



TTI Success Insights®

Sales Version

*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

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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 Pauline'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.

Pauline usually enjoys the challenge presented by cold calls. They allow her to use what she considers to be one of her real talents--the ability to sell to anyone at anytime! She is a self-starter, generally resourceful and readily adaptable to many sales situations. She finds the actual sales process much more rewarding than completing all the paperwork involved. With her natural style of assertive presentations, she must be aware of the impact her body language and louder tone tend to have on the sales process. She is driven towards completion of her sales goals, and wants to be in a position to set policy that allows her to meet those goals. Pauline wants the authority and responsibility to achieve her sales goals. She may at times tend to overstep her authority if it will help her achieve her goals. She may lose interest in the product, program or service once the newness has worn off. She exudes self-confidence and shows no fear when making her sales presentation, or when introducing new or creative ideas to her prospects.

Pauline's body language may sometimes get her into trouble. She projects a great sense of urgency, which some buyers may interpret as an unwillingness to listen to their needs. She may not use enough facts to overcome objections; that is, she likes the challenge presented by the objection, and may attempt to answer, whether she has all the facts or not. She usually dominates the sales presentation. She prefers a fast and



SALES CHARACTERISTICS

to-the-point approach, which may be too fast and blunt for some buyers. She may display her impatience if the buyer raises too many objections. She wants to close the sale and get on to the next challenge. Pauline likes to control the sales presentation. Different styles of buyers will probably prefer that she display her sales flexibility. She doesn't always take the time to anticipate the outcome of a sales call. She may be intent on making an efficient presentation and unintentionally omit details and supporting information.

Pauline usually closes soon and often. She will close many sales the competition has sold but failed to close. Pauline's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. She can close so hard that she causes the buyer to think of objections, which may be excuses rather than real objections. She may lose interest in a client once the sale has been completed. Her further interest may be based on the client's ability to buy additional products or services. Pauline generally concentrates on selling new accounts as compared to servicing her present accounts. New accounts represent a challenge, while servicing old accounts may be dull and too routine. Pauline prefers to service her accounts using one of two methods: excellent service for those accounts she likes, or those with potential; adequate or poor service for those accounts she doesn't like, or with little potential.



VALUE TO THE ORGANIZATION

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

- Thinks big.
- Tenacious.
- Change agent--looks for faster and better ways.
- Challenges the status quo.
- Self-starter.
- Builds confidence in others.
- People-oriented.



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 Pauline. 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 Pauline most frequently.

Do:

- Leave time for relating, socializing.
- Be clear, specific, brief and to the point.
- Provide a warm and friendly environment.
- Provide facts and figures about probability of success, or effectiveness of options.
- Provide questions, alternatives and choices for making her own decisions.
- Provide ideas for implementing action.
- Motivate and persuade by referring to objectives and results.
- Talk about her, her goals and opinions she finds stimulating.
- Stick to business--let her decide if she wants to talk socially.
- Not deal with details, put them in writing, pin her to modes of action.
- Provide testimonials from people she sees as important.



DON'TS ON COMMUNICATING

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

- Drive on to facts, figures, alternatives or abstractions.
- Direct or order.
- Forget or lose things; be disorganized or messy; confuse or distract her mind from business.
- Leave decisions hanging in the air.
- Be dogmatic.
- Be curt, cold or tight-lipped.
- Kid around too much, or "stick to the agenda" too much.
- Try to build personal relationships.
- Legislate or muffle--don't overcontrol the conversation.
- Talk down to her.
- Come with a ready-made decision, and don't make it for her.



SELLING TIPS

This section provides suggestions on methods which will improve Pauline'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, Pauline 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">■ Prepare your "presentation" in advance.■ Stick to business--provide fact to support your presentation.■ Be accurate and realistic--don't exaggerate. <p>Factors that will create tension:</p> <ul style="list-style-type: none">■ Being giddy, casual, informal, loud.■ Wasting time with small talk.■ Being disorganized or messy.	<p>When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none">■ 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." <p>Factors that will create tension:</p> <ul style="list-style-type: none">■ Talking about things that are not relevant to the issue.■ Leaving loopholes or cloudy issues.■ Appearing disorganized.
<p>When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none">■ Begin with a personal comment--break the ice.■ Present yourself softly, nonthreateningly and logically.■ Earn their trust--provide proven products. <p>Factors that will create tension:</p> <ul style="list-style-type: none">■ Rushing headlong into the interview.■ Being domineering or demanding.■ Forcing them to respond quickly to your questions.	<p>When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none">■ 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. <p>Factors that will create tension:</p> <ul style="list-style-type: none">■ 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 Pauline'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 Pauline enjoys and also those that create frustration.

- An innovative and futuristic-oriented environment.
- Assignments with a high degree of people contacts.
- Tasks involving motivated groups and establishing a network of contacts.
- Democratic supervisor with whom she can associate.
- Work tasks that change from time to time.
- Freedom from controls, supervision and details.
- Evaluation based on results, not the process.
- Nonroutine work with challenge and opportunity.
- Forum to express ideas and viewpoint.



PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Pauline usually sees herself as being:

Pioneering
Competitive
Positive

Assertive
Confident
Winner

OTHERS' PERCEPTION

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

Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated



DESCRIPTORS

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



NATURAL AND ADAPTED SELLING STYLE

Pauline'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>Pauline tends to attack sales challenges in a demanding, driving and self-willed manner. She is individualistic in her approach and will actively seek to achieve sales goals. She likes authority along with her responsibility and a territory that will constantly challenge her to perform up to her ability.</p>	<p>Pauline sees no need to change her sales approach from her basic style as it is related to solving problems and challenges.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>Pauline'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.</p>	<p>Pauline 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 AND ADAPTED SELLING STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Pauline wants a sales environment that is intense and demanding. She feels a great sense of urgency to close her prospects quickly. She feels comfortable selling new products that meet her prospect's needs.</p>	<p>Pauline 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>Pauline wants to be seen as her own person who is willing and capable of interpreting the company policies to ensure the best results and allow her creative and innovative methods of selling. She wants to be measured on her sales results, not how she achieved the results.</p>	<p>The difference between Pauline's basic and adapted sales style is not significant and she sees no need to change on this factor.</p>	



ADAPTED STYLE

Pauline 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.

- Authority to carry out responsibility.
- Independent in approaching customers or clients.
- Positive response to a client's objections.
- Exhibiting confidence in approaching customers.
- Making a presentation in her own particular style.
- Using a creative approach in selling new and innovative services or products.
- Firm, unbending dedication to completing sales projects.
- Challenging the status-quo.
- Ability to handle many new products or services.
- A resourceful, eager self-starter.
- Dealing with customers and clients efficiently.



KEYS TO MOTIVATING

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

Pauline wants:

- Power and authority to take the risks to achieve sales results.
- Exposure to those who appreciate her sales results.
- Control of her own destiny.
- Independence.
- Opportunity to verbalize her ideas and demonstrate her skills.
- To be seen as a leader.
- Sales meetings that allow her to ventilate her emotions.
- Prestige, position and titles so she can control the destiny of others.
- New challenges and problems to solve.
- No close supervision.
- Unusual, new or difficult products to sell.



KEYS TO MANAGING

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

Pauline needs:

- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- More logical presentations--less emotional.
- People to work and associate with.
- A program for pacing work and relaxing.
- Help on controlling time and setting priorities.
- To negotiate commitment face-to-face.
- To understand her role on the team--either a team player or the leader.
- To be informed of things which affect her.
- An awareness of the parameters or rules in writing.
- To know results expected and to be evaluated on the results.
- Objectivity when dealing with customers because of her high trust level.
- Participatory management.



AREAS FOR IMPROVEMENT

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

Pauline has a tendency to:

- Sell what she wants to sell rather than listen to the buyer's needs.
- Take on too many outside activities.
- Not answer objections to buyer's satisfaction.
- Blame, deny and defend when confronted with poor sales results.
- Use fear as motive for buying.
- Represent herself with more authority than she may have.
- Dominate a sales presentation.
- Be weak at providing follow-up service if client has little potential for future sales.



BEHAVIORAL HIERARCHY

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.





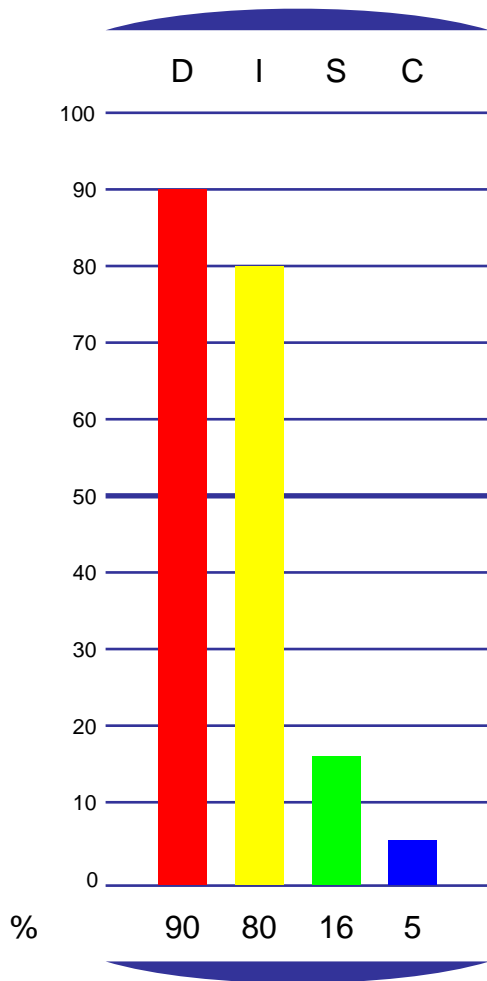
STYLE INSIGHTS® GRAPHS

Pauline Rothesberg

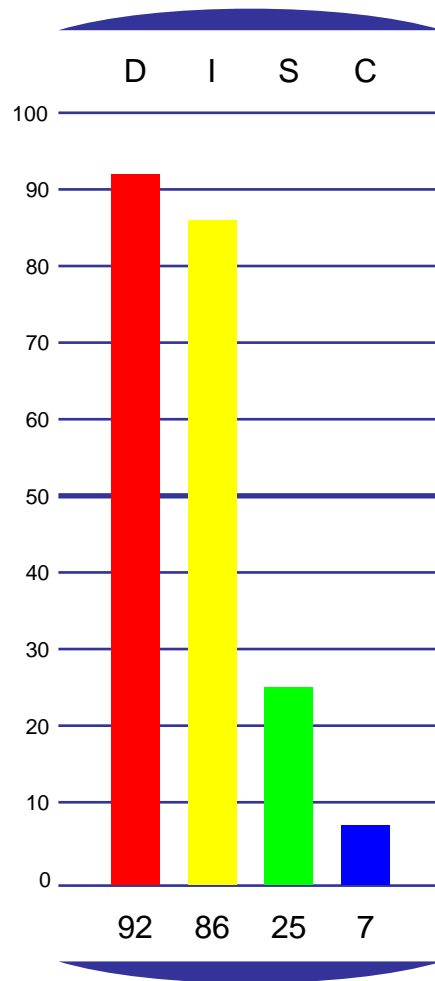
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MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



Norm 2003



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.

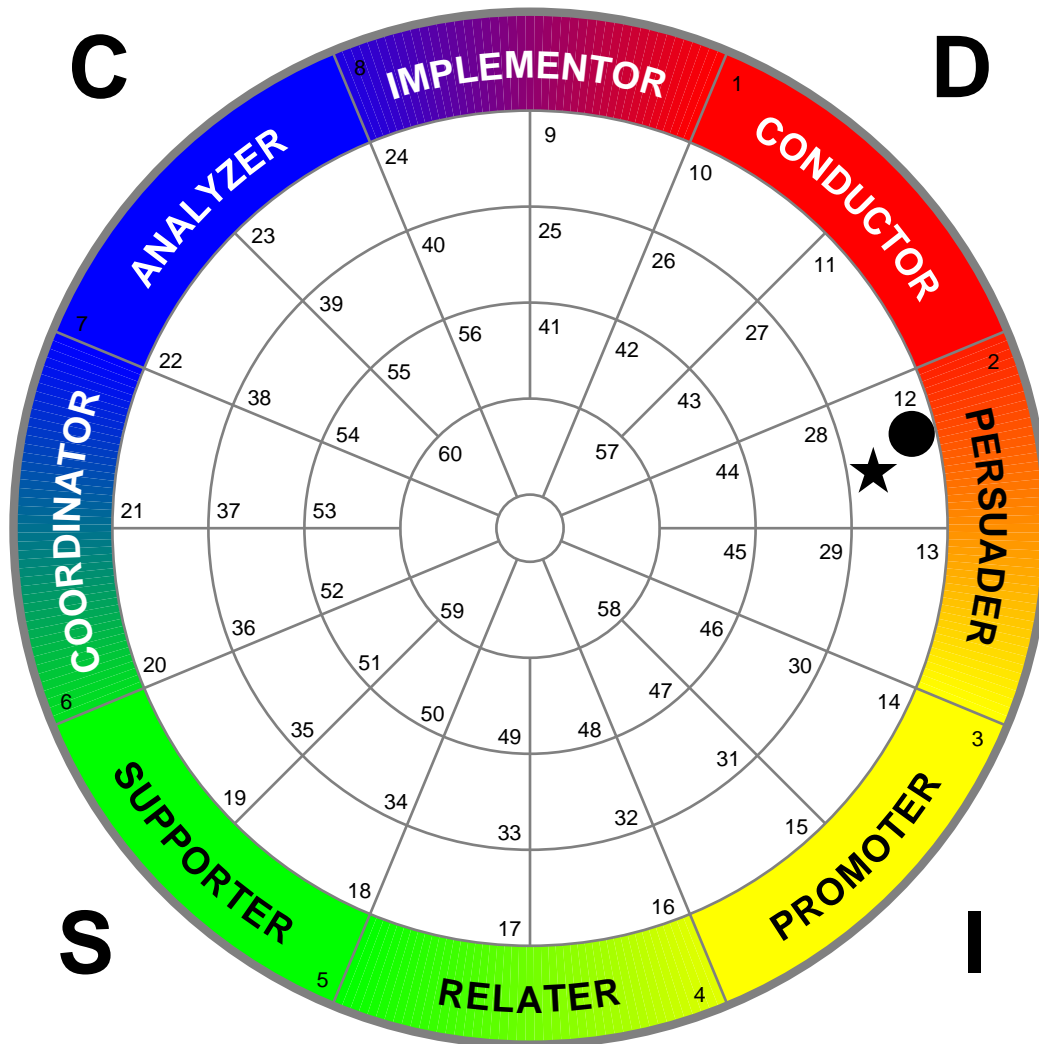


THE SUCCESS INSIGHTS® WHEEL

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Adapted: ★ (12) CONDUCTING PERSUADER
Natural: ● (12) CONDUCTING PERSUADER
Norm 2003