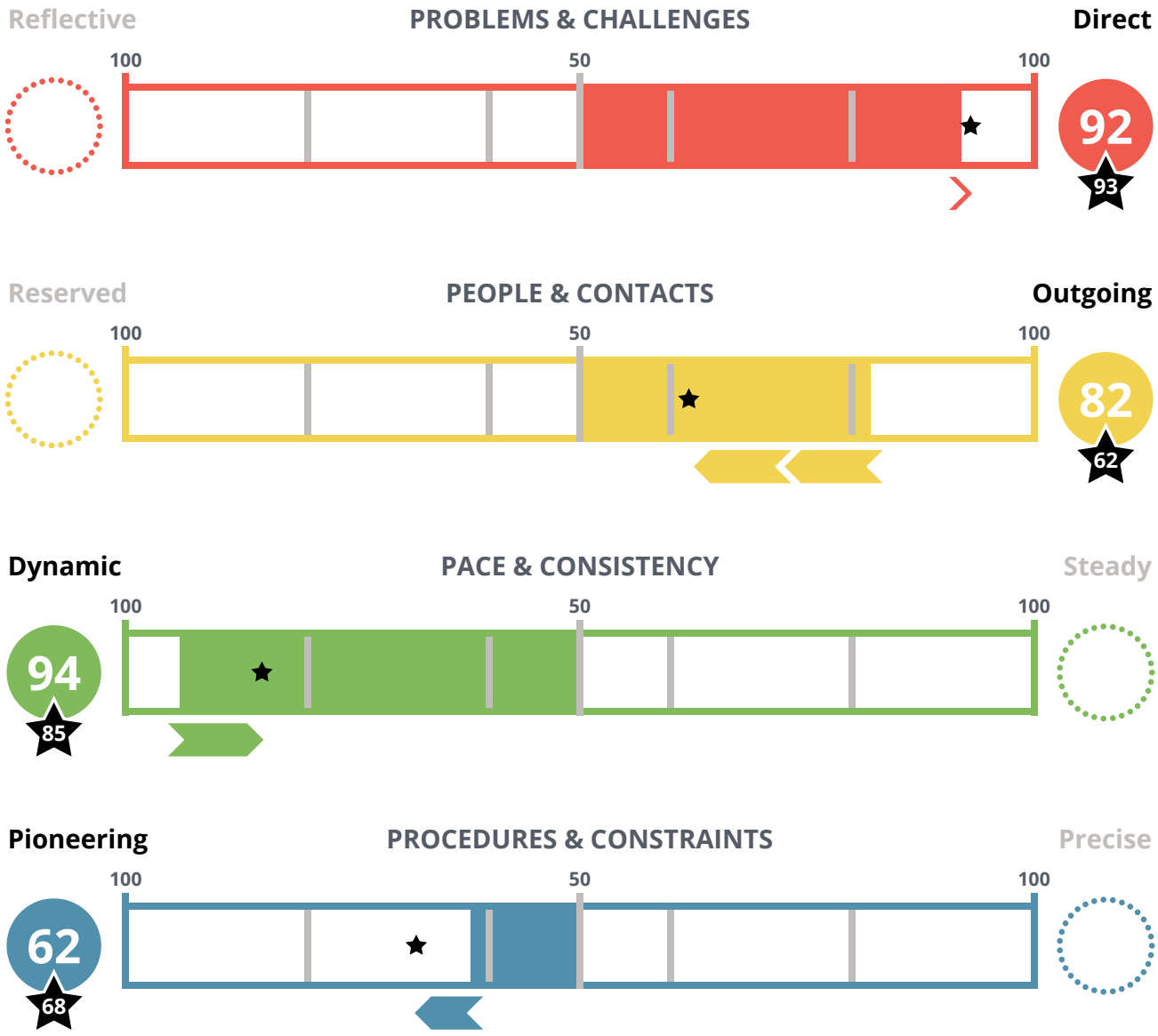
Behavioral Continuum

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' level of engagement in different situations. The graph below is a visual representation of where Samuel falls within each continuum.



Adapted Position
Adapted Movement

Norm 2017 R4
5-4-2021
T: 7:12

Samuel Sample

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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.

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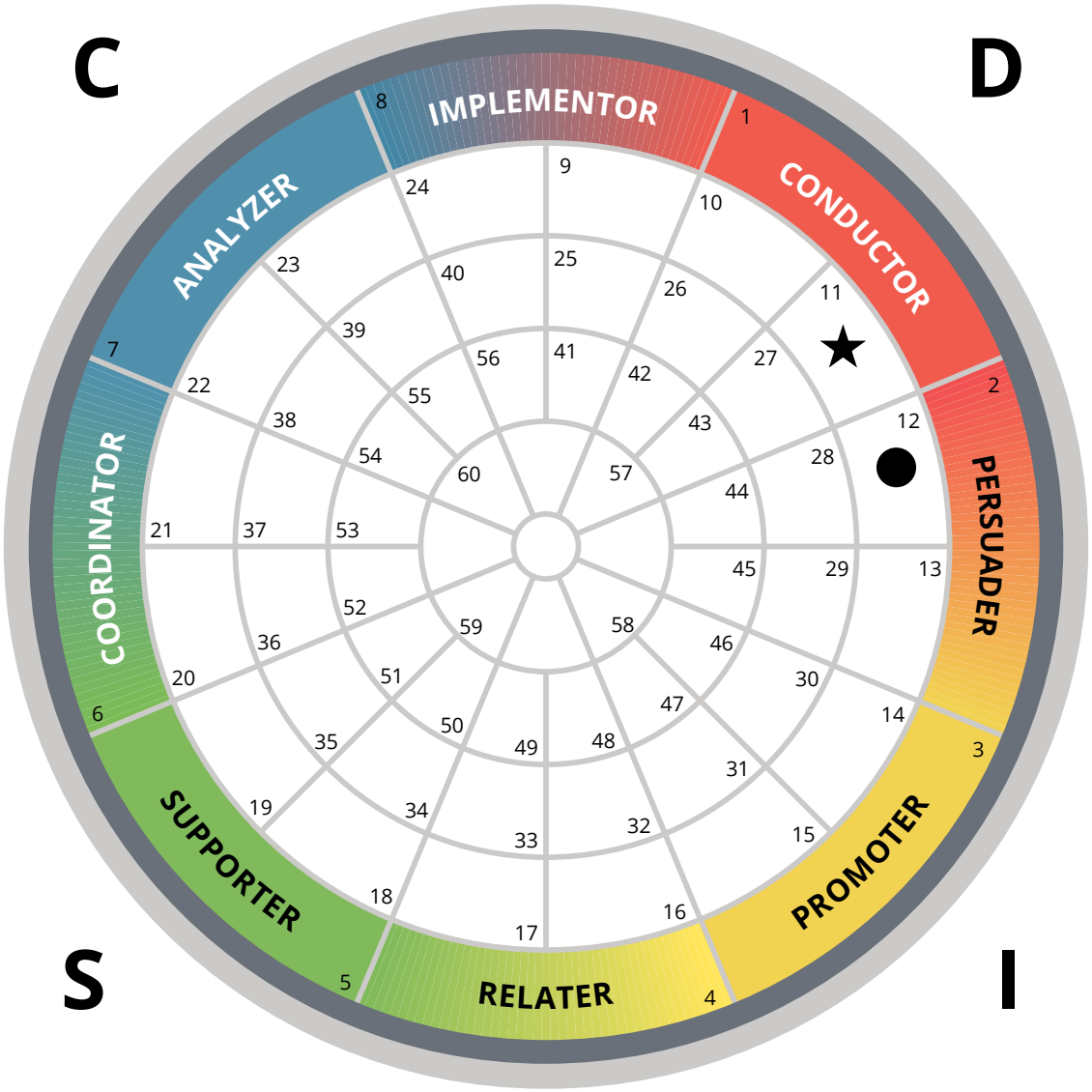
The Success Insights® Wheel

Samuel Sample
TTI
5-4-2021



Adapted: ★ (11) PERSUADING CONDUCTOR
Natural: ● (12) CONDUCTING PERSUADER
Norm 2017 R4

T: 7:12

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