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Scope of Study: This study determined aggressiveness levels of 46 broadcast salespersons in central Illinois. The respondents were from both television and radio stations in Springfield, Decatur and Champaign. Three types of measurements were used to determine aggressiveness levels. First, a sociometric measurement was employed to evaluate the perception of respondents in regard to their co-workers' levels of effectiveness and aggressiveness. Next, a sales grid was used to determine each respondent's selling type. Finally, a summated ratings scale was constructed to determine the attitudes of respondents in relation to aggressiveness.

Findings and Conclusions: There was only one salesperson of the 46 who was rated high on all three measurements of aggressiveness. It was hypothesized that the salespeople who were rated as aggressive on one level of aggressiveness would measure high on all levels. This was not the case; the salespeople did not measure as highly aggressive.

ADVISER'S APPROVAL

William R. Harg

AGGRESSIVENESS AND PERCEIVED EFFECTIVENESS:
A STUDY OF BROADCAST SALESPEOPLE IN THREE
MAJOR MARKETS IN CENTRAL ILLINOIS

By

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PREFACE

Three types of measurements for determining aggressiveness were used in this study. Sociometric matrices were employed to evaluate broadcast salespeoples' perceptions of their co-workers in regard to high levels of effectiveness and aggressiveness.

A sales grid was used to determine selling types. One type of salesman from the grid has an aggressive selling approach and this type (9,1) was used as a comparison of other levels of aggressiveness. A Likert-type scale was constructed to measure the attitudes of the 46 respondents in central Illinois in regard to aggressive traits and behaviors.

I wish to thank all the people who assisted me in my studies at Oklahoma State University. I would like to thank Dr. William Steng for heading my committee and for all the help and assistance he has given me during the past few years.

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CHAPTER I

INTRODUCTION

The image of the average salesperson by the general public has never been a positive one. From the "snake oil" salesman to the retail sales clerk who attacks the consumer with unwanted attention the moment she enters a store, the salesman has been described as aggressive, irritating and pushy. An article in Consumers' Research Magazine warns

A dealer may prefer to push a brand which gives him a larger profit. In many stores, even in some national chains, salesmen are paid a special commission called 'push money' for selling one brand instead of another. The retail trade uses the term "nailed to the floor" for certain models which the salesman is told he must not sell if the customer can possibly be switched to a different and higher-priced make or model (or one that gives the dealer a higher profit) (p. 27).¹

It is no wonder the consumer has developed a mistrust of those who sell. The article continued:

To sum up, the dealer's clerk may not be telling the whole truth when he tries to fob off a prospective customer by assertions that a certain brand and model recommended by CR (Consumers' Research Magazine) is outdated or not actually in the market at a given time, or that its manufacturer found it to be commercially unsuccessful because it is inferior to some other product of the same type (p.27).²

Despite the unfavorable press, there are ethical, honest salesmen, too. The negative image of salesmen comes

primarily from the type of selling directed at the consumer. Salesmen in investment banking and the surgical supply and computer industries seem to be the most respected according to several qualified observers of the industry.³ Selling commodities such as petroleum, metals and chemicals are next on the ladder of prestige followed by consumer products such as groceries and hardware.⁴ Low ranking in prestige are life insurance and car salesmen.⁵ While most people have been approached at one time or another by vacuum cleaner salesmen, the average consumer does not have to leave the dinner table to talk to a hard-sell investment banker with one foot in the door.

Statement of Problem

The prestige level of a broadcast salesman would seem to lie somewhere between the seller of basic commodities and consumer products. Although the average consumer is generally not a prospect, retail stores, restaurants and other businesses are fair game. This study will attempt to determine whether broadcast salespersons deserve the negative image afforded to some salespeople in other fields. Are broadcast salesmen aggressive individuals according to the methods used in this study? Are salespeople who have high scores on aggressiveness in this study also perceived as effective by their co-workers? Do broadcast salespeople deserve the negative, stereotypical image that is accorded to others in the field

of sales? Does the image of broadcast salespeople need to be upgraded ?

Objective

The object of this study is to determine the aggressiveness of broadcast salespeople in three major markets in central Illinois and to see the relationship between aggressiveness and effectiveness. The cities, Springfield, Decatur and Champaign were selected because each has a major television station and a population of more than 50,000. The methods used to determine aggressiveness include a sociometric study of five stations and the analysis of a sales grid from the book Guideposts for Effective Salesmanship which is used in the course, "Broadcast Sales" at Oklahoma State University. In addition to these tests of measurement, salespeople completed a five-point Likert scale constructed by the author of this study.

Hypotheses

Sales people who score highest on the Likert scale measure of aggressiveness also will measure as a 9,1 selling style which is basically high concern for the sale and low concern for the customer.

Salespeople who have high scores on the Likert scale and a 9,1 selling style also will be perceived as aggressive and effective by their co-workers.

Limitations

Although 94 surveys were distributed in three cities, only 48 were returned. Of these, 11 were completed incorrectly. Six of the 11 were from the same station. The sales grid section of the survey required the salesmen to rank order sets of statements. In the incorrect surveys, the salesmen had rated, rather than ranked, the sentences. Most of the incorrect surveys were returned to the salespeople. Of the eleven, four were returned corrected, one was destroyed by the salesman, one was not returned and the remaining salespeople could not be reached for correction of the survey.

The surveys were distributed in Decatur on a Friday and picked up at each station on the following Tuesday. Of the 25 surveys distributed, 20 were returned.

In Champaign, the surveys were distributed to each station on a Monday morning. Since the author could stay in Champaign for only two days, she requested that the surveys be completed the next day or mailed to her home. One survey was picked up the next day and eight were mailed. Nine surveys were returned of the 46 distributed.

Of 29 surveys distributed in Springfield, 19 were returned. The surveys were distributed on a Wednesday and the last survey was picked up on a Friday, a week and a half later. Two stations offered the assurance that they would complete the surveys and to check back later. After

checking back with one station two times and the other station three times, the author decided not to pursue them any further.

Assumptions

The terms "salesmen" and "salespeople" are used interchangeably throughout the text of this study. The words "salesman" or "salesmen" are meant to include women if applicable. The terms "aggression" and "aggressiveness" will be used interchangeably according to the definitions below.

Definitions

A dictionary definition of the word aggressive is filled with ambiguity which covers both negative and positive aspects. The word aggression deals usually with an act of hostilities between countries.

1. Aggression- an offensive action or procedure especially; a culpable unprovoked hostile attack.⁶

The Reader's Guide to Periodical Literature makes the distinction between "aggression" and "aggressiveness" as the former is used when referring to military action and the latter is used in the area of psychology and behavior.⁷

1. Aggressive- 1a: tending toward, characterized by or practicing aggression. 1b: marked by combative readiness or bold determination.⁸

2a: Marked by driving forceful energy, ambition or

initiative: enterprising (an aggressive salesman) 2b: marked by obtrusive energy and self-assertiveness.⁹

The definition of "aggressive" states self-assertiveness is "usually uncomplimentary, generally connotes obtrusive, crass forwardness or brash self-confidence."¹⁰ The definition also states that "aggressive" may apply either to zealous loyalty to causes or to personal ambition and aims; it suggests forceful and confident procedures and attitudes, sometimes truculent contentiousness or cavalier treatment of others.¹¹

The dictionary cannot define an individual's interpretation of the word "aggressive" nor will the author. The word used in the sociometry section of the survey was determined by each survey-taker. The Likert scale was constructed with the help of approximately 30 people who answered the question, "What is the first thing that comes to your mind when you think of the word 'aggression'?"

Semanticist Wendell Johnson states

The mechanisms by which aggression operates are therefore of fundamental importance, since it is only by effective understanding of these mechanisms that its ravaging effects may be diminished. We are speaking of course, of aggressiveness that is ineffective and maladjustive, that involves and fosters misvaluation. There is a sense in which aggressiveness is normal and desirable; in some forms and at certain times it has survival value to a high degree. The advantages, the downright necessity of spunk, gumption, the ability to override obstacles, are too well understood to require any elaborate discussion. But it is equally well understood that aggressiveness can be ill-advised, detrimental in effects, motivated in ways that render it maladjustive (p.349).¹²

The problem of aggression as a multidimensional concept remains.¹³ It is impossible to define it accurately. It has both negative and positive aspects depending on the perceiver, the "aggressive" action and the person or persons engaged in the action.

Roger Johnson writes in his book, Aggression in Man and Animals,

The term aggression has so many meanings and connotations that in effect it has lost its meaning. But happily this is not a serious problem, for the real task is not to frame some pithy definition of aggression, but to understand the dynamics of aggressive behavior. The fact that the term is so difficult to define may not be because of a lack of intelligent thought, or of inadequacies in our language, but simply because it is not a simple, unitary concept and therefore cannot be defined as such. There is not a single process which represents 'aggression'. Perhaps this is the most important thing which can be said about defining aggression, for it suggests that aggression must be understood and analyzed at many levels (p. 5).¹⁴

This study attempts to measure aggression on several levels without the analysis of whether aggressiveness is either positive or negative. This can only be defined with any true meaning by the attitude of the survey respondents and the reader. The same is true of the word "effective" with the exception that it is assumed to be a positive trait.

ENDNOTES

¹"Sometimes What the Salesman Tells You Isn't So," Consumers' Research Magazine, Vol. 62, April, 1979, p. 27.

²Ibid.

³Mead, William, "The Life of a Salesman," Money, Vol. 9, October, 1980, p. 124.

⁴Ibid.

⁵Ibid.

⁶Grove, Philip Babcock, Webster's Third New International Dictionary, Springfield, Mass: G. and C. Merriam Company, 1976, p. 41.

⁷Reader's Guide to Periodical Literature, New York: H.W. Wilson Publishers, Vol. 40, p.20.

⁸Grove, p. 41.

⁹Ibid.

¹⁰Ibid.

¹¹Ibid.

¹²Johnson, Wendell, People in Quandries, New York: Harper and Row, 1946, p. 348.

¹³Ibid., p. 210.

¹⁴Johnson, Roger, Aggression in Man and Animals, Philadelphia: W.B. Saunders Company, 1972, p. 5.

CHAPTER II

REVIEW OF LITERATURE

Theories of Five Areas of Aggression

Instinct Theories

The theory of instinctive aggression in human beings as an explanation for motivation in behavior is a controversial one. Scientists, not being able to determine accurately what instinct is, have placed more emphasis on the words, "innate" and "phylogenetically adaptive."¹ Laymen still use the word "instinctive" without really knowing what it is or what they mean by it.² The term has almost no explanatory power; however, it does have some descriptive power when used in reference to complex, adaptive and stereotypical behavior which is species-typical and present at birth.³ Aggression in general is not innate in human beings, rather it is in a large part determined by social, cultural and other factors.⁴ It should not be compared to such biological forces such as hunger or thirst. If food is not available, an individual will become increasingly hungry and may eventually die.⁵ There is no evidence to support the idea that lack of aggressive release makes an individual more aggressive.

There is evidence that in some animals that are considered to be aggressive, such as the Siamese fighting fish, that if the animal is deprived of release of its aggressive behavior for a period of time, when it is returned to an environment where it has an opportunity to be aggressive, its drive would be reduced.⁶ For instance, if two fighting fish were put in separate bowls for a length of time, then put together into one bowl, their fighting instincts would decrease more than if they had not been separated.

Learning Theories

The most important thing to remember about learning theories as reasons for aggression is the belief that anything that is learned can be unlearned or reconditioned.⁷ Much aggressiveness is learned and with both positive and negative reinforcement, the behavior can be extinguished.⁸ In other words, an act of aggression may be punished or not rewarded.⁹ An alternative behavior to aggression also can be rewarded as well as teaching individuals when aggression is justifiable.¹⁰

In one case study, chronic schizophrenic patients who were in the habit of breaking windows, were instructed to visualize themselves in the act of smashing glass and were given an electric shock. Eventually, these patients lost their urges to break windows and had little desire to return to their destructive behavior according to follow-up studies.¹¹

An example of positive reinforcement involved an unusually destructive 14-year-old boy who repeatedly failed in school and was considered incorrigible and mentally retarded.¹² He was rewarded with tokens he could exchange for money when he produced the correct reading responses while being taught to read.¹³ In four and one half months he began to achieve passing grades for the first time in his life.¹⁴

Although aggressive behavior can be habit-forming, so is the practice of nonaggression. If aggressive behavior is considered undesirable, learning nonaggressive behavior through positive or negative reinforcement can, in some cases, change the behavior of the individual.

Social and Developmental Theories

The theories of social and developmental reasons for aggressive behavior are an extension of learning theories.¹⁵ The modeling influences exerted by a child's authority figures such as parents and teachers can have an effect on aggressive behavior of children.¹⁶

A study by Albert Bandura at Stanford University in 1973 showed an example of how modeling behavior can have an influence on the motivational behavior of young children.¹⁷ The experiment dealt with nursery school children exposed to a model's reaction to a life-sized Bobo doll, which is an air-filled plastic cartoon figure which is weighted at the bottom so that when it is knocked over, it

bounces back up. In one group, the children watched a film of an adult who attacked the doll in unusual ways. For example, in one instance, the adult hit the doll over the head with a mallet while saying such things as "Socko" and "Pow".¹⁸

A second group saw these same behaviors by an adult dressed in a cat suit.¹⁹ A third group saw the aggressive activities performed by a live adult model; and a fourth group saw the model behave in a calm, nonaggressive manner toward the Bobo doll.²⁰ Control groups were employed, including one in which the adult model played in a non-aggressive manner with various playthings such as tinker toys and another in which subjects had no previous exposure to models at all (to rule out the possibility that the playthings alone instigated aggressive behavior without the help of the models).²¹

Shortly after exposure to the model, children entered a room containing several different toys, including a Bobo doll.²² The live model's actions were imitated by the children more often than the filmed or costumed adult's behavior although there was significant imitation of the latter two models.²³ The children who saw the aggressive models not only imitated them, but performed aggressive actions of their own.²⁴ The groups who saw the non-aggressive models showed little aggressive behavior.²⁵

The study suggests the importance of role models which affect children's behavior. This pertains to any

modeling behavior, not exclusively aggressive behavior. Prejudice is an example of a highly modeled behavior which may or may not lead to aggressive behavior.²⁶

Physiological Theories

There are many physiological reasons for pronounced aggressive behaviors in humans. (See Appendix A) Chemical or neural malfunctions can take over any rational state, as in rabies which attack the limbic system.²⁷ There may be 10 to 15 million Americans who have some sort of organic brain disease which may result in cerebral palsy, mental retardation, convulsive disorders, hyperkinetic behavior disorders and to a significant extent repeated personal violence.²⁸ Brain damage may occur before birth due to maternal diseases during pregnancy, disproportions in the size between the mother's pelvis and the baby's head, prolonged reduction in blood sugar levels, Rh incompatibilities, head damage during delivery and overuse of pain killers at birth.²⁹

Brain damage in normal children and adults can be the result of tumors, certain diseases and traumas such as automobile accidents, athletic injuries or any accidents which involve insult to the brain.³⁰ The exact effect of brain injury depends largely on the extent and location of the damage.³¹ Of major concern is where damage takes place in the limbic system, in which case the effects are likely to be motivational.³²

There are many different types of treatment for the physiologically aggressive person, from tranquilizing drugs to surgical procedures such as stereotaxic amygdotomy which destroys a part of the brain which controls to an extent maladjustive aggressive behavior.³³ There is considerable controversy over the use of medicine and medical procedures to control behavior and motivation. If doctors and scientists are able to control the actions of people who have physiological disorders of the brain, the possibility of controversial "mind control" are endless. K.E. Moyer (1969) keeps small quantities of the tasteless drug called diazepam which is a centrally acting skeletal muscle relaxant in the milk of vicious monkeys that become tame and friendly with no apparent side effects.³⁴

Kenneth Clark, President of the American Psychological Association in 1971, suggests that

...at some future time society may want to apply the findings of psychotechnology to its leaders by placing them under medication as a condition of office. Presumably drugs that reduce hostility and aggressiveness may provide a form of "psychological disarmament" which reduces the likelihood of war. Abhorrent as it may sound, a humane psychotechnology may be preferable in the long run to a nuclear holocaust (p.219).³⁵

Cultural, Environmental and Political

Theories

Cultural evidence of aggressiveness can be linked to learning and social theories. A child may have aggressive role models such as the head-hunting Iatamal in which high

levels of aggressiveness are normal and non-aggressiveness is not.³⁶ In contrast, there are cultures such as the Hutterites and the Quakers whose members stress peacefulness and for whom interpersonal aggression is rare.³⁷

In the United States, there are many different cultures with separate sets of norms concerning aggressiveness. In 1969, the National Commission on the Causes and Prevention of Violence reported that about half of those who responded to a poll considered it perfectly acceptable for the police to physically beat unarmed citizens who are rude.³⁸ Despite the fact that different cultures have different ideas about what are acceptable levels of aggression, in the United States, in general, aggression is more acceptable in males than in females.³⁹

Environmental factors play an important role in the development of aggressive tendencies. In Chicago, the chances of a resident being assaulted in a Negro ghetto are 1 in 77, while in an upper middle class suburban neighborhood, there is only a slim 1 in 10,000 chance.⁴⁰

The idea that a favorable environment can reduce anti-social behavior can be illustrated by a study of therapy with psychopathic boys who could possibly end up in reformatories. (McCord and McCord, 1956)⁴¹ Instead of placing hyperaggressive boys in aversion control based on punishment, they were given the positive reinforcement of friendship, understanding and a certain amount of permissiveness.⁴² By controlling the entire social environment

and by encouraging a sense of conscience, aggressive behavior was noticeably reduced.⁴³ Today, this same principle is used by groups such as The Boys Club and Big Brother/Big Sister.

The basis for political theories of aggression involves the disobedience of laws which are believed to be unjust or immoral. If an individual believes that the state is more important than the individual, such as Rousseau, Mussolini and Hegel, then civil disobedience is a more aggressive crime.⁴⁴ According to the social contract theory originated by Plato and popularized by John Locke, a contract with the state is binding and imposes moral obligations on individuals to obey its terms (the law of the land); however if the state breaks the contract, so may the individual.⁴⁵ There is also the stereotypical political anarchist who believes in the destruction of social order for its own sake.⁴⁶ Writer, philosopher, naturalist and anarchist Henry David Thoreau believed that every individual has a moral obligation to disobey laws which violate individual conscience.⁴⁷

The following sections of this chapter examine the physiological effects of arousal for aggressive action and some basic psychological reasons for aggression. Also, aggressiveness and aggressive traits will be discussed as to how they pertain to salesmen.

Physiological Determinants of Aggression

The first part of this chapter dealt with the physiology of aggression as neural or chemical imbalances in humans which would tend to make them a danger to themselves and others. The correction of the seemingly unprovoked bouts of aggressive behavior may be found in the use of drugs or surgery. In this section, the emphasis will be placed on the physiological aspects of man and animals in situations in which the body prepares itself for aggressive action.

Bodily Changes Due to Arousal for Aggressive Action

When a mammal becomes aware that aggressive action may be needed in a situation, a large number of bodily changes takes place. The autonomic nervous system which consists of two counter-balancing subsystems, the sympathetic and the parasympathetic, readies the body for action.⁴⁸ The sympathetic system is concerned with preparing the body for violent activity while the parasympathetic has the task of preserving and restoring bodily reserves.⁴⁹ Adrenalin pours into the blood when the body is aroused for action and the sympathetic system starts to take effect.⁵⁰ The heart beats faster and the blood goes from the skin to the brain and muscles and there is an increase in the blood pressure.⁵¹ There is a reduction in the time it takes for the blood to coagulate in case of

injury.⁵² The processes of digestion and storage of food is halted and salivation is restrained.⁵³ The body does not want to concern itself with any process which does not help ready the body for confrontation. The rectum and bladder do not empty as easily as under normal conditions and the respiratory system is stepped up.⁵⁴ The hairs stands on end to expose the skin to air to help cool the body and the sweat glands are activated to avoid overheating.⁵⁵

The parasympathetic system tries to counter-balance these effects. In the second stage of arousal for aggression, the parasympathetic processes occur. Dryness in the mouth may give way to slobbering.⁵⁶ The restrictions of the bladder and rectum suddenly may let go.⁵⁷ The pallid skin may turn bright red as the blood rushes back from the brain.⁵⁸ Observed carefully, these external signals help one animal become aware of the danger level of the aroused animal. For example, an angry, red-faced opponent is far less likely to attack than a white-faced, tight-lipped one.⁵⁹ Either one could prove a threatening adversary, but the latter is in the first stage of arousal and is more likely to spring into attack unless he is immediately appeased or counter-threatened even more strongly.⁶⁰

Seven Types of Aggression

The notion that several types of aggression exist are noted by Kenneth Moyer (1971) who presents evidence for at

least seven types of aggressive activities as follows:

1. Predatory aggression: aggression elicited by a natural object of prey
2. Inter-male aggression: aggression typically released by the presense of another male; the attack is usually without provocation
3. Irritable aggression: aggression usually described as either anger or rage; attack occurs in response to a broad range of stimuli, either animate or inanimate
4. Fear-induced aggression: aggression which occurs when escape is blocked
5. Territorial defense: aggression in defense of a territory; the aggression is usually against a member of the animal's own species
6. Maternal aggression: aggression involving defense of the young; this type of aggression is usually performed by the female in mammals
7. Instrumental aggression: aggressive behavior that is a learned response, performed when that response is reinforced⁶¹

Any or all of these types of aggression can be displayed in human beings.

The Association of Aggressive Behavior and Sexual Tension

The discussion of the physiological systems which prepare the body for aggressive activity may lead the reader

to believe that it is an instinct. Although bodily responses are innate and typical of all men and other animals, the question has not been answered as to whether there is any internal need for the mechanism to be brought into use; or whether, if the organism were never threatened, would aggression ever be manifested?⁶²

Aggression and sexual tension have been shown to be quite similar. Electrical stimulation of one area of a rooster can cause a restless searching for an object on which to discharge its aggression; while stimulation of another area will make the animal seek objects on which to display courtship patterns.⁶³ Sex, like aggression, in most cases, needs an outside stimulus to trigger the bodily changes needed for preparation of activity.⁶⁴ Kinsey found 14 physiological changes which are common to both sexual arousal and aggression preparedness and only four that are different in the two stages in emotion.⁶⁵ He contends this may be a reason why some couples who have been quarrelling end up making love.⁶⁶ Although sex is necessary for the survival of the species, it is not a necessity for an individual. Sexual tension, like aggression, can be triggered by a stimulus and may or may not be acted upon by the individual, depending on a variety of contributing factors.

Psychological Aspects of Aggression

The Interaction of Dependence and Independence on Aggression

Children who are raised with parents who show high degrees of aggressiveness may become aggressive or immune to aggression. However, for a child to become independent from his/her mother, the child must be allowed to show initiated drive, to seek out situations which may prove frustrating in order to possibly achieve success; in other words, to act in an aggressive manner.⁶⁷

An example of this is illustrated by the Harlows' experiment of a baby monkey reared with an artificial mother substitute.⁶⁸ The monkey was placed alone in a room with the mother substitute and a number of toys. At first, he clings to his "mother", but his curiosity is raised by the toys so he goes to them.⁶⁹ By touching a toy, such as a ball, it moves and the frightened monkey rushes back to his mother.⁷⁰ After being comforted by his mother, he is able to explore again, this time examining the toys a little further.⁷¹ The important thing to note is the desire of the monkey to explore his environment, but at the same time, be assured of the comfort and security of his mother.⁷² As in humans, if the mother monkey could say, "Come back here; don't touch those toys!", it could destroy the curiosity of the baby and make it cling more to the mother. In this way, it would have a harder time developing

initiating behavior and independence.⁷³

Compared to most other animals, humans take an unusually long time to reach adulthood. Baby chicks can walk right after they are born, while it takes human babies about a year or more. Most animals become adults and start their own families within a few years of their birth and some insects are even born, reproduce and die in the same day. The human needs a longer period of adjustment to the adult world. Our lives are more complex and we have longer life spans than most animals.

As children, humans seem to need the aggressive driving behaviors of exploration and initiation and goal direction to become independent from their parents. As adults, it is important for humans to preserve their individual identities and to feel autonomous.⁷⁴

Man is, however, a social animal. He will seek out other like him and form or join groups with a common interest or shared background such as religious groups, poker partners, job-related groups, and neighborhood clans.⁷⁵ However, whenever identity is threatened by too close an association with others there will be an increase of aggression leading to differentiation.⁷⁶ Obviously, people differ greatly in regard to the amount of identity loss they can tolerate. This process is closely related to the part aggression plays in territoriality.⁷⁷

Human Methods of Territorial Markings

One interesting aspect of a distinct social form of aggression is territorial defense.⁷⁸ This is not meant in the sense of killing a burglar in your house, although that is a form, but rather the need for humans to mark a territory so that others will be aware that it is his. Most dwellings are designed to accommodate one family or unit.⁷⁹ Although apartment buildings can accommodate many families, each dwelling is designed for one family; other people in the same building are not allowed to enter someone else's apartment without permission.

One important aspect of family territory is that it must be easily distinguished in some ways from all others.⁸⁰ Most people would rather not live in a home that looked just like all the other houses on the block, but marking your territory could mean anything from the number on your door to painting your house purple and putting pink flamingoes in the yard. The inside of a house usually is decorated with ornaments and personal belongings of the owner which is the equivalent to another territorial species depositing its personal scent on a landmark near its den.⁸¹

Cars and offices are subterritories, offshoots of home territories.⁸² That is one reason people put bumper stickers on their cars and get vanity license plates. In offices, people put their names on their desks and pictures of their spouse and children.⁸³ It is simply one way to mark your territory and make it more familiar to the

individual and to mark it off-limits to others.

Aggression as a Personality Trait

As noted earlier and often, aggressiveness cannot be defined as good or bad. It can be described in other terms, however, with positive and negative connotations. One way to apply personality to aggressive behavior is to label different character types. For example, Hartman, (1949) categorizes the following nine types of aggressive personality:

1. Reputation defenders
2. Norm enforcers
3. Self-image compensators
4. Self-defenders
5. Pressure removers
6. Bullies
7. Exploiters
8. Self-indulgers
9. Catharters⁸⁴

Another way to classify personality types is by the descriptions, chronically overcontrolled, undercontrolled, or appropriate controlled.⁸⁵ A chronically overcontrolled person normally operates under rigid inhibitions which prevent him from responding to provocation or displacing his aggressive tendencies.⁸⁶ Many brutal and senseless crimes are committed by persons who were thought to be mild-mannered, unemotional and in firm control. If this control

breaks, the result is likely to be extreme violence.⁸⁷

An undercontrolled person is the opposite in that he lacks social controls that inhibit antisocial behavior.⁸⁸ Appropriate control refers to a balance between assertiveness and inhibition so that an individual usually restrains himself except when the aggression might be considered justified.⁸⁹

Another type of aggressive personality is related to an active-independent behavior pattern.⁹⁰ Individuals are often dogmatic, insist on being right, but can be gracious and cheerful when matters are to their liking.⁹¹ The aggressive personality is described as brusque, argumentative and sometimes abusive.⁹² Other people may regard the aggressive personality as insensitive and coarse, but often they are keenly aware of the feelings of others and merely dislike displays of weakness, either in themselves or in others.⁹³ The active-independent personality regards himself as being assertive, energetic, self-reliant, strong, honest and reliable.⁹⁴

Aggressiveness and Sales

Aggressiveness as a Form of Frustration

The blocking or thwarting of goal attainment is referred to as frustration.⁹⁵ This is an internal condition of the individual; however, the frustrating barrier may be real or imagined.⁹⁶ Frustration may be expressed in aggressive behavior. It can lead to destructive behavior such as

hostility and striking out.⁹⁷ Although the frustrated individual may prefer to lash out at the real or imagined barrier, most often this is not possible, so the individual chooses a scapegoat or an activity to vent his frustration. For example, "the resentful worker may pick a quarrel with his wife, kick the cat, beat his children, or, more constructively, work off his feelings by chopping wood, by cursing or swearing, or engaging in violent exercise or horseplay of an aggressive nature."⁹⁸

"Boldness" in Closing Sales

There are many examples of aggression in sales. Some types of aggressiveness or "boldness" may seem obnoxious and pushy which further stereotype the salesman. An example, the book Secrets of Closing Sales makes this point .

Boldness in selling wins respect and orders. There are times in every sale when you have nothing to lose and everything to win. Here's how decent boldness works:

The salesman, an old pro, ran into unexpected resistance. The buyer trotted out all the objections, including a few insults. The sale seemed shot. The old pro stopped his prospect.

"Wait a minute, will you, while I write this up."

"Write what up?" asked the prospect.

"Your order."

"But I'm not going to buy. I just told you that."

"I know, I know. I heard you. But what you said convinces me you need my line."⁹⁹

Boldness won. The prospect signed!

In the opinion of the author of this study, this approach would turn off a prospective buyer, not encourage him to place an order. The line "I know, I know. I

heard you." seems especially rude and condescending. The buyer even insults the salesman, which shows aggressive tendencies of his own.

In another example, the customer is made to look like a simple child, rather than a businessman, who needs to be led by the hand of the salesman.

There is nothing wrong with using a little pressure. Often it works. Many prospects, bored by the soft-sell, welcome a push. Help them make up their minds. Buyers often toss in convictions, but as a means of obscuring their own doubts and indecision. They're on the fence and waiting for you to knock them off.

Prospect: "I don't think I'm ready to buy right now."

You: "Mr. Smith, I think you're as ready as you'll ever be. If there is still something you're in doubt about, name it and I'll clear it up. Otherwise, why don't we just get on with it."

Prospect: "Your company is a little high in price."

You: "If that's all you're worried about, you may as well sign right now. Our prices are competitive. You won't do any better anywhere in the industry."¹⁰⁰

Secrets of Closing Sales tells readers,

There's one thing essential you must have, aside from knowing how to close. It is a desire to close--a desire so strong that everything in your life is insignificant in comparison. That desire is something you can't get from any outside source. It has to come from inside (p.27).¹⁰¹

Another quote from the book is by a friend of its author. "There is nothing I'd rather do than sell. The prospect of closing is smoke to my nostrils."¹⁰²

Philip D. Armour, business-builder and master salesman said, "A salesman should push hardest for sales all

the time. When business is good...it's easy to sell. When business is bad, ...a salesman has to push hard to make any sales at all."¹⁰³

A veteran sales manager stated, "I want each person on my sales force not only to want to sell, but want to sell more than any salesperson has ever sold. I want all my salespeople to get all the business in the world."¹⁰⁴

Ingredients for a Top Salesman

Whether the big money lures a person into sales, the love of selling or the chance for advancement, sales has had an abnormally high turnover rate. According to a national magazine, 55% of sales personnel have no ability to sell, 25% have sales ability but are selling the wrong product or service.¹⁰⁵ Twenty percent of all salespeople are making 80% of all sales; they are suited to their products and have sales ability.¹⁰⁶

According to two recent surveys, 28% of the chief executives of America's largest corporations came up through sales and marketing--more than any other department.¹⁰⁷ Sales is a particularly fast ladder in firms whose profits depend on moving fast quantities of such consumer products as groceries or cosmetics.¹⁰⁸

There are three basic traits found common to successful salespeople: empathy, ego drive and ego strength, according to Nation's Business.¹⁰⁹ Empathy is required in order to recognize cues and clues provided by prospective

clients which gives salesmen the feedback needed to make necessary modifications in their strategy.¹¹⁰

Ego drive is the personal satisfaction gained by persuading others. There is a distinction made in this article between ego drive and ambition, aggression, energy and the willingness to work hard.¹¹¹ Ego strength is the ability to bounce back from rejection and to be even more motivated to succeed the next time.¹¹² In the book The Best Way in the World for Women to Make Money, the author compares sales to asking someone to dance with your friend. If you were asking for yourself, feelings of rejection would be normal, but in this example, the rejection applies to the friend (your company) and can be dealt with more easily.¹¹³

The major personality dynamics of successful salespeople, empathy, ego drive and ego strength, do not guarantee success, but lack of any or all traits can insure sales failure.¹¹⁴

Summary of Review of Literature

Aggressiveness is a multidimensional concept and one not given to clear meaning, either on a positive or a negative level. There are reasons for aggressiveness ranging from physiological to psychological motivations and on every level in between.

Salesmen are assigned a stereotypical image of the worst kind of psychological aggressive behavior. Not

counting clerks and peddlers, there are close to 3 million salespeople in the United States, according to the Department of Labor and they cannot all be Herb Tarlecks.¹¹⁵

If the literature reviewed is any indication of the actual attitude of salespeople, it is easily understood how the image of salespeople is such a negative one.

ENDNOTES

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⁶Ibid.

⁷Ibid.

⁸Ibid.

⁹Ibid.

¹⁰Ibid.

¹¹Ibid.

¹²Ibid.

¹³Ibid., p. 213.

¹⁴Ibid.

¹⁵Ibid.

¹⁶Ibid.

¹⁷Ibid., p. 9.

¹⁸Ibid.

¹⁹Ibid.

²⁰Ibid.

²¹Ibid., p. 149.

²²Petri, Herbert L., Motivation: Theory and Research
Belmont, California: Wadsworth Publishing Company, 1981,
p. 9.

²³Ibid.

²⁴Ibid.

²⁵Ibid.

²⁶Johnson, Roger, p. 214.

²⁷Ibid., p. 77

²⁸Ibid.

²⁹Ibid.

³⁰Ibid.

³¹Ibid.

³²Ibid.

³³Ibid., p. 83.

³⁴Ibid., p. 219.

³⁵Ibid.

³⁶Ibid.

³⁷Ibid.

³⁸Ibid., p. 220.

³⁹Ibid., p. 219.

⁴⁰Ibid., p. 221.

⁴¹Ibid., p. 222.

⁴²Ibid.

⁴³Ibid.

⁴⁴Ibid., p. 223.

⁴⁵Ibid.

⁴⁶Ibid.

⁴⁷Ibid., p. 224.

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p. 122.

⁴⁹Ibid., p. 123.

⁵⁰Ibid., p. 122.

⁵¹Ibid.

⁵²Ibid.

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⁵⁵Ibid., p. 123.

⁵⁶Ibid., p. 124.

⁵⁷Ibid.

⁵⁸Ibid.

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⁶⁰Ibid.

⁶¹Petri, p. 109.

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1968, p. 14.

⁶³Ibid., p. 15.

⁶⁴Ibid., p. 16

⁶⁵Ibid.

⁶⁶Ibid.

⁶⁷Ibid., p. 54.

⁶⁸Ibid., p. 43.

⁶⁹Ibid.

⁷⁰Ibid.

⁷¹Ibid.

⁷²Ibid.

⁷³Ibid.

⁷⁴Ibid., p. 54.

⁷⁵Ibid.

⁷⁶Ibid.

⁷⁷Ibid.

⁷⁸Morris, p. 149.

⁷⁹Ibid.

⁸⁰Ibid.

⁸¹Ibid.

⁸²Ibid.

⁸³Ibid.

⁸⁴Johnson, Roger, p. 126.

⁸⁵Ibid., p. 127.

⁸⁶Ibid.

⁸⁷Ibid.

⁸⁸Ibid.

⁸⁹Ibid.

⁹⁰Ibid.

⁹¹Ibid.

⁹²Ibid.

⁹³Ibid.

⁹⁴Ibid.

⁹⁵Hersey, Paul and Ken Blanchard, Management of Organizational Behavior, New Jersey: Prentice-Hall, Inc. 1982, p. 18.

⁹⁶Ibid.

⁹⁷Ibid.

⁹⁸Ibid.

⁹⁹Roth, Charles and Roy Alexander, Secrets of Closing Sales, New Jersey: Prentice-Hall, Inc., 1983, p. 102.

¹⁰⁰Ibid., p. 43.

¹⁰¹Ibid., p. 27.

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¹⁰³Ibid.

¹⁰⁴Ibid., p. 28.

¹⁰⁵Greenberg, Jeanne and Herbert Greenberg, "The Personality of a Top Salesman," 'Nation's Business', Vol. 71, December, 1983, p. 30.

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¹⁰⁷Mead, William, "The Life of a Salesman," Money, Vol. 9, October, 1980, p. 118.

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¹¹¹Ibid.

¹¹²Ibid., p. 32.

¹¹³King, David and Karen Levine, The Best Way in the World for a Woman to Make Money, New York: Rawson, Wade Publishers, Inc., 1979, p. 43.

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CHAPTER III

METHODOLOGY AND ANALYSIS

Demographic Information on Respondents

To determine the demographic information of the respondents, the survey (see Appendix B) instructed each salesperson to designate his/her sex, length of time employed in the field of sales, length of time employed with the station and whether or not the salesperson has worked in any department besides sales.

Of the 48 respondents, 30 (62.5%) are men and 18 (37.5) are women. The majority (79%) of all salespeople had worked in the field of sales for other companies before they began working at the station where they were employed. Only four percent had worked at their stations longer than they had been in sales because they had worked in other departments than sales at their station. Of the remaining 17%, the only job they have had in sales is at the station where they completed the survey.

The average length of employment in the field of sales for all respondents was nine years, five months. The respondents had been with the same station an average of four years, nine months and in sales at their stations an average of three years and eleven months. (see

Table I) Only seven of the 48 respondents had worked in departments besides sales.

TABLE I
TABULATIONS FOR YEARS AND MONTHS
OF RESPONDENTS IN SALES
AND AT STATIONS

Length of time in sales:

Total of all respondents- 442 years 126 months

1. 442×52 (number of weeks in a year) = 22,984
2. 126×4.25 (number of weeks in a month) = 535.5
3. total weeks: $22,984 + 535.5 = 23,519.5$
4. $23,519.5 / 48$ (number of respondents) = 490 weeks
5. $490 / 52 = 9.42$ years
6. $52 \times 9 = 468$ $490 - 468 = 22$ weeks
7. $22 / 4.25 = 5.17$

Average respondent's length of employment in sales:

9 years and 5 months

Length of time at station:

Total of all respondents- 212 years 185 months

1. 212×52 (number of weeks in a year) = 11,024
2. 185×4.25 (number of weeks in a month) = 786.25
3. total weeks: $11,024 + 786.25 = 11,810.25$
4. $11,810.25 / 48$ (number of respondents) = 246.05
5. $246 / 52 = 4.73$ years
6. $52 \times 4 = 208$ $246 - 208 = 38$ weeks
7. $38 / 4.25 = 9$

Average respondent's length of employment with station:

4 years and 9 months

Table II is a list of respondents and their respective codes. These codes are used primarily in the examination of the sales grid and the Likert scale used in the survey (see Appendix B) which will be discussed later in greater detail. There are 48 salespeople from ten stations in Decatur, Champaign and Springfield, Illinois.

At WSOY-Radio in Decatur, eight salespeople returned the survey. After taking the surveys back to the station for clarification, two of the eight salespeople, Harold and Rocki, did not return their already completed surveys. Some, but not all of the information on their surveys was recorded. For this reason, numbers 6 and 7 are not included in all sections of this paper.

WDZ-Radio in Decatur returned four surveys. At WAND-TV, an ABC affiliate in Decatur, salespeople returned eight surveys.

The lowest return of surveys was in Champaign. One survey was returned from WLRW-Radio and two from WDWS-Radio. The CBS affiliate, WCIA-TV returned six surveys.

Of the four radio stations that returned surveys in Springfield, five were collected from WMAY, eight from WTAX and three each from WCVS and WVEM. (WVEM had the highest percentage of returned surveys due to the fact they only have three people on their sales staff.)

Although television station WICS-NBC was contacted three times for the collection of the survey, there were none returned.

TABLE II
LIST OF RESPONDENTS
AND CODES

1. Richard	WSOY	17. Scott	WDZ	33. Patti	WMAY
2. Sean	WSOY	18. Mark	WDZ	34. Joe	WMAY
3. Rick	WSOY	19. Bill	WDZ	35. June	WMAY
4. Tom	WSOY	20. Scheri	WDZ	36. Susan	WMAY
5. Joyce	WSOY	21. Melodi	WLRW	37. Geri	WTAX
6. Rocki	WSOY	22. Denise	WCIA	38. Lee	WTAX
7. Harold	WSOY	23. Doug	WCIA	39. Diana	WTAX
8. Larry	WSOY	24. Jim	WCIA	40. Kathy	WTAX
9. Doug	WAND	25. Jacalyn	WCIA	41. Phil	WTAX
10. Jay	WAND	26. Davida	WCIA	42. Ted	WTAX
11. Dewayne	WAND	27. Dick	WCIA	43. Anne	WTAX
12. Beth	WAND	28. Jack	WDWS	44. Geoffrey	WCVS
13. Mike	WAND	29. David	WDWS	45. Tim	WTAX
14. Roland	WAND	30. Elaine	WVEM	46. John	WVEM
15. Ted	WAND	31. Scotty	WVEM	47. Nancy	WCVS
16. Tom	WAND	32. Ron	WMAY	48. Jim	WCVS

WSOY-Radio Decatur WCIA- TV Champaign

WAND- TV Decatur WLRW-Radio Champaign

WDZ-Radio Decatur WDWS-Radio Champaign

WMAY-Radio Springfield WVEM-Radio Springfield

WTAX-Radio Springfield WCVS-Radio Springfield

Sociometric Analysis of Respondents

In Tables III through XII, sociometric matrices and indices are examined. Tables III through VII deal with choices concerning effectiveness and Tables VIII through XII deal with choices concerning aggressiveness.

Only five stations, WSOY, WAND, WCIA, WMAY and WTAX were examined because they each had at least five salespeople who completed the survey. As stations WDZ, WLRW, WDWS and WCVS each had such a small percentage of returns, a sociometric study would have proved inconclusive. Although WVEM had a 100% return, there were only three people on the sales staff. Since they were asked to name two other salespeople besides themselves who they considered most aggressive and effective, at WVEM, they had no choice but to choose each other.

In Table III, the effectiveness of salespeople at WSOY-Radio in Decatur is examined. The choosers are listed vertically and the ones chosen are listed horizontally across the top of the page.

Paul did not complete a survey, but since he was chosen so frequently by the other salesmen at WSOY, he was contacted by telephone and asked to choose those he thought were most effective and aggressive at his station. For this reason, he is included in the sociometric study but not in any other section of this paper.

TABLE III
 SOCIOMETRIC STUDY OF EFFECTIVENESS
 AT WSOY-RADIO IN DECATUR

		A	B	C	D	E	F	G	H	I	
choosers	Rocki	A	0	1	1	0	0	0	0	0	0
	Harold	B	0	0	1	0	0	0	0	0	1
	Larry	C	0	1	0	0	0	0	0	0	0
	Richard	D	0	0	0	0	0	0	0	1	1
	Sean	E	0	0	0	0	0	0	0	1	1
	Rick	F	0	0	0	0	0	0	0	1	1
	Tom	G	0	0	0	0	0	1	0	0	1
	Joyce	H	0	0	1	0	0	0	0	0	1
	Paul	I	0	1	1	0	0	0	0	0	0
				0	3	4	0	0	1	0	3

(chose one)

Simple Choices:

Rocki chose Harold; Harold did not choose Rocki
 Rocki chose Larry; Larry did not choose Rocki
 Richard chose Joyce; Joyce did not choose Richard
 Richard chose Paul; Paul did not choose Richard
 Sean chose Joyce; Joyce did not choose Sean
 Sean chose Paul; Paul did not choose Sean
 Rick chose Joyce; Joyce did not choose Rick
 Rick chose Paul; Paul did not choose Rick
 Tom chose Rick; Rick did not choose Tom
 Tom chose Paul; Paul did not choose Tom
 Joyce chose Paul; Paul did not choose Joyce
 Joyce chose Larry; Larry did not choose Joyce
 Paul chose Larry; Larry did not choose Paul

Mutual Choices:

Harold chose Larry and Larry chose Harold
 Harold chose Paul and Paul chose Harold

TABLE III (Continued)

Choice Status:

Rocki	A - 0/8 = .00
Harold	B - 3/8 = .38
Larry	C - 4/8 = .50
Richard	D - 0/8 = .00
Sean	E - 0/8 = .00
Rick	F - 1/8 = .13
Tom	G - 0/8 = .00
Joyce	H - 3/8 = .38
Paul	I - 6/8 = .75

Group Cohesiveness:

$$\frac{2}{2 \times 9/2} = \frac{2}{9} = .22$$

The simple choices reveal who at WSOY was chosen to be effective by a salesman who did not in turn choose him. The mutual choices reveal salesmen who chose each other as effective.

The choice status of each salesman shows the percentage of the number of times they were chosen as effective by the others at WSOY. This is done by dividing the number of times a salesman was chosen by the total number of salesmen who returned a survey from his station minus one. (since the salesman could not choose himself) At WSOY, Rocki, Richard, Sean and Tom were not chosen by anyone as effective. Paul was chosen as effective by 75% of the

other salespeople who completed the survey. Harold's choice status is .38, Larry was chosen by 50%, Rick was chosen by 13% and Joyce's choice status is .38.

Group cohesiveness is determined by dividing the number of mutual choices by the number of choices permitted (2) times the number of people in the group divided by two. At WSOY, the group cohesiveness concerning effectiveness is .22 which is relatively low. Each station which follows will use the same format described above concerning effectiveness and aggressiveness in Tables III through XII.

TABLE IV
SOCIOMETRIC STUDY OF EFFECTIVENESS
AT WAND-TV IN DECATUR

		A	B	C	D	E	F	G	H	Larry
	Doug	A	0	1	1	0	0	0	0	0
	Jay	B	1	0	0	0	0	0	0	1
	Dewayne	C	1	1	0	0	0	0	0	0
choosers	Beth	D	1	1	0	0	0	0	0	0
	Mike	E	0	1	1	0	0	0	0	0
	Roland	F	1	0	1	0	0	0	0	0
	Ted	G	0	1	0	0	0	0	0	1
	Tom	H	1	0	0	0	0	0	0	1
			5	5	3	0	0	0	0	3

TABLE IV (Continued)

Simple Choices:

Beth chose Doug; Doug did not choose Beth
 Beth chose Jay; Jay did not choose Beth
 Mike chose Jay; Jay did not choose Mike
 Mike chose Doug; Doug did not choose Mike
 Roland chose Doug; Doug did not choose Roland
 Roland chose Dewayne; Dewayne did not choose Roland
 Ted chose Doug; Doug did not choose Ted
 Ted chose Jay; Jay did not choose Ted
 Tom chose Doug; Doug did not choose Tom

Larry was chosen by Roland, Ted and Tom but did not return a survey.

Mutual Choices:

Doug chose Jay and Jay chose Doug
 Doug chose Dewayne and Dewayne chose Doug

Choice Status:

Doug A - $5/7 = .71$
 Jay B - $5/7 = .71$
 Dewayne C - $3/7 = .43$
 Beth D - $0/7 = .00$
 Mike E - $0/7 = .00$
 Roland F - $0/7 = .00$
 Ted G - $0/7 = .00$
 Tom H - $0/7 = .00$
 Larry I - $3/7 = .43$

Group Cohesiveness:

$$\frac{2}{2 \times 8/2} \quad \frac{2}{8} \quad .25$$

In Table IV, the effectiveness choices at WAND-TV in Decatur are examined. There is one more person chosen than the total number of choosers because although Larry was chosen by other salespeople, he did not complete a survey.

The choice status of each person reveals that Beth, Mike, Roland, Ted and Tom were not picked by anyone as effective. Dewayne and Larry were each chosen by 43% of the other salespeople. Doug and Jay shared the highest choice status of this station of .73.

Table V deals with the choices concerning effectiveness at WCIA-TV in Champaign. Denise, Jim and Jacalyn each had a choice status of .00, meaning that they were not chosen by anyone as effective. Dick was picked by 40% of the other salespeople while Doug and Davida were chosen by every other salesperson. There were three pairs of mutual choices and this group had the highest cohesiveness at .50.

TABLE V
 SOCIOMETRIC STUDY OF EFFECTIVENESS
 AT WCIA-TV IN CHAMPAIGN

		A	B	C	D	E	F	
choosers	Denise	A	0	1	0	1	0	0
	Doug	B	0	0	0	1	0	1
	Jim	C	0	1	0	1	0	0
	Dauida	D	0	1	0	0	0	1
	Jacalyn	E	0	1	0	1	0	0
	Dick	F	0	1	0	1	0	0
				0	5	0	5	0

Simple Choices:

Denise chose Doug; Doug did not choose Denise
 Denise chose Dauida; Dauida did not choose Denise
 Jim chose Doug; Doug did not choose Jim
 Jim chose Dauida; Dauida did not choose Jim
 Jacalyn chose Doug; Doug did not choose Jacalyn
 Jacalyn chose Dauida; Dauida did not choose Jacalyn

Mutual Choices:

Doug chose Dauida and Dauida chose Doug
 Doug chose Dick and Dick chose Doug
 Dauida chose Dick and Dick chose Dauida

Choice Status:

Denise A - $0/5 = .00$

Doug B - $5/5 = 1.00$

Jim C - $0/5 = .00$

Dauida D - $5/5 = 1.00$

Jacalyn E - $0/5 = .00$

Dick F - $2/5 = .40$

Group Cohesiveness:

$$\frac{3}{2 \times 6/2} \frac{3}{6} = .50$$

Table VI examines effectiveness at WMAY-Radio in Springfield. June was not chosen to be effective by anyone; Ron and Joe each were chosen by one other person (.25). Patti was chosen by 75% of the salespeople and Susan was chosen by every other salesperson (1.00). There were two mutual choices and a group cohesiveness rate of .40.

TABLE VI
SOCIOMETRIC STUDY OF EFFECTIVENESS
AT WMAY-RADIO IN SPRINGFIELD

	A	B	C	D	E	
Ron	0	1	0	0	1	
Patti	1	0	0	0	1	
Joe	0	1	0	0	1	
June	0	0	1	0	1	
Susan	0	1	0	0	0	(chose one)
	1	3	1	0	4	

Simple Choices:

Ron chose Susan; Susan did not choose Ron
 Joe chose Patti; Patti did not choose Joe
 Joe chose Susan; Susan did not choose Joe
 June chose Joe; Joe did not choose June
 June chose Susan; Susan did not choose June

Mutual Choices:

Ron chose Patti and Patti chose Ron
 Patti chose Susan and Susan chose Patti

TABLE VII

SOCIOMETRIC STUDY OF EFFECTIVENESS
AT WTAX-RADIO IN SPRINGFIELD

		A	B	C	D	E	F	G	H	Jim	Andrea	
	Geri	A	0	0	0	1	0	0	1	0	0	
	Lee	B	0	0	0	1	0	0	1	0	0	
CHOOSERS	Diana	C	0	0	0	1	0	1	0	0	0	
	Kathy	D	1	0	0	0	1	0	0	0	0	
	Phil	E	0	0	0	0	0	1	0	1	0	
	Ted	F	1	0	0	1	0	0	0	0	0	
	Anne	G	0	0	0	0	1	0	0	0	1	
	Tim	H	0	0	0	1	0	0	0	0	1	0
			2	0	0	2	5	0	2	2	2	1

Simple Choices:

Geri chose Phil; Phil did not choose Geri
 Geri chose Tim; Tim did not choose Geri
 Lee chose Phil; Phil did not choose Lee
 Lee chose Tim; Tim did not choose Lee
 Diana chose Phil; Phil did not choose Diana
 Diana chose Anne; Anne did not choose Diana
 Kathy chose Geri; Geri did not choose Kathy
 Kathy chose Phil; Phil did not choose Kathy
 Phil chose Jim; Jim did not choose Phil
 Ted chose Geri; Geri did not choose Ted
 Ted chose Kathy; Kathy did not choose Ted
 Anne chose Andrea; Andrea did choose Anne
 Tim chose Kathy; Kathy did not choose Tim
 Tim chose Jim; Jim did not choose Tim

Mutual Choice:

Anne chose Phil and Phil chose Anne

Jim was chosen by Phil and Tim but did not return a survey.
 Andrea was chosen by Anne but did not return a survey.

TABLE VII (Continued)

Choice Status:

Geri A - $2/7 = .29$ Lee B - $0/7 = .00$ Diana C - $0/7 = .00$ Kathy D - $2/7 = .29$ Phil E - $5/7 = .71$ Ted F - $0/7 = .00$ Anne G - $2/7 = .29$ Tim H - $2/7 = .29$ Jim - $2/7 = .29$ Andrea - $1/7 = .14$

Group Cohesiveness:

$$\frac{1}{2 \cdot 8/2} = \frac{1}{8} = .13$$

In Tables VIII through XII, aggressiveness is examined. These matrices and indices are figured in the same manner as those that dealt with effectiveness.

TABLE VIII
 SOCIOMETRIC STUDY OF AGGRESSIVENESS
 AT WSOY-RADIO IN DECATUR

		A	B	C	D	E	F	G	H	I
Rocki	A	0	1	1	0	0	0	0	0	0
Harold	B	0	0	1	0	0	0	0	0	1
Larry	C	0	1	0	0	0	0	0	0	1
Richard	D	0	1	0	0	0	0	0	0	1
Sean	E	0	0	1	0	0	0	0	0	1
Rick	F	0	0	0	0	0	0	0	1	1
Tom	G	0	0	0	0	0	1	0	0	1
Joyce	H	0	1	0	0	0	0	0	0	1
Paul	I	0	1	1	0	0	0	0	0	0
		0	5	4	0	0	1	0	1	7

Simple Choices:

Rocki chose Harold; Harold did not choose Rocki
 Rocki chose Larry; Larry did not choose Rocki
 Richard chose Harold; Harold did not choose Richard
 Richard chose Paul; Paul did not choose Richard
 Sean chose Larry; Larry did not choose Sean
 Sean chose Paul; Paul did not choose Sean
 Rick chose Joyce; Joyce did not choose Rick
 Rick chose Paul; Paul did not choose Rick
 Tom chose Rick; Rick did not choose Tom
 Tom chose Paul; Paul did not choose Tom
 Joyce chose Harold; Harold did not choose Joyce
 Joyce chose Paul; Paul did not choose Joyce

Mutual Choices:

Harold chose Larry and Larry chose Harold
 Harold chose Paul and Paul chose Harold
 Larry chose Paul and Paul chose Larry

TABLE VIII (Continued)

Choice Status:

Rocki A - 0/8 = .00

Harold B - 5/8 = .63

Larry C - 4/8 = .50

Richard D - 0/8 = .00

Sean E - 0/8 = .00

Rick F - 1/8 = .13

Tom G - 0/8 = .00

Joyce H - 1/8 = .13

Paul I - 7/8 = .88

Group Cohesiveness:

$$\frac{3}{2 \times 9/2} = \frac{3}{9} = .33$$

At WSOY-Radio in Decatur, Paul was chosen by seven other salesmen, giving him a choice status of .88. Rocki, Richard, Sean and Tom were not chosen by anyone. Rick and Joyce each had a .13, Larry had a .50 and Harold had a choice status of .63 with five votes. The group cohesiveness is .33.

TABLE IX
 SOCIOMETRIC STUDY OF AGGRESSIVENESS
 AT WAND-TV IN DECATUR

		A	B	C	D	E	F	G	H	Larry
Doug	A	0	1	1	0	0	0	0	0	0
Jay	B	1	0	0	0	0	0	0	0	1
Dewayne	C	1	0	0	0	0	1	0	0	0
Beth	D	1	1	0	0	0	0	0	0	0
Mike	E	1	1	0	0	0	0	0	0	0
Roland	F	1	0	1	0	0	0	0	0	0
Ted	G	0	0	0	0	0	0	0	1	1
Tom	H	1	0	0	0	0	1	0	0	0
		6	3	2	0	0	2	0	1	2

Simple Choices:

Jay chose Lar; Lar did not choose Jay
 Beth chose Doug; Doug did not choose Beth
 Beth chose Jay; Jay did not choose Beth
 Mike chose Doug; Doug did not choose Mike
 Mike chose Jay; Jay did not choose Mike
 Roland chose Doug; Doug did not choose Roland
 Ted chose Tom; Tom did not choose Ted
 Ted chose Larry; Larry did not choose Ted
 Tom chose Doug; Doug did not choose Tom
 Tom chose Roland; Roland did not choose Tom

Mutual Choices:

Doug chose Jay and Jay chose Doug
 Doug chose Dewayne and Dewayne chose Doug
 Dewayne chose Roland and Roland chose Dewayne

Larry was chosen by Jay and Ted, but did not return a survey.

Choice Status:

Doug A - $6/8 = .75$

Jay B - $3/8 = .38$

TABLE IX (Continued)

Dewayne	C	-	$2/8 = .25$	
Beth	D	-	$0/8 = .00$	
Mike	E	-	$0/8 = .00$	
Roland	F	-	$2/8 = .25$	Group Cohesiveness:
Ted	G	-	$0/8 = .00$	$\frac{3}{2 \times 9/2} = \frac{3}{9} = .33$
Tom	H	-	$1/8 = .13$	
Larry		-	$2/8 = .25$	

The matrix concerning aggressiveness at WAND-TV in Decatur shows that Doug had the highest choice status of .75. Jay was chosen by three salespeople, giving him a choice status of .38 while Dewayne, Roland and Larry had .25 each. Tom was chosen by one other person (CS.13) and Beth, Mike and Ted each had a choice status of .00 as no one chose them as aggressive. The group cohesiveness of WAND is .33.

TABLE X
 SOCIOMETRIC STUDY OF AGGRESSIVENESS
 AT WCIA-TV IN CHAMPAIGN

		A	B	C	D	E	F		
Denise	A	0	1	0	1	0	0		
Doug	B	0	0	0	0	0	0	- (wrote that no one is aggressive)	
Jim	C	0	1	0	1	0	0		
Davida	D	0	1	0	0	0	1		
Jacalyn	E	0	1	0	1	0	0		
Dick	F	0	1	0	1	0	0		
		0	5	0	4	0	1		

Simple Choices:

Denise chose Doug; Doug did not choose Denise
 Denise chose Davida; Davida did not choose Denise
 Jim chose Doug; Doug did not choose Jim
 Jim chose Davida; Davida did not choose Jim
 Davida chose Doug; Doug did not choose Davida
 Jacalyn chose Doug; Doug did not choose Jacalyn
 Jacalyn chose Davida; Davida did not choose Jacalyn
 Dick chose Doug; Doug did not choose Dick

Mutual Choice:

Davida chose Dick and Dick chose Davida

Choice Status:

Denise A - $0/5 = .00$

Doug B - $5/5 = 1.00$

Jim C - $0/5 = .00$

Davida D - $4/5 = .80$

Jacalyn E - $0/5 = .00$

Dick F - $1/5 = .20$

Group Cohesiveness:

$$\frac{1}{2 \times 6/2} = \frac{1}{6} = .17$$

At WCIA-TV in Champaign, Doug wrote on his survey he did not consider anyone at his station to be aggressive. He, however, was chosen as aggressive by every other person who returned a survey from his station, giving him a choice status of 1.00. Denise, Jacalyn and Jim were not chosen to be aggressive by anyone. Davida was chosen by everyone except Dick, giving her a choice status of .80 and Dick was chosen by one person (CS.20). The group cohesiveness rate was a low .17.

TABLE XI
SOCIOMETRIC STUDY OF AGGRESSIVENESS
AT WMAY-RADIO. IN SPRINGFIELD

		A	B	C	D	E	Jeff	
Choosers	Ron	A	0	1	0	0	1	0
	Patti	B	1	0	0	0	1	0
	Joe	C	0	1	0	0	1	0
	June	D	0	0	1	0	1	0
	Susan	E	0	0	1	0	0	1
			1	2	2	0	4	1

Simple Choices:

Ron chose Susan; Susan did not choose Ron
 Patti chose Susan; Susan did not choose Patti
 Joe chose Patti; Patti did not choose Joe
 June chose Joe; Joe did not choose June
 June chose Susan; Susan did not choose June
 Susan chose Jeff; Jeff did not choose Susan

TABLE XI (Continued)

Mutual Choices:

Ron chose Patti and Patti chose Ron
 Joe chose Susan and Susan chose Joe

Jeff was chosen by Susan but did not return a survey

Choice Status:

Ron A - $1/4 = .25$

Patti B - $2/4 = .50$

Joe C - $2/4 = .50$

June D - $0/4 = .00$

Susan E - $4/4 = 1.00$

Jeff - $1/4 = .25$

Group Cohesiveness:

$$\frac{2}{2 \times 5/2} = \frac{2}{5} = .40$$

The person most often chosen as aggressive at WMAY-Radio was Susan with a choice status of 1.00. Patti and Joe each were chosen by two other people (CS.50). Jeff (who did not return a survey) and Ron each had a choice status of .25. The cohesiveness rate for this group is .40.

TABLE XII
 SOCIOMETRIC STUDY OF AGGRESSIVENESS
 AT WTAX-RADIO IN SPRINGFIELD

		A	B	C	D	E	F	G	H	Jim
Chasers	Geri	A	0	0	0	1	0	0	1	0
	Lee	B	0	0	0	1	0	0	0	1
	Diana	C	0	1	0	1	0	0	0	0
	Kathy	D	0	0	0	1	0	0	0	0 (chose one)
	Phil	E	0	0	0	0	0	0	1	1
	Ted	F	0	0	0	1	0	0	1	0
	Anne	G	0	0	0	0	1	0	0	1
	Tim	H	0	0	0	0	0	0	0	1 (chose one)
		0	1	0	1	5	0	0	3	4

Simple Choices:

Geri chose Phil; Phil did not choose Geri
 Geri chose Tim; Tim did not choose Geri
 Lee chose Phil; Phil did not choose Lee
 Lee chose Tim; Tim did not choose Lee
 Diana chose Lee; Lee did not choose Diana
 Diana chose Phil; Phil did not choose Diana
 Kathy chose Phil; Phil did not choose Kathy
 Phil chose Tim; Tim did not choose Phil
 Phil chose Jim; Jim did not choose Phil
 Ted chose Kathy; Kathy did not choose Ted
 Ted chose Tim; Tim did not choose Ted
 Anne chose Phil; Phil did not choose Anne
 Anne chose Jim; Jim did not choose Anne
 Tim chose Jim; Jim did not choose Tim

Jim was chosen by Lee, Phil, Anne and Tim but did not return a survey.

Mutual Choices:

None

TABLE XII (Continued)

Choice Status:		
Geri	A - 0/7 = .00	
Lee	B - 1/7 = .14	
Diana	C - 0/7 = .00	
Kathy	D - 1/7 = .14	
Phil	E - 5/7 = .71	Group Cohesiveness:
Ted	F - 0/7 = .00	.00
Anne	G - 0/7 = .00	
Tim	H - 3/7 = .43	
Jim	- 4/7 = .57	

Table XII presents choices concerning aggressiveness at WTAX-Radio in Springfield. Phil was chosen by five other salesmen and had the highest choice status of his group at .71. Jim and Tim each had a choice status of .43 and .57 respectively. Lee and Kathy each were chosen by one other person giving them a choice status of .14. Geri, Diana, Ted and Anne were not chosen as aggressive and had a choice status of .00. Among this group, there were no mutual choices, hence the group's cohesiveness was .00.

The Sales Grid

Respondents were asked to rank-order grid elements, Decisions, Convictions, Energetic Enthusiasm, Conflict, Temper and Humor (see Appendix B). There are five different sales styles as explained in Guideposts for Effective Salesmanship by Robert R. Blake and Jane Srygley Mouton.¹

After ranking a series of statements, the respondent should be able to tell which selling style most closely reflects his own. The styles are:

- 1,1 - Low concern for the customer
 - Low concern for the sale
 - Take-it-or-leave-it orientation

"I place the product before the customer and it sells itself as and when it can."

- 1,9 - High concern for the customer
 - Low concern for the sale
 - People oriented

"I am the customer's friend. I want to understand and respond to his feelings and interests so that he will like me. It is the personal bond that leads him to purchase from me."

- 5,5 - Moderate concern for the customer
 - Moderate concern for the sale
 - Sales technique oriented

"I have a tried and true routine for getting the

customer to buy from me. It motivates him through a blend of 'personality' and product emphasis."

9,1 - Low concern for the customer

High concern for the sale

Push-the-product oriented

"I take charge of the customer and hard-sell him, piling on all the pressure it takes to get him to buy."

9,9 - High concern for the customer

High concern for the sale

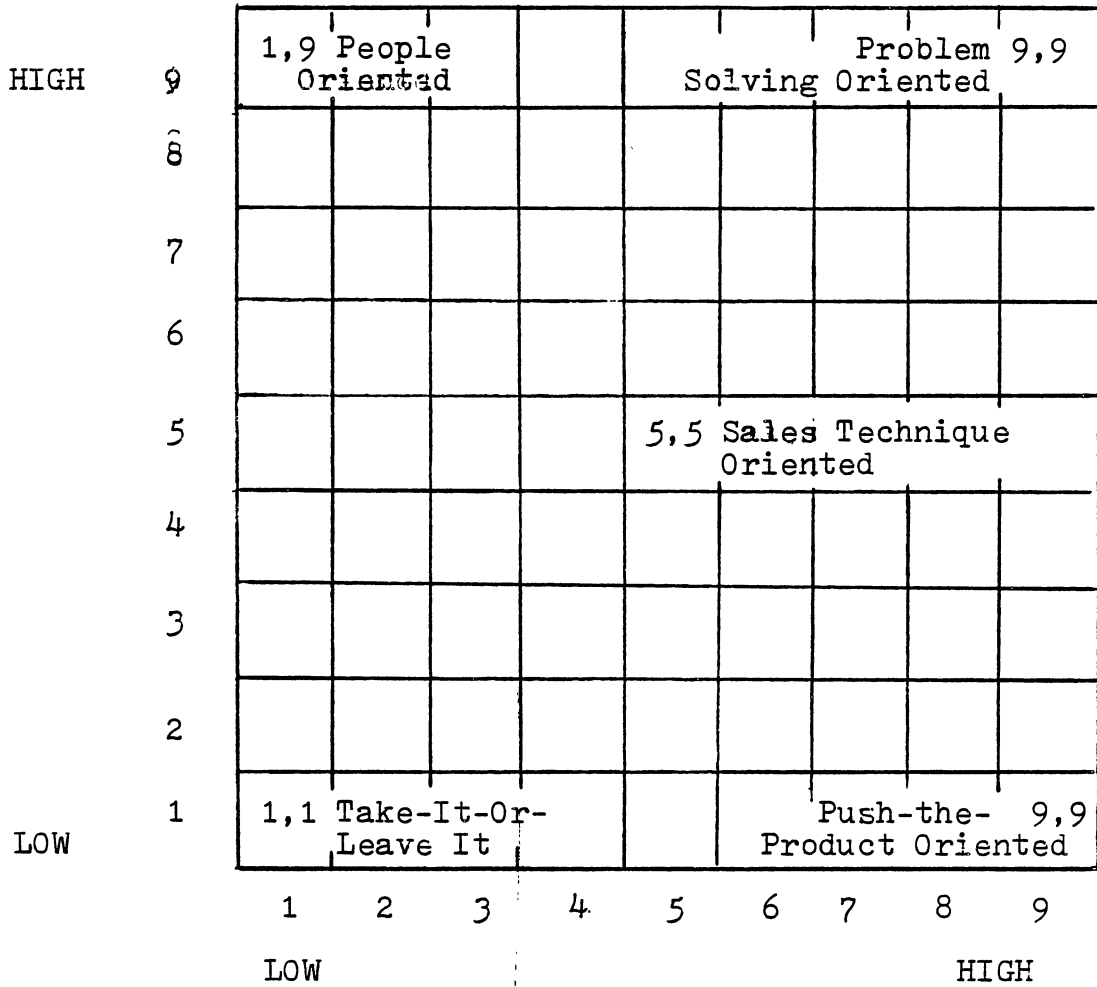
"I consult with the customer so as to inform myself of all the needs in his situation that my product can satisfy. We work toward a sound purchase decision on his part, which yields him the benefits he expects from it."²

Although the 9,9 sales style is considered to represent the ideal sales traits for the grid, it will be the aggressive 9,1 salesman who will be examined in this study. The sales grid (Figure 1) can be used to chart the sales styles of the respondents. The salesman with the 9,1 approach to selling is achievement oriented.³ He wants to do things his way because he believes he has the correct answer in every situation for himself as well as for others.⁴ He does not mind pushing his opinions, even when others are pushing back. He may not always be right, but he is never in doubt.⁵

The salesman tries to "sell them and tell them."⁶

Listening is important to the 9,1 salesman as long as the customer is doing it.⁷ Although a customer's participation in the sales interview could quicken the process toward a favorable buying decision, the salesman believes that time is being wasted if the customer tries to put in his two cents worth.⁸ Only after the 9,1 salesman has finished talking, may the customer interrupt to say that he will buy.

The 9,1 salesman sees objections by the customer as a signal that the contest has begun.⁹ The customer, if he has any objections, is wrong and must be made to admit it. The objection is neither examined nor evaluated; it is rejected.¹⁰ The salesman might give the customer reasons why he is wrong and get him to admit it, or the salesman may ignore the objections altogether as if they did not warrant his serious attention.¹¹ The 9,1 selling approach might be summed up as, "push the tons and the profit dollars will result."¹² He might believe that, "By driving myself and working hard, I operate in the best image of the company. Getting more and more business is the most important aspect of my job, and that means increasing sales volume. Profit is the direct result."¹³ While there is certainly nothing wrong with profit, the manner of the 9,1 salesman easily can alienate the client and reduce profits in the long run.



CONCERN FOR SALE

Figure 1. The Sales Grid

Table XIII presents a list of salespeople most often chosen as effective and aggressive at the five stations selected for the sociometric study. At all stations except WTAX, the top two salespeople chosen in each category are the same. At WTAX, the most effective and aggressive is the same person and at WSOY, of the four people who were chosen as effective, three were also chosen as aggressive.

Except for Joe at WMAY, every person who was chosen as aggressive was also chosen as effective although the reverse is not true.

This table also lists the sales styles of the most effective and aggressive salespeople. Sales styles and the sales grid will be discussed further in this paper. Only those people who completed a sales survey could be assigned a sales style. The people who are not assigned a sales style were mentioned by other salespeople as aggressive or effective but did not complete a survey.

TABLE XIII
 SALESPEOPLE MOST OFTEN CHOSEN TO BE
 AGGRESSIVE AND EFFECTIVE
 AT FIVE STATIONS

EFFECTIVE		SALES STYLES	AGGRESSIVE		SALES STYLES
WSOY	Paul	*	Paul	*	
	Larry	1,9	Larry	1,9	
	Harold	*	Harold	*	
WAND	Tom	1,9	Tom	1,9	
	Mike	9,9	Mike	9,9	
WCIA	Doug	5,5	Doug	5,5	
	Dauida	9,1	Dauida	9,1	
WMAY	Susan	1,9 and 5,5	Susan	1,9 and 5,5	
	Patti	5,5	Patti	5,5	
			Joe	*	
WTAX	Phil	9,1	Phil	9,1	
	Geri	5,5	Jim	*	
	Kathy	5,5	Tim	9,9	
	Anne	1,9			
	Tim	9,9			
	Jim	*			

* Salesman's name was mentioned, but he did not complete the survey.

In Table XVI, the scores of each respondent on the sales grid statements and their most dominant sales style are presented. To determine the sales style of the respondents, a grid was constructed for each respondent using his/her scores from section eight of the survey (Appendix B). In Table XVI, the letters represent the selling styles: A = 1,1; B = 1,9; C = 5,5; D = 9,1 and E = 9,9. The numbers typed horizontally represent the grid elements: 1 is Decisions, 2 is Convictions, 3 is Energetic Enthusiasm, 4 is Conflict, 5 is Temper and 6 is Humor.

Rocki WSOY and Harold WSOY are not included in Table XIV because they did not return their surveys after they were brought back to the station for correction. Richard WSOY, Larry WSOY, Patti WMAY, Geoffrey WCVS and Jim WCVS are included in Table XIV even though they did not complete this section of the survey correctly. Although they rated, rather than ranked the statements, their scores reflect their preferences on each statement.

The number underlined indicates the selling style of each respondent. David WDWS and Susan WMAY each had equally high scores on two selling styles.

TABLE XIV
GRIDS OF RESPONDENTS'
SELLING STYLES

<u>Richard WSOY</u>						<u>Sean WSOY</u>					<u>Rick WSOY</u>				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	3	5	5	4	5	2	5	3	4	1	2	5	3	1	4
2.	4	2	5	4	4	3	2	5	4	1	1	4	2	3	5
3.	1	5	5	3	4	4	5	3	1	2	2	5	4	1	3
4.	2	5	5	2	5	3	2	4	1	5	2	3	5	1	4
5.	3	3	1	1	5	4	5	1	2	3	4	5	2	1	3
6.	4	5	3	2	4	2	3	4	1	5	1	4	2	3	5
	17	25	24	16	<u>27</u>	18	<u>22</u>	20	13	17	12	<u>26</u>	20	8	24

<u>Tom WSOY</u>					<u>Joyce WSOY</u>					<u>Larry WSOY</u>					
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	3	1	4	2	5	2	5	4	1	3	4	5	2	1	3
2.	1	2	3	4	5	4	3	2	1	5	4	4	4	2	5
3.	1	3	5	2	4	3	5	4	1	2	2	4	4	1	4
4.	2	3	5	1	4	2	4	3	1	5	4	4	4	2	3
5.	4	3	1	2	5	2	4	3	5	1	3	3	1	1	4
6.	3	5	4	1	2	2	4	5	3	1	1	4	4	3	4
	14	17	22	12	<u>25</u>	15	<u>25</u>	21	12	17	18	<u>24</u>	19	10	23

TABLE XIV. (Continued)

	<u>Doug WAND</u>					<u>Jay WAND</u>					<u>Dewayne WAND</u>				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	1	4	5	2	3	2	5	1	4	3	2	4	5	3	1
2.	1	2	4	3	5	1	2	5	3	4	5	4	3	1	2
3.	1	4	2	5	3	1	4	3	2	5	1	2	4	3	5
4.	1	2	5	3	4	2	4	3	1	5	3	4	2	1	5
5.	1	3	2	5	4	5	4	2	3	1	4	2	1	3	5
6.	1	2	4	3	5	1	5	3	2	4	1	5	2	3	4
	<hr/>					<hr/>					<hr/>				
	6	17	22	21	<u>24</u>	12	<u>24</u>	17	15	22	16	21	17	15	<u>22</u>
	<u>Beth WAND</u>					<u>Mike WAND</u>					<u>Roland WAND</u>				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	2	5	1	3	4	1	3	4	2	5	1	3	4	2	5
2.	2	3	5	1	4	1	2	3	4	5	1	2	4	5	3
3.	2	5	3	1	4	1	4	3	2	5	4	3	5	1	2
4.	2	5	4	1	3	1	3	4	2	5	1	2	4	3	5
5.	3	5	1	2	4	1	4	2	3	5	1	3	2	5	4
6.	2	5	1	3	4	2	4	3	1	5	1	5	2	3	4
	<hr/>					<hr/>					<hr/>				
	13	<u>28</u>	15	11	23	7	20	19	14	<u>30</u>	9	18	21	19	<u>23</u>

TABLE XIV (Continued)

	<u>Ted WAND</u>					<u>Tom WAND</u>					<u>Scott WAZ</u>				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	1	5	4	2	3	3	5	4	1	2	1	3	2	4	5
2.	3	2	4	5	1	4	1	5	3	2	1	2	4	3	5
3.	1	5	3	2	4	1	5	3	2	4	1	5	3	2	4
4.	1	5	4	3	2	2	3	4	1	5	1	2	3	4	5
5.	2	1	3	5	4	4	5	1	2	3	1	3	2	4	5
6.	1	5	3	2	4	1	4	3	2	5	1	5	4	2	3
	<hr/>					<hr/>					<hr/>				
	9	<u>23</u>	21	19	18	15	<u>23</u>	20	11	21	6	20	18	19	<u>27</u>
	<u>Mark WAZ</u>					<u>Bill WAZ</u>					<u>Scheri WAZ</u>				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	1	3	2	4	5	1	2	4	3	5	1	5	2	3	4
2.	1	2	3	4	5	1	3	2	5	4	2	1	3	4	5
3.	1	4	3	2	5	2	3	5	1	4	1	4	3	2	5
4.	2	3	5	1	4	1	3	4	2	5	1	3	5	2	4
5.	4	5	1	3	2	3	2	1	5	4	2	5	1	4	3
6.	1	3	4	2	5	2	1	4	3	5	1	2	5	3	4
	<hr/>					<hr/>					<hr/>				
	10	20	18	16	<u>26</u>	10	14	20	19	<u>27</u>	8	20	19	18	<u>25</u>

TABLE XIV (Continued)

	<u>Melodi WLRW</u>					<u>Denise WCIA</u>					<u>Doug WCIA</u>				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	4	5	2	1	3	1	3	5	2	4	2	3	4	5	1
2.	1	2	4	3	5	1	2	4	3	5	1	3	4	5	2
3.	1	5	4	2	3	1	5	3	2	4	1	3	5	2	4
4.	1	4	3	2	5	2	3	5	1	4	1	2	5	3	4
5.	1	2	3	5	4	2	3	1	4	5	1	3	2	4	5
6.	1	4	5	2	3	2	3	5	1	4	1	2	4	3	5
	<hr/>					<hr/>					<hr/>				
	9	22	21	15	<u>23</u>	9	19	23	13	<u>26</u>	7	16	<u>24</u>	22	21
	<hr/>					<hr/>					<hr/>				
	<u>Jim WCIA</u>					<u>Jacalyn WCIA</u>					<u>Davida WCIA</u>				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	2	4	1	5	3	1	3	2	4	5	1	3	2	5	4
2.	3	2	4	1	5	2	1	4	3	5	5	2	3	4	1
3.	1	4	3	2	5	3	4	5	1	2	1	5	2	3	4
4.	1	3	4	2	5	2	3	5	1	4	3	2	5	1	4
5.	3	4	1	5	2	2	4	1	3	5	3	2	1	5	4
6.	1	4	3	2	5	1	5	4	2	3	1	4	5	3	2
	<hr/>					<hr/>					<hr/>				
	11	21	16	17	<u>25</u>	11	20	21	14	<u>24</u>	14	18	18	<u>21</u>	19

TABLE XIV (Continued)

	<u>Dick WCIA</u>					<u>Jack WDWS</u>					<u>David WDWS</u>				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	1	3	5	2	4	1	3	4	2	5	1	5	4	3	2
2.	1	3	4	5	2	1	2	3	4	5	1	2	4	3	5
3.	1	2	3	4	5	1	2	5	4	3	1	2	5	4	3
4.	1	3	4	2	5	1	5	3	2	4	1	2	5	3	4
5.	2	3	1	5	4	1	2	3	5	4	2	3	1	5	4
6.	1	3	4	2	5	1	3	4	2	5	1	5	3	2	4
	<hr/>					<hr/>					<hr/>				
	7	17	21	20	<u>25</u>	6	17	22	19	<u>26</u>	7	19	<u>22</u>	20	<u>22</u>
	<u>Elaine WVEM</u>					<u>Scotty WVEM</u>					<u>Ron WMAY</u>				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	1	2	3	4	5	1	4	2	3	5	4	5	2	1	3
2.	1	2	5	4	3	1	2	4	3	5	2	3	4	1	5
3.	1	2	3	4	5	1	4	5	2	3	2	5	4	1	3
4.	3	5	2	1	4	1	3	4	2	5	2	5	3	1	4
5.	2	5	3	1	4	2	4	1	3	5	3	4	2	1	5
6.	3	4	5	1	2	1	3	5	2	4	1	5	4	2	3
	<hr/>					<hr/>					<hr/>				
	11	20	21	15	<u>23</u>	7	20	21	15	<u>27</u>	14	<u>27</u>	19	7	23

TABLE XIV (Continued)

	<u>Patti WMAY</u>					<u>Joe WMAY</u>					<u>June WMAY</u>				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	2	5	5	5	3	2	3	4	1	5	4	2	1	3	5
2.	3	1	5	5	3	2	1	3	4	5	Respondent left this space blank				
3.	1	5	5	4	5	1	5	3	2	4	2	4	3	1	5
4.	3	3	5	1	5	2	3	4	1	5	2	3	4	1	5
5.	3	2	5	1	1	2	4	3	1	5	2	3	5	1	4
6.	1	4	3	4	4	1	4	3	2	5	1	3	2	4	5
	<hr/>					<hr/>					<hr/>				
	13	20	<u>28</u>	20	21	10	20	20	11	<u>29</u>	11	15	15	10	<u>24</u>

	<u>Susan WMAY</u>					<u>Geri WTAX</u>					<u>Lee WTAX</u>				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	1	4	5	3	2	2	5	3	1	4	2	4	3	5	1
2.	3	5	4	1	2	3	2	5	4	1	1	2	4	5	3
3.	1	3	5	2	4	1	4	3	2	5	2	4	3	1	5
4.	2	5	3	1	4	2	3	4	1	5	1	3	4	5	2
5.	2	5	3	1	4	1	3	4	5	2	5	2	1	3	4
6.	2	3	5	1	4	1	5	4	2	3	1	5	4	3	2
	<hr/>					<hr/>					<hr/>				
	11	<u>25</u>	<u>25</u>	9	20	10	22	<u>23</u>	15	20	12	20	19	<u>22</u>	17

TABLE XIV (Continued)

	<u>Diana WTAX</u>					<u>Kathy WTAX</u>					<u>Phil WTAX</u>				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	1	2	5	3	4	1	5	4	3	2	1	2	3	4	5
2.	1	2	4	3	5	2	3	5	1	4	1	2	3	5	4
3.	1	5	3	2	4	5	4	3	2	1	1	2	3	4	5
4.	1	3	5	2	4	2	3	4	1	5	1	2	3	4	5
5.	2	5	1	4	3	1	2	4	5	3	1	3	2	5	4
6.	1	5	4	2	3	1	3	5	4	2	1	2	4	5	3
	<hr/>					<hr/>					<hr/>				
	7	22	22	16	<u>23</u>	12	20	<u>25</u>	16	17	6	13	18	<u>27</u>	26
	<u>Ted WTAX</u>					<u>Anne WTAX</u>					<u>Geoffrey WCVS</u>				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	4	5	3	1	2	1	4	5	2	3	2	5	4	5	4
2.	3	4	5	1	2	3	5	4	2	1	3	1	4	4	2
3.	2	5	4	1	3	2	4	5	1	3	2	4	5	3	5
4.	4	5	2	1	3	2	4	3	1	5	2	4	5	3	4
5.	4	5	1	3	2	5	4	1	2	3	4	4	1	3	3
6.	2	4	3	1	5	1	3	4	2	5	1	3	4	3	4
	<hr/>					<hr/>					<hr/>				
	19	<u>28</u>	18	8	17	14	<u>24</u>	22	10	20	14	21	<u>23</u>	21	22

TABLE XIV. (Continued)

	<u>Tim WTAX</u>					<u>John WVEM</u>					<u>Nancy WCVS</u>				
	A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
1.	2	1	3	4	5	1	4	3	5	2	2	5	1	3	4
2.	1	2	4	3	5	2	1	3	4	5	4	1	3	2	5
3.	1	4	5	2	3	4	5	2	1	3	1	4	5	2	3
4.	1	3	4	2	5	2	3	4	1	5	2	3	4	1	5
5.	3	5	1	2	4	3	5	1	2	4	5	4	2	1	3
6.	1	3	4	2	5	1	3	4	2	5	2	4	3	1	5
	<hr/>					<hr/>					<hr/>				
	9	18	21	15	<u>27</u>	13	21	17	15	<u>24</u>	16	21	18	10	<u>25</u>

	<u>Jim WCVS</u>				
	A	B	C	D	E
1.	1	5	5	5	5
2.	1	1	5	1	4
3.	1	5	5	1	3
4.	4	3	5	1	5
5.	1	3	1	1	1
6.	1	3	3	1	4
	<hr/>				
	9	20	<u>24</u>	10	22

Table XV is the list of the respondents' sales styles as determined by Table XIV. The three salespeople who have a 9,1 (aggressive) selling style are underlined. They are Davida WCIA, Lee WTAX and Phil WTAX. The totals are included to show the distribution of styles by number of salesmen and by percentages.

TABLE XV
LIST OF RESPONDENTS'
SALES STYLES

1. Richard	WSOY	9,9	15. Ted	WAND	1,9
2. Sean	WSOY	1,9	16. Tom	WAND	1,9
3. Rick	WSOY	1,9	17. Scott	WDZ	9,9
4. Tom	WSOY	1,9	18. Mark	WDZ	9,9
5. Joyce	WSOY	9,9	19. Bill	WDZ	9,9
6. Rocki	WSOY	*	20. Scheri	WDZ	9,9
7. Harold	WSOY	*	21. Melodi	WLRW	9,9
8. Larry	WSOY	1,9	22. Denise	WCIA	9,9
9. Doug	WAND	9,9	23. Doug	WCIA	5,5
10. Jay	WAND	1,9	24. Jim	WCIA	9,9
11. Dewayne	WAND	9,9	25. Jacalyn	WCIA	9,9
12. Beth	WAND	1,9	26. <u>Davida</u>	<u>WCIA</u>	<u>9,1</u>
13. Mike	WAND	9,9	27. Dick	WCIA	9,9
14. Roland	WAND	9,9	28. Jack	WDWS	9,9

* Did not complete this section of the survey

TABLE XV (Continued)

29. David	WDWS	5,5 & 9,9	39. Diana	WTAX	9,9
30. Elaine	WVEM	9,9	40. Kathy	WTAX	5,5
31. Scotty	WVEM	9,9	41. <u>Phil</u>	WTAX	9,1
32. Ron	WMAY	1,9	42. Ted	WTAX	1,9
33. Patti	WMAY	5,5	43. Anne	WTAX	1,9
34. Joe	WMAY	9,9	44. Geoffrey	WCVS	5,5
35. June	WMAY	9,9	45. Tim	WTAX	9,9
36. Susan	WMAY	5,5 & 9,9	46. John	WVEM	9,9
37. Geri	WTAX	5,5	47. Nancy	WCVS	9,9
38. <u>Lee</u>	WTAX	9,1	48. Jim	WCVS	5,5

TOTALS:

1,1	- Low concern for the customer	- 0 - 0%
	Low concern for the sale	
1,9	- High concern for the customer	- 11 - 23%
	Low concern for the sale	
5,5	- Moderate concern for the customer	- 8 - 17%
	Moderate concern for the sale	
9,1	- Low concern for the customer	- 3 - 6%
	High concern for the sale	
9,9	- High concern for the customer	- 26 - 54%
	High concern for the sale	

Summated Ratings Scale

The use of summated ratings scales helps determine attitudes of respondents. (Appendix B) The Likert-type scale used in this study was based on a five-point choice for each of twenty statements. The extremes ranged from Strongly Agree to Strongly Disagree. The arrangement of the statements as to whether they would be rated from one to five or five to one, were determined by the flip of a coin.

One aspect of a summated ratings scale is the ability to measure individual's responses which are scaled through the sums (or averages) of the individual scores.¹⁴ Also, the summated rating scale allows for the intensity of attitude expression.¹⁵ The individual differences yielded by summated ratings scales of attitudes (and similarly scored trait measures) have been shown to be done in part to response sets and other extraneous sources of variance.¹⁶

To determine the reliability of each item, the top and bottom 25% of the respondents' scores were recorded. (Appendices C, D and E) In Table XVI, the mean scores were computed on each item and the discrimination power determined, which is the difference in mean scores. If the item scores were .30 or above, it was kept. Appendix F presents a list of respondents' scores before and after reliable items were removed.

TABLE XVI
 TABULATION FOR DETERMINING
 RELIABLE LIKERT
 SCALE ITEMS

<u>ITEM</u>	<u>LOW</u>	<u>HIGH</u>	<u>DIFFERENCE/HIGH</u>	
1	1.66	1.91	-0.25/ 1.91	.13
2	2.33	3.55	-1.22/ 3.55	.34- keep
3	3.00	3.64	-0.64/ 3.64	.17
4	1.25	2.27	-1.02/ 2.27	.44- keep
5	2.08	3.27	-1.19/ 3.27	.36- keep
6	2.25	3.18	-0.93/ 3.18	.29
7	2.00	3.73	-1.73/ 3.73	.46- keep
8	2.33	3.64	-1.31/ 3.64	.35- keep
9	2.66	3.36	-0.70/ 3.36	.20
10	3.25	3.90	-0.65/ 3.90	.16
11	1.66	2.63	-0.97/ 2.63	.36- keep
12	2.33	3.55	-1.22/ 3.55	.34- keep
13	2.25	2.73	-0.48/ 2.73	.17
14	3.83	4.18	-0.35/ 4.18	.08
15	2.50	3.64	-1.14/ 3.64	.31- keep
16	2.33	3.45	-1.12/ 3.45	.32- keep
17	4.00	4.18	-0.18/ 4.18	.04
18	3.08	3.18	-0.10/ 3.18	.03
19	1.83	2.45	-0.62/ 2.45	.25
20	4.42	4.54	-0.12/ 4.54	.03

ENDNOTES

¹Blake, Robert and Jane Srygley Mouton, Guideposts for Effective Salesmanship, Chicago: Playboy Press, 1970, p. 54.

²Ibid., p. 9.

³Ibid., p. 54.

⁴Ibid.

⁵Ibid.

⁶Ibid.

⁷Ibid., p. 57

⁸Ibid.

⁹Ibid.

¹⁰Ibid., p. 60.

¹¹Ibid.

¹²Ibid.

¹³Ibid., p. 66.

¹⁴Kerlinger, Fred N., Foundations of Behavioral Research, New York: Holt, Rineholt and Winston, Inc. 1973, p. 496.

¹⁵Ibid.

¹⁶Ibid.

CHAPTER IV

RESULTS AND DISCUSSION

Sociometry Findings and Discussion

A sociometric study of respondents was chosen for this paper because of the importance placed on an individual's interpretation of the words "aggressive" and "effective." Sociometry, which can be referred to as the study and measurement of social choice, is one way to study individuals who are members of a group.¹

The respondents answered two sociometric questions. "Besides yourself, which two salespeople at this station do you feel are most effective?" and "Besides yourself, which two salespeople at this station do you feel are most aggressive?"

Sociometric matrices were used to determine choice status of group members. Not all matrices have an equal number of people who were choosers and people who were chosen because not all the salespeople who were named had completed the survey. The matrices were analyzed by studying who chose whom.² There are three kinds of choice, simple or one-way, mutual or two-way and no choice.³

In this study, the word "effectiveness" would most

likely have a positive connotation, while the word, "aggressive" could be positive or negative. Chooser A might consider the chosen B as aggressive because he is a rude and pushy salesman or because he is out-going and highly motivated. In this study there is no way of knowing.

Sociometric indices also were used in this study to figure choice status and group cohesiveness. The formula for determining choice status is $CS_j = \frac{\sum c_j}{n-1}$ and the formula for determining group cohesiveness is $Co = \frac{\sum (i_j)}{\frac{n(n-1)}{2}}$

The salespeople most often chosen to be aggressive were most likely also found to be effective. This seems to indicate that the respondents equated aggressiveness with effectiveness.

Results of Sales Grid Analysis

Only three salespeople were found to have a 9,1 sales personality, which is low concern for the customer and high concern for the sale. This has been determined to be the most aggressive style.

Davida from WCIA in Champaign who had a 9,1 sales style also had an effectiveness choice status of 1.00. and an aggressiveness choice status of .80. Doug, a salesman at WCIA did not choose anyone from their station to be aggressive stating, "I don't think there is anyone here who could be considered aggressive." However, everyone at WCIA who did make a choice considered Davida to be aggressive.

Lee of WTAX in Springfield also had a 9,1 sales personality. However, no one at his station chose him as effective and only one person at WTAX considered him to be aggressive. Lee did choose co-worker Phil who is also a 9,1 salesman to be aggressive and effective. Phil had the highest choice status at his station on both effectiveness and aggressiveness at .71.

The sales style which was by far the most common for all salespeople (52%) was the "ideal" 9,9 personality, which is high concern for the customer and high concern for the sale. According to Guideposts for Effective Salesmanship (1970) by Blake and Mouton, this is the style that every salesman should make his goal.⁵

Next most common is the 1,9 sales style as 25% of the respondents had this style. This is high concern for the customer and low concern for the sale which is exhibited by salespeople who try to win sales by getting the customer to be his friend.

Seventeen percent of the salespeople scored as 5,5 sales types which is moderate concern for the customer and moderate concern for the sale. A low six percent of the salespeople scored as the 9,1 personality, the aggressive type. Not one of the respondents had the 1,1 sales style which is low concern for the customer and low concern for the sale.

These totals seem to indicate that the salesmen who were surveyed had, for the most part, the ideal sales

style. Although the aggressive 9,1 traits were only found in three people in this study, the apathetic 1,1 personality was non-existent in this group of salesmen. While salesmen do not need to be pushy and obnoxious to be effective, they need to show some concern for the customer and/or the sale in order to stay in the business of sales.

Examination of the Summated Ratings Scale

Eleven people comprised the top 25% of the highest scores on the summated ratings scale before the unreliable items were removed. (Appendix C) Of the 11, two people also were found to have a 9,1 (aggressive) sales style. Phil WTAX had a total score of 76 and Lee WTAX had a total score of 69.

The other nine respondents who scored in the upper 25% of total scores and their sales styles are Ted WAND 1,9; Scott WDW 9,9; Bill WDW 9,9; Doug WCIA 5,5; Dick WCIA 9,9; Jack WDWS 9,9; Patti WMAY 5,5; Diana WTAX and Tim WTAX 9,9. Among the eleven salespeople who had the highest scores on the summated ratings scale, there is no one apparent sales style which most clearly stands out.

After the unreliable items were removed, the mean scores changed somewhat. (Appendix F) Sean WSOY 1,9 and Mike WAND 9,9 were added to the most aggressive on the summated ratings scale list. Lee WTAX (one of the three 9,1 aggressive salespeople), Diana WTAX and Tim WTAX were removed from the list.

The only salesman who was rated by his co-workers as aggressive on the sociometry study, had a 9,1 sales style and was in the top 25% on the summated ratings scale was Phil WTAX.

Table XVII is a Two-Way Analysis of Variance table which shows that there is a significant difference between the subjects (respondents) and between the nine items from the survey which were reliable. The reliability coefficient also was significant at .82.

TABLE XVII
TWO-WAY ANALYSIS
OF VARIANCE

Analysis of Variance Table

Source	df	Sums of Squares	Mean Squares	F	p
Between Subjects	45	199.47	4.43	5.68	.01
Between Items	8	75.48	9.44	12.10	.01
Residual Error	<u>360</u>	<u>280.75</u>	.78		
Total	413	555.70			

Interpretation: A difference in the F-ratio as large as that observed between the 46 subjects would occur by chance less than 1 time in 100. A difference in the F-ratio as large as that observed between items 2,4,5,7,8,11,12,15 and 16 would occur by chance less than 1 time in 100. The items tend to measure the same dimension of attitude, since they separate the individuals.

Reliability Coefficient

$$\frac{4.43 - .78}{4.43} = .82$$

Reliability is the ratio of true variance to Between Subjects variance. Since the Between Subjects variance is significant, then the reliability coefficient is significant.

ENDNOTES

¹Kerlinger, Fred N., Foundations of Behavioral Research, New York: Holt, Rineholt and Winston, Inc., 1973, p. 556.

²Ibid.

³Ibid.

⁴Ibid., p. 560

⁵Robert R. Blake and Jane Srygley Mouton, Guideposts for Effective Salesmanship, Chicago: Playboy Press, 1970, p. 108.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary

Aggressiveness and aggression have many different dimensions. From teeth baring behavior of some animals to surgical procedures such as stereotaxic amygdotomy, aggressiveness has been encouraged as a form of species survival and discouraged in instances of violent, destructive and unjustifiable behavior in humans.

Although the image of salespeople in general is not necessarily a positive one, the results of this study do not bear out the image of the stereotypical pushy, rude and aggressive salesperson. Only three of 46 salespeople who completed the sales grid had an aggressive sales style and only two of the respondents had a summated ratings scale score of 4.00 or above.

Conclusions

There were 13 salespeople most often chosen as effective in the sociometric study. Of these people, four had a 1,9 sales style (high concern for the customer, low concern for the sale), five had a style of 5,5 (moderate

concern for both the sale and the customer) and two had a 9,1 style (low concern for the customer and high concern for the sale). The most surprising information in Table XIII is that although 52% of all the respondents had the "ideal" sales style of 9,9 (high concern for both the sale and the customer), only two people who were chosen as most effective had a 9,9 style: Mike WAND and Tim WTAX.

There was only one salesperson, Phil WTAX who was chosen as aggressive on the sociometry matrix, was a 9,1 salesman on the sales grid and had a high score on the summated ratings scale. This salesman had a choice status on aggressiveness of .71, a sales grid total of 27 (30 being the highest possible) and the highest of all mean scores on the summated ratings scale, 4.20 on a 5.00 scale. He also was chosen as effective by his co-workers with a choice status of .71.

Davidia WCIA also had a 9,1 sales style, and effectiveness choice status of 1.00 and an aggressiveness choice status of .80 as chosen by her co-workers. She had a summated ratings score of 3.00, which is slightly higher than the mean score of all respondents of 2.71.

Lee WTAX, the third person who had a 9,1 sales style, had an effectiveness choice status of .00 and an aggressiveness choice status of .14. His rating on the attitude scale was 2.66, slightly lower than the mean score of all respondents.

In conclusion, the majority of all respondents (52%)

had the sales grid style of 9,9. This is described as the ideal sales style by Blake and Mouton in Guideposts for Effective Salesmanship (1970), from which the grid was taken. The aggressive sales style of 9,1 shares with the ideal trait the high concern for the sale.

The salespeople in central Illinois who responded to the survey were not particularly aggressive. Only three people were found to have the aggressive sales style and two had mean scores of 4.00 or above on the summated ratings scale (3.00 being neutral).

The hypothesis that salespeople who score highest on the summated ratings scale also will measure as a 9,1 selling type was supported in part by the study's results. The person who had the highest mean score on the summated ratings scale, Phil WTAX, also had an aggressive 9,1 sales style.

The hypothesis that salespeople who have high scores on the Likert scale and a 9,1 sales style also will be perceived as aggressive and effective by their co-workers was not supported by the results of this study. Although Phil WTAX was found to be aggressive on all three types of measurement, Lee WTAX who had a 9,1 style, did not have a high score on the summated ratings scale after the unreliable items were removed. His score was 2.66 which was below the mean score of all respondents. Lee was not chosen by anyone at WTAX as effective and only by one other person as effective.

Davidia WCIA did have a 9,1 sales style and was chosen as effective (CS 1.00) and aggressive (CS .80). However, her summated ratings score was 3.00 which is neutral but slightly higher than the mean of 2.71. Fourteen other respondents had equal or higher scores than Davidia on the summated ratings scale.

Recommendations for Further Research

There are many similar studies which could be conducted concerning aggressiveness in broadcast salespeople. An in-depth personality profile could be examined on each salesperson who had an aggressive sales style: Phil WTAX, Davidia WCIA and Lee WTAX and also on Bill WDZ who had a 4.10 measurement on his attitude of aggressiveness.

Another study which could be conducted could involve other similar studies in different markets. After the attitudes and sales styles are determined, they could be contrasted and compared with each other. Since this thesis deals only with broadcast salespeople in Springfield, Decatur and Champaign, Illinois, similar studies could indicate if the central Illinois cities are typical of other areas.

A study could be conducted to determine how the average person actually feels about salespeople and if an image problem even exists. Probably most people's realm of experience of salespeople is based on door-to-door salesmen and retail clerks. Broadcast salespeople's

image by the public is probably that of a Herb Tarleck-type from "WKRP in Cincinnati" or is nonexistent. It would be of interest to broadcast salespeople to discover how the public views them.

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APPENDIX A

THE LAST LETTER BY CHARLES WHITMAN

A case in point is the mass murders by Charles Whitman at the University of Texas in 1966. Whitman had spoken to psychiatrists about his periodic bursts of uncontrollable violent impulses, but to no avail. On the evening of July 31 he wrote:

I don't quite understand what it is that compels me to type this letter. Perhaps it is to leave some vague reason for the actions I have recently performed. (At this point, Whitman had harmed no one, his wife and mother were elsewhere in the city, still alive.)

I don't really understand myself these days. I am supposed to be an average, reasonable and intelligent young man. However, lately (I can't recall when it started) I have been a victim of many unusual and irrational thoughts. These thoughts constantly recur, and it requires a tremendous mental effort to concentrate on useful and progressive tasks. In March when my parents made a physical break I noticed a great deal of stress. I consulted a Dr. Cochrum at the University Health Center and asked him to recommend someone that I could consult with about some psychiatric

disorders I felt I had. I talked with a Doctor once for about two hours and tried to convey to him my fears that I felt overcome (sic) by overwhelming violent impulses. After one session I never saw the Doctor again, and since then I have been fighting my mental turmoil alone, and seemingly to no avail. After my death I wish that an autopsy would be performed on me to see if there is any physical disorders. I have had some tremendous headaches in the past and have consumed two large bottles of Excedrin in the past three months.

It was after much thought that I decided to kill my wife, Kathy, tonight after I pick her up from work.... I love her dearly, and she has been a fine wife to me as any man could ever hope to have. I cannot rationally pinpoint any specific reason for doing this. I don't know whether it is selfishness, or if I don't want her to have to face the embarrassment my actions would surely cause her. At this time, though, the prominent reason in my mind is that I truly do not consider this world worth living in, and am prepared to die, and I do not want her to suffer alone in it. I intend to kill her as painlessly as possible.

Later in the night he killed both his mother and wife, and then he wrote:

I imagine it appears that I brutally killed both of my loved ones. I was only trying to do a good thorough

job.

If my life insurance policy is valid please see that all the worthless checks I wrote this weekend are made good. Please pay off all my debts. I am 25 years old and have never been financially independent. Donate the rest anonymously to a mental health foundation. Maybe research can prevent further tragedies of this type.

Charles J. Whitman

The next morning he barricaded himself on the observation deck at the top of the University tower with a high-powered hunting rifle equipped with a telescopic sight. For 90 minutes he shot at everything moving (he even hit an airplane), and by the time he was gunned down he had shot 38 people, killing 14. A post-mortem examination revealed a tumor the size of a walnut (a highly malignant type called glioblastoma multiforme) in the area of the amygdaliod nucleus (Sweet, Ervin, and Mark, 1969).

APPENDIX B
SURVEY

1. First name _____
2. Male _____ Female _____ (check one)
3. How long have you been employed in sales?
Years _____ Months _____
4. How long have you been with this station?
Years _____ Months _____
5. Have you worked in any other department(s) besides sales at this station? _____ If so, which one(s)?

6. Besides yourself, which two salespeople at this station do you feel are the most effective? (first names only)
 - A. _____
 - B. _____
7. Besides yourself, which two salespeople at this station do you feel are the most aggressive? (first names only)
 - A. _____
 - B. _____
8. Below are six elements of personality behavior:
Decisions, Convictions, Energetic Enthusiasm, Conflict, Temper and Humor. Under each element there are five descriptive sentences. Please read each of the five sentences below each element. After you have read them, consider each as a possible description of yourself. Put a 5 beside the sentence which is most like you. Put a 4 beside the sentence which you think is next most like you. Continue ranking the sentences in each element. Thus, you will put a 1 beside the sentence which

is least like you. There can be no ties.

Element 1: Decisions

- _____ I accept the decisions of customers and others.
- _____ I place high value on maintaining good relations.
- _____ I search for workable, even though not perfect decisions by customers and others, including myself.
- _____ I place high value on getting a decision that sticks.
- _____ I place high value on getting sound creative decisions that result in understanding and agreement.

Element 2: Convictions

- _____ I go along with the opinions, attitudes and ideas of customers and others or avoid taking sides.
- _____ I prefer to accept opinions, attitudes and ideas of customers and others rather than push my own.
- _____ When ideas, opinions or attitudes different from my own appear, I initiate middle-ground positions.
- _____ I stand up for my ideas, opinions and attitudes even though it sometimes results in stepping on toes.
- _____ I listen for and seek out ideas, opinions and attitudes different from my own. I have clear convictions but respond to sound ideas by changing my mind.

Element 3: Energetic Enthusiasm

- _____ I put out enough to get by.
- _____ I support, encourage and compliment others on what they want to do.
- _____ I offer positive suggestions to keep things moving along.
- _____ I know what I'm after and pressure others into acceptance
- _____ I direct my full energies into what I am doing

and others respond enthusiastically.

Element 4: Conflict

- _____ When conflict arises, I try to remain neutral or stay out of it.
- _____ I try to avoid generating conflict, but when it does appear, I try to soothe feelings and keep people together.
- _____ When conflict arises, I try to be fair but firm and to get an equitable solution.
- _____ When conflict arises, I try to cut it off or to win my position.
- _____ When conflict arises, I try to identify reasons for it and to resolve underlying causes.

Element 5: Temper

- _____ By remaining neutral, I rarely get stirred up.
- _____ Because of the disturbance tensions can produce, I react in a warm and friendly way.
- _____ Under tension, I feel unsure which way to turn to avoid further pressure.
- _____ When things are not going right, I defend, resist or come back with counterarguments.
- _____ When aroused, I contain myself, though my impatience is visible.

Element 6: Humor

- _____ My humor is seen by others as rather pointless.
- _____ My humor aims at maintaining friendly relations, or when strains do arise, it shifts attention away from the serious side.
- _____ My humor is intended to be persuasive in gaining acceptance for myself or my views
- _____ My humor is hard-hitting.
- _____ My humor fits the situation and gives perspective; I retain a sense of humor even under pressure.

In this section, please indicate your preference by marking each of the following questions:

Strongly Agree = SA, Agree = A, Neutral = N, Disagree = D and Strongly Disagree = SD

1. I go out of my way to get along with others.

SA A N D SD

2. I consider myself the squeaky wheel that gets the grease.

SA A N D SD

3. It aggravates me if someone doesn't understand when I am trying to make a point.

SA A N D SD

4. It is cruel to tease people who are sensitive.

SA A N D SD

5. If it appears to be a hopeless cause, I know when to quit.

SA A N D SD

6. Fights during a hockey game take away from the game itself.

SA A N D SD

7. There isn't a good enough reason to get into a fist fight.

SA A N D SD

8. If I lose my temper, watch out!

SA A N D SD

9. Tickling people is an innocent form of fun.

SA A N D SD

10. I would confront a burglar if I heard one in my house.

SA A N D SD

11. I am quite concerned about what other people think of me.

SA A N D SD

12. I avoid confrontations if I can.

SA A N D SD

13. Holding back your temper is usually the best alternative.

SA A N D SD

14. When I decide I want something, I usually get it.

SA A N D SD

15. I think boxing is a barbaric sport.

SA A N D SD

16. I'm liable to speak my mind in front of anyone.

SA A N D SD

17. I think I am more capable than most people.

SA A N D SD

18. I don't take "no" for an answer.

SA A N D SD

19. I know when to quit pushing my ideas.

SA A N D SD

20. In most aspects of my life, I have alot of self-confidence.

SA A N D SD

Thank you so much for your time and your help. I certainly appreciate it.

Sincerely,
Gretchen T. Dahl
Gretchen T. Dahl
77 Greencastle Circle
Springfield, IL 62703

APPENDIX C

LOWEST AND HIGHEST 25% OF
RESPONDENTS' SCORES

	<u>LOW</u>		<u>HIGH</u>	
Richard	WSOY	51	Ted	WAND 69
Rick	WSOY	51	Scott	WDZ 67
Tom	WSOY	53	Bill	WDZ 76
Joyce	WSOY	51	Doug	WCIA 65
Beth	WAND	51	Dick	WCIA 67
Ron	WMAY	49	Jack	WDWS 67
Joe	WMAY	49	Patti	WMAY 67
June	WMAY	49	Lee	WTAX 69
Geri	WTAX	51	Diana	WTAX 66
Geoffrey	WCVS	49	Phil	WTAX 76
John	WVEM	51	Tim	WTAX 65
Nancy	WCVS	51		

APPENDIX D

ITEM TOTALS FOR LOWER
25% OF RESPONDENTS

RESPONDENTS

ITEMS	1	3	4	5	12	32	34	35	37	44	46	47	Totals:
1.	2	2	3	1	1	2	2	1	1	2	1	2	20
2.	4	1	2	2	1	3	4	1	3	3	2	2	28
3.	4	2	4	3	2	3	4	1	5	4	2	2	36
4.	1	2	1	1	1	2	1	1	1	2	1	1	15
5.	3	2	2	2	3	2	2	1	2	3	2	2	28
6.	1	2	2	3	4	2	1	1	4	4	1	2	29
7.	1	2	2	1	4	2	1	3	2	2	2	2	24
8.	4	1	2	3	1	3	1	4	2	3	2	2	28
9.	2	3	3	2	5	3	4	3	1	3	1	2	32
10.	5	4	4	4	1	2	1	5	1	4	3	5	39
11.	2	3	2	1	1	1	2	1	1	2	2	2	20
12.	3	3	4	1	2	2	2	2	2	3	2	2	28
13.	2	2	2	2	2	2	2	3	4	3	1	2	27
14.	3	3	3	4	5	4	4	5	4	4	4	3	46
15.	3	3	2	1	4	3	1	1	2	2	4	4	30
16.	2	3	3	2	1	2	3	1	2	4	3	2	28
17.	2	4	4	3	4	3	4	5	4	5	5	5	48
18.	2	3	2	3	3	2	4	3	4	4	4	3	37
19.	2	2	2	2	1	2	1	1	2	3	2	2	22
20.	4	4	4	4	5	4	5	5	4	5	5	4	53

APPENDIX E

ITEM TOTALS FOR UPPER
25% OF RESPONDENTS

ITEM:	15	17	19	23	27	28	33	38	39	41	45	TOTALS:
1.	2	2	2	2	2	2	1	2	2	2	2	21
2.	3	4	4	4	5	4	2	4	4	5	3	39
3.	4	2	3	4	4	5	2	4	4	5	3	40
4.	3	3	3	1	1	2	3	1	2	4	2	25
5.	4	4	5	3	2	2	5	2	3	4	2	36
6.	2	3	2	2	4	2	5	4	5	3	3	35
7.	4	4	5	4	3	4	4	4	3	4	2	41
8.	5	4	5	1	3	5	4	4	3	4	2	40
9.	4	3	3	3	3	3	1	5	5	4	3	37
10.	5	4	5	3	4	4	4	5	2	5	2	43
11.	3	2	3	5	3	2	2	1	2	4	2	29
12.	4	4	5	5	4	3	3	2	3	4	2	39
13.	2	4	5	2	4	2	2	2	3	2	2	30
14.	4	4	5	5	4	4	5	4	4	4	3	46
15.	1	3	4	4	5	3	5	4	3	4	4	40
16.	5	2	3	2	2	4	5	4	4	5	2	38
17.	4	4	5	5	4	3	4	5	3	5	4	46
18.	3	2	3	2	4	4	4	5	4	2	2	35
19.	3	4	1	3	2	3	1	4	2	2	2	27
20.	4	5	5	5	4	5	5	5	5	4	3	50

APPENDIX F

RESPONDENTS' SCORES BEFORE
AND AFTER UNRELIABLE
ITEMS WERE REMOVED

Mean Scores

	Before	After	Before	After	Before	After		
1)	2.55	2.55	18)	2.80	3.00	33)	3.35	3.66
2)	3.00	3.33	19)	3.80	4.10	34)	2.45	1.88
3)	2.55	2.22	20)	3.20	3.00	35)	2.45	1.66
4)	2.65	2.22	21)	2.80	2.44	36)	2.80	2.66
5)	2.25	1.50	22)	3.10	2.77	37)	2.55	1.88
8)	2.80	2.44	23)	3.25	3.25	38)	3.45	2.66
9)	2.95	3.00	24)	2.95	2.66	39)	3.30	2.88
10)	2.70	2.00	25)	2.90	2.77	40)	2.80	3.00
11)	2.90	2.66	26)	3.00	3.00	41)	3.80	4.20
12)	2.55	2.22	27)	3.35	3.11	42)	2.75	2.66
13)	3.20	3.22	28)	3.35	3.22	43)	2.80	2.44
14)	2.80	2.55	29)	3.15	2.88	44)	3.25	2.66
15)	3.45	3.55	30)	2.95	2.44	45)	2.45	2.22
16)	2.95	2.55	31)	2.95	2.77	46)	2.55	2.22
17)	3.35	3.33	32)	2.45	2.22	47)	3.10	2.88
						48)	2.55	2.11

APPENDIX G

INFORMATION

ON CITIES

Springfield: Population - 100,000*

The city of Springfield is the capitol of Illinois and the county seat of Sangamon County. It was the home of Abraham Lincoln from 1837 - 1861. He is buried in Oak Ridge Cemetery in Springfield. There are three institutions of higher learning in Springfield, Lincoln Land Community College, Sangamon State University and Springfield College in Illinois. Lincoln's Home, Lincoln's Tomb, the Governor's Mansion and the old and new State Capitol buildings help make tourism an important commodity in Springfield. The government employs more people in the city than any other industry.

Decatur: Population - 94,081*

Decatur is located in Macon County. Its major industries process soybeans, make corn products and build tractors. Decatur is the home of Milliken University, which is a private school, and Parkland Community College.

Champaign: Population - 58,133*

Although Champaign and its twin city, Urbana, appear to be one city, each is separately incorporated and retains

* 1980 Census of Population- U.S. Department of Census

its independence. All of the radio stations and the television station are located in Champaign. Champaign-Urbana is most noted for being the location of the University of Illinois. The university's library contains more than five million volumes and more than three million other reference documents, making it the third largest library in the United States and the largest at a public university. Richland College also is located in Champaign.

APPENDIX H

LIST OF STATIONS

Television Stations:

WAND - ABC	904 Southside Dr. Decatur, Illinois
WCIA - CBS	509 S. Neil Champaign, Illinois

Radio Stations:

Springfield-

WCVS - WFMB	3055 S. 4th Street
WMAY - WNNS	502 S. Allen Spaulding, Illinois
WTAX - WDBR	712 S. Dirksen Parkway
WVEM	6350 S. 6th Frontage Road

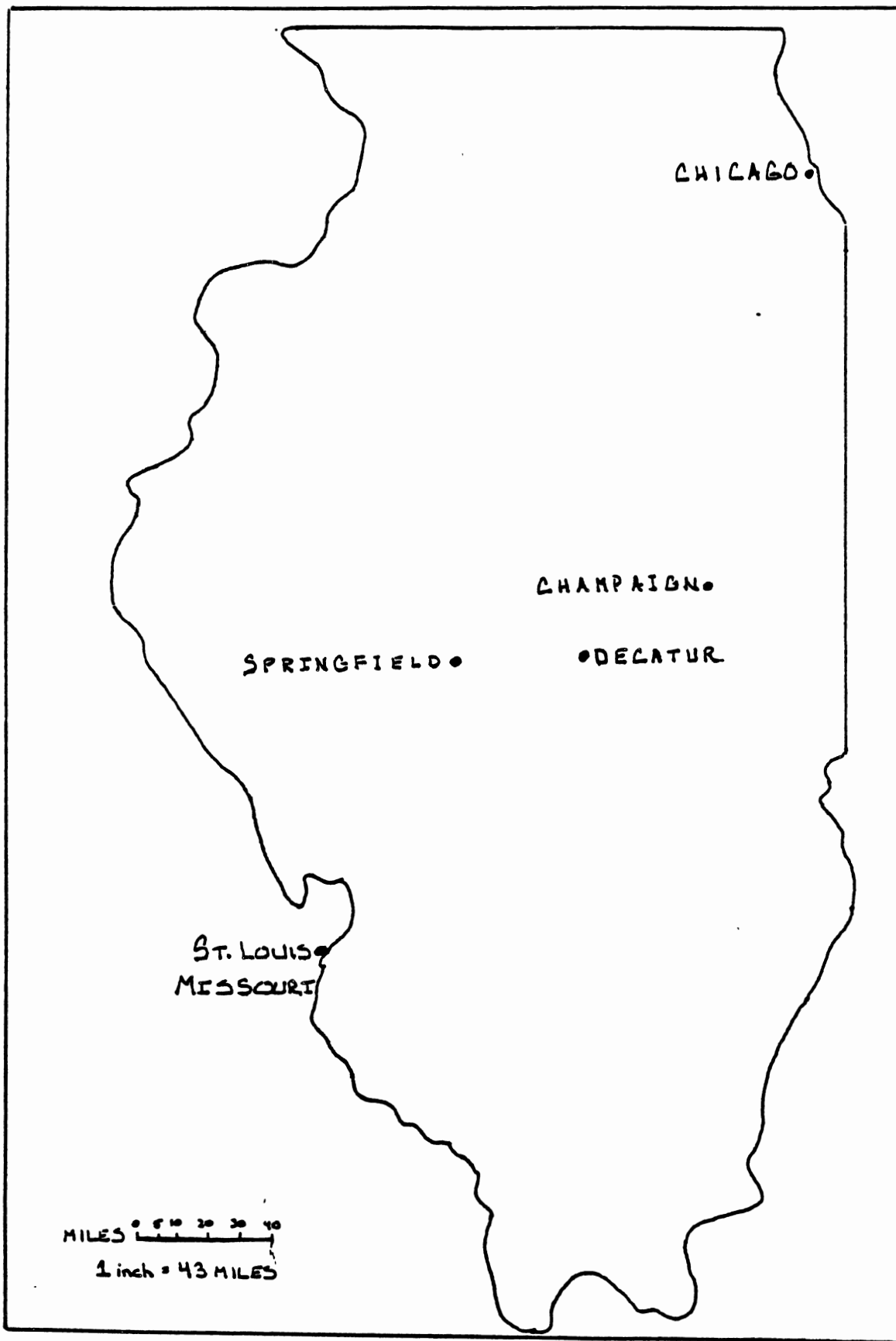
Decatur-

WSOY	1100 E. Pershing
WDZ - WDZQ	377 N. Water

Champaign-

WDWS	South Neil
WLRW	2503 W. Bradley

APPENDIX I
MAP OF ILLINOIS



VITA 2

Gretchen Turner Dahl

Candidate for the Degree of
Master of Science

Thesis: AGGRESSIVENESS AND PERCEIVED EFFECTIVENESS: A
STUDY OF BROADCAST SALESPEOPLE IN THREE MAJOR
MARKETS IN CENTRAL ILLINOIS

Major Field: Mass Communications

Biographical:

Personal Data: Born in Indianapolis, Indiana, on
August 18, 1959, the daughter of Robert Eugene
and Marilyn Turner Dahl.

Education: Graduated from Springfield Southeast
High School, Springfield, Illinois in May,
1977; received Bachelor of Arts Degree in
Speech Communications from Eastern Illinois
University in August, 1981; completed re-
quirements for the Master of Science degree
at Oklahoma State University in May, 1985.

Professional Experience: Taught Speech and Drama
at Stillwater High School, Stillwater, Okla-
homa August, 1981 to May, 1982; Graduate
Student Assistant to the Alumni Association's
Outreach magazine, Oklahoma State University
May, 1984 to August, 1984.