



# COMMUNICATION AND BEHAVIORAL STRENGTHS **DISC**styles™ SALES REPORT

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## INTRODUCTION TO THE DISCSTYLES™ SALES REPORT

*Congratulations on your participation in the DISCstyles Assessment used to analyze your Communication Preferences and Behavioral Style throughout the Sales Process.*

***This report is the result of your assessment...***

Susan, the first part of your report focuses on your communication preferences and behavioral style. While this information is extremely valuable, the second section, with the title of “**APPLICATION**” increases the value of your report exponentially.

**Developing and mastering the selling process** by understanding DISC styles and effectively **applying** this knowledge consists of **three simple steps**:

- 1) Knowing your natural behavioral tendencies,**
- 2) Recognizing the buyer’s observable behavior while selling,**
- 3) Adapting your selling style to the buyer’s style.**

Mastering the sales adaptability techniques outlined in this report may be some of the most important selling skills you can learn.

This report is as much **prescriptive** (remedies for connecting with others... today!) as it is **descriptive** (helping you to understand your own DISC behavioral style).

Has your sales process been successful with one person, then hopelessly failed with the very next? Has your sales style had a positive impact with some and yet created negative reactions from others? Have you wondered what caused those different reactions and responses, especially when you treated everyone the same way? In fact, you do your best to treat people just like you like to be treated! Many salespeople have these experiences and they often just shrug it off thinking, “That’s just the way it is.” But, it doesn’t have to be that way. More effective sales interactions with prospects **can be a success - if you know how to make it happen!**

If you are interested in improving your sales results,  
we recommend that you keep reading!

With your personalized and comprehensive DISC Sales report, you have a tool to help you develop strategies to meet the motivational needs of others and become more effective in getting positive results. Your ability to recognize the “style mode” being displayed by another person, and making small adaptations in the pace and focus of the interaction is the quickest and surest path to sales mastery!

This report does not deal with values or judgments, Susan. Instead, it concentrates on the tendencies that influence your behavior and helps you to recognize the preferences and strengths in others.

**Establishing the best interactions is a result of learning  
how to treat others the way they want to be treated.**

## INTRODUCTION TO THE DISCSTYLES™ SALES REPORT, *continued*

Our DISC System focuses on patterns of external, observable behaviors using scales of directness, openness, and pace each style exhibits. Because we can see and hear these external behaviors, it becomes much easier to understand people. This DISC model is simple, practical, and easy to remember. The **Four Basic DISCstyles Overview** section of this report provides a summary of the styles. (Pg. 25)

### BEHAVIORAL STYLES

Historical and contemporary research reveals more than a dozen models in understanding behavioral differences in people. Many share one common thread; the grouping of behavior into four basic categories. **Your report refers to those four categories as the DISC styles.**

The DISC concept measures the four dimensions of normal behavior and determines:

- **How you respond to problems and challenges.**
- **How you influence others to your point of view.**
- **How you respond to the pace of the environment.**
- **How you respond to rules and procedures set by others.**

*Please note: There is no “best” style nor is there a “worse” style. Each style has its unique strengths and opportunities for continuing improvement and growth. Any behavioral descriptions mentioned in this report are tendencies for your style group and depending upon the blending of styles and the intensity level of DISC traits, some descriptions of a pure DISC style may not specifically apply to you.*

### ADAPTABILITY

In addition to understanding your style, your report identifies ways you can apply your personal style-strengths or temporarily adjust your style in order to meet the needs of a particular prospect, customer, or client. This is called **adaptability**. Social scientists call it “Social Intelligence.” Much has been written on how social intelligence is just as important as one’s Intelligence Quotient (IQ) in being successful in today’s world. In some cases, social intelligence may even be more important than IQ.

The concept of adaptability is explained more within the section of your report entitled:

**“What is Behavioral Adaptability?”** (Pg. 28)

Susan, this is your **DISCstyles Sales Report**. After realizing the value of this version, you may want to derive the benefits from having your report converted into other comprehensive versions that are relevant to additional goals or alternate environments.

STYLE	TENDENCIES
<b>Dominance</b>	Tends to be direct and guarded
<b>Influence</b>	Tends to be direct and open
<b>Steadiness</b>	Tends to be indirect and open
<b>Conscientious</b>	Tends to be indirect and guarded

# **PART I: UNDERSTANDING YOURSELF**

## **GENERAL CHARACTERISTICS**

*The narration below serves as a general overview of your behavioral tendencies. Your report provides a framework for understanding and reflecting on your results. Susan, your report also includes some ideas to help you leverage your strengths to maximize your personal success. Recognize that our behaviors define how we interact with others as we approach problems, personal interactions, the activity level, and structure of the sales process and our daily lives.*

You have a rare skill in being able to weigh both intuition and data in balanced ways when making decisions. You tend to provide deep analysis in your insight, as well as a gut-level intuition that helps to balance the data. While others may jump to conclusions with no analysis, or conversely suffer "analysis paralysis," you have the ability to find the proper balance.

You tend to be conventional, and a bit cautious when it comes to making sudden decisions. There's nothing wrong with this, as it can be a strength to the team. Our coaching is intended to help you allow yourself some flexibility on routine decisions, and amplify your caution only when faced with mission-critical decisions.

You like to be on time for meetings and appointments and expect others to do the same. Your response pattern indicates that people who score like you are models of time management. They are where they are supposed to be, and they are there on time. As students in high school or college, their assignments were done on time, and sometimes even submitted early. If these sentences describe you as well, then you are among a rare group of people who wish that others would do the same.

You prefer order over chaos and will work to create and preserve order. You prefer neatness over a mess. You prefer established procedures and are uncomfortable with make-it-up-as-you-go operations. This can be a strength as long as you can remain flexible in certain situations.

## **GENERAL CHARACTERISTICS, *continued***

You have a talent for asking the right questions in order to get into the details of an issue. You score like those who are excellent fact-finders thanks to their analytical thinking, and the systematic way by which they gather and study information. You have the ability to work alone on such investigations, or to raise objective and unemotional questions during a meeting or conference call. Your insight helps your team consider all data before coming to a conclusion.

Susan, your pattern of responses on the instrument indicate that you tend to set high quality control standards for yourself and others in order to minimize mistakes and loose ends. This is a strength to any team, as long as there remains an awareness of the "revenue clock" ticking in the corner of the room. Superior quality control often comes at an opportunity cost. While taking more time will surely minimize mistakes, it may also increase costs. You should be prepared to make your case when requesting more time for costly quality control on a project.

Some people who score like you tend to equate neatness with quality. You like organization and may perceive a person with a messy desk or office as a producer of lower-quality work. While this may be true in some cases, it's not true all the time. Our coaching here is meant to help you maintain an open mind and focus on the result as opposed to organizational methods.

You score like others who are highly aware of the dangers of making hasty decisions. Knee-jerk decision makers might perceive you as a potential bottleneck in the project, but your careful analysis is likely to prevent difficulties in the long run.

## **YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANIZATION**

*You are likely to display your strength characteristics rather consistently. These qualities tend to enhance your effectiveness within the workplace. Your work style preferences provide useful insight for an independent sales person and/or a member of a sales team. Susan, these preferences are the talents and tendencies you bring to your selling environment.*

*Check your two most important strengths and your two most important work style tendencies and transfer them to the **Summary of Your Style** on page 15.*

### **Your Strengths:**

- You are technically skilled and highly proficient in your area of specialty.
- You tend to be well-prepared for meetings or contributions to report documents. You do your homework and expect the others to do the same.
- Conscientious, you are serious about doing things the correct way.
- You have a keen awareness of the broad impact of important decisions.
- You're an excellent critical thinker, frequently asking "Why?"
- You approach systems, utilities, and procedures with a high standard of quality.
- You make decisions based on factual data.

### **Your Style Tendencies You Bring to Your Environment:**

- You may tend to vacillate on some decisions, wanting to make the highest-quality choice possible, and may keep the "data gate" open too long. As a result, you may later be forced to make a decision under crisis.
- You want to be seen as assertive, and at the vanguard of leadership regarding new ideas and solutions.
- You motivate others on the team with a sense of competition and urgency.
- You sometimes hesitate in making decisions due to a desire to investigate all facets of a problem, and all potential solutions.
- You are able to look at a project from a "big picture" perspective, while keeping track of the details and minutiae that contribute to each step.
- Your ability to quickly analyze the facts allows you to show dominance in many new situations.
- You tend to make day-to-day operational decisions very quickly and easily. You devote substantially more time, effort, and caution to larger decisions.



## **YOUR MOTIVATORS: WANTS AND NEEDS**

*What motivates you? People are motivated by what they want or need. People are motivated to avoid their fears. **Behaviors are driven by these motivators.** Each style has different fears, wants, and needs. The more fully our motivators are met, the easier it is to perform naturally with minimal effort. Your assessment has analyzed your behavioral wants and needs. Susan, knowing these motivators helps you understand the “why” behind how you react and respond. This section indicates the wants and needs necessary for your performance at an optimum level.*

*Check your two most important motivators and your two most important needs. Transfer your selections to the **Summary of Your Style** on page 15.*

### ***You Tend to be Motivated by:***

- High standards of quality that all members of the team honor and support.
- Direct, factual answers to questions, supported by accurate data.
- Time to react to sudden changes, and to analyze the impact on overall quality.
- New experiences, and new challenges to meet.
- Efficient methods which get things done faster, without sacrificing quality.
- Authority equal to the responsibility you have been given.
- Immediate results for the high quality effort provided on any project.

### ***People Having Your Patterns Tend to Need:***

- Job descriptions which are presented clearly, with no ambiguities.
- Greater participation in team efforts and activities.
- Increased urgency in making decisions.
- A wider scope of perspective and operations.
- Work assignments requiring high degrees of precision and accuracy, to capitalize on your high detail orientation.
- Increased authority to delegate routine tasks and procedures.
- Complete explanations of processes and the internal systems used.



## YOUR MOTIVATIONS: IDEAL WORK ENVIRONMENT

*Everybody is motivated...however, they are motivated for their own reasons, not someone else's reasons. By understanding your motivations, you can create an environment where you are most likely self-motivated. You invest your natural energy just being "you" instead of using up your energy trying to behave in a way that is not comfortable.*

*Select your two most important environment factors. Transfer your selections to the **Summary of Your Style** on page 15.*

### ***You Tend to be Most Effective in Environments that Provide:***

- Challenging assignments that are both detailed and wide in scope.
- Support of some occasional vacillation in decisions or ideas.
- Time to react to alternatives, but also support for the fact that the clock is ticking.
- Opportunity for advancement to positions allowing for creativity.
- Support which allows you to focus maximum effort on the job tasks, and not to be concerned with social protocol.
- Freedom to create in new and different ways.
- Power and authority to make decisions and create change.

## THE C's BEHAVIOR AND NEEDS UNDER STRESS

### ***Under Stress You May Appear:***

- Over-reliant on data and documentation
- Resentful
- Unable to meet deadlines
- Withdrawn
- Resistant to change

### ***Under Stress You Need:***

- Accuracy
- Guarantees that you are right
- A slow pace for "processing" information

### ***Your Typical Behaviors in Conflict:***

- You appear to acquiesce to the demands of others and, thus, avoid conflict. In reality, however, you are often just withdrawing to enable them to prepare for a future, probably covert, attempt to reestablish your position.
- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.
- You are quite uncomfortable with overt conflict, aggression and anger. You will do whatever you can to avoid these situations and to avoid individuals with whom you have a disagreement.

### ***Strategies to Reduce Conflict and Increase Harmony:***

- Be more open with your friends and coworkers, sharing your feelings, needs and concerns with them.
- Stand up for yourself with supervisors, friends, and coworkers rather than avoiding them or pretending to go along with them.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary

## COMMUNICATION TIPS AND PLANS FOR OTHERS

*The following suggestions can help others to understand and become aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences. Select the two most important ideas when others communicate with you (Do & Don't) and transfer them to the **Summary of Your Style** on page 15.*

### ***When Communicating with Susan, DO:***

- Provide a specific, step-by-step timetable, complete with names and responsibilities.
- List pros and cons to suggestions you make.
- Take your time; be precise and thorough.
- Be accurate and realistic; don't overinflate ideas or results.
- Assure her that there won't be surprises.
- Prepare your case in advance. Don't try to "wing it," using charm alone.
- Make an organized appeal for your support and contributions.

### ***When Communicating with Susan, DON'T:***

- Rush the issues or the decision-making process.
- Use unreliable evidence or testimonials.
- Be disorganized or sloppy.
- Get in the habit of manipulating ideas quickly.
- Be unrealistic with deadlines.
- Be vague about what's expected of the group.
- Use someone else's opinion as evidence.

## Communication Plan with the **DOMINANT** Style

<b>CHARACTERISTICS:</b>	<b>SO YOU...</b>
Concerned with being #1	Show them how to win and new opportunities
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goal and boundaries and then get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like changes	Vary routines
Prefer to delegate	Look for opportunities to modify their workload focus
Want others to notice accomplishments	Recognize them for what they've done
Need to be in charge	Let them take the lead, when appropriate, but be sure to give them parameters
Tendency towards conflict	Argue with conviction on points of disagreement backed up with facts; don't argue on a personality basis

## Communication Plan with the **INFLUENCING** Style

<b>CHARACTERISTICS</b>	<b>SO YOU...</b>
Concerned with approval and appearance	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the "big picture"
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice them	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast and lively pace
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they look good	Mention their accomplishments, progress and your other genuine appreciation

## Communication Plan with the **STEADY** Style

<b>CHARACTERISTICS</b>	<b>SO YOU...</b>
<b>Concerned with stability</b>	Show how your idea minimizes risk
<b>Think logically</b>	Show reasoning
<b>Want documentation and facts</b>	Provide data and proof
<b>Like personal involvement</b>	Demonstrate your interest in them
<b>Need to know step-by-step sequence</b>	Provide outline and/or one-two-three instructions as you personally "walk them through"
<b>Want their patient perseverance noticed</b>	Compliment them for their steady follow-through
<b>Avoid risks and changes</b>	Give them personal assurances
<b>Dislike conflict</b>	Act passively, focus on common interest or support them
<b>Accommodate others</b>	Allow them to provide service or support for others
<b>Look for calmness and peace</b>	Provide a relaxing and friendly atmosphere
<b>Enjoy teamwork</b>	Provide them with a cooperative group
<b>Want sincere feedback that they are appreciated and their support matters</b>	Acknowledge their easygoing manner and helpful efforts

## Communication Plan with the **CONSCIENTIOUS** Style

<b>CHARACTERISTICS</b>	<b>SO YOU...</b>
<b>Concerned with aggressive approaches</b>	Approach them in an indirect and non-threatening way
<b>Think logically</b>	Show your reasoning
<b>Seek data</b>	Give data to them in writing
<b>Need to know the process</b>	Provide explanations and rationale
<b>Use caution</b>	Allow them to think. Ask. Check before making decisions
<b>Prefer to do things themselves</b>	When delegating, let them check procedures, and other progress and performance before they make decisions
<b>Want others to notice their accuracy</b>	Give them credit for their thoroughness and correctness
<b>Gravitate toward quality control</b>	Let them assess and be involved in the process
<b>Avoid conflict</b>	Tactfully ask for clarification and assistance you may need
<b>Need to be right</b>	Allow them time to find the best or correct answer and within available limits
<b>Like to contemplate</b>	Tell them "why"

## POTENTIAL AREAS FOR IMPROVEMENT

*Everyone has some possible struggles, limitations, weaknesses or areas for improvement. Often it is simply an overextension of strengths, and therefore, viewed as a **weakness** or even **blind spots**.*

*For example, a High D's directness may be a strength in certain environments, but when overextended or used to the extreme, the High D may tend to become bossy.*

*Select the two most important areas you are committed to improve upon and transfer them to the **Summary of Your Style** on page 15.*

### ***Potential Weaknesses and Possible Blind Spots for Your C Style, Susan, and Perceptions Others May Have for Your C Style.***

- You may tend to withdraw ideas in order to avoid controversy.
- When forming teams, you may tend to select people who are similar to you.
- You may be overly defensive about your position, especially when faced with change or threats.
- You may tend to avoid taking responsibility for problems and failures.
- You may be too cautious when making decisions, tending to second-guess yourself, rather than standing firmly behind your decision.
- You may allow yourself to get bogged down in the details, especially when the climate becomes pressured.
- You may be too locked into rules, regulations, and procedures, at times when flexibility is needed.

## SUMMARY OF SUSAN SAMPLE'S STYLE

*Communication is a two-way process. Encourage others to complete their own DISCstyles Assessment (not necessarily the Sales Report; select the version most appropriate for each person) and then share the Summary Sheets with one another. By discussing preferences, needs, and wants of your customers, coworkers, those with whom you socialize, and even family members, you will be able to enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the DISCstyles information.*

*Complete the worksheet below from the previous pages of this report.*

### YOUR STRENGTHS: WHAT YOU BRING TO THE ORGANIZATION

1. \_\_\_\_\_
2. \_\_\_\_\_

### YOUR WORK STYLE TENDENCIES

1. \_\_\_\_\_
2. \_\_\_\_\_

### YOUR MOTIVATORS: WANTS

1. \_\_\_\_\_
2. \_\_\_\_\_

### YOUR NEEDS

1. \_\_\_\_\_
2. \_\_\_\_\_

### YOUR MOTIVATIONS: IDEAL WORK ENVIRONMENT

1. \_\_\_\_\_
2. \_\_\_\_\_

### COMMUNICATION DO'S & DON'TS

1. \_\_\_\_\_
2. \_\_\_\_\_

### POTENTIAL AREAS FOR IMPROVEMENT

1. \_\_\_\_\_
2. \_\_\_\_\_



## WORD SKETCH: ADAPTED STYLE

**DISC is an observable “needs-motivated language” based on the concept that emotions and behaviors are neither good nor bad. Behaviors reveal the needs that motivate our actions. We all have perceptions of how we need to react and respond in a specific environment to foster good relationships and more productive environments.**

*Susan, the chart below is your personal “ADAPTED STYLE” DISC Graph displayed as a Word Sketch. The highlighted descriptors in your chart indicate the behavior traits you exhibit based on how you perceive the demands of your environment. Use it with examples to describe why you do what you do and what is important to you in your situation.*

DISC Focus →	<b>D</b> <b>PROBLEMS</b> <b>TASKS</b>	<b>I</b> <b>PEOPLE</b>	<b>S</b> <b>PACE</b>	<b>C</b> <b>PROCEDURES</b>
<b>Needs →</b>	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, teams, stable environment	Rules to follow, Data to analyze
<b>Emotions →</b>	Decisive, risk-taker	Optimistic, trusting others	Patient, non-expressive	Cautious, careful decisions
<b>Fears →</b>	Being taken advantage of or lack of control	Being left out / loss of social approval	Sudden change / loss of stability and security	Being criticized / loss of accuracy and quality
	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical neat sensitive tactful
	calculated risks moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self assured opinionated persistent
	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

## WORD SKETCH: NATURAL STYLE

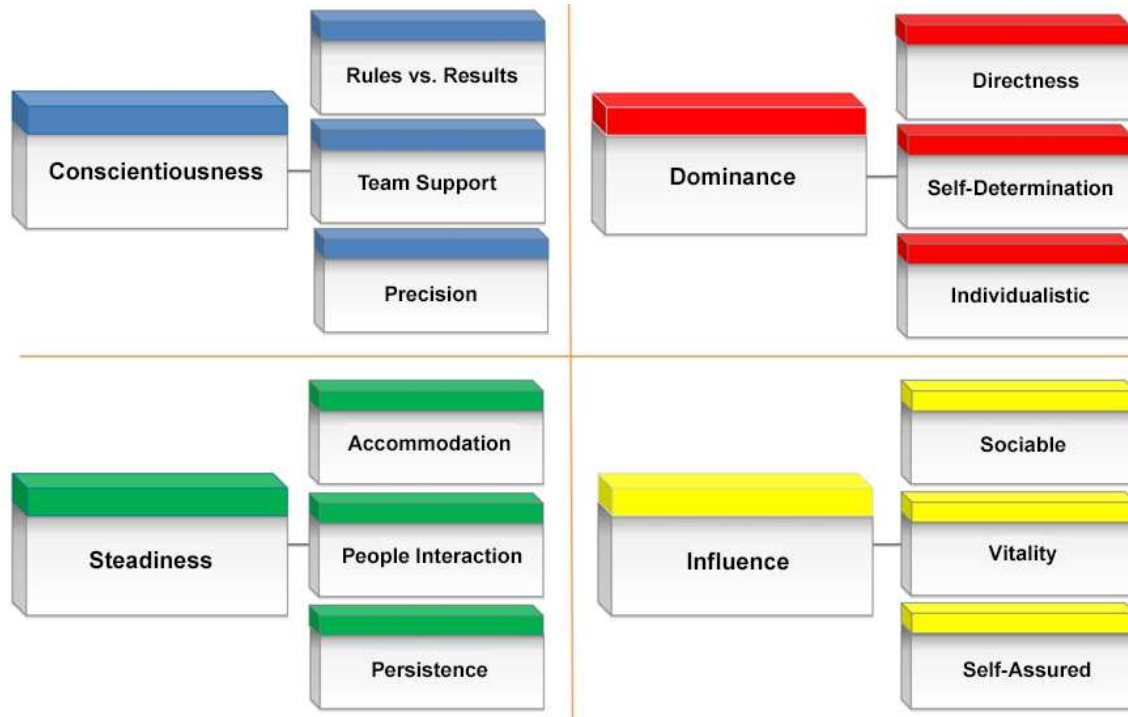
**DISC is an observable “needs-motivated language” based on the concept that emotions and behaviors are neither good nor bad. Behaviors reveal the needs that motivate our actions. We have specific reactions and responses that come naturally to us.**

Susan, the chart below is your personal “**NATURAL STYLE**” DISC Graph displayed as a Word Sketch. The highlighted descriptors in your chart indicate the behavior traits you **naturally exhibit**. Use it with examples to describe why you do what you do.

DISC Focus →	<b>D</b> <b>PROBLEMS</b> <b>TASKS</b>	<b>I</b> <b>PEOPLE</b>	<b>S</b> <b>PACE</b>	<b>C</b> <b>PROCEDURES</b>
<b>Needs</b> →	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, teams, stable environment	Rules to follow, Data to analyze
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	calculated risks moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self assured opinionated persistent
	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic



## THE 12 INTEGRATED DISC STYLE RELATIONSHIPS



For a more complete understanding of a person's overall behavior style, you can view how each of the primary four DISC factors interact to produce twelve (12) integrated behaviors.

When comparing each of the four (4) basic DISC factors with the others, a group of twelve (12) factors of individual behaviors can be identified. Each person will display some of these factors more strongly than the others.

Each of the twelve (12) factors has been assigned specific descriptors to help you associate the factor to a specific behavior. The ability to identify and measure the relative interaction of the twelve (12) factors represents the interpersonal skills often encountered in the workplace and enhances the application of DISC to better understand behavior and helps in discussing it for professional development.

We can measure the strength of a factor in a person's overall behavioral style by viewing the intensity score. **Intensity is a measurement of the relative contribution of a specific factor to a person's observable natural behaviors that are most often displayed in most situations.**


**There are five (5) intensity levels.** The intensity levels range from Low (absent in most situations) through High (clearly displayed in most situations.) (Pg. 22)

Add this powerful view to your relationship building tool kit and use it to help your understanding of why and how people shape their communications and connections with others.

**Behaviors define how we express our thinking into the world.**

## THE 12 INTEGRATED DISC STYLE RELATIONSHIPS, *continued*

This list of twelve (12) Integrated DISC relationships reveals how the four (4) Primary DISC behaviors combine and work together to create the socialized behaviors others see and experience. The length of the **black bar** shows the relative influence of the DISC factors in one's overall observable behavioral style.

 The box identifies the range of all scores in the **general population** for each integrated behavior. The half of the population scoring below the median score are to the left of the vertical line in the box and those scoring above the median are to the right of the vertical line.

Unlike an average, the median score will not always be shown with equal spaces on both sides.

### 1. The Precision Behavior (C/S) [High Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



“How this individual's need for accuracy, precision and planning is impacted by their desire for team support and accommodation.” The Precision behavior measures HOW the strength of this individual's need for structure, accuracy, order and precision is influenced by their pace, patience and level of team accommodation. Higher intensity scores reflect a desire to operate in a “fail-safe” environment supported by accurate data and through preparation while Lower intensity scores suggest steady paced progress, strong support, consideration and accommodation for the team's overall direction.

### 2. The Team Support Behavior (C/I) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



“How this individual's need for accuracy, precision and following procedure is impacted by their desire for social connection and interaction.” The Team Support behavior measures HOW the strength of this individual's desire for accuracy, structure, rules and standards is influenced by the strength of their desire to interact, engage and accommodate other people. Higher intensity scores display reliance upon structure, logic, facts and established data, procedures and protocols while Lower intensity scores display a more cordially social, engaging and accommodating communication style with a less focus on established protocols.

### 3. The Rules vs. Results Behavior (C/D) [Moderate Intensity]

0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



“How this individual's need for accuracy, precision and guidelines is impacted by their need for immediate results.” The Rules vs. Results behavior measures HOW the strength of this individual's need to precisely follow established structural and procedural guidelines, standards and codes is influenced by their need for direct “results now” actions that target immediate accomplishments. Higher intensity scores identify a strong need to pursue objectives with guidance and reliance upon established structure, rules, organizational protocols and policies while Lower intensity scores suggest a more direct, immediate “result now” focus that will not likely be restrained by established protocols, procedures and policies.

### 4. The Self-Determination Behavior (D/S) [Moderate Intensity]

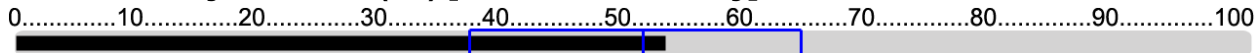
0.....10.....20.....30.....40.....50.....60.....70.....80.....90.....100



“How this individual's degree of assertive “results now” focus is impacted by their level of patience.” The Self-Determination behavior measures HOW the strength of this individual's direct, assertive and “results now” oriented behaviors are influenced by their degree of patience and preferred pace. Higher intensity scores identify a preference toward a more “now oriented pace” that is keyed toward taking actions that achieve immediate results and goals while Lower intensity scores identify a steadier, less urgent pace that embraces planning and careful consideration of consequences prior to taking action.

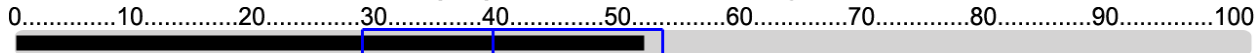


**5. The Vitality Behavior (I/S) [Moderate Intensity]**



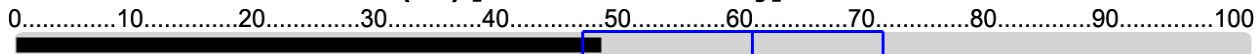
“How this individual's people focused extroversion is impacted by their preferred pace and activity level.” The Vitality behavior measures HOW the strength of this individual's desire for interpersonal connections is influenced by their degree of urgency, preferred pace and activity level. Higher intensity scores reflect a high energy, freewheeling, confident and engaging style that will likely embrace new ideas and concepts while Lower intensity scores reflect thoughtfulness and care when crafting both words and deeds as one moves steadily toward the identified goal and objective.

**6. The Directness Behavior (D/I) [Moderate Intensity]**



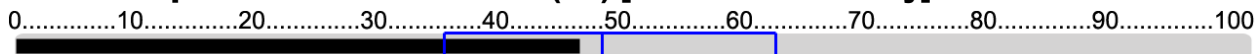
“How this individual's dominance and 'results now focus' is impacted by their desire to interact, connect and relate to others.” The Directness behavior measures HOW the strength of this individual's direct, assertive and results oriented communication style is influenced by their desire to build relationships and connect with others. Higher intensity scores identify a willingness to make and defend tough and even unpopular decisions while Lower intensity scores will identify an inclination to search for a more socially interactive, popular and accommodating solution.

**7. The Sociable Behavior (I/D) [Moderate Intensity]**



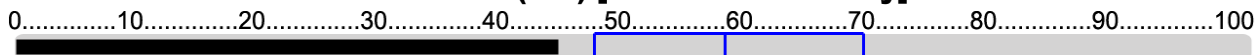
“How this individual's need for social interaction is impacted by their assertiveness and desire for immediate results.” The Sociable behavior measures HOW the strength of this individual's preference for cordial social interaction and people connection is influenced by their need for immediate results. Higher intensity scores reflect an emphasis on seeking, building and sustaining personal relationships while Lower intensity scores reflect a much stronger competitive “result now” focus with less effort on accommodation and building relationships.

**8. The People Interaction Behavior (S/I) [Moderate Intensity]**



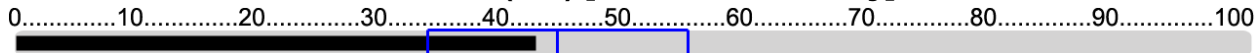
“How this individual's need for a steady pace and exercise of patience is impacted by their desire to connect and engage in social interaction.” The People Interaction behavior measures HOW the strength of this individual's degree of patience and preferred activity level are influenced by the strength of their extroversion and a desire to socially interact and accommodate others. Higher intensity scores will display a great deal of care and consideration when crafting the words and deeds that impact others while Lower intensity scores will reflect a freewheeling and confident belief that most if not all interactive social situations can be handled “on the fly.”

**9. The Accommodation Behavior (S/D) [Moderate Intensity]**



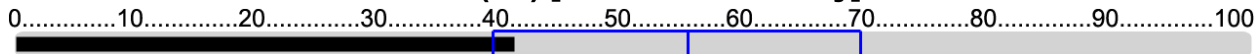
“How this individual's need to operate at a steady pace and innate degree of patience is impacted by their need for immediate results.” The accommodation behavior measures HOW the strength of this individual's level of patience and activity level are influenced by the strength of their desire to lead, command and direct activities focused on immediate results and solutions. Higher intensity scores reflect a willingness to consider, accommodate and support alternative solutions and ideas while Lower intensity scores reflect a propensity to make difficult decisions, remain firm in supporting and defending them sustained by a strong focus on achieving immediate results and accomplishing assigned goals.

**10. The Individualistic Behavior (D/C) [Moderate Intensity]**



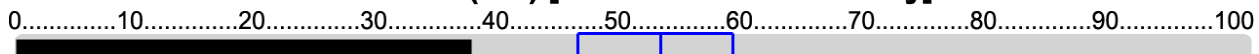
“How this individual's “results now” assertiveness is impacted by their desire to be accurate, analytical and structured.” The Individualistic behavior measures HOW the strength of this individual's direct, assertive and “results now focus” is influenced by their need to precisely follow established structural and procedural guidelines while pursuing objectives. Higher intensity scores will not likely be deterred by potential restraints or established policies especially if they are perceived to impede immediate results while Lower intensity scores will favor strong and precise compliance and adherence to established structure, rules, policy and procedures.

**11. The Self-Assured Behavior (I/C) [Moderate Intensity]**



“How this individual's people oriented extroversion is impacted by their need for accuracy and structure.” The Self-Assured behavior measures HOW the strength of this individual's extroversion and desire for personal connection with others is influenced by their need for structure, detail, and accurate evidence prior to taking action. Higher intensity scores can sometimes lead to overconfidence with a willingness to improvise and to take spontaneous actions vs. thorough planning while Lower intensity scores reflect a cautious and conscientious approach that seeks to take actions that are supported by reliable tactics, trusted data and past successes.

**12. The Persistence Behavior (S/C) [Low Moderate Intensity]**



“How this individual's need for pace and patience is impacted by their need for accuracy, precision and planning.” The Persistence behavior measures HOW the strength of this individual's patience, activity level and team support is influenced by their need for accuracy, precision and structure. Higher intensity scores reflect an emphasis on supporting planned group and team efforts while Lower intensity scores reflect a need to follow established policies and procedures even if it requires running counter to the team's direction that may be advocating alternative or even potentially risky actions.

**Intensity Scoring Legend** - DISC Style intensity is a measure of how you will likely display the specific behavior when interacting and communicating with others.

- **Low Intensity** - indicates the **absence** of this behavior in **most** situations
- **Low Moderate Intensity** - **sometimes** observable
- **Moderate Intensity** - the behavior is **flexible** and **may or may not** become observable
- **High Moderate** - **frequently** observable
- **High Intensity** - **clearly** observable

**Notes**

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## BEHAVIORAL PATTERN VIEW (BPV)

The **BPV** has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plotting points on the **outer edges** of the diamond identify that one DISC factor of your style will dominate the other three. As you move towards the center of the diamond two and eventually three factors combine to moderate or temper the intensity of your style descriptors within a specific behavioral zone.

### THE SCORING LEGEND

**D** → **Dominance:** How you deal with **Problems**

**I** → **Influence/Extroversion:** How you deal with **Others**

**S** → **Steadiness/Patience:** How you deal with your Activity Level (**Pace**)

**C** → **Conscientious/Compliance/Structure:** How you deal with Rules as well as your focus on **Details, Accuracy and Precision**

Efficient. Analytical. Organized.  
Factual. Practical. Innovative.  
"Consequences of Actions" Awareness.

Data-Driven. Factual.  
Precise. Analytical.  
Accurate. Structured.  
Careful. Cautious.  
Compliant. Sees Value  
in Rules and Policies.

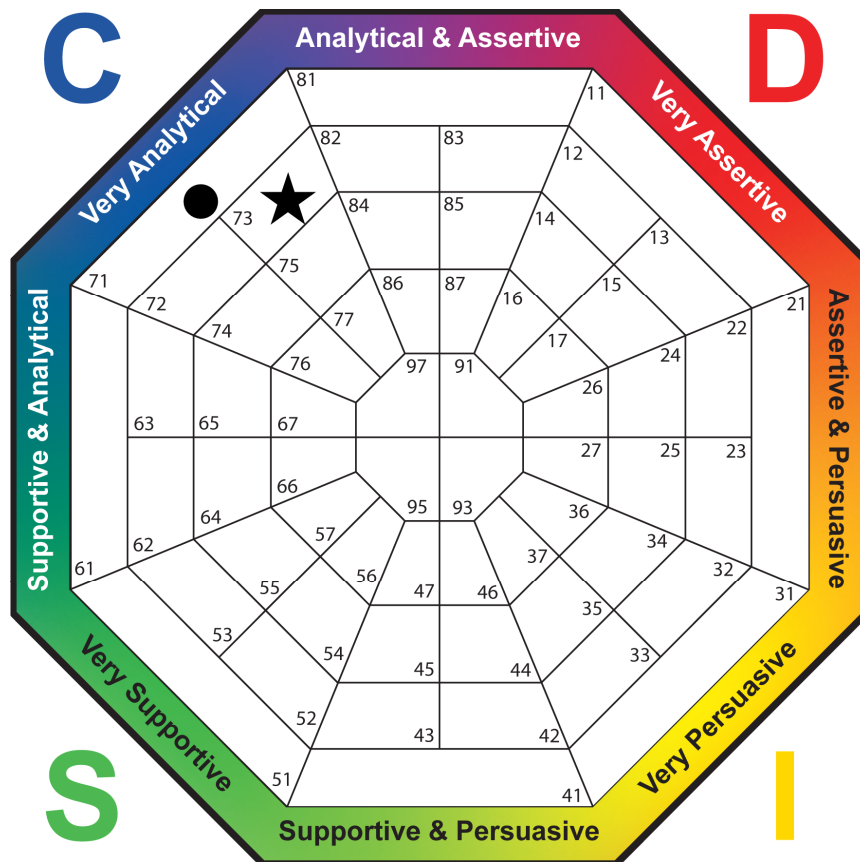
Assertive. Impatient.  
Results-Focused.  
Makes Rapid Decisions.  
Seeks Challenges.  
Can be Aggressive.  
Wants to Lead.  
Impatient. Determined.

Values Diplomacy. Mindful  
of Rules. Slow-Paced.  
Reserved. Methodical.  
Accurate. Dislikes  
Confusion and Ambiguity.  
Follows Systems and  
Procedures.

Assertive. Persuasive.  
Embraces New Concepts.  
Mover and Shaker.  
Very Outgoing.  
High Energy.  
Engaging. Brave.

Very Patient. Listener.  
Likes Stability and  
Structure. Supportive.  
Non-Risk Taker. Steady  
and Even-Paced.  
Loyal. Calm.  
Non-Expressive.

Very Outgoing.  
Persuasive. Influences.  
People-Oriented.  
Optimistic. Strong  
Communication Skills.  
Verbal. Likes Variety.  
Demonstrative.



Good Team Player. Creates  
Good Will. Service-Oriented.  
Likes Compliments. Friendly.  
Pleasant. Cooperative.

● = NATURAL Behavioral Style

★ = ADAPTED Behavioral Style

## PART II: APPLICATION OF DISC STYLES

Understanding your own behavioral style is just the first step to being most effective in the sales process. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. The remainder of this report explains those practical applications.

To begin to use the power of behavioral styles, invest time and practice in knowing how to apply the DISC concept and knowledge to people and situations. Remember, **people want to be treated** according to **their** own behavioral style and communication preferences, **not yours!**

### THIS APPLICATION SECTION INCLUDES:

- Overview of the Four Basic DISCstyles (Pg. 25)
- How to Identify Another Person's Behavioral Style (Pgs. 26-27)
- What is Behavioral Adaptability (Pg. 26)
- How to Modify Directness/Openness (Pg. 29)
- Tension Among the Styles (Pgs. 30-32)
- Building and Maintaining Rapport: The Selling Cycle (Pgs. 34-41)

This section will help you understand how to be more effective in relationships and situations. Good relationships can be enhanced and challenging relationships may become better and not as challenging.

After reviewing the information, select a relationship that has not progressed as smoothly as you would like. Make a commitment to invest time to gain an understanding of the other person's behavioral style and take steps to adapt your behavior to improve the relationship.

#### *Here's how:*

(The bolded section titles referenced in the following steps have the location indicated by page numbers above)

1. Identify the behavioral style of the other person using the **How to Identify Another Person's Behavioral Style** section. You can read about their style in **Overview of the Four Basic DISCstyles**. The section on **What Is Behavioral Adaptability** provides insight to adaptability, what it is not, and why it is so important to all your interpersonal relationships.
2. Once you know another person's style and preferences for directness or openness, you can use the **How to Modify Your Directness and Openness** section to adjust your traits when relating to this person. You will be amazed at the difference.
3. To further understand the tension that may exist in the relationship, refer to the **Tension Among the Styles** section and complete the **Tension Among the Styles Worksheet**. Being aware of the preference differences in pace and priority, plus adapting accordingly, can make a big difference in those tension-filled relationships.
4. The last section, **How to Adapt to the Different Behavioral Styles**, gives you suggestions on effectively interacting with each of the four basic styles.

## OVERVIEW OF THE FOUR BASIC DISCSTYLES

Below is a chart to help you understand some of the characteristics of each of the Four Basic DISC Styles, so you can interact with each style more effectively. These behavioral tendencies are indicative of those with the **High or Pure D, I, S, or C** Styles. Tendencies are tempered by the blending of other styles, which changes the intensity of the behavior. Knowing the high tendencies is quite useful in describing how a person is likely to behave, and how the person is likely to be perceived in a given environment.

	<b>HIGH DOMINATE STYLE</b>	<b>HIGH INFLUENCING STYLE</b>	<b>HIGH STEADY STYLE</b>	<b>HIGH CONSCIENTIOUS STYLE</b>
<b>PACE</b>	Fast   Decisive	Fast   Spontaneous	Slow   Relaxed	Slow   Systematic
<b>PRIORITY</b>	Goal	People	Relationship	Task
<b>SEEKS</b>	Productivity Control	Participation Applause	Acceptance	Accuracy Precision
<b>STRENGTHS</b>	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemizing Orchestration
<b>GROWTH AREAS</b>	Impatient Insensitive Poor listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slow to start Lacks full perspective	Perfectionist Critical Unresponsive
<b>FEARS</b>	Being taken advantage of	Loss of social recognition	Sudden changes Instability	Personal criticism of their work efforts
<b>IRRITATIONS</b>	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
<b>UNDER STRESS MAY BECOME</b>	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
<b>GAINS SECURITY THROUGH</b>	Control Leadership	Playfulness Others' approval	Friendship Cooperation	Preparation Thoroughness
<b>MEASURES PERSONAL WORTH BY</b>	Impact, Results Track records and material	Acknowledgments Applause Compliments	Compatibility Depth of contribution	Precision Accuracy Quality of results
<b>WORKPLACE</b>	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

## HOW TO IDENTIFY ANOTHER PERSON'S BEHAVIORAL STYLE

How do you quickly and accurately identify each of the four behavioral styles to practice adaptability? You do this by focusing on **two** areas of behavior; **DIRECTNESS** and **OPENNESS**.

Notice the **vertical line** splitting the diamond in half.

The **D** and **I** are to the **right of the vertical line**.

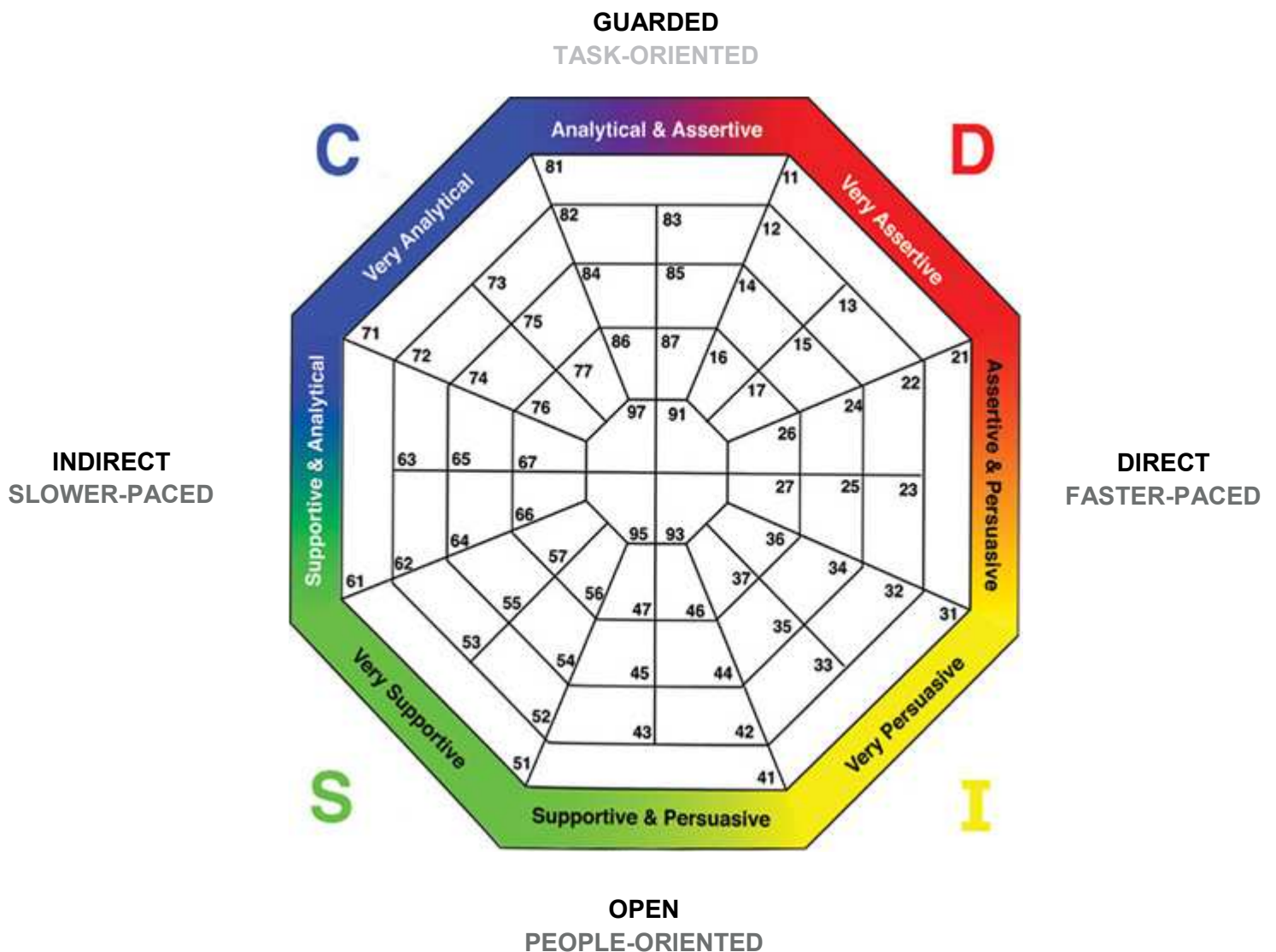
The **C** and **S** are to the **left of the vertical line**.

Notice the **horizontal line** splitting the diamond in half.

The **C** and **D** are **above the horizontal line**.

The **S** and **I** are **below the horizontal line**.

The crossing of the vertical and horizontal lines create the four D, I, S, and C quadrants.

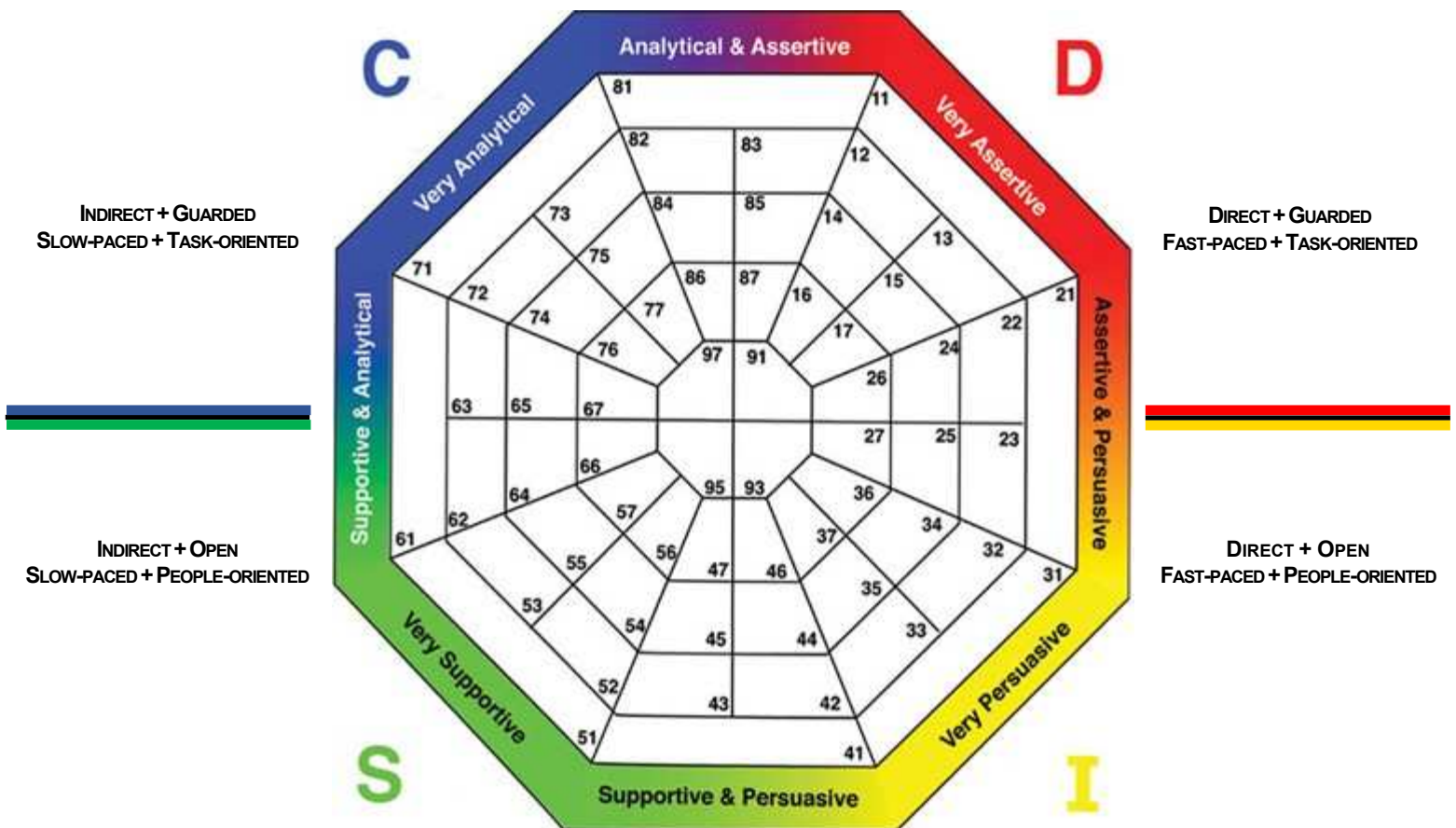


*To quickly identify the styles of others, ask yourself the questions on the following page.*



## RECOGNIZING ANOTHER PERSON'S BEHAVIORAL STYLE: TWO POWER QUESTIONS

1. Is the person **DIRECT (FAST-PACED)** or **INDIRECT (SLOW-PACED)**?  
*Direct styles plot on the right. Indirect styles plot on the left.*
2. Is the person **GUARDED (TASK-ORIENTED)** or **OPEN (PEOPLE-ORIENTED)**?  
*Open styles plot on the bottom. Guarded styles plot on the top.*



When we integrate **both the natural tendency to be either DIRECT or INDIRECT with the natural tendency to be either GUARDED or OPEN** it forms the foundation and the basis for plotting each of the **four** different behavioral styles:

- D** → Individuals who typically exhibit *direct & guarded behaviors* define the **Dominant Styles**
- I** → Individuals who exhibit *direct & open behaviors* define the **Influence/Extroverted Styles**.
- S** → Individuals who exhibit *indirect & open behaviors* define the **Steadiness/Patient Styles**.
- C** → Individuals who exhibit *indirect & guarded behaviors* define the **Conscientious/Compliant Styles**.

The behavioral intensity of the traits is shown in the D, I, S, or C quadrant. The plotting points towards the outside edge of the diamond reflect **MORE INTENSITY** and those plotting closer to the center reflect a **DECREASED INTENSITY LEVEL** from **MODERATE** to **LOW INTENSITY** of both characteristics related to the plotting quadrant.

## WHAT IS BEHAVIORAL ADAPTABILITY?

Adaptability is your willingness and ability to adjust your approach or strategy based on the needs of the situation or relationship at a particular time. It is something applied more to yourself (to your patterns, attitudes and habits) than to others.

No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style need to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so with others. You can choose to be quite adaptable with one person today and less adaptable with that same individual tomorrow.

### **Adaptability is how you manage your behavior.**

You practice adaptability each time you slow down for a **C** or **S** style; or when you move a bit faster for the **D** or **I** styles. It occurs when the **D** or **C** styles take the time to build the relationship with an **S** or **I** style; or when the **I** or **S** styles focus on facts or get right to the point with **D** or **C** styles. It means adjusting your own behavior to help other people feel more at ease with you and the situation

Adaptability does **not** mean imitation of the other person's style. It **does** mean adjusting your openness, directness, pace, and priority in the direction of the other person's preference, while maintaining your own identity.

### **Adaptability is important to all successful relationships.**

People often adopt a different style in their professional lives than they do in their social and personal lives. We tend to be more adaptable at work with and less adaptable at home and with people we know well.

Adaptability at its extreme could make you appear wishy-washy, insincere and hypocritical. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it to gain rapport with others. At the other end of the continuum, no adaptability would cause others to view a person as rigid and uncompromising because the person insists on behaving according to his/her own natural pace and priority.

### **Realize that it takes energy to adapt; to act in a way that is not natural. Adapting for a specific job description for 8 hours a day and for 40 hours a week can be exhausting.**

Effectively adaptable people meet other peoples' needs. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or when the situation calls for them to totally adapt to the other person's behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win; tactful, reasonable, understanding, and non-judgmental.

Your adaptability level influences how others judge their relationship with you. **Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down.** This is especially information for the **job interview process**. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations.

### **With adaptability you can treat other people the way *they* want to be treated.**

## HOW TO MODIFY YOUR DIRECTNESS AND OPENNESS

In some interpersonal situations, you will only be able to identify another person's **directness** (pace) or **openness** (people or task), **but not both**. In these situations, you need to know how to practice adaptability one behavioral dimension at a time. With that in mind, let's look at what you can do to modify your level of Directness or Openness before looking at specific guidelines for being more adaptable with each of the four styles.

### DIRECTNESS (Fast or Slow Pace)

#### TO INCREASE:

- Speak, move and make decisions faster
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree
- Face conflict openly, but don't clash with the person
- Increase your eye contact

#### TO DECREASE:

- Talk, walk and make decisions more slowly
- Seek and acknowledge others' opinions
- Share decision-making
- Be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging or acting pushy
- When disagreeing, choose words carefully

### OPENNESS (People-Focused or Task-Oriented)

#### TO INCREASE:

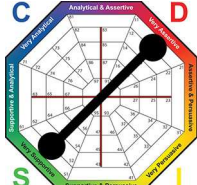
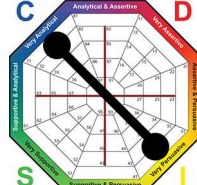
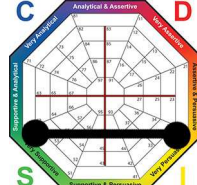
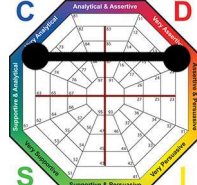
- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal complements
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

#### TO DECREASE:

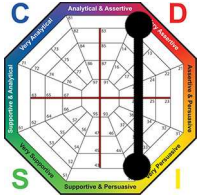
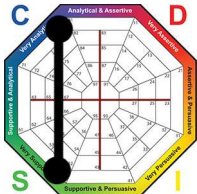
- Get right to the task; to the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use business-like language



## TENSION AMONG THE STYLES

Potential Tensions/Disconnects	Plot Points Example
<p><b>Double Tensions of Patience versus Urgency PLUS People versus Task:</b></p> <p><i>Pattern 1:</i> The High S's preferred Patient &amp; Slower Pace with a Primary Focus on People can conflict with the High D's Sense of Urgency and Focus on Tasks and Results and "Do It Now" traits.</p>	 <p><b>High S + High D</b> (Lower Left vs. Upper Right Quadrant)</p>
<p><b>Double Tensions of Patience versus Urgency PLUS People versus Task:</b></p> <p><i>Pattern 2:</i> The High C's lack of Urgency with a Primary Focus on Tasks and Results can conflict with the High I's higher Urgency with a Primary Focus on People.</p>	 <p><b>High C + High I</b> (Upper Left vs. Lower Right Quadrant)</p>
<p><b>Patience versus Urgency Tensions:</b></p> <p>The High S's innate Patience can conflict with the High I's Sense of Urgency.</p>	 <p><b>High S + High I</b> (Lower Left vs. Lower Right Quadrant)</p>
<p><b>Patience versus Urgency Tensions:</b></p> <p>The High C's focus on exercising Patience to assure Accuracy and Avoid Errors can conflict with the High D's Focus on Quick Results; their "Do It Now Solutions" and "Jump into Action" style.</p>	 <p><b>High C + High D</b> (Upper Left vs. Upper Right Quadrant)</p>

## TENSION AMONG THE STYLES, continued

Potential Tension(s)/Disconnects	Plot Points
<p><b>People versus Tasks Tensions:</b></p> <p>The High D's focus on Results, Tasks and Action can conflict with the High I's Focus on People, Feelings and Sociable Correctness.</p> <hr style="border-top: 1px dashed black;"/>	 <p><b>High D + High I</b> <i>(Upper Right vs. Lower Right Quadrant)</i></p>
<p><b>People versus Tasks Tensions:</b></p> <p>The High C's focus on Data, Analysis, Accuracy and Precision can conflict with the High S's Focus on People, Teamwork, Personal Connection and a Feeling of Family.</p>	 <p><b>High C + High S</b> <i>(Upper Left vs. Lower Left Quadrant)</i></p>

**Notes**

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## TENSION AMONG THE STYLES WORKSHEET

Everyone has a few tension-filled relationships. Even those for whom you have the highest regard or loving feelings, it seems that no matter what you do, your interactions sometimes become stressful. If this is behavior related, remembering to **treat others the way they want to be treated** will be helpful.

Use this worksheet to gain insight on how to improve a relationship. You may discuss with the other person what you can do to ease the tension.

First, refer to the section on **How to Identify Another Person's Style** on pages 26-27 and determine the person's primary behavioral style. Refer to the **Overview of the Four Basic DISCstyles** on page 25 and the **Tension Models** on pages 30-31 to identify the pace and priority preferences. Next, see which preferences are different than yours and note the strategy you will take to modify your behavior. If both preferences are the same as yours, determine where you will allow the other person's needs to be placed above yours.

*For example, if you are a High I with fast-pace and people-oriented preferences and the other person is as well, you might let them have the center stage in times when it is not as important for you.*

*A little give and take will go a long way.*

<b>Susan Sample</b>
<b>Style: C</b>
<b>Pace:</b>
<b>Priority:</b>

<b>RELATIONSHIP</b>
<b>Name:</b> John Doe
<b>Style:</b> High I
<b>Pace:</b> Faster-paced
<b>Priority:</b> People-oriented
<b>Difference:</b> Pace and Priority
<b>Strategy:</b> Be more personable, social, upbeat, and faster-paced with John

### RELATIONSHIP 1

Name: \_\_\_\_\_

Style: \_\_\_\_\_

Pace: \_\_\_\_\_

Priority: \_\_\_\_\_

Difference: \_\_\_\_\_

Strategy: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### RELATIONSHIP 2

Name: \_\_\_\_\_

Style: \_\_\_\_\_

Pace: \_\_\_\_\_

Priority: \_\_\_\_\_

Difference: \_\_\_\_\_

Strategy: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## **BUILDING AND MAINTAINING RAPPORT THROUGHOUT THE SELLING CYCLE**

There are five definable stages to most every buying cycle. Successfully guiding prospects through each phase will lead to positive outcomes for both of you.

**1. Connecting:** Understanding DISC styles will have an impact on the impression you make in the first few minutes of a meeting. In that short, precious time, you may make or break the sale. In that time, your prospect sizes you up and determines if you are the type of person he or she would like to do business.

The purpose of connecting with your prospect is to begin opening up lines of communication. Great listeners make great salespeople! Master the skill of effective listening and every other aspect of your relationships will improve.

**2. Exploring:** The purpose of exploring is to get an accurate picture of the prospect's needs and what it will take to provide an effective solution. To do so, you need to listen to what the prospect says as well as know how to ask the right questions to get the information you need.

Asking relevant questions is a critical sales skill. It does not require asking many questions - just the right ones. Asking questions is similar to painting a picture. You start with a blank canvas and begin to fill in the background and rough in the picture with broad-brush strokes. Then you fill in the details using finer and finer strokes.

**3. Collaborating:** During this phase, you and your prospect collaborate to find a solution that meets the prospect's needs. It is a process of taking your prospect's ideas and combining them with your own ideas to arrive at a solution that makes sense to both of you. The give-and-take exchange can be thought of as an opportunity to switch places with your prospect. Imagine saying this: "If you and I could switch places, that is, if you could know what I know about my product and if I could know what you know about your business, we would both know exactly how to give you the best possible solution for your needs."

That's your goal... to come as close as possible to the perfect knowledge that would allow you to develop the ideal solution for your prospect. To achieve that goal, you need to exchange enough information to fully understand your prospect's business, industry, trends, challenges, and problems; and they have to know as much as possible about your products and services and how they will help your prospect. As you propose a solution, relate it to the prospect's needs discovered in the exploring phase and explain how it will work in your prospect's environment.

*Continued on next page*

## **BUILDING AND MAINTAINING RAPPORT THROUGHOUT THE SELLING CYCLE, *continued***

**4. Confirming:** Gaining commitment flows naturally out of the exploring and collaborating stages for the DISC salesperson. If you did a thorough job during the first three stages of selling: Connecting, Exploring and Collaborating, the prospect should close.

The confirming stage is a critical point in building a customer partnership. DISC salespeople do not use fancy closing techniques. You cannot work through all the stages of the sale and then, at the end, try to use a manipulative closing technique to clinch the deal. It doesn't make sense... and it most certainly doesn't work when you're trying to build long-term customer relationships rather than simply closing one-shot sales.

**5. Assuring:** A great weakness of most salespeople is the way they handle the assuring phase of the sales process. Most salespeople stop with getting the sales commitment; they disappear from the customer's life, leaving service, installation, training and follow-up to others.

Assuring customer satisfaction is a secret ingredient of extraordinary sales success. You will benefit two ways by assuring each customer. First, this assures repeat business. Almost all products have a life cycle and will be replaced or upgraded. Customers have a tendency to return to the salesperson who previously matched them with a product that met their needs and then provided excellent service and follow-up.

Secondly, satisfied customers are excellent sources of referrals. Customers talk. They talk about poor service and they talk about extraordinary service. When they get great service, they refer others to the salesperson who delivered on his or her promises.

Without repeat business and referrals, a salesperson must constantly prospect and cold-call for new accounts.

When you start the sales process, you have a chance to begin building a good customer relationship. However, it is only after the sale, when you make sure your customer is satisfied (preferably delighted!), that you really cement the relationship.

*Quick Tips on **Selling the Styles** are on the next page.  
The details on applying the **Selling Cycle** follow.*

### **QUICK TIPS FOR SELLING TO THE **DOMINANT** STYLE**

- Plan to be prepared, organized, and fast-paced
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible

### **QUICK TIPS FOR SELLING TO THE **INFLUENCING** STYLE**

- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Show you are interested in them, let them talk, and allow your animation and enthusiasm to emerge
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions they can relate to their goals or interests
- Clearly summarize details and direct these toward mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

### **QUICK TIPS FOR SELLING TO THE **STEADY** STYLE**

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or business expectations
- Get them involved by focusing on the human element; how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

### **QUICK TIPS FOR SELLING TO THE **CONSCIENTIOUS** STYLE**

- Prepare so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed immediately to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why certain benefits and specifics apply
- Give them time to think; avoid pushing them into a hasty decision, and schedule a time to get back to them
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise and deliver on time



## Phase 1: BUILDING RAPPORT DURING INITIAL CONTACT

### Connecting with “C’s”

- “C’s” don’t care much about social interaction (beyond common courtesy and standard pleasantries), so get to the point.
- Avoid making small talk, except to initially establish your credibility.
- Speak slowly, calmly and economize on words.
- “C’s” are precision-oriented people who want to do their jobs in the best possible manner.
- Build your credibility by thinking with your head, not your emotions.
- Before meeting, provide them with a brief overview of the agenda and length of meeting, so they know what to expect.
- Show them logical proof from reliable sources that accurately document your quality, record of accomplishment, and value.
- “C’s” tend to be naturally suspicious of those who talk themselves up.

### Connecting with “S’s”

- “S’s” are Indirect, Open, and Slow-paced... keep the relationship business-like until they warm up to you.
- They are concerned with maintaining stability; they want to know step-by-step procedures that are likely to meet their need for methodical and logical plans.
- Organize your presentation: list specifics, show sequences, and provide data, with testimonials.
- Treat them with honesty, sincerity, and personal attentiveness.
- Listen patiently to their stories, ideas and answers.
- Express your appreciation for their steadiness, dependability, and cooperativeness.
- Present yourself to be non-threatening, pleasant, friendly, but still professional.
- Develop trust, credibility, and friendship at a relatively slow pace.
- Communicate in a consistent manner on a regular basis without expecting them to take the initiative.

### Connecting with “D’s”

- “D’s” want to know the bottom line.
- Give them only enough information to satisfy their need to know about overall performance.
- They do not want you to waste their time giving them a bolt-by-bolt description of your product, presenting a long list of testimonials from satisfied clients, or getting too chummy with them; always remember that they are Direct, Guarded and Fast-paced.
- When you write, call, or meet a “D”, do it in a formal, businesslike manner. Get right to the point. Focus quickly on the task.
- Refer to bottom line results, increased efficiency, saved time, return on investment, profits. In other words, tell “D’s” what’s in it for them.
- If you plan to sell something or present a proposal to a “D”, take care to be well organized, time-conscious, efficient, and businesslike.
- They do not want to make friends with you; they want to get something out of you if they think you have something of value to offer.

### Connecting with “I’s”

- Remember that they are Direct, Open and Fast-paced.
  - When you meet an “I”, shake hands firmly, introduce yourself with confidence and a smile, and immediately show personal interest.
  - Let the “I” set the pace and direction of the conversation.
  - Be an especially attentive listener with “I’s” and laugh at their jokes.
  - Give them positive feedback to let them know that you understand and can relate to their visions, ideas and feelings.
  - Tell humorous or unusual stories about yourself.
  - Allow them to feel comfortable by listening to their stories, even to the point of talking about topics that may stray from the subject.
- Since “I’s” typically enjoy talking, ask questions about them, but be prepared for lengthy answers. Plan to have as many meetings as necessary to build the relationship and gather information.



## Phase 2: MAINTAINING RAPPORT IN THE EXPLORING STAGE

### Exploring with “C’s”

- “C’s” don’t care much about social interaction (beyond common courtesy and standard pleasantries), so get to the point.
- “C’s” often like to answer questions that reveal their expertise, so they can be very good interviewees.
- As long as you ask logical, fact-oriented, relevant questions, they will enjoy speaking with you.
- Phrase your questions to help them give you the right information.
- Ask open and closed questions that investigate their knowledge, systems, objectives and objections.
- Make your own answers purposeful and accurate.
- If you do not know the answer to something, do not fake it. Tell them you’ll get the answer for them by a certain time, and then do it.

### Exploring with “D’s”

- To head off the “D’s” impatience before it surfaces, keep your conversations interesting by alternately asking questions and offering relevant information.
- “D’s” need to view the meeting as purposeful, so they want to understand where your questions are leading.
- When asking a “D” question, make them as practical and logical as possible. Aim questions at the heart of the issue and ask them in a straightforward manner.
- Only request information that is unavailable elsewhere.
- When gathering information, ask questions showing you have done your homework about their desired results and current efforts.
- Be sure to make queries that allow him to talk about his business goals.
- Gear your exploring toward saving time and money.

### Exploring with “S’s”

- “S’s” can be excellent interviewees, so talk warmly and informally and ask gentle, open questions that draw them out (especially around sensitive areas).
- Show tact and sincerity in exploring their needs.
- If they do not have a good feeling about your product, company, or you, they are not likely to take the chance of hurting your feelings by telling you.
- They want to avoid confrontations, even minor ones. So “S’s” may tell you what they think you want to hear, rather than what they really think.
- They may not tell you about their dissatisfaction with your competitors. Even though this is exactly what you want to hear, the “S” may be hesitant about saying anything negative about them.
- Allow plenty of time (perhaps multiple meetings) for “S’s” to open up and reveal their desires and pains.
- The more time you spend with an “S” exploring, the higher the odds you will have with success.

### Exploring with “I’s”

- “I’s” get bored quickly if they are not talking. As they talk, you will want to remember to smile and laugh.
- Strike a balance between listening to their stories and gathering the information you need to be an effective sales consultant.
- When asking business questions, keep them brief. If you can, work your exploratory questions in with social questions.
- The more energetic and jovial you are with “I’s”, the more willing they will be to cooperate and stay on the subject.
- “I’s” can be so open that they may tell you their fondest hopes and aspirations. If you can demonstrate how your product or service can get them closer to their dreams, they may become so excited about your product-and you-that they are more likely to buy and to start selling you and your products and services to everyone else.

## Phase 3: MAINTAINING RAPPORT IN THE COLLABORATING STAGE

### Collaborating with “C’s”

- Emphasize accuracy, value, quality and reliability as they dislike talk not backed up by evidence.
- Describe a process that produces accurate results.
- Elicit specific feedback by asking, “So far, what are your reactions?” or “Do you have any questions that you’d like me to clear up?”
- Present a solution that shows that they will be correct in making the purchase.
- Base your claims on facts, specifications and data relating to their needs. C’s are very cost-conscious; increase their perceived value with ROI data.
- “C’s” are the likely to see drawbacks; point out any obvious negatives before they do. Let them assess the relative trade-offs when choosing between competing (yet imperfect) products or services.

### Collaborating with “D’s”

- Gear your presentation toward the “D’s” priorities to get their attention; how they can become more successful, save time, generate results, and make life easier and more efficient.
- Zero in on bottom line with quick benefit statements.
- They want you to do the analysis and lay it out for them to approve or reject.
- “D’s” like rapid, concise analyses of their needs and your solutions.
- “D’s” like being in control, so give them choices to allow them to make an intelligent decision.
- After your presentation, be quiet and let them make their decision. If you speak or interrupt while they are buying, you will dramatically decrease the odds of making this sale.

### Collaborating with “S’s”

- Show how your product or service will stabilize, simplify, or support the “S’s” procedures and relationships.
- Clearly define their roles and goals in your suggestions, and include specific expectations of them in your plan.
- Present new ideas in a non-threatening way.
- Provide them time to adjust to changes in operating procedures and relationships.
- When change becomes necessary, tell them why. Explain how long the changes will take and any interim alterations of the current conditions.
- Impart a sense of stability and security.
- “S’s” like to be shown the appropriate steps to follow, so share those with them.
- Involve them by asking their opinions. Show appreciation for their feedback.

### Collaborating with “I’s”

- Show how your product would increase the “I’s” prestige, image, or recognition.
- Talk about the favorable impact or consequences your suggestions will have in making their working relationships more enjoyable.
- Give them incentives for completing tasks by stressing how their contribution will benefit others and evoke positive responses from them.
- Presentations need impact for people with short attention spans; involve as many senses as possible.
- Show them how your solution will save them effort and make them look good.
- Back up your claims with testimonials from well-known people or high-profile corporations.
- Name satisfied acquaintances they know and admire.
- Sprinkle in visualizing future ownership: “If you were already running this software, how would you use it?”

## Phase 4: MAINTAINING RAPPORT IN THE CONFIRMING STAGE

### Confirming with “C’s”

- Emphasize accuracy, value, quality and reliability.
- Provide logical options with appropriate documentation and time to analyze their options.
- “C’s” are uncomfortable with snap decisions and when they say they will think about it, they mean it!
- If pressured by people or excessive demands, they may use “I’ll think about it,” as a stalling tactic.
- “C’s” are logical, comparative shoppers. Know your competition so you can point out your advantages relative to the competition in a factual, professional way. Mention your company’s strengths as you suggest questions they may want to ask your competitors that allows them to do a comparative cost-benefit analysis of the options and solutions.
- Be willing to explore the subject of a conditional, pilot program as a way of reducing their risk.

### Confirming with “D’s”

- With “D’s”, you come right out and ask if they are interested. The “D” will often tell you “yes” or “no”.
- You can easily lose the attention and/or interest of a “D” by presenting your information too slowly or by spending too much time discussing precise details.
- When you draw up a commitment letter, don’t spend too much time on points the “D” may not care about.
- Present them with options and probable outcomes. “D’s” like to balance quality with cost considerations, so offer options with supporting evidence and leave the final decision to them.
- It is typically most effective to present a “D” with two or three options. Provide a short summation of each option, along with your recommendation of each.
- While the “D’s” are reviewing proposals, don’t interrupt them. They are likely to find an option that appeals to them and close the deal themselves.

### Confirming with “S’s”

- “S’s” are slower, deductive decision-makers who listen to the opinions of others and take the time to solicit those opinions before deciding. Make a specific action plan and provide personal guidance, direction or assurance for pursuing the safest, most practical course.
- Arm them with literature, case studies and documentation, because they will be discussing your proposal with others within the organization.
- Explore potential areas of misunderstanding or dissatisfaction. “S’s” like guarantees that new actions involve minimum risk; offer assurances and support.
- Involve them by showing how it will directly benefit them and others who depend upon them.
- Try not to rush them, but do provide gentle, helpful nudges to help them decide. When asking for a commitment, guide them toward a choice.

### Confirming with “I’s”

- Show how your product would increase the “I’s” prestige, image, or recognition.
- Be open and ask, “Where do we go from here?” or “Who will be most impressed with your purchase?”
- If they like something, they buy it on the spot.
- You may have to slow them down because they also tend to overbuy and/or buy before weighing all the ramifications; behaviors both of you may live to regret.
- “I’s” dislike paperwork and details so they are likely to hesitate, and even procrastinate, when it comes to spending the time required on a contract.
- Have a written agreement prepared due to their tendency to be unclear about procedures, responsibilities and expectations.
- Make sure that you agree on the specifics in writing or, later on, you can almost bet on some degree of misunderstanding and/or disappointment.

## Phase 5: MAINTAINING RAPPORT IN THE ASSURING STAGE

### Assuring “C’s”

- Set a specific timetable for when and how you will measure success with the “C”. Continue proving your reliability, quality and value.
- Make yourself available for follow-up on customer satisfaction and ask for specific feedback on the product or service performance record.
- If you have tips for improved usage or user shortcuts, email them to your “C” customers.
- You should also ask for their ideas and opinions for how to improve your products and/or services.
- When they offer their suggestions, get back to them about how your company is incorporating their ideas into future upgrades, revisions or new products.

### Assuring “D’s”

- “D’s” usually do not look for personal relationships due to their focus on accomplishing tasks.
- With “D’s,” do not rely on past sales to ensure future purchases. Follow up to find out if they have any complaints or problems with your product. If they do have complaints, address them immediately.
- Impress upon your “D” customer your intent to stand behind your product or service.
- Stress that you will follow-up without taking much of their time.
- You may want to offer a money-back guarantee.
- Make sure you deliver everything you offered.

### Assuring “S’s”

- Follow-up consistently with an “S”. They dislike one-time deals, so follow up to maintain a relationship.
- Give them your personal guarantee that you will remain in touch, keep things running smoothly, and be available on an “as needed” basis.
- “S’s” like to think they have a special relationship with you; that you are more than just another business acquaintance; they prefer a continuing, predictable relationship.
- Give them your cell number, along with an invitation to call you any time with any concern. They will rarely use it, but will feel secure knowing that it is available to them.
- Impersonal, computerized follow-up is not very appealing to “S’s”; continue building your relationship with low-key, personalized attention and assistance.

### Assuring “I’s”

- “I’s” frequently buy before they are sold, which may lead to buyer’s remorse.
- “I’s” can benefit from ongoing reminders that they have made the right decision.
- Reinforce their decision by giving plenty of assistance immediately after the sale.
- Be certain they actually use your product and deriving benefits or they may get frustrated from incorrect usage and either put it away or return it for a refund.
- Since they mingle with so many people, you can ask “I’s” if they’d be willing to share their glowing testimonials, about you and your product, with others.
- If they are feeling smart for using your product or service, most “I’s” will give you more referrals than the other three styles combined!



## SUMMARY OF THE SELLING CYCLE TO THE DISCSTYLES™

Phase	With D's	With I's	With S's	With C's
<b>Connecting</b>	<ul style="list-style-type: none"> <li>• Skip small talk</li> <li>• Lead with main point</li> <li>• Show up fully prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Allow time for stories before a focus on business</li> <li>• Let them set the pace of conversation</li> </ul>	<ul style="list-style-type: none"> <li>• Don't rush into your agenda; talk business allowing time for them to warm up to you</li> <li>• Appreciate their interest and time.</li> </ul>	<ul style="list-style-type: none"> <li>• Bring an agenda and data</li> <li>• Remain cool, calm and professional</li> </ul>
<b>Exploring</b>	<ul style="list-style-type: none"> <li>• Let them know where the questions are headed</li> <li>• Only ask for information that is not available elsewhere</li> <li>• Answer their questions directly</li> </ul>	<ul style="list-style-type: none"> <li>• Alternate questions between them personally and business</li> <li>• Gently guide them back to the topic</li> <li>• Keep the focus on their vision and goals</li> </ul>	<ul style="list-style-type: none"> <li>• Be sincerely interested in their answers</li> <li>• Never interrupt them</li> <li>• Ask nonthreatening questions to draw them out over time</li> </ul>	<ul style="list-style-type: none"> <li>• Ask questions that reveal their expertise</li> <li>• Keep the questions focused on the topic</li> <li>• Alternate open and closed-ended questions</li> </ul>
<b>Collaborating</b>	<ul style="list-style-type: none"> <li>• Make presentation brief</li> <li>• Focus on the bottom line and/or time savings</li> <li>• Provide concise analysis of needs along with your professional recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Involve as many senses as possible</li> <li>• Ask for their ideas</li> <li>• Use testimonials</li> <li>• Provide incentives for making decisions</li> <li>• Show how the solution enhances their image</li> </ul>	<ul style="list-style-type: none"> <li>• Show how solution will simplify, add stability or support their goals</li> <li>• Present new ideas in a non-threatening way</li> <li>• Never rush them, but provide gentle, helpful nudges toward a decision</li> </ul>	<ul style="list-style-type: none"> <li>• Emphasize value, accuracy, precision, quality and reliability</li> <li>• Stick to facts and logic; attempt to reduce risks</li> <li>• Never pressure for any decision</li> <li>• Remain cool and emotionally detached</li> </ul>
<b>Confirming</b>	<ul style="list-style-type: none"> <li>• Flat out ask if they are interested</li> <li>• Present two or three options with summaries and recommendations</li> <li>• Be quiet while they review and decide</li> </ul>	<ul style="list-style-type: none"> <li>• Ask, "Where do you see us going next?"</li> <li>• Be ready to take their order</li> <li>• Slow them down if they are buying too quickly</li> <li>• Do the paperwork for them</li> </ul>	<ul style="list-style-type: none"> <li>• They are slow decision-makers and like to consult opinions of others</li> <li>• Don't press for a decision</li> <li>• Focus on a guarantee if relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Provide logical options and documentation</li> <li>• Give them both time and space to make their decisions</li> <li>• Point out any glaring downside; discuss it</li> <li>• Suggest a pilot program or warranty to reduce risk</li> </ul>
<b>Assuring</b>	<ul style="list-style-type: none"> <li>• Follow-up to ensure they are 100% satisfied</li> <li>• Keep the relationship all business</li> <li>• Make certain you deliver on every small promise</li> </ul>	<ul style="list-style-type: none"> <li>• Reinforce their decision after the sale with assistance, helping them use it</li> <li>• Make sure they don't get frustrated (they don't read instructions)</li> </ul>	<ul style="list-style-type: none"> <li>• Provide consistent follow-up along with personal assurances</li> <li>• Share a private number to reach you</li> <li>• Remind them that you want a long-term business relationship</li> </ul>	<ul style="list-style-type: none"> <li>• Share your process and timetable for your follow-up</li> <li>• Double-check their method for measuring satisfaction</li> <li>• Email them ideas</li> <li>• Reinforce value, quality and reliability</li> </ul>

## TAKING OWNERSHIP OF YOUR DESTINY

Many people try to imagine what would have happened had they successfully applied these principles and practices ten years ago... or even five years ago. Think about it; what about any prospects or customers you interacted with just yesterday? Well, hundreds of thousands of people have already used these principles and experienced dramatic improvements in all their professional and personal relationships; more satisfaction in their dealings with prospects, customers and co-workers (even with family and friends!), and with having a greater awareness of their own strengths and areas for development or weaknesses. Many people report that they no longer feel like “just a salesperson”; they feel, behave and are treated like a trusted advisor. They have an increased ability to help people find solutions to their problems and are more adept at helping prospects become buyers.

For you to share in the pleasure from experiencing these benefits, we encourage you to get started this very minute. First, think about the relationships you want to improve within the next year... the next month... the next week... even by the end of today!

Develop a plan to meet those goals using the principles that make up the **DISC Sales Strategies**.

### **Accept the Challenge**

This first step requires your personal commitment to this challenge and your belief in these principles and putting them to work for you. Of course, any adapting your communication style takes practice, and you cannot realistically expect to put all of these ideas into effect immediately. However, the minute you start to sell to people the way they want and need to be sold, you'll start to see more sales.

### **Commit to Growth**

“Change is inevitable... growth is optional.” Right now, you have the option to take this moment and make a life-changing decision. You may decide to keep learning about yourself, your strengths and areas for development, how you make decisions, how you come across to other people, etc... You may decide to learn more about DISC styles and apply your new knowledge in other relationships beyond selling, such as your relationships with your peers, colleagues, children, spouse and family.

Susan, this is your **DISCstyles Sales Report**. After realizing the value of this version, you may want to derive the benefits from having your report converted into other comprehensive versions that are relevant to additional goals or alternate environments.

***Wishing you continued selling success!***

## So Now WHAT?

Susan, your report is filled with information about your style and each of the four primary behavioral styles. You now have an understanding and awareness of the four different DISC behavioral styles.

There are many suggestions in the application section of this report for you to use this behavioral style and communication preference information. Do the exercises if you have not yet done them.

Don't put this report on a shelf or in a file. Understanding the concept of styles and knowing your own style is one of the most valuable ways to open up a meaningful dialogue with others and to improve all your relationships. **Use your report as a reference tool.** There is a lot of information in it and it is not meant to be digested in just one reading.

Have fun with making a few minor changes in your behavior and experience the results. You might be surprised! Remember: **Treat others the way *they* want to be treated.** You will have much more success in all your relationships!

### **The information on your style preferences should be used for your total career management and continued professional development:**

Showcase your Interpersonal Strengths in your Résumé and Cover Letters

Interview Preparation and Skills

Interview Portfolio Content

Interview "Leave-Behinds"

Brand Message

Personal Bio (Social Networking)

Job Search Strategies and Campaigns

Time Management

Career Transition

Educational Planning

Sales Training

Professional Development and Leadership Education

Harmony in the Work Place

Team Building

Relationship Strategies

Hiring / Selection / Placement / Strategic Positioning

And MORE!