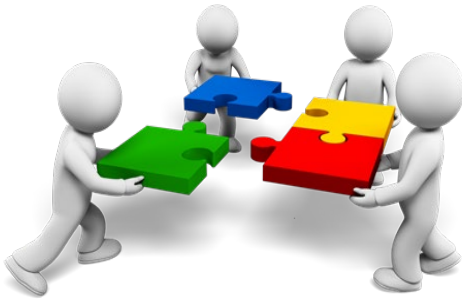


SESSION 2

HOW THE STYLES NEGOTIATE

2026



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“Meet and surpass customer expectations their way.”

Program review notes

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Customer Buying Styles



Customer Buying Styles is a method of relating to different types of people to better meet their expectations. It is about working with people the way they want, not the way you want.

Customer Buying Styles is about behavior. It is not about personality.

Personality is why you do what you do.

Behavior is how you do what you do.

Customer Buying Styles focuses on HOW one does things, not WHY.

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Goal

Do the best job possible of meeting the expectations of prospects and customers by working with them the way they want to be worked with.

[SALES CONCEPTS](#)

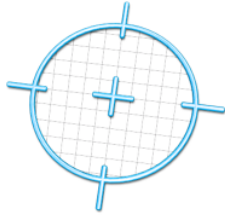
Customer Buying Styles

Buying Styles increases your awareness of other people's behavior, your effectiveness in communications and teamwork. By using this method, you'll be more effective at understanding and meeting the expectations of prospects and customers. You also see where potential conflicts may arise. Customer Buying Styles is only what you see of someone on the surface. It's not rocket science. It is what is observable. Two research psychologists and one research assistant from Stanford University developed this model, although it has roots going back to the time of Aristotle and Plato.

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Objective



- Increase your awareness and understanding of different buying styles.
- Explain how they impact effective communications and teamwork.

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Strategy



- Classify and categorize ourselves and others into behavioral styles.
- Understand important information about each group.
- Recognize potential conflict.
- Develop more effective communication strategies based on this knowledge.

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Customer Buying Styles

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What is a buying style?

- Surface Behavior
- Observable
- Nonverbal
- Habitual and Repetitive
- Place of Refuge

SALES CONCEPTS

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What is not a buying style?

- Personality
- Judgmental
- Moralistic
- Psychological
- Value System

SALES CONCEPTS

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It's how a person does things.

It's a particular *pattern of actions* that others can observe and agree upon for describing a person's usual behavior.

SALES CONCEPTS

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Personality vs. Behavior

- | | |
|-------------------------|---------------------------------|
| • What people are. | • What people do. |
| • Who they are. | • How people do things. |
| • Why they do things. | • How quickly people do things. |
| • Motivation and Desire | |

SALES CONCEPTS

Buying Styles has nothing to do with morals or values. It is simply a way to describe one's *usual* behavior—how a person behaves most of the time. At various times, anyone can exhibit all forms of behavior. We are talking about *usual* and *consistent* behavior over time. This also relates to the first few minutes of an encounter.

PLATINUM RULE

“Do unto others the way they like.”

It works!

CONTACT, CONNECT, COMMUNICATE

To determine a person's behavior style, you must evaluate two dimensions of their behavior. Pace and Priority.

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How to determine someone's style...

We evaluate two dimensions of human behavior:

- ***Pace***
- ***Priority***

SALES CONCEPTS

The First Dimension of human behavior: Pace

CONTACT, CONNECT, & COMMUNICATE

Pace



SALES CONCEPTS

Relaxed people:

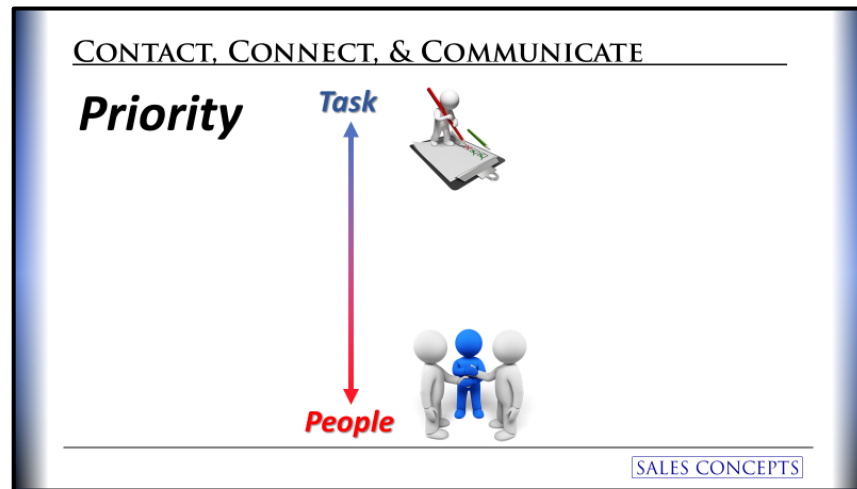
Do things by asking questions.
Prolong decisions.
Tend to be more cautious.

Quick people:

Do things by telling.
Make quick decisions.
Tend to take more risks.

CONTACT, CONNECT, COMMUNICATE

The Second Dimension of human behavior: Priority



Task oriented people:

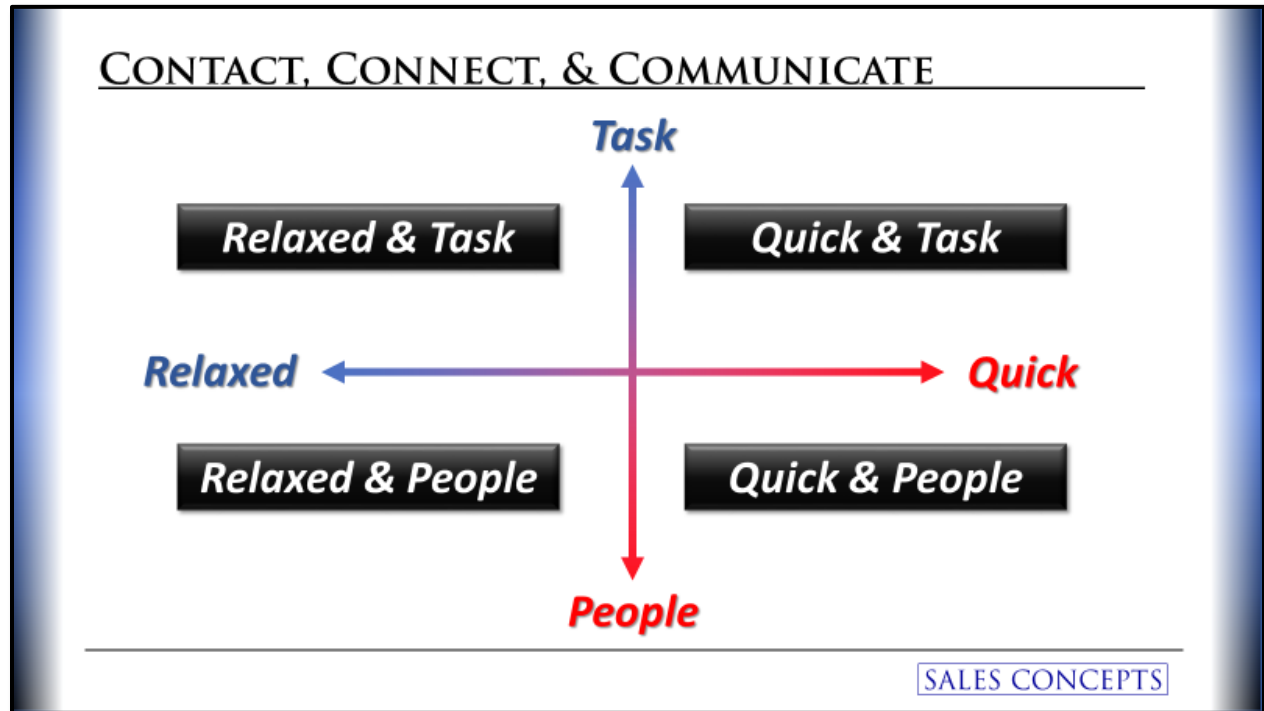
Show little facial expression.
Are private—hard to tell what they think.
Are not comfortable showing their feelings.

People oriented people:

Easy to read.
Share their emotions.
Extremely outgoing.

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Now combine the two axes.



Where do they intersect for you? _____

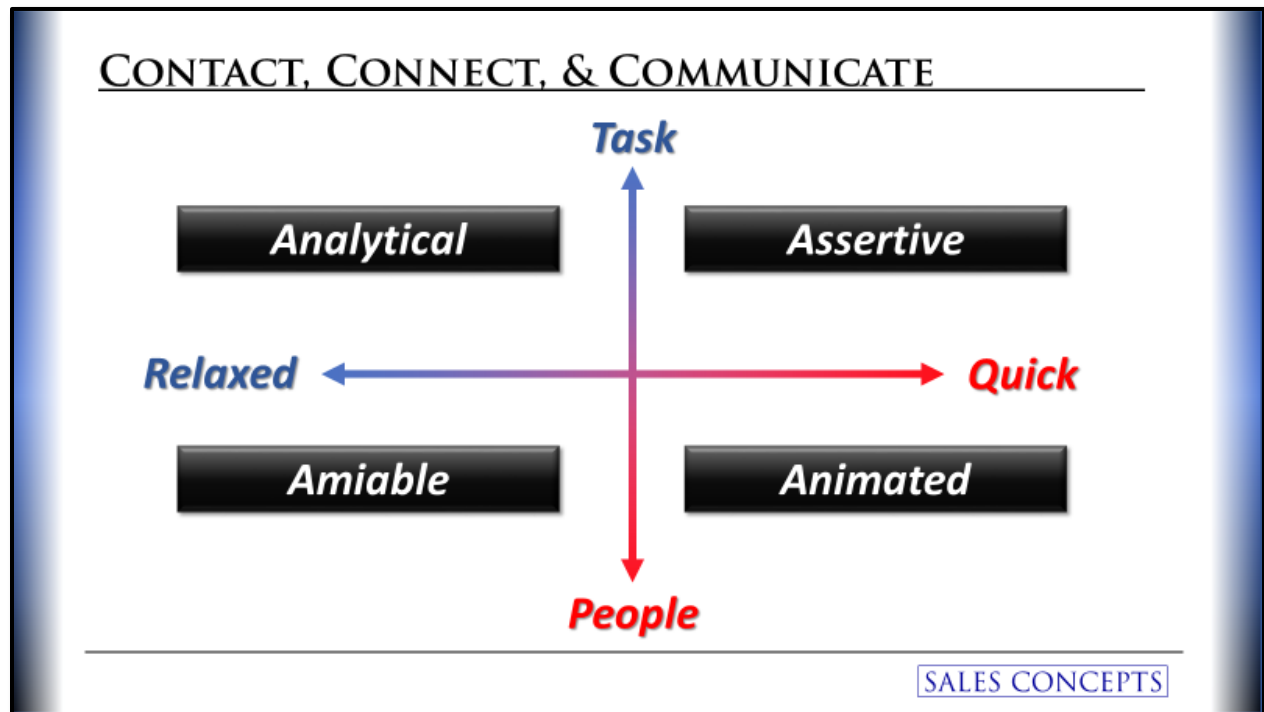
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We give these boxes names and call them human behavioral styles, and when people are buying, we refer to them as *customer buying styles*.

There is no right style.

People of all styles are successful in business and otherwise.

The four styles



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Customer Buying Styles

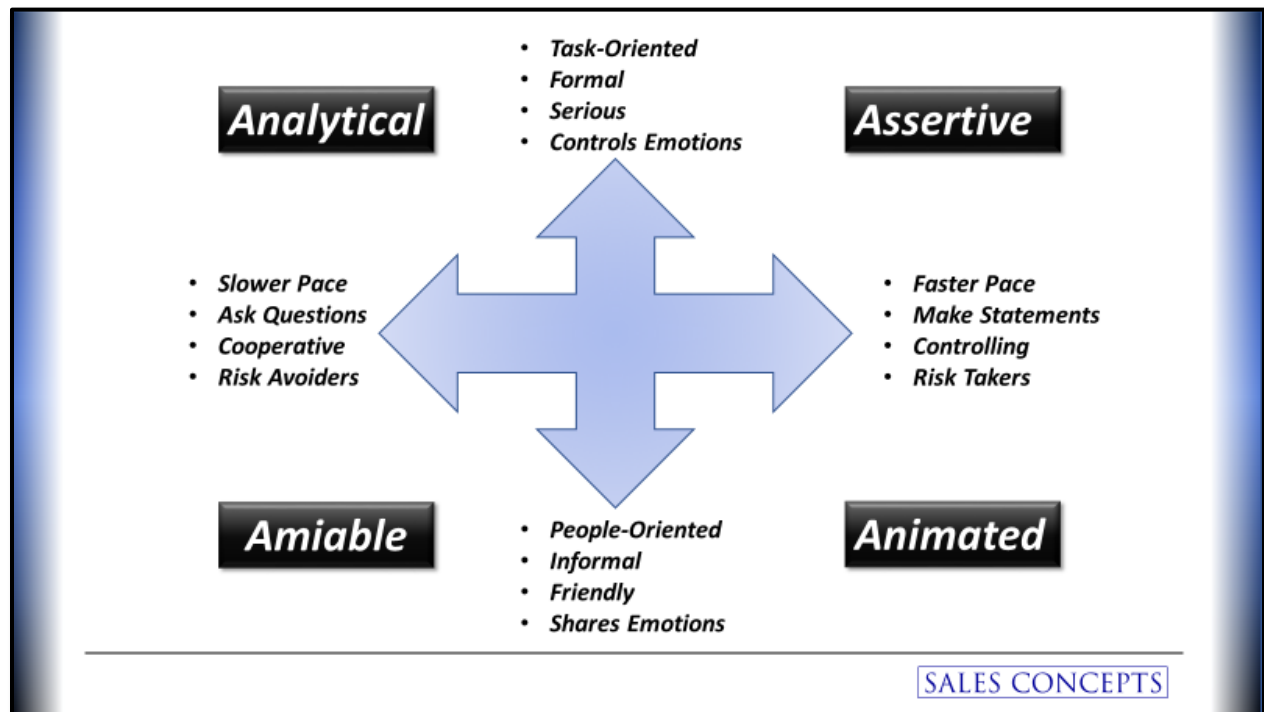
Summary

Analyticals are detail oriented, task oriented, quiet, make decision fairly slow, ask, and show little emotion.

Assertives are tough, task oriented, go-getters, always on the go, finger-pointers, and tell and show little emotion.

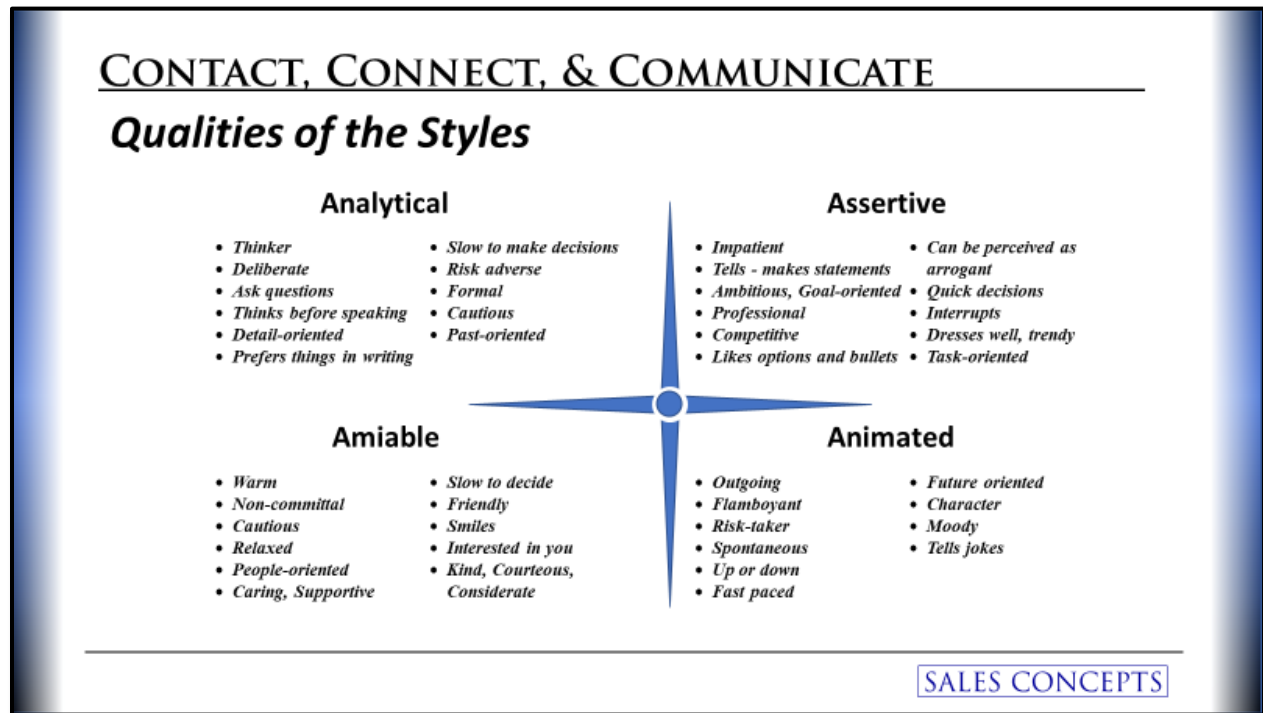
Amiables are sociable, nice, warm, supportive of ideas, easy to be around, and ask and share their emotions.

Animateds move fast, like to tell jokes and stories, want to see the big picture, and tell and share their emotions.



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Customer Buying Styles



Key points to remember:

- This is what you let the outside world see of you. Most of us are, whether we know it or not, already using a categorization of this kind. A lot of this really is common sense! However, research had revealed that your success interacting with others is greatly enhanced when you use it deliberately and not by accident.
- Quick people tell. They act on decisions quickly.
- Relaxed people ask. They act on decisions over a longer period.
- Task oriented people share little emotion. They are task oriented.
- People oriented people share facial expression, gestures, and emotion. They are people oriented.
- There is no right style. No one style is better or worse than any other. People all four quadrants are successful and people from all four quadrants struggle.

NEGOTIATING WITH THE STYLES

Recognizing Customer Buying Styles



Recognizing a person's style can be accomplished quickly over the phone, by e-mail, on the Internet or in person.

The same procedure is used.

NEGOTIATING WITH THE STYLES

Recognizing Customer Buying Styles

First, look at priorities.

Does this person show lots of facial expression, express emotion, sound friendly?
If you say yes, the person is people (social) oriented most of the time. S/he is people oriented.

Does this person show little facial expression, emotion, and sound guarded?
If you say yes, the person is task oriented most of the time. S/he is task oriented.

Next, look at pace.

Does this person ask questions and make decisions slowly most of the time?
If you think the person asks questions and makes decisions slowly most of the time, S/he is relaxed.

Does this person make statements and make decisions fast?
If you think the person moves fast and tells most of the time, S/he is quick.

Now, combine the two.

If you think a person emotes and asks questions most of the time, s/he would be an amiable.

If you think a person is task oriented and makes statements most of the time, s/he is an assertive.

If you think a person emotes and makes statements most of the time, s/he is an animated.

If you think a person is task oriented and asks questions most of the time, s/he is an analytical.

NEGOTIATING WITH THE STYLES

This is Easy. This is not Rocket Science.

Just Think.

*Do they move **quickly** or **slowly**?*

*Are they **task**-oriented or **people**-oriented?*

Make a jingle out of it in your head if you want...

Every time you meet someone ask:

“Fast, Slow, Task, People”

NEGOTIATING WITH THE STYLES

Negotiating with Assertives

VALUE-ADDED NEGOTIATING

Negotiating with an Assertive



- Make an Appointment
- Be on Time
- Get Down to Business
- Control Your Emotions
- No Stories
- Be Specific
- Use Proposals
- Give Options

SALES CONCEPTS

VALUE-ADDED NEGOTIATING

Negotiating with an Assertive



- Respect their time, time is money.
- Be direct.
- Use proactive words like: goals, exactly, immediately, absolutely, results, bottom-line.
- Speak in bullets.
- Concentrate on results.
- Close, ask for a commitment.
- Don't ramble, get to the point.
- Discuss their favorite topic "I".
- Give options, they decide quickly.
- It's ok to confront them.

SALES CONCEPTS

NEGOTIATING WITH THE STYLES

VALUE-ADDED NEGOTIATING

Assertive - Strengths



1. They project confidence and authority
2. They move deals forward
3. They're clear about what they want
4. They handle pressure well
5. They're decisive closers
6. They're hard to manipulate emotionally

SALES CONCEPTS

VALUE-ADDED NEGOTIATING

Assertive - Weaknesses



1. They can steamroll the other party
2. They may move too fast
3. They're poor listeners
4. They can be perceived as aggressive or arrogant
5. They struggle with long, complex negotiations
6. They may leave value on the table
7. They can damage long-term relationships

SALES CONCEPTS

NEGOTIATING WITH THE STYLES

VALUE-ADDED NEGOTIATING

Assertive – Final Thought



An assertive person's greatest strength is a relentless drive toward a result.

It is also their greatest liability.

The same force that closes deals fast can close off possibilities, relationships, and creative outcomes that a more patient approach would have found. The most effective assertive negotiators learn to harness their dominance while deliberately slowing down to listen, especially when the stakes are high.

[SALES CONCEPTS](#)

NEGOTIATING WITH THE STYLES

Negotiating with Anamateds

VALUE-ADDED NEGOTIATING

Negotiating with an Animated



- May Be Up or Down - Why?
- Allow Plenty of Time
- Expect Them to Change Minds
- Record Details
- Talk About Others' Successes
- Get Involved in Their Dreams

[SALES CONCEPTS](#)

VALUE-ADDED NEGOTIATING

Negotiating with an Animated



- Laugh at their jokes.
- Show your feelings.
- Build rapport.
- Allow them to ramble.
- Be prepared to stay awhile.
- Discuss the future.
- Get involved in their dreams.
- Show an interest in their stories.
- Be big picture oriented.
- Don't be a stickler for details.

[SALES CONCEPTS](#)

NEGOTIATING WITH THE STYLES

VALUE-ADDED NEGOTIATING

Animated - Strengths



1. They build instant rapport
2. They're gifted storytellers and persuaders
3. They create energy and enthusiasm
4. They're highly adaptable socially
5. They're collaborative by nature
6. They're excellent at networking around the deal
7. They disarm conflict naturally

[SALES CONCEPTS](#)

VALUE-ADDED NEGOTIATING

Animated - Weaknesses



1. They tend to overreact
2. They're easily flattered into bad deals
3. They talk too much
4. They avoid difficult confrontations
5. They're weak on details and follow-through
6. They make emotionally driven decisions
7. They struggle to hold firm on positions and may contradict themselves
8. They can overpromise to close
9. They often exaggerate or over-dramatize things

[SALES CONCEPTS](#)

NEGOTIATING WITH THE STYLES

VALUE-ADDED NEGOTIATING

Animated – Final Thought



An Animated person's greatest strength is the ability to connect, inspire, and persuade, but it becomes a liability the moment they need to hold a hard line, push through discomfort, or prioritize the deal terms over the relationship.

The most effective Animated negotiators learn to separate likeability from leverage, understanding that you can be warm and firm at the same time and that the other party will ultimately respect you more for it.

[SALES CONCEPTS](#)

NEGOTIATING WITH THE STYLES

Negotiating with Amiables

VALUE-ADDED NEGOTIATING

Negotiating with an Amiable



- Be Friendly and Interested
- Don't Jump to Business Too Quickly
- Make Suggestions to Get Ideas
- Be Aware of Feelings
- Show How YOU will Support Them
- Confirm Commitment
- Don't Push
- Reduce Risk of Failure

[SALES CONCEPTS](#)

VALUE-ADDED NEGOTIATING

Negotiating with an Amiable



- Build plenty of rapport.
- Slow down.
- Don't interrupt.
- Smile.
- Ask open-ended perception questions.
- Be feelings-oriented.
- Don't push.
- Don't argue or confront them.

[SALES CONCEPTS](#)

NEGOTIATING WITH THE STYLES

VALUE-ADDED NEGOTIATING

Amiable - Strengths



1. They're exceptionally patient
2. They're trusted almost immediately
3. They're outstanding listeners
4. They create psychological safety
5. They're highly consistent and dependable
6. They excel at long-term relationship deals
7. They're skilled at finding common ground

SALES CONCEPTS

VALUE-ADDED NEGOTIATING

Amiable - Weaknesses



1. They prioritize being liked over winning
2. They struggle to assert themselves
3. They cave under direct pressure
4. They're conflict-averse to a fault
5. They decide too slowly
6. They're overly loyal to existing relationships
7. They take negotiation tactics personally
8. They struggle to deliver bad news
9. They can be too transparent

SALES CONCEPTS

NEGOTIATING WITH THE STYLES

VALUE-ADDED NEGOTIATING

Amiable – Final Thought

An amicable person's greatest strength is the ability to build deep trust and create genuinely collaborative deals, which can be undermined by their profound discomfort with conflict and self-advocacy.



They are often the most pleasant person at the negotiating table and simultaneously the one who walks away with the least. The most effective Amiable negotiators learn to reframe assertiveness as service, understanding that advocating firmly for fair terms isn't aggression, it's integrity.

[SALES CONCEPTS](#)

NEGOTIATING WITH THE STYLES

Negotiating with Analyticals

VALUE-ADDED NEGOTIATING

Negotiating with an Analytical



- Expect Questions
- Present and Validate Facts
- Additional Meetings for Details
- Take Your Time
- Low Key
- Don't Push or Interrupt
- Accept More Responsibility
- Emphasize Technical Support

[SALES CONCEPTS](#)

VALUE-ADDED NEGOTIATING

Negotiating with an Analytical



- Research and know your facts and figures.
- Have an abundance of documentation.
- Slow down.
- Ask a lot of questions.
- Be systematic and logical.
- Don't ramble.
- Contain your emotions.
- Avoid interrupting.
- Be professional.
- Don't push.

[SALES CONCEPTS](#)

NEGOTIATING WITH THE STYLES

VALUE-ADDED NEGOTIATING

Analytical - Strengths



1. They come extraordinarily well-prepared
2. They're masters of the details
3. They use data as leverage
4. They're virtually impossible to manipulate
5. They ask penetrating questions
6. They produce airtight agreements
7. They're highly credible
8. They're excellent at risk assessment

[SALES CONCEPTS](#)

VALUE-ADDED NEGOTIATING

Analytical - Weaknesses



1. They can get lost in the weeds
2. They decide painfully slowly
3. They're emotionally difficult to read and may seem cold
4. They struggle to make decisions under uncertainty
5. They can be perceived as nitpicky or obstructive
6. They undervalue relationships
7. They're poor at creative improvisation and may be rigid or inflexible
8. They have difficulty compromising on quality or standards
9. They can over-engineer the deal

[SALES CONCEPTS](#)

NEGOTIATING WITH THE STYLES

VALUE-ADDED NEGOTIATING

Analytical – Final Thought



An analytical person's greatest strength is the ability to build bulletproof, well-reasoned positions backed by data and precision, which can be undermined by their struggle with speed, ambiguity, and human connection.

They are often the smartest person at the negotiating table in purely analytical terms, yet the deal may go to someone less prepared simply because they moved faster and felt easier to work with. The most effective analytical negotiators learn to set a decision threshold in advance, defining how much information is "enough" to act on and to invest deliberately in the relational side of the table, understanding that logic alone rarely closes deals.

[SALES CONCEPTS](#)

NEGOTIATING WITH THE STYLES

VALUE-ADDED NEGOTIATING

Behavioral Points to Remember

Customer Buying Styles — Negotiation Comparison				
Category	Assertive Dominance	Animated Influence	Amiable Steadiness	Analytical Conscientiousness
Opens with	Bold demand	Warm rapport	Careful listening	Prepared data
Persuades through	Authority & pressure	Enthusiasm & vision	Trust & consistency	Facts & evidence
Greatest strength	Decisive closing	Building connection	Patient relationship depth	Preparation & precision
Greatest weakness	Steamrolls people	Lack of consistency	Avoids conflict entirely	Paralysis by analysis
Under pressure	Pushes harder	Charms their way out	Accommodates to restore peace	Retreats into more analysis
Blind spot	Listening	Details & holding firm	Self-advocacy	Speed & relationships
Best deal environment	High stakes, fast moving	Relationship-driven, creative	Long-term partnerships	Complex, high-detail deals
Worst deal environment	Nuanced, relationship-heavy	Fine print & hard deadlines	High pressure, fast moving	Fast-moving, ambiguous

SALES CONCEPTS

CONTACT, CONNECT, & COMMUNICATE

Behavioral Points to Remember



- ***A doorway to communication – uniqueness extends far beyond the Buying Styles model.***
- ***Used to create win-win relationships.***
- ***There is no good, bad, right or wrong behavioral style.***
- ***Your behavioral design is a combination of the two dimensions of priority and pace.***
- ***Every person has the ability to adapt.***
- ***Treat people the way they want to be treated.***

SALES CONCEPTS

NEGOTIATING WITH THE STYLES

Checklist for Working with Assertives

Do	Don't
1. Be clear, specific, brief, and to the point. 2. Stick to business. 3. Come prepared with all requirements, objectives, and support material in well-organized package. 4. Present the facts logically, plan your presentation efficiently. 5. Ask specific, preferably <i>what</i> questions. 6. Provide alternatives and choices for making decisions. 7. Provide facts and figures about probability of success or effectiveness of options. 8. If you disagree, take issue with the faces, not the person. 9. If you agree, support results, not the person. 10. Motivate and persuade by referring to objectives and results.	1. Don't ramble on, or waste their time. 2. Don't try to build personal relations. 3. Don't forget or lose things, don't be disorganized or messy, don't confuse or distract their mind from business. 4. Don't leave loopholes or cloudy issues — if you don't want to be zapped. 5. Don't ask rhetorical questions or useless ones. 6. Don't come with a ready-made decision, and don't make it for them. 7. Don't speculate wildly or offer guarantees and assurances where there is a risk in meeting them. 8. If you disagree, don't let it reflect on them personally. 9. If you agree, don't reinforce with "I'm with you." 10. Don't try to convince by personal means.

Checklist for Working with Animateds

Do	Don't
1. Plan interaction that supports their dreams and intentions. 2. Leave time for relating, socializing. 3. Talk about people and their goals, opinions they find stimulating. 4. Put details in writing, pin them to modes of action. 5. Ask for their opinions/ideas regarding people. 6. Provide ideas for implementing action. 7. Use enough time to be stimulating, fun-loving, fast moving. 8. Provide testimonials from people they see as important, prominent. 9. Offer specials, immediate, and extra incentives for their willingness to take risks.	1. Don't legislate or muffle. 2. Don't be curt, cold, or tight-lipped. 3. Don't drive on to facts and figures, alternatives, abstractions. 4. Don't leave decisions hanging in the air. 5. Don't waste time trying to be impersonal, judgmental, and task-oriented. 6. Don't dream with them or you will lose time. 7. Don't kid around too much, or stick to the agenda too much. 8. Don't talk down to them. 9. Don't be dogmatic.

CONTACT, CONNECT, COMMUNICATE

Checklist for Working with Analyticals

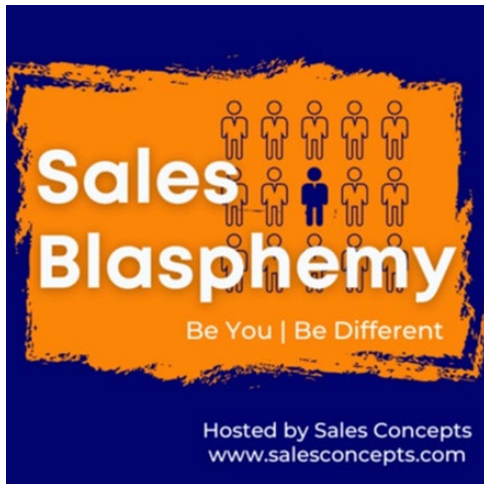
Do	Don't
1. Prepare your case in advance. 2. Approach in a straightforward, direct way, stick to business. 3. Support their principles, use thoughtful approach, and build your credibility by listing pros and cons to any suggestion you make. 4. Make an organized contribution to their efforts, present specifics and do what you say you can do. 5. Take your time, give them time to be thorough, but be persistent. 6. Draw up a scheduled approach to implementing action with step-by-step timetable; assure them that there won't be surprises. 7. If you agree, follow through. 8. If you disagree, make an organized presentation of your position. 9. Give them time to verify reliability of your actions, be accurate, realistic. 10. Provide solid, tangible, practical evidence. 11. Minimize risk by providing guarantees over a period of time.	1. Don't be disorganized or messy. 2. Don't be giddy, casual, informal, and loud. 3. Don't rush the decision-making process. 4. Don't be vague about what is expected of either of you, don't fail to follow-through. 5. Don't dilly-dally. 6. Don't leave things to chance or luck. 7. Don't provide special personal incentives. 8. Don't threaten, cajole, wheedle, coax, or whimper. 9. Don't use testimonies of others or unreliable sources, don't be haphazard. 10. Don't use the opinion of just anyone as evidence. 11. Don't use gimmicks or clever, quick manipulations. 12. Don't push too hard or be unrealistic with deadlines.

Checklist for Working with Amiables

Do	Don't
1. Start, however briefly, with a personal comment. Break the ice. 2. Show sincere interest in them as people, find areas of common involvement; be candid and open. 3. Patiently draw out personal goals and work with them to help achieve these goals, listen, and be responsive. 4. Present your case softly, nonthreateningly. 5. Ask <i>how</i> questions to draw their opinions. 6. Watch carefully for possible areas of early disagreement of dissatisfaction. 7. If you disagree, look for hurt feelings, personal reasons. 8. Define clearly (preferably in writing) individual contributions. 9. Provide guarantees that their decision will minimize risk, and give assurances that provide them with benefits. 10. Provide personal assurances, clear, specific solutions with maximum guarantees.	1. Don't rush headlong into business or the agenda. 2. Don't stick coldly or harshly to business, on the other hand, don't lose sight of goals by being too personal. 3. Don't force them to respond quickly to your objectives. Don't say, "Here is how I see it." 4. Don't be domineering or demanding. Don't threaten with position power. 5. Don't debate about facts and figures. 6. Don't manipulate or bully them into agreeing because they probably won't fight back. 7. Don't patronize or demean them by using subtlety or incentive. 8. Don't be abrupt and rapid. 9. Don't be vague, don't offer opinions and probabilities. 10. Don't offer assurances and guarantees you cannot fulfill. 11. Don't keep deciding for them or they will lose initiative, don't leave them without backup support.

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Check out our Podcast for pro tips on selling and working with customers.



<https://podcasters.spotify.com/pod/show/salesconcepts>

Be you. Be different.

CONTACT, CONNECT, COMMUNICATE

For you Analytics, more information is available on this YouTube video here: [Customer Buying Styles](#)



“Contact, Connect, and Communicate with Customers.”

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