

SellingStyles Report



for C Candidate

Administrator: Raymond Hinchcliffe

U.S. Call Center (LIMRA Demo)

Date: 1/24/2006

Primary Selling Style: INTERPERSONAL

C has an INTERPERSONAL primary selling style. Salespeople who are Interpersonal generally tend to be warm, friendly, conversational, sincere, sympathetic, caring, and concerned. For them, making a sale is less important than being liked by the client. At times, they may be more concerned about creating a positive impression than they are about making the sale itself. See Sales Behaviors beginning on page 3 for more information about C's Interpersonal selling style.

Test Accuracy Interpretation

This report can be interpreted with confidence.

How To Use This Information

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The SellingStyles Questionnaire is designed to help identify an individual's natural approach to selling. It provides insight into the individual's personal qualities and how those personal qualities may determine the individual's performance in a sales career.

The SellingStyles Questionnaire assesses an individual on 14 personality characteristics that describe the individual's primary "selling style" - in other words, how the individual uses personal qualities when interacting with others. Although everyone's behavior varies to a certain extent depending on the situation, most people use one of the following primary styles when selling:

<i>Dynamic</i>	Uses energy and drive to make sales
<i>Analytic</i>	Uses logic and facts to make sales
<i>Interpersonal</i>	Uses personal relationships to make sales

The SellingStyles Questionnaire may be used to help select new salespeople. It may also be used to develop existing salespeople to achieve higher levels of performance. Awareness of selling styles helps managers to:

- **Identify** individuals with a selling style that fits well with the product, market, and type of sales approach used
- **Personalize** their recruiting story to the known motivators of each selling style
- **Develop** an individualized training plan that builds on the strengths of the individual's selling style
- **Coach and Manage** based on the known communication preferences of each selling style

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Part 1 - Sales Performance Indicators

C's primary selling style is INTERPERSONAL. The information on the following pages will help you determine how C will:

- Perform basic sales tasks
- Interact with prospects and clients
- Perform overall in sales

Sales effectiveness	LOW	MODERATE	HIGH
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People have different levels of sales effectiveness. People who are successful in sales also tend to be very achievement oriented, persuasive, sociable, and energetic. C received a HIGH score in sales effectiveness.

Entrepreneurial effectiveness	LOW	MODERATE	HIGH
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Sales positions differ in the degree to which entrepreneurial effectiveness (running your own business) is important to success. While some of the characteristics of entrepreneurial effectiveness overlap with the characteristics of sales effectiveness, there are some important differences. In addition to being achievement oriented and energetic, most successful entrepreneurs are also innovative, adaptable, and independent. C received a HIGH score in entrepreneurial effectiveness.

Overall expected sales performance	BELOW AVERAGE	AVERAGE	ABOVE AVERAGE
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In general, Interpersonal salespeople with High sales effectiveness scores may be very successful in sales positions. You can expect ABOVE AVERAGE productivity from this individual. The High entrepreneurial effectiveness score suggests that C is capable of working without close supervision.

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Sales Behaviors

For most people, there will be areas where developmental activities can lead to improved sales results. In the chart below, a red flag () indicates a weakness for this selling style. Interview questions for Red Flag areas are included later on in this report so that you can discuss these areas with C.

Planning: Focuses on the person, not the business opportunity. The Interpersonal salesperson concentrates on establishing the best possible relationship with the client. In so doing, he or she may overlook the client's needs.		MODERATE	HIGH
Prospecting: Warm, friendly approach. The Interpersonal salesperson's natural warmth and sensitivity relax most people. Taken to its extreme, there is a danger that he or she might prolong the social aspect of a sales call and avoid getting down to business.	LOW	MODERATE	HIGH
Needs analysis: Encourages prospects to talk; listens attentively. The Interpersonal salesperson's biggest and most obvious strength is that he or she shows a genuine concern for the client's well-being. A potential weakness, however, is lack of control. He or she may collect a lot of information about a client but, because the conversation may wander, much of this information might be irrelevant.	LOW	MODERATE	HIGH
Presentations: Lengthy and vague. The Interpersonal salesperson rarely gets right to the point. He or she may be inclined to omit important or controversial topics.		MODERATE	HIGH
Closing: Greatest weakness. The Interpersonal salesperson finds it extremely difficult to be forceful. He or she prefers to avoid confrontation. When the Interpersonal salesperson attempts to close, he or she may be so hesitant that the prospect lacks the confidence to buy.		MODERATE	HIGH
Handling objections: Listens carefully; uncovers concerns. The potential weakness of the Interpersonal salesperson is his or her tendency to talk too much and fail to directly address the reasons for the prospect's resistance.	LOW	MODERATE	HIGH
Follow-up/Service: A definite strength. The Interpersonal salesperson genuinely cares about his or her clients and wants to maintain warm, friendly relationships with them.	LOW	MODERATE	HIGH
Cross-selling: Strength. The Interpersonal salesperson believes in building strong personal relationships with his or her clients; this naturally leads to opportunities to sell additional products. If taught how to recognize such opportunities, this individual will most likely excel at cross-selling.	LOW	MODERATE	HIGH
Compliance: Weak. Because building and maintaining relationships is so important to the Interpersonal salesperson, he or she may tend to bend the rules by doing anything that will please clients and further cement personal relationships.		MODERATE	HIGH

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Personality Characteristics

The SellingStyles Questionnaire measures 14 personality characteristics. The chart below shows C's scores for each personality characteristic.

	LOW			MODERATE				HIGH		
	1	2	3	4	5	6	7	8	9	10
DYNAMIC										
Leadership - Ability to take charge, motivate, lead			X							
Persuasive - Ability to influence, negotiate, debate							X			
Energy - Fast-paced, active, likes to multi-task						X				
Achievement - Sets goals, then strives to achieve or surpass them								X		
Self - Confidence - Self-assured, optimistic, cannot be intimidated			X							
ANALYTIC										
Analytical - Gathers facts, is logical, can identify patterns or connections in complex issues	X									
Adaptable - Adjusts quickly to change, handles uncertainty, embraces new ways of doing things								X		
Attention to Detail - Careful, thorough, accurate, organized	X									
Persistence - Overcomes barriers, perseveres in the face of obstacles or challenges, never gives up								X		
INTERPERSONAL										
Social - Approachable, friendly, easy to communicate with, quickly builds rapport, creates a network of acquaintances							X			
Cooperative - Collaborates, assists, supports, builds morale, resolves conflicts						X				
Concern - Sensitive, understanding, helpful, compassionate									X	
Stress Tolerance - Calm, accepts criticism, recovers quickly from disappointments								X		
Emotional Awareness - Perceptive, aware of own emotions and how they affect others									X	

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Coaching and Developing the Interpersonal Selling Style

People with an Interpersonal selling style are largely motivated by a need for social acceptance. Their natural talent for building and maintaining relationships with clients will be evident. However, other aspects of the sales job may require more active management if the Interpersonal selling style is to be successful. Direct your development plan to build on the strengths and manage the weaknesses.

Build on Strengths	Manage the Weaknesses
<ul style="list-style-type: none">● Prospecting● Needs Analysis● Handling Objections● Follow-up/Service● Cross-selling	<ul style="list-style-type: none">● Planning● Presentations● Closing● Compliance

What an Individual with an Interpersonal Selling Style Wants from His or Her Manager

The warmth and friendliness of the Interpersonal selling style may sometimes resist management guidance. You may find it helpful to consider the following preferences.

An individual with an Interpersonal selling style wants a manager who:

- Values his or her contributions
- Enhances his or her self-image ("people pleasing")
- Values and expands relationships
- Is kind, considerate, and thoughtful

An individual with an Interpersonal selling style gets most upset when his or her manager:

- Gets angry or pushy
- Demands that decisions be made quickly
- Takes advantage of his or her team efforts
- Is too judgmental
- Fails to appreciate him or her

SellingStyles *Report*



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An individual with an Interpersonal selling style is best coached by a manager who:

- Stresses benefits related to self-esteem
- Likes to socialize somewhat
- Uses a gradual approach
- Provides structured guidance
- Is cautious of early enthusiasm
- Asks explicit questions

Part 3 - Feedback Report

The next two pages of this report may be given directly to C Candidate.

SellingStyles Feedback Report



for C Candidate

Date Completed: 1/24/2006

The SellingStyles Questionnaire that you completed is designed to identify what approach or selling style you are most likely to use in a sales situation. Based on your answers, your primary selling style is:

Dynamic	Analytic	Interpersonal
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Salespeople who are Interpersonal generally tend to be warm, friendly, and sincerely interested in other people. They feel it is important to be a good listener and to be sensitive to other people's needs. For them, having a good personal relationship with the client is most important. People with an Interpersonal selling style are often successful in sales.

There are certain basic sales tasks inherent in most sales positions. Depending on their selling styles, people will approach these tasks differently. This is valuable information for you to know. It helps you identify areas where you will find the greatest job satisfaction. It also helps you identify areas that may represent a greater challenge for you. While your unique talents may differ from the generalities in the chart below, the chart may nevertheless provide you with valuable information for you to build on your strengths and manage those areas that could use some additional development.

Your Interpersonal selling style is characterized by using strong relationship-building skills to make the sale. Your natural talent for approaching people, encouraging open dialogue, and maintaining close contact to close sales will, with training, be easily satisfied in this career. However, you may be challenged by other aspects of this job that require a more tactical and forceful approach. You may want to direct your professional development activities to build on these strengths and manage the weaknesses.

Build on Your Strengths	Manage Your Weaknesses
<ul style="list-style-type: none">● Prospecting● Conducting needs analysis● Handling client objections● Providing follow-up service● Cross-selling	<ul style="list-style-type: none">● Planning in advance● Making sales presentations● Closing sales● Compliance

SellingStyles *Feedback Report*



for C Candidate

Date Completed: 1/24/2006

Interacting with Clients

Selling is all about interacting with people. Each of us has met people we can relate to easily and people with whom we have more difficulty relating. You have a Interpersonal selling style. Your clients will come to you with certain styles of their own. Understanding how your Interpersonal selling style interacts with different types of clients could be a vital key to your success in sales. One of the greatest talents of skilled and effective salespeople is their ability to shift their selling style to adapt to the unique needs of each client.

Dynamic clients will generally. . .	become frustrated by sales presentations that are too long or too personal. With these clients, you need to get to the point quickly and supply a specific call to action.
Analytic clients will generally. . .	require lots of factual information - perhaps more than you are usually inclined to provide. With these clients, you need to listen carefully to their questions and be prepared to answer them by providing facts and details about your products and services.
Interpersonal clients will generally. . .	appreciate an Interpersonal salesperson's warmth and personal attention. You should not have a problem dealing with these clients.

Be aware that your Interpersonal selling style may come across as too personal to some people. If this happens, the best approach is to listen to be businesslike, listen to the client's needs, and adapt your selling style appropriately.

Selling Style Summary for C Candidate

Your Interpersonal selling style indicates that you are at your best when:

- You have the opportunity to build long-term relationships through your work.
- You are with people, asking about their needs and helping them reach their goals.
- You use genuine care and concern to close sales.
- You manage your planning to create enough business opportunities.
- You listen to prospects and adapt your selling style accordingly.