



# TTI SUCCESS INSIGHTS™

Sales Version

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

**John Doe**

2-10-2005

Another Quality Program From:

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## INTRODUCTION

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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 John'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.*

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John loves the challenge presented by sales. He sees it as a great opportunity to compete with himself and others. When results are at stake, it brings out John's drive for success. Some may see him as a high risk-taker, but this merely reflects his approach to winning. He will take the risks necessary to succeed. He is a self-starter, generally resourceful and readily adaptable to many sales situations. He finds the actual sales process much more rewarding than completing all the paperwork involved. He wants the authority and responsibility to achieve his sales goals. He may at times tend to overstep his authority if it will help him achieve his goals. John is usually known for his ability to tackle tough sales problems and bring them to a successful conclusion. He can be resourceful, even when faced with obstacles. He usually enjoys the challenge presented by cold calls. They allow him to use what he considers to be one of his real talents--the ability to sell to anyone at anytime! Although John is good at selling to people who have similar behavioral characteristics, he may be too impatient to sell to the methodical buyer.

John's body language may sometimes get him into trouble. He projects a great sense of urgency, which some buyers may interpret as an unwillingness to listen to their needs.



## SALES CHARACTERISTICS

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He may use confrontation to show his knowledge and expertise. Unless he is calling on an aggressive buyer, this may hinder the sale. John's usage of sales aids may be higher if he participated in developing them. He may become defensive if he hears objections to a service or product he helped to develop. John likes to control the sales presentation. Different styles of buyers will probably prefer that he display his sales flexibility. He doesn't always take the time to anticipate the outcome of a sales call. He may be intent on making an efficient presentation and unintentionally omit details and supporting information.

John usually closes soon and often. He will close many sales the competition has sold but failed to close. He usually has his favorite close, and he might, therefore, resist using all the closes he knows. He can close so hard that he causes the buyer to think of objections, which may be excuses rather than real objections. 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. John will be direct and positive with his closes. He can be persistent and friendly at the same time. He may lose interest in a client once the sale has been completed. His further interest may be based on the client's ability to buy additional products or services.



## VALUE TO THE ORGANIZATION

*This section of the report identifies the specific talents and behavior John 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.*

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- Challenge-oriented.
- Self-starter.
- Creative in his approach to solving problems and selling.
- Tenacious.
- Thinks big.
- Positive sense of humor.
- Optimistic and enthusiastic.
- Forward-looking and future-oriented.



## 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 John. 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 John most frequently.*

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Do:

- Provide questions, alternatives and choices for making his own decisions.
- Offer special, immediate and extra incentives for his willingness to take risks.
- Talk about him, his goals and opinions he finds stimulating.
- Be clear, specific, brief and to the point.
- Read the body language--look for impatience or disapproval.
- Provide facts and figures about probability of success, or effectiveness of options.
- Provide a warm and friendly environment.
- Ask for his opinions/ideas regarding people.
- Provide testimonials from people he sees as important.
- Take issue with facts, not the person, if you disagree.
- Support the results, not the person, if you agree.
- Leave time for relating, socializing.
- Motivate and persuade by referring to objectives and results.



## DON'TS ON COMMUNICATING

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

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### Don't:

- Let disagreement reflect on him personally.
- Drive on to facts, figures, alternatives or abstractions.
- Waste time trying to be impersonal, judgmental, or too task-oriented.
- Leave decisions hanging in the air.
- "Dream" with him or you'll lose time.
- Try to convince by "personal" means.
- Ramble on, or waste his time.
- Take credit for his ideas.
- Come with a ready-made decision, and don't make it for him.
- Direct or order.
- Kid around too much, or "stick to the agenda" too much.
- Try to build personal relationships.



## SELLING TIPS

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

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## IDEAL ENVIRONMENT

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

---

- Nonroutine work with challenge and opportunity.
- Evaluation based on results, not the process.
- Freedom of movement.
- Forum to express ideas and viewpoint.
- An innovative and futuristic-oriented environment.
- Work tasks that change from time to time.
- Assignments with a high degree of people contacts.
- Democratic supervisor with whom he can associate.



## PERCEPTIONS

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

---

### "See Yourself As Others See You"

#### SELF-PERCEPTION

John 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 John'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.

<b>Dominance</b>	<b>Influencing</b>	<b>Steadiness</b>	<b>Compliance</b>
Demanding Egocentric <b>Driving</b> <b>Ambitious</b> <b>Pioneering</b> <b>Strong-Willed</b> <b>Forceful</b> <b>Determined</b> <b>Aggressive</b> <b>Competitive</b> <b>Decisive</b> <b>Venturesome</b> <b>Inquisitive</b> <b>Responsible</b>	Effusive Inspiring <b>Magnetic</b> <b>Political</b> <b>Enthusiastic</b> <b>Demonstrative</b> <b>Persuasive</b> <b>Warm</b> <b>Convincing</b> <b>Polished</b> <b>Poised</b> <b>Optimistic</b> <b>Trusting</b> <b>Sociable</b>	Phlegmatic Relaxed Resistant to Change Nondemonstrative Passive Patient Possessive Predictable Consistent Deliberate Steady Stable <b>Mobile</b> <b>Active</b> <b>Restless</b> <b>Alert</b> <b>Variety-Oriented</b> <b>Demonstrative</b> <b>Impatient</b> <b>Pressure-Oriented</b> <b>Eager</b> <b>Flexible</b> <b>Impulsive</b> Impetuous Hypertense	Evasive Worrisome Careful Dependent Cautious Conventional Exacting Neat Systematic Diplomatic Accurate Tactful Open-Minded Balanced Judgment <b>Firm</b> <b>Independent</b> Self-Willed Stubborn Obstinate Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending Careless with Details
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		



## NATURAL AND ADAPTED SELLING STYLE

*John'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>John 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>John 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>John'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>John feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to sell.</p>	

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## NATURAL AND ADAPTED SELLING STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>John 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>John sees the need to deal with a wide scope of sales activities and prospects. He feels comfortable shuffling schedules and filling every available time slot with activities.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>John is striving to be independent and self-directed. He is most comfortable in a sales environment where rules and procedures can be interpreted to meet the needs of his customer in certain situations.</p>	<p>John sees the need to be his own person and may attempt to sidestep rules to achieve results. He feels a need to personalize his sales presentation to allow for creative selling techniques.</p>	



## ADAPTED STYLE

*John 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.*

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- A variety of sales activity.
- Dealing with customers and clients efficiently.
- Challenging the status-quo.
- Telling clients or customers about the "big picture."
- Impulsive and eager to keep the sales presentation moving.
- Handling a variety of products or services.
- Ability to handle many new products or services.
- Adapting easily to changing sales territory.
- Alert, active attention to customers or clients.
- Impatient to overcome competition.
- Coping easily with many concurrent sales activities.



## KEYS TO MOTIVATING

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

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John wants:

- Freedom from routine work.
- Power and authority to take the risks to achieve sales results.
- Changing environments in which to work/play.
- Outside activities so there is never a dull moment.
- More time in the day.
- New challenges and problems to solve.
- To be seen as a leader.
- A wide scope of activities.
- Support troops to follow through with his part or detail work.
- Prestige, position and titles so he can control the destiny of others.
- Travel or changing territory.



## KEYS TO MANAGING

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

---

John needs:

- More logical presentations--less emotional.
- To be informed of things which affect him.
- To mask emotions when appropriate.
- To be confronted when in disagreement or when he breaks the rules.
- To focus conversations on work activities--less socializing.
- A program for pacing work and relaxing.
- To negotiate commitment face-to-face.
- To maintain focus on results and not sacrifice productivity just to make everyone happy.
- Help on controlling time and setting priorities.
- To understand his role on the team--either a team player or the leader.
- Objectivity in managing a sales territory.
- More control of body language.



## AREAS FOR IMPROVEMENT

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

---

John has a tendency to:

- Take on too many outside activities.
- Use fear as motive for buying.
- Be so concerned with big picture; he forgets to see the little pieces.
- Sell what he wants to sell rather than listen to the buyer's needs.
- Not have presentation in a logical order.
- Dislike routine work--call reports, etc.
- Resist participation as part of the team, unless seen as a leader.
- Blame, deny and defend when confronted with poor sales results.
- Represent himself with more authority than he may have.



## ACTION PLAN

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The following are examples of areas in which John 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.

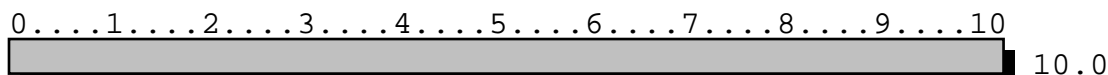
Date to Begin: \_\_\_\_\_ Date to Review: \_\_\_\_\_



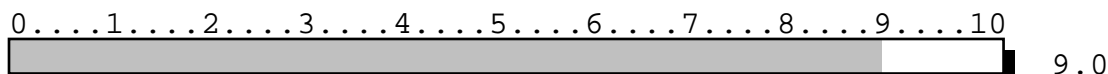
# BEHAVIORAL HIERARCHY

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.

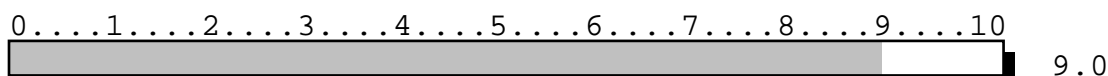
1. COMPETITIVENESS



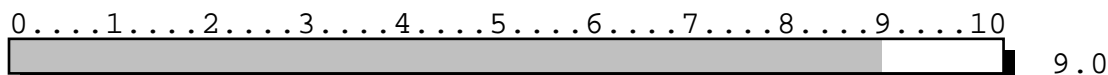
2. URGENCY



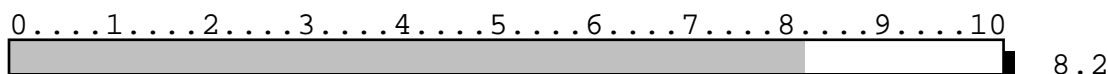
3. FREQUENT INTERACTION WITH OTHERS



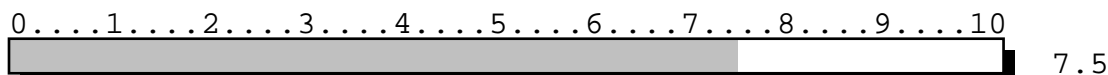
4. VERSATILITY



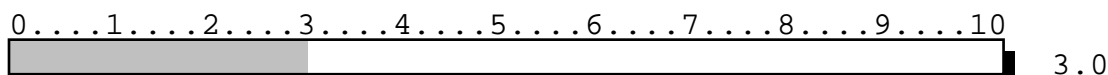
5. FREQUENT CHANGE



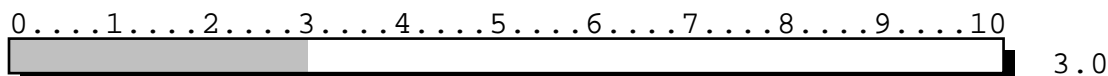
6. CUSTOMER ORIENTED



7. ORGANIZED WORKPLACE



8. ANALYSIS OF DATA



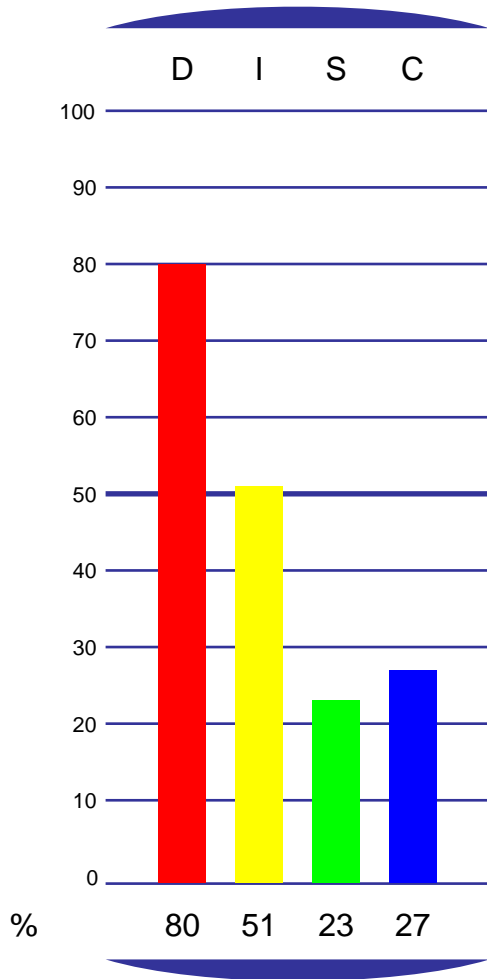


# STYLE INSIGHTS™ GRAPHS

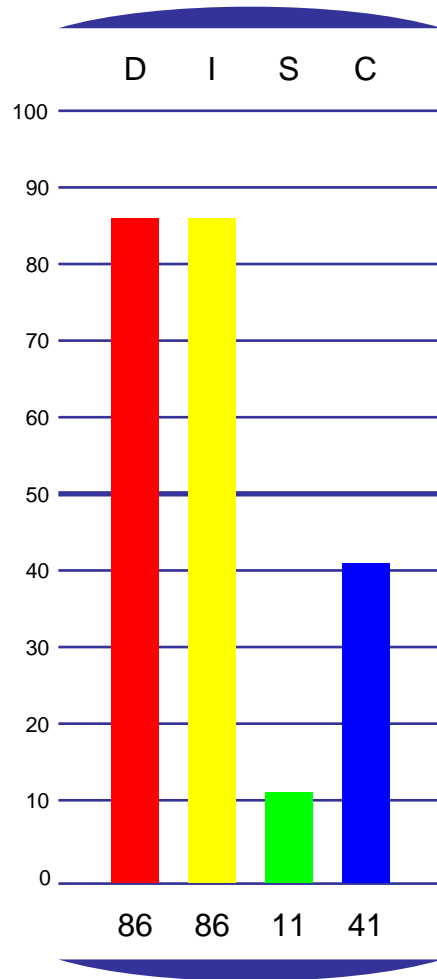
**John Doe**

2-10-2005

**MOST**  
Graph I  
Adapted Style



**LEAST**  
Graph II  
Natural Style



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## THE SUCCESS INSIGHTS® WHEEL

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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.

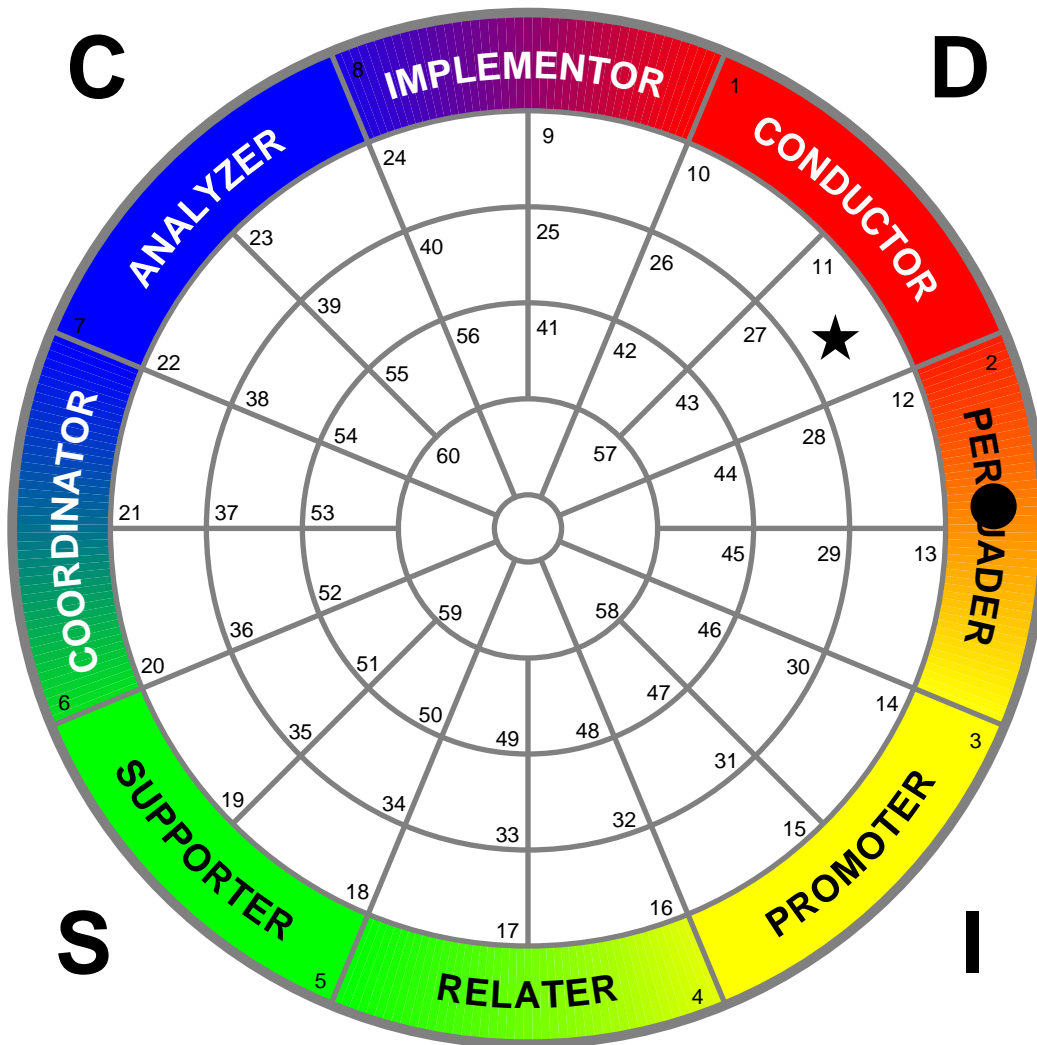
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

John Doe  
2-10-2005



Adapted: ★ (11) PERSUADING CONDUCTOR  
Natural: ● (2) PERSUADER

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