



**TTI Success Insights®**

Sales Version



**Sara Sample  
Manager  
Company Inc.  
4-19-2010**



**YOUR  
COMPANY**

"Bringing Awareness"  
ABC Co. Ltd.  
789 Street  
Springfield, USA  
800-555-5555



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.

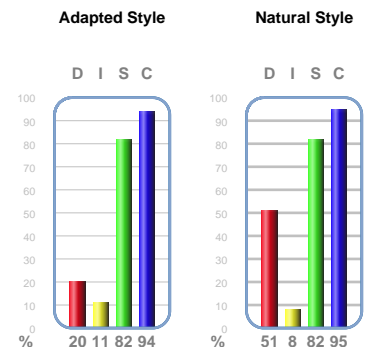
*"All people exhibit all four behavioral factors in varying degrees of intensity."  
–W.M. Marston*



*Based on Sara'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.*

Sara tends to be her own worst critic constantly reminding herself that she could have done better if given more time. She will be conservative in telling the buyer just how much time or money her products will save the buyer. She would rather err on the conservative side than exaggerate the projected results. She tends to be precise and attentive to the detail work required of a sales position. In fact, she will work long and hard to maintain accurate detail work. She feels the need for the professional approach to sales; that is, she will probably use a businesslike approach and leave idle chitchat for the social occasions. Sara wants to make sure her facts are correct, and that she presents as much detailed information as possible for her client or customer. She wants to be seen as a responsible salesperson and will avoid behavior that could be seen by others as irresponsible. She may reluctantly make cold calls. She prefers to sell in a predictable environment, and cold calls are hard to prepare for or predict the outcome.

Sara may take some objections personally, especially if they refer to the benefits she values most. The aggressive-style buyer may force her to yield to the buyer's way of thinking. She may be reluctant to argue about it, preferring to avoid confrontation or conflict. She prefers the soft-sell approach. She will sell using little emotion and provide ample facts and data. She commonly brings up all the known objections so the buyers will have all the data to make their decision.

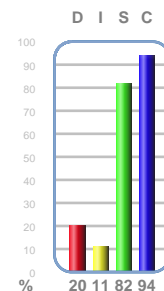




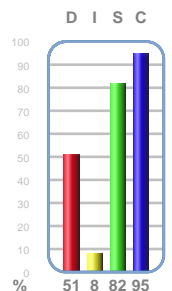
She believes buyers prefer this approach to support their decisions. Sara may be defensive and too technical in answering objections from the aggressive buyers. She may lean on management for assistance with her sales presentation. She wants to do it properly the first time, possibly requiring assistance from her manager.

Sara will hesitate to close until she has completed her sales presentation. Sometimes she will miss early buying signals. Being precise, patient, methodical and exact can best describe Sara's approach to servicing. She prides herself on being incisive. She wants to solve customer problems by proceeding with the facts that are at hand. She may hesitate to close on the first call. She rarely buys things for herself the first time she hears about them and, therefore, she is reluctant to close on the first call. Sara likes to know what is expected of her in a servicing relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. She worries about the potential buyer turning her down; thus she avoids or postpones the close, hoping the prospect will close the sale for her.

Adapted Style



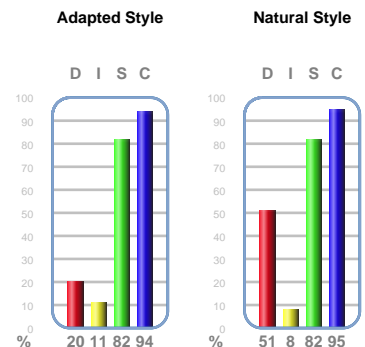
Natural Style





*This section of the report identifies the specific talents and behavior Sara 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.*

- Excellent troubleshooter.
- Comprehensive worker.
- Presents the facts without emotion.
- Maintains standards.
- Always looking for logical solutions.
- Objective--"The anchor of reality."
- Proficient and skilled in her technical specialty.
- Suspicious of people with shallow ideas.
- Defines, clarifies, gets information, criticizes and tests.

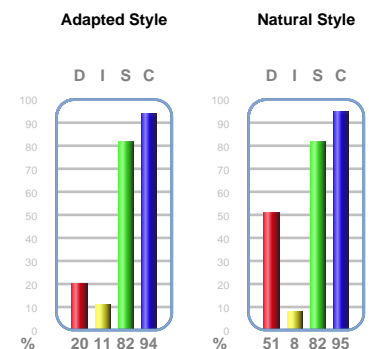




*Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Sara. Read 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 Sara most frequently.*

Do:

- Provide solid, tangible, practical evidence.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure her that there won't be surprises.
- Show her a sincere demeanor.
- Have the facts in logical order.
- Follow through, if you agree.
- Listen to her.
- Give her time to be thorough, when appropriate.
- Respect her quiet demeanor.
- Use expert testimonials.
- Give her time to verify reliability of your actions; be accurate, realistic.
- Make an organized presentation of your position, if you disagree.
- Make an organized contribution to her efforts; present specifics, and do what you say you can do.
- Support her principles; use thoughtful approach; build your credibility by listing pros and cons to any suggestion you make.

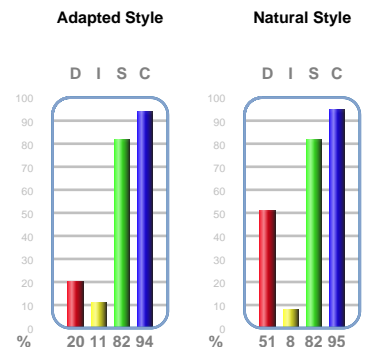




*This section of the report is a list of things NOT to do while communicating with Sara. Review each statement with Sara and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is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

Don't:

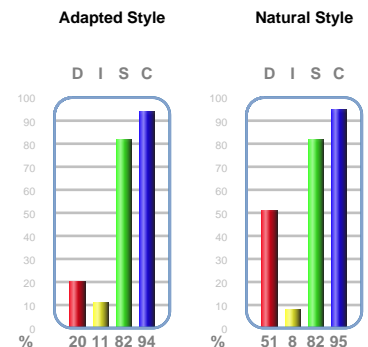
- Make conflicting statements.
- Use gimmicks or clever, quick manipulations.
- Make statements about the quality of her work unless you can prove it.
- Be giddy, casual, informal or loud.
- Be disorganized or messy.
- Threaten, cajole, wheedle, coax or whimper.
- Use high speed, intense inputs.
- Dillydally.
- Leave things to chance or luck.
- Be redundant.
- Push too hard, or be unrealistic with deadlines.
- Be superficial.





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

<p>When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> <li>● Prepare your "presentation" in advance.</li> <li>● Stick to business--provide fact to support your presentation.</li> <li>● Be accurate and realistic--don't exaggerate.</li> </ul> <p>Factors that will create tension:</p> <ul style="list-style-type: none"> <li>● Being giddy, casual, informal, loud.</li> <li>● Wasting time with small talk.</li> <li>● Being disorganized or messy.</li> </ul>	<p>When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> <li>● Be clear, specific, brief and to the point.</li> <li>● Stick to business. Give an effective presentation.</li> <li>● Come prepared with support material in a well-organized "package."</li> </ul> <p>Factors that will create tension:</p> <ul style="list-style-type: none"> <li>● Talking about things that are not relevant to the issue.</li> <li>● Leaving loopholes or cloudy issues.</li> <li>● Appearing disorganized.</li> </ul>
<p>When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> <li>● Begin with a personal comment--break the ice.</li> <li>● Present yourself softly, nonthreateningly and logically.</li> <li>● Earn their trust--provide proven products.</li> </ul> <p>Factors that will create tension:</p> <ul style="list-style-type: none"> <li>● Rushing headlong into the interview.</li> <li>● Being domineering or demanding.</li> <li>● Forcing them to respond quickly to your questions.</li> </ul>	<p>When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> <li>● Provide a warm and friendly environment.</li> <li>● Don't deal with a lot of details, unless they want them.</li> <li>● Provide testimonials from people they see as important.</li> </ul> <p>Factors that will create tension:</p> <ul style="list-style-type: none"> <li>● Being curt, cold or tight-lipped.</li> <li>● Controlling the conversation.</li> <li>● Driving on facts and figures, alternatives, abstractions.</li> </ul>

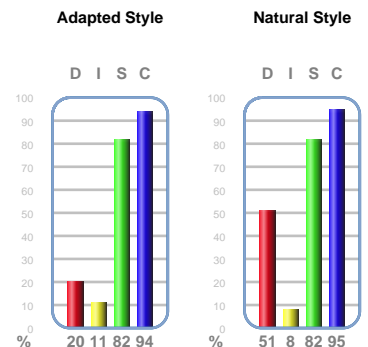






*This section identifies the ideal work environment based on Sara's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments.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

- Assignments that can be followed through to completion.
- Prefers technical work, specialized area.
- Sales records that show tangible evidence of her results.
- Private office or work area.
- An environment where she can use her intuitive thinking skills.
- An environment dictated by logic rather than emotion.
- Close relationship with small groups of associates or customers.
- Data to analyze.
- Environment where she can be a part of the team, but removed from office politics.





*A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Sara's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Sara to project the image that will allow her to control the situation.*

**"See Yourself As Others See You"**

**SELF-PERCEPTION**

Sara usually sees herself as being:

Precise  
Moderate  
Knowledgeable

Thorough  
Diplomatic  
Analytical

**OTHERS' PERCEPTION**

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

Pessimistic  
Worrisome

Picky  
Fussy

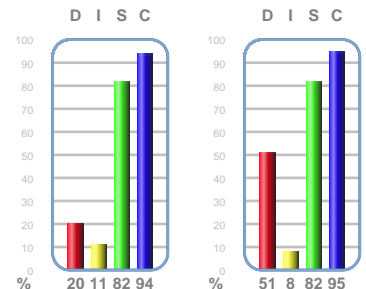
And, under extreme pressure, stress or fatigue, others may see her as being:

Perfectionistic  
Strict

Hard-to-Please  
Defensive

**Adapted Style**

**Natural Style**





Based on Sara'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.

Dominance	Influencing	Steadiness	Compliance
Demanding	Effusive	Phlegmatic	Evasive
Egocentric	Inspiring	Relaxed Resistant to Change Nondemonstrative	<b>Worrisome</b> <b>Careful</b> <b>Dependent</b> <b>Cautious</b> <b>Conventional</b> <b>Exacting</b> <b>Neat</b>
Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome	Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic	<b>Passive</b>	<b>Systematic</b> <b>Diplomatic</b> <b>Accurate</b> <b>Tactful</b>
Inquisitive	Trusting	<b>Patient</b>	<b>Open-Minded</b> <b>Balanced Judgment</b>
<b>Responsible</b>	Sociable	<b>Possessive</b>	
Conservative	<b>Reflective</b>	<b>Predictable</b>	Firm
Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious	<b>Factual</b> <b>Calculating</b> <b>Skeptical</b>	<b>Consistent</b>	Independent Self-Willed Stubborn
Mild Agreeable Modest Peaceful	<b>Logical</b> <b>Undemonstrative</b> <b>Suspicious</b> <b>Matter-of-Fact</b> <b>Incisive</b>	<b>Deliberate</b>	Obstinate
Unobtrusive	<b>Pessimistic</b> <b>Moody</b>	<b>Steady</b>	Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending
	Critical	<b>Stable</b>	Careless with Details
		Mobile	
		Active Restless Alert Variety-Oriented Demonstrative	
		Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous	
		Hypertense	

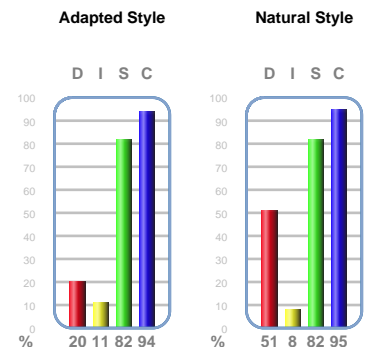


# NATURAL AND ADAPTED SELLING STYLE

Sara'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.

Natural	PROBLEMS - CHALLENGES	Adapted
<p>Sara 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.</p>	<p>Sara seeks a cautious approach to solve customer problems. Seldom will she force her opinion as she prefers a compromise as opposed to a win-lose situation.</p>	

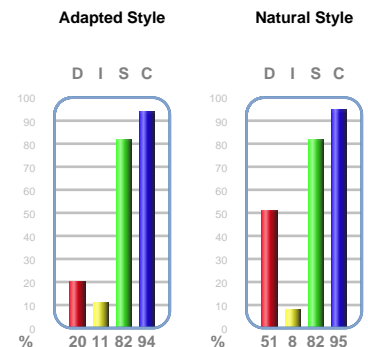
Natural	PEOPLE - CONTACTS	Adapted
<p>Sara feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. She rarely displays emotion when attempting to influence others.</p>	<p>Sara sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.</p>	





Natural	PACE - CONSISTENCY	Adapted
<p>Sara'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.</p>		<p>Sara feels that the sales environment doesn't require her to alter the way she deals with activity level and consistency.</p>

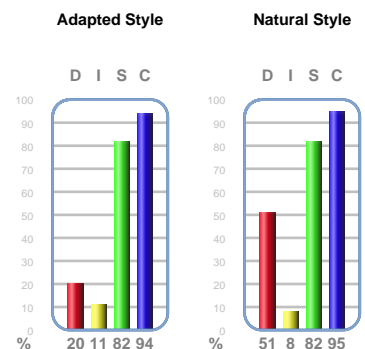
Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Sara feels comfortable following sales procedures and being totally prepared for her sales presentation. Her structured approach will eliminate the error of omission and allow her to present her facts in a consistent manner.</p>		<p>The difference between Sara's basic and adapted sales style is not significant and she sees no need to change on this factor.</p>





Sara 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.

- Attentive to the details that are involved with selling.
- Testing any innovative products or services before attempting to sell them.
- Exhibiting a willingness to work hard to complete the sale.
- Being a dependable sales team member.
- Using persistence and patience to achieve her goals.
- Never leaving the office unprepared.
- Careful adherence to company rules.
- Being alert to mistakes that may jeopardize a sale.
- Using a systematic approach in the sales process.
- Carefully avoiding conflict with customers or clients.
- Depending on a proven method to sell her service or product.
- Presenting her product or service in a calm, detached manner.

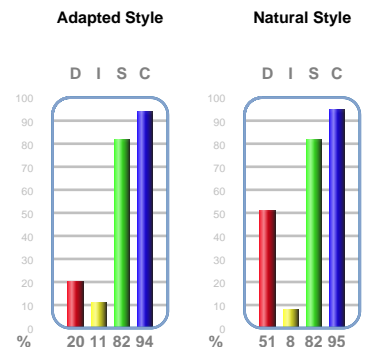




*This section of the report was produced by analyzing Sara's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with Sara and highlight those that are present "wants."*

Sara wants:

- To be recognized for her continuance of quality work.
- Time to perform up to her high standards.
- To be part of a quality-oriented sales team.
- To be a member of a small team.
- Time to adjust to changes in the job or territory.
- Activities she can start and finish.
- Activities that don't infringe on family life.
- Reassurance she is doing the job right.
- High quality work standards.
- Instructions so she can do the job right the first time.
- Precision work to perform.
- Traditional products and procedures.
- Better planning and fewer changes in the organization.

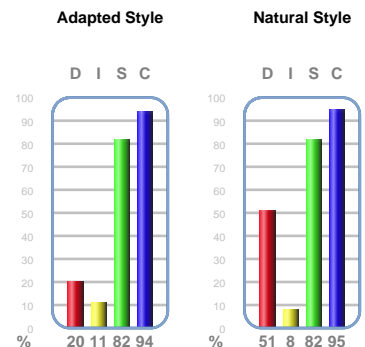




*In this section are some needs which must be met in order for Sara to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled.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

Sara needs:

- Sincerity from people with whom she works.
- Rewards in terms of fine things--not just shallow words.
- Explanations for sales objections.
- Skills to come across warm and close to customers, when appropriate.
- Time to see and test if the plan will work.
- The opportunity to ask questions to clarify or determine why.
- Equipment that will allow her to perform up to her high standards.
- Time to gather the facts and data.
- Recognition for what she accomplished.
- Time to warm up to people.
- Logical answers in logical order.
- To sell her ideas--not just tell them.



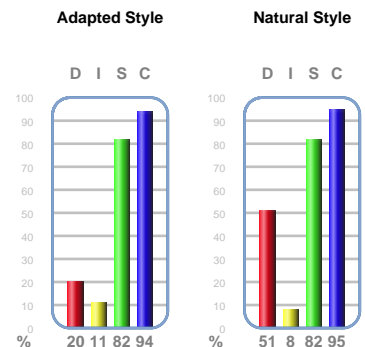




*In this area is a listing of possible limitations without regard to a specific job. Review with Sara and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.*

Sara has a tendency to:

- Spend too much time in office preparing facts and figures for sales calls.
- Get bogged down in details and use details to protect her position.
- Be self-depreciating (puts self down)--doesn't project self-confidence.
- Spend too much time servicing and not enough time selling new accounts.
- Rarely change her style to meet buyer's style.
- Be overly prepared--too many facts and figures for some buyers.
- Not get buyer emotionally involved.
- Bring up objections so the buyer will have all the data to base the decision on.









The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

## 1. ORGANIZED WORKPLACE



## 2. ANALYSIS OF DATA



## 3. CUSTOMER ORIENTED



## 4. COMPETITIVENESS



## 5. URGENCY



## 6. FREQUENT CHANGE



## 7. VERSATILITY

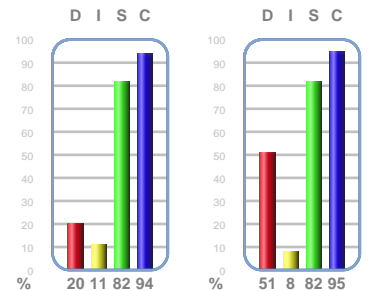


## 8. FREQUENT INTERACTION WITH OTHERS



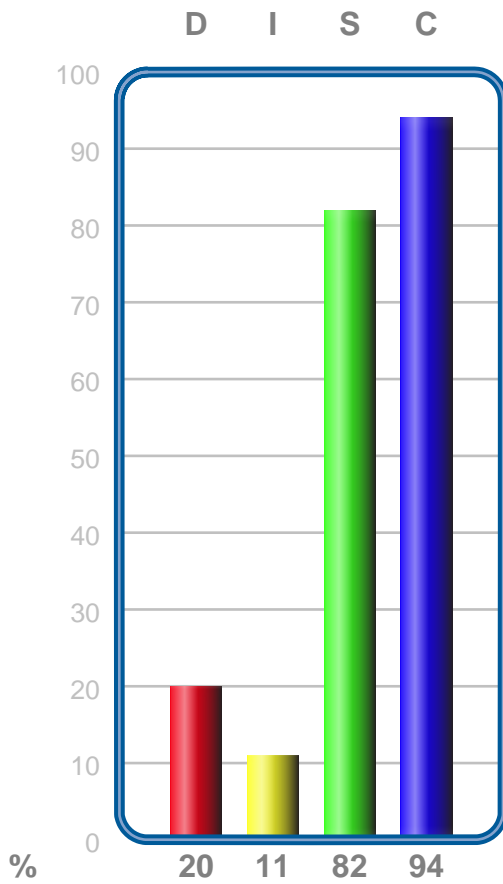
Adapted Style

Natural Style

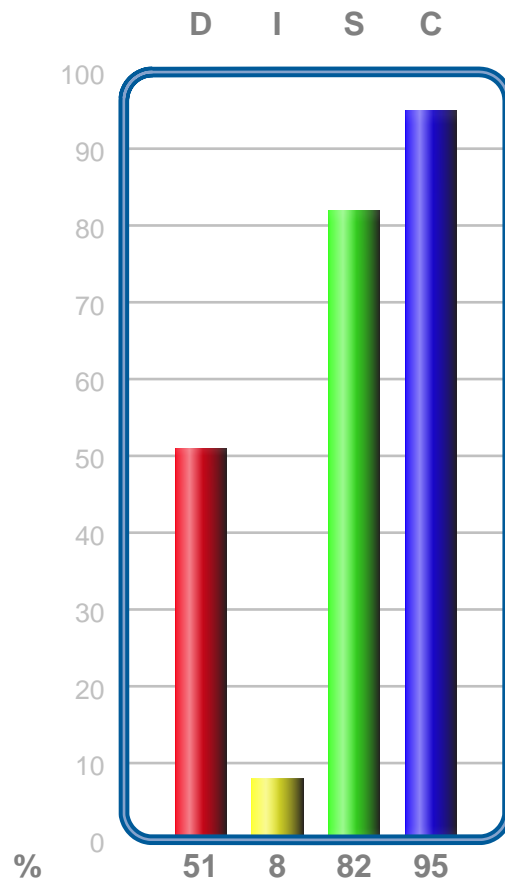




**MOST**  
Graph I  
**Adapted Style**



**LEAST**  
Graph II  
**Natural Style**



Norm 2003

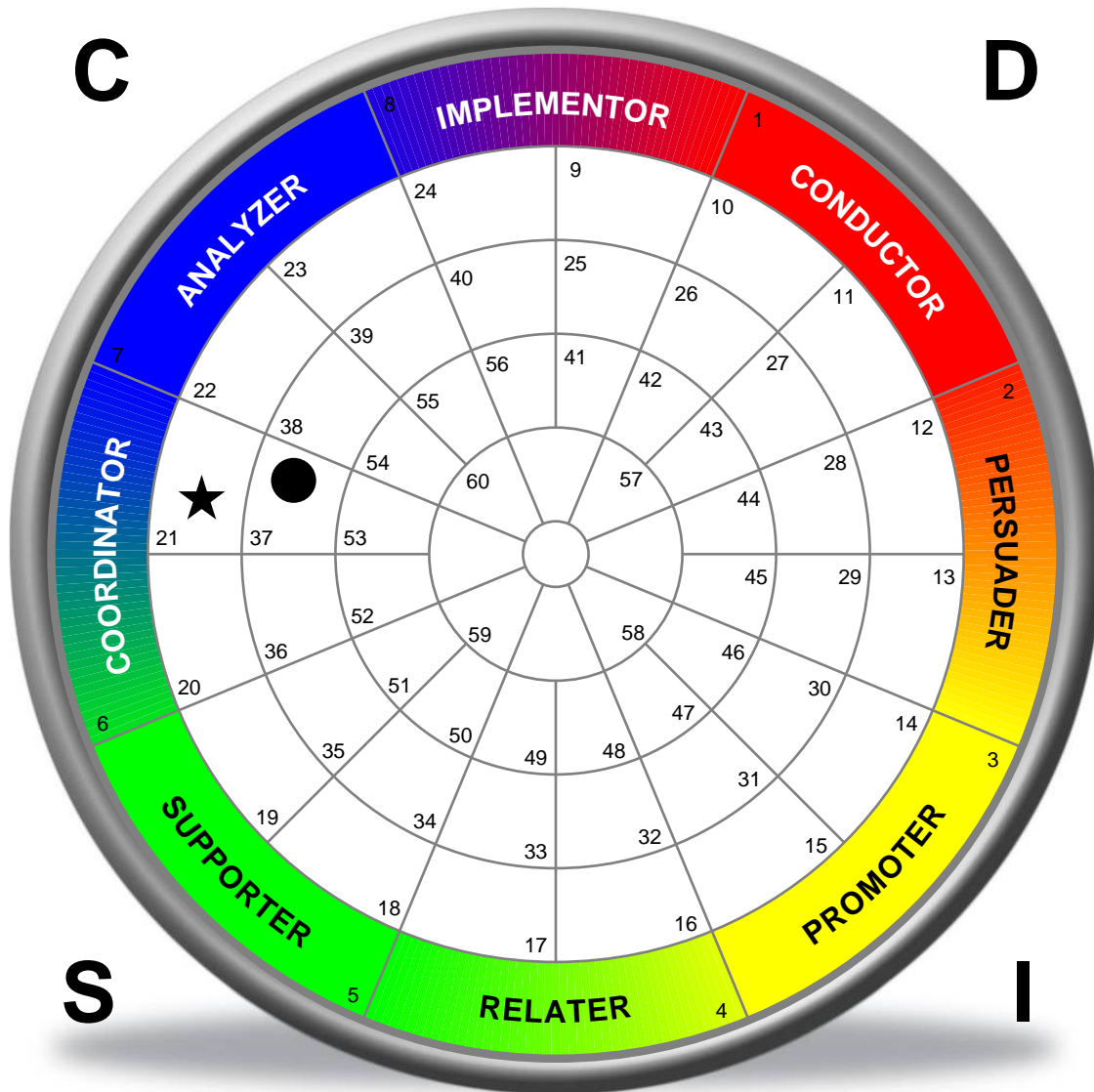


The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- 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.



Adapted: ★ (21) ANALYZING COORDINATOR  
 Natural: ● (37) ANALYZING COORDINATOR (FLEXIBLE)

Norm 2003

ABC Co. Ltd.  
789 Street