

# Thinking Pattern Reports

Sales Styles

Prepared for

## Sample Sample



*Orchestrating Results*

### **Center For Applied Axiometrics**

ktconnor@thinkingpattern.com  
http://www.thinkingpattern.com  
912-638-5082

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# Axiometrics Assessment System

## What Are We Measuring?

Our Axiometrics Assessment System measures a person's capacity to think and make value judgments. Values include attitudes, beliefs, likes, and dislikes. Prior to this technology, the only method available to measure values was through observation of behavior. The behavioral method provides important information about people, but it has some limitations. For example, behavioral models answer questions after the decision has been made. They describe that "a person will likely do a certain action in a certain way," and "how that action was perceived by others." Axiometrics enables us to see "WHY" the person makes the decision; why the individual thinks and makes these value judgments. Axiometrics enables us to understand the forces that come together to make a decision by measuring the thinking process that leads to the decision.

## How Do We Measure Value?

Axiometrics is based on the award winning research of Dr. Robert S. Hartman, who discovered mathematical principles that define how we think and value. These scientific principles form the core of our measurement system. Validity studies have been conducted on "thousands" of individuals over the past twenty years. They confirm that Axiometrics reliably measures "Value" and that:

1. You can count on the fact that what we measure is reliable. If the results indicate a person is in social or role transition, uncertain about which type of role or function might be best, you can count on this measurement to be accurate.
2. We can measure "value" with mathematics. Rather than describing how people differ in their ability to see and appreciate the worth of others, we can precisely measure how one can see and appreciate others. This factor means that we can compare individuals to one-another and that we can look for numbers and patterns that seem to indicate success as well as difficulty in performance.
3. You can rely on the measurements being objective. In other words, the Axiometric results are not affected by age, race, or sex. Tests on representative samples from a database of over 6,500 individuals confirm that Axiometric technology is objective and does not discriminate.

# Introduction

The **SALES STYLE ANALYSIS™** represents your preferred style for selling. Myths abound that only certain selling styles are the most successful and if you do not possess these styles, then you must change your style to another, more successful style. Our research indicates that any of six selling styles can be effective, given one's understanding and utilization of natural talents and an appreciation for and attending to the development of areas that inhibit successful sales.

This report outlines your **strengths, blocks and areas for development** in four critical sales disciplines; **Prospecting, Preparation, Presentation and Preservation**.

**Prospecting** is the initial thrust into new territories and requires that we recognize and ignore "suspects" while continuously probing to find "Prospects" — potential clients. It is a crucial stage for qualifying, establishing relationships, gaining an early understanding of prospect intent, ability to purchase, needs, preferences and purchasing habits.

**Preparation** marks the next stage, where preliminary data-gathering has ended and the task of in-depth analysis and research applies. Prospects' needs are defined with further clarity, issues are crystallized, alternatives are weighed, key decision points are decided and plans are developed for the presentation of products, services, prices, logistics, warranties and support.

**Presentation** is the decision stage, where objections arise and are overcome. Final commitments are made and communications can be most intense. It is here where one's communications skills can serve as a pathway for picking up clues not before revealed, and can enable one to close at the right moment, forming a strong bond with the client.

**Preservation** tests our abilities to nurture the client, to meet unforeseen needs in flexible, effective and efficient ways. It requires the salesperson to understand tendencies to spend too much, too little or the right amount of energy taking care of ongoing needs, and cross-selling or up-selling when possible. Since the average business loses 15% of its base yearly, one's attention is necessary in this critical area.

The following report first details your preferred Selling Style, then details your feedback in three areas; **Rely on your...**, **Watch out for your tendency to...** and **Spend time and energy...**. Take the time to study your feedback in each section separately, listing personal sales experiences that may apply as examples. Then, outline your plan for development in the **Planning Guide**. Reach your fullest potential by making your style work for you!

# Identifying Your Value Style

The biases in our thinking that define who and what we are can become the stumbling blocks in our relationships with others. Value Analysis, the science that defines the biases in our thinking and how these biases affect us, provides a new perspective for helping us blend our unique ways of thinking into the world around us. Through Value Analysis, the unique patterns that belong to each one of us can be observed and studied, and can be compared to patterns of other individuals. As a result, the integrity and uniqueness that belongs to each one of us can be protected while, at the same time, the differences and potential conflicts which may occur, because of the uniqueness, can be understood and potentially resolved.

## Defining Six Styles of Thinking

How can we understand different styles of thinking and integrate them into our day-to-day decisions? The three dimensions of value which form the basis of our personal value talent also form the basis for understanding the overall focus and style of our thinking. The merging of **Empathetic Value**, **Practical Value**, and **Systemic Value** into a value matrix can help us to re-focus our attention away from biases such as age, race, and sex, which tend to separate us, and toward natural biases which define our uniqueness as human beings and, thus, binds us together.

### The Empathetic Value Dimension

Measures the capacity for intuitive insight and the ability to value the uniqueness and worth of others. This style of thinking comes from those who rely on intuitive insights and focus attention on the needs and interests of others.

### The Practical Value Dimension

Measures the capacity for practical thinking — for thinking in concrete and common-sense ways. This style of thinking is found in those who concentrate on seeing crucial issues in concrete ways, focusing on seeing what needs to be done and doing it.

### The Systemic Value Dimension

Measures the capacity for conceptual, analytical thinking and planning. This style of thinking is found in those who concentrate on building strategies, plans, ideas, and programs for understanding and organizing people, things, and situations.

## Defining Six Styles of Thinking (continued)

The three basic styles are:

### Empathic

An individual who relies on intuitive “gut” reactions, and who recognizes personal, intrinsic values.

### Practical

An individual who appreciates, values and sees as important, practical functional values, and who possesses common-sense, practical thinking.

### Systemic

An individual who appreciates and values structure and order; one who thinks before they feel.

The combination of these three basic value styles produces a six-grid matrix. This results in the following styles (for which a general description of each is included).

### Relator

An individual who relies on intuitive feelings to guide practical common-sense thinking — a person who pays attention to both the individuality of others and getting things done, and who understands the proper value relationship between getting things done and the unique worth of others. One who may be so empathic that the feelings of others may block good judgment.

### Communicator

This person concentrates on getting things done, is very “now”-oriented, but at the same time is aware of the intrinsic worth of others — hence, will not consciously overrun the individuality of others, checking their common sense with intuitive feelings and communicating with both in mind.

### Believer

An individual who senses and values the intrinsic worth of others but does so within a structured, ordered environment — hence, they may not overtly show the feelings and values they feel inwardly depending on their preconception about what is proper in the situation. This person may feel conflicting signals between what their head and heart tell them to do.

### Doer

This individual is a “now”-oriented, results-oriented person who concentrates on getting things done and on concrete organization — they may not pay as much attention to the individuality of others or to conceptual organization.

## Defining Six Styles of Thinking (continued)

### Organizer

This individual is an organizer, both conceptually and concretely — paying attention to both getting things done and to functioning in an orderly, structured manner. The organizer may be overly practical, critical or judgmental in their thinking.

### Planner

This person gets things done according to a preconceived order, structure and plan — a “layer” person who, when they have set their sights, set the limits of their structure and can concentrate their energies on concretely achieving plans and objectives.

## Applying the Six Value Styles

In recent studies of different cultures in American business, we find that the need for respect is the most crucial issue that defines the philosophy of both management and sales support personnel — the number one stress issue, and the number one need for development. One key to respecting others is understanding how people think, what they need in order to make a decision, what they see and what they tend to overlook, and how our thinking fits together with theirs to form a total picture of what is happening.

Your Value Style Analysis helps you identify what you need to make a decision, what you can rely on, and what you should watch out for. Moreover, the analysis identifies similarities and differences between your style of thinking and valuing and other styles. The understanding you gain can become a bridge that protects your uniqueness and increases your ability to relate effectively with others.

## The Six Value Styles in the Sales Environment

Listed below are each of the styles with an overview of that style **operating in a sales environment**.

### Relator

The Relator is concerned with each person's needs and interest and sympathizes with each person's point of view. There is a strong need to make the prospect or client feel good. Additionally, the Relator tends to see suspects as prospects and may spend too much time and energy with people who make them feel good.

### Communicator

The Communicator feels a personal obligation to help each prospect or client and wants to make them feel comfortable. The Communicator tends to focus on identifying and solving problems and likes to demonstrate and showcase features of the product or service. There is a tendency to make the sale fit the unique needs of the prospect.

### Believer

The Believer feels an obligation to educate and convince the prospect in the power and function of the product or service. The Believer is sensitive to the needs and interests of the prospect, but may overlook them in the zeal to demonstrate benefits. There is a tendency to delay the close if he/she suspects that the prospect does not understand the product.

### Doer

The Doer pays attention to getting things done and to making things happen. He/she focuses on demonstrating features and using them to close the sale by solving the prospect's problems. The Doer may overlook objections, assume consent and move to the close before the prospect is ready.

### Organizer

The Organizer focuses on education and logic, and demonstrates the logical choice that the features and benefits offer. He/she tends to assume that the prospect's needs and interests are reflected in their solutions. Organizers may become impatient and critical if the prospect is not convinced by their presentation.

### Planner

The Planner relies on a sales plan which identifies needs and provides solutions for generating interest and for closing the sale. He/she assumes that prospect needs and interest are best represented by his/her presentation. The Planner may overlook buying signals when they interfere with the presentation.

The next pages outline your personal style — what strengths to rely on, what tendencies to watch out for, and suggestions to spend time and energy on certain aspects.

# Believer

## Prospecting:

### Rely on Your...

- Strong intuitive feelings about what is a fruitful direction, what will interest a prospect and who will be a good prospect.
- Ability to develop a sense of trust and loyalty with the prospect.
- Ability to evaluate problems and present well thought out, clear solutions.
- Concern for the needs and interests of prospects.
- Ability to listen to other viewpoints, even when they are different, controversial or opposed to your own.
- Ability to project commitment to and belief in the product or service.
- Attention to being thorough during fact finding.
- Attention to planning and organizing prospecting activities.

### Watch Out for Your Tendency to...

- Be too concerned about saying the right thing.
- Overestimate status, things or others' preset ideas about qualifying prospects.
- Not always follow intuitive hunches.
- Talk price too soon if it is seen as a way to develop trust and comfort.
- Place too much emphasis on trust and feelings.
- Say more than is necessary to develop interest.
- Bog down in the details of fact finding.
- Promise more than can be delivered.

### Spend Time and Energy...

- Developing patience as a listener.
- Developing the ability to listen beyond expectations and biases.
- Rely more readily on intuitive hunches.
- Learn how to avoid talking about price in the interview.
- Paying attention to time and timing in the fact finding interview.
- Knowing what to say to generate interest and make the prospect want more.



# Believer

## Preparation:

### Rely on Your...

- Ability to see the total picture at a glance.
- Understanding how all parts fit together.
- Strong sense of excellence and expectation that things be done right.
- Focus on an appreciation for order, structure and consistency in the presentation.
- Proactive thinking ability, generating attention to and appreciation for the consequences of action.
- Planning oriented attitudes which lead to a focus on setting goals, building plans and evaluating programs.
- Ability to readily identify crucial issues, potential problems, possible solutions and fruitful directions for building the presentation.

### Watch Out for Your Tendency to...

- Lack a sense of immediacy, building the presentation around your ideals and expectations.
- Be overly concerned about the form and substance of the presentation, rather than the effect.
- Delay preparation and presentation work, especially if they interfere with contact with others.
- Overlook practical, concrete issues and delay presentation until all pieces fit together.
- Spend too much time on strategic “big picture” issues and not enough time on tactical, action-oriented planning.

### Spend Time and Energy...

- Paying attention to developing strategies and planning for the presentation as well as the support for the sale.
- Learning to set realistic goals.
- Focusing time and energy on making certain that the detail work of building the presentation is done in a timely way and done right.
- Planning your responses to objections into the presentation via this preparing phase.
- Building realistic scheduling habits.
- Learning to match priorities, plans and actions.

# Believer

## Presentation:

### Rely on Your...

- Ability to present the presentation in a logical manner.
- Ability to clearly state the features and benefits, tying them to prospect needs and logically connecting them to the close.
- Ability to project confidence in and comfort with the presentation.
- Ability to provide an explanation about why decisions and actions are recommended.
- Ability to anticipate the prospect's questions and problems and provide an organized, logical response.
- Enthusiasm and belief in the presentation as well as the product or service.
- Desire and commitment to present what is best for the prospect.

### Watch Out for Your Tendency to...

- Build immediate expectations about how the prospect should respond.
- Overlook buying signals which do not meet expectations.
- Lack a sense of potential immediacy, sometimes saying and doing things out of sync.
- Underestimate the importance of objections and problems and the prospect's ability to deal with them.
- Lack a sense of immediacy and results orientation.

### Spend Time and Energy...

- Learning to develop an attentiveness and willingness to see buying signals.
- Developing the ability to readily gauge the effect of responses on others.
- Avoiding overly competitive behavior when dealing with objections.
- Learning to keep the presentation on track.
- Setting aside personal issues that may block or interfere with the presentation.
- Developing closing techniques which work well and feel natural to you.
- Learning to confront and handle objections in a practical, timely manner.

# Believer

## Presentation:

### Rely on Your...

- Enthusiasm and belief in the presentation as well as the product or service.
- Ability to express genuine concern for the prospect's questions, needs and issues.
- Focus and attention on building trust and respect.
- Ability to utilize benefits and features to treat objections in a logical manner.
- Ability to deal with unexpected issues and challenges to the product or presentation.
- Focus on building a sense of inspiration and belief into the prospect.
- Desire and commitment to present what is best for the prospect.

### Watch Out for Your Tendency to...

- Spend too much time trying to validate the product as well as your own value to the prospect.
- Say more than necessary in the interview.
- Become so caught up in trying to convert the prospect or develop and maintain personal ties that buying signals are overlooked.
- Circumvent or delay dealing with objections, pricing issues and closing.
- Feel an obligation to meet all client objections and problems before presentation can move to a close.

### Spend Time and Energy...

- Learning to develop a willingness to see and pay attention to buying signals.
- Developing the ability to readily gauge the effect of your responses on others.
- Avoiding being overly competitive when dealing with objections.
- Knowing when to deal with pricing and closing issues.
- Learning to keep the presentation on track.
- Not allowing personal issues to block or interfere with the presentation.
- Developing closing techniques which work well and are natural.
- Learning to confront and handle objections in a practical and timely manner.

# Believer

Preservation:

Rely on Your...

- Strong desire and commitment to do what is best for your clients.
- Ability to develop a plan to request, organize and develop qualified referrals.
- Ability to handle client questions in an organized, clear and concerned manner.
- Willingness to focus time and energy taking care of client needs and problems.
- Strong sense of responsibility and accountability for products and services.
- Ability to anticipate potential issues and problems, and develop a plan for their resolution.
- Focus and attention on developing and maintaining client trust and confidence.

Watch Out for Your Tendency to...

- Spend too much time with and energy on trying to meet clients' needs and solve their problems.
- Treat service work as an all or nothing activity.
- Spend too much time dealing with the client on a personal basis during service activities.
- Feel an obligation to do more than necessary to maintain business.
- Promise more than can be delivered in an effective and efficient manner.
- Treat record keeping and other planning and organizational activities as all or nothing activities.
- Neglect to follow through on qualified referrals.

Spend Time and Energy...

- Developing a plan for service activities, based on realistic priorities; stick to it.
- Paying attention to the logistics of your service work.
- Developing and projecting promises that can be kept.
- Staying in touch with immediate issues.
- Staying results-oriented.
- Developing techniques to follow up on referrals in a timely manner.

# Planning Guide

## Assignment #1

**Review** the section, "**Rely on your...**", and **list** specific examples where each strength has worked for you. **Be specific**, detailing how each strength benefited a sale.

1.

2.

3.

# Planning Guide

(continued)

## Assignment #2

**Review** the section, "**Watch out for your tendency to...**", and **list** specific examples where each of these areas potentially or actually adversely affected your sales success. **Be specific, detailing the actual occurrences, what took place and the outcomes.**

1.

2.

3.

# Planning Guide

(continued)

## Assignment #3

**Review** the section, "**Spend time and energy...**", and **prioritize** those areas that require immediate development to ensure your success. **Detail the reasons** for the priority you choose and **explain the expected effect** the development will have.

Priority:

1. (Reason and Effect)

2. (Reason and Effect)

3. (Reason and Effect)

# Planning Guide

(continued)

## Assignment #4

**Write** at least **two objectives** for your development, including specific action[s] to take and timeframes for completion. **Cite** how you will measure the successful completion of your development goals.

Example: "I will successfully complete the company's advanced course on Closing Skills by 10-1-[Year] and document successful use of three techniques in the 4th quarter.

1.

2.