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To my wonderful wife, Donna

*Thanks for all of the
writing-the-book dates*

Until one is committed, there is hesitancy, the chance to draw back, always ineffectiveness. Concerning all acts of initiative and creation, there is one elementary truth the ignorance of which kills countless ideas and splendid plans: that the moment one definitely commits oneself, then providence moves too.

All sorts of things occur to help one that would never have otherwise occurred. A whole stream of events issues from the decision, raising in one's favor all manner of unforeseen incidents and meetings and material assistance, which no man could have dreamed would have come his way.

Whatever you can do or dream you can, begin it. Boldness has genius, power and magic in it. Begin it now.

Goethe

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PREFACE

Why Personality Selling (TM)?¹ I developed the idea of Personality Selling because I could see that it was desperately needed. I realized this when, as a salesman, I took several kinds of training courses that did little to help me get more and bigger sales, much to annoy me.

The courses didn't help me much, because the instructors all tried to teach me to sell the way they did, and the way they sold wasn't right for me. I couldn't sustain it. The courses also annoyed me because I always had the feeling that the instructors thought I was broken, and it was up to them to fix me. I've since found that my feelings are shared by thousands of salespeople who each year read books on sales or take courses that try to "fix them." I don't need fixing!

Personality Selling doesn't try to mold you into someone you're not. Instead, in the chapters ahead, you'll discover what aspects of your personality make you the kind of salesperson you are. You'll also learn how to adapt the way you sell to the way your customers want to buy. You'll be surprised to learn why your customers behave the way they do. Instead of trying to make you into a carbon copy of the author, *Personality Selling* will give you the key to becoming the best version of who you are.

The personality theory of Personality Selling is combined with a proven selling framework that you can use with all types of customers in all sales situations. Experienced salespeople can adapt the framework to the way they already sell. New salespeople can use it to develop sales procedures that will bring them success right from the start. This is because new salespeople will have learned, by the end of this book, what many salespeople spent years learning, on the road.

Whether you're an experienced sales rep, a novice salesperson, or haven't actually started selling yet, *Personality Selling* will help you understand how your customers think, close more sales, and make more money.

Enjoy *Personality Selling*. Good luck and good selling!

Tom Anastasi

ACKNOWLEDGMENTS

The biggest thanks for this book go to the hundreds of customers I have had over the years. You paid my mortgage and put food on my table. You, knowingly and unknowingly, were the proving ground for Personality Selling. I appreciate every sale.

Before getting started with Personality Selling, I'd like to thank the people who helped me bring it to you. These people did everything from editorial consulting to personality consulting. They are Jim and Michelle Irvine, Harry Huggins, Marta Certa, Don Mitchell, Tom O'Leary, and Rife Boston.

Special thanks, of course, go to my parents, Tom and Dorothy Anastasi, for having me; my sisters, Nancy Anastasi and Catherine Anastasi Van, for providing the appropriate amount of sisterly criticism, encouragement, and advice on commas; my brother-in-law, Glenn Van, noted theologian and sales expert, for his pearls that hopefully were not trampled; and especially to my wife, Donna, for, among many other things, making sure that Introverts, Feeling types, and Perceiving types got their day in court.

I'd also like to thank Robert Benfari, Ph.D., of Harvard University's School of Public Health, a leading expert in organization behavior, for first introducing me to the field of organization psychology and for encouraging me to take an idea and run with it.

Finally, I'd like to thank all the Sterling team, especially Charles Nurnberg and my editor, Claire Bazinet, for getting this book out to you.

PART I
How Personality Selling
Works

Chapter 1

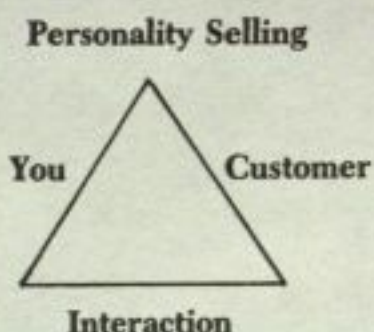
PERSONALITY SELLING = SUCCESSFUL SELLING

Conventional wisdom says that business is “buying things and selling them for more.” Personality Selling, the marriage of sales skills and psychology, picks up where conventional wisdom leaves off by showing you *how* to put yourself in the picture and sell those products, services, etc., for more. It’s a behavioral approach to selling that enables you to make the most of your natural sales ability and better understand your customers’ buying behavior. You do this by discovering and keying-in on your and your customers’ personality traits. Once you recognize these traits, and understand their influence on behavior in the marketplace, you can adapt your natural sales methods to individual customers’ buying styles.

Do you often wonder why some customers are so much easier to sell to than others? The reason is simple. People with personality traits similar to yours see things as you do, so your styles merge. Your way of selling complements their way of buying. Communication flows easily. On the other hand, people who don’t share your personality traits, or have opposing ones, see things differently so that you have to work harder to get your message across. Through Personality Selling, however, you can determine a customer’s preferences and modify your approach accordingly. Suddenly, your selling style “clicks” with their buying style. Everyone becomes an easy-to-sell-to customer. (Except, of course, for the “difficult” ones. We’ll tackle them in chapter 10.)

Personality Selling Is Like Baseball

Think, for a moment, of professional baseball. When salespeople use Personality Selling, they adapt their sales styles to customers the way professional baseball players (the good ones) adapt their hitting styles to each individual pitcher. Hank Aaron used the same batting techniques throughout his career, but got the hits, and home runs, because he adapted his swing to many different pitching styles. Sometimes he swung aggressively. Other times he waited calmly and confidently for a certain pitch. Each time he stood in the batter’s box, he made slight adjustments in his style designed to maximize his potential against that guy on the mound.



Likewise, salespeople who Personality Sell change their selling styles based on the preferences of different customers. For instance, sometimes you'll need to prepare a detailed, high-tech extravaganza for fifty people to get the sale. Other times you'll need to have a quiet, no-frills, one-on-one conversation. Sales reps have long relied on intuition or guesswork to "sell" customers, some salespeople more successfully than others. Now, using the techniques in *Personality Selling*, you can adapt the way you sell to all types of customers in all types of sales situations from retail to high finance. There's no stopping you.

The Four Areas (or Indexes) of Personality Selling

Personality Selling is based on indexes of four behavioral areas which predict how people react to people; for our purposes, how customers react to salespeople and how salespeople deal with customers. These predictive traits, combined with sales skills, tell you exactly how to sell to anyone.

All four indexes are covered in detail in the chapters ahead, along with practical, step-by-step information on how to use Personality Selling to analyze and respond correctly to common, everyday sales situations.

Here's a selection of circumstances you might encounter and questions Personality Selling will help you answer.

SITUATION: You're planning to meet a customer next week to deliver a proposal.

QUESTION: Should you send your proposal to the customer before the meeting or not? (The answer is covered in chapter 2.)

SITUATION: A customer asks you for evidence to support the claim that your product is superior.

QUESTION: Should your supporting data be presented as a spreadsheet or a graph? (The answer is covered in chapter 3.)

SITUATION: You're presenting your product's benefits.

QUESTION: Should you emphasize that your product cuts production costs, or that it increases employee job satisfaction? (The answer is covered in chapter 4.)

SITUATION: You've just finished your presentation.

QUESTION: Should you ask for the order right away, or wait? (The answer is covered in chapter 5.)

Salespeople dealing in all types of products and services face these tough sales decisions every day. The most effective strategies to use depend on the customer. Doing what's instinctive for you, only works with customers who think as you do. You may have won some sales because your competitor sold the wrong way and "turned-off" the sale, while you just happened to sell according to the customer's buying preferences. With Personality Selling, you will understand why you won those sales and learn how you can get lots more.

Jungian Theory and the Art of Personality Selling

Personality Selling uses personality theory to predict a customer's behavior accurately. It is based on Carl Jung's work on personality type.² Jungian personality type is measured in many ways, the two most common being the Kiersey & Bates temperament sorter and the Myers-Briggs Type Indicator (MBTI),³ which is widely used today as a management development tool. Two psychologists, Isabell Myers and Katherine Briggs, developed the MBTI to help people understand each other better. It has now been used in business for over forty years, and has been validated in hundreds of scientific studies. Thousands of companies, including Apple Computer, ITT, and Digital Equipment Corporation, administered the MBTI half a million times last year.⁴

Many salespeople have never heard about Jungian type theory or how the MBTI measures preferences, so they are unaware of their value in sales. Based on the same indexes used in the MBTI, Personality Selling describes and categorizes behavior four ways, with each category, or index, offering two alternative tendencies, for a total of eight separate behavioral traits or preferences.

The Eight Preferences

Here is a brief overview of the eight preferences or functions and their individual importance to salespeople. The preferences will be covered in detail and in combinations in the chapters ahead, with helpful examples of their usefulness in selling.

Index #1 Introvert/Extrovert

The Introvert/Extrovert index is useful when prospecting for new accounts, or communicating with customers.

INTROVERT: Introverts like to analyze information alone and don't like unexpected calls or visits.

IMPORTANCE TO SALESPEOPLE: Make sure you contact Introverts when you won't be a distraction. Put it in writing, or ask for a good time to speak with them.

EXTROVERT: Extroverts like being part of a group and discussing options and possibilities with salespeople.

IMPORTANCE TO SALESPEOPLE: Meet with Extroverted customers regularly, and spend time going over your proposals with them.

Index #2 Sensing/Intuitive

The Sensing/Intuitive index is especially useful when deciding the content of customer presentations.

SENSING: Sensing types like a lot of data and want solutions to have practical benefit. They'll notice every detail.

IMPORTANCE TO SALESPEOPLE: Prepare a conservative, logical and flawless proposal rich in detail.

INTUITIVE: Intuitives like discussing ideas and possibilities, rather than factual data.

IMPORTANCE TO SALESPEOPLE: Presentations to Intuitives should be an overview, rich in theory but with a minimum of detail.

Index #3 Thinking/Feeling

The Thinking/Feeling index comes into play when handling objections. It alerts you to what type of objections to expect and the best way to handle them.

THINKING: Thinking types make decisions objectively and analytically.

IMPORTANCE TO SALESPEOPLE: Stress the logical reasons for their buying what you sell.

FEELING: Feeling types make decisions based on improving the quality of people's lives.

IMPORTANCE TO SALESPEOPLE: Stress the human benefits of what you sell.

Index #4 Judging/Perceiving

The Judging/Perceiving index is the key indicator for knowing when and how to close a sale because it measures a person's view of time in decision making.

JUDGING: Judging types like making schedules and deadlines and keeping to them.

IMPORTANCE TO SALESPEOPLE: When selling to a Judging type, make sure you keep to their buying schedule.

PERCEIVING: Perceiving types like flexible schedules and deadlines and are careful decision makers.

IMPORTANCE TO SALESPEOPLE: Be flexible with the Perceiving types. If a timely buying decision needs to be made, explain why and help them set up a schedule.

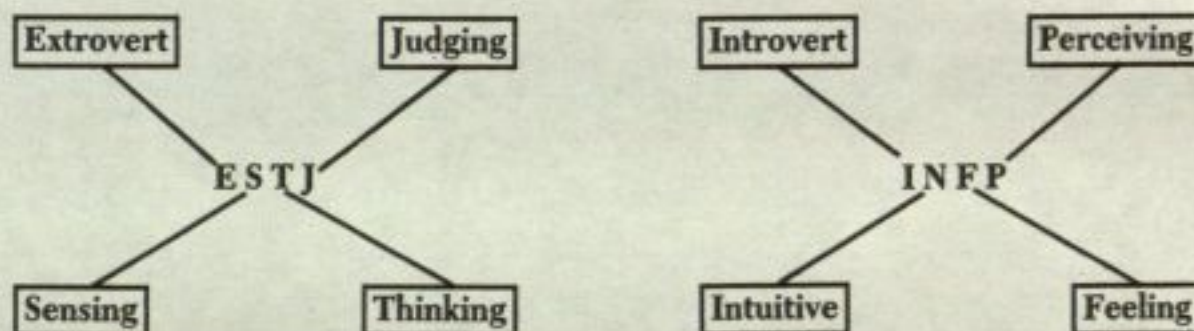
MBTI Shorthand

The MBTI uses a preference's first letter as abbreviation for that trait, as follows:

| Index 1 | Index 2 | Index 3 | Index 4 |
|-------------|-------------|------------|--------------|
| E Extrovert | S Sensing | T Thinking | J Judging |
| I Introvert | N Intuitive | F Feeling | P Perceiving |

Note: You can't use I for Intuitive in the second index because it's taken up by Introvert in the first index.

According to MBTI theory, each of us leans toward one or the other trait in each of the four behavioral areas or indexes. The four index preferences, collectively, make up our personality type. There are therefore sixteen possible personality types. (One, for example, is Extrovert, Sensing, Thinking, Judging or ESTJ type.) No wonder a salesperson needs to Personality Sell to consistently make the sale.



People Are Unaware of Their Preferences

Most of us are largely unaware that we have the kind of biases listed above, although we all do. Extroverts, for instance, tend to relax by going to a crowded city where they can interact freely, while Introverts tend to relax by going to a secluded lake where they can be alone. Making an Introvert shop at malls during the holiday season or an Extrovert spend the weekend in retreat at a monastery is like making left-handed people write with their right hands. They can do it, but it won't be natural or easy.

Customers Buy the "Easy" Way

These preferences determine a customer's "buying biases." People buy the way that's most comfortable for them, and they seek reps who will conform to and reinforce their buying biases. They'll give their business to the salesperson who makes buying easy, even enjoyable, for them. For every customer, Personality Selling will ensure that you'll be one of those salespeople who make buying easy.

When Selling Loses Sales

Selling against a customer's buying biases can hurt even conscientious, good-intentioned reps. Sometimes salespeople sell the way they, themselves, would want to be sold to instead of the way the individual customer wants to buy. Unfortunately, situations like the following happen every day to diligent salespeople who don't know about Personality Selling:

Jane, a computer store rep, knew her customer, Jerry, had several meetings every day. Meetings tired her. She assumed Jerry felt the same, so Jane always called Jerry with information and took his orders over the phone.

What Jane didn't know is that Jerry liked meetings, and found talking to people on the phone tedious. After changing vendors, he explained, "Jane was conscientious, but I never saw her, and I don't want to buy from a voice on the phone."

If Jane had known about Personality Selling, she would have asked Jerry whether he preferred meetings or phone calls. She then would have ignored her own preference, met with him periodically, and wouldn't have lost the account.

Jerry wasn't being mean or callous. Like most customers, he didn't realize he had such strong personal biases, so Jerry couldn't tell Jane how to sell to him. Customers usually feel bad about cutting off salespeople they know work hard for them, but they are always looking for people who sell the way they want to buy.

Trained Buyers Will Tell You

Unlike selling to the typical consumer, selling to trained buyers is easy because they realize they're particular about how they want to be sold to. They eliminate guesswork by telling you flat out what their biases are:

"I want a quote listing prices and part numbers on Wednesday, so we can review it Friday afternoon. Also, I don't like phone calls in the morning."

Any salesperson worth his salt would respond exactly the way this buyer wants. He'd have the quotation ready Wednesday and would not pick up the phone until after lunch. Unfortunately, most customers aren't trained buyers and don't make their sales rep's job that easy.

Customers Don't Tell You How to Sell Them

Most customers, in fact, won't verbalize their personality traits at all, so it's up to you, using Personality Selling, to discover how they want to be approached. An important part of Personality Selling is identifying your customers' buying biases by asking the right questions and making the

right observations. You'll want to know: 1) how customers want to receive information from you, 2) what supporting information and how many details are best to give, 3) which people buy because of analytical reasoning and which buy based on emotion, and 4) when customers will buy, and how much you can push them.

After you know who wants what, and give it to them, selling to anyone will be easy. You'll be selling the way they want to buy.

How Experienced Salespeople Sell

Over their careers many experienced salespeople have learned on their own to adapt their styles in response to customers' buying biases: Personality Selling without knowing it. After meeting with countless customers over a number of years, they have gained such experience by having learned from every sale they won or lost. Experience teaches salespeople, for instance, which customers like to get right down to business, and which like to chat for a while first. Through *Personality Selling* you'll know what salespeople have had to learn by experience. The difference is that you'll know, by the end of this book, what it used to take ten to fifteen years or more for salespeople to pick up on the streets. When people learn Personality Selling techniques through experience, they often don't know what components make it up, so they can't tell you *how* they do it. This book can.

Using a combination of your natural sales abilities and Personality Selling, you'll sell effectively to customers with personalities similar to yours and, more to the point, with biases different from yours. Even the "tough prospects" your predecessors have had trouble with will be easy for you to figure out.

Conclusion

Personality Selling helps you gain maximum sales by showing you how to adapt your personal sales approach to the customer and situation at hand. Many salespeople feel the best part of Personality Selling is that they can just be themselves. They don't have to say or do things that make them feel uncomfortable or foolish. Personality Selling doesn't try to make you copy other successful salespeople, because "power salesmanship" can't be canned. Instead of trying to "fix" you or turn you into something you're not, Personality Selling gives you the tools to be the best version of who you are. You outsell your competitors by discovering your customers' buying biases and selling to them the way they want to buy, the way a professional baseball player adapts his batting style to

different pitchers. The end result is that each customer contact will be all that it can be.

Know Yourself

If you want to know now what your personality type is, complete The Sales Personality Guide, Appendix A. This is not the Myers-Briggs Type Indicator. Based on the answers that salespeople and managers gave in Sales and Negotiation Training Company seminars, the Sales Personality Guide will, however, give you a working knowledge of your psychological preferences.

If you would rather learn your personality type along with information about what it all means to you, continue reading. The Sales Personality Guide questions relating to the four behavioral indexes are included in chapters 2 through 5.

PART II
A Complete Sales
Cycle the Personality
Selling Way