

COMMENTARY ON ROLE OF RECEPTIVE AND EXPRESSIVE INFLUENCE TACTICS AND BEHAVIOURS IN PERSONAL SELLING PROCESS

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Abstract. In modern times, organizations have been identified as an important part of societal existence and reliant on effective interpersonal relationships. For profit-seeking organizations, the infusion of capital plays an essential role in the continued existence and functioning of organizational health. The primary activity for most market-driven companies is generating profits and shareholder value from sales initiatives. As capitalist societies change their focus from production to consumption orientations, corporations are moving toward controlling this consumption by attempting to get people to consume through marketing functions (Ritzer, 2005). Organizations have an increased interest in developing mutually beneficial long-term influence relationships with their clients through the use of an organizational sales force considering the rising and intensified competition. These organizational sales members that engage in personal selling initiatives play a vital role in the overall success or failure of businesses. In this connection, the current study reviews the previous studies in order to explore how salespersons can use different influence tactics and behaviours effectively to achieve strategic goals of the organizations. The study concludes that when a salesperson has established a realistic but optimistic goal, considered the state of the relationship, and analyzed the contextual factors, he/she is in a good position to select the tactical approach and specific behaviours that are most likely to accomplish the results he/she plans to achieve. Effective deployment of different receptive and expressive influence behaviours by the salespersons can result into increased flexibility in dealing with clients with diverse backgrounds and requirements, improved conflict resolving skills and

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more positive and productive personal and professional relationships with the clients. Thus, sales managers are urged to ensure their sales force develop their skills of receptive and expressive influence behaviours in a balanced way as critical means to improve their sales performance and to nurturing mutually beneficial relationships with valued clients.

I. ROLE OF SALESPERSONS IN PERSONAL SELLING

The beginning of the 20th century began to lay the foundations for the development of sales departments, sales management, and formal education in selling (Powers, Koehler, and Martin, 1988). In the era (2003-present) of sales competency, organizations focus on the buying experience of the clients which is highly dependant on the salesperson's competence for building relationships, solving problems, and bringing true value to them and not just winning the sale. Mostly market-driven companies are generating profits and shareholder value from different sales initiatives. As capitalist societies change their focus from production to consumption orientations, corporations are moving toward controlling this consumption by attempting to get people to consume through marketing functions (Ritzer, 2005). The mounting and intensified competition realized organizations of the necessity to building and nurturing mutually beneficial strategic relationship with their clientele by employing their sales force. These organizational sales representatives engage in personal selling initiatives play a vital role in the overall success or failure of contemporary businesses. In this connection, the current study reviews the previous studies in order to explore how salespersons can use different influence tactics and behaviours effectively to achieve strategic goals of their organizations. However, the role of salespersons in developing, establishing and sustaining relationships with customers has become increasingly complex.

Since markets are rapidly changing, so the knowledge assets and intellectual capital are of paramount importance in determining organizational and market success (Stewart, 2001). Technology and culture are changing business economies in completely new and increasingly fragmented ways where consumers have almost endless choices (Anderson, 2006). Even with the globalization of the economy in terms of profits, personal relationships still matter for many businesses. In efforts to best facilitate personal interactions with customers, many profit-seeking organizations utilize a sales force. Thus, due to the salespersons direct link to sales via client interaction and the high expense involved in their training and maintaining, profitability of the organization is greatly influenced by their effectiveness (Zoltners, Sinha, Lorimer, 2004). The personal sales interaction is key to both being

competitive and spurring consumption for organizations and economies existing in capitalistic markets (Korczynski, 2005). As such, the success of salespersons of the organization determines the economic health of the company. Utilizing a sales force to sell products is considered as strategic decision by an organization because of the availability of the wide-range of sales channel options for selling products and services. Channel choices include, but are not limited to, sales partners (*e.g.*, distributors, resellers), stores and Internet, etc. Many organizations decide to sell utilizing a mix of multiple sales channels in order to maximize reach to current and/or potential clients. Consultative selling, value-added selling, professional selling, needs satisfaction selling, customer-oriented selling, strategic selling, relationship selling, solution selling, and partnering are all terms often used interchangeably, to describe the personal selling process (Marone and Lunsford, 2005). Rackham and DeVencentis (1999) pointed out that clients are attaching increased importance on consultative and enterprise/partnering selling approaches compared to others.

Oakes (1990) describes that salespersons undergo multi-phased sales process including prospecting and qualifying prospects, interviewing potential customers, closing the sale, and providing service to clients. Among the important communication interactions in which sales force may engage include collecting information about prospective customer, developing sales strategy based on information, and communicating messages to implement organizational strategy, evaluating the impact of these messages, and making adjustments based on this evaluation (Weitz, 1978). The customization and tailor-made communication to establishing, nurturing and sustaining relationships with clients is where the concept of 'personal selling' is derived. Thus, sales forces are particularly well-suited toward the acquisition and retention of customers because they can provide two-way communication with clients, can customize the product offering and message to a customer's specific needs and buying process, can create relationships with customers and other partners, and can act as an important information gathering resource for the firm (Zoltners, Sinha and Lorimer, 2004). Salespeople are on the front lines for organizations, are in the best vantage point identifying market trends, and need to be nurtured by organizational leaders as important information gathers (Liu and Comer, 2007) as many salespeople do understand the importance of information to the organization itself (Klomp maker, 1980).

While maintaining a sales force is generally the most expensive sales channel to utilize (Friedman and Furey, 1999), a sales force in turn also has the advantage of being the most consultative and adaptive sales channel

option (Friedman and Furey, 1999). The value attached to a sales person's personal contact with the customer often makes using a sales force the most effective method for making a sale (Sujan, Weitz and Sujan, 1988). This is because salespersons are able to interact with potential clients through one-on-one interactions, typically have the most expert knowledge about the good or service being sold, and are generally more committed to selling the product. Researchers contend that successful interpersonal relationships in marketing efforts are important for building trust and commitment for business transactions (Heide, 1994; Zhao and Cavusgil, 2006). Some researchers warn not all businesses rely on interpersonal relationships but rather focus on high quality and consistent offerings (*e.g.*, Iyer, Sharma and Evanschitzky, 2006). Personal selling offers the richest communication option through face-to-face interactions given that it allows for consultation and the asking and responding to clients' issues successfully (Schuster and Danes, 1986; Rackham, 1988). For many organizations selling complex products, relationships, and solutions, personal selling is a necessity for market penetration and expansion. Managers of market-driven firms must understand their clients' preferences and ensure they make the most of their sales force (Leigh and Marshall, 2001). Thus, organizational managers must utilize their sales force in a more effective manner that creates customer value rather than acting simply as transmitters of information and order takers (Rackham and De Vincentis, 1999).

Some scholars argue no single job type is more important to the success or failure of a business than that of personal selling because sales persons represent the company to customers and are critical relationship builders (*e.g.*, Anderson and Huang, 2006). Substantial number of investigations in sales and marketing context has focused on the effect of the salespersons' characteristics on their sales performance. Early traditional research into sales success was viewed as a function of the sales person's job satisfaction, motivation, ability, role clarity, and other attributes particular to the sales his or her biographical or psychological profile (Riordan, Oliver, and Donnelly, 1977). The most frequently studied theme pertaining to personal selling is the examination of the selling processes and techniques of salespersons (Williams and Plouffe, 2006). Selling process and technique studies examine individual level approaches to improving the effectiveness of client and prospect interactions and sales outcomes, respectively.

Research examining and explaining the effectiveness of personal selling has since found mixed results and published research in journals examining personal selling success has been broken up into a range of topics. Sales research has investigated variables relating to sales success that include

influence strategies, personality traits/behavioural dispositions, and sales persons' resources and capabilities. Walker, Churchill and Ford (1977) identified a salesperson's performance as being a function of his or her:

- (a) level of motivation,
- (b) sales aptitude, and
- (c) perception of how his or her role should be performed.

However, as Weitz (1981) notes, much research in selling has remained inconsistent and at times has yielded contradictory results, even for variables that can be assessed with high reliability such as age, education, and sales experience. Personal selling depends on successful interpersonal communication which is the most basic activity for the salespersons during personal selling negotiations (Williams and Spiro, 1985) whereby their success results in how well they achieve a common understanding enabling them achievement of mutually benefiting goals (Webster, 1968). A sales person's presentation efforts are especially important whereby good negotiation are more effective than poor negotiation especially for complex, new brands (Levitt, 1967).

A sales person's interpersonal competencies have been identified as an important skill set for facilitating sales relationships and understanding organizational buyer-seller relationships. Spekman and Carraway (2006) stated these interpersonal competencies include a salesperson's abilities for speaking and listening well, relating to others in a one-on-one situation, even if the customer has different values or perspectives, and interacting appropriately in diverse situations. Liu and Comer (2007) found that there are definite factors management can harness to support the retrieval of critical sales information by their salespeople that include recruiting/hiring salespeople with good negotiation skills, providing training, and insuring support from upper management for information retrieval. Salespersons could be able to acquire valuable information from their clients, by employing receptive influence tactics, is an important interpersonal competency for salespeople allowing him or her to adjust persuasive messages about a product or service during interactions with clients.

Asking questions to the customer has been advocated as a useful method for gathering information and understanding client's needs. Schuster and Dane (1986) found using questions were an important part of making a sale and customers respond to both product and relationship aspects of conversations. Schuster and Dane (1986) state asking questions aid the sales person in task comments (*e.g.*, discovering customers' needs, answering

objections) and socio-emotional comments (*e.g.*, acknowledging the customer, releasing tension). To aid in tailoring a presentation, the sales person should also ask appropriate questions to find relevant information and more effectively communicate and match product to client's needs (*e.g.*, Rackham, 1988; Ziglar, 1991; Freese, 1999). Asking questions are important for adaptive selling because questions help the sales person to diagnose the product/service needs of a customer, control the flow of conversations and the flexibility alter persuasive appeals and sales strategies to utilize with the customer (Pettijohn, Pettijohn, Taylor and Keillor, 2000).

Since most organizations are so reliant on sales initiatives, the interpersonal sales relationships the sales forces engages in with clients is extremely important and has a number of implications for organizational success in regards to pulling in both intelligence about customer needs in the marketplace and monetary resources generated from sales. Every sales interaction is important to the organization because of the opportunity costs involved (Spiro and Perreault, 1979). It must be acknowledge the nature of selling is becoming increasingly complex, has changed dramatically in the past decade, and the relationship between the sales person and customer has changed, especially due to customer expectations of salespeople to be more knowledgeable, respond faster, and provide solutions to their problems (Cron, Marshall, Singh, Spiro and Sujana, 2005). A salesperson's ability to adapt within a selling situation is one of the most frequently studied topics pertaining to influence techniques used in personal selling and was first noted in the sales and sales management literature primarily during the 1980s (Fine, 2007). Sales theorists have suggested that successful salespeople are able to evaluate and adjust their sales approaches to fit perceptions of customers and such adjustments improve performance. Research has shown salespeople use different sales approaches in different situations. Early research contributing to the notion of adaptive selling was conducted by Wise (1974) who notes the need for sales persons to judge prospects quickly using stereotypes and rules of thumb to determine what type of sales approach to employ. Wise's research found customers that were dressed well when visiting new car salespeople were treated "better" than those who were poorly dressed.

Spearheaded by Weitz, sales and marketing scholars are responsible for a great deal of research examining relationships between sales person behaviour and customer decision making in regards to adaptive selling. Weitz (1978) queried salespeople from a large industrial manufacturer and found a significant relationship between performance and strategy formulation abilities. This scholar contends that a salesperson's impression

of the customer is based on an evaluation of: choice space or the customer's decision process for making choices; choice rule or how a customer combines information in the choice space to reach a decision; and modifiability, the degree to which a salesperson believes he or she can influence or change the customer's choice space and/or choice rules. A significant relationship was found between cognitive abilities and performance is related to the salesperson's ability to correctly analyze the impressions of the customer. In related research, Spiro and Perreault (1979) examined the combinations of influence strategies used by salespeople during a sales call based on five different influence strategies that included legitimate, expert, referent, integration, and impression management. The researchers also sought to evaluate the impact of antecedent situation characteristics on the salesperson's choice of influence. For example, they postulated that expectations and influence attempts would be different if the salesperson was dealing with a regular customer versus a new customer. The results indicate that selling situation impacted the salesperson's choice of influence strategy mix and different patterns of influence use were identified. The use of influence strategy depends on to what extent the customers are involved in buying process and how much importance they place on their purchase. Hence, the study effectively showed a relationship between influence tactics used by the salesperson and the sales situation. Weitz's (1981) contingency framework proposed that effective selling is a series of salesperson's behaviours contingent upon the resources of the salesperson, the characteristics of the buyer-seller relationship, and the nature of the customer's buying task.

Weitz's framework assumes there is no one sales situation or one way to sell. Different approaches and salesperson's characteristics are needed to sell to new business versus established business and customers having varying personalities. Salespeople can realize long-term benefit from using customer-oriented selling but also incur costs such as a loss in short-term sales due to longer selling cycles. Thus, customer-orientation makes sense when benefits outweigh the costs and are likely when:

- (a) the sales person can offer a range of alternatives and has the expertise to determine which alternatives will satisfy customer needs;
- (b) the salesperson's customers are typically engaged in complex buying tasks;
- (c) the salesperson typically has a cooperative relationship with his or her customers; and

- (d) repeat sales and referrals are an important source of business for the salesperson.

Additionally Weitz, Sujan, and Sujan's (1986) framework for adaptive selling implies that adaptive selling behaviour increases with experience. This contention was supported by a meta-analysis conducted by Franke and Park (2006). Sujan, Weitz and Sujan (1988) advocated improving sales productivity by having sales people work 'smarter' not 'harder'. The authors contend better sales people are more effective sellers due to being better at adaptive selling. In turn, adaptive selling is enhanced by knowledge and motivation. Sujan, Weitz, and Sujan (1988) propose ten ways to increase salesperson's productivity by making them 'smarter' that include:

1. utilization of scenarios in training;
2. how to better categorize customers based on "underlying" attributes such as personalities or behavioural styles rather than "superficial" attributes such as sex and age;
3. provide salespeople with market research;
4. integration of company information (*e.g.*, products, presentation techniques, polices) based on customer classifications;
5. using expert salespeople in training;
6. making the job fun by attending to both intrinsic and extrinsic rewards; being careful that compensation isn't rewarding the wrong type of behaviours from the sales force (*e.g.*, rewarding only consequences of work not content);
7. providing feedback;
8. encouraging salespeople to analyze success and failures;
9. helping salespeople to manage themselves; and
10. building a sense of mutual commitment.

Perhaps the primary draw of adaptive selling is that it logically makes sense. The adaptive selling framework developed by Weitz, Sujan and Sujan's (1986) and the personality traits advocated by Spiro and Weitz (1990) seem to align with an ability to tailor and alter a pitch by salespeople. After all, what scholars and practitioners are searching for are those qualities that some individual salespeople possess that make them more persuasive, and thus, more successful in sales interactions with customers. The adaptive selling research proposes that salespeople have an opportunity to gather

information, process that information, and adjust to the customer based on the salesperson's skills and capabilities during a sales interaction. This requires communicative activities that include probing for information, asking questions, listening, and detecting verbal and nonverbal cues yet empirical relationships between such cues and selling effectiveness is meager (Morgan and Stoltman, 1990).

II. EFFECTIVENESS OF INFLUENCE TACTICS IN PERSONAL SELLING PROCESS

However, a related research stream is being investigated by sales and marketing scholars exploring the antecedent skills and capabilities of salespeople through an analysis of social cognitions (Porter and Inks, 2000). Research demonstrates that customers form attitudes about salespeople based, in part, on whether the salesperson uses a 'weaker' or 'soft' presentation style more oriented toward relationship building as compared to the "traditional hard sell" presentation that views a sales interaction as an engagement where there is a 'winner' or 'loser' and is often associated with negative salesperson stereotypes (Jolson, 1997; Weitz, Castleberry and Tanner, 2004; DeCarlo, 2005).

Due to the high stakes of the sales interaction, the high costs of training and maintaining a sales force, and the intrinsic need for the influx of capital within the organization, garnering an understanding of effective and ineffective sales efforts has been a leading pursuit of scholars studying personal selling (Fine, 2007). Studying personal selling is an important undertaking for communication scholars considering that salespersons have been identified as being among the most important negotiators in a business organization (Nontarantonio and Cohen, 1990). However, a few studies have been conducted, to the best of the researchers' knowledge, to investigate the role of the expressive and receptive influence tactics and behaviours in personal selling process. Thus the current study attempts to contribute to the knowledge base of the personal selling by uncovering effective influence behaviours, both verbal and nonverbal, employed by sales force to build valued, profitable and lasting business relationships with the clients. The understanding of effective deployment of the diversified influence tactics in the selling process has implications for theorists, practitioners, and students who want to pursue their career in sales.

In the world of rapid-fire changes and intensified competition, salespersons are required to build solid and mutually beneficial influence relationships with the clients to achievement of the strategic objectives of the

organizations. Effective use of influence skills of the salespersons can result into more positive and productive personal and professional relationships with the customers, greater ability to choose and use different receptive and expressive influence behaviours tactically to achieve strategic objectives, increased flexibility in dealing with clients from backgrounds and requirements, and improved skills for resolving conflict. When a salesperson has established a realistic but optimistic goal, considered the state of the relationship, and analyzed the contextual factors, he/she are in a good position to select the tactical approach and specific behaviours that are most likely to accomplish the results he/she plans to achieve.

Salespersons' use of verbal and nonverbal behaviours such as facial expression, voice tone, and body gestures, etc. can contribute to or detract them from the impact of their influence objectives. Using any influence behaviour effectively requires, first of all, the salespersons should be clear about the results they want to obtain. Next, they need to think about the clients they are going to influence and the current state of influence relationship with them. Salespersons should consider the selling situation and the issues that might affect their sales outcome. They can select the tactics and then the behaviours that are most likely to be useful under the circumstances. However, during the actual influence event, salespersons should stay alert to the client's responses and monitor whether he or she is moving closer to or further from their goal.

III. EXPRESSIVE INFLUENCE TACTICS AND BEHAVIOURS IN ACTION

Expressive influence tactics and behaviours enable salesperson to stimulate client's thinking with an exciting idea about the product or service, to change their minds by presenting excellent arguments, and to offer them proposal which they hardly want to refuse. The expressive influence tactics used by salespersons could be telling, selling, negotiating and enlisting. (1) In telling influence tactics, salesperson can tell clients by suggesting or by expressing his needs. (2) He can sell the idea by offering objective evidences and reasons or by referring to shared values and goals. (3) He can negotiate by offering incentives or by describing consequences. (4) He can enlist by envisioning a desired future or by encouraging the clients to become as a part of prestigious clientele of the renowned organization. Tell behaviours of the salesperson influence the clients by letting them know what he wants and needs from them. This has been observed that people become willing to help and support one's efforts if they know what one would like them to do. Sell behaviours of the salesperson influence by showing clients reasons for and

benefits from them taking desired action. Negotiate behaviours influence by offering clients a fair exchange for taking or refraining from taking an action. However, enlist behaviours influence by creating enthusiasm and putting the clients in the picture.

Nonverbal communication could play very important role in expressive behaviours. However, salespersons should use it carefully to induce particular action. For example, smiling of the salesperson is perceived by clients as natural and expression of enthusiasm while enlisting. However, it may indicate uncertainty and nervousness of the salesperson while exercising telling, selling, or negotiating behaviours. Eye contact should be used carefully with expressive influence. Too much of it may be perceived by clients as challenging and aggressive. Direct eye contact can be best used at key points where salesperson wants to add emphasis. The rest of the time, salesperson can look at the client's forehead or cheekbones. This should be polite, but not invasive.

Too many salespeople overuse or misuse expressive influence. However expressive influence, if used effectively by salespersons, can lead clients to desired sales objective. It is especially effective when clients are uncertain or unaware of the product/service and have respect for and trust in the salesperson. Expressive influence behaviours could be perceived by the clients that salesperson mean business and take it very serious matter. Salespersons thus communicate their enthusiasm for the sales proposition and exhort the clients to share it. In summary, salesperson should use expressive influence behaviours in the selling situations when he or she:

- wants the clients to know what he or she needs.
- has a solution to a problem that has been expressed by the client.
- desires to generate enthusiasm and energy.
- wants to bring disagreements of the client out in the open.
- aspires to move toward obtaining sales agreement or gaining commitment to it.

IV. RECEPTIVE INFLUENCE TACTICS AND BEHAVIOURS IN ACTION

On the other hand, salesperson's receptive influence invites clients to share information and action. Since most salespeople tend to overuse expressive behaviours when they wish to influence, they also tend to under-use

receptive behaviours. It is not obvious to everyone that receptive behaviours offer an effective way to influence others directly. Receptive behaviours, used skillfully, can guide salesperson and the client toward collaborative or integrative sales agreement. Salesperson cannot really influence his clients to do something that they consider to be against their best interests, since influence implies choice. Receptive influence indicates respect for the ideas and concerns of the clients and acknowledges their authority. Simultaneously, it creates a channel for the conversation that is flexible, yet goal-directed. This is how it differs from using similar communication behaviours when salesperson do not have a goal in mind, where his or her intention may simply be to gather information or to assist clients in solving his or her own sales objectives. Salesperson as an influencer, consciously and openly moves toward a particular goal.

Just as expressive behaviour can be used in a way that disempowers the clients, receptive behaviours are used most often by salespeople in a manipulative way in which they act as if they have no agenda, but behaving in a way that makes it clear that one exists. This is an ineffective and dishonest use of receptive behaviour on the part of the sales warriors. It seldom works very well the first time, and it most certainly will not work a second time. As the saying goes, “Fool me once, shame on you — fool me twice, shame on me!” Phrasing a statement as a question does not mean it will be perceived as receptive behaviour. For example, questions that include the phrases, “Don’t you think ...” or “Do you agree ...” are almost always expressive in nature. Because receptive guidance must be light, rather than heavy, in order to be effective, it is essential that the salesperson should adopt a neutral, non-judgmental point of view to effectively influence the clients which could result into achievement of the sales goals. If questions and comments promote — even subtly — the salesperson’s point of view, they will be treated, correctly, as expressive statements.

Salespeople sometimes misuse receptive influence behaviours in the hope that they will not be caught influencing and the client will believe that the negotiated outcome was his own idea. This virtually never works. Clients are mostly sensitive to having words put into their mouths and do not want to be fooled or coerced into particular action. Because of the nature of receptive influence, it is almost never a one-way process. In drawing out and learning about the clients, the salespeople should adapt and adjust and develop new ideas — sometimes even changing the influence goal as a result of new information. Often, effective receptive influence behaviour provides an opportunity for both buyer and seller to accomplish important goals. Receptive behaviours include inquire, listen, attune, and facilitate.

1. Salesperson can use inquire influence behaviour by asking open-ended questions and drawing the client's point of view out. Such behaviours can influence the clients by establishing the topic, the issues, and the questions to be explored.
2. Salesperson can listen by checking understanding and by testing implications of what client has said. Listen influence tactic can be, by practiced, clarifying, selecting, and emphasizing key areas of interest to both salesperson and the client.
3. Salesperson can attune by identifying with the client and disclosing information about himself. These behaviours influence the clients by creating an atmosphere of trust and common ground between buyer and seller because people are most likely to be influenced by people whom they trust.
4. Salesperson can facilitate by clarifying issues and posing challenging questions. In addition to providing information, they can encourage clients to think along new lines, to consider new questions, and to deepen and expand their thinking about specific issues. This creates an opening for influence.

Nonverbal behaviours, such as making eye contact at key points when the salesperson asks a question or checking client's understanding (but not constantly or invasively), could be really of great help for salespersons. Gestures that are inclusive and inviting help the flow of conversation. Being sensitive to the rhythm of the client's speech and gestures and joining with it in a gentle way can help bring both parties into harmony. Relaxed facial muscles allow salesperson to respond in a natural way to the information that flows between buyer and seller. Sitting of the salesperson in a relaxed posture and inclining his head toward the client can communicate his interest. Relaxed, curious, and non-judgmental emotional and vocal tone could support receptive behaviours of the salespersons. If there is an edge to salesperson's voice, the client will probably shut down, assuming that he or she is probably in trouble with the salesperson. If that is the case, it is better that the salesperson should express his point of view first, to put it on the table, or to disengage temporarily until he can use receptive behaviour in a more non-judgmental way. Salesperson should be especially careful to leave silence after they speak, to allowing the client time to think about and make a response. He should avoid stepping on client's lines. He shouldn't leave the clients with the impression that he or she is uninterested or have nothing to say about a topic if that is not the case. Salespersons should be alert for nonverbal signs of the client that he or she has completed a thought or gotten

to the bottom of an issue so they will know when to interject an expressive comment. They should notice, for example, when the client drops his or her voice at the end of a sentence and adopts a more relaxed posture.

In summary, salespersons should use receptive influence behaviours under the following circumstances when they:

- need important information that is not self-evident.
- want clients to be committed to negotiated outcome.
- aspire to get to the bottom of a clients' problem.
- have desire to express respect for the clients and their opinions and ideas.
- come to know that client does not feel listened to.
- intend to use the information that they receive in a way that the client will agree is a benefit — or at least not harmful to him or her.

V. CONCLUDING REMARKS

When a salesperson has established a realistic but optimistic goal, considered the nature of the relationship with the clients, and analyzed the contextual factors, he/she is in a good position to select the tactical approach and specific influence behaviours that are most likely to accomplish the desired sales goals. Neither expressive nor receptive influence behaviours are better or worse than the other one. Each of the influence behaviours is intended to accomplish a particular influence result. Used thoughtfully, in combination, they can result into increased flexibility of the salespersons in dealing with clients having diverse backgrounds and interests, improved collaborative or problem solving skills and more profitable relationships with the clients. Thus, sales managers are urged to ensure their sales force develop their skills of receptive and expressive influence behaviours in a balanced way as critical instruments to the achievement of the sales quotas and nurturing long-term mutually beneficial and trusting relationships with valued clients.

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