

Sales Profile

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This report is provided by:

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Introduction

WHAT IS EVERYTHING DiSC® SALES?

Dan, have you ever wondered why connecting with some customers is easier for you than with others?

Maybe you've noticed that you have an easier time working with customers who look for reliable, high-quality outcomes.

Or, maybe you'd rather interact with customers who take a steady, cautious approach than those who tend to be more adventurous.

Or, perhaps you relate best to customers who are more self-controlled than outspoken.

Welcome to Everything DiSC® Sales! The DiSC® model is a simple tool that's been helping people connect better for over thirty years. This report uses your individual assessment data to provide a wealth of information about your sales priorities and preferences. In addition, you'll learn how to connect better with customers whose priorities and preferences differ from yours.

CORNERSTONE PRINCIPLES

- All DiSC styles are **equally valuable** and everyone is a blend of all four styles.
- Your DiSC style is also influenced by **other factors** such as life experiences, education, and maturity.
- **Understanding yourself** better is the first step to becoming more effective when working with others.
- Learning about other people's DiSC styles can help you **understand their priorities** and how they may differ from your own.
- You can improve the quality of your sales interactions by using DiSC to build more **effective relationships**.

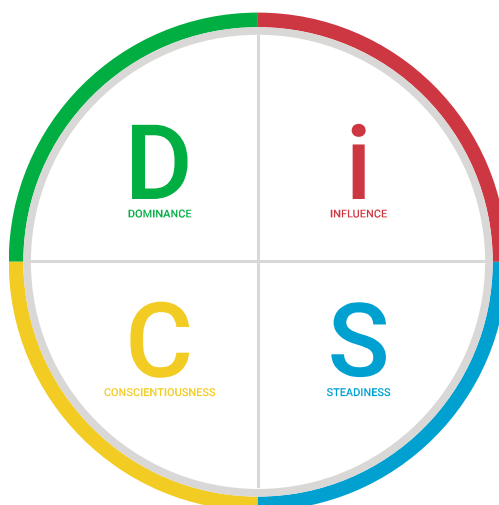
OVERVIEW OF THE DiSC® MODEL

Dominance

- Direct
- Results-oriented
- Firm
- Strong-willed
- Forceful

Conscientiousness

- Analytical
- Reserved
- Precise
- Private
- Systematic



Influence

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

Steadiness

- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

Your DiSC[®] Overview

YOUR DOT

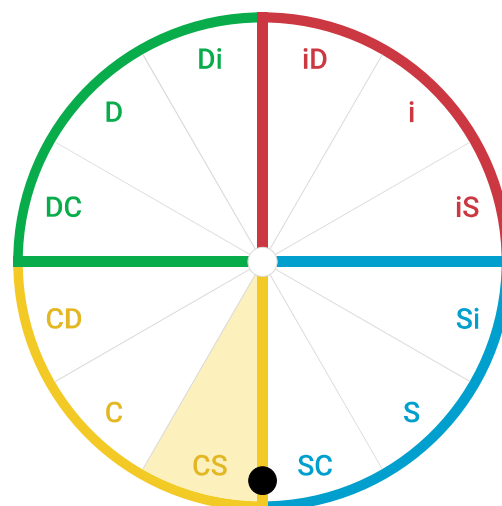
This report is personalized to you, Dan. In order to get the most out of your *Everything DiSC[®] Sales Profile*, you'll need to understand your personal map.

As you saw on the previous page, the Everything DiSC model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.

Your DiSC[®] Style: CS

Your dot location indicates your DiSC style. **Because your dot is located in the C region, but is also near the line that borders the S region, you have a CS style.**

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another.** All DiSC styles are equal and valuable in their own ways.



CLOSE TO THE EDGE OR CLOSE TO THE CENTER?

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. **Your dot location is near the edge of the circle, so you are strongly inclined and probably relate well to the characteristics associated with the CS style.**

WHAT'S NEXT

Now that you know more about the personalization of your Everything DiSC Sales Map, you'll read more about what your dot location says about you. Then you'll read about the sales priorities and preferences associated with the CS style. Using this knowledge, you'll learn how to use Everything DiSC principles to improve your understanding of customer buying styles and how to adapt your sales style to your specific customer's buying style.

Your CS Style

YOUR DOT TELLS A STORY

Because you have a CS style, Dan, you're probably a very reliable salesperson who works conscientiously to perform in a steady and predictable manner. More than anything, you want a sense of security for yourself and your customers. You appreciate clearly defined expectations, and although you usually maintain a calm exterior, you may fall into patterns of worrying about unpredictable, uncontrollable events.

Most likely, you want to be assigned specific tasks and responsibilities, and you probably avoid high-pressure deals. Because you want to build a stable environment, you make sure standard systems and procedures are in place. Furthermore, you're probably most comfortable working with customers who share your systematic nature.

You have very specific expectations for yourself and a strong desire to do things correctly. Accuracy and precision tend to be important to you, and you may even strive for perfection to avoid any chance of being criticized. Most likely, you tend to double- or triple-check your work, and you may be called on to complete transactions that require precise care. However, while you typically produce results of the highest quality, you may occasionally get bogged down in the specifics.

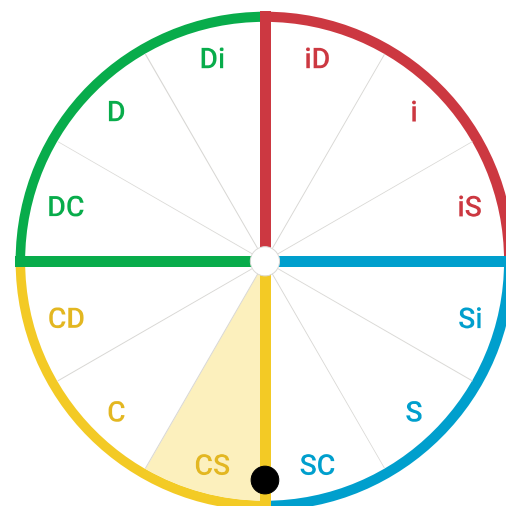
Like others with the CS style, you tend to be quiet and prefer to maintain a degree of privacy, so some customers may see you as serious or detached. You're unlikely to express your feelings around those you don't know well. In fact, you're probably uncomfortable when customers express their own emotions or share too much personal information.

When communicating with customers, you tend to maintain a diplomatic approach. Most likely, you avoid topics that could spark controversy. Rather, you strive to think carefully before speaking, and you probably admire others who share this tendency. Because you're often soft-spoken, you may feel overpowered at times by those who are more direct.

You tend to be cautious, so you take time to examine the facts carefully before making decisions. While your conclusions are often well thought out, more spontaneous customers may think that your slower pace gets in the way of forward progress. Furthermore, your commitment to proven, time-tested methods may cause you to resist new and innovative ideas that could be more effective.

Because you're uncomfortable with aggression and emotionally-charged situations, you probably dislike direct conflict. Most likely, you feel that your need for safety and security is threatened when people don't get along. When things become heated, you may try to change the topic. If this doesn't work, you may put up your defenses by simply shutting down.

Dan, like others with the CS style, your strongest assets as a salesperson may include your consistency and reliability, your commitment to quality, and your tendency to maintain composure. In fact, these are probably some of the qualities that customers admire most about you.



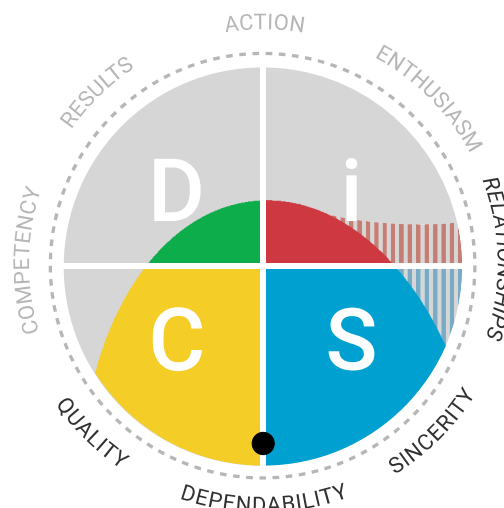
Shading & Priorities

YOUR SHADING EXPANDS THE STORY

Dan, while your dot location and your DiSC® style can say a great deal about you, your map **shading** is also important.

The eight words around the Everything DiSC map are what we call **priorities**, or the primary areas where people focus their energy. The closer your shading comes to a priority, the more likely you are to focus your energy on that area. Everyone has at least three priorities, and sometimes people have four or five. **Having five priorities is no better than having three, and vice versa.**

Typically, people with the CS style have shading that touches Dependability, Quality, and Sincerity. Your shading stretches to include Relationships, which isn't characteristic of the CS style.



WHAT PRIORITIES SHAPE YOUR SALES EXPERIENCE?

Emphasizing Dependability

Dan, you tend to support your product or service, doing your best to convince customers of its reliability. Most likely, you encourage customers to ask you questions, and you're willing to provide them with the evidence needed to illustrate the security in what you're offering. Overall, you probably show your customers that when they work with you, they're making a dependable choice.

Ensuring Quality

You probably emphasize how your product or service meets high standards, reinforcing your claims with evidence and facts. You make it clear to your customers that you share their desire to find sound solutions, and you're unlikely to promise more than you can deliver. Because ensuring quality is important to you, you do your best to convince your customers of the value in your offering.

Showing Sincerity

You probably don't rush or pressure customers to make decisions they aren't comfortable with. Instead, you tend to be calm and rational when discussing their concerns, patiently providing as much information as they need to make their choice confidently. In this way, you show your customers that you're not just out to make a sale, and through your sincerity, you likely alleviate any fears that they have about being taken advantage of.

Developing Relationships

At the same time, you probably strive to create a bond with your customers, which is not typical of your style. You may view business exchanges as opportunities to meet new people and share ideas. It's important to you that people feel comfortable, so you work hard to come across as friendly and personable, developing a relationship that will put you both at ease.

Your Sales Strengths

HOW DO YOU EXCEL AS A SALESPERSON?

Dan, because you have the CS style, you may use objective evidence to show that you are offering high **quality** to your customers. Most likely, you are proud of the products or services you represent and that's what you strive to communicate to customers. You also tend to make it clear that they can **depend** on you to follow up with them.

In addition, you likely show people **sincerity** and respect. You probably come across as truly interested in their needs, and you seldom rush them or dismiss their concerns. Therefore, you may be able to highlight the strength of your offer while still appearing polite and authentic. Furthermore, unlike others with the CS style, you have an additional priority that may impact your strengths. Because you cultivate friendly **relationships** with people, they likely sense that you care about more than just the deal.

You may identify with some of the following statements:

Dependability

- I calmly and patiently help people understand complicated ideas.
- I read between the lines to figure out a customer's true needs.
- I keep careful track of important details.
- People can sense that I know the ins and outs of my business.
- I answer people's questions as clearly and methodically as I can.
- I plan ahead to avoid surprises when I meet customers.

Quality

- I avoid making outlandish or exaggerated claims about my offer.
- I'm orderly and well-organized.
- I do my homework so that I understand the customer's business and needs.
- I quickly see the connections between the customer's needs and my product or service.
- I look for logical answers to people's problems.
- I back up my claims about my product or service with data or evidence.

Sincerity

- I'm professional but friendly in business situations.
- I avoid rushing people for quick decisions.
- I avoid giving customers any impression that I'm trying to trick or fool them.
- I'm tactful and diplomatic with people.
- I don't lose my temper with people.
- I treat people with respect.

Relationships

- I take time to really connect with people.
- I empathize with people.
- I work to develop a personal relationship with customers.
- I encourage people to share their thoughts and feelings.
- I can find things in common with someone I just met.
- I try to create long-term associations with customers.

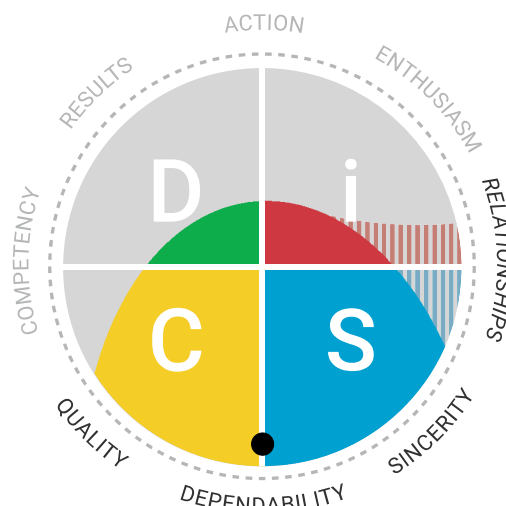
Your Sales Challenges

WHAT IS DIFFICULT FOR YOU AS A SALESPERSON?

Just as there are areas where you excel as a salesperson, there are other aspects of your job that you may find more challenging. Based on your answers to the assessment, your lowest three priorities are highlighted below. It's impossible to focus on everything, but that doesn't mean you can't learn to understand and overcome these challenges.

You're probably good at pointing out the dependability of what you're offering, but since you may not always emphasize the bottom line, more driven customers may lose interest. Furthermore, you probably aren't very action-oriented, which could cause more fast-paced customers to grow impatient. And because enthusiasm is a low priority for you, you may fail to generate much excitement for your product or service.

You may identify with some of the following statements:



Results

- I sometimes neglect to emphasize results or the customer's bottom line.
- I may give customers so much space that they fail to commit to the sale.
- I sometimes get bogged down in details that are unimportant to customers.
- I may take "no" for an answer too easily.
- I may not spend enough time listening to my customers.

Action

- I may allow customers to take control.
- I sometimes approach conversations in an overly logical or analytical way.
- I may become flustered if customers don't agree with me after I've demonstrated something logically.
- I may go into lengthy analyses that confuse or bore some customers.
- I sometimes take the process too slowly.

Enthusiasm

- I can come across as too quiet or hesitant.
- I can have difficulty showing outward passion or enthusiasm.
- I may fail to get customers excited about my product.
- I may emphasize facts and figures rather than intuition and passion.
- I may not always be as persuasive as I'd like to be.

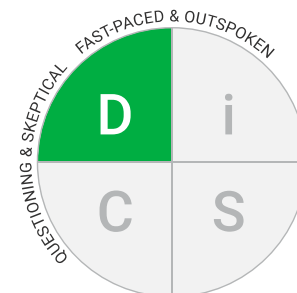
DiSC[®] Buying Styles

RECOGNIZING THE DiSC[®] BUYING STYLES

Just as your sales style can be described by the Everything DiSC[®] Sales Map, your customers can be placed on the map as well. This section will help you recognize the different DiSC buying styles and better understand the different priorities of each type of customer.

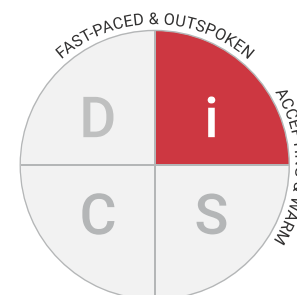
D Style

As you can see on the map, customers who tend toward D (Dominance) are both **fast-paced & outspoken** and **questioning & skeptical**. In general, they tend to be assertive, confident, and bold, and they are not afraid to express their opinions. These customers often know what they want and make up their minds quickly, even if the decision is important or complicated. In addition, D style individuals have a take-charge attitude that may cause them to dominate conversations with others.



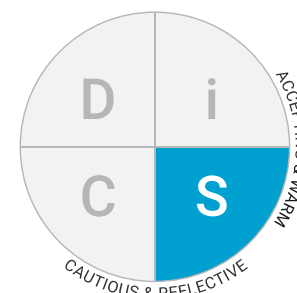
i Style

Customers who tend toward i (Influence) are both **fast-paced & outspoken** and **accepting & warm**. In general, they tend to be extroverted, optimistic, and energetic. They may see the sales process as an opportunity to socialize with others and, therefore, they may try to establish a personal relationship with the salesperson. For this reason, i style people are likely to appreciate small talk or even tangential conversations that have little to do with what you're selling. They may be more interested in creating a friendly, informal atmosphere.



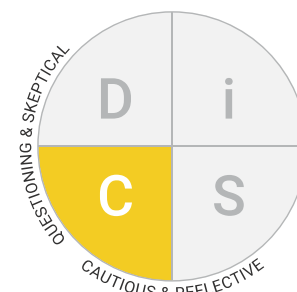
S Style

Customers who tend toward S (Steadiness) are both **accepting & warm** and **cautious & reflective**. In general, they tend to be accommodating, soft-spoken, and humble. Even though they are friendly and agreeable, they also tend to be careful, sometimes reluctant, decision makers. Most likely, they want to be absolutely sure that a decision is the right one before they commit. In addition, they often avoid change and are hesitant to take on new ways of doing things.



C Style

Customers who tend toward C (Conscientiousness) are both **questioning & skeptical** and **cautious & reflective**. In general, they tend to be reserved, analytical, and systematic. They carefully consider all their options, and they are unlikely to display great enthusiasm or animation, even if they like what they see. C style customers want to stick to the facts, and they have little use for small talk or attempts to steer the discussion into more personal territory. In fact, they feel manipulated if a salesperson attempts to get too personal too quickly. These customers base decisions on objective information rather than emotion or intuition.

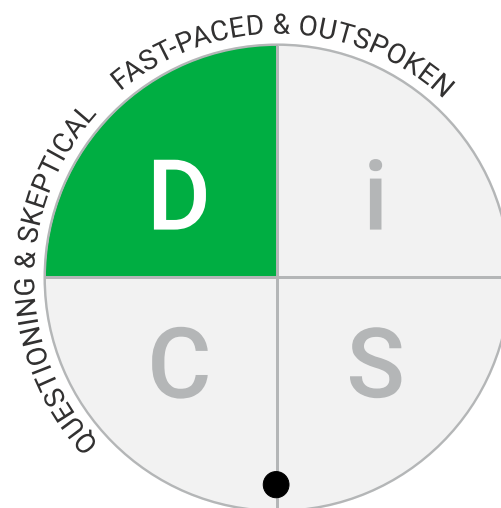


Recognizing the D Buying Style

What are some behaviors that can help you identify D style customers?

With D style customers, you may notice

- Assertive, results-oriented demeanor
- No-nonsense attitude
- Fast, action-oriented pace
- Straightforward or even blunt way of speaking
- Willingness to take risks
- Open skepticism
- Impatience with small talk
- Eagerness to control discussions
- Tough-minded approach
- Quick, decisive style



To you, people with the D style may seem:

- Blunt
- Forceful
- Demanding
- Impulsive

Imagine you are interacting with a customer who has the D style. You probably notice right away that she is a go-getter who is interested in what your product or service will do for her. She cuts right to the chase and wants you to tell her the bottom line. You tend to be a bit more reserved and self-controlled, so you may find her direct, forceful approach to be too aggressive. And because you prefer a calm, stable environment, you may have trouble relating to her strong push for results.

This individual appears fast-paced and outspoken, which may clash with your tendency to look at situations logically and calmly in the hopes of finding the ideal solution. She seems to be more interested in immediate results and definitive conclusions and isn't shy about expressing her opinions, sometimes in a very blunt manner. And because she wants to get right down to business, she may display impatience with your tendency to carefully go over options and details.

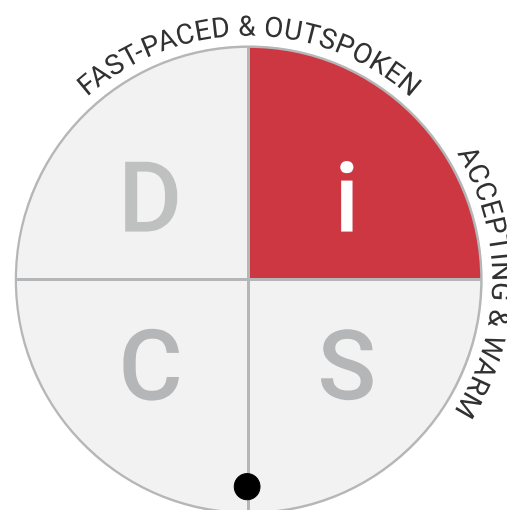
Furthermore, you may observe that she seems even more questioning and skeptical than you tend to be. She probably needs to be convinced that a product or service is as good as presented, and she is likely to become critical or express doubt if she doesn't believe what you say. Although you may share her determination to find answers, she is much more candid about her objections and reservations than you might be. As a result, you may find her challenging approach a bit harsh.

Recognizing the i Buying Style

What are some behaviors that can help you identify i style customers?

With i style customers, you may notice

- Upbeat and enthusiastic approach
- Positive outlook
- Friendly demeanor
- Reliance on intuition or gut instinct
- Fast, action-oriented pace
- Interest in forming personal relationships
- Consideration of other's feelings
- Eagerness to meet new people
- Tendency to make small talk
- Willingness to try innovative or groundbreaking ideas



To you, people with the i style may seem:

- Emotional
- Talkative
- Scattered
- Energetic

Now, imagine you are interacting with a customer who has an i style. He seems to love meeting new people and engaging in friendly chitchat. You notice right away that he is full of energy and wants to be excited about your product or service; however, you probably don't relate to his positive outlook and enthusiasm. Furthermore, you may find his high-spirited approach to be excessive, and because you tend to be more reserved, you may think he spends too much time trying to make small talk.

This individual appears fast-paced and outspoken, which is in contrast to your tendency to move through the process slowly and in an orderly fashion. He gets excited about potential breakthroughs, and he may be very interested in products or services that can lead to innovative developments. You probably notice his desire to keep things light, with room for spontaneity. He may appear restless or bored when you explain options carefully and in-depth, paying little attention to the nuances of your product or service.

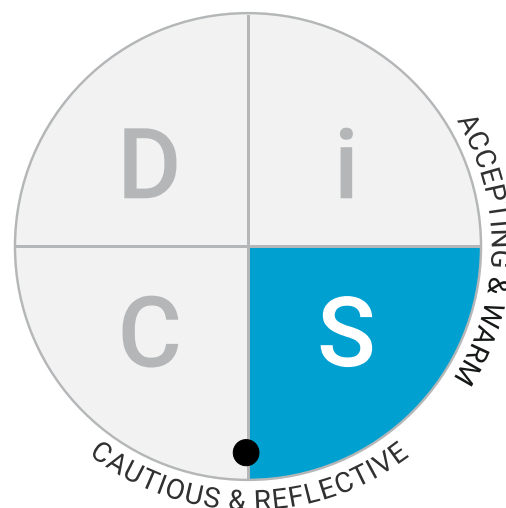
Furthermore, you may notice that he comes across as accepting and warm. While it's uncommon for someone with the CS style, you share his emphasis on forming relationships, so you will probably find it easy to interact with him and find common ground. He goes out of his way to make sure others are comfortable, and he's probably adept at moving the conversation away from topics that are solely about business. Still, you may wish he'd focus more on the task at hand.

Recognizing the S Buying Style

What are some behaviors that can help you identify S style customers?

With S style customers, you may notice

- Agreeable and welcoming manner
- Softer way of speaking
- Moderate, methodical pace
- Attentive, patient listening skills
- Calm, gentle demeanor
- Frequent displays of modesty and accommodation
- Reluctance to commit quickly
- Caution or hesitancy when making decisions
- Even temper
- Avoidance of change



To you, people with the S style may seem:

- Trusting
- Dependable
- Soft-hearted
- Uncritical

Now, let's imagine you are interacting with a customer who has the S style and shares your priority on sincerity. To you, he seems even-tempered and kind. He will rarely challenge anyone directly, even when he has reservations, and his primary concern is often making sure that other people are comfortable and at ease. While you likely share his tendency to be a patient and attentive listener, you can probably be skeptical at times. In contrast, he is more likely than you are to give people the benefit of the doubt.

He has a very accepting and warm demeanor. Unlike others with the CS style, you share his emphasis on personal relationships and appreciate his tendency to be good-natured and friendly. He prefers to keep conversations pleasant and polite, so he may feel like he's bothering people or being unreasonable if he expresses his concerns. Although you tend to be a bit more reserved and questioning, you share his interest in establishing a positive connection, and he may respond well to your approachable side.

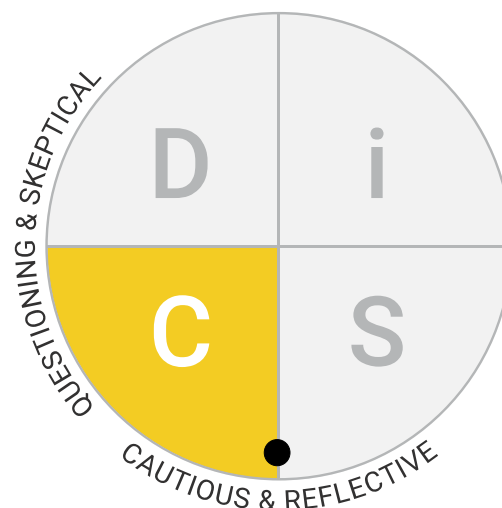
You may appreciate that this customer has a slower, more careful pace. Like you, he is cautious and reflective, which prompts him to think carefully before committing to a product or service. He expects a high level of predictability, so he isn't as interested in breakthroughs or groundbreaking innovations. In addition, he takes a methodical approach to going over details, and he is probably open to analyzing ideas and discussing options at length, which you also tend to do. Therefore, his approach may seem reasonable to you.

Recognizing the C Buying Style

What are some behaviors that can help you identify C style customers?

With C style customers, you may notice

- Professional, even stoic demeanor
- Slow, methodical pace
- Reliance on logic and reason
- Avoidance of emotional expressions
- Discomfort with small talk or personal questions
- Open skepticism
- Caution when making decisions
- Private, reserved nature
- Desire to have things be exact
- Interest in details



To you, people with the C style may seem:

- Logical
- Systematic
- Reliable
- Analytical

Imagine you are interacting with a customer who has the C style and, like you, tends to be very analytical and focused on quality. She keeps the facts of the situation in mind and carefully studies her options without losing track of the details. Furthermore, she doesn't respond well to emotional appeals or overly friendly approaches. In fact, she may become quite annoyed with these tactics. Therefore, she probably appreciates that you often focus on the facts and carefully go over the specifics with her.

This individual tends to be questioning and skeptical. Having competency is important to her, so she usually does her research and enters discussions with at least a basic understanding of the situation. Because she doesn't simply take someone's word that a product or service is beneficial, she may press for facts or question others' logic. You may be somewhat more trusting of people than she is, so her challenging approach may seem a bit cold or impersonal to you.

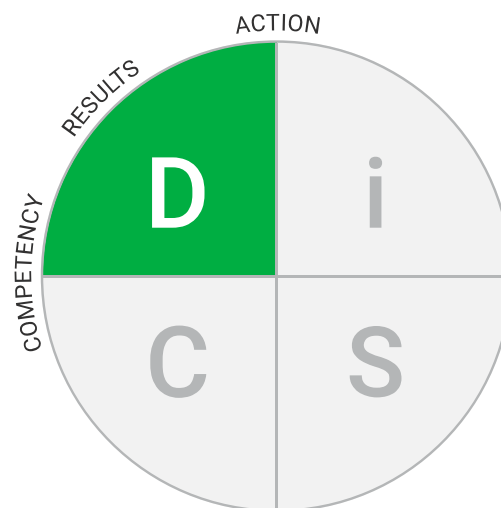
You'll probably notice that this customer shares your preference to be cautious and reflective. She wants to know that a product or service is as error-free as possible and that the chance of unpleasant surprises has been minimized. She doesn't rush into decisions or make snap judgments, so your tendency to carefully explain ideas and go over options will suit her needs well. However, because you both take care to study options thoroughly, you may wind up weighing the pros and cons of various ideas past the point of effectiveness.

What Drives D Style Customers?

WHAT DO D STYLE CUSTOMERS PRIORITIZE?

They expect bottom-line results

Compared to you, D style customers place a higher priority on concrete **results**. They can be insistent in wanting to know the direct effect that a product or service will have on their business. They look for immediate developments and quick, uncomplicated returns on their investments. These individuals are skeptical of emotional appeals, and they likely share your distaste for excessive banter or exaggeration. They keep their goals in mind, and they base their decisions on how much a solution helps them achieve tangible success.



They expect competency from a salesperson

While **competency** is important to everyone, it is expressed differently with D style customers. They prioritize competency in both themselves and others, which may translate into respect for confidence and a “can-do” approach. People with a D style want to know that a person will fulfill his or her side of the deal and, unlike you, they may be reluctant to give second chances to those who make mistakes at crucial points. In general, they expect any person who wants their business to earn their respect.

They expect quick action and forward motion

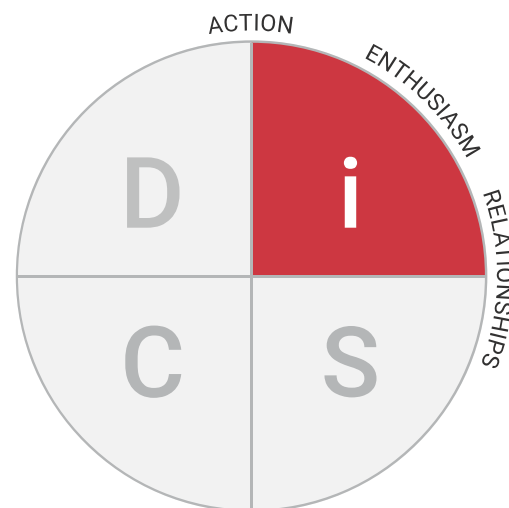
D style customers take **action** and, in contrast to you, they have little patience for in-depth discussion or complicated analysis. They want to know the key points and essential components, which often helps them make up their minds quickly. Once they have reached a decision, these individuals may have trouble changing their opinions, and they may express irritation if asked to reconsider or pressed to discuss additional options. Further, unlike you, they seldom enjoy involved projects that require a lot of preparation or methodical, detailed work. They like to make a decision and see an immediate effect.

What Drives i Style Customers?

WHAT DO i STYLE CUSTOMERS PRIORITIZE?

They expect enthusiasm and excitement

Customers who tend toward the i style appreciate **enthusiasm**, and for this reason, they want to feel excited about a product or service. They rely on their intuition to tell them if an offer is what they're looking for, which is in contrast to your tendency to consider your decisions methodically and base them on facts. These individuals need to be inspired by an idea to fully commit to it, so they want people to display outward passion or enthusiasm about their own products or services. When making decisions, they're particularly attracted to options that are fun and exciting as opposed to your frequent emphasis on practical or logical considerations.



They expect quick action and an immediate impact

These customers appreciate **action**, so they may grow bored with the kind of detailed analyses that you usually prefer. They want to know only the key points of a product or service to help them reach their intuitive decisions. In addition, these individuals may see offers that are long on practicality but short on innovation as bland or insufficient for their needs. Furthermore, they tend to be most attracted to options that will provide an immediate and energizing impact, in contrast to your focus on high quality and stability. In general, they want to be motivated by the promising possibilities of your product or service.

They expect friendly and trusting relationships

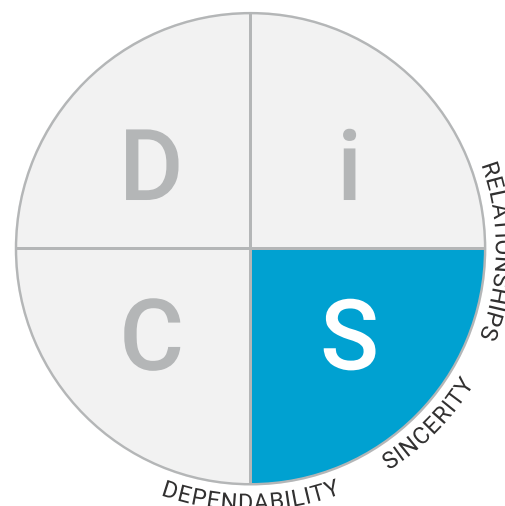
Like you, these customers appreciate building personal **relationships**, which is a priority less common for someone with the CS style. Since you share this preference, you both probably want to get to know the person you are doing business with before committing to anything. They place a strong value on trust, as you do, but they may be more likely to use friendly interactions to create this bond. In addition, they tend to devote much of the interaction to discussing feelings, opinions, and ideas that are not strictly related to the offer.

What Drives S Style Customers?

WHAT DO S STYLE CUSTOMERS PRIORITIZE?

They expect sincerity and a genuine approach

Like you, S style customers want to know that people are **sincere** and heartfelt before they can truly feel comfortable, though you may be a bit more reserved than they are. In their desire to appease people, they may allow others to dominate the conversation, which gives the impression that they can be easily persuaded. These individuals are unlikely to make a full commitment, however, unless they feel that they can really trust a person, and they want others to take a thoughtful, genuine approach.



They expect a trusting relationship

These individuals look for the comfort of trustworthy **relationships**, which is a priority you share even though it's uncommon for someone with a CS style. An S style customer wants the security of knowing that you care about him or her as a person rather than just as a customer. These individuals need to know that you're interested in their unique situations. Like you, they may be slow to open up and often look for others to reveal their personal sides first.

They expect dependability from the salesperson and the offer

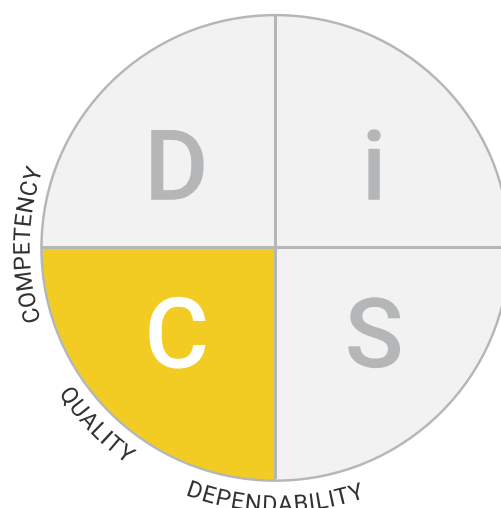
S style customers want assurances of **dependability**, as you do. Because these individuals share your tendency to be naturally cautious, they need to know that you'll be around to give them support if things don't go as planned. Like you, they are also unlikely to be satisfied with vague promises or unexplained details. For this reason, specifics or any sort of guarantee may provide the concrete reassurance they need.

What Drives C Style Customers?

WHAT DO C STYLE CUSTOMERS PRIORITIZE?

They expect high-quality products and services

Like you, C style customers value **quality**. They may analyze the specifics of a product or service and ask probing questions about its features. They're unlikely to be satisfied with responses that fail to provide the details or evidence that they need to evaluate the effectiveness of an offering. In addition, these individuals share your tendency to maintain high standards for solutions, so they have to be confident in the product or service's merit before they commit.



They expect dependability and accountability

C style customers look for **dependability** in products, services, and the people they do business with. Like you, these individuals do not like to be surprised, and they want to be sure that there will not be problems down the line, such as hidden charges, flawed products, or inferior service plans. C style customers are even more skeptical than you tend to be, and they want to be assured that people do not promise more than they can deliver. Therefore, they need to know that you'll be around to take responsibility if things do not go as planned.

They expect competency and expertise from salespeople

C style customers want to see **competency** during their interactions. They know their business, and they expect the same from you. They like working with experts who can support their claims with evidence and details, as you tend to do. Furthermore, they like to see that a person can talk through an idea in a logical and analytical manner, which may match your tendency to stick to facts and think carefully before making assertions.

Adapting to Different Customers

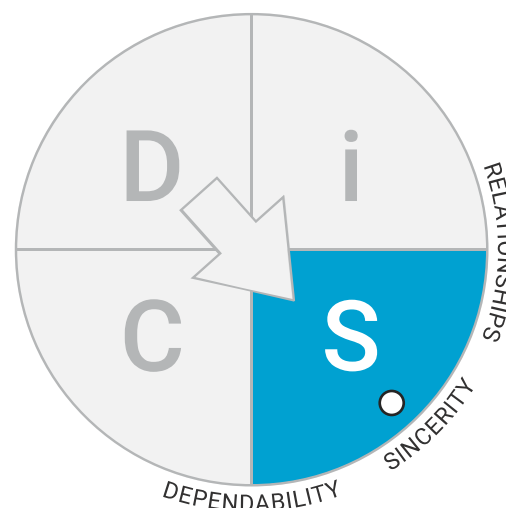
Now that you recognize your priorities and have an idea of what motivates different types of customers, we'll look at how to adapt your behavior in order to get the most out of the sales process.

FINDING COMMON GROUND

On the following pages, you will find out how your selling priorities mesh or clash with the tendencies of different customers.

Your position on the DiSC® Sales Map indicates a natural inclination toward certain priorities, so you may find that adapting to customers with these same preferences is somewhat easy.

For example, as shown in the illustration to the right, the salesperson tends toward the S style. As such, he or she may find it relatively easy to adapt to customers who prioritize Sincerity, Dependability, and Relationships.

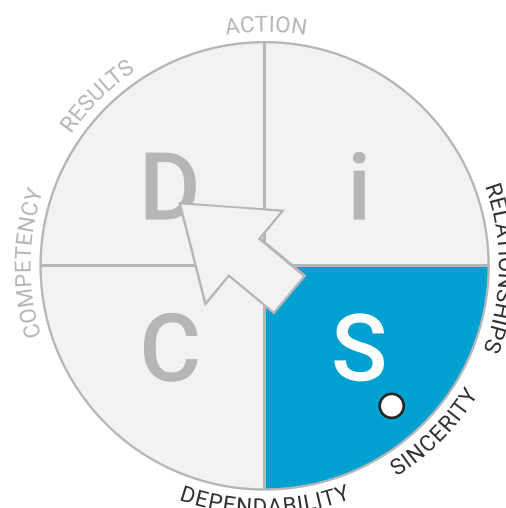


LEARNING TO ADAPT

However, your three lowest priorities (as discussed on page 7) may present you with the most difficulty when it comes to adapting your behavior.

For example, the same S style salesperson may find it more difficult to adapt to the D style customer who prioritizes Results, Action, and Competency, because these happen to be the S style salesperson's lowest priorities.

Still, it is always possible to adjust our preferences to meet the needs of our customers, especially if we are aware of these differences and are committed to doing what it takes to make the sale.



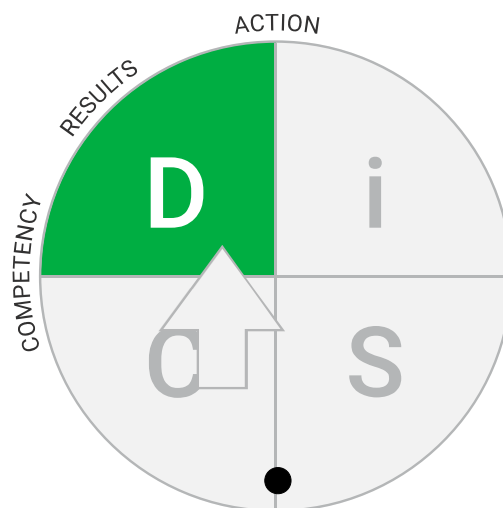
The following pages provide specific strategies you can use to stretch beyond your natural preferences to make the selling process more productive, regardless of the type of customer you are interacting with. In essence, you will learn how to adapt for the benefit of your customer.

Adapting to D Style Customers

ADAPTING YOUR CS STYLE TO D STYLE CUSTOMERS

Compared to you, D style customers tend to be:

- More focused on the bottom line
- More likely to move at a fast pace
- More blunt and challenging
- Less likely to analyze the details
- Less cautious
- Less concerned with being diplomatic



STRATEGIES FOR INTERACTION

Address the need for Results

D style customers have a strong drive to get immediate results and achieve success quickly. Because they want to know about the concrete impact of your product or service, it may be helpful for you to spend less time expounding on the quality or intricacies of your offer and more time showing how you can affect their bottom line. These individuals may strike you as intense in their quest for accomplishment, so be sure to emphasize how your product or service can help them reach their goals.

- Show a desire to help them get immediate results.
- Demonstrate how your offer can improve their bottom line.
- Provide them with plenty of options.

Move toward definitive Action

D style customers make quick decisions about whether a product or service can help them, so their desire for immediate action and forward momentum could clash with your more methodical and analytical tendencies. They may get impatient with your preference for offering details about dependability and stability, so it may be beneficial for you to summarize information as much as possible. Let them know that they can expect things to happen quickly.

- Get to the point.
- Avoid getting bogged down in the details.
- Show them how you can get things rolling quickly.

Prove your Competency

D style customers expect the people they do business with to be competent and self-assured. For this reason, they may dismiss your focus on sincerity and prefer for you to be straightforward and direct when communicating. These individuals want to see if you can take control of the situation, getting things done without a lot of hassle on their part. If you project a “can-do” attitude, they’re more likely to have faith in your abilities.

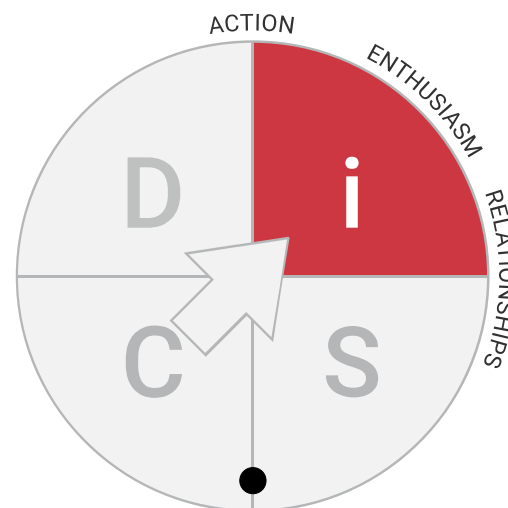
- Gain respect by appearing confident.
- Be prepared to answer tough questions.
- Be frank when appropriate.

Adapting to i Style Customers

ADAPTING YOUR CS STYLE TO i STYLE CUSTOMERS

Compared to you, i style customers tend to be:

- More interested in bold or daring plans
- More upbeat and enthusiastic
- Just as interested in establishing personal relationships
- Less logic-focused and objective
- Less cautious
- Less likely to stay on topic



STRATEGIES FOR INTERACTION

Increase Enthusiasm for the process

These individuals are frequently energetic and upbeat, while you are more likely to be calm and logical. As a result, you may have difficulty matching the i style customer's high level of enthusiasm, and he or she may view you as too reserved or methodical. However, by reinforcing their naturally optimistic point of view, and by emphasizing the positive aspects of your product or service, you may get i style customers to focus their energy on your offer.

- Capitalize on their natural optimism.
- Communicate exciting possibilities.
- Ask casual, open-ended questions that allow them to express their enthusiasm.

Move toward productive Action

These individuals want to know about the exciting possibilities of a product or service so they can hit the ground running, which is in contrast to your tendency to emphasize the dependability and soundness of your offer. In addition, your tendency to carefully explain nuances and delve into details may cause them to lose interest in your product or service. Therefore, be sure to summarize information and play up the innovative or groundbreaking aspects of your offer in order to maintain the i style customer's interest.

- Don't give more detail than is necessary.
- Communicate new possibilities and innovation.
- Keep the deal moving along as quickly as you can.

Build a positive Relationship

These individuals want to get to know the person behind the product or service before committing, and, unlike others with CS style, you also prioritize building relationships. Therefore, you may find it easy to talk to i style customers and exchange ideas with them. However, these individuals may be prone to tangents that stray far from the topic. In such situations, you may need to steer the conversation back to the business at hand.

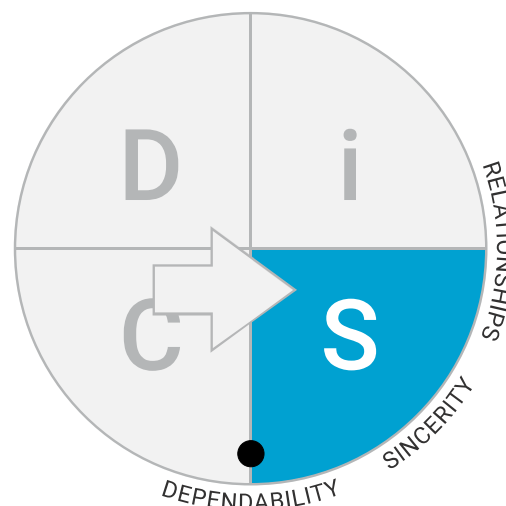
- Let them be the center of attention.
- Answer their questions about you, if appropriate, before returning to business.
- Show empathy when they express frustrations, doubts, or difficulties.

Adapting to S Style Customers

ADAPTING YOUR CS STYLE TO S STYLE CUSTOMERS

Compared to you, S style customers tend to be:

- Equally focused on building friendly relationships
- Just as likely to take a sincere approach
- Just as accommodating toward others
- Similarly interested in maintaining steady progress
- Equally focused on the consistency and dependability of products and services
- Less analytical and logic-focused



STRATEGIES FOR INTERACTION

Address the need for Sincerity

S style customers want to know that you have their best interests in mind. As such, they will respond positively to your tendencies to give them space and to avoid pressuring them. However, you may rely more on logic and data than these customers do, and your reserved nature may cause them to have trouble accepting that what you say is genuine and heartfelt. It may be helpful, therefore, for you to express your feelings about their situation in personal terms rather than in a strictly logical manner.

- Make clear that you empathize with their problems and concerns.
- Show that you're willing to listen.
- Encourage them to express their own thoughts.

Build a trustworthy Relationship

The S style customer believes that getting to know someone is an essential part of making a deal, and, unlike others with the CS style, you also prioritize building relationships. However, you're more likely than they are to focus on objective matters such as the quality of your product or service, even though they aren't as likely to have a strong response to these tactics. It may be beneficial for you to show them a more personal side of yourself and to try to get to know them better before moving forward.

- Explore their doubts, because they may be hesitant to tell you their real concerns.
- Respond to their efforts to get to know you, to the degree that you feel comfortable.
- Be informal, casual, and low pressure when appropriate.

Give assurances of Dependability

S style customers are cautious decision makers, so your tendency to emphasize stability and careful planning may resonate with them. In addition, these individuals may appreciate your tendency to lay out information in a systematic, clear manner. Build on their trust by showing them that you stand behind your product or service, and point out the specific ways in which your offering is the most dependable.

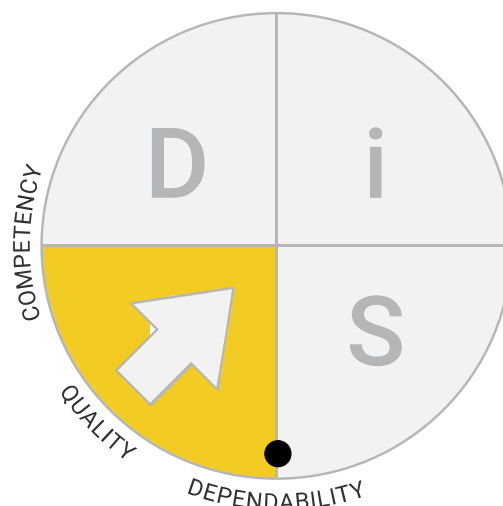
- Give them the details and documentation they need.
- Draw their attention to guarantees, testimonials, or other specifics that offer security.
- Emphasize the stability and predictability of your offer.

Adapting to C Style Customers

ADAPTING YOUR CS STYLE TO C STYLE CUSTOMERS

Compared to you, C style customers tend to be:

- More questioning or challenging
- Equally likely to move at a slower pace
- Similarly focused on the quality of products and services
- Equally interested in the details
- Similarly focused on the dependability of products and services
- Less sensitive to people's emotional needs



STRATEGIES FOR INTERACTION

Emphasize high Quality

C style customers want to be assured that they are committing to the best, so they may scrutinize any offer for flaws or deficiencies. These customers will appreciate that you encourage them to analyze the offer to their satisfaction. In addition, these customers will respond well to your tendency to offer evidence for your claims and back up your assessments with objective proof.

- Have as many details and facts at your fingertips as possible.
- Demonstrate your high standards for quality.
- Emphasize the advantages of your product or service.

Display expertise and Competency

C style customers like to work with people who present their offers in a logical and rational manner, which matches your tendency to use facts and figures to make your case. These customers also expect a high level of expertise. Give them a chance to see how much experience you've had in your field so they can trust that you know your business.

- Use a factual, somewhat unemotional approach.
- Provide the logic and reasoning behind your suggestions or conclusions.
- Give them the chance to show their own competence and knowledge.

Address the need for Dependability

C style customers tend to be rational and cautious decision makers, so they tend to shy away from feel-good options in favor of solid long-term choices. Because you usually share their interest in dependable solutions, you may understand their need to digest information thoroughly and methodically before making a commitment. These customers also want time to analyze the specifics, so it may be helpful for you to give them space to study your offer's history or discuss your track record.

- Encourage them to analyze the information you're presenting.
- Use examples of dependability from the past.
- Give them time to reflect on the details, but not so much space that they fail to commit.

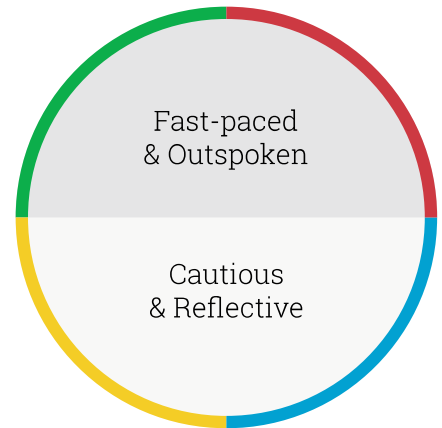
Customer Interaction Mapping

STEP ONE

First, think about a key customer. Consider whether this person tends to be more:

Fast-paced & Outspoken
OR
Cautious & Reflective

(Circle a group of words on the top or bottom.)



STEP TWO

Second, consider whether this customer also tends to be more:

Questioning & Skeptical
OR
Accepting & Warm

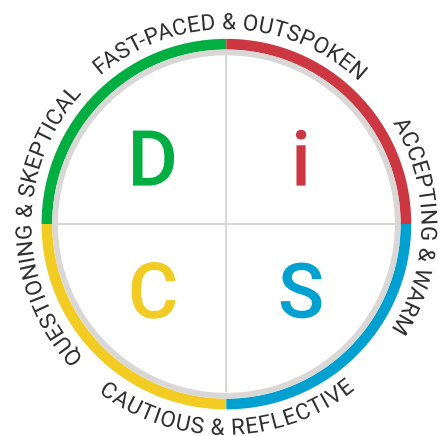
(Circle a group of words on the left or right.)



STEP THREE

Now, **combine your customer's tendencies** to determine his or her DiSC® style.

(Circle the customer's DiSC style.)



Action Planning

UNDERSTAND YOUR PROFILE

After gaining a better understanding of the different styles and priorities described on the previous pages, think about how you may best interact with a particular customer. Then, answer the questions below.

- 1 **What are your customer's priorities?**
- 2 **If these priorities are different than your own, which come most naturally to you, and which come the least naturally to you?**
- 3 **If you share the same priorities, what might be the source of your challenges?**
- 4 **How might your awareness of the differences or similarities in your priorities affect your relationship?**

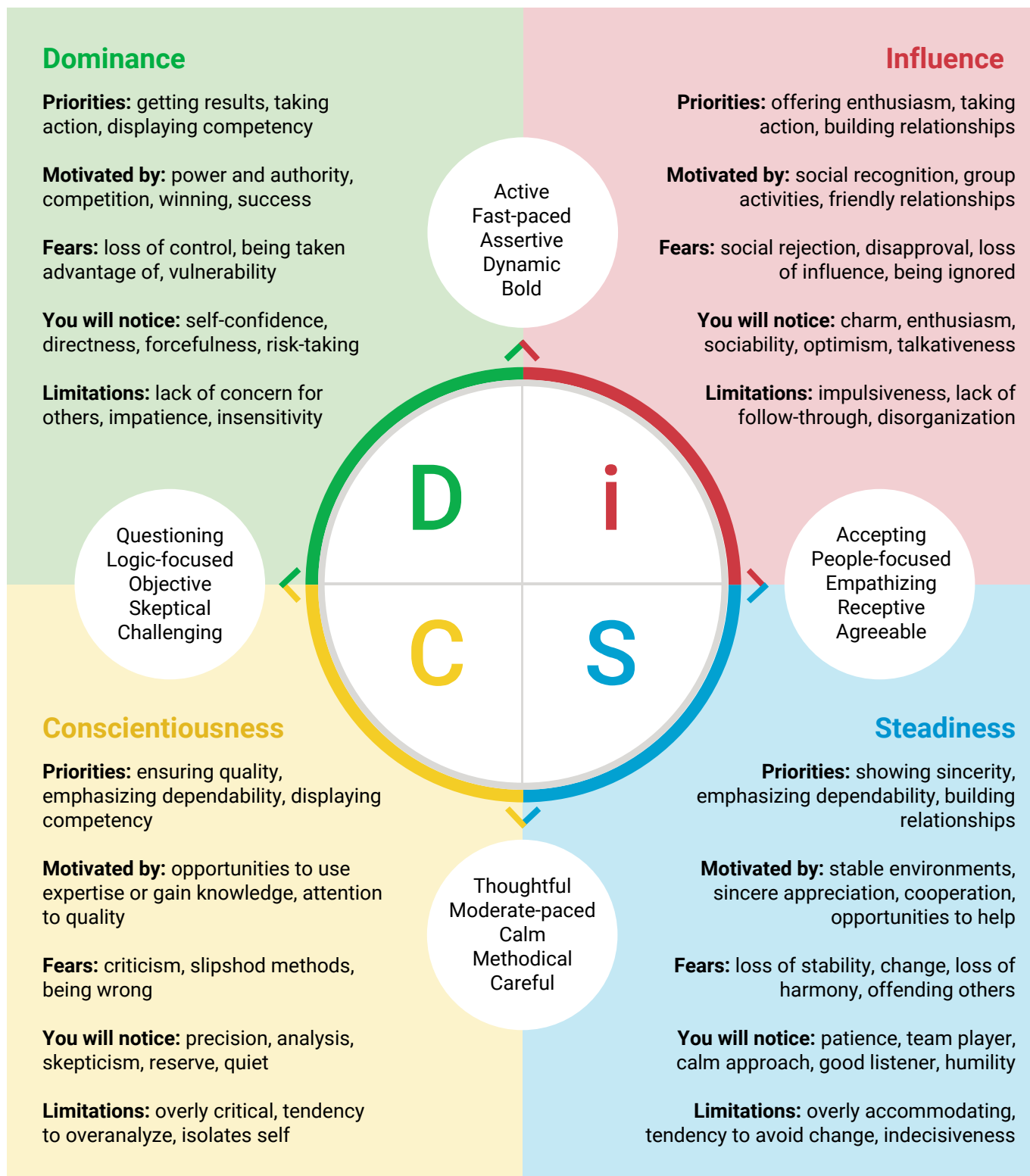
DEVELOP AN ACTION PLAN

Choose one of your customer's priorities to focus on and answer the questions below to create an action plan for a successful selling interaction.

- 1 **What steps can you take to address your customer's expectations?**
- 2 **How might you rephrase or reposition your typical delivery to be more compatible with this priority?**
- 3 **What resources or options do you have for trying to address his or her expectations?**
- 4 **How and when can you practice meeting this priority?**
- 5 **How might you solicit feedback on how well you are meeting your customer's priorities?**

Overview of the DiSC® Styles

The graphic below provides a snapshot of the four basic DiSC® styles.



Appendix

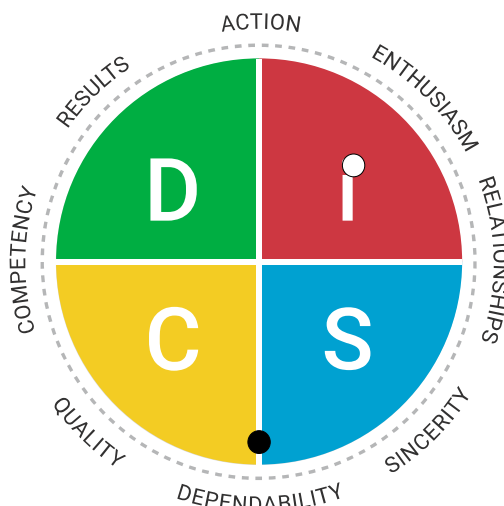
ADAPTING TO TAWANA BHAGWAT, YOUR i STYLE CUSTOMER

Dan, you indicated that your customer, Tawana Bhagwat, is highly fast-paced and outspoken and highly accepting and warm. Therefore, she probably has an i style. Because you have a CS style, the two of you have some different priorities. Take a look at the comparison and strategies below.

Compared to you, i style customers tend to be:

- More interested in bold or daring plans
- More upbeat and enthusiastic
- Just as interested in establishing personal relationships
- Less logic-focused and objective
- Less cautious
- Less likely to stay on topic

Tawana Bhagwat ○
You ●



STRATEGIES FOR INTERACTION

Increase Enthusiasm for the Process

i style customers are frequently energetic and upbeat, while you are more likely to be calm and logical. As a result, you may have difficulty matching Tawana Bhagwat's high level of enthusiasm, and she may view you as too reserved or methodical. However, by reinforcing her naturally optimistic point of view, you may get her to focus her energy on your offer.

- Capitalize on her natural optimism.
- Communicate exciting possibilities.
- Ask casual, open-ended questions that allow her to express her enthusiasm.

Move Toward Productive Action

i style customers want to know about the exciting possibilities of a product or service so they can hit the ground running, which is in contrast to your tendency to emphasize the dependability and soundness of your offer. In addition, your tendency to carefully explain nuances and delve into details may cause Tawana Bhagwat to lose interest. Therefore, be sure to summarize information and play up the groundbreaking aspects of your offer.

- Be as concise as possible.
- Communicate new possibilities and innovation.
- Keep the deal moving along as quickly as you can.

Build a Positive Relationship

i style customers want to get to know the person behind the product or service before committing, and, unlike others with CS style, you also prioritize building relationships. Therefore, you may find it easy to talk to Tawana Bhagwat and exchange ideas with her. However, she may be prone to tangents that stray far from the original topic. In such situations, you may need to steer the conversation back to the business at hand.

- Let her be the center of attention.
- Answer her questions about you, if appropriate, before returning to business.
- Show empathy when she expresses frustrations, doubts, or difficulties.