



**TTI SUCCESS INSIGHTS®**

Sales Version

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

**Sally SellsHomes**

Agent

11-16-2007

A team work development partnership between

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

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Sally prefers to win, respecting winners and those who show persistence. She is a self-starter, generally resourceful and readily adaptable to many sales situations. She finds the actual sales process much more rewarding than completing all the paperwork involved. She wants the authority and responsibility to achieve her sales goals. She may at times tend to overstep her authority if it will help her achieve her goals. When results are at stake, it brings out Sally's drive for success. Some may see her as a high risk-taker, but this merely reflects her approach to winning. She will take the risks necessary to succeed. Sally usually enjoys the challenge presented by cold calls. They allow her to use what she considers to be one of her real talents--the ability to sell to anyone at anytime! She loves the challenge presented by sales. She sees it as a great opportunity to compete with herself and others. She sets high sales goals for herself. She sees the benefit of joining organizations as a way to meet her sales goals.

Sally's usage of sales aids may be higher if she participated in developing them. She may confront a potential buyer. Confrontation presents a challenge that she rarely turns down. She approaches sales in a direct, positive and straightforward manner. She always



## SALES CHARACTERISTICS

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feels prepared to sell to anyone at anytime. The methodical buyer doesn't always appreciate her fast presentation. She may become defensive if she hears objections to a service or product she helped to develop. Sally doesn't always take the time to anticipate the outcome of a sales call. She may be intent on making an efficient presentation and unintentionally omit details and supporting information. In handling objections, she attempts to win on all points. Sometimes this desire to win may hinder the sale.

Sally usually closes soon and often. She will close many sales the competition has sold but failed to close. She may lose interest in a client once the sale has been completed. Her further interest may be based on the client's ability to buy additional products or services. She usually has her favorite close, and she might, therefore, resist using all the closes she knows. She prefers selling new accounts over servicing accounts with little potential; however, she may misread the potential of some accounts. Sally's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. She can close so hard that she causes the buyer to think of objections, which may be excuses rather than real objections.



## VALUE TO THE ORGANIZATION

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

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- Creative in her approach to solving problems and selling.
- Builds good relationships.
- Will join organizations to represent the company.
- Usually makes decisions with the bottom line in mind.
- Forward-looking and future-oriented.
- Places high value on time.
- Patient and empathetic.
- Thinks big.



## 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 Sally. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Sally most frequently.*

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Do:

- Ask specific (preferably "what?") questions.
- Start, however briefly, with a personal comment. Break the ice.
- Provide a friendly environment.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Provide facts and figures about probability of success, or effectiveness of options.
- Show sincere interest in her as a person; find areas of common involvement; be candid and open.
- Present the facts logically; plan your presentation efficiently.
- Read the body language--look for impatience or disapproval.
- Define clearly (preferably in writing) individual contributions.
- Provide questions, alternatives and choices for making her own decisions.
- Be clear, specific, brief and to the point.



## DON'TS ON COMMUNICATING

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

- Be redundant.
- Rush headlong into business or the agenda.
- Patronize or demean her by using subtlety or incentive.
- Direct or order.
- Come with a ready-made decision, and don't make it for her.
- Be abrupt and rapid.
- Ask rhetorical questions, or useless ones.
- Be vague; don't offer opinions and probabilities.
- Keep deciding for her, or she'll lose initiative; don't leave her without backup support.
- Let disagreement reflect on her personally.
- Forget or lose things; be disorganized or messy; confuse or distract her mind from business.
- Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.



## SELLING TIPS

*This section provides suggestions on methods which will improve Sally's communications when selling to different styles. The tips include a brief description of typical people in which she may interact. By adapting to the communication style desired by other people, Sally will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. 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>



## IDEAL ENVIRONMENT

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

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- Little conflict between people or customers.
- An innovative and futuristic-oriented environment.
- Evaluation based on results, not the process.
- Forum to express ideas and viewpoint.
- Nonroutine work with challenge and opportunity.
- Freedom from controls, supervision and details.



## PERCEPTIONS

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

### "See Yourself As Others See You"

#### SELF-PERCEPTION

Sally usually sees herself as being:

Pioneering  
Competitive  
Positive

Assertive  
Confident  
Winner

#### OTHERS' PERCEPTION

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

Demanding  
Egotistical

Nervy  
Aggressive

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

Abrasive  
Arbitrary

Controlling  
Opinionated



# DESCRIPTORS

Based on Sally's responses, the report has marked those words that describe her personal behavior. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she responds to rules and procedures set by others.

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



## NATURAL AND ADAPTED SELLING STYLE

*Sally'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>Sally is ambitious in her approach to selling, displaying a strong will and has a need to win against all obstacles. She has a tendency to confront prospects and desire to control the sales situation. She needs a territory and products that will constantly challenge her.</p>	<p>Sally sees the need to be somewhat conservative in her approach to the sales environment. She wants to accept the challenges but will be somewhat calculated in her response.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>Sally is factual and logical in her attempt to persuade others. She looks at things in a rather direct and straightforward manner. Her approach can be analytical and objective when attempting to influence others.</p>	<p>Sally feels the environment calls for her to be sociable and optimistic. She will trust others and wants a positive environment in which to sell.</p>	



# NATURAL AND ADAPTED SELLING STYLE

Natural	PACE - CONSISTENCY	Adapted
<p>Sally's natural style prefers a sales environment that can take advantage of her relaxed demeanor, and patience is looked at as a requirement to win. She enjoys follow-up and follow-through. She resists selling new products until proven to her standards.</p>	<p>Sally feels to survive or succeed her sales activity must be consistent with complete follow-up and follow-through. She feels she needs a sales environment where she can control the number of customers and prospects she calls on. She wants to be efficient and this allows her to be as efficient and effective as possible.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Sally is independent by nature and her sales style displays her desire to sell the results she can deliver, as opposed to providing all the details to support her position. If she feels that rules and procedures are too restrictive she will attempt to change them in an active manner.</p>	<p>Sally will attempt to follow company policy and meet the needs of her customers to the extent that neither party will be at a disadvantage. She will recognize certain areas as negotiable and others as nonnegotiable.</p>	



## ADAPTED STYLE

*Sally sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.*

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- Presenting an agreeable demeanor to clients or customers.
- Using humor as a way of coping with conflict.
- Building strong trust relationships with clients or customers.
- Stressing service after the sale.
- Carefully avoiding conflict with customers or clients.
- Being a good listener.
- Exhibiting a willingness to work hard to complete the sale.
- Cautious in potentially risky sales situations.
- Persistence in completing a sale.
- Remaining cooperative in meeting the customer's needs.
- Testing any innovative products or services before attempting to sell them.
- Using much data and sales aids for presentations.
- Relying on traditional products or services.



## KEYS TO MOTIVATING

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

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Sally wants:

- To be accepted as a member of the sales team.
- Constant appreciation, and a feeling of security on the team.
- A leader to follow and one who sets good examples.
- A predictable environment.
- Activities that don't infringe on family life.
- To work with people with whom she can trust.
- Safety and security in the job.
- To be persuaded by logic and emotion.
- People who understand her reasons for not wanting to argue.
- A sales plan she understands and accepts.
- Complete directions for work to be completed and planned sales presentation in writing.



## KEYS TO MANAGING

*In this section are some needs which must be met in order for Sally to perform at an optimum level. Some needs can be met by herself, 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 Sally and identify 3 or 4 statements that are most important to her. This allows Sally to participate in forming her own personal management plan.*

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Sally needs:

- The complete proposal and time to adjust prior to change.
- The facts in a logical sequence.
- To be confronted when in disagreement or when she breaks the rules.
- Rewards in terms of tangible things, not just flattery and praise.
- A feeling of belonging--to know how important she is to the team.
- A list of all sales objections with answers.
- A sales presentation that is planned.
- A program to encourage creativity and self-worth.
- A quality and time-tested product to sell.
- A manager who delegates in detail.
- Reassurances that she is doing the job right.



## AREAS FOR IMPROVEMENT

*In this area is a listing of possible limitations without regard to a specific job. Review with Sally and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.*

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Sally has a tendency to:

- Take objections lightly.
- Represent herself with more authority than she may have.
- Resist participation as part of the team, unless seen as a leader.
- Be so concerned with big picture; she forgets to see the little pieces.
- Use fear as motive for buying.
- Blame, deny and defend when confronted with poor sales results.
- Not answer objections to buyer's satisfaction.
- Become defensive and overreact to certain objections.



## ACTION PLAN

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The following are examples of areas in which Sally 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.

- Customer Service
- Prospecting
- Preparation
- Presentation
- Handling Objections
- Closing
- Product Knowledge
- Personal Goals
- Other

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

Area: \_\_\_\_\_

- 1.
- 2.
- 3.

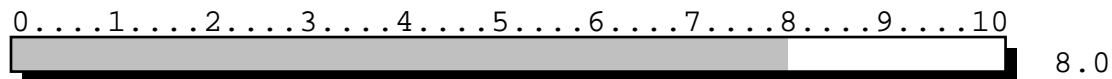
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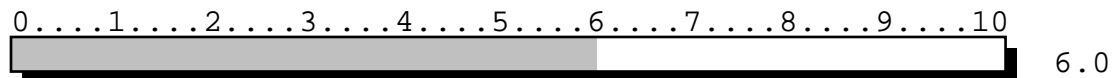
# BEHAVIORAL HIERARCHY

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.

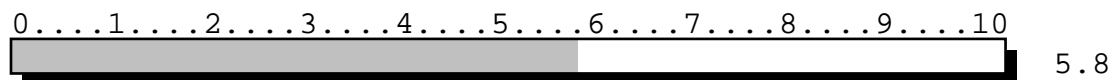
## 1. COMPETITIVENESS



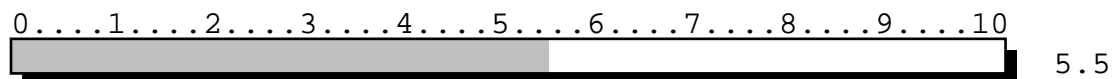
## 2. ANALYSIS OF DATA



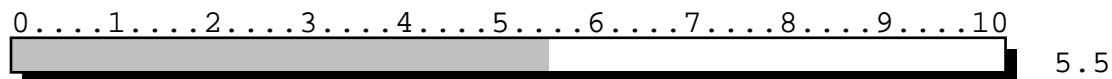
## 3. FREQUENT CHANGE



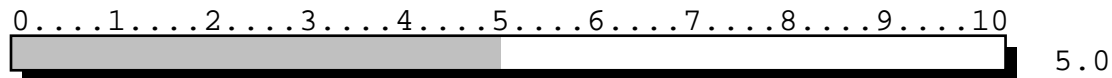
## 4. URGENCY



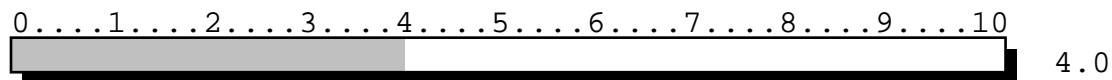
## 5. ORGANIZED WORKPLACE



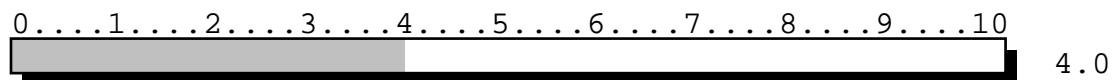
## 6. CUSTOMER ORIENTED



## 7. FREQUENT INTERACTION WITH OTHERS



## 8. VERSATILITY

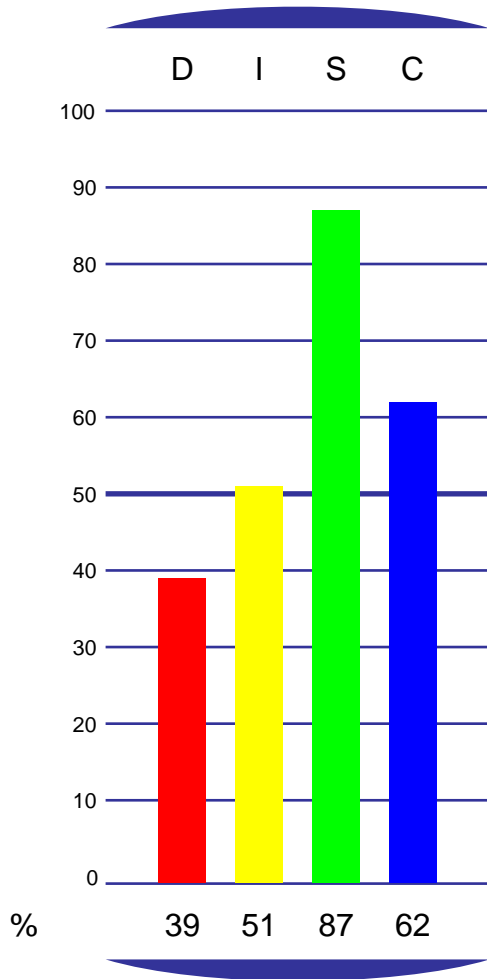




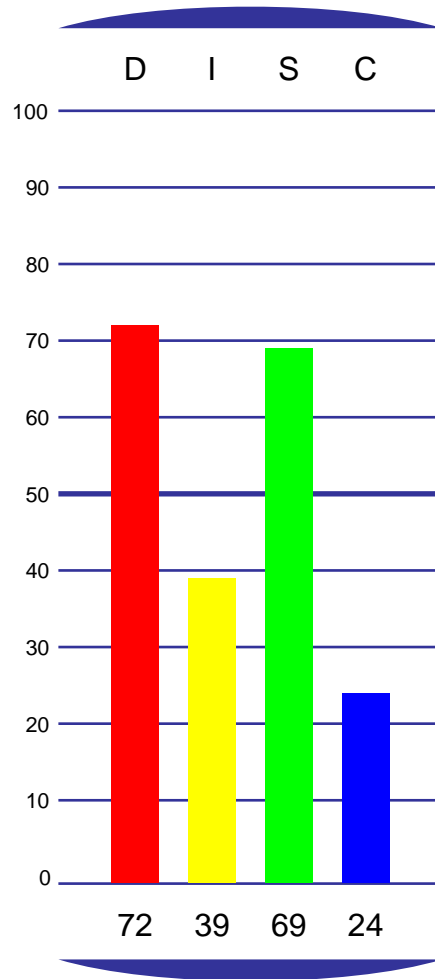
# STYLE INSIGHTS® GRAPHS

11-16-2007

**MOST**  
Graph I  
Adapted Style



**LEAST**  
Graph II  
Natural Style



Norm 2003



## 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.

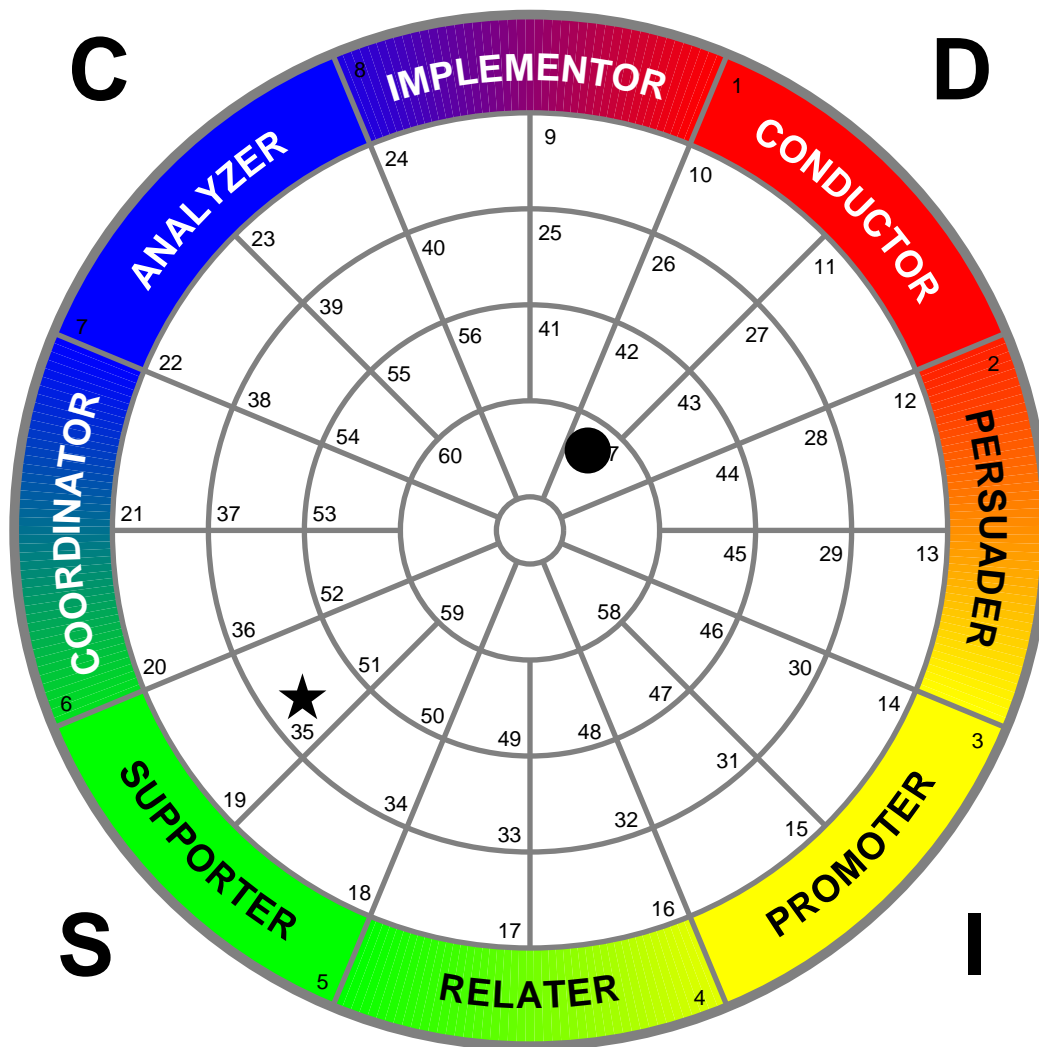
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

11-16-2007



Adapted: ★ (35) COORDINATING SUPPORTER (FLEXIBLE)

Natural: ● (57) SUPPORTING CONDUCTOR (ACROSS)

Norm 2003

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