EVERYTHING DiSC SALES

Sales Profile

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Introduction

WHAT IS EVERYTHING DiSC® SALES?

Taylor, 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 are interested in competency and want to be well-informed.

Or, maybe you'd rather interact with customers who take an efficient, professional approach than those want to engage in small talk or unproductive conversation.

Or, perhaps you relate best to customers who are naturally more skeptical than accepting.

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.**

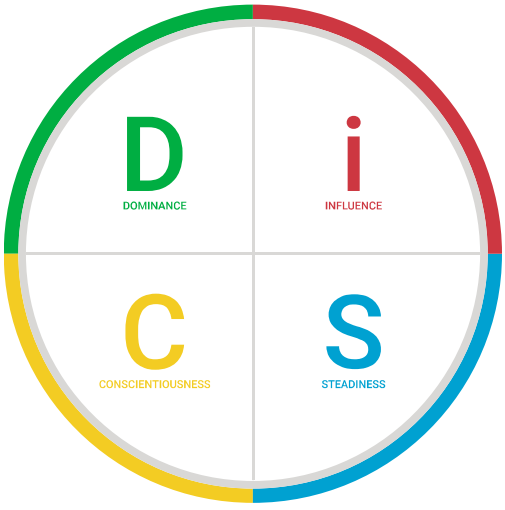
OVERVIEW OF THE DiSC® MODEL

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

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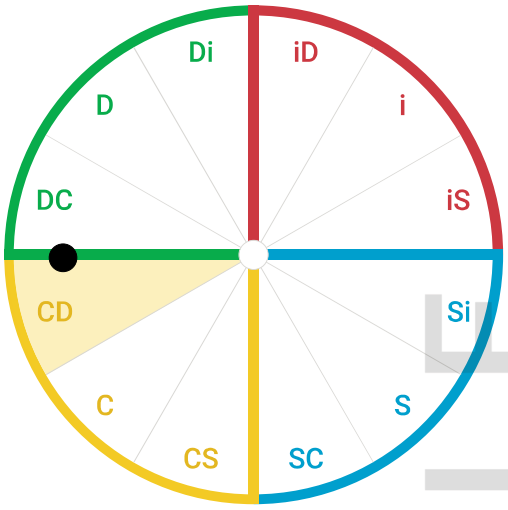
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Your DiSC® Overview

YOUR DOT

This report is personalized to you, Taylor. 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: CD

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 D region, you have a CD 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 CD style.**

WHAT'S NEXT

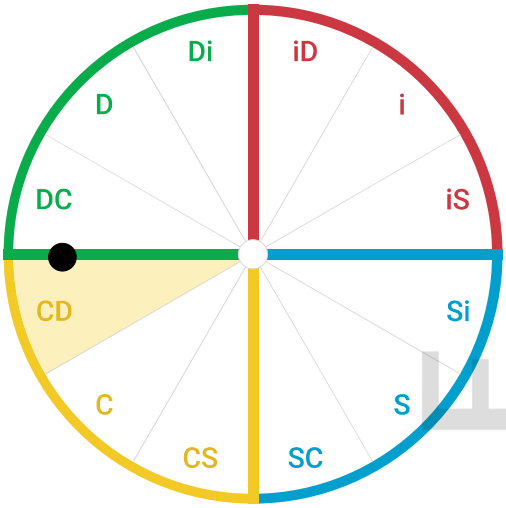
Now that you know more about the personalization of your Everything DiSC Sales Map, you'll read more about what your dot location says about you. Then you'll read about the sales priorities and preferences associated with the CD style. Using this knowledge, you'll learn how to use Everything DiSC principles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

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Your CD Style

YOUR DOT TELLS A STORY



Because you have a CD style, Taylor, you probably take an efficient, no-nonsense approach to your work. You likely have high expectations for yourself and your customers. Since you value expertise, people who consistently demonstrate competence are most likely to gain your respect. And because you want to reach superior results efficiently, you work to balance speed and quality. You may be drawn to positions of authority that give you the freedom to ensure that things are done correctly.

Because of your strong desire to control outcomes, you may struggle to share responsibility, and it can be difficult for you to depend on others. You have little patience for disorganization and nonessential appointments. You're probably tempted to just take charge and finish matters your own way, and you may fail to recognize when you've stepped on someone's toes.

Like others with the CD style, you probably avoid showing too much emotion. In fact, you may come across as restrained and difficult to read when you first meet a customer. Perhaps you're simply sizing up the situation, but your unexpressive demeanor may seem unfriendly to people who are more outgoing.

You're not afraid to be blunt and forceful with your opinions because you're unwilling to compromise what you see as the truth. And, when things don't go as you think they should, you may struggle to contain your displeasure. Most likely, you tend to project firmness and confidence in your product or service, and you may become frustrated when customers seem less decisive.

You probably pride yourself on your ability to face challenges head-on. When you've set a goal, you're not easily swayed by obstacles or disapproval from others. At times, you may get so immersed in a deal that customers may wonder if you're irritated with them.

Because you tend to be skeptical, you may foresee problems that others miss. Likewise, you may pride yourself on your ability to separate your emotions from the facts. But because you tend to focus on problems, you may come across as constantly dissatisfied. Your customers may find this intimidating, and they may be less likely to suggest new ideas to you for fear of rejection. You also may question the intentions of your customers, particularly if they come across as excessively friendly or enthusiastic.

Like others with the CD style, you probably don't enjoy conflict, but you usually don't let it stop you from doing what you think is right. You're likely to have a stubborn streak, and when a customer challenges you, you may dig in your heels even further. When situations escalate, you may overlook social niceties or let your tone or body language express your disapproval. At times, you may resort to shutting down entirely or hindering progress.

Although you pride yourself on the quality of your work, you may shy away from public recognition. If you receive praise that seems overly emotional, you may question its validity. Because you probably assume that others share this preference, it may not occur to you that certain people may want more open praise or compliments from you.

Taylor, like others with the CD style, your strongest assets as a salesperson may include your problem-solving skills, your high standards, and your determination. In fact, these are probably some of the qualities that customers admire most about you.

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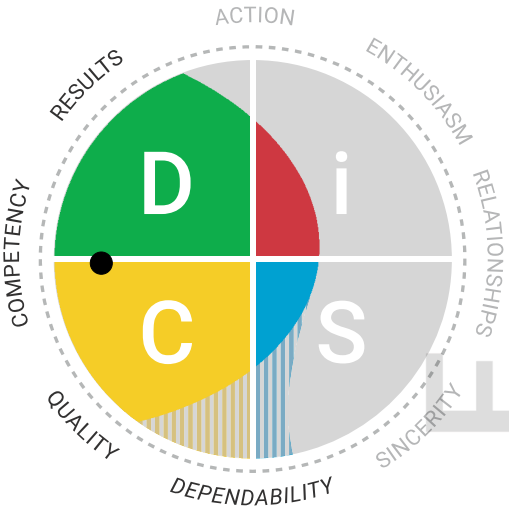
Shading & Priorities

YOUR SHADING EXPANDS THE STORY

Taylor, 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 CD style have shading that touches Competency, Quality, and Results. Your shading stretches to include Dependability, which isn't characteristic of the CD style.



WHAT PRIORITIES SHAPE YOUR SALES EXPERIENCE?

Displaying Competency
Taylor, you tend to be straightforward and confident in sales situations. Because you believe it's important to be knowledgeable about your business, you're probably very well informed about what you're selling. Furthermore, you may often take control of discussions to help lead your customers toward logical conclusions. You tend to be well informed and self-assured because displaying competency is important to you.

Ensuring Quality
You probably make it clear to customers how your product or service is superior, reinforcing your claims with facts and data. Furthermore, you're unlikely to make an assertion without solid proof, and you won't 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.

Getting Results
You tend to emphasize the ways in which your product or service will impact the customer's main objectives. Most likely, you're specific when you explain the payoff you can deliver if customers commit, focusing on realistic and rational goals. You tend to show your customers precisely how your product or service will help them get the impressive results they want.

Emphasizing Dependability
You tend to emphasize the reliability of your product or service as well, and this is not typical for someone with your style. 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. You strive to show people that when they work with you, they're making a dependable choice.

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Your Sales Strengths

HOW DO YOU EXCEL AS A SALESPERSON?

Taylor, because you have the CD style, you probably emphasize the **quality** of your offer. You may work to win people over with your extensive knowledge and command of details. You likely lay out a convincing argument for why your product is uniquely suited to help them achieve their goals. In the process, you probably impress customers as **competent** to handle their business.

In addition, you tend to avoid excessive small talk and focus on the bottom line. Many people will appreciate that you are determined to get them **results** and don't waste time trying to charm them. Therefore, you may be seen as a well-prepared individual who takes the process seriously. Furthermore, unlike others with the CD style, you have an additional priority that may impact your strengths. To prove your **dependability**, you likely make it clear that people can count on you to keep your promises.

You may identify with some of the following statements:

Competency

- I do my homework so that I understand the customer's business and needs.
- I come across as knowledgeable and confident.
- I don't get flustered if people ask a lot of questions.
- I don't become emotional in business situations.
- People can see that I'm competent to take care of their needs.
- I don't allow my personal feelings to affect my presentation.

Results

- I don't waste the customer's time on small talk.
- I keep the discussion on track and focused.
- I quickly see the connections between the customer's needs and my product or service.
- I keep an eye on the bottom line.
- I'm persistent and assertive in securing the deal.
- I help my customers focus on results.

Quality

- I back up claims about the quality of my product or service with data and evidence.
- I'm orderly and well-organized.
- I'm realistic about the customer's issues and problems.
- I keep careful track of important details.
- I avoid making outlandish or exaggerated claims about the offer.
- I look for logical answers to the customer's questions.

Dependability

- I plan ahead to avoid surprises when I meet customers.
- People know that I'll be there to support them if things don't go as planned.
- I emphasize the dependability of my product or service.
- I don't promise more than I can deliver.
- People sense that I am honest and reliable.
- I work hard to deliver a secure product or service.

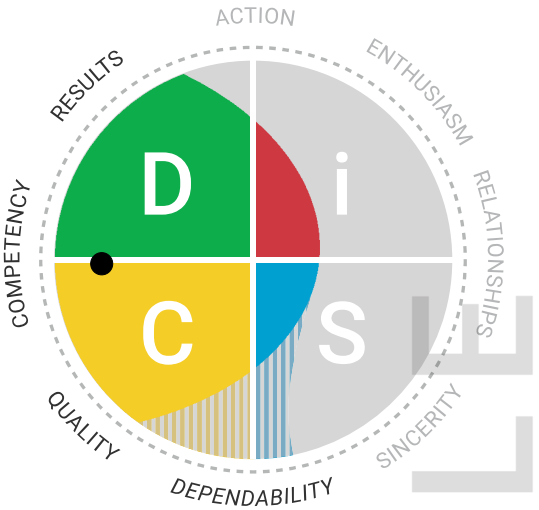
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Your Sales Challenges

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 quality of your product or service, but your detailed explanations may cause more fast-paced customers to grow impatient. Furthermore, your indifference to forming personal relationships with customers may leave some of them feeling disconnected from you. 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:

Action

- I sometimes take the process too slowly.
- I sometimes approach conversations in an overly logical or analytical way.
- I can get bogged down in specifics.
- I may not always emphasize the innovative aspects of my product or service.
- I may provide too much extraneous information.

Relationships

- I may ignore a customer's attempts to get to know me better.
- I may neglect to establish a personal relationship with customers.
- I have trouble reading the customer's body language or mood.
- I sometimes neglect to empathize with customers.
- I may become impatient with the customer's small talk or indecision.

Enthusiasm

- At times, I can appear to be aloof or distant to customers.
- I can go into lengthy analyses that bore or confuse customers.
- I may emphasize facts and figures rather than intuition and passion.
- I can come across as pessimistic or skeptical.
- I may fail to get customers excited about my product.

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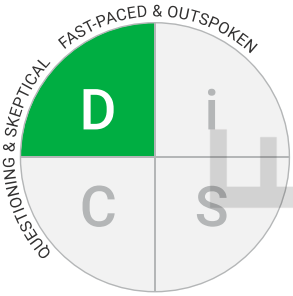
DiSC® Buying Styles

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.

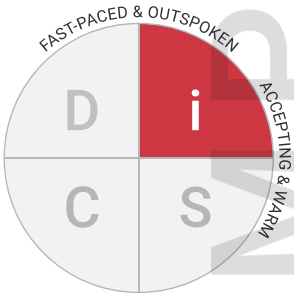
D Style

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.



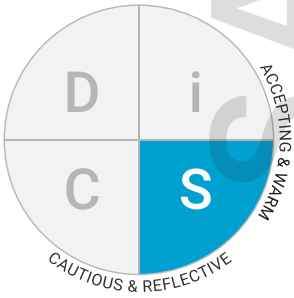
i Style

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.



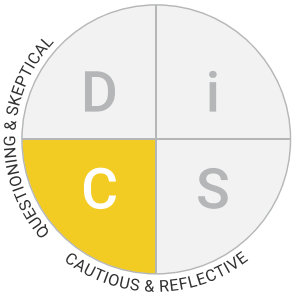
S Style

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.



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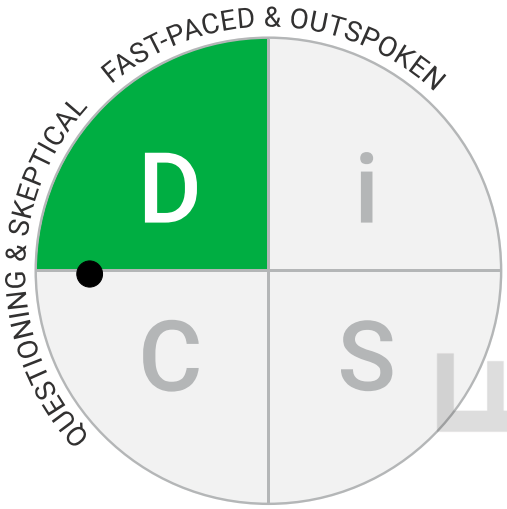
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Recognizing the D Buying Style

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:

- **Driven**
- **Rash**
- **Forceful**
- **Strong-willed**

Imagine you are interacting with a customer who has the D style and shares your priority on results. 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, and you probably have no trouble relating to her direct, businesslike approach. Also, because you share her desire for successful outcomes, you probably appreciate her determination to reach her goals.

This individual appears fast-paced and outspoken. While you probably share her tendency to say it as you see it, she's likely to move faster than you do. She wants to get to the point quickly and makes up her mind swiftly and decisively, which may strike you as somewhat reckless. Because she's so concerned with immediate results, your efforts to analyze issues and go over options may be lost on her. As a result, she may try to control the discussion to keep things moving.

Furthermore, she seems to share your preference to be questioning and skeptical. She may need to be convinced that a product or service is as good as presented, and she tends to examine people's motivations before making any commitments. Therefore, she's unlikely to immediately accept your opinions, even if you've had a long-term relationship with her. She's just as likely as you are to be straightforward when looking at issues and making decisions, and she probably appreciates your tendency to avoid emotional appeals and stick to the facts.

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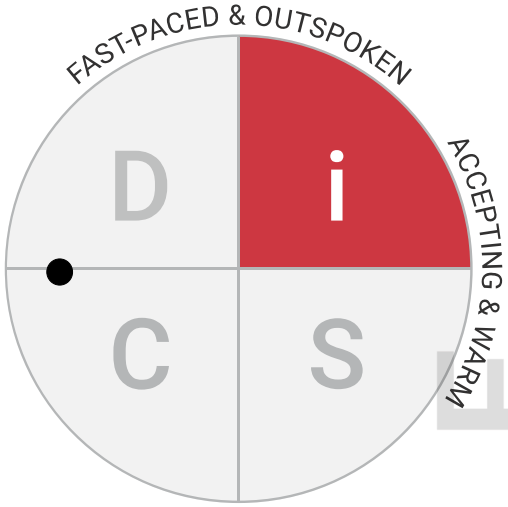
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Recognizing the i Buying Style

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**
- **Naïve**
- **Scattered**

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 outward enthusiasm, and you may be skeptical of his optimistic approach. Furthermore, you may have trouble with his frequent attempts to make small talk, preferring to keep the discussion focused on business instead.

This individual appears fast-paced and outspoken. He gets excited about potential breakthroughs, and he may be very interested in products or services that can lead to innovative developments. Because he tends to be spontaneous and flexible, you will probably notice that he becomes restless or bored if you stick strictly to business and structure. He wants to keep the atmosphere light, so he may quickly move from one idea to the next, which may seem careless to you.

Furthermore, he may come across as more accepting and warm than you usually are. He tends to give people the benefit of the doubt, which is in contrast to your naturally skeptical nature. Also, he prioritizes the value of relationships and may take time to socialize or ask personal questions in an effort to form a bond. He feels he has to know the person as an individual before signing on for the product or service, but to you, this may seem irrelevant or unprofessional.

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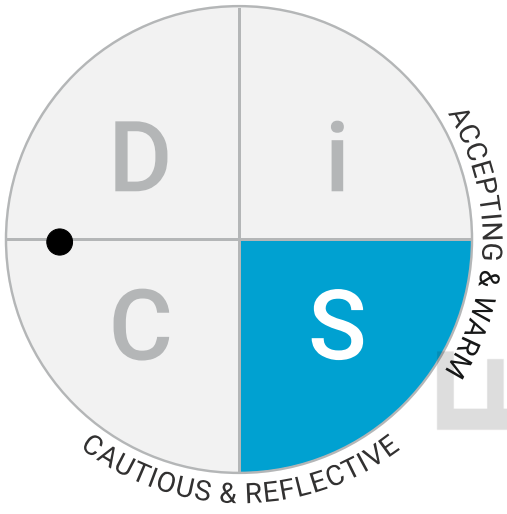
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Recognizing the S Buying Style

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:

- **Uncritical**
- **Unassertive**
- **Easy-going**
- **Soft-spoken**

Now, let's imagine you are interacting with a customer who has the S style. To you, he seems soft-hearted and even-tempered, and he is always looking for opportunities to make your interactions feel more comfortable. He tends to be a very patient and attentive listener, and he is more interested in hearing what a person has to say than in talking about himself. In fact, he will rarely challenge anyone directly, even when he has reservations, which is probably not something you can identify with.

He has a very accepting and warm demeanor, which may clash with your tendency to be more reserved and formal with people. This individual wants to establish a relationship based on sincerity and trust, while you usually want to stick to the facts and move toward definitive commitments. As a result, you may notice that he is accommodating and polite, but he could be holding back his true concerns. This is because he wants to please and appease people, and he may be intimidated by your frequently blunt approach.

You may appreciate this customer's slower and more careful pace. He is cautious and reflective, and while it's uncommon for someone with the CD style, you share his preference for dependability. Therefore, his inclination to choose steady, reliable options may resonate with you. He wants time to think carefully before committing to a product or service, and will probably be hesitant to make a big change or move into uncharted territory. As a result, he may respond well to your tendency to explain details and specifics.

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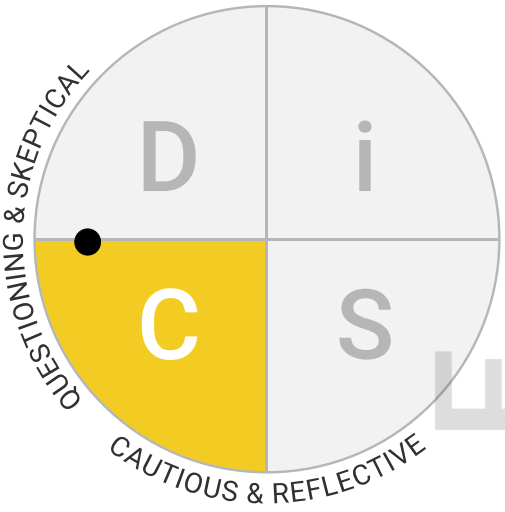
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Recognizing the C Buying Style

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
- Task-oriented
- 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 your tendency to be straightforward and focus on the specifics.

This individual tends to share your questioning and skeptical nature. As with you, having competency is important to her, so she usually does her research and enters discussions with at least a basic understanding of the situation. As such, she probably shares your tendency to look at ideas objectively and avoid letting personal feelings have much of an influence. Furthermore, she tends to identify potential issues that other people would never notice, and she will appreciate your tendency to answer her questions in a straightforward manner.

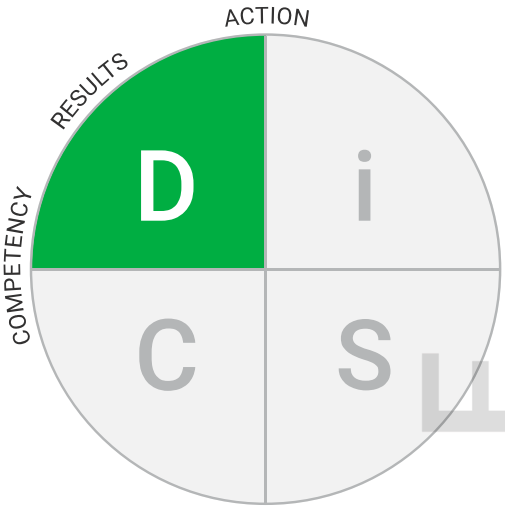
You'll probably notice that this customer is cautious and reflective, and unlike others with the CD style, you share her preference for dependability. Like you, she wants to know that a product or service is as error-free as possible and the chance of unpleasant surprises has been minimized. Therefore, she wants to thoroughly analyze her options, and she will probably appreciate your tendency to supply her with details and specifics. However, she doesn't like being pressured or rushed, so she may pull back if you demand definitive answers.

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What Drives D Style Customers?

WHAT DO D STYLE CUSTOMERS PRIORITIZE?



They expect bottom-line results

Like you, D style customers prioritize concrete **results**. They can be insistent in wanting to know the direct effect that a product or service will have on their business, and they look for immediate developments and quick, uncomplicated returns on their investments. Similar to you, these individuals are skeptical of emotional appeals, but they may take it a step farther by actively displaying impatience with people who try to schmooze them. D style customers keep their goals in mind, and their decisions are based on how they can best achieve tangible success.

They expect competency from a salesperson

Like you, D style customers prioritize **competency** in both themselves and others. However, while you are likely to consider people's expertise and knowledge when assessing their competence, these individuals look more for confidence and a "can-do" approach. They want to know that a person will fulfill his or her side of the deal, and they may be reluctant to give second chances to people who make mistakes at crucial points. They expect others to do some homework to understand their business needs without a lot of hand-holding.

They expect quick action and forward motion

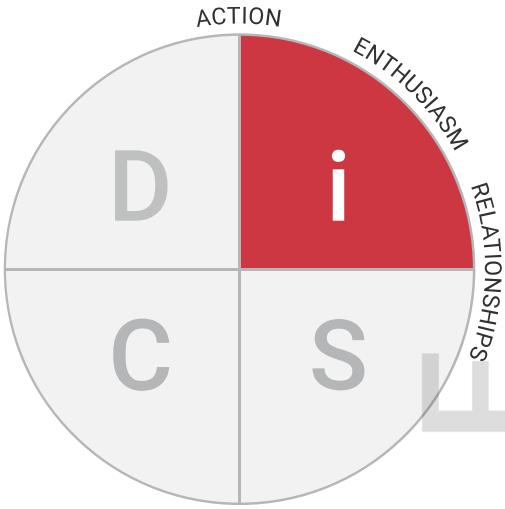
D style customers take **action**, and they have little patience for lengthy discussions or complicated analyses, which is in contrast to your tendency to go over options with some attention to detail. These individuals want to know the key points and essential components, which often helps them make up their minds quickly. Once they have reached a decision, D style customers may have trouble changing their opinions, and they may express irritation if asked to reconsider or pressed to discuss additional options. They like to make a decision and see an immediate effect.

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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 base your decisions on facts and data. These individuals need to become inspired about an idea to fully commit to it, so they want people to display outward passion or enthusiasm about their own products or services. Also, when making decisions, they're particularly attracted to options that are fun and exciting as opposed to your frequent emphasis on logical and practical considerations.

They expect quick action and an immediate impact

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

They expect friendly and trusting relationships

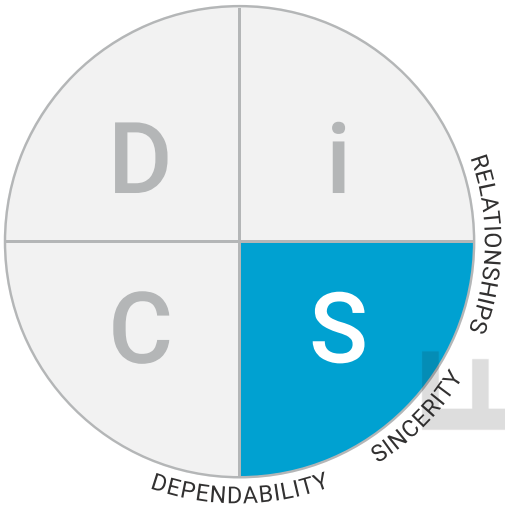
Unlike you, i style customers prioritize personal **relationships**, which means that they want to get to know the person they are doing business with before committing to anything. They place a strong value on trust, and they rely on friendly interactions to create a personal bond, which is in contrast to your tendency to remain logical and keep the focus on business considerations. As such, they tend to devote much of the interaction to discussing feelings, opinions, and ideas that are not strictly related to the offer, which may not always align with your emphasis on the bottom line.

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What Drives S Style Customers?

WHAT DO S STYLE CUSTOMERS PRIORITIZE?



They expect sincerity and a genuine approach

S style customers want to know that you are **sincere** and heartfelt before they can truly feel comfortable during your interactions, and this may conflict with your more reserved approach and focus on the bottom line. In their desire to appease people, they may allow others to dominate the conversation, which gives the impression that they can be easily persuaded. However, these individuals want people to be thoughtful and genuine, and they are unlikely to make a full commitment unless they feel that they can really trust a person.

They expect a trusting relationship

These individuals strive for the comfort of trustworthy **relationships**, while you tend to focus on logic and the bottom line. They want to know that you care about them as individuals, not just customers, and that you're interested in their unique situations. Despite their interest in establishing personal relationships, S style customers may be slow to open up, and they often look for others to reveal their personal sides first.

They expect dependability from the salesperson and the offer

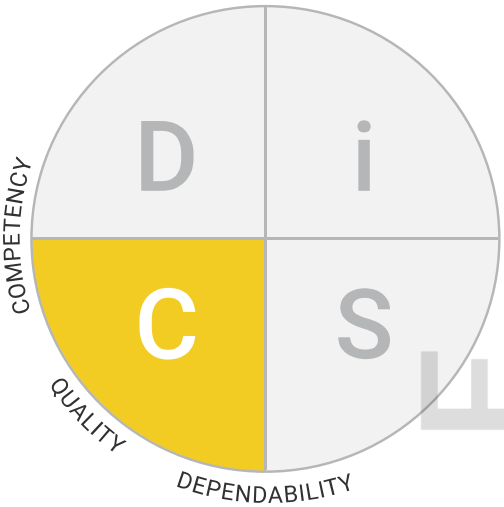
Like you, S style customers want assurances of **dependability**, which is a priority less common for someone with the CD style. Because these individuals are naturally cautious, they need to know that you'll be around to give them support if things don't go as planned. Like you, they are unlikely to be satisfied with vague promises or unexplained details. However, while you are likely to promote the quality of your offer and your own expertise, S style customers tend to focus on specifics and guarantees to get the concrete reassurance they need.

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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 an offer and ask probing questions about its features, as you tend to do. They're unlikely to be satisfied with responses that fail to provide the details or evidence that they need to evaluate the effectiveness of a product or service. These individuals share your tendency to maintain high standards, so they have to be confident in an offer's merit before they commit.

They expect dependability and accountability

These individuals look for **dependability** in products, services and the people they do business with, which is a priority you share even though it's uncommon for someone with a CD style. Like you, they 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. Similar to you, C style customers are naturally skeptical, so 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 don't go as planned.

They expect competency and expertise from salespeople

Like you, C style customers want to see **competency** during their interactions. They know their business and expect the people they do business with to be knowledgeable about it as well. They like working with experts who can support their claims with evidence and details, especially if bold or daring plans are being discussed. 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 rely on facts and data.

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Adapting to Different Customers

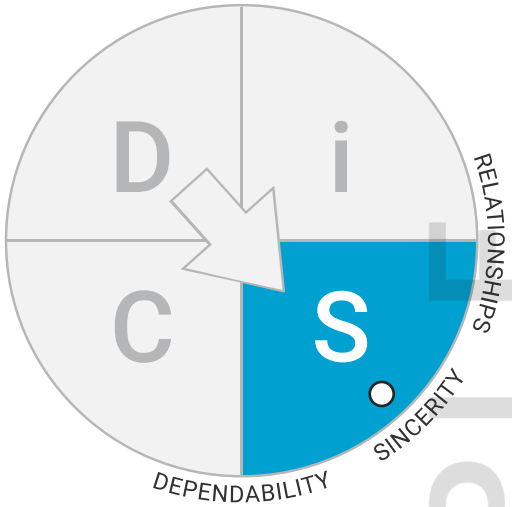
Now that you recognize your priorities and have an idea of what motivates different types of customers, we'll look at how to adapt your behavior in order to get the most out of the sales process.

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.

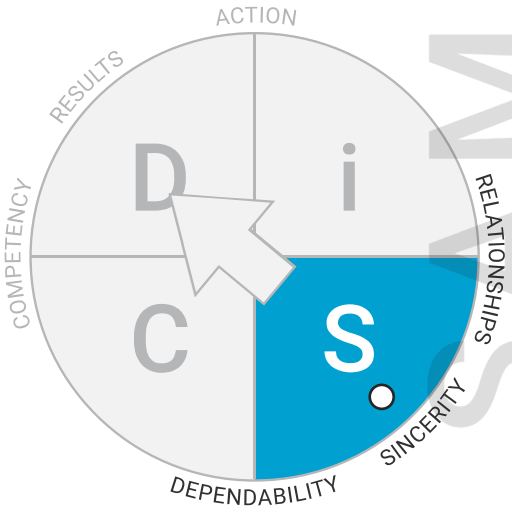


LEARNING TO ADAPT

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.

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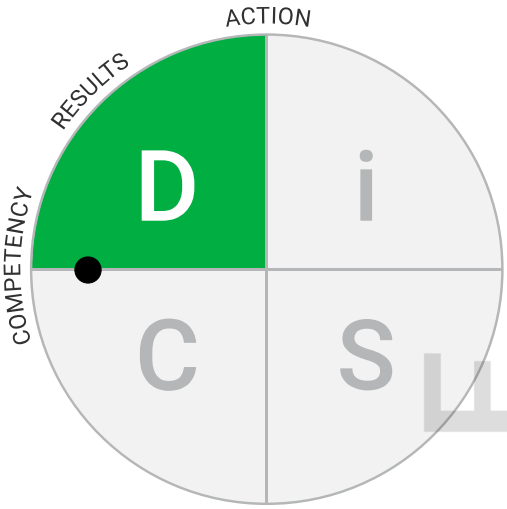
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Adapting to D Style Customers

ADAPTING YOUR CD STYLE TO D STYLE CUSTOMERS

Compared to you, D style customers tend to be:

- More likely to move at a fast pace
- Just as likely to question others' conclusions
- Equally likely to be skeptical
- Similarly focused on the task at hand
- Just as likely to avoid small talk
- Less concerned with quality



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, you might want to spend less time discussing the quality of your offer and more time showing how you can affect their bottom line. These individuals share your preference for practical accomplishments, so keep the discussion focused on how your product or service can help them accomplish their goals simply and efficiently.

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

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 tendency to go over details and specifics. Get to the gist of your offer quickly because they may get impatient discussing the nuances. Show them how you can get the ball rolling quickly, and let them know that they won't have to wait to see positive outcomes.

- Get to the point.
- Create an urgent, rapid pace.
- Be as concise as possible.

Prove your Competency

D style customers are self-assured and confident, so they do not respond well to people they have to coddle. Show these individuals that you can take control of the situation and get things done without a lot of hassle on their part. They are more likely to trust your abilities if you project a "can-do" attitude that does not cross over into arrogance.

- Gain respect by appearing confident.
- Be straightforward and frank when appropriate.
- Show respect for their authority.

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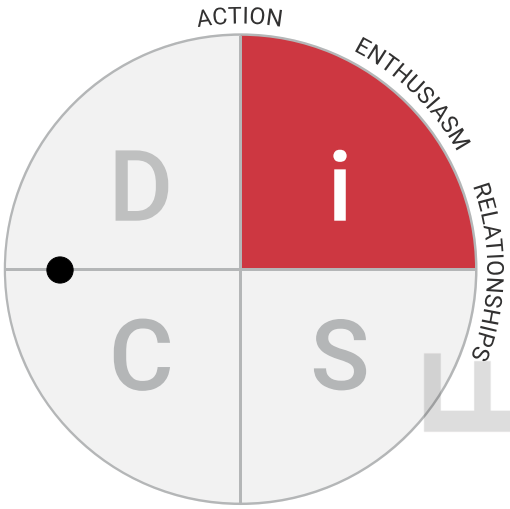
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Adapting to i Style Customers

ADAPTING YOUR CD STYLE TO i STYLE CUSTOMERS

Compared to you, i style customers tend to be:

- More interested in bold or daring plans
- More interested in establishing personal relationships
- More optimistic
- Less logic-focused and objective
- Less focused on the bottom line
- Less blunt or challenging



STRATEGIES FOR INTERACTION

Increase Enthusiasm for the process

These individuals are frequently energetic and upbeat, while you are more likely to be logical and no-nonsense. 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 focused on logic to appreciate passion. It may be helpful, therefore, for you to reinforce their naturally optimistic point of view, which may get them to focus their excitement on your offer.

- Capitalize on their natural optimism.
- Allow them to express their thoughts.
- Avoid becoming negative or pessimistic or dampening their enthusiasm.

Move toward productive Action

These customers want to know about the exciting possibilities of your product or service so they can hit the ground running, and they don't want to dwell on the specifics or study complicated analyses. Your tendency, therefore, to emphasize the quality of your offer and back it up with data may cause them to lose interest in your product or service. Instead, try to summarize as much information as you can and avoid coming across as a know-it-all.

- Don't give more detail than is necessary.
- Avoid presenting too much analysis.
- Communicate excitement for new possibilities.

Build a positive Relationship

These individuals want to get to know the person behind the product or service before committing, which could clash with your tendency to focus on results and objective facts. While their emphasis on a personal relationship may make you uncomfortable, they may feel slighted if you rebuff their attempts at friendship. Consider joining in with the i style customer's small talk, as long as the conversation doesn't go off on unproductive tangents.

- Ask casual, open-ended questions that allow them to talk and tell their stories.
- Answer their questions about you, if appropriate, before returning to business.
- Find ways to make their small talk relate to their business.

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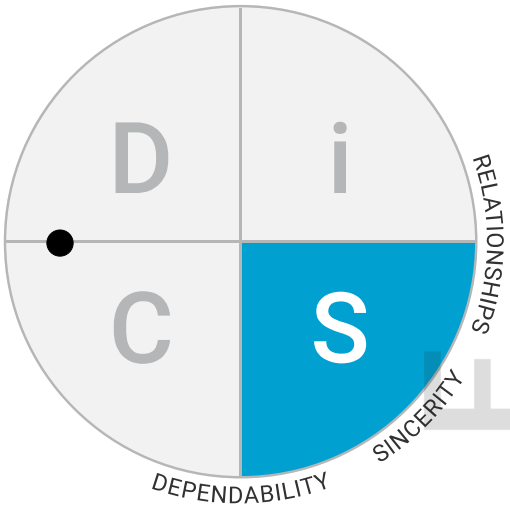
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Adapting to S Style Customers

ADAPTING YOUR CD STYLE TO S STYLE CUSTOMERS

Compared to you, S style customers tend to be:

- More focused on building friendly relationships
- More accepting and welcoming toward others
- Just as focused on the consistency and dependability of products and services
- Less analytical and logic-focused
- Less concerned about bottom-line results
- Less skeptical of people



STRATEGIES FOR INTERACTION

Address the need for Sincerity

S style customers want to know that you have their best interests in mind. Because you are usually reserved in your approach and focused on the bottom line, however, these customers may have trouble accepting that what you have to say is genuine and heartfelt. It may be helpful, therefore, for you to express your thoughts in personal terms rather than in a strictly logical, business-focused manner.

- Show that you empathize with their problems.
- Explore their doubts and address their concerns.
- Show that you're willing to listen.

Build a trustworthy Relationship

S style customers want to establish a friendly relationship with people before they make a commitment, while you are more likely to focus on objective matters such as quality and results. These individuals may be hesitant to communicate their real concerns if they believe that you are only interested in convincing them of your offer's superiority and going through the motions quickly. Therefore, try to spend more time making them comfortable with you personally before getting into the specifics of your product or service.

- Respond to their efforts to get to know you, to the degree that you feel comfortable.
- Ask them questions and give them space to talk.
- Do your best to connect with them on a personal level.

Give assurances of Dependability

S style customers focus on dependability, a priority you share even though it's less common for someone with the CD style. Because you tend to lay out information in a systematic and clear manner, you may appeal to their sense of stability and consistency. However, your tendency to appear reserved and results-focused may cause them to doubt that you will continue to offer service and support once they have committed. Providing solid evidence of reliability may help put these individuals at ease.

- Provide concrete demonstrations when appropriate.
- Draw their attention to guarantees, testimonials, or other specifics that offer security.
- Provide assurances of support during and after the deal.

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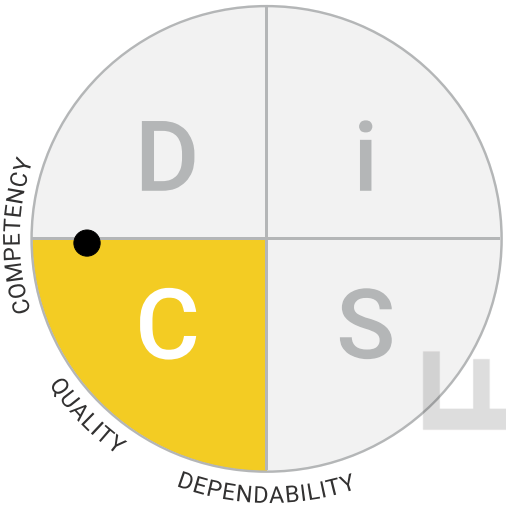
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Adapting to C Style Customers

ADAPTING YOUR CD STYLE TO C STYLE CUSTOMERS

Compared to you, C style customers tend to be:

- Just as focused on the reliability of products and services
- Similarly dismissive of small talk
- Equally likely to avoid personal questions
- Just as likely to question others' conclusions
- Similarly interested in the quality of products and services
- Less focused on results



STRATEGIES FOR INTERACTION

Emphasize high Quality

C style customers place great value on the quality of a product or service, which lines up well with your own high standards. These individuals may scrutinize an offer for flaws or deficiencies, and you are likely to meet any of their objections head-on and present facts and figures that support your position. In fact, you may even encourage these customers to analyze your offer, which may ease their concerns about quality.

- Acknowledge their concerns without coming across as aggressive or defensive.
- Have as many details and facts at your fingertips as possible.
- Emphasize the advantages of your product or service.

Display expertise and Competency

C style customers like to work with people who can present their offers in a logical and rational manner, which matches your own tendency to be objective and focus on data. They're much more likely to believe you to be competent and trustworthy if they see you can make a logical case. They will likely respond positively if you show them that you're knowledgeable about your business and have evidence to support your position.

- Use a factual, somewhat unemotional approach.
- Prove your expertise by referring to your track record.
- Provide the logic and reasoning behind your suggestions or conclusions.

Address the need for Dependability

C style customers are very logical and rational, so they want to see evidence that a product or service is dependable and sound. While it isn't typical of someone with the CD style, you share their focus on dependability. However, while you may relate to their preference to carefully go over options and details, you are also more results-focused than they are, to the point that you might push them for a decision. Be sure to give them space to study your track record or the history of your product or service so they will be comfortable that they are making a solid, long-term choice.

- Present information methodically, clearly, and logically.
- Encourage them to analyze and reflect on the information you're presenting.
- Use examples of dependability from the past.

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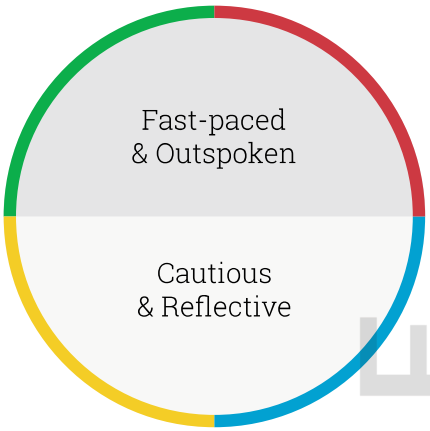
Customer Interaction Mapping

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

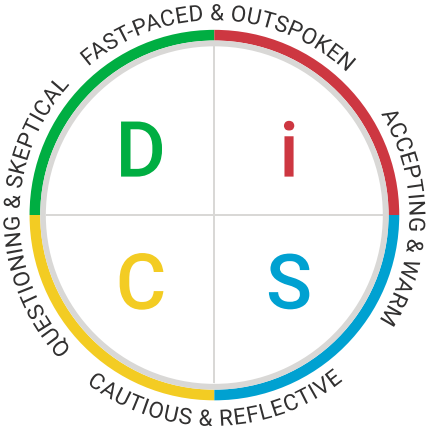
(Circle a group of words on the left or right.)



STEP THREE

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

(Circle the customer's DiSC style.)



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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?**

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Overview of the DiSC® Styles

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

Dominance

Priorities: getting results, taking action, displaying competency

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

You will notice: self-confidence, directness, forcefulness, risk-taking

Limitations: lack of concern for others, impatience, insensitivity

Active
Fast-paced
Assertive
Dynamic
Bold

Influence

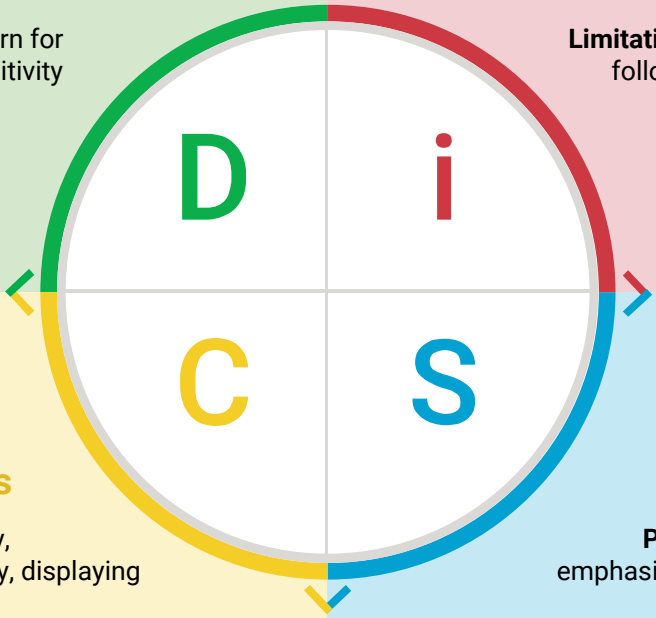
Priorities: offering enthusiasm, taking action, building relationships

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, lack of follow-through, disorganization



Questioning
Logic-focused
Objective
Skeptical
Challenging

Accepting
People-focused
Empathizing
Receptive
Agreeable

Conscientiousness

Priorities: ensuring quality, emphasizing dependability, displaying competency

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

You will notice: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates self

Thoughtful
Moderate-paced
Calm
Methodical
Careful

Steadiness

Priorities: showing sincerity, emphasizing dependability, building relationships

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

You will notice: patience, team player, calm approach, good listener, humility

Limitations: overly accommodating, tendency to avoid change, indecisiveness

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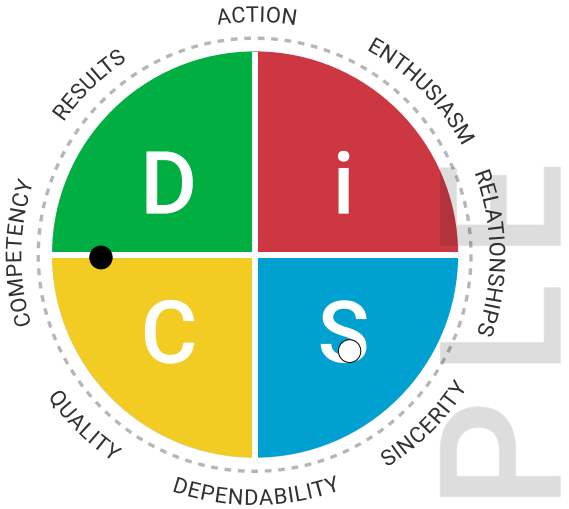
Appendix

ADAPTING TO ALEX BRADLEY, YOUR S STYLE CUSTOMER

Taylor, you indicated that your customer, Alex Bradley, is highly cautious and reflective and highly accepting and warm. Therefore, he probably has an S style. Because you have a CD style, the two of you have some different priorities. Take a look at the comparison and strategies below.

Compared to you, S style customers tend to be:

- More focused on building friendly relationships
- More accepting and welcoming toward others
- Just as focused on the consistency and dependability of products and services
- Less analytical and logic-focused
- Less concerned about bottom-line results
- Less skeptical of people



Alex Bradley ○
You ●

STRATEGIES FOR INTERACTION

Address the Need for Sincerity

S style customers want to know that you have their best interests in mind. Because you are usually reserved in your approach and focused on the bottom line, however, Alex Bradley may have trouble accepting that what you have to say is genuine and heartfelt. It may be helpful, therefore, for you to express your thoughts in personal terms rather than in a strictly logical, business-focused manner.

- Show that you empathize with his problems.
- Explore his doubts and address his concerns.
- Show that you're willing to listen.

Build a Trustworthy Relationship

S style customers want to establish a friendly relationship with people before they make a commitment, while you are more likely to focus on objective matters such as quality and results. Alex Bradley may be hesitant to communicate concerns if he believes that you are only interested in convincing him of your offer's advantages and settling the deal quickly.

- Respond to his efforts to get to know you, to the degree that you feel comfortable.
- Ask him questions and give him space to talk.
- Avoid relating everything to business.

Give Assurances of Dependability

S style customers focus on dependability, a priority you share even though it's less common for someone with the CD style. Because you tend to lay out information systematically and clearly, you may appeal to Alex Bradley's sense of stability. However, your tendency to appear reserved and results-focused may cause him to doubt that your support will continue once he has committed. Providing solid evidence of reliability may help put him at ease.

- Provide concrete demonstrations when appropriate.
- Use examples of dependability from the past.
- Provide assurances of support during and after the deal.

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