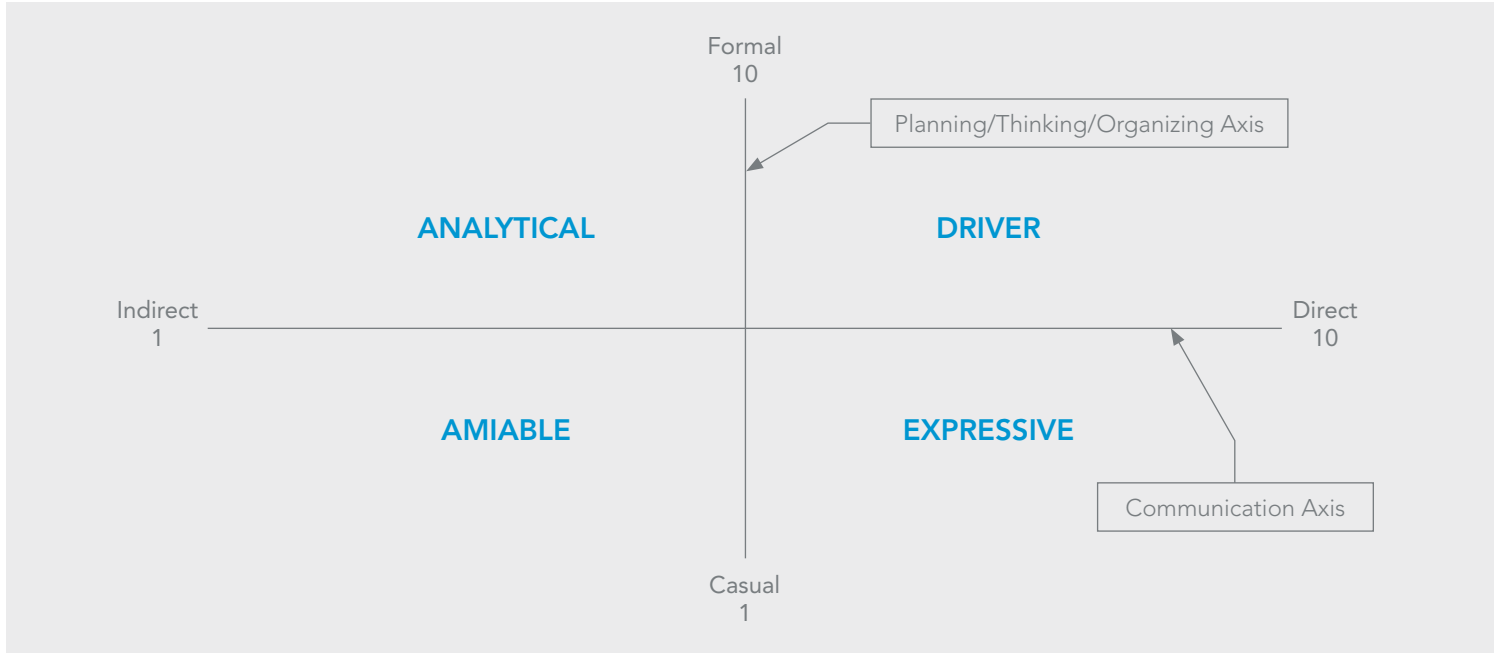


PURPOSE: This tool helps you to identify different personality styles to plan your strategy, and helps you to adapt your communication with the client to secure the sale.

The Theory of Personality Styles: A graphic matrix of two personality dimensions – Planning/Thinking/Organizing and Communication



Matrix adapted from "The Theory of Social Styles," *Personal Styles and Effective Performance: Making Your Style Work for You*, By David Merrill and Roger Reid, Chilton (1981).

| PERSONALITY STYLE | List the strategies that you would use to prepare for the different client personality style. See below if you are not familiar with the characteristics. | |
|-------------------|---|-----------------|
| | PREPARING FOR YOUR MEETING | DURING THE CALL |
| Driver | | |
| Expressive | | |
| Amiable | | |
| Analytical | | |



ANALYTICAL

Characteristics:

- Cautious, efficient, meticulous
- Well-prepared, good planner
- Evaluates/analyses with logic
- Craves the finer details
- Likes to see things in writing
- Needs time to evaluate/analyse
- Willing to make decisions as a team

Typical Focus:

- Determining the solution that best meets the technical requirements

Needs:

- Maximum information
- No time pressure
- Quality
- Autonomy for analysis

Deal With Them:

- Give lots of information and documentation
- Focus on facts and details
- Use logical analysis (i.e. Pros/Cons lists, etc.)
- Be very specific; not vague
- Help them to conduct analysis; give time/space for analysis and evaluation

DRIVER

Characteristics:

- Demanding, impatient, enterprising
- Result and/or task oriented
- Self-confident, optimistic, positive
- Entrepreneurial and profit-oriented
- Makes decisions quickly, and with autonomy
- Persuasive and audacious
- Can give / take back trust

Typical Focus:

- Determining the best "business decision", quickly

Needs:

- Details, but in summary format
- To win, control, and succeed
- Challenges

Deal With Them:

- Quickly and efficiently
- Focus on facts and details
- Use logical analysis (i.e. Pros/Cons lists, etc.)
- Be very specific; not vague
- Be concise; use key points
- Focus on benefits, especially financial benefits
- Allow them to control the conversation

AMIABLE

Characteristics:

- Patient and laid-back
- Modest and considerate
- Friendly, warm, and cares for others
- Intuitive and emotional
- Follows instinct, but doesn't force it
- Consults with others for decisions
- Likes feeling useful

Typical Focus:

- Ensuring everyone is happy with the eventual decision/outcome

Needs:

- Lots of attention
- No stress and no pressure; calmness
- To involve others in the process
- Time to allow the best decision to emerge

Deal With Them:

- Spend time/effort on rapport; build trust
- Offer to work as a team; no pressure; go slowly
- Ask about their instincts
- Focus on what the decision makers will "want"

EXPRESSIVE

Characteristics:

- Emotional, outgoing, friendly
- Prefers change and variety; innovative/creative
- Social; prefers teams
- Intuitive and instinctive; doesn't like details
- Impatient; decides very quickly
- Self-confident, passionate, and influential

Typical Focus:

- Determining the best decision based on experience and intuition, quickly

Needs:

- To control the decisions
- Public recognition and leadership
- To involve others
- No details; lots of summaries

Deal With Them:

- Build rapport quickly; enthusiastic and informal
- Simple explanations; few details
- Encourage trials/experiments; creative solutions
- Focus on benefits to all stakeholders; even non-financial

The Rapport Reference Chart above was adopted from multiple sources, including *Communicating With Impact*, © Corpovision 2000.