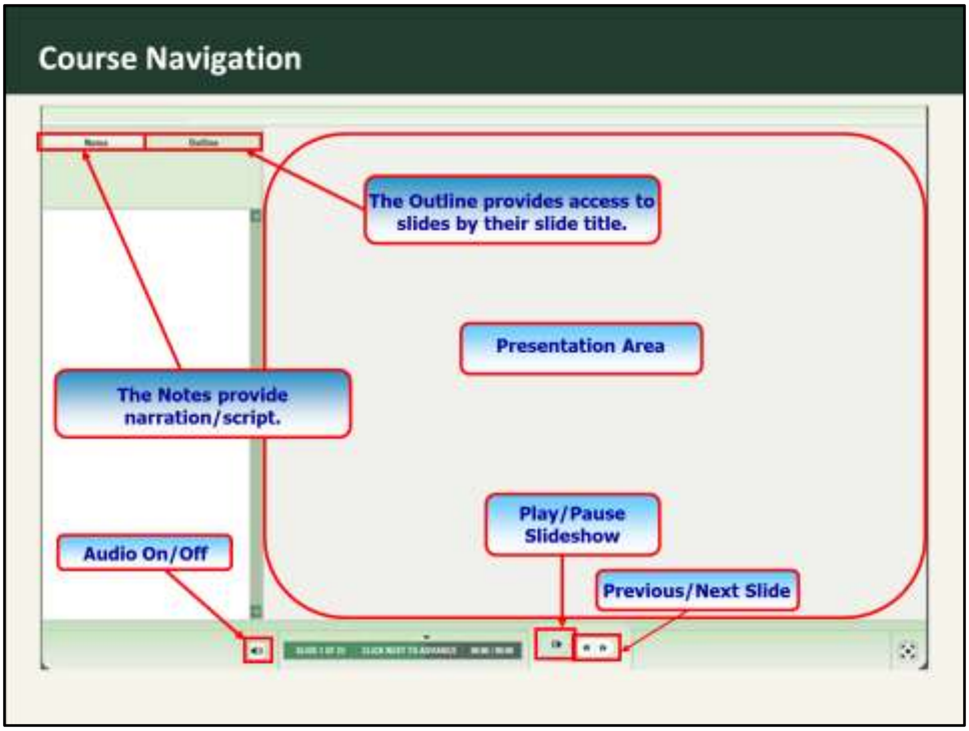
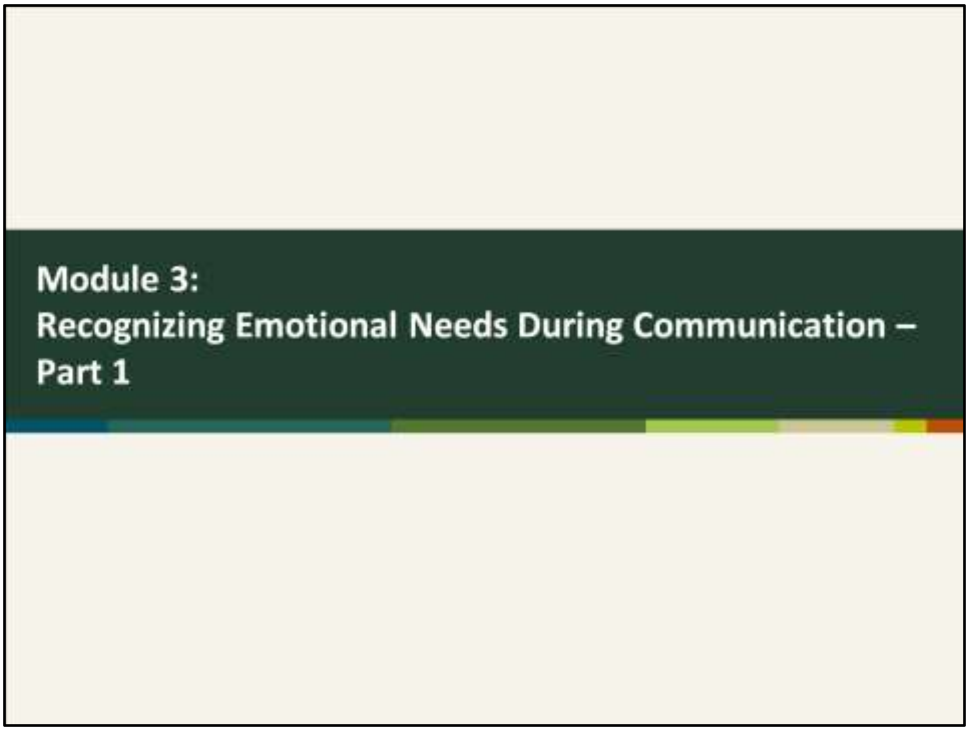


Review the course navigation information before starting the course.

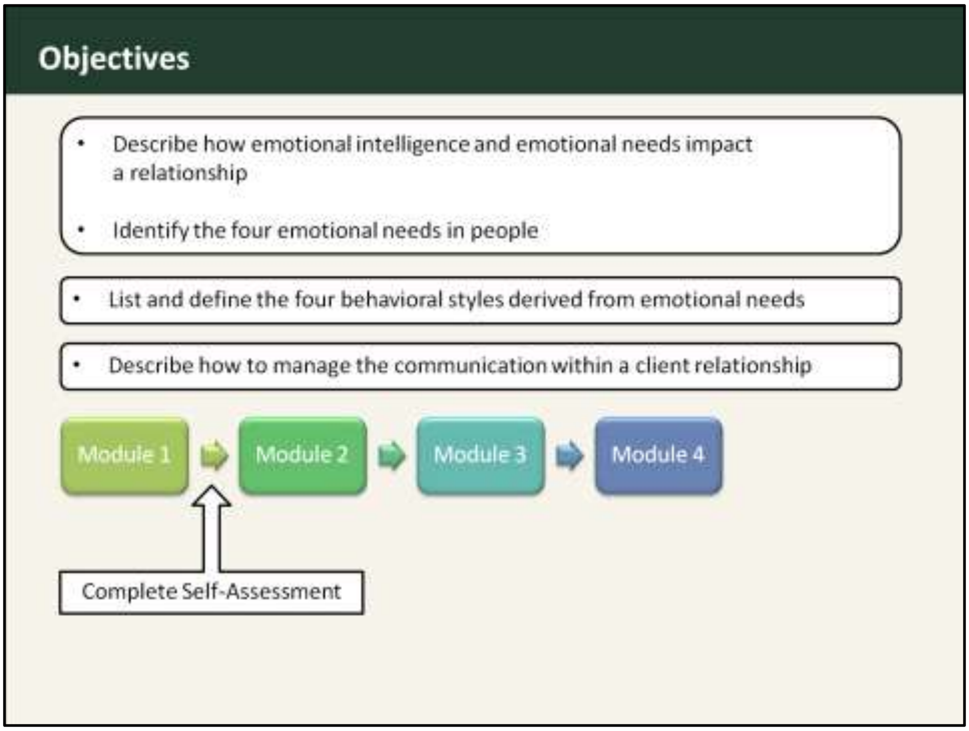
Here are some additional tips:

- Expand your browser window to full screen for optimal viewing.
- Be alert for instructions to click on specific items that will launch interactive content.

Click the Play/Pause button to begin the course.



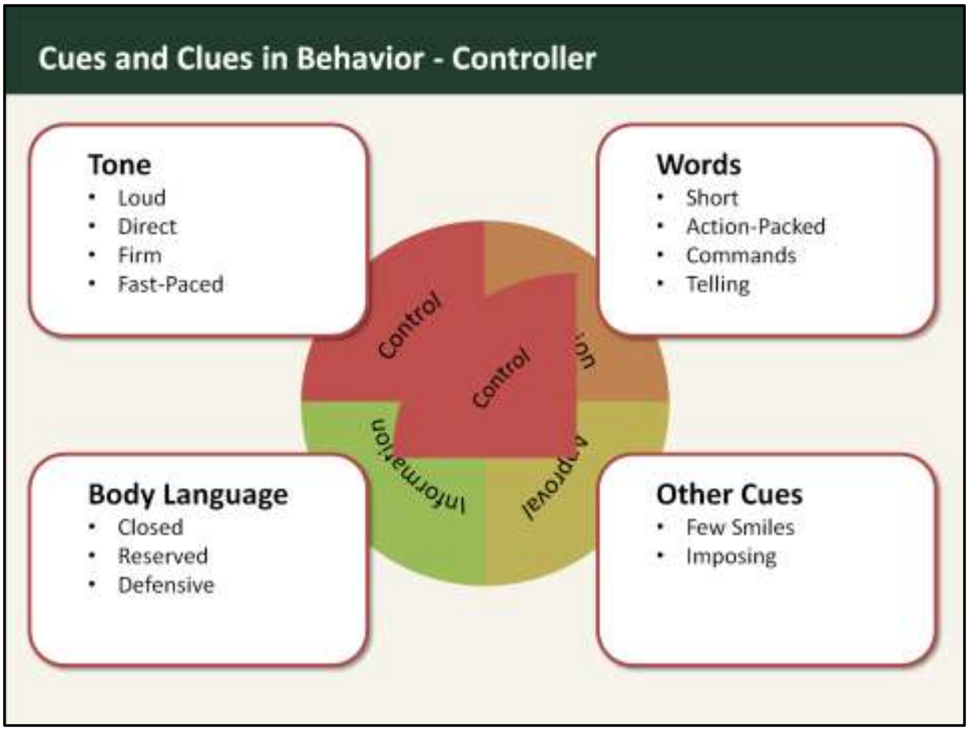
Module 3: Recognizing Emotional Needs During Communication – Part 1



In Module 2, you learned the four behavioral styles derived from emotional needs and their definitions.

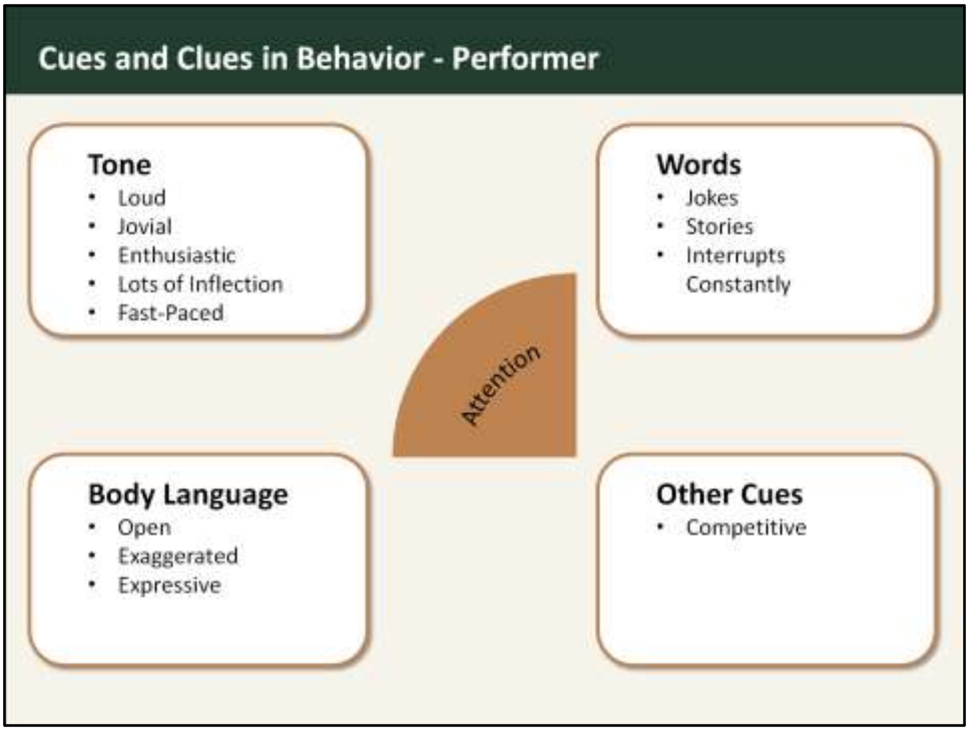
In Modules 3 and 4, you'll learn how to manage the communication within a client relationship.
Module 3 will introduce this objective and module 4 will provide the rest of the details for learning this objective.

Now, let's begin Module 3.

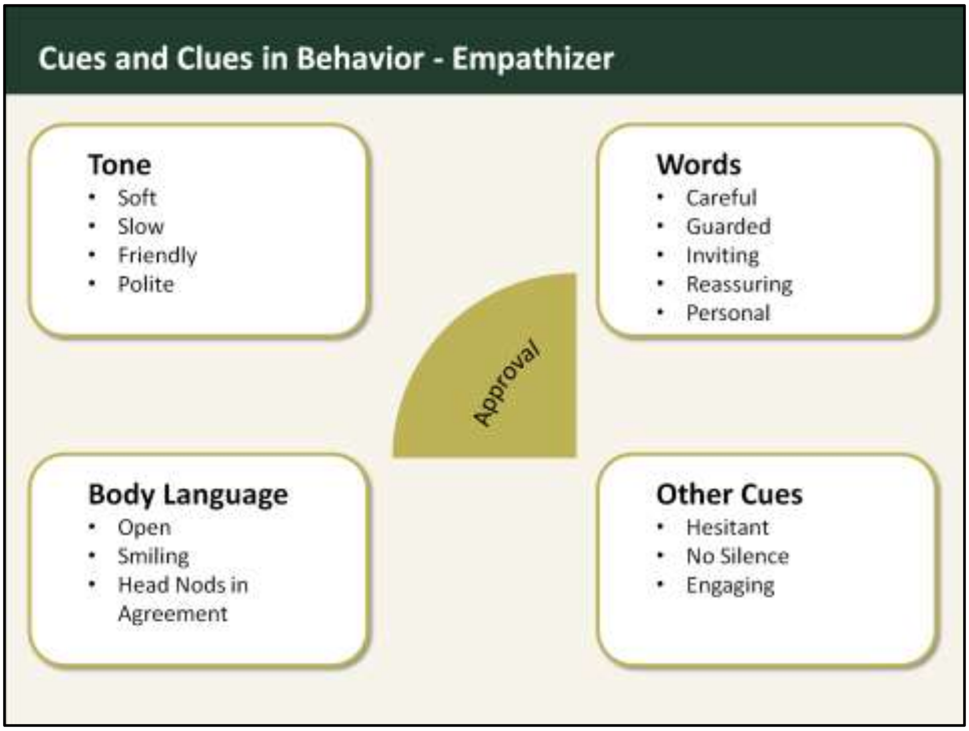


Human needs manifest themselves in some pretty obvious behaviors. They are so obvious and so common that many times we see and react to them without thinking. Each need has common cues and clues in tone, words, body language and other cues. Let's take a closer look at the cues and clues for each need starting with Control.

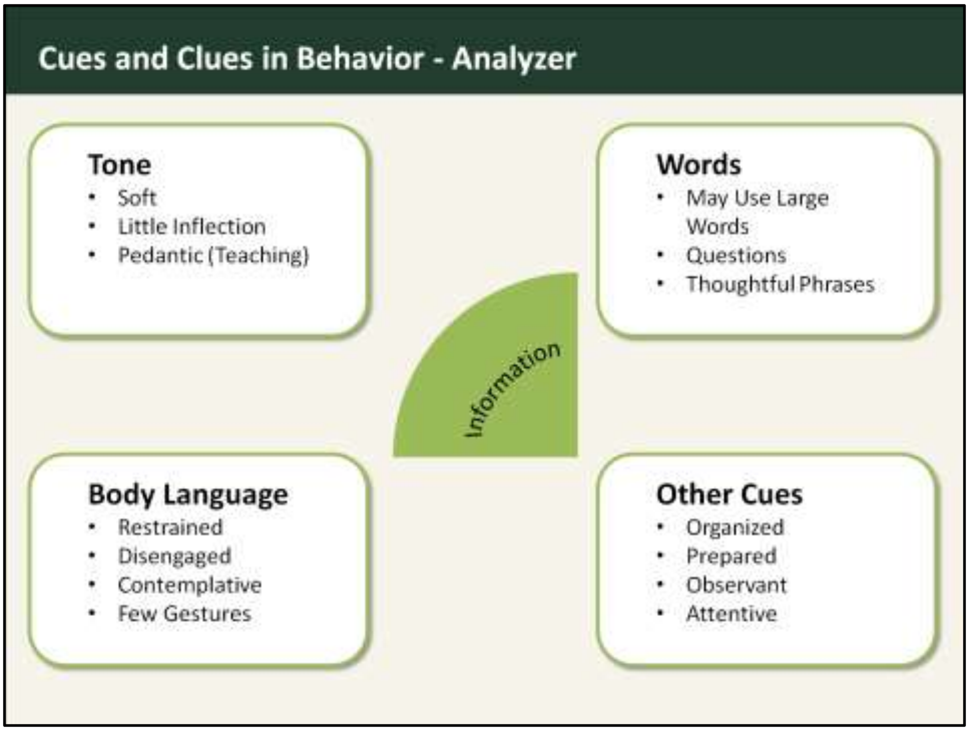
Clients who have an unbalanced need for control may exhibit behavioral cues and clues like being loud, direct and firm in their tone. They may use short, action-packed commands as they speak and their body language may be defensive or commanding. They may also be imposing in their demeanor.



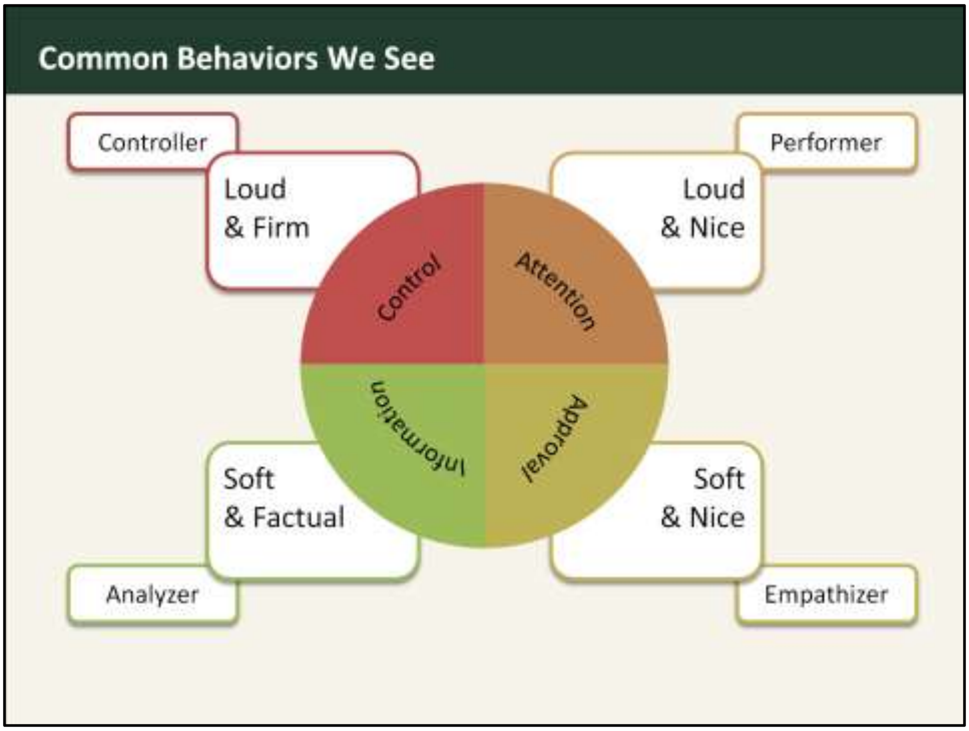
Those with an unbalanced need for attention will also have some pretty obvious behaviors. They might be jovial and enthusiastic. They tell lots of stories and jokes and their body language would indicate that they are open and expressive. Another clue might be an extremely competitive nature.



The tell tale behaviors for those with an unbalanced need for approval are no less obvious and may include slow, soft, polite speech with carefully planned and reassuring words. They may tend to smile a lot and engage readily. They may also be hesitant when asked to commit but willing to talk further before making a decision.



The need for information is also obvious if some time is taken to be observant. Those with an out of balance need in this area tend to speak soft and slow, ask lots of questions and dig deeply into the detail of a conversation. Their body language tends to be restrained with few gestures and by nature they tend to be more organized, prepared and observant than their peers. They may also argue a point just to make sure they are “right”.

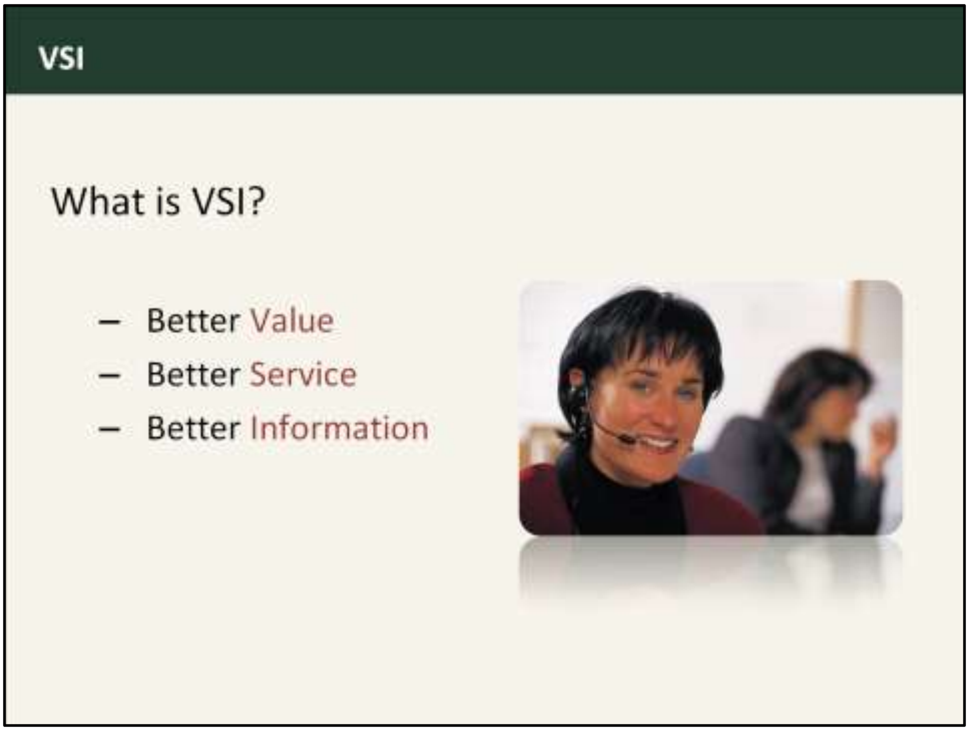


Now that you are aware of the cues and clues for each need, the most common behaviors can be generalized to give a brief identification guideline to the need underlying the observed behaviors.

Those who have a need for control tend to be loud and firm while those who have a need for attention tend to be loud and nice. Notice that the "loud" part is common for the needs of control and attention. This is a manifestation of that tendency to be externally focused in their behaviors.

Those who have a need for approval tend to be soft and nice while those who have a need for information tend to be soft and factual. Notice the "soft" part is common for the needs of approval and information. This is a manifestation of that tendency to be internally focused in their behaviors.

Also notice that the needs of attention and approval share the common behavioral trait of "Nice" which takes others into consideration during the decision making process. The needs of information and control appear on the left side where being "firm" and "factual" represent the logical decision making process.



Now that you know what to watch or listen for during a client interaction, there are three things that you can readily offer during your client relationship.

Better Value

Better Service

Better Information

These items can be remembered by applying the acronym VSI. So, better VSI means that when you interact with a client you should be ready to offer better value, service and information.

Now you know what VSI means but how does it apply to each need? For each need there is a specific part of VSI that is typically the most important part.

When interacting with a Controller, offers of “better value” elicit the best response. For a Controller, value is a control mechanism for maintaining….you guessed it….control. They control their money by spending less of it for a better product than they currently have in use. Saving money by getting the best value for their dollar is important to them and feeds that control need.

So – if you need to reach out to a Controller, appeal to the need and use phrases like:

- Better value!
- Saves you money, time, effort or expense!
- More for your money!

When interacting with a Performer or an Empathizer, offers of “better service” elicit the best response. This means that the relationship is more important than comparable reasons for better value or information.

One example of this might be someone who uses a more expensive insurance agent for their home or auto, because they are golfing buddies with the agent even though an online, but less personal, insurance company would be cheaper.

VSI – Analyzer

What part of VSI is important to an Analyzer?

Better Information

Tools

When interacting with an Analyzer, offers of “better information” elicit the best response. For an Analyzer, the fear of being wrong can be a driving factor in decision making so more information can make the decision making process more comfortable.

Be careful though! Some Analyzers can NEVER have enough information to satisfy this fear so you may need to know when enough information has been provided.

Now that you are aware of the three things that you can offer a client in a relationship, learning the five keys to sell to each behavioral style will enhance the seller-client relationship even further.

First, let's look at the five keys to sell to a Controller.
#1 - Use questions when selling to a Controller because a Controller hates to be told anything, but loves to be asked about everything! You'll lose a Controller if you try to take control of the conversation so be sure the Controller keeps the decision making power at all times.

Give Controllers a choice every time you have the opportunity. Ask the right questions to show you are a knowledgeable sales person since Controllers like a knowledgeable sales person. And, a Controller wants guidance, not advice, so you should help make the right decision but don't make the decision.

#2 – Use key words that appeal to a Controller's innate need for control. Use the word "Do" since this is an action word and very empowering. "Is that what you want to do?" or "What do you want to do now?" can be very effective in getting Controllers to decide on a course of action.

The other word to use is "Control" which directly feeds a Controller's need. Questions like: "would consolidating assets here give you more control?" encourage taking control of the situation which is likely to be appealing. Also, a comment like: "I'm sure you've got that under control" reaffirms and validates the effort of taking ownership – a very important concept to a Controller.

#3 – Be conscious of a Controller's time since "time is money" is a common cliché for a Controller. Try to anticipate a Controller's needs before a meeting. Do as much as possible of your own homework beforehand.

Also, during phone conversations, "hold" can be very annoying for a controller. Do not keep a Controller waiting while you look for an answer. Offer to find out and then call back.

#4 – Be direct and clear in your communications with a Controller. Controllers appreciate and value direct and clear communication. Hedging, ice breakers, and social butterfly types of behaviors are a waste of time so do not worry about socializing or making small talk with a Controller.

Being direct doesn't necessarily mean being confrontational. Pull out all the non-essential ("soft" and "fluffy") parts of the communication process and leave only the parts that allow for a decision to be made. Only provide a limited amount of detailed explanations but be ready with additional details, if asked or needed.

And, #5 – Preempt the negative response. Controllers often react with criticism and negativity. Just remember, it's not personal, it's behavioral so don't take it personally. Use phrasing such as "you may probably (validate), but (state your issue)" to validate a Controller's need for control.

This may sound something like:
"You may probably already know this, but …"
"You may probably disagree with this, however …"
"You may probably disagree with this, but …"

You may also use a negative option close to test close or actually close a controller in the buying process. Using a phrase like, "You wouldn't have any trouble with that, would you?" can be really effective with Controllers.

Now, let's learn the five keys to sell to a Performer.

#1 – Demonstrate a high energy level for a Performer. Be enthusiastic! Bring your level of emotional passion up to the Performer's level to communicate effectively.

A Performer needs a high energy salesperson who firmly shakes hands, claps each other on the back and looks each other in the eye when doing business. A Performer needs someone who is as excited to work with the Performer as much as the Performer is excited to be worked with!

#2 – Use key words that appeal to a Performer. Remember that when talking to a Performer, it's all about the Performer because their favorite word is "me"! Also remember to make it "easy" or keep it "simple". A Performer is the ultimate "delegator" so keeping it fast, simple and easy is a priority.

#3 – Compliment a Performer. Remember it's all about "them" so get socially comfortable! Acknowledge how busy a Performer is in life. Be sure to congratulate any accomplishment and provide support for ideas and dreams. It's even important to laugh at a Performer's jokes.

#4 – Do not sound "canned" when speaking with a Performer. Most salespeople hate scripts and a Performer will agree that a script is bad. If you must use a script, refer to it as a content outline instead of a verbatim requirement.

Be sure to give a Performer the opportunity to talk by checking in with phrases like: "You know what I mean?", "Right?" or "Does that make sense?" It gives a Performer the chance to be engaged in the conversation and a chance to respond or talk.

And, #5 – Show off new or flashy products and services. Performers love to be the first owners of "anything." Showing new and flashy items to a Performer provides bragging rights which are important to a Performer. Also, without breaking confidentiality, dropping names of popular or influential people that you work with may impress a Performer who loves to be part of the "in crowd."

Now, let's learn the five keys to sell to an Empathizer.

#1 – Find the decision maker. An Empathizer is rarely the decision maker for some very valid reasons such as a conflict avoidant nature and indecisiveness. An Empathizer, though, does tend to be the filter mechanism for the decision makers. If an Empathizer is the decision maker, that responsibility is usually delegated to another professional. The Empathizer then takes the advice of that professional with much more than a grain of salt! Regardless, find out who the decision maker is and make sure you invite them to any meetings you may have.

If the Empathizer is the decision maker, you'll have to help with the process. Help the process, by asking questions like: What is the process you'd like to see to move us forward? Or even: Is there someone else that we should involve as we move forward to help us in this process?

#2 – Use key words that appeal to an Empathizer. "Feel" is one of most powerful words to use with an Empathizer because this person makes decisions based on how something "feels" instead of based on charts, graphs, statistics and logic. Appreciation is directly tied to the need for approval, so any time you can "appreciate" what an Empathizer does or says, you'll gain BIG emotional intelligence "points" and move the sales process closer to the close.

#3 – Keep the meeting relationship based. Some people LIKE to have all the facts, figures and data when deciding on a purchase…Empathizers don't! Put a smile in your voice by putting a smile on your face! Prospects and clients can "hear" your smile.

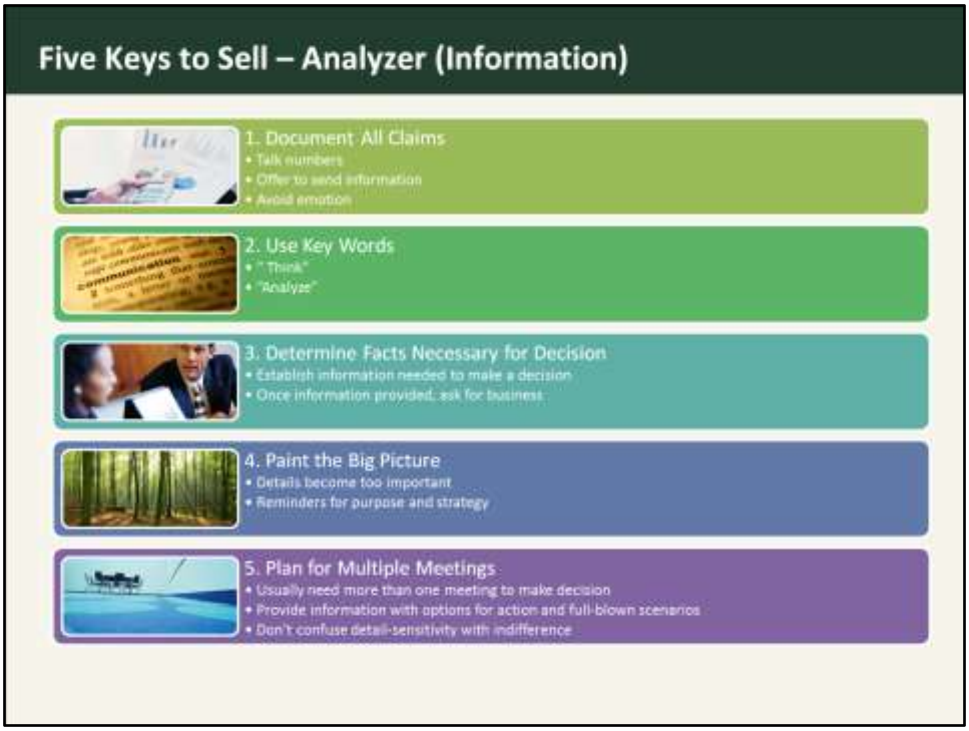
Avoid pressure and applying a sense of urgency to your sales process. Empathizers never rush a relationship or a sale. Both of those things take time to build and if you rush the process, you'll create the indecision and commitment avoidance that characterize an Empathizer. Remember that a certain degree of professionalism is always necessary but going over the top with formalities will make the Empathizer feel as though you are trying to distance yourself emotionally which is NOT a way to win over an Empathizer.

#4 – Use incremental assumptive closes to bring the Empathizer along in the process. The sales process actually consists of many finite steps. You should break down the process into the smallest steps and walk through the process asking how the client feels along the way. As you explain and watch for signs of agreement, assume agreement with each step.

Don't ask too many questions as questions require committed responses in many cases and may create conflict which an Empathizer will avoid. Instead, ask rhetorical questions like: "You know what I mean?" but don't come across as pushy or "matter of fact."

And, #5 – Follow-up is critical to an Empathizer. An Empathizer must feel a connection with you in order to do business with you. If you are dealing with an Empathizer and hear the words "I'll think about it," take that as a conflict avoidant "NO" and begin to treat it as such – overcoming objections, resetting expectations, etc. It's important that you be able to differentiate indecision with indifference from a conflict avoidant "no" – something that only comes with time, practice and a lot of experience.

Finally, if an Empathizer already has another professional relationship, it's going to take a while to convert that relationship to you. Remember that Empathizers hate conflict and "firing" the other professional isn't something that will be done right away. Move the relationship to you gradually by maintaining contact, continuing to add value to your interactions, building the relationship bigger and better than another similar professional relationship, and showing sincere interest beyond the sale.



And, finally, let's learn the five keys to sell to an Analyzer.

#1 – Document all claims to an Analyzer. Use every stat, figure, number, chart or graph you can to bolster your claim. Send information to an Analyzer. An Analyzer will not only look at it, but your next conversation will be all about it! One land mine with Analyzers is the use of emotion in conversations. Stick to the facts as humor and emotion probes such as "How does that feel?" won't gain you any mileage.

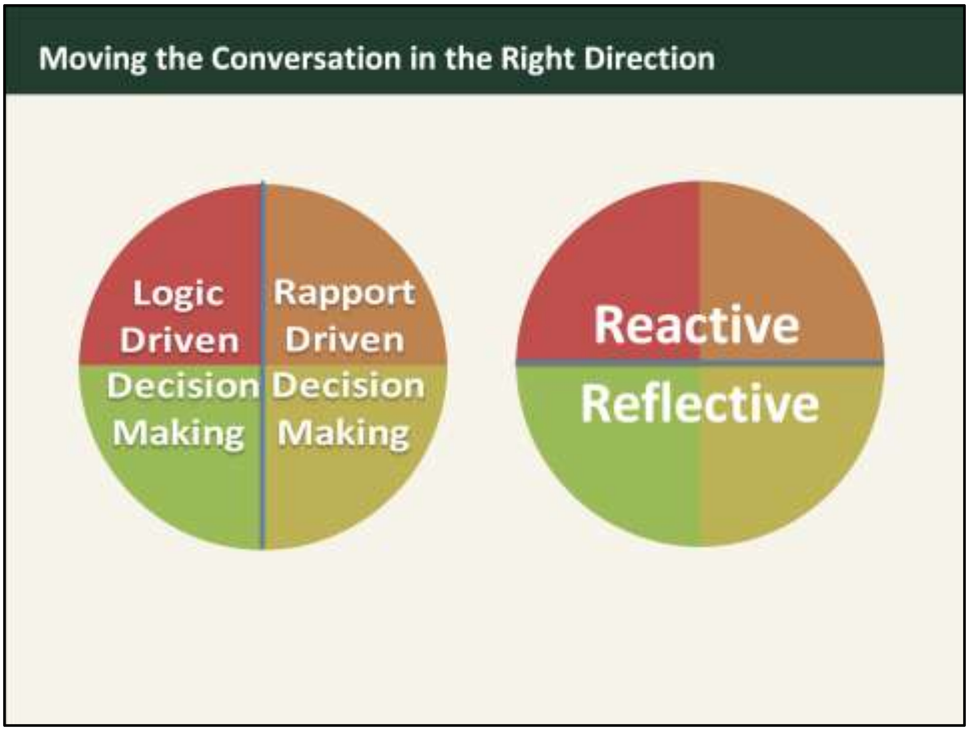
#2 – Use key words that appeal to an Analyzer. Asking what an Analyzer "thinks" is a tricky question because an Analyzer is ALWAYS thinking. The question is can you guide that thought process and keep it engaged in your topic? Asking what an Analyzer thinks is also a "natural" thing to do as Analyzers are frequently in consulting roles and are constantly asked for opinions.

Another key word is "analyze." An Analyzer loves to analyze (obviously) so it's like asking a duck if it likes water! Asking an Analyzer if you can analyze some information or what further analysis will be needed will be very popular with this type of client.

#3 – Determine the facts necessary for an Analyzer to make a decision. Find out early in the conversation what an Analyzer needs to make a good decision and then provide that information before the Analyzer can ask for it. Be sure to ask for that information specifically and then deliver it. Once the information has been delivered, you can then ask for the Analyzer's business.

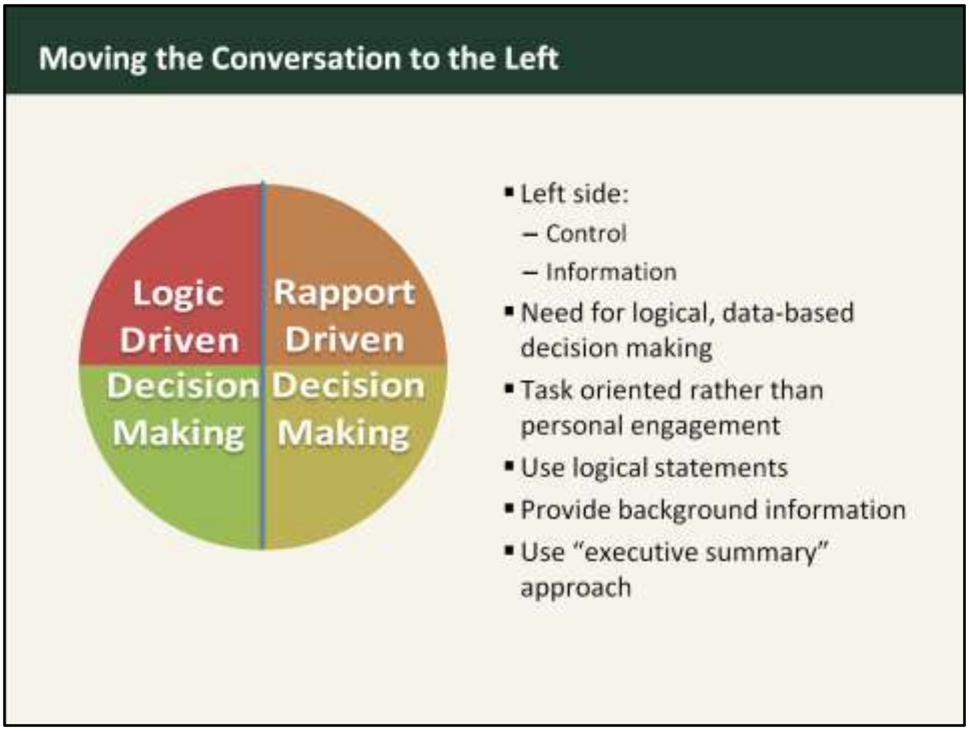
#4 – Paint the big picture for an Analyzer. Analyzers can get seriously bogged down in the details. Part of your job is to pull an Analyzer out of the weeds and help maintain a 30,000 foot view. This management of perspective is incredibly important when dealing with Analyzers. Remind an Analyzer of the purpose and strategies for execution. Do not get down into the weeds because an Analyzer will "out think" you every time.

And, #5 – Plan for multiple meetings before receiving a decision from an Analyzer. As a sales person, you typically do not want to hear the words, "I want to think about it." But, when you're working with an Analyzer, it's the truth. An Analyzer needs time to think things through and that may mean more than one or two meetings. Be sure to provide information that contains action options for them to consider and scenarios when appropriate. Don't confuse the need for details with indifference.



One way to begin improving your communications process is to understand which need is driving the behaviors you are observing. Sometimes though, you just can't tell.

When that happens, it's helpful to just start moving the conversation in the right direction. Do you need to move to the left or right or perhaps top or bottom? Just remember - you don't have to be right. You just have to be close enough to communicate well. Let's take a closer look at what "close enough" means.

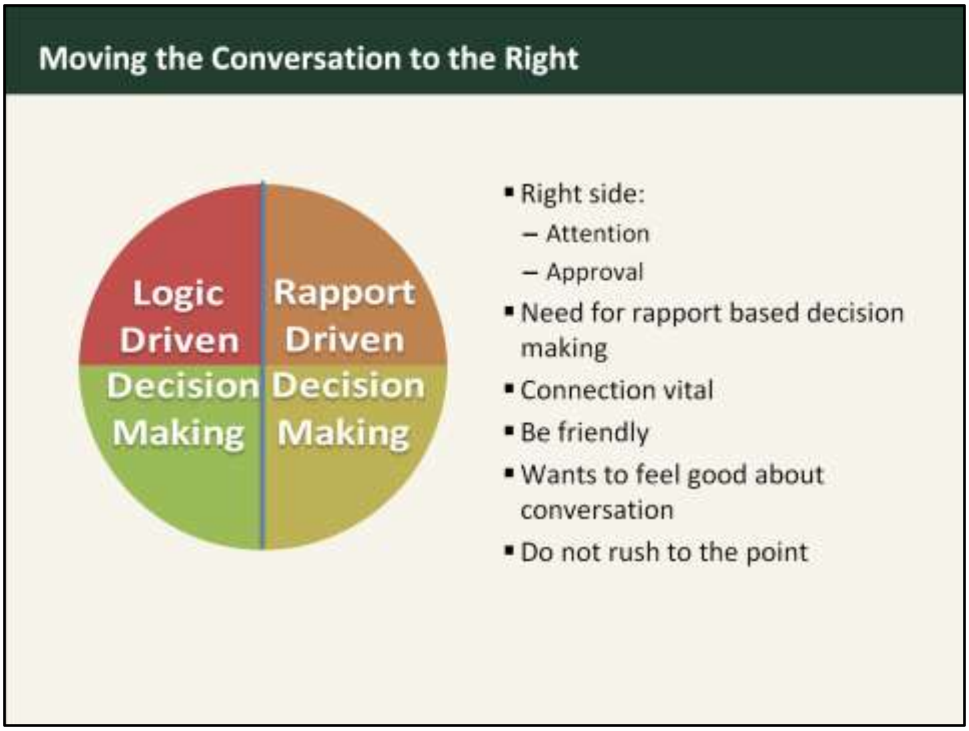


The needs for Control and Information are on the left side of the graphic. Both of these needs have a corresponding need for logical, data-based decision making. Big clues for identifying a person with these needs will be conversations where facts and data are important in the communication process. "What are you doing?" tends to be more evident in the questioning process rather than "How are you doing?" Other clues may be a lack of personal emotional engagement or a straight forward manner of speaking.

This person tends to be task oriented rather than people oriented. Interactions and conversations between this person and others are usually brief and courteous instead of detailed and personal.

The best way to communicate with a left sided individual is to use logical statements while presenting facts and figures to bolster your claims. Stick with the event or process at hand as personal questions can be uncomfortable. Ask a lot of questions and offer choices instead of offering advice or creating demands. It's also important to get to the point.

Background information is good, but present it only if needed. This person appreciates the "executive summary" approach so present your information that way instead of overloading with insignificant details. Be prepared to expound if you are asked though.



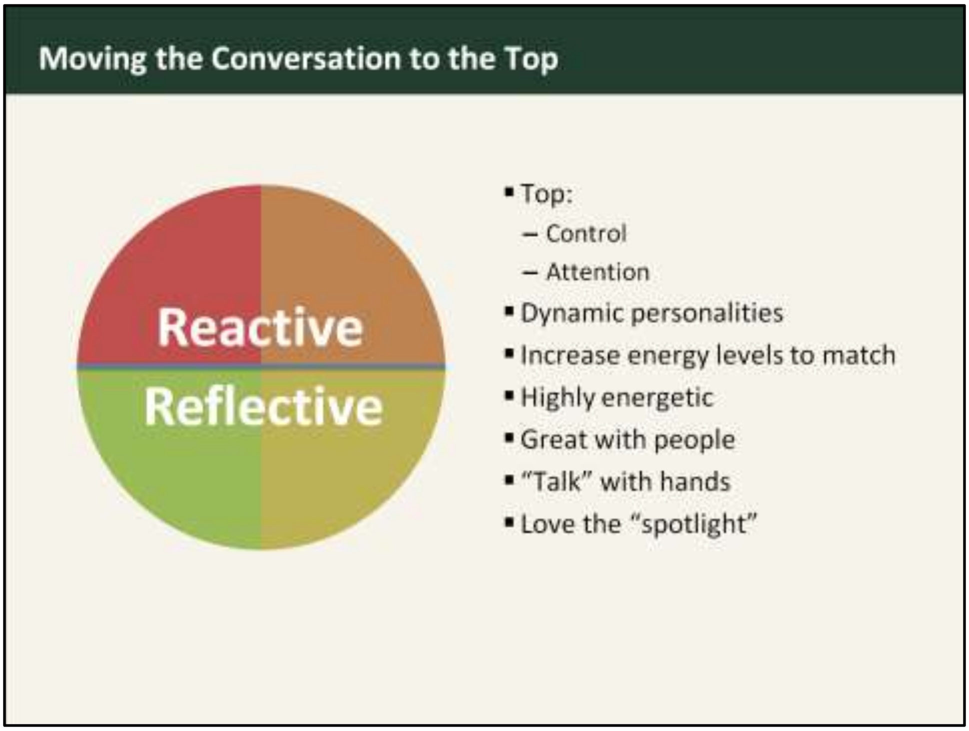
The needs for Attention and Approval are on the right side of the graphic. Both of these needs have a corresponding need for rapport based decision making. Big clues may be physical behaviors and conversations that tend to start with questions like, "How are you doing?" or "How have you been?" before any mention of the business purpose for the communication is ever evident. It's important to these individuals to have conversation related to topics outside of the business conversation.

"Connecting" is a vital part of the communications process for this person. This person tends to gauge the success of interactions largely on how an interaction "felt" and not on "how much got accomplished."

Friendly is important but being too friendly too fast is a mistake. True rapport building thrives on mutual trust, transparency and credibility.

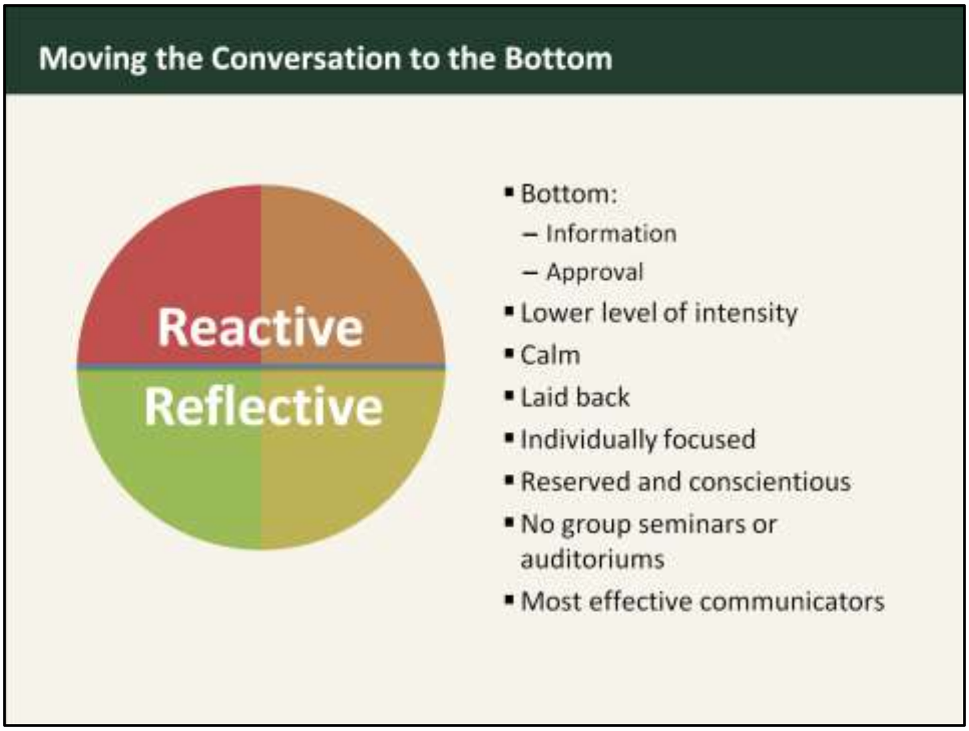
It's said that people will remember only 1/8 of what is said, but they'll remember forever how you made them feel. This is critical to this person so feeling good about the conversation with you enables the person to also feel good about the message being delivered by you. Also, never underestimate the power of the common courtesy. "Thank you" can go a long way to cementing the relationship.

Finally, your goal should not be to get to the point too quickly but to make the person feel like you have been a friend since early in life.



The needs for Control and Attention are on the top of the graphic. Individuals with these needs tend to be dynamic personalities. Any time you communicate you'll want and probably need to increase your energy levels to match theirs.

Clues to behaviors here are not hard to miss. These individuals tend to be "over the top" or highly energetic. They are known for being gregarious, loud, emphatic, and generally great with crowds and people in general. They usually "talk" with their hands using grand gestures. They also love to be in the "spotlight."



The needs for Information and Approval are on the bottom of the graphic. These individuals prefer a lower level of communication intensity. When you communicate with them, you'll need to be calm to keep them feeling comfortable.

Clues to this group include behaviors where people tend to be very laid back. The lower energy is more individually focused instead of group focused. These communication interactions can be very rich, rewarding, informative and interesting. Reserved and conscientious might best describe these conversations. These individuals will never choose group seminars or auditoriums filled with people as a communication medium. They also tend to be the most effective communicators.

What's Next?

- Module 4: How Different and Same Behavioral Styles Work Together
- Module 5: Course Review

You should now be able to describe how to manage the communication within a client relationship.

Using the information you just learned, Module 4 will provide scenarios which describe how different and same behavioral styles can effectively work together.