

Relationship STRATEGIES

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RELATER

General Strategies: Show how your ideas minimize risk; provide reasoning/data/proof; demonstrate your interest in them; offer outline and instructions as you personally “walk them through”; give them personal assurances; allow them to service or support others; provide a relaxing, friendly atmosphere; acknowledge their easy-going nature, steady follow-through, and helpful efforts.

Sales Strategies: 1. Talk warmly and informally; focus on building trust. 2. Explore their work and relationship needs; ask tactful, open-ended questions that draw them out. 3. Emphasize harmony, safety, teamwork; ask how they feel about your recommendations. 4. Provide direction and assurance; makes collaborative decisions.

THINKER

General Strategies: Approach them in a non-threatening way; show your reasoning; give it to them in writing; provide explanations and rationale; compliment them on their thoroughness and correctness; tactfully ask for clarification and assistance; allow them time to think, inquire, and find the best or “correct” answer within available time limits; explain “why” and “how.”

Sales Strategies: 1. Avoid social talk; appeal to their logical side. 2. Explore their expertise, objectives, and concerns; questions should be short and fact-oriented. 3. Emphasize accuracy, quality, and reliability; present obvious disadvantages. 4. Provide documentation of all relevant options; makes deliberate decisions.

DIRECTOR

General Strategies: Show them how to win; display reasoning; provide concise data; agree on goal and boundaries, then support them or get out of their way; vary routine; look for opportunities to modify their work-load focus; compliment them on what they’ve done; let them take the lead but give them parameters; if necessary, argue with conviction on points of disagreement, backed up with facts.

Sales Strategies: 1. Focus on the task; be prepared and organized. 2. Explore their desired results and time constraints; alternate asking questions with giving information. 3. Emphasize results, efficiency, and making money; present a concise analysis of needs. 4. Provide options with cost/benefit summary; makes decisive decisions.

SOCIALIZER

General Strategies: Show them that you admire and like them; behave optimistically and provide upbeat setting; support their feelings and ideas; avoid involved details—focus on the “big picture”; interact and participate with them; vary the routine—avoid requiring long-term repetition by them; keep a fast, lively pace; don’t poke holes in their dreams; compliment their accomplishments.

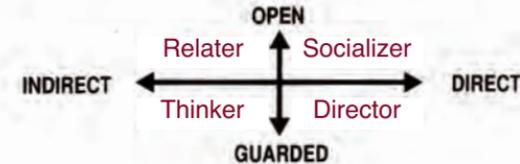
Sales Strategies: 1. Show enthusiasm; let them set the pace. 2. Explore their motivations and dreams; balance information gathering with personal stories. 3. Emphasize uniqueness, prestige, and saving effort; involve as many senses as possible. 4. Provide testimonials and incentives; makes spontaneous decisions.

Open Behavior

- Shows feelings and enthusiasm freely
- Emphasizes main ideas
- Conversation includes many digressions
- Animated facial expressions
- Friendly handshake
- More relaxed and warm
- Goes with the flow
- Opinion-oriented
- Easy to get to know in business
- Initiates/accepts physical contact

Guarded Behavior

- Keeps feelings private
- More formal and proper
- Goes with the agenda
- Fact-oriented
- Formal handshake
- Limited range of facial expressions
- Avoids/minimizes physical contact
- Speaks in specifics (cites facts and examples)
- Conversation stays on course



Indirect Behavior

- Infrequent use of gestures and voice intonation to emphasize points
- Often makes qualified statements
- Infrequent contributor in groups
- Reserves expression of opinions
- More patient and cooperative
- Intermittent eye contact
- Gentle handshake
- More likely to wait for others to introduce themselves

Direct Behavior

- Frequently uses gestures and voice intonation to emphasize points
- Often makes emphatic statements
- Frequent contributor in groups
- Expresses opinions readily
- Less patient; more competitive
- Sustained eye contact
- Firm handshake
- More likely to introduce self to others

BEHAVIORAL STYLE SUMMARY

	RELATER	THINKER	DIRECTOR	SOCIALIZER
Strength:	Listening	Planning	Leadership	Persuading
Weakness:	Indecisive	Perfectionist	Impatient	Disorganized
Irritation:	Insensitivity	Unpredictability	Indecision	Routine
Under Stress:	Submissive	Withdrawn	Dictatorial	Sarcastic
Decisions:	Consultative	Deliberate	Decisive	Spontaneous
Seeks:	Acceptance	Precision	Productivity	Applause
Needs:	Friendships	Thoroughness	Control	Approval
Fear:	Sudden changes	Criticism	Being Hustled	Rejection
Motivator:	Involvement	The Process	Winning	The Chase
Goal:	Stability	Accuracy	Control	Recognition
Needs to Know:	How it will affect them personally	How they can justify it logically	What it does/When/ Cost	How it enhances status/visibility
Do It:	Friendly	Precisely	Rapidly	Dynamically
Save Them:	Conflict	Face	Time	Effort
Support:	Feelings	Procedures	Goals	Ideas
Focus on:	Communication	The Process	The Results	Interaction

PRESCRIPTIONS FOR COMPATABILITY

	RELATER	THINKER	DIRECTOR	SOCIALIZER
For Decisions, Provide:	Personal assurances	Data and documentation	Options with analysis	Testimonials and incentives
Likes You to:	Be pleasant	Be precise	Get to the point	Be stimulating
Behave:	Personally	Seriously	Businesslike	Enthusiastically
At Play Be:	Casual	Structured	Competitive	Spontaneous
Use Time to:	Build trust	Be accurate	Act efficiently	Have fun
Write:	Friendly	Detailed	Concisely	Dramatically
Telephone:	Chatty	Organized	Succinct	Playful
During Moments of Misery, May Appear:	Hesitant or apologetic; but internalizes dissatisfaction	Hurt and withdrawn; may leave; recites order of events	Critical, blunt, and uncooperative; they want control	Impulsive, sarcastic and demanding; ignores facts
To Create Moments of Magic, Provide:	Assurances that you'll iron out the problem; draw them out in a friendly way	A detailed description of what you'll do; commend their thoroughness	Tangible evidence of progress; let them feel they have control	Personal attention; make them feel important; interact with them
To Assure Customer Satisfaction, Salespeople Should:	Practice consistent follow-through; be in touch regularly and be available when needed	Set a specific timetable for ongoing communications; be clear about their success criteria	Provide reminders of your track record; resolve problems immediately	Have regular fact-to-face contact; spare them time, effort, and complications