

# SALES STYLE INDICATOR



*Identify your preferred selling style. Understand the various customer buying styles. Learn ways to immediately improve your sales effectiveness and results with more ease and confidence.*

Name of Participant:  
**Sample Report**  
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## What Is The Sales Style Indicator?

The Sales Style Indicator (SSI) is a professionally developed, learning and communication instrument.

The SSI can assist you to do the following:

- Identify your basic Sales Style of responding to prospects, clients, and sales tasks.
- Gain self-understanding, self-acceptance, and greater understanding and acceptance of others.
- Identify the consequences and/or strengths of your selling style when relating with your prospects and clients.
- Identify your typical reactions to sales stress and pressure and learn how to compensate for your weaknesses.
- Better understand the buying style tendencies of your client and learn to interact with them more effectively.
- Learn how to successfully and quickly build rapport with your clients, potential clients, and others.
- Increase harmony and productivity by sharing a common language when talking with others about the style behaviors that are more effective or productive in various sales situations.
- Determine your preferred selling style and work environment, to more intentionally select the best sales role, structure, and responsibilities for you.
- Gain an understanding of human behavior that you can use to ease tension and promote harmony in relationships with prospects and clients and in your interactions with your fellow workers.
- Develop a plan to increase your Sales Style flexibility and effectiveness during sales calls with prospects and clients and in your interactions with team members.
- Facilitate sales team development through the careful assessment of team-member strengths and weaknesses



## Understanding Your Sales Style

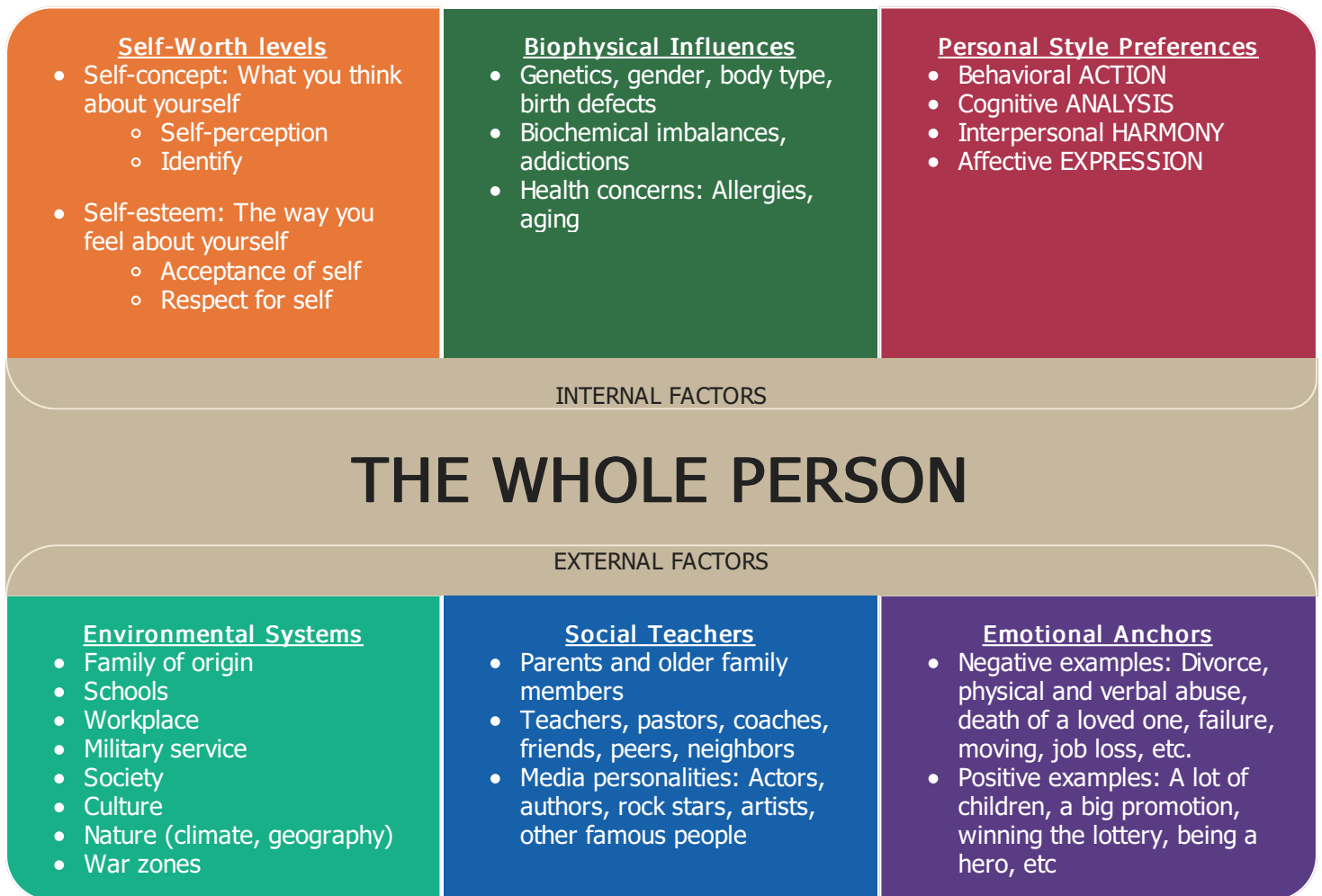
We will get to your scores in a minute. First, let's outline the Sales and Personality Development Factors. It will:

- Guide you to better understand your own and others' tendencies.
- Provide increased clarity in both self-understanding and customer service relationships with others.
- Promote increased sales success.

Sales Style is only one part of your personality. We must acknowledge that human beings are more complex than just their Sales Style. Even though it is an important part of your personality, your Sales Style represents only one facet of you and your sales success.

To simplify and explain this complexity, CRG created the Sales and Personality Development Factors Model. (See illustration below.) At various levels, all these factors have and are contributing to your Sales Success and Development. Each factor is self-evident, except perhaps Emotional Anchors, where a past experience of a positive or negative nature stirs an emotional reaction within.

To learn more about the Personality Development Factors Model, buy the book *Why Aren't You More Like Me?* available from CRG.



## STEP ONE

### Understanding Sales Style

Many factors can determine your Sales Style and how much rigidity or flexibility you demonstrate.

Your Sales Style is created by a complex set of behaviors and attitudes that strongly affect the way you manage tasks, solve problems, and present yourself to others. It is determined partly by your past experiences and opportunities and also by other aspects of your personality.

Research reveals you are born with a preferred Sales Style and that it is consistent throughout your lifetime. Your Sales Style is your natural predisposition to perceive, approach, and interact with the environment—which includes time, people, tasks, and all sales situations.

Theory and research indicate that four main styles are useful in describing human behavior. Understanding these four styles will provide you with valuable insights. It is also important to understand how your Sales Style triggers much of your behavior and influences your sales choices and success.



### Definition of a Successful Sales Professional

Successful sales professionals are defined in this instrument as people who—by means of vision, passion, and hard work—are able to intentionally build short- and long-term relationships with their clients and potential clients, while achieving sales results. The word "success" also means the success of the client to reach his or her goals and objectives via the product and/or service you are offering. Success is also based on the ethical behavior of the sales professional and team, within a culture of integrity, trust, respect, and credibility.

The SSI will assist you to assess the extent to which you have achieved this type of success. It will also provide you with an opportunity to clarify a powerful plan for developing this kind of "total sales success" with your clients and prospects, at personal, interpersonal, organizational, and business levels.



## Sales Style: The Foundation of Your General Approach to Buyers

We all tend to view the world in our own personal ways. We each perceive, approach, and interact with our surroundings in a unique manner or Sales Style. Things you pay attention to, the way you decide to act, and the people you prefer to be with are all influenced by the way you are naturally predisposed to behave and sell. Your clients are no different in their uniqueness. The key for a sales professional is to know and understand your selling style and be equally aware of your clients' buying styles.

Your basic Sales Style forms the foundation for your interpersonal interactions.

The way you see yourself (self-perception) influences how you act in all areas of your life. Your Sales Style directly affects your interpersonal communications and ultimately your sales success.

The Sales Style Indicator provides you with an organized view of how you perceive yourself and reveals the likely consequences of your Sales Style. As you become more keenly aware of those consequences, you can plan to develop greater style-flexibility to increase your sales effectiveness.

Your personal way of viewing the environment around you and reacting to it becomes the foundation upon which your Sales Style is built. Depending upon the roles in which you find yourself, you may develop interpersonal, counseling, decision-making, learning, sales, discovery, customer service, management, and leadership styles. The way you view yourself influences how you will act in all areas of life. Your Sales Style is one manifestation of the basic personal style that underlies all your behavior.

Sales Style behaviors vary somewhat from person to person and situation to situation. For the most part and for most people, they remain consistent over time.

The general pattern you exhibit is unique and distinct from the patterns of most other people. Gaining deeper understanding of the four Sales Style dimensions will assist you to appreciate the characteristics of other styles. You can apply this knowledge later, when you want to adjust your Sales Style to be more effective and to build credibility with your clients, potential clients, and team members.

Style-shifting is a critical skill that all sales professionals must develop to maximize their potential. You can learn to be more flexible and effective without being artificial or phony in the way you present yourself.

**If you want an understanding of how others perceive you—as a sales professional—ask them to complete an SSI for you!**

Over the years, we have found this a very insightful process. You can then compare the way you see yourself with the way others see you. This strategy is great for helping sales and interpersonal relationships, team-building, communications, leadership, client selection, and many other applications.

You may also complete the SSI for another person, to help you become more effective with him or her. Many sales managers have found this a very useful process for coaching, directing, and leading their sales teams.

Although the SSI should never replace getting to know someone else personally, it can help you frame a way to build credibility and awareness of others' needs and help you plan your behavior and interactions with others.



## Understanding the Four Sales Style Dimensions

### Behavioral

### ACTION

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This Sales Style dimension has a strong tendency toward directly and forcefully persuading prospects and altering the sales environment in an effort to achieve well thought-out sales goals. Sales people who naturally operate mainly from this quadrant of Sales Style are likely to seem self-assured, aggressive, driven, and many times oblivious to their prospect's feelings; on a focused track of their own. As viewed by their sales team, they are often perceived as "heavy-hitters" and sales leaders because they tend to forge ahead to meet difficult sales challenges with unusual vigor.

The ACTION-oriented style is typical of strong "closers" and those salespeople who are very persistent in scheduling appointments. This ACTION-oriented behavior can be perceived as both pushy and aggressive by both the Cognitive Analysis and Interpersonal Harmony Styles, as they both move forward much more slowly than this style salesperson. Decisive and bold, this Sales Style constantly seeks new or proven ways to speed along the buying process.

The BEHAVIORAL ACTION Sales Style characteristic (by itself, without other style influences) is extroverted and can withstand greater sales-related stress (for instance: high sales quotas) than other styles. They don't tend to use highly creative or "flashy" modes of selling, but prefer planned, proven, and very direct sales methods to achieve previously defined bottom-line sales results.

### Cognitive

### ANALYSIS

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This Sales Style dimension is characterized by a strong tendency to remain in control of the sales situation. Attention to details, precision and correctness, and being on the alert for potential dangers or inconsistencies enable sales people with this style to maintain control of the interview and to avoid rejection. They want to avoid being influenced negatively by other people or by the sales environment. This sales type slowly and methodically focuses on each small detail necessary to complete the sale. They often get caught up in the sales "process" and must be encouraged to move more aggressively towards "completion" of the sale.

People with this Sales Style tend to avoid emotional intensity and unpredictability. They find that gaining trust from others is not easily attained. They may need to offer more friendly, personal contact with prospects and clients to gain some much needed trust. This Sales Style (by itself, without other style influences) is introverted, being more sensitive to actions and words of prospects and fellow workers.

The COGNITIVE ANALYSIS Sales Style does not prefer intuitive or emotional modes of selling, but tends toward logical analysis and exacting precision during sales tasks, with focus and interest on preparing the "perfect presentation." This aim at perfection can reduce the number of presentations made, yet can be particularly effective in technical sales situations.

### Interpersonal

### HARMONY

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This Sales Style dimension is characterized by a strong tendency to adapt to individual prospects and sales situations in order to promote harmony and to provide comfort for everyone involved in the sale. People who are strong in this style dimension feel they must be personally liked and respected by each of their prospects or clients.

The INTERPERSONAL HARMONY Sales Style typically approaches life and people in a practical, friendly, and naturally warm manner. Adaptation to all other styles is a way of life, providing the desired career security and balance needed and preferred by those who score higher in this style dimension.

The INTERPERSONAL HARMONY Sales Style finds it much easier to make friends with prospects than to move ahead assertively to close the sale. They do not like to be perceived as being pushy or aggressive. Their natural tendency to gain a sense of validation and personal approval is achieved by supporting their prospects' desires. Because of this sincere effort, they are often described by prospects as warm and friendly, and service-oriented. This Sales Style (by itself, without other style influences) is introverted, being more sensitive to the words and actions of prospects. It favors a practical balance of both the logical and intuitive modes of selling; avoiding extremes in behavior. Closing the sale does not come easy for this Sales Style.

### Affective

### EXPRESSION

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Sales people with this style have a strong tendency to intuitively explore their prospects' emotions and the sales situation, then intuitively interact with them in order to achieve the desired sales outcome. Spontaneous expression of ideas and feelings mark the natural tendencies of this Sales Style.

People with a natural tendency toward this Sales Style use very creative approaches of speaking, gesturing, or letter writing in their attempts to persuade prospects to buy. They make artistically creative and often very dramatic presentations. They like to quickly sell others on themselves, their ideas, and the products or services which (hopefully) will be helpful and provide solutions to their prospects' problems. They often go out of their way to help prospects because they believe in the value of satisfied clients and their ongoing relationships with them. This Sales Style (by itself, without other style influences) is extroverted, not being easily over-stimulated by their prospects' thoughts or feelings, or by the sales environment. People strong in this style dimension can seem insensitive as they rapidly move ahead of others.

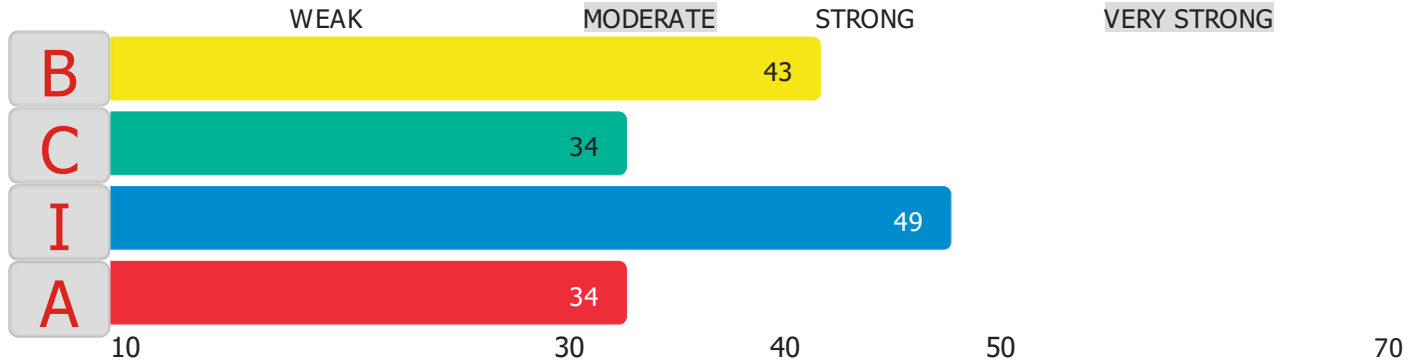
The AFFECTIVE EXPRESSION Sales Style generally avoids analytical or technical approaches to selling, but is more intuitive and creative in selling others on taking action. Social interaction and a focus on having a "good time" characterizes this sales style.

## STEP TWO

### Your Sales Style Graph

Now you have a visual graph that represents your style pattern. Here is what this might mean to you.

- Each of us has all four dimensions, in varying intensities.
- The higher your score in one of the dimensions, the more likely this dimension is influencing the way you perceive, approach, and interact with the sales environment.
- The opposite is true for your lower scores. The lower your score in a style dimension, the less likely that dimension is influencing your choices, decision-making, and ability to sell using that dimension.



## STEP THREE

### Learning about Your General Style Tendencies

There is no right or wrong answer or distribution of numbers. The majority of individuals will have two scores above 40 and two scores below 40. Some will have only one score above 40; others will have three scores 40 and above. A small percentage of the population has all four scores within 4 to 5 points.

The combination of your four scores makes up your style pattern. To deepen your understanding of the general style tendencies of each dimension, carefully read the description of each style quadrant below to gain an understanding of the general orientation, typical strengths, and common difficulties of each Sales Style dimension.

We give you permission to personalize this report to your own uniqueness. Ignore the comments that you feel do not apply to you. Identify the statements you feel reflect your Sales Style.

### Exercising Caution when Assessing Your Own and Others' Styles

The following explanation will prepare you to begin reading the many interpretive comments available to you in this section.

We should never pigeonhole individuals or try to stuff someone into a personality "box." When provided with crisp, neat categories, we have a temptation to use these models as a shortcut for getting to know people. The CRG models were intended to provide clarity and insight about a person's personality, which is constantly changing, somewhat unpredictable, and often a surprise to even careful observers.

Some people have said of others, "Oh, he's a Cognitive type" or "She's an Affective type," pronouncing clear judgment of another person's personality. This type of simplistic thinking is to be avoided, especially when you share your style patterns with clients, potential clients, and co-workers.

The Sales Style Indicator is just that—an indicator, not a test. It is meant to provide a common language to assist you to understand yourself and communicate with others regarding the important issue of sales styles.

## Understanding Your General Sales Style Tendencies

### Behavioral

#### ACTION

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##### General Approach:

To tasks: *wants results now*  
 To people: *seeks authority*  
 To problems: *is tactical and strategic*  
 To stress: *doubles efforts*  
 To time: *lives in present and future*

##### Typical Strengths:

- Acts rapidly to get results
- Is inventive and productive
- Shows endurance under stress
- Is driven to achieve sales goals
- Can take authority boldly

##### Common Difficulties:

- Can be too forceful or impatient
- Can often think his/her way is best
- Can be insensitive to needs of clients
- Can be manipulative or coercive
- Can be lonely or stressed

### Cognitive

#### ANALYSIS

34

##### General Approach:

To tasks: *wants quality*  
 To people: *seeks security*  
 To problems: *analyzes data*  
 To stress: *withdraws*  
 To time: *lives in past and future*

##### Typical Strengths:

- Acts cautiously to avoid errors
- Engages in critical analysis
- Seeks to create a low-stress climate
- Can handle important details well
- Can follow directives and standards

##### Common Difficulties:

- Can bog down in details and lose time
- Can be too critical, finicky, or controlling
- Can be overly sensitive to feedback
- Can seem to be lacking in courage
- Can be too self-sufficient, alone

### Interpersonal

#### HARMONY

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##### General Approach:

To tasks: *reliable performance*  
 To people: *seeks to help others*  
 To problems: *practical solutions*  
 To stress: *adjusts to it*  
 To time: *present*

##### Typical Strengths:

- Promotes harmony and balance
- Is reliable and consistent
- Tries to adapt to stress
- Sees the obvious that others miss
- Is often easy-going and warm

##### Common Difficulties:

- Can be too easy-going and accepting
- Can allow prospects to take advantage
- Can become bitter if unappreciated
- Can be low in self-worth/confidence
- Can be reluctant to take risks

### Affective

#### EXPRESSION

34

##### General Approach:

To tasks: *people come first*  
 To people: *seeks to influence*  
 To problems: *intuitive and creative*  
 To stress: *escapes from it*  
 To time: *present and future*

##### Typical Strengths:

- Acts/sells creatively on intuition
- Is sensitive to clients' feelings
- Is resilient in times of stress
- Develops a network of contacts/leads
- Is often willing to help others

##### Common Difficulties:

- Can lose track of time and be late
- Can overwork and overindulge
- Can be too talkative
- Can lose objectivity, be emotional
- Can be too self-assured



## STEP FOUR

### Determining Your Interpretive Summary for Your Style

We will outline the process on how to determine your style pattern(s). As mentioned earlier, the combination of your four scores (patterns) reflects your Sales Style. On the next page are 21 different style patterns. Most of us will have one, perhaps two, or even a maximum of three interpretive summaries with which we best identify.

Let's determine your Primary Style Pattern for all your scores 40 and above. Because there are special rules for how this is determined, please read the following before going to your Interpretive Summary or Summaries.

Even though the Sales Style Indicator is full of information, significant additional value comes from going through the second booklet, the Sales Style Indicator In-Depth Interpretations. This 48-page booklet contains two pages of detailed narrative about each of the 21 style patterns. It outlines your Sales Style related Strengths, Common Difficulties, Reactions to Stress, Sales Team Functioning and Compatibility with Others, and Leadership Implications; it also offers suggestions to Increase Your Sales Effectiveness. No sales professional or manager should be without it.

Having determined your Sales Style pattern, you should now read the specially developed SSI In-Depth Interpretations that correspond to the pattern or patterns that come closest to yours. This will give you further insight into the nature of your Sales Style and some specific strategies for your increased success. You will also discover practical suggestions for developing your sales prowess and professional effectiveness.

### Style Summary

Sample Report, Your Primary Pattern

I & B

Dependable

People with this Sales Style tend to be somewhat compulsively concerned that they produce results in a reliable and pleasant manner. You would want salespeople with the dependable style pattern to enforce company policies or rules and you would expect them to do it in a respectful manner. People with this Sales Style are often willing to take on specific sales responsibilities if these are well defined and if there is opportunity for challenge and variety. Because this pattern has a capacity for both introversion and extroversion, there is quite a lot of potential for Sales Style flexibility. The conscientious and pleasant manner in which salespeople with the dependable pattern can get results is an oftenenvied ability. Under pressure to perform or meet high quotas, they can become hostile and impulsive, which can be dangerous in most sales situations.

## In-Depth Interpretations

Sample Report, Your In-Depth Interpretation

### Primary Pattern

I & B

Dependable

#### Strengths

Dependability and a fairly high level of energy are typical of this pattern. These salespeople exhibit both strong Interpersonal and Behavioral tendencies and can be both helpful and authoritative at the same time. Patience and tenacity are virtues of salespeople with this style, especially the tenacity needed to consistently secure successful sales results over extended sales cycles.

#### Common Difficulties

People with this Sales Style may hesitate to take certain strategic sales actions because they are unsure whether their strategies and actions will create happy clients or satisfactory long-term outcomes. They are pulled in two directions: to promote harmony with their prospects or clients and take action to get immediate sales results. This is a difficult balance to maintain, because taking action to get results often can create greater sales pressure and less comfort for buyers.

People with this Sales Style can feel they are on a tightrope. If they go too far in either direction, they fail to meet the demands being made on them by their sales manager and fail to reconcile the inherent conflict between the two contrasting dominant dimensions in their style profile: the need to move ahead, and the need to avoid appearing aggressive.

#### Reactions to Stress

Partly because of this ongoing inner tension, these salespeople accumulate stress easily. High levels of stress are typical for those in sales positions where they have to be concerned both about maintaining good customer relations and about getting immediate sales results. It is not as serious a problem for them as it is for the Behavioral-ACTION Sales Style types, but it can interfere with their performing at full potential if this tension is not dealt with through stress management techniques such as relaxation, exercise, and proper pacing of sales efforts.

When pressure mounts and stress accumulates, these salespeople tend to withdraw unpredictably. When pushed beyond their limits, dependable salespeople can suddenly erupt with anger. They tend to be able to endure considerable amounts of stress or pressure until they've reached their limits and then will withdraw if there is a chance of irritating prospects or destroying a customer relationship. Quite often they will become angry only with people they believe are weaker or who can handle criticism without retaliating. They tend to become restrained and self-controlled on the job where causing a scene is less appropriate and will only express their pent-up rage later, in the safety of their home environment. This can be tough on their families.

### Team Functioning and Compatibility with Other Styles

People with this Sales Style tend to function well on a sales team because of their natural concern for harmony with others and their tendency to want to strive patiently for long-term accomplishments. In general, they are practical, pragmatic, and prudent salespeople. When frustration mounts or when they become impatient with other team members, they often achieve better results when practicing restraint or seeking compromise, rather than shifting into a steamroller (B) style of behavior where they attempt to force everyone to agree with them.

Dependable sales types tend to prefer working with other Interpersonal types because of their compliant and easy-going manner, their willingness to consider other people's feelings, and their desire to maintain a pleasant and friendly atmosphere. In personal life, however, an individual with this pattern is likely to choose the more Cognitive and/or Affective style types, as if wishing to counterbalance the weaknesses in their own personalities. Here is one situation where it seems that opposites do attract.

### Leadership Implications

Sales managers with this pattern can usually respond well to the complex demands placed on them while in positions of leadership. After all, sales managers need to be adept at being able to keep the vision of achieving sales goals in mind while having enough social dexterity to encourage and inspire sales team members to put out the efforts required to achieve satisfactory sales results. This style type has some natural aptitude to excel in such a role, but would perhaps make an even better manager (as opposed to leader) of people working in a structured environment where change does not occur at an extremely fast pace and where ability to respond swiftly with revisions and readjustments to schedules, sales quotas, or deadlines is not so vital.

To demonstrate strong leadership, a sales manager needs to be focused on getting tasks done creatively and methodically while, at the same time, organizing different salespeople's contributions and solving the sales-related and customer-service problems that inevitably arise. Sales managers with the dependable style pattern potentially can develop enough versatility to meet these requirements consistently, but they often find it uncomfortable or unsettling to perform such a stressful juggling act.

### To Increase Effectiveness

Dependable salespeople need to carefully select their sales environments. They need work where they can develop harmonious relationships with other sales-team members who are sufficiently talented and motivated to get things done on time, with a minimum of fuss. Quite often this can be found in sales positions where smooth Interpersonal relationships are valued and calmness under stress is required. If they find themselves in a hostile environment, where their harmonious approach to producing sales is not valued, they can feel misunderstood and soon become sullen and depressed, finding little reason to continue their sales efforts. High-pressure and manipulative selling careers are not for this type person!

Interpersonal communication is often a strength for people with this Sales Style because they are concerned both about being respectful and about solving problems. This makes them rather uniquely suited to help others adopt the appropriate attitudes and strategies for maintaining harmonious relations. Their natural style of being people-oriented and problem-focused makes them extremely well suited to manage customer service areas.

To be able to sell and lead others more effectively, these individuals could undertake some formal training in communications and leadership. If nothing else, learning to overcome their own personal limitations will help them to help others do the same.

Attending career and lifestyle planning workshops or sessions with a professional employment consultant could also assist these people to select the kinds of structured sales environments in which their basic needs and goals can be satisfied.

Sales Training should focus on direct interview techniques and the tactful handling of objections while progressively moving toward the completed sale. Learning communication techniques and art of conversation will be helpful. Also realizing that it's okay to assertively move forward in the sales process will help this person close more sales, as well.

## STEP FIVE

### Developing Style-Flexibility and Increasing Your Sales Success

To be successful, most businesses will benefit from all the Sales Styles, at various levels. You can now use the powerful information found in the SSI to establish your winning sales process and sales team. If you are in a sales position or your responsibilities are clashing with your natural Sales Style, we know that, over time, that will be stressful; it will effectively lower your success level and maybe even result in failure. Style-Flexibility is a critical concept that every sales manager/leader must and should implement when building and coaching a successful sales team.

Sales success is highly influenced by your ability to meet your clients' and buyers' styles, not yours. After you are able to recognize Behavioral style patterns in your own and others' behaviors, you will be better prepared to develop your sales awareness, approach, and versatility. Each of us already has a capacity for a certain amount of flexible behavior toward another person, depending on the needs of the moment. The further development of your awareness of self and others will allow you greater freedom to be more intentional and conscious in your dealings with others, for your benefit and theirs.

### Style-Matching to Avoid Style-Clashing

We can clash with others simply by virtue of our natures. People naturally get along with some people better than others. Those clients, prospects, and co-workers with whom we have style-clashes can be respected and valued more if we are willing and able to shift into behavioral patterns in which they are more comfortable.

This is not to say we should stop being ourselves, but we can learn to be ourselves in ways that are more effective in adapting to others' styles. If we can only sell or be with people who are "like us," we will immediately put our sales success and potential at risk.

### Style-Shifting Guidelines

The diagram below illustrates the five steps for effective style-shifting. On the following page, you will find guidelines to assist you to be more aware of how you might behave differently with various types of buyers/clients who, in some situations, exhibit and prefer types of behavior diverse from yours.

This is not to say we should stop being ourselves, but we can learn to be ourselves in ways that are more effective in adapting to others' styles. If we can only sell or be with people who are "like us," we will immediately put our sales success and potential at risk.

#### **Step One**

Access the style of the other person

#### **Step Two**

Select appropriate style behaviors

#### **Step Three**

Implement your new style behaviors

#### **Step Four**

Observe and evaluate the impact

#### **Step Five**

Re-assess and repeat, if necessary

## Sales Professionals' Style-Shifting Guidelines

In the four style boxes below, you may wish to note the names of clients, prospects, or co-workers with whom you wish to style-shift.

### Behavioral

#### ACTION

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**Want others to:**

- Give them summarized facts
- Respect their judgments
- Support them to reach goals
- Cope with unwanted details
- Cooperate with them

**Get most upset when others:**

- Are too slow
- Get in their way
- Talk too much
- Try to be in control
- Waste time

**Respond best to:**

- Direct, honest confrontations
- Logical, rational arguments
- Fair, open competition
- An impersonal approach
- Getting results quickly

### Cognitive

#### ANALYSIS

34

**Want others to:**

- Give them detailed information
- Ask for their opinions
- Not interrupt their work
- Treat them with respect
- Do quality work the first time

**Get most upset when others:**

- Move ahead too quickly
- Don't give them enough time
- Are vague in their communications
- Don't appreciate their efforts
- Are too personal or emotional

**Respond best to:**

- Diplomatic, factual challenges
- Arguments based on known facts
- Freedom from competitive strain
- Friendliness, not personal contact
- Doing tasks well and completely

### Interpersonal

#### HARMONY

49

**Want others to:**

- Make them feel like they belong
- Appreciate them for their efforts
- Be kind, considerate, thoughtful
- Trust them with important tasks
- Value them as persons

**Get most upset when others:**

- Get angry, blow up, or are mean
- Demand that they physically move
- Take advantage of their goodness
- Are manipulative or unfair
- Are judgmental of others

**Respond best to:**

- A gradual approach to being challenged
- A factual, practical approach
- Comfortable, friendly times
- Respecting their boundaries
- Conventional, established ways

### Affective

#### EXPRESSION

34

**Want others to:**

- Give them opportunity to speak
- Admire their achievements
- Be influenced in some ways
- Take care of details for them
- Value their opinions

**Get most upset when others:**

- Are too task-oriented
- Confine them to one place
- Are not interested in them
- Compete for and win attention
- Seem judgmental of them

**Respond best to:**

- Being challenged in a kind way
- An influencing, sales approach
- Enjoyable competitions
- Affection and personal contact
- Having a good time





## STEP SIX

### Designing Your Plan To Increase Your Sales Effectiveness

The outline below provides you with an opportunity to briefly summarize what you have learned about yourself through the Sales Style Indicator. Enter your responses in the sections below. Remember to save your responses.

**The Main Strengths of My Sales Style:**

**The Main Difficulties of My Sales Style:**

**What I Could Do to Become More Flexible in My Selling Style:**

**Behaviors I Would Like to Have More Control Over:**

**What I Could Do to Be More Effective with Certain Buying Styles:**