



## Selling Style Profile

**For Jane Doe**

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For: Jane Doe

## Introduction

The following Selling Style Profile is based on over 20 years of research by Dr. Larry L. Craft involving over 100,000 sales personnel. This research uncovered four general personality styles that result from an interaction between Ego Drive and Empathy. Ego Drive and Empathy each result from an interaction between all of CPQ's "Basic Eight" personality factors. The four Selling Styles and four Buying Styles described in this report are therefore "averages of averages" that may be less reliable than the original scales. As a result, this report should not be used for hiring/promotion purposes or for psychological evaluation of any kind. It only describes general styles of selling behaviors that can be used for training and development of existing sales personnel.

## Interpreting Your Selling Style

The following page "plots" your Selling Style (see asterisk) based upon your Ego Drive and Empathy scores on the Craft Personality Questionnaire (CPQ) to determine if your style is *Persuasive*, *Authoritative*, *Administrative*, or *Participative*. For example, high Ego Drive and low Empathy scores result in the "*Authoritative*" Selling Style that is quite effective in closing/binding the sale (high Ego Drive) but weak when it comes to empathetically relating to the buyer's needs (low Empathy). Since some of our Professional Selling workshop participants prefer the color codes (Green, Red, Yellow, or Blue), you are also given the color that is associated with each Selling Style. Immediately following this page, your unique Selling Style is described in detail, beginning with a Summary Statement and followed by your Selling Strengths and Self-management recommendations. The next two pages (What's Your Selling Style?) list specific Strengths and Improvement Opportunities for each Selling Style. **The location of your asterisk on the initial 4-style grid will apply to the pages that follow it.** Use these pages to understand your unique characteristics and how you differ from other sales personnel.

## Interpreting Your Prospect's Buying Style

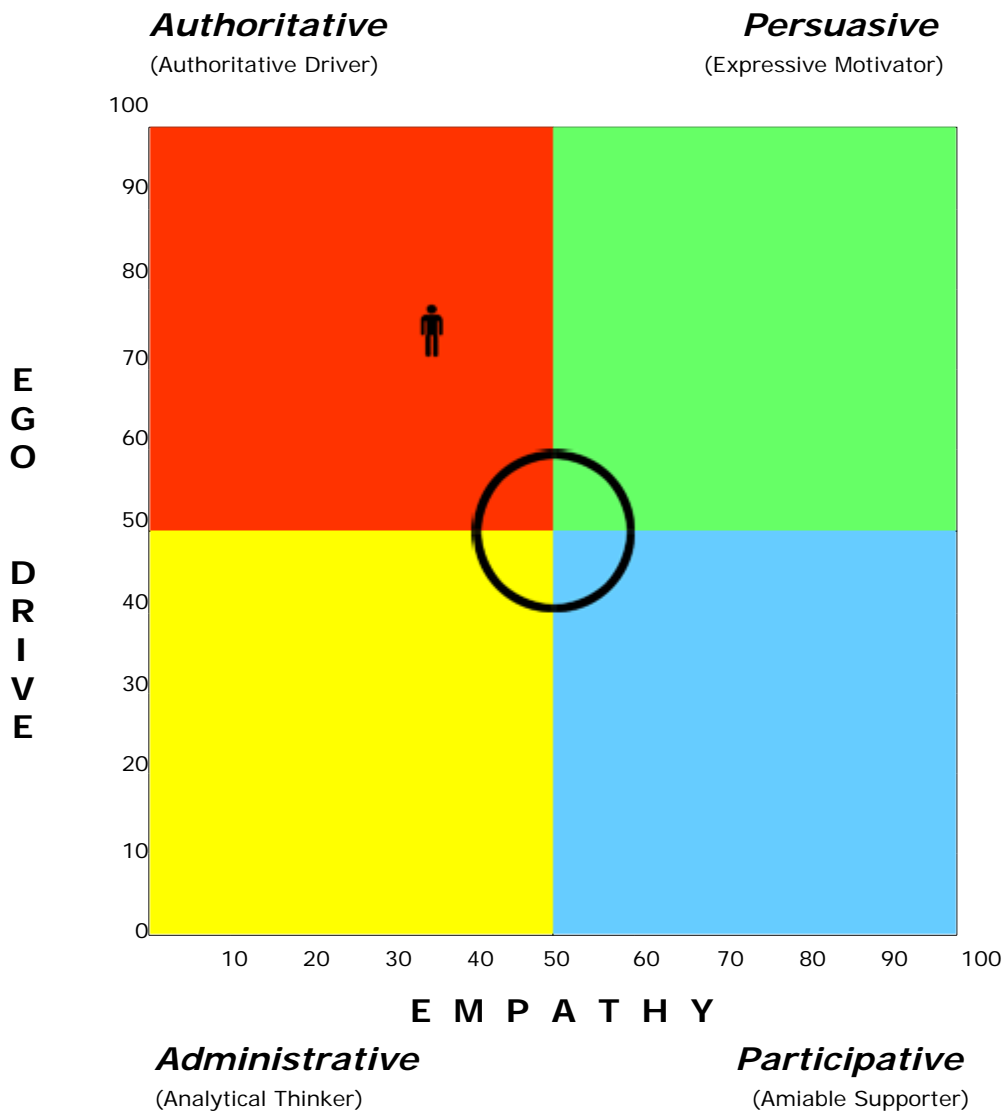
The last two pages (What's Their Buying Style?) can be used to recognize and sell your prospective buyers based upon their unique CPQ Buying Style. Carry these pages with you when you make sales calls and review them

before you meet your client or prospect. Once you understand your buyer, you will be able to take that "unnatural stretch" from your Selling Style to their Buying Style and communicate in a way that honors and respects them. This versatility, as it is called, can significantly increase your sales success and improve your relationships.



For: Jane Doe

Trait Name	0 10 20 30 40 50 60 70 80 90 100
Ego Drive (78)	<div style="width: 78%;"></div>
Empathy (38)	<div style="width: 38%;"></div>





Selling Style: *Authoritative*

For: **Jane Doe**

**Summary Statement**--You have high Ego Drive coupled with Low Empathy, causing you to confidently and efficiently focus on the results of any effort. Your high Ego Drive produces impatience while your low Empathy keeps personal relationships from interrupting your on-task behavior. As a result, you will find it most difficult relating to and selling *Amiable Supporters* (nurses, teachers, etc.) who require long-term relationships before they make a decision. Well-known examples of this opposing style are Andy Griffith, Mother Theresa, and Grace Kelly.

**Selling Strengths**--Of the four Selling Styles, your *Authoritative* Selling Style is the best at efficiently and effectively closing the sale. In "emergency-mode situations" where concrete results are required within a short period of time, you can easily shift to "O-T" (on-task) behavior and make things happen on time. Due to your need for control over the results, you will eventually gravitate to either ownership or management. You are most effective in a consulting capacity where your prospective buyers respect your knowledge and professionalism. You are less effective in a popularity contest where a personal relationship is required to make the sale. As a result, you can expect greater success when working the business and professional markets and less success in the personal and family markets.

**Self-management Recommendations** - - Your efficiency and results-orientation yield sales success as long as you understand the different Buying Styles (see following pages of this report). To be most effective, learn to take "the unnatural stretch" to moderate this on-task behavior that can occasionally lack tact and diplomacy. When selling *Analytical Thinkers*, you will need to proceed patiently and methodically. Make sure they have all the information they need before attempting to close the sale. When selling *Amiable Supporters*, you will need to give them plenty of time and personal attention. Make sure they relate to you before attempting the close. When selling *Expressive Motivators*, be sure to honor their opinions and feelings. Feel free to tell a few stories and use a few client/customer testimonies. Though you will find it quite easy to sell *Authoritative Drivers*, be sure to properly assess their needs before

attempting the close.

To be most successful, your *Authoritative* Selling style must learn to relate to your prospective buyer's interpersonal needs and communicate with empathy. Read the book, "How to Win Friends and Influence People" by Dale Carnegie to understand their unique needs. Compensate for your lower Empathy by sending cards with personal notes, by asking questions that provoke more intimate responses, and by remembering dates or experiences that are important to them. Pay closer attention to body language and facial cues that provide information on how they are relating to your presentation. Remember that consistent and comfortable eye contact between you and your buyer best defines how successfully you've achieved the intimacy that yields trust and respect.



## What's Your Selling Style?

Your Selling Style: *Authoritative*

<b>100</b>  <b>E</b>  <b>G</b>  <b>O</b>  <b>D</b>  <b>R</b>  <b>I</b>  <b>V</b>  <b>E</b>	<b><i>Authoritative</i></b> <b>Strengths</b>	<b><i>Persuasive</i></b> <b>Strengths</b>	
	<ul style="list-style-type: none"> <li>● Concerned with results</li> <li>● High sense of urgency</li> <li>● Self-motivated</li> <li>● Takes action without hesitation</li> <li>● Decisive</li> <li>● Enjoys challenges</li> <li>● Is willing to take risks</li> <li>● Doesn't get bogged-down with details</li> </ul>	<ul style="list-style-type: none"> <li>● Innovative</li> <li>● Stimulating/motivating</li> <li>● Fun to work with</li> <li>● Enjoys selling/persuading</li> <li>● Excellent communication skills</li> <li>● Personable</li> <li>● Approachable</li> <li>● Flexible with rules and regulations</li> </ul>	
	<b><i>Administrative</i></b> <b>Strengths</b>	<b><i>Participative</i></b> <b>Strengths</b>	
	<ul style="list-style-type: none"> <li>● Consistent, hard worker</li> <li>● Organized/systematic</li> <li>● Good at follow-through</li> <li>● Thorough/persistent</li> <li>● Good at planning/researching</li> <li>● Minimizes mistakes</li> <li>● Good at following rules, procedures</li> <li>● Takes job seriously</li> </ul>	<ul style="list-style-type: none"> <li>● Likeable/caring</li> <li>● Makes friends easily</li> <li>● Good team member</li> <li>● Cooperative</li> <li>● Good listener/mediator</li> <li>● Recognizes needs of others</li> <li>● Dependable</li> <li>● Tactful/diplomatic</li> </ul>	
<b>0</b>	<b>E M P A T H Y</b>		<b>100</b>



## What's Your Selling Style?

Your Selling Style: *Authoritative*

<b>100</b>  <b>E</b>  <b>G</b>  <b>O</b>  <b>D</b>  <b>R</b>  <b>I</b>  <b>V</b>  <b>E</b>	<p><b><i>Authoritative</i></b></p> <p>Improvement Opportunities</p> <ul style="list-style-type: none"> <li>• Too demanding at times</li> <li>• Impatient and intolerant</li> <li>• Judgmental/rigid</li> <li>• Dominating and controlling</li> <li>• Lacks tact and diplomacy</li> <li>• Keeps feelings/emotions private</li> <li>• Tendency not to listen</li> <li>• Avoids intimate, open relationships</li> </ul>	<p><b><i>Persuasive</i></b></p> <p>Improvement Opportunities</p> <ul style="list-style-type: none"> <li>• Disorganized</li> <li>• Unrealistic/impractical</li> <li>• Poor at giving instructions/directions</li> <li>• Gets side-tracked easily (tangents)</li> <li>• Impulsive with people and ideas</li> <li>• Relies on hunches resulting in mistakes</li> <li>• Opinionated without emphasizing facts</li> <li>• Expresses anger by reacting emotionally</li> </ul>	
	<p><b><i>Administrative</i></b></p> <p>Improvement Opportunities</p> <ul style="list-style-type: none"> <li>• Can be overly critical</li> <li>• Often lacks enthusiasm</li> <li>• Can be overly cautious</li> <li>• Perfectionist at details</li> <li>• No sense of urgency</li> <li>• Difficulty making decisions</li> <li>• Inflexible</li> <li>• Poor at communicating humor</li> <li>• "Analysis Paralysis"</li> </ul>	<p><b><i>Participative</i></b></p> <p>Improvement Opportunities</p> <ul style="list-style-type: none"> <li>• Does not take risks</li> <li>• Does not like change</li> <li>• Motivated more by others than self</li> <li>• Often slow to react</li> <li>• Overly conforming to other's likes/dislikes</li> <li>• Does not trust own abilities</li> <li>• Avoids conflict, rather than facing it</li> <li>• Overly concerned with security</li> <li>• Has problems prioritizing time</li> </ul>	
<b>O</b>	<b>E M P A T H Y</b>		<b>100</b>



## What's Their Buying Style\*?

(\*Take this page with you on your next sales call.)

<b>100</b>  <b>E</b>  <b>G</b>  <b>O</b>  <b>D</b>  <b>R</b>  <b>I</b>  <b>V</b>  <b>E</b>	<p><b><i>Authoritative</i></b> Recognition Factors</p> <ul style="list-style-type: none"> <li>• Work area is formal and often "cold"</li> <li>• Desk keeps you at arm's length</li> <li>• Office doesn't contain personal items</li> <li>• Greeting is formal and firm</li> <li>• Leans forward and looks through you</li> <li>• Non-expressive body/facial movements</li> <li>• Not interested in your personal life</li> <li>• Direct and to the point</li> </ul>	<p><b><i>Persuasive</i></b> Recognition Factors</p> <ul style="list-style-type: none"> <li>• Greets you enthusiastically</li> <li>• Work area is typically cluttered</li> <li>• Prefers close physical distance</li> <li>• Has active/expressive body movements</li> <li>• Work area contains personal information</li> <li>• Leans forward when talking</li> <li>• Likes to talk about personal life</li> <li>• Friendly, open, and talkative</li> </ul>
	<p><b><i>Administrative</i></b> Recognition Factors</p> <ul style="list-style-type: none"> <li>• Has neat, well organized work area</li> <li>• Greets you formally without enthusiasm</li> <li>• Dress and work area are conservative</li> <li>• Shows no emotion</li> <li>• Facial expressions nonexistent</li> <li>• Analyzes things before speaking</li> <li>• Writes things down and takes notes</li> <li>• Wants facts, figures, details</li> <li>• Says "I think" rather than "I feel"</li> </ul>	<p><b><i>Participative</i></b> Recognition Factors</p> <ul style="list-style-type: none"> <li>• Work area has photos of loved ones</li> <li>• Greets you warmly, with enthusiasm</li> <li>• Has genuine interest in you</li> <li>• Has transparent facial expressions</li> <li>• Easy-going and slow-paced</li> <li>• Agreeable, wants to please you</li> <li>• Avoids conflict whenever possible</li> <li>• Seeks advice from others</li> <li>• Says "I feel" rather than "I think"</li> </ul>
<b>0</b>	<b>E M P A T H Y</b>	<b>100</b>



## What's Their Buying Style\*?

(\*Take this page with you on your next sales call.)

<b>100</b>  <b>E</b>  <b>G</b>  <b>O</b>  <b>D</b>  <b>R</b>  <b>I</b>  <b>V</b>  <b>E</b>	<b><i>Authoritative</i></b> <b>Coaching Requirements</b> <ul style="list-style-type: none"> <li>● Always be punctual</li> <li>● Get to the point, don't waste time</li> <li>● Be prepared and well-organized</li> <li>● Don't emphasize a personal relationship</li> <li>● Let them tell you what they want</li> <li>● Maintain good eye-contact, confidence</li> <li>● Don't exaggerate features/benefits</li> <li>● Selling points: money, time, efficiency</li> <li>● Let them make the decision via choices</li> </ul>	<b><i>Persuasive</i></b> <b>Coaching Requirements</b> <ul style="list-style-type: none"> <li>● Greet them informally with enthusiasm</li> <li>● Use examples, stories, and experiences</li> <li>● Feel free to "Name Drop"</li> <li>● Allow them to express opinions/feelings</li> <li>● Be interesting &amp; entertaining but brief</li> <li>● Avoid competition and arguments</li> <li>● Avoid unnecessary detail</li> <li>● Allow them to talk about themselves</li> <li>● Use "Implied Consent" closes</li> </ul>
	<b><i>Administrative</i></b> <b>Coaching Requirements</b> <ul style="list-style-type: none"> <li>● Be well-organized and on-time</li> <li>● Provide written materials</li> <li>● Provide facts and figures</li> <li>● Don't try to rush their decision-making</li> <li>● Be patient and persistent</li> <li>● Be polite but not overly friendly</li> <li>● Don't be overly expressive or emotional</li> <li>● Be sure to follow-through on promises</li> <li>● Close only after addressing all concerns</li> </ul>	<b><i>Participative</i></b> <b>Coaching Requirements</b> <ul style="list-style-type: none"> <li>● Use casual, down-to-earth approach</li> <li>● Strive to establish a personal relationship</li> <li>● Give a slow-paced presentation</li> <li>● Be a good listener</li> <li>● Encourage discussions of fears/concerns</li> <li>● Keep personal notes (birthdays, etc.)</li> <li>● Ask questions to determine needs</li> <li>● Ask them for their help</li> <li>● Use "series of acceptances" close</li> </ul>
<b>0</b>	<b>E M P A T H Y</b>	<b>100</b>