



TTI  
SUCCESS  
INSIGHTS®

# Sales

**Samantha Sample**

VP of Samples

TTI

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# 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.

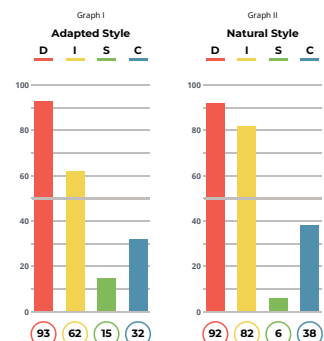
# Sales Characteristics



*Based on Samantha'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.*

Samantha wants the authority and responsibility to achieve her sales goals. She may at times tend to overstep her authority if it will help her achieve her goals. She is a self-starter, generally resourceful and readily adaptable to many sales situations. She finds the actual sales process much more rewarding than completing all the paperwork involved. Although Samantha is good at selling to people who have similar behavioural characteristics, she may be too impatient to sell to the methodical buyer. She loves the challenge presented by sales. She sees it as a great opportunity to compete with herself and others. Samantha sets high sales goals for herself. She sees the benefit of joining organisations as a way to meet her sales goals. She usually enjoys the challenge presented by cold calls. They allow her to use what she considers to be one of her real talents--the ability to sell to anyone at anytime! She prefers to win, respecting winners and those who show persistence.

Samantha may fail to listen to the true objection. In her haste to make a response, the real objection may never be answered. Some buyers are intimidated by Samantha's sales approach. She does not intentionally intimidate people, but she may be too blunt and direct for them. She usually dominates the sales presentation. She prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers. She may display her impatience if the buyer raises too many objections. She wants to close the sale and get on to the next challenge. Samantha may become defensive if she hears objections to a service or product she helped to develop. Samantha's body language may sometimes get her into trouble. She projects a great sense of urgency, which some buyers may interpret as an unwillingness to listen to their needs.



**Samantha Sample**

# Sales Characteristics

## Continued



Samantha's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. Samantha prefers to service her accounts using one of two methods: excellent service for those accounts she likes, or those with potential; adequate or poor service for those accounts she does not like, or with little potential. She usually closes soon and often. She will close many sales the competition has sold but failed to close. She may lose interest in a client once the sale has been completed. Her further interest may be based on the client's ability to buy additional products or services. Samantha usually has her favourite close, and she might, therefore, resist using all the closes she knows. She can close so hard that she causes the buyer to think of objections, which may be excuses rather than real objections.



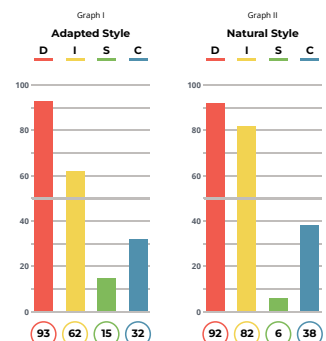
**Samantha Sample**

# Value to the Organisation



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

- ✓ Thinks big.
- ✓ Self-starter.
- ✓ Forward-looking and future-oriented.
- ✓ Ability to change gears fast and often.
- ✓ Ability to handle many activities and customers at one time.
- ✓ Usually makes decisions with the bottom line in mind.
- ✓ Creative in her approach to solving problems and selling.



**Samantha Sample**

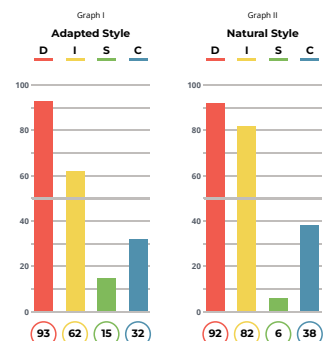
# Checklist for Communicating



*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 Samantha. 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 Samantha most frequently.*

## Ways to Communicate:

- ✓ Give strokes for her involvement.
- ✓ Understand her sporadic listening skills.
- ✓ Verify that the message was heard.
- ✓ Put projects in writing with deadlines.
- ✓ Take issue with facts, not the person, if you disagree.
- ✓ Support and maintain an environment where she can be efficient.
- ✓ Present the facts logically; plan your presentation efficiently.
- ✓ Be open, honest and informal.
- ✓ Support the results, not the person, if you agree.
- ✓ Read the body language--look for impatience or disapproval.
- ✓ Come prepared with all requirements, objectives and support material in a well-organised "package."



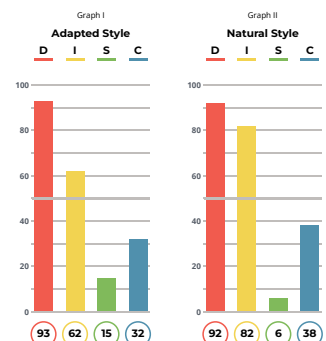
# INEFFECTIVE COMMUNICATION



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

- ❌ Ramble on, or waste her time.
- ❌ Assume she heard what you said.
- ❌ Ask rhetorical questions, or useless ones.
- ❌ Try to build personal relationships.
- ❌ Come with a ready-made decision, and do not make it for her.
- ❌ Let her change the topic until you are finished.
- ❌ Reinforce agreement with "I am with you."
- ❌ Forget to follow-up.
- ❌ Use a paternalistic approach.
- ❌ Try to convince them by "personal" means.
- ❌ Be redundant.
- ❌ Let disagreement reflect on her personally.



# Selling Tips



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

## 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--do not exaggerate.
- ⊗ Being giddy, casual, informal, loud.
- ⊗ Wasting time with small talk.
- ⊗ Being disorganised 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-organised "package."
- ⊗ Talking about things that are not relevant to the issue.
- ⊗ Leaving loopholes or cloudy issues.
- ⊗ Appearing disorganised.

## 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:*

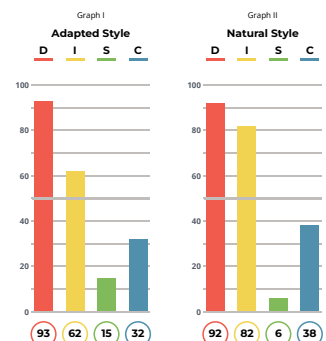
- ✓ Provide a warm and friendly environment.
- ✓ Do not deal with a lot of details, unless they want them.
- ✓ Provide testimonials from people they see as important.
- ⊗ Being curt, cold or tight-lipped.
- ⊗ Controlling the conversation.
- ⊗ Driving on facts and figures, alternatives, abstractions.

# Ideal Environment



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

- ✓ Works for a manager who makes quick decisions.
- ✓ Freedom from long, detailed reports.
- ✓ Evaluation based on results, not the process.
- ✓ Support team with a sense of urgency.
- ✓ Freedom from controls, supervision and details.
- ✓ Activities, and more activities.
- ✓ Forum to express ideas and viewpoints.
- ✓ An innovative and futuristic-oriented environment.





# 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 Samantha's self-perception and how, under certain conditions, others may perceive her behaviour. Understanding this section will empower Samantha to project the image that will allow her to control the situation.



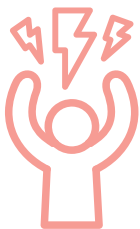
### Samantha usually sees herself as being:

- ✓ Pioneering
- ✓ Assertive
- ✓ Competitive
- ✓ Confident
- ✓ Positive
- ✓ Winner



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

- ✓ Demanding
- ✓ Daring
- ✓ Egotistical
- ✓ Aggressive



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

- ✓ Abrasive
- ✓ Controlling
- ✓ Arbitrary
- ✓ Opinionated

# Descriptors



Based on Samantha's responses, the report has marked those words that describe her personal behaviour. 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.

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	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



*Samantha'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.*



### PROBLEMS - CHALLENGES

#### Natural

Samantha tends to attack sales challenges in a demanding, driving and self-willed manner. She is individualistic in her approach and will actively seek to achieve sales goals. She likes authority along with her responsibility and a territory that will constantly challenge her to perform up to her ability.

#### Adapted

Samantha sees no need to change her sales approach from her basic style as it is related to solving problems and challenges.



### PEOPLE - CONTACTS

#### Natural

Samantha 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.

#### Adapted

Samantha feels the environment calls for her to be sociable and optimistic. She will trust others and wants a positive environment in which to sell.

# Natural and Adapted

## Selling Style



### PACE - CONSISTENCY

#### Natural

Samantha maintains her sense of equilibrium even in the face of extreme time constraints and ever-changing schedules. She is comfortable dealing with a wide variety of customers. Her need for a high activity level can lead to meeting many new prospects.

#### Adapted

Samantha feels that the sales environment does not require her to alter the way she deals with activity level and consistency.



### PROCEDURES - CONSTRAINTS

#### Natural

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

#### Adapted

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

# Adapted Style



Samantha sees her present work environment requiring her to exhibit the behaviour listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behaviour.

- ✓ Using sales aids in presentation, when she remembers to take them with her.
- ✓ Positive response to a client's objections.
- ✓ Anticipating and using creative ways to assist clients in problem solving.
- ✓ Using an informal sales presentation.
- ✓ Adapting easily to changing sales territory.
- ✓ Dealing with customers and clients efficiently.
- ✓ Challenging the status-quo.
- ✓ Impatient to overcome competition.
- ✓ Using authority and responsibility for completing the sale.
- ✓ Telling clients or customers about the "big picture."
- ✓ Handling a variety of products or services.



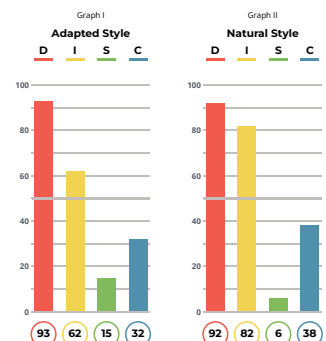
# Keys to Motivating



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

## Samantha wants:

- ✓ More time in the day.
- ✓ Changing environments in which to work/play.
- ✓ Travel or changing territory.
- ✓ A sales manager who presents the big picture.
- ✓ A wide scope of activities.
- ✓ Opportunity for rapid advancement.
- ✓ Prestige, position and titles so she can control the destiny of others.
- ✓ Opportunity to verbalise her ideas and demonstrate her skills.
- ✓ New challenges and problems to solve.
- ✓ Outside activities so there is never a dull moment.
- ✓ Support troops to follow through with her part or detail work.
- ✓ A variety of products to sell.
- ✓ To be seen as a leader.



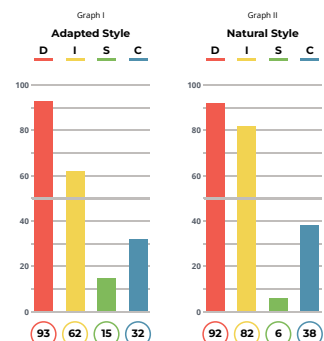
# Keys to Managing



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

## Samantha needs:

- ✓ To pace herself and set priorities.
- ✓ To be confronted when in disagreement or when she breaks the rules.
- ✓ Budgets to help prioritise her expenses.
- ✓ A work environment with many activities.
- ✓ Systems to follow.
- ✓ To display empathy for people who approach life differently than she does.
- ✓ Annual health checks because of her activity level and work intensity.
- ✓ Consistency.
- ✓ An awareness of the parameters or rules in writing.
- ✓ time out or periods of reduced activity level.
- ✓ To adjust her intensity to match the situation.
- ✓ Deadlines for completion of work.



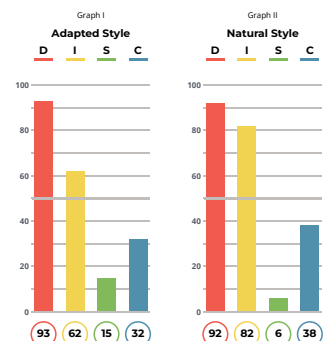
# Areas for Improvement



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

## Samantha has a tendency to:

- ✓ Not answer objections to buyer's satisfaction.
- ✓ Take on too many outside activities.
- ✓ Resist participation as part of the team, unless seen as a leader.
- ✓ Not have her presentation in a logical order.
- ✓ Dislike routine work--call reports, etc.
- ✓ Be a situational listener--hears only what she wants to hear.
- ✓ Be weak at providing follow-up service if a client has little potential for future sales.
- ✓ Represent herself with more authority than she may have.
- ✓ Take objections lightly.



# Action Plan



The following are examples of areas in which Samantha 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.

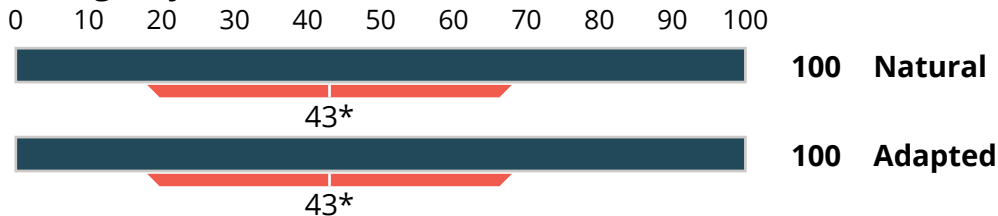
Date to Begin: \_\_\_\_\_ Date to Review: \_\_\_\_\_



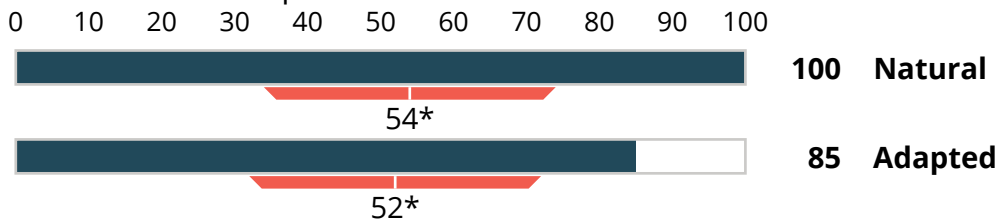
# Behavioural Hierarchy

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.

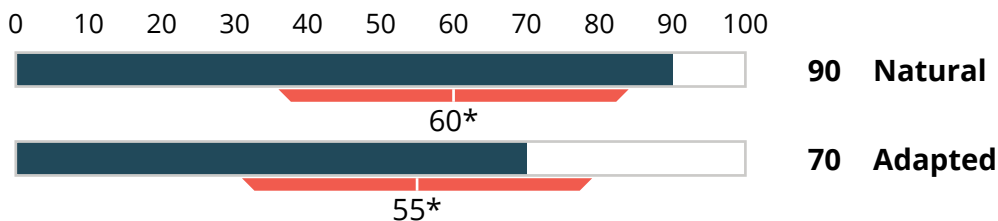
## 1. Urgency - Take immediate action.



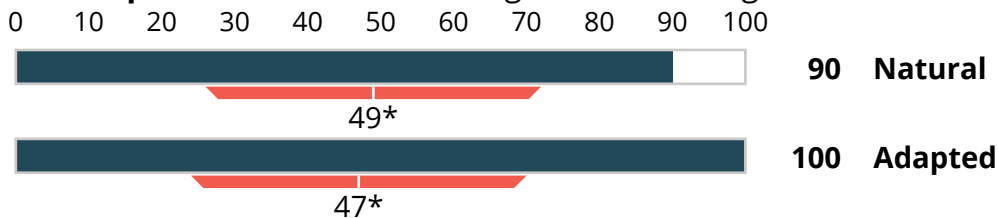
## 2. Versatile - Adapt to various situations with ease.



## 3. Interaction - Frequently engage and communicate with others.



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



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



# Behavioural Hierarchy

## Continued

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

0 10 20 30 40 50 60 70 80 90 100



90 Natural

52\*



85 Adapted

50\*

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

0 10 20 30 40 50 60 70 80 90 100



60 Natural

65\*



50 Adapted

62\*

### 7. Customer-Oriented - Identify and fulfil customer expectations.

0 10 20 30 40 50 60 70 80 90 100



43 Natural

64\*



37 Adapted

62\*

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

0 10 20 30 40 50 60 70 80 90 100



30 Natural

61\*



38 Adapted

64\*

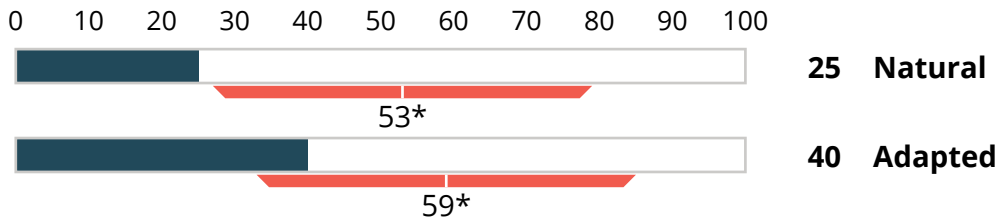
\* 68% of the population falls within the shaded area.



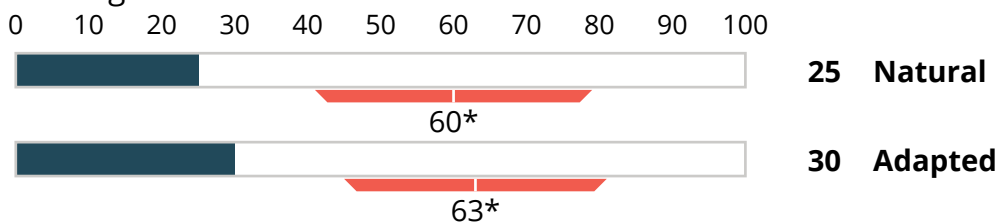
# Behavioural Hierarchy

## Continued

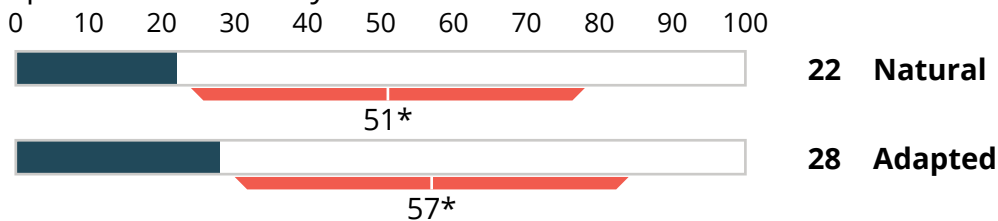
**9. Analysis** - Compile, confirm and organise information.



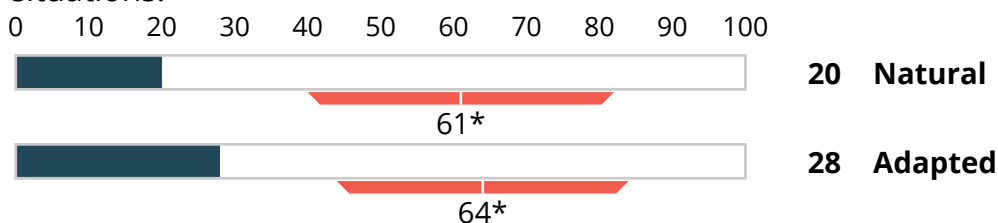
**10. Following Policy** - Adhere to rules, regulations, or existing methods.



**11. Organised Workplace** - Establish and maintain specific order in daily activities.



**12. Consistent** - Perform predictably in repetitive situations.



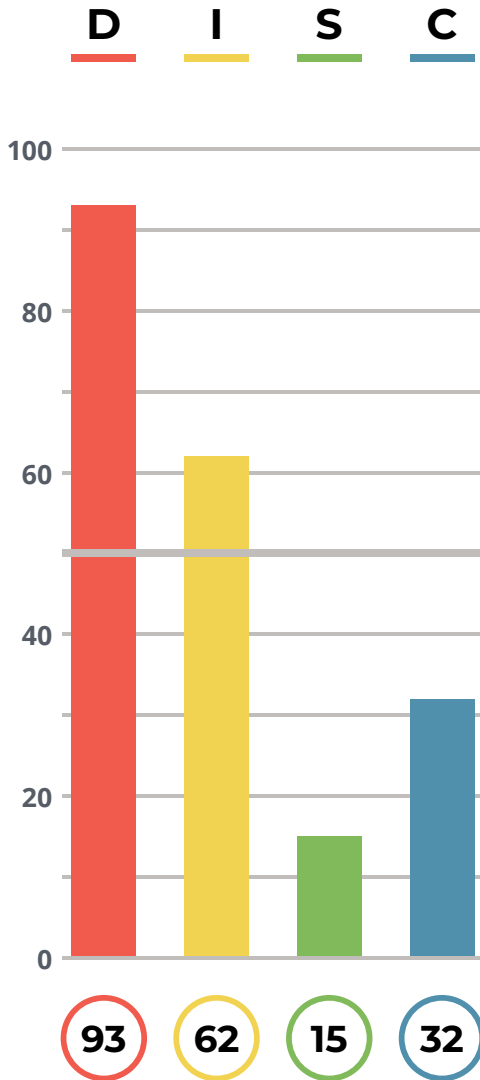
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\* 68% of the population falls within the shaded area.

# Style Insights® Graphs



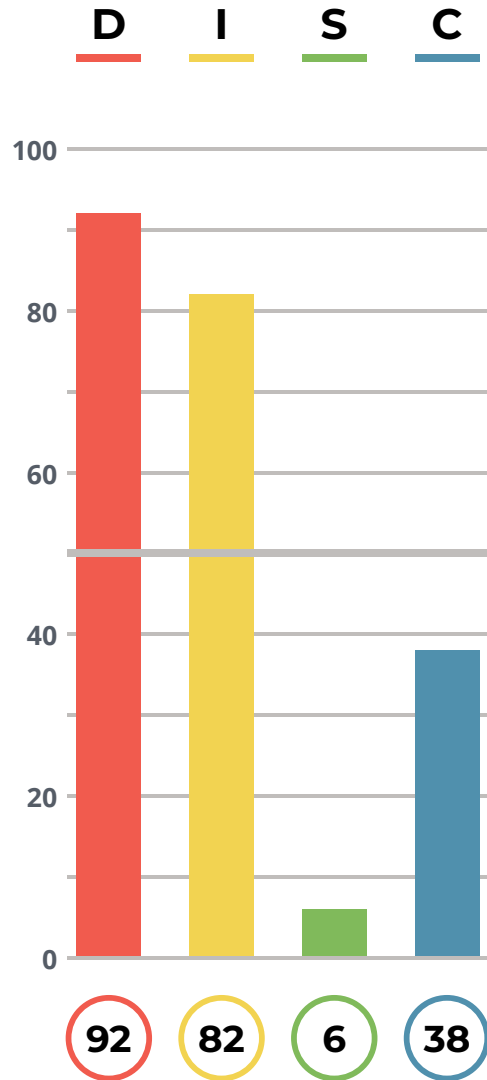
Graph I

## Adapted Style



Graph II

## Natural Style



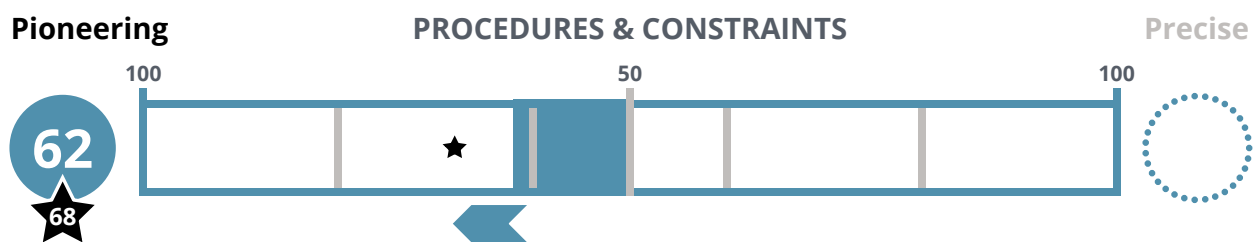
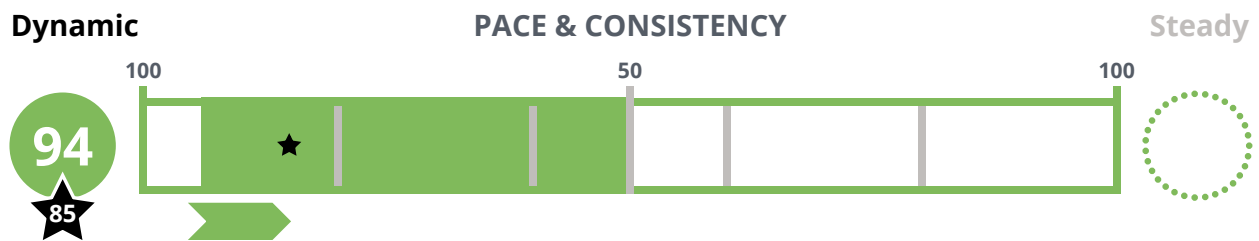
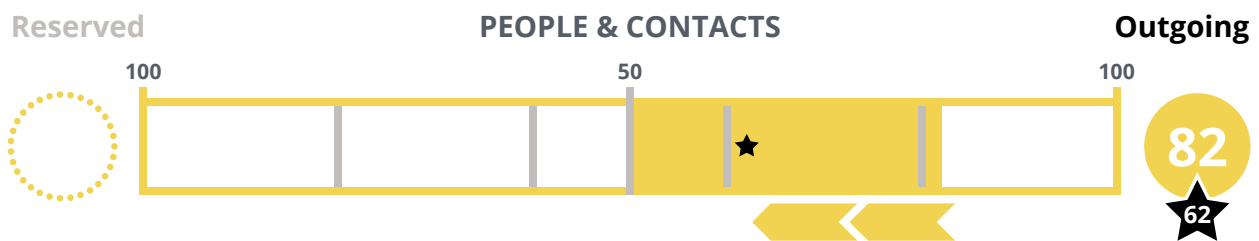
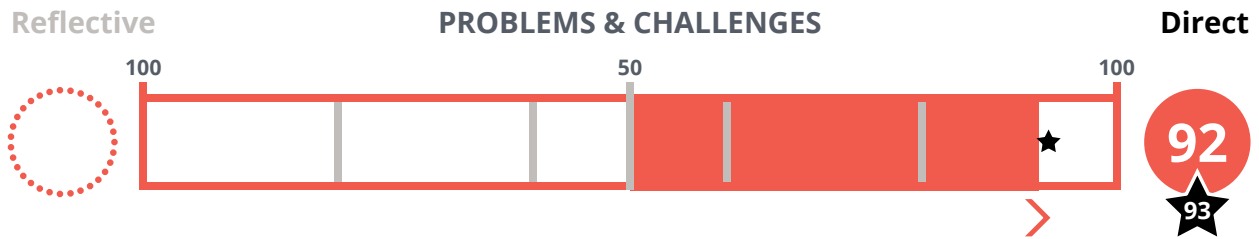
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**Samantha Sample**

# Behavioural Continuum



Everyone has a varying level of the four main behavioural 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 Samantha falls within each continuum.



★ Adapted Position  
 ◀ Adapted Movement

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**Samantha Sample**

# 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.

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.

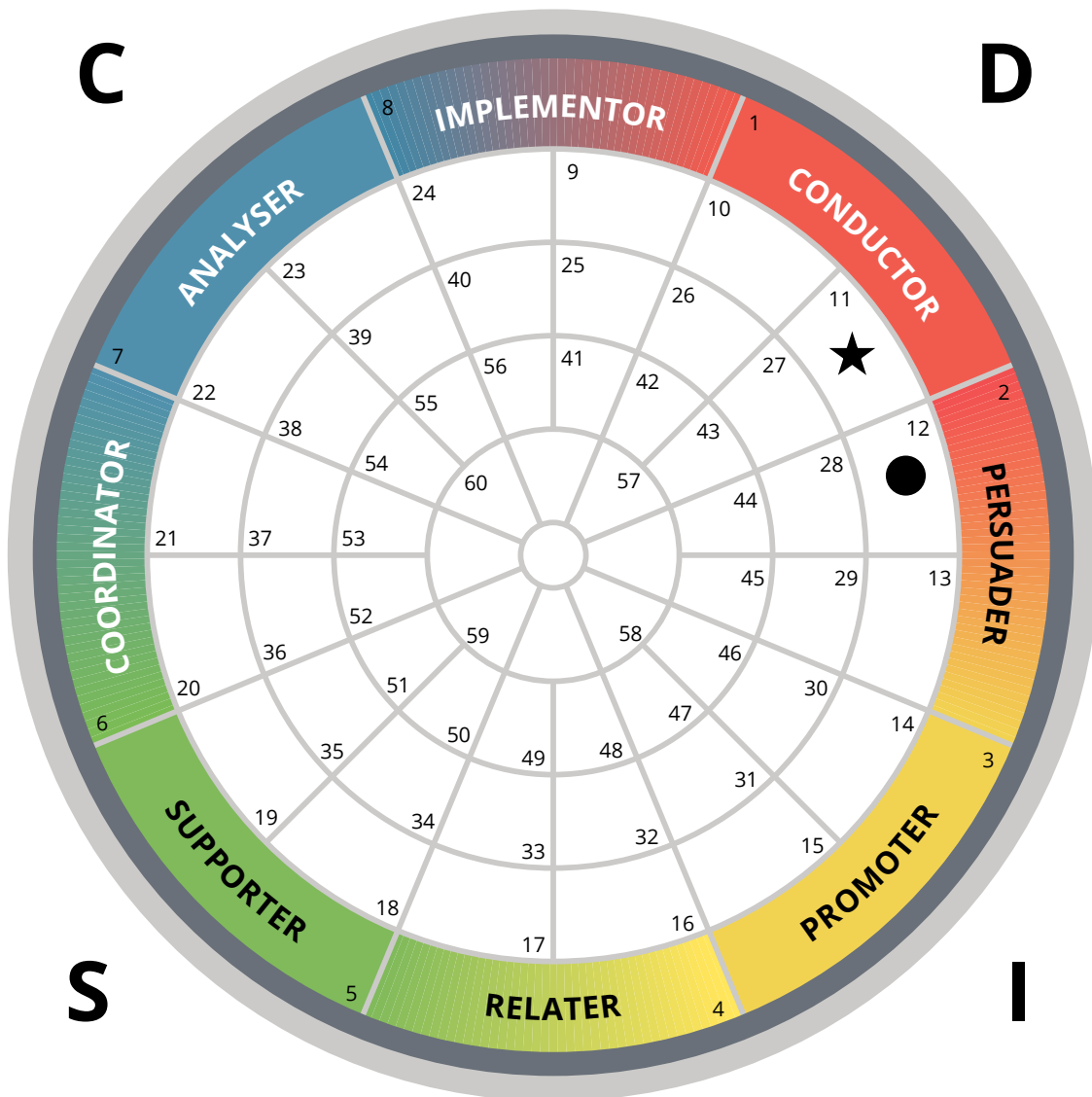
If you are part of a group or team who also took the behavioural assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able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

# The Success Insights® Wheel



Samantha Sample

TTI  
26/5/2021



Adapted: ★ (11) PERSUADING CONDUCTOR

Natural: ● (12) CONDUCTING PERSUADER

Norm 2017 R4

T: 7:12

Samantha Sample