



TTI
SUCCESS
INSIGHTS®

Sales

Nicholas Example

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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

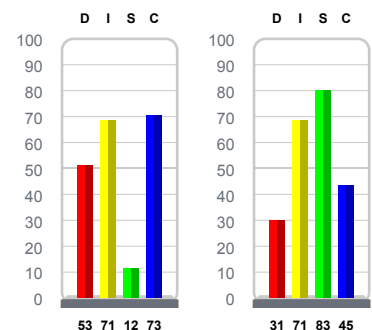
Based on Nicholas' responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the job. Eliminate or modify any statement that is not true based on sales training or experience.

Nicholas 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. He can be perceived as an independent and self-willed salesperson, but not so independent that he won't follow rules and standard sales procedures. He may have difficulty selling the aggressive buyer who just wants to hear the "bottom line" benefits. His natural sales style is slower paced than what the aggressive buyer wants. When Nicholas is under pressure, he can be tenacious and will not abandon his commitment to his clients or customers. Nicholas is nondemonstrative and wants his customers or clients to know that he is their "anchor of reality" in a "sea of confusion." He tends to build close relationships with his clients or customers. One of Nicholas' 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.

Nicholas 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. Nicholas' basic approach to dealing with objections is to cover every possible objection during the basic presentation. He will avoid confrontation in his sales presentation. He may not even challenge a potential buyer who has been misinformed about his product or service. He will remain amiable and attempt to influence by using logic. Nicholas' 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. 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. Flexibility can be a problem with him. He prefers selling his way and may resist changing his presentation to meet the buyer's buying habits.



Adapted Style Natural Style



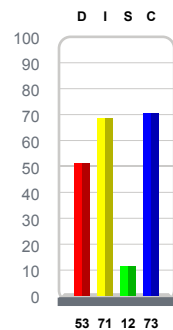


Sales Characteristics *Continued*

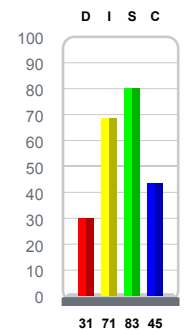
Nicholas can become complacent with servicing the old accounts and not push hard enough for new business. He will take the time to see that all his accounts are serviced to the best of his ability. He will postpone closing if unsure of a buyer's feelings. He has an inherent dislike for rejection and may postpone closing a sale, hoping the buyers will purchase of their own accord. He may side with the customer, if the customer is dissatisfied with the product or service. His basic approach to servicing is to make the customer happy. Nicholas 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 may accept and agree with the buyer who isn't ready to buy today. Buyers who want to think it over are usually given the chance. He will call back to get their decision.



Adapted Style



Natural Style





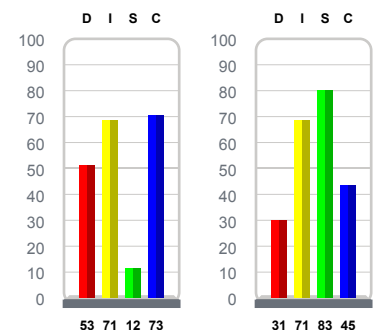
Value to the Organization

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

- Builds good relationships.
- Builds confidence in others.
- Optimistic and enthusiastic.
- Works for a leader and a cause.
- Creative problem-solving.
- Accomplishes goals through people.
- Patient and empathetic.
- Positive sense of humor.
- Motivates others towards goals.



Adapted Style Natural Style





Checklist for Communicating

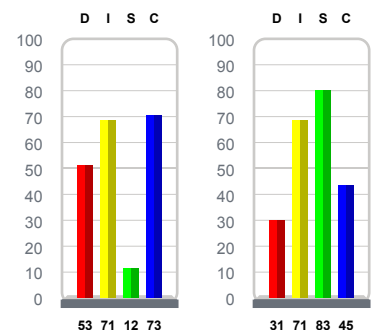
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Nicholas. Read 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 Nicholas most frequently.

Ways to Communicate:

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

Adapted Style

Natural Style





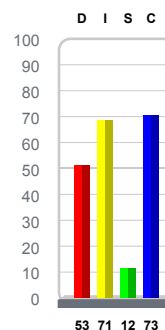
Checklist for Communicating Continued

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

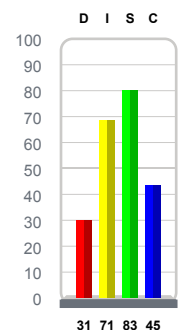
Ways NOT to Communicate:

- Leave decisions hanging in the air.
- Offer assurances and guarantees you can't fulfill.
- Drive on to facts, figures, alternatives or abstractions.
- Kid around too much, or "stick to the agenda" too much.
- Patronize or demean him by using subtlety or incentive.
- Be dogmatic.
- "Dream" with him or you'll lose time.
- Be curt, cold or tight-lipped.
- Talk down to him.
- Take credit for his ideas.
- Legislate or muffle--don't overcontrol the conversation.
- Be domineering or demanding; don't threaten with position power.

Adapted Style



Natural Style





Selling Tips

This section provides suggestions on methods which will improve Nicholas' 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, Nicholas 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--don't exaggerate.

Factors that will create tension:

- Being giddy, casual, informal, loud.
- Wasting time with small talk.
- Being disorganized 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-organized "package."

Factors that will create tension:

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

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.
- Don't 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.



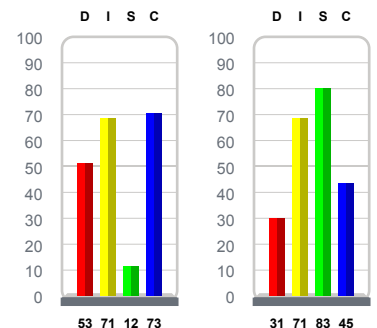
Ideal Environment

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

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



Adapted Style Natural Style





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 Nicholas' self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Nicholas to project the image that will allow him to control the situation.

Self-Perception

Nicholas usually sees himself as being:

- Considerate
- Good-Natured
- Team player
- Thoughtful
- Dependable
- Good listener

Others' Perception - Moderate

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

- Nondemonstrative
- Unconcerned
- Hesitant
- Inflexible

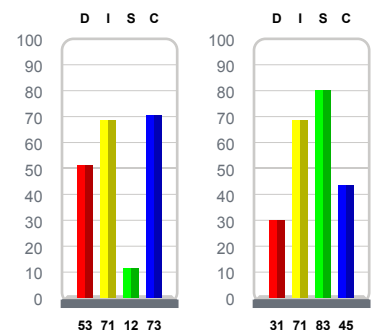
Others' Perception - Extreme

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

- Possessive
- Detached
- Stubborn
- Insensitive



Adapted Style Natural Style





Descriptors

Based on Nicholas' 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.

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
Dominance	Influencing	Steadiness	Compliance
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	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	<div style="background-color: lightblue; text-align: center; padding: 5px;">Firm</div> Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details



Natural and Adapted Selling Style

Nicholas' 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.

PROBLEMS - CHALLENGES

Natural

Nicholas is cautious in his approach to selling and does not attempt to demand that his view, or opinion, be accepted at face value. He likes to help the prospect solve their problems within the framework of a cooperative environment. He will look for a compromise.

Adapted

Nicholas sees the need to be competitive, results-oriented and a little innovative in his response to the sales environment. He has a tendency to evaluate the risk and may not push a potential buyer hard if they demonstrate some resistance.

PEOPLE - CONTACTS

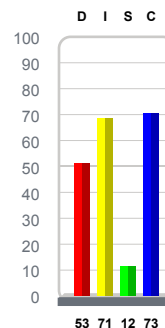
Natural

Nicholas is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. He is trusting and also wants to be trusted.

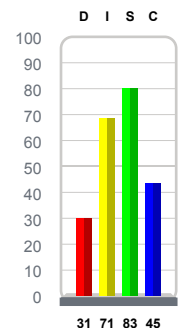
Adapted

Nicholas 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.

Adapted Style



Natural Style





Natural and Adapted Selling Style Continued

PACE - CONSISTENCY

Natural

Nicholas' 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

Nicholas sees the need to be involved in as many activities as his schedule will allow. He has a tendency to make everything a number one priority and wishes that everyone had his sense of urgency.

PROCEDURES - CONSTRAINTS

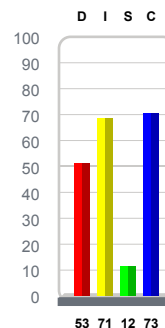
Natural

Nicholas is striving to be independent and self-directed. He is most comfortable in a sales environment where rules and procedures can be interpreted to meet the needs of his customer in certain situations.

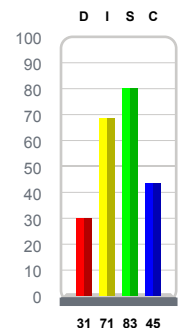
Adapted

Nicholas is cautious in his sales approach and will attempt to minimize risk. He will be dedicated in his presentation and comply with the company's sales policies. He will seek management approval before changing the sales policy to meet his prospect's needs. Nicholas will not exaggerate any of the potential results his product or service will deliver. He will only make claims in his presentation that he can document.

Adapted Style



Natural Style



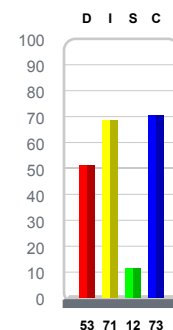


Adapted Style

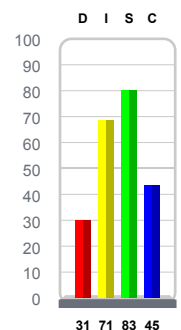
Nicholas sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Using an informal sales presentation.
- Using sales aids in presentation, when he remembers to take them with him.
- Avoiding an emotional involvement with the product or service he represents.
- Impulsive and eager to keep the sales presentation moving.
- Alert, active attention to customers or clients.
- Using a systematic approach in the sales process.
- Being alert to mistakes that may jeopardize a sale.
- Depending on a proven method to sell his service or product.
- Handling a variety of products or services.
- A variety of sales activity.
- Reacting quickly to changes in the sales process or product line.

Adapted Style



Natural Style





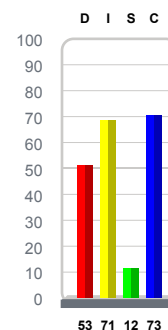
Keys to Motivating

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

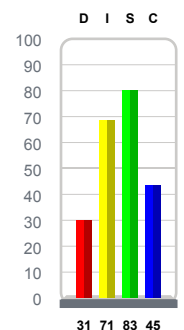
Nicholas wants:

- Limited exposure to new products.
- Logical arguments.
- To be recognized for his continuance of quality work.
- Door openers or sales aids that open doors.
- Outside activities so there is never a dull moment.
- A wide scope of activities.
- More time in the day.
- Time to perform up to his high standards.
- Instructions so he can do the job right the first time.
- Referrals.
- To be part of a quality-oriented sales team.

Adapted Style



Natural Style





Keys to Managing

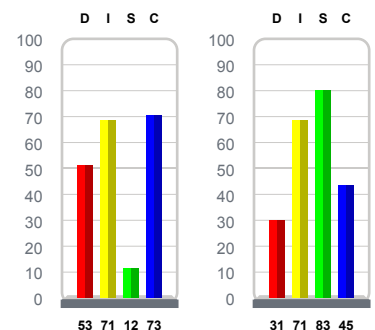
In this section are some needs which must be met in order for Nicholas to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled.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

Nicholas needs:

- To set professional and family goals.
- Objectivity when dealing with customers because of his high trust level.
- A quality and time-tested product to sell.
- People to work and associate with.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- Shortcut methods that don't affect quality of the work.
- Conditioning prior to change.
- Better organization of record keeping.
- Help on controlling time and setting priorities.
- To focus conversations on work activities--less socializing.
- A feeling of belonging--to know how important he is to the team.
- More control of body language.



Adapted Style Natural Style





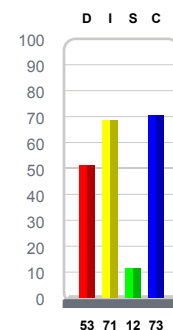
Areas for Improvement

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

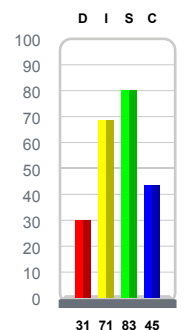
Nicholas has a tendency to:

- Not be as forceful in closing as the situation may call for.
- Not sell new products until he has all the product knowledge.
- Not display a sense of urgency when pressured for results.
- Be family-oriented--may resist overnight traveling.
- Spend too much time in the office preparing for calls.
- Deliver long presentations covering all the points at a slow pace.
- Not respond to objections with a projected confidence that meets buyer's expectations.
- Give a false sense of compliance to superiors because he fights passively and you do not know he is in disagreement.

Adapted Style



Natural Style





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:

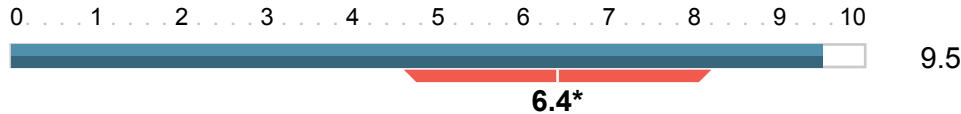
4. I will make the following changes to my behavior, and I will implement them by _____:



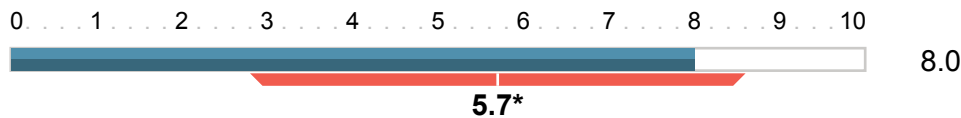
Behavioral Hierarchy

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of 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. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



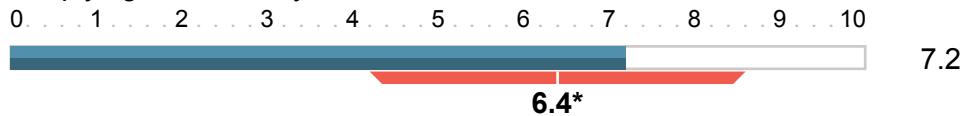
2. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



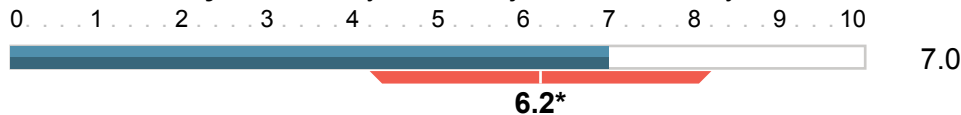
3. Customer Relations - A desire to convey your sincere interest in them.



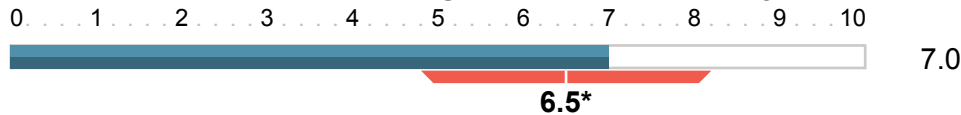
4. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.



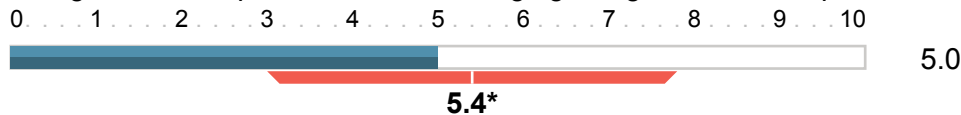
5. Consistency - The ability to do the job the same way.



6. Follow Up and Follow Through - A need to be thorough.



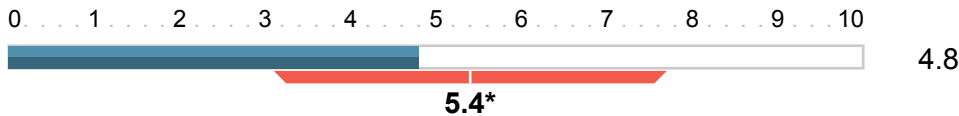
7. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



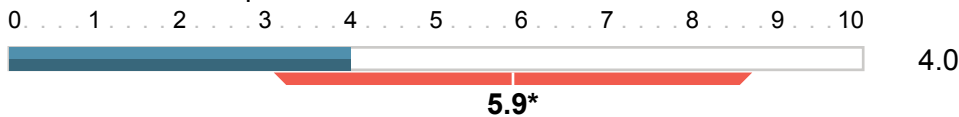


Behavioral Hierarchy

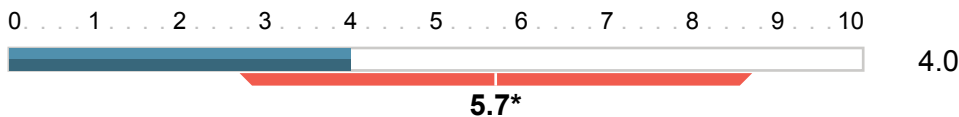
8. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



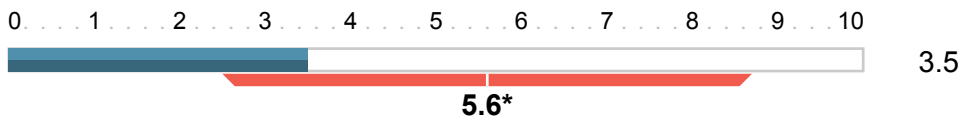
9. Analysis of Data - Information is maintained accurately for repeated examination as required.



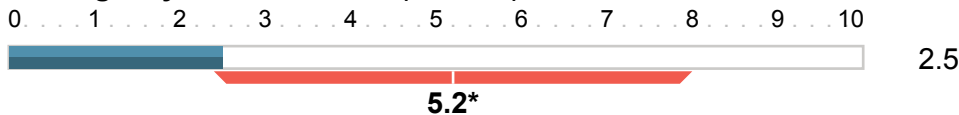
10. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



11. Organized Workplace - Systems and procedures followed for success.



12. Urgency - Decisiveness, quick response and fast action.



SIA: 53-71-12-73 (55) SIN: 31-71-83-45 (17)
* 68% of the population falls within the shaded area.

Provided by:
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Email: info@selectassesstrain.com



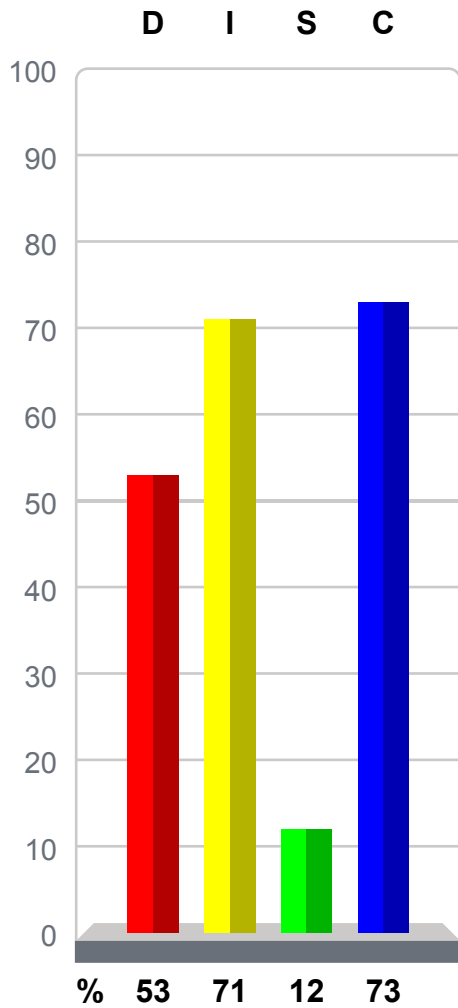
Nicholas Example



Style Insights® Graphs

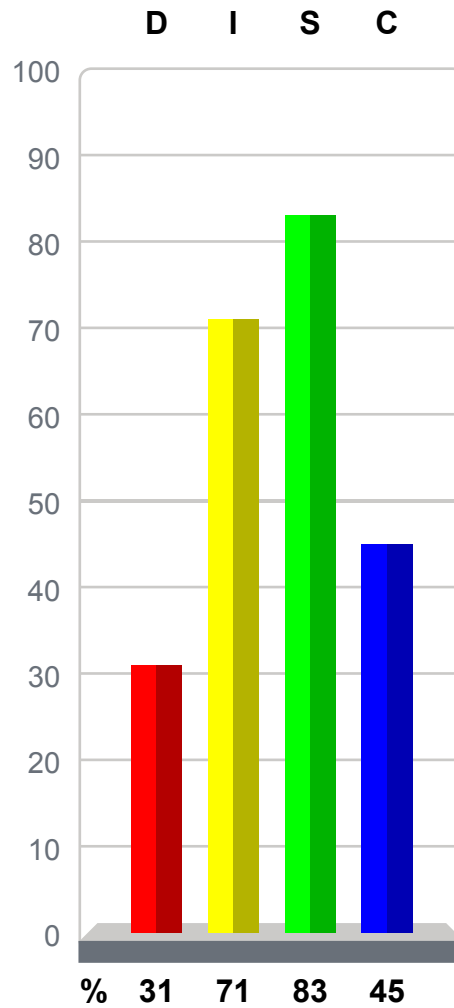
Adapted Style

Graph I



Natural Style

Graph II



Norm 2009 R4



The Success Insights® Wheel

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

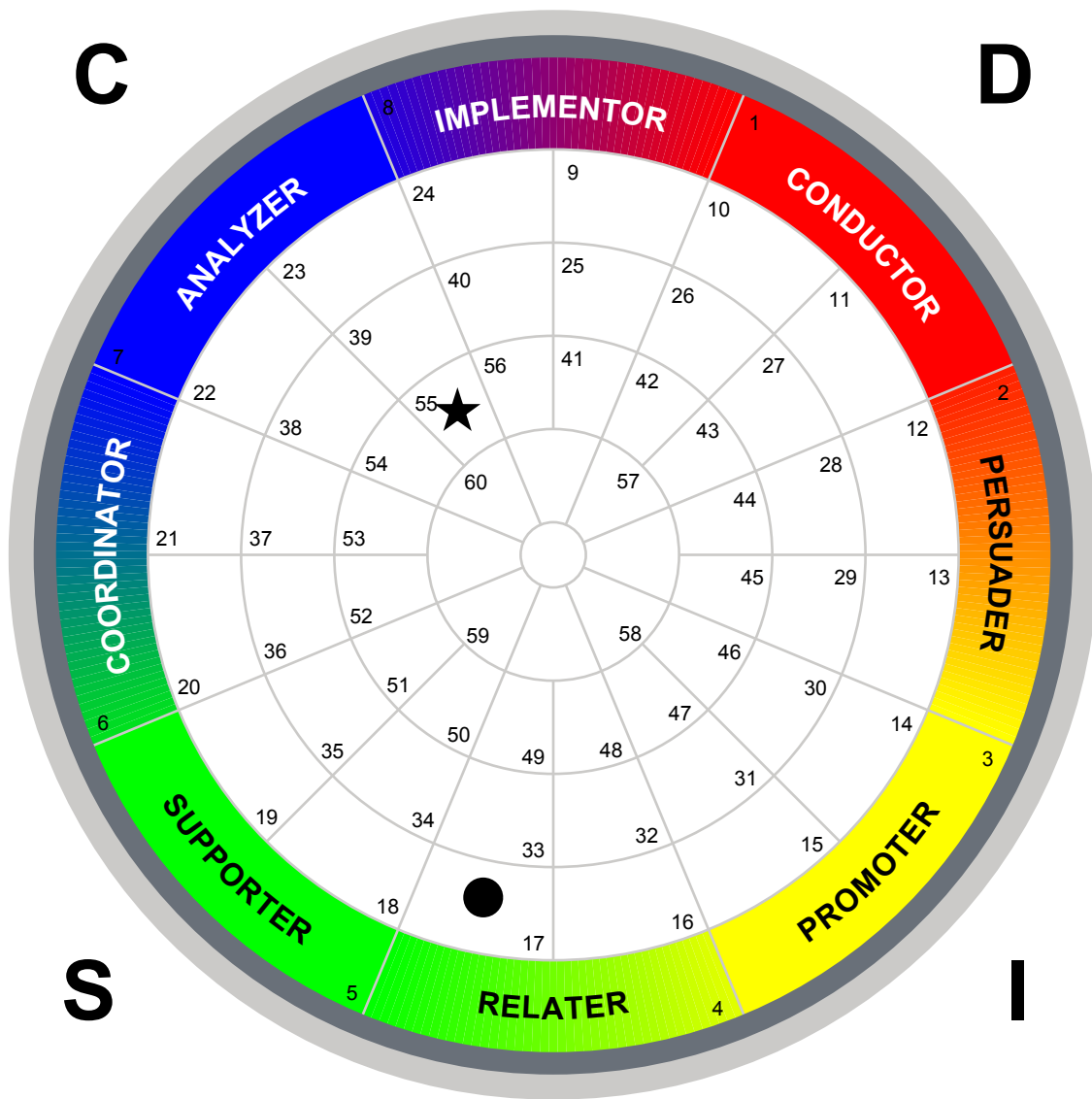
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.



The Success Insights® Wheel



Adapted: ★ (55) IMPLEMENTING ANALYZER (ACROSS)
 Natural: ● (17) SUPPORTING RELATER

Norm 2009 R4