



TTI SUCCESS INSIGHTS™

Sales Version

*"He who knows others is learned.
He who knows himself is wise."
—Lao Tse*

Sara Marie Management

National Account Executive

Johnson Motor Machine

4-7-2006



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 Sara Marie'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.

Sara Marie has a need to achieve in an environment in which the quality is controlled. She can become frustrated when put in a situation that is nothing more than a rambling discussion. Taking time to learn all the product information is important to her. In fact, she can be reluctant to make calls until she has more than adequate product knowledge. She feels the need for the professional approach to sales; that is, she will probably use a businesslike approach and leave idle chitchat for the social occasions. She will never make any statements that cannot be backed by facts and data. She does not want to be seen as superficial or insincere. Sara Marie prefers the company providing sales leads. She tends to be precise and attentive to the detail work required of a sales position. In fact, she will work long and hard to maintain accurate detail work. She wants to make sure her facts are correct, and that she presents as much detailed information as possible for her client or customer.

Sara Marie often emphasizes the product features that impress her, rather than look for the features the buyer wants. She usually stresses things like quality and dependability. Speed and efficiency are not as important to her. The aggressive-style buyer may force her to yield to the buyer's way of thinking. She may be reluctant to argue about it, preferring to avoid confrontation or conflict. She prefers the soft-sell approach.



SALES CHARACTERISTICS

She will sell using little emotion and provide ample facts and data. She may take some objections personally, especially if they refer to the benefits she values most. Sara Marie commonly brings up all the known objections so the buyers will have all the data to make their decision. She believes buyers prefer this approach to support their decisions. She is prone to tell the complete story with every sales presentation. She is detailed and thorough, preferring an orderly and systematic approach.

Sara Marie may hesitate to close on the first call. She rarely buys things for herself the first time she hears about them and, therefore, she is reluctant to close on the first call. Servicing what she sells is important to her. In fact, it depicts one of her strengths. Sometimes she will run out of time for closing because she took too long giving the presentation. She will never promise service she cannot deliver, being a perfectionist when it comes to servicing. Sara Marie worries about the potential buyer turning her down; thus she avoids or postpones the close, hoping the prospect will close the sale for her. She can be seen as thinker whose intuitive talents can bring divergent solutions to the forefront.



VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior Sara Marie 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.

- Always concerned about quality work.
- Accurate and intuitive.
- Comprehensive worker.
- Objective--"The anchor of reality."
- Presents the facts without emotion.
- Maintains standards.
- Can make decisions without getting emotionally involved.
- Always looking for logical solutions.



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 Sara Marie. 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 Sara Marie most frequently.

Do:

- Keep at least three feet away from her.
- Respect her quiet demeanor.
- Make an organized contribution to her efforts; present specifics, and do what you say you can do.
- Provide solid, tangible, practical evidence.
- Use the proper buzz words that are appropriate to her expertise.
- Give her time to analyze the data before making a decision.
- Be prepared with the facts and figures.
- Prepare your "case" in advance.
- Use expert testimonials.
- Have the facts in logical order.
- Give her time to verify reliability of your actions; be accurate, realistic.
- Make an organized presentation of your position, if you disagree.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure her that there won't be surprises.



DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with Sara Marie. Review each statement with Sara Marie and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Don't:

- Make statements you cannot prove.
- Overuse emotion.
- Push too hard, or be unrealistic with deadlines.
- Overuse gestures.
- Be redundant.
- Leave things to chance or luck.
- Use gimmicks or clever, quick manipulations.
- Use high speed, intense inputs.
- Use testimonies of unreliable sources; don't be haphazard.
- Say "trust me"--prove it.
- Rush the decision-making process.
- Be disorganized or messy.



SELLING TIPS

This section provides suggestions on methods which will improve Sara Marie'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, Sara Marie will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. This flexibility and the ability to interpret the needs of others is the mark of a superior salesperson.

<p>When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none">■ Prepare your "presentation" in advance.■ Stick to business--provide fact to support your presentation.■ Be accurate and realistic--don't exaggerate. <p>Factors that will create tension:</p> <ul style="list-style-type: none">■ Being giddy, casual, informal, loud.■ Wasting time with small talk.■ Being disorganized or messy.	<p>When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none">■ Be clear, specific, brief and to the point.■ Stick to business. Give an effective presentation.■ Come prepared with support material in a well-organized "package." <p>Factors that will create tension:</p> <ul style="list-style-type: none">■ Talking about things that are not relevant to the issue.■ Leaving loopholes or cloudy issues.■ Appearing disorganized.
<p>When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none">■ Begin with a personal comment--break the ice.■ Present yourself softly, nonthreateningly and logically.■ Earn their trust--provide proven products. <p>Factors that will create tension:</p> <ul style="list-style-type: none">■ Rushing headlong into the interview.■ Being domineering or demanding.■ Forcing them to respond quickly to your questions.	<p>When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none">■ Provide a warm and friendly environment.■ Don't deal with a lot of details, unless they want them.■ Provide testimonials from people they see as important. <p>Factors that will create tension:</p> <ul style="list-style-type: none">■ Being curt, cold or tight-lipped.■ Controlling the conversation.■ Driving on facts and figures, alternatives, abstractions.



IDEAL ENVIRONMENT

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

- Private office or work area.
- Assignments that can be followed through to completion.
- An environment where she can use her intuitive thinking skills.
- Data to analyze.
- Close relationship with small groups of associates or customers.
- Limited contact with people.
- Familiar work environment with a predictable pattern.
- Prefers technical work, specialized area.
- An environment dictated by logic rather than emotion.



PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Sara Marie usually sees herself as being:

Precise
Moderate
Knowledgeable

Thorough
Diplomatic
Analytical

OTHERS' PERCEPTION

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

Pessimistic
Worrisome

Picky
Fussy

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

Perfectionistic
Strict

Hard-to-Please
Defensive



DESCRIPTORS

Based on Sara Marie's responses, the report has marked those words that describe her personal behavior. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she responds to rules and procedures set by others.

Dominance	Influencing	Steadiness	Compliance
Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious 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	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details



NATURAL AND ADAPTED SELLING STYLE

Sara Marie's natural selling style of dealing with problems, people, pace and procedures may not always fit the sales environment. This section is extremely important as it will identify if a salesperson's natural style or adapted style is correct for the current sales environment.

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

Natural	PEOPLE - CONTACTS	Adapted
<p>Sara Marie feels that the convincing of people can only be done within the framework of logical facts presented by totally objective people or machines. She rarely displays emotion when attempting to influence others.</p>	<p>Sara Marie sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.</p>	



NATURAL AND ADAPTED SELLING STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Sara Marie's natural style prefers a sales environment that can take advantage of her relaxed demeanor, and patience is looked at as a requirement to win. She enjoys follow-up and follow-through. She resists selling new products until proven to her standards.</p>	<p>Sara Marie feels to survive or succeed her sales activity must be consistent with complete follow-up and follow-through. She feels she needs a sales environment where she can control the number of customers and prospects she calls on. She wants to be efficient and this allows her to be as efficient and effective as possible.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Sara Marie feels comfortable following sales procedures and being totally prepared for her sales presentation. Her structured approach will eliminate the error of omission and allow her to present her facts in a consistent manner.</p>	<p>The difference between Sara Marie's basic and adapted sales style is not significant and she sees no need to change on this factor.</p>	



ADAPTED STYLE

Sara Marie 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 persistence and patience to achieve her goals.
- Carefully avoiding conflict with customers or clients.
- Careful adherence to company rules.
- Avoiding an emotional involvement with the product or service she represents.
- Stressing service after the sale.
- Never leaving the office unprepared.
- Using a systematic approach in the sales process.
- Building strong trust relationships with clients or customers.
- Depending on a proven method to sell her service or product.
- Being alert to mistakes that may jeopardize a sale.
- Testing any innovative products or services before attempting to sell them.
- Presenting her product or service in a calm, detached manner.
- Persistence in completing a sale.



KEYS TO MOTIVATING

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

Sara Marie wants:

- Constant appreciation, and a feeling of security on the team.
- A predictable work environment.
- Referrals.
- Safety and security in the job.
- Precision work to perform.
- Reassurance she is doing the job right.
- Operating procedures in writing.
- To be part of a quality-oriented sales team.
- To be a member of a small team.
- Specific questions--not general or open-ended.
- Instructions so she can do the job right the first time.



KEYS TO MANAGING

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

Sara Marie needs:

- To sell her ideas--not just tell them.
- Time to gather the facts and data.
- Recognition for what she accomplished.
- Logical answers in logical order.
- Performance appraisals on regular basis.
- Sincerity from people with whom she works.
- Support when under pressure to perform many activities quickly.
- Rewards in terms of fine things--not just shallow words.
- Explanations for sales objections.
- Tangible things to sell.
- The opportunity to ask questions to clarify or determine why.
- A manager who prefers quality over quantity.
- To be encouraged to be more independent.



AREAS FOR IMPROVEMENT

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

Sara Marie has a tendency to:

- Bring up objections so the buyer will have all the data to base the decision on.
- Rarely change her style to meet buyer's style.
- Not get buyer emotionally involved.
- Be self-depreciating (puts self down)--doesn't project self-confidence.
- Be overly prepared--too many facts and figures for some buyers.
- Resist making "cold calls" because of the unknown.
- Spend too much time servicing and not enough time selling new accounts.
- Often fail to close the sale when the buyer is ready to buy.
- Get bogged down in details and use details to protect her position.



ACTION PLAN

The following are examples of areas in which Sara Marie 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.

- | | |
|----------------------------------------------|--------------------------------------------|
| <input type="checkbox"/> Customer Service | <input type="checkbox"/> Closing |
| <input type="checkbox"/> Prospecting | <input type="checkbox"/> Product Knowledge |
| <input type="checkbox"/> Preparation | <input type="checkbox"/> Personal Goals |
| <input type="checkbox"/> Presentation | <input type="checkbox"/> Other |
| <input type="checkbox"/> Handling Objections | |

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____



BEHAVIORAL HIERARCHY

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

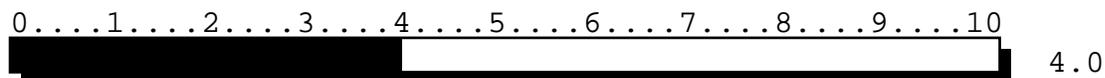
1. ORGANIZED WORKPLACE



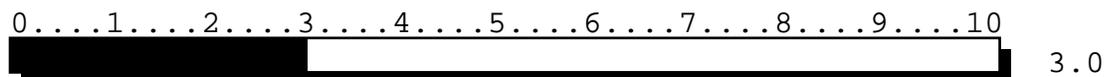
2. ANALYSIS OF DATA



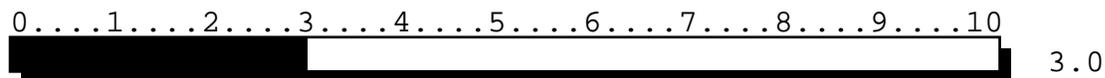
3. CUSTOMER ORIENTED



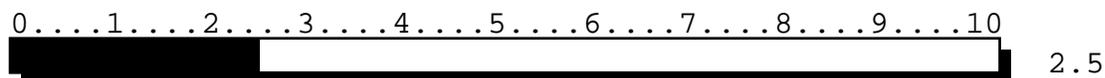
4. URGENCY



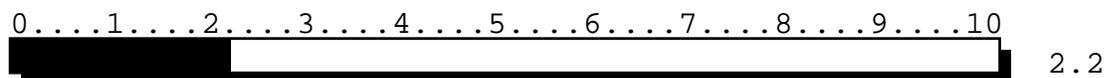
5. COMPETITIVENESS



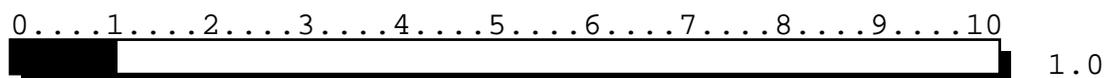
6. VERSATILITY



7. FREQUENT CHANGE



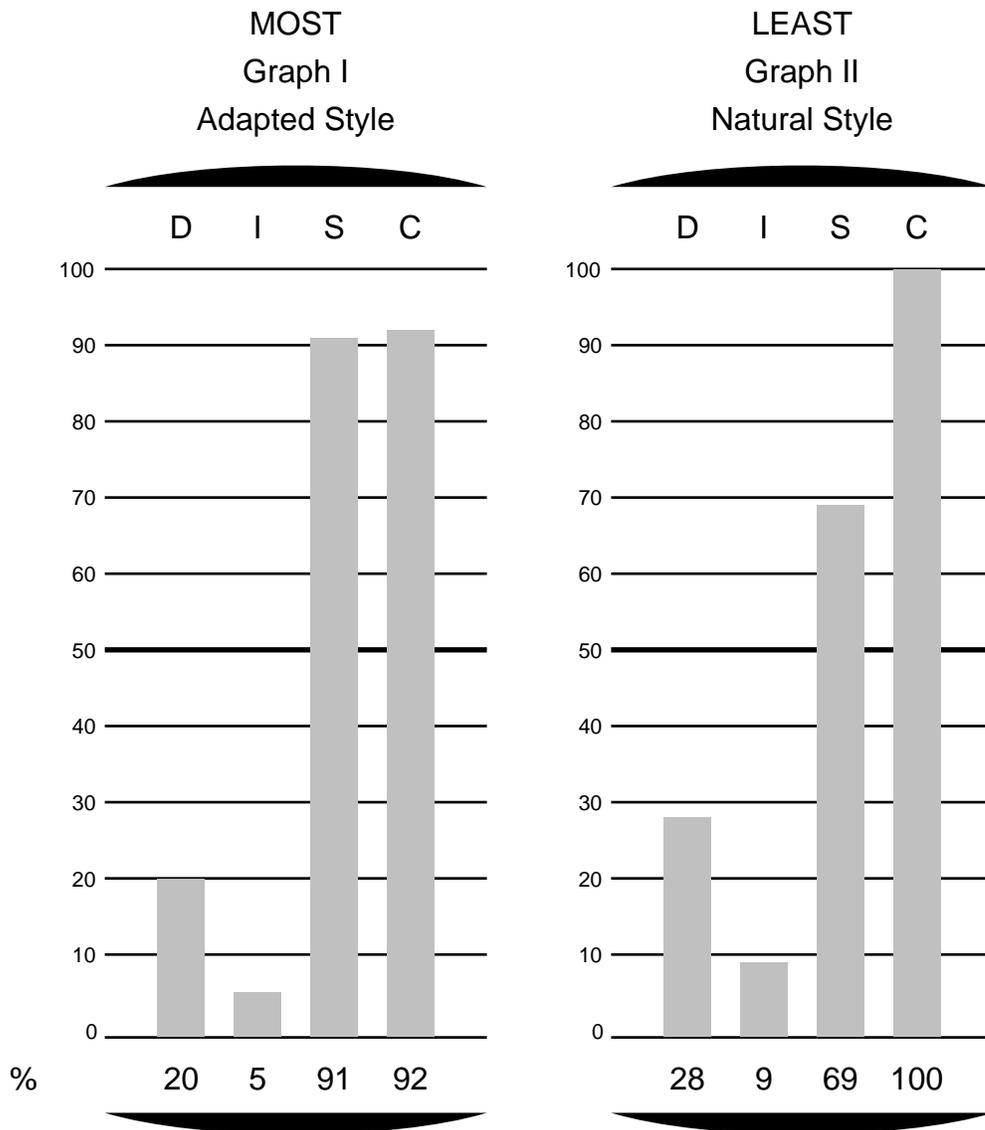
8. FREQUENT INTERACTION WITH OTHERS





STYLE INSIGHTS™ GRAPHS

Johnson Motor Machine
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Norm 2003



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.

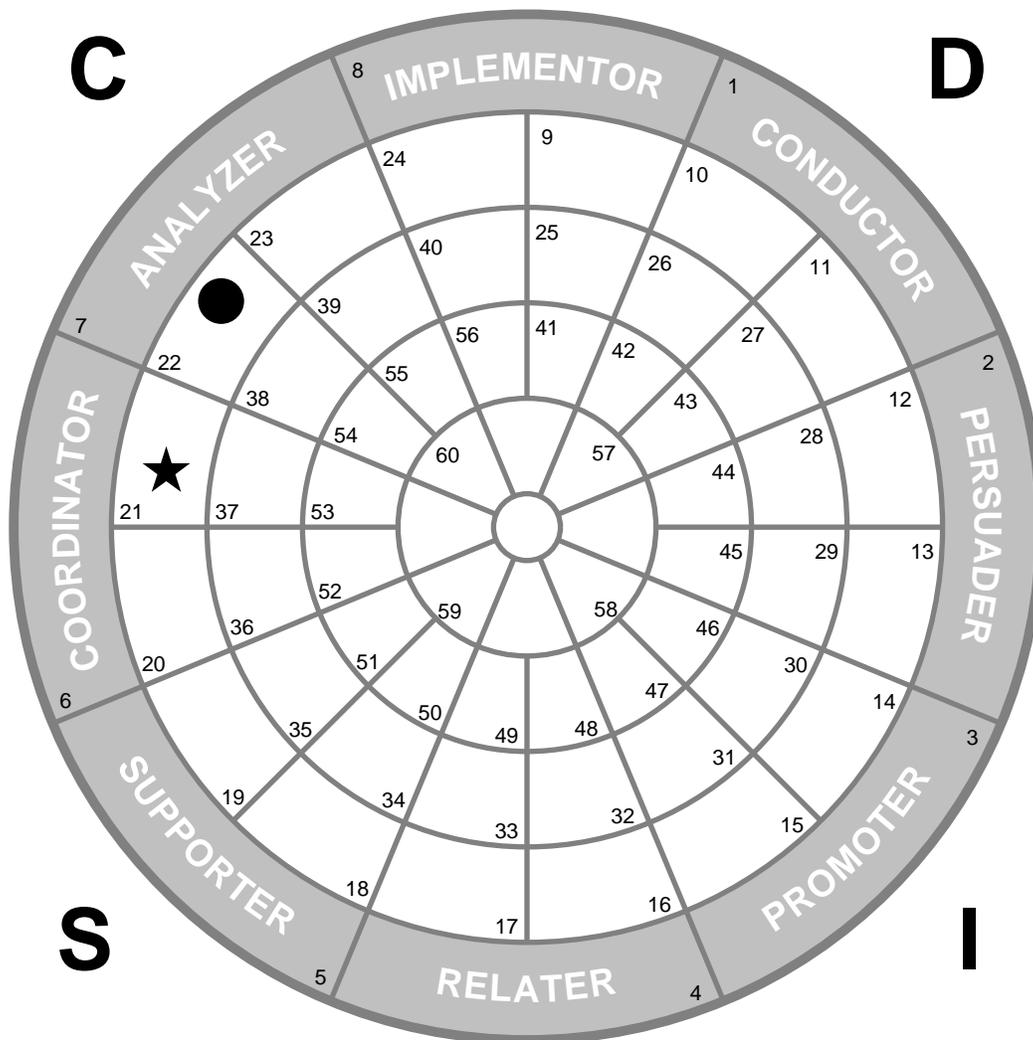
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

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Adapted: ★ (21) ANALYZING COORDINATOR
Natural: ● (22) COORDINATING ANALYZER
Norm 2003