



**TTI Success Insights®**

Sales Version



**Linda Lewis**  
**Sales**  
Company Inc.  
5-4-2010



Bringing Awareness  
ABC Co. Ltd.  
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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.

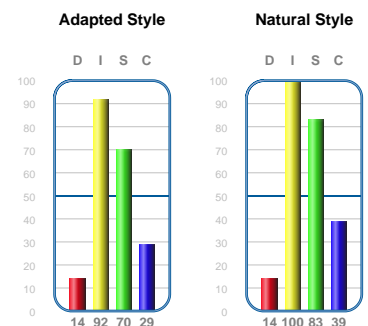
*"All people exhibit all four behavioral factors in varying degrees of intensity."  
-W.M. Marston*



*Based on Linda'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.*

Linda maintains a high trust level; that is, she trusts that people will make good on their promises. She may be seen as somewhat impulsive. She likes new products and often is the first in her neighborhood to buy the latest things. Inclined to talk smoothly, readily and at length, she loves the opportunity to verbalize. Sales presents an opportunity for her to use this great attribute. She is optimistic about her great ability to influence people to buy her products or services. Linda becomes highly excited about selling something that she really likes. Detail work is not Linda's forte. She enjoys "people over things" and may procrastinate when faced with time-consuming, detail work. She prefers to be evaluated on her results, not the paper work. She consistently meets the challenge of persuading people to her point of view. Some buyers may desire less talk and more facts.

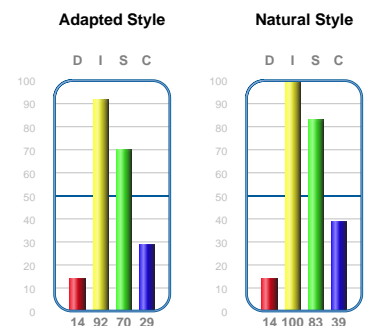
Linda may use sales aids with her presentation. Her usage sometimes depends on her ability to be organized; that is, she occasionally forgets to replenish her supply of sales aids or feels she can verbalize the presentation without them. She may use humor in her presentation, which may help or hinder, based on the style of the buyer. Excessive humor may cause her to ramble and not provide sufficient time for the presentation. If she gets into one of her "oversell" modes, she may cause the objections to be raised. However, she will welcome the objections and answer them to the best of her ability. Some see her as a natural born salesperson but what they really see is her ability to talk smoothly and readily on most subjects. She quickly shares her opinion on most topics. Linda may





be rather careless in her sales preparation. She truly believes she can walk and talk her way through any presentation at anytime, anyplace. She should learn to follow all objections with a question. This will allow her time to prepare her answer and help clarify the prospect's actual objection.

Linda probably has several favorite closes. She needs to evaluate the way she is using them and if they are appropriate to the sales situation. Sometimes she tries too hard to accommodate the buyer with service. She will resent her effort if the account doesn't live up to its potential. If given the choice, she would prefer to sell a new account instead of servicing an old account. This is especially true if the old account has little potential or requires sufficient facts and data to support their purchase decisions. She can be seen as a good closer. However, she may postpone the close until giving the complete sales pitch. Observers have actually seen her sell the product and then buy it back. She should guard against excessive talking and close at the appropriate time. Linda may promise more than she can deliver to close a sale. She does intend to deliver what she says, but she has difficulty finding the time to provide what she promises. Her optimism makes her believe she can deliver. She can be guilty of overservicing the accounts she feels are personal friends. To her, friendship is important and she may overlook certain requests to maintain the friendship.

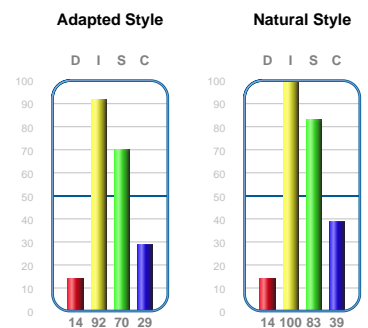




## VALUE TO THE ORGANIZATION

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

- Creative problem-solving.
- Works for a leader and a cause.
- People-oriented.
- Optimistic and enthusiastic.
- Builds good relationships.
- Service-oriented.
- Patient and empathetic.
- Verbalizes her feelings.
- Dependable and loyal team worker.



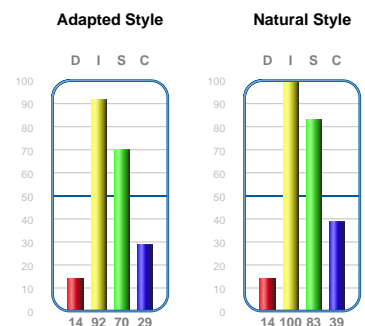


## CHECKLIST FOR COMMUNICATING

*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 Linda. 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 Linda most frequently.*

Do:

- Ask for her opinions/ideas regarding people.
- Start, however briefly, with a personal comment. Break the ice.
- Provide a friendly environment.
- Watch carefully for possible areas of early disagreement or dissatisfaction.
- Leave time for relating, socializing.
- Define clearly (preferably in writing) individual contributions.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Offer special, immediate and extra incentives for her willingness to take risks.
- Provide testimonials from people she sees as important.
- Show sincere interest in her as a person; find areas of common involvement; be candid and open.
- Provide ideas for implementing action.
- Read the body language for approval or disapproval.



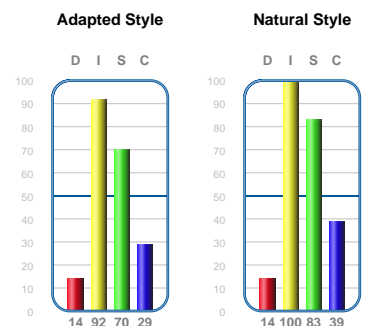


## DON'TS ON COMMUNICATING

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

- Kid around too much, or "stick to the agenda" too much.
- Be dogmatic.
- Offer assurances and guarantees you can't fulfill.
- Leave decisions hanging in the air.
- Patronize or demean her by using subtlety or incentive.
- Be domineering or demanding; don't threaten with position power.
- Legislate or muffle--don't overcontrol the conversation.
- Be abrupt and rapid.
- Force her to respond quickly to your objectives; don't say "Here's how I see it."
- Drive on to facts, figures, alternatives or abstractions.
- Keep deciding for her, or she'll lose initiative; don't leave her without backup support.
- Take credit for her ideas.
- Be curt, cold or tight-lipped.





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

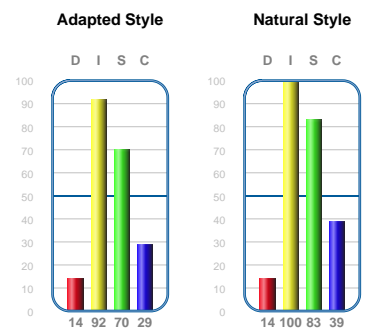
|   |   |
|---|---|
| <p>When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> <li>● Prepare your "presentation" in advance.</li> <li>● Stick to business--provide fact to support your presentation.</li> <li>● Be accurate 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 Linda'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 Linda enjoys and also those that create frustration.*

- Assignments with a high degree of people contacts.
- Democratic supervisor with whom she can associate.
- An environment in which she may deal with people on a personal, intimate basis.
- Little conflict between people or customers.
- Freedom from control and detail.
- A stable and predictable environment.





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

## "See Yourself As Others See You"

### SELF-PERCEPTION

Linda usually sees herself as being:

Enthusiastic  
Charming  
Persuasive

Outgoing  
Inspiring  
Optimistic

### OTHERS' PERCEPTION

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

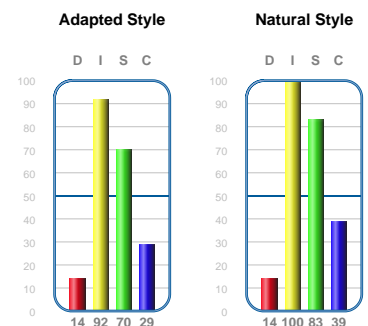
Self-Promoting  
Overly Optimistic

Glib  
Unrealistic

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

Overly Confident  
Poor Listener

Talkative  
Self-Promoter





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



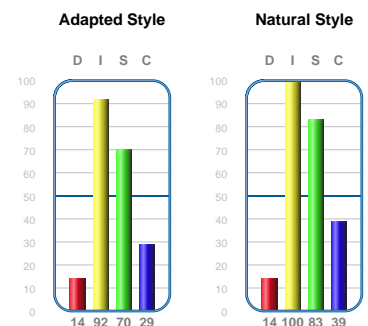
# NATURAL AND ADAPTED SELLING STYLE

Linda Lewis

Linda'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   |
|--|-----------------------|---|
| Linda uses a laid-back and peaceful approach to selling. She tends to help prospects solve their problems in a reactive and team-oriented manner. She tends to be unobtrusive and avoids confronting potential buyers. |                       | Linda sees no need to change her sales approach from her basic style as it is related to solving problems and challenges. |

| Natural   | PEOPLE - CONTACTS | Adapted   |
|---|-------------------|---|
| Linda'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. |                   | Linda 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. |

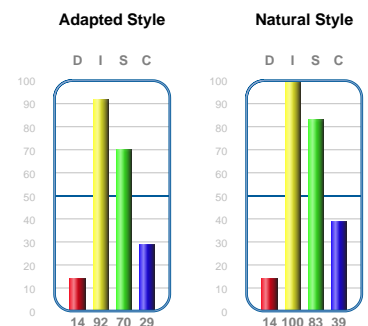


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| Natural  | PACE - CONSISTENCY | Adapted  |
|--|--------------------|--|
| Linda's natural style prefers a sales environment that can take advantage of her relaxed demeanor, and patience is looked at as a requirement to win. She enjoys follow-up and follow-through. She resists selling new products until proven to her standards. |                    | Linda feels that the sales environment doesn't require her to alter the way she deals with activity level and consistency. |

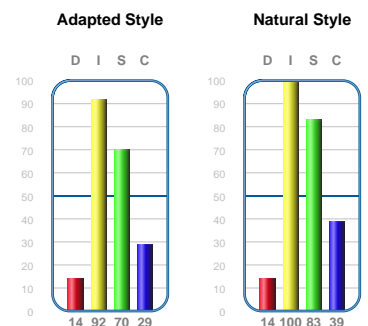
| Natural  | PROCEDURES - CONSTRAINTS | Adapted  |
|--|--------------------------|--|
| Linda is striving to be independent and self-directed. She is most comfortable in a sales environment where rules and procedures can be interpreted to meet the needs of her customer in certain situations. |      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





Linda 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.

- Being a good listener.
- Presenting an agreeable demeanor to clients or customers.
- Remaining cooperative in meeting the customer's needs.
- Using humor as a way of coping with conflict.
- Generating enthusiasm in others.
- Skillfully using humor to persuade her clients or customers.
- Excited about available new products or services.
- Using a calculated approach during presentations.
- Verbally stressing the benefits of her product or service.
- Adaptable in meeting the needs of clients or customers.
- Cautious in potentially risky sales situations.

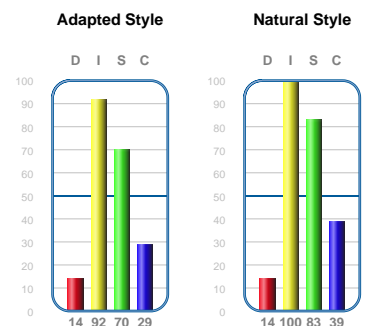




*This section of the report was produced by analyzing Linda's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with Linda and highlight those that are present "wants."*

Linda wants:

- A leader to follow and one who sets good examples.
- A secure future.
- Methods for performing high quality work.
- Work assignments that provide opportunity for recognition.
- People who understand her reasons for not wanting to argue.
- A sales plan she understands and accepts.
- A manager who practices participative management.
- To be trusted.
- Freedom to talk and participate in sales meetings.
- A support system to do the detail work.
- Time to think out her plan and follow through.
- A friendly work environment.

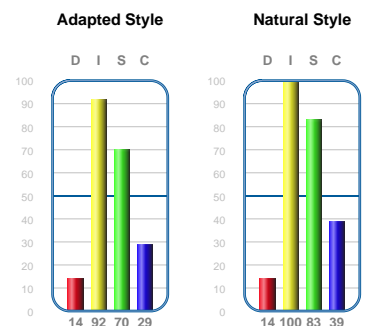




*In this section are some needs which must be met in order for Linda to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled.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

Linda needs:

- Capable associates with which to work.
- A manager who delegates in detail.
- A warm and friendly work environment.
- To be introduced to new prospects.
- Objectivity in managing a sales territory.
- To set professional and family goals.
- Participatory management.
- A program to encourage creativity and self-worth.
- A list of all sales objections with answers.
- To mask emotions when appropriate.
- Rewards in terms of tangible things, not just flattery and praise.
- Conditioning prior to change.



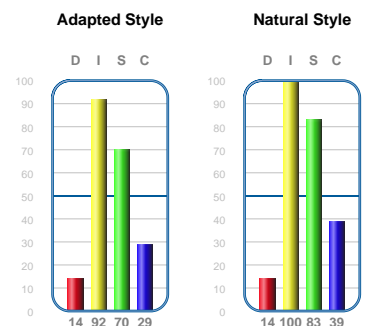




*In this area is a listing of possible limitations without regard to a specific job. Review with Linda and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.*

Linda has a tendency to:

- Be more concerned with popularity than sales results.
- Be more concerned with popularity than tangible results, if popularity is rewarded.
- Give away products or services to make client happy.
- Not have all the necessary brochures and sales aids.
- Need to be more factually-oriented and talk a bit slower.
- Not answer objections completely, or tap dances around the objections.
- Have difficulty planning and controlling time.
- "Oversell" or talk her way out of a sale by focusing on irrelevant things.
- Make promises she can't keep.





## 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 \_\_\_\_\_:





# 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.

## 1. CUSTOMER ORIENTED



## 2. FREQUENT INTERACTION WITH OTHERS



## 3. VERSATILITY



## 4. FREQUENT CHANGE



## 5. ORGANIZED WORKPLACE



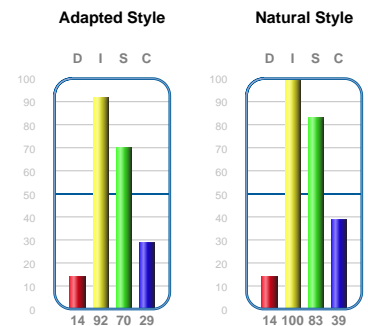
## 6. ANALYSIS OF DATA



## 7. COMPETITIVENESS



## 8. URGENCY



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**Linda Lewis**

Company Inc.

5-4-2010

**MOST**

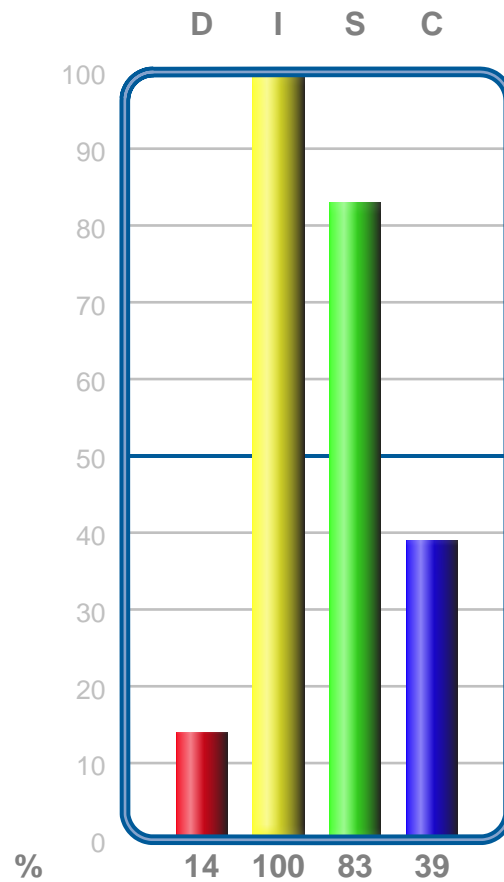
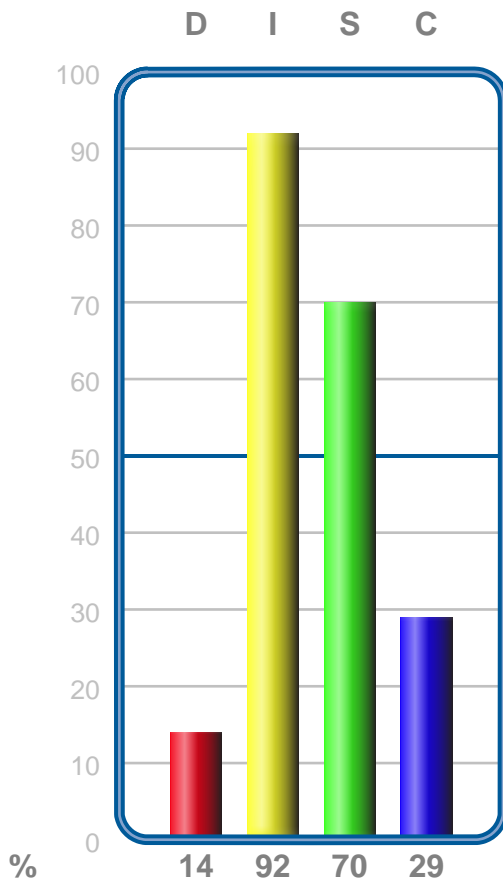
Graph I

**Adapted Style**

**LEAST**

Graph II

**Natural Style**



Norm 2009



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:

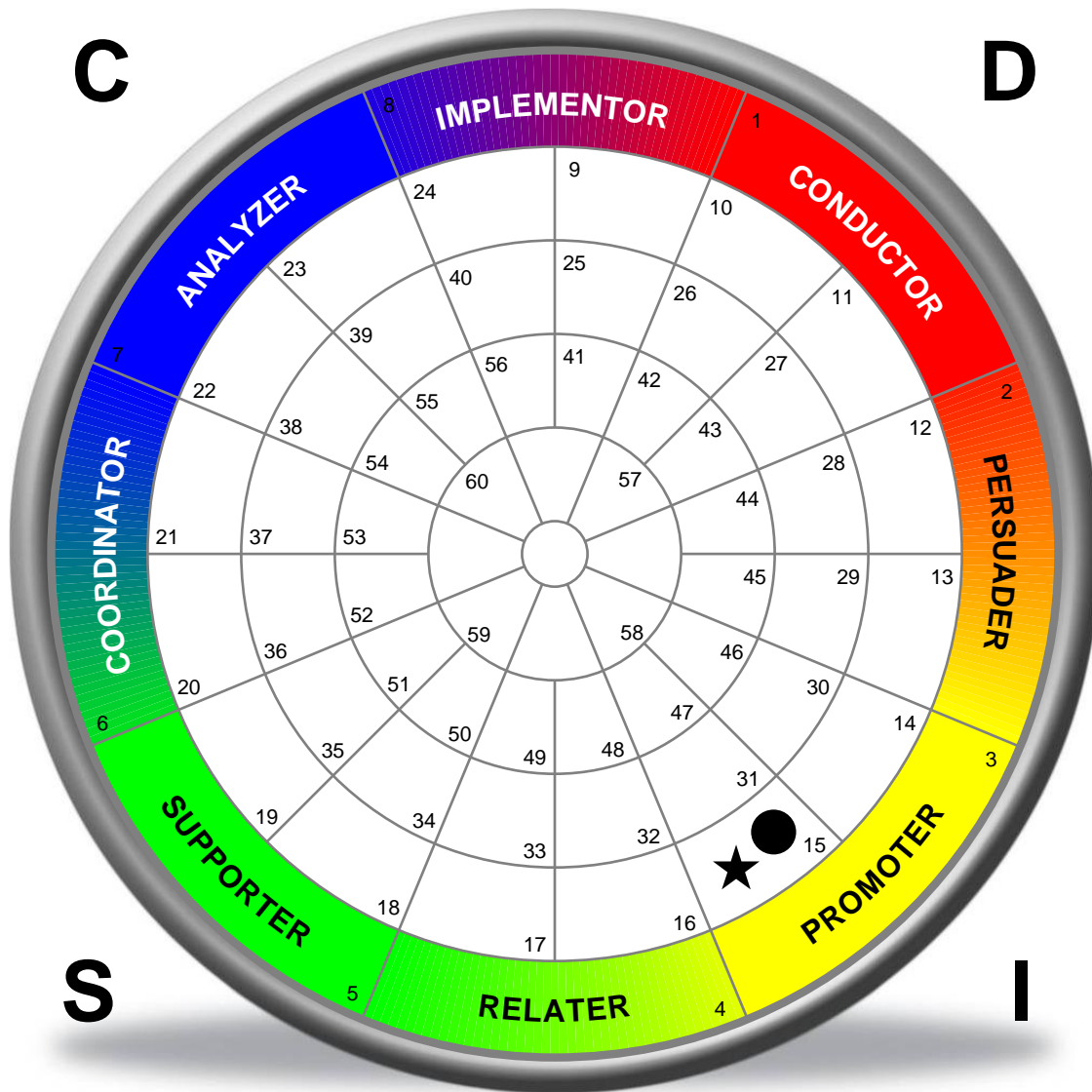
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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.



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Adapted: ★ (15) RELATING PROMOTER  
Natural: ● (15) RELATING PROMOTER

Norm 2009

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