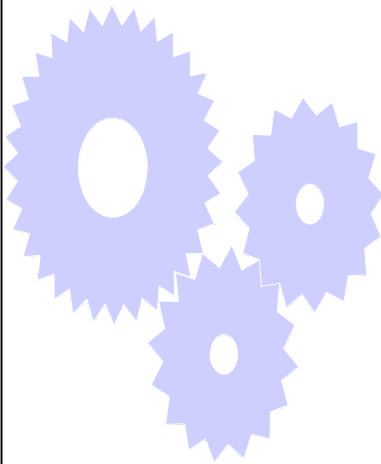


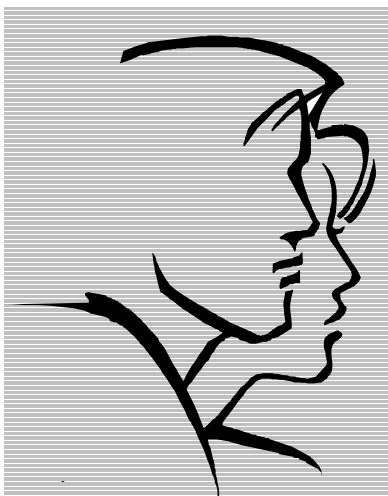
# The Link Letter

January - March 1999 Issue

*"Attitudes or values are more important than behavior in sales performance."*



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

Research studies of top sales people in both the United States and Europe confirm that top sales performance can be predicted. The world already knows 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 for Managementberatung and Bildungsmarketing and myself, Bill 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 organizations that it is what's on the inside, not the outside, which 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 organizations to greater heights in key performance arenas such as customer service, quality and customization, aggressive organizations 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 behavior. 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 behavior 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 behavior in sales performance. (See Study I and Study 2 charts on side two.)

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 behavioral 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 behavioral dimensions. In the German study, top sales performers tended to be spread across the same three behavioral dimensions. In view of these results, it is reasonable to conclude that salespeople can sell in most, if not all, behavioral 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 bands-down, a Utilitarian Attitude.

By Bill Bonnstetter, CEO, TTI

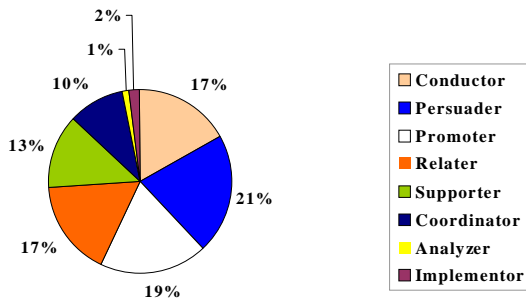


## Research Studies Top Sales Leaders USA vs. Germany

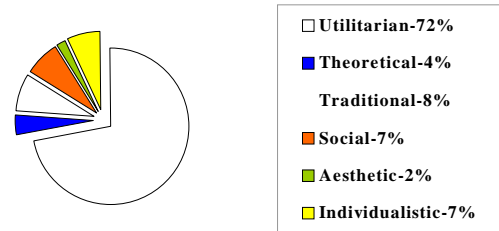
### Behavior

### Attitudes

Top Sales Leaders: USA

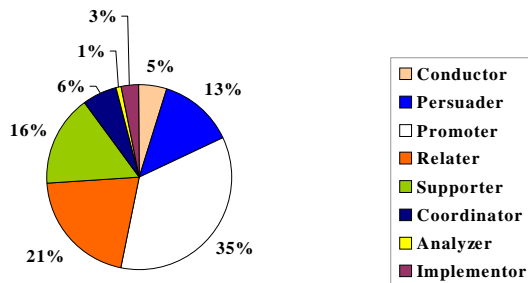


Top Sales Leaders: USA

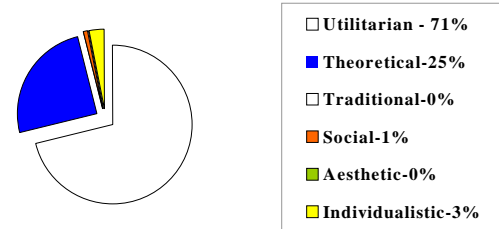


Study 1: Top Sales Leaders, USA  
N = 178

Top Sales Leaders: Germany



Top Sales Leaders: Germany



Study 1: Top Sales Leaders, Germany  
N = 492

### Selecting Top Performing Sales People - Easy As 1, 2, 3

The Behavioral Style Analysis (DISC) is a powerful tool in selecting and developing a winning sales team. As a leader of sales people, a sales manager can increase success in hiring top performing sales people by easily utilizing two additional instruments in conjunction with the DISC: the **Personal Interests, Attitudes and Values™** and the **Sales Strategy Index™**.

- **DISC - Sales Version** - Tells you *how a person will sell*, how they will communicate with prospects and how they will service clients. Completion time is approximately 10 minutes.
- **Personal Interests, Attitudes and Values™** - You learn what a person's primary motivators are - why they do what they do and *are they motivated to sell*. Completion time is approximately 10 minutes.
- **Sales Strategy Index™** - Tells you how your outside sales people and applicants stack up against top performing sales people nationwide. It measures the sales person's *knowledge of the sales process*. Completion time is approximately 40 minutes.

Invite your top sales performers to complete all three instruments (all available with the MFS Software Collection). See the results for yourself and call for a **free 1/2-hour consultation** on the implications and application.