

How Your Personality Impacts the Sale



OR...

*Adjusting Your
Style May Save
the Sale*



Brian Jeffrey

Whenever you start a sale, there are two personalities involved, yours and the prospect's. When these personalities clash, you've got rough waters ahead. There is something you can do about it. Learn about the four basic selling styles and how to sell to the four different buyer styles.

Enjoy the read.

A handwritten signature in black ink that reads "Brian J". The signature is fluid and cursive, with a large initial "B" and a stylized "J".

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by Brian Jeffrey

INTRODUCTION

Selling is not just a people business; it's a people-to-people business. If businesses could sell their products and services without the expense of having to pay salespeople, they would do it in a heartbeat. Why have all that expense if you don't need it? Businesses would be delighted to just run advertisements, have informational web sites, or simply send out brochures, catalogues, or data sheets, and have customers buy, buy, buy.

This can be done and those companies who sell only through catalogues (Sears, Land's End) or specialized web sites (eBay, Amazon.com, Dell) have proven that this method of selling can be successful if properly executed.

For most businesses, however, selling is still a people-to-people business. We need to have at least two people involved – the buyer and the seller. Whenever you have two or more people together in a group, an interesting set of dynamics can and does occur.

For example, have you ever met someone whom you liked instantly? You hit it off with the person the moment you met? That's great when it happens, especially when the other person is a prospect.

How about those times when you didn't hit it off with the other person. You just couldn't seem to get it together. Not so good, especially when the other person is a prospect or customer.

We've all met salespeople whom we wouldn't buy from if they were

the last salesperson on earth. Ever wonder why this happens? You're going to find out why this occurs and how to avoid this potentially fatal selling problem.

The Golden Rule

We all know the Golden Rule:

Do unto others as you would have them do unto you.

This saying is embedded within several religions and, while it is a grand philosophy, it rarely works in the real world. Why? Because not everyone wants done unto them what you might want done unto you!

In fact, the Golden Rule doesn't always apply in the world of professional selling either. If you exercise the Golden Rule, you stand a good chance of annoying a large number of your prospects! Why? Because it's the Platinum Rule, not the Golden Rule, that applies in the real world of personal interactions.

The Platinum Rule

A gentleman by the name of Tony Alessandra recognized this phenomenon and developed a new rule that he wrote about in his book *The Platinum Rule*. This little known rule for improved interpersonal relationships is:

Do unto others as they want done unto them.

The Silver Rule of Selling

Always able to recognize a good idea when I see one, I have extrapolated the Platinum Rule of Interpersonal Relationships into the Silver Rule of Selling:

Sell unto others as they want to be sold unto.

Importance of Selling Styles

It's no secret that people buy from people. In fact, people buy from people they know, people they like, and people they trust. That's why it's important for you to have an understanding of the personality of the person you're selling to and why you need to be able to flex your own personality style when necessary and appropriate.

Selling requires the sales professional to sell to many different individuals. In addition to their own agendas, these people bring their particular personality styles to the transaction. An understanding of how their personalities, and yours, can impact the sale is important.

The first step in being able to flex your personality is to understand your own personality and selling style a bit better.



People buy from people they know,
people they like, and people they trust.

Once you know your own selling style and the style's inherent strengths and weaknesses, you will be in a better position to capitalize on the strengths and minimize or work around the possible weaknesses.

Have you ever wondered why you might get along so well with some people and not so well with others? Some of that has to do with each person's personality. In fact, I'm going to show you that, by just being yourself, you can potentially annoy 15 to 35 percent of your customers. This is a frightening thought when you realize that people aren't inclined to buy from people who annoy them.

If you come across someone whom you instantly take a liking too, chances are they're the same, or complimentary, personality as you. We've all heard of people who have had a "personality clash" with someone. This occurs when two people have opposite personalities.

What's Your Personality?

You can determine your selling style by completing the *What's Your Selling Style* instrument found in Appendix A on page 32.

I am going to be using the information to show how your selling style impacts the selling process.

THE FOUR BASIC SELLING STYLES

There are four primary selling styles and not every style is appropriate for every situation. Most of us will be a combination of two or more styles but one will be predominant (Fig. 1).

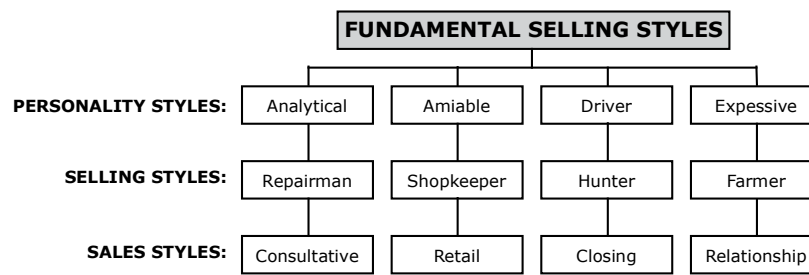


Figure 1. The Four Fundamental Selling Styles

Selling Style: Repairman

Sales Type: Consultative

Personality Style: Analytical

Social Style: Thinker

The Repairman can be very successful in the proper selling environment. The Repairman is at his or her best when solving a customer's problem and will usually take a consultative approach to selling. They often come to sales after being an engineer, accountant, computer analyst, or other technical professional. They are most comfortable when dealing with people with similar business backgrounds and technical expertise; i.e. an accountant will be more comfortable dealing with another accountant, an engineer with an engineer, IT



specialist with an IT specialist, etc. This gives them an opportunity to display their superior technical abilities and “repair” the other person’s problem.

As long as the Repairman is talking to another like-discipline (technical) person, everything will be okay and a sale may result. But put the Repairman in front of a non-technical decision-maker and problems quickly arise. The two people will end up speaking different languages, often resulting in the non-technical person saying, “No sale.”

These people are ideal for technical and consultative selling and prefer a soft-sell approach to their customers and prospects. In some cases, their approach may be too soft as they often feel they shouldn’t have to sell their products. They usually see no real reason for socializing with their customers because they feel that what they’re selling should be bought on its merit alone and not because someone likes you.

When it comes to sales techniques, the Repairman methodically focuses on each detail necessary to complete the sale with the intent of proving that his solution is superior to all others under consideration. While this approach can be effective in a technical sales situation, the focus on perfection can reduce the number of resulting sales presentations and sales. As a rule, the Repairman isn’t comfortable selling without knowing everything about his product or not having every piece of literature and supporting information close at hand. They want to make the “perfect presentation.”

On the down side, Repairmen can be picky, somewhat serious, and overly detail oriented. When selling, they can get bogged down in detail and will often tell the customer much more about what they’re selling than the customer wants to know.

The Repairman who learns to farm or hunt can be very successful in sales.

If you are an Analytical personality, here are some things you should be aware of and some things you can do to easily adjust your personality style:

- Smile; be more outgoing; speak more.
- Share ideas and information with others.

- Look for the positive in ideas.
- Avoid giving too much detail.
- Display sincere interest in others.

Selling Style: Shopkeeper

Sales Type: Retail

Personality Style: Amiable

Social Style: Relater

Pure Shopkeepers can be very successful in sales in the proper selling environment if they learn to adapt and adjust their selling style to better match the buying style of their prospects. They have a pleasant personality and delight in helping people. Shopkeepers are not inclined to uncover the prospect's needs but, if the prospect knows what he wants, the Shopkeeper can find it for him. These people like to be of service and helping others is their strong suit. They're more comfortable doing inside sales and can often be found in retail, catalogue sales, or inbound telemarketing.



Prospects would describe these people as being warm, friendly, and service-oriented. They are considered to be introverts and are very sensitive, sometimes overly so, to what the customer says or does and their feelings can be easily hurt. Shopkeepers feel they must be liked and respected by their prospects and may come across as being overly friendly.

Shopkeepers are best suited for inside sales. They prefer to respond to others rather than to initiate first contact, which makes cold calling very difficult for them.

When it comes to sales techniques, the Shopkeeper does not like to be perceived as being pushy or aggressive and would prefer to make friends with customers than jeopardize the relationship by assertively closing the sale. As a rule, Shopkeepers don't make a sale; they wait for the customer to buy.

These people are excellent at building relationships with others. They are at their best in a team selling or customer service role. They

will bend over backwards to help others but may give away too much if they're not careful. They like to be liked and are very careful to not offend others.

On the down side, because Shopkeepers have a more passive approach to selling and want to establish a relationship with the prospect before attempting to sell, some sales never get started. This is because the Shopkeeper doesn't want to appear pushy.

Shopkeepers who learn to farm can be very successful in sales.

If you are an Amiable personality, here are some things you should be aware of and some things you can do to easily adjust your personality style:

- Speed up your pace of speaking.
- Let people know what you want.
- Don't become overly friendly.
- Talk less.
- Get involved, take control.

Selling Style: Hunter

Sales Type: Closing

Personality Style: Driver

Social Style: Director

Hunters are very successful in cold call selling, one-call sales, and new account selling. They thrive on seeking out new opportunities, opening new doors, and looking for the next opportunity.

Their eyes and minds are always on the horizon looking for the next kill. As a result, even in good times, they'll miss opportunities lying at their feet. They often leave a trail of half-alive opportunities in their wake. Having said all that, they're good people to have when the sales funnel is empty.

Hunters are likely to be self-assured, aggressive, highly focused, driven, and are usually considered as being "heavy-hitters" and sales



leaders. They can often become so focused on their own needs or agenda that they become oblivious to their prospect's needs.

When times are tight and sales opportunities are at a low, the Hunter will forge into new sales territories and find new opportunities. Unfortunately, many of these opportunities may be of questionable quality because their thrust is quantity, not quality. In poor times, Hunters need the freedom to hunt indiscriminately and to bring in anything they can find.

Hunters need to work with their sales managers to jointly determine which opportunities should be pursued and which should be given a decent burial. Like most salespeople, Hunters loathe paperwork, don't keep detailed records, and generally come across as being poorly organized. In actual fact, they're usually on top of their opportunities but their sales managers and others are left in the dark.

In good times, Hunters need to learn how to harness their drive and energy so they farm their accounts and opportunities rather than always seeking out new prey.

When it comes to sales techniques, the Hunter isn't particularly creative and prefers a planned, proven, and very direct approach to getting the business. They are decisive, bold, and blunt in their efforts to close a sale.

On the down side, Hunters can be assertive to the point of aggressiveness and can come across as being pushy.

The Hunter who learns to farm can be very successful in sales.

If you are a Driver personality, here are some things you should be aware of and some things you can do to easily adjust your personality style:

- Slow down with people who speak slowly.
- Make an effort to listen to other's ideas.
- Be careful not to dominate (being pushy).
- Allow others to have some control.
- Show more patience.

Selling Style: Farmer

Sales Type: Relationship

Personality Style: Expressive

Social Style: Socializer

Pure Farmers can be very successful in sales if they learn to adapt and adjust their selling style to better match the buying style of their prospect. They are good at technical, team, relationship and consultative selling. They're the master of the smooth/soft sell and are not afraid to ask for the business. They are outgoing, enthusiastic people who like to dream and get others caught up in the dream.



Farmers often go out of their way to help customers because they believe in the value of maintaining an ongoing relationship with the customer. They sell intuitively with an emphasis on social interaction and a focus on having a good time.

Farmers thrive on nurturing and maintaining accounts or opportunities. Once given a sales lead, these people spring into action, make contacts, burrow their way into the account, and work it. These people are at their best when times are good and the sales ground is fertile.

When times are tough and these people don't have a real opportunity to work on, they tend to stand around, complaining about the sales drought and wishing for better sales weather.

Unlike the Hunter, Farmers are not galvanized into action by a sales slump. They are more inclined to hunker down and tough it out rather than go out and make something happen. Getting these people out of their barns is a challenge. They'd rather write letters, service marginal accounts, and make plans than start something new.

When it comes to sales techniques, Farmers take a very creative approach to speaking, writing, etc, in their attempts to persuade the customer to buy. They make creative, dynamic presentations.

On the down side, Farmers can be excitable, impatient, manipulative, superficial, and need to take care to listen to what their prospects really want before they start selling.

The Farmer who learns to hunt can be even more successful in sales.

If you are an Expressive personality, here are some things you should be aware of and some things you can do to easily adjust your personality style:

- Be careful not to talk too much; listen more.
- Adjust your pace to the other person's.
- Be less social.
- Look before you leap; check details.
- Practise your concentration; stay focused.

No Best Style

There is no best style for every type of selling situation. Like many things, selling is situational and it is wise to make a good match between the situation and the selling style (Fig. 2)

For example, the Repairman (the Analytical personality) will excel in selling technical products and services where there is a lot of detail to be taken into consideration. He is at his best when dealing with prospects who have a like personality.

If the soft sell is important, you will want to have a Shopkeeper (the Amiable personality) do that for you.

The Hunter (the Driver personality) will excel in those situations where you want someone to make cold calls and find new opportunities.

If you're looking for someone to dig down into an account and get all the business that is available, get a Farmer (the Expressive personality).

While there may be no one best style, an excellent combination of styles is a Farmer who has learned to hunt or a Hunter who is able to farm. In general, these combinations of selling styles will usually be your best choices for a well-rounded sales professional.

Selling Style	REPAIRMAN	SHOPKEEPER	HUNTER	FARMER
Approach to Selling	Expert and competent	Responsive and service-oriented	Theatrical and confident	Dependable and loyal to customer
Primary Skills	<ul style="list-style-type: none"> • Demonstrate technical competency • Professional credibility • Systemized and organized • Answer objections 	<ul style="list-style-type: none"> • Congeniality • Demonstrate product knowledge • Energy and stamina 	<ul style="list-style-type: none"> • Build emotion, enthusiasm • Give "permission" to buy • Create urgency 	<ul style="list-style-type: none"> • Demonstrate product knowledge and customer knowledge • Customer advocacy • Time and territory management
Personality Strengths	<ul style="list-style-type: none"> • Handle confrontation and negotiate • Handle personal rejection 	<ul style="list-style-type: none"> • Handle boredom • Handle "social fatigue" 	<ul style="list-style-type: none"> • Handle high failure rate • Handle personal rejection 	<ul style="list-style-type: none"> • Patience • Persistence
Sales Type	Consultative	Retail	Closing	Relationship
Personality Style	Analytical	Amiable	Driver	Expressive
Social Style	Thinker	Relater	Director	Socializer

Figure 2. Fundamental Selling Styles Summary

IMPACT OF PERSONALITY

Your personality has an impact on how you sell. It also has an impact on others. In fact, your personality can have either a positive or negative impact on others. We'll look at the impact on ourselves first and then see how our personality impacts others.

Impact on How You Sell

Each of the four personality styles has its own set of behaviours that, depending upon the situation, may be considered as being positive

or negative, strengths or weaknesses. For example, if you're the type of personality that dislikes interpersonal conflicts, you may go out of your way to get along with others (a positive), but you may be hesitant to ask for the business because you don't want to appear too pushy (a negative).

Very few people are pure Amiable, pure Driver, pure Analytical, or pure Expressive. We're made up of a combination of the four primary personalities (Fig 3).

The key is to understand your strengths and potential weaknesses so you can capitalize on your assets and minimize your liabilities.

Impact on Others

People buy from people they like, and they like people who are most like themselves.

Think of one of your best friends. You probably have several things in common. You may like to do the same things, enjoy the same sports, listen to the same music, have similar interests, etc. One of the reasons you like the person is because he or she is like you!

Of course, the opposite is also true. Sometimes we don't like people because they seem different from us.



People like people who are most like themselves.

As we mentioned earlier, you can minimize or avoid personality clashes by developing your ability to adjust or flex the way you sell to better match the way your prospect buys. So then, just what are some of the things we do that have a negative impact on people with different personalities and what are some of the things we can do to have a positive impact of others.

Somewhere on the following pages, you'll find a section on your primary personality style along with those things that annoy others and what you can do to avoid that happening.

<p style="text-align: center;">AMIABLE (Shopkeeper/Retail/Relater)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Slow at taking action and making decisions <input type="checkbox"/> Likes close, personal relationships <input type="checkbox"/> Dislikes interpersonal conflict <input type="checkbox"/> Supports and "actively" listens to others <input type="checkbox"/> Weak at goal-setting and self-direction <input type="checkbox"/> Excellent ability to gain support from others <input type="checkbox"/> Works slowly and cohesively with others <input type="checkbox"/> Seeks security and belongingness <input type="checkbox"/> Good counselling skills <p style="text-align: center;">_____ out of 9</p>	<p style="text-align: center;">EXPRESSIVE (Farmer/Relationship/Socializer)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Spontaneous actions and decisions <input type="checkbox"/> Likes involvement <input type="checkbox"/> Dislikes being alone <input type="checkbox"/> Exaggerates and generalizes <input type="checkbox"/> Tends to dream and gets others caught up in the dreams <input type="checkbox"/> Jumps from one activity to another <input type="checkbox"/> Works quickly and excitedly with others <input type="checkbox"/> Seeks esteem and belongingness <input type="checkbox"/> Good persuasive skills <p style="text-align: center;">_____ out of 9</p>
<p style="text-align: center;">ANALYTICAL (Repairman/Consultative/Thinker)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Cautious actions and decisions <input type="checkbox"/> Likes organization and structure <input type="checkbox"/> Dislikes involvement <input type="checkbox"/> Asks many questions about specific details <input type="checkbox"/> Prefers objective, task-oriented, intellectual work environment <input type="checkbox"/> Wants to be right — overrelies on data collection <input type="checkbox"/> Works slowly and precisely alone <input type="checkbox"/> Seeks security and self-actualization <input type="checkbox"/> Good problem-solving skills <p style="text-align: center;">_____ out of 9</p>	<p style="text-align: center;">DRIVER (Hunter/Closing/Director)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Decisive actions and decisions <input type="checkbox"/> Likes control <input type="checkbox"/> Dislikes inaction <input type="checkbox"/> Prefers maximum freedom to manage himself and others <input type="checkbox"/> Cool, independent and competitive with others <input type="checkbox"/> Low tolerance for feelings, attitudes, and advice of others <input type="checkbox"/> Works quickly and impressively alone <input type="checkbox"/> Seeks esteem and self-actualization <input type="checkbox"/> Good administrative skills <p style="text-align: center;">_____ out of 9</p>

Figure 3. The Four Primary Personalities. As you read through the list, check off the various behaviours that you feel apply to you. You'll probably find that you are a blend of two, three, or perhaps even four personalities. The personality style with the most checkmarks in it is most likely to be your primary one.

In the following sections, I show how each personality style can have a negative and positive impact on the other three personalities. This is because, for the most part, when two people having the same personality style get together, things go well. The exception is the Driver. When two Drivers get together, the room has to be big enough for both egos or tensions will rise. This is particularly critical when one person is a salesperson and the other a prospect.

Primary Personality Style: Amiable

Negative Impact

Here are some of the ways the Amiable personality style can have a *negative* impact on people with differing personalities:

- Drivers:
 - talk too slowly
 - don't get down to business fast enough
 - too social
- Expressives:
 - talk too slowly
- Analytics:
 - too social
 - don't provide enough detail or information

Positive Impact

Here are some of the things an Amiable can do to have a *positive* impact on people with differing personalities:

- Drivers:
 - get to the point quickly
 - speak a bit faster than normal
 - don't socialize
 - express interest in them and their work
- Expressives:
 - speak more quickly
 - make firm statements (not tentative)
- Analytics:
 - provide detailed information
 - be less social
 - express an interest in their work

Primary Personality Style: Expressive

Negative Impact

Here are some of the ways the Expressive personality style can have a *negative* impact on people with differing personalities:

- Drivers:
 - too social and friendly
 - too talkative
 - overly expressive (body language)
 - not punctual enough
- Analyticals:
 - not detailed enough
 - talk too quickly
 - too vague
 - appear superficial, impatient
- Amiables:
 - pushy
 - overbearing
 - loud
 - talk too fast

Positive Impact

Here are some of the things an Expressive can do to have a *positive* impact on people with differing personalities:

- Drivers:
 - get to the point
 - avoid idle chit chat
 - ask for a decision
 - be more direct
- Analyticals:
 - ask more questions
 - provide detail and information
 - use evidence
 - slow down your presentation
 - be careful to make logical recommendations
- Amiables:
 - slow down rate of speech
 - express interest in them as a person
 - use a soft-sell approach
 - don't sell too soon

Primary Personality Style: Analytical

Negative Impact

Here are some of the ways the Analytical personality style can have a *negative* impact on people with differing personalities:

- Drivers:
 - provide too much detail
 - talk too slow
 - ask too many questions
 - appear unsure of themselves
- Expressives:
 - provide excessive detail
 - talk too slowly
 - not social enough
 - dry
- Amiables:
 - get down to business too quickly
 - not social enough

Positive Impact

Here are some of the things an Analytical can do to have a *positive* impact on people with differing personalities:

- Drivers:
 - get to the point
 - summarize information
 - ask for a decision
- Expressives:
 - provide an overview of detail
 - express an interest in them
- Amiables:
 - be less business-like
 - build a personal rapport before selling
 - be prepared to listen (socialize)

Primary Personality Style: Driver

Negative Impact

Here are some of the ways the Driver personality style can have a *negative* impact on people with differing personalities:

- Drivers: • generally OK, but make sure the room is big enough for both egos!
- Expressives: • non-social
 - pushy
 - too direct
 - impatient
 - uncaring
- Analyticals: • impatient
 - talk too fast
 - not detailed enough
 - pushy
- Amiables: • overbearing
 - pushy
 - impatient
 - talk too fast
 - slick

Positive Impact

Here are some of the things a Driver can do to have a *positive* impact on people with differing personalities:

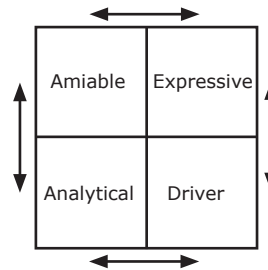
- Drivers: • generally OK, but let the prospect feel he has control.
- Expressives: • listen more
 - ask about the other person
 - develop a sincere interest in others
 - be patient
- Analyticals: • slow down your presentation and speech rate
 - provide more detail and support information
- Amiables: • express an interest in them as a person (socialize)
 - be patient
 - build a personal rapport before selling

Getting Along With Others

We mentioned earlier about the same, complementary and clashing personalities. We all know what is meant by being the “same” personality as another person, but exactly what do we mean by complementary and clashing?

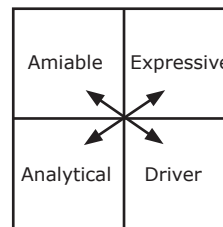
Complementary personalities are those that will usually get along with each other. Here is a list of complementary personalities:

- Expressive and Amiable
- Expressive and Driver
- Amiable and Analytical
- Analytical and Driver



People with opposite personalities can, and often do, clash. Opposite personalities are:

- Driver and Amiable
- Analytical and Expressive



Whenever your own personality type is diagonally opposite to another personality (Driver/ Amiable and Expressive/ Analytical), you stand a good chance of annoying the other person just because you are who you are.

For example, an Expressive salesperson will upset an Analytical buyer (35% of the population) by his apparent hopping around from one topic to another and his apparent shallowness and lack of attention to detail. On the other hand, the Analytical salesperson will bore the Expressive buyer (15% of the population) with her excessive attention to detail and apparent lack of social skills.

The Driver salesperson will come across to the Amiable buyer (35% of the population) as being overbearing and pushy and, while the customer won't show his annoyance, neither will he buy. The Amiable salesperson will annoy and frustrate the Driver buyer (15% of the population) with all her attempts to be friendly. The Driver buyer just wants to get on with the sale, something the Amiable salesperson is loath to do until she has established a relationship.

You can minimize or avoid personality clashes by developing your ability to adjust or flex the way you sell to better match the way your prospect buys.

DETERMINING A BUYER'S PERSONALITY

While it's beyond the scope of this ebook to develop your ability to instantly determine another person's personality, we can give you some ideas on what to watch for and what to do to adjust your style to match your customer's style.

A UK psychologist has determined that, with the information you have here, you'll have a 75 percent chance of correctly determining another person's personality. The ability to do this doesn't come instantly and the more you practise, the better you'll become. It can take up to two years to really become proficient at quickly determining someone's personality.

You can get a good idea of the personality type of the person you are dealing with by observing just two factors — how direct or assertive, and how open or responsive, the individual is (Fig. 4).

By combining the observable openness and directness behaviours from Fig. 4, you can gain insights into the buyer's personality. Understanding the qualities of the four primary personality types (Fig. 5) helps us to know how a person will be as a salesperson and a buyer.

For example, people with Amiable personalities like to have close personal relationships, so as salespeople, they are likely to want to establish a strong rapport and build some kind of relationship with their prospects before getting down to the business of selling. As buyers, these

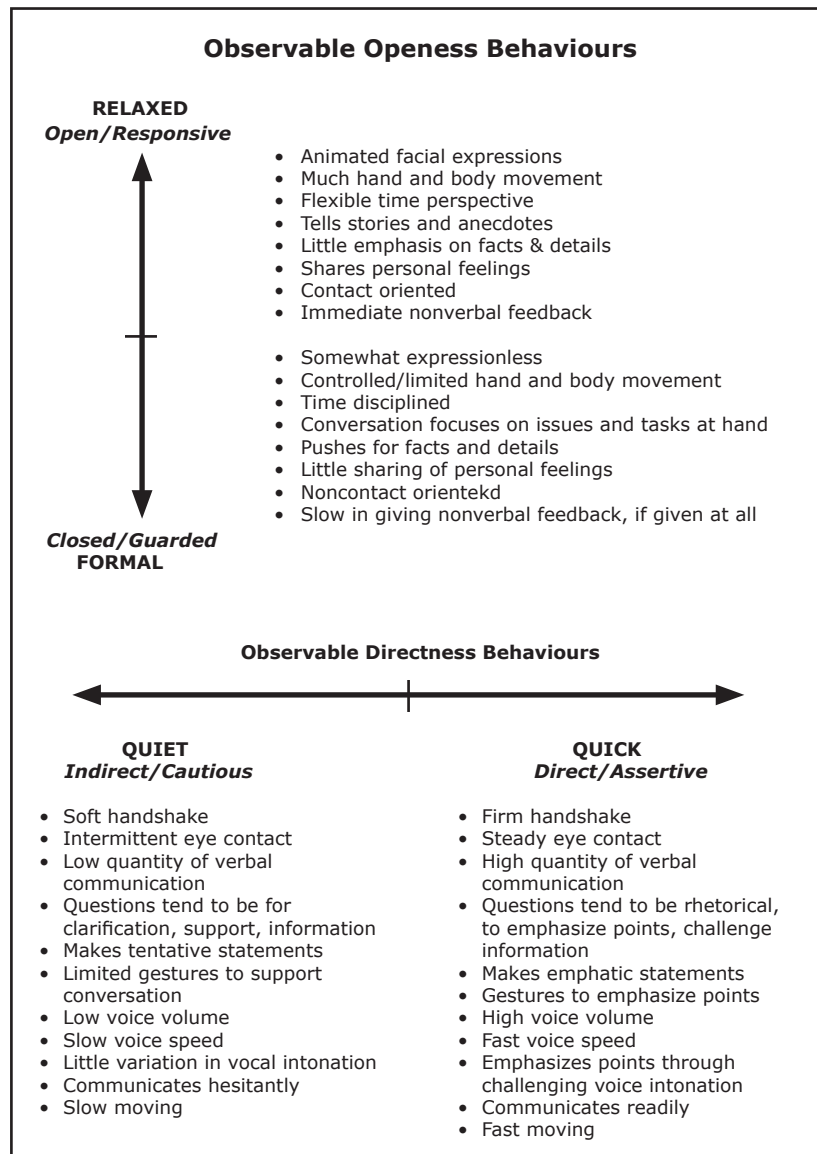


Figure 4. Observable Behaviours. Here are some of the things to watch for in other people. The farther away the person is from the centre of the open/closed and direct/indirect indicators, the more obvious or more pronounced will be the indicators. People who are close to the centre will be hard to “read.”

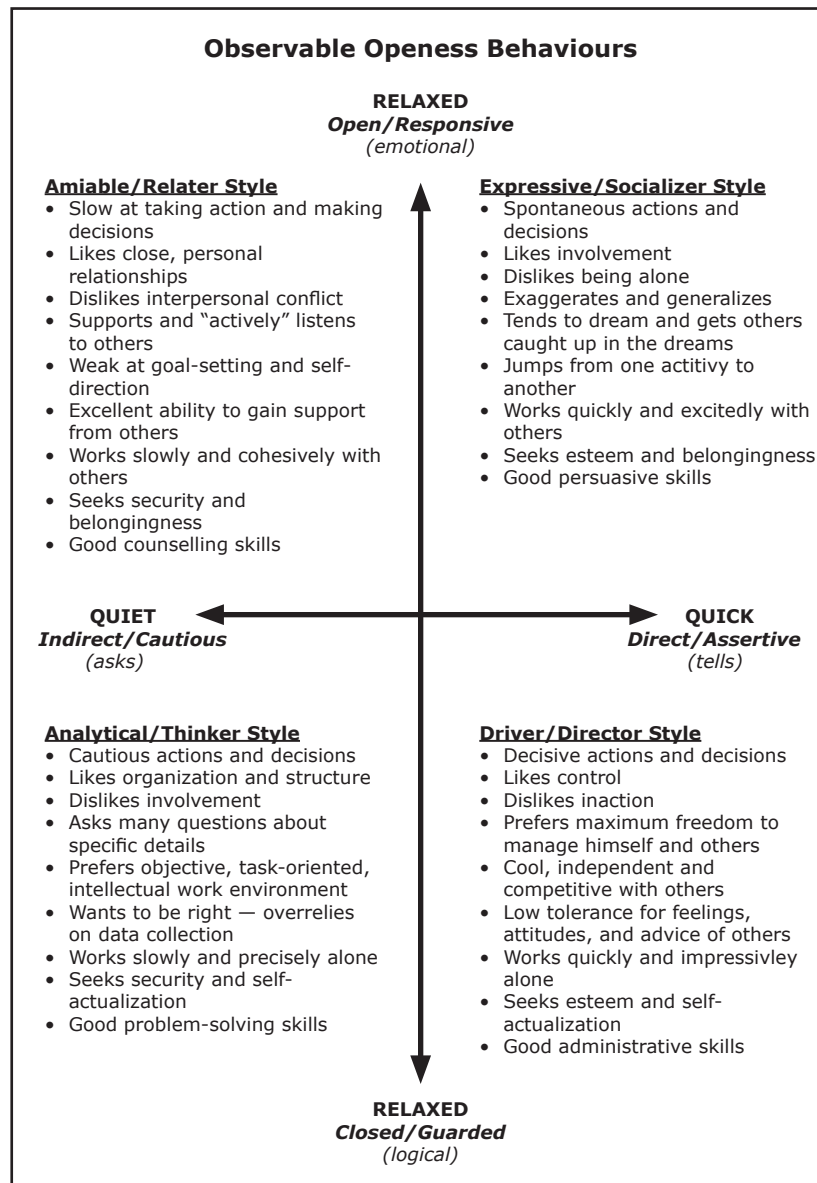


Figure 5. Behavioural Styles. Some of the qualities of each of the four primary personality types. Understanding these qualities helps us to know how a person will be as a salesperson and a buyer.

people will be looking for a salesperson that is friendly, understanding, and helpful. If you try to sell too soon or too hard, these people will leave.

People with Expressive personalities are likely to be very social so as a salespeople, they can be overly talkative and sometime never get down to business. As buyers, if they like you, they'll buy from you, often on an impulse basis. These people will often buy on a whim. In general, they're easy to sell to.

Then we have the Analytical personalities. Their need to be right can often mean that they never feel they have enough information to make a good sales presentation. They keep looking for more and more information. Then when they do get in front of prospects, they want to tell them all about the offering whether or not they want to hear about it. As buyers, they are extremely cautious and are always looking for more and more information. You'll rarely make a fast sale to an Analytical.

Drivers are often so intent on making a sale that they can bulldoze over the prospect. They have little time for relationships or socializing unless the focus is on them. As buyers, they often know what they want by the time they get to you and are prepared to make a fast buying decision if you have what they want.

Here are some pointers to help you identify which personality style you might be dealing with on a sales call.

Personality Style: Analyticals and Amiables

Social Style: Thinkers and Relaters

Buying Style: Cautious and Passive

These people are less assertive and more conservative so you'll notice:

- They ask lots of questions
- Like to listen
- Speak softly and slowly

- Move slowly
- Low eye contact
- Casual demeanour
- Often lean or sit back
- Minimal hand gestures
- Patient
- Cooperative
- Calm
- Cautious attitude

Personality Style: Drivers and Expressives

Social Style: Directors and Socializers

Buying Style: Demanding and Impulsive

These people are more assertive and open so you'll notice:

- They like to tell you things
- Like to talk
- Speak loudly and quickly
- Move quickly
- Good eye contact
- Lean toward you
- Animated hand gestures
- Impatient
- Excitable
- Openly enthusiastic
- Positive attitude

Personality Style: Analyticals and Drivers

Social Style: Thinkers and Directors

Buying Style: Cautious and Demanding

These people are less responsive and more reserved so you'll notice:

- They have a serious attitude
- Few facial expressions
- A more formal approach
- Somewhat monotone speech patterns
- Won't touch you
- No idle conversation
- To-the-point discussions

Personality Style: Amiables and Expressives

Social Style: Relaters and Socializers

Buying Style: Passive and Impulsive

These people are more responsive and animated so you'll notice:

- More personal questions
- Warm, friendly reception
- Animated expressions
- Many verbal tone and pitch changes
- Conversation may wander off topic
- May physically touch you
- Animated hand movements
- Expresses an interest in you

Developing Your People-Reading Skills

Learning to determine (guess) people's personalities isn't something that can be developed in a few days, weeks, or even months. It generally takes a person eighteen months to two years to hone the skill. Don't let that discourage you. To help you get started and help build your skills, I've provided you with a handy pocket guide that you can use (see Appendix B, page 36).

SELLING TO DIFFERENT BUYER STYLES

If you want to use the Silver Rule of Selling (sell unto others as they want to be sold unto), you need to know how other people want to be sold to. Here are some key points:

Personality Style: Analytical

Social Style: Thinker

Buying Style: Cautious

Approximately 35 percent of the population are Analyticals. They are task-oriented, detail people who want lots of information on your products before they make a buying decision, which makes them somewhat difficult to sell to. In fact they usually require five to seven contacts with you or your company before they make a buying decision. These are the type of people who “want to think about it” before making a final decision.

Analyticals respond well to charts, graphs, statistics, and other forms of detail. They have a strong need to be right and are not risk takers. Anything you can offer in the way of guarantees, free trial offers, etc., may help make a sale.

These people tend to be somewhat formal and don't need or want to spend time chatting with salespeople.

When selling to Analyticals remember:

- Give them facts first
- Provide adequate detail and support material
- Let them feel they're right
- Make a very logical sales presentation
- Use sale-specific, solid testimonials
- Stress rational, logical reasons for buying
- Observe time limits and constraints
- Give short, precise answers
- Use a Direct Question close



These people can be difficult to sell to because they are always seeking more information and data before they make a decision. A true Analytical can never have enough information!

Don't expect to make a quick sale to Analytical or Cautious buyers. They will normally require five to seven contacts with you before they feel they have enough information to move forward.

Personality Style: Amiables

Social Style: Relaters

Buying Style: Passive



Approximately 35 percent of the population are Amiables/Relaters. These people make their decision to buy based heavily upon feelings. They won't buy from salespeople they don't like or feel comfortable with. They are usually very difficult to sell to as they want to feel comfortable with you before buying and they often require four to five contacts with you and/or your company. Because these people like to be liked, and find it difficult to say no, they often won't tell you the truth about the sales situation if they feel it will hurt your feelings.

Amiables respond well to a low-key, non-pressure sales approach. They may want to bring others into the decision-making process if they will be affected by the sale. Once they make the decision to buy, they're very loyal customers who are unlikely to go elsewhere.

When selling to Amiables remember:

- Be informal and friendly
- Build rapport before selling
- Don't rush into your sales presentation
- Don't use pressure
- Go slowly
- Use any kind of testimonials
- Allow time for conversation

- Stress emotional benefits
- Reassure them
- Expect them to get others involved in the final decision
- Direct them toward one positive choice
- Use the Recommendation close

Amiable or Passive buyers are likely to be your biggest challenge and are considered very difficult to sell to. This is because, in addition to being somewhat slow to make a decision, they will rarely tell you the truth about the situation if they think it will hurt your feelings.

Plan on having four to five contacts with Amiable/Passive buyers before anything happens and expect the meetings to be quite social and low key.

Personality Style: Driver

Social Style: Director

Buying Style: Demanding



Approximately 15 percent of the population are Drivers. Drivers make decisions quickly based on facts, data, and information.

Long, technical or detailed presentations will bore them. They want to know *what* the product will do for *them*, not how it works. They're easy to sell to and only require one to two contacts with you or your company before they're ready to make a decision.

Drivers want to be in control. They will ask specific questions and expect short, concise answers. Avoid going into detail unless they ask for it. As a general rule, Drivers don't want to develop a personal relationship with a salesperson. They want to be confident in you, your company, your information and what you are selling.

You can help the Driver make a final decision by giving one to two choices and backing each one up with evidence.

When selling to Drivers remember:

- Dress professionally
- Get quickly to the point
- Don't waste time
- Stay on topic
- Stress quick results
- Be fast-paced
- Be self-assured and confident
- Use questions to direct the conversation
- Document everything
- Use "big name" testimonials
- Let them feel in control
- Summarize key points before closing
- Use Alternate Choice close

Driver or Demanding buyers are considered a normal sales challenge. You can often close a sale on the first call as Demanding buyers usually know what they want and what they are looking for before you show up. If they don't buy from you at that first contact, they will buy at the second, if they are going to buy at all.

Personality Style: Expressive

Social Style: Socializer

Buying Style: Impulsive



Approximately 15 percent of the population are Expressives. These people are impulse buyers and will make the buying decision quickly based on first impressions.

If they like you and what you're selling, the deal is done. Expressives are very easy to sell to and while they usually only require one to two contacts with you and your company before making a buying decision, it's usually a good idea to contact them after the sale to confirm that they made a good decision. Expressives like to be liked so approach them in an open, friendly manner and you're well on your way to a sale.

You're likely to find Expressives friendly and chatty. They like to be sold emotionally, not logically. Avoid excessive detail. They like to see the "big picture" and will get bored if you give them too much detail. Giving them one or two choices to choose from and asking for a decision will speed up the sales process.

When selling to Expressives remember:

- Approach like a good friend
- Present the "big picture"
- Avoid excessive detail
- Provide proof, testimonials, articles, etc.
- Use customer lists and customer references
- Use showmanship if appropriate
- Recognize their importance
- Document everything carefully
- Let them talk
- Use Direct Question close
- Reassure them of their decision

Expressive or Impulse buyers will make a fairly quick decision, particularly if they take a shine to you and enjoy your company. Even then, expect to have two to three contacts with them and make sure you make a follow-up call after they have made the decision to go ahead, just to reassure them of their decision. I call this the thumb-sucking call because it confirms their decision and gives them peace of mind.

Other information for identifying the various types of personalities, along with tips on how to sell to them, can be found in Fig. 6.

Buying Style	CAUTIOUS	PASSIVE	DEMANDING	IMPULSIVE
Personality Style	Analytical	Amiable	Driver	Expressive
% of Population	35%	35%	15%	15%
Social Style	THINKER Task oriented Systematic Detail Accurate	RELATER People oriented Supportive Sensitive Patient	DIRECTOR Action oriented Autocratic Fast paced Confident	SOCIALIZER Results oriented Enthusiastic Outgoing Fast paced
Actions	Ready, Ready, Ready	Ready, Aim, Fire	Fire, Aim, Ready	Fire, Fire, Fire
Habits	Perfectionist Too negative Too analytical High standards	Low assertiveness Slow starter Won't set goals Resists change	Over-commits Poor planner Workaholic Interrupts	Socializes Poor planner Wings it Ignores detail
Strengths	Handling detail Careful Analyzing Calculating	Concentrating Specializing Listening Sticking to it	Problem solving Decision making Achieving goals Leading	Motivating Communicating Cooperating Entertaining
Weaknesses	Overly precise Procrastinates Won't delegate Fear: criticism of work	Possessiveness Too hospitable Slow to change Fear: loss of security	Lacks caution Impulsive Time management Fear: being taken & loss of control	Easy mark Time management Overruns people Fear: loss of social approval
Needs	Attention Precision work Reassurance Finish the job Quality	Status quo Tradition Job security Appreciation Family	Status Power Prestige Authority Directness	Recognition Acceptance Freedom Popularity
Walls: What to Watch For	Charts	People photos	Awards	Ego photos
Desk: What to Watch For	Organized	People items	Neat piles	Varies
Personal Values	Respect	Approval	Power	Recognition
What to Stress	HOW problem is solved	WHY solution is best	WHAT solution will do	WHO else has used
Emphasize	Evidence & service	Assurance & guarantees	Options & probabilities	Testimony & incentives
Follow Up With	Service	Support	Results	Attention
Primary Selling Type	Consultative	Relationship	Closing	Closing
Secondary Selling Type	Relationship	Consultative	Consultative	Relationship
How Difficult To Sell To	Difficult	Very difficult	Normal	Easy
No. of Contacts	5-7	4-5	1-2	2-3 + 1

Figure 6. The Four Basic Buying Styles. How to identify them and how to sell to them.

ROOTS OF PERSONALITY STYLES

While the application of personality styles to the selling process is relatively new, personality differences were recognized as far back as the 5th century B.C. by Hippocrates.

The terms we use in this booklet—Driver, Analytical, Amiable, and Expressive—were first used by a pair of psychologists, Merrill and Reid, in 1981. Other researchers have applied different names over the years. (Fig. 7).

So while the concept is old, the way we use it is new. But don't expect to become an expert overnight. It will take years to become proficient using personality styles as a sales tool. You are off to a great start.

Theorist	Style			
	Driver	Analytical	Amiable	Expressive
Merrill & Reid, 1981				
Hippocrates, 5th Century BC	Choleric	Melancholic	Phlegmatic	Sanguine
William Marston, 1927	Dominance	Compliance	Submission	Inducement
Carl Jung, 1928	Sensing	Thinking	Feeling	Intuitive
J. Grier, 1977	Dominance	Compliance	Steadiness	Influencing

Figure 7. Roots of Personality Styles.

APPENDIX A

WHAT'S YOUR PERSONALITY

How you sell will, to a certain extent, be determined by your personality style. To find out your primary selling style, complete the following instrument.

1. Completing the Instrument

As you read down each of the four columns—A, B, C, and D—place a checkmark beside any word or phrase that you feel applies to you. Once you've done that, total the number of checkmarks in each column.

A

- Reserved
- Guarded
- Cautious
- Good time management skills
- Seek facts
- Disciplined
- Difficult to get to know
- Somewhat impersonal
- Businesslike
- Usually avoid small talk
- Always dress appropriately
- Get quickly to the point
- Take charge attitude
- Non-emotional
- Make rational decisions
- Logical
- Somewhat formal
- Decisive
- Good administrator
- Like to be in control

Total A:

B

- Quick
- Clear
- Fast-paced
- Risk taker
- Assertive
- Dominant
- Very firm handshake
- Make statements rather than ask questions
- Socially outgoing
- Expressive
- Excitable
- Know what I want
- Tell people what I want
- Make my point strongly
- Emphatic
- Competitive
- Not afraid to use power
- Expressive communicator
- Dislike being alone
- Spontaneous

Total B:

C

- Animated
- Easygoing
- Friendly
- Open
- Informal
- Time management skills could be better
- Impulsive
- Approachable
- Prefer to dress informally
- Easy to get to know
- Personable
- Smile
- Accept things at face value
- Interested in others
- Permissive
- Emotional
- Enjoy people
- Can share feelings
- Think things through before making decisions
- Enjoy counselling others

Total C:

D

- Deliberate
- Soft spoken
- Calm
- Prefer to ask questions than make statements
- Co-operative
- Even paced
- Supportive of others
- Team player
- Cautious
- Like to help others
- Prefer others to start conversations
- Moderate opinions
- Quiet
- Content to let others take the lead
- Avoid use of power
- Good problem-solving skills
- Good time management skills
- Detail oriented
- Reserved
- Not overly expressive

Total D:

Now put the total from each column into the two formulas below.

A_____ minus C_____ = _____

B_____ minus D_____ = _____

The result of the formulas may be either a positive or negative number.

2. Plotting Your Results

When plotting your results, note that the 0 is in the centre of the chart with positive numbers going down or to the right of centre and negative numbers going up or to the left of centre.

If the result for the A minus C formula is a positive number (1 to 20) put a mark on the vertical A-C line below the horizontal B-D line.

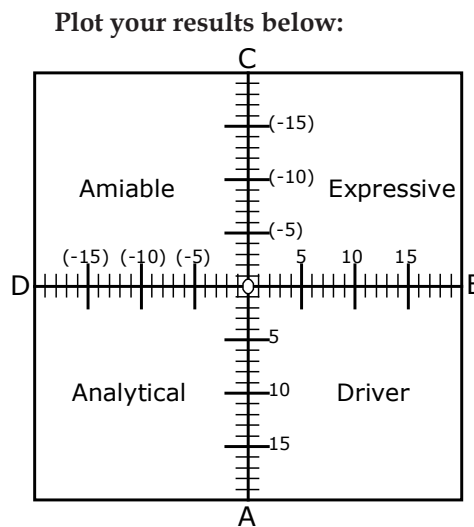
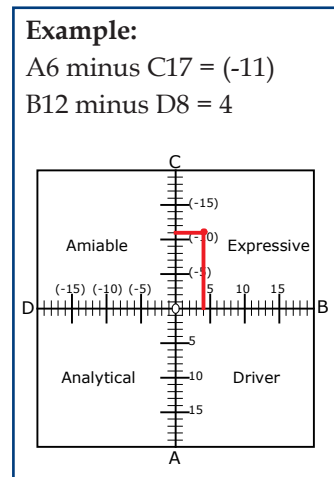
If the result for the A minus C formula is a negative number (-1 to -20) put a mark on the vertical A-C line above the horizontal B-D line.

If the result for the B minus D formula is a positive number (1 to 20) put a mark on the horizontal B-D line to the right of the vertical A-C line.

If the result for the B minus D formula is a negative number (-1 to -20) put a mark on the horizontal B-D line to the left of the vertical A-C line.

If the result of either or both formulas is 0, just put a mark in the centre.

Where the lines intersect is your personality style (see example).



3. Fine-tuning Your Style

Re-plot your personality style from the earlier chart to the chart below. You now have a more detailed view of your personality style.

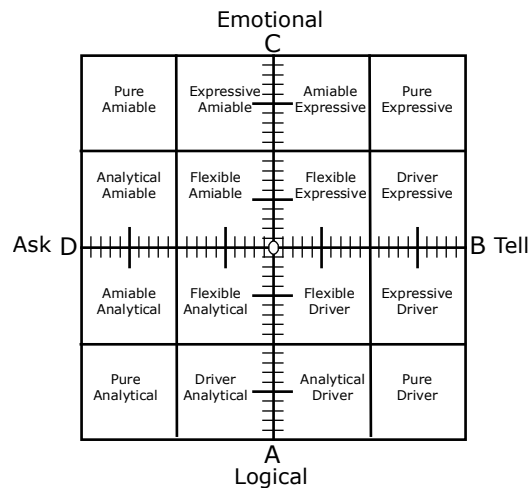
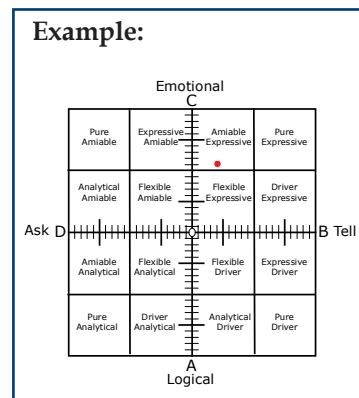
If you happen to fall into one of the four flexible personality boxes (very common), you are likely to exhibit the qualities of all four personalities and will be more able to flex your selling style to the prospect's buying style.

Those whose personality falls into one of the four pure personality boxes (rare) are not likely to be very flexible and may have difficulty adjusting their selling styles.

The other eight personality boxes are basically a combination of two personalities (Amiable Expressive, Analytical Driver, etc) and will exhibit qualities from those two personalities.

A person with an Amiable Expressive personality will find themselves at ease with both an Expressive and an Amiable, as will the Expressive Amiable. This same phenomenon applies to the other three combinations (the Driver Expressive and the Expressive Driver, the Analytical Driver and the Driver Analytical, the Amiable Analytical and the Analytical Amiable).

The point is to understand your basic personality type and know how to adjust or flex your style to better match the prospect's personality. Remember, people like people who are most like themselves.



Appendix B

SELLING STYLES POCKET GUIDE

On the following page is a handy pocket guide. Side one will help you identify your buyer's personality; side two has some tips on how to flex your selling style to better accommodate the the person's buying style.

Using the Pocket Guide

I don't recommend that you whip out the pocket guide when you're in front of a prospect and use it to try to figure out the person's personality!

The best way to use it is to refer to it after your meeting when you are back in your vehicle or after you return to the office. That's the time to take it out and let it assist you in identifying the person's personality. Once you have done that, turn the card over and review the tips on how to sell to that particular personality type.

If you keep on doing that, it won't be too long before it becomes second nature to you and you won't need the pocket guide as much.

Use It or Lose It

Don't get discouraged. It takes anywhere from one to two years to develop your skill at reading people quickly. Now, two years sounds like a long time but if you start today, in two years time, you will have developed a skill that many salespeople simply don't have and that can put you ahead of the pack. On the other hand, if you decide to not bother, you'll be the same two years from now, only two years older!

Use it or lose it. Be the best you can be.

Print a copy of this page, cut out the pocket guide along the dotted lines, place Side 1 and Side 2 back-to-back and laminate. If the guide is too big for your pocket (or you don't have a pocket), put it in your portfolio, briefcase or purse.

Side 1

Pocket Guide to Identifying the Different Personality Types

Amiable:

- Asks lots of questions
- Social, chatty, warm, folksy
- Soft handshake
- Animated facial expressions
- Speaks softly
- Speaks and moves slowly
- Limited hand gestures
- Minimal eye contact

Analytical:

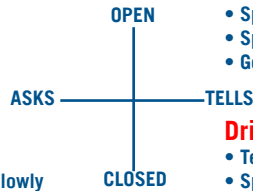
- Asks lots of questions
- Speaks softly and moves slowly
- Soft handshake
- Minimal eye contact
- Serious attitude
- Few facial expressions
- Gets to the point quickly
- No idle conversation

Expressive:

- Tells you things
- Social, chatty
- Firm handshake
- Animated facial expressions
- Many hand gestures
- Speaks loudly
- Speaks and moves quickly
- Good eye contact

Driver:

- Tells you things
- Speaks loudly and moves quickly
- Firm handshake
- Good eye contact
- Serious attitude
- Few facial expressions
- Non-social, no idle conversation
- Blunt, gets to the point quickly



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Side 2

Pocket Guide to Selling to the Different Personality Types

Amiable:

- Be friendly, informal and build rapport before selling
- Allow time for conversation, don't sell too soon
- Use a Relationship/Consultative sales approach
- Use any kind of testimonial as evidence
- Reassure them often
- Expect them to include others in the decision
- Direct them towards one positive choice
- Use Recommendation Close

Analytical:

- Provide lots of details and facts
- Stress rational and logical reasons for buying
- Observe time limits and constraints
- Make a very logical sales presentation
- Use sale-specific, solid testimonials
- Give quick, precise, detailed answers
- Use a Consultative/Relationship sales approach
- Use a Direct Question Close

Expressive:

- Present the "big picture", avoid excessive detail
- Approach like a good friend and let them talk
- Recognize their importance
- Use a Relationship/Consultative sales approach
- Provide evidence, testimonials, use showmanship
- Explain options carefully, put details in writing
- Use Direct Question Close
- Reassure them on their decision

Driver:

- Let them be in control
- Get right to the point, don't waste time
- Dress professionally and be on time for meetings
- Stress quick results
- Use questions to direct the conversation
- Use a Consultative/Closing sales approach
- Summarize key benefits before closing



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ABOUT THE AUTHOR

Brian Jeffrey is a sales management consultant and former sales trainer with over 40 year's experience. He's the author of *The Sales Wizard's Secrets of Sales Management*, *The 5-Minute Sales trainer*, 18 ebooks, and over 100 articles on selling and sales management.

Brian provides sales management consulting, coaching, and mentoring to business owners and sales managers. He has had many sales successes (as well as a few spectacular failures) and has learned what works, what doesn't, and why — information he readily shares with others.

Find out how Brian helps companies maximize their sales at **www.Quintarra.com**.

