



TTI
SUCCESS
INSIGHTS®

Sales

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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

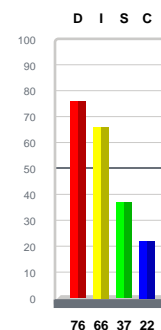
Based on Sam's responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the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

Sam prefers to sell a new client on himself first rather than his product or service. This reflects his natural approach. When he buys, he also prefers to be sold in this manner. Detail work is not Sam's forte. He enjoys "people over things" and may procrastinate when faced with time-consuming, detail work. He prefers to be evaluated on his results, not the paper work. He maintains a high trust level; that is, he trusts that people will make good on their promises. Socially and verbally aggressive, he loves to meet strangers and begin conversations. This is a great attribute when new territory is opened, or new accounts are dictated by business conditions. Sam prefers to sell new, innovative products or services. In fact, he often uses creative ways to sell his products or services. He becomes highly excited about what influences him. He usually displays this emotion when he is attempting to influence people. He may be seen as somewhat impulsive. He likes new products and often is the first in his neighborhood to buy the latest things.

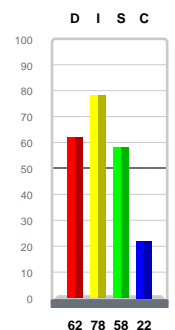
Sam succeeds in projecting self-confidence in his sales presentations. This self-confidence evolves from his belief in himself and his products or services. This may cause him to become frustrated if a prospect attacks either him or his product. Some see him as a natural born salesperson but what they really see is his ability to talk smoothly and readily on most subjects. He quickly shares his opinion on most topics. He should learn to follow all objections with a question. This will allow him time to prepare his answer and help clarify the prospect's actual objection. He experiences difficulty in telling a prospect that he doesn't have the answer to the prospect's objections. His natural sales style attempts to answer the objections even if he lacks the proper data to do so. He would rather take the risk than admit failure. If he gets into one of his "oversell" modes, he may cause the objections to be raised. However, he will welcome the objections and answer them to the best of his ability. He may be rather careless in his sales preparation. He truly believes he can walk and talk his way through any presentation at anytime, anyplace.



Adapted Style



Natural Style



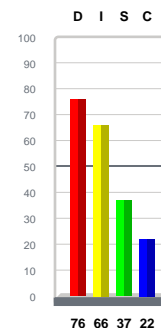


Sales Characteristics *Continued*

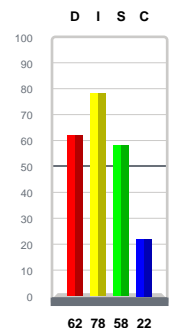
Sam would rather make a social visit instead of a service visit. The social visit meets his need to be friendly and outgoing, while the service visit requires special effort if customers don't buy more products or services. Sometimes he tries too hard to accommodate the buyer with service. He will resent his effort if the account doesn't live up to its potential. If given the choice, he would prefer to sell a new account instead of servicing an old account. This is especially true if the old account has little potential or requires sufficient facts and data to support their purchase decisions. Sam's listening skills may cause him to miss some closing opportunities. He may be thinking about what he is going to say next and miss the buying signal. Sam can be seen as a good closer. However, he may postpone the close until giving the complete sales pitch. Observers have actually seen him sell the product and then buy it back. He should guard against excessive talking and close at the appropriate time. He may be positive and direct with his closes. He will be friendly and persistent as he attempts to close the sale.



Adapted Style



Natural Style





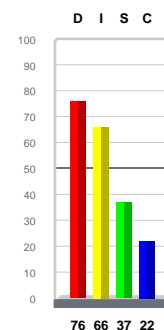
Value to the Organization

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

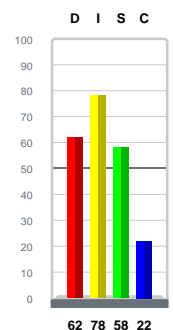
- Accomplishes goals through people.
- Verbalizes his feelings.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Big thinker.
- Builds confidence in others.
- People-oriented.
- Dedicated to his own ideas.



Adapted Style



Natural Style





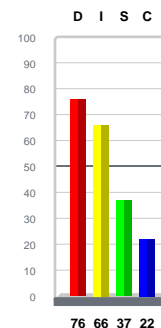
Checklist for Communicating

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 Sam. 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 Sam most frequently.

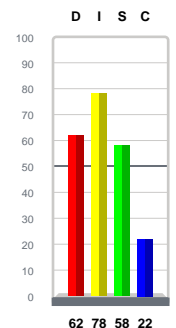
Ways to Communicate:

- Provide testimonials from people he sees as important.
- Provide ideas for implementing action.
- Provide solutions--not opinions.
- Offer special, immediate and extra incentives for his willingness to take risks.
- Ask for his opinions/ideas regarding people.
- Provide a warm and friendly environment.
- Look for his oversights.
- Leave time for relating, socializing.
- Talk about him, his goals and opinions he finds stimulating.
- Read the body language for approval or disapproval.
- Use a balanced, objective and emotional approach.
- Expect him to return to fight another day when he has received a no answer.
- Appeal to how he will benefit or be admired.

Adapted Style



Natural Style





Checklist for Communicating Continued

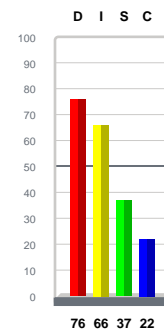
This section of the report is a list of things NOT to do while communicating with Sam. Review each statement with Sam and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually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

Ways NOT to Communicate:

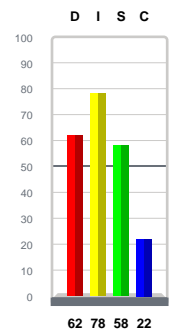
- Talk down to him.
- Be paternalistic.
- Ramble.
- Legislate or muffle--don't overcontrol the conversation.
- Let him overpower you with verbiage.
- Be curt, cold or tight-lipped.
- Leave decisions hanging in the air.
- Be dogmatic.
- Give him your opinion unless asked.
- Drive on to facts, figures, alternatives or abstractions.
- "Dream" with him or you'll lose time.
- Kid around too much, or "stick to the agenda" too much.



Adapted Style



Natural Style





Selling Tips

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

When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "presentation" in advance.
- Stick to business--provide fact to support your presentation.
- Be accurate and realistic--don't exaggerate.

Factors that will create tension:

- Being giddy, casual, informal, loud.
- Wasting time with small talk.
- Being disorganized or messy.

When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business. Give an effective presentation.
- Come prepared with support material in a well-organized "package."

Factors that will create tension:

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

When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present yourself softly, nonthreateningly and logically.
- Earn their trust--provide proven products.

Factors that will create tension:

- Rushing headlong into the interview.
- Being domineering or demanding.
- Forcing them to respond quickly to your questions.

When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details, unless they want them.
- Provide testimonials from people they see as important.

Factors that will create tension:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.



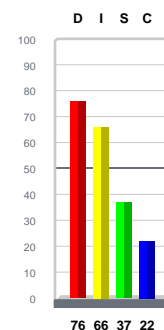
Ideal Environment

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

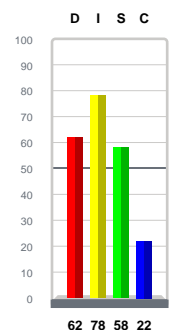
- Assignments with a high degree of people contacts.
- Work with a results-oriented team.
- Freedom from control and detail.
- Needs difficult assignments.
- Forum for his ideas to be heard.
- Democratic supervisor with whom he can associate.



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

Self-Perception

Sam usually sees himself as being:

- Enthusiastic
- Charming
- Persuasive
- Outgoing
- Inspiring
- Optimistic

Others' Perception - Moderate

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

- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

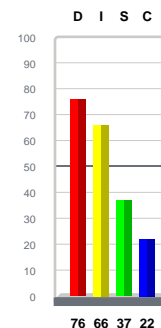
Others' Perception - Extreme

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

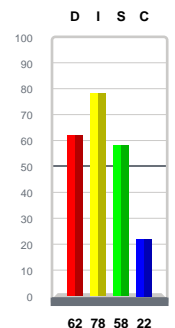
- Overly Confident
- Poor Listener
- Talkative
- Self-Promoter



Adapted Style



Natural Style





Descriptors

Based on Sam'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.

Demanding Egocentric Driving Ambitious Pioneering Strong-Willed Forceful Determined Aggressive Competitive Decisive Venturesome Inquisitive Responsible	Effusive Inspiring Magnetic Political Enthusiastic Demonstrative Persuasive Warm Convincing Polished Poised Optimistic Trusting Sociable	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment
Dominance	Influencing	Steadiness	Compliance
Conservative Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious Mild Agreeable Modest Peaceful Unobtrusive	Reflective Factual Calculating Skeptical Logical Undemonstrative Suspicious Matter-of-Fact Incisive Pessimistic Moody Critical	Mobile Active Restless Alert Variety-Oriented Demonstrative Impatient Pressure-Oriented Eager Flexible Impulsive Impetuous Hypertense	Firm Independent Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details



Natural and Adapted Selling Style

Sam'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

Sam is quite inquisitive and wants to be seen as an outwardly competitive person. He is results-oriented and likes to be innovative in his sales approach. He is not necessarily confrontational by nature, but will not turn down the opportunity for confrontation if the opportunity exists.

Adapted

Sam's response to the sales environment is to be strong-willed and ambitious. He seeks to win against all obstacles.

PEOPLE - CONTACTS

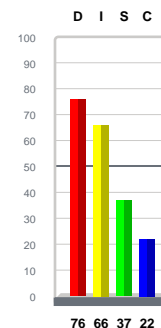
Natural

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

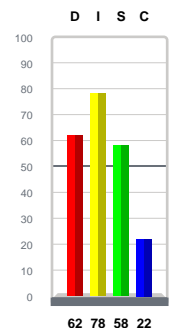
Adapted

Sam feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to sell.

Adapted Style



Natural Style





Natural and Adapted Selling Style Continued



PACE - CONSISTENCY

Natural

Sam enjoys a sales environment that needs a consistent approach. He will change approach if the new direction is meaningful and consistent with past experience. He enjoys selling quality products that he feels are reliable and dependable.

Adapted

Sam feels to be successful in his present sales environment he must see many prospects/customers. He feels mobility is one of his strengths. He can go in many different directions with ease and control.

PROCEDURES - CONSTRAINTS

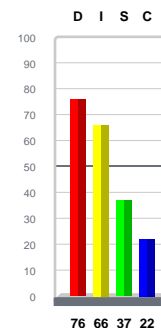
Natural

Sam is independent by nature and his sales style displays his desire to sell the results he can deliver, as opposed to providing all the details to support his position. If he feels that rules and procedures are too restrictive he will attempt to change them in an active manner.

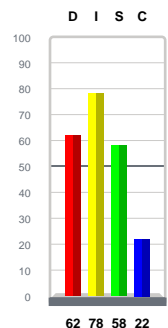
Adapted

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

Adapted Style



Natural Style



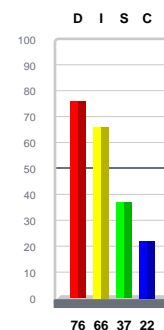


Adapted Style

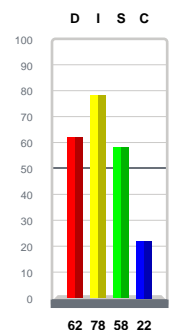
Sam sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Setting his own agenda for results.
- Seeking challenges presented by competition.
- Dealing with customers and clients efficiently.
- Positive response to a client's objections.
- A resourceful, eager self-starter.
- Ability to handle many new products or services.
- Using authority and responsibility for completing the sale.
- Telling clients or customers about the "big picture."
- Making a presentation in his own particular style.
- Unafraid to overstep authority when necessary to make a sale.
- Independent in approaching customers or clients.
- Anticipating and using creative ways to assist clients in problem solving.
- Exhibiting confidence in approaching customers.

Adapted Style



Natural Style





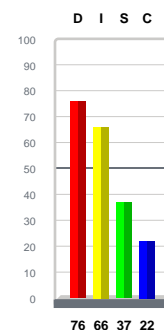
Keys to Motivating

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

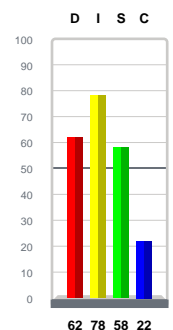
Sam wants:

- Opportunity to verbalize his ideas and demonstrate his skills.
- Control of his own destiny.
- New challenges and problems to solve.
- Unusual, new or difficult products to sell.
- Sales meetings that allow him to ventilate his emotions.
- Independence.
- Exposure to those who appreciate his sales results.
- Power and authority to take the risks to achieve sales results.
- To be seen as a leader.
- Prestige, position and titles so he can control the destiny of others.
- Exciting place to work.

Adapted Style



Natural Style





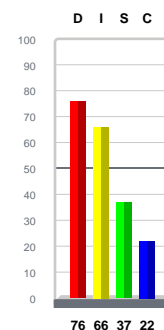
Keys to Managing

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

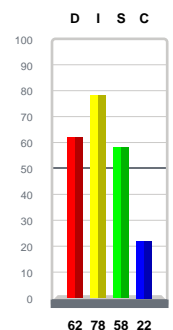
Sam needs:

- To focus conversations on work activities--less socializing.
- Restraints or program to calculate the risk involved by his decisions.
- Better organization of record keeping.
- To handle routine paperwork only once.
- To be informed of things which affect him.
- To relax and pace himself.
- Documentation of expected sales results.
- Support in doing excessive detail work.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- Help on controlling time and setting priorities.
- Participatory management.
- Bottom-line measurement.
- Recognition that limits and rules do exist (and why).

Adapted Style



Natural Style





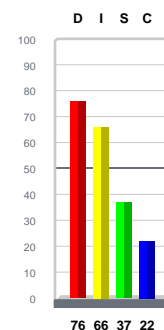
Areas for Improvement

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

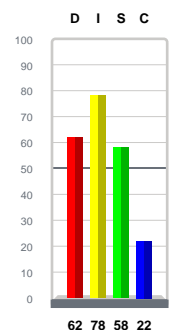
Sam has a tendency to:

- Be more concerned with popularity than tangible results, if popularity is rewarded.
- Be so enthusiastic that he can be seen as superficial.
- Make promises he can't keep.
- Dislike call reports, etc.
- Be more concerned with popularity than sales results.
- Give away products or services to make client happy.
- Not answer objections completely, or tap dances around the objections.
- "Oversell" or talk his way out of a sale by focusing on irrelevant things.

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:

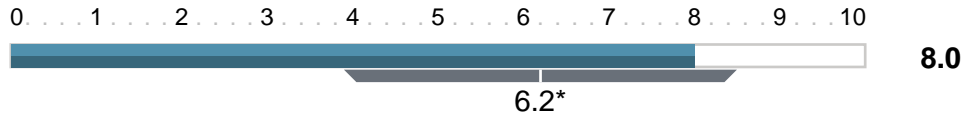
4. I will make the following changes to my behavior, and I will implement them by _____:



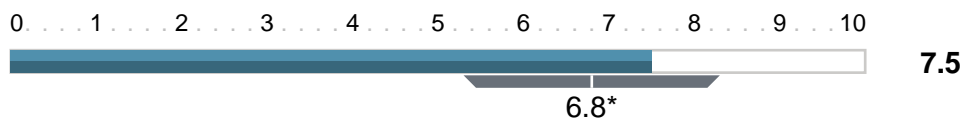
Behavioral Hierarchy

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.

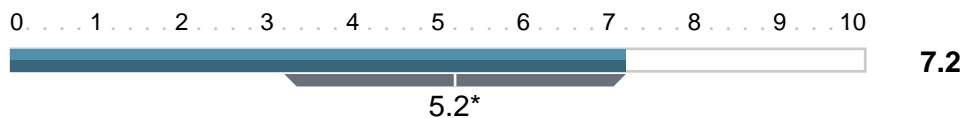
1. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



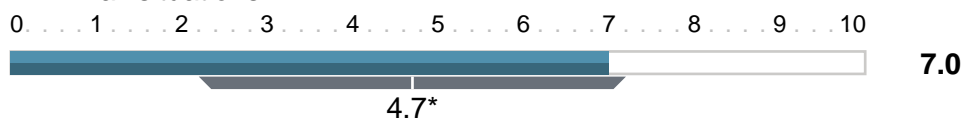
2. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



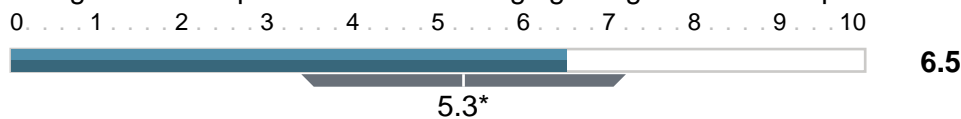
3. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



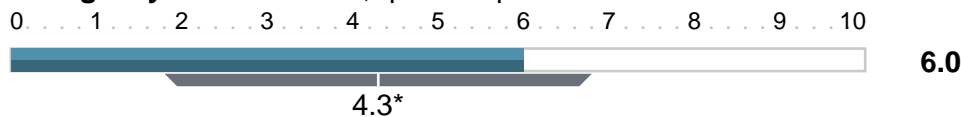
4. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



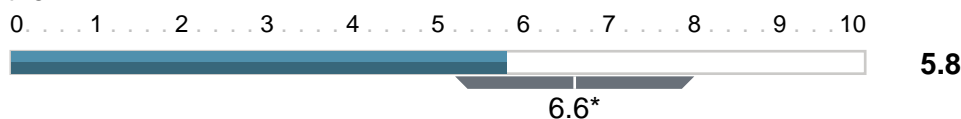
5. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



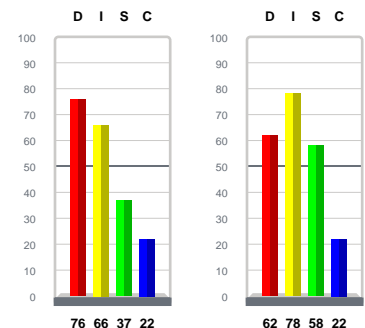
6. Urgency - Decisiveness, quick response and fast action.



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



Adapted Style Natural Style

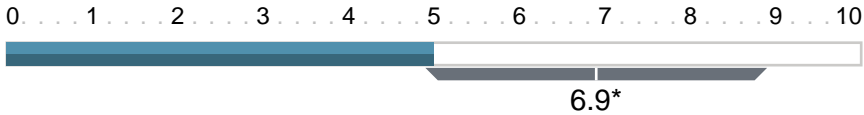


* 68% of the population falls within the shaded area.



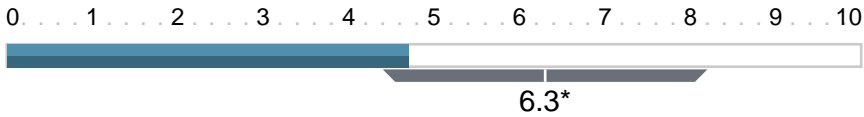
Behavioral Hierarchy

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



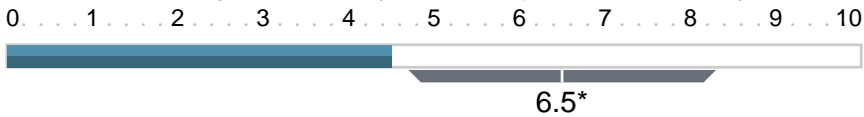
5.0

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



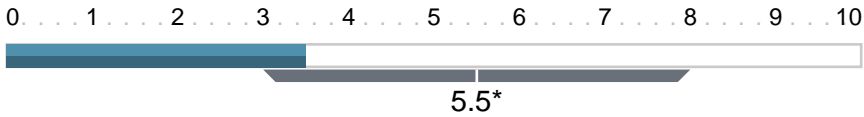
4.7

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



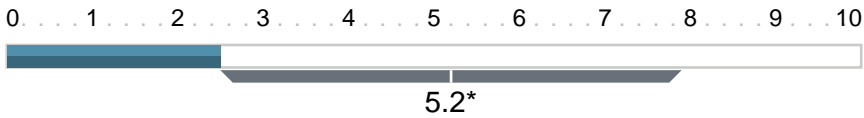
4.5

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



3.5

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

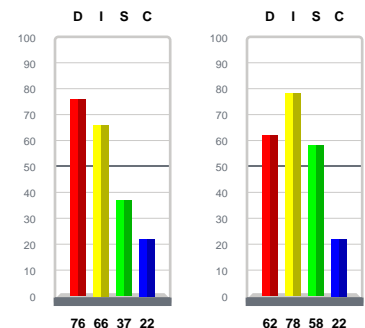


2.5



Adapted Style

Natural Style



SIA: 76-66-37-22 (12) SIN: 62-78-58-22 (30)
* 68% of the population falls within the shaded area.

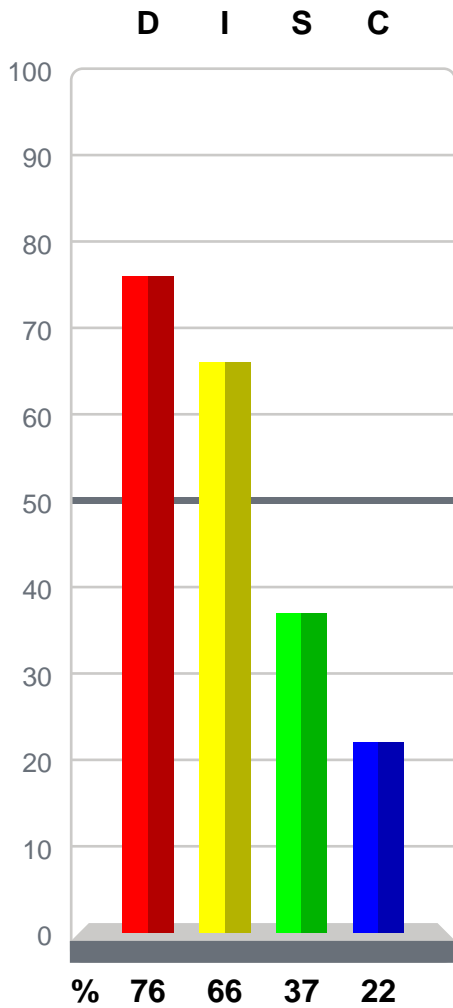


Style Insights® Graphs

7-28-2014

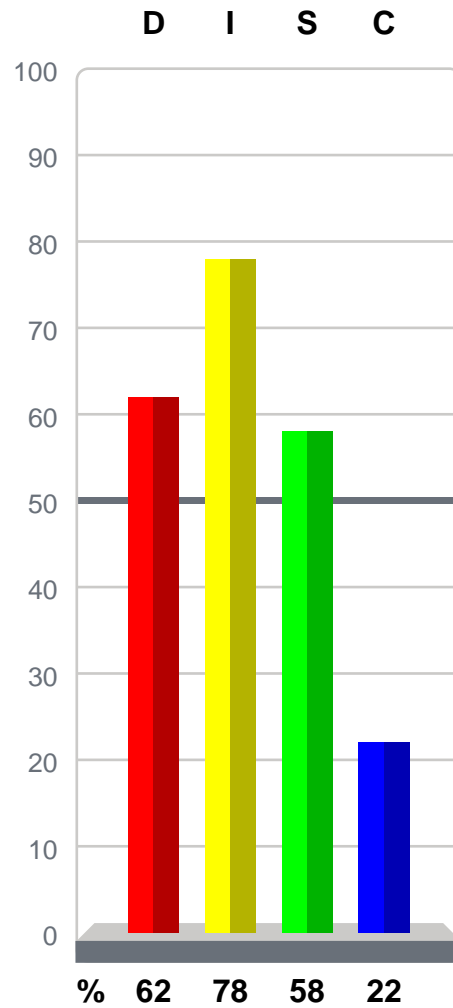
Adapted Style

Graph I



Natural Style

Graph II



Norm 2014 R4

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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.

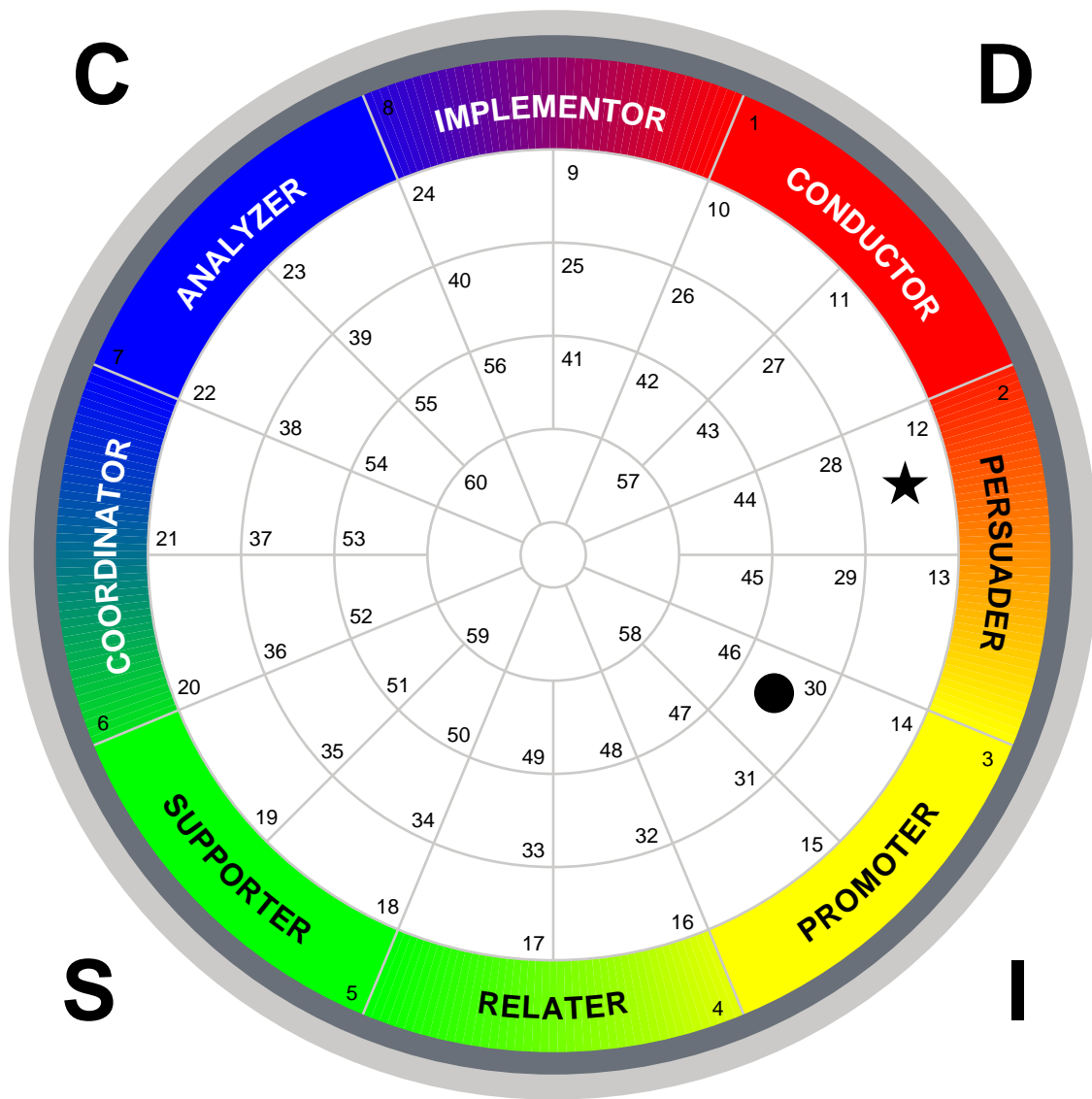
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

7-28-2014



Adapted: ★ (12) CONDUCTING PERSUADER
 Natural: ● (30) PERSUADING PROMOTER (FLEXIBLE)

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