

The Sales Strategy Index - Selling Skills

The Sales Strategy Index - Selling skills assessment - Workbook -

**UNDERSTANDING and APPLYING** - Remedial tools

## PROSPECTING/QUALIFYING

Possible reasons for scoring below top performers:

1. Lack of understanding who the real prospects and decision makers are.
2. Lack of understanding of the type of information needed to qualify a prospect.
3. Tied to traditional methods of prospecting.
4. Poor time management.
5. Telephone techniques.

### **Suggested Solutions**

Training, coaching or listening to the following audio sessions:

- Cold Calling Skills
- Time & Territory Management Skills
- Telephone Skills
- Self-Starting Capacity
- Handling Rejection
- Persistence

## FIRST IMPRESSION/GREETING

Possible reasons for scoring below top performers:

1. Lack skills in identifying buying style and how to approach them differently.
2. More concerned about their own personal agenda than potential clients.
3. Inability to mark their style—even aggressive salespeople can.
4. Failure to gather the right information in the prospecting stage.
5. Failure to display sincere interest in prospect's problems.

### **Suggested Solutions**

Training, coaching or listening to the following audio sessions:

- Engaging Customers
- Projecting Rapport
- How to be Courteous and Polite
- Relating with Others
- Evaluating Others
- Taking Initiative in Meeting Others

## QUALIFYING/QUESTIONS

Possible reasons for scoring below top performers:

1. Failure to appreciate the type of probing necessary to discover what the client wants and needs.
2. Failure to ask the tough questions or making an assumption that all prospects want to hear your presentation.
3. Poor listening skills.

### **Suggested Solutions**

Training, coaching or listening to the following audio sessions:

- Qualifying Buyers
- Questioning Strength
- Accurate Listening
- Understanding Needs
- Patience
- Maintaining Goal Focus

## DEMONSTRATION

Possible reasons for scoring below top performers:

1. Failure to listen to the “wants” described in the question stage.
2. Demonstrating to fulfill their needs and not the client’s needs.
3. Failure to appeal to the customer’s interest and desires.
4. Thinking features rather than applications.
5. Failure to answer “What’s in it for me?” for your prospect.

### **Suggested Solutions**

Training, coaching or listening to the following audio sessions:

- Giving an Effective Presentation
- Persuading Others
- Balanced Communication
- Concrete Organization
- Personal Flexibility

## INFLUENCE

Possible reasons for scoring below top performers:

1. Failure to understand the strategy of proving your claims.
2. Failure to sell value and justify price.
3. Failure to relieve the fear of buying.

### **Suggested Solutions**

Training, coaching or listening to the following audio sessions:

- Solving Sales Problems
- Identifying Buying Signals
- Maintaining Trust
- Emotional Connection
- Proving Your Claims
- Problem Resolution

## CLOSE

Possible reasons for scoring below top performers:

1. Failure to negotiate the conditions of the sale.
2. Failure to answer objectives and create value.
3. Failure to take the risk to close the sale.

### **Suggested Solutions**

Training, coaching or listening to the following audio sessions:

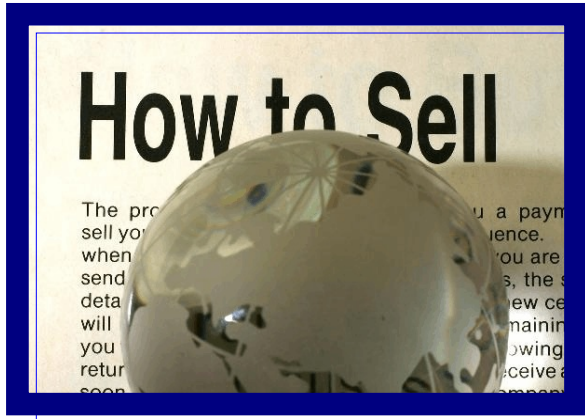
- Dealing with Objection
- Closing the Sale
- Identifying Objectives
- Courage
- Self-Control
- Being Results-Oriented

## GENERAL

Possible reasons for scoring below top performers:

1. Failure to appreciate the little things that lead to a successful presentation such as being prepared, using sales aids, managing time, and using call reports.
2. Lack of commitment of sales as a profession.
3. Poor attitude towards selling.

## The Sales Strategy Index - Selling Skills



The Sales Strategy Index - Selling skills assessment - Workbook -

### **NEGOTIATION TECHNIQUES**

The following pages will demonstrate how to communicate with others in a manner they will accept and respond to in a positive manner.

Sales is simply the ability to  
Persuade and Influence others.

# NEGOTIATION STRATEGIES

Use this page for ideas on how to control the interaction between yourself and another person. In any negotiation you must first gain control of the situation - then, read the other persons style and apply the appropriate strategy. Review the detailed strategies on the following pages. Adjust your strategy and intensity to the other person. Use "Mirror Imaging" Techniques. The negotiation strategies listed here are not easy to master. We suggest you draw up a list of friends, family, and co-workers, and put each of them in a category (style #1, 2, 3, or 4) that matches their communication/negotiation style. Apply the appropriate negotiation techniques to each of them, every time you meet and communicate with them. Keep a record of your progress!

PROSPECT or CLIENT	STRATEGY
Skeptical, Suspicious	Agree on minor points and expand. Be conservative in assertions.
Nervous, irritable, high strung	Use a quiet, tactful, soothing manner.
Pessimistic, grouchy, complaining	Listen patiently, ask questions to find out their real concerns.
Egotistical, opinionated, high hat	Flatter their ego. Concentrate on getting results.
Argumentative, blustering	Create response by challenging in a sincere manner.
Silent, secretive	Be more personal than usual to draw them out.

## - Improving Your Negotiating Flexibility -

**When interacting with a person with the following “Assertive” style, type #1,:**

Fast-paced speech  
Gives a strong first impression  
Impatient  
Direct  
Tries to control the situation

***Factors that will improve negotiations with this type of person:***

Speed up - omit some of the details  
Speak with confidence  
Flatter their ego  
Don't waste their time  
Stress Service - be fast and efficient  
Stress new products and service

***Factors that will create tension or dissatisfaction with this type of person:***

Not reacting quickly  
Speaking slowly and deliberately

---

**When interacting with the following “Relationship” style, type #2:**

Friendly and talkative  
Impulsive  
Uses many hand gestures when speaking  
Gets emotional  
Imprecise about the use of time

**Factors that will improve Negotiations with this type person:**

Be more demonstrative with your facial gestures  
Be flexible with your time schedule....allow time for them to talk  
Let them know you enjoy their company  
Be prepared for them to be emotional  
Let them know you are interested in helping them

**Factors that will create tension or dissatisfaction with this Style person:**

Not sharing information freely  
Not displaying a sense of urgency

**When interacting with the following “Supporter” style, type #3:**

Patient  
Easy going  
Uses an unemotional tone of voice  
Reserved  
Deliberate - methodical

**Factors that will improve Negotiations with this type of person:**

Maintain a friendly environment  
Show a demonstrated need for urgency  
Present information in a systematic fashion  
If change is necessary, give many reasons and benefits  
Show sincere appreciation  
Stress security  
Assure them that many others are using your product/service

**Factors that will create tension or dissatisfaction with this type of person:**

Not demonstrating personal attention  
Being possessive of information

---

**When interacting with the following “Analytic” style, type #4:**

Speaks slowly  
Asks questions about facts and data  
Deliberate in actions  
Uses few gestures  
Skeptical  
Suspicious

**Factors that will improve Negotiations with this type of person:**

Be diplomatic and courteous  
Don't ask probing, personal questions  
Avoid criticism of their comments or choices  
Provide assurances of correct decisions  
Avoid sudden or abrupt changes  
Don't threaten them

**Factors that will create tension or dissatisfaction with this type of person:**

Sloppy work environment  
Overselling



## - People I know -

---

**Instructions:**

Read the Negotiation Strategies and the four main types of people and how to influence them. Make a list of people you interact with on a regular basis. Put them in Category 1, 2, 3, or 4. Every day select one person from your list and apply the strategy and communication style that will best influence them. Practice this technique until it becomes natural for you. Your goal is to be able to persuade and influence others.

---

### **Assertive People - Type 1**

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

---

### **Relationship Oriented People - Type 2**

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

---

### **Supporting People - Type 3**

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

---

### **Analytic People - Type 4**

Name: \_\_\_\_\_

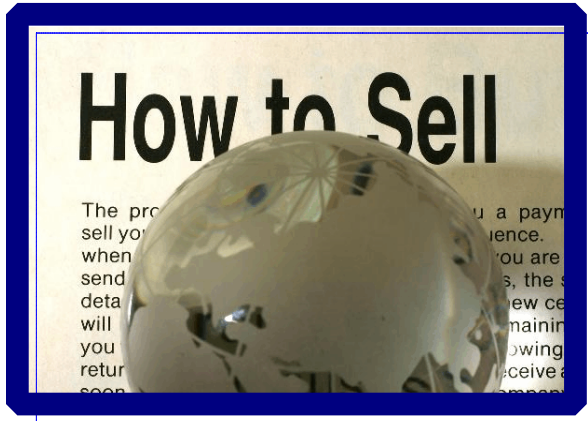
Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

---

## The Sales Strategy Index - Selling Skills



The Sales Strategy Index - Selling skills assessment - Workbook -

### **USING WORDS & TRIGGERS to COMMUNICATE**

The following pages will demonstrate how to communicate with others in a manner they will accept and respond to in a positive manner.

Sales is simply the ability to  
Persuade and Influence others.

# Identifying Buying Styles & Triggers - 1

Earlier in the program you were asked to learn negotiation techniques based upon a person's behavioral profile. The information that follows is an extension of the negotiation technique but is adapted toward selling and bringing in business.

---

## Type 1 - High Dominance, High Achievers

### Statements that Influence - Type 1 - High Dominance, High Achievers:

- “No doubt you’ll want to try it out. You’re the type of person who will make it work.”
- “While it is difficult to accept just anything, you’ll be able to see both the advantages and disadvantages.”
- “Other people can carry on with the program once you have explained it. You’re the person who will get the credit. After all, you are the one making the decision.”
- “This is totally new—really, there is nothing that will compare to this idea.”
- “The nice thing about this plan is that you don’t necessarily have to do it all yourself.”
- “In a few minutes you can see the way it will serve your needs.”
- “This program sells itself. In just a few words I can demonstrate the practical advantages.”
- “This will provide an opportunity to get credit for what you do. It is something you can call your own.”

### Presentation Tips - for High Dominance, High Achiever Individuals:

- Don’t waste their time. They won’t want lots of facts and figures; just hit the high points and get to the bottom line.
- You and the product must appear credible.
- Can be difficult to switch from current, trusted suppliers. But, once switched will remain highly loyal as long as you provide service.
- Will not want to see many testimonials, research, data, etc. May delegate this research to subordinates.

- Will be impressed with an efficient, no-nonsense, business-like manner.
- Will be interested in new products.
- Be concise and business-like. Don't waste time with idle talk. Get to the point quickly, solve their problems fast and make the sale.

**Buy-in Characteristics** - for High Dominance, High Achiever Individuals:

- An entrepreneur with many interests. Often is involved in other jobs or activities.
- Highly interested in new products and innovations.
- Usually possesses a fairly high ego factor. Does not like to waste time.

**Words that Influence** - Type 1 - High Dominance, High Achiever Individuals:

Control  
Power  
Authority  
Prestige  
Success  
Rapid advancement  
Focus on the bottom line  
Freedom from details  
Freedom from controls  
Challenges  
New  
Innovative  
Leader

---

# Buying Styles and Triggers - 2

---

## Type 2 - High Influence, High level Persuaders

### Statements that Influence - Type 2 - High Influence, High level Persuaders:

- “Looking at the comparisons I’ve made will help you decide which approach is better.”
- “You will want to delegate some of these tasks to others since your time is valuable.”
- “Many people recognize the need. You would be the first person to recognize that. However, one individual has to lead the way, and I’m sure they can rely on your judgment.”
- “By combining this idea with what you are presently doing, you have a combination for future profits, and you will be building on your present success.”
- “You’ll want to try something that provides you an opportunity to expand your present operation.”
- “This is an overall summary, which will be helpful for you to see the feasibility of the program.”
- “It’s the kind of program that utilizes your skills in working with an innovative idea.”

### Presentation Tips - for High Influence, High level Persuaders:

- Spare the details; they will not want to hear them.
- The buyer will often buy easily from you with only a minimum presentation. But beware! The competition can steal the buyer away from you just as easily. So give plenty of follow-up service.
- The buyer will be interested in new and innovative products. They will try almost anything under the right circumstances.
- The buyer will want to talk a lot, socialize, etc. Buy him lunch or a cup of coffee and you’ll have him sold.
- Eliminate lots of details. Just hit the high points. Show him new products, socialize and provide plenty of follow-up.

### **Buy-in Characteristics** - for Type 2 - High Influence, High level Persuaders:

- A friendly, people-oriented person who would rather talk and socialize than do detail work.
- Will be glad to see you arrive. Will readily trade jokes and stories with you.
- Won't want to discuss business too much; will prefer telling stories and talking about other things.
- Likes to try out new and innovative products

### **Words that Influence** - High Influence, High level Persuaders:

Freedom from controls  
Social recognition  
Influencing others  
Leader  
Freedom of movement  
Motivating groups  
Network of contacts  
Concentration on people rather than tasks

---

# Buying Styles and Triggers - 3

---

## Type 3 - High Stability, Task Oriented

### Statements that Influence - Type 3 - High Stability, Task Oriented Individuals:

- “I feel you are open to a number of possibilities, and I want to recommend this plan of action.”
- “There is so much potential success here in what you can do. It is important to keep abreast of what others are doing.”
- “Make some calls to others who have anticipated a similar change. I have a comprehensive list that will assist you in this activity.”
- “While you will not change just for the sake of changing, you can readily see how this will add to your already effective system.”
- “You will have an opportunity to see the way in which I work with the plan. That will provide you with an opportunity to get some additional clarification.”
- “By accepting this system, you are really buying insurance for yourself and your organization. There is a great deal of security involved.”
- “A number of individuals and organizations have already found the system to be very reliable. Here is a list of those groups.”
- “The factual information and the conclusions will be of real interest to you. Check it over to see how it works.”

### Presentation Tips - for Type 3 - High Stability, Task Oriented Individuals:

- Take it slow and easy; if you go too fast, you’ll lose the sale.
- Provide plenty of proof and statistics.
- Earn their trust and friendship by visiting about family and hobbies.
- May require additional visits for reassurances before the sale is made.
- Emphasize your proven products.

- Earn their trust with facts and figures.
- Take it slow and easy. Make repeat visits and be sure all questions are answered.

**Buy-in Characteristics** - for High Stability, Task Oriented Individuals:

- May be somewhat shy, but wants to be your friend.
- Not suspicious, but very slow to make changes.
- Puts priorities on things other than appearances.
- Needs to trust the salesperson.
- Not an innovator, but likes proven, traditional concepts.
- Family oriented.

**Words that Influence** - Type 3 - High Stability, Task Oriented Individuals:

Logical explanations  
Harmony  
Proven procedures  
Directions  
Closure  
Time to adjust to change  
Appreciation  
Loyalty  
Relationships  
Security

---



# Buying Styles and Triggers - 4

---

## Type 4 - High Compliance, Procedural

### Statements that Influence - Type 4 - High Compliance, Procedural Individuals:

- “A program such as this should have standards which permit a careful evaluation of the quality. It will stand up to your high standards of operation.”
- “With something this important, let’s set up several sessions where we can clarify all the possible alternatives.”
- “There’s always the excitement of putting something like this to work. You are going to be around here a long time, but I’ll be surprised if this system is not here when you’re retired and enjoying your leisure.”
- “Other people are doing it, and it works for them. You’ll probably end up doing it better than they are.”
- “You’re in a position to examine the facts, interpret them and draw the conclusions.”
- “I am sure you’ll take a very close look at the findings.”
- “Remember, we are discussing a planned change. You will be able to work with it over a period of time to see how the system works.”
- “There has been a great amount of input into this idea, which ensures a quality program.”
- “You would be interested in knowing how thoroughly we have researched the entire operation. It’s been written up in the literature, and we can carefully go over this together.”

### Presentation Tips - for Type 4 - High Compliance, Procedural Individuals:

- Needs lots of proof, background information and proven results before making a purchase.
- Needs to take time, absorb details and digest facts before going to the next step.
- Highly suspicious of new and unproven products. Use testimonials or plenty of research information to back up your presentation.

- Don't rush, but don't waste time with small talk. Get right to the point with plenty of facts and figures. Be sure all questions are answered.

**Buy-in Characteristics** - for Type 4 - High Compliance, Procedural Individuals:

- May be suspicious of you and your products.
- Does not readily make product/service changes.
- Usually not too talkative.
- Is not an innovator; will not readily try out new and innovative technology.

**Words that Influence** - for Type 4 - High Compliance, Procedural Individuals:

Procedures  
Safety  
Quality  
Stability  
Time to think  
Data  
Information

---

# Selling Skill Action Plan for Performance Development

---

Using the information provided in your Selling Skill Report, select the three most critical areas in need of development. Stay within your sales type, that is, inside or outside sales. The longer you have been in sales the more important it is to re-evaluate your techniques.

## Circle three areas most in need of attention:

- **Prospecting** - Finding and developing new accounts - Don't rely on old or existing customers. A good salesperson always has prospects in the pipeline.
  - **First Impression** - Includes Approach and Involvement - Do you involve the client in the sale? What kind of first impression do you make?
  - **Qualifying** - Finding the need - Filling the need, and can they pay
  - **Demonstration** - Includes Presentation - How polished is your presentation?
  - **Influence** - The behavioral definition of sales is someone who can persuade and influence others. How effective are you in persuading the prospect to consider your product or service over that of the competition.
  - **Closing** - How effective are you in handling objections - building a "Yes" ladder and closing the sale?
-

## **ACTION PLAN**

I am going to focus on the following three skills.

---

**1.** I will focus on and improve upon: \_\_\_\_\_

I will accomplish this by doing the following:

---

---

I may need my managers help with: \_\_\_\_\_

---

**2.** I will focus on and improve upon: \_\_\_\_\_

I will accomplish this by doing the following:

---

---

I may need my managers help with: \_\_\_\_\_

---

**3.** I will focus on and improve upon: \_\_\_\_\_

I will accomplish this by doing the following:

---

---

I may need my managers help with: \_\_\_\_\_

---