

SALES PROFILE



ASSESSMENT TO ACTION.

Craig Campbell

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Craig, 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 appreciate lively environments and relationships.

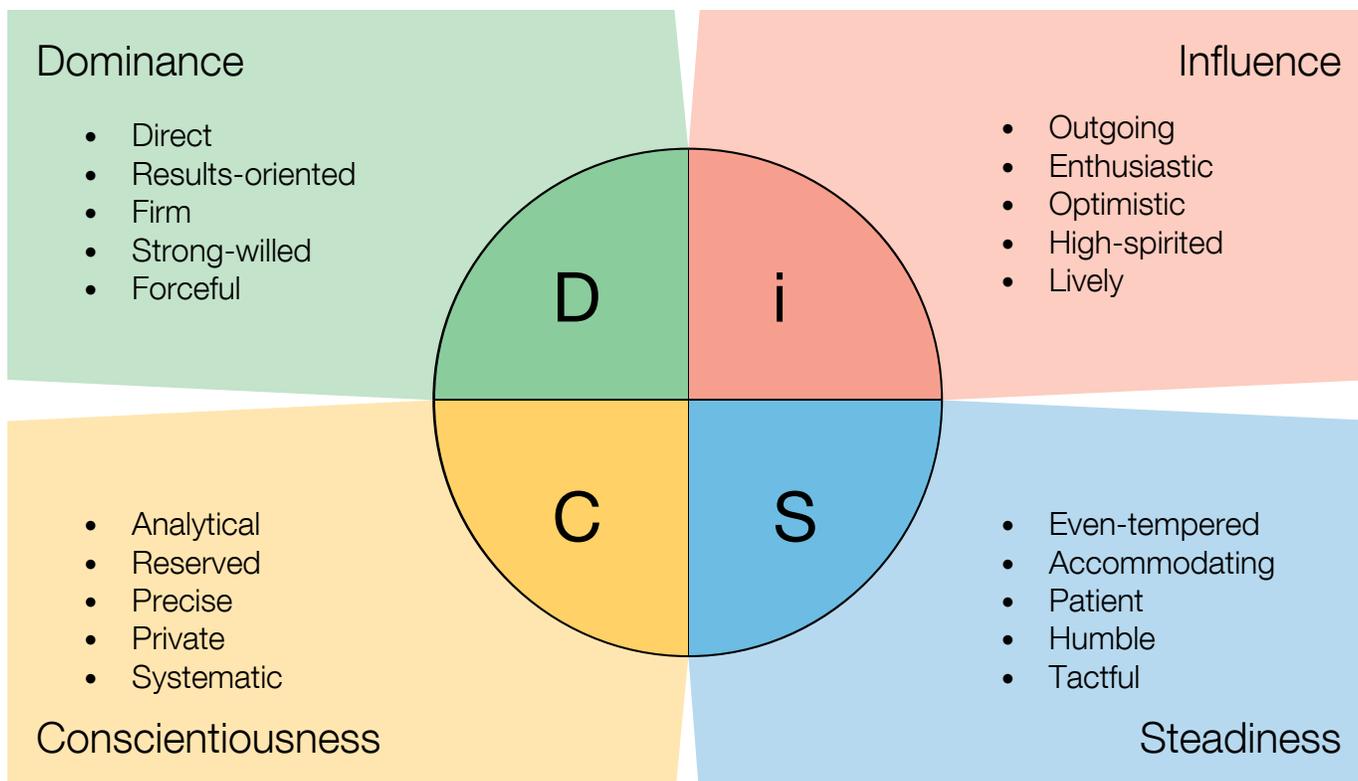
Or, maybe you'd rather deal with customers who are optimistic and fast-paced than those who approach a sale with more caution.

Or, perhaps you relate best to customers who are more enthusiastic than analytical.

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**.



How is this report personalized to you, Craig?

In order to get the most out of your Everything DiSC® Sales Profile, you'll need to understand your personal map.

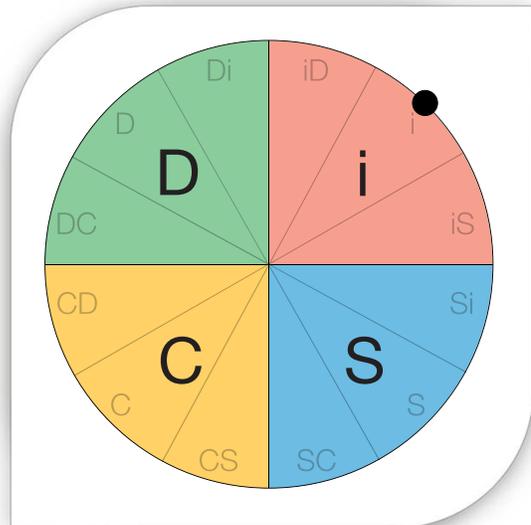
Your Dot

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: i

Your dot location indicates your DiSC style. Because your dot is located in the middle of the i region, you have an i 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.



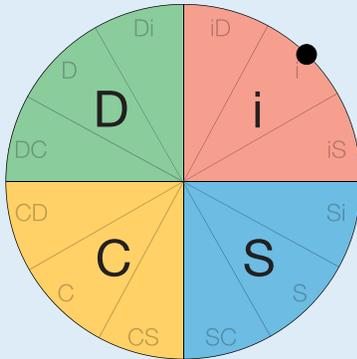
Close to the Edge or Close to the Center?

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.

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 i 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 Dot Tells a Story

Your DiSC Style: i



Because you have an i style, Craig, you probably thrive on relating to your customers. You tend to have an extensive network of friends and colleagues, and you may view a roomful of strangers as a fun opportunity to connect. Similarly, you're likely to get personal satisfaction out of introducing people who would not otherwise meet.

Because you're an optimistic and enthusiastic salesperson, you may find it easy to get customers excited about your product or service. When you speak, you're likely to promote your opinions with passion and wholeheartedness. Many customers may find your enthusiasm contagious. However, those who are more skeptical may feel that you are overly optimistic and are trying to sell them based on emotion.

When communicating, you tend to be very expressive, and you may dial up your volume and gestures to get people's attention. Compared to most people, you have a stronger urge to process your feelings by verbalizing them. Because you're so open, you may often share personal information with little prompting, even with people you've just met. At times, your talkative nature may cause you to monopolize conversations, particularly with those who are more soft-spoken.

You genuinely like being around other people, so you probably enjoy interacting with your customers. In group settings, you're often able to bring people together, and most likely, you actively solicit ideas from other people. However, because you naturally want to connect and collaborate with others, you may not realize that some people require more personal space.

Like others with the i style, you may tie your self-worth closely to your social circle. You strive to make favorable impressions whenever possible, and you're comfortable being the center of attention. In fact, you're probably a gifted storyteller who can entertain others in a colorful, engaging way. While you may enjoy being the life of the party, others may be put off by your need for the limelight.

You tend to be accepting of new people and ideas. As a result, when other people offer their opinions, you're often reluctant to give negative feedback for fear of being seen as the "bad guy." At times, your optimism may also cause you to overestimate your own abilities or misjudge the difficulty of a task. However, your positive outlook can inspire others to reach new heights.

In conflict situations, you may be inclined to brush any unpleasantness under the rug for as long as possible. However, if your anger, frustration, or hurt reaches a breaking point, you may lash out emotionally or say things you later regret. While such venting may feel therapeutic, you may not realize that emotions of this magnitude can make other people extremely uncomfortable.

Because you tend to get bored with routine, you like to have a variety of tasks on your plate. While your quick pace and tendency to change directions may seem erratic to some people, you have a strong ability to initiate action and make gut-instinct decisions. Although you're often excited to start a new deal, you may sometimes dive in without adequate planning or resources. Because you're probably confident in your ability to improvise, you may prefer a more free-flowing approach.

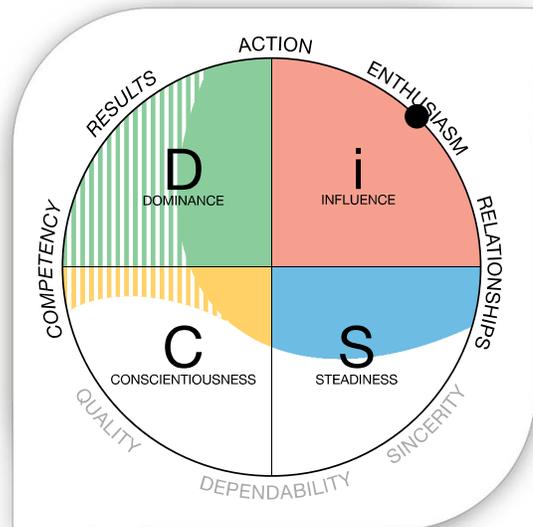
Craig, like others with the i style, your strongest assets as a salesperson may include your ability to generate excitement, your high energy, and your tendency to connect with others. In fact, these are probably some of the qualities that customers appreciate most about you.

Your Shading Expands the Story

Craig, 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 *i* style have shading that touches Enthusiasm, Action, and Relationships. Your shading stretches to include Results and Competency, which isn't characteristic of the *i* style.



What priorities shape your *sales* experience?

► Offering Enthusiasm

Craig, you likely display a passion for your product or service, and your sense of optimism may rub off on your customers. You tend to point out exciting possibilities and emphasize the aspects of your offer that will most likely grab the person's attention. You focus on remaining enthusiastic and upbeat, which may often help you gain appreciation along the way.

► Taking Action

You probably show people that you can get things moving quickly, keeping your interactions energetic and lively. Most likely, you make it clear to customers that you prioritize promptness when it comes to delivering what they want. Because you focus on fast action, your customers probably know that they won't have to wait long for a payoff if they choose your offer.

► Developing Relationships

You tend to develop a personal bond between you and your customers. Most likely, you open up to them by sharing your thoughts and opinions, and you probably encourage them to do the same. As a result, you help create an exchange that feels pleasant rather than just a business obligation. Because you tend to establish friendly relationships with people, they're more likely to feel comfortable and secure working with you.

► Getting Results

Furthermore, you seem to be highly focused on obtaining results for the customer, which is not typical of your style. You tend to target people's main objectives by highlighting the payoff you can deliver if they commit. Most likely, you spend time emphasizing the benefits of your product or service to show people how it can help them get the results they're after.

► Displaying Competency

Although it's somewhat unusual for someone with your style, you're probably well-versed in all areas of your offer, and you tend to showcase your knowledge as you interact with customers. This usually gives them confidence that you know your business. You work hard to gain knowledge and expertise because displaying competence is important to you.

How do you excel as a salesperson?

Craig, because you have the i style, you probably strive to get to know your customers on a more personal level. You tend to come across as passionate about your product, and you are probably **enthusiastic** and animated when discussing how you can help people move forward. You may be tuned in to their emotional needs, and they likely sense that you care about the **relationship** rather than the chance to make a quick deal.

In addition, you probably emphasize how your product can immediately help people, keeping the discussion light-hearted while also **action**-oriented. In this way, you may move things forward energetically and get people excited about new opportunities. Furthermore, unlike others with the i style, you have two additional priorities that may impact your strengths. Many people will appreciate that you are determined to get them the **results** they're after. Also, since you want to appear **competent, you make sure to be well-versed about your offer.**

You may identify with some of the following statements:

Enthusiasm

- I come across as optimistic and friendly.
- I'm upbeat and enthusiastic when interacting with customers.
- I try to get people energized and excited.
- I don't get discouraged easily.
- I usually keep interactions light and agreeable.
- I keep people focused on the positive.

Action

- I keep business ventures moving at a fast pace.
- I feel confident in taking the lead in discussions.
- I'm rarely at a loss for words.
- I'm energetic and don't waste people's time.
- I get people interested in new opportunities.
- I'm lively and don't bore my customers.

Relationships

- I take time to really connect with people.
- I empathize with customers.
- I tell personal stories that show my nonbusiness side.
- I encourage people to share their thoughts and feelings.
- I can find things in common with someone I've just met.
- I work to develop personal relationships with customers.

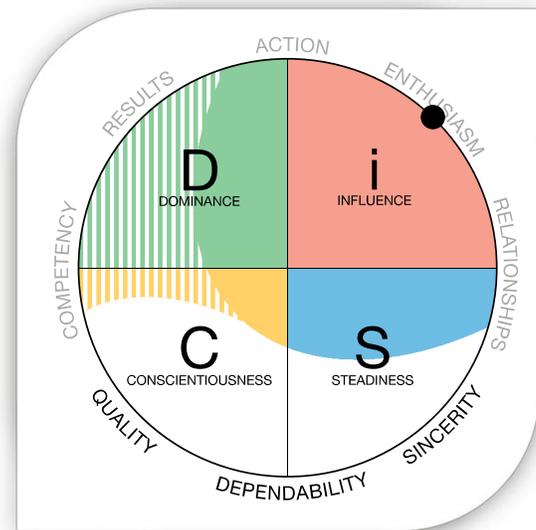
Results & Competency

- I help my customers focus on results.
- I keep an eye on the bottom line.
- I keep people on track and focused.
- I do my homework so that I understand people's business and needs.
- I help customers understand complicated ideas.
- People can sense that I know the ins and outs of my business.

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 keeping things moving and generating excitement, but your tendency to overlook dependability may leave more cautious customers feeling nervous or insecure. Furthermore, your disinterest in discussing quality in-depth may disappoint more analytical customers. And because showing sincerity is a low priority for you, some customers may question the authenticity of what you're offering.



You may identify with some of the following statements:

Dependability

- Some customers may sense that I'm exaggerating the benefits of my product or service.
- I may appear overly optimistic about what I'm offering.
- I may seem a little intense to shy or reserved customers.
- I may rush customers to commit before they are ready.
- I sometimes promise more than I can deliver.

Quality

- I may ignore details or be vague on specifics.
- I may appeal to the customer's emotions rather than provide facts or evidence.
- I may get off topic or become distracted by tangential issues.
- I may fail to give customers time to reflect or analyze the situation.
- I may allow my personal feelings to affect my presentation.

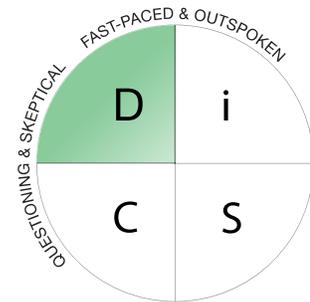
Sincerity

- I may come across as insincere or too polished.
- I may push customers who can't make up their minds.
- I may rush past the customer's concerns without addressing them.
- I may dominate the discussions with customers.
- I may not take the time to slow down and listen to the customer's concerns.

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.

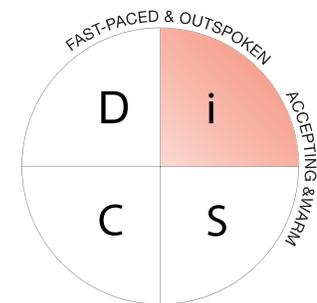
D Style

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” individuals have a take-charge attitude that may cause them to dominate conversations with others.



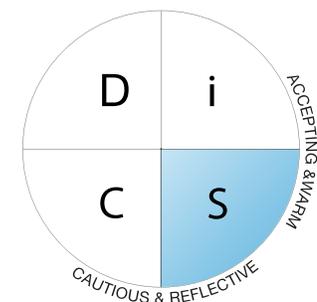
i Style

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” 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.



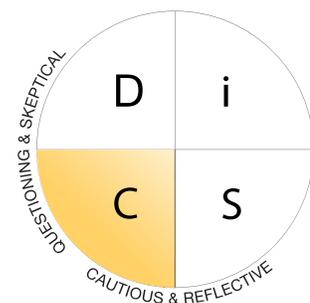
S Style

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

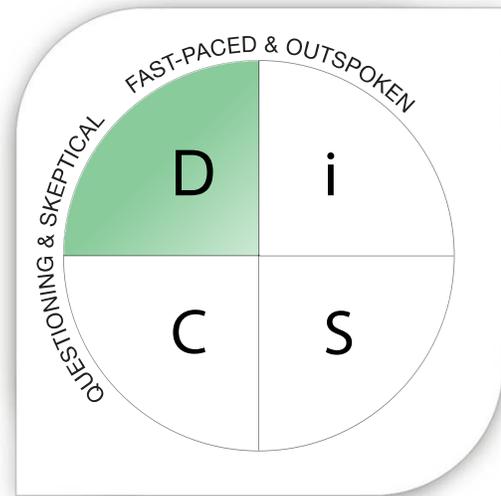
Customers who tend toward C (Conscientiousness) are both **questioning & skeptical** and **cautious & reflective**. In general, they tend to be reserved, analytical, and systematic. They carefully consider all their options, and they are unlikely to display great enthusiasm or animation, even if they like what they see. “C” 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.



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

With “D” 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
Blunt
Outspoken
Forceful

Imagine you are interacting with a customer who has the D style and shares your priority on results, which is not as typical for someone with the i 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, and you may identify with the motivation she has to reach her goals. However, you tend to be a bit more sociable and fun-loving, so you may find her direct, businesslike approach to be too forceful.

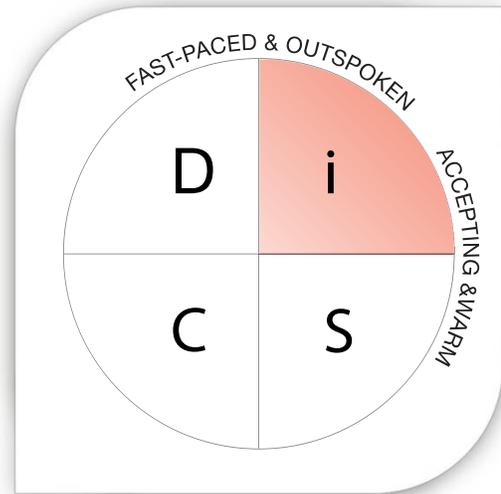
This individual appears fast-paced and outspoken, and like you, she wants to keep things moving quickly. However, while your energy is focused on enthusiasm and optimism, she uses her high energy to get results. She wants to know immediately how a product or service will help her achieve her goals. She’s also likely to speak plainly and be blunt when discussing her opinions about a given offer. Therefore, she has little use for chitchat and may be straightforward about what she is looking for and what she considers a waste of time.

Furthermore, you may observe that she seems questioning and skeptical. While it’s uncommon for someone with the i style, you share her focus on competency, so you can probably appreciate her high expectations. Like you, she isn’t likely to accept opinions or recommendations at face value, so she may be openly doubtful of your claims or make attempts to test your knowledge. However, while you may share her habit of digging for answers and asking for proof, you are more likely to assume the best about people’s motivations. Therefore, her candid disbelief may seem impatient or even rude to you.

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

With “i” 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:*

Passionate
Fun-loving
Adventurous
Energizing

Now, imagine you are interacting with a customer who also has an i style and shares your priority on enthusiasm. 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, and he probably shares your eagerness to interact with others. He isn’t shy when meeting someone new, and he’s similarly outgoing when it comes to expressing his thoughts and feelings. Just as you tend to be at ease when ideas and conversation are permitted to flow freely, he may be most relaxed when he can be upfront about his needs.

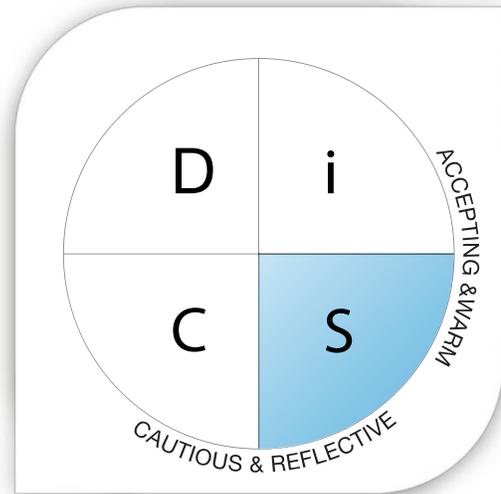
Like you, this individual appears fast-paced and outspoken. He gets excited about potential breakthroughs, and he may be very interested in products or services that can lead to innovative developments. You share his priority on action and interest in keeping a fast pace, so you probably find his spontaneity to be exciting. Most likely, you share his energetic approach and inclination toward change, but he may overlook parts of the deal that seem too complex or drawn out, even if they could prove beneficial in the long run.

Furthermore, you likely share his accepting and warm nature. He goes out of his way to make sure others are comfortable, and you may notice his strong interest in meeting new people. Like you, he gives people the benefit of the doubt and he’s eager to find common ground with those around him. Because personal and professional relationships are important to him, he may spend time socializing in the attempt to establish connections with others. As a result, your interactions with this customer seem quite natural and easy.

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

With “S” 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:*

Soft-spoken
Careful
Patient
Modest

Now, let’s imagine you are interacting with a customer who has the S style. To you, he seems accommodating and polite, and he’s always looking for opportunities to make your interactions feel more comfortable. Furthermore, he is a very patient and attentive listener, but he doesn’t open up to others as quickly as you tend to do. You may sense that he holds back on revealing too much, but at the same time, he’s sincerely interested in what you have to say.

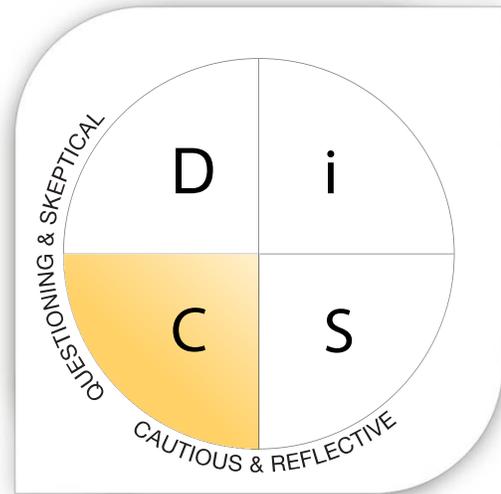
This individual has a very accepting and warm demeanor, which could mesh well with your tendency to be friendly and extroverted. He seems good-natured and agreeable, and he shares your emphasis on personal relationships. He prefers to keep conversations polite, and he may feel that expressing his concerns is bothersome or unreasonable. Therefore, he may have trouble being straightforward about his situation unless he feels he can trust the other person. Because you’re so approachable, he will probably respond well to you, though he is slower than you are to open up to others.

You may observe that this customer has a much slower, more careful pace than you do. Whereas you are usually enthusiastic and fast-paced, he is more cautious and reflective. He may strike you as calm, modest, and soft-spoken. Although he may appear to be easygoing, you may also notice that he appears threatened by new concepts and is somewhat hesitant to make a commitment. To you, he may appear to be timid or afraid of taking chances.

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

With “C” 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:*

Skeptical
Precise
Unemotional
Distant

Imagine you are interacting with a customer who has the C style. She tends to be very analytical and focused on the quality of your product or service. She keeps the facts of the situation in mind and carefully studies her options without losing track of the details. However, she doesn't respond well to emotional appeals or overly friendly approaches, and she may become annoyed if you ask her personal questions or display too much enthusiasm. Furthermore, because she expends her energy on analysis, she won't reciprocate your tendency to be upbeat and expressive.

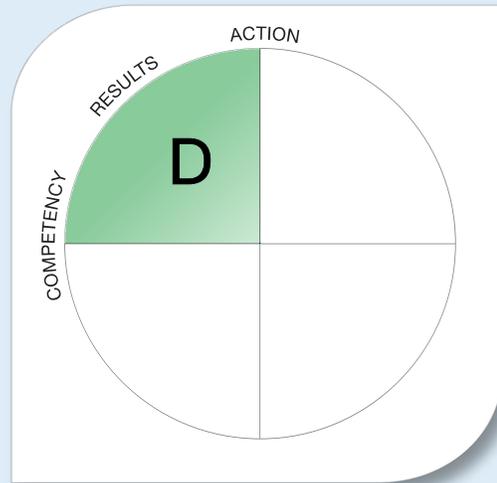
This individual tends to be questioning and skeptical. Unlike others with the i style, you share her priority on competency. Therefore, you may appreciate that she does her research and enters the discussion with at least a basic understanding of the situation. However, she may respond negatively if she feels her knowledge is being questioned, and having her assertions contradicted may frustrate her. Still, while she may ignore your attempts to give her friendly reassurances, she will probably appreciate your readiness to answer her questions with facts.

You'll probably notice that this customer does not share your tendency to be enthusiastic and upbeat, but instead she is more cautious and reflective. She expects a high level of predictability and wants to be sure that the chance of unpleasant surprises has been minimized. Therefore, your frequently rapid pace may not leave her enough time to feel comfortable with the direction. She wants to be sure that a product or service is as error-free as possible, which requires her to take an ample amount of time to deliberate before coming to a decision. To you, this may seem slow and tedious.

What do “D” customers prioritize?

They Expect Bottom-Line Results

Like you, “D” customers place a priority on concrete **results**, which is less typical for someone with the i style. However, they may be more insistent than you tend to be, and they make it clear that they want to know the direct effect a product or service will have on their business. They look for immediate developments and quick, uncomplicated returns on their investments. These individuals may quickly become skeptical of emotional appeals and display impatience with people who try to schmooze them, particularly with vague or exaggerated assurances. They don’t share your tendency to put relationships first or to strive for personal connections. Rather, “D” customers keep their goals at the forefront, and their decisions are based on how they can best achieve tangible success.



They Expect Competency From a Salesperson

“D” customers prioritize **competency** in both themselves and others, which is a priority you share even though it’s uncommon for someone with an i style. As with you, this value often translates into respect 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 will rarely 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. In general, they expect any person who wants their business to earn their respect.

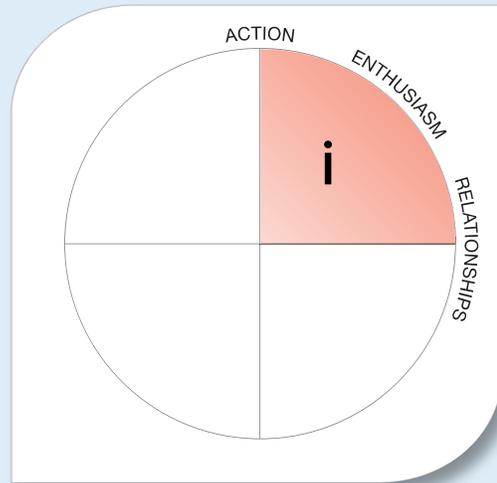
They Expect Quick Action and Forward Motion

Like you, “D” customers take **action**, and they share your impatience for lengthy discussions or complicated analyses. 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, they share your tendency to dislike long, involved projects that require a lot of preparation or detailed work. They want to make a decision and see an immediate effect.

What do “i” customers prioritize?

They Expect Enthusiasm and Excitement

Like you, “i” customers appreciate **enthusiasm**, and for this reason, they want to feel excited about a product or service. They share your tendency to rely on intuition, which they believe tells them if an offer is what they’re looking for. Like you, they need to be inspired by an idea to fully commit to it, and they tend to respond better to people who overtly express themselves. Further, when making decisions, they’re particularly attracted to options that are fun and exciting versus those that are logical and practical.



They Expect Quick Action and an Immediate Impact

These customers appreciate **action**, as you do, so they may grow bored with lengthy analyses or excessive detail. They want to know only the key points of a product or service to help them reach their intuitive decisions, and they may share your tendency to avoid dwelling on the specifics. In addition, these individuals may see offers that are long on practicality but short on innovation as bland or insufficient for their needs. Therefore, they tend to be most attracted to options that will provide an immediate and energizing impact. In general, they want to be motivated by the promising possibilities of your product or service.

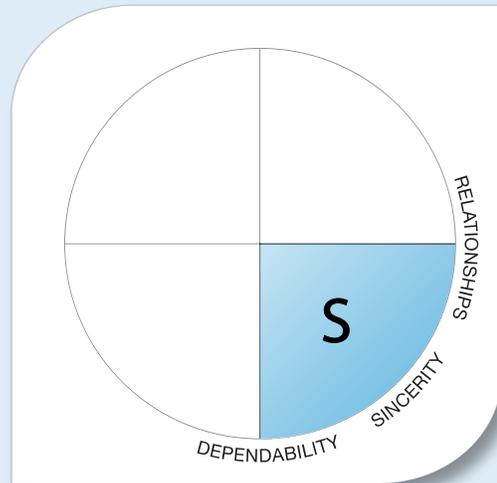
They Expect Friendly and Trusting Relationships

Furthermore, “i” customers share your emphasis on personal **relationships**, which means that they want to get to know the person they are doing business with before committing to anything. Like you, they place a strong value on trust, and they need friendly interactions to create this bond. As such, they may want to devote much of the interaction to discussing feelings, opinions, and ideas that are not strictly related to the offer, which may match your tendencies.

What do “S” customers prioritize?

They Expect Sincerity and a Genuine Approach

“S” customers want to know that you are **sincere** and heartfelt before they can truly feel comfortable with you. In their desire to appease, they may allow you to dominate the conversation, which gives the impression that they can be easily persuaded. However, these individuals are unlikely to make a full commitment unless they feel that they can really establish trust with a person. These customers appreciate people who are thoughtful and genuine, but your high-energy and enthusiasm may sometimes come across as insincere to them.



They Expect a Trusting Relationship

Like you, these individuals look for the comfort of trustworthy **relationships**. “S” customers want the security of believing that you care about them as individuals rather than just as customers, and they need to know that you are interested in their unique situations. While they may not open up as quickly as you do, they respond well to people who reveal their personal sides first.

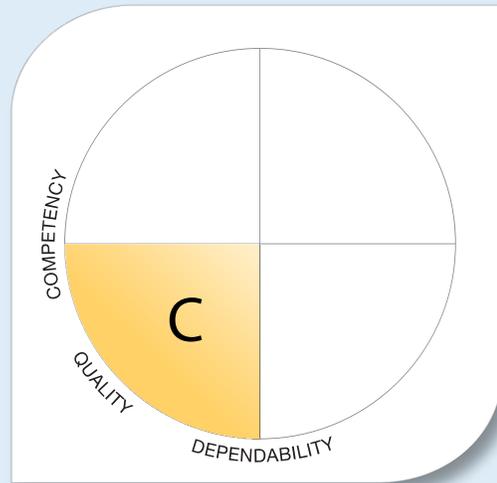
They Expect Dependability From the Salesperson and the Offer

Finally, “S” customers want assurances of **dependability** for the product or service that you offer. 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. They are also unlikely to be satisfied with vague promises or unexplained ideas, while you probably don’t worry too much about the details. Therefore, specifics or any sort of guarantee may provide the concrete reassurance they need.

What do “C” customers prioritize?

They Expect High-Quality Products and Services

“C” customers value **quality**. They may analyze the specifics of an offer and ask probing questions about its features. They look for evidence to evaluate the effectiveness of a product or service, and they may come across as cold or aloof to some people. Furthermore, their emphasis on quality may conflict with your focus on building personal relationships. These individuals maintain high standards and have to be confident in the offer’s merit before they commit.



They Expect Dependability and Accountability

“C” customers look for **dependability** in products, services, and the people they do business with. 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” customers are naturally skeptical, which is in contrast to your tendency to be open and accepting. They want to be assured that you do not promise more than you can deliver, and 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” customers want to see **competency** during their interactions, which is a priority less common for someone with the i style. They know their business, and they expect the people they do business with to be knowledgeable as well. They like to see people talk through an idea in a logical and analytical manner. And while you may express more passion and enthusiasm than they do, you share their preference to work with people who can support their claims with evidence and details.

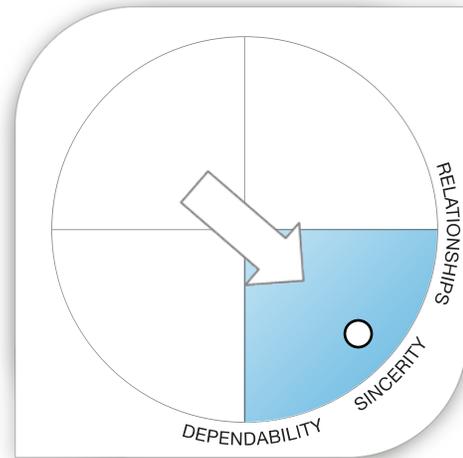
Now that you recognize your priorities and have an idea of what motivates different types of customers, we'll look at how to adapt your behavior in order to get the most out of the sales process.

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.

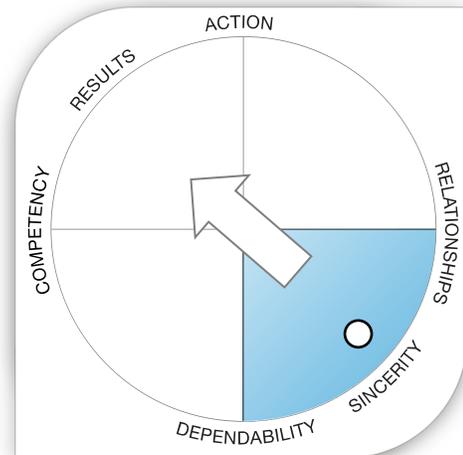


Learning to Adapt

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” salesperson may find it more difficult to adapt to the “D” customer who prioritizes Results, Action, and Competency, because these happen to be the “S” 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.

Compared to You, “D” Customers Tend to Be:

- Equally likely to get to the point
- Just as likely to question others' conclusions
- Equally interested in bold or daring plans
- Just as likely to keep things moving at a fast pace
- Less interested in establishing a personal relationship
- Less likely to participate in small talk



Strategies for Interaction

Address the Need for Results

“D” customers have a strong drive to get immediate results and achieve their goals quickly. You may spend more time building rapport and excitement than they do, but you share their focus on the bottom line, which is uncommon for someone with an i style. These individuals may be quite blunt in asking what your product or service can do for them, so avoid making them guess. Use your enthusiasm, but show them clearly how you can help them achieve quick success.

- Show a desire to help them get immediate results.
- Demonstrate how your offer can improve their bottom line.
- Play up the innovative aspects of your product or service.

Move Toward Definitive Action

“D” customers want to see all their options at once so they can hit the ground running, which may match your tendency to focus on exciting ideas that lead quickly to new possibilities. However, these individuals may display impatience with personal questions or distractions from their main focus. For this reason, your frequent attempts to get to know people better could irritate “D” customers, who just want a brief overview of your product or service so they can make a firm decision. Let them know that they can expect immediate action.

- Get to the point.
- Avoid unnecessary questions.
- Limit socializing and small talk.

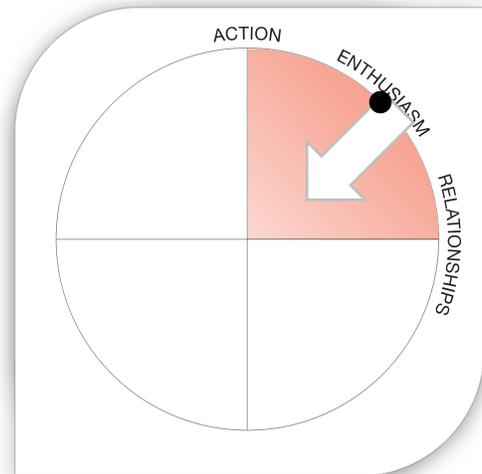
Prove Your Competency

“D” customers want to work with people who are in charge and in control, and you share their focus on competency even though it's less common for someone with the i style. Like you, they prefer the people they do business with to be confident and assertive, so show them a can-do attitude that tells them that you'll simply get things done without a lot of hassle on their part. Be as straightforward and self-assured as you can without coming across as arrogant.

- Gain their respect by being confident and no-nonsense.
- Avoid tap dancing around issues.
- Refrain from emotional displays or appeals.

Compared to You, “i” Customers Tend to Be:

- Just as interested in establishing personal connections
- Similarly eager to look at new ideas or products
- Just as likely to keep things moving at a fast pace
- Similarly optimistic
- Just as enthusiastic and upbeat
- Equally interested in meeting new people



Strategies for Interaction

Increase Enthusiasm for the Process

These individuals are frequently energetic and optimistic, and you probably share their upbeat and extroverted approach. They often display a passion for their business, so your tendency to be enthusiastic about your product or service could generate a receptive response. Watch out, however, that you and the “i” customer don’t become so energized about the situation that you both overlook potential issues or necessary specifics.

- Remain friendly and upbeat.
- Stay optimistic and positive.
- Share their energy, but discuss enough details to understand their true needs.

Move Toward Productive Action

These individuals have little interest in complicated analyses or excessive details because they share your tendency to make things happen quickly. Therefore, your preference limit unnecessary details will likely suit their needs. In addition, “i” customers are intrigued by creative or groundbreaking concepts, so use your tendency to emphasize innovation to capture their attention.

- Keep the deal moving forward quickly.
- Emphasize the innovative or groundbreaking aspects of your offer.
- Communicate excitement for new possibilities.

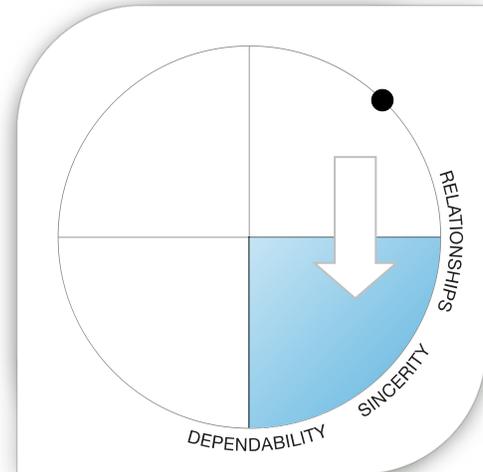
Build a Positive Relationship

These individuals want to get to know the person behind the product or service before committing to it. They may think of business interactions as an opportunity to make a new friend, which may match your own interest in developing relationships. For this reason, you may be open to exchanging personal information with “i” customers, which may make discussions easy to maintain. However, you may need to make an extra effort to bring the focus back to business if the small talk starts to interfere.

- Ask casual, open-ended questions that allow them to tell their stories.
- Avoid straying too far off-topic.
- Show empathy and reassurance when they express frustrations, doubts, or difficulties.

Compared to You, “S” Customers Tend to Be:

- More likely to be accommodating
- More focused on the consistency and dependability of products and services
- Equally focused on building positive interpersonal relationships
- Equally concerned with people’s emotional needs
- Less likely to take risks
- Less enthusiastic and expressive



Strategies for Interaction

Address the Need for Sincerity

“S” customers have a high need for sincerity. Since your starting point tends to be enthusiasm, you may find that your naturally high energy level will not be as well received as a slower, calmer approach. Don’t be fooled by their apparent willingness to let you dominate the conversation. Unless you dial it back and take the time to let them warm up to you, they’re unlikely to view you as genuine.

- Slow down and take time to listen.
- Avoid pressuring them.
- Because they may be hesitant to tell you their real concerns, make an effort to probe their doubts.

Build a Trustworthy Relationship

Since you enjoy building new relationships like the “S” customer, your interaction will benefit from your shared belief in friendliness and acceptance. The biggest challenge in developing a strong relationship may be the fast pace at which you like to engage people. Whereas you’re probably immediately open and sociable in relationships, these individuals may be a little more reserved about opening up, so give them time to get comfortable before asking them to share personal stories.

- Ask them questions and give them space to talk.
- Feel free to share your personal side, but don’t be so open that you make them uncomfortable.
- Be accepting and warm, but don’t assume too much intimacy too soon.

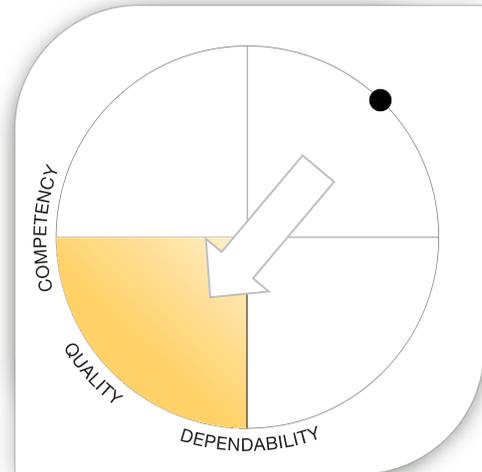
Give Assurances of Dependability

Whereas you may be somewhat willing to take risks, “S” customers tend to be cautious decision makers. If you’re too enthusiastic or eager to move forward, these individuals may see you as reckless or sloppy. Find ways to assure them that you and your offering are dependable and reliable. Slow down and give them both the information they need to make a thoughtful decision and room to process it.

- Present information in a methodical, step-by-step manner.
- Emphasize the stability and predictability of your offer.
- Draw their attention to guarantees, testimonials, or other specifics that offer security.

Compared to You, “C” Customers Tend to Be:

- More focused on the dependability of products and services
- More analytical and logic-focused
- Just as likely to question others' conclusions
- Less interested in establishing personal relationships
- Less likely to rely on intuition or gut instinct
- Less interested in engaging in small talk



Strategies for Interaction

Emphasize High Quality

“C” customers want to be assured that they are committing to the best, so they may scrutinize any offer for flaws or deficiencies. If you give a lively presentation that glosses over specifics and skips the details, they may become irritated. As a result, it may be helpful for you to keep your enthusiasm in check and concentrate on fulfilling the “C” customer's need for solid evidence of high quality.

- Keep details and data organized.
- Be prepared to offer proof to support your claims.
- Be careful not to exaggerate.

Display Expertise and Competency

“C” customers expect a high level of professionalism from the people they do business with, and, unlike others with the i style, you also place a high value on competency. However, these customers probably won't appreciate your preference to devote time to socializing or getting to know them better. They prefer to stick to business and working with people who can present their offers in a factual and rational manner. They're much more likely to see you as competent and trustworthy if you can make a logical case with facts, figures, and examples.

- Refrain from going off on tangents or telling a lot of personal stories.
- Show your expertise and experience.
- Use a healthy dose of logic when presenting information.

Address the Need for Dependability

“C” customers are very logical and rational, so they want to see evidence that a product or service is dependable and sound. For this reason, your preference to appeal to intuition or play up emotional needs may not go over well with these individuals. In addition, “C” customers want time to consider their options, so avoid pushing for quick action and breakthrough ideas and let them know that you can be counted on to consider their long-term needs.

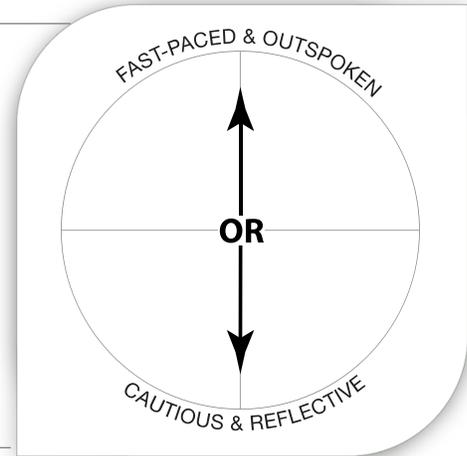
- Concentrate on presenting information in an orderly manner.
- Avoid rushing them for decisions.
- Give them space to analyze your offer.

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.)

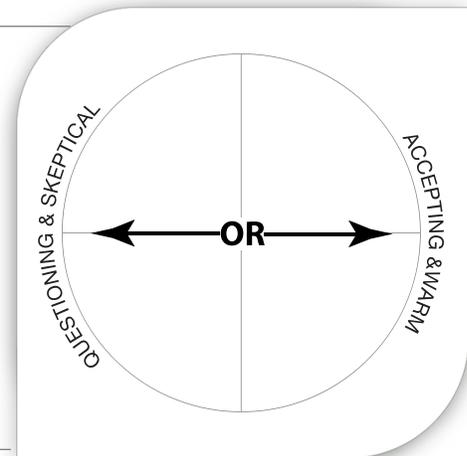


Step Two

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

Questioning & Skeptical
OR
Accepting & Warm

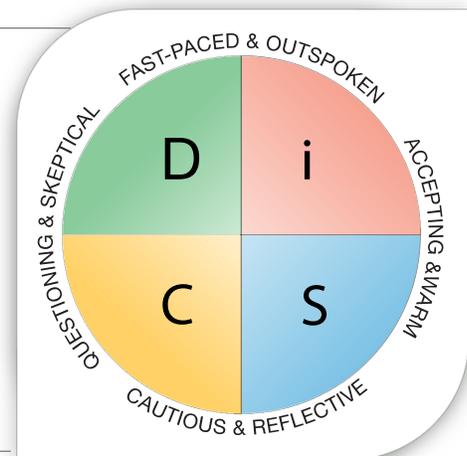
(Circle a group of words on the left or right.)



Step Three

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

(Circle the customer's DiSC style.)



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.

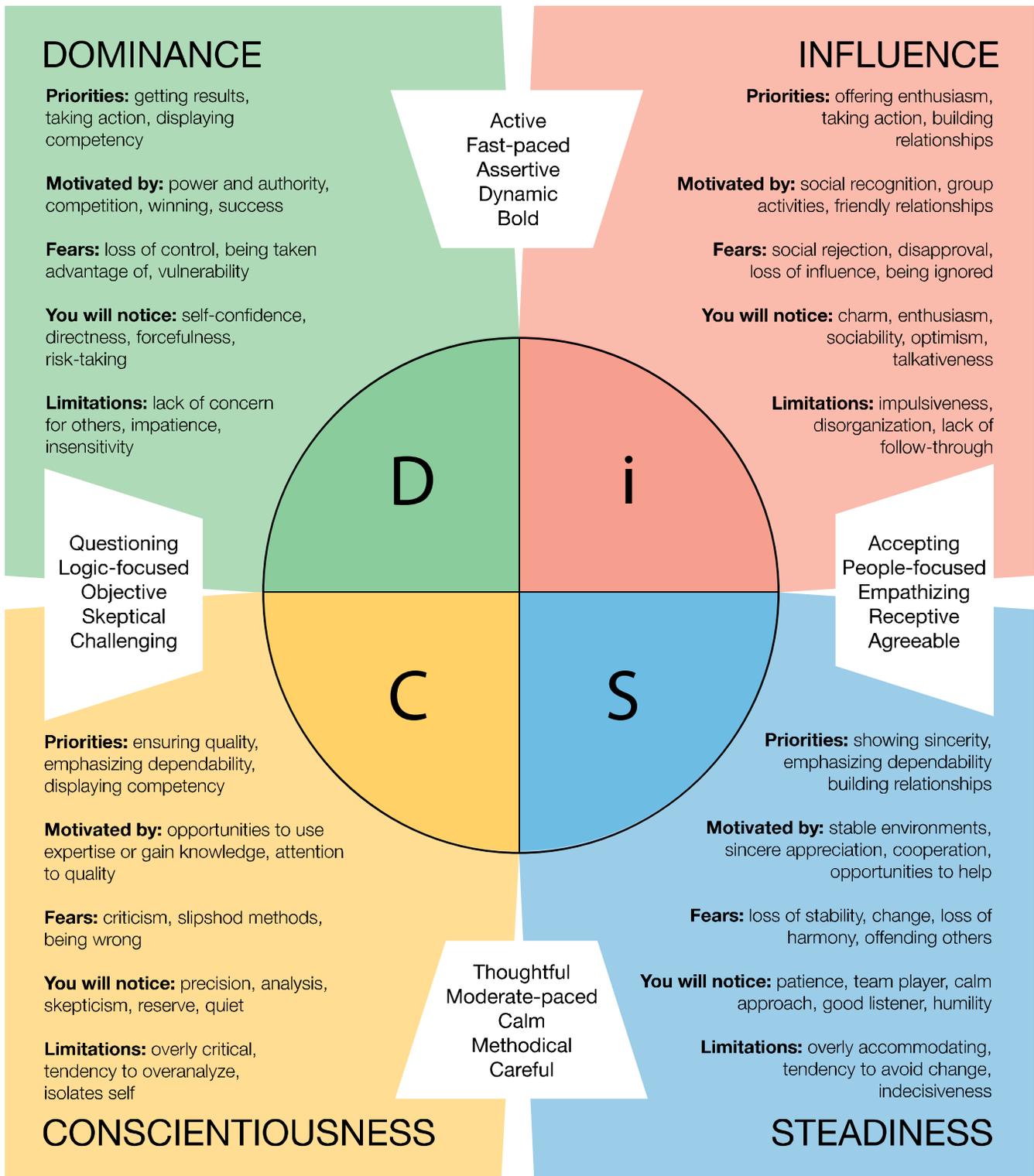
- 1 What are your customer's priorities?
- 2 If these priorities are different than your own, which come most naturally to you, and which come the least naturally to you?
- 3 If you share the same priorities, what might be the source of your challenges?
- 4 How might your awareness of the differences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

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

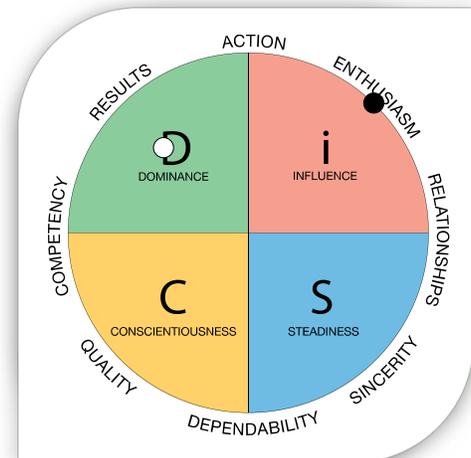


APPENDIX: ADAPTING TO BEN BEASLEY, YOUR “D” CUSTOMER

Craig, you indicated that your customer, Ben Beasley, is highly fast-paced and outspoken and highly questioning and skeptical. Therefore, he probably has a D style. Because you have an i style, the two of you have both different and similar priorities. Take a look at the comparison and strategies below.

Compared to You, Ben Beasley Tends to Be:

- Equally likely to get to the point
- Just as likely to question others’ conclusions
- Equally interested in bold or daring plans
- Just as likely to keep things moving at a fast pace
- Less interested in establishing a personal relationship
- Less likely to participate in small talk



Strategies for Interaction

You ●
Ben Beasley ○

Address the Need for Results

“D” customers have a strong drive to get immediate results and achieve their goals quickly. You may spend more time building rapport and excitement than Ben Beasley does, but you share his focus on the bottom line, which is uncommon for someone with an i style. Use your enthusiasm, but show him clearly how you can help him achieve success.

- Show a desire to help him get immediate results.
- Demonstrate how your offer can improve his bottom line.
- Play up the innovative aspects of your product or service.

Move Toward Definitive Action

“D” customers want to see all their options at once so they can hit the ground running, which may match your tendency to focus on exciting ideas that lead quickly to new possibilities. However, Ben Beasley may display impatience with distractions from his main focus. For this reason, your frequent attempts to get to know people better could irritate “D” customers, who just want a brief overview of your offer.

- Get to the point.
- Avoid unnecessary questions.
- Limit socializing and small talk.

Prove Your Competency

“D” customers want to work with people who are in charge and in control, and you share Ben Beasley’s focus on competency even though it’s less common for someone with the i style. Like you, he prefers the people he does business with to be confident and assertive, so show him a can-do attitude that tells him that you’ll simply get things done without a lot of hassle on his part.

- Gain his respect by being confident and no-nonsense.
- Avoid tap dancing around issues.
- Refrain from emotional displays or appeals.