

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.

SCORE
44**Behavioral****ACTION**

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.

SCORE
40**Interpersonal****HARMONY**

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.

SCORE
24**Cognitive****ANALYSIS**

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.

SCORE
52**Affective****EXPRESSION**

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.

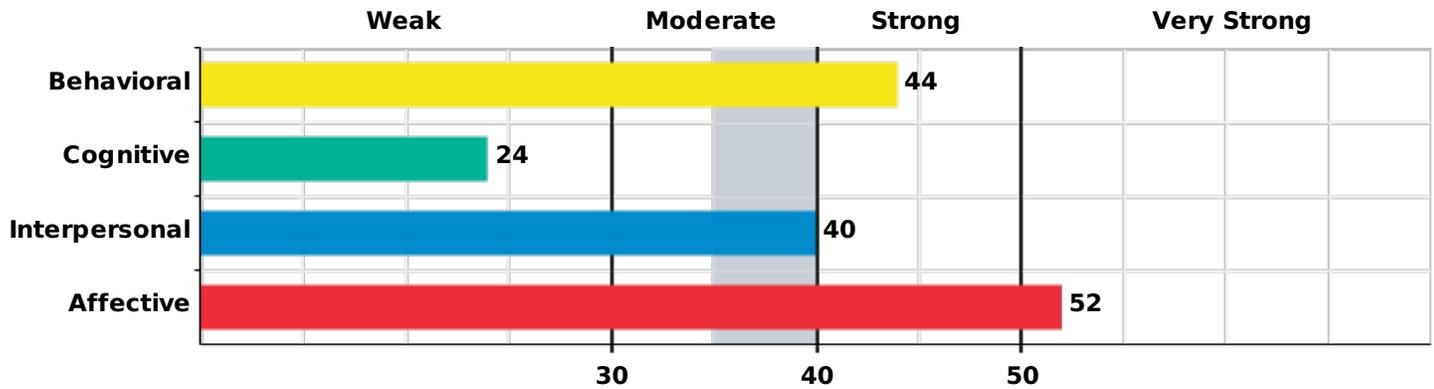
The AFFECTIVE EXPRESSION Sales Style generally avoids analytical or technical approaches to selling, but is more intuitive and creative in selling others on taking action. Social interaction and a focus on having a "good time" characterizes this sales style.

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

SCORE
Behavioral

44

ACTION

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

SCORE
Cognitive

24

ANALYSIS

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

SCORE
Interpersonal

40

HARMONY

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

SCORE
Affective

52

EXPRESSION

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

B, I & A

Venturesome

People with this style pattern tend to be complex individuals who demonstrate a wide range of style-flexibility in their behaviors. They can be task and relationship-focused quite naturally. Their relationships, however, often can be too task- or result-focused. They may tend to work on their relationships or be involved in situations where working toward developing people is the result they seek. They may be parents, teachers, or sales managers who naturally seek to influence others in positive ways, for the benefit of all concerned. They may be interested in business results. They treat people with more sensitivity than many businesspeople who focus on results but tend not to notice the feelings of others.

In-Depth Interpretations

Sample Report, Your In-Depth Interpretation

Primary Pattern

B, I & A**Venturesome**

Strengths

People with this Sales Style pattern are likely to be relatively adept at combining their creative mental energy with their orientation toward achieving positive relations with clients and prospects. The complexity of this style pattern enables such salespeople to be unusually flexible in dealing with the needs of a wide range of different types of clients. These individuals are skilled at achieving predetermined end results, encouraging others to work together as a team and convincing others of the merits and value of their ideas, services, or products.

Their ability to articulate their thoughts clearly is a definite asset when making sales presentations, promoting themselves to others, or trying to influence their prospects' buying decisions. In this, as in all things, the venturesome salesperson's predominant concern is to achieve a balance between securing positive sales results and developing or maintaining high-quality relationships with each of their clients.

Common Difficulties

Because of the unusual intensity generated by the combination of the three high dimensions (B, I & A) in this pattern, some people can be intimidated by venturesome salespeople's multi-faceted personality and their somewhat bewildering combination of enthusiasm, intensity, and productivity. Paradoxically, even though people of this Sales Style type are greatly concerned to meet the needs of others, some people can see the venturesome salesperson as too enthusiastic, too committed, too optimistic, or too friendly. People can sometimes resent having their own shortcomings so noticeably absent in the personality or behavior of the venturesome salesperson.

Not giving sufficient attention to minor sales call details, expense reports, weekly call reports, or the passage of time can be a problem, especially when the pressure is not immediate or there are no definite deadlines. Even though this Sales Style type is concerned with getting positive sales results, there can be a tendency to become preoccupied with the concerns of others, to talk too long on the telephone, or to get so involved with some people that appointments are actually forgotten. This kind of problem is often typical of those salespeople who expend considerable amounts of time and energy attempting to influence prospects to buy in the here and now.

Reactions to Stress

When stress accumulates or when the pressure is intensified, salespeople with this pattern tend to try even harder and exert even more persuasive energy. At times they can become persuasive and aggressive, but are likely to back away and try other strategies later to achieve the same sales results (especially if maintaining positive human relationships with others becomes threatened). They become stressed in sales situations over which they can exercise neither control nor influence and they very much dislike the feeling of being helpless or temporarily out of control. These types of salespeople also tend to take creative breaks to get away from everything for a while, to gain new perspectives, and then return with renewed vigor and strength.

Team Functioning and Compatibility with Other Styles

On a work team, people with this Sales Style configuration can make valuable contributions, because they are concerned to achieve not just practical results but also creative sales that employ innovative and imaginative ideas. In addition, these salespeople tend to be concerned for the welfare of others on the team and give them opportunity to make their contributions, as well. They need others on the sales team to be time-conscious; they also need to check their tendency to lose track of time when they are wholly involved in focusing on an issue or sales problem.

In work situations, they tend to prefer other triple-high patterns. Although opposites often attract, with this Sales Style type there is usually not a preference for people who have style patterns with one clearly pre-eminent dimension. Being more moderate and balanced themselves, they prefer to associate with others who do not display extremes of behavior in their approaches to people or to problems.

In personal or client relationships, they are often fascinated by the precision and subtle sensibilities of the more Cognitive styles. They seem to enjoy close personal friendships; they are drawn to those clients who are both creative and sensitive, as artistically or musically talented people tend to be.

Leadership Implications

Venturesome sales managers exhibit pronounced style flexibility—an asset on a sales team—because they can adapt to a wide range of other Sales Styles and situations without feeling personally overstretched. Versatility is one of the key capacities needed by those who take on the complex role of leading salespeople toward a sales-growth vision, showing understanding of individual feelings and meeting their needs along the way. They are likely to encourage their sales team members; they win their inspiration and make them feel they are worthwhile members of the sales team. They also tend to be committed to human development, not only for its own sake but also because they are convinced it improves productivity and affects the overall success of the sales team. They have the inclination to both lead and manage, but sometimes need assistance in handling appointments or deadlines—tasks they should delegate to others whenever possible.

To Increase Effectiveness

Suffering burnout is a major risk for this type of high intensity Sales Style because there is such a potent combination of high energy, versatility, and drive for accomplishments in these people's personalities. This is often amplified by their usually having an upwardly mobile drive for success. By focusing so much on controlling sales situations and persuading people to buy from them, Venturesome salespeople can lose a sense of closeness with their prospects. It is as though there is so much intensity coming out of them, not much concern or affection from others ever gets back to them.

Developing greater rapport and understanding with clients and associates can improve this condition of feeling slightly detached and isolated from them. This could also prevent clients and associates from feeling isolated from them. People with this Sales Style tend to feel they need well-developed communication skills, but they also need to pay attention to their use of time. Time management and communications training could be warranted to develop these areas.

Sales Training should focus on building client rapport; being a strong, focused interviewer and listener; and getting organized. Promptness in reaching appointments, balanced with leaving enough time between appointments, plus systematic follow-through, will help this person.

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

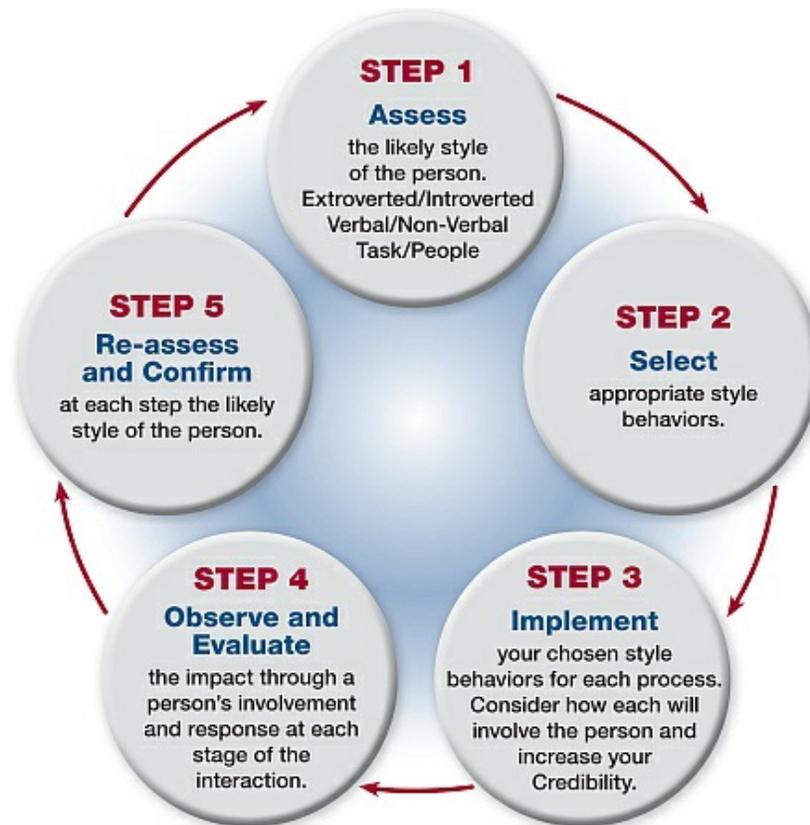
We can clash with others simply by virtue of our natures. People naturally get along with some people better than others. Those clients, prospects, and co-workers with whom we have style-clashes can be respected and valued more if we are willing and able to shift into behavioral patterns in which they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



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.

SCORE
44

Behavioral

ACTION

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

SCORE
24

Cognitive

ANALYSIS

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

SCORE
40

Interpersonal

HARMONY

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

SCORE
52

Affective

EXPRESSION

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: