



TTI  
SUCCESS  
INSIGHTS®

**Sales**

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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 David'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.*

David enjoys selling in a nonthreatening environment where he can service what he sells. Loyalty is important to him, and he willingly pays the price to develop a loyal relationship with his customers. One of David's sales strengths is his ability to listen to what the buyer is saying. He can display the patience required to allow the buyer the opportunity to explain his needs. He prefers to sell in a territory where he knows the customers. This allows him to predict the sales environment and he can perform well under these circumstances. With his casual manner and sales style, he is extremely likeable and easily attunes himself to other behavioral styles. David operates well as a member of a sales team and will coordinate his sales efforts with others. Many see him as a good neighbor and he is willing to help those he considers to be friends. Most potential buyers feel comfortable with him. He is usually well prepared for the call and will present his information in a logical order. He likes to build close relationships with his customers and prefers making repeat calls, as opposed to cold calls. He resists making cold calls preferring to work in the more predictable environment of repeat calls.

David's sales presentations can be time-consuming and drawn out. This can be either a strength or a weakness. The longer, drawn out presentation works best when selling a complex or expensive product. Objections raised by intimidating buyers will frustrate him. They are looking for direct answers to their objections, and he may feel threatened by their approach. He likes to use sales aids to augment his presentation. In fact, he often takes too much material. He also tries to cover all the benefits for the buyer. He limits the use of emotion in his presentation. He personally is not influenced by emotion, and therefore limits its use. Occasionally, he spends too much time in the office. He uses this office time to meet his need for adequate preparation, since he becomes frustrated when prospects ask questions he can't answer. He needs to extend himself to be more assertive when he is sure of his ground. By challenging the buyer he will, at times, increase his odds for success.



# Sales Characteristics

## Continued



David loves to service what he sells. In fact, this represents one of his strengths. He usually responds slowly to resistance when he is closing. He doesn't like confrontation, so he will avoid the resistance if possible. He can be guilty of spending too much time servicing old accounts and not enough time selling new accounts. He will postpone closing if unsure of a buyer's feelings. He has an inherent dislike for rejection and may postpone closing a sale, hoping the buyers will purchase of their own accord. David tends to use the soft-sell approach to closing. He won't close hard, but will continue to call on the account until he gets the sale. Persistence may be his best closing method. He will take the time to see that all his accounts are serviced to the best of his ability.



# Value to the Organization



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

- ✓ Service-oriented.
- ✓ Concerned about quality.
- ✓ People-oriented.
- ✓ Builds good relationships.
- ✓ Turns confrontation into positives.
- ✓ Respect for authority and organizational structure.
- ✓ Works for a leader and a cause.



# 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 David. 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 David most frequently.

## Ways to Communicate:

- ✓ Keep conversation at discussion level.
- ✓ Patiently draw out personal goals and work with him to help him achieve those goals; listen; be responsive.
- ✓ Be sincere and use a tone of voice that shows sincerity.
- ✓ Provide personal assurances, clear, specific solutions with maximum guarantees.
- ✓ Take time to be sure that he is in agreement and understands what you said.
- ✓ Present your case softly, non-threateningly with a sincere tone of voice.
- ✓ Take your time and be persistent.
- ✓ Give him time to ask questions.
- ✓ Give him time to verify reliability of your comments--be accurate and realistic.
- ✓ Provide a friendly environment.
- ✓ Provide guarantees that his decision will minimize risks; give assurance that provides him with benefits.



# Checklist for Communicating

## Continued



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

- ❌ Manipulate or bully him into agreeing because he probably won't fight back.
- ❌ Talk in a loud voice or use confrontation.
- ❌ Overuse gestures.
- ❌ Offer assurances and guarantees you can't fulfill.
- ❌ Keep deciding for him, or he'll lose initiative; don't leave him without backup support.
- ❌ Overuse emotions.
- ❌ Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
- ❌ Patronize or demean him by using subtlety or incentive.
- ❌ Be abrupt and rapid.
- ❌ Debate about facts and figures.
- ❌ Force him to respond quickly to your objectives; don't say "Here's how I see it."
- ❌ Use testimonies from unreliable sources.





# Selling Tips



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

## Compliance

*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--don't exaggerate.
- ✗ Being giddy, casual, informal, loud.
- ✗ Wasting time with small talk.
- ✗ Being disorganized or messy.

## Dominance

*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-organized "package."
- ✗ Talking about things that are not relevant to the issue.
- ✗ Leaving loopholes or cloudy issues.
- ✗ Appearing disorganized.

## Steadiness

*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, non-threateningly and logically.
- ✓ Earn their trust--provide proven products.
- ✗ Rushing headlong into the interview.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your questions.

## Influence

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

- ✓ 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.
- ✗ 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 David'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 David enjoys and also those that create frustration.*

- ✓ A stable and predictable environment.
- ✓ Needs an opportunity to deal with customers with whom a long-standing relationship has been established.
- ✓ Old sales territory, as compared with a new sales territory.
- ✓ Practical approach to selling his products or services.
- ✓ Little conflict between people or customers.
- ✓ Assignments that can be completed one at a time.
- ✓ Workplace where people seldom get mad.



# Perceptions



## See Yourself As Others See You

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



### David usually sees himself as being:

- ✓ Considerate
- ✓ Thoughtful
- ✓ Good-Natured
- ✓ Dependable
- ✓ Team Player
- ✓ Good Listener



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

- ✓ Nondemonstrative
- ✓ Hesitant
- ✓ Unconcerned
- ✓ Inflexible



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

- ✓ Possessive
- ✓ Stubborn
- ✓ Detached
- ✓ Insensitive

# Descriptors



Based on David's responses, the report has marked those words that describe his personal behavior. 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>Influence</b>	<b>Steadiness</b>	<b>Compliance</b>
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	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



David'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.

### **D** PROBLEMS - CHALLENGES

#### **Natural**

David is somewhat conservative in his approach to solving problems and usually doesn't push potential prospects to make quick high-risk decisions. He will accept challenges by being quite calculating in his response to the challenge. He will be quite cooperative by nature and attempt to avoid confrontation as he wants to be seen as a salesperson who is "easy" to work with.

#### **Adapted**

David 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**

David is factual and logical in his attempt to persuade others. He looks at things in a rather direct and straightforward manner. His approach can be analytical and objective when attempting to influence others.

#### **Adapted**

David sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

# Natural and Adapted

## Selling Style



### PACE - CONSISTENCY

#### Natural

David's natural style prefers a sales environment that can take advantage of his relaxed demeanor, and patience is looked at as a requirement to win. He enjoys follow-up and follow-through. He resists selling new products until proven to his standards.

#### Adapted

David feels that the sales environment doesn't require him to alter the way he deals with activity level and consistency.



### PROCEDURES - CONSTRAINTS

#### Natural

David sees the need to be flexible about rules; however, he is also aware and sensitive to the consequence of not following those rules.

#### Adapted

The difference between David's basic and adapted sales style is not significant and he sees no need to change on this factor.

# Adapted Style



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

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



# Keys to Motivating



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

## David wants:

- ✓ Operating procedures in writing.
- ✓ Constant appreciation, and a feeling of security on the team.
- ✓ Recognition for loyalty and long service.
- ✓ Traditional products and procedures.
- ✓ Precision work to perform.
- ✓ Reassurance he is doing the job right.
- ✓ Activities he can start and finish.
- ✓ Proof that the idea has been tested and has worked for others.
- ✓ Activities that don't infringe on family life.
- ✓ Door openers or sales aids that open doors.
- ✓ To be a member of a small team.
- ✓ Instructions so he can do the job right the first time.





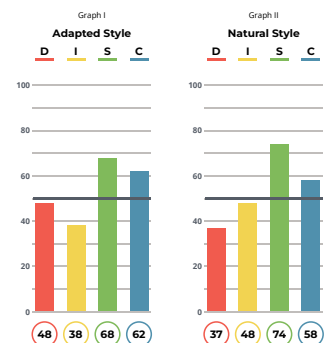
# Keys to Managing



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

## David needs:

- ✓ Conditioning prior to change.
- ✓ A way to say "no" when he feels "no" to the demanding customers.
- ✓ Techniques and tools to handle conflicts.
- ✓ A sales presentation that is planned.
- ✓ Reassurances that he is doing the job right.
- ✓ To be introduced to new prospects.
- ✓ Shortcut methods that don't affect quality of the work.
- ✓ A program to encourage creativity and self-worth.
- ✓ A quality and time-tested product to sell.
- ✓ To speak up when he knows he is right.
- ✓ A manager who delegates in detail.
- ✓ Methods to translate ideas into action.





# Areas for Improvement

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

## David has a tendency to:

- ✓ Spend too much time in the office preparing for calls.
- ✓ Be slow to change--resists new ways of selling or prospecting.
- ✓ Not respond to objections with a projected confidence that meets buyer's expectations.
- ✓ Confuse loyalty with performance, especially if his loyalty is rewarded.
- ✓ Be family-oriented--may resist overnight traveling.
- ✓ Not be as forceful in closing as the situation may call for.
- ✓ Spend too much time servicing and not selling.
- ✓ Not display a sense of urgency when pressured for results.
- ✓ Give a false sense of compliance to superiors because he fights passively and you do not know he is in disagreement.



# Action Plan

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

---

---

---

# Action Plan

## Personal Development



1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

---

---

---

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

---

---

---

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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---

---

4. I will make the following changes to my behavior, and I will implement them by \_\_\_\_\_:

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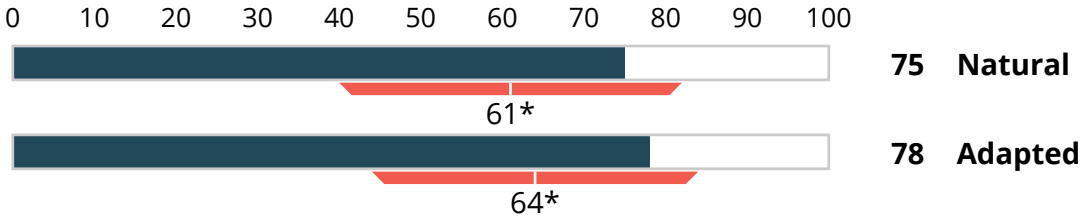
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# Behavioral Hierarchy

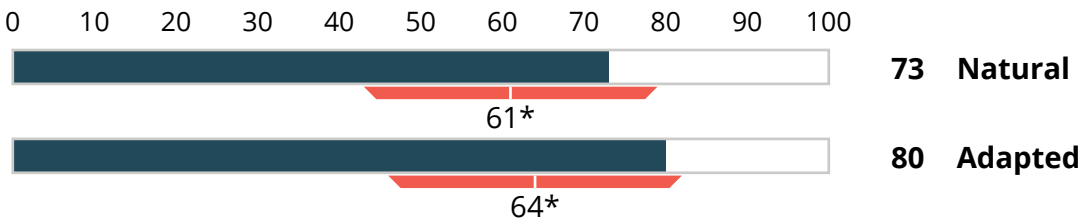


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

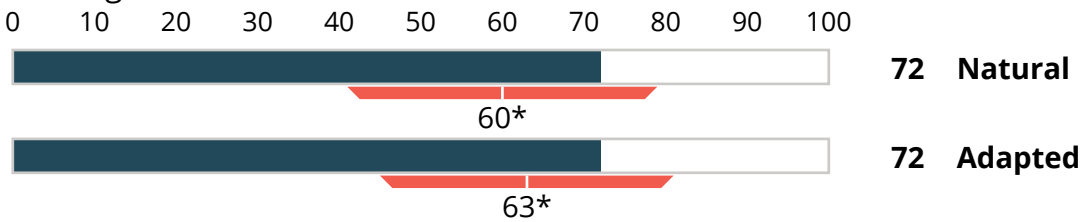
## 1. Consistent - Perform predictably in repetitive situations.



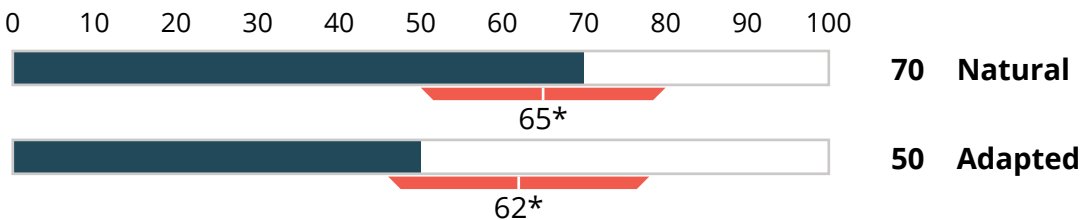
## 2. Persistence - Finish tasks despite challenges or resistance.



## 3. Following Policy - Adhere to rules, regulations, or existing methods.



## 4. People-Oriented - Build rapport with a wide range of individuals.



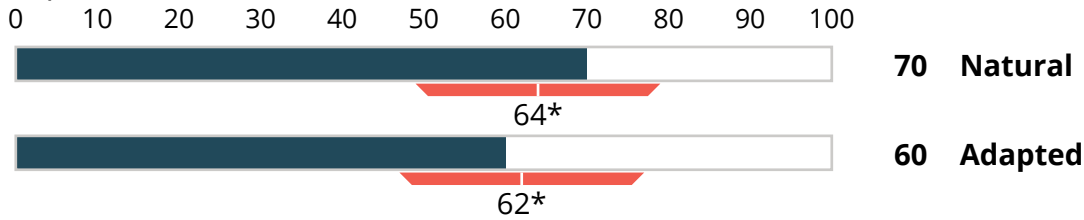
\* 68% of the population falls within the shaded area.

# Behavioral Hierarchy

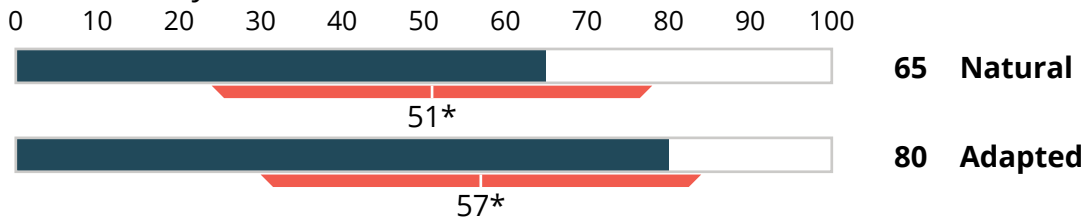
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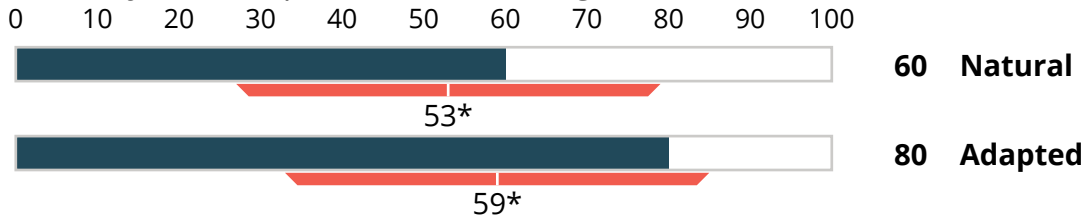
**5. Customer-Oriented** - Identify and fulfill customer expectations.



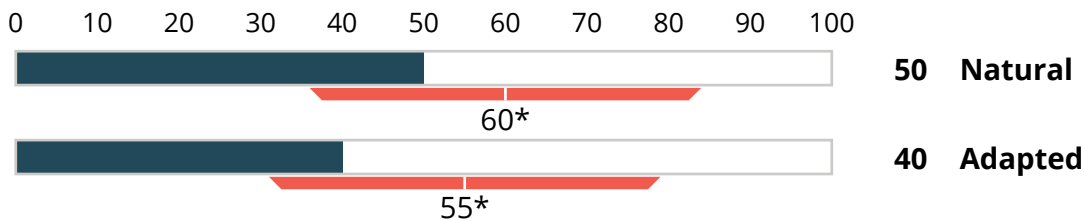
**6. Organized Workplace** - Establish and maintain specific order in daily activities.



**7. Analysis** - Compile, confirm and organize information.



**8. Interaction** - Frequently engage and communicate with others.



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

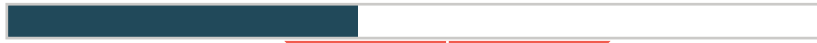
# Behavioral Hierarchy

## Continued



### 9. Versatile - Adapt to various situations with ease.

0 10 20 30 40 50 60 70 80 90 100



43 Natural



40 Adapted

54\*

52\*

### 10. Frequent Change - Rapidly shift between tasks.

0 10 20 30 40 50 60 70 80 90 100



42 Natural



40 Adapted

52\*

50\*

### 11. Competitive - Want to win or gain an advantage.

0 10 20 30 40 50 60 70 80 90 100



40 Natural



50 Adapted

49\*

47\*

### 12. Urgency - Take immediate action.

0 10 20 30 40 50 60 70 80 90 100



29 Natural



36 Adapted

43\*

43\*

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

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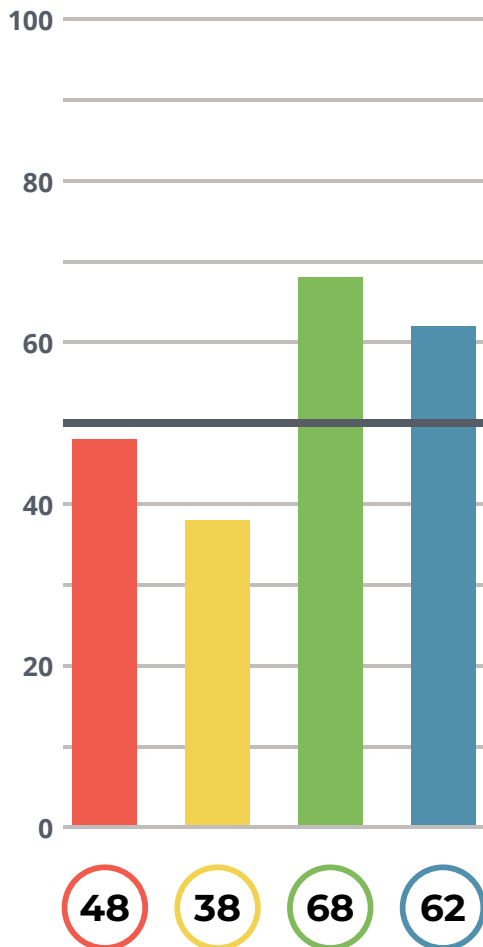
# Style Insights® Graphs



Graph I

## Adapted Style

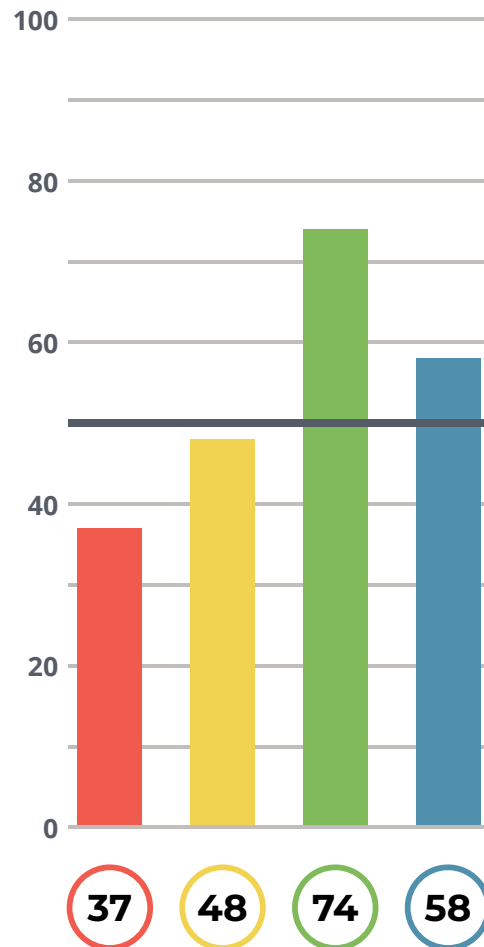
**D**   **I**   **S**   **C**



Graph II

## Natural Style

**D**   **I**   **S**   **C**



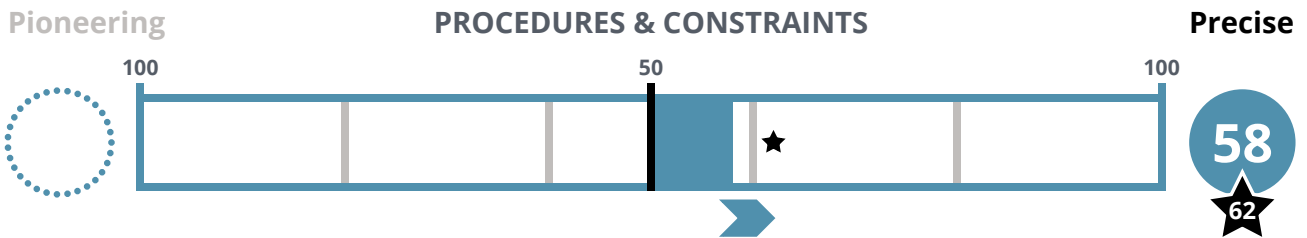
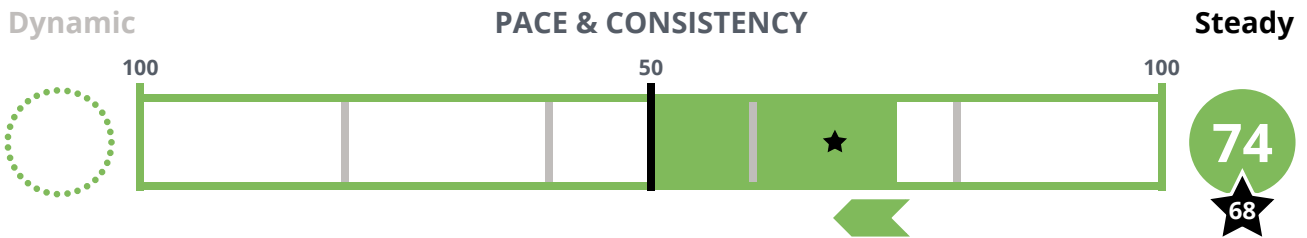
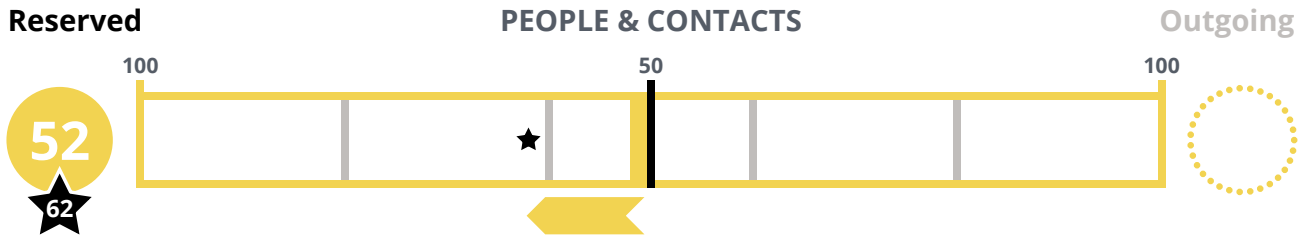
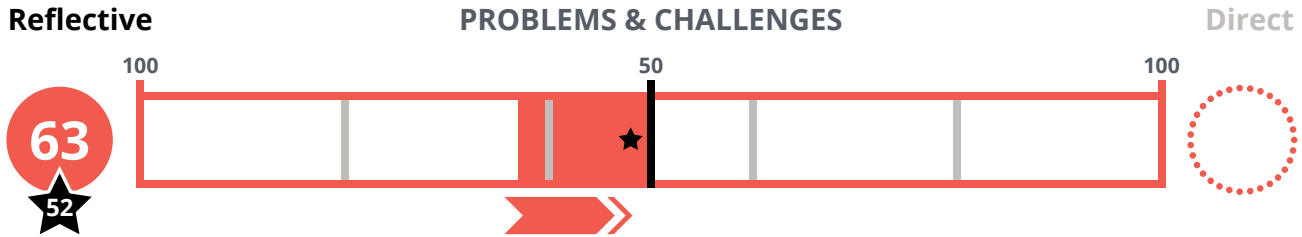
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# Behavioral Continuum



Everyone has a varying level of the four main behavioral factors that create their own, personal style. Each side of those factors lives on a continuum, and the combination influences individuals' level of engagement in different situations. The graph below is a visual representation of where David falls within each continuum.



- ★ Adapted Position
- ➡ Adapted Movement

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# 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.

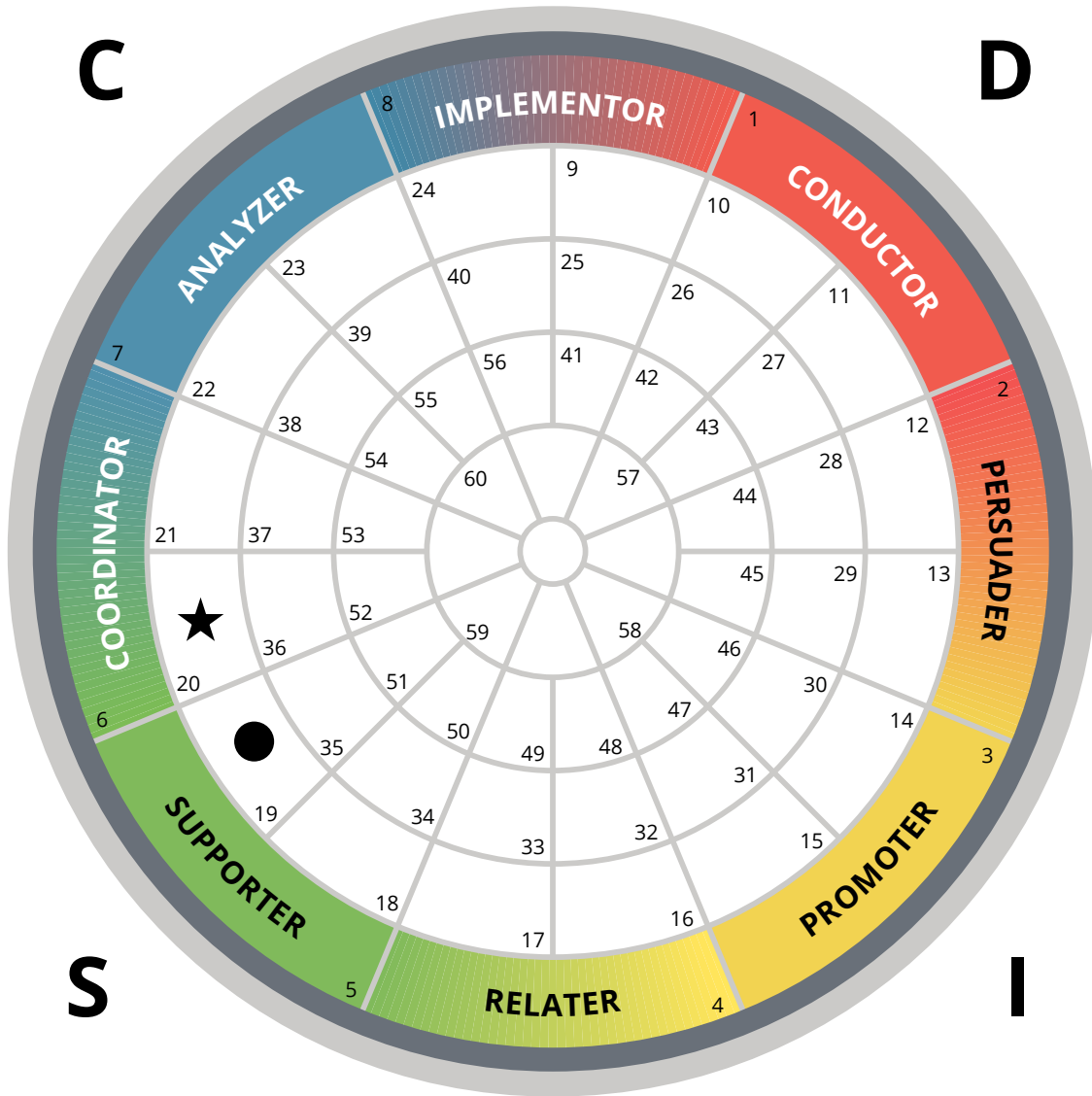
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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



David



Adapted: ★ (20) SUPPORTING COORDINATOR  
 Natural: ● (19) COORDINATING SUPPORTER  
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T: 7:12 M

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