



TTI
SUCCESS
INSIGHTS®

Sales

Heidi Sales
Sales Manager
Directions Inc.
6-30-2017



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

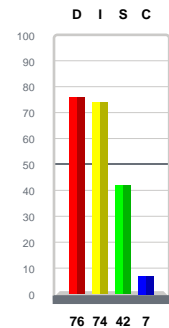
Based on Heidi's responses, the report has selected general statements to provide a broad understanding of her sales style. This section highlights how she deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style she brings to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

Heidi sets high sales goals for herself. She sees the benefit of joining organizations as a way to meet her sales goals. She 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 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 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. When results are at stake, it brings out Heidi's drive for success. Some may see her as a high risk-taker, but this merely reflects her approach to winning. She will take the risks necessary to succeed. She prefers to win, respecting winners and those who show persistence. She loves the challenge presented by sales. She sees it as a great opportunity to compete with herself and others.

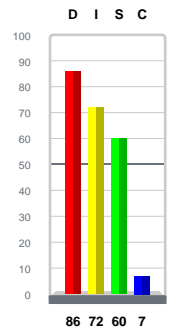
Heidi usually dominates the sales presentation. She prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers. She prefers a direct and straightforward approach to selling. She truly feels that she can sell to anyone at anytime, and this may be true if she takes the time to prepare properly. She may not use enough facts to overcome objections; that is, she likes the challenge presented by the objection, and may attempt to answer, whether she has all the facts or not. She may use confrontation to show her knowledge and expertise. Unless she is calling on an aggressive buyer, this may hinder the sale. Heidi's usage of sales aids may be higher if she participated in developing them. She doesn't always take the time to anticipate the outcome of a sales call. She may be intent on making an efficient presentation and unintentionally omit details and supporting information.



Adapted Style



Natural Style





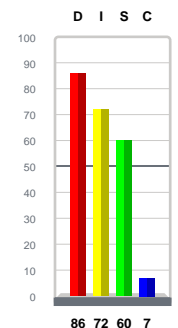
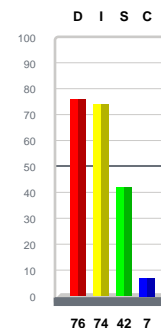
Sales Characteristics *Continued*

Heidi generally concentrates on selling new accounts as compared to servicing her present accounts. New accounts represent a challenge, while servicing old accounts may be dull and too routine. She usually has her favorite close, and she might, therefore, resist using all the closes she knows. Heidi 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 doesn't like, or with little potential. She will be direct and positive with her closes. She can be persistent and friendly at the same time. Heidi 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. She can close so hard that she causes the buyer to think of objections, which may be excuses rather than real objections.



Adapted Style

Natural Style



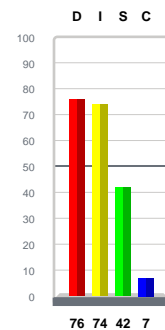


Value to the Organization

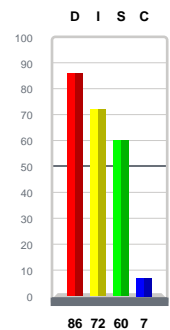
This section of the report identifies the specific talents and behavior Heidi brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.

- Thinks big.
- Tenacious.
- Can support or oppose strongly.
- Will join organizations to represent the company.
- Usually makes decisions with the bottom line in mind.
- Has the confidence to do the difficult assignments.
- Pioneering.

Adapted Style



Natural Style





Checklist for Communicating

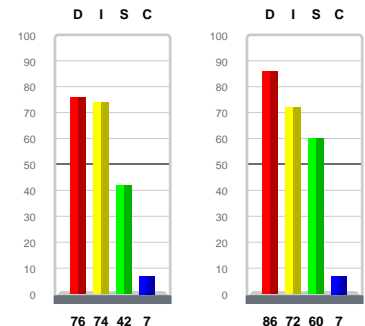
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Heidi. Read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

Ways to Communicate:

- Flatter her ego.
- Provide facts and figures about probability of success, or effectiveness of options.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Read the body language--look for impatience or disapproval.
- Stick to business--let her decide if she wants to talk socially.
- Provide solutions--not opinions.
- Ask specific (preferably "what?") questions.
- Use the carrot approach when appropriate.
- Provide questions, alternatives and choices for making her own decisions.
- Use a balanced, objective and emotional approach.
- Present the facts logically; plan your presentation efficiently.



Adapted Style Natural Style





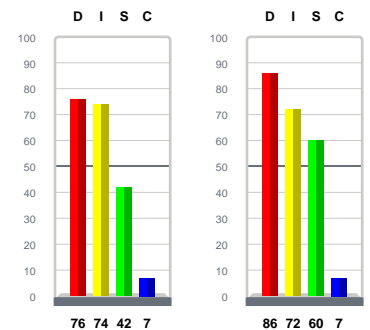
Checklist for Communicating Continued

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

- Ask rhetorical questions, or useless ones.
- Forget or lose things; be disorganized or messy; confuse or distract her mind from business.
- Try to convince by "personal" means.
- Be paternalistic.
- Take credit for her accomplishments.
- Ramble on, or waste her time.
- Try to build personal relationships.
- Muffle or over legislate.
- Be redundant.
- Let disagreement reflect on her personally.
- Let her overpower you with verbiage.
- Come with a ready-made decision, and don't make it for her.
- Reinforce agreement with "I'm with you."

Adapted Style Natural Style





Selling Tips

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

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.



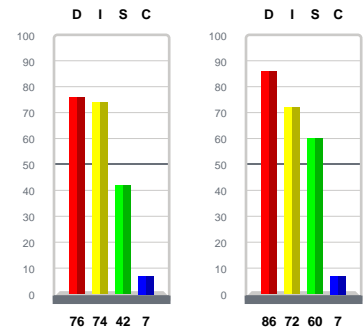
Ideal Environment

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

- An innovative and futuristic-oriented environment.
- Forum to express ideas and viewpoint.
- Evaluation based on results, not the process.
- Needs difficult assignments.
- Freedom from controls, supervision and details.
- Nonroutine work with challenge and opportunity.
- Work with a results-oriented team.

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

Self-Perception

Heidi usually sees herself as being:

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

Others' Perception - Moderate

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

- Demanding
- Egotistical
- Nervy
- Aggressive

Others' Perception - Extreme

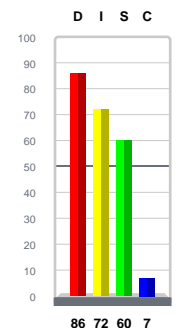
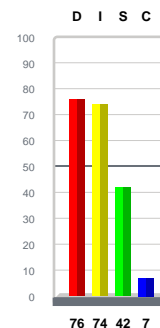
Under extreme pressure, stress or fatigue, others may see her as being:

- Abrasive
- Arbitrary
- Controlling
- Opinionated



Adapted Style

Natural Style





Descriptors

Based on Heidi'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.

| | | | |
|------------------|--------------------|-------------------|-------------------|
| 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 |
| Dominance | Influencing | Steadiness | Compliance |
| 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

Heidi'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

Heidi 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

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

PEOPLE - CONTACTS

Natural

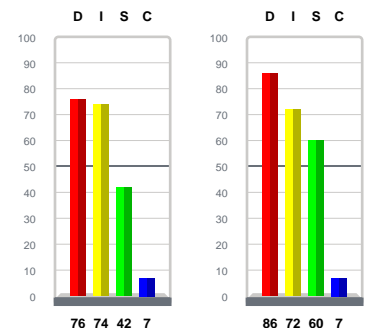
Heidi is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. She is trusting and also wants to be trusted.

Adapted

Heidi 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.



Adapted Style Natural Style





Natural and Adapted Selling Style Continued



PACE - CONSISTENCY

Natural

Heidi 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.

Adapted

Heidi feels to be successful in her present sales environment she must see many prospects/customers. She feels mobility is one of her strengths. She can go in many different directions with ease and control.

PROCEDURES - CONSTRAINTS

Natural

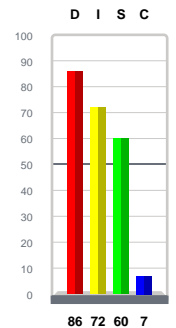
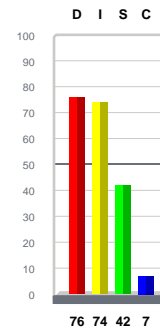
Heidi wants to be seen as her own person who is willing and capable of interpreting the company policies to ensure the best results and allow her creative and innovative methods of selling. She wants to be measured on her sales results, not how she achieved the results.

Adapted

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

Adapted Style

Natural Style





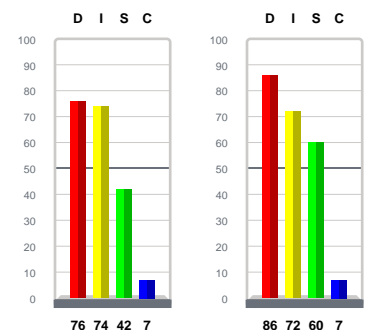
Adapted Style

Heidi 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.

- Using authority and responsibility for completing the sale.
- A resourceful, eager self-starter.
- Firm, unbending dedication to completing sales projects.
- Seeking challenges presented by competition.
- Telling clients or customers about the "big picture."
- Sharing her personal opinion with a client or customer.
- Positive response to a client's objections.
- Exhibiting confidence in approaching customers.
- Anticipating and using creative ways to assist clients in problem solving.
- Uninhibited in making a creative sales presentation.
- Authority to carry out responsibility.
- Dealing with customers and clients efficiently.
- Unafraid to overstep authority when necessary to make a sale.



Adapted Style Natural Style





Keys to Motivating

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

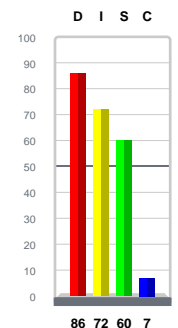
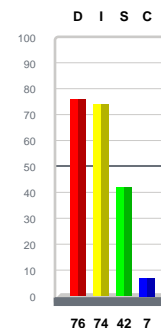
Heidi wants:

- Opportunity to verbalize her ideas and demonstrate her skills.
- No close supervision.
- New challenges and problems to solve.
- Prestige, position and titles so she can control the destiny of others.
- The chance to have fun (play hard--work hard).
- Unusual, new or difficult products to sell.
- Sales meetings that allow her to ventilate her emotions.
- Opportunity for rapid advancement.
- Independence.
- Control of her own destiny.
- Exposure to those who appreciate her sales results.
- Power and authority to take the risks to achieve sales results.
- Exciting place to work.



Adapted Style

Natural Style





Keys to Managing

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

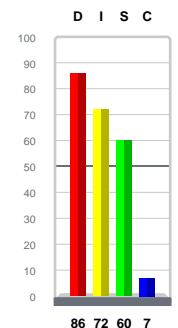
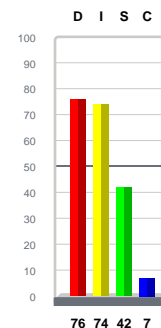
Heidi needs:

- Restraints or program to calculate the risk involved by her decisions.
- To display empathy for people who approach life differently than she does.
- Authority equal to responsibility.
- To develop an appreciation for people who have a different approach to work.
- A tolerant sales manager.
- Recognition that limits and rules do exist (and why).
- Documentation of expected sales results.
- Assignments and a sales territory that challenge her.
- To negotiate commitment face-to-face.
- Support in doing excessive detail work.
- To be confronted when in disagreement or when she breaks the rules.
- To know results expected and to be evaluated on the results.



Adapted Style

Natural Style





Areas for Improvement

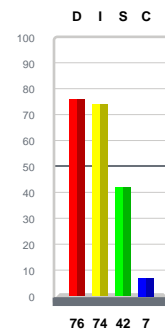
In this area is a listing of possible limitations without regard to a specific job. Review with Heidi and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Heidi has a tendency to:

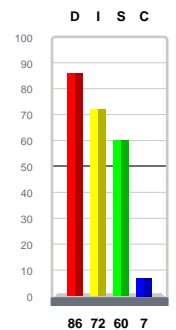
- Not answer objections to buyer's satisfaction.
- Resist participation as part of the team, unless seen as a leader.
- Blame, deny and defend when confronted with poor sales results.
- Become defensive and overreact to certain objections.
- Not have presentation in a logical order.
- Be so concerned with big picture; she forgets to see the little pieces.
- Talk too fast for the logical and detail-oriented buyer.
- Represent herself with more authority than she may have.
- Use fear as motive for buying.



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. Competitive - Want to win or gain an advantage.

0 1 2 3 4 5 6 7 8 9 10



8.5 Natural

4.9*



7.5 Adapted

4.7*

2. Interaction - Frequently engage and communicate with others.

0 1 2 3 4 5 6 7 8 9 10



8.0 Natural

6.0*



8.0 Adapted

5.5*

3. Frequent Change - Rapidly shift between tasks.

0 1 2 3 4 5 6 7 8 9 10



8.0 Natural

5.2*



8.0 Adapted

5.0*

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

0 1 2 3 4 5 6 7 8 9 10



7.0 Natural

6.5*



7.0 Adapted

6.2*

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



Behavioral Hierarchy Continued

5. Versatile - Adapt to various situations with ease.

0 1 2 3 4 5 6 7 8 9 10



6.5 Natural

5.4*



7.0 Adapted

5.2*

6. Urgency - Take immediate action.

0 1 2 3 4 5 6 7 8 9 10



6.3 Natural

4.3*



7.0 Adapted

4.3*

7. Customer-Oriented - Identify and fulfill customer expectations.

0 1 2 3 4 5 6 7 8 9 10



5.7 Natural

6.4*



5.7 Adapted

6.2*

8. Persistence - Finish tasks despite challenges or resistance.

0 1 2 3 4 5 6 7 8 9 10



4.0 Natural

6.1*



3.8 Adapted

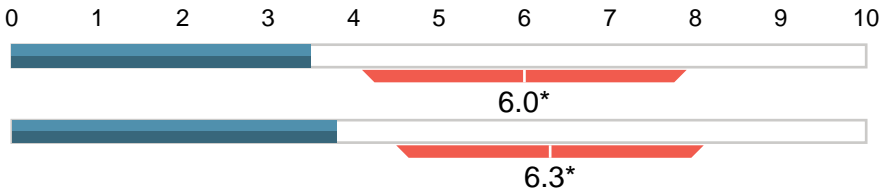
6.4*

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

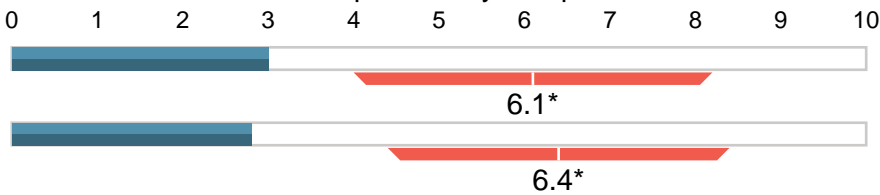


Behavioral Hierarchy Continued

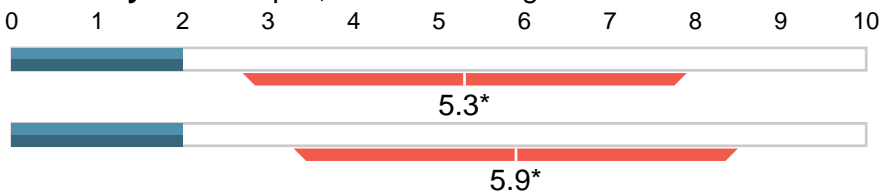
9. Following Policy - Adhere to rules, regulations, or existing methods.



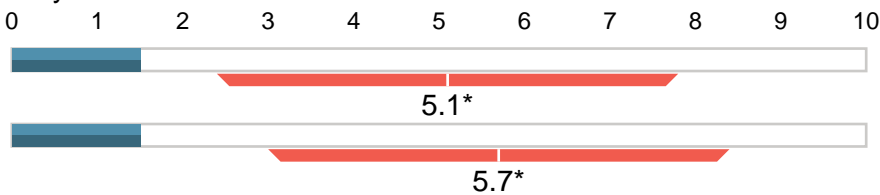
10. Consistent - Perform predictably in repetitive situations.



11. Analysis - Compile, confirm and organize information.



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



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

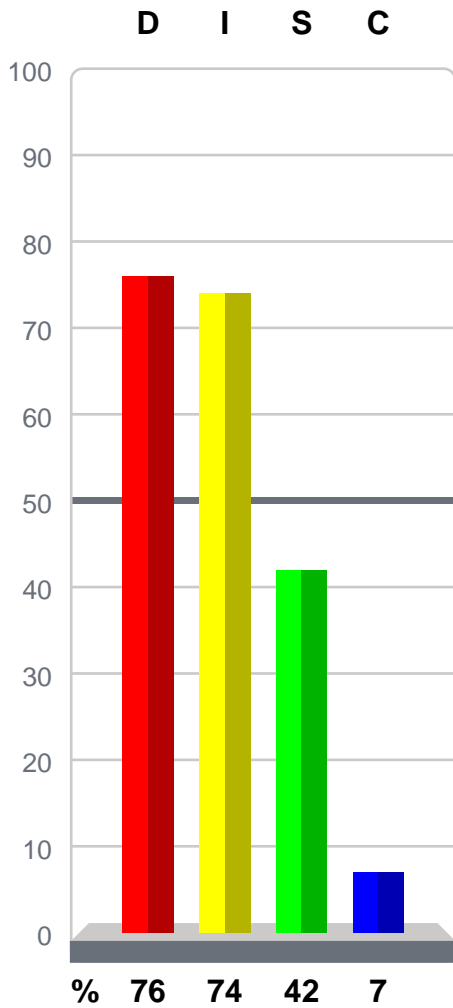


Style Insights® Graphs

6-30-2017

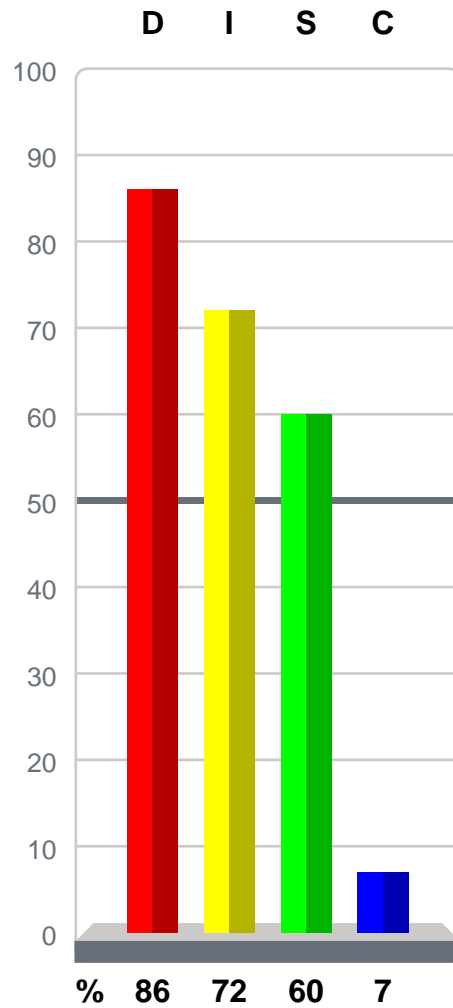
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 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.

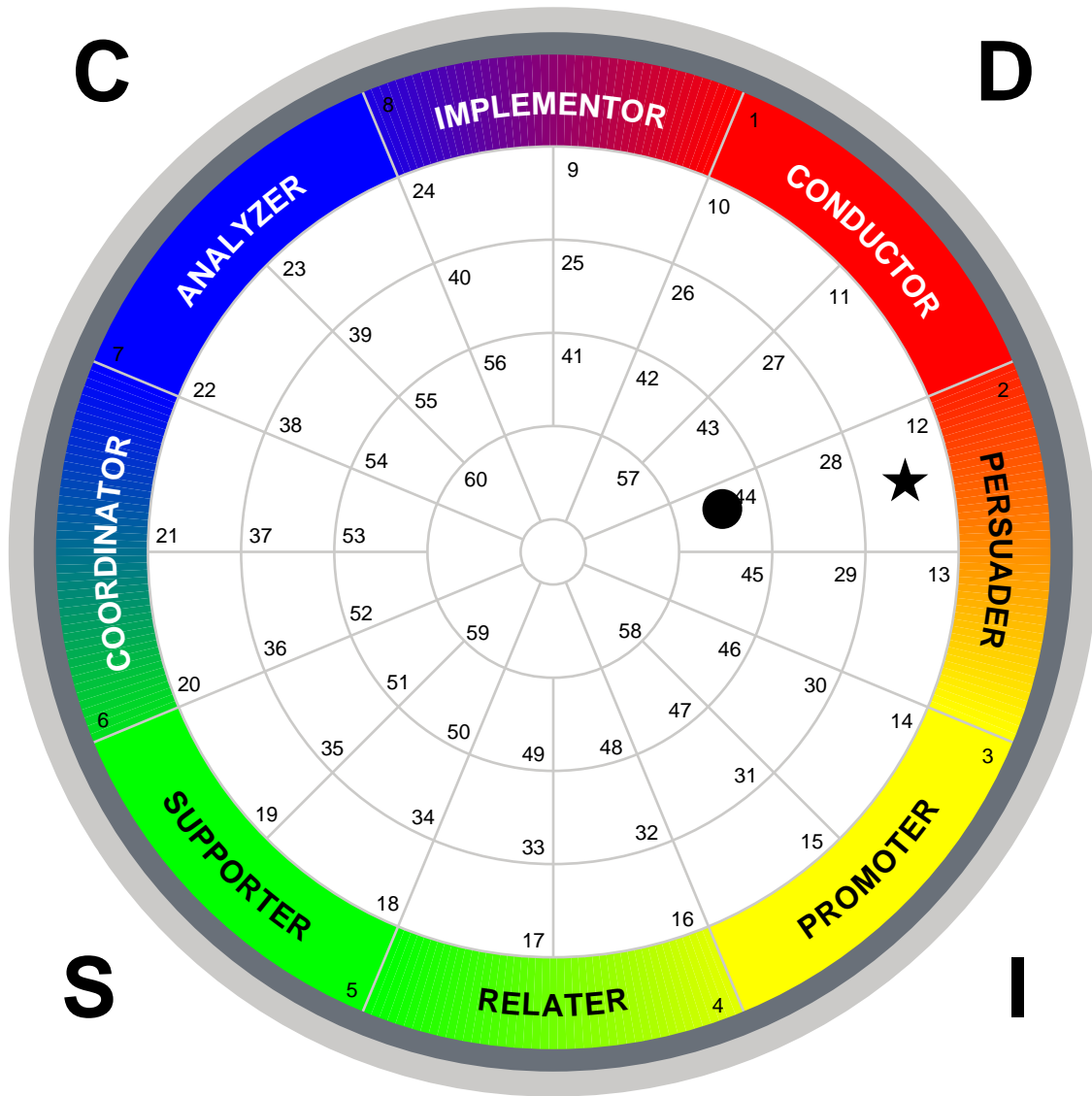
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

6-30-2017



Adapted: ★ (12) CONDUCTING PERSUADER
 Natural: ● (44) CONDUCTING PERSUADER (ACROSS)

Norm 2017 R4