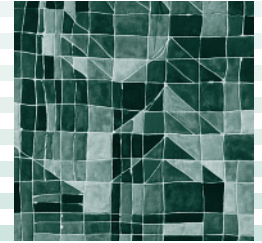


Introduction



Imagine for a moment you're traveling and you happen to sit next to someone who also is in sales. As you talk, this person tells you her company is seriously thinking of doing away with its sales staff and simply using high-powered print media. Think about your own job and what you bring to it. What are the advantages of selling through personal contact? What do you bring to your job that adds value? As a salesperson, you

- Hear your customer's needs, often clarifying them or bringing them into sharper focus
- Tailor the product or service to meet specific needs
- Create a relationship that endures over time
- Make referrals to support customers in other ways
- Pick up ideas for new products or markets

Why Use a Type Framework for Selling?

Sales are made when needs are met. Your customers have both product/service needs and personal-approach needs. It is often the issues of personal approach that will stall or even stop a sale. If you can understand and predict the different personal-approach needs of your customers, you will increase your sales effectiveness. This guide provides information and exercises to help you apply a type framework to sales interactions. You will learn reliable and effective strategies with which to approach the people side of the selling process. This booklet will

- Build your understanding of your own type preferences and how to apply them to selling

- Reinforce your selling process
- Focus your attention on your customer's personal-approach needs
- Suggest effective ways to interact based on customer behavior cues
- Provide alternatives to your present methods of working with customers, if needed

How Does the Type Framework Affect Sales?

Applying type to a sales interaction will let you do the following:

- *Understand how customers are different.* Customers differ in how they prefer to be approached, gain information, and make decisions. These differences are the primary people issues in any buying process. They are also the main aspects of psychological type preference. Using type to understand these differences is an excellent and reliable way to adapt to your customers in a sales situation.
- *Hear the customers' needs and talk their "language."* The type framework shows you how to talk about a product or service in a "language" or manner to which the customer can best relate. This often uncovers hidden issues and needs. Salespeople with an understanding of type can use their skills to explore these issues, see implications the customer may not be aware of, and cross-sell to meet these overall needs.
- *Build the necessary relationship for action.* Many customers will not talk in depth about their needs to someone they do not know or do not yet trust. A salesperson needs to build a foundation for this trust and for action. You can do this by carefully observing the customer's behavior cues and adapting your selling behaviors to match your customer's. Matching the customer's words, tone, and pace, presenting in a manner best suited for a particular type preference, and listening well and exhibiting good product knowledge are all ways to build

Type Preference as I Sell

I'm Energized...

E Extraversion

- Interacting with people
- Talking on the phone
- Working with others on a plan of action

I Introversion

- Taking quiet time away from others
- Planning or reviewing my day/week
- Thinking through or writing a plan of action

I Pay Attention to...

S Sensing

- What is factually true for my customers—their current resources, their urgency
- My customers' specific needs
- How what I have will meet their needs

N Intuition

- The possibilities I see, especially into the future
- The patterns of my customers' habits and needs
- Fresh or unique ways to meet customers' needs

I Base My Decisions on...

T Thinking

- An analysis of the factors that most affect a given situation
- Answering the question, "What makes the most sense here?"
- An assessment of the underlying problem or issue as I see it

F Feeling

- How I feel for my customer; what's most pressing, what will "leave their heart" or need
- How to create a sense of harmony between us now
- How to cover the long haul
- Who will work personally for all involved

My Preferred Workstyle Is...

J Judging

- Get it done! Move things forward
- Meet goals, get results
- Take no more time than necessary

P Perceiving

- Watching for and savoring the unexpected
- Going at things with a playful or curious stance
- Making no decision until its time, then going for it with gusto

Adapting to ST Issues

Adapt to match your customer's ST behavior cues by

Example

Agreeing with the fact that this is a concern for the customer

Yes, that's an important point to clarify.

Providing up-to-date facts and specifics; clarify any conflicting data

The information on the new release has been confusing. Let me show you the update I got last week that pulls together the information in a two-page summary and specifically addresses interface.

Using a logical step-by-step or sequential approach

First...then next, based on that information.... (If this, then that.)

Noting any specific information to be gathered and when the customer is to be notified

Let's make sure I've got your questions...which specific courses are available for first-line supervisors, how will they support the continuous improvement initiative, and what's the background of the instructors? I'll have the information Wednesday. Would Thursday or Friday be better for us to review it?

Offering third-party testimonials only if for a factually similar situation *and* if it would be possible for the customer to contact the third party

George Rourke, the area manager of SPT in Boston had the same concern. We actually met with Suzanne Feld, the design engineer. She answered his questions and gave him a written plan detailing the project's steps and deliverables. Would you like to ask her for a copy, or perhaps you would like to speak with her first-hand?

Using a "no-surprises" approach; alert the customer to potential problems and how they will be handled

Moving a company to a new location is bound to involve some unforeseen circumstances. That's why it's so important to have a procedure that specifies what we will do if a problem occurs. We've developed a *Manual* to deal with that.

Adapted from FLEX Selling® by Susan A. Brock, 1993, Module 2, p. 42. © 1993 by Susan A. Brock. Reprinted with permission.

Adapting to SF Issues

Adapt to match your customer's SF behavior cues by

Example

Noticing hesitancy when it appears, especially if unusual in the interaction

I sense you still have a question or some hesitancy about whether your loan payments will be too steep.

Validating the customer's concerns (tone and body convey acceptance, while the words accurately restate or summarize the concern)

That's a valid concern. As a trainer myself, I want to know if participants actually get enough practice and feedback to start using their new skills.

Providing specific, accurate, up-to-date facts; clarify any conflicting data

Homeowners' associations do work differently. The Springfield Association is very responsive to our homeowners. Let me show you the newsletter, published the seventh of each month, which lists new requests for exterior changes and the company's responses.

Following an orderly, uncomplicated process to resolve the issue

First, let me check with Tom, our production supervisor, to verify the installation date and then we can proceed from there.

Using personal pronouns

Reconfiguring your company's phone system shouldn't be a problem given your floor plan and your current lines.

Offering third-party testimonials if the customer would perceive him- or herself as like the third party

It can be pretty overwhelming applying for a loan the first time. Sandra and Bill Jacobs shared your apprehension. Let me describe the steps we took together to make it more comfortable for Sandra and Bill and see if it might help for you.

Adapted from FLEX Selling® by Susan A. Brock, 1993, Module 2, p. 15. © 1993 by Susan A. Brock. Reprinted with permission.

Sample