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Sales

Gregg Sample

Owner
Sample
5-21-2013

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company

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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

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Sales Characteristics

Based on Gregg'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.

Gregg prefers to win, respecting winners and those who show persistence. He may lose interest in the product, program or service once the newness has worn off. He exudes self-confidence and shows no fear when making his sales presentation, or when introducing new or creative ideas to his prospects. When results are at stake, it brings out Gregg'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. Gregg is driven towards completion of his sales goals, and wants to be in a position to set policy that allows him to meet those goals. He sets high sales goals for himself. He sees the benefit of joining organizations as a way to meet his sales goals. He is comfortable in a sales environment that contains variety and/or high pressure situations.

Gregg prefers a direct and straightforward approach to selling. He truly feels that he can sell to anyone at anytime, and this may be true if he takes the time to prepare properly. He usually welcomes objections as they provide him with an opportunity to share his knowledge. If he is careful to take objections seriously, it will allow him to be more effective. In handling objections, he attempts to win on all points. Sometimes this desire to win may hinder the sale. He may become defensive if he hears objections to a service or product he helped to develop. Gregg likes to control the sales presentation. Different styles of buyers will probably prefer that he display his sales flexibility. He needs to "size up" his buyers before starting his sales presentation. Concentrating on what the buyer is saying will help him adjust his presentation toward the buyer's needs.

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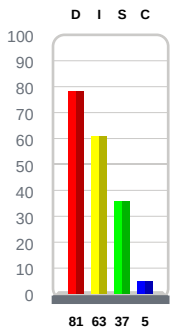

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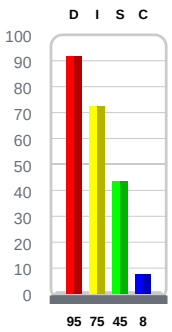

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Sales Characteristics Continued

Gregg can close so hard that he causes the buyer to think of objections, which may be excuses rather than real objections. He 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 generally concentrates on selling new accounts as compared to servicing his present accounts. New accounts represent a challenge, while servicing old accounts may be dull and too routine. Gregg's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. Gregg usually closes soon and often. He will close many sales the competition has sold but failed to close. He usually has his favorite close, and he might, therefore, resist using all the closes he knows.

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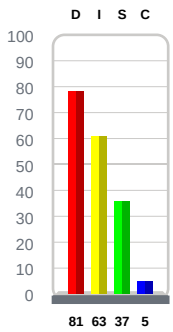

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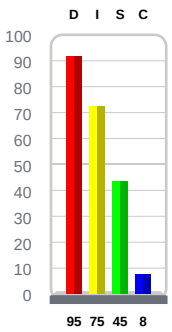

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Value to the Organization

This section of the report identifies the specific talents and behavior Gregg 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.

- Tenacious.
- Forward-looking and future-oriented.
- Thinks big.
- Has the confidence to do the difficult assignments.
- Can support or oppose strongly.
- Change agent--looks for faster and better ways.
- Self-starter.
- Innovative.
- Creative in his approach to solving problems and selling.

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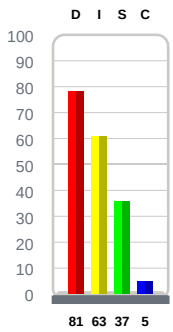

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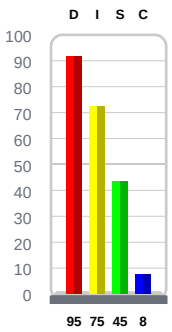

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Checklist for Communicating

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 Gregg. 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 Gregg most frequently.

Ways to Communicate:

- ☐ Motivate and persuade by referring to objectives and results.
- ☐ Provide solutions--not opinions.
- ☐ Flatter his ego.
- ☐ Present the facts logically; plan your presentation efficiently.
- ☐ Expect him to return to fight another day when he has received a no answer.
- ☐ Take issue with facts, not the person, if you disagree.
- ☐ Clarify any parameters in writing.
- ☐ Come prepared with all requirements, objectives and support material in a well-organized "package."
- ☐ Speak at a rapid pace.
- ☐ Stick to business--let him decide if he wants to talk socially.
- ☐ Provide facts and figures about probability of success, or effectiveness of options.
- ☐ Support and maintain an environment where he can be efficient.

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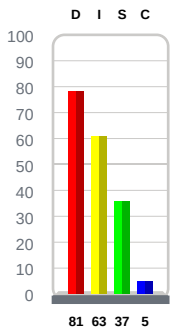

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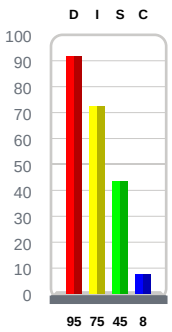

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Checklist for Communicating Continued

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

- ☐ Try to build personal relationships.
- ☐ Muffle or over legislate.
- ☐ Be redundant.
- ☐ Let him overpower you with verbiage.
- ☐ Ask rhetorical questions, or useless ones.
- ☐ Direct or order.
- ☐ Take credit for his accomplishments.
- ☐ Hesitate when confronted.
- ☐ Come with a ready-made decision, and don't make it for him.
- ☐ Be paternalistic.
- ☐ Forget or lose things; be disorganized or messy; confuse or distract his mind from business.

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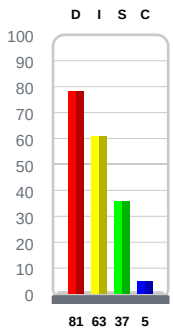

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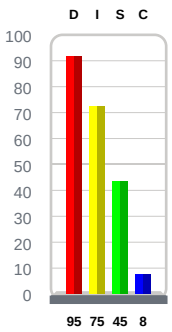

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Selling Tips

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

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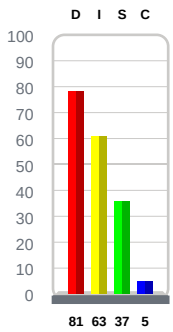
Ideal Environment

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

- An innovative and futuristic-oriented environment.
- Freedom from controls, supervision and details.
- Nonroutine work with challenge and opportunity.
- Freedom to try new approaches.
- Needs difficult assignments.
- Work with a results-oriented team.
- Forum to express ideas and viewpoint.
- Evaluation based on results, not the process.
- Position with a tolerant sales manager.

Adapted Style



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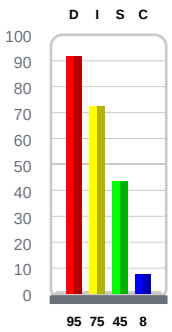

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Perceptions

See Yourself as Others See You

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

Self-Perception

Gregg usually sees himself as being:

- Pioneering
- Assertive
- Competitive
- Confident
- Positive
- Winner

Others' Perception - Moderate

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

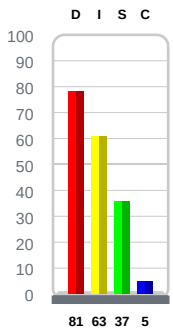
- Demanding
- Nervy
- Egotistical
- Aggressive

Others' Perception - Extreme

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

- Abrasive
- Controlling
- Arbitrary
- Opinionated

Adapted Style



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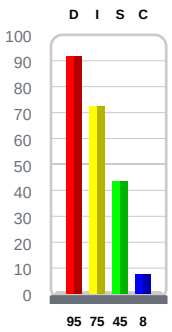

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Descriptors

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

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Natural and Adapted Selling Style

Gregg'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	Adapted
Gregg 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.	Gregg's response to the sales environment is to be strong-willed and ambitious. He seeks to win against all obstacles.

PEOPLE - CONTACTS

Natural	Adapted
Gregg 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.	Gregg feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to sell.

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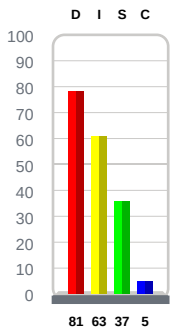

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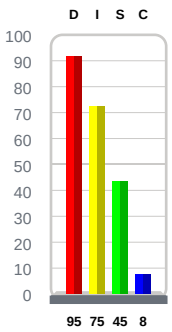

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Natural and Adapted Selling Style Continued

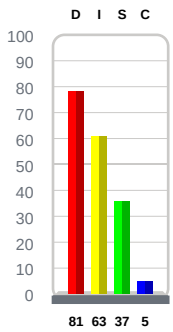
PACE - CONSISTENCY

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

PROCEDURES - CONSTRAINTS

Natural	Adapted
Gregg wants to be seen as his own person who is willing and capable of interpreting the company policies to ensure the best results and allow him creative and innovative methods of selling. He wants to be measured on his sales results, not how he achieved the results.	The difference between Gregg's basic and adapted sales style is not significant and he sees no need to change on this factor.

Adapted Style



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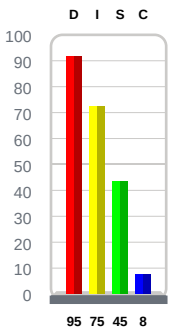

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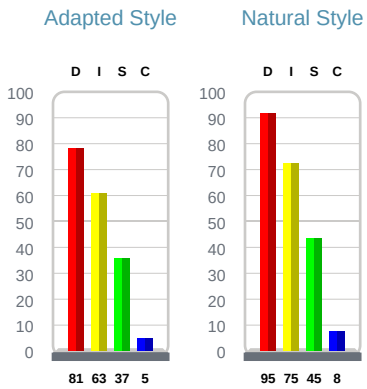
Adapted Style

Gregg 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.

- Dealing with customers and clients efficiently.
- Exhibiting confidence in approaching customers.
- Using authority and responsibility for completing the sale.
- Ability to handle many new products or services.
- Firm, unbending dedication to completing sales projects.
- Authority to carry out responsibility.
- Sharing his personal opinion with a client or customer.
- A resourceful, eager self-starter.
- Making a presentation in his own particular style.
- Independent in approaching customers or clients.
- Anticipating and using creative ways to assist clients in problem solving.
- Using a creative approach in selling new and innovative services or products.
- Seeking challenges presented by competition.



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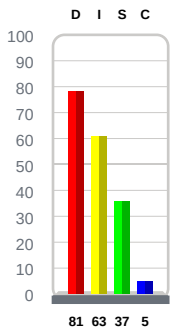
Keys to Motivating

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

Gregg wants:

- Control of his own destiny.
- No close supervision.
- Sales meetings that allow him to ventilate his emotions.
- Independence.
- To be seen as a leader.
- New challenges and problems to solve.
- The chance to have fun (play hard--work hard).
- Exciting place to work.
- Exposure to those who appreciate his sales results.
- Power and authority to take the risks to achieve sales results.
- Prestige, position and titles so he can control the destiny of others.

Adapted Style



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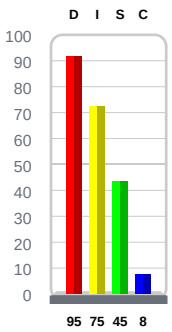

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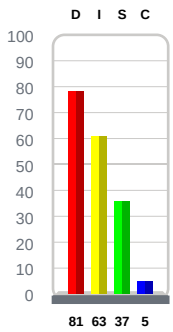
Keys to Managing

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

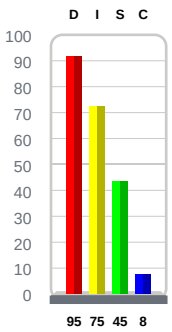
Gregg needs:

- A work environment with many activities.
- To adjust his intensity to match the situation.
- A program for pacing work and relaxing.
- Restraints or program to calculate the risk involved by his decisions.
- To display empathy for people who approach life differently than he does.
- To be confronted when in disagreement or when he breaks the rules.
- A tolerant sales manager.
- Documentation of expected sales results.
- To know results expected and to be evaluated on the results.
- Recognition that limits and rules do exist (and why).
- To understand his role on the team--either a team player or the leader.

Adapted Style



Natural Style



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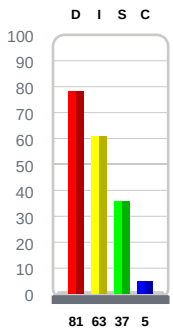
Areas for Improvement

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

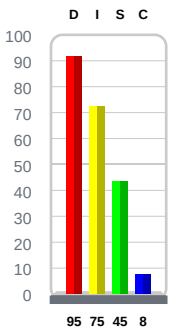
Gregg has a tendency to:

- Blame, deny and defend when confronted with poor sales results.
- Take on too many outside activities.
- Dominate a sales presentation.
- Become defensive and overreact to certain objections.
- Sell what he wants to sell rather than listen to the buyer's needs.
- Not answer objections to buyer's satisfaction.
- Represent himself with more authority than he may have.
- Not have presentation in a logical order.

Adapted Style



Natural Style



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Action Plan

Professional Development

1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

3. When I make changes to these behaviors, they will have the following impact on my career:

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

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Action Plan

Personal Development

1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

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

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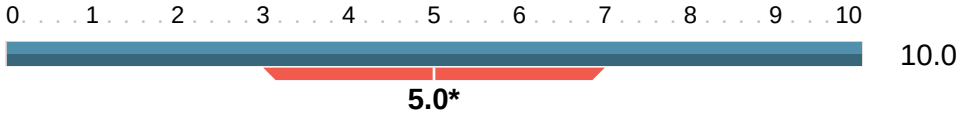
Behavioral Hierarchy

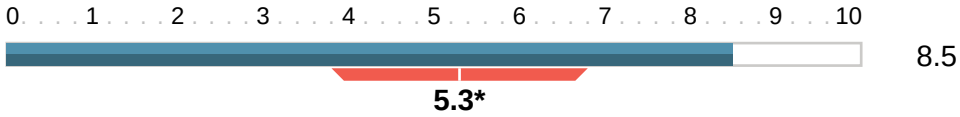
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. Competitiveness - Tenacity, boldness, assertiveness and a "will to win" in all situations.



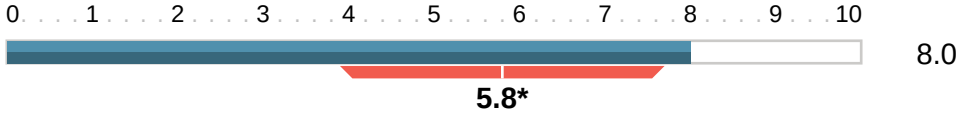
10.0

2. Frequent Change - Moving easily from task to task or being asked to leave several tasks unfinished and easily move on to the new task with little or no notice.



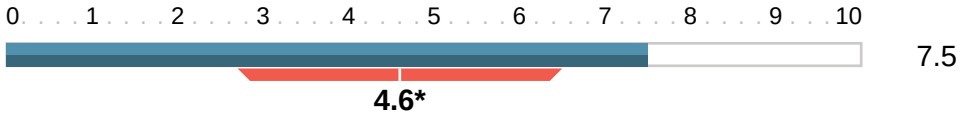
8.5

3. Frequent Interaction with Others - Dealing with multiple interruptions on a continual basis, always maintaining a friendly interface with others.



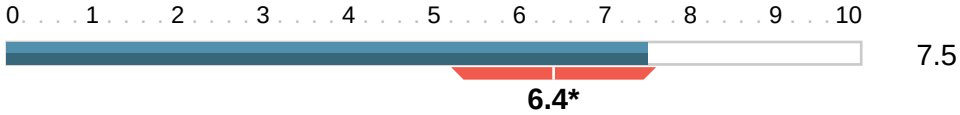
8.0

4. Urgency - Decisiveness, quick response and fast action.



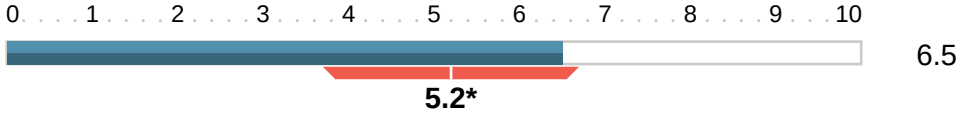
7.5

5. People Oriented - Spending a high percentage of time successfully working with a wide range of people from diverse backgrounds to achieve "win-win" outcomes.



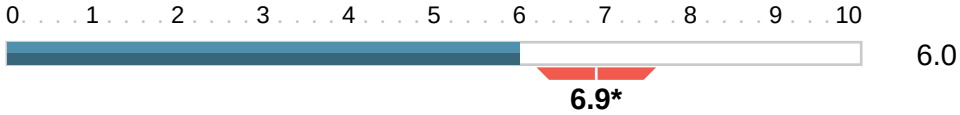
7.5

6. Versatility - Bringing together a multitude of talents and a willingness to adapt the talents to changing assignments as required.



6.5

7. Customer Relations - A desire to convey your sincere interest in them.



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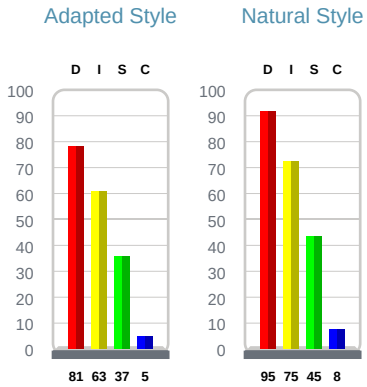

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Gregg Sample

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Behavioral Hierarchy

8. Follow Up and Follow Through - A need to be thorough.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

4.2

6.7*

9. Consistency - The ability to do the job the same way.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.8

6.3*

10. Following Policy - Complying with the policy or if no policy, complying with the way it has been done.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.5

6.9*

11. Analysis of Data - Information is maintained accurately for repeated examination as required.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

3.0

5.2*

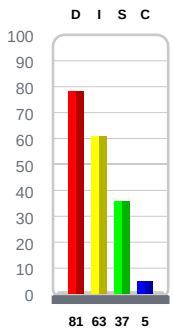
12. Organized Workplace - Systems and procedures followed for success.

0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10

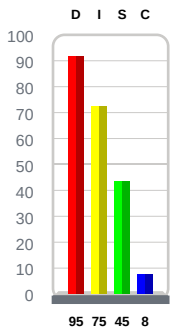
1.5

5.2*

Adapted Style



Natural Style



SIA: 81-63-37-05 (11) SIN: 95-75-45-08 (11)
* 68% of the population falls within the shaded area.

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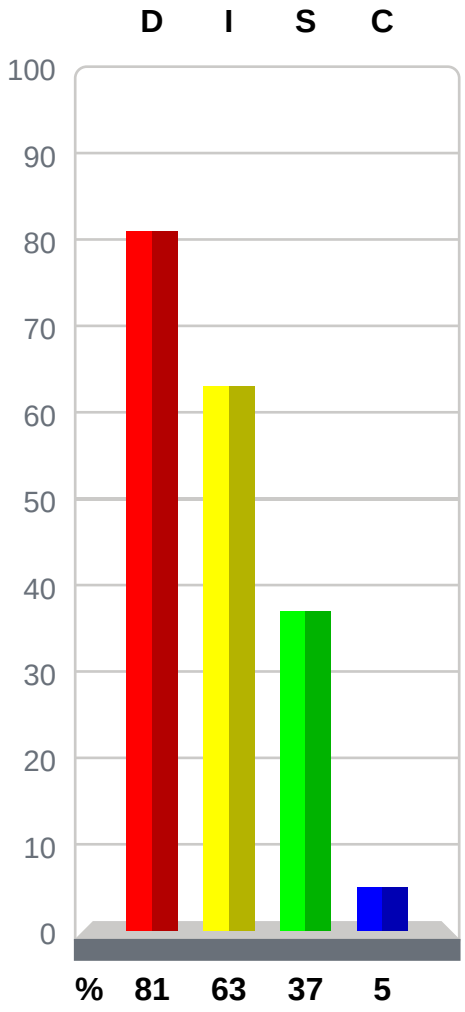
Style Insights® Graphs

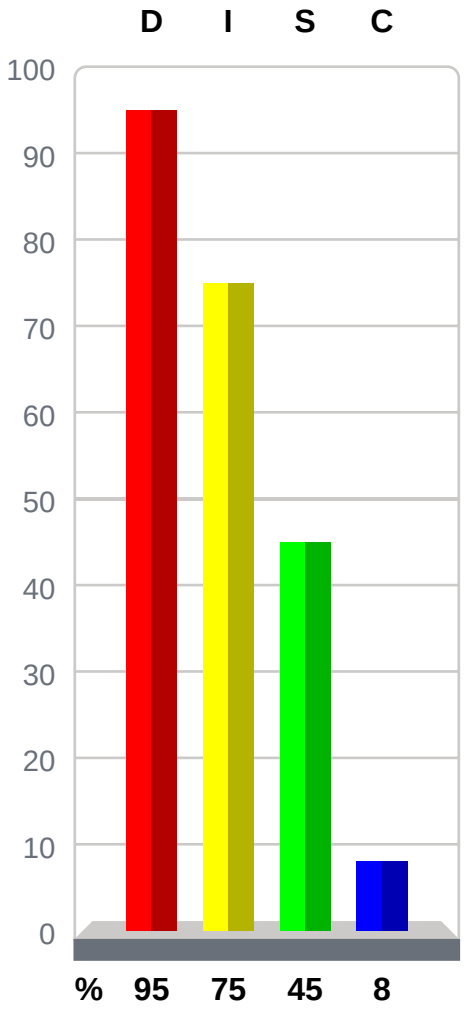
Adapted Style

Graph I



Natural Style

Graph II



Norm 2011 R4

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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.
- 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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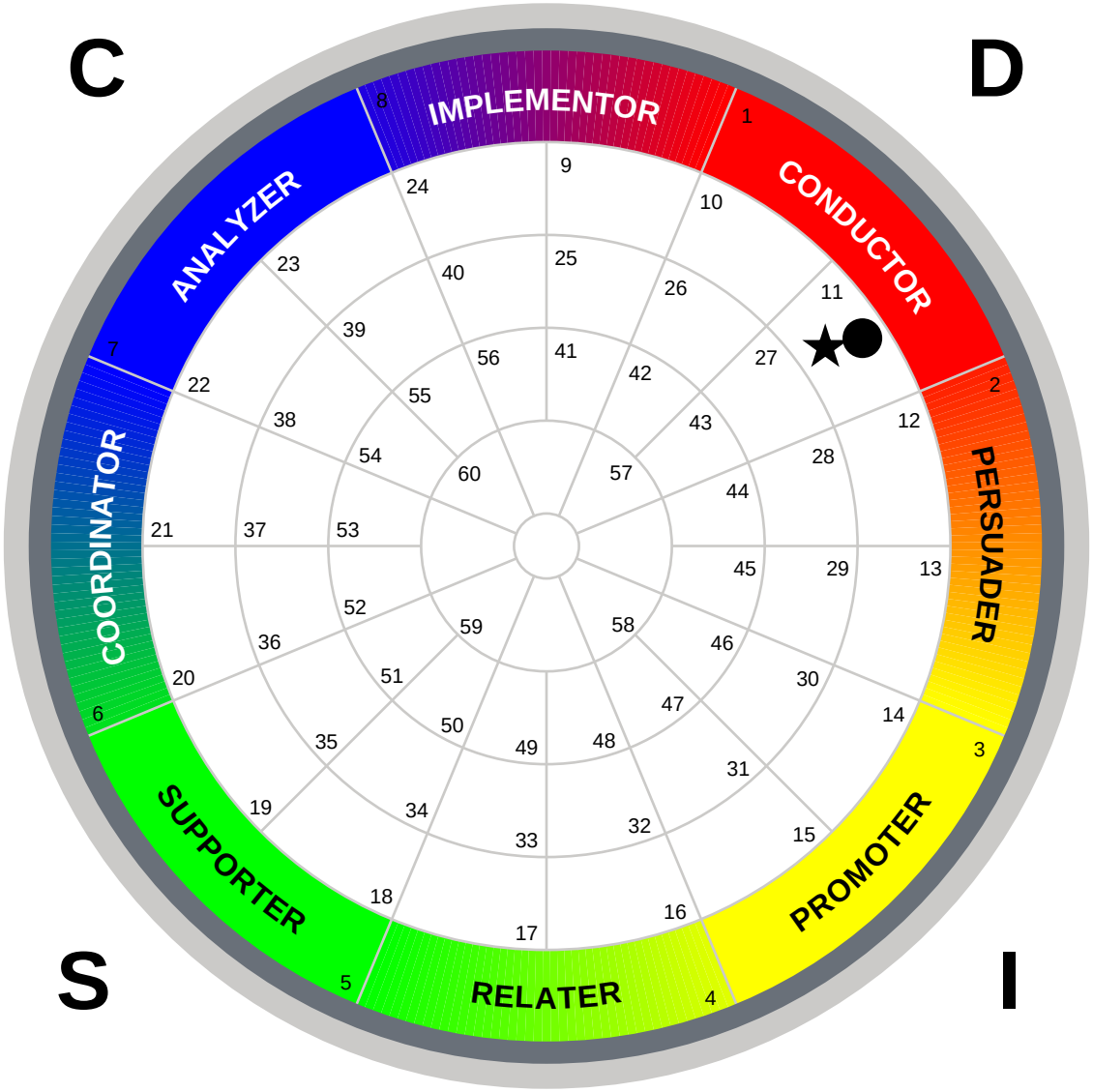
The Success Insights® Wheel



Adapted: ★ (11) PERSUADING CONDUCTOR
Natural: ● (11) PERSUADING CONDUCTOR

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