



TTI
SUCCESS
INSIGHTS®

Sales

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Helping your emotions work for you not against you.

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Reynolds
— CONSULTING —



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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 Bob'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.

Bob may be seen as somewhat impulsive. He likes new products and often is the first in his neighborhood to buy the latest things. Being optimistic and enthusiastic, he is good at generating enthusiasm in others. Sometimes his enthusiasm is what sells his products or services, but sometimes other buyers may be offended. 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. Detail work is not Bob'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. Bob prefers to sell new, innovative products or services. In fact, he often uses creative ways to sell his products or services. Inclined to talk smoothly, readily and at length, he loves the opportunity to verbalize. Sales presents an opportunity for him to use this great attribute. He becomes highly excited about what influences him. He usually displays this emotion when he is attempting to influence people.

Bob depends on his prospects to trust his judgment in recommending his products or services. Not all prospects are as trusting and some will want facts and data to support his judgment. 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. 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. 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. Bob may not answer objections completely. He often treats them lightly and may "tap dance" around the objections or use sales puffery to answer them. 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.

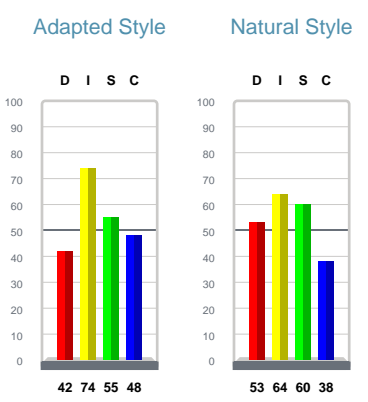






Sales Characteristics Continued

Bob 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. 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. He may promise more than he can deliver to close a sale. He does intend to deliver what he says, but he has difficulty finding the time to provide what he promises. His optimism makes him believe he can deliver. He can be guilty of overservicing the accounts he feels are personal friends. To him, friendship is important and he may overlook certain requests to maintain the friendship. Bob 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.





Value to the Organization

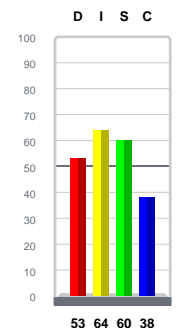
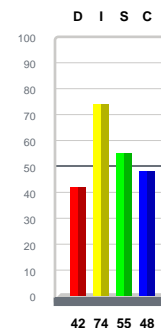
This section of the report identifies the specific talents and behavior Bob brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Self-reliant.
- Team player.
- Accomplishes goals through people.
- Bottom line-oriented.
- Can support or oppose strongly.
- Motivates others towards goals.
- Dedicated to his own ideas.



Adapted Style

Natural Style





Checklist for Communicating

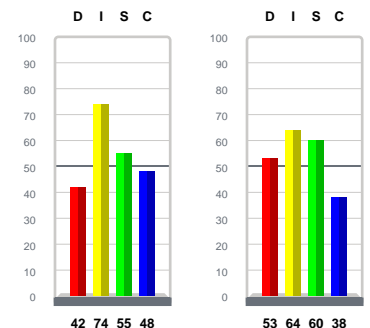
Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Bob. Read each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

Ways to Communicate:

- Read the body language for approval or disapproval.
- Provide solutions--not opinions.
- Use the carrot approach when appropriate.
- Clarify any parameters in writing.
- Flatter his ego.
- Leave time for relating, socializing.
- Talk about him, his goals and opinions he finds stimulating.
- Provide testimonials from people he sees as important.
- Define the problem in writing.
- Provide a warm and friendly environment.
- Look for his oversights.



Adapted Style Natural Style





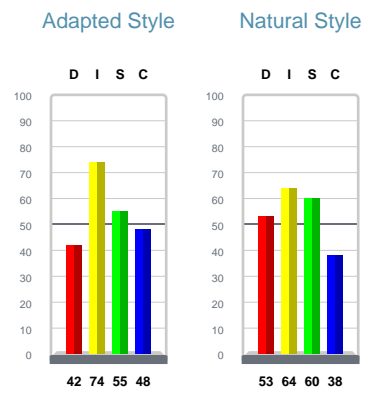
Checklist for Communicating Continued

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

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







Selling Tips

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



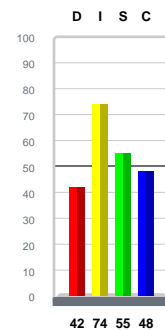
Ideal Environment

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

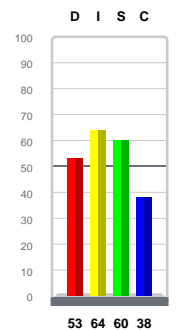
- Needs difficult assignments.
- Assignments with a high degree of people contacts.
- Freedom from control and detail.
- Democratic supervisor with whom he can associate.
- Forum for his ideas to be heard.
- Work with a results-oriented team.



Adapted Style



Natural Style





Perceptions

See Yourself as Others See You

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

Self-Perception

Bob 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

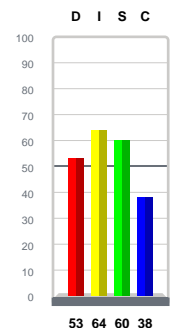
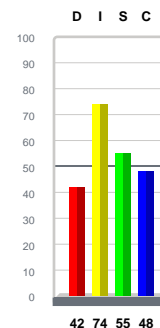
Others' Perception - Extreme

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 Bob'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.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influencing	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending



Natural and Adapted Selling Style

Bob'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

Bob 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

Bob sees the need to be somewhat conservative in his approach to the sales environment. He wants to accept the challenges but will be somewhat calculated in his response.

PEOPLE - CONTACTS

Natural

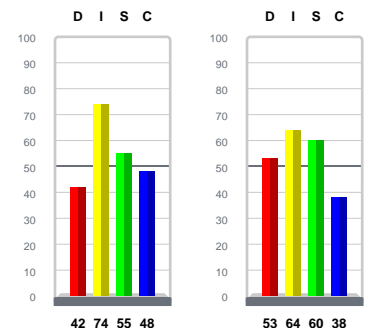
Bob is sociable and optimistic. He is able to use an emotional appeal to convince others of a certain direction. He will trust others and likes a positive environment in which to sell.

Adapted

Bob sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.



Adapted Style Natural Style





Natural and Adapted Selling Style Continued



PACE - CONSISTENCY

Natural

Bob 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

Bob feels that the sales environment doesn't require him to alter the way he deals with activity level and consistency.

PROCEDURES - CONSTRAINTS

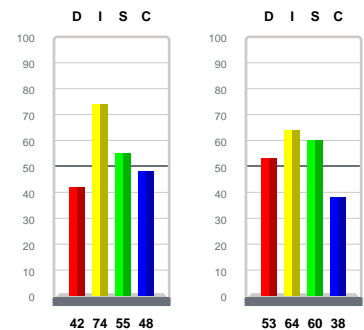
Natural

Bob 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.

Adapted

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

Adapted Style Natural Style





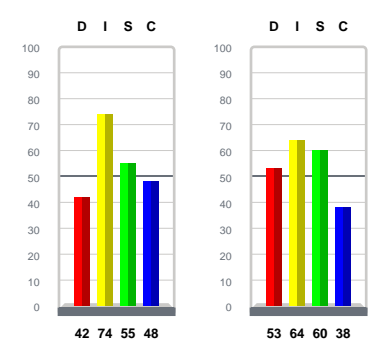
Adapted Style

Bob 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.

- Using persuasive skills.
- Meeting customers either formally or informally.
- Speaking smoothly and emotionally with his customers or clients.
- Adaptable in meeting the needs of clients or customers.
- Using humor as a way of coping with conflict.
- Presenting an agreeable demeanor to clients or customers.
- Generating enthusiasm in others.
- Skillfully using humor to persuade his clients or customers.
- Verbally stressing the benefits of his product or service.
- Remaining cooperative in meeting the customer's needs.
- Using a calculated approach during presentations.



Adapted Style Natural Style





Keys to Motivating

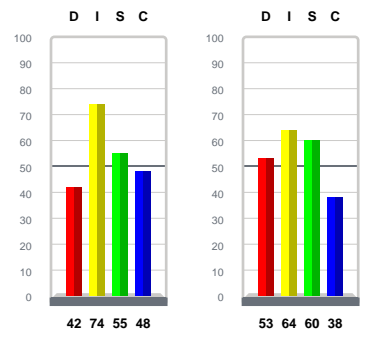
This section of the report was produced by analyzing Bob's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with Bob and highlight those that are present "wants."

Bob wants:

- Time to think out his plan and follow through.
- To be trusted.
- A sales plan he understands and accepts.
- To be accepted as a member of the sales team.
- Rewards to support his dreams.
- Methods for performing high quality work.
- Freedom from control and detail.
- Freedom to talk and participate in sales meetings.
- Flattery, praise, popularity and strokes.
- A secure future.
- People who understand his reasons for not wanting to argue.



Adapted Style Natural Style



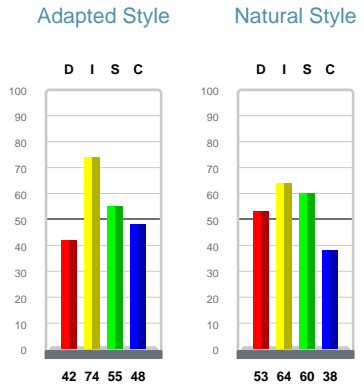


Keys to Managing

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

Bob needs:

- To relax and pace himself.
- People to work and associate with.
- Better organization of record keeping.
- Help on controlling time and setting priorities.
- To focus conversations on work activities--less socializing.
- Support in doing excessive detail work.
- Objectivity when dealing with customers because of his high trust level.
- To mask emotions when appropriate.
- To be informed of things which affect him.
- Recognition that limits and rules do exist (and why).
- Bottom-line measurement.





Areas for Improvement

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

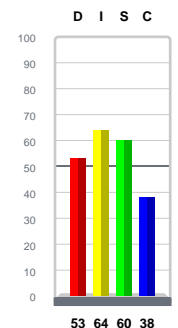
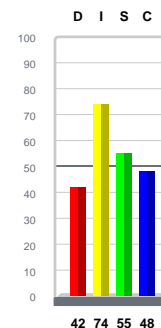
Bob has a tendency to:

- Be more concerned with popularity than sales results.
- Not answer objections completely, or tap dances around the objections.
- Not have all the necessary brochures and sales aids.
- Be so enthusiastic that he can be seen as superficial.
- Have difficulty planning and controlling time.
- "Oversell" or talk his way out of a sale by focusing on irrelevant things.
- Give away products or services to make client happy.



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:

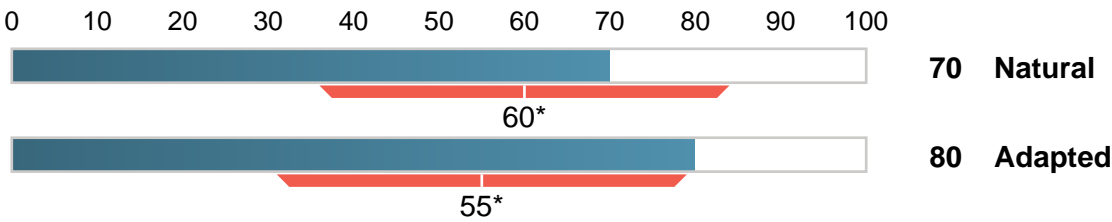
4. I will make the following changes to my behavior, and I will implement them by _____:



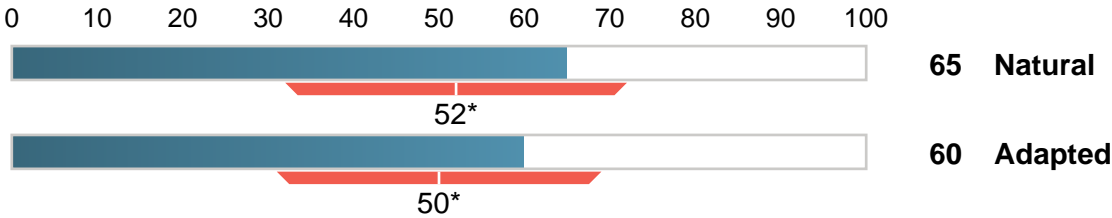
Behavioral Hierarchy

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.

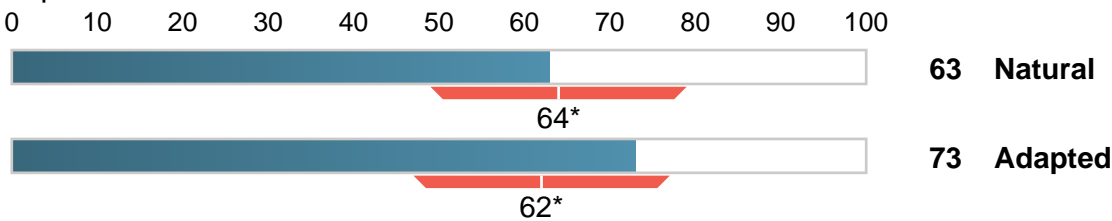
1. Interaction - Frequently engage and communicate with others.



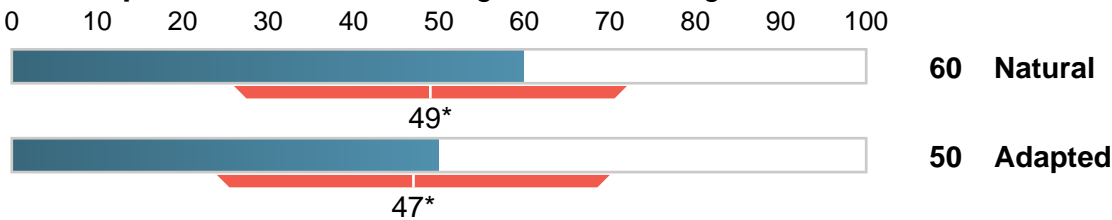
2. Frequent Change - Rapidly shift between tasks.



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



4. Competitive - Want to win or gain an advantage.

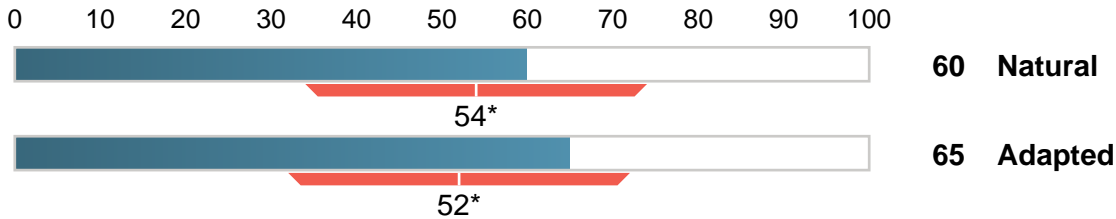


* 68% of the population falls within the shaded area.

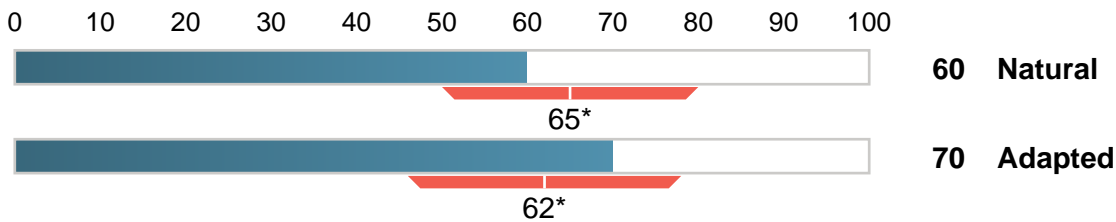


Behavioral Hierarchy Continued

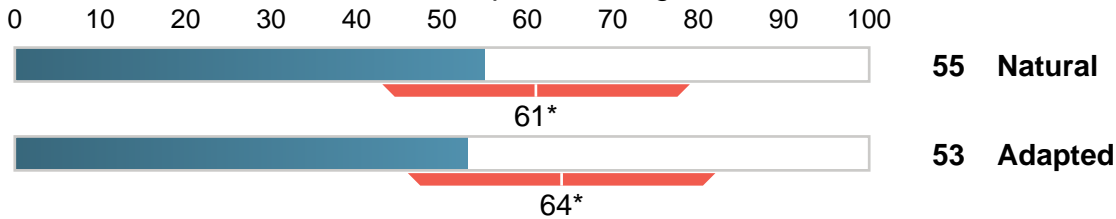
5. Versatile - Adapt to various situations with ease.



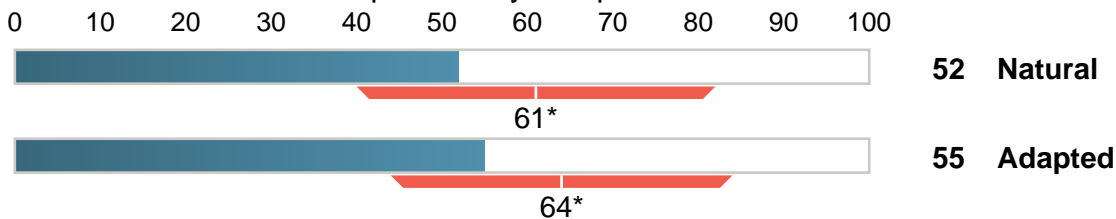
6. People-Oriented - Build rapport with a wide range of individuals.



7. Persistence - Finish tasks despite challenges or resistance.



8. Consistent - Perform predictably in repetitive situations.

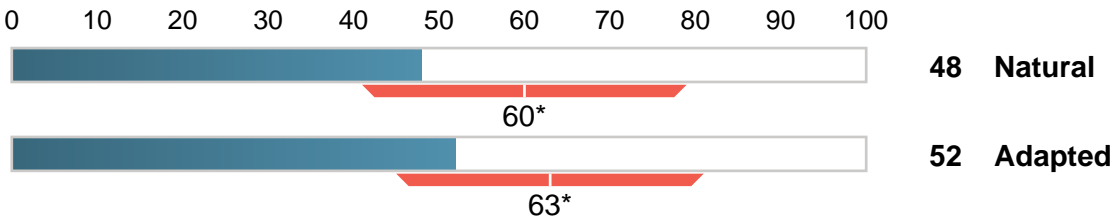


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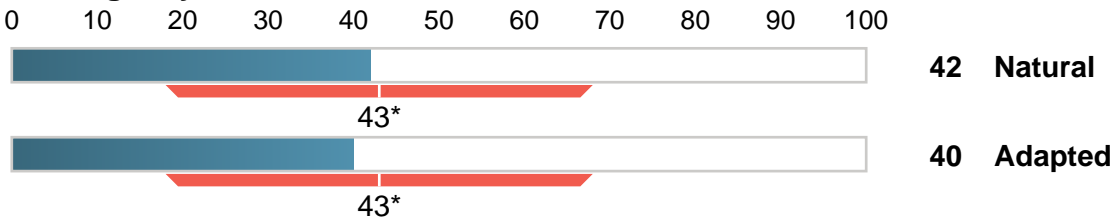


Behavioral Hierarchy Continued

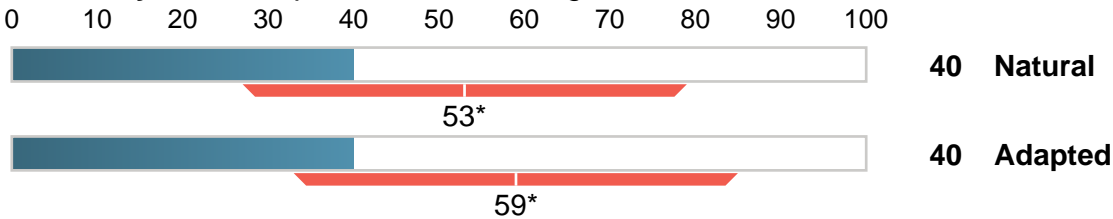
9. Following Policy - Adhere to rules, regulations, or existing methods.



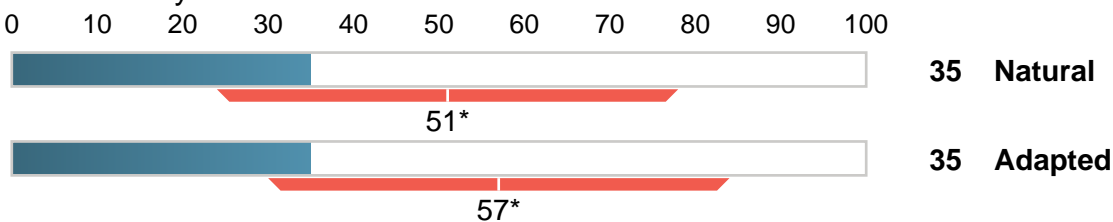
10. Urgency - Take immediate action.



11. Analysis - Compile, confirm and organize information.



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



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

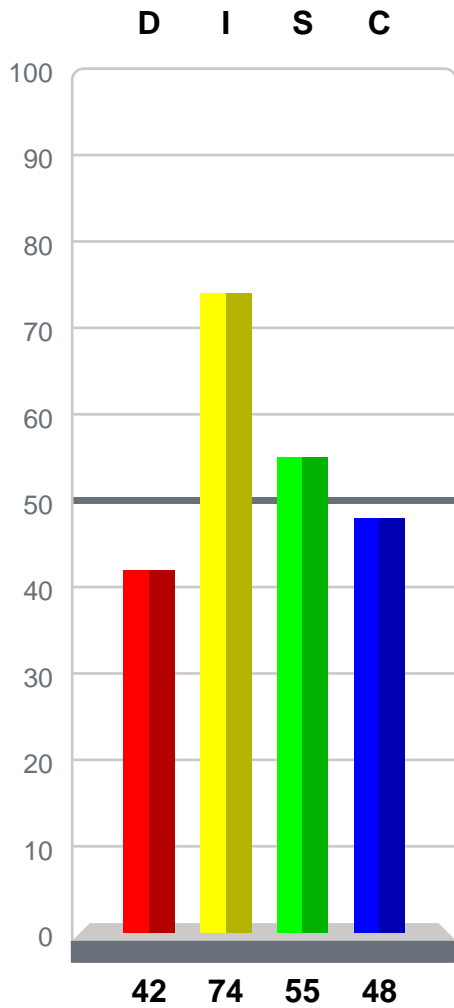


Style Insights® Graphs

10-12-2018

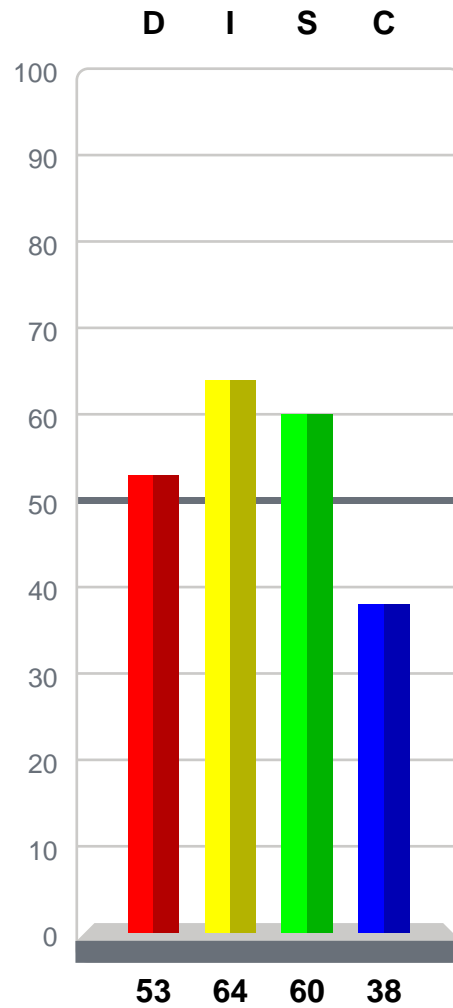
Adapted Style

Graph I



Natural Style

Graph II



Norm 2017 R4



The Success Insights® Wheel

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.

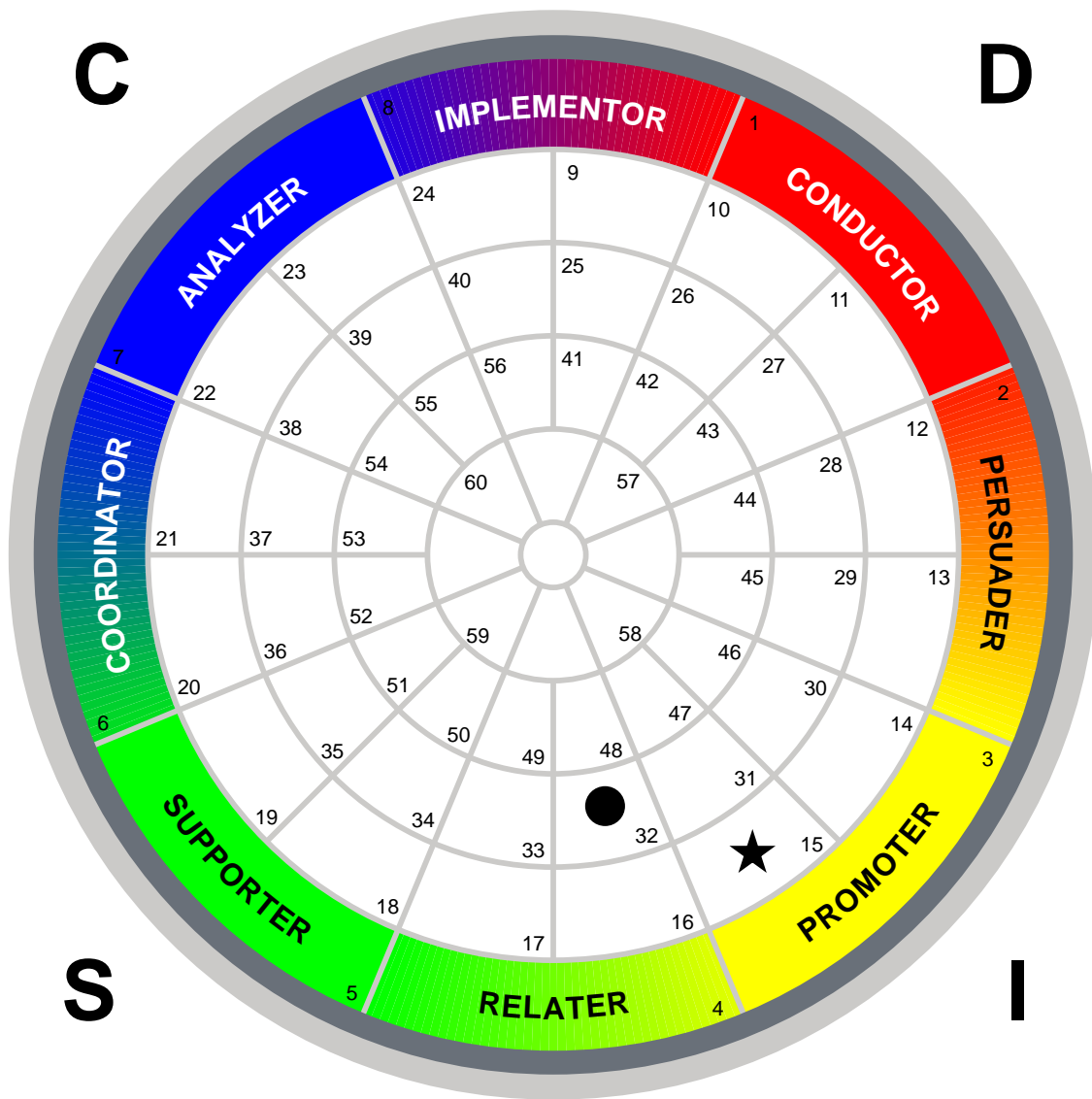
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

10-12-2018



Adapted: ★ (15) RELATING PROMOTER
 Natural: ● (32) PROMOTING RELATER (FLEXIBLE)

Norm 2017 R4