



TTI
SUCCESS
INSIGHTS®

Sales

Sammy Salespro

Salesman
Sales R Us
12-3-2019

Accelerating your organization's talent development!

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Boyer Management Group



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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

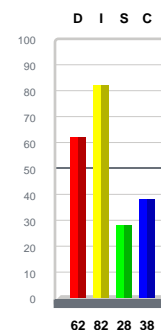
Based on Sammy's responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the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

Sammy maintains a high trust level; that is, he trusts that people will make good on their promises. 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. He sets high sales goals for himself and others. Being optimistic, he may set them too high. However, if he develops a plan and follows that plan, he usually will deliver the results. 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. Sammy 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. He 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.

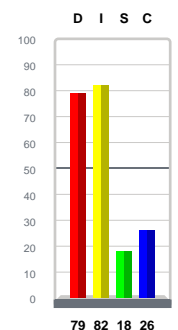
Sammy welcomes the objections that prospects raise. This provides an opportunity to meet a challenge and share more of his knowledge. His presentation may not be logical enough for some buyers. He has good intentions, but may become excited and jump around in the presentation. This may cause buyers to ask questions or raise objections to support the need for a logical presentation. He has probably been known to answer objections even if he has never heard the objection before. He will rely on his quick thinking and verbal skills to meet the challenge. He may not always listen to what his prospects are saying. His desire to verbalize and control the presentation often may hinder his ability to listen. He may also be guilty of interrupting the prospect to get his point across. Sammy frequently uses emotion and active body language in his sales presentation. With some buyers this could be detrimental because they may see him as being superficial. He may not answer objections completely. He often treats them lightly and may "tap dance" around the objections or use sales puffery to answer them.



Adapted Style



Natural Style



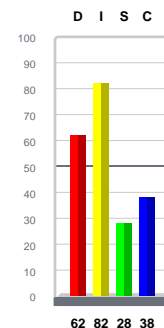


Sales Characteristics *Continued*

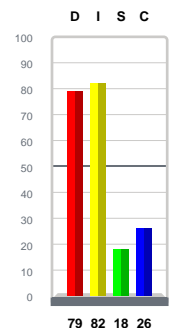
Sammy may promise more than he can deliver to close a sale. He does intend to deliver what he says, but he has difficulty finding the time to provide what he promises. His optimism makes him believe he can deliver. He would rather make a social visit instead of a service visit. The social visit meets his need to be friendly and outgoing, while the service visit requires special effort if customers don't buy more products or services. He has a good sense of urgency to get things done quickly. Sometimes this will not allow him the patience needed to service some of his accounts. He may be positive and direct with his closes. He will be friendly and persistent as he attempts to close the sale. Sammy 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 will promise more service than he can deliver, especially if he must provide the service himself. He needs the help of a support staff to provide the follow-up service so he can focus on new opportunities.



Adapted Style



Natural Style





Behavioral Factor Indicator™

Sales Version

The principal purpose of this report is to help you win, to achieve a greater success in life and work. Winners, throughout history, have had one thing in common -- they know themselves. By reading your report you will gain insights about yourself. With these insights you can develop strategies to win in any environment.

Classifying selling behavior is not an easy undertaking, largely because there are so many variables on which classification could be based. The classifications in this report are purely behavioral. Behavioral measurement can be classified as HOW a person will do a job. To discover WHY, additional information must be collected.

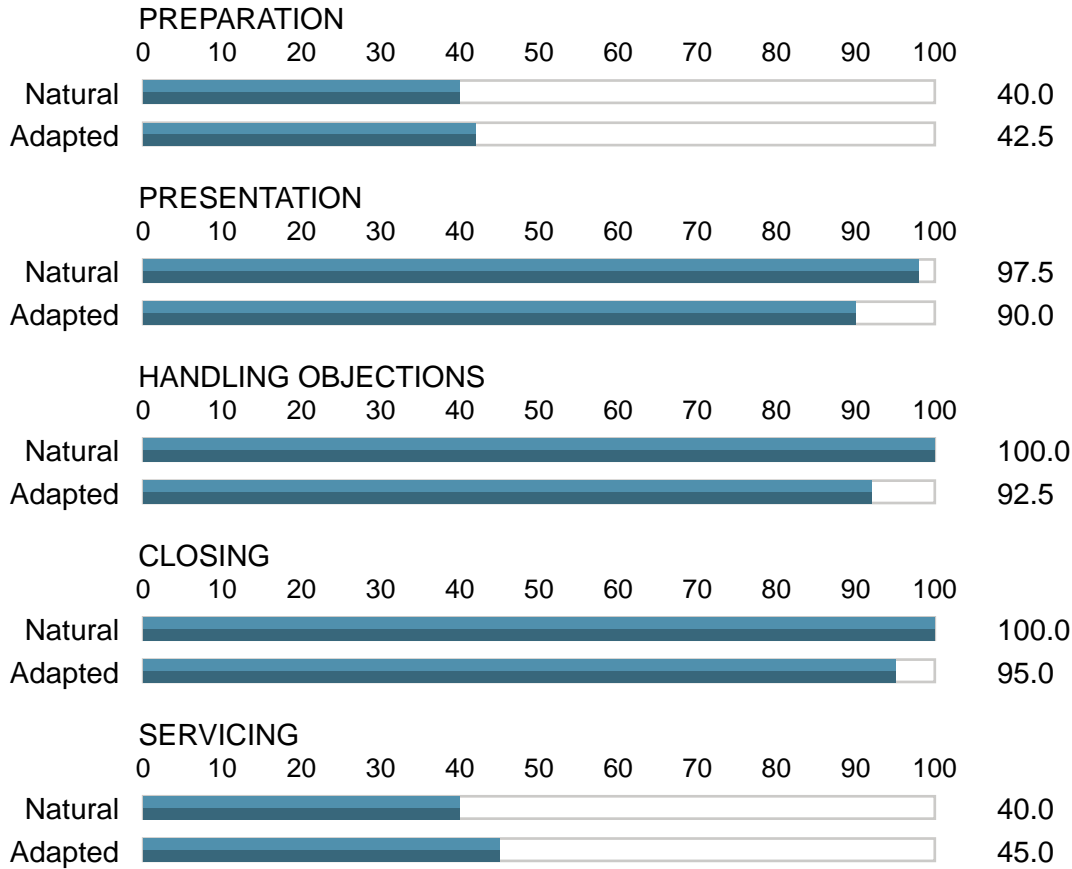
The Natural graph represents your natural behavior - the behavior you bring to the job. The Adapted graph measures your response to the environment - the behavior you think is necessary to succeed at a job. If your Adapted graph is significantly different from your Natural graph, you are under pressure to change or "mask" your behavior.

Read and compare your graphs. Look at each factor and the importance of that factor to the successful performance of your job. Your Adapted graph will identify the factors you see as important and shows you where you are focusing your energy.

Knowledge of your behavior will allow you to develop strategies to win in any environment you choose.

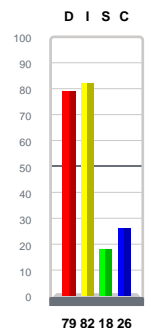
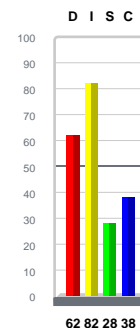


General Factor Analysis



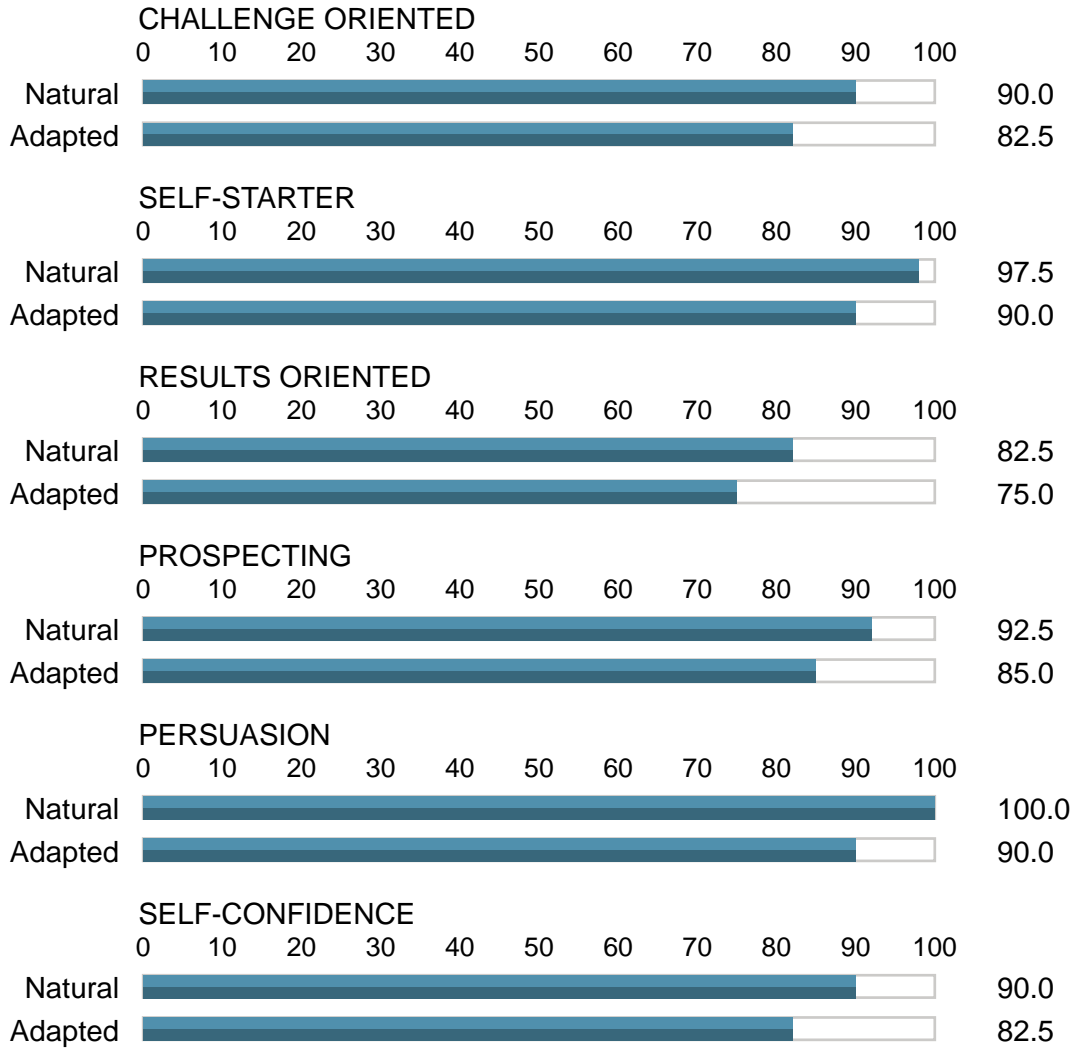
Adapted Style

Natural Style

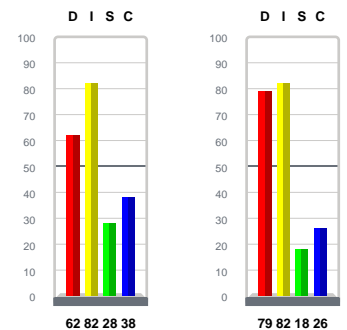




Specific Factor Analysis

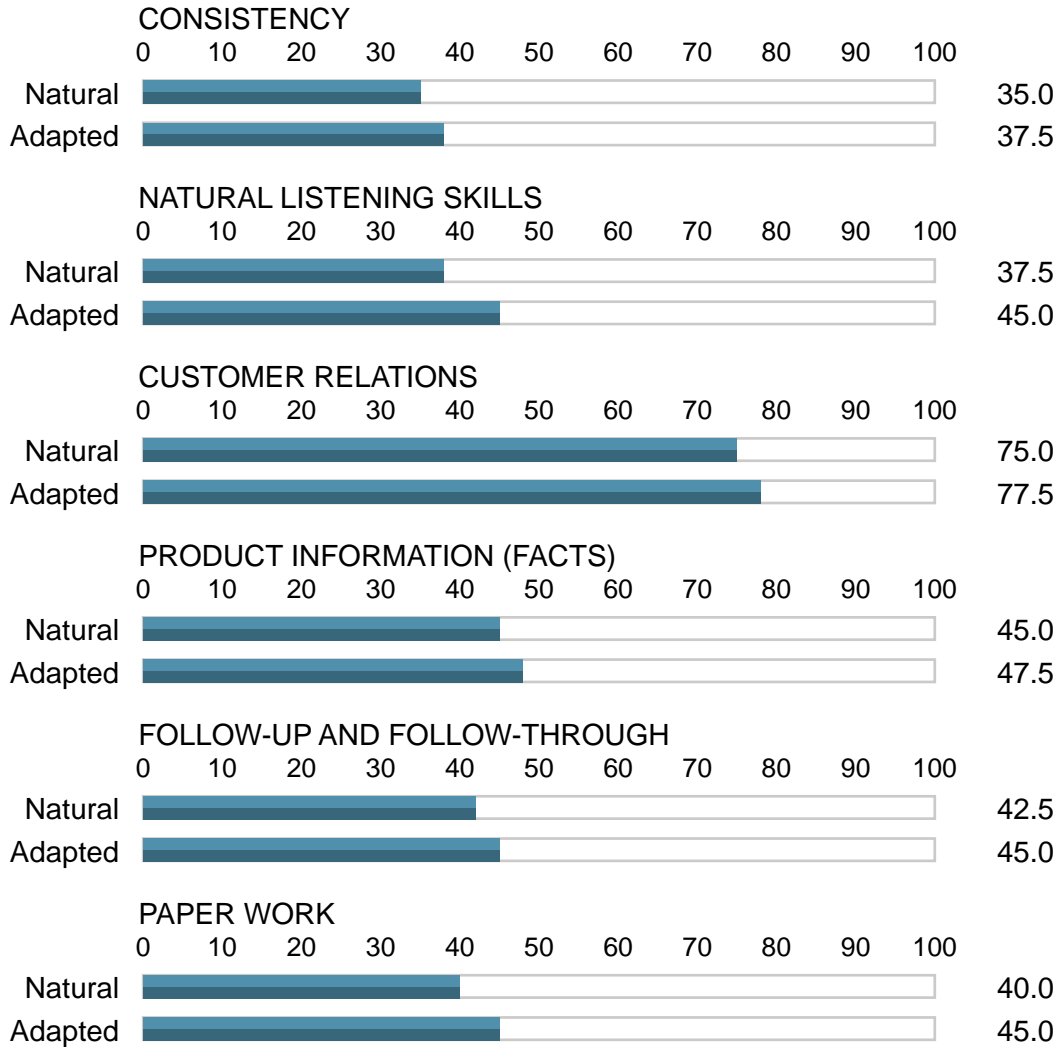


Adapted Style Natural Style



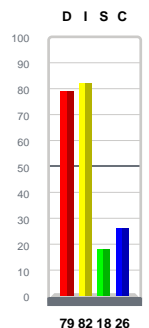
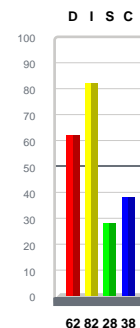


Specific Factor Analysis



Adapted Style

Natural Style





Natural and Adapted Selling Style

Sammy'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

Sammy is ambitious in his approach to selling, displaying a strong will and has a need to win against all obstacles. He has a tendency to confront prospects and desire to control the sales situation. He needs a territory and products that will constantly challenge him.

Adapted

Sammy 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.

PEOPLE - CONTACTS

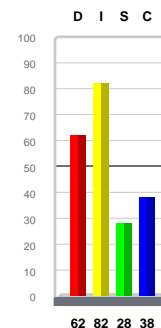
Natural

Sammy 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.

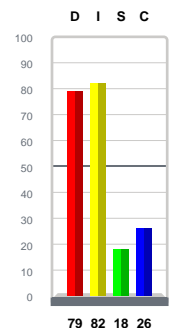
Adapted

Sammy 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

Sammy wants a sales environment that is intense and demanding. He feels a great sense of urgency to close his prospects quickly. He feels comfortable selling new products that meet his prospect's needs.

Adapted

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

PROCEDURES - CONSTRAINTS

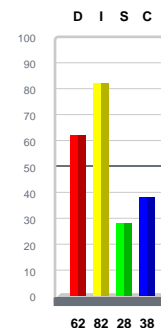
Natural

Sammy 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.

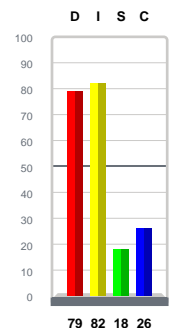
Adapted

Sammy sees the environment as requiring him to project an independent approach to the sales process. He will test new ideas to achieve sales results. He uses adaptability and flexibility in his attempt to satisfy customer needs.

Adapted Style



Natural Style





Selling Tips

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

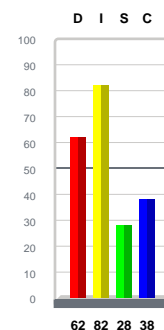


Ideal Environment

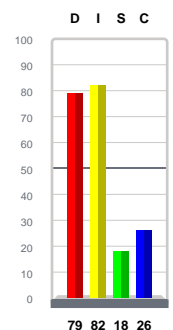
This section identifies the ideal work environment based on Sammy's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Sammy enjoys and also those that create frustration.

- New products and new ideas to sell.
- Democratic supervisor with whom he can associate.
- Activities, and more activities.
- Freedom from long, detailed reports.
- Works for a manager who makes quick decisions.
- Freedom of movement.
- Assignments with a high degree of people contacts.

Adapted Style



Natural Style



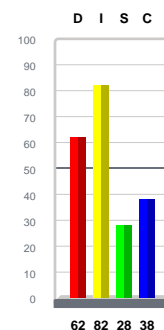


Value to the Organization

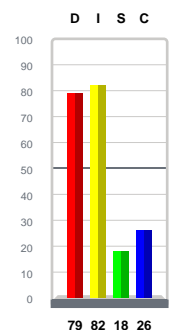
This section of the report identifies the specific talents and behavior Sammy brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Creative problem-solving.
- Team player.
- Verbalizes his feelings.
- Positive sense of humor.
- Builds confidence in others.
- People-oriented.
- Negotiates conflicts.
- Ability to handle many activities and customers at one time.
- Good mixer.

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

Self-Perception

Sammy 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:

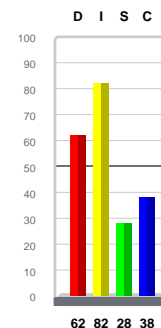
- Self-Promoting
- Overly Optimistic
- Glib
- Unrealistic

Others' Perception - Extreme

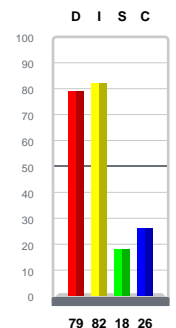
Under extreme pressure, stress or fatigue, others may see him as being:

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

Adapted Style



Natural Style





Descriptors

Based on Sammy'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

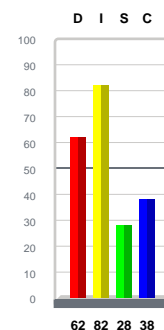


Adapted Style

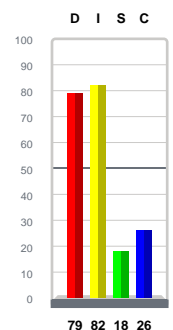
Sammy sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Coping easily with many concurrent sales activities.
- Meeting customers either formally or informally.
- Using great social strengths in approaching new prospects.
- Alert, active attention to customers or clients.
- Verbally stressing the benefits of his product or service.
- Adapting easily to changing sales territory.
- Handling a variety of products or services.
- Exhibiting excitement about his service or product.
- Reacting quickly to changes in the sales process or product line.
- A variety of sales activity.
- Impatient to overcome competition.

Adapted Style



Natural Style





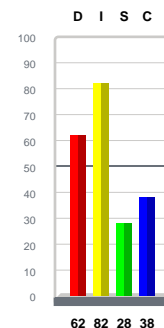
Checklist for Communicating

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 Sammy. 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 Sammy most frequently.

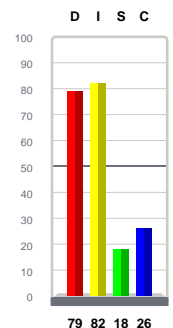
Ways to Communicate:

- Be isolated from interruptions.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Offer special, immediate and extra incentives for his willingness to take risks.
- Give strokes for his involvement.
- Put projects in writing with deadlines.
- Be open, honest and informal.
- Ask for his opinions/ideas regarding people.
- Provide a warm and friendly environment.
- Provide ideas for implementing action.
- Be specific and leave nothing to chance.
- Read the body language for approval or disapproval.
- Understand his sporadic listening skills.
- Plan interaction that supports his dreams and intentions.

Adapted Style



Natural Style





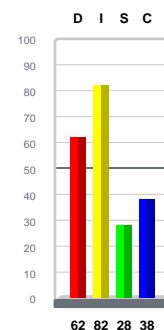
Checklist for Communicating Continued

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

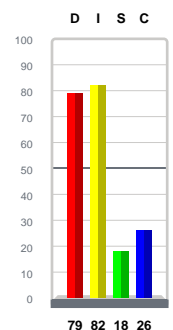
Ways **NOT** to Communicate:

- Be put off by his "cockiness."
- Assume he heard what you said.
- Be dogmatic.
- Leave decisions hanging in the air.
- Waste time trying to be impersonal, judgmental, or too task-oriented.
- Drive on to facts, figures, alternatives or abstractions.
- Talk down to him.
- Use paternalistic approach.
- "Dream" with him or you'll lose time.
- Legislate or muffle--don't overcontrol the conversation.
- Take credit for his ideas.

Adapted Style



Natural Style





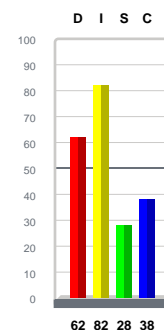
Keys to Motivating

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

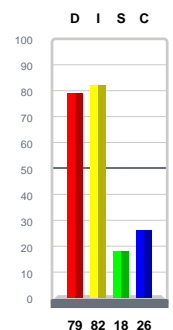
Sammy wants:

- Freedom from control and detail.
- To be trusted.
- Rewards to support his dreams.
- Flattery, praise, popularity and strokes.
- Working conditions with freedom to move and to talk to people.
- Freedom from routine work.
- Outside activities so there is never a dull moment.
- Work assignments that provide opportunity for recognition.
- Travel or changing territory.
- A wide scope of activities.
- A variety of products to sell.

Adapted Style



Natural Style





Keys to Managing

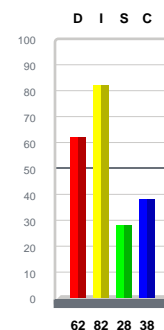
In this section are some needs which must be met in order for Sammy to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Sammy and identify 3 or 4 statements that are most important to him. This allows Sammy to participate in forming his own personal management plan.

Sammy needs:

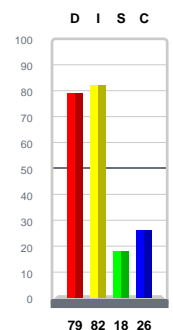
- To handle routine paperwork only once.
- People to work and associate with.
- Budgets to help prioritize his expenses.
- Appreciation of slower-moving people and customers.
- Participatory management.
- Deadlines for completion of work.
- To be informed of things which affect him.
- More control of body language.
- Consistency.
- To pace himself and set priorities.
- Objectivity in managing a sales territory.



Adapted Style



Natural Style

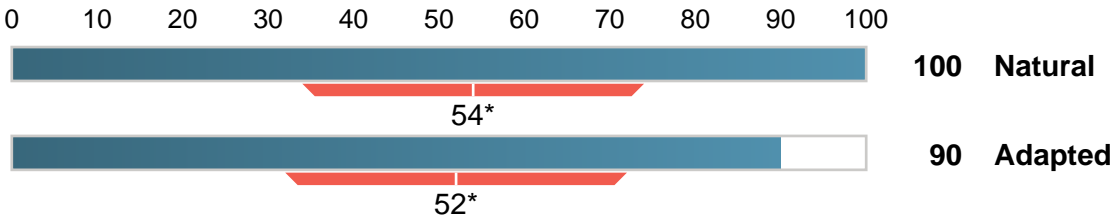




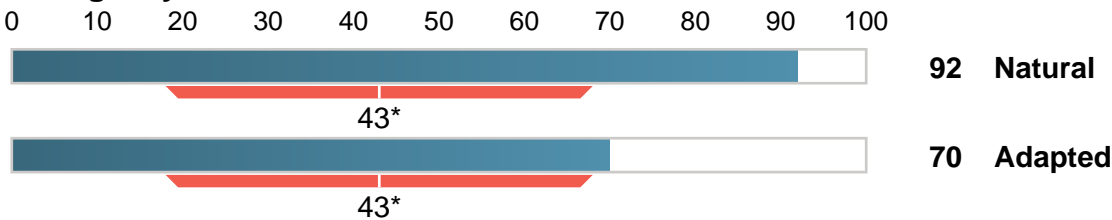
Behavioral Hierarchy

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.

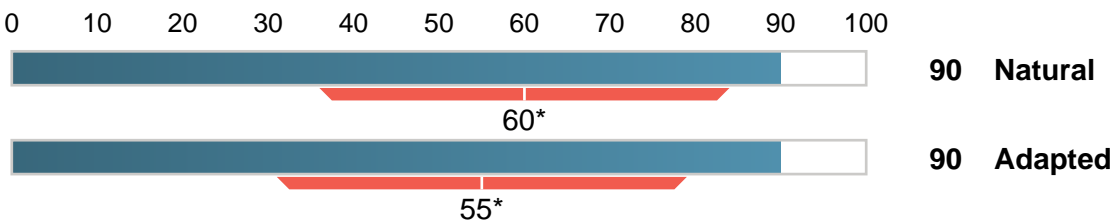
1. Versatile - Adapt to various situations with ease.



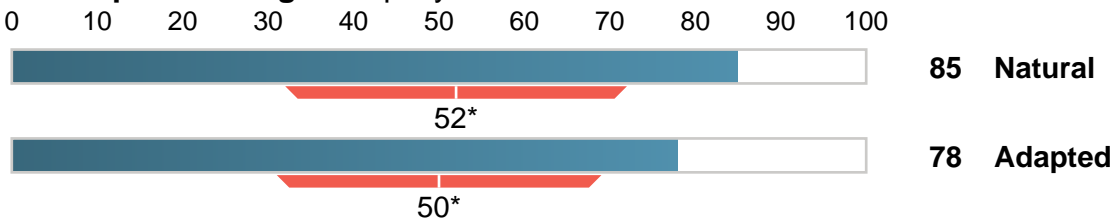
2. Urgency - Take immediate action.



3. Interaction - Frequently engage and communicate with others.



4. Frequent Change - Rapidly shift between tasks.

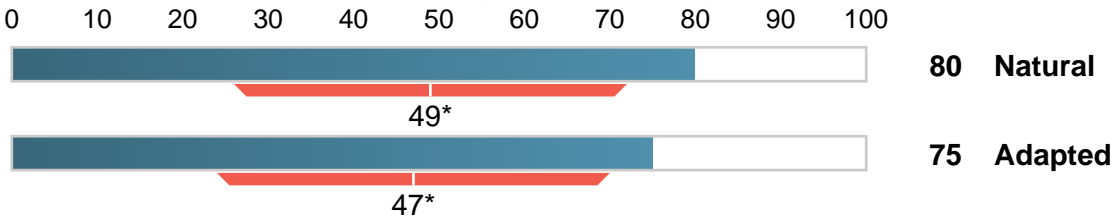


* 68% of the population falls within the shaded area.

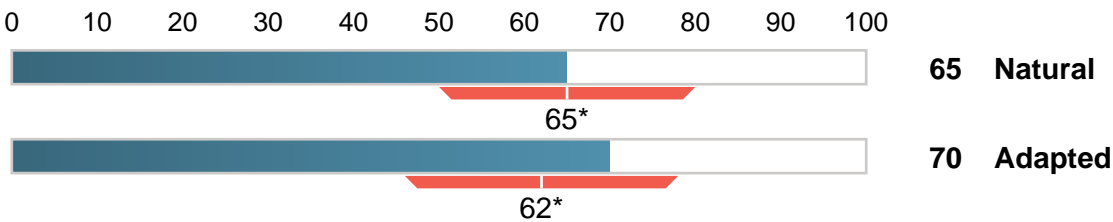


Behavioral Hierarchy Continued

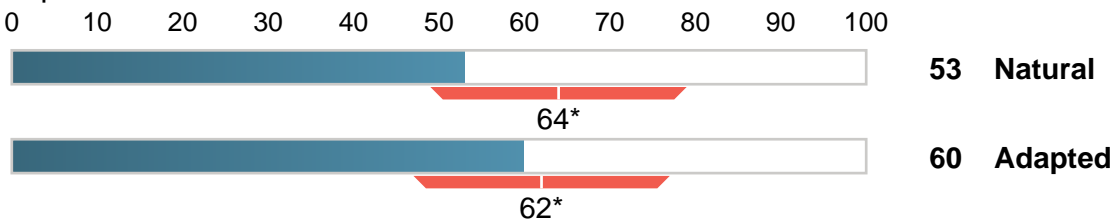
5. Competitive - Want to win or gain an advantage.



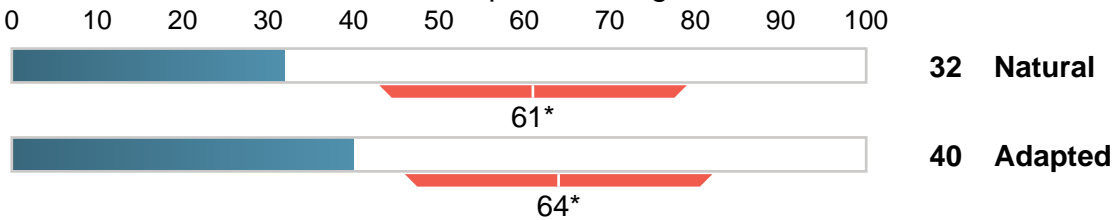
6. People-Oriented - Build rapport with a wide range of individuals.



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



8. Persistence - Finish tasks despite challenges or resistance.



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



Behavioral Hierarchy Continued

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

0 10 20 30 40 50 60 70 80 90 100



28 Natural

60*



35 Adapted

63*

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

0 10 20 30 40 50 60 70 80 90 100



22 Natural

51*



25 Adapted

57*

11. Consistent - Perform predictably in repetitive situations.

0 10 20 30 40 50 60 70 80 90 100



22 Natural

61*



30 Adapted

64*

12. Analysis - Compile, confirm and organize information.

0 10 20 30 40 50 60 70 80 90 100



20 Natural

53*



25 Adapted

59*



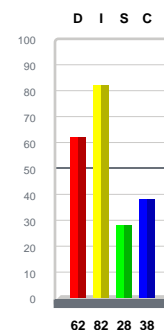
Areas for Improvement

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

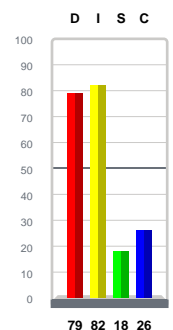
Sammy has a tendency to:

- Sell new accounts rather than service present ones.
- Be so enthusiastic that he can be seen as superficial.
- Be more concerned with popularity than sales results.
- Use too many gestures for the logical and methodical buyer.
- Be more concerned with popularity than tangible results, if popularity is rewarded.
- Not have all the necessary brochures and sales aids.
- Dislike call reports, etc.
- Be careless and ramble in the sales presentation.

Adapted Style



Natural Style



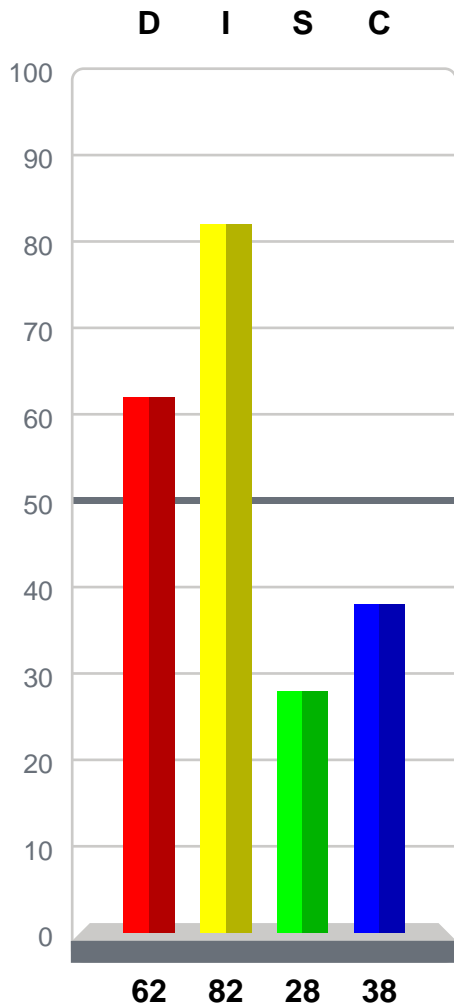


Style Insights® Graphs

12-3-2019

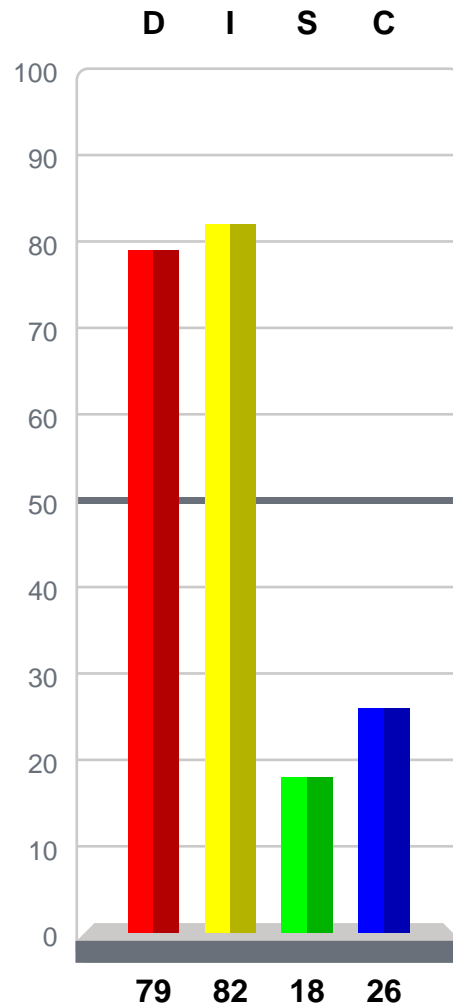
Adapted Style

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.

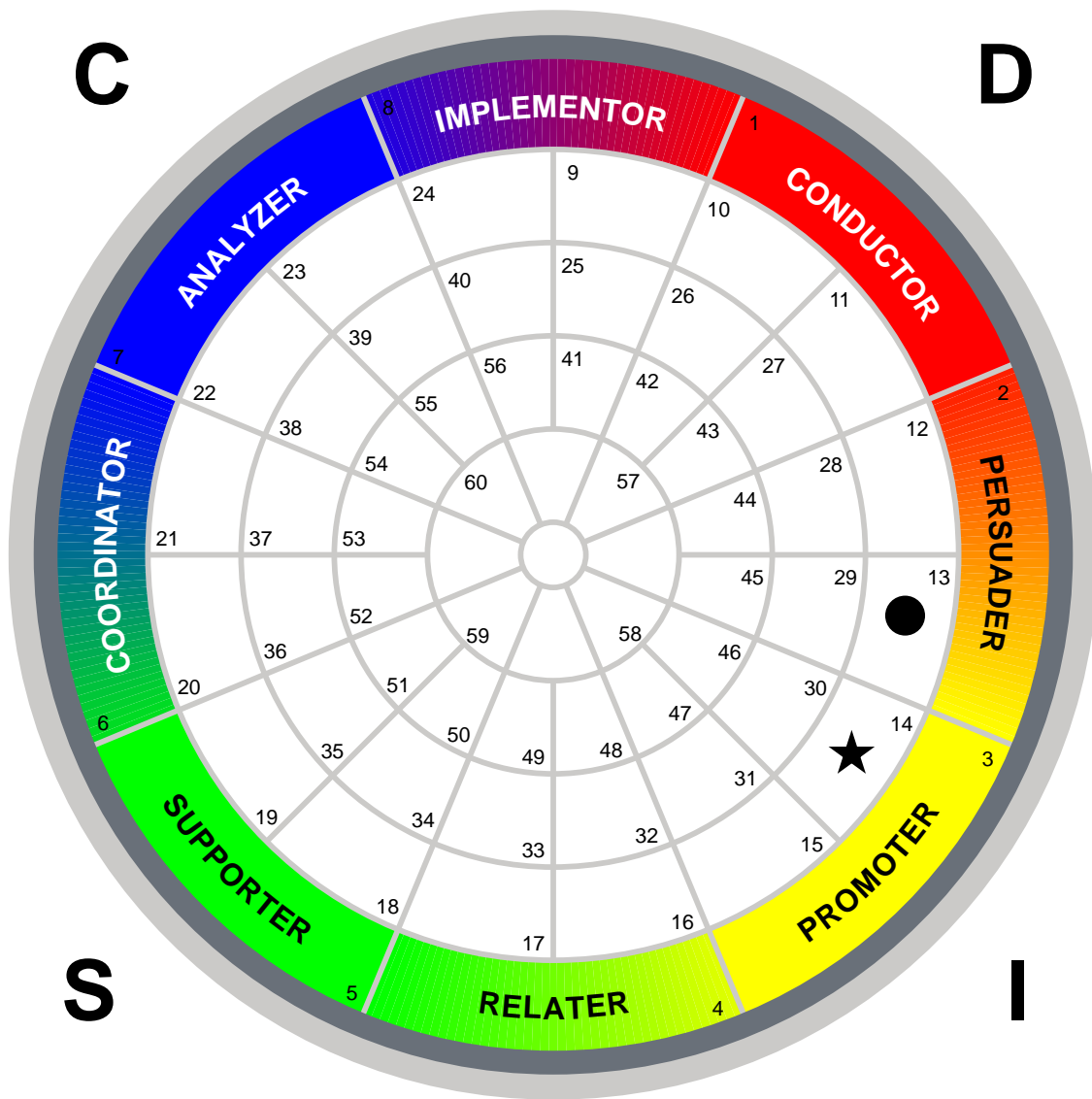
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

12-3-2019



Adapted: ★ (14) PERSUADING PROMOTER
 Natural: ● (13) PROMOTING PERSUADER

Norm 2017 R4