

Sales Team Behaviour Map

Identifying the behavioural flexibility behind successful selling

20 minutes to build a well-rounded report and action plan on your team's capability to flex behaviour to buyer needs.

Your report turns the observations you and your team make into a grounded snapshot of the opportunities and challenges right now. Your plan gives you a framework to convert those observations into next steps for acting on them.

What this exercise covers

This quick, easy and yet highly insightful exercise gives everyone a fresh, shared view of how they show up, and exactly where to adapt to build trust and influence. Use it to:

- ✱ Map the behaviours that make each person in your team effective
- ✱ See what happens when our strengths get overplayed
- ✱ Identify the strengths and possible gaps within your team
- ✱ Build a shared framework for sellers to flex their style to whoever they are selling to

Ways to use this exercise, its report and its action plan:

- ✱ Run it live with your team to get everyone into a shared headspace around the impact of your behavioural styles
- ✱ Share it with other sales leaders to plan where training and development resource should go
- ✱ Explore it in one-to-one to give feedback and direction

The capability every seller needs to build



Notice

Read your own and the buyer's behaviour in the room.



Understand

Know what each behaviour brings, and what you need to dial up to connect.



Flex

Adapt your style to build trust with the buyer.

How to run it

 20 minutes

7 min

Notice. Map the team against Lumina Spark's 8 Aspects. Your strengths, how they look when overextended, and the ones we dial up far less.

5 min

Understand. Profile the buyers you meet using the same 8 Aspects.

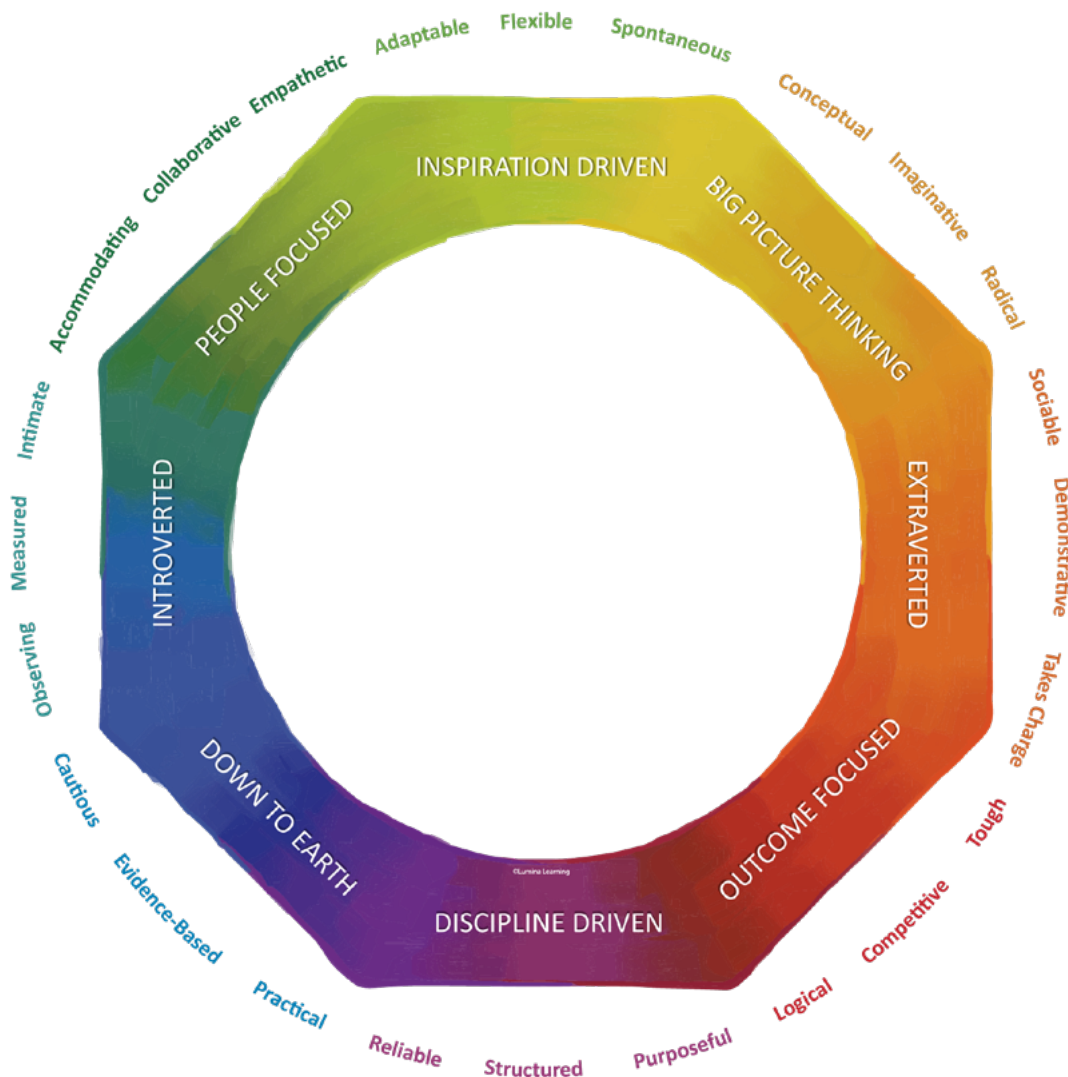
8 min

Flex. Overlay the two, turn the gaps into development points for each team member, and agree on your team priorities.

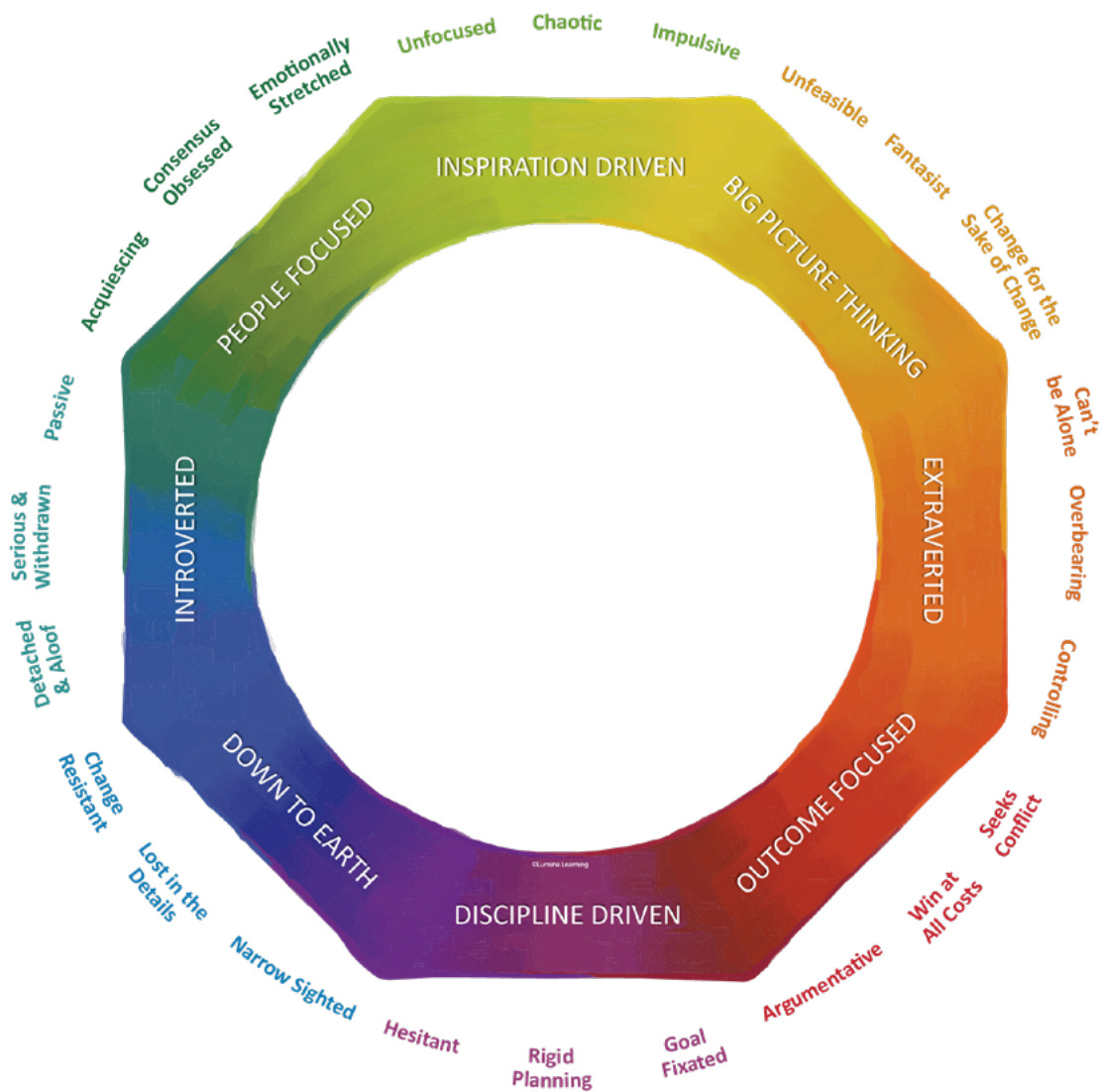
The Lumina Behaviour Language

Every one of us shows up through a mix of these 8 Aspects of personality. This is your shared language for the whole exercise. Keep this page to hand. The same 8 Aspects will be used to describe how each team member shows up, how your buyers show up, and the gaps between them in every step that follows.

Effective Mandala



Overextended Mandala



The Eight Aspects of behaviour that influence how we tend to show up

Inspiration Driven | Innovating



Effective: Enthusiastic about new ideas and possibilities; open to exploring creative solutions and different ways of doing things.



Overextended: May lose focus easily, jump between ideas, shift priorities or struggle to commit to a clear direction.

Discipline Driven | Planning



Effective: Systematic, methodical and organised; values clear processes, structure and reliable delivery.



Overextended: May get caught up in process, seek excessive certainty or struggle to move forward without every detail defined.

Big Picture Thinking | Strategic



Effective: Focused on the vision, trends and the wider “why”; likes to connect ideas to long-term goals and future opportunities.



Overextended: May appear less concerned about the practical details and overly excited about future possibilities making it difficult to focus on practical and immediate solutions.

Down to Earth | Realistic



Effective: Practical and detail-oriented; focused on how a solution will work, when it can be delivered and what is realistically achievable.



Overextended: May question unfamiliar ideas, fixate on limitations or dismiss solutions without enough evidence or detail.

Extraverted | Engaging



Effective: Energetic, expressive and quick to engage; thinks aloud, enjoys brainstorming, and openly shares ideas and enthusiasm.



Overextended: May interrupt, dominate the conversation, react quickly, making it difficult to distinguish their enthusiasm from genuine commitment.

Introverted | Reflecting



Effective: Thoughtful, reserved and reflective; listens carefully, considers information in depth and takes time to respond.



Overextended: May appear overly reserved and difficult to read and delay responding or withdraw when pushed to make a quick decision.

Outcome Focused | Driving



Effective: Results-driven, assertive and competitive; values clear outcomes, impact and strong ROI.



Overextended: May challenge aggressively, push hard on value or reject ideas that do not show an immediate route to results.

People Focused | Connecting



Effective: Warm, relational and focused on connection; values trust, relationships and the impact on people.



Overextended: May avoid raising objections and hold back concerns to avoid conflict and appear overly focused on maintaining harmony.



Map how each person shows up

Refer back to Lumina Spark’s 8 Aspects on the previous page.



How to fill it in: Together with your team, complete a row for each person using the Eight Aspects from the previous page. Discuss each person’s behaviour openly and follow the prompts in each column. Highlight two of their strongest Aspects of behaviour and at least one lesser-used Aspect.

	STRONGEST BEHAVIOURS	WHAT HAPPENS WHEN STRONGEST BEHAVIOURS ARE OVEREXTENDED	LESSER USED BEHAVIOURS
TEAM MEMBER	Choose two behaviours from the Mandala. Summarise how buyers may perceive these behaviours positively, and what the impact on selling is.	What may the buyer perceive when you push these Aspects too far? What is the consequence on selling?	Pick at least one less used Aspect. Describe how the buyer may perceive that gap, and what the impact might be on the sale.
Each person.			



Profile the buyers you meet

Refer back to Lumina Spark's 8 Aspects on page 5.

A buyer's behaviour influences a sales conversation too. Using the same 8 Aspects, profile the buyer styles your team meets the most. This reveals which buying styles are common in your industry, so you can see what you likely need to flex to. Pick at least two Aspects of behaviour for each buyer style.

NAME THE BUYER STYLE

Theme buyers by job title, sector, or simply an easily observable behavioural style that pops up often.

BEHAVIOURS YOU NOTICE OFTEN

Pick at least two Aspects

HOW OFTEN YOU MEET THEM?

WHAT BEHAVIOUR BUILDS TRUST WITH THEM?

		Often ☐	
		Sometimes ☐	
		Rarely ☐	
		Often ☐	
		Sometimes ☐	
		Rarely ☐	
		Often ☐	
		Sometimes ☐	
		Rarely ☐	
		Often ☐	
		Sometimes ☐	
		Rarely ☐	



Find the gaps, set the priorities

Now consider both sets of answers. Take the buyer behaviours your team meets the most, and ask honestly how well your team flexes to each of them. Where a common buyer behaviour meets a gap in your team, you have found where to focus development for the fastest return.

THE BUYER STYLE From Step 2	HOW WELL DO WE FLEX TO THEM NOW?	WHICH BEHAVIOURS HELP HERE? From Step 1	WHERE IS THE GAP? Are those behaviours missing across the whole team, or do some of us show them?
	Strong ☐ Mixed ☐ Stretch ☐		
	Strong ☐ Mixed ☐ Stretch ☐		
	Strong ☐ Mixed ☐ Stretch ☐		
	Strong ☐ Mixed ☐ Stretch ☐		
	Strong ☐ Mixed ☐ Stretch ☐		
	Strong ☐ Mixed ☐ Stretch ☐		

Development points for each of us

Turn the picture above into a development point for each team member. Decide on one strength to keep in balance, and one worth developing.

TEAM MEMBER	A STRENGTH TO KEEP IN BALANCE Choose one of your strongest Aspects that you sometimes overextend. What impact would staying effective have?	WHAT BEHAVIOURS COULD BE DEVELOPED? Choose a lesser used Aspect that you can develop to connect better with your buyer styles.

Our top development priorities

Look for common themes across the team. A shared gap shows up when no one in a team commonly acts on a behaviour that buyers value, or when everyone leads with the same top behaviours. Pick one to three development priorities together.

1

2

3

This is the shift. It is not about being told what to say in sales conversations. It is about each person understanding how they show up, so they can **Notice**, **Understand** and **Flex** to the buyer in front of them. That is what builds influence, trust and connection, deal after deal.

Get in touch to explore Lumina Spark or the Inspiring Sales Programme

Lumina Spark is a personality assessment that uses smart data and simple language to give each person a full picture of how they show up, and how to flex their style in different contexts.

It helps people:

- ✱ See their natural preferences, the behaviour they consciously dial up around others and how they respond under pressure, in one clear picture
- ✱ Embrace paradox, drawing on opposite strengths at the same time for effectiveness
- ✱ Read the room, then flex effectively to what each buyer needs
- ✱ Stay effective through pressure and challenges, rather than overplaying one strength
- ✱ Build a shared lens and language for coaching, talent development and feedback

Go further with the Inspiring Sales Programme, where world-leading experts turn these behaviours into practical selling skills.

Scan to get
in touch

