

WEB PREVIEW



Selling

with

Insight

Patrick Handley, Ph.D.

Selling with Insight

Selling with Insight will help you quickly establish open communications with customers, develop trust, and overcome personality differences that interfere with selling.

Studies of the process of successful selling have shown that it's important to know what your personality style is and how you come across. This knowledge will help you develop skill at communicate differently with different customers. This will help you gain this

Introduction

- *session objectives*
- *how knowing the personality style of seller and buyer increases sales effectiveness*

This step-by-step process will assess your personality strengths and weaknesses. Section One will lead you through the **INSIGHT Inventory**, a short personality strengths assessment. It includes a series of skill-building activities that will help you become a more effective salesperson.

You'll

- the "selling" strengths of your personality style,
- how to flex your style to establish better relationships,
- strategies for selling to customers with different personalities,

and many additional ways to increase your sales effectiveness.



Understanding personality differences is a key to effective selling.

SECTION ONE Personality Strengths

Step 1

Complete the **INSIGHT Inventory**

Begin by completing the **INSIGHT Inventory**. This is a self-assessment questionnaire that will help you identify your personality strengths. Your results will provide a profile of your strengths.

Step-by-step instructions for completing and scoring the attached Insight Inventory

left. Then chart your results. All results are



1st: Complete the **INSIGHT Inventory**.



2nd: Score your results.



3rd: Chart your results on the profile graphs.

INSIGHT Inventory®

Name _____ Date _____

Instructions: Shade in one of the blanks immediately to the right of each term according to how well it describes you.

not very descriptive ← 1 2 3 → very descriptive

Example: 2. Talkative
3. Patient

Definitions: If you are unsure about the meaning of any term, read the definition on the separate scoring sheet.

WORK STYLE

Check the degree to which the words in the column below are descriptive of how you believe you are most of the time at work.

not very descriptive ← 1 2 3 4 → very descriptive

1. Competitive
2. Talkative
3. Patient
4. Accurate
5. Demanding
6. Serene
7. Animated
8. Perfectionist
9. Domineering
10. Easygoing
11. High-spirited
12. Structured
13. Forceful
14. Mild
15. Systematic
16. Convincing
17. Gentle
18. Strong-willed
19. Exact
20. Even-tempered
21. Enthusiastic
22. Decisive
23. Detailed
24. Tolerant
25. Intense
26. Life of the party
27. Daring
28. Restrained
29. Particular
30. Charming
31. Laid-back
32. Organized

PERSONAL STYLE

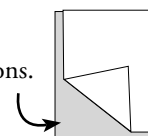
Some people have different ways of describing the "at home" or personal you.

not very descriptive ← 1 2 3 4 → very descriptive

1. Easygoing
2. Restrained
3. Particular
4. Intense
5. Detailed
6. Good mixer
7. Serene
8. Accurate
9. Competitive
10. Animated
11. Organized
12. High-spirited
13. High-spoken
14. Exact
15. Patient
16. Talkative
17. Easygoing
18. Forceful
19. Structured
20. Life of the party
21. Mild
22. Domineering
23. Systematic
24. Charming
25. Even-tempered
26. Strong-willed
27. Perfectionist
28. Convincing
29. Laid-back
30. Demanding
31. Tolerant
32. Daring

The Insight Inventory is attached inside the front cover and can be completed in 10 minutes during the training session.

When finished, tear off this cover sheet and follow scoring instructions.



INSIGHT Inventory Scoring Sheet

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OPTIONAL

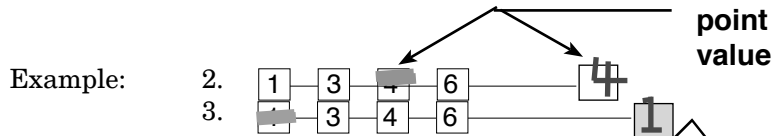
The Insight Institute, Inc. retains scores (without names) for further research. To assist us please complete the following questions. Return this sheet to your instructor or mail. All information is kept confidential.

Organization _____ Date _____ Sex _____ State (Prov) _____

Job title _____ Age _____ Race _____ Country/Nation _____

SCORING INSTRUCTIONS: Follow the steps below to score your results.

- First, transfer the point value under each mark to the box on the right. Follow the horizontal lines to locate the correct box.



- Second, add up all the points in each of the four vertical columns. Enter the sums in the large blocks—labeled A, B, C, and D—located at the bottom of the page. Follow the arrows.

Use the same process for scoring both your WORK STYLE and PERSONAL STYLE responses.

WORK STYLE

PERSONAL STYLE

1.	1	3	4	6	→		1	3	4	6	→	
2.	1	3	4	6	→		1	3	4	6	→	
3.	1	3	4	6	→		1	3	4	6	→	
4.	1	3	4	6	→		1	3	4	6	→	
5.	1	3	4	6	→		1	3	4	6	→	
6.	1	3	4	6	→		1	3	4	6	→	
7.	1	3	4	6	→		1	3	4	6	→	
8.	1	3	4	6	→		1	3	4	6	→	
9.	1	3	4	6	→		1	3	4	6	→	
10.	1	3	4	6	→		1	3	4	6	→	
11.	1	3	4	6	→		1	3	4	6	→	
12.	1	3	4	6	→		1	3	4	6	→	
13.	1	3	4	6	→		1	3	4	6	→	
14.	1	3	4	6	→		1	3	4	6	→	
15.	1	3	4	6	→		1	3	4	6	→	
16.	1	3	4	6	→		1	3	4	6	→	
17.	1	3	4	6	→		1	3	4	6	→	
18.	1	3	4	6	→		1	3	4	6	→	
19.	1	3	4	6	→		1	3	4	6	→	
20.	1	3	4	6	→		1	3	4	6	→	
21.	1	3	4	6	→		1	3	4	6	→	
22.	1	3	4	6	→		1	3	4	6	→	
23.	1	3	4	6	→		1	3	4	6	→	
24.	1	3	4	6	→		1	3	4	6	→	
25.	1	3	4	6	→		1	3	4	6	→	
26.	1	3	4	6	→		1	3	4	6	→	
27.	1	3	4	6	→		1	3	4	6	→	
28.	1	3	4	6	→		1	3	4	6	→	
29.	1	3	4	6	→		1	3	4	6	→	
30.	1	3	4	6	→		1	3	4	6	→	
31.	1	3	4	6	→		1	3	4	6	→	
32.	1	3	4	6	→		1	3	4	6	→	

Easy-to-follow scoring instructions make it possible for participants to score their own results

Note: When finished, transfer your total to the provided space on the cover of the booklet.

WORK STYLE TOTALS
(sum of numbers in each column)

A	B	C	D
---	---	---	---

PERSONAL STYLE TOTALS
(sum of numbers in each column)

A	B	C	D
---	---	---	---

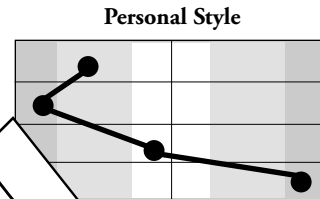
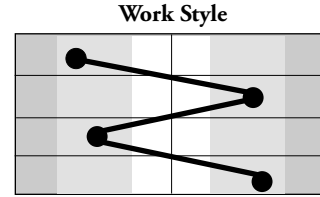
Your INSIGHT Inventory Profiles

Instructions:


After completing and scoring your INSIGHT Inventory, transfer your totals to the boxes on the left side of this page. Then, plot your Work Style totals on the upper chart and your Personal Style totals on the lower chart.

Be sure to connect your scores with a line to create easy-to-read profile shapes. See the examples to the right.

Plot your scores and connect them with lines.
Example:



Work Style Scores

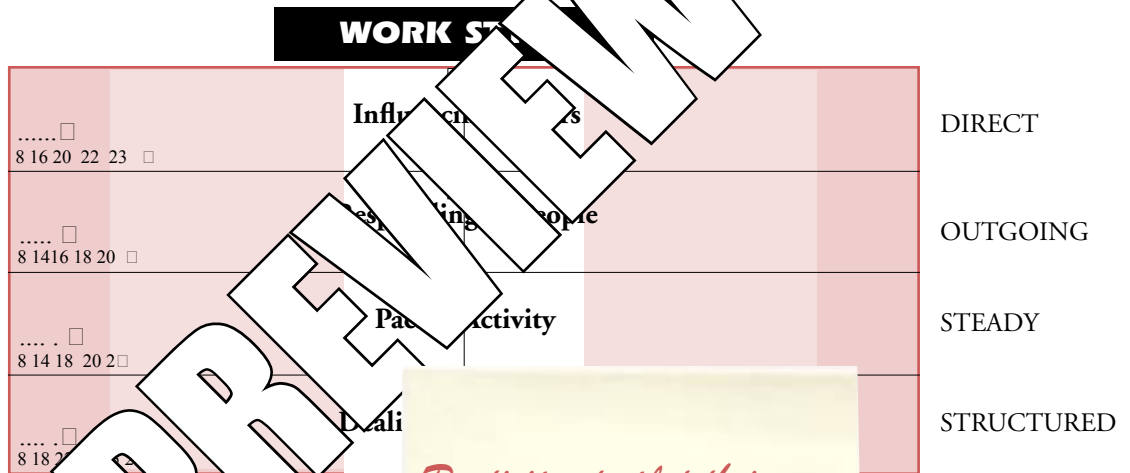


A → INDIRECT


B → RESERVED

C → URGENT

D → UNSTRUCTURED



Personal Style Scores

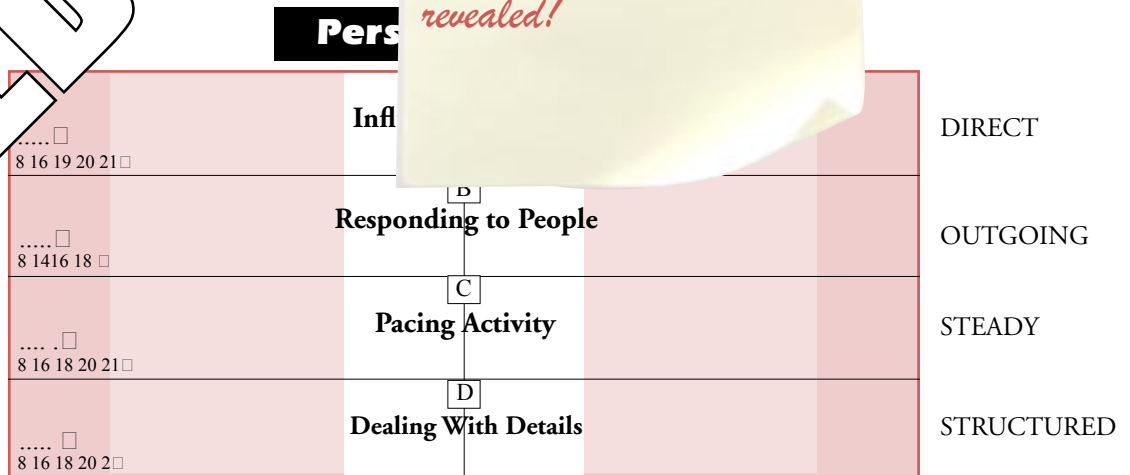


A → RESERVED

B → RESERVED

C → URGENT

D → UNSTRUCTURED

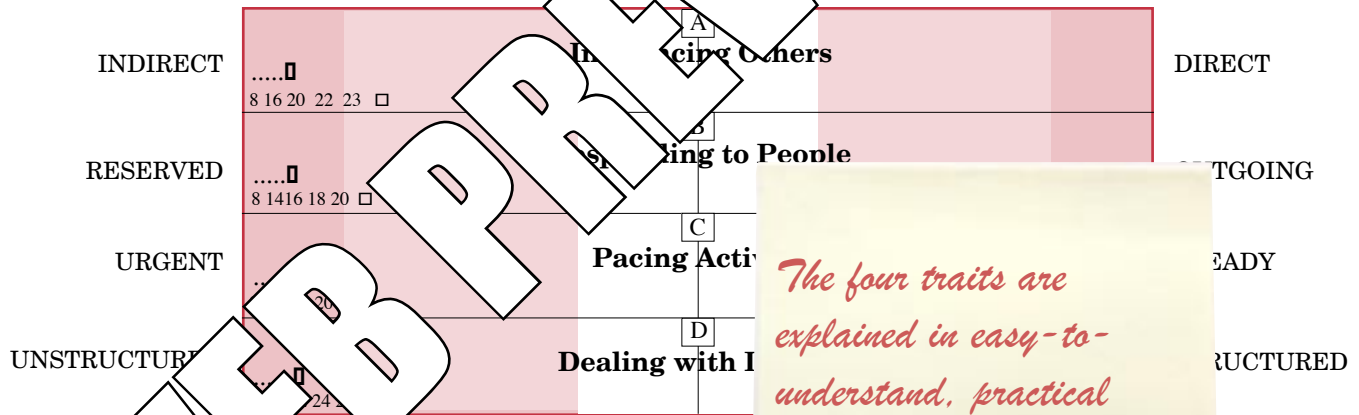


Participants plot their profiles and they are ready to learn what is revealed!

The *INSIGHT Inventory* measures four personality traits. Each trait has two opposite extremes or preferences. A score in either direction is okay—just as preferring to use either your right or left hand is fine. Your scores indicate ways of behaving you prefer to use most of the time.

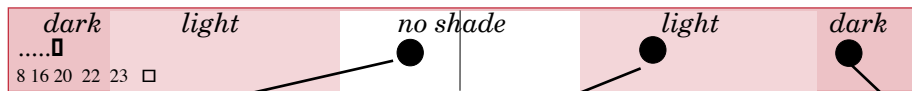
The Four Traits

- A) Influencing Others** **How you express your thoughts, present ideas, and assert yourself. The opposite preferences are INDIRECT and DIRECT.**
- B) Responding to People** **How you approach and respond to, particularly groups of people. The opposite preferences are RESERVED and OUTGOING.**
- C) Pacing Activity** **How quickly you take action and make decisions. The opposite preferences are URGENT and READY.**
- D) Dealing with Details** **How you structure, plan, and handle projects, and handle details. The opposite preferences are UNSTRUCTURED and STRUCTURED.**



The four traits are explained in easy-to-understand, practical language.

The three graphs below describe the meaning of scores between 8 and 24. Reviewing these will help you understand why some of the descriptions will fit you more closely than others.



No shade

Light shade

Dark shade

If your score falls in the middle area with no shade, some of the characteristics from both sides of the center line on that scale may describe you.

If your score falls in the light shaded area, many characteristics of that preference may describe you. A few characteristics from the preference on the other side may also fit.

If your score falls in the dark shaded area, most of the characteristics of the preference on that side will describe you.

If you've ever taken a personality assessment before and said, "But I'm not that way all the time," then you'll appreciate that the *INSIGHT Inventory* takes into consideration that your behavior may change from one environment or setting to another.

If your work style and personal style profiles are different, this means that you are probably adapting to varying responsibilities and pressures in these two settings, which cause your behavior to change.

If your work and personal profiles stay the same, it indicates that you behave consistently in these two environments. However, you may think of other settings where your behavior does change, e.g., driving through rush hour traffic!

Key Point

The reason for having two profiles is to avoid labeling and stereotyping others as always behaving a certain way. You may develop a fairly predictable style, yet may alter it in some situations that change from one setting to another.



Work Style



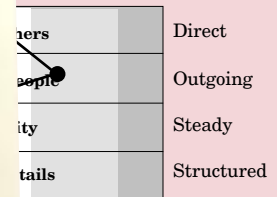
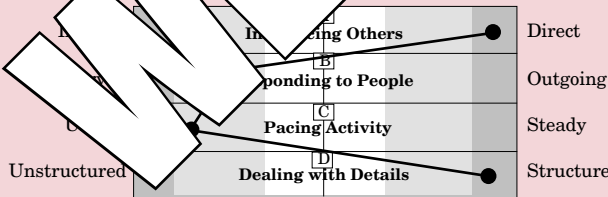
Personal Style

Example: Kim

Work Style



Personal Style



Participants learn how their selling style at work may be different from their personal style and how this relates to their true comfort zone.

Kim believes her behavior changes from work to home. On Scale A, Kim says that at work she is a new supervisor and is direct and forceful in her style of influencing others. However, at home she is reserved and forceful in her style of influencing others.

On Scale B, Kim believes she comes across rather Reserved at work, but at home around people she knows well, she feels free to loosen up and be a little more Outgoing.

On Scale C, Kim indicates she stays Urgent most of the time both at work and at home. "I'm just one of those people who is always restless and in a hurry," states Kim.

Regarding Scale D, Kim emphasizes that the nature of her technical work requires her to be very precise and Structured. Kim says she can do this well but enjoys shifting to a less organized, Unstructured style at home and is, at times, even a little messy.

Identify the primary descriptions of your style preferences.

Descriptions of the opposite preferences of each of the four traits are provided on the facing pages. The extremes of each trait are described; therefore, if you scored moderately or in the center, all the phrases may not fit you exactly. To customize the descriptions of your Work Style, check the phrases on each scale that fit you best.

INDIRECT

You influence others using strategy and diplomacy.

You:

- ___ State your position on issues carefully and diplomatically.
- ___ Influence others with a supportive and tactful approach.
- ___ Come across as approachable and unassuming.
- ___ Prefer to negotiate rather than argue or debate.
- ___ Tend to “ask” rather than “tell.”
- ___ Present new ideas modestly and understating them.

Influencing

The way you express thoughts,

When using this preference, your strengths include:

- ___ Being a mediator and facilitator by keeping your own ideas in the background.
- ___ Phrasing comments carefully so you don't offend anyone's agenda.

RESERVED

You respond to others in a quiet, reserved manner.

You:

- ___ Are most at ease interacting with others in a one-on-one setting.
- ___ Keep your emotions rather private and don't share them.
- ___ Get energized when alone and away from others.
- ___ Prefer to think problems through before talking about them.
- ___ Use few gestures and facial expressions.
- ___ Contact friends and acquaintances occasionally.

Responding

How you approach and respond

When using this preference, your strengths include:

- ___ Being a good listener and feeling comfortable with letting others talk more than you do.
- ___ Holding information confidentially and not giving it away by expressing your emotions.

URGENT

You take action and make decisions quickly.

You:

- ___ Consider important options before deciding.
- ___ Prefer to make action quickly and make decisions.
- ___ Prefer to work on projects requiring quick response.
- ___ Work with a fast-paced, urgent style.
- ___ React quickly when frustrated and angered.
- ___ Make most decisions quickly—“Opportunity knocks once.”

Pacing

The speed at which you make

When using this preference, your strengths include:

- ___ Seizing opportunities arise that require a quick decision.
- ___ Focusing quickly on what you believe are key issues and eliminating options that seem to confuse the issue or delay action.

Detailed descriptions are provided enabling participants to learn more about each trait - Note: they can check the descriptions and customize their results.

UNSTRUCTURED

You strive to have your time unstructured and plans flexible.

You:

- ___ Tend to postpone organizing and attending to details.
- ___ Use unconventional procedures to accomplish tasks.
- ___ Like plans open and somewhat unpredictable.
- ___ Proceed on projects before reading all the directions.
- ___ Take pride in doing things in new and different ways.
- ___ Get frustrated by too many guidelines and rules.

Dealing with

How you structure time,

When using this preference, your strengths include:

- ___ Discovering innovative ways to reach goals that may be outside of the traditional guidelines.
- ___ An ability to overlook considerable disorganization and get work done in situations that would bother most people.

Optional Activity:

As an additional activity, you may want to repeat this exercise and refer to your Personal Style. Place an X rather than a check beside the descriptions that fit your Personal Style.

DIRECT

Others

present ideas, and assert yourself.

You influence others using assertiveness and conviction.

You:

- State your position on issues candidly and frankly.
- Influence others with an assertive, direct approach.
- Come across as forceful and self-assured.
- Prefer to confront conflicts and openly debate differences.
- Tend to “tell” rather than “ask.”
- Present ideas with confidence, sometimes overstating them.

When using this preference, your strengths include:

- Taking charge, especially in situations that need control and clear direction.
- Getting hidden issues out on the table and handling them in a frank, straightforward way.

OUTGOING

to People

to others, particularly groups.

You respond to others in a talkative, expressive manner.

You:

- Are at ease interacting with many people.
- Share emotions openly and freely.
- Get energized by people contact and interaction.
- Prefer to talk problems out with others.
- Use lots of gestures and facial expressions when you talk.
- Contact friends and acquaintances frequently.

When using this preference, your strengths include:

- Being good at meeting and greeting others, putting them at ease, and making them feel important.
- Staying connected and up to date on personal issues that friends and business associates may be going through.

STEADY

Activity

decisions and take action.

You take a measured approach to decisions after much deliberation.

You:

- Consider options and alternatives before deciding.
- “Stick with them” and persist with projects.
- Prefer to work on projects requiring calculated responses.
- Work in an even-paced, consistent style.
- React slowly when frustrated and angered.
- Make most decisions cautiously—“Timing is everything.”

When using this preference, your strengths include:

- Working until better solutions have time to surface.
- Considering alternatives and consequences and that others are affected.

Detailed descriptions are provided enabling participants to learn more about each trait - Note: they can check the descriptions and customize their results.

STRUCTURED

Details

organize tasks, and handle details.

You strive to have your time structured and plans defined.

You:

- Tend to organize details in a timely and thorough fashion.
- Use established procedures to accomplish tasks.
- Like plans clearly set and somewhat predictable.
- Proceed on projects only after reading all the directions.
- Take pride in doing things in established, proven ways.
- Get frustrated by ambiguity and lack of specific guidelines.

When using this preference, your strengths include:

- The ability to bring order and structure to disorganized situations.
- Seeing ways to improve systems and policies that help make work flow more evenly and smoothly.

Learning to identify situations that are stressful to your style and increasing your awareness of how you tend to react will help you create strategies for coping more effectively with stress.

Stress

Situations that prevent us from using our preferred style preferences are stressful. For example, people who are Direct like being in control. When they are in situations where they have little authority or control, they experience stress.

Key point

When under stress, most people tend to overuse their strongest traits. They do more of what they are already good at; however, when this occurs, strengths can become weaknesses.

Stress reactions

Stress reactions are particularly important to be aware of during the process of “selling.” You will likely feel stressed if you are not getting anywhere and a customer seems to be resistant to your ideas or products. Avoid moving into your “stress zone” which usually has a negative effect and typically results in a loss of sales.



Be aware of your stress reactions!

Awareness Activity

The grid below lists stressful situations that are typical of each style, which ones are most descriptive of you, and the reactions that they overuse. You may use the grid to identify your hottest traits, not necessarily on all four.

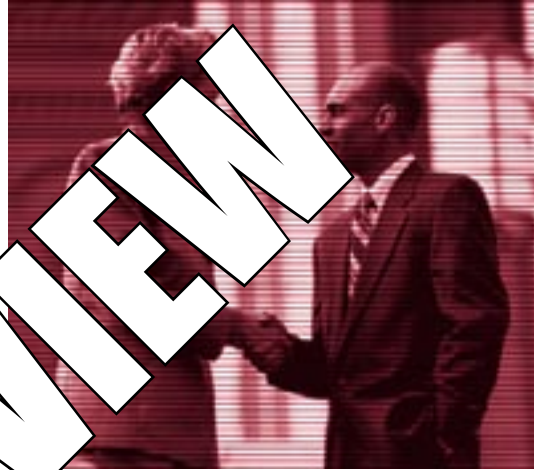
Fear of losing a sale can be stressful. Participant learn how to avoid shifting to less productive behaviors when stressed.

<p>Indirect</p> <p>Stressful situations: being confronted; drawn into arguments; having your ideas dismissed</p> <p>Reactions: May give in when overwhelmed; may avoid disagreements; may give in when pressure is applied</p>	<p>Influencing Others</p> <p>Stressful situations: not knowing what to say; not knowing how to respond</p> <p>Reaction: argumentative; may overtalk</p>
<p>Reserved</p> <p>Stressful situations: dealing with too many people; pressure to be entertaining</p> <p>Reactions: may withdraw; may become quiet and not give input when needed</p>	<p>Responding to People</p> <p>Stressful situations: lack of people contact; loss of affirmation and group support</p> <p>Reaction: may talk too much; may try too hard to gain approval and oversell</p>
<p>Urgent</p> <p>Stressful situations: lack of action; slow decision making; changes in decisions which cause delays</p> <p>Reactions: may get frustrated and impatient; may decide too quickly</p>	<p>Pacing Activity</p> <p>Stressful situations: pressure to make fast decisions; last minute deadlines; frequent interruptions</p> <p>Reaction: may find ways to postpone decisions; may delay taking action</p>
<p>Unstructured</p> <p>Stressful situations: too many policies and procedures to work around; lack of flexibility</p> <p>Reactions: may work around rules; may not attend to details and schedules that are important to others</p>	<p>Dealing with Details</p> <p>Stressful situations: ambiguity and lack of organization; poor planning; unpredictable change</p> <p>Reaction: may get even more detailed, may overwhelm others with facts and figures</p>

SECTION TWO Skill-Building Activities

This section provides a series of skill-building activities to help you apply what you've learned about your personality style to relationship-based selling and help you improve your sales effectiveness.

Each of the five skill-building activities covers a different application of the *INSIGHT Inventory* to selling. Complete as many of these activities as possible. You'll find it helpful to return to some of these activities when you are having difficulty with a particular customer or planning ahead to make a presentation to a new customer.



Building the skills you need to get the results you want!



Learning new skills requires practice, first on paper, then in person.

Skill-Building Activity #1
Identifying the strengths

Skill-Building Activity #2
Flexing your style to sell opposite styles.

Skill-Building Activity #3
Flexing your style to sell similar styles.

Skill-Building Activity #4
Selling to customers with various personalities.

This program is about developing skills - the complete second half helps participants apply their personality results to sales situations.

with

All personality styles have certain selling advantages. Any of the individual preferences can, however, be overused and cause problems. Therefore, selling becomes a balancing act.

Learn to maximize your strengths without overusing them to the point where they become weaknesses. This skill-building activity will help you develop this ability.



Skill-Building Activity

The following page provides descriptions of each style's selling strengths. Review these and check the ones that you best. If you scored in the middle on a particular area, then you'll want to read the descriptions on both sides. Focus on your strengths, but also be sure to take appropriate cautions on overuse and check the ones that may apply.

Every personality style has selling strengths!

Important Note:

Most people's Work Style profile is different from their selling style. If you completed your *INS* profile, you may find that your selling style is different from your Work Style. It could be the case that your selling style is different from your Work Style. Optional Exercise B.

Building on strengths produces better results than working on weaknesses - this section identifies personality strengths as they relate to successful selling.

Optional Exercise B: Draw your "Selling Style"

If your selling style is different from your Work Style profile, working through the skill-building activities.

... then, use this

Selling Style

INDIRECT <input type="checkbox"/> 8 16 20 22 23 <input type="checkbox"/>	A Influencing Others	DIRECT
RESERVED <input type="checkbox"/> 8 14 16 18 20 <input type="checkbox"/>	B Responding to People	OUTGOING
URGENT <input type="checkbox"/> 8 14 18 20 22 <input type="checkbox"/>	C Pacing Activity	STEADY
UNSTRUCTURED <input type="checkbox"/> 8 18 22 24 25 26 <input type="checkbox"/>	D Dealing With Details	STRUCTURED

Selling characteristics of each style.

A

Influencing Others

How you express your thoughts and assert yourself.

Indirect

Direct

When selling, you:

- Present benefits modestly and diplomatically.
- Approach customers with a supportive, indirect style.
- Come across as low pressure and nonintimidating.
- Prefer to carefully talk through client misconceptions.

If not careful, you may:

- understate benefits and not sound convincing.
- not challenge objections with clear responses.
- hesitate to ask for the close.

When selling, you:

- Present benefits confidently and convincingly.
- Approach customers with an assertive, direct style.
- Come across self-assured and convinced of product benefits.
- Openly challenge customer misconceptions.

If not careful, you may:

- push for a close before the customer is convinced.
- counter customer objections too forcefully.
- overstate benefits with testimonials.

B

Responding to Requests

How you approach and respond to requests, particularly groups.

Reserved

Outgoing

When selling, you:

- Prefer to talk with customers one on one, rather than in groups.
- Present with a rather quiet, self-contained manner.
- Get to know customers personally only over time and after several meetings.

If not careful, you may:

- not talk enough, particularly to outgoing customers.
- present with lots of gestures, expressions, and enthusiasm.
- be so quiet some customers don't hear you.

This section provides a powerful exercise in identifying strengths - be sure to spend plenty of time here!

C

Pacing Activities

How quickly you take action and respond.

Urgent

Steady

When selling, you:

- Prefer presenting benefits and encouraging the customer to act quickly.
- Follow up on sales and enjoy new customers.
- Prefer short sales rather than long, drawn-out ones.

If not careful, you may:

- present more information than a customer can absorb them.
- Get frustrated when customers delay deciding and may unconsciously display your impatience and irritation.
- Try to close too quickly before more hesitant buyers have had time to think things through at their slower pace.

When selling, you:

- Present benefits slowly and give customers time to think.
- Present alternatives before making a sale.
- Follow up on sales, follow up, and persist in making additional sales before taking on new leads.
- Prefer long-term sales requiring strategy and time.

If not careful, you may:

- Present benefits too slowly for urgent, restless customers.
- Stick with a lost cause too long before moving on.
- Not pick up on buying signals and give customers so much time they change their minds.

D

Dealing with Details

How you structure time, carry out projects, and handle details.

Unstructured

Structured

When selling, you:

- Tend to avoid going over all the details and features of the product; you'd rather present the big picture.
- Like to have your presentations open and somewhat unpredictable so you can "go with the flow."
- Bend the rules and policies if that helps make sales.

If not careful, you may:

- Appear disorganized to very Structured customers.
- Neglect details that some customers think are important.
- Not stay focused enough for some customers to follow your logic and presentation.

When selling, you:

- Are good at putting together organized presentations of all the details, features, and benefits of what you're selling.
- Like to have your presentations structured and planned in advance so you can execute them in an orderly fashion.
- Follow policies, rules, and price lists.

If not careful, you may:

- Adhere to rules and policies so closely you lose a sale over a small detail.
- Present so many details that you confuse some customers.
- Fail to alter your planned presentation when needed.

Selling with Insight means to develop an understanding and insight into your own personality style and insight into your client’s style, and then “flex” your style so that you can communicate more effectively.

What is “Flexing Your Style”?

Flexing your style means to temporarily change or modify your behavioral style so that it is somewhat similar to the style of the person you are selling to. This helps reduce tension and misunderstandings that are caused by style differences.



Respond without reacting.

The following page (p. 11) provides guidelines for flexing your style to sell more effectively to people with opposite styles.

Flip forward another page and you’ll find guidelines for flexing your style to sell more effectively to people with similar styles (p. 12). Both combinations, selling to people with opposite styles and selling to people with similar styles, present challenges.

Learning to “flex” one’s style to communicate in the manner to which the customer is most responsive

Skill-Building Activity

You may have a customer who is opposite from you on all four traits. Flexing on each trait will help you communicate more effectively. You will become aware of your own style and you will want to consciously flex your style to match those traits. For this activity...

Instruct

1st) To begin, draw the profile that is opposite of your Work Style profile.

Next, for Selling Style (refer back to page 8) is different from your Work Style, then use the profile you drew on page 8 as your reference for this activity.

Reserved	Responding to People	Direct
Urgent	Pacing Activity	Outgoing
Unstructured	Dealing with Details	Steady
		Structured

2nd) Locate the guidelines on the next page that describe the matches between each of your four trait preferences and your customer’s opposite preferences.

For example, if you’re Indirect on Scale A and your client is Direct, then the guideline box for you to read would be titled, “For an Indirect to sell better to a Direct.”

3rd) Check the guidelines on each trait that you believe would be particularly helpful for you to follow to sell to this customer.

Influencing Others

For an **INDIRECT** to sell better to a **DIRECT**

- Be more assertive and forceful when presenting benefits—Directs want to see that you believe in your product.
- Stand your ground and be prepared to debate your product's benefits—Directs like to challenge features, make deals, and be convinced.
- Establish control of your sales presentation but let them have control over the buying decision—Directs respect your control but want to show you theirs.

For a **DIRECT** to sell better to an **INDIRECT**

- Avoid coming on too forcefully. Indirects may perceive this as sales pressure and find a way to end the discussion.
- Suggest benefits and recommend action to take; don't tell or command. Indirects like subtle diplomacy.
- Don't negate or put down an Indirect customer's concerns. Validate them and then present alternatives.
- Avoid coming across too self-assured and overly convicted. Indirects may read this as arrogance.

Responding to Pauses

For a **RESERVED** to sell better to an **OUTGOING**

- Be more animated and enthusiastic than you normally might be. Outgoing customers like energy and excitement.
- Spend time initially getting to know Outgoing customers personally. Open up and share more about your company.
- Use more eye contact, smiling, and gestures. Outgoing customers trust openness and need signals.
- Express your ideas; don't be too quiet. Silence is interpreted as disinterest by Outgoing customers.

For a **OUTGOING** to sell better to a **RESERVED**

- Draw a customer out and encourage Reserved customers to talk. Don't make their quiet style personally; stay engaged.
- Draw them out using open-ended questions. If you ask a "yes" or "no" question, you'll get a one-word answer.
- Avoid talking too much, especially when there is silence. Usually, if you allow some time, a Reserved will talk more.
- Don't rush. Rushing a Reserved customer can be interpreted as a relationship is superficial.

Participants can check which flexing guidelines they need to practice and help each other with personal feedback - this section is a wake up call to effectiveness.

Pacing Activity

For an **URGENT** to sell better to a **STEADY**

- Be patient; don't pressure customers to make quick buying decisions. Steady customers value plenty of time.
- Go back over the key benefits; Steady customers like to think things over and consider all options.
- Remember that a "no" doesn't mean "no" forever. Steady customers buy things over and shop around and often come back to the door open and stay patient.
- Steady customers don't like pressure but do like assistance in decision making. Be easygoing and help them decide.

For a **STEADY** to sell better to an **URGENT**

- Speed up your presentation.
- Urgent customers want to buy now and are ready to buy now.
- Be ready to buy now. Urgent customers are ready to buy now and bore you.
- Present your benefits quickly and successfully through your closing.
- Provide incentives for quick decisions and Urgents will often decide then and there.

Dealing with Details

For an **UNSTRUCTURED** to sell better to a **STRUCTURED**

- Be on time and be as organized as possible for sales presentations; Structured customers value this immensely.
- Get your facts and details together before trying to persuade Structured customers; make notes if necessary.
- Don't get discouraged if the details of your ideas or products get criticized by Structured buyers—they may only want some small changes or just be brainstorming.
- Don't let followup details fall between the cracks.

For a **STRUCTURED** to sell better to an **UNSTRUCTURED**

- Stick to the big picture and don't bring up too many details; Unstructured customers often aren't interested.
- Stay open to devising different combinations of products and allow some flexibility in pricing. Unstructured buyers often think up their own unusual deals.
- Don't try to enforce too many buying rules and restrictions; Unstructured buyers see this as not being customer focused and may get frustrated.

If you've ever tried to sell an idea or product to someone with the same style, you may have noticed:

- From the start you got along great; you seemed to think and behave almost identically.
- The other person communicated in a manner that felt comfortable to you and you were both at ease.
- You felt you were able to establish a good relationship almost from the beginning.



Similar styles initially get along great!

However, after time you may have found that your similarities began getting in the way of closing a sale. To avoid this, you will need to occasionally flex—just slightly—in the opposite direction.

This slight amount of flexing to offset too much similarity is less difficult to deal with a client who has the opposite style. However, it is often more difficult to notice when you begin to cause you to be less effective and then deciding when you should flex. The task is often more difficult!

Skill-Building Activity

Flexing to sell to someone with the same Style.

You may have a customer who is similar to you on all or most traits. In this case, you may need to do some flexing. Typically you will become aware of similarities on one or two traits and you'll want to consciously flex your style just on those traits.

For the purpose of this activity, assume you are selling to a customer who has the same style as you.

Instructions:

1st) On the chart to the right, review the customer's profile that is the same as your own style profile.

Note: If your Selling Style is the same as your Work Style (as noted in your profile as noted in your profile), you will not need to flex your style.

- Indirect
- Reserved
- Urgent
- Unstructured

Participants also learn to flex their style to communicate with customers who are "similar" to them.

2nd) Look at the chart, the guidelines for each trait that describe the match between your preferences and the customer's same preference.

For example, if you're Indirect on Scale A, your customer would also be Indirect so you would read the box with guidelines titled, "For an Indirect to sell to another Indirect."

3rd) Check the guidelines on each trait that you believe would be particularly helpful for you to follow when selling to this customer.

Influencing Others

For an **INDIRECT** to sell to another **INDIRECT**

- Your shared tactfulness will help you form a non-threatening relationship, but be ready to give convincing answers and close the sale when the opportunity arises.
- Avoid sacrificing the sale for the sake of a nonthreatening sales presentation or being too “nice.”
- Try to dig out any resistance the buyer has. You both tend to avoid conflict and buying objections may not get addressed unless you bring them up.

For a **DIRECT** to sell to another **DIRECT**

- You’re both candid and forceful. This will help you get right to the point. Use this to get off to a strong start.
- Control of the conversation may be an issue; you both like to be in charge. Be sure to let the customer feel in control but maintain your confident sales presentation.
- Avoid getting into heated debates. Both of you like to win arguments. Keep the focus on win-win benefits. Don’t win a war and end up losing the war.

Responding to

For a **RESERVED** to sell to another **RESERVED**

- You may both keep many thoughts to yourselves. Be sure to draw out your customer’s needs and concerns by asking questions and probing.
- Take the initiative in speaking first, introducing your product, and initiating other greetings; don’t wait for the customer to do so.
- Although you’re both comfortable with silence, don’t let too much time go by without talking; keep the conversation moving.

For an **OUTGOING** to sell to another **OUTGOING**

- You’ll have no trouble getting to know each other. Be sure to quickly move the conversation to the sales topic.
- Because you both like to talk, remind yourself to sit back and listen more and talk less. Let your customers talk themselves into the sale. Do that by listening!
- Avoid being the focus of attention; keep the focus on your customers and their emotions and issues!

Pacing Activity

For an **URGENT** to sell to another **URGENT**

- You both like to get things done and make fast decisions. Don’t slow down enough to make sure your customer is happy with your product.
- Your customers are fast, but they also may make decisions quickly on your ideas or products and dismiss them. Be ready to present added benefits fast to reengage customers.
- Keep your sales pitch short and to the point. You both like fast transactions!

For a **SLOW** to sell to another **SLOW**

- You both like to take your time. However, don’t be too slow; your customer may get impatient.
- Provide your customer with the information they need to make a decision. Don’t rush them.
- Give your customer the support they need. This is important to avoid any delay.

Flexing guidelines always have a space before them to give participants the opportunity to check which ones they feel they need to practice more often.

Dealing with Details

For an **UNSTRUCTURED** to sell to another **UNSTRUCTURED**

- Although you both value time, you’re both equally likely to be late to meetings. Be sure you are the one on time!
- Plan to be the one to organize and structure the meeting; your clients probably won’t do this so they’ll appreciate it when you take this role.
- Find ways to get your Unstructured clients to look at important details. Don’t neglect these just because neither of you likes this aspect of the sales process.

For a **STRUCTURED** to sell to another **STRUCTURED**

- Because you both like details and structure, don’t get bogged down in them to the point your product or idea gets confusing.
- Restate the big picture once in a while to keep your structured customers from getting lost in the details.
- Your structured customers probably have rules they follow when buying. You have policies to follow when making deals. Encourage flexibility and compromise.

Your customers may have an unlimited variety of personality profiles. Some of these customers will be easy for you to communicate with and sell to. But, other customers—because of their personality styles—will be a definite challenge.

Selling with Insight means that you develop the versatility to flex your style in ways that allow you to communicate well with all customer personality styles.

In this activity, you'll be introduced to three customers with different profiles. You'll be asked to think through how you might flex your style to be as effective as possible in selling to these customers.

As you complete this activity, refer to the recommendations on pages 11 and 13 for flexing your style to sell to people with different profiles.

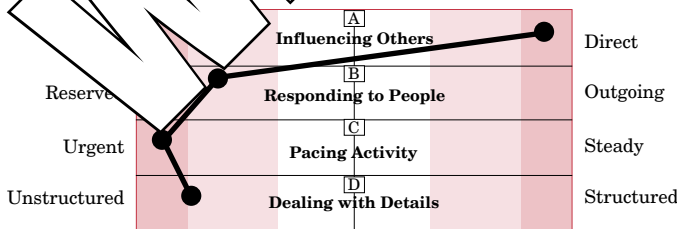


Every customer prefers a different sales approach.

Instructions: Read the following three personality patterns. Then, fill in the blanks according to how you would flex to sell more effectively to these customers.

CLARK

Meet Clark. He is direct, reserved, urgent, and unstructured.



Flexing your style to sell to Clark.

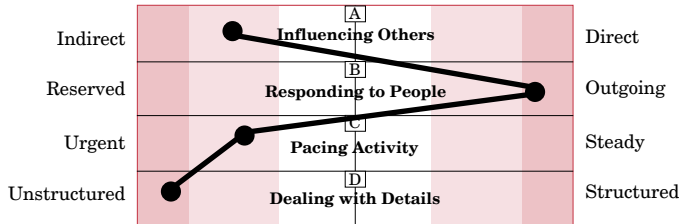
Describe how you would flex your style on one or more of your traits to sell effectively to Clark.

This section presents the profiles of three different potential customers - participants learn how to flex to best communicate with each one.

Clark prefers a direct, straightforward sales presentation. He wants to stay in control and will openly challenge sales points. He doesn't want to engage in much small talk and would rather get right to business. Clark is reserved; therefore, he will be somewhat difficult to read and it will be hard to get him to share much personal information. He is Urgent and will want to make a quick buying decision. He is Unstructured in dealing with details so he will probably not want to hear all the supporting facts. He will want the big picture rather than the details.

KELLY

Meet Kelly. She is Indirect, Outgoing, Urgent, and Unstructured.



Kelly is indirect and sometimes doesn't make her buying issues very clear. She is very "people oriented" and outgoing and prefers to get to know a new salesperson before getting into the presentation. Kelly makes decisions quickly because she has an urgent pace. Therefore, a small talk helps break the ice with Kelly but, since she is always in a hurry, this should be kept to a few friendly comments. Kelly is also unstructured in detail, so she probably not want to hear the supporting facts. She calls herself a "big picture person."

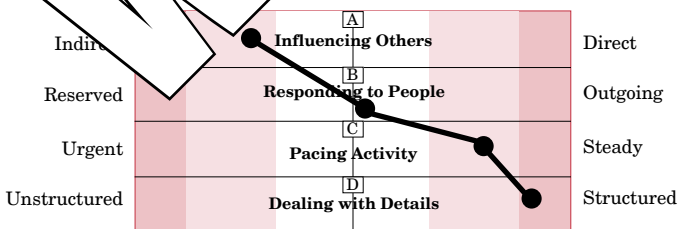
Flexing your style to sell to Kelly.

Describe how you would flex your style on one or more of your traits to sell effectively to Kelly.

Trainers can use a variety of discussion exercises and interactive activities to work through these examples. They're a great way to involve participants.

ANN

Meet Ann. She is Reserved, Urgent, and Unstructured.



Ann is quite diplomatic and tactful when communicating with others. Although Ann is a little quiet at times, she can also be quite talkative on other days, a pleasant mix. Making decisions never comes easily to Ann. Thinking things over, pondering alternatives, and taking time are Ann's trademarks. Ann is also known for being somewhat of a perfectionist and reviewing every detail. If something isn't right or data appears omitted, Ann will spot it and probably question it.

Flexing

Describe how you would flex your style on one or more of your traits to sell effectively to Ann.

To quickly summarize the key points of this program and create action plans for making constructive changes, write your responses to the four questions below.

Summary



A

How would you describe your selling strengths based on your *INSIGHT Inventory* results? (refer to pages 8 & 9)

B

How do you tend to behave when under stress and what do you do to moderate this, particularly when selling? (refer to page 6)

Use this section to help participants to reflect on what they've learned and summarize action step they plan to take.

Action Plan



1

What actions do you plan to take to be more effective the next time you sell to someone with a similar style? (refer to pages 10 & 11)

2

What actions do you plan to take to be more effective the next time you sell to someone with a similar style? (refer to pages 12 & 13)

WEB PREVIEW