



Track: Customer Relationship Development

Unit 3: Understanding Your Selling Style

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LEARNING OBJECTIVES

By the conclusion of this session, participants will be able to:

- List three characteristics of each of the four dimensions of behavior
- Recognize three behavioral characteristics that depict your natural style
- Identify at least one strength and one limitation of your selling style
- Define adaptability
- Identify two payoffs of being adaptable



CREATING CHEMISTRY OR CONFLICT: A CHOICE

The Golden Rule:

The Platinum Rule:

OBSTACLES TO ADAPTATION:

- We are quick to _____ others
- We are creatures of _____
- We are all _____



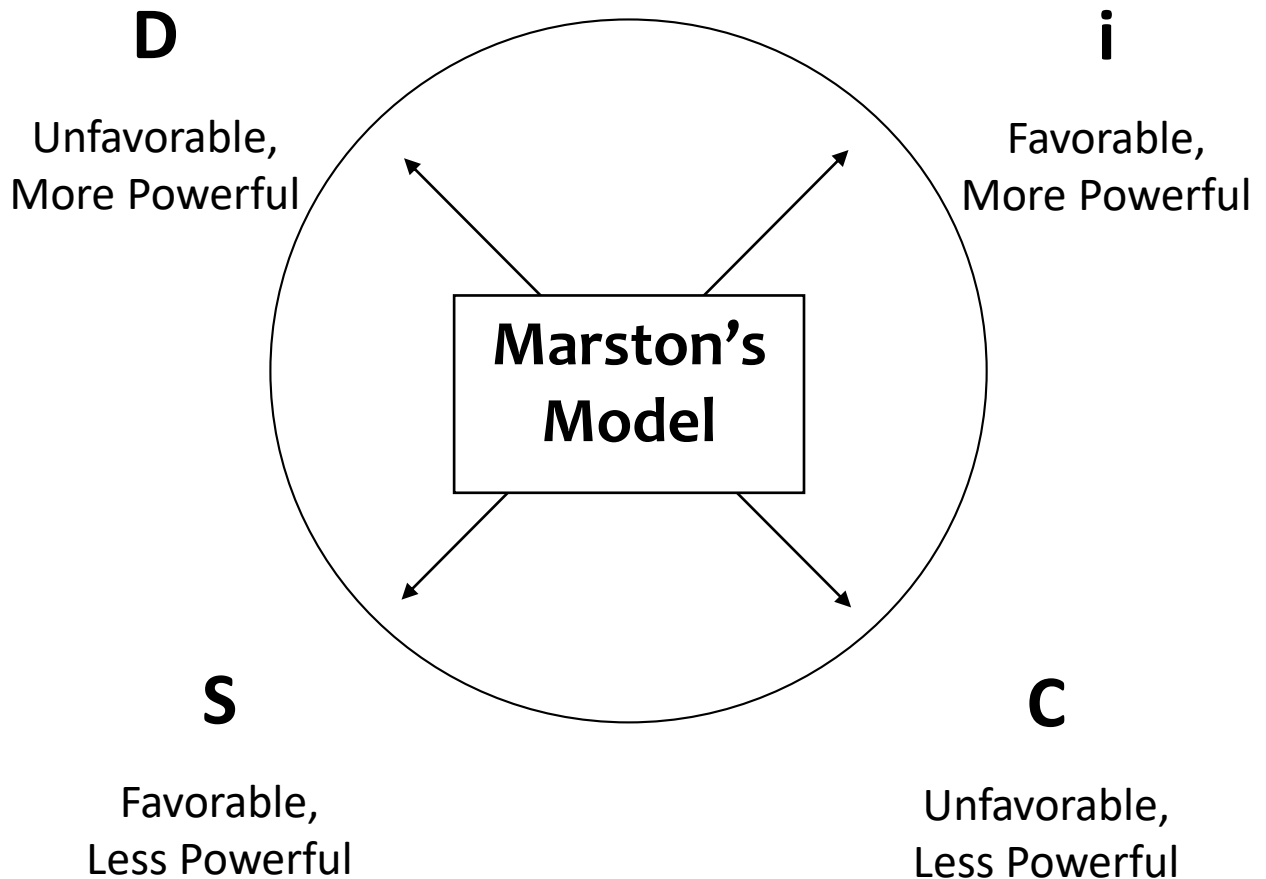
IDENTIFYING YOUR BEHAVIORAL STYLE

Review the words in the table below, and circle the ones that best describe your behavior in the workplace.

Bold	Enthusiastic	Friendly	Analytical
Outspoken	Persuasive	Humble	Logical
Daring	Outgoing	Agreeable	Careful
Strong-willed	Charming	Patient	Systematic
Results oriented	Talkative	Accommodating	Detail oriented
Competitive	Lively	Even-tempered	Thorough
Dominant	Sociable	Easygoing	Cautious
Direct	Optimistic	Kind	Reserved
Risk taker	High-spirited	Amiable	Accurate
Impatient	Expressive	Considerate	Diplomatic

MARSTON'S MODEL: ENVIRONMENT/POWER

Human behavior is a series of responses based on the perception an individual has of his or her personal power in relationship to the conditions of the environment.



- There's a little bit of all four styles in each of us
- What makes us unique is the intensity and combination of the four dimensions of behavior

STYLE CHARACTERISTICS

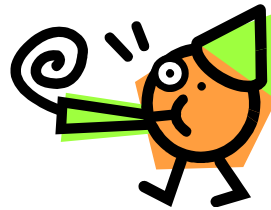
High D - Dominance



- Emphasis on shaping the environment to get results
- Result or goal oriented
- High ego strength
- Fears loss of control
- Motivated by challenge
- Communicates the big picture
- Listens until they think they have heard enough

High I - Influence

- Emphasis is on influencing others
- People oriented
- Optimistic
- Unorganized
- Motivated by social recognition
- Fears rejection
- Communicates and communicates and communicates
- Listens for the chance to talk



High S - Steadiness



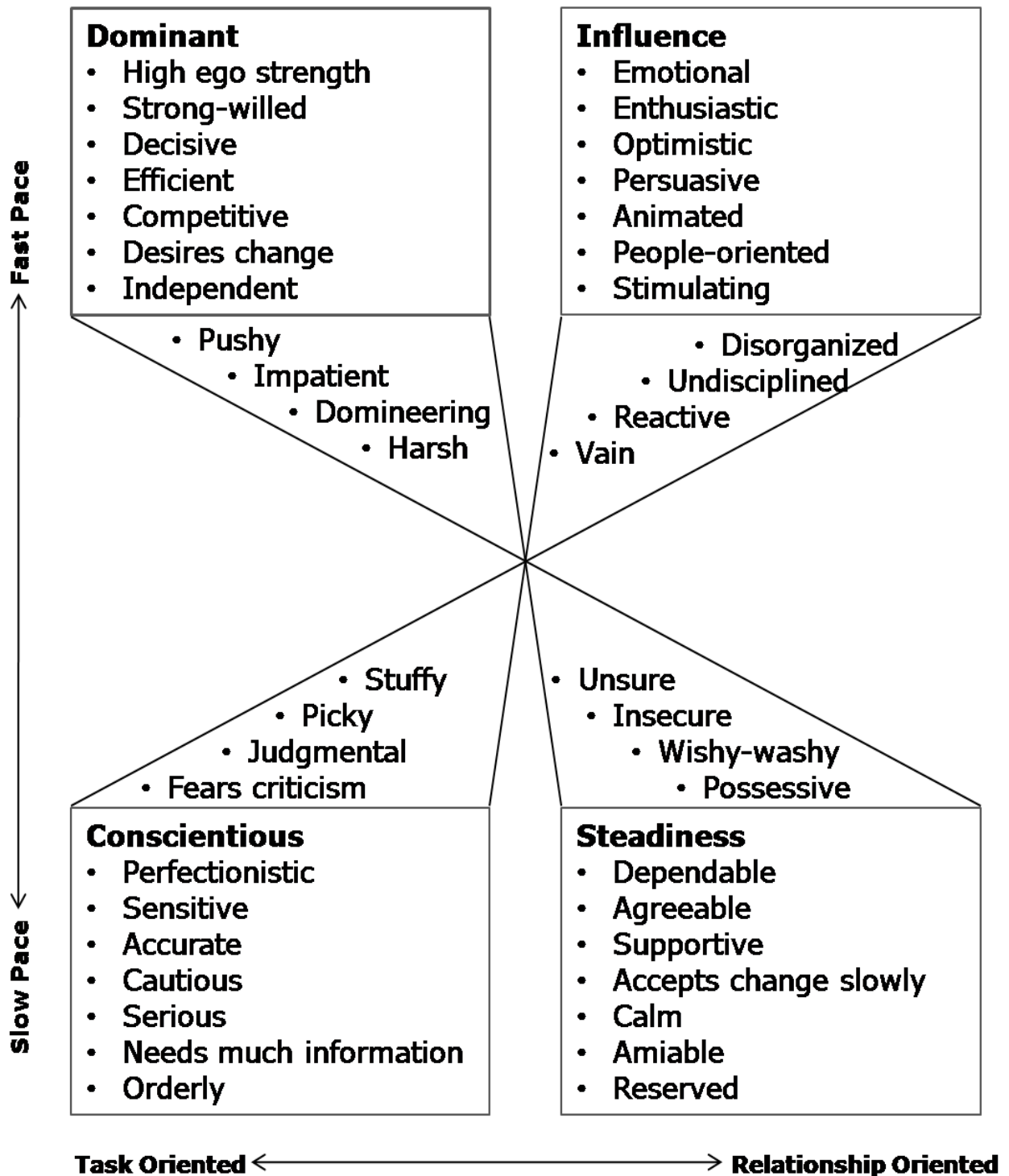
- Emphasis is on cooperating with others to carry out a task
- Team oriented
- Predictable
- Values stability and security
- Fears change
- Motivated by recognition
- Communicates with patience
- Listens implicitly for clarification and direction

High C - Conscientiousness

- Emphasis is on achieving quality and accuracy
- Task oriented
- Analytical - attention to detail
- Perfectionism
- Fears personal criticism of work
- Motivated by quality and accuracy
- Communicates details
- Listens for clearly defined expectations and reinforcement of quality and accuracy



BEHAVIORAL STYLE CHARACTERISTICS



A KEY TO SALES SUCCESS IS ADAPTABILITY

- What _____ behavioral style is doesn't really _____
- What really matters is how _____ you are
 - Adaptability is the extent to which we sense the interpersonal _____ needs of our customers and _____ our own behavior to meet those needs
- The payoffs of adaptability: What are they?
- Adaptability is situational
- Adaptability is both a _____ and an _____
- If you are _____ to adapt, it is easy to _____ the skill
- Being highly adaptable in all situations can be very _____

ADAPTABILITY SELF ASSESSMENT

	My Behavior	Higher					Lower				
1.	I work for win-win outcomes in my relationships	5	4	3	2	1					
2.	I am open-minded and flexible	5	4	3	2	1					
3.	I am willing to change to meet the needs of others'	5	4	3	2	1					
4.	I cope with uncomfortable situations, when I must stretch to create comfort for another person	5	4	3	2	1					
5.	I am willing to compromise to make a relationship better	5	4	3	2	1					

What is one adaptability behavior that you might like to focus on improving?

What are the benefits of improving this behavior?

DOMINANCE

Basic Motivation	<ul style="list-style-type: none"> • Results • Competition and winning
Desires situations which allow	<ul style="list-style-type: none"> • Freedom • Authority • Varied activities • Difficult assignments • Opportunity for advancement
Responds best to others who	<ul style="list-style-type: none"> • Provide direct answers • Stick to business • Stress logic • Provide pressure • Allow freedom for personal accomplishment
Needs to learn that	<ul style="list-style-type: none"> • You need people • Social time with the customer isn't a waste of time • Some controls/restrictions are needed • Some people need more detail than is natural for you to provide • Verbalizing why you reached a conclusion is important
Strengths	<ul style="list-style-type: none"> • Comfortable taking risks • Problem solver • Can make tough decisions • Not afraid to approach prospects or ask for commitment • Sees change as a positive challenge • Stays focused on the desired result
Limitations	<ul style="list-style-type: none"> • Intimidating • Not very social • Impatient • Insensitive • Unapproachable

INFLUENCE

Basic motivation	<ul style="list-style-type: none"> • Recognition • Approval
Desires situations which allow	<ul style="list-style-type: none"> • Prestige • Friendly relationships • Freedom from control and detail • Opportunity to help others and motivate people • Platform to verbalize ideas
Responds best to others who	<ul style="list-style-type: none"> • Are friendly and approachable • Provide social opportunities and a relaxed environment • Provide recognition of abilities • Appreciate that they are bent toward risk-taking and relationships
Needs to learn that	<ul style="list-style-type: none"> • Deadlines are important and time management is imperative to success • There is such a thing as too much optimism • Focus on task, not just relationship, is important
Strengths	<ul style="list-style-type: none"> • Always available for others • Inspiring to be around • Spreads a positive attitude • Emphasizes the positive aspects of others • Outgoing and energetic • Builds relationships easily and nurtures the relationships so they are long lasting
Limitations	<ul style="list-style-type: none"> • Forgets to do things • Lack of organization • Highly emotional • Lacks logic • Hesitant to ask for commitment because it could create stress in the relationship

STEADINESS

Basic Motivation	<ul style="list-style-type: none"> • Stability • Appreciation • Cooperation
Desires situations which allow	<ul style="list-style-type: none"> • Being part of a team • Having established daily routines/work patterns • Being secure in life situations • Consistent familiar environment • Having clearly defined goals and the steps to reach them laid out
Responds best to others who	<ul style="list-style-type: none"> • Are relaxed and amiable • Give them time to adjust to changes • Serve as a friend • Allow them to work at their own pace • Ask “how” questions • Provide personal support
Needs to learn that	<ul style="list-style-type: none"> • Change can provide opportunity • You can’t be “best friends” with everyone • Listening to others is great, but sharing your own needs and feelings is important
Strengths	<ul style="list-style-type: none"> • Good team player • Empathic to others’ needs • Good listener • Easy to get along with • Appreciative of others • Dependable
Limitations	<ul style="list-style-type: none"> • Indecisive • Indirect • Resistant to change • Overly accommodating • Fear of rejection

CONSCIENTIOUSNESS

Basic Motivation	<ul style="list-style-type: none"> • To do things right • Being seen as an expert
Desires situations which allow	<ul style="list-style-type: none"> • Clearly defined tasks • Time to achieve high quality results • Analysis • Detailed communication • Limited risk • Assignments that require careful planning
Responds best to others who	<ul style="list-style-type: none"> • Provide details when communicating • Maintain a professional relationship • Provide an open-door policy for questions • Spell out detailed information
Needs to learn that	<ul style="list-style-type: none"> • Total support is not always possible • Thorough explanation isn't everything • Deadlines must be met • Perfection isn't always possible • Can't have all of the information before making a decision
Strengths	<ul style="list-style-type: none"> • Thorough • Follows standards accurately • Strategic approach to developing accounts • Diplomatic • Accurate • Prepared for customer interactions
Limitations	<ul style="list-style-type: none"> • Overly concerned with perfection • Not very social and tends to get right to business • Analysis paralysis which delays decisions • Wants more data • Fussy about minor issues

MY SELLING STYLE

Based on your understanding of your behavioral style, what are some of your strengths and limitations? Capture your ideas below.

Behavioral Strengths:

Behavioral Limitations:

HOMEWORK

1. How could your strengths help you in your business development role?
2. How could your limitations hinder your effectiveness in business development?
3. What are two things you could do to enhance your effectiveness in business development, on the basis of your style?