



TTI Success Insights®

Sales Version

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

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Achieve Your Vision

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

Dan loves the challenge presented by sales. He sees it as a great opportunity to compete with himself and others. He must guard against coming across as a high-pressure salesperson, which can antagonize the prospect and jeopardize the sale. He is comfortable in a sales environment that contains variety and/or high pressure situations. With his natural style of assertive presentations, he must be aware of the impact his body language and louder tone tend to have on the sales process. Dan will want to sell new and unusual products or services. Motivated by his many interests, he prefers an ever-changing work environment. He exudes self-confidence and shows no fear when making his sales presentation, or when introducing new or creative ideas to his prospects. He perceives himself as a salesperson who is totally keyed to results. He wants to get things done in a way that is consistent with his perception of "the right way" for him to accomplish his sales goals.

Dan's usage of sales aids may be higher if he participated in developing them. In handling objections, he attempts to win on all points. Sometimes this desire to win may hinder the sale. Dan's body language may sometimes get him into trouble. He projects a



SALES CHARACTERISTICS

great sense of urgency, which some buyers may interpret as an unwillingness to listen to their needs. He may fail to listen to the true objection. In his haste to make a response, the real objection may never be answered. Dan may become defensive if he hears objections to a service or product he helped to develop. He usually dominates the sales presentation. He prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers.

Dan usually has his favorite close, and he might, therefore, resist using all the closes he knows. He often promises more service than he can deliver, especially if he must be the person to deliver. He usually has too many activities going on to fulfill all he promises. Dan prefers to service his accounts using one of two methods: excellent service for those accounts he likes, or those with potential; adequate or poor service for those accounts he doesn't like, or with little potential. He generally concentrates on selling new accounts as compared to servicing his present accounts. New accounts represent a challenge, while servicing old accounts may be dull and too routine. Dan will be direct and positive with his closes. He can be persistent and friendly at the same time. He can close so hard that he causes the buyer to think of objections, which may be excuses rather than real objections.



VALUE TO THE ORGANIZATION

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

- Tenacious.
- Builds confidence in others.
- People-oriented.
- Verbalizes his feelings.
- Team player.
- Challenge-oriented.
- Creative in his approach to solving problems and selling.
- Usually makes decisions with the bottom line in mind.



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 Dan. 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 Dan most frequently.

Do:

- Support the results, not the person, if you agree.
- Stick to business--let him decide if he wants to talk socially.
- Provide questions, alternatives and choices for making his own decisions.
- Provide ideas for implementing action.
- Offer special, immediate and extra incentives for his willingness to take risks.
- Motivate and persuade by referring to objectives and results.
- Not deal with details, put them in writing, pin him to modes of action.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Read the body language for approval or disapproval.
- Provide a warm and friendly environment.
- Talk about him, his goals and opinions he finds stimulating.



DON'TS ON COMMUNICATING

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

- Kid around too much, or "stick to the agenda" too much.
- Talk down to him.
- Be redundant.
- Be curt, cold or tight-lipped.
- Let disagreement reflect on him personally.
- Direct or order.
- Ask rhetorical questions, or useless ones.
- Waste time trying to be impersonal, judgmental, or too task-oriented.
- Come with a ready-made decision, and don't make it for him.
- Drive on to facts, figures, alternatives or abstractions.
- Try to convince by "personal" means.
- "Dream" with him or you'll lose time.



SELLING TIPS

This section provides suggestions on methods which will improve Dan's communications when selling to different styles. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, Dan 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.

<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 Dan'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 Dan enjoys and also those that create frustration.

- Evaluation based on results, not the process.
- Assignments with a high degree of people contacts.
- Tasks involving motivated groups and establishing a network of contacts.
- Democratic supervisor with whom he can associate.
- Nonroutine work with challenge and opportunity.
- Work tasks that change from time to time.
- Freedom from controls, supervision and details.
- Forum to express ideas and viewpoint.



PERCEPTIONS

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

"See Yourself As Others See You"

SELF-PERCEPTION

Dan usually sees himself as being:

Pioneering
Competitive
Positive

Assertive
Confident
Winner

OTHERS' PERCEPTION

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

Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated



DESCRIPTORS

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

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	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending
		Hypertense	Careless with Details



NATURAL AND ADAPTED SELLING STYLE

Dan'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>Dan tends to attack sales challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and will actively seek to achieve sales goals. He likes authority along with his responsibility and a territory that will constantly challenge him to perform up to his ability.</p>	<p>Dan sees no need to change his sales approach from his basic style as it is related to solving problems and challenges.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>Dan's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtue of his oral skills. He will try to convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost everything with every prospect.</p>	<p>Dan projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.</p>	



NATURAL AND ADAPTED SELLING STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Dan maintains his sense of equilibrium even in the face of extreme time constraints and ever-changing schedules. He is comfortable dealing with a wide variety of customers. His need for high activity level can lead to meeting many new prospects.</p>	<p>Dan feels that the sales environment doesn't require him to alter the way he deals with activity level and consistency.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Dan wants to be seen as his own person who is willing and capable of interpreting the company policies to ensure the best results and allow him creative and innovative methods of selling. He wants to be measured on his sales results, not how he achieved the results.</p>	<p>The difference between Dan's basic and adapted sales style is not significant and he sees no need to change on this factor.</p>	



ADAPTED STYLE

Dan 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.

- Dealing with customers and clients efficiently.
- Firm, unbending dedication to completing sales projects.
- Unafraid to overstep authority when necessary to make a sale.
- Authority to carry out responsibility.
- Telling clients or customers about the "big picture."
- Sharing his personal opinion with a client or customer.
- Using authority and responsibility for completing the sale.
- Seeking challenges presented by competition.
- Ability to handle many new products or services.
- Setting his own agenda for results.
- Making a presentation in his own particular style.
- A resourceful, eager self-starter.



KEYS TO MOTIVATING

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

Dan wants:

- Exposure to those who appreciate his sales results.
- To be seen as a leader.
- Independence.
- Exciting place to work.
- New challenges and problems to solve.
- Opportunity for rapid advancement.
- Control of his own destiny.
- Power and authority to take the risks to achieve sales results.
- The chance to have fun (play hard--work hard).
- Prestige, position and titles so he can control the destiny of others.
- No close supervision.



KEYS TO MANAGING

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

Dan needs:

- An awareness of the parameters or rules in writing.
- To know results expected and to be evaluated on the results.
- To negotiate commitment face-to-face.
- To understand his role on the team--either a team player or the leader.
- To focus conversations on work activities--less socializing.
- More control of body language.
- Objectivity in managing a sales territory.
- To mask emotions when appropriate.
- More logical presentations--less emotional.
- To adjust his intensity to match the situation.
- To be confronted when in disagreement or when he breaks the rules.



AREAS FOR IMPROVEMENT

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

Dan has a tendency to:

- Be weak at providing follow-up service if client has little potential for future sales.
- Talk too fast for the logical and detail-oriented buyer.
- Be a situational listener--hears only what he wants to hear.
- Resist participation as part of the team, unless seen as a leader.
- Be so concerned with big picture; he forgets to see the little pieces.
- Not answer objections to buyer's satisfaction.
- Represent himself with more authority than he may have.
- Use fear as motive for buying.



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:

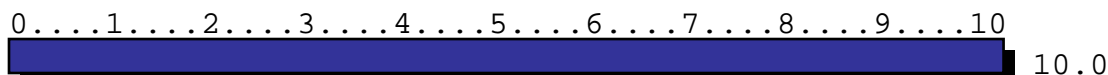
4. I will make the following changes to my behavior, and I will implement them by _____:



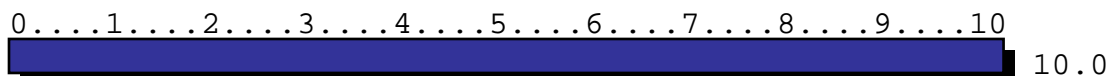
BEHAVIORAL HIERARCHY

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. URGENCY



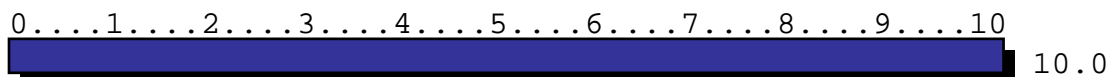
2. COMPETITIVENESS



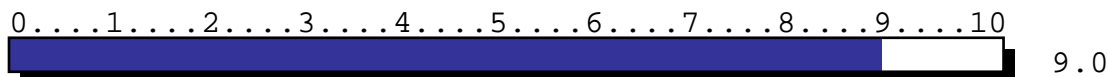
3. VERSATILITY



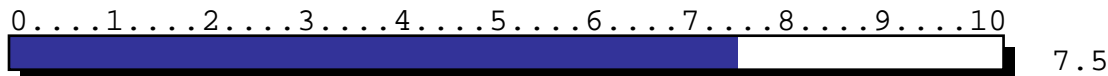
4. FREQUENT CHANGE



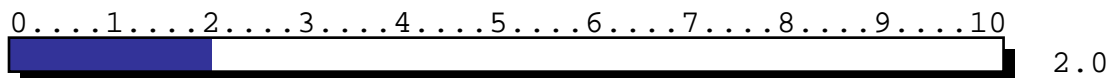
5. FREQUENT INTERACTION WITH OTHERS



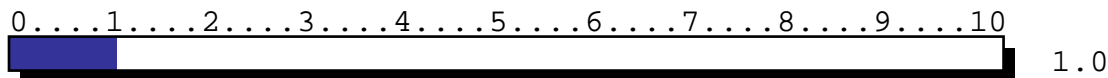
6. CUSTOMER ORIENTED



7. ANALYSIS OF DATA



8. ORGANIZED WORKPLACE



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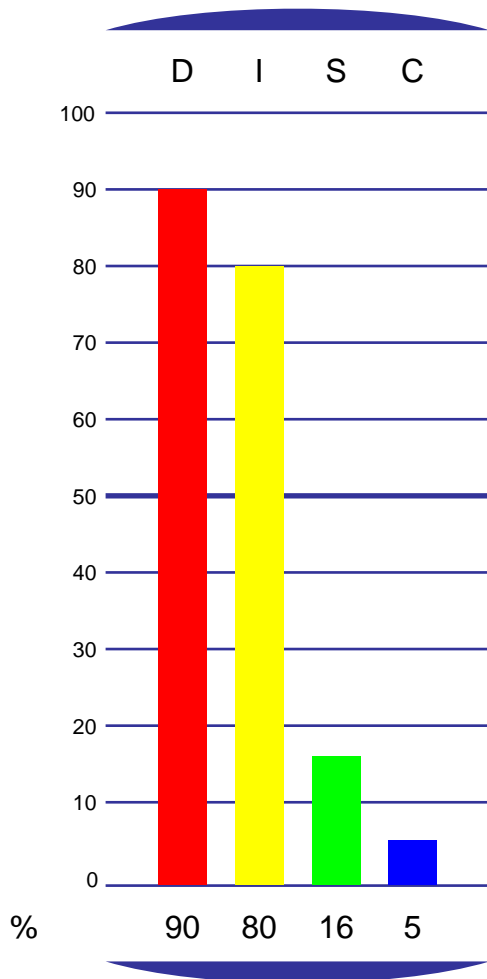
STYLE INSIGHTS® GRAPHS

Dan Demo

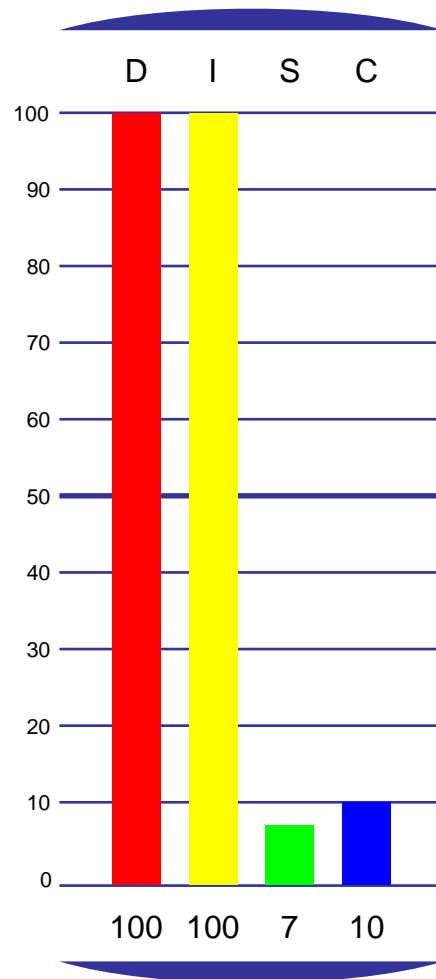
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MOST
Graph I
Adapted Style



LEAST
Graph II
Natural Style



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.

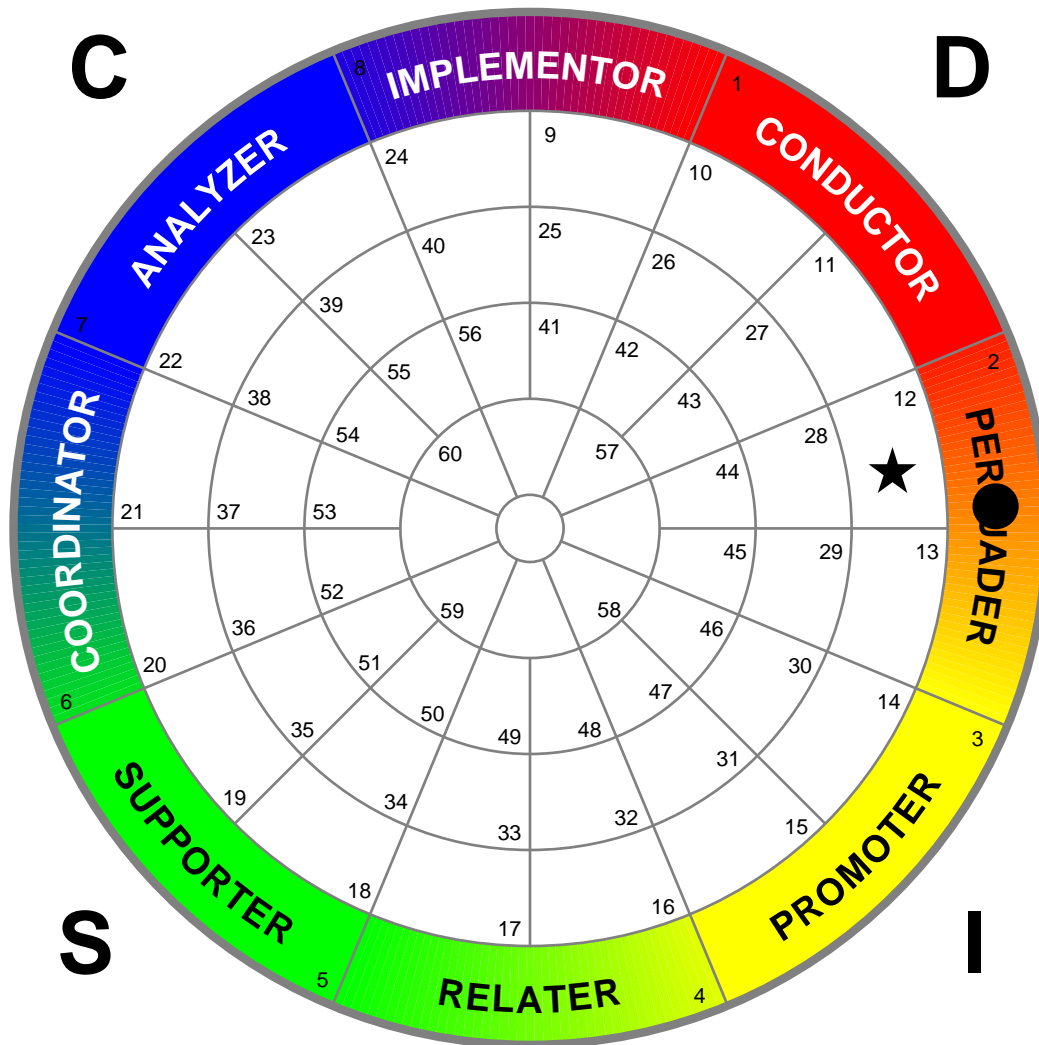
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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: ★ (12) CONDUCTING PERSUADER
Natural: ● (2) PERSUADER
Norm 2003

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