

The Best of Bill

**Excerpts from Bill's Corner
1989-1999**

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INTRODUCTION

BILL'S CORNER has been a continuous part of our TTI Newsletter for many years. He has shared many ideas, tips and ways to enhance your business. We decided that a compilation of this information might be helpful, not only to new distributors but to those of you who might like to have a handy guide that contains all of the information you have read before but might be able to use again from time to time.

We hope this booklet will be helpful and inspire you to continue to grow your business...making money while making a difference.

WHAT IS YOUR UNIQUE SELLING PROPOSITION (USP)?

Let's start with "What is your **Unique Selling Proposition**" (USP). Can you identify what you do in less than 15 seconds? Your USP is critical to your success. If you don't know what you do or how you do it, potential clients probably don't understand your business either. When you write out your USP, it also helps you focus your energy. You won't get sidetracked. It will be easier for you to target and maintain your focus on new clients.

At TTI we are experts in diagnosing the real causes behind poor performance of executives, salespeople, managers, teams and support personnel. Proven solutions are provided by our validated assessments for selection and performance.

What is your Unique Selling Proposition? If you cannot explain your USP in 15 seconds or less, you are losing money. Write yours today and post it as a constant reminder to yourself.

To help you get started, look at these USP examples:

"...is committed to working with it's client organisations in Building High Performing Teams, Professional Leadership and Strategic Process using seasoned-experienced professionals and the finest organisational diagnostic tools available."

"...We enable high-tech companies to increase their sales and profits by raising the productivity of their sales organisation. We do this by giving them tools to hire people who really fit the job requirements, and by improving their sales and management skills processes via training, consulting and assessment tools."

"...I specialise in helping small to mid-sized companies throughout Scotland improve their business results with processes that draw out the best in their people."

"...I am in the business of motivating and mentoring high growth individuals, teams and companies to maximise their performance."

“...We are strategic planners and human resource specialists, dedicated to producing more for less, by utilising validated concepts to achieve ‘peak performance’ from individuals and teams to produce quality products and service.”

“...We help entrepreneurs grow the business by growing the people.”
Think about your USP and keep it in the front of your mind at all times.

ACCOUNTABILITY

Accountability is another issue to consider. For years we have been training people and no one has held them accountable for learning and applying what they've learned on the job. Even participants who fall in love with a seminar are guilty of not applying the very things that got them excited during the seminar.

Here are a few suggestions to assist you on the accountability issue:

Pair off participants and have them exchange phone numbers and determine the best time to call and discuss what they learned at the seminar and how they are applying it on the job. Have them do this once a week for at least two or three months. Also, you should collect the name, phone number, best time of day to call each participant. Call once a month for three months following your seminar. Ask the following questions:

What was the most important thing you learned at the seminar?

Can you describe the results you have achieved from applying what was learned at the seminar?

Ask additional questions to discover if they are having challenges not resolved from the seminar information. Consult with them on those challenges.

The purpose of these techniques is two-fold. The first, of course, is making the participants accountable for learning and applying. The second is for you to get valuable feedback on the successes they've had from attending your seminar.

Follow-up with top management and inform them of all the successes so you can receive credit for the results. Use this information to sell more products and services to your client and the success stories will provide you valuable information in acquiring new clients.

Holding your participants accountable for learning and applying will be a valuable positioning statement and will separate you from other trainers in the marketplace. The business World will be extremely

pleased with this approach and this will help the training department justify the cost of the training. Try this at your next seminar and share with us the results of the feedback you receive.

ARE YOU LEAVING MONEY ON THE TABLE?

Let's face it, all of us are leaving money on the table. Any consultant who takes the time to build a relationship with a client and then only makes money from that one division or department is *leaving money on the table*. For example, if your specialty is sales training and you are training sales people for companies that have over 250 employees they probably have use for other services as well as other TTI products. You need to leverage the relationship you have developed on the sales side over to management development, team-building, customer service or career development people. TTI's behavioural product line is so diverse that it could be used by every trainer in any organisation with any size.

It is much easier to leverage yourself from one department to another within an organisation than it is to get brand new clients. Again, you have already established a relationship and proven the results you can achieve. Now you need to have your internal advocate introduce you to the appropriate people so you can sell to the rest of the organisation. The end results are multiple internal advocates within the company and as they get promoted or moved to another company there is a good chance they will take you along to the new company.

While working at the CIPD show, a corporate user stopped by and announced that they were using the MFS software. He shared a concern about the usage of TTI's products in his company and made statements leading me to believe that our distributor was not servicing them properly. He was totally unaware of all the material TTI has to support the computer software. He went through Building High Performing Teams and the Universal Language Book and was impressed by the substantial support behind the system. What was frustrating was that he didn't even know this material existed. I wrote him a letter requesting information on who he is buying TTI products from so we can inform one of our distributors that he is *leaving money on the table* by not informing the customer of everything they have to offer. It appears in this case someone is just taking orders and not

following up to sell additional products or ensure appropriate use of the products they are presently using.

This is a good example of many of us in the profession who get so busy that we fail to do the very thing we know we should do. So my suggestion for you is — when you are sitting around working out where your next business is going to come from — pull out the files on your present clients and develop an action plan for each of them.

Here are some suggested ideas:

- Look at your clients to see if you are *leaving money on the table*.
- If you feel there is money on the table then you should consider a face-to-face meeting to deliver a TTI catalogue. Go through the catalogue to show how TTI products can meet their various needs.
- Develop an ongoing system for regular communication with that client to continually keep your name and TTI's products in their minds. Remember, you must be available when they have a need and when they have a need we want them to think about you and how TTI can meet their training and consulting needs.

TTI distributors who are purchasing a large quantity of products are experiencing 40% or more of their income from repeat business.

Again, I want to emphasise that we are all guilty of *leaving money on the table* and those of you who want to increase your top and bottom line need to focus on your present and past clients. It is much easier to get additional income out of clients whom you already have a relationship with than it is to build a new relationship with a new client.

Daily Fees and how much to charge should be tied to your overall marketing strategy. Charging too much or too little can hurt your bottom line. Knowing your strategy and then applying judgment will result in an improved decision on setting your fee.

If you are new to the training industry, your fee needs to be low enough so that you have opportunities to obtain platform experience.

Promising to deliver a quality seminar requires you to have endorsements to charge the appropriate fee that goes with the seminar.

The community college system nationwide is a forum to get platform experience. You can expect a fee from \$300-\$500 per day in this market. Don't expect any follow-up training or referrals from your participants at the community college level. This forum tends to attract non-decision makers. There will be times, though, when you can sell a few instruments or reports at the back door to the participants. Offering the same service to a four-year college or university will improve your chances for referrals and follow up business. The key is to understand the participants and their ability to give endorsement to other decision-makers.

You should set your fee based on your experience, the topic and your need for cash flow. Research what others are charging in your area for a daily fee by asking other 9 professionals and by asking the corporate market what they are paying outside trainers. They usually are willing to share this information—as long as you're not trying to sell them a deal at the same time.

It is best to charge for fees, materials and expenses separately. If you charge by the person, many times the number of participants will be lowered and you will make less than you expected for the day. For example, when you separate the cost of training materials from the cost of training people, participants can then be added for only \$89.00 per person. If you charge \$150.00 per person they can cut out three people and save \$450.00, and in my experience, that is what they will do.

Preparation time should be figured into your daily fee. Every time you put together a new seminar it will hurt your bottom line. It is more efficient and profitable to repeat a seminar.

Travel time is also an important consideration in determining your fees. Remember that out of town seminars take more time out of your schedule or away from your office. Sometimes you can use this time efficiently and effectively by making sales calls when a client is paying for your travel.

If you have an opportunity to present your products or services to decision-makers, don't let your daily fee keep you off the podium. For example, you offer sales training and an association of sales managers is looking for a speaker. That opportunity will put you in front of 150 sales managers who need your services. Lower your fee and look at it as a marketing expense.

Consider what effect your daily fee may have on your distribution. Invest time speaking at conventions and do train the trainer seminars three or four times a year. You will increase your product sales and it can pay big dividends.

Some of you may need to raise your fee and some may need to lower your fee for each situation but remember the bottom line is to look at your daily fee and see if it fits your marketing strategy.

SETTING GOALS

Set a goal to sell 500 reports per month to companies who want to do their own training. This is the result you can expect:

500 reports at £75 each = £37,500 sales per month, less cost of goods at £15,000 = £22,500 gross profit for the month!

500 reports at £65 each = £32,500 sales per month, less cost of goods at £15,000 = £17,500 gross profit for the month!

500 reports at £50 each = £25,000 sales per month, less cost of goods at £15,000 = \$10,000 gross profit for the month!

Set your goals and do your own maths. You will be surprised how fast the money will add up!

MARKETING! MARKETING! MARKETING!

I spend hours on the phone talking about DISC graphs and marketing. Our business is based on the fact that we don't make money unless somebody sells something. So, we want to be your partner on marketing. Many people want the perfect marketing plan. It doesn't exist. However, you must start by identifying the most promising business opportunities for you. Its effectiveness will be directly related to your commitment to the plan.

Persistence and commitment to doing something will eventually get results.

Deciding whom to target depends on your cash flow. If you need quick money you must target companies that have fewer than 50 employees. You can meet with the owner or decision-maker and schedule a quick seminar. I call these "C" accounts. But, you will never get rich if you only call on "C" accounts.

"B" accounts have 50 to 750 employees and will generate more total dollars for you. They take longer to close (30 to 180 days). If you target "B" accounts, you will be competing with other vendors with these accounts. You must have marketing strategy that defines your unique marketing position. All "B" accounts should have potential income from £5,000 to £20,000 per year, if you position yourself correctly.

"A" accounts could be classified as the Financial Times 500. You must compete with the in-house trainer and outside trainers. They take 6 to 18 months to close and usually require some type of proposal. You should identify at least 15 "A" accounts and start marketing to them. Marketing to "A" accounts may change the nature of your business, as they tend to purchase products and let their staff do the training. "A" accounts can generate £30,000 and more in income each year. "A" accounts are starting to check references and need assurance that you can deliver.

In my view, marketing and selling are integrated rather than separate functions. Therefore, if you are going to use behaviour (DISC) in your

training you should use the concept in your sales presentation. Even if you do not utilise sales training, you need to demonstrate the power of understanding to your prospect. "Walking your talk" demonstrates the power of behavioural communication.

Sampling is nothing more than running a complimentary report on a qualified prospect. TTI's complimentary reports have generated millions of dollars in consulting and training fees for our distributors. Sampling is our BEST marketing door opener.

After people see themselves in the report they usually want to know how to use it. Success Discovery Process, Dynamic Communication, Your Attitude is Showing and Energising the Organisation will provide ideas on how to use the reports. (For more information on these topics, see the marketing presentation Business Builders Vol. 1 & 2.)

Direct mail is probably the best and least expensive method. You can improve your returns by following these ideas:

- Make a list of your target clients.
- Send a personalised cover letter and single sheet Style Analysis response form offering a free MFS report.
- Mail so prospect will receive on Tuesday, Wednesday or Thursday.
- Mail 100 to 500 at a time.
- Remove those who responded and mail the same letter again.
- Remove the names of those who responded and mail the third time. Be persistent.
- Use commemorative stamps on envelopes. Don't use a stamping machine.

Some of the results you can expect are:

- 3-5% return if they don't know you.
- 15-30% return if they are aware of you or your company.
- 30% will purchase software with no face to face follow up.
- 60-90% will purchase with face to face follow up.

- Repeat sales for years to come.

Ask your current clients for referrals, then call and offer a free report. Remember you must earn the right to ask for referrals by delivering more than you promised to your clients. Conventions can be good if two things are present: you are a speaker and decision-makers are present. If these conditions are not present, spend your money on direct mail.

Putting DISC to work in your sales letters gives you the upper hand if you know your client or prospect's behavioural style. Here are some sample phrases to incorporate into your sales letters to help market TTI products or any of your other products/services.

Sample Sales Phrases to a High “D”

- This is new—there is nothing to compare to this product/service.
- Within just a few minutes you can have your own personalised report.
- This will provide an opportunity to get credit for what you do. It is something you can call your own.
- Helps you make decisions by providing accurate, up-to-the-minute information.

Sample Sales Phrases to a High “I”

- In making many business contacts, it is rare that I find individuals as enthusiastic and motivated as you!
- I was quite favourably impressed with the energy you share with others in your working environment.
- By combining our product/service with what you are presently doing, you will be even more successful in communicating with your employees.
- Others have gained professional recognition in adapting this product/service, and with your contacts, energy and enthusiasm you can surpass their achievements.

- If you have any questions please call me so we can get together for lunch and discuss it further.

Sample Sales Phrases to a High “S”

- We are a steady, reliable organisation providing product/service for seventeen years.
- Our product/service will help you work smarter in 1999/2000 by helping you concentrate on your most valuable resources—your employees.
- We can help continue to keep your productivity high.
- Our product/service gives you security by helping to focus on communications with employees.
- The enclosed information will provide the necessary statistics to help you make a sound decision.

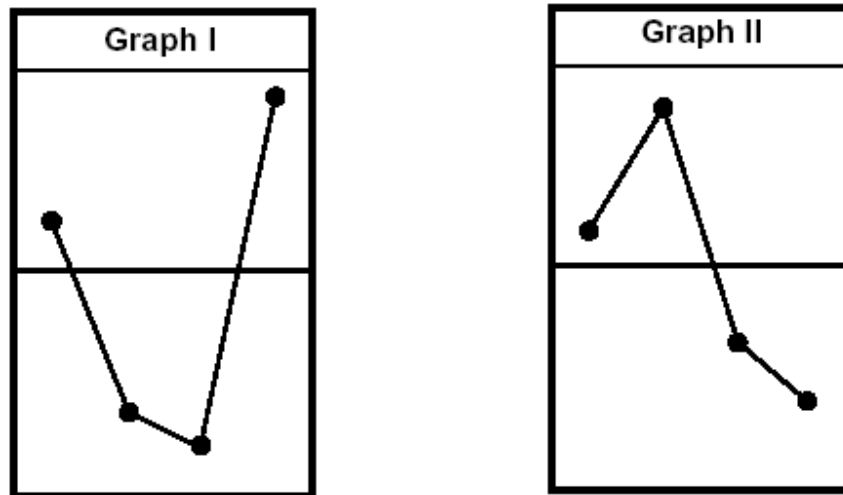
Sample Sales Phrases to a High “C”

- Choosing our product/service is a wise business decision that will stand up to your high standards of operation.
- This product/service provides accurate reports to assist you with managing and communicating with your employees.
- This product/service will make your work environment more secure without abrupt changes in operating procedure.
- Please review in detail the enclosed information, then, draw your own conclusions.
- With a product/service this important, let's set up several sessions where we can clarify all the possible alternatives.

Certainly it takes more time to focus business letters toward a particular style, but the improved effectiveness of the communication would be well worth the effort.

READING GRAPH I AND GRAPH II LEADS TO SUCCESS

The road to financial success is paved with the ability to read DISC graphs. The software reports are generated from reading the graphs, but remember that the computer is working in a vacuum; that is, the computer doesn't know the type of job the person is performing and the environment surrounding the job. This is explained by understanding the graphs and using the information to solve performance problems. Look at the set of real graphs below:



By looking at the graphs we can determine the person's natural behavioural talents. They are as follows:

- The I factor is the highest, so we can say this person is very optimistic, outgoing, enthusiastic, friendly, charming, etc. This person will definitely try to influence people to their way of thinking by talking and attempting to sell their ideas. They also have a high trust factor.
- The I/C relationship tells us that this person will project self confidence. The D above the line will add strength to this self confidence and go beyond the projected—the person will be extremely self confident. The lower the D, the more the term “projected” self confidence will be true. So in one case they

have it and in the other case they project they have it. With the I/S relationship, this person will be good at contacting people, be gregarious and sociable.

- The I/D relationship tells us they will attempt to achieve their goals in a friendly, talkative, convincing and promoting manner. In other words, the strength of the D above the line will add energy to accomplishing their goals.
- The D/C relationship will make this person more decisive and pioneering.
- The D/S relationship gives this person a sense of urgency and a drive for results along with being a self-starter.

All of this information came from Graph II, but additional information is available in Chapter 5 of the Universal Language Book.

Now look at Graph I. (You should be able to tell this person is in sales). Before proceeding, it is important to determine if the behaviour is job related. The appropriate way to determine if this behaviour is job related is to use the Work Environment Instrument. For this example, I am going to assume that the person's Graph II is very close to what the job calls for. We can visually see that Graph I is not job related. Some possible reasons for this could be:

1. The person is concerned about the future and worried about security.
2. The person has experienced a significant emotional event and is protecting himself from getting hurt again by lowering the I (trust level) and raising the C (following the rules set by others.)
3. The person may be new on the job and does not understand they have the natural behaviour for success.
4. The person is emulating their boss's behaviour.
5. The person is totally confused and does not understand what it takes to be successful in the job.

There are several things we can predict with confidence about this person:

- They are in a sales slump.
- They do not feel good about themselves.
- They have a concern about the future.
- They possibly are being mismanaged and/or are ready for a career change.

This person will leave their present job if and when a new job would meet their security needs. If this adapted behaviour lasts for a long period of time they may quit without a new job, because of the pain.

A quick look at the adapted behaviour in Graph I is:

C—Emotion of Fear is present. Looking for someone to tell them how to do it.

C/S—Overly concerned about problems, mistakes, errors, etc. This will absolutely put a salesperson in a slump.

C/I—Trying to be accurate, perfect and careful. (Low Trust to protect themselves from being hurt or losing security.)

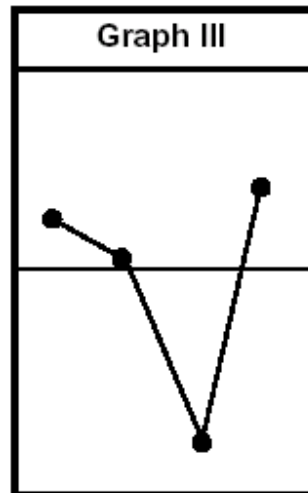
C/D—Adaptable and dependent on rules and procedures.

D/S—Still has a good sense of urgency.

D/I—Incisive, analytical.

You can see a big change—and the change is not job related. Still don't know why? In this case, the person was concerned about security in a serious sales slump and unable to understand what was happening. The individual was asked to read the pages in their software report and agreed it described them when their life was going well. Upon being informed that the real person was still inside, they did a complete turnaround in less than 24 hours and started selling and winning again. Total success was in the ability to dialogue what had happened to them and their own interpretation that they were Okay.

In 1984 TTI validated that Graph III would not provide accurate information. The example below proves our point. Graph III is an average of Graphs I and II.



Since 1984 we have warned people about the use of Graph III. Our software gives you the option of no graphs, two graphs or three graphs. By looking at Graph III, we would print a report identifying them as a low S (primary behaviour) and a high C (secondary). Using the top down approach we would read the graph starting with C, C/S, C/I, C/D, D/S, D/I and I/S. The C/D and D/I are too close to each other and will not provide strong enough information so one can only use the C, C/S, C/I, D/S and I/S.

Using Graph III would not allow you to get to the real issues. Graphs I and II will always provide more accurate information. Graph III only works when Graph I and II are identical and thus Graph III would be identical and provide the same information as I and II.

WALTER CLARKE AND HIS CONTRIBUTION TO DISC

Walter Clarke was educated at Columbia University. His master's thesis, "Physical types as bases for variations in primary emotions", was completed under William Moulton Marston. Marston had significant influence on Walter's thinking about emotions and their physical bases, which was seen later in his view and research in that area.

First To Build Instrument On Marston's Concept

Walter was offered a position as psychologist in charge of the employee test division at R.H. Macy and Company in New York City. He enthusiastically built test batteries for the selection of employees and began intense research in personality measurement. It was at that time he began focusing upon the power of personality inventory or self describing adjectives to analyse a theory of behaviour.

Validated In 1948

After many years he finally felt that he had reached the point where he thought it was appropriate for him to have his Activity Vector Analysis published by a test publishing firm. He was informed by the firm that, in their view, the use of this instrument would require a considerable amount of training by the test publisher. Because they did not want that type of involvement, Walter was encouraged to set up his own company to publish the AVA and provide the necessary training for use by executives in business and industry.

Formed Walter Clarke Company in 1948

In 1948, Walter V Clarke Associates, Inc. was formed. Throughout the years he continued to design and test a wide variety of techniques, psychological tests and other procedures.

KNOW WHO AND WHAT THE COMPETITION IS!

“Competitive knowledge leads to a marketing advantage”

Note: In the following comments regarding competition, please be aware that the figures and information are from 1995.

J.P.CLEAVER:

This is another instrument based on Marston. J.P. Cleaver worked for Walter Clarke, the developer of the Activity Vector Analysis. He left the Clarke Company and developed the first known behavioural instrument using 96 adjectives (24 sets of 4 words) and used the *most* and *least* responding concept. J.P. switched the graphs from lying on their side to the upright position. He introduced the “Human” Job Factors survey of 24 statements. People respond on a 5-point scale the importance of each in the successful performance of a job.

Most of Cleaver’s initial work was originally completed in the 1950s. By comparing their early works (Cleaver with John Geier’s Personal Profile System), one can see many similarities in both the 96 adjectives and the 24 Job Factor Statements. Geier’s profiles appeared in the 1970s.

Additional information on the Cleaver system is:

- Analysts attend a 5-day training seminar and are trained to interpret the graphs.
- They offer a 3-day advanced seminar. Both 5 and 3 day seminars are to be attended in the same year.
- Written reports are dictated or verbal feedback is given.
- Companies pay an annual license fee to use the system.
- It measures Dominance, Inducement, Steadiness and Compliance.
- They use three graphs.
- Scoring is done with a template.

- Computer reports were made available in the late 80s.
- The Cleaver Company was sold to Hay Consulting in 1980 and the company was then sold back to J.P. in the late 80s.
- Cleaver is semi-retired and has distributors and corporate clients.
- Over the years, many Cleaver clients have switched to TTI products stating that our computer reports are more accurate.
- Cleaver made a significant contribution to Marston's concept and TTI has always given Cleaver credit for his contribution.
- By understanding Cleaver's contribution to Marston, TTI was able to do original research and expand the usage and application of DISC in the marketplace.

PREDICTIVE INDEX:

The Predictive Index is a behavioural instrument whose roots can be found in Marston. The original developer of the PI worked for Walter Clarke, the developer of the Activity Vector Analysis. The instrument is similar to the AVA in that there is a list of 86 adjectives from which to select words that describe the way you are expected to act by others. Then there is another list of the same adjectives where you check off adjectives that describe you.

Since this instrument is not a forced choice, the scoring basically has to have a floating mid-line. Graphs are laid on their side as compared to TTI which are upright. They also indicate they have the ability to measure energy level by looking at 64 adjectives out of the 86. We have never read any research to support this claim.

Additional information on the Predictive Index System is:

- The instrument is self-scored with templates.
- It measures a) Dominance, b) Extroversion, c) Place, d) Conformity and uses ABCD instead of DISC.
- A four-day training is required at over \$1500 per person.
- Users are trained to be analysts and generate a written report by referring to their reference manual.
- It is sold with an annual fee based on the number of employees:
 - 1 to 25: \$2200 plus training
 - 3501 to 5000: \$14,000 plus training
- Expensive when you consider it takes at least one hour of the analyst's time to prepare a written report in addition to the annual fee (or information is passed on verbally).
- A computerised version is available but we have no information on cost or what it does. It may only score the instrument.
- This system is used primarily for selection.
- Support material is very limited when compared to the TTI Universal Language Book.
- The product appears to have changed very little since 1955.

PERSONAL PROFILE SYSTEM

John P. Geier, Ph.D., Dorothy Donney, Sam Gardiner and Mike Johnson, Ph.D. were all involved in the early business development of Performax Systems International, Inc. Bob Picha and Betty Bowman were involved in early training and marketing. The company implemented a multi-level marketing approach in the late 70s and still uses this approach to increase their distribution.

Performax Systems International, Inc. was sold to Carlson Marketing Group in 1981. Presently they operate as Carlson Learning Company. Over 25,000 consultants have been trained by Performax and Carlson with many of their distributors being part-time trainers and/or consultants. Many of you are aware of Carlson's DISC products; however, not very many people are aware of the historical development of their DISC products.

John P. Geier developed the Personal Profile System™ in 1963. The first instrument was only 4 pages long. You could respond, score and graph only with this instrument. All feedback came from a person trained to interpret the graphs. The instrument used carbon to transfer the responses to the scoring page. The wholesale price was \$.35. The original instrument used 96 adjectives (24 boxes) and had three graphs. The adjectives and graphs were very similar to J.P. Cleaver's DISC instrument developed in the 50s.

Later, Geier added 15 classicals to the instrument and started using latent ink to respond and score. Users had to eyeball their graphs and look at the classical for similar graphs to find the correct feedback. Later, segment numbers were added to the graphs to provide a system to look up the correct classicals for feedback. The Personal Profile System™ until January 1994, was 20 pages long with 9 pages providing feedback.

In January of 1994 they changed their profile to 112 adjectives (28 boxes). In this profile they place an emphasis on Graph III (the average graph). Over the years their opinions have varied in regard to which of the three graphs is the most important. Early on they had used and trained on how to use all three graphs. Then they appeared to de-emphasise Graph III and placed this emphasis on Graph I and II. Now they are advising users that Graph III is the most

valid. Statisticians may have trouble understanding how an average can have more validity than the real numbers. This inconsistency has confused many of their present users, thus making this an easy target to convert to TTI's profile.

Other factors about the Personal Profile System™ are:

- Reading level—words like “introspective” make the reading level quite high for the United States.
- All people are forced into one of the 15 classical patterns.
- Extroverted is scored as an “I” factor; however, both “D” and “I” are extroverted.
- Introverted is scored as a “C” factor; however, the “S” is introverted also.
- Users might want to investigate current research from Carlson and make up their own minds as to their claims.
- The instrument is available from several catalogues that seem to be in direct competition with their own distributors (their distributors also have a large catalogue business).
- Their manual specifically recommends that their profile not be used for hiring and selection.

CARLSON SOFTWARE:

Carlson also has software based on Marston. Factors about their software are:

- Reports are based on Graph III.
- Reports are boilerplate.
- The same score will produce an identical report.
- At one time they indicated the program would generate 103 different reports—all boilerplate.
- The latest version will now print Graphs I and II.
- The classical pattern (1 of 15) is identified in the report.
- The reports tend to be negative by saying “he may also tend to sulk, becoming sullen and aloof.” (Taken from an actual “D”, “C” report.)
- The primary and secondary behaviour comes from the high side of the graph. For example, a High D with the “C” above the mid line will print the “D” information followed by the “C” information. A High C with the “D” also above the mid line will print the “C” information followed by the “D” information. Both reports are then basically identical in content. The only change is what you read first on each page.

MYERS-BRIGGS TYPE INDICATOR:

The MBTI was developed by Katharine C. Briggs and Isabel Briggs Meyers. Katharine had developed her own typology, but then discovered her ideas were totally congruent with the works of C.G. Jung. She then studied Jung's work and developed the first instrument based on Jung.

C.G. Jung's book "Psychological Types" (1921) plus "The Collected Works of Jung" have been the source of many books and instruments. Jung was a physician and professor of psychiatry at the University of Zurich. Most of Jung's writings were based on observation, as he never developed an instrument. Jung wrote extensively about type. He postulated four basic mental processes—Sensation (S), Intuition (I), Thinking (T) and Feeling (F). From this he then described eight types: *extroverts with sensing dominant, extroverts with intuition dominant, extroverts with thinking dominant, extroverts with feeling dominant, introverts with sensing dominant, introverts with intuition dominant, introverts with thinking dominant, and introverts with feeling dominant.*

The works of Jung's eight types appear to be totally congruent with Marston's work. A study by Andi Lothian (1993) provided a correlation between Marston and Jung's work.

The works of Katharine and Isabel added Judging (J) and Perception (P) to Jung's work to develop the MBTI and its 16- type model. There has been a long running debate amongst Jungian analysts who suspect the theoretical basis for adding judging and perception. (TTI research indicates only 54% of the population can be naturally placed into sixteen styles.)

The MBTI 16 types are as follows:

ISTJ	ISTP	ESTP	ESTJ
ISFJ	ISFP	ESFP	ESFJ
INFJ	INFP	ENFP	ENFJ
INTJ	INTP	ENTP	ENTJ

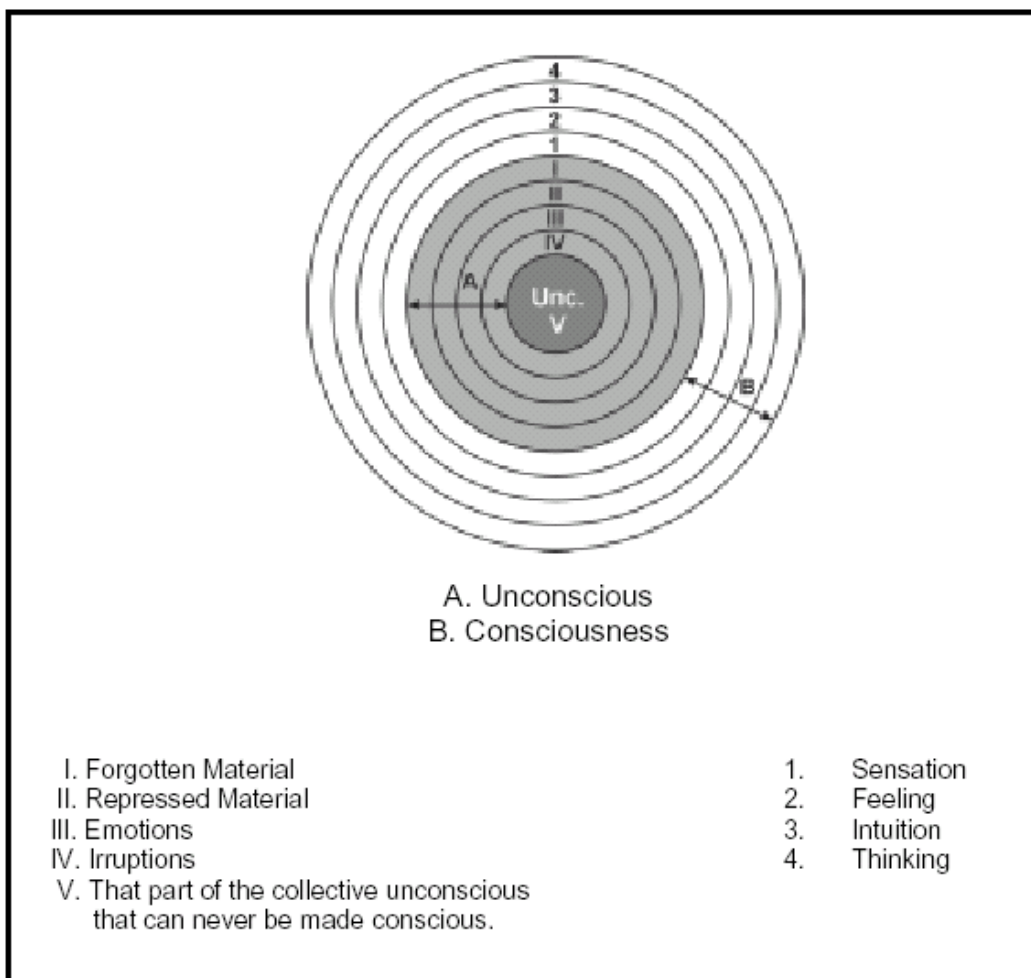
Other factors about MBTI that are important to note are:

- MBTI users are certified and must attend training.
- MBTI places all people into one of the 16 types.
- People are classified and typed which some people resent.
- Most popular use of MBTI is of a counselling tool.
- MBTI doesn't lend itself to a training tool as it is very difficult to train someone to manage or sell 16 different types.
- TTI products are best used to compliment the MBTI and it is easier to apply the four quadrant theory than 16 types.
- MBTI questionnaire forces one to choose between just two factors at a time. For example, at a party do you interact with many or with a few people?
- Males and females respond to the same questions, but the scoring is different on some questions based on sex. (Not a widely known fact.)
- MBTI is used extensively by psychologists.
- There are over 5,000 MBTI's certified users in the United States.
- Low cost compared to many other systems.
- Most Fortune 500 companies have MBTI certified people on staff.

JOLANDE JACOBI:

Dr. Jolande Jacobi, in her book, "The Psychology of C.G. Jung (1942), provides us with a diagram that may help explain the differences between types and emotions. Jacobi looks at the brain and breaks it into two parts—conscious and unconscious. Stored in the unconscious according to Jacobi are (I) forgotten material, (II) repressed material, (III) emotions, (IV) irruptions and (V) part of the collective unconscious that can never be made conscious.

In the conscious mind she placed sensation, feeling intuition and thinking. Thus, she is positioning emotions as stronger than type. As they are stored in the unconscious mind and provide a basis for the conscious mind to operate. Marston's anger and fear are very strong



CERTIFICATION

We feel it is necessary to position TTI distributors as leaders in the market. Businesses are checking out references more and more each day to make sure any outside consultant has the credentials and experience to deliver what they need. Our certifying process is designed with these things in mind. The ability to read and interpret the graphs is directly related to true professionalism. Anyone can hand an instrument to a person and have them respond, score and do a self interpretation. This approach has cost us all dollars, as these instruments in the marketplace truly deserve professionals who understand the history and development of each instrument. TTI distributors who choose to become certified will be able to represent themselves in the marketplace as better qualified than those of any other vendor.

For more information be sure to see the CD's on DISC and PIAV Home Study Courses.

THE WHEEL MODEL

TTI has developed the Wheel Model which has been used in Europe for many years. We have now integrated it into the *Managing For Success* Software Reports. Many TTI distributors have already experienced the power of the Wheel, not to mention the increased depth of understanding experienced by the participants.

Why Was The Wheel Developed?

TTI believes that people are visual and will benefit from learning the DISC concept and language through a model such as the Wheel. The Wheel model allows for illustrated interpretations of the data obtained from the Style Analysis Response Form. The Wheel model is another—and we believe—easier method to interpreting DISC data than just using the graph.

The Wheel model demonstrates differences between a person's Natural Style, Adapted Style and Work Environment. In addition, when profiling a team, the DISC practitioner can see the team's behavioural composition and potential conflicts at a glance with the Wheel.

Why Use The Wheel Model In Your Business?

The integration of the Wheel Model into your current business will build your credibility as well as increase your knowledge of observable human behaviour. The accuracy of the Wheel Model is enhanced because it uses a basis of eight behavioural styles instead of four. This improves your ability to compete with systems such as Carl Jung's or Myer's Briggs.

How Do You Interpret the Wheel Model?

The Wheel Model is divided into eight core behavioural styles. Each of these styles are made up of the original four—DISC. The styles are as follows:

Conductor—D

Persuader—D,I

Promoter—I

Relater—I,S

Supporter—S

Coordinator—S,C

Analyser—C

Implementer—C,D

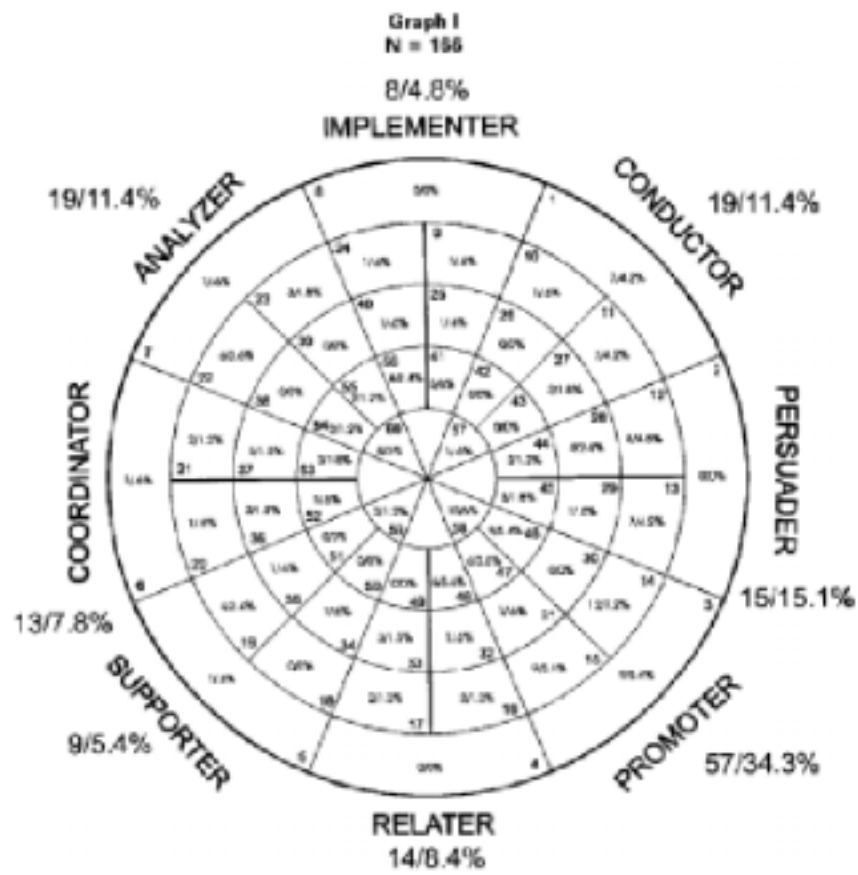
The report will still analyse 384 behavioural styles even though the Wheel Model shows only 60 graphs.

How is The Graph Plotted On The Wheel?

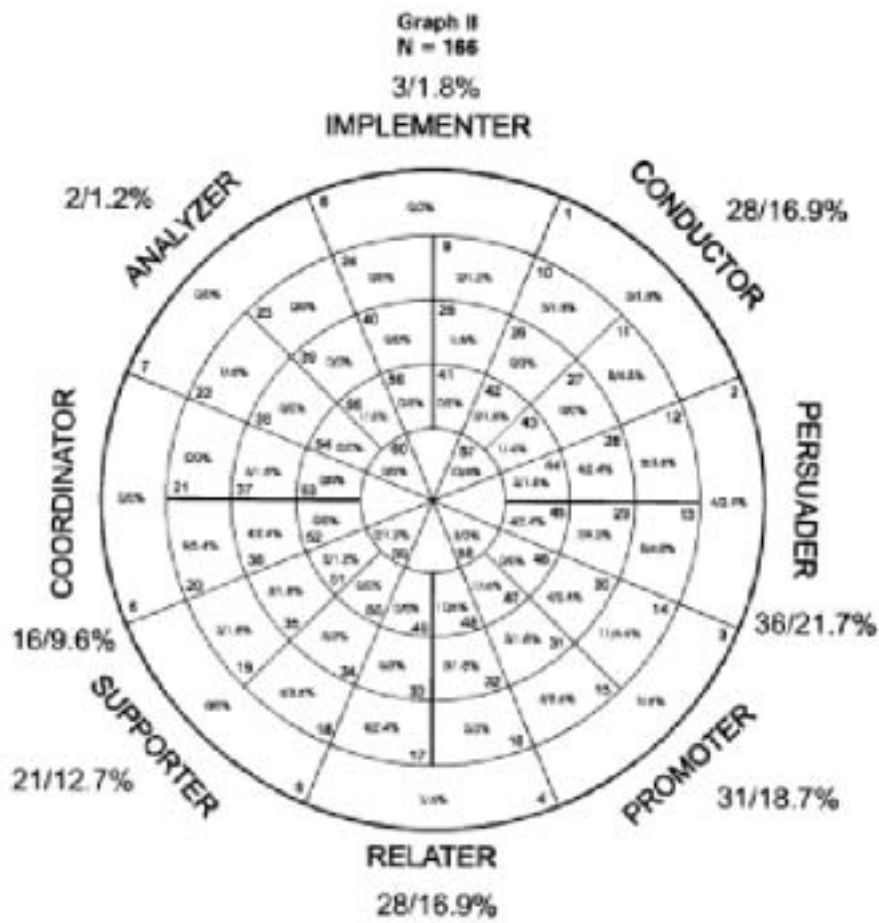
The graphs are plotted on the Wheel Model according to all points above the energy line. The Wheel Model uses 48 basic graphs with 12 exceptions. A person's high factor determines the quadrant in which the graph will appear.

The wheels below contain 166 top salespeople from the 1997 research project. These people represent 13 different industries.

Compare for yourself the new way of looking at data on the wheel versus the old way of listing numbers. You can quickly see where a group of people are plotted on one wheel instead of sorting through a stack of graph pages.



Behavior	Graph I	Graph II
N=166		
119 were male	D 21%	D 30%
47 were female	I 48%	I 42%
	S 12%	S 25%
	C 19%	C 3%



ORIGIN, BACKGROUND AND VALIDATION FOR STUDY

The Style Analysis form and its various uses are all derived from the work of Dr. William Moulton Marston who was born in Cliftondale, Massachusetts in 1893. Dr. Marston was educated at Harvard University. In 1928, he published a book, "The Emotions of Normal People," in which he described the theory we use today. Bill J. Bonnstetter studied the theories of Jung and Marston and validated the application of the behavioural model to workplace issues.

We agree with Sundberg (1977) that assessment is "the set of processes used by a person or persons for developing impressions and images, making decisions and checking hypothesis about a person's pattern of characteristics which determine his or her behaviour in interaction with the environment."

Validity for the Style Analysis and MFS software has been investigated in terms of:

- Construct validity: considers the relationship of the DISC model with related assessments of behavioural style.
- Predictive validity: refers to the extent in which it could be said a person is likely to become dissatisfied with their work, to become sick, etc.
- Face validity: whether the test "looks valid" to the people who take it and to untrained colleagues.

The complete results of the studies can be found in the manual "Style Analysis: Origin Accuracy and Validity" available from TTI or one of our distributors. The studies were conducted by Dr. David M. Warburton, Department of Psychology, University of Reading, United Kingdom.

Singularly important is the study completed on construct validity.

THE DISC CONSTRUCTS IN CONTEXT

A second approach to the criterion of validity is to examine the extent to which it fits with predictions made from the theories of behaviour at work, construct validity. Construct validity is important, because it makes the results from measures easier to interpret and relate to real life situations, like work.

Methods

A series of questionnaires were selected as representing various aspects of behavioural style. These were Type A behaviour, Extroversion-Introversion, Stability-Neuroticism, Optimism-Pessimism. In addition we included some questionnaires on substance use, alcohol consumption and cigarette smoking.

SOME SIGNIFICANT POSITIVE AND NEGATIVE CORRELATES OF DISC (n=150)

	D	I	S	C
Type A	+	-	-	+
Extroversion	+	+	-	-
Optimism	+	+	-	-
Control Optimism	+			
Pessimism	-		+	+
Alcohol Use	+	+	-	-
Cigarette Use	+	+	-	-

D—DOMINANCE STYLE – driving, decisive

Positive	Type A	Negative	Pessimism
Extroversion			
Optimism			
Control Optimism			
Alcohol Use			
Cigarette Use			

I—INFLUENCING – interacting

Positive	Optimism	Negative	Type A
Extroversion		Pessimism	
Alcohol Use			
Cigarette Use			

S—STEADINESS – stable

Positive	Introversion	Negative	Type A
Pessimism		Optimism	
Alcohol Use			
Cigarette Use			

C—CONFORMING – cautious, careful

Positive	Type A	Negative	Optimism
Introversion		Alcohol Use	
Pessimism		Cigarette Use	

Dr. Warburton concludes the following about the DISC model as used by TTI and its distributors:

It is clear that each behavioural style has a unique pattern of associations.

Each pattern is a coherent one, demonstrating internal consistency of the single DISC constructs.

The DISC constructs can be related meaningfully to other theories of behavioural styles, which have been applied to work.

Our software will meet all validation methods. It is important that we use concurrent validation with each new business if they are going to do selection. Also, consider these points.

1. Public schools continue to test students' abilities.
2. Colleges continue to use entrance exams.
3. Medical doctors still run blood tests, urinalysis.
4. The military academies still test all applicants.
5. People cannot work for the government without passing a Civil Service Exam.
6. Psychologists and Psychiatrists still test patients to diagnose disorders and problems.
7. Companies all over the world are using assessments for employee selection and management.

Below are some statistics relating to Driver Analysis Systems Effectiveness.

STATISTICS RELATING TO DRIVER ANALYSIS SYSTEM EFFECTIVENESS

<u>Company Name</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>
Company A % of turnover		180%	37%			
			65% reduction in accidents 80% reduction in workman's comp. claims			
Company B % of turnover		108%	70%	43%		
			50% reduction in accidents 50% reduction in workman's comp. claims 1993 1 st place: ITCC "Safest Fleet"			
Company C % of turnover						
			Most profitable percentage-wise in USA-1991			
Company D % of turnover		130%	67%			
			50% reduction in accidents 65% reduction in workman's comp. claims			
Company E % of turnover		180%	160%	87%	50%	
				60% reduction in accidents 50% reduction in workman's comp. claims		
Company F % of turnover	120%	90%	70%	60%	47%	45%

ATTITUDES INGREDIENTS FOR JOB FULFILLMENT

Theoretical

1. Continuing Education
2. Knowledge
3. Challenge of knowledge
4. Seminars
5. Training
6. Ability to become an expert
7. Ability to display expertise to others and be seen as the expert
8. Ability to move to a new learning area after current one has been mastered.

Utilitarian

1. Return on investment of time, talent and resources.
2. Efficiency
3. Practicality
4. Utility
5. Elimination of waste and excess
6. Equipment that allows for efficiency.
7. Bonuses and incentives

Aesthetic

1. Form, harmony, beauty in all areas of life.
2. Balance in all areas of life.
3. Self growth
4. Seminars that allow for personal growth.
5. Ability to create, sense areas of pain and make corrections.
6. Environment where personal feelings, ideas and emotions can be freely discussed.
7. Harmonious environment that enhances personal well being.
8. Environment that allows for continual experiencing of new things.

Social

1. Ability to help others.
2. Opportunity to eliminate pain and conflict in the world.
3. Part of a mission or cause.
4. Heavy emphasis on the people element.
5. Harmonious environment.
6. People oriented vs. profit-oriented environment.

Individualistic

1. Opportunity to advance.
2. Opportunity to lead and be seen as the leader
3. Chain of command that is respected and adhered to.
4. Key alliances in the community and corporate world that assist in advancing of position.
5. Public recognition and rewards.
6. Authority to carry out decisions and be empowered.
7. Material possessions equal to or greater than authority (desk, office)
8. Decision-making and policy making authority.

Traditional

1. A cause.
2. A set of beliefs consistent with personal set of beliefs
3. A mission.
4. A valuing of the individual above the job.
5. An ethical, integrity filled environment.
6. Policies consistent with their personal beliefs about people.
7. Freedom to involve themselves in worthy causes.
8. A company that is involved in the community.

Groundbreaking Research on What's Inside of Top Sales Performers in the United States and Europe

Bill J. Bonnstetter,
CEO Target Training International, Ltd.

Research studies of top sales people in both the United States and Europe confirm that top sales performance can be predicted. The most successful organisations in the world already know that hiring the right people has the potential of becoming the most powerful “secret weapon” in their arsenal of competitive strategies. What they don't know is that hiring the right sales people can be as simple as following a recipe based on recent findings from an international study conducted by Frank Scheelen of Institut für Managementberatung and Bildungsmarketing and myself, Bill J. Bonnstetter of Target Training International, Ltd. in Scottsdale, Arizona.

As a result of our twenty years of research, development and distribution of assessment tools to measure performance, we have been telling organisations that it is what's on the inside, not the outside, that counts, especially in sales performance. What we are fighting is the myth that hiring people who look and sound good leads to good performance. As global competition forces organisations to greater heights in key performance arenas such as customer service, quality and customisation, aggressive organisations must be ever vigilant in the identification, acquisition, development and integration of innovative technology. This type of innovative technology is now available to select top performers.

Much of the research conducted in the past on top salespeople has been focused on behaviour. Behavioural research has been popular because, like looking good and sounding good, behaviour can be observed. Little, if any significant study has been focused on what goes on inside a top salesperson. Our groundbreaking research in

the United States and Europe now confirms that attitudes far outweigh looking good, sounding good or behaviour in distinguishing top salespeople.

Two of our most significant assumptions were confirmed by the two studies. (1) Top performing salespeople around the world are similar and, (2) Attitudes or values are more important than behaviour in sales performance. (See Study 1 and Study 2 attachment)

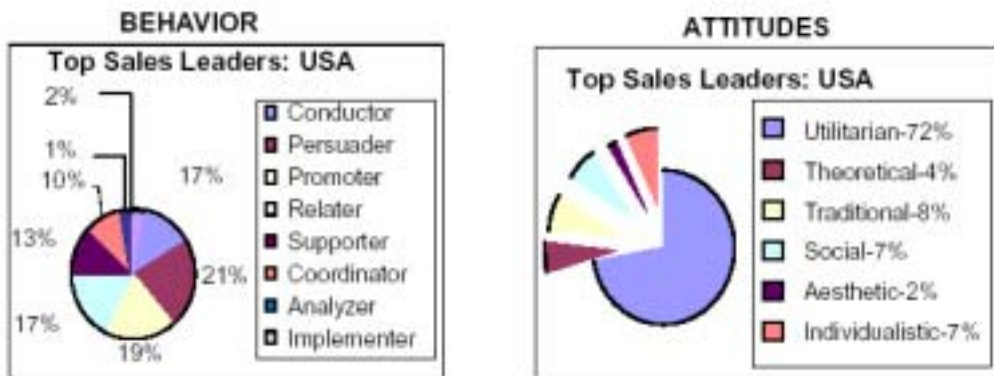
In both studies, only top performing salespeople responded. In the United States study and a separate German study, top performing salespeople responded to two assessments. One was based on the internationally validated DISC behavioural model and the other was based on the Personal Interests, Attitudes and Values model, currently being validated internationally.

Note that in the United States study of 178 firms, top sales performers tended to be spread across three behavioural dimensions. In the German study, top sales performers tended to be spread across the same three behavioural dimensions. In view of these results, it is reasonable to conclude that salespeople can sell in most, if not all, behavioural dimensions.

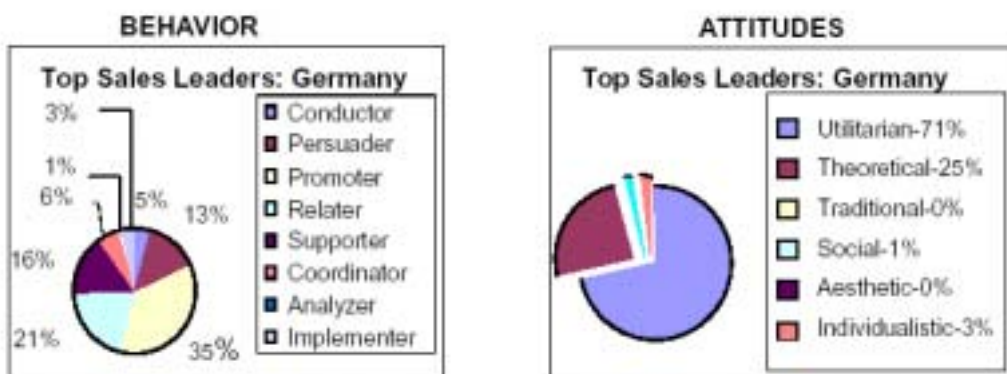
However, when it comes to what is on the inside of top performing salespeople, both United States studies as well as the German study confirm it is hands-down, a Utilitarian Attitude.

Research Studies

Top Sales Leaders USA vs. Germany



Study 1: Top Sales Leaders, USA
N=178



Study 2: Top Sales Leaders, Germany
N=492