

# Thinking Pattern Reports

Sales Styles

Prepared for

SampleB SampleB



*Orchestrating Results*

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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.

# Doer

## Prospecting:

### Rely on Your...

- Practical problem solving and common sense ability.
- Ability to see what the crucial issues are and immediately direct the prospect to those issues.
- Ability to know the difference between a suspect and a prospect.
- Results orientation and need to make things happen in a timely manner.
- Ability to immediately size up the prospect and the potential for making the sale.

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

- Become too results and "now" oriented.
- Close the sale in the prospecting interview.
- Become impatient with prospect questions or hesitancy.
- Overlook the details of earlier fact finding.
- Rely too much on status.
- Become too competitive and forceful, potentially making the prospect feel uncomfortable or unnecessarily pushed and rushed.

### Spend Time and Energy...

- Developing patience as a listener.
- Developing the ability to be open to the needs and interests of prospects.
- Overcoming personal biases and expectations.
- Developing proactive listening skills.
- Developing trust and respect in the prospect.
- Learning when to back off, giving the prospect time to decide.



# Doer

## Preparation:

### Rely on Your...

- Ability to readily identify crucial issues, potential problems, possible solutions.
- Your sense of time and timing.
- Results orientation, which will build a sense of urgency to get the presentation to the prospect.
- Ability to generate constructive, practical alternatives.
- Short range, tactical and action-oriented thinking.
- Ability to see what is needed to build a presentation in a practical manner.
- Ability to see what will be needed to support the presentation and the sale.

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

- Delay or discount the need for organizing and planning.
- Cut corners to get the proposal done on time.
- Become too "now" oriented, overlooking the consequences of your actions and underestimating what will be needed to support the sale.
- Be impatient with the development of the presentation, potentially overlooking options and reasons which will be helpful in closing the sale.
- Become too reactive to problems and circumstances to the point that things do not get done on time.

### Spend Time and Energy...

- Developing proactive, long range planning and organizing habits.
- Learning to match priorities, plans and actions; being aware of and attentive to the consequences of decisions or actions.
- Developing a realistic appraisal for the time needed to build the presentation and logistics needed to support the sale.
- Making promises which can be kept.

# Doer

## Presentation:

### Rely on Your...

- Street sense and common sense thinking to help identify and act on buying signals.
- Sense of time and timing.
- Ability to readily identify crucial issues, problems and blocks; to generate ways to meet and solve these issues in a practical and timely manner.
- Sense of immediacy, combined with results orientation.
- Sense of individualism, which helps you present in an energetic and interesting manner.

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

- Be impatient with and inattentive to prospect needs and interests.
- Become too competitive and forceful in the presentation.
- Rush the close before the prospect has validated the application of the product to his/her needs.
- Be impatient with and potentially overly critical of prospect questions and problems.
- Rely too heavily on persuasion to close the sale, overlooking the value of logic.
- Move through features and benefits before the prospect has fully grasped how they apply.

### Spend Time and Energy...

- Listening and paying attention to the needs and interests of the prospect.
- Developing patience as a listener.
- Paying more attention to the need to build logic into your close, rather than relying just on persuasion.
- Learning to give the prospect time to decide.
- Helping the prospect validate the need for the product or service, including its long and short-term value.
- Paying as much attention to features as benefits.
- Developing a realistic appraisal of the consequences of your actions and decisions.

# Doer

## Preservation:

### Rely on Your...

- Ability to handle client questions and problems in a pragmatic, timely way.
- Focus and attention on turning service related activities into opportunities for sales.
- Ability to readily identify what the problem is and how to solve it.
- Ability to turn service work into qualified referrals and follow up on those referrals in a timely manner.

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

- Be impatient with client questions and problems, especially if a future sale cannot be identified.
- Delay and/or underestimate the value of record keeping and organizational activities, especially if they are seen as interfering with future sales.
- Pay too little attention to proactive, long range thinking and planning.
- Underestimate the impact of your decisions and actions or overestimate your ability to deal with situations.

### Spend Time and Energy...

- Building a plan for service activities, based on realistic priorities and sticking to it.
- Paying attention to the logistics of service work.
- Developing and projecting promises which can be kept.
- Learning to see and appreciate the value of service work, even when there is no immediate sale.
- Developing patience with client problems and a willingness to focus problem solving energy on solving client problems.
- Developing a record keeping system which will help organize and plan service as well as future sales activities.

# 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.