



Sales Mastery and the Enneagram

Style	Description
1	Motivated to achieve perfection, efficiency, and effectiveness in everything they do. In sales, believes they know what is right and strive to do the right thing for their prospects, clients, and the organization. Attention to doing things the 'right' way may be perceived as forcing 'their' way onto prospects/clients, not listening to what the prospect/client really wants, and spending too much time on details rather than closing the deal and then working out the details.
2	Motivated to be accepted and liked by others. In sales, focuses on building and developing relationships and connections to those who can help them achieve results. Over-attention on relationships can get in the way of doing and closing business, having real or tough conversations, talking about money, being clear on what the company can provide, and negotiating. This Style works best when the emphasis is on servicing existing accounts rather than constantly prospecting for new ones.
3	Motivated by results, getting things done, and being recognized for what they do. Attention on results is desirous. However, in sales the prospect/client or internal customers may feel ignored, rushed, not listened to, or in the way of this Style getting the results they want. The Three Style likes to get new accounts and enjoys the challenges of getting and winning sales. Best to have a skilled service rep. partnered with this individual to take over after the sale.
4	Motivated by doing unique, creative work and wanting deep, meaningful relationships with prospects/clients. Attention to doing unique work gets in the way of performing routine sales tasks and behaviors that results in sales success. Feelings and emotions may get in the way of consistent performance. Selling to a few accounts and doing work that makes a difference is where this Style can be most successful.
5	Motivated by protecting their privacy; being self-sufficient, and being knowledgeable about what they sell, this Style believes that buyers must have all the facts to make a decision to buy. This leads to information overload, 'telling' rather than selling, and a dislike for personal interactions and rapport building, which is crucial to sales success. Handling accounts that require a lot of technical expertise is the best selling environment for this Style.
6	Motivated by minimizing or avoiding danger at all costs. In sales, this Style is astute at uncovering prospect's reasons for buying yet may engage in a 'start-stop' pattern when in doubt about their own or the company's abilities to deliver for the prospect/client. Attention to 'worst-case scenarios' and doubt leads to an effective questioning style yet may become too much if overused. This Style does best when dealing with people they know and prefers referrals to cold calling.
7	Motivated by the need to keep their options open, this Style in sales is extremely effective in making contacts, dealing with the 'big' picture, and working with decision-makers in high levels of authority. They tend to get bored and may 'check out' if the sale doesn't move along quickly and struggle when prospect/client needs a lot of hand holding or comes across as negative. This Style likes to be a heavy hitter yet isn't suited for servicing and maintaining accounts.
8	Motivated by the need to not be controlled, this Style in sales appears confident, self-assured, and in control. They are skilled at identifying who the decision makers are and are very comfortable dealing with power and going 'toe-to-toe' with authority. Attention to controlling the selling situation leads to a 'telling, often dictatorial' style that suits some and turns off others. This Style has 'big' energy and thrives in selling situations where the prospect/client is perceived as straight up with them and doesn't play games.
9	Motivated by keeping the peace, achieving harmony, and avoiding conflict. This Style is excellent at creating rapport and making people comfortable and feeling heard, yet struggles to be direct, ask 'tough' questions, talk about money or any activity that might create conflict or upset the prospect/client. When conflict is anticipated, may avoid situation or interaction causing sales activity and results to be inconsistent. This Style works best with people they know and thrives when the products and services as well as the sales process are clearly defined.