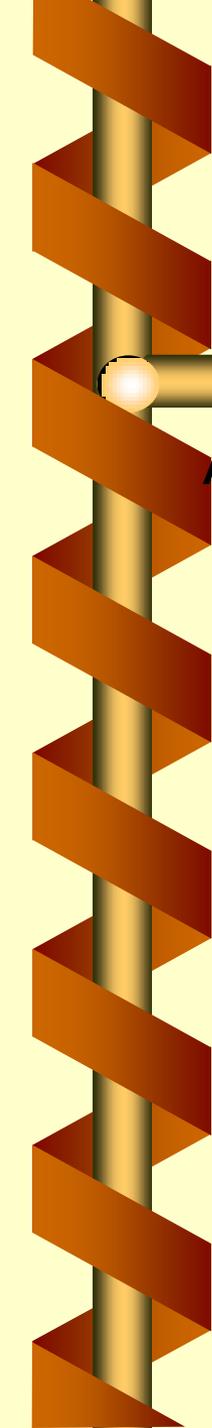


Personality Styles & Sales Training

- ∞ Destiny Management
- ∞ 206-799-8650
- ∞ 1-877-492-1957 toll free
- ∞ e-mail terry@destinymgmt.com
- ∞ www.destinymgmt.com

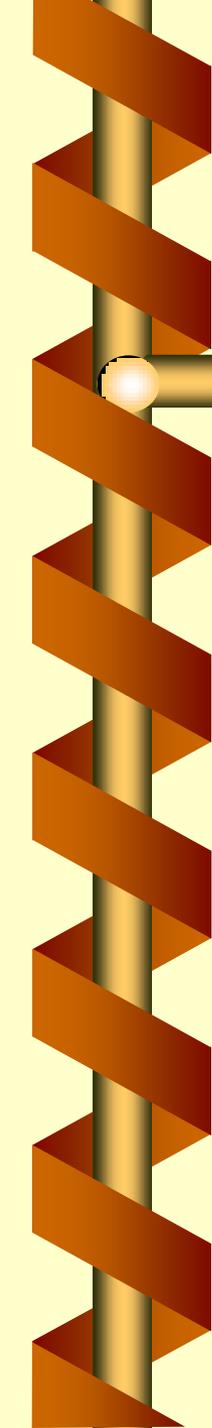




"ACTIVE LISTENING"

Active Listening is the primary tool when dealing with:

- * Conflict Resolution
- * Empowerment
- * Problem Solving
- * Decision Making
- * Delegation
- * Team Building
- * Negotiation
- * Planning
- * Overcoming Resistance
- * Goal Setting



COMMUNICATION MYTHS

1. **Myth:** Words have the same meaning for everyone.

Reality: The most frequently used 500 words have over 14,000 meanings. Additionally, meanings are interpreted by our own "context" or experiences.

2. **Myth:** We only communicate when we deliberately and consciously choose to communicate.

Reality: We cannot not communicate. We frequently communicate (send messages) by our non-verbal behavior, and even our not talking or ignoring the other person sends strong messages.

3. **Myth:** Communication deals with how I talk (i.e., it is a one-way activity).

Reality: Communication is a two-way activity.

4. **Myth:** Good speaking ability is the most important part of communication.

Reality: Poor speaking can be overcome by a good listener; however, if someone isn't listening effectively the best speaker in the world can be misunderstood.

LISTENING SKILLS

STOP TALKING - You can't listen while you are talking.

ONE CONVERSATION AT A TIME - Don't try to engage in two conversations at once. You may hear two people at one time, but you can't effectively listen to two conversations at once.

EMPATHIZE WITH THE PERSON SPEAKING - Try to put yourself in his or her place so that you can see what the speaker is trying to get at.

ASK QUESTIONS - When you don't understand or when you need further clarification, ask questions. Don't ask questions that are a form of a statement about how smart you are on the subject.

DON'T INTERRUPT - Don't interrupt when someone else is speaking. Give the speaker time to say what he or she has to say. Then, and not before, ask your questions or take issue with what the speaker has said.

SHOW INTEREST - Look at the speaker - his or her face, mouth, eyes, hands. All of these things will help the speaker communicate with you, and this effort will help you concentrate. Eye contact is significant.

CONCENTRATE ON WHAT IS BEING SAID - Actively focus your attention on the speaker's words, ideas and feelings related to the subject.

DON'T JUMP TO CONCLUSIONS - When you do, you tune yourself out from the rest of what the speaker has to say either by thinking to yourself, "Hurry up and finish. I've got your point. I know what you're trying to say," or by rudely interrupting and saying, "Yes, yes. I know what you mean. Then what?" By doing either, you run a grave risk of misunderstanding the entire conversation because of an erroneous conclusion which you drew prematurely.

CONTROL YOUR ANGER - Try not to get angry at what one is saying. Your anger will most likely prevent you from understanding what he or she is really saying.

REACT TO IDEAS, NOT TO THE SPEAKER - Don't allow your reactions to the speaker to influence your interpretation of what he or she says. Their ideas may be good even if you don't like them as a person or like the way he or she looks or speaks or moves.

SHARE THE RESPONSIBILITY FOR COMMUNICATION - Only part of the responsibility for effective communication rests with the speaker. **You** as the listener have an equal responsibility for making sure communication is clear.

QUESTIONS

Closed Questions

Does? Doesn't?

Did? Didn't?

Are?

Can?

Have?

Who?

When?

Where?

(Why?)

Open Questions

How?

Describe.

What?

In what ways?

Under what conditions?

If _____, what?

Give some examples.

In what areas?

What kinds of?

Tell me.

Show me.

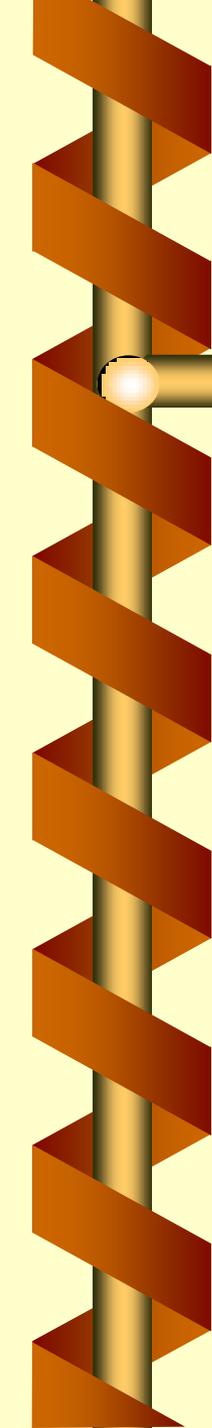
What might happen if?

Suppose?

NOTE: Closed questions *discourage* further communications (they often can be answered with a simple yes or no)

Open questions *encourage* further communication.

Sincere intention is *essential* to successful communication.



REFLECTIVE LISTENING EXERCISE

People communicate much more than just words - behind the words lie ideas and feelings. **In Active (reflective) Listening, the listener merely reflects back to the speaker, in the listener's own word, what he/she heard the speaker say.**

Reflective listening responses generally consist of two parts:

- (1) Content - The facts as the Listener heard them
- (2) Feeling - The underlying emotion of the speaker

It's easy to begin a reflective response with phrases like:

"It sounds to me like you..."

"What I hear you saying is..."

"If I understand you, you think..."

As with all communication efforts, your intention will be the key to an effective exchange - your efforts to "reflect" must be sincere.

Instructions: The attached pages contain an exercise on reflective listening (some examples are below). After reading the situation and the speaker's message, write a reflective response in the space provided. Remember: write down what you understood the speaker to say; the speaker's meaning = content + feeling.

REFLECTIVE LISTENING EXERCISE

EXAMPLES:

SITUATION AND MESSAGE

REFLECTIVE RESPONSE

A) Manufacturing rep is complaining about the
you quality of the drawings.
in their drawings." "Darn it! Why can't I get good drawings out of Engineering"

A) *"What I hear you saying is that it makes
angry that you find errors*

or

*It seems you're upset because they don't do
good job."*

a

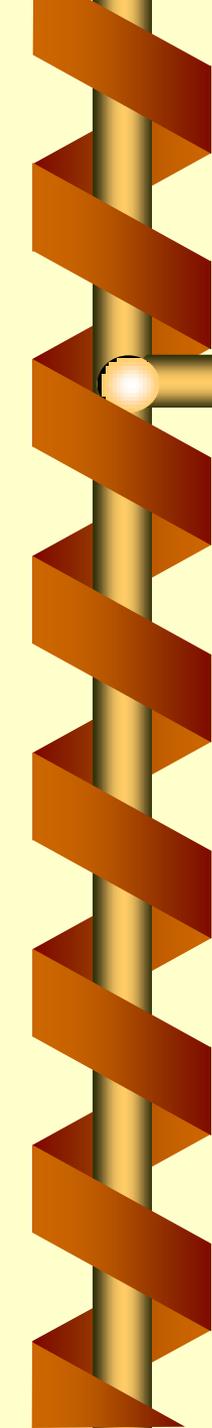
B) A team member has not responded to the Action Items.
*my Action Item "Can't you be as professional as the rest of the team
and respond to your Action Items on time?"*

B) *"So, you are irritated when
are late."*

or

*You think I'm not responsible when I'm late
my Action Items."*

with



GUIDELINES FOR GIVING FEEDBACK

GIVING POSITIVE FEEDBACK

1. Give directly to the person.
2. Use appropriate voice volume, tone, eye contact, and body posture.
3. Have congruence between verbal and non-verbal messages.
4. Tell person specifically what he/she did well.
5. Do not use positive feedback to "ease the pain" of negative feedback.
6. Avoid the word *"but"*; use the word *"and"* instead.
7. Use "I" statements instead of vague, general, or "everybody" statements, and describe the impact of specific behaviors on you.

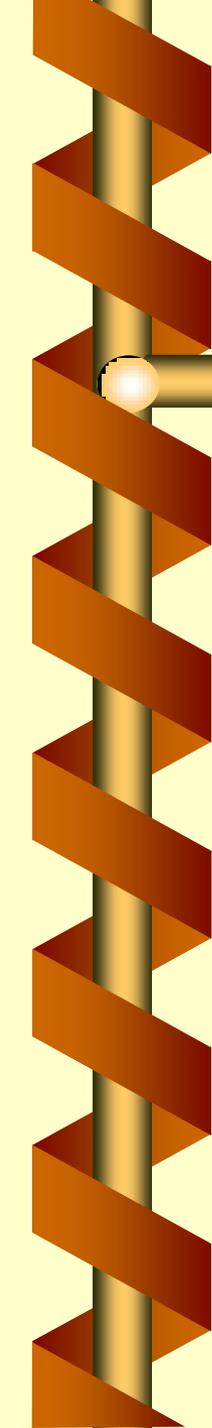
EXAMPLE:

Instead of

"Everyone thinks you did a good job on the meeting minutes"

Use

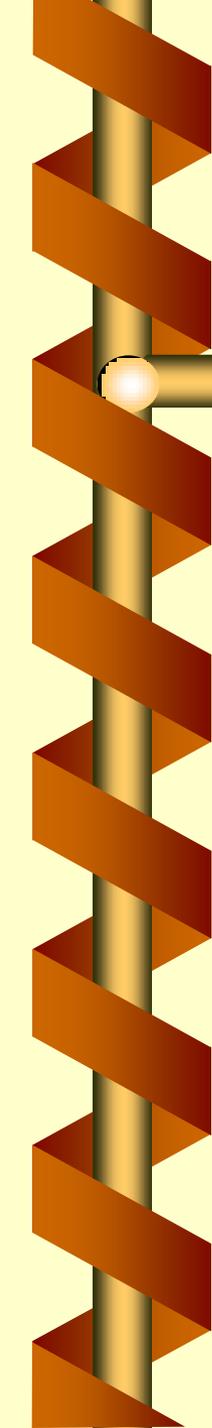
"I appreciate you getting the meeting minutes out in one day because I had plenty of time to prepare my Action-Item responses."



GUIDELINES FOR GIVING FEEDBACK

GIVING SUGGESTIONS FOR CHANGE (CONSTRUCTIVE CRITICISM)

1. Give directly to person:
 - A. When appropriate, ask permission.
 - B. Identify specific objective behavior that is observed (what you see, what you hear...).
 - C. Identify how you have interpreted or what you have judged that behavior to mean (remember, your Interpretation may be just that - your interpretation!).
 - D. Tell person how their behavior impacted you.
 - E. Ask for their opinion and feedback.
2. Have congruence between verbal and non-verbal messages.
3. Use appropriate voice volume, tone, eye contact, and body posture.



GUIDELINES FOR RECEIVING FEEDBACK

1. Breathe!!!
2. Maintain eye contact and listen carefully.
3. Ask for specifics or examples if feedback is too general. Ask for clarification if you don't understand the feedback.
4. Acknowledge the feedback (Let the person know you heard them).
5. Acknowledge the points you consider valid. Tell the person how his/her feedback is helpful to you.
6. If you disagree with feedback, accept it as an accurate indication
of how the observer perceived what occurred.
7. Take time to sort out what you heard.

ROADBLOCKS TO EFFECTIVE COMMUNICATION

1. **Ordering, Directing, Commanding.**
Telling the other person to do something....giving an order or command.

2. **Warning, Threatening, Admonishing.**
Alluding to the use of your authority by telling the other person what consequences will occur.

3. **Moralizing, Preaching, Obliging.**
Telling another person what should or ought to be correct behavior.

4. **Advising, Giving Suggestions or Solutions.** Telling the other person how to solve his/her problems.

5. **Persuading with Logic, Arguing, Instructing, Lecturing.** Trying to influence the other person with facts, counter-arguments, logic, information, or your own opinions without first establishing your own credibility or getting "hired" as a "consultant".

6. **Judging, Criticizing, Disagreeing, Blaming.** Making negative judgments or evaluations of the other person.

7. **Praising, Agreeing, Evaluating Positively, Approving.** Manipulating the other through flattery or implied promise of award.

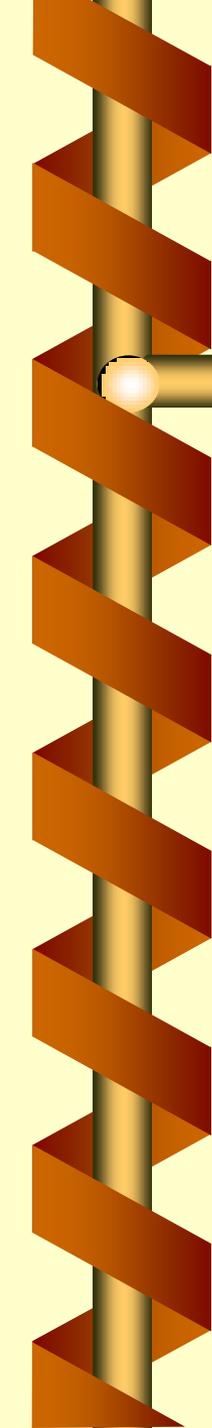
8. **Name-calling, Ridiculing, Shaming**
Making the other person feel foolish; stereotyping or categorizing the person in negative ways.

9. **Interpreting, Analyzing, Diagnosing.**
Analyzing the other's motives and behavior; communicating that you have the person figured out or "diagnosed".

10. **Reassuring, Sympathizing, Consoling, Supporting.** Trying to make the other person feel better by talking the person out of strong feelings; trying to make the feelings go away; denying the strength of the feelings.

11. **Probing, Questioning, Interrogating.**
Trying to find the reasons, motives, causes; searching for more information to help you solve the problem.

12. **Withdrawing, Distracting, Humoring.**
Trying to get the other person away from the problem; withdrawing from the problem yourself; distracting the other person, amusing the person out of strong feelings; pushing the problem aside.



PERSONALITY STYLES

The following slides describe four different personality styles. It is important to learn and understand the different styles for effective communication and successful sales. Without understanding what is important to a person, nothing will get accomplished.

RELATER STYLE

PERSONAL GOALS:

TO BE SEEN AS RESPONSIVE AND SUPPORTIVE

STRENGTHS:

- * Has to feel he or she is working on the most relevant project.
- * Likes to be an achiever, doing something to benefit people.
- * Willing to trust others' statements at face value.
- * Makes allowances for people and defends their rights.
- * Allows others to feel important in determining the direction of what's happening.

STRENGTH DESCRIPTORS:

THOUGHTFUL

IDEALISTIC

MODEST

TRUSTING

COOPERATIVE

HELPFUL

RECEPTIVE

RESPONSIVEPASSIVE

SEEKS EXCELLENCE

LOYAL

EXCESSES: (OVERUSED STRENGTHS)

SELF-DENYING

IMPRACTICAL

GULLIBLE

OBLIGATED

OVERPROTECTIVE

SELF-DEPRECATING

OVER COMMITTED

PERFECTIONIST

EASILY INFLUENCED

MOTIVATED BY:

WORTHWHILE CAUSES

AN APPEAL FOR HELP

A SHOW OF CONCERN

IN CONFLICT:

LISTENS TO OTHER'S VIEWS

DOES WHAT'S FAIR TO ALL

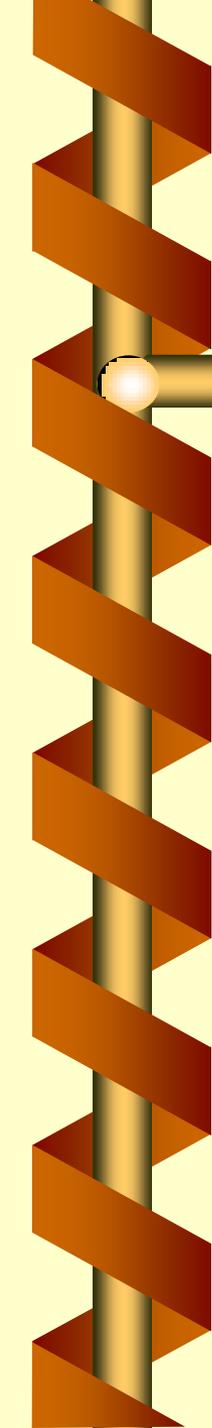
IS TOO EASILY INFLUENCED

VALUE TO TEAM:

HIGH STANDARDS

RESPONSIVE

GETS COOPERATION



COMMUNICATING WITH RELATERS

Do:

- * Break the ice with personal comments.
- * Demonstrate interest in them as people.
- * Show patience and responsiveness as they develop personal goals.
- * Make your points softly, in a non-threatening way.
- * Ask questions to draw them out.
- * Watch for and deal with hurt feelings if you disagree with them.
- * Stay casual and informal.
- * Personalize benefits and rewards for actions taken.

Don't:

- * Don't rush to discussion of business items.
- * Don't ignore the relationship and feeling sides of the discussion.
- * Don't rush them for a response.
- * Don't force them using position power.
- * Don't batter them with facts and figures.
- * Don't bully, because they won't fight back, and won't forget.
- * Don't patronize them.
- * Don't make up their minds for them.

DIRECTOR STYLE

PERSONAL GOALS:

TO BE SEEN AS ACTIVE AND COMPETENT

STRENGTHS:

- * Likes to be in control of the relationship and steer the course of what's happening.
- * Quick to act and express a sense of urgency for others to act now.
- * Enjoys the challenge of difficult situations and people.
- * Likes a quick pace and a fast track and likes variety, novelty, and new projects.
- * Quick to move in and seize an opportunity or create one.

STRENGTH DESCRIPTORS:

DIRECTING

FORCEFUL

QUICK TO ACT

COMPETITIVE

CONFIDENT

RISK-TAKING ARROGANT

SEEKS CHANGE

PERSISTENT

PERSUASIVE URGENT

DISTORTS

MOTIVATED BY:

OPPORTUNITY

RESPONSIBILITY

CHALLENGE

EXCESS:(OVERUSED STRENGTHS)

DOMINEERING

COERCIVE

IMPULSIVE

CONTENTIOUS

GAMBLER

DROPS OLD WAY

HIGH PRESSURE

IMPATIENCE

IN CONFLICT:

CONFRONTS DIFFERENCES

STATES POSITION FIRMLY

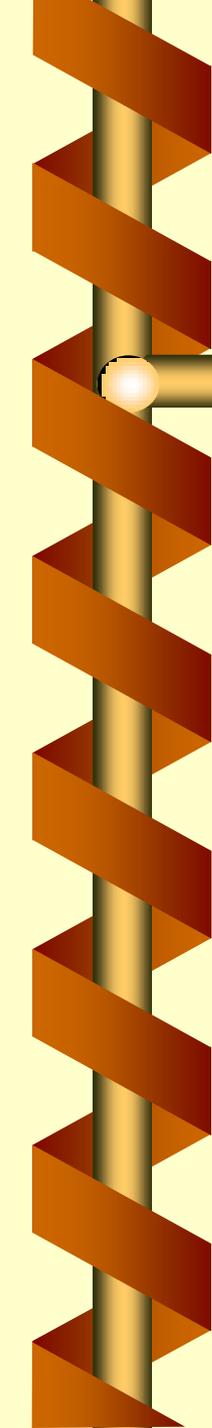
TENDS TO BECOME COMBATIVE

VALUE TO TEAM:

INITIATOR

GETS RESULTS

TAKES CHARGE



COMMUNICATING WITH DIRECTORS

Do:

- * Be clear and to the point.
- * Stay on track.
- * Put together a complete package, with requirements and supporting data.
- * Net out your information.
- * Provide alternatives and let them choose.
- * When disagreeing, stay with the issues, not the person.
- * In agreeing, support the results, not the person.
- * Persuade and motivate through results on objectives.
- * When you are done with business, leave.

Don't:

- * Don't waste their time.
- * Don't tell them probabilities of success of options.
- * Don't try to build a personal relationship.
- * Don't forget or lose things.
- * Don't leave vague issues or loopholes.
- * Don't ask unnecessary questions.
- * Don't speculate wildly.
- * Don't try to work the relationship side.
- * Don't tell them what to do. Let them choose from a range of alternatives.

THINKER STYLE

PERSONAL GOALS:

TO BE SEEN AS OBJECTIVE AND RATIONAL

STRENGTHS:

- * Relies heavily on data, analysis, and logic to make decisions.
- * Outlines the trade-offs of his or her position and the options for others.
- * Thoroughly examines and studies people's needs and situations.
- * Works methodically, and consistently follows procedures or policies.
- * Likes working with the tried and true and getting the most out of what already exists.

STRENGTH DESCRIPTORS:

TENACIOUS	STEADFAST
PRACTICAL	THOROUGH
ECONOMICAL	METHODICAL
RESERVED	DETAIL-ORIENTED
FACTUAL	ANALYTICAL DATA-BOUND

MOTIVATED BY:

SECURITY
CHANCE TO TIE NEW TO OLD
OPPORTUNITY TO USE ANALYTICAL SKILLS

EXCESSES:(OVERUSED STRENGTHS)

CANNOT LET GO	STUBBORN
UNCREATIVE	ELABORATE
STINGY	PLODDING
UNFRIENDLY	NIT-PICKING
	CRITICAL

IN CONFLICT:

IS OBJECTIVE
USES LOGIC
TENDS TO BE COOL AND DISTANT

VALUE TO TEAM:

CLARIFIES SITUATION
PUSHES FOR FACTS
SUGGESTS LOGICAL PROCEDURES

COMMUNICATING WITH THINKERS

Do:

- * Prepare your case in advance.
- * Approach them in a no nonsense, business manner.
- * Support their processes and show how your ideas fit in.
- * Make an organized presentation, with specifics and follow through.
- * Take your time and be persistent.
- * Draw-up schedules and action plans.
- * If you agree, take the actions. If not, make an organized presentation of your position.
- * Give them time to verify the dates.
- * Provide tangible, solid, and credible evidence.

Don't:

- * Don't be disorganized or messy.
- * Don't be casual, informal, or boisterous.
- * Don't rush.
- * Don't be vague.
- * Don't fail to follow through.
- * Don't leave things to chance.
- * Don't threaten, whimper, cajole, or coax.
- * Don't rely on opinions for evidence.
- * Don't push too hard or be unrealistic with deadlines.
- * Don't use gimmicks or clever tricks.

SOCIALIZER STYLE

PERSONAL GOALS:

TO BE SEEN AS LIKABLE AND POPULAR

STRENGTHS:

- * Uses the light touch and personal charm to win over people.
- * Sensitive to and aware of others' feelings and what will please them.
- * Flexible in finding ways to satisfy other people.
- * Able to transact easily and fit in with all kinds of people.
- * Quick to change and adapt to new ideas and ways.

STRENGTH DESCRIPTORS:

FLEXIBLE	ADAPTABLE
TACTFUL	INSPIRING
SOCIALLY SKILLFUL	EXPERIMENTAL
YOUTHFUL	NEGOTIATING
ENTHUSIASTIC	ANIMATED

MOTIVATED BY:

WORKING WITH OTHERS
PRAISE
BEING IN SPOTLIGHT

EXCESSES:(OVERUSED STRENGTHS)

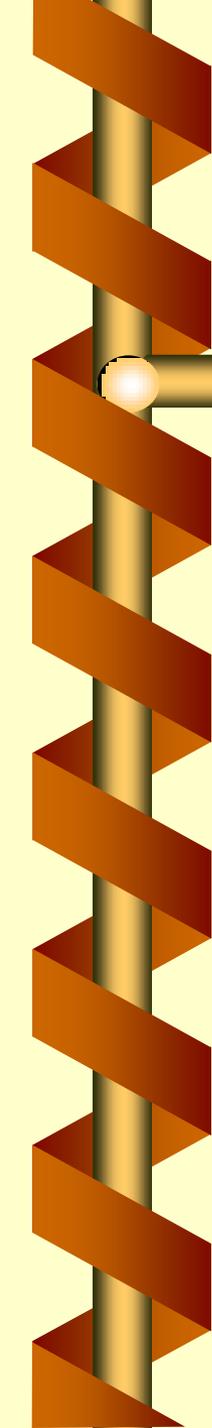
INCONSISTENT	LACK OF CONVICTION
MELODRAMATIC	AGITATED
MANIPULATIVE	AIMLESS/DELUDING
CHILDLIKE	OVER-COMPROMISING
AVOIDS CONFRONTATION	

IN CONFLICT:

SEES ALL SIDES
PUSHES FOR COMPROMISE
TENDS TO SMOOTH OVER DIFFERENCES

VALUE TO TEAM:

PROMOTES HARMONY
FINDS WORKABLE COMPROMISES
KNOWS EVERYONE, HAS CONNECTIONS



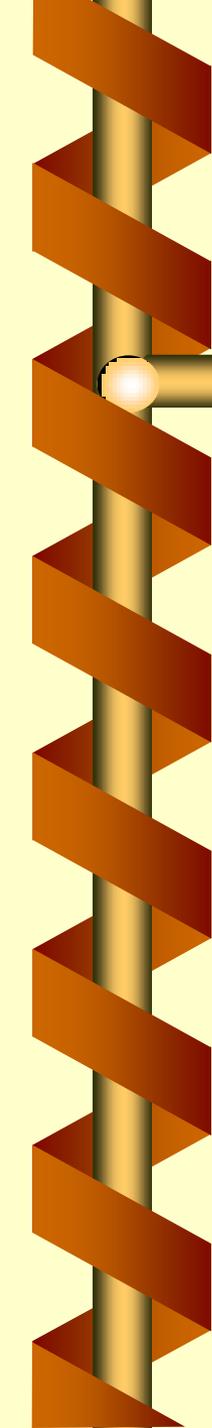
COMMUNICATING WITH SOCIALIZERS

Do:

- * Plan activities supporting their dreams and intentions.
- * Allow time for relating and socializing.
- * Talk about people and their goals.
- * Emphasize modes of action rather than details.
- * Generate ideas for taking action.
- * Be stimulating, fun and fast moving.
- * Get the opinions of people they respect and admire.
- * Show what's in it for them to take risks or make an effort.

Don't:

- * Don't stifle or over direct them.
- * Don't come off as cold or aloof.
- * Don't emphasize data, abstract principles, and numbers.
- * Don't leave decisions hanging or be ambiguous.
- * Don't come off as impersonal, rule-bounce or judgmental.
- * Don't kid around too much or stick to business too much.
- * Don't get stuck in their dreams and fantasies.
- * Don't get dogmatic.
- * Don't talk down to them.



KEYS TO STYLES

THINKER

PACE: *Slow*

PRIORITY: *Task*

FOCUS: *Precision & Accuracy*

WANTS: *High Standards*

NEEDS: *Organization & Data*

EXPECTS: *Accuracy*

WORKS: *Alone*

TENSION: *Being Wrong*

WEAKNESS: *Taking a Position*

BACK UP BEHAVIOR: *Withdrawal*

RELATER

PACE: *Slow*

PRIORITY: *Relationships*

FOCUS: *People*

WANTS: *Security*

NEEDS: *Appreciation*

EXPECTS: *Harmony*

WORKS: *Carefully with Others*

TENSION: *Conflict*

WEAKNESS: *Initiating*

BACK UP BEHAVIOR: *Gives In*

DIRECTOR

PACE: *Fast*

PRIORITY: *Task*

FOCUS: *Results*

WANTS: *Action/Change*

NEEDS: *To Be in Charge*

EXPECTS: *Efficiency*

WORKS: *Fast & Alone*

TENSION: *Loss of Control*

WEAKNESS: *Listening*

BACK UP BEHAVIOR: *Dictates*

SOCIALIZER

PACE: *Fast*

PRIORITY: *Relationships*

FOCUS: *Activity*

WANTS: *To Be Liked*

NEEDS: *Recognition*

EXPECTS: *Freedom*

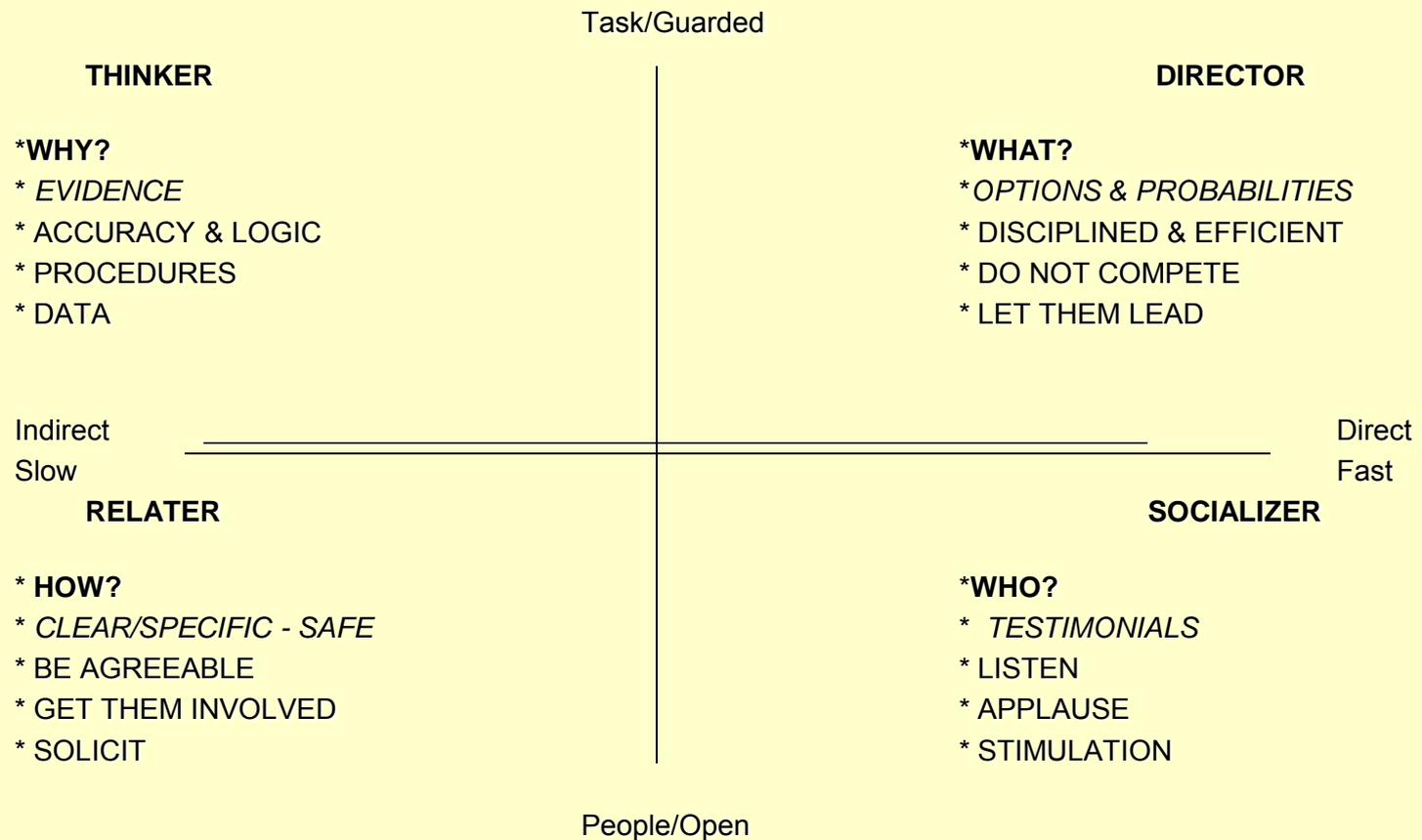
WORKS: *Fast & With Others*

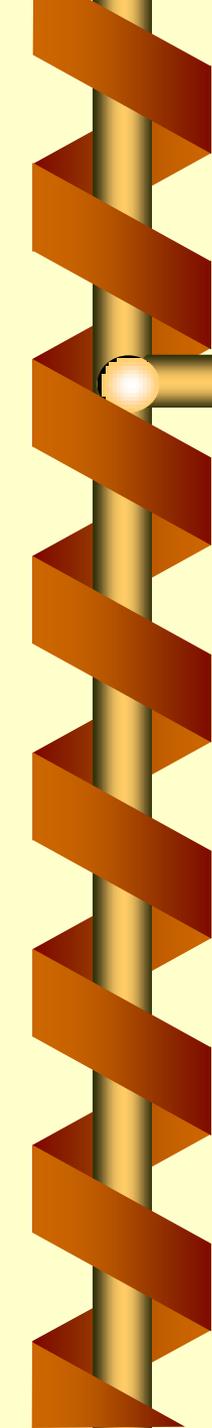
TENSION: *Rejection*

WEAKNESS: *Organizing*

BACK UP BEHAVIOR: *Attacks*

TEAMWORK





7 KEY STEPS TO CLOSING SALES

- ∩ Step 1: Correct approach
- ∩ Step 2: Know exactly what your prospect needs
- ∩ **Step 3: Communicate you understand your prospect's needs**
- ∩ Step 4: Sell the company
- ∩ Step 5: Presentation (Benefits, Benefits, Benefits)
- ∩ Step 6: Close, Close, Close, Close, Close (5 times)
- ∩ Step 7: Follow-up