

MANAGING FOR SUCCESS®

Sales Version

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

John Doe
24/11/2003



INTRODUCTION

Behavioural 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 behaviour is a necessary and integral part of who they are. In other words, much of our behaviour comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behaviour.

In this report we are measuring four dimensions of normal behaviour. 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 behavioural style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behaviour. We only report statements from areas of behaviour 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 behavioural factors in varying degrees of intensity."
-W.M. Marston*

SALES CHARACTERISTICS

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

John prefers to sell new, innovative products or services. In fact, he often uses creative ways to sell his products or services. He consistently meets the challenge of persuading people to his point of view. Some buyers may desire less talk and more facts. He maintains a high trust level; that is, he trusts that people will make good on their promises. He has a tendency to use his fluent verbal skills to paint detailed and vivid "word pictures" for his customers. John likes cold calls because they present a challenge. He feels his verbal skills will help him win. Every cold call provides an opportunity to win friends and influence people. He can become emotional about the product or service that he provides to his clients or customers. 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.

John may be rather careless in his sales preparation. He truly believes he can walk and talk his way through any presentation at anytime, anyplace. He may promise how his product will solve the prospect's problems. Sometimes he becomes overly optimistic about the actual results his products will deliver. He does not necessarily do this intentionally, but reflects his optimistic view of the product. 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. 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. John welcomes the objections that prospects raise. This provides an opportunity to meet a challenge and share more of his knowledge. He 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.

John's listening skills may cause him to miss some closing opportunities. He may be thinking

SALES CHARACTERISTICS

about what he is going to say next and miss the buying signal. 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 probably has several favourite closes. He needs to evaluate the way he is using them and if they are appropriate to the sales situation. 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. Sometimes he tries too hard to accommodate the buyer with service. He will resent his effort if the account does not live up to its potential. 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.

VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behaviour 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.

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

CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with John. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DOs" and provide a listing to those who communicate with John most frequently.

Do:

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

DO NOTS 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.

Do not:

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

SELLING TIPS

This section provides suggestions on methods which will improve John's communications when selling to different styles. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, John will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior salesperson.

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 magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Do not 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.

SELLING TIPS

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 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--do not exaggerate.

Factors that will create tension:

- Being giddy, casual, informal, loud.
- Wasting time with small talk.
- Being disorganized or messy.

IDEAL ENVIRONMENT

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

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

PERCEPTIONS

A person's behaviour 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 behaviour. 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:

Enthusiastic
Charming
Persuasive

Outgoing
Inspiring
Optimistic

OTHERS' PERCEPTION

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

Self-Promoting
Overly Optimistic

Glib
Unrealistic

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

Overly Confident
Poor Listener

Talkative
Self-Promoter

DESCRIPTORS

Based on John's responses, the report has marked those words that describe his personal behaviour. 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		Open-Minded
Responsible	Sociable		Balanced Judgment
Conservative	Reflective	Mobile	Firm
Calculating	Factual	Active	Independent
Cooperative	Calculating	Restless	Self-Willed
Hesitant	Skeptical	Alert	Stubborn
Low-Keyed	Logical	Variety-Oriented	Obstinate
Unsure	Undemonstrative	Demonstrative	
Undemanding	Suspicious	Impatient	Opinionated
Cautious	Matter-of-Fact	Pressure-Oriented	Unsystematic
Mild	Incisive	Eager	Self-Righteous
Agreeable	Pessimistic	Flexible	Uninhibited
Modest	Moody	Impulsive	Arbitrary
Peaceful		Impetuous	Unbending
Unobtrusive	Critical	Hypertense	Careless with Details

NATURAL AND ADAPTED SELLING STYLE

John's natural selling style of dealing with problems, people, pace and procedures may not always fit the sales environment. This section is extremely important as it will identify if a salesperson's natural style or adapted style is correct for the current sales environment.

PROBLEMS - CHALLENGES (Natural)

John 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.

PROBLEMS - CHALLENGES (Adapted)

John sees no need to change his sales approach from his basic style as it is related to solving problems and challenges.

PEOPLE - CONTACTS (Natural)

John's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtue of his oral skills. He will try to convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost everything with every prospect.

PEOPLE - CONTACTS (Adapted)

John projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.

NATURAL AND ADAPTED SELLING STYLE

PACE - CONSISTENCY (Natural)

John 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.

PACE - CONSISTENCY (Adapted)

John feels that the sales environment does not require him to alter the way he deals with activity level and consistency.

PROCEDURES - CONSTRAINTS (Natural)

John 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.

PROCEDURES - CONSTRAINTS (Adapted)

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

ADAPTED STYLE

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

- Unafraid to overstep authority when necessary to make a sale.
- Dealing with customers and clients efficiently.
- Challenging the status-quo.
- Telling clients or customers about the "big picture."
- Independent in approaching customers or clients.
- Making a presentation in his own particular style.
- Ability to handle many new products or services.
- Firm, unbending dedication to completing sales projects.
- Authority to carry out responsibility.
- Uninhibited in making a creative sales presentation.
- Setting his own agenda for results.

KEYS TO MOTIVATING

This section of the report was produced by analysing 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:

- No close supervision.
- Power and authority to take the risks to achieve sales results.
- Independence.
- Exciting place to work.
- Sales meetings that allow him to ventilate his emotions.
- Opportunity for rapid advancement.
- To be seen as a leader.
- Control of his own destiny.
- Unusual, new or difficult products to sell.
- Opportunity to verbalize his ideas and demonstrate his skills.
- Exposure to those who appreciate his sales results.

KEYS TO MANAGING

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

John needs:

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

AREAS FOR IMPROVEMENT

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

John has a tendency to:

- Have difficulty planning and controlling time.
- Be more concerned with popularity than sales results.
- Give away products or services to make client happy.
- "Oversell" or talk his way out of a sale by focusing on irrelevant things.
- Be unrealistic in appraising a client's credit.
- Make promises he cannot keep.
- Dislike call reports, etc.
- Be more concerned with popularity than tangible results, if popularity is rewarded.
- Be a situational listener.

ACTION PLAN

Name: John Doe

The following are examples of areas in which John may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

Customer Service
Prospecting
Preparation
Presentation
Handling Objections

Closing
Product Knowledge
Personal Goals
Other

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

Area:

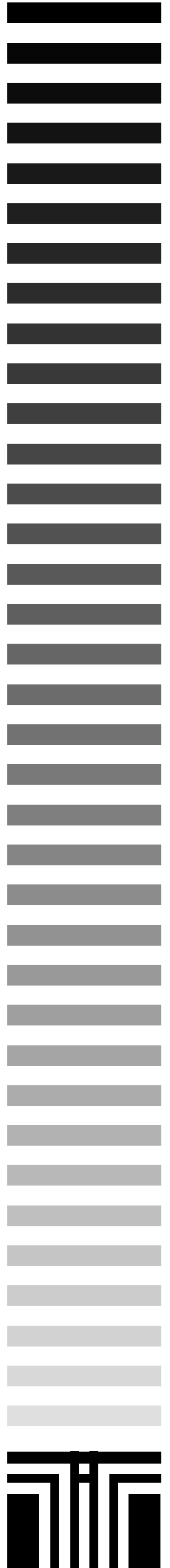
- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____

BEHAVIOURAL FACTOR INDICATOR™

Sales Version

John Doe
24/11/2003



INTRODUCTION

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 behaviour 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 behavioural. Behavioural measurement can be classified as HOW a person will do a job. To discover WHY, additional information must be collected.

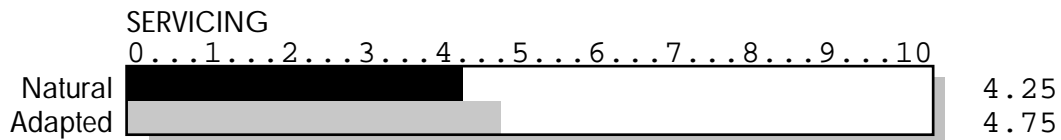
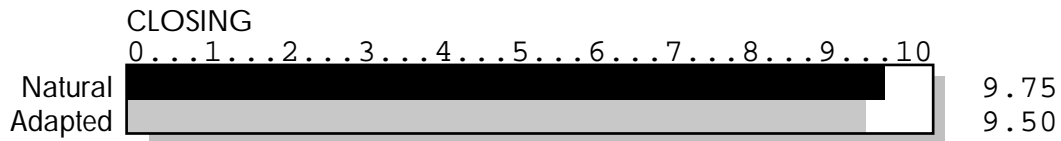
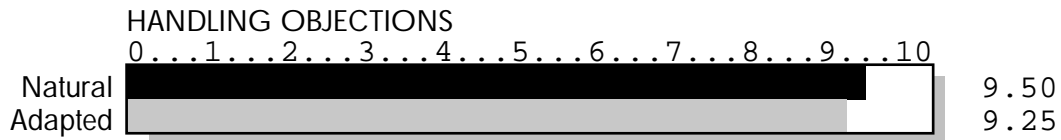
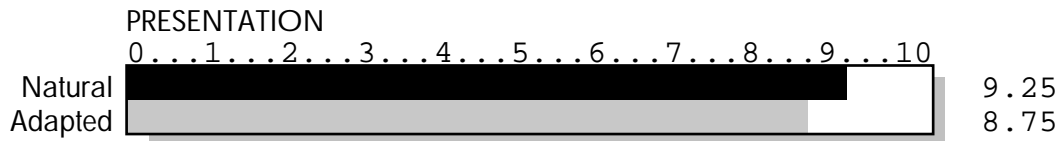
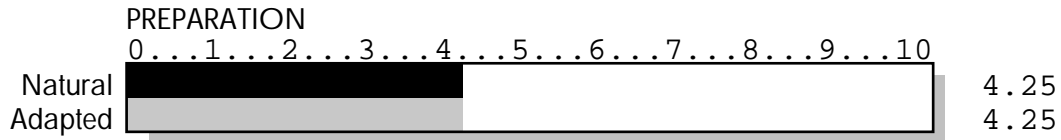
The Natural graph represents your natural behaviour - the behaviour you bring to the job. The Adapted graph measures your response to the environment - the behaviour you think is necessary to succeed at a job. If your Adapted graph is significantly different from your Natural graph, you are under pressure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

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 behaviour will allow you to develop strategies to win in any environment you choose.

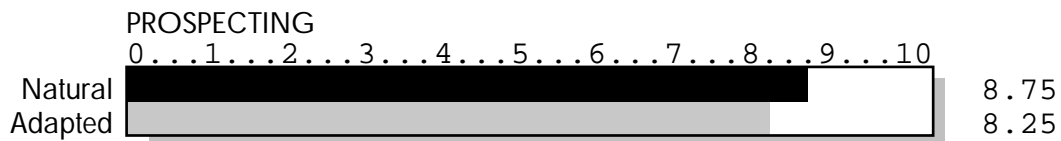
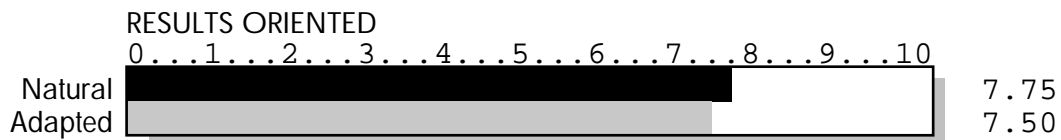
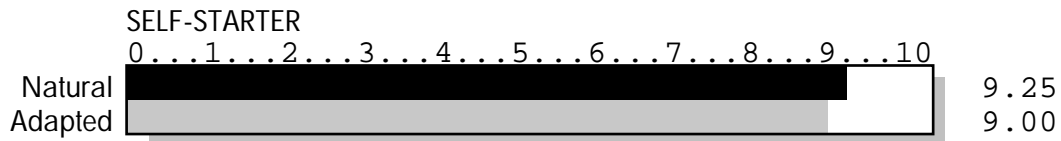
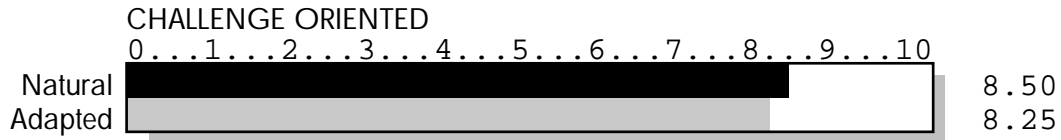
GENERAL FACTOR ANALYSIS

John Doe



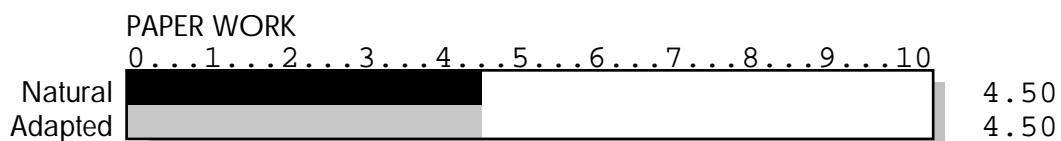
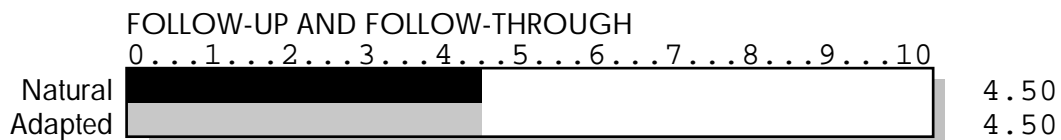
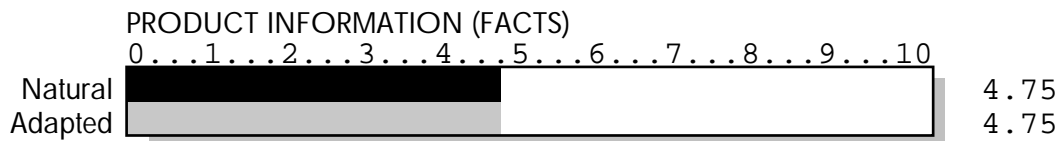
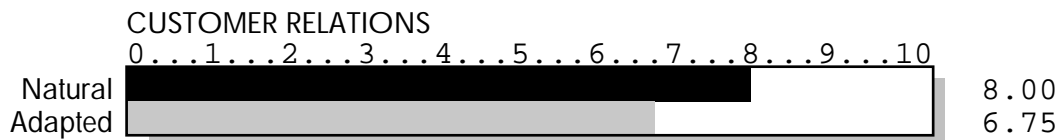
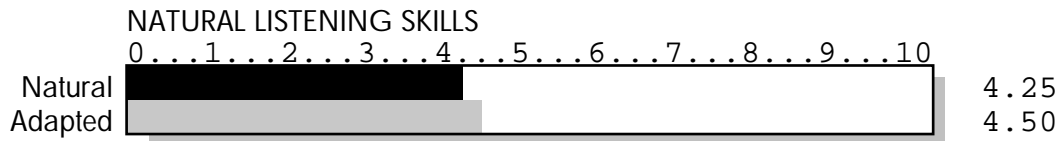
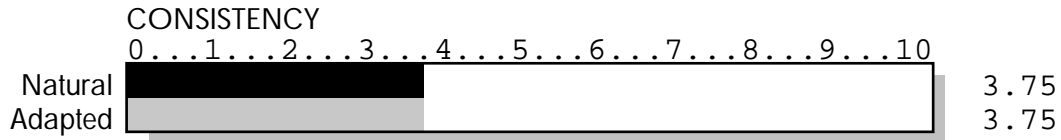
SPECIFIC FACTOR ANALYSIS

John Doe



SPECIFIC FACTOR ANALYSIS

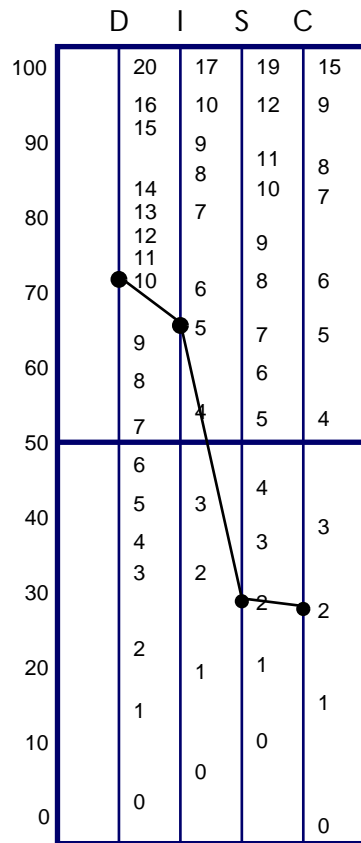
John Doe



STYLE ANALYSIS™ GRAPHS

John Doe
24/11/2003

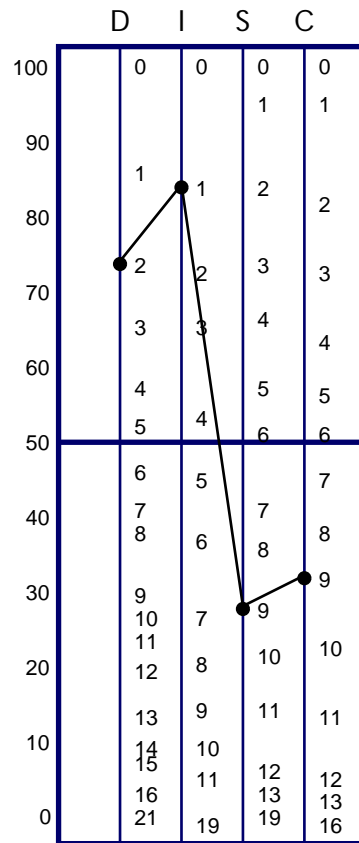
MOST
Graph I
Adapted Style



Score
%

10	5	2	2
72	66	30	29

LEAST
Graph II
Natural Style



2	1	9	9
74	84	29	33

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 behavioural style, the Wheel adds a visual representation that allows you to:

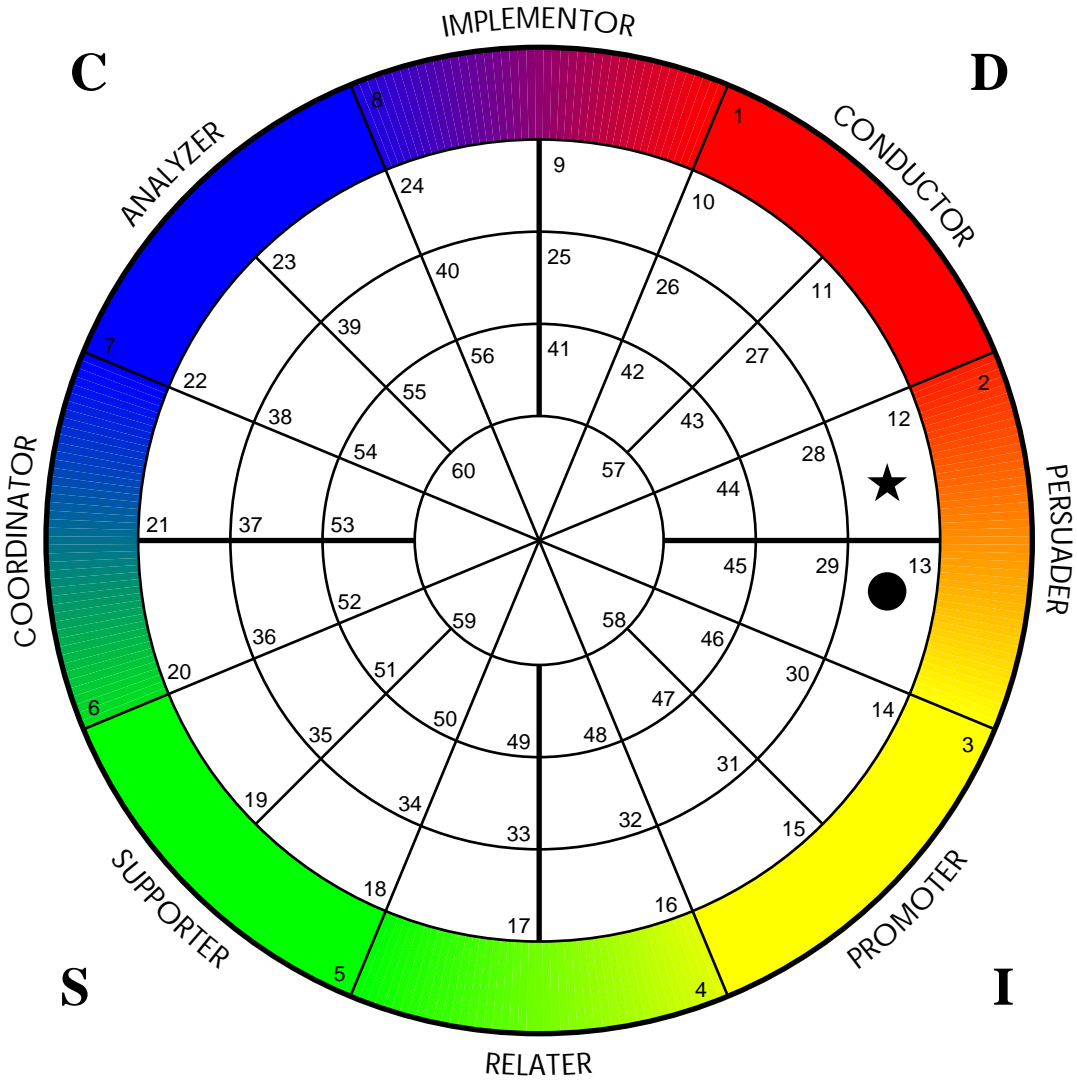
- View your natural behavioural style (circle).
- View your adapted behavioural style (star).
- Note the degree you are adapting your behaviour.
- If you filled out the Work Environment Analysis, view the relationship of your behaviour to your job.

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 behaviour. The further the two plotting points are from each other, the more you are adapting your behaviour.

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

THE SUCCESS INSIGHTS® WHEEL

John Doe
24/11/2003



Adapted: ★ (12) CONDUCTING PERSUADER

Natural: ● (13) PROMOTING PERSUADER