



TTI Success Insights®

Sales Version



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4-24-2010



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Maximizing Individual and Corporate Potential



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.

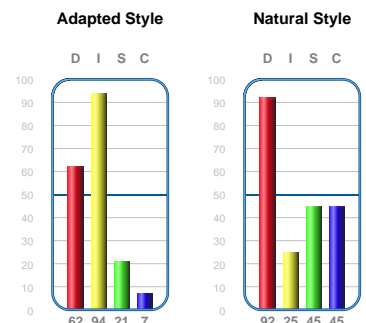
*"All people exhibit all four behavioral factors in varying degrees of intensity."
–W.M. Marston*



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.

John loves the challenge presented by sales. He sees it as a great opportunity to compete with himself and others. Although John is good at selling to people who have similar behavioral characteristics, he may be too impatient to sell to the methodical buyer. He prefers to win, respecting winners and those who show persistence. He will want to sell new and unusual products or services. Motivated by his many interests, he prefers an ever-changing work environment. 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. 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 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.

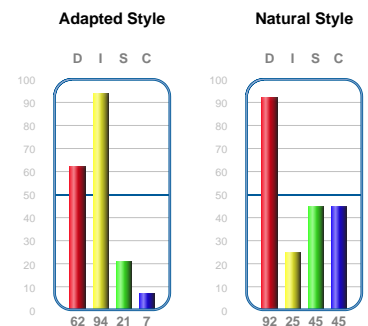
John usually dominates the sales presentation. He prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers. He approaches sales in a direct, positive and straightforward manner. He always feels prepared to sell to anyone at anytime. The methodical buyer doesn't always appreciate his fast presentation. 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. 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. 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.

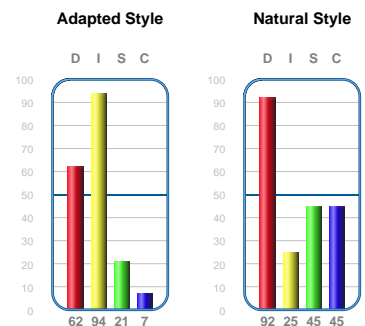
John often promises more service than he can deliver, especially if he must be the person to deliver. He usually has too many activities going on to fulfill all he promises. He can close so hard that he causes the buyer to think of objections, which may be excuses rather than real objections. He may 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. He can be so direct with his closing that he antagonizes some buyers. The methodical buyer could be intimidated. John's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. He usually has his favorite close, and he might, therefore, resist using all the closes he knows.





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.

- Objective and realistic.
- Usually makes decisions with the bottom line in mind.
- Innovative.
- Creative in his approach to solving problems and selling.
- Competitive.
- Self-starter.
- Suspicious of people with shallow ideas.



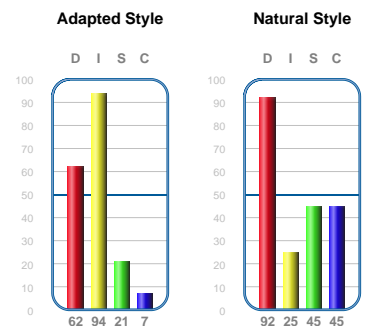


CHECKLIST FOR COMMUNICATING

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.

Do:

- Read the body language--look for impatience or disapproval.
- Provide facts and figures about probability of success, or effectiveness of options.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Respect his quiet demeanor.
- Present the facts logically; plan your presentation efficiently.
- Provide details in writing.
- Listen to him.
- Be clear, specific, brief and to the point.
- Motivate and persuade by referring to objectives and results.
- Provide questions, alternatives and choices for making his own decisions.
- Use the proper buzz words that are appropriate to his expertise.
- Ask specific (preferably "what?") questions.
- Show him a sincere demeanor.



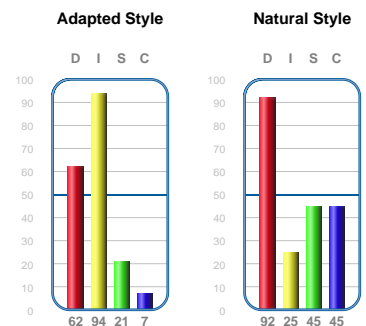


DON'TS ON COMMUNICATING

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.

Don't:

- Pretend to be an expert if you are not.
- Let disagreement reflect on him personally.
- Use inappropriate buzz words.
- Direct or order.
- Forget or lose things; be disorganized or messy; confuse or distract his mind from business.
- Ramble on, or waste his time.
- Be superficial.
- Leave things open to interpretation.
- Ask rhetorical questions, or useless ones.
- Make statements you cannot prove.
- Come with a ready-made decision, and don't make it for him.





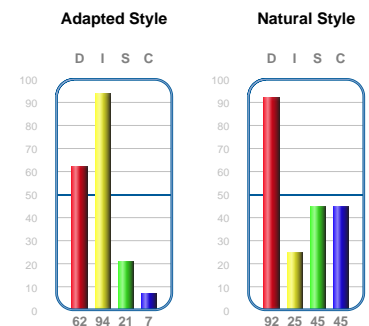
This section provides suggestions on methods which will improve John's communications when selling to different styles. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, John will become more effective in his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



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.

- Forum to express ideas and viewpoint.
- Environment where he can be a part of the team, but removed from office politics.
- An innovative and futuristic-oriented environment.
- Nonroutine work with challenge and opportunity.
- Sales records that show tangible evidence of his results.
- Evaluation based on results, not the process.
- Private office or work area.
- Data to analyze.





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:

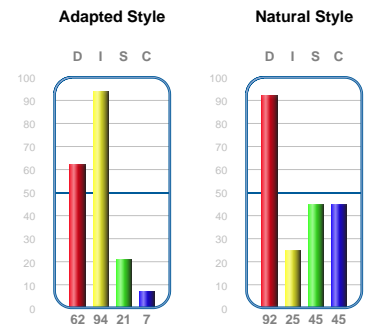
Demanding
Egotistical

Nervy
Aggressive

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

Abrasive
Arbitrary

Controlling
Opinionated





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.

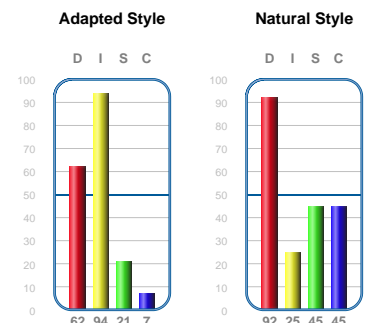
Dominance	Influencing	Steadiness	Compliance
Demanding	Effusive	Phlegmatic	Evasive
Egocentric	Inspiring	Relaxed	Worrisome
Driving	Magnetic	Resistant to Change	Careful
Ambitious	Political	Nondemonstrative	Dependent
Pioneering	Enthusiastic	Passive	Cautious
Strong-Willed	Demonstrative	Patient	Conventional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



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 the need to be competitive, results-oriented and a little innovative in his response to the sales environment. He has a tendency to evaluate the risk and may not push a potential buyer hard if they demonstrate some resistance.</p>	

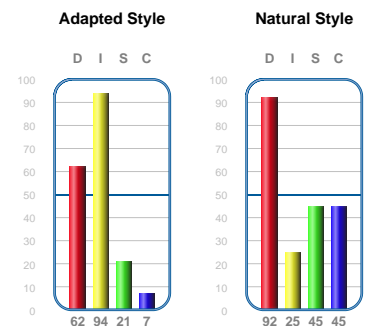
Natural	PEOPLE - CONTACTS	Adapted
<p>John is undemonstrative in his approach to influencing others and likes to let facts and figures stand for themselves. He feels persuasion needs to be objective and straightforward. His trust level is based on each interaction, the past is the past. He presents facts without embellishments.</p>	<p>John sees the need to be animated and emotional in persuading others. He feels the environment calls for a positive approach to convincing others about his ideas, products or services.</p>	





Natural	PACE - CONSISTENCY	Adapted
<p>John is comfortable in a sales environment that allows him mobility and movement. He feels comfortable with several proposals in the mill at the same time. He can move from one prospect to another with ease.</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>

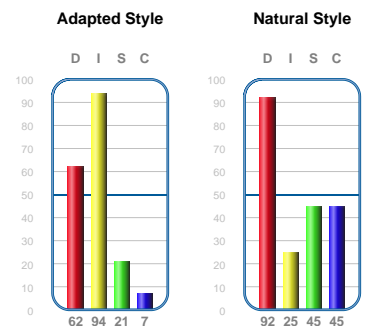
Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>John is striving to be independent and self-directed. He is most comfortable in a sales environment where rules and procedures can be interpreted to meet the needs of his customer in certain situations.</p>		<p>John will apply original thinking and use an individualistic approach to selling. This approach can be seen by managers as very independent. John will base his sales techniques and the probability of success rather than follow established methods.</p>





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.

- Exhibiting excitement about his service or product.
- Making a presentation in his own particular style.
- Skillfully using humor to persuade his clients or customers.
- Speaking smoothly and emotionally with his customers or clients.
- Independent in approaching customers or clients.
- Meeting customers either formally or informally.
- Seeking challenges presented by competition.
- Generating enthusiasm in others.
- Using persuasive skills.
- Firm, unbending dedication to completing sales projects.
- Verbally stressing the benefits of his product or service.
- Adaptable in meeting the needs of clients or customers.
- Setting his own agenda for results.

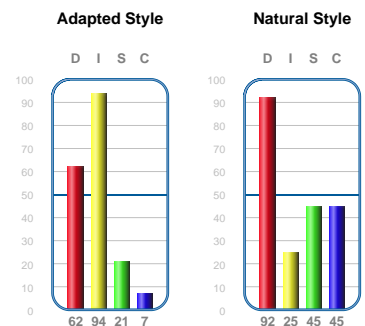




This section of the report was produced by analyzing John's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with John and highlight those that are present "wants."

John wants:

- The chance to have fun (play hard--work hard).
- Group activities outside the job.
- Exciting place to work.
- Working conditions with freedom to move and to talk to people.
- Exposure to those who appreciate his sales results.
- A support system to do the detail work.
- Rewards to support his dreams.
- A manager who practices participative management.
- Unusual, new or difficult products to sell.
- No restrictions to hamper results.
- Public recognition of his ideas and sales results.
- No close supervision.
- Freedom from control and detail.

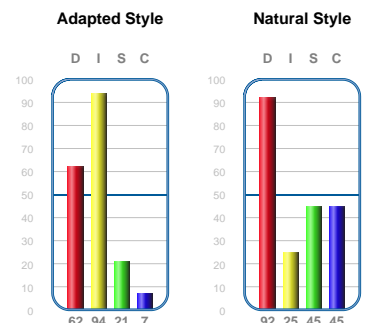




In this section are some needs which must be met in order for John to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. 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:

- Logical answers in logical order.
- Time to warm up to people.
- To display empathy for people who approach life differently than he does.
- A work environment with many activities.
- Appreciation of the feelings of others.
- Skills to come across warm and close to customers, when appropriate.
- To soften the edge and not be so blunt.
- To sell his ideas--not just tell them.
- An awareness of the parameters or rules in writing.
- To be confronted when in disagreement or when he breaks the rules.
- A program for pacing work and relaxing.
- To understand his impact on other people.



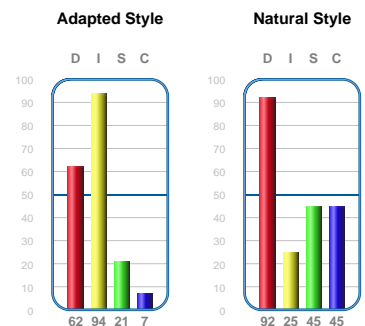


AREAS FOR IMPROVEMENT

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:

- Dominate a sales presentation.
- Not answer objections to buyer's satisfaction.
- Use fear as motive for buying.
- Be so concerned with big picture; he forgets to see the little pieces.
- Take objections lightly.
- Be a situational listener--hears only what he wants to hear.
- Sell what he wants to sell rather than listen to the buyer's needs.
- Resist participation as part of the team, unless seen as a leader.
- Become defensive and overreact to certain objections.





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. ORGANIZED WORKPLACE



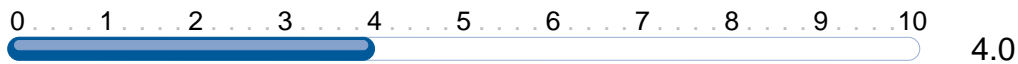
4. ANALYSIS OF DATA



5. FREQUENT CHANGE



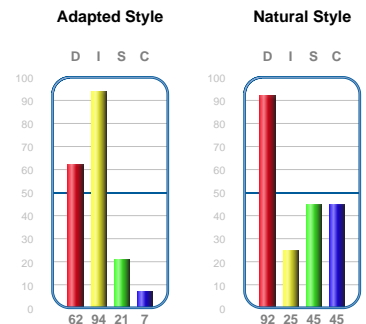
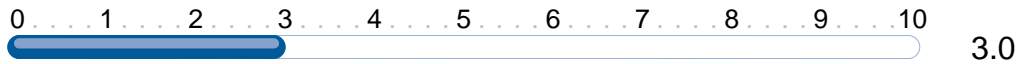
6. VERSATILITY



7. CUSTOMER ORIENTED



8. FREQUENT INTERACTION WITH OTHERS





John Sample

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MOST

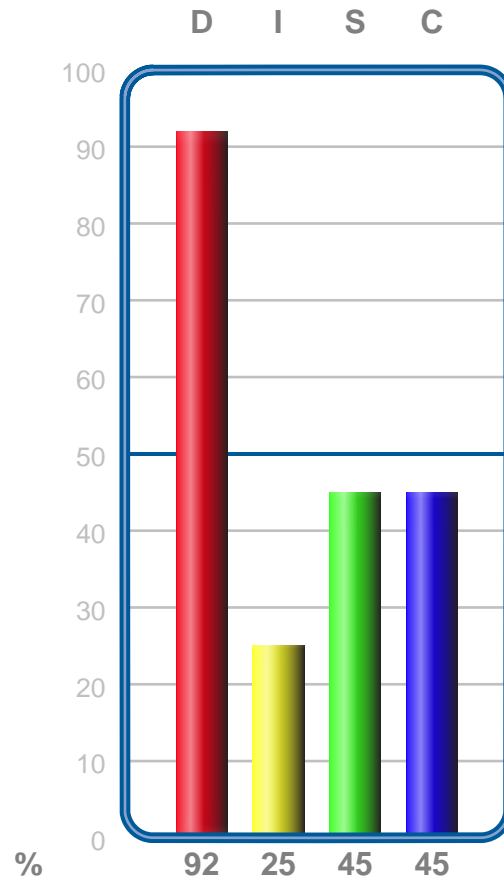
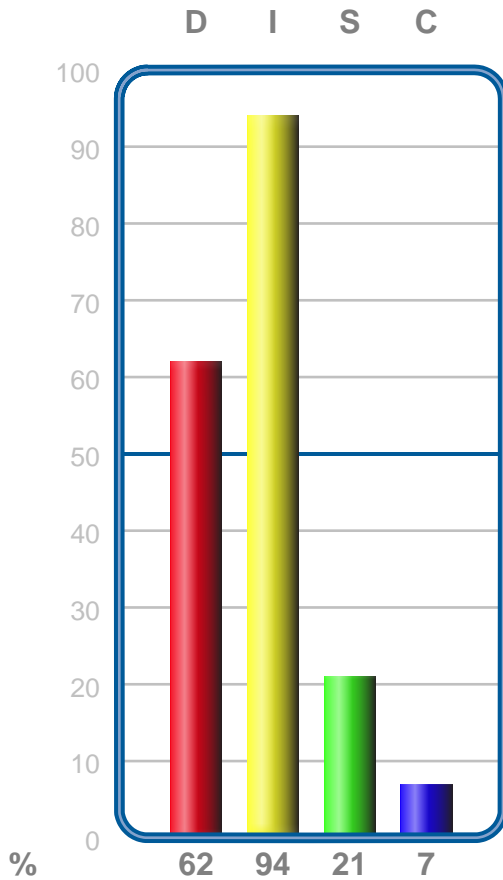
Graph I

Adapted Style

LEAST

Graph II

Natural Style



Norm 2009



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.

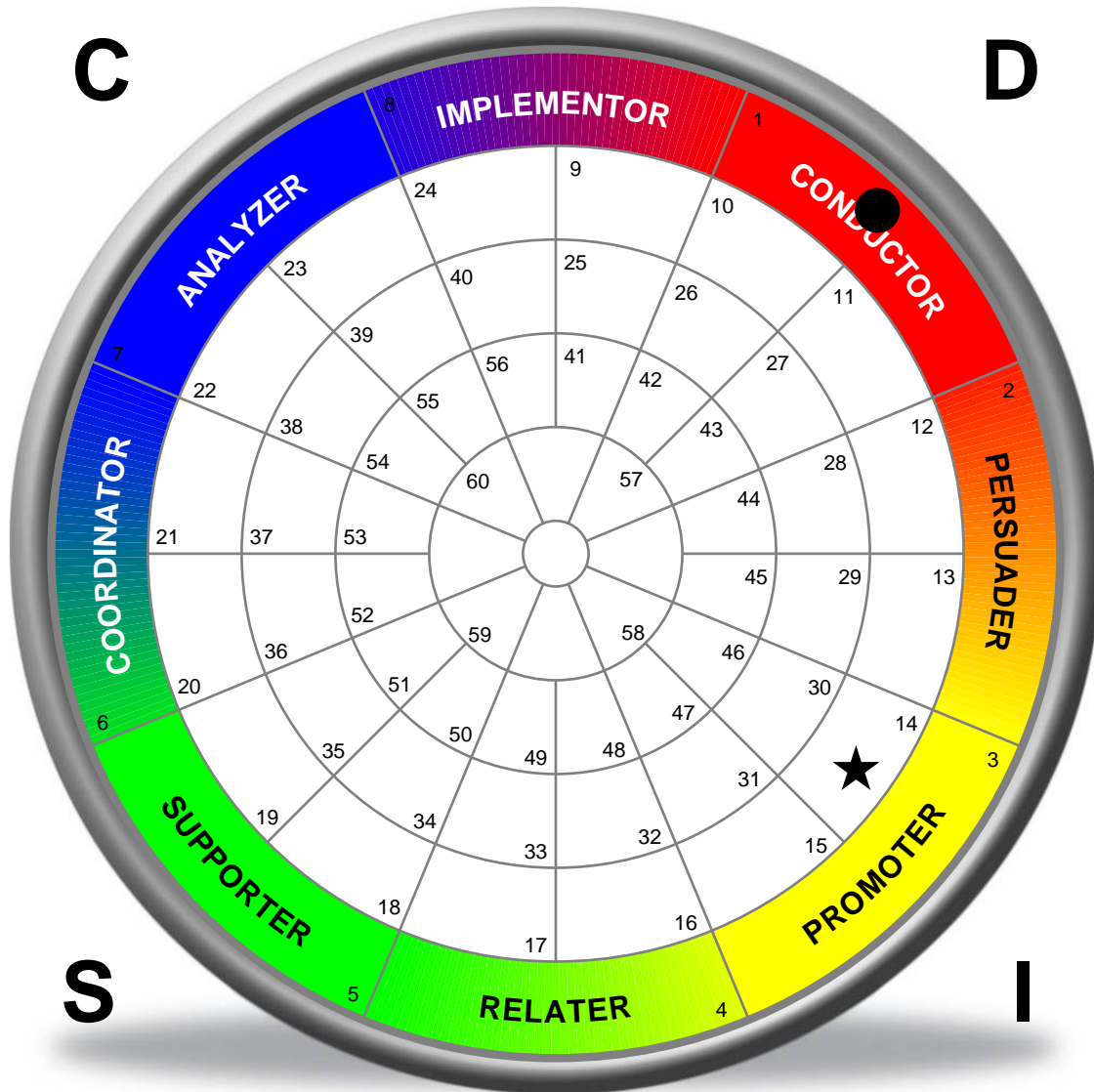
If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.



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Adapted: ★ (14) PERSUADING PROMOTER

Natural: ● (1) CONDUCTOR

Norm 2009

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