



TTI  
SUCCESS  
INSIGHTS®

## Sales

John Doe  
ABC Company  
9/3/2017



# Introduction

**Behavioural 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 behaviour is a necessary and integral part of who they are. In other words, much of our behaviour comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behaviour.

**In this report we are measuring four dimensions of normal behaviour. 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 analyses behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements from areas of behaviour 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.



# Sales Characteristics

*Based on John'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.*

John loves the challenge presented by sales. He sees it as a great opportunity to compete with himself and others. 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. He 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. When results are at stake, it brings out John's drive for success. Some may see him as a high risk-taker, but this merely reflects his approach to winning. He will take the risks necessary to succeed. Although John is good at selling to people who have similar behavioural characteristics, he may be too impatient to sell to the methodical buyer. He sets high sales goals for himself. He sees the benefit of joining organisations as a way to meet his sales goals. He is usually known for his ability to tackle tough sales problems and bring them to a successful conclusion. He can be resourceful, even when faced with obstacles.

John usually welcomes objections as they provide him with an opportunity to share his knowledge. If he is careful to take objections seriously, it will allow him to be more effective. He may become defensive if he hears objections to a service or product he helped to develop. 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 not use enough facts to overcome objections; that is, he likes the challenge presented by the objection, and may attempt to answer, whether he has all the facts or not. John may fail to listen to the true objection. In his haste to make a response, the real objection may never be answered. He may use confrontation to show his knowledge and expertise. Unless he is calling on an aggressive buyer, this may hinder the sale.



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## Sales Characteristics Continued

John generally concentrates on selling new accounts as compared to servicing his present accounts. New accounts represent a challenge, while servicing old accounts may be dull and too routine. He usually closes soon and often. He will close many sales the competition has sold but failed to close. John 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 does not like, or with little potential. He will be direct and positive with his closes. He can be persistent and friendly at the same time. John can close so hard that he causes the buyer to think of objections, which may be excuses rather than real objections. 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.



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# Value to the Organisation

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

- Team player.
- Will join organisations to represent the company.
- Competitive.
- Initiates activity.
- Self-starter.
- Optimistic and enthusiastic.
- Thinks big.
- Builds confidence in others.
- Tenacious.




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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 John. 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 John most frequently.*

## Ways to Communicate:

- Plan interaction that supports his dreams and intentions.
- Be clear, specific, brief and to the point.
- Stick to business--let him decide if he wants to talk socially.
- Read the body language--look for impatience or disapproval.
- Leave time for relating, socialising.
- Ask specific (preferably "what?") questions.
- Provide ideas for implementing action.
- Not deal with details, put them in writing, pin him to modes of action.
- Provide facts and figures about probability of success, or effectiveness of options.
- Offer special, immediate and extra incentives for his willingness to take risks.
- Read the body language for approval or disapproval.
- Support and maintain an environment where he can be efficient.



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# Ineffective Communication

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

- Be curt, cold or tight-lipped.
- Let disagreement reflect on him personally.
- Take credit for his ideas.
- Legislate or muffle--do not overcontrol the conversation.
- Ramble on, or waste his time.
- Try to build personal relationships.
- Ask rhetorical questions, or useless ones.
- "Dream" with him or you will lose time.
- Be redundant.
- Be dogmatic.
- Come with a ready-made decision, and do not make it for him.
- Try to convince by "personal" means.




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## Selling Tips

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

### **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--do not exaggerate.

#### **Factors that will create tension:**

- Being giddy, casual, informal, loud.
- Wasting time with small talk.
- Being disorganised or messy.

### **When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:**

- Be clear, specific, brief and to the point.
- Stick to business. Give an effective presentation.
- Come prepared with support material in a well-organised "package."

#### **Factors that will create tension:**

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganised.

### **When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:**

- Begin with a personal comment--break the ice.
- Present yourself softly, nonthreateningly and logically.
- Earn their trust--provide proven products.

#### **Factors that will create tension:**

- Rushing headlong into the interview.
- Being domineering or demanding.
- Forcing them to respond quickly to your questions.

### **When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:**

- Provide a warm and friendly environment.
- Do not deal with a lot of details, unless they want them.
- Provide testimonials from people they see as important.

#### **Factors that will create tension:**

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.





# Ideal Environment

*This section identifies the ideal work environment based on John'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 behaviour and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that John enjoys and also those that create frustration.*

- An innovative and futuristic-oriented environment.
- Freedom from controls, supervision and details.
- Tasks involving motivated groups and establishing a network of contacts.
- Assignments with a high degree of people contacts.
- Nonroutine work with challenge and opportunity.
- Work tasks that change from time to time.
- Freedom of movement.
- Forum to express ideas and viewpoint.

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# Perceptions

## See Yourself as Others See You

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

### Self-Perception

John usually sees himself as being:

- |               |             |
|---------------|-------------|
| • Pioneering  | • Assertive |
| • Competitive | • Confident |
| • Positive    | • Winner    |

### Others' Perception - Moderate

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

- |               |              |
|---------------|--------------|
| • Demanding   | • Daring     |
| • Egotistical | • Aggressive |

### Others' Perception - Extreme

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

- |             |               |
|-------------|---------------|
| • Abrasive  | • Controlling |
| • Arbitrary | • Opinionated |




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# Descriptors

Based on John's responses, the report has marked those words that describe his personal behaviour. 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
<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Sceptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending



# Natural and Adapted Selling Style

*John'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.*




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## PROBLEMS - CHALLENGES

Natural	Adapted
<p>John 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.</p>	<p>John sees no need to change his sales approach from his basic style as it is related to solving problems and challenges.</p>

## PEOPLE - CONTACTS

Natural	Adapted
<p>John's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtue of his oral skills. He will try to convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost everything with every prospect.</p>	<p>John projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.</p>



# Natural and Adapted Selling Style Continued



## PACE - CONSISTENCY

Natural	Adapted
<p>John 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 high activity level can lead to meeting many new prospects.</p>	<p>John feels that the sales environment does not require him to alter the way he deals with activity level and consistency.</p>

## PROCEDURES - CONSTRAINTS

Natural	Adapted
<p>John wants to be seen as his own person who is willing and capable of interpreting the company policies to ensure the best results and allow him creative and innovative methods of selling. He wants to be measured on his sales results, not how he achieved the results.</p>	<p>The difference between John's basic and adapted sales style is not significant and he sees no need to change on this factor.</p>

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# Adapted Style

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

- A resourceful, eager self-starter.
- Dealing with customers and clients efficiently.
- Authority to carry out responsibility.
- Exhibiting confidence in approaching customers.
- Setting his own agenda for results.
- Telling clients or customers about the "big picture."
- Seeking challenges presented by competition.
- Anticipating and using creative ways to assist clients in problem solving.
- Firm, unbending dedication to completing sales projects.
- Ability to handle many new products or services.
- Unafraid to overstep authority when necessary to make a sale.
- Using a creative approach in selling new and innovative services or products.
- Sharing his personal opinion with a client or customer.

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# Keys to Motivating

*This section of the report was produced by analysing John'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 John and highlight those that are present "wants."*

## John wants:

- Exciting place to work.
- New challenges and problems to solve.
- To be seen as a leader.
- Sales meetings that allow him to ventilate his emotions.
- Prestige, position and titles so he can control the destiny of others.
- Exposure to those who appreciate his sales results.
- Independence.
- Power and authority to take the risks to achieve sales results.
- The chance to have fun (play hard--work hard).
- Unusual, new or difficult products to sell.
- Opportunity for rapid advancement.
- Control of his own destiny.

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# Keys to Managing

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

## John needs:

- Better organisation of record keeping.
- Participatory management.
- A program for pacing work and relaxing.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- Objectivity in managing a sales territory.
- Objectivity when dealing with customers because of his high trust level.
- To know results expected and to be evaluated on the results.
- To mask emotions when appropriate.
- To be confronted when in disagreement or when he breaks the rules.
- To understand his role on the team--either a team player or the leader.
- To negotiate commitment face-to-face.
- An awareness of the parameters or rules in writing.
- More logical presentations--less emotional.

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# Areas for Improvement

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

## John has a tendency to:

- Take on too many outside activities.
- Be so concerned with big picture; he forgets to see the little pieces.
- Be a situational listener--hears only what he wants to hear.
- Become defensive and overreact to certain objections.
- Talk too fast for the logical and detail-oriented buyer.
- Not have presentation in a logical order.
- Be weak at providing follow-up service if client has little potential for future sales.
- Resist participation as part of the team, unless seen as a leader.

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# Action Plan

The following are examples of areas in which John may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- Customer Service
- Prospecting
- Preparation
- Presentation
- Handling Objections
- Closing
- Product Knowledge
- Personal Goals
- Other

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

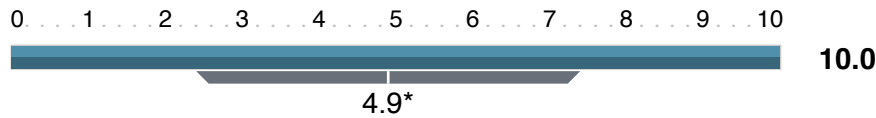
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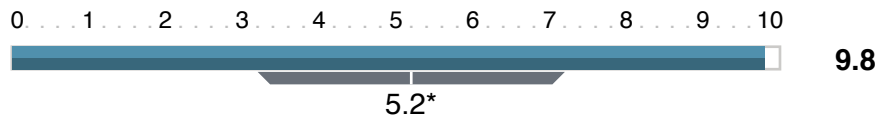
# Behavioural Hierarchy

The Behavioural Hierarchy graph will display a ranking of your natural behavioural 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.

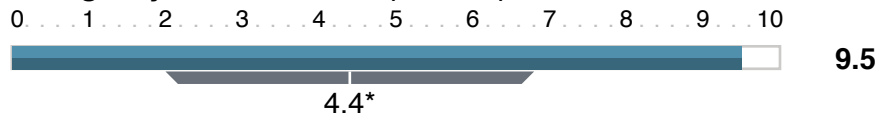
**1. Competitiveness** - Tenacity, boldness, assertiveness and a "will to win" in all situations.



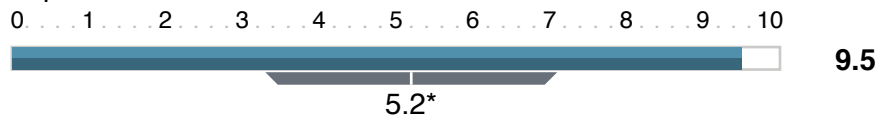
**2. Frequent Change** - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



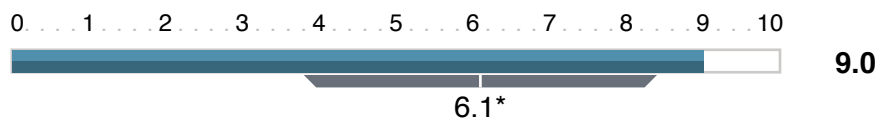
**3. Urgency** - Decisiveness, quick response and fast action.



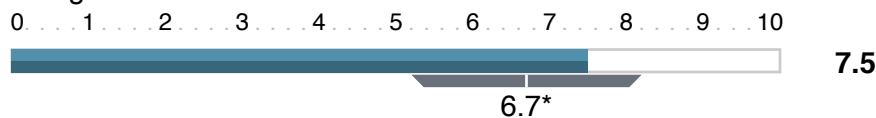
**4. Versatility** - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



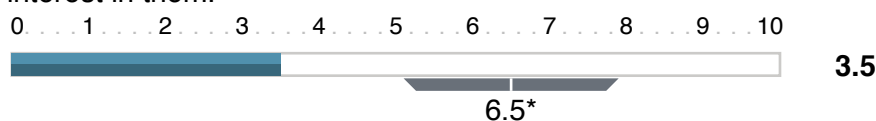
**5. Frequent Interaction with Others** - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



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



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



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

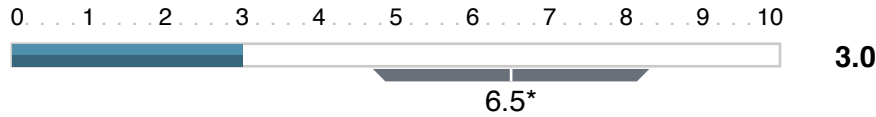




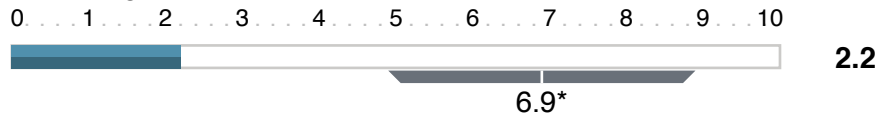
# Behavioural Hierarchy



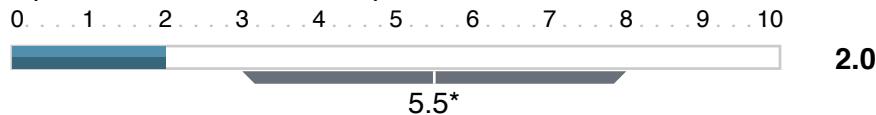
**8. Consistency** - The ability to do the job the same way.



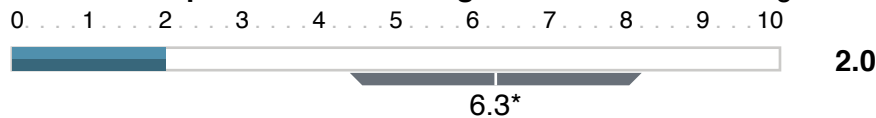
**9. Following Policy** - Complying with the policy or if no policy, complying with the way it has been done.



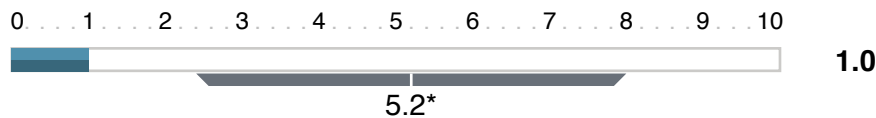
**10. Analysis of Data** - Information is maintained accurately for repeated examination as required.



**11. Follow Up and Follow Through** - A need to be thorough.



**12. Organised Workplace** - Systems and procedures followed for success.




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

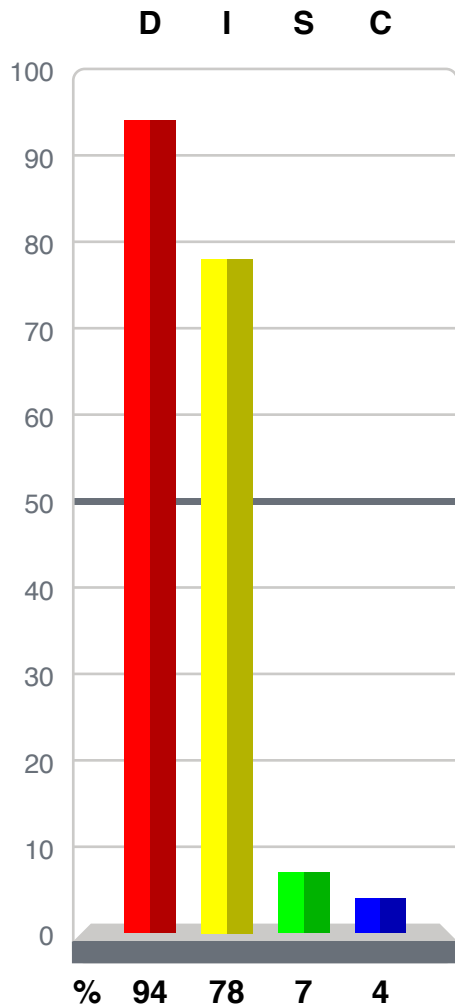


# Style Insights® Graphs

9/3/2017

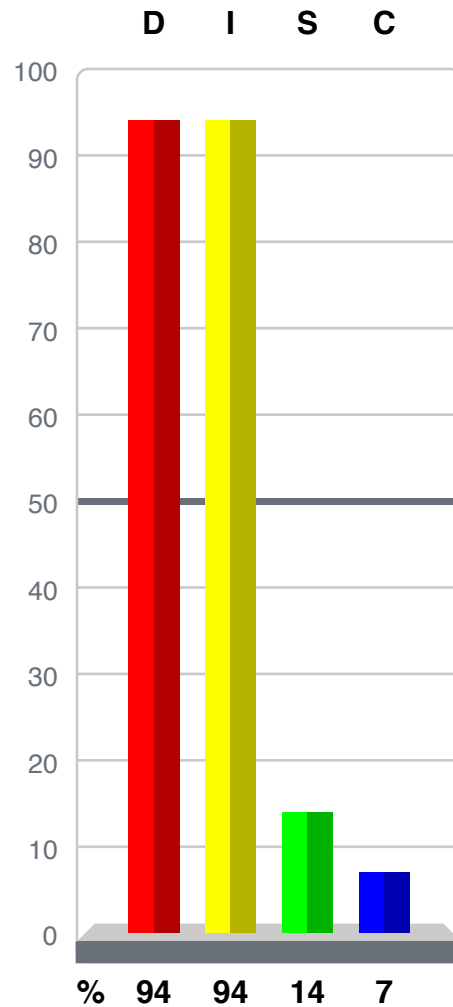
## Adapted Style

### Graph I



## Natural Style

### Graph II



AU/NZ Norm 2014 R4



## The Success Insights® Wheel

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

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

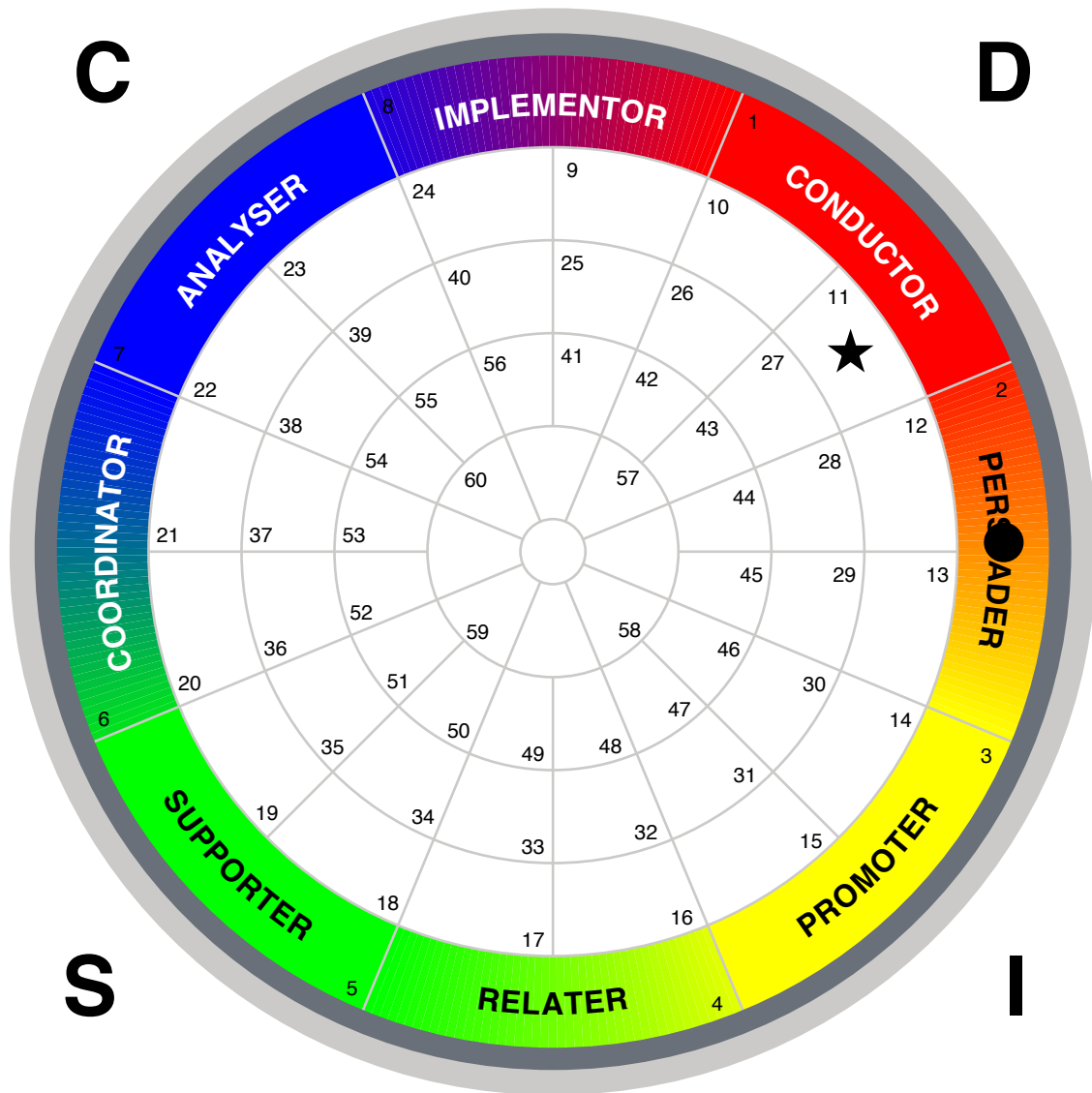
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

If you are part of a group or team who also took the behavioural 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

9/3/2017



Adapted: ★ (11) PERSUADING CONDUCTOR  
Natural: ● (2) PERSUADER

AU/NZ Norm 2014 R4

T: 5:39

John Doe