



TTI Success Insights®

Sales Version



Tammy GUa d`Y

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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.

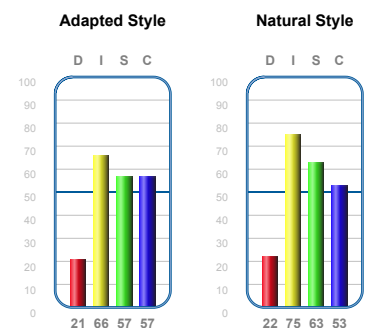
*"All people exhibit all four behavioral factors in varying degrees of intensity."
–W.M. Marston*



Based on Tammy'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.

Tammy becomes highly excited about what influences her. She usually displays this emotion when she is attempting to influence people. 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. Being optimistic and enthusiastic, she is good at generating enthusiasm in others. Sometimes her enthusiasm is what sells her products or services, but sometimes other buyers may be offended. She consistently meets the challenge of persuading people to her point of view. Some buyers may desire less talk and more facts. Tammy can sell both tangible and intangible products successfully. Her ability to paint word pictures can be a distinct advantage when she is called upon to explain an intangible. Socially and verbally aggressive, she loves to meet strangers and begin conversations. This is a great attribute when new territory is opened, or new accounts are dictated by business conditions. She prefers to sell a new client on herself first rather than her product or service. This reflects her natural approach. When she buys, she also prefers to be sold in this manner.

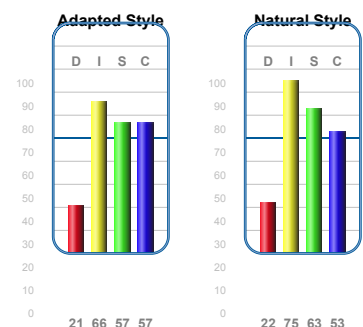
Tammy frequently uses emotion and active body language in her sales presentation. With some buyers this could be detrimental because they may see her as being superficial. She depends on her prospects to trust her judgment in recommending her products or services. Not all prospects are as trusting and some will want facts and data to support her judgment. She succeeds in projecting self-confidence in her sales presentations. This self-confidence evolves from her belief in herself and her products or services. This





may cause her to become frustrated if a prospect attacks either her or her product. 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. Tammy welcomes the objections that prospects raise. This provides an opportunity to meet a challenge and share more of her knowledge. She may promise how her product will solve the prospect's problems. Sometimes she becomes overly optimistic about the actual results her products will deliver. She doesn't necessarily do this intentionally, but reflects her optimistic view of the product.

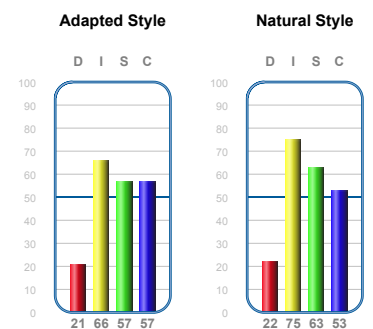
Tammy can be seen as a good closer. However, she may postpone the close until giving the complete sales pitch. Observers have actually seen her sell the product and then buy it back. She should guard against excessive talking and close at the appropriate time. Sometimes she tries too hard to accommodate 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 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. Tammy's listening skills may cause her to miss some closing opportunities. She may be thinking about what she is going to say next and miss the buying signal. She would rather make a social visit instead of a service visit. The social visit meets her need to be friendly and outgoing, while the service visit requires special effort if customers don't buy more products or services.





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

- Positive sense of humor.
- Creative problem-solving.
- Builds confidence in others.
- Concerned about quality.
- Optimistic and enthusiastic.
- Will gather data for decision making.
- Verbalizes her feelings.



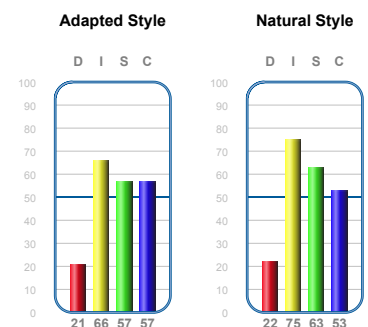


CHECKLIST FOR COMMUNICATING

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 Tammy. 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 Tammy most frequently.

Do:

- Be sincere and use a tone of voice that shows sincerity.
- Talk about her, her goals and opinions she finds stimulating.
- Take your time and be persistent.
- Provide solid, tangible, practical evidence.
- Give her time to verify reliability of your comments--be accurate and realistic.
- Provide ideas for implementing action.
- Support your communications with correct facts and data.
- Leave time for relating, socializing.
- Read the body language for approval or disapproval.
- Provide a warm and friendly environment.
- Provide testimonials from people she sees as important.
- Give her time to ask questions.
- Take time to be sure that she is in agreement and understands what you said.



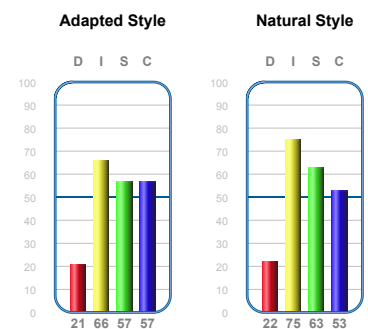


DON'TS ON COMMUNICATING

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

- Talk down to her.
- Push too hard, or be unrealistic with deadlines.
- Talk in a loud voice or use confrontation.
- Be dogmatic.
- Don't be haphazard.
- Be curt, cold or tight-lipped.
- Legislate or muffle--don't overcontrol the conversation.
- Use testimonies from unreliable sources.
- Make promises you cannot deliver.
- Kid around too much, or "stick to the agenda" too much.
- Give your presentation in random order.
- Drive on to facts, figures, alternatives or abstractions.
- Rush her in the decision-making process.





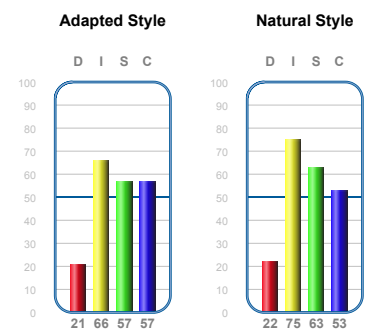
This section provides suggestions on methods which will improve Tammy's communications when selling to different styles. The tips include a brief description of typical people in which she may interact. By adapting to the communication style desired by other people, Tammy will become more effective in 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.



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

- Sales territory for which standards and goals are established.
- Democratic supervisor with whom she can associate.
- Old sales territory as compared with new sales territory.
- Assignments that can be completed one at a time.
- Assignments with a high degree of people contacts.
- Work place where people seldom get mad.
- Practical approach to selling her products or services.





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

"See Yourself As Others See You"

SELF-PERCEPTION

Tammy usually sees herself as being:

- | | |
|--------------|------------|
| Enthusiastic | Outgoing |
| Charming | Inspiring |
| Persuasive | Optimistic |

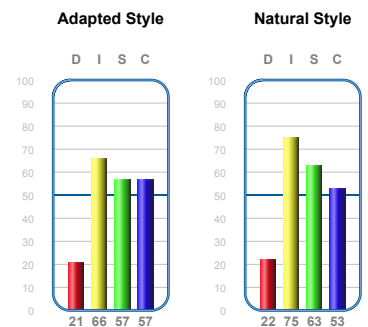
OTHERS' PERCEPTION

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

- | | |
|-------------------|-------------|
| Self-Promoting | Glib |
| Overly Optimistic | Unrealistic |

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

- | | |
|------------------|---------------|
| Overly Confident | Talkative |
| Poor Listener | Self-Promoter |





Based on Tammy'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.

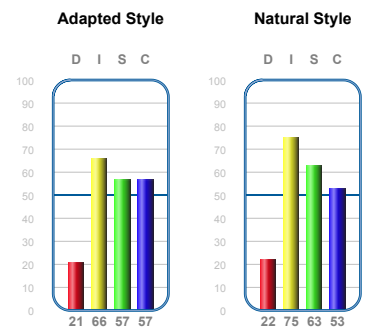
Dominance	Influencing	Steadiness	Compliance
Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised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



Tammy'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>Tammy is cautious in her approach to selling and does not attempt to demand that her view, or opinion, be accepted at face value. She likes to help the prospect solve their problems within the framework of a cooperative environment. She will look for a compromise.</p>		<p>Tammy sees no need to change her sales approach from her basic style as it is related to solving problems and challenges.</p>

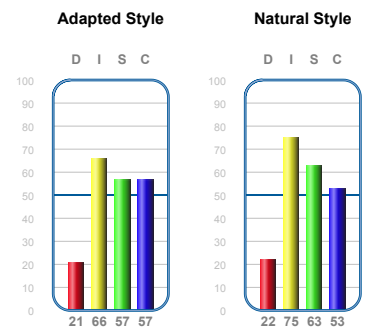
Natural	PEOPLE - CONTACTS	Adapted
<p>Tammy is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. She is trusting and also wants to be trusted.</p>		<p>Tammy sees no need to change her approach to 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>Tammy enjoys a sales environment that needs a consistent approach. She will change approach if the new direction is meaningful and consistent with past experience. She enjoys selling quality products that she feels are reliable and dependable.</p>	<p>Tammy feels that the sales environment doesn't require her to alter the way she deals with activity level and consistency.</p>	

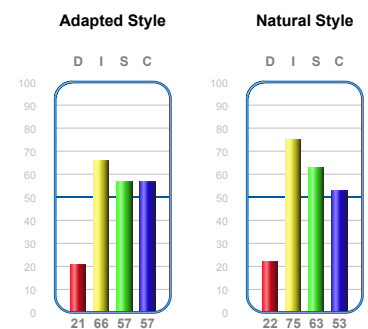
Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Tammy sees the need to be flexible about rules; however, she is also aware and sensitive to the consequence of not following those rules.</p>	<p>The difference between Tammy's basic and adapted sales style is not significant and she sees no need to change on this factor.</p>	





Tammy 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.

- Cautious in potentially risky sales situations.
- Speaking smoothly and emotionally with her customers or clients.
- Being a good listener.
- Generating enthusiasm in others.
- Adaptable in meeting the needs of clients or customers.
- Using persuasive skills.
- Using humor as a way of coping with conflict.
- Skillfully using humor to persuade her clients or customers.
- Exhibiting excitement about her service or product.
- Remaining cooperative in meeting the customer's needs.
- Meeting customers either formally or informally.
- Using much data and sales aids for presentations.

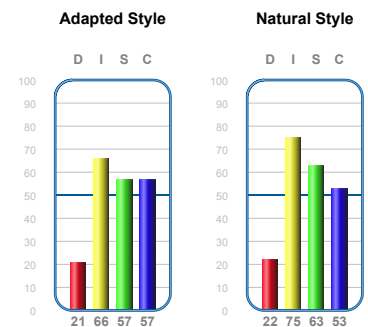




This section of the report was produced by analyzing Tammy's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with Tammy and highlight those that are present "wants."

Tammy wants:

- A manager who practices participative management.
- Public recognition of her ideas and sales results.
- Freedom from control and detail.
- A leader to follow and one who sets good examples.
- A predictable environment.
- Complete directions for work to be completed and planned sales presentation in writing.
- Rewards to support her dreams.
- Freedom from conflict and confrontation.
- A secure future.
- A sales plan she understands and accepts.
- To be persuaded by logic and emotion.

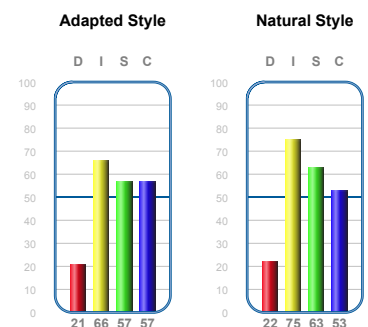




In this section are some needs which must be met in order for Tammy to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled.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

Tammy needs:

- Quality products or services to sell.
- Training to handle sales objections.
- A way to say "no" when she feels "no" to the demanding customers.
- Help on controlling time and setting priorities.
- Participatory management.
- Better organization of record keeping.
- Appreciation from the boss for the "price" paid to perform.
- Assistance in selling new or difficult customers.
- Clear assignments with detailed instructions.
- To be informed of things which affect her.
- Quality sales aids.
- A participative climate in sales meetings that allow her to share her ideas.
- To be more direct and less subjective.

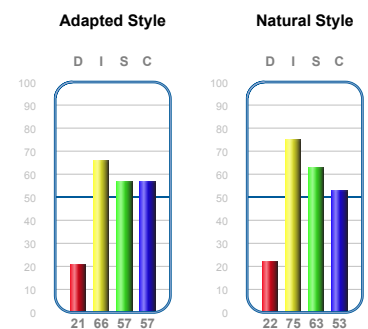




In this area is a listing of possible limitations without regard to a specific job. Review with Tammy and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Tammy has a tendency to:

- Need to be more factually-oriented and talk a bit slower.
- Dislike call reports, etc.
- Be more concerned with popularity than tangible results, if popularity is rewarded.
- Not answer objections completely, or tap dances around the objections.
- Tell the complete story and miss closing opportunities.
- Give away products or services to make client happy.
- Be more concerned with popularity than sales results.





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. FREQUENT INTERACTION WITH OTHERS



2. CUSTOMER ORIENTED



3. VERSATILITY



4. FREQUENT CHANGE



5. ORGANIZED WORKPLACE



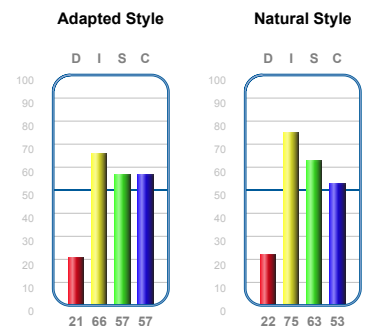
6. ANALYSIS OF DATA



7. URGENCY



8. COMPETITIVENESS



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Tammy GUY

MOST

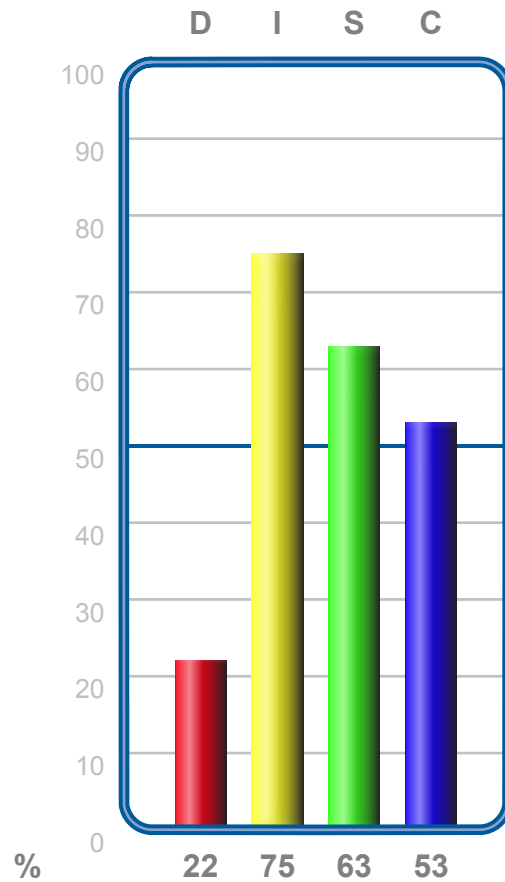
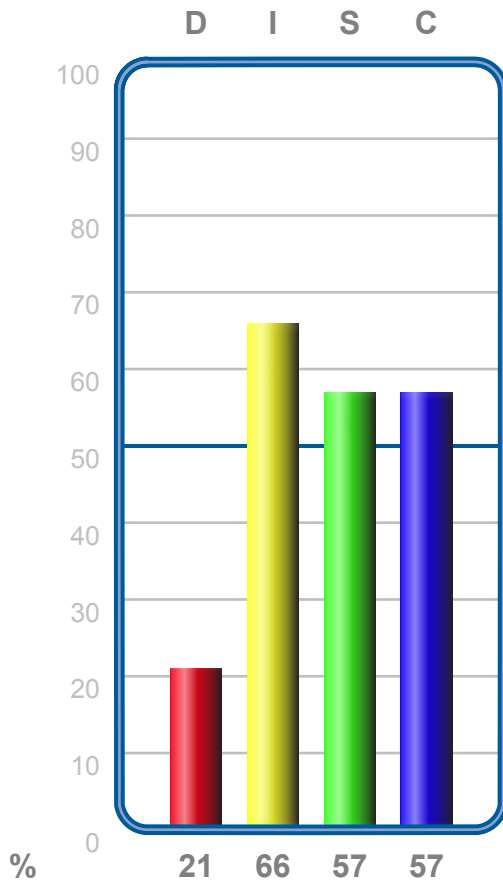
Graph I

Adapted Style

LEAST

Graph II

Natural Style



Norm 2011 R4



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:

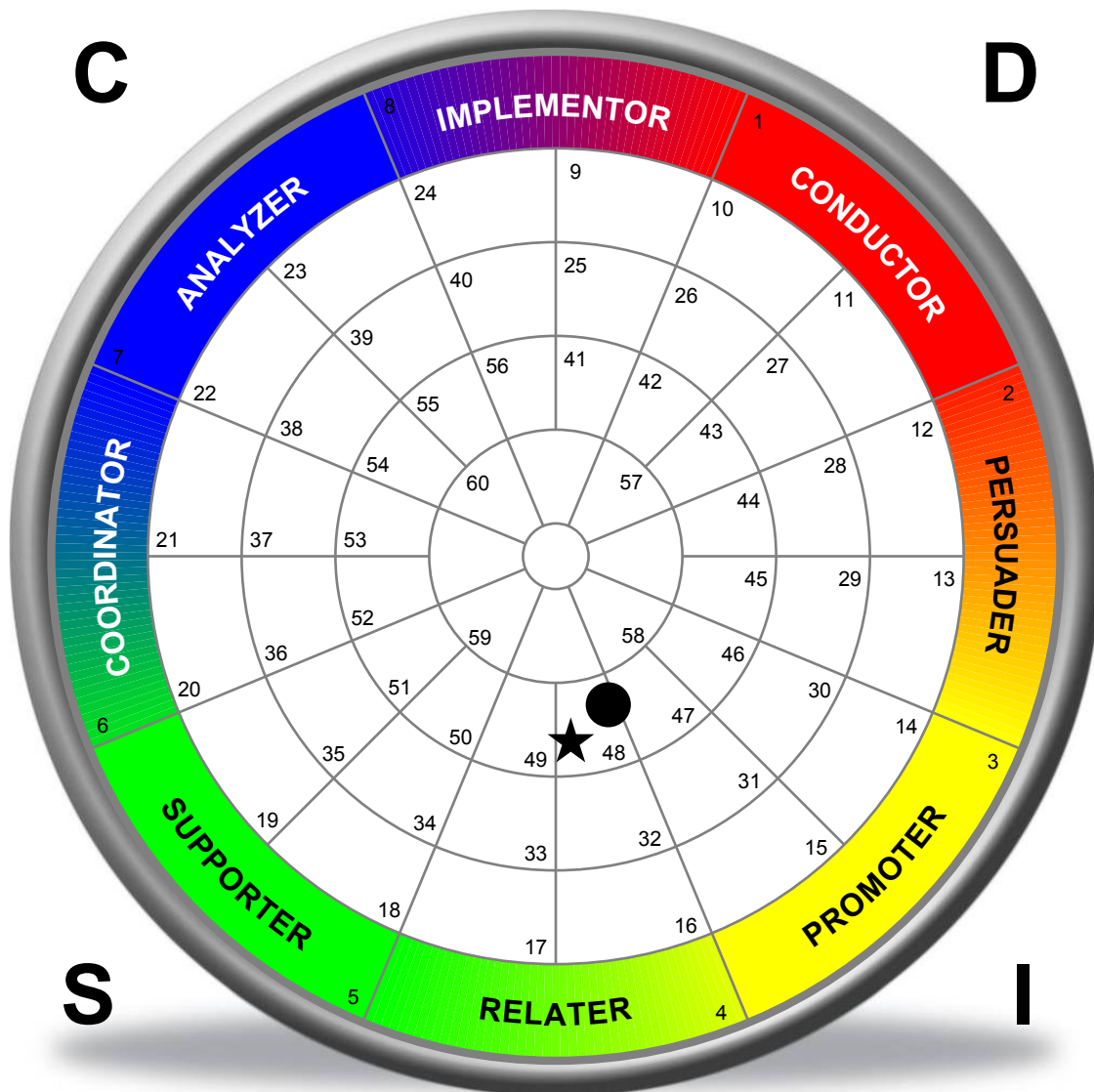
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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.



Tammy Sample



Adapted: ★ (48) PROMOTING RELATER (ACROSS)
 Natural: ● (48) PROMOTING RELATER (ACROSS)

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