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IMPORTANCE OF EMOTIONAL INTELLIGENCE FOR CONTEM- PORARY SALESPEOPLE

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<p>Abstract</p> <p>Old operating models for businesses are no longer working in a constantly developing world. Nowadays pressuring business culture makes social skills more crucial than ever. In addition, salespeople are not only expected to be able to sense their customers' feelings, but also to empathize with other people. Emotional intelligence, a common core of personal and social competencies, is considered one of the most crucial factors of intelligence of today. In my thesis, the primary aim is to either confirm or reject the hypothesis "nowadays salespeople need to possess high emotional intelligence".</p> <p>At the beginning of the research, the hypothesis was established. The theoretical part discusses of emotional intelligence and sales psychology. The research was implemented by following the principles of a quantitative research method. Primary data was collected through a survey executed by a questionnaire addressed to the salespeople of the case company. The questionnaire was used in order to discover which emotional skills are possessed by the sellers of the case company. Forty answers from the pool of fifty respondents were gathered in one and half week.</p> <p>The findings of the survey indicate that a high level of emotional intelligence was not reached. However, when the line of high intelligence was defined at eighty points, the case company's result of 79,3 points came extremely close. Consequently, the result can be considered good since the high emotional intelligence score was less than percent away. In conclusion, the hypothesis "nowadays salespeople need to possess high emotional intelligence" can be regarded as confirmed by the research.</p>			
Keywords Emotional Intelligence, Soft Skills, Sales Psychology			

CONTENTS

1	INTRODUCTION	4
1.1	Abbreviations and definitions	5
2	EMOTIONAL INTELLIGENCE	6
2.1	Background of Emotional Intelligence.....	6
2.2	Five Components of EQ	7
2.2.1	Self-Awareness	8
2.2.2	Self-regulation	8
2.2.3	Motivation	9
2.2.4	Empathy.....	11
2.2.5	Social Skills.....	12
2.3	Importance of Emotional Skills in Developing World	14
2.4	How to Improve Emotional Intelligence?	15
3	SALES PSYCHOLOGY	17
3.1	Natural Values	17
3.1.1	Modifying Sales Presentation by the Values of Customer.....	19
3.2	Personality Patterns	20
3.3	Behavioral Styles	21
3.3.1	Adopting Each Behavior Style in Sales Situations.....	22
3.4	Personal Velocities	23
4	RESEARCH METHODS	24
4.1	Used Research Methods	24
4.2	Reliability and Validity of the Research	24
5	RESEARCH IMPLEMENTATION	25
5.1	The Questionnaire.....	25
5.2	Analysis of the Questionnaire Results	26
5.3	Summary of the Results	34
6	CONCLUSIONS	36
	REFERENCES AND SELF-PRODUCED MATERIALS	38
	APPENDIX.....	39

1 INTRODUCTION

As the world changes, the importance of social skills becomes even more crucial. Therefore, emotional intelligence attracts increasingly today's people. The concept of emotional intelligence is formed by the ability to recognize the feelings of oneself and others for motivating ourselves, along with managing the feelings and, therefore, maximizing long-term happiness (Goleman 1998, 317.) In other words, emotional intelligence means being smart in a various way (Singh 2001, 16). The capable use of emotional skills is a requirement for sales success. Being able to align with customers' values leads to trust based customer relationships (Cathcart 2007, 12).

Nowadays, having a high intelligence quotient is not enough to succeed at work. People are supposed to be multidisciplinary super beings at all kinds of work. Sensations and experiences have come to play a significant part of working life, regardless of the field. Hence people want experiences, employees must possess social skills. Emotional intelligence, consisting of personal and social competencies, is considered as the key to success both in life and in work. Singh (2001, 9) emphasizes that intelligence quotient accounts only twenty percent of person's success, whereas the remaining eighty percent depends on person's emotional intelligence. In addition, skillful interaction includes the recognition of people's natural values and thoughts. The importance of identifying the feelings and values of people have increased and are a crucial part both in working life and in everyday life (Cathcart 2007, 1.)

In the thesis, I wanted to investigate the importance of emotional intelligence for nowadays salespeople. Moreover, I wanted to examine the possible techniques of sales psychology, which strengthen sales process and are typical for top sellers. Hence, the hypothesis of the research is "nowadays salespeople need to possess high emotional intelligence". The hypothesis is either confirmed or reversed by the research. I have worked as a salesperson for many years. Therefore, I felt the topic was close to myself and I was keen to investigate it more closely. Moreover, the thesis provides instructions to further my sales skills.

Theory part focuses first on the concept of emotional intelligence; it consists of a detailed explanation of EQ and its five components with all the twenty-five skills. The importance of emotional intelligence in nowadays rapidly changing business world has been examined. Moreover, advices on improving emotional intelligence have been presented. Studies of emotional intelligence are based on Daniel Goleman's model of EQ. In addition, Dalip Singh's theory of the effect of emotional intelligence on working life has been used also. Thereafter, sales psychology continues the theoretical part. The seven natural values of people are explained, as well as the ways people with various values act in sales situations. Examples of modifying sales presentations according to customer's values are described. Furthermore, personality patterns and behavioral styles have been explained and the most typical characteristics for every style have been examined. Finally, personal velocity differences have been described and effective instructions have been provided from salesperson's point of view. Sales psychology enables understanding the mind of customer and for that reason is closely connected to emotional skills.

After theory, chapter four and five cover the used methods and implementation of the thesis. The used research method is quantitative method. A questionnaire was used in order to have primary data for the case company; the results determine the emotional intelligence of the company. Previous studies and theories were used as secondary data. On the basis of previous theories and the hypothesis, the research was executed for the case company.

In the last two chapters, the results of the research have been analyzed and conclusions have been made. The results of the questionnaire have been reviewed one by one, and each of the questions have been illustrated by a bar graph. Finally, a pie chart demonstrates how each component of emotional intelligence is managed by the case company. The charts have been made to clarify the process of analyzing the results. On the basis of the questionnaire results and previous theories, the hypothesis "nowadays salespeople need to possess high emotional intelligence" has been either confirmed or reversed.

Purpose is to provide accurate and beneficial information concerning the importance of high emotional skills and a sense of sales psychology for salespeople to the case company. In a broader perspective, the results of the research can be utilized for other human-related works. The thesis provides a guide of the most necessary emotional skills for salespeople in order to succeed in today's competitive business world.

1.1 Abbreviations and definitions

EQ = Emotional Quotient (Emotional Intelligence)

EI = Emotional Intelligence

IQ = Intelligence Quotient

2 EMOTIONAL INTELLIGENCE

Emotional intelligence is described either by the term emotional intelligence (EI) or the term emotional quotient (EQ). EQ is defined as an awareness of emotions and an ability to balance them by aiming long-term happiness. To put it simply, emotional intelligence allows identifying both good and bad feelings, as well as changing a bad mood into a good one (Singh 2001, 10.) At work, emotional skills enable salesperson to be psychologically, emotionally present. This state of being enables top performance due to both completely involvement and attention (Singh 2001, 86.)

2.1 Background of Emotional Intelligence

Until the 1960s, jobseekers were assumed to have high intelligence quotient in order to be successful at work. IQ was considered as the key to success in life. Nevertheless, McClelland's test "Competence Rather than Intelligence" in the 1970s pointed that academic success does not measure how well people perform in life nor in work. Actually, people with high IQ performed less well compared to people with lower IQ (see Figure 1). The results confirmed behind people's success is emotional intelligence; a common core of personal and social abilities (Goleman 1998, 17.)

Constantly changing world, new technological innovations and global competition put a pressure for workers (Goleman 1998, 9). In recent years, there have been changes in working life rules: not only education nor expertise are interesting, but also emotional skills (Goleman 1998, 3). People with high level of IQ have difficulties, whereas people with less IQ succeed (Singh 2001, 9). For example, a salesperson who masters in sales has a high level of emotional intelligence (Singh 2001, 27). According to Goleman (1998, 9) nowadays pressuring business culture makes human realities more crucial than ever. Abilities to handle ourselves and each other have taken a considerable role. This new way of thinking concerns all the branch of industries, not only business (Goleman 1998, 3.) Emotional intelligence is perceived as a competitive advantage for life. (Singh 2001, 16).

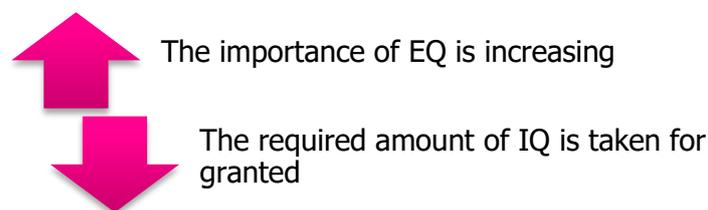


FIGURE 1. Shift in Intelligences (Goleman 1998, 3.)

While world continues to develop and business changes its form, skills of employees must be on time. Goleman (1998, 9-10) has stated that the abilities influenced nearly at all for success in the 1970s have become vital after decades. These skills are especially team building and adjusting to change. Personal qualities, such as adaptability, initiative and empathy are in the center of the new measure, in turn, having enough technical prowess and academic skills are taken for granted (see Figure 2) (Goleman 1998, 3). In other words, the focus of academic expertise has shifted to self-

awareness and knowledge of both one's own and others' emotions. Emotionally intelligent workers remain employable (Singh 2001, 18-19.)

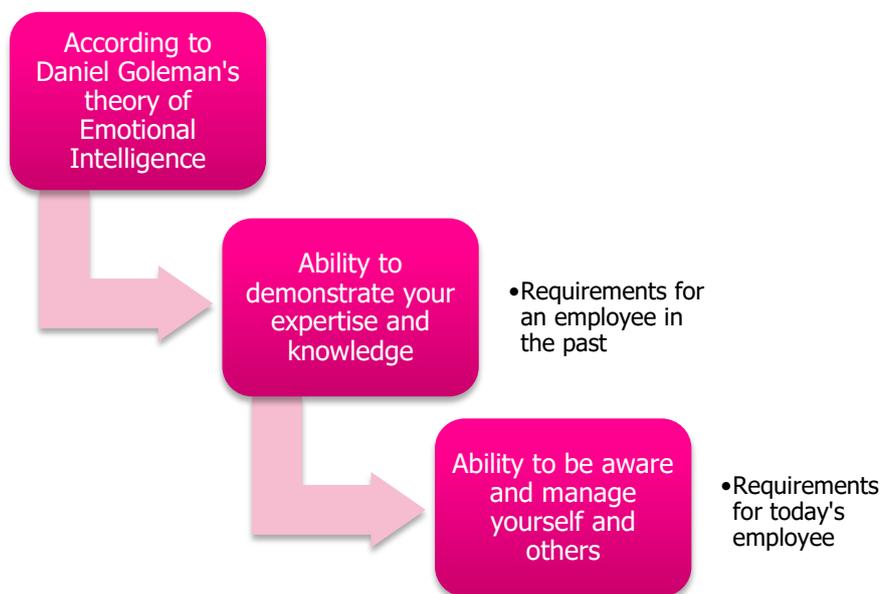


FIGURE 2. The Change in Importance of Emotional Skills (Goleman 1998, 9-10.)

2.2 Five Components of EQ

Emotional intelligence is formed by personal and social competencies. Personal competencies are self-awareness, self-regulation and motivation, in turn, social competencies are empathy and social skills (see Figure 3). Each component consists of specific emotional skills, a total of twenty-five (Goleman 1998, 26-27.) All components of emotional intelligence have been described in its own subtitle. Specific emotional skills and the effects of each skill has been explained especially from the seller's point of view.



FIGURE 3. Five Components of Emotional Intelligence (Goleman 1998, 26-27.)

2.2.1 Self-Awareness

First component of emotional intelligence is self-awareness. Self-awareness allows a person to be aware of one's own preferences, moods and intuitions. In addition to the consciousness of one's own feelings, person knows what and why feels. Understanding how emotions affect to person's thinking, doing and saying is a vital skill (Goleman 1998, 55.) Self-awareness works as a key capacity of handling stress (Goleman 1998, 86). Skills under self-awareness are emotional awareness, self-assessment and self-confidence.

Emotional awareness is the first skill under self-awareness. It helps to control uncontrollable emotions, maintain motivation and behave appropriately in all kinds of situations. Furthermore, self-esteem guides person to behave according to one's own values toward goals. Self-esteem promotes the development of social skills such as teamwork skills in a workplace. According to Richard Boyatzis, self-awareness is a focusing ability, which provides an understanding of one's own feelings and so an ongoing guide to oneself (Goleman 1998, 55.) Goleman (1998, 58) emphasizes the importance of being aware of one's own object of passion: it increases person's success in life. Person who works for passion and commitment, is more successful than person who works only for money. Career decisions should be in line with one's deep values. Self-esteem can be improved by meditation. Edward McCracken points that meditation allows person to sense one's deeper voice of feeling, and so become more self-aware.

Second skill under self-awareness is accurate self-assessment. Self-assessment allows person to be aware of one's strengths and weaknesses, but also being able to learn from experiences. Self-aware person seeks for feedback, new challenges and continuous learning. Feedback gives more self-knowledge and acknowledgement of possible developments, and so can be seen as a valuable information in order to develop oneself (Goleman 1998, 67.) Self-assessment separates top seller from others, due to top performer's knowledge of one's limits and objects of improvement. Correspondingly, person with a lack of self-assessment might set unrealistic goals. Eventually, this can cause burnouts for others due to blaming others for one's own mistakes and taking all credits for others' efforts (Goleman 1998, 65-66.)

Last skill under self-awareness is self-confidence. Self-confidence means a strong sense of one's self-worth and capabilities. Self-confident person is determined and able to present unpopular aspects despite uncertainties under a pressure. Person with a high self-confidence emanates charisma and therefore, spreads confidence for people around. Believing one's own skills is crucial in order to succeed at both work and life. Self-confident salesperson is able to manage work better due to a strong belief being able to handle even the hardest sales situations. Self-confident seller is extremely motivated, and for that reason, eager to face new challenges (Goleman 1998, 69-71.)

2.2.2 Self-regulation

Second component of emotional intelligence is self-regulation. Self-regulation can be seen as a vital capacity in a rapidly globalized world. Self-regulated person is able to manage one's internal states, impulses and assets. Owing to the skill, person is able to deal well with emotions and control them in order to achieve the goals (Goleman 1998, 318.) The skills under self-regulation are self-control, trustworthiness, conscientiousness, adaptability and innovation (Goleman 1998, 81-82).

First skill of self-regulation is self-control. Self-control allows person to manage both harmful emotions and desires effectively, besides staying calm but positive over challenging times. The skill helps thinking clearly and staying focused under a pressure. Top salesperson can be recognized from the ability of being stable under stressful sales situation as well as the ability of handling a hostile customer without a counterattack. Time management is seen as another capacity of self-control, and consequently, top performer is able to schedule a day effectively (Goleman 1998, 83.) Furthermore, top performer is aware of a functional stress management technology for oneself, and so able to handle stressful situations more effectively. A stress management technology can be, for example, a relaxing yoga session, a powerful workout or a long bath (Goleman 1998, 86.) The peak performance of work lies in a balance point of good and bad stress: at that point, person is able to think and react sensibly (Goleman 1998, 89).

Second and third skills of self-regulation are trustworthiness and conscientiousness. Typical for the skills are obeying integrity and honesty as well as taking responsibility for personal performance. Trustworthy person acts ethically in every situations and therefore, inspires trust through one's reliability. Person with the skill is able to admit one's own mistakes and adhere to one's principles, even if they are disapproved by others. In turn, conscientiousness is seen as the key to success, regardless of the field. Diligent seller is punctual, follows the rules and helps others. In the research of an American appliance manufacturer, the most diligent salespeople succeeded and sold the most of the goods (Goleman 1998, 94.) Openness, honesty and consistency can be seen not only as typical skills for top salesperson, but also as requirement for long-term, trust-based customer relationships. Listening and following one's personal values will lead to success in working life and in everyday life (Goleman 1998, 91).

The last two skills of self-regulation are adaptability and innovation. These skills allow being open to new ideas and approaches as well as adopting to change. Adaptive person survives from a wide range of requirements and quick changes. Furthermore, adaptability makes person being able to change tactics and techniques of working according to a situation. By adaptability, person is able to see situations in a new way (Goleman 1999, 118-119.) In turn, innovative person searches for new ideas, dares to change one's perspective and enjoys solving problems. Innovation is seen as a crucial element in today's rapidly changing world. Goleman (1999, 122) highlights that only change in working life is constant, and so companies must be ready to change their way of doing business by adapting market changes and by following modern trends (Goleman 1999, 118-122.)

Third component of emotional intelligence is motivation. Motivated person is guided by emotional tendencies toward one's goals, regardless of possible setbacks: setbacks is seen as roadblocks not obstacles (Goleman 1998, 318.) More specifically, emotions are forces which move person toward goals (Goleman 1999, 130). Person gets into a special state of mind called flow, when work is exhilarating and pleasing. Flow enables being focused and involved in one's work, in other words, to perform at best. Being in flow means being mentally present, which enables person to be aware of the feelings of colleagues and so to respond to challenges effectively (Goleman 1998, 108.) While being totally engaged with work, sense of time disappears, everything seems easy and problems get solved by themselves: behind the feeling is a powerful flow. Flow is seen as the extreme source of motivation: the most powerful motivators come from inside. Goleman (1998, 106) emphasizes that working with matters person has passion for has an explicit significance for success. External sources of motivation, incentives, are such as basic salary, bonuses and promotions (Goleman 1998, 105-106.) Due to flow is delightful, motivation stays high and person survives from new challenges (Goleman 1998, 109). Skills under motivation are achievement drive, commitment, initiative and optimism.

First skill under motivation is achievement drive. Ambitious person desires to improve and achieve better results. Taking considered risks and setting challenging goals are typical for the skill. Ambitious person seeks spontaneously information in order to reduce uncertainty and develop one's working habits. Goal is to maximize one's performance (Goleman 1998, 113.) A strong ambition is behind top salesperson's success, and for that reason, achievement drive is seen as a vital capacity for success (Goleman 1999, 139). Top seller uses performance measures in order to evaluate one's performance. Creating own measures, such as aim to sell more than one's colleague or to sell more than yesterday, can be seen as a crucial part of effective working (Goleman 1998, 117.)

Commitment is the second skill of motivation. In order to be able to adopt goals and visions of an organization, person must be aware of one's own values and feelings. The values of an organization must be aligned with one's own values. Committed person uses the core values of organization in decision-making and is ready to make sacrifices to meet organizational aims (Goleman 1998, 118-119.)

Last two skills of motivation are initiative and optimism. Initiative enables person to catch opportunities and to do more what is expected. Inspiring colleagues through extraordinary and enterprising efforts are typical capacities of initiative. If necessary, spontaneous person bends the rules to get the job done. Initiative person feels being able to influence to the future by one's own actions, and so be able to survive from pressuring working times more effectively. In turn, optimist strives to reach a goal despite setbacks. A strong belief of succeeding next time guides an optimist salesperson's work. A hope of success works as a motivator (Goleman 1998, 125.) Optimism has a positive impact on job results. According to a survey by a psychologist Martin Seligman, optimists got twenty-nine percent more sales than pessimistic colleagues during the first year of work (Goleman 1999, 155.) Furthermore, spontaneous and optimist person believes in one's ability to influence on destiny in difficult times (Goleman 1998, 125).

2.2.4 Empathy

Fourth component of emotional intelligence, empathy, can be seen as one of the most important skill of EQ. Person with a high empathy, is able to sense other people's feelings and so put oneself in position of another. With empathy, person is able to create rapport with diverse people (Goleman 1998, 318.) Basically, that is the objective of sales work. At the core of empathy is the ability to perceive feelings of people without words. People rarely tend to say loud how they feel, however, feelings can be sensed on the basis of tone of voice, facial expression and body language. In order to be skilled in empathy, person must manage the skills of self-awareness and self-regulation. Emotional intelligence skills support one another and are build one at a time. Lack of empathy leads to social inconveniences, where feelings of others are misinterpreted. Empathy plays a significant role in effective sales strategy. Empathetic salesperson is able to see a sales situation from a customer's point of view and so help customer succeed (Goleman 1998, 134-136.) Top seller focuses on the buyer's needs and objectives, and therefore, reaches the best possible result. For successful sales, listening and understanding customer are vital. Active listening means questioning in addition to receiving speech as well as presenting partner's thoughts in one's own words: it has been the most successful selling method for the last century (Goleman 1998, 140-141.) Empathy is the foundation skill for all the social skills in working life, which includes understanding and developing others, leveraging diversity, political awareness and service orientation.

First skill under empathy is understanding others. The skill means sensing others' emotions, needs, feelings and perspectives. Person who is able to understand others is a good listener and an expert of sensing emotional cues. Person with the skill shows sensitivity around people and helps others due to acknowledgement of their feelings (Goleman 1998, 138-139.) Salesperson who is able to listen one's customer and understand customer's point of view, will succeed in sales. In other words, listening skills distinguish top seller from others. According to a study in the United States, effective sales work emphasizes the need for empathy. From customer's point of view, empathy increases reliability of seller (Goleman 1998, 138-139, 141.)

Second skill under empathy is service orientation. Service-oriented salesperson understands the needs of customer and matches products accordingly. The aim is to increase customers' loyalty and satisfaction. Typical characteristics of top seller are adopting customers' perspective as well as providing appropriate assistance. The main goal of customer relationship is to satisfy customers' needs. Top salesperson can be seen as a trusted advisor in addition to customer service. Moreover, if the suitable product is missing at the moment, top seller may suggest competitor's product. An immediate sale may be lost, but a long-term relationship will be strengthened (Goleman 1998, 152.) Top seller is empathic to one's customers from the very beginning. Customer's knowledge will be formed by the feelings customer has while dealing with the personnel. Customer service situations either improve or weaken customer's feelings toward the company (Goleman 1998, 153.)

Third skill of empathy is developing others. Person with the skill supports others' development and achievement as well as provides beneficial feedback when needed. Furthermore, coaching and guiding others by providing both challenging and developing tasks are typical for the skill. The skill can be seen crucial for success in front-line-work, such as sales. Mentoring and coaching have many reasonable effects to a working group; job satisfaction and loyalty will increase and employees will feel more commitment to the work. Consequently, performances at the workplace will improve (Goleman 1998, 147.) The ability to give constructive feedback to others is one of the most crucial features of coaching. In addition, people can be encouraged by giving the right challenges and showing trust in their abilities; this act will increase their self-awareness and self-confidence.

Fourth skill of empathy, leveraging diversity, means pursuing toward goals with various kinds of people. Typical characteristics for the skill are both understanding and respecting people with different backgrounds as well as considering diversity as an opportunity. Person with the skill understands various worldviews and aims to create a functional working environment for everyone (Goleman 1998, 154-155.) Different people bring various, vital and useful perspectives to the workplace, whence the company might have unprecedented benefits. In addition, adaptability to a rapidly changing market can improve (Goleman 1998, 158-159).

Last skill of empathy is political awareness. Person with the skill follows social and political currents, and is able to detect the most important social networks. The skill enables effective perceiving of internal and external realities of the company. Each company has its own nervous system of invisible connections and influences. The ability to recognize this depends on the ability of empathy at the level of the whole company. Person with rich personal networks is able to examine what is going on in the company (Goleman 1998, 160.)

2.2.5 Social Skills

Social skills are the last component of emotional intelligence. Social skills enable reading situations correctly and handling emotions in relationships proficiently (Goleman 1998, 318). Social person moves and inspires others. Furthermore, person with the skill is talented to use body movements, gestures and facial expressions in order to share one's emotions. Positive feelings not only boost cooperation and overall group performance, but make interacting fluent (Goleman 1998, 166-168.) Social skills are necessary for effective teamwork (Goleman 1998, 318). Lots of emotions are contained to social skills. Emotions can be considered as the most effective, non-verbal communication. Feelings can be understood as warnings and invitations (Goleman 1998, 165.) Nowadays, having social intelligence is extremely important, hence networking has become common and crucial part of business. What comes to working in groups, coincident groups perform better together (Goleman 1998, 203-205.) Social skills form the basis for the following skills: influence, communication, conflict management, leadership, change catalyst, building bonds, collaboration and team capabilities (Goleman 1998, 168).

First skill under social skills is influence. Influenced person uses effective tactics for persuasion and knows how to win people over. Typical characteristics are being able to customize presentations to audience and anticipate reactions in order to lead people toward desired goal. Person with the skill is able to see when logical arguments are no longer enough, and emotional ways are needed. The skill emerges as a hallmark of top seller. Skilled salesperson awakes appropriate feelings in customers, hence excellent customer service is crucial for success in sales (Goleman 1998, 169-170.)

Second skill, communication, means listening openly and sending powerful messages. Effective communicator has the ability to recognize emotional tips from conversations. Person with the skill seeks mutual understanding and encourages honest conversations by accepting both good and bad news. Active listening accounts a third of person's communication ability and therefore, can be seen as a vital part of communication. Goleman (1998, 176) states that listening is one of the most learned business skills.

Third skill, conflict management, enables dealing with difficult people and tense situations with diplomacy. Person with the skill is able to resolve disagreements by negotiating in order to have an open discussion that benefits all parties. Typical characteristics for the skill are staying calm and patient despite one's own emotional states (Goleman 1998, 182.)

Leadership is fourth skill under social skills. Excellent leader inspires and arouses enthusiasm for a common vision. Vital characteristics for effective leading are leading by an example and having a mutual understanding with a group. Top leader is able to implement changes effectively. Goleman (1998, 185) describes a great leader well by comparing leader to a mirror which reflects back to group its own experiences. Positive leader spreads energy around entire personnel and therefore, is able to create more efficient and cooperative working environment (Goleman 1999, 219).

The skill of change catalyst enables managing change effectively. Person with the skill recognizes need for change and removes obstacles. Main characteristics are driving reforms and gathering others to support them. The skill was not considered important in the 1980s, however, as the 21st century approached, the skill of change catalyst has been on rise. These days, managers who are able to lead business despite constant changes and developments, are particularly valuable for the companies. Transformational leader aims to inspire one's colleagues by one's actions. Furthermore, constantly changing world requires charismatic and inspirational leaders, hence the ability to appeal both emotions and intellect are necessary (Goleman 1998, 195-196.)

Sixth skill under social skills is ability to build bonds. The skill enables building rapport and striving for good interactions with others. Person with the skill seeks and nurtures beneficial relationships. Main characteristics are collecting and maintaining informal networks. Purpose is to both create and maintain friendships among colleagues (Goleman 1998, 206.) Top performer designs one's network carefully; all members are involved due to specific abilities or skills. Networks are created by trust. In the future, networking will be even more crucial part of both personal and business success and seen as a competitive advantage (Goleman 1998, 207-209.)

Collaboration, seventh skill of social skills, grows in importance. The skill enables not only sharing plans and acknowledgement, but also working with others toward common goals. Purpose is to create supportive atmosphere and maintain relationships while working. Person with the skill nurtures cooperation opportunities. Colleagues are able to reach top performance while enjoying working together by collaboration. Emotional capital allows having fun in good times, as well as supporting in hard times (Goleman 1998, 212.)

Last skill of social skills is team capabilities. Aim of the skill is to create synergy in order to achieve common goals. Person with the skill is helpful, friendly and cooperative. Main characteristics are both building team identity and commitment. Members of a group are encouraged to active cooperation in order to promote group's reputation (Goleman 1998, 216.) Clear operating patterns and goals make team stronger. Furthermore, strong trust among team members enables obtaining better results. According to the study, team skills became vital for top seller in the 1990s. Previously, the skill was not considered important in working life (Goleman 1998, 218-219.)

2.3 Importance of Emotional Skills in Developing World

Emotional intelligence skills, both personal and social, are crucial for a healthy and wealthy life (Singh 2001, 30). All in all, high emotional intelligence leads to self-awareness, happiness, motivation and balance in life (Singh 2001, 87). Old operating models for businesses are no longer working in a fast and constantly evolving world. Emotional skills will become even more prominent in the future (Goleman 1999, 356.)

Core traits for employees are motivation, initiative and optimistic attitude. Proficient cooperation with people from various backgrounds and excellent customer service emphasize the need of empathy even more. Furthermore, managers are required to be prepared for change, adaptability and diversity as well as teamwork. The importance of emotional intelligence is evident from all aspects of working. Increasing teamwork and networking will emphasize the importance of traditional human skills, such as creating relationships and collaborating (Goleman 1999, 357.)

Emotionally intelligent employees protect and enable the success of organizations. Employees with EQ are the key to success for business. In today's business world, companies are struggling for the best talents (Singh 2001, 80.) Constantly accelerating competition in business world forces people to adapt the new rules (Goleman 1999, 356). The most vital traits to people-oriented jobs, such as sales, are assertiveness, self-awareness, empathy, happiness and problem-solving skills (Singh 2001, 88).

Self-awareness enables salesperson to settle in customer's position and to ponder buying from customer's perspective. Confident salesperson seems reliable and professional from customer's point of view. Assertiveness supports to cope with sales situations in the best possible way. Empathy ensures understanding of customer's needs and providing the right product or service to the customer.

Happiness and optimism lead to increased productivity and maintain motivation. Furthermore, optimistic salesperson sees a failed sales situation rather an opportunity for development than one's weakness. Problem-solving skills enable surviving even from the toughest sales situations (Singh 2001, 86.) Emotional intelligence separates the most outstanding working groups from other groups. Special competencies of top performing groups are inner competencies, such as self-esteem (recognizing group's strengths and weaknesses), self-confidence, empathy (understanding others) and initiative (anticipating troubles). Typical external skills are cooperation, both open communication and clear expectations, organizational awareness and the ability to build rapport to other teams (Goleman 1998, 220.)

2.4 How to Improve Emotional Intelligence?

Good news of emotional intelligence is that it is neither genetically fixed, nor only developed in early childhood - it can be improved during life (Singh 2001, 10). First step is discovering oneself by identifying and perceiving one's own emotions and moods. Being able to motivate oneself is crucial part of development. Once person has learned to deal with one's own feelings, next step is recognizing and dealing with moods and feelings of others (Goleman 1999, 288.) As person learns to tolerate stressful situations and listen actively, emotional intelligence will develop (see Figure 4). Emotions and relationships can be perceived more profoundly with age, in other words, EQ will develop when person become more mature (Goleman 1999, 278.) Life experiences shape emotional intelligence skills (Singh 2001, 28).

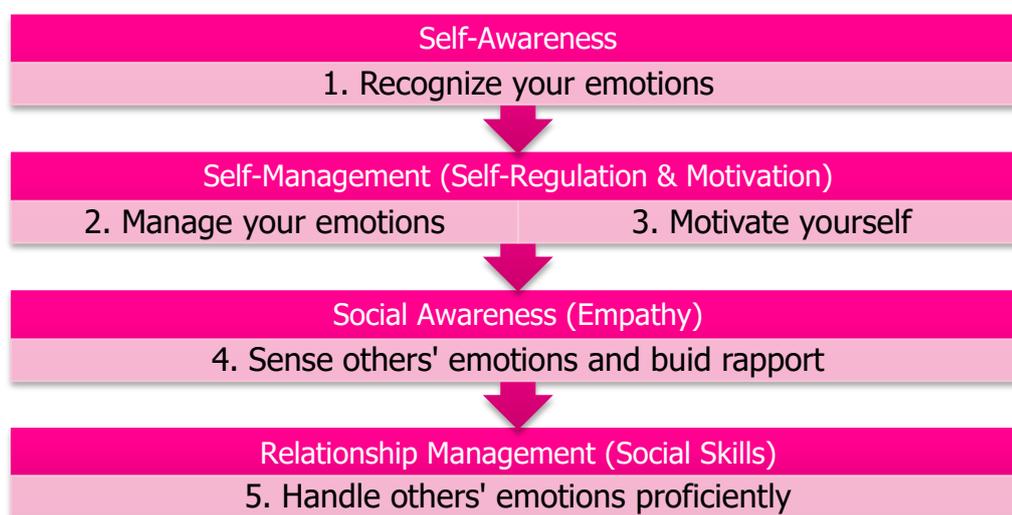


FIGURE 4. Five Steps to Develop Emotional Intelligence (Goleman 1999, 288.)

For developing emotional intelligence, it is vital to understand need for changes in thinking and behaving are required. Learned habits can be replaced by new habits with the power of will and time (Goleman 1999, 281.) Changing behavior requires a completely different way of learning than intellectual learning: practical learning in real life over an extended period of time is necessary. Learning emotional skills, such as active listening or collaborating, is much more difficult than learning new information by reading. Emotional learning requires more profound changes, both weakening existing habits and replacing them with better ones (Goleman 1998, 244.) For example, person will learn

service orientation by doing, not reading. Understanding of fundamentals of behavior change is crucial in order to promote emotional skills (Goleman 1999, 284.)

It should be remembered, all competencies of emotional intelligence are needed to effective learning, and none of them are sufficient on their own. Five basic components of EQ – self-awareness, self-regulation, motivation, empathy and social skills - are needed in order to improve other skills, due to skills of EQ are build one by one (Goleman 1999, 289.) For example, head of department may need more self-awareness while aiming to change his leadership style (Goleman 1999, 300).

Proficiently given feedback, which consists of both strengths and weaknesses, supports development of emotional intelligence. Ability to give constructive feedback requires empathy, self-awareness, tactfulness and sensitivity (Goleman 1999, 303.) Feedback allows person to see if a new skill develops and how fast progress goes. Positive knowledge strengthens self-confidence and allows using it in practice. As self-confidence improves, performance will be further improved as well (Goleman 1999, 311.)

Desire to change must always come from person oneself; forcing will never get good results (Goleman 1999, 305). Continuous success in small matters, which strengthens faith in one's own abilities, maintains motivation and interest at best. Changes will be greater when the goal is more ambitious. Clear goals support the process of change and development of emotional intelligence (Goleman 1999, 308.) For example, salesperson can pay attention to critical point where sales usually fall. When person knows the development object, it is possible to observe one's action and feelings, and ponder ways to do otherwise (Goleman 1999, 309). Emotional intelligence ensures happier and wealthier life, both at work and outside the workplace (Singh 2001, 71).

3 SALES PSYCHOLOGY

Sales psychology examines people's thinking and ways of acting in sales situations. It provides an understanding of people's purchasing behavior and more closely, answers to the question what makes people buy. The ability to understand the mindset of each customer is seen as a vital skill. A seller who recognizes one's customer's core values is able to create trust based customer relationships. Trust is seen as the key characteristic for success in nowadays hyper-connected world (Cathcart 2007, 12.)

Self-awareness is the absolute ability to recognize the feelings and emotions of others. Seller must be able to put oneself in the position of the customer in order to provide the best possible benefit. Being able to read customer's mind requires emotional intelligence from seller. Setting oneself in accordance with the values of another increases trust between customer and seller. The ability to create trust between customer and salesperson distinguishes top sellers from others (Cathcart 2007, 12.) I have described the main characteristics of sales psychology, which I assume have impact on sales success. Skilled salesperson recognizes the following psychological features from one's customer and hence, is able to modify the sales situation accordingly. The main characteristics are: natural values, personality patterns, behavior styles and personal velocities (see Figure 5).

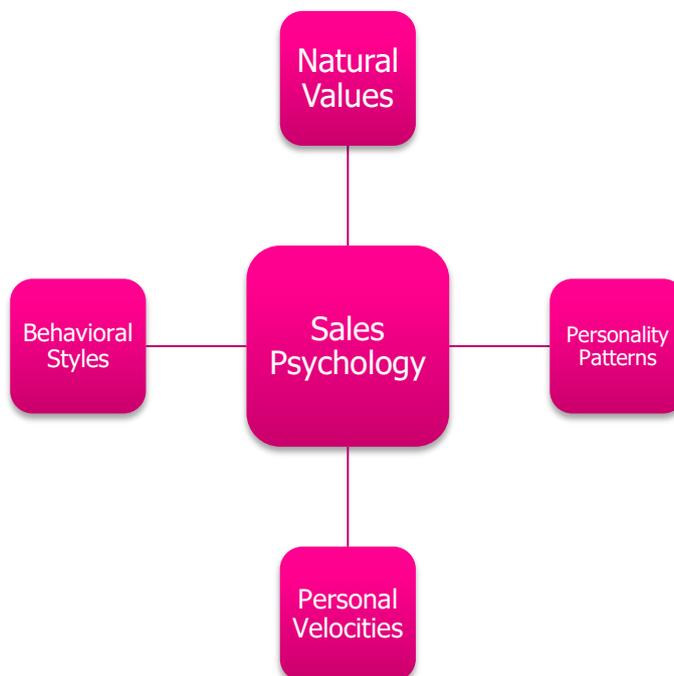


FIGURE 5. Crucial Components of Sales Psychology in Seller's Perspective (Cathcart 2007, 1.)

3.1 Natural Values

Values denote important matters to people. Every human being has a unique set of values. Values form the basis for behavior and attitudes. Decisions are made according to personal values, such as love, honesty or justice. Values define what is cared the most as well as both good and bad matters

in life. The following seven values are possessed for everyone: sensuality, empathy, wealth, power, commitment, knowledge and aesthetics. These values are not learned; they are owned from birth till the life. The importance of values varies. Seller's ability to take customer's most important values into account and so shape the sales speech ensures success in sales (Cathcart 2007, 2.) Next, the most important features of each value are described, and possible ways of identifying the values of customers are presented.

1. Sensuality

A sensual customer is interested in physical experiences. The decisive factors for the purchase decision are the fit and structure of the product. A highly sensualized customer may choose to make purchases in a shop where the lights, music or volume please him (Cathcart 2007, 2.)

2. Empathy

For a high empathic customer, it is important to be around the people he cares about. Helpfulness and sensitivity to others' reactions and experiences are typical characteristics of empathic person. Instead of having a right need to buy a product, empathic customer may also buy the product only due to the feeling of connection with the seller (Cathcart 2007, 3.)

3. Wealth

For customer with a high wealth value, the market value of the product affects to the purchasing decision of the product. Typical for customer with a high wealth value is the use of valuable and expensive items. Person with the value feels that success in life is evaluated by valuable matters (Cathcart 2007, 3.)

4. Power

A high power valued customer appreciated acknowledgement, titles and special privileges. Typical is a desire to be responsible. Position and control can be considered as the factors of success. Also the feeling of privileged is important to the customer with power value (Cathcart 2007, 3.)

5. Commitment

Person with a high commitment value has strong convictions. Faith is in the center of everything. Things are done due to the feeling of right. Person with the value works and makes purchases in the companies he believes in. The willingness of making sacrifices for the matters which are believed in is typical for highly committed person (Cathcart 2007, 3.)

6. Knowledge

A high knowledge valued person loves to learn. The goal is to get new knowledge during life time. Continuous curiosity and wonder concerning the amount of information in the world are typical characteristics for the value (Cathcart 2007, 3.)

7. Aesthetics

Person with a high aesthetic value appreciates graphic layouts of sales proposals. The layouts and designs of matters are seen rather crucial than the contents. The living is made aesthetically pleasing, for example, by reorganizing matter in a better form (Cathcart 2007, 3.)

3.1.1 Modifying Sales Presentation by the Values of Customer

When seller manages to identify the most crucial values of one's customer, he is able to make the sales speech to fit perfectly to the needs of the customer. The ability to customize sales presentation according to customer's personal values ensures both success in sales and a long-lasting, trusted customer relationship. In other words, the most effective way to win customer's trust is by showing respect for his most important personal values. The skill of understanding people's natural values is an invaluable skill which enables salesperson to create meaningful relationships with one's customers. Being able to understand the natural values of customers requires intuitive work and a strong desire to get to know with one's customers (Cathcart 2007, 5.)

1. Sensuality

For a sensual customer, sales speech should emphasize the physical characteristics of the product. For example, a car seller may highlight the speed of the engine, the thump of the bass, and the comfort of leather seats (Cathcart 2007, 4.)

2. Empathy

For an empathic customer, referring to the feelings of cohesion when presenting the product is crucial. For example, the car seller could ask, whether the customer will be riding alone or with others. The skilled seller praises the comfort of leather seats when driving either alone and with other people. Telling stories that emphasize the customer's personal values is an effective way of selling to an empathic customer (Cathcart 2007, 4.)

3. Wealth

When empathy is invoked by emotions, wealth is all about customer's wallet. The product should be presented from its financial point of view. The product should also be compared to other products from a completely financial perspective. A wealthy customer wants to know if the product is appreciated in value. As a car seller, the resale value of the car should be described. (Cathcart 2007, 4.)

4. Power

A sales speech that appeals to customer with a power value includes signals of power. The car seller should emphasize the power and efficiency of the car. The customer wants to know the prestige of the product. A sense of security for the investment of the money and for making business with the best are characteristics for power valued customer. The skilled seller shows respect and pays attention to the customer. For the customer, it is crucial to feel important (Cathcart 2007, 4.)

5. Commitment

An effective sales presentation connects the offer to a cause the customer cares about. Show the customer how doing business with you support the cause the customer is working toward. Imagine the car seller selling only cars of Bentley. The brand has its own culture around it, and the task for the skilled car seller is to emphasize these matters, such as the uniqueness and handmade materials, in his sales speech. Strong brand loyalty may get the customer with a high commitment value buy the car. The feeling of doing the right thing should be supported by the seller (Cathcart 2007, 4.)

6. Knowledge

A well-tailored sales speech includes insights on how to become an expert in the product. Help the customer understand the comfort and uniqueness of the car of Bentley. Give a handbook on the uniqueness of the preparing process, so the customer has an opportunity to learn more about the product and the culture behind it. The customer does not expect the seller to know everything, but he assumes the seller is able to advice where to obtain more information and knowledge (Cathcart 2007,5.)

7. Aesthetics

Make sure the workspace is well organized and the prices as well as the brochures are clear, possibly explained with different diagrams and colors. In the sales presentation, being present and following the logical flow is required. Customer with an aesthetic value evaluates the seller with the help of the appearance and presentation of the product. The skilled seller uses the elegance approach to solve problems of the product. The car seller should emphasize the design and engineering of the car. For the reason Bentley is a luxury car brand, it attracts the customer from many different perspectives. Handmade materials, accessories and design appeal to the customer with an aesthetic value. The car becomes the customer's artistic impulse (Cathcart 2007, 4.)

3.2 Personality Patterns

Sales work becomes more efficient and personalized, when seller is able to identify one's customer's personality patterns. Personality type can be based either on openness or directness, or a mix of both dimensions. The golden rule, which is based on the treatment of customer in the way seller would like to be treated as a customer, can be utilized in order to improve interaction in sales situations (Cathcart 2007, 5.)

Openness can be recognized from customer's relaxed, warm and easygoing behavior. Feelings are not afraid to express, in turn, expression of feelings is vital part of interaction. Open person is usually more sensitivity, at least, sensitivity is easily perceptible. With open customer, also seller should be open in order to enhance interaction. The opposite of openness is reticence. Behavior is usually more formal, appropriate and factual. Guarded customer does not express neither emotions nor in-

formation easily. In order to have effortless interaction with guarded customer, seller must adapt restrained behavior; extreme openness and honesty can be felt inappropriate and uncomfortable. (Cathcart 2007, 5.)

Directness can be sensed in sales situations. Direct customer is social, talkative and impatient. Getting to the point and making quick decisions are typical characteristics. Furthermore, taking risks in purchasing is common. The opposite of directness is indirectness. Dominant characteristics are shyness and passivity. However, indirect customer is usually relaxed as well. Some feelings are expressed, although own opinions are held as one's own information. Risks are avoided whenever possible, and decisions are made after careful consideration (Cathcart 2007, 5-6.)

3.3 Behavioral Styles

By combining both personality patterns, openness and directness, four modes of behavior are founded. These behavioral styles are socializer, relater, thinker and director. Each style requires a different approach in sales situations, in order to create a connection and a common tone between customer and seller. The right selling behavior supports sales situations and leads to success in sales (Cathcart 2007, 6.)

Relater is open but indirect, who can be seen as a loyal team player (Cathcart 2007, 6). Typical for relater is slow and relaxed behavior. Relationships are taken care of and considered important. In addition, typical is measuring the personal value by the debt of relationships and the compatibility with others. Relater experiences a sense of security in relationships and believes in people. Inner motivation comes from involvement; a need to be needed by others. Strengths of relater are teamwork and listening, in turn, weaknesses can be considered to be excessive sensitivity as well as a manner to set too easily reachable goals. Decisions are usually influenced by the opinions of other people. Particularly, approval of seller is needed when purchases are made alone (Cathcart 2007, 7.)

Thinker is guarded and indirect. Usually task-oriented, who familiarized oneself with matters before making any decisions (Cathcart 2007, 6). Thoroughness and preparation give a sense of security. Punctuality and accuracy determine personal value to thinker. Internal motivator for thinker can be considered as a process; detailed procedures are in the favor. Strengths are planning and organizing, whereas weaknesses tend to be criticalness and perfectionist. In sales situations, thinker expects seller to have accuracy and acknowledgement in order to find the perfect product for oneself. In addition to salesperson's own knowledge, skillful seller explains facts about the product and thus increases reliability (Cathcart 2007, 7.)

Director is guarded but direct. Typical for director is to get to the point immediately. Decisions are made quickly and correctly (Cathcart 2007, 6). A sense of security is reached when director is in charge. Personal value is measured by the reached results and the made achievements. A sense of responsibility and a willingness to win are inner motivators. Strengths are tending to be the ability to

delegate and inspire others, in turn, weaknesses are usually impatience and indifference. Director expects seller to be both effective and productive (Cathcart 2007, 7.)

Socializer is open and direct. Due to openness, feelings and thoughts are easily readable (Cathcart 2007, 6). Socializer is spontaneous in its movements and makes decisions quickly. A sense of security is obtained from the acceptance of others as well as from flexibility. Personal value is measured by status, number of friends and the achievements reached. Participation in teams is a source of motivation for socializer. Enthusiasm and persuasion can be seen as strengths, in turn, time management and restlessness can be considered as weaknesses. Socializer wants to be involved in every event and have fun at the same time as work is done (Cathcart 2007, 7.)

3.3.1 Adopting Each Behavior Style in Sales Situations

Top seller is able to deal effectively with the four dominant behavioral styles. Ability to identify customers' personality traits will lead to rapport. Trust-based customer relationships will give an advantage in a competitive sales world. Furthermore, listening has been the most effective selling method for the last decades. Salesperson should allow customer to lead a conversation and enjoy the interaction. Cathcart (2007, 8) have described how to deal effectively with each behavioral style in sales situations.

With relater customer, seller needs to be cooperative and focus on building trust-based relationship. Relater requires support of his feelings and opinions from seller. A pleasant and warm behavior are typical in sales situations. Products are presented in a calm and relaxed pace. Skillful salesperson facilitates customer's decision-making by providing personalized service and the ultimate acknowledgement of the product (Cathcart 2007, 7.)

Customer with a behavior style of thinker expects seller to be accurate and organized. Sales presentations should be well structured and distinct. Moreover, products should be presented in a slow and systematic pace. Logical justification for products are vital in order to get thinker to buy. Decisions are made with the help of various documentations and data which seller should be able to provide (Cathcart 2007, 7.)

With director customer, seller needs to go to the point directly. Seller should stand behind one's words and the product. Furthermore, products must be presented convincingly. Skillful salesperson furthers customer's decision-making by providing facts and analysis of the product if needed; they will be reviewed only if customer desires. Fast and decisive pace should be maintained during sales situations in order to save director's time and effort. Seller should support the goals director is aiming to reach (Cathcart 2007, 7.)

In order to sell effectively to socializer, salesperson should be spontaneous and entertaining. Interaction and relationship building are crucial for socializer, therefore, seller must pay attention to them. Seller should encourage and support customer's thoughts and create an enthusiastic atmos-

phere for interaction in sales situations. Decision-making should be furthered by giving incentives that are personally beneficial for them (Cathcart 2007, 7.)

3.4 Personal Velocities

Each person has a personal, natural velocity. Energy and drive form one's velocity. Natural energy is enhanced by nutrition, level of fitness, rate of sleep and tolerance of stress. Drive, also called self-motivation, is formed by self-awareness, clarity of purpose and awareness of the opportunities. Energy and drive can be controlled by a certain range. Combination of both drive and energy determines one's personal velocity. Person can operate either at a highly intense pace, a lower pace or a moderate pace (Cathcart 2007, 9.)

High velocity

Person with a high velocity is genuinely motivated and loves working toward goals. Long working days, which include a lot of various activities are favorable. In addition, even free time is used in order to achieve goals. Both high aspirations and standards form the basis of the challenging goals. Person with a high velocity enjoys competitions and activity in working life. In other words, much is expected of oneself (Cathcart 2007, 9.)

Moderate velocity

Person with a moderate velocity is partly self-motivated. The ability to keep working life and leisure time in balance is typical. An ordinary working day which consists of few activities is ideal for person with a moderate velocity. Leisure time is used to maintain social relationships and everyday activities. The set goals are reasonable and can be achieved. Competitive situations are acceptable but undesirable. Inactivity can be seen relaxing and expectations are lower compared to person operating at a high velocity (Cathcart 2007, 9.)

Low velocity

Person with a low velocity is motivated by others or needs instead of internal motivation. Teamwork is more desirable than working alone. In leisure time, time is usually spent with personal interest, not business-related issues. Aspirations to achieve organizational goals are rather low, and challenging goals are not typical for low velocity. Competitive situations are unpleasant and avoidance is advisable. Quiet situations are perceived as pleasant and desirable. Furthermore, not much is expected of oneself (Cathcart 2007, 9.)

In order to be successful in sales situations, seller needs to be able to equate one's pace to customer's pace as well as the ambition level to the level of customer. Self-awareness is a prerequisite for knowing other people. The better self-knowledge is, the better ability of identifying feelings and values of others is. Human acknowledgement skills lead to more efficient and success in sales (Cathcart 2007, 10.)

4 RESEARCH METHODS

4.1 Used Research Methods

As research methods for the thesis, a quantitative method was used. Quantitative research includes five steps. At first, research problem, questions and a hypothesis need to be determined. The next step is to develop a research plan, which is utilized in a questionnaire form in order to collect quantitative information. Thereafter, the collected data is processed and analyzed, and finally, the conclusions of the research are made. The results are illustrated with the help of tables or diagrams. Matters are described using numerical quantities (Heikkilä 2014, 4.) Quantitative research is based on previous theories and hypothesis. Hypothesis means explanations of the problem being investigated, and it is based on previous studies and theories. On the basis of the collected data, it is possible to examine whether the hypothesis is correct or not (Heikkilä 2014, 4.)

4.2 Reliability and Validity of the Research

Reliability refers to the reliability of the methods used in the research. The reliability of the research is supported by a clear research problem, an appropriate data collection method, a suitable questionnaire and a high response rate (Heikkilä 2014, 13.) As Wilson (2010, 213) denotes, at least thirty samples are needed in statistical reasoning in order to have valid conclusions. In the research, a high response rate, forty answers from fifty, brings reliability to the research results.

Validity refers to the qualification of the results. Validity involves careful planning of the research as well as selecting the suitable data collection methods. Comprehensive questions, accurately limited population and a high response rate support the validity of the research (Heikkilä 2014, 11.) Validity can be used to denote whether the research succeeded in examining the phenomenon that was meant to be investigated. It is possible to examine the validity either internally or externally. In the thesis, external validity was used. External validity allows for generalization of research results to similar objects. If the results of the research can be applied more extensively, it will be considered more useful (Vilpas, 4.)

5 RESEARCH IMPLEMENTATION

Aim of the research was to either confirm or reverse the hypothesis “nowadays salespeople need to possess high emotional intelligence”. In the questionnaire, objective was to examine which emotional skills are managed by the salespeople of the case company. On the basis of the results of emotional intelligence, the use of sales psychology techniques in the sales situations of the case company can be generally described.

5.1 The Questionnaire

The questionnaire was conducted by using a ready-made questionnaire of emotional intelligence, by editing it for own words. It was created by using Google Form-software. The questionnaire was targeted only for the salespeople at the case company and the link of the questionnaire was distributed to the employees personally. The questionnaire contained twenty mandatory questions in order to benefit the most of every answer. Questions were formed by Likert-scale; a linear scale of one to five in each of the questions, in which number one equaled to low ability, in turn, number five equaled to high ability (Wilson 2010, 215). The responses were recorded directly in the Google Form account, where the researcher was able to analyze the collected data. Google Form created a bar graph for each question based on the response rate. This allowed the researcher to illustrate the results of the survey more efficiently. The average is used in the variable description. The questionnaire was completely anonymous. Objective of the questionnaire was to collect primary quantitative data.

The questionnaire enabled to investigate the average of emotional intelligence for the salespeople of the case company. Furthermore, the expertise of each component of EQ is revealed. However, skills of self-regulation and motivation can be investigated by using the same questions, due to they form self-management. The sum of all the responses determined the ability of overall emotional intelligence; the higher the sum was, the higher level of emotional intelligence was reached. The maximum score was 200 points, and over eighty referred to a high level of emotional intelligence. A score from fifty to eighty corresponded medium ability of EQ, whereas score below fifty was defined as a low ability.

Self-awareness is determined by the questions one, six, nine, thirteen and seventeen. Self-management skills, both self-regulation and self-motivation, are defined by the questions two, five, ten, fourteen and eighteen, in turn, empathy is determined by the questions three, seven, eleven, fifteen and nineteen. The ability of the last component of EQ, social skills, can be defined from questions four, eight, twelve, sixteen and twenty. The maximum score for each of the various skills was twenty-five points. A score over twenty referred to a high ability of a specific skill, whereas a score from ten to twenty was determined as a medium ability. A score under ten was considered low (Hunsaker & Robbins 2014, 83.)

The bar graphs illustrate the results of responses and provide a first view before more accurate analysis of the results. At first sight, it can be seen that number four occurs most except for questions sixteen and seventeen, where answers of number five appear most. In the twelfth question, answer options four and five have equally answers. As the graphs show, the answer options one and two, which refer to low ability, are seldom chosen; the option one has gathered only four responses in the entire questionnaire.

5.2 Analysis of the Questionnaire Results

The results of the research are presented in bar and pie graphs. Each research question has its own chart which clearly illustrates the distribution of responses on a linear scale between one and five. The answer option five refers to a high ability of emotional intelligence. Each question has been analyzed briefly and finally, a summary of the outcome of the survey has been made. The summary has been presented also in the conclusions.

1. Being Calm Under Pressure

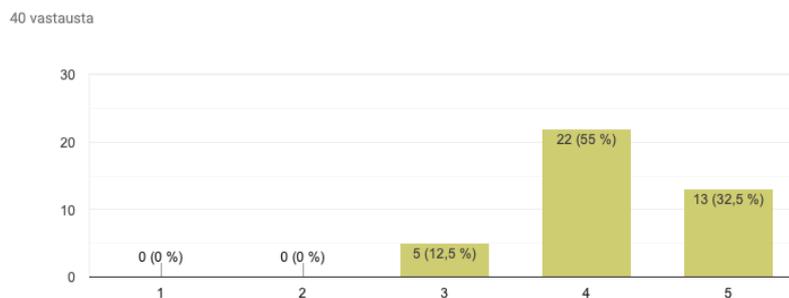


FIGURE 6. Being Calm Under Pressure (Suvinen 2019.)

The first question is targeted at self-awareness. The most chosen answer option has been number four, which has collected twenty-two answers. Option five has been selected thirteen times, in turn, option three five times. Options one and two have not got any responses. Since option five refers to a high ability of emotional intelligence, the level of self-awareness can be considered good based on the responses which focus on options four and five.

2. Recognizing How Your Behavior Effects on Others

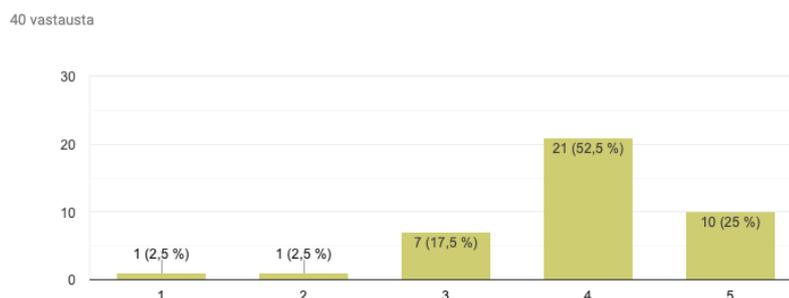


FIGURE 7. Recognizing How Your Behavior Effects on Others (Suvinen 2019.)

The second question is directed to self-management skills, both self-regulation and motivation. The most chosen answer option has been again number four with twenty-one answers. Option five has got ten answers, in turn, number three seven. This time, options one and two have both collected one answer. There is a clear disparity in the answers compared to the responses of the first question. Nonetheless, the answers are centered between the options three and five. Since option five refers to a high ability, self-management skills can be considered fairly good due to the responses where focused on options three, four and five.

3. Identifying Your Level of Anger

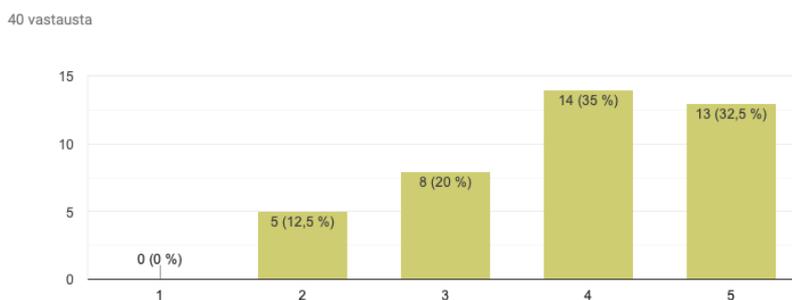


FIGURE 8. Identifying Your Level of Anger (Suvinen 2019.)

The third question is targeted at empathy. The most chosen answer option has once again been number four with fourteen answers. However, this time option five has got only one answer less than option four. Option three has been selected eight times, in turn, option two has become selected five times. Option one has not been selected at all. Also here, the dispersion of the responses is wider compared to the answers of the first question. All in all, over sixty percent of responses have been collected from the options four and five. Since the answers were focused on the options of high ability, empathy for the case company can be considered fairly good.

4. Having Mutual Understanding with Others

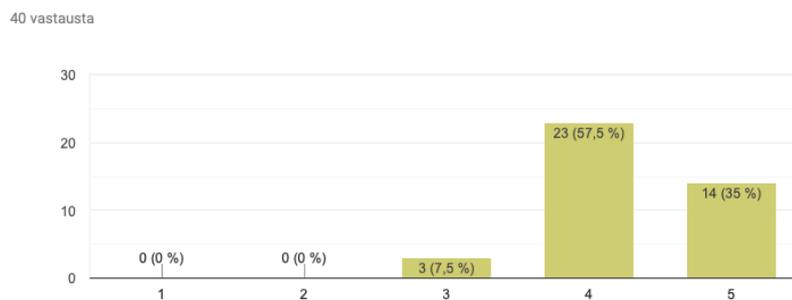


FIGURE 9. Having Mutual Understanding with Others (Suvinen 2019.)

The fourth question is about social skills. Once again, the most chosen answer option has been option five with twenty-three answers. Option five has got fourteen answers. Also option three has been selected three times. Options one and two have not been selected at all. The answers focus clearly on the options four and five. Since the responses focus on high ability options, social skills for the salespeople of the case company can be considered good.

5. Sustaining Motivation While Feeling Lack of It

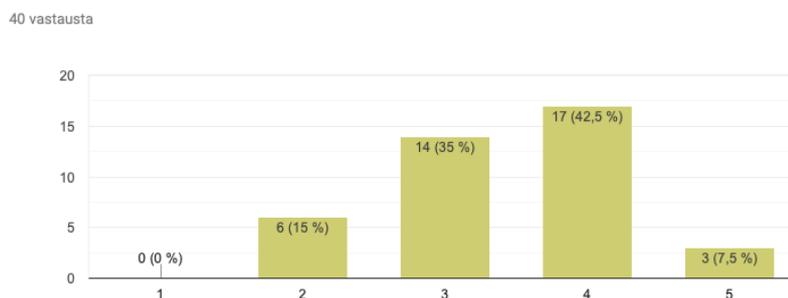


FIGURE 10. Sustaining Motivation While Feeling Lack of It (Suvinen 2019.)

The fifth question is related to self-management skills, both self-regulation and self-motivation. Inevitably, the most chosen answer option has been number four with seventeen answers. The second most chosen option has been number three with fourteen answers. Option two has collected six responses, in turn, option five has got three answers. Option one has not received any responses. Again, when the question is about self-management, the dispersion of responses seems to be greater compared to questions related to other components of EQ. All in all, the answers are centered around the options three and four. Consequently, self-management skills can be considered fairly good.

6. Recognizing While Having Mood Shifts

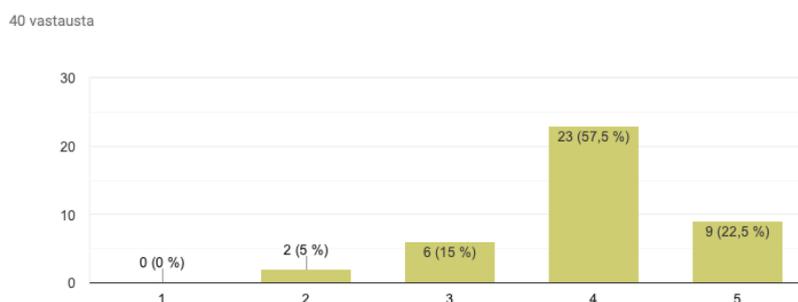


FIGURE 11. Recognizing While Having Mood Shifts (Suvinen 2019.)

The sixth question is targeted at self-awareness. Once again, option four has got the most answers, twenty-three this time. Option five has been selected nine times, in turn, option three has been chosen six times. Also option two has got two answers. Option one has not been selected at all. The answers are focused around option four. A little diffusion is noticeable, but all in all, the result of the question can be considered good due to a clear focus on options of high ability.

7. Standing by Your Words in Action

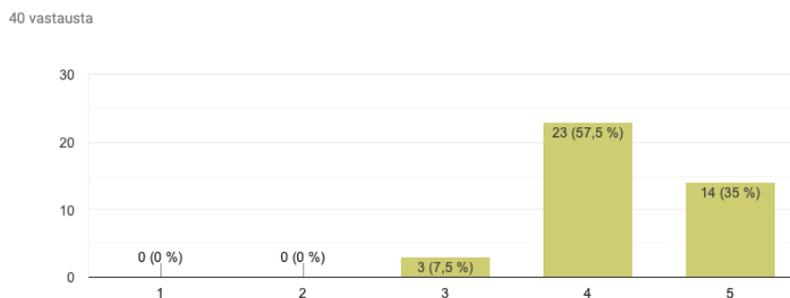


FIGURE 12. Standing by Your Words in Action (Suvinen 2019.)

The seventh question is about empathy. The most chosen option has been number four with twenty-three answers. Option five has been selected fourteen times. Last but not least, option three has got three answers. Options one and two have not received any answers. In the question, the answers are clearly focused on the options four and five. The ability of empathy of salespeople at the case company can be considered good due to focus of responses are in high ability options.

8. Calming Yourself Effectively When Feeling Anger

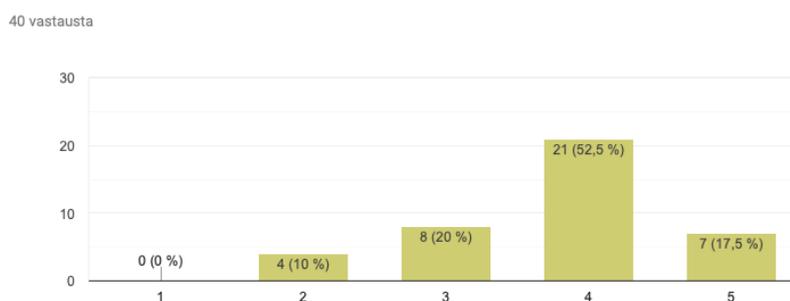


FIGURE 13. Calming Yourself Effectively When Feeling Anger (Suvinen 2019.)

The eight question is related to social skills. As can be seen in the bar chart, there has been dispersion of the answers in the question. Option four has been chosen twenty-one times. Options three and five have collected almost as many replies; option three has been chosen eight times, in turn, option five seven times. Also option two has got four answers. Option one has not been selected at all. Since nearly all of the responses focus on option four, social skills of the case company can be considered fairly good.

9. Identifying Others Apprehensive Feelings

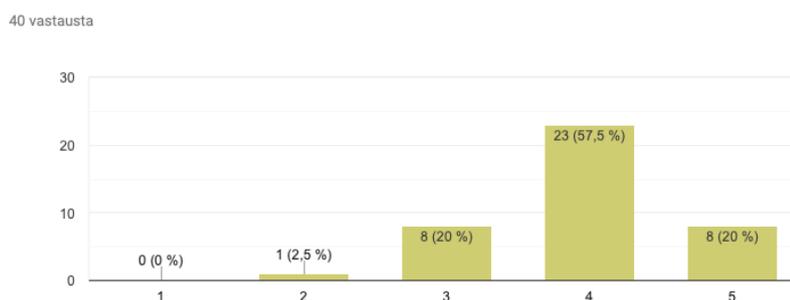


FIGURE 14. Identifying Others Apprehensive Feelings (Suvinen 2019.)

The ninth question is about self-awareness. Once again, option four has got the most answers, twenty-three this time. Both answer options three and five have received eight answers. Option two has been selected once. Option one has not got any responses. Again, the answers of the question about self-awareness are centered in the fourth option. Since the responses focus on a high ability option, self-awareness can be considered good.

10. Noticing the Senses, You Are Using at the Moment

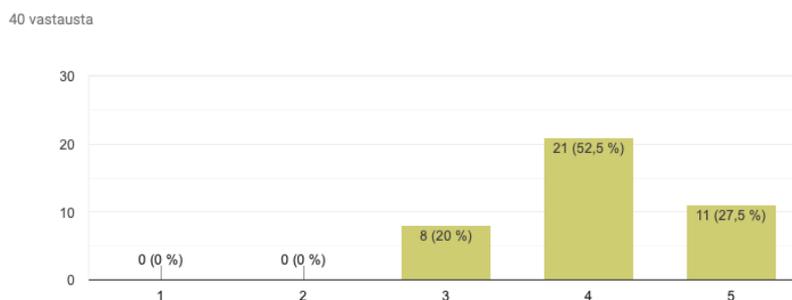


FIGURE 15. Noticing the Senses, You Are Using at the Moment (Suvinen 2019.)

The tenth question is targeted at self-management, both self-regulation and motivation. As the bar charts shows, option four has been selected twenty-one times. Option five has got eleven answers, in turn, option three has received eight answers. Options one and two have not got any answers. The focus of the answers is in the fourth option. This time, self-management related question got higher results. Since the focus of answers are in high ability options, both self-regulation and self-motivation can be considered good.

11. Contributing Others to Control Their Emotions

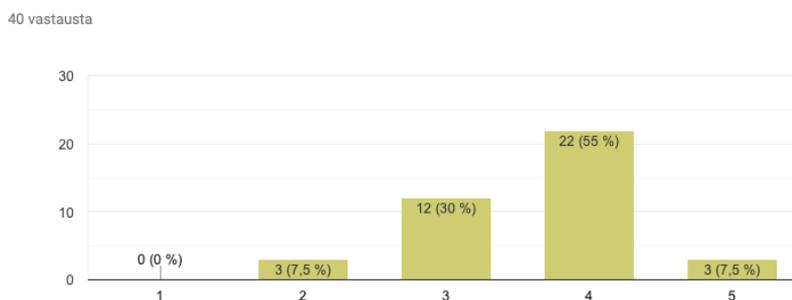


FIGURE 16. Contributing Others to Control Their Emotions (Suvinen 2019.)

The eleventh question is related to empathy. The most chosen option has been option four with twenty-two answers. Option three has received twelve answers, in turn, both options two and five have got three answers. Option one has not received responses at all. In the question, the response rate of option five can be considered lower than usually. However, the most chosen answer option is once again option four. There is seen a little disparity in the answers. Since the responses focus on options three and four, empathy of the case company can be considered fairly good.

12. Spreading Positivity to Others

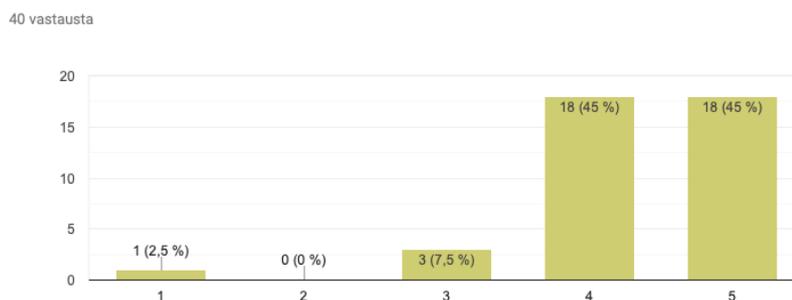


FIGURE 17. Spreading Positivity to Others (Suvinen 2019.)

The twelfth question is about social skills. Based on the first glance from the chart above, the responses are strongly focused between options four and five; both of them have collected eighteen responses. Option three has got three answers, and unexpectedly, option one has been selected once. This time, option two has not received any responses. Despite the individual responses, the total of answers demonstrate a strong ability of social skills due to the most of the responses have been got from high ability options.

13. Giving Emotional Assistance to Others When Necessary

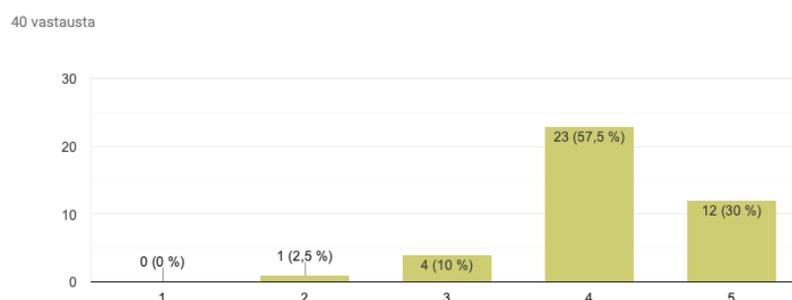


FIGURE 18. Giving Emotional Assistance to Others When Necessary (Suvinen 2019.)

The thirteenth question is targeted at self-awareness. Option four has been selected twenty-three times. In addition, option five has got twelve answers. This time, option three has got four answers, in turn, option two has got one answer. Option one has not been selected at all. Once again, the answers focus on the options four and five. Hence the responses focus on high ability options, self-awareness of the case company can be considered good.

14. Settling Down Yourself Sharply When Angry

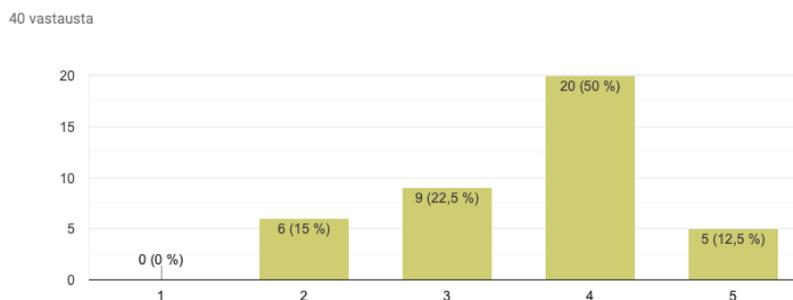


FIGURE 19. Settling Down Yourself Sharply When Angry (Suvinen 2019.)

The fourteenth question is about self-management, both self-regulation and self-motivation. Based on the first glance of the chart above, small dispersion in responses is noticeable. All in all, option four has been selected the most, twenty times. Option three has got nine answers, in turn, option two has received six answers. Also option five has been selected five times. Option one has not selected at all. In this question, the responses do not clearly focus on the high ability options. Consequently, self-management skills can be considered only fairly good.

15. Possessing Yourself While Being the Target of Anger from Others

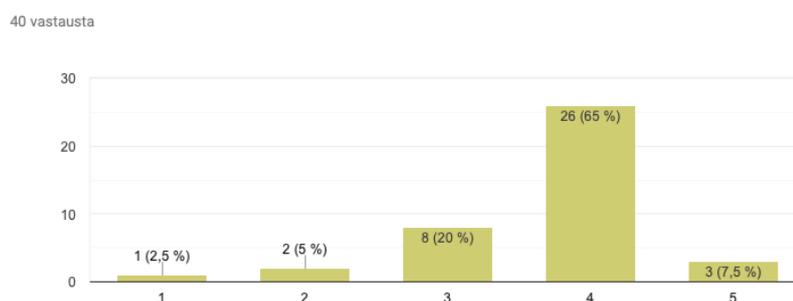


FIGURE 20. Possessing Yourself While Being the Target of Anger from Others (Suvinen 2019.)

The fifteenth question is related to empathy. The chart shows all the answer options have been selected at least once. Option four has been selected mostly, twenty-six times. Option three has got six responses, in turn, option five has been selected three times. Option two been selected twice, whereas option one once. Diffusion is noticeable, however, it seems to be quite small. Hence most of the responses focus on a high ability option, empathy of the case company can be considered good.

16. Displaying Empathy to Others

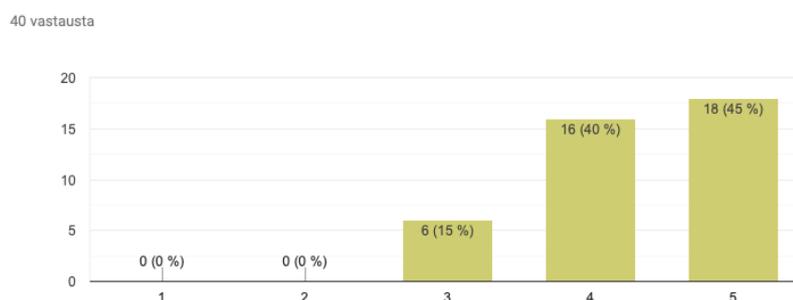


FIGURE 21. Displaying Empathy to Others (Suvinen 2019.)

The sixteenth question is about social skills. After a long time, another option has been chosen more often than option four; option five has got eighteen responses, whereas option four sixteen. Option three has received six answers. Options one and two have not been selected at all. The answers are clearly centered around options four and five. Due to the responses focus strongly on high ability options, social skills of the case company can be considered good.

17. Taking Part of Face-to-Face Conversations

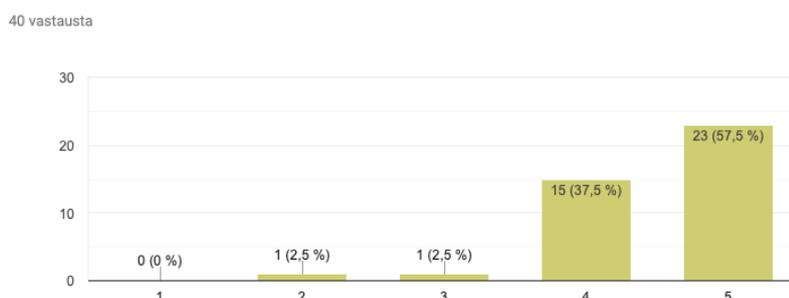


FIGURE 22. Taking Part of Face-to-Face Conversations (Suvinen 2019.)

The seventeenth question is targeted at self-awareness. As the chart above illustrates, answers are focused on the options four and five. Option five has got twenty-three answers, whereas option four has received fifteen responses. Both options two and three have been selected once. Option one has not collected any responses. Hence a clear focus is in options four and five, self-awareness of the case company can be considered good.

18. Identifying Your Defense Feelings

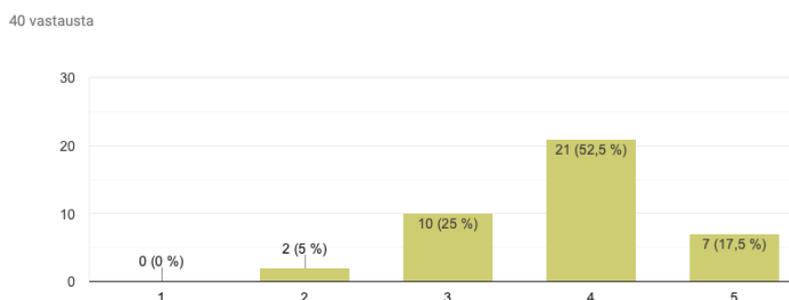


FIGURE 23. Identifying Your Defense Feelings (Suvinen 2019.)

The eighteenth question is related to self-management, both self-regulation and self-motivation. The chart shows a little dispersion on the responses. Option four has been selected twenty-one times. The second most chosen answer option has been option three with ten answers. Option five has got seven responses, in turn, option two has been selected twice. Option one has not received any responses. Although some diffusion can be seen, the main focus of responses is in options three and four. As a consequence, self-management skills can be considered fairly good.

19. Combining Various Internal Physiological Cues with Diverse Emotions

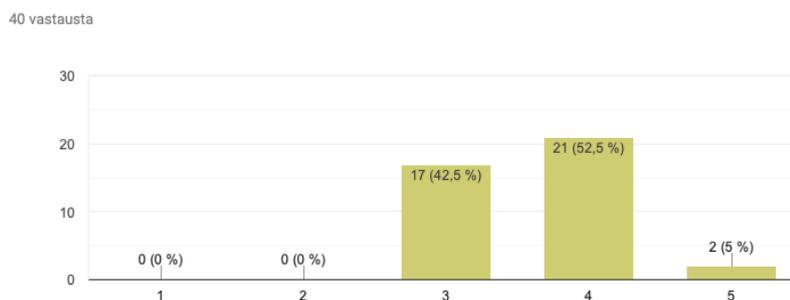


FIGURE 24. Combining Various Internal Psychological Cues with Diverse Emotions (Suvinen 2019.)

The nineteenth question is about empathy. Option four has been selected twenty-one times, in turn, option three has got seventeen answers. Option five has been chosen twice. Options one and two have not received any responses. The answers are focused between the options three and four. Consequently, empathy of the case company can be considered fairly good.

20. Reflecting Carefully People's Feelings Back to Them

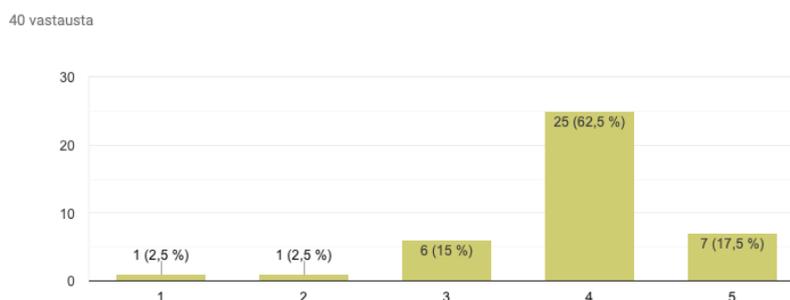


FIGURE 25. Reflecting Carefully People's Feelings Back to Them (Suvinen 2019.)

The last question is related to social skills. As the chart above illustrates, there has been dispersion on the responses. The most chosen option has been once again, option number four with twenty-five responses. Option five has got seven answers, in turn, option three six responses. Both options one and two have received one answers. Although some diffusion can be seen on responses, the main focus is in a high ability option. Consequently, social skills of the cases company can be considered fairly good.

5.3 Summary of the Results

The maximum score of the questionnaire was 200 points. The average of the case company was 79,3 points. When the line of high emotional intelligence was eighty points or more, appears that high level of emotional intelligence was not reached. However, the result of the case company can be considered good due to high emotional intelligence was less than percent away. Furthermore, high level of intelligence was reached in self-awareness and social skills. The ability of high emotional intelligence was less than percent away in empathy, in turn, self-management skills were 1.1 points away from high emotional intelligence.

The highest results of emotional intelligence for the salespeople of the case company were achieved in self-awareness and social skills. The result of self-awareness was 20.8 points with a maximum of twenty-five (see Figure 26). Over twenty points were considered as a high ability of self-awareness. Moreover, the result of social skills was 20.6 points with a maximum of twenty-five see Figure 26). Also the ability of social skills achieved a high level competence.

The weakest result, 18.9 points, came from self-management skills, both self-regulation and motivation (see Figure 26). However, the result can be considered good due the level of high expertise, twenty or more is rather close. The average result for empathy was 19.1 points (see Figure 26). Consequently, the ability of empathy is considered as a mediocre. With a high ability limit of twenty or more, the skill of empathy can be considered good due to being rather close to the high ability.

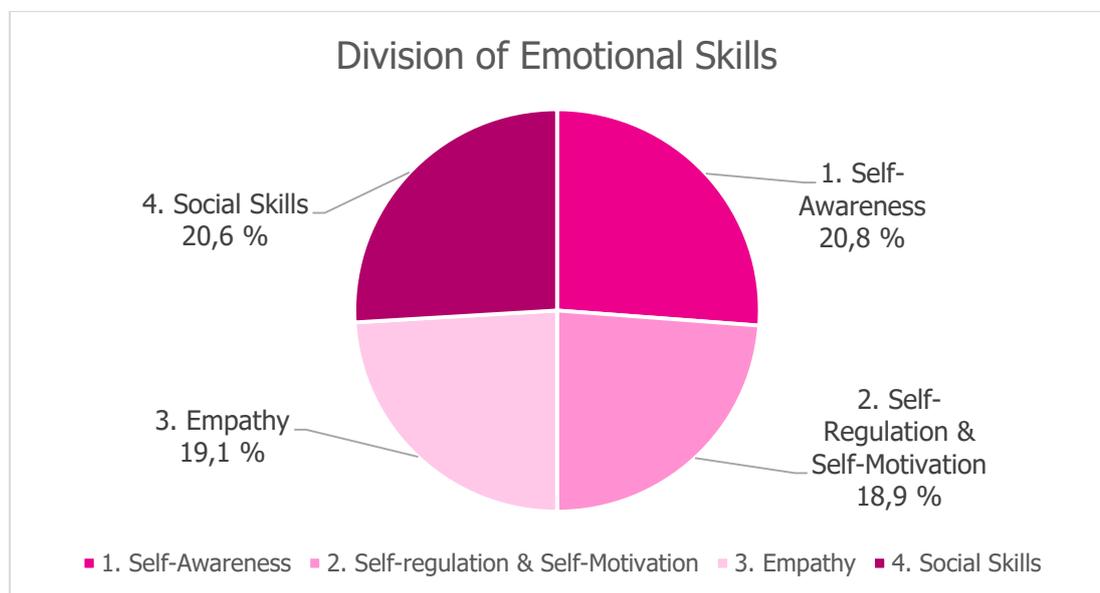


FIGURE 26. Division of Five Various Emotional Skills (Suvinen 2019.)

The results of the research can not be considered completely reliable, due to all possible answers were not received. However, more than half, forty from fifty replies were received. As a consequence, research can be considered fairly reliable. In addition, my own observations can not be considered completely reliable due to they are based on my own understanding of sales psychology. Hence, the research results have been examined critically. However, in my opinion the research was successful.

6 CONCLUSIONS

The research problem of the thesis was extremely fascinating and interesting. The research enabled to take a closer look at the secrets of sales psychology and the importance of emotional intelligence. Both of the topics are current and highly influential in today's competitive business world. The research provides not only for the case company, but also for me, an understanding of the necessity emotional skills, as well as the most effective sales techniques which are possessed by today's top salespeople.

The findings of the questionnaire indicated that a high level of emotional intelligence was not reached. However, when the line of high intelligence was eighty points or more, the case company's result of 79,3 points was extremely close. Consequently, the result can be considered good to high emotional intelligence was less than percent away. In addition, high emotional intelligence was reached in self-awareness and social skills. Empathy and self-management skills were a percent away from the high ability. The research hypothesis: "nowadays salespeople need to possess high emotional intelligence" proved to be accurate and can be confirmed by the research. Based on the results of the questionnaire, emotional skills have enormous impact on sales efficiency and success. The most vital components of emotional intelligence proved to be self-awareness and social skills.

Due to emotional intelligence is build by one skill at a time, self-awareness is a necessary base for all the rest components of emotional intelligence. Self-awareness allows to be aware of one's own preferences and moods. Furthermore, self-esteem guides seller to behave according to one's own values toward goals. Salesperson who works for passion and commitment, will succeed in sales. Especially, the competencies of emotional awareness and self-confidence are vital for top salesperson. Emotional awareness helps to control uncontrollable emotions, maintain motivation and behave appropriately in all kinds of sales situations. Self-confidence enhances believing to one's own skills and so enables to manage even the hardest sales situations. Self-confidence seller is extremely motivated and eager to face new challenges.

In salesperson's point of view, the most crucial competencies of social skills are influence, communication, conflict management, change catalyst and building bonds. Influence enables seller to awake appropriate feelings in customer as well as to use emotional ways when logical arguments are no longer enough. Communication allows to active listening, which has been the most vital business skill for the last decades. With the competence of conflict management, difficult sales situations can be managed with diplomacy despite one's own emotional states. Change catalyst enables managing change effectively, which is necessary in a constantly changing world. The ability to build bonds enables creating rapport and striving for good interactions with others. Due to trust is seen as the key to success in sales, seller who is able to create trust based customer relationships, in other words, rappers, will succeed.

In order to enhance the overall emotional intelligence for the case company, slightly weaker managed skills, self-management and empathy, can be further improved. In my view, the most crucial skill of self-management for seller is conscientiousness. Openness, honest and consistency allows creating long-term, trust-based customer relationships. Due to diligent salesperson follows the rules and helps other effectively, conscientiousness is vital skill for success. Under empathy, the most necessity competencies that could be improved are achievement drive, optimism and service orientation. Ambitious seller desires to improve and achieve better results at work, whereas optimism seller strongly believes of succeeding next time and so has a positive impact on job results. Service-oriented salesperson understands the needs of customer and matches products accordingly. Purpose is to increase customers' loyalty and satisfaction.

In the research, the average of emotional intelligence was calculated based on the responses. Hence, the results can not be generalized for individuals at the case company. Certainly, there are sellers with high self-management and empathy skills among the personnel. All in all, it is impossible to possess all the twenty-five skills of emotional intelligence. However, it is important to own several emotional skills from different components. It should be remembered that emotional skills can be developed during life; it only need enough desire and motivation.

The research was both educational and broad. All in all, I felt it was managed well by presenting extensively theoretical information as well as providing accurate primary information. The questionnaire was well-designed and provided comprehensive information on the emotional skills managed in the case company. The theoretical parts of emotional intelligence and sales psychology provided understandability to the results of the questionnaire as well as supported the results. I assume the graphs helped to observe the research results.

I believe the importance of emotional intelligence and sales psychology is increasing day by day. In a modern world, where work placements are not self-evidence, to say nothing of constancy of work, emotional skills are vital in case to success. Salespeople need to develop their emotional skills and be able to put themselves in position of a customer. The importance of trust will certainly not disappear in the future. In my opinion, the necessity of trust will be even more fundamental. Overall, a high emotional intelligence and an ability to use effective sales techniques will lead to success in sales.

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APPENDIX

Consider your abilities and rate the following questions from 1 to 5. While giving your answers, think about pass situations and how have you managed from them.

*Pakollinen

1. **Being calm under pressure ***

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

2. **Recognizing how your behavior affects on others ***

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

3. **Identifying your level of anger ***

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

4. **Having a mutual understanding with others ***

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

5. **Sustaining motivation while feeling lack of it ***

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

6. Recognizing while having mood shifts *

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

7. Standing by your words in action *

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

8. Calming yourself effectively when feeling anger *

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

9. Identifying others apprehensive feelings *

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

10. Noticing the senses you are using at the moment *

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

11. Contributing others to control their emotions *

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

12. Spreading positivity to others *

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

13. Giving emotional assistance to others when necessary *

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

14. Settling down yourself sharply when angry *

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

15. Possessing yourself while being the target of anger from others *

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

16. Displaying empathy to others *

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

17. Taking part of face-to-face conversations *

Merkitse vain yksi soikio.

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

18. Identifying your defense feelings **Merkitse vain yksi soikio.*

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

19. Combining various internal physiological cues with diverse emotions **Merkitse vain yksi soikio.*

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

20. Reflecting carefully people's feelings back to them **Merkitse vain yksi soikio.*

	1	2	3	4	5	
Low Ability	<input type="radio"/>	High Ability				

Palvelun tarjoaa

