

## MANAGING FOR SUCCESS® Sales Version

### INTRODUCTION

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

This report analyzes behavioral style, that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements which are true or areas of behavior in which tendencies are shown. Feel free to delete any statement from the report that may not apply, but only after checking with friends or colleagues to see if they agree.

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### SALES CHARACTERISTICS

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

Wayne becomes highly excited about what influences him. He usually displays this emotion when he is attempting to influence people. He is optimistic about his great ability to influence people to buy his products or services. He maintains a high trust level; that is, he trusts that people will make good on their promises. He prefers to sell a new client on himself first rather than his product or service. This reflects his natural approach. When he buys, he also prefers to be sold in this manner. Socially and verbally aggressive, he loves to meet strangers and begin conversations. This is a great attribute when new territory is opened, or new accounts are dictated by business conditions. Being optimistic and enthusiastic, he is good at generating enthusiasm in others. Sometimes his enthusiasm is what sells his products or services, but sometimes other buyers may be offended. He may be seen as somewhat impulsive. He likes new products and often is the first in his neighborhood to buy the latest things.

Wayne may not always listen to what his prospects are saying. His desire to verbalize and control the presentation often hinder his ability to listen. He may also be guilty of interrupting the prospect to get his point across. He experiences difficulty in telling a prospect that he doesn't have the answer to the prospect's objections. His natural sales style attempts to answer the objections even if he lacks the proper data to do so. He would rather take the risk than admit failure. He may process too fast with his presentation for some buyers. He gets carried away with his emotions and tends to let the emotion control the pace of the presentation. He depends on his prospects to trust his judgement in recommending his products or services. Not all prospects are as trusting and some will want facts and data to support his judgement. His presentation may not be logical enough

for some buyers. He has good intentions, but may become excited and jump around in the presentation. This may cause buyers to ask questions or raise objections to support the need for a logical presentation. He may use humor in his presentation, which may help or hinder, based on the style of the buyer. Excessive humor may cause him to ramble and not provide sufficient time for the presentation.

Wayne may promise more than he can deliver to close a sale. He does intend to deliver what he says, but he has difficulty finding the time to provide what he promises. His optimism makes him believe he can deliver. He would rather make a social visit instead of a service visit. The social visit meets his need to be friendly and outgoing, while the service visit requires special effort if customers don't buy more products or services. He will promise more service than he can deliver, especially if he must provide the service himself. He needs the help of a support staff to provide the follow-up service so he can focus on new opportunities. He can be seen as a good closer. However, he may postpone the close until giving the complete sales pitch. Observers have actually seen him sell the product and then buy it back. He should guard against excessive talking and close at the appropriate time. Wayne may be positive and direct with his closes. He will be friendly and persistent as he attempts to close the sale. If given the choice, he would prefer to sell a new account instead of servicing an old account. This is especially true if the old account has little potential or requires sufficient facts and data to support their purchase decisions.

### VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior Wayne brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Positive sense of humor
- Has the confidence to face the difficult assignments
- Self-reliant
- Team player
- Motivates others towards goals
- Builds confidence in others
- People-oriented
- Verbalizes his feelings
- Big thinker.

### CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the way with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Wayne. Read each statement and identify the 3 or 4 statements which are most important to him. We

recommend highlighting the most important "DO's" and provide a listing to those who communicate with Wayne most frequently.

Do:

- Provide ideas for implementing action
- Use the carrot approach when appropriate
- Clarify any parameters in writing
- Provide solutions--not opinions
- Plan interaction that supports his dreams and intentions
- Use enough time to be stimulating, fun-loving, fast-moving
- Ask for his opinions.ideas regarding people
- Read the body language for approval or disapproval
- Provide "yes" or "no" answers--not maybe
- Flatter his ego
- Provide a warm and friendly environment
- Not deal with details, put them in writing, pin him to modes of action
- Understand his defiant nature

#### DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with Wayne.

Don't:

- Drive on to facts, figures, alternatives or abstractions
- Ramble
- Be dogmatic
- Leave decisions hanging in the air
- Be curt, cold or tight-lipped
- "Dream" with him or you'll lose time
- Kid around too much, or "stick to the agenda" too much
- Waste time trying to be impersonal, judgemental. or too task-oriented
- Give him your opinion unless asked
- Hesitate when confronted
- Be paternalistic

#### SELLING TIPS

This section provides suggestions on methods which will improve Wayne's communications when selling different styles. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, Wayne will become more effective in his communications with them. He may have to practice some flexibility in varying his communications

style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior salesperson.

When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point
- Stick to business. Give an effective presentation
- Come prepared with support material in the well-organized "package."

Factors that will create tension:

- Talking about things that are not relevant to the issue
- Leaving loopholes or cloudy issues
- Appearing disorganized

When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment
- Don't deal with a lot of details, unless they want them
- Provide testimonials from people they see as important

Factors that will create tension:

- Being curt, cold or tight-lipped
- Controlling the conversation
- Driving on facts and figures, alternatives, abstractions

When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice
- Present yourself softly, nonthreateningly and logically
- Earn their trust--provide proven products

Factors that will create tension:

- Rushing headlong into the interview
- Being domineering or demanding
- Forcing them to respond quickly to your questions

When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "presentation" in advance
- Stick to business--provide facts to support your presentation

- Be accurate and realistic--don't exaggerate

Factors that will create tension:

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

## IDEAL ENVIRONMENT

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

- Democratic supervisor with whom he can associate
- Needs difficult assignments
- Position with a tolerant sales manager
- Tasks involving motivating groups and establishing a network of contacts
- Freedom of movement
- Work tasks that change from time to time
- Freedom from control and detail

## PERCEPTIONS

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

"See Yourself As Others See You"

### SELF PERCEPTION

Wayne usually sees himself as being:

- |                |              |
|----------------|--------------|
| • Enthusiastic | • Outgoing   |
| • Charming     | • Inspiring  |
| • Persuasive   | • Optimistic |

### OTHERS' PERCEPTION

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

- |                  |        |
|------------------|--------|
| • Self-Promoting | • Glib |
|------------------|--------|

- Overly Optimistic

- Unrealistic

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

- Overly Confident
- Poor Listener

- Talkative
- Self-Promoter

### DESCRIPTORS

Based on Wayne's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

DOMINANCE	INFLUENCING	STEADINESS	COMPLIANCE
Demanding	Effective	Pragmatic	Evasive
	Convincing		
Egocentric	Superficial	Relaxed	Worrisome
		Resistant to Change	Careful
Driving	Magnetic	Non-demonstrative	Dependent
Ambitious	Political		Cautious
Pioneering	Enthusiastic	Passive	Conventional
Strong-Willed	Demonstrative		Exacting
Forceful	Persuasive	Patient	Neat
Determined	Warm		
Aggressive	Convincing	Possessive	Systematic
Competitive	Polished		Diplomatic
Decisive	Poised	Predictable	Accurate
Venturesome	Optimistic	Consistent	Tactful
		Deliberate	
Inquisitive	Trusting	Steady	Open-Minded
Responsible	Sociable	Stable	Balanced Judgement
-----	-----	-----	-----
Conservative	Reflective	Mobile	Firm
Calculating	Factual	Active	Independent
Cooperative	Calculating	Restless	Self-Willed
Hesitant	Skeptical	Alert	Stubborn
Low-Keyed		Variety-Oriented	
Unsure	Logical	Demonstrative	Obstinate
Undemanding	Un-demonstrative		
Cautious	Suspicious	Impatient	Opinionated
	Matter-of-fact	Pressure-Oriented	Unsystematic
Mild	Incisive	Eager	Self-Righteous
Agreeable		Flexible	Uninhibited

Modest	Pessimistic	Impulsive	Arbitrary
Peaceful	Moody	Impetuous	Unbending
Unobtrusive	Critical	Extremely Tense	Careless with Details

### NATURAL AND ADAPTED SELLING STYLE

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

#### PROBLEMS - CHALLENGES (Natural)

Wayne is quite inquisitive and wants to be seen as an outwardly competitive person. He is results-oriented and likes to be innovative in his sales approach. He is not necessarily confrontational by nature, but will not turn down the opportunity for confrontation if opportunity exists.

#### PROBLEMS - CHALLENGES (Adapted)

Wayne sees the need to be somewhat conservative in his approach to the sales environment. He wants to accept the challenges but will be somewhat calculated in his response.

#### PEOPLE - CONTACTS (Natural)

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

#### PEOPLE - CONTACTS (Adapted)

Wayne sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

#### PACE - CONSISTENCY (Natural)

Wayne is comfortable in a sales environment that allows him mobility and movement. He feels comfortable with several proposals in the mill at the same time. He can move from one to another with ease.

#### PACE - CONSISTENCY (Adapted)

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

#### PROCEDURES - CONSTRAINTS (Natural)

Wayne is striving to be independent and self-directed. He is most comfortable in a sales environment where rules and procedures can be interpreted to meet the needs of his customer in certain situations.

#### PROCEDURES - CONSTRAINTS (Adapted)

Wayne will apply original thinking and use an individualistic approach to selling. This approach can be seen by managers as very independent. Wayne will base his sales techniques and the probability of success rather than follow established methods.

#### ADAPTED STYLE

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

- Exhibiting excitement about his service or product
- Firm, unbending dedication to completing sales projects
- Independent in approaching customers or clients
- Speaking smoothly and emotionally with his customers or clients
- Verbally stressing the benefits of his products or services
- Adaptable in meeting the needs of clients or customers
- Meeting customers either formally or informally
- Generating enthusiasm in others
- Excited about available new products or services
- Making a presentation in his own particular style
- Sharing his personal opinion with a client or customer
- Using great social strengths in approaching new prospects.

#### KEYS TO MOTIVATING

This section of the report was produced by analyzing Wayne's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with Wayne and highlight those that are present "wants."

Wayne wants:

- Participation in meetings on future planning
- Sales meetings that allow him to ventilate his emotions
- Freedom from many rules and regulations

- Flattery, praise, popularity and strokes
- Working conditions with freedom to move and talk to people
- Freedom to talk and participate in sales meetings
- A friendly work environment
- Group activities outside the job
- Freedom from control and detail
- Public recognition of his ideas and sales results
- No close supervision
- The chance to have fun (play hard--work hard)
- A manager who practices participative management.

### KEYS TO MANAGING

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

Wayne needs:

- To maintain focus on results and not sacrifice productivity just to make everyone happy
- To relax and pace himself
- A health fitness program
- Help on controlling time and setting priorities
- To mask emotions when appropriate
- To handle routine paperwork only once
- To be informed of things which affect him
- Participatory management
- Better organization of record keeping
- Documentation of expected sales results
- Authority equal to responsibility
- More control of body language

### AREAS FOR IMPROVEMENT

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

Wayne has a tendency to:

- Not answer objections completely, or tap dances around the objections
- Be more concerned with popularity than tangible results, if popularity is rewarded

- Be more concerned with popularity than sales results
- "Oversell" or talk his way out of a sale by focusing on irrelevant things
- Use too many gestures for the logical and methodical buyer
- Be so enthusiastic that he can be seen as superficial
- Make promises he can't keep.

### ACTION PLAN

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

- |                       |                     |
|-----------------------|---------------------|
| • Customer Service    | • Closing           |
| • Prospecting         | • Product Knowledge |
| • Preparation         | • Personal Goals    |
| • Presentation        | • Other             |
| • Handling Objections |                     |

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

Date to Begin \_\_\_\_\_ Date to Review \_\_\_\_\_

### BEHAVIORAL FACTOR INDICATOR™ Sales Version

### INTRODUCTION

The principal purpose of this report is to help you win, to achieve greater success in life and work. Winners, throughout history, have had one thing in common -- they know themselves. By reading your report you will gain insights about yourself. With these insights you can develop strategies to win in any environment.

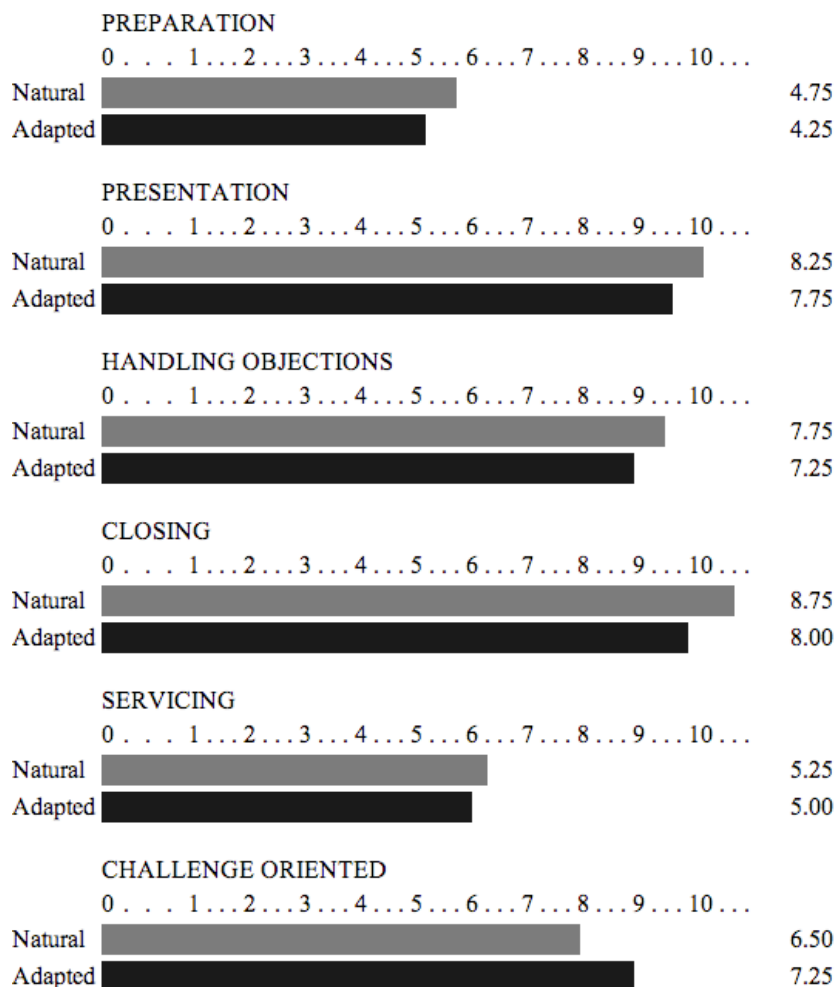
Classifying selling behavior is not an easy undertaking, largely because there are so many variables on which classification could be based. The classifications in this report are purely behavioral. Behavioral measurements can be classified as HOW a person will do a job. To discover WHY, additional information must be collected.

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











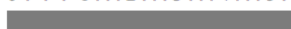
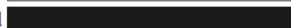






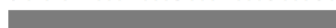



Read and compare your graphs. Look at each factor and the importance of that factor to the successful performance of your job. Your Adapted graph will identify the factors you see as important and shows you where you are focusing your energy.

Knowledge of your behavior will allow you to develop strategies to win in any environment you choose.

### GENERAL FACTOR ANALYSIS



## SPECIFIC FACTOR ANALYSIS

	SELF-STARTER		
	0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 . . .		
Natural		7.50	
Adapted		7.25	
	RESULTS ORIENTED		
	0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 . . .		
Natural		6.50	
Adapted		7.25	
	PROSPECTING		
	0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 . . .		
Natural		7.75	
Adapted		8.25	
	PERSUASION		
	0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 . . .		
Natural		8.00	
Adapted		7.25	
	SELF-CONFIDENCE		
	0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 . . .		
Natural		7.50	
Adapted		7.50	
	CONSISTENCY		
	0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 . . .		
Natural		4.50	
Adapted		4.50	
	NATURAL LISTENING SKILLS		
	0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 . . .		
Natural		4.75	
Adapted		4.25	
	CUSTOMER RELATIONS		
	0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 . . .		
Natural		7.00	
Adapted		5.75	
	PRODUCT INFORMATION (FACTS)		
	0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 . . .		
Natural		5.00	
Adapted		4.75	
	FOLLOW-UP AND FOLLOW-THROUGH		
	0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 . . .		
Natural		5.25	
Adapted		4.75	
	PAPER WORK		
	0 . . . 1 . . . 2 . . . 3 . . . 4 . . . 5 . . . 6 . . . 7 . . . 8 . . . 9 . . . 10 . . .		
Natural		4.75	
Adapted		4.25	

# STYLE ANALYSIS GRAPHS

