

SALES PROFILE



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Dennis, 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 sharing ideas and developing relationships.

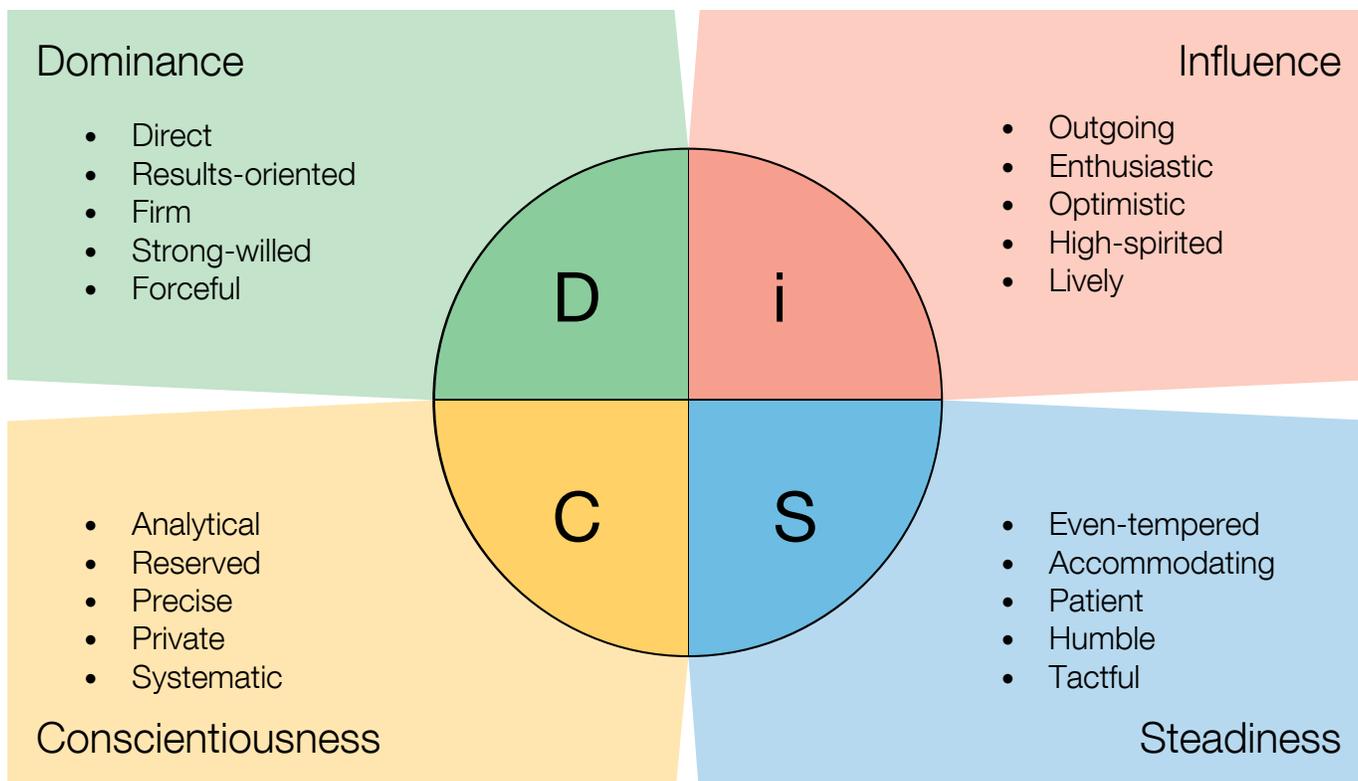
Or, maybe you'd rather interact with customers who take a light-hearted approach than those who want to analyze every step of the deal.

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

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, Dennis?

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

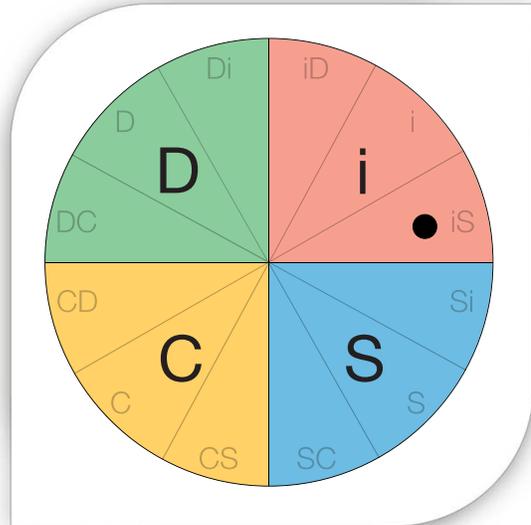
Your Dot

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: iS

Your dot location indicates your DiSC style. Because your dot is located in the i region but is also near the line that borders the S region, you have an iS 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.



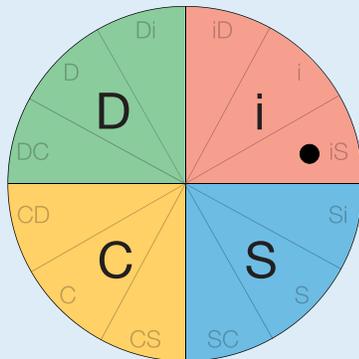
Close to the Edge or Close to the Center?

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 iS style.

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 iS 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: iS



Because you have an iS style, Dennis, you're probably a very warm and sociable salesperson who reaches out to customers with your welcoming, laidback approach. You tend to view everyone as a potential friend, and your open communication style often puts others at ease. Because you make time for casual small talk, customers probably find you very approachable.

You value personal connections, so you spend time and energy cultivating relationships. You tend to have a large network of friends and colleagues, and you probably enjoy social gatherings. And, when a customer has a problem, you're probably quick to offer a helping hand. In fact, you may be so eager to help that you sometimes overcommit yourself.

Because you care so much about other people's needs, you often encourage them to share their feelings. You know the right questions to ask to get people to open up. Your supportive nature allows you to both sympathize with people who are struggling and to celebrate with others during their finest moments.

When communicating, you tend to be expressive. Most likely, you're genuinely interested in what your customers have to say, and you may be equally willing to spend time listening and speaking. Because you have a strong desire to connect, you make it clear to your customers that they are important to you. You may even file away important details about them, such as birthdays or tidbits about their families.

Like others with the iS style, you're usually willing to go with the flow. You're probably very accepting and optimistic, so you tend to appreciate other people and new ideas. In fact, you're often able to overlook personality quirks and weaknesses, and you tend to assume the best in everyone. At times, you might get yourself into trouble by trusting people who don't deserve it, and more skeptical colleagues may see you as naïve.

Because you thrive on positive attention, you appreciate receiving immediate feedback when you've done something well. However, you want to be liked and respected, so you may not handle constructive criticism well. In fact, you may take it personally. You may dwell on the situation and its consequences for the relationship. Likewise, your desire to be on friendly terms with everyone may limit your ability to deliver tough information.

You genuinely enjoy cooperating with others, and you probably aren't highly competitive. Above all, you want everyone to be happy, so when you see others at odds, you may step in to try to mend the situation. However, when the conflict involves you personally, you often take a more indirect approach. In fact, you may refuse to deal with negative information even when it's important to do so, and, if left to you, situations may drag on without resolution. At the same time, if your frustration reaches a breaking point, you may lash out emotionally or say things you later regret.

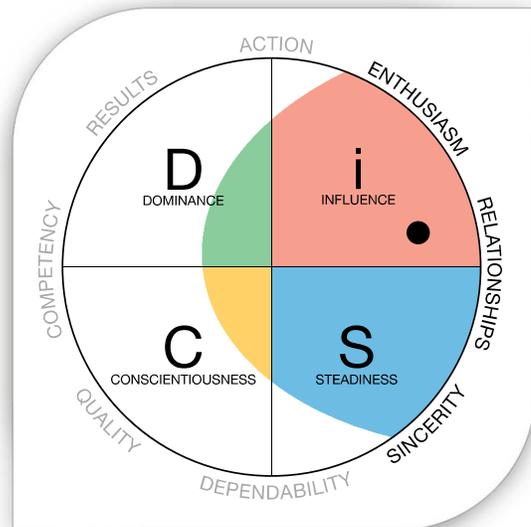
Dennis, like others with the iS style, your strongest assets as a salesperson may include your ability to connect with customers, your contagious sense of optimism, and your recognition of people's individual needs. In fact, these are probably some of the qualities that customers appreciate most about you.

Your Shading Expands the Story

Dennis, 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 iS style have shading that touches Relationships, Enthusiasm, and Sincerity. Your shading is characteristic of the iS style.



What priorities shape your *sales* experience?

► Developing Relationships

Dennis, you probably view sales situations as opportunities to meet new people and share ideas. Furthermore, you may strive to create a bond with your customers by establishing trust and showing them respect. It's important to you that your customers feel comfortable during sales situations, so you work hard to appear friendly and personable, developing a relationship that will help you both relax.

► Offering Enthusiasm

You're probably friendly and optimistic in sales situations, and you usually do your best to get your customers excited about your product or service. Most likely, you keep a positive viewpoint, even if you receive an ambivalent response to what you're offering. Overall, you focus on being upbeat and enthusiastic, which may often win the appreciation of your customers along the way.

► Showing Sincerity

You probably make an effort to understand your customer's unique situation, creating a supportive atmosphere where customers feel you truly care about their needs. Most likely, they view you as genuine rather than someone who is just out to make a sale. Furthermore, you tend to empathize with customers who are hesitant, and through your sincerity, you probably alleviate any fears they might have about being taken advantage of.

How do you excel as a salesperson?

Dennis, because you have the iS style, you are probably upbeat and energetic, and you likely try to establish personal **relationships** with customers. You tend to come across as a friendly and **enthusiastic** person who is not just out to make a deal. Furthermore, your sense of optimism about solving problems and achieving goals can help create a relaxed atmosphere of trust.

In addition, you show a **sincere** interest in listening to people, and they probably believe that you'll find the best answer for them. As a result, you tend to cultivate positive business relationships that last beyond just one meeting. This kind of trust can be crucial.

You may identify with some of the following statements:

Relationships

- I take time to really connect with people.
- I empathize with people.
- I encourage customers to share their thoughts and feelings.
- I can find things in common with someone I just met.
- I work to develop a personal relationship with customers.
- I make it clear that I care about the person's needs.

Enthusiasm

- I keep people focused on the positive.
- I'm upbeat yet diplomatic with customers.
- I come across as optimistic and warm.
- I try to keep interactions light and upbeat.
- I remain friendly even when people don't reciprocate.
- I encourage people to ask as many questions as they want.

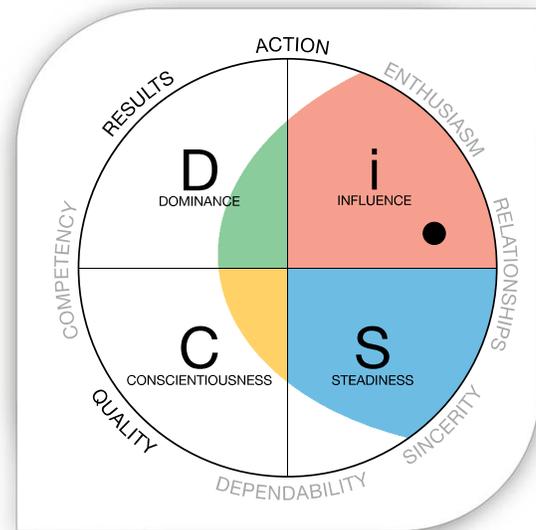
Sincerity

- I appeal to the customer's common sense.
- I make an effort to really listen to people.
- I pay attention to the customer's needs.
- I trust people to make good decisions.
- I make it clear that I want to help people solve their problems.
- customers sense that I'm sincere and really care about them.

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 building personal relationships, but since you may not always emphasize the bottom line, more driven customers may lose interest. Furthermore, you probably aren't very action-oriented, which could cause more fast-paced customers to grow impatient. And because emphasizing quality is a low priority for you, you may not provide the specifics needed by some customers.



You may identify with some of the following statements:

Results

- I can fail to push customers for a commitment because I fear jeopardizing our relationship.
- I sometimes neglect to focus on the bottom line or concrete results.
- At times, I sugarcoat unpleasant truths.
- I may neglect to control the discussion or keep it on track.
- I sometimes feel overwhelmed when customers are aggressive or demanding.

Action

- I sometimes take the process too slowly.
- I can come across as indecisive.
- I may not take charge of the discussion even when necessary.
- I may allow customers to take control of situations.
- I may not always emphasize the innovative aspects of my product or service.

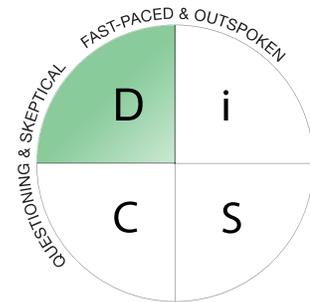
Quality

- I may take it personally if customers are not enthusiastic about my product.
- I may allow my emotions to come through during the interaction.
- I may rely more on anecdotes than facts.
- I may fail to correct mistaken impressions of my product or service.
- I may be reluctant to boast about the advantages of my product.

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.

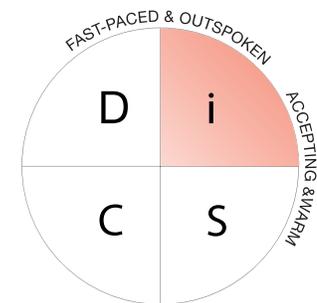
D Style

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.



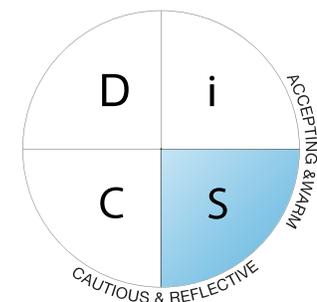
i Style

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.



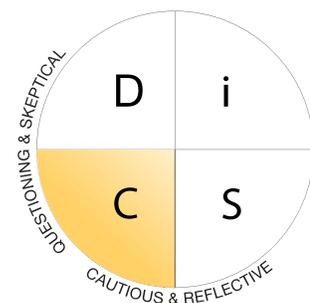
S Style

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

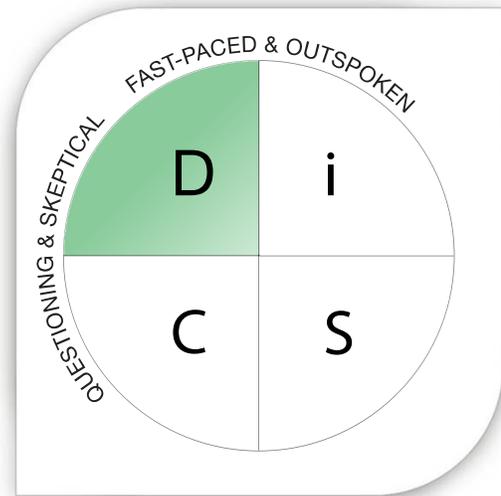
Customers who tend toward C (Conscientiousness) are both **questioning & skeptical** and **cautious & reflective**. In general, they tend to be reserved, analytical, and systematic. They carefully consider all their options, and they are unlikely to display great enthusiasm or animation, even if they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

Demanding
Blunt
Dominant
Forceful

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

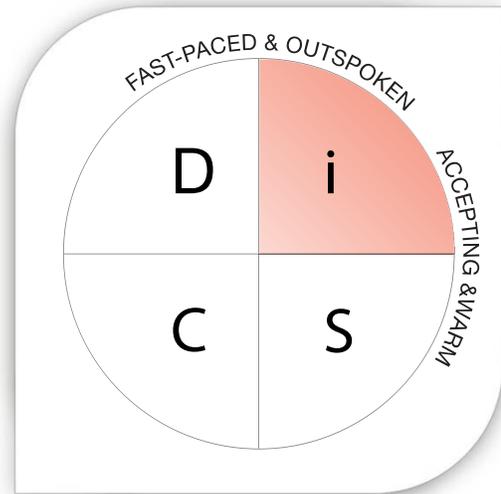
This individual appears more fast-paced and outspoken than you tend to be. She devotes her high energy to getting results and focusing on the bottom line, while your enthusiasm and energy probably takes the form of establishing personal relationships. She wants to keep the process moving at a brisk pace, so she may speak bluntly about her opinions and skepticism. Furthermore, she may not be as interested in the two of you getting to know each other first, which is usually your preference.

Furthermore, you may observe that she seems much more questioning and skeptical than you are. She is unlikely to accept that your offer is solid just because you say it is, and she may ask pointed questions or attempt to test your knowledge. She needs to be convinced that what you say is true, and she may be openly doubtful of your motivations. You tend to be accepting and friendly, so to you, her tendency to question every claim and express candid disbelief may seem cold or harsh.

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:*

Friendly
Open
Fun-loving
Encouraging

Now, imagine you are interacting with a customer who 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 you can probably identify with his sense of optimism. You probably appreciate his openness to new ideas, but you may have trouble matching his high-spirited approach. And because he is a bit more extroverted than you are, you may have trouble controlling the course of the discussion.

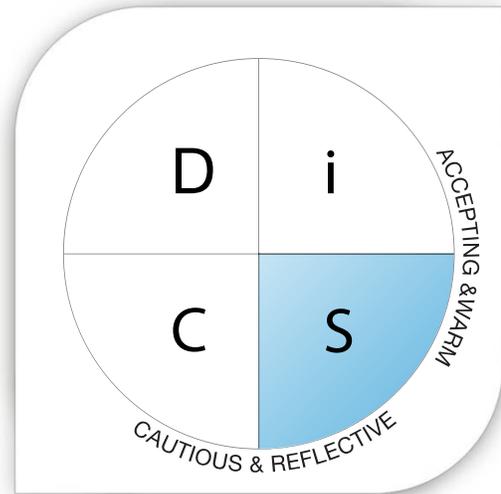
This individual appears fast-paced and outspoken. He gets excited about potential breakthroughs, and he may be very interested in products or services that can lead to innovative developments. It probably doesn't take long for you to notice that he seems to be drawn to fast action and rapid change. However, while you may appreciate his energetic approach, his spontaneity and flexibility may be a little overwhelming at times. Furthermore, he appears to be easily distracted, and his constant need for movement may seem a bit scattered to you.

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 rarely questions someone's motives or comes across as demanding. Because he usually wants to establish a personal relationship with the person he's doing business with, you may find it easy to interact with him and find common ground.

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:*

Humble
Patient
Accommodating
Gentle

Now, let’s imagine you are interacting with a customer who has the S style and shares your priority on sincerity. To you, he seems gentle and accommodating, and he’s always looking for opportunities to make your interactions feel more comfortable. However, while he shares your interest in getting to know people better, he is more likely than you are to let others take the lead in discussions. In fact, he prefers to listen rather than talk, and you may sense that he holds back on revealing too much about himself.

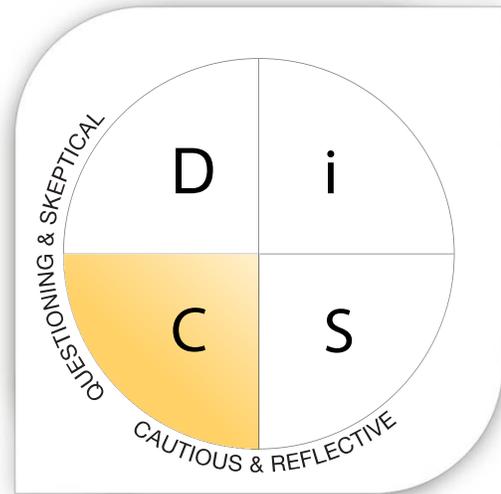
Like you, he has a very accepting and warm demeanor. He seems good-natured and friendly, and he shares your emphasis on creating beneficial personal relationships. He prefers to keep conversations polite, and he may feel that expressing his concerns is bothersome or unreasonable. Therefore, he may have trouble being open about his situation unless he feels he can trust the other person. Because you’re so approachable, he will probably respond well to you.

You probably move at a somewhat faster pace than this customer does. He is more cautious and reflective, so he may be hesitant to make a commitment before he has had time to carefully consider all of his options. While you likely can be introspective as well, you still usually advocate for bolder or more adventurous options than he may be willing to embrace. As a result, you may notice that he will become uncomfortable if you try to push forward too quickly.

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



<p><i>To you, people with the C style may seem:</i></p>	<p>Detached Precise Skeptical Methodical</p>
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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 too many personal questions. She expects a person to focus on the facts and to be prepared to answer her questions about the specifics.

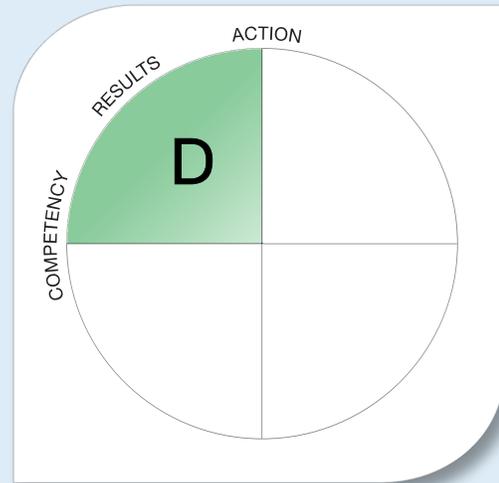
This individual tends to be questioning and skeptical, which contrasts with your friendly, more trusting approach. Having competency is important to her, so she usually does her research and enters discussions with at least a basic understanding of the situation. For this reason, she may respond negatively if she feels her knowledge is being questioned, and having her assertions contradicted may frustrate her. Furthermore, she has little tolerance for people who don’t seem to use common sense, and she has no trouble pointing out the flaws in someone’s logic. To you, this may seem cold or unfriendly.

You’ll probably notice that this customer tends to move at a slower pace than you usually do. She is more cautious and reflective and may react with silence to gather her thoughts before assessing your offer. While you likely prefer to keep the discussion lively and exciting, she expects a high level of predictability and may find new concepts to be more threatening than exhilarating. Still, she may appreciate that you are usually patient and understanding with people, because it may give her the time she needs to come to a decision.

What do “D” customers prioritize?

They Expect Bottom-Line Results

Compared to you, “D” customers place a higher priority on concrete **results**. They can be insistent in wanting to know the direct effect that a product or service will have on their business, and they look for immediate developments and quick, uncomplicated returns on their investments. These individuals don’t share your tendency to establish personal relationships and create sincere connections. In contrast, they may quickly become skeptical of emotional appeals and display impatience with people who try to schmooze them, particularly with vague or exaggerated assurances. “D” 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

While **competency** is important to everyone, it is expressed differently with “D” customers. They prioritize competency in both themselves and others. Oftentimes this 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, unlike you, they may be reluctant to give second chances to people who make mistakes at crucial points. They expect others to do their homework and understand their business needs without a lot of hand-holding or explanations. In general, they expect any person who wants their business to earn their respect.

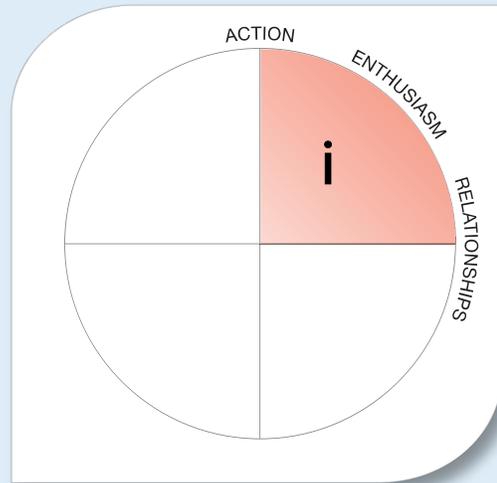
They Expect Quick Action and Forward Motion

“D” customers take **action**, and they have little patience 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, like you, they rarely enjoy 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, customers who tend toward the i style appreciate **enthusiasm**, and for this reason, they want to feel excited about a product or service. However, while you may be somewhat methodical when evaluating options, these individuals rely on their intuition to quickly tell them if an offer is what they’re looking for. They need to be inspired by an idea to fully commit to it, and 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**, so they may grow bored with lengthy analyses or excessive detail. While you may occasionally dwell on the specifics, they want to know only the key points of a product or service to help them reach their intuitive decisions. In addition, these individuals may see offers that are long on practicality but short on innovation as bland or insufficient for their needs. 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.

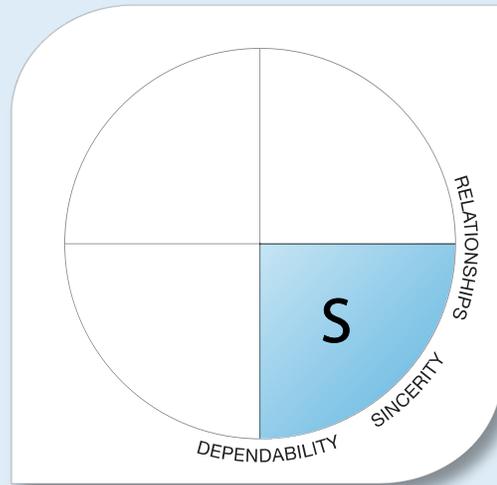
They Expect Friendly and Trusting Relationships

These 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 may rely on friendly interactions to create this bond. As such, they may want to spend time discussing feelings, opinions, and ideas that are not strictly related to the offer, which may complement your tendency to make the interaction welcoming and sociable.

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 people, they may allow others 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. This process may take more time than your own high-energy approach might lead you to expect. Further, they appreciate people who are thoughtful and genuine.



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’re interested in their unique situations. While they may not open up to other people quite as easily as you do, they will respond well to people who reveal their personal sides first.

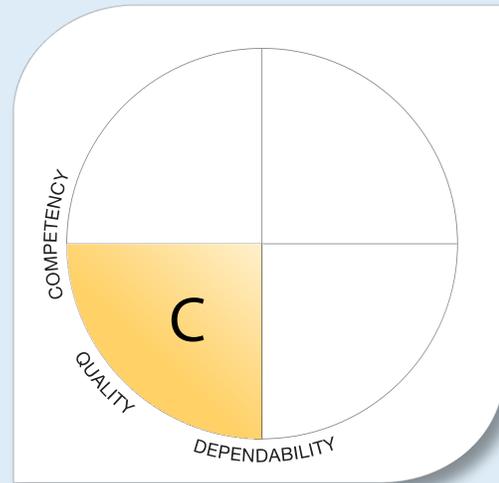
They Expect Dependability From the Salesperson and the Offer

“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 more interested in the details than you tend to be, and they are unlikely to be satisfied with vague promises or unexplained ideas. 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 a product or service and ask probing questions about its features, which may come across as unfriendly or aloof to some people. These individuals maintain high standards, and they have to be confident in the offer’s merit before they commit. Their emphasis is on the quality of a product or service, and this may contrast with your focus on building personal relationships.



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 accepting and diplomatic. They want to be assured that people do not promise more than they can deliver. In addition, 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

While **competency** is important to everyone, it is expressed differently with “C” customers. They know their business, and they like working with experts who can support their claims with evidence and details. In addition, they like to see that a person can talk through an idea in a manner that’s logical and analytical, as opposed to your tendency to express your feelings and to make emotional appeals.

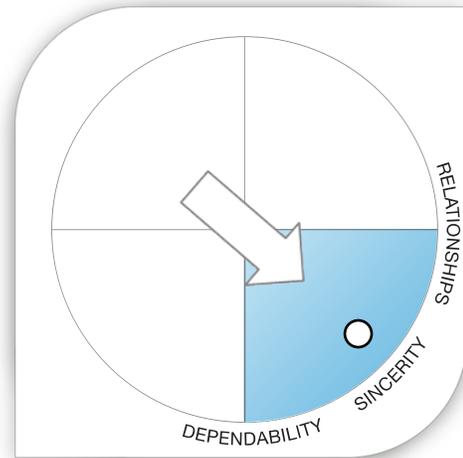
Now that you recognize your priorities and have an idea of what motivates different types of customers, we'll look at how to adapt your behavior in order to get the most out of the sales process.

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.

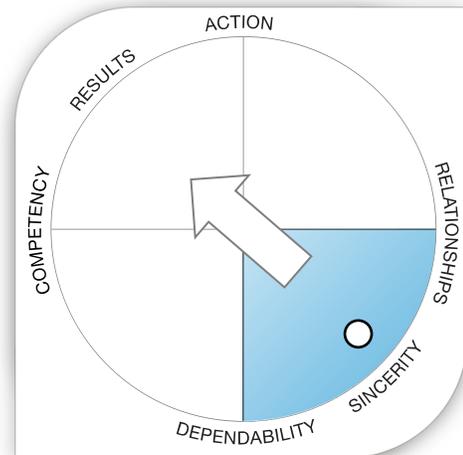


Learning to Adapt

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.

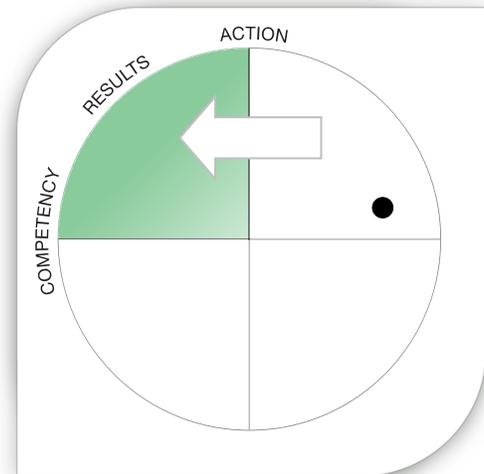
Still, it is always possible to adjust our preferences to meet the needs of our customers, especially if we are aware of these differences and are committed to doing what it takes to make the sale.



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:

- More focused on the bottom line
- More likely to jump on new opportunities quickly
- More blunt and challenging
- Less interested in establishing a personal relationship
- Less likely to participate in small talk
- Less concerned with other people’s feelings



Strategies for Interaction

Address the Need for Results

“D” customers have a strong drive to get immediate results and achieve their goals quickly. Because you tend to emphasize relationships and personal concerns, the “D” person’s focus on the bottom line may strike you as intense or even blunt. You can, however, address their need for achievement by emphasizing the impact that your product or service will have on their business.

- Show a desire to help them get immediate results.
- Demonstrate how your offer can improve their bottom line.
- Encourage them to discuss the kind of results they want.

Move Toward Definitive Action

“D” customers want to cut to the chase, come to a quick decision, and make things happen. These individuals want a brief overview of your product or service so they can come to a conclusion, so they may become impatient if you attempt to get to know them better or stray from the main topic. Therefore, stay focused on the impact of your offer and let them know that they can expect immediate action once they commit.

- Get to the point.
- Refrain from asking unnecessary questions.
- Limit socializing and small talk.

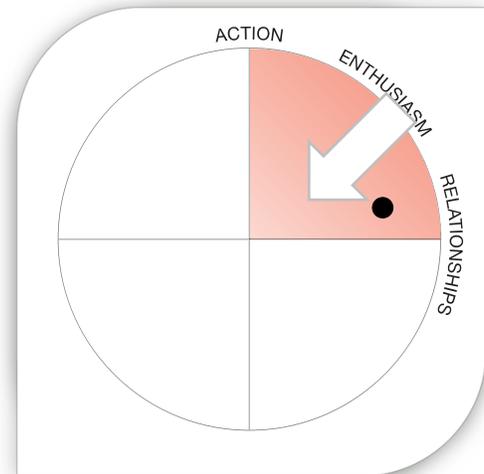
Prove Your Competency

“D” customers want to interact with people who are competent and self-assured. For this reason, they may dismiss things that you find important, such as addressing emotional needs or establishing personal connections. They respond to confidence and directness, so make sure that your friendly and enthusiastic nature doesn’t come across as overeager or unprofessional to them. Show them a confident, can-do attitude that tells them you’ll take care of things without hassles.

- Refrain from emotional displays or appeals.
- Gain respect by appearing confident and self-assured.
- Show respect for their authority.

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

- More likely to keep things moving at a fast pace
- Just as interested in establishing a personal connection
- Equally sensitive to other people’s emotional needs
- Similarly optimistic
- Equally interested in meeting new people
- Less accommodating



Strategies for Interaction

Increase Enthusiasm for the Process

These individuals are frequently energetic and optimistic, and you probably mirror the passion they display for their business with your own enthusiasm for your product or service. However, they tend to be even more extroverted and upbeat than you are, so you may occasionally have difficulty matching their energy level. By emphasizing the positive aspects of your product or service, you may get “i” customers to focus their enthusiasm on your offer.

- Remain friendly and upbeat.
- Capitalize on their natural optimism.
- Demonstrate how your offering helps other people.

Move Toward Productive Action

These individuals want to discuss exciting new possibilities and make things happen quickly, while you are more likely to take a slightly more patient, step-by-step approach. They may just want to go over options without digging through specifics. You can connect with these customers by summarizing key information for them and playing up the groundbreaking aspects of your offer.

- Keep the deal moving forward quickly.
- Communicate excitement for new possibilities.
- Don’t give more detail than is necessary.

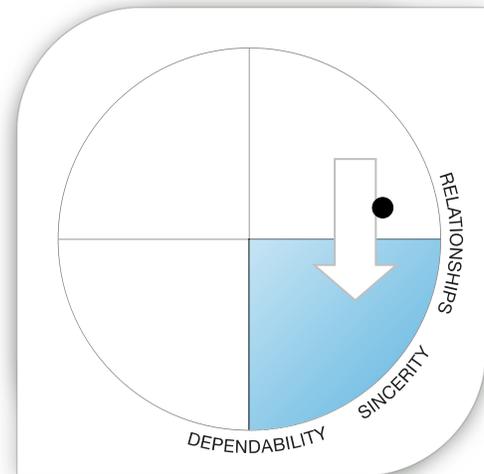
Build a Positive Relationship

These customers want to get to know the person behind the product or service before committing to it, and you tend to share this emphasis on personal relationships. Although you may find it easy to exchange ideas with these individuals, you risk becoming overly accommodating to their desire for small talk. At such times, bring the focus back to business if socializing starts to interfere.

- Share personal stories or anecdotes when appropriate.
- Whenever possible, let them be the center of attention.
- Bring the discussion back to business if necessary.

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

- More interested in maintaining steady progress
- Equally focused on building positive interpersonal relationships
- Equally concerned with people’s emotional needs
- Just as likely to be polite and courteous to others
- Just as likely to take a sincere and genuine approach
- Less enthusiastic and expressive



Strategies for Interaction

Address the Need for Sincerity

“S” customers have a high need for sincerity when they are doing business. Because you usually share this tendency, they will probably trust that you have their best interests in mind. You are more likely to do most of the talking when communicating with these individuals, but if you take the time to let them warm up to you, they may come to view you as genuine.

- Provide empathy and support for their concerns and needs.
- Encourage them to express their thoughts.
- Show warmth and sincerity.

Build a Trustworthy Relationship

People with an S style need to trust and like the person they are dealing with before they commit. This may not be a problem for you, because you probably establish friendly relationships with your customers. Your challenge in developing a strong relationship may be the slightly slower pace at which they like to engage people. Because these customers may be a little more reserved about opening up, give them time to become comfortable before asking them to share personal stories.

- Ask them questions and give them space to talk.
- Be informal, casual, and low pressure when appropriate.
- Be accepting and warm, but don’t assume too much intimacy too soon.

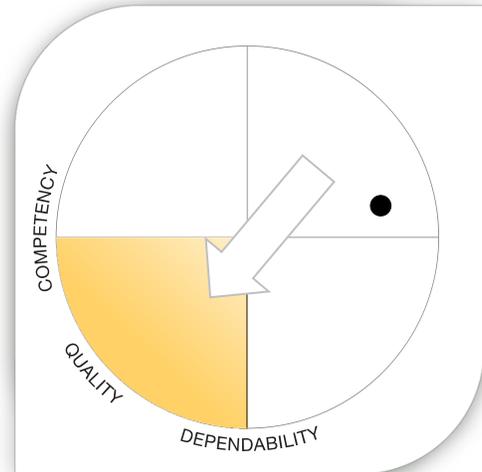
Give Assurances of Dependability

“S” customers tend to be cautious decision makers who are reassured by stability and reliability. However, you tend to be more enthusiastic about innovative possibilities, so your eagerness to move forward or break new ground may intimidate these individuals. At such times, it may be helpful to put them at ease by focusing on steady, dependable options and showing them that you stand behind your product or service.

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

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

- More focused on the dependability of products and services
- More likely to confront problems objectively
- More questioning or challenging
- Less interested in establishing personal relationships
- Less sensitive to people’s emotional needs
- Less likely to rely on intuition or gut instinct



Strategies for Interaction

Emphasize High Quality

“C” customers want to be assured that they are committing to the best, and they may scrutinize any offer for flaws or deficiencies. For this reason, they may distrust people who give a lively presentation that is short on details. Therefore, 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 quality.

- Have as many details, data, and facts at your fingertips as possible.
- Be careful not to exaggerate.
- Demonstrate that you have high standards for quality.

Display Expertise and Competency

“C” customers expect a high level of expertise and focus from the people they do business with. These customers want to stick to business, so they may not respond well to your tendency to devote some time to socializing or getting to know them better. Whereas you are fairly trusting of people, they are less likely to give others the benefit of the doubt. They’re much more likely to see you as competent and trustworthy if you can make a logical case. Make sure you do your homework and know your business.

- Keep the small talk to a minimum.
- Use a factual, somewhat unemotional approach.
- Show your expertise and experience.

Address the Need for Dependability

“C” customers tend to be cautious decision makers, so they may appreciate that you usually avoid pressuring people and come across as sincere and genuine in your approach. Your tendency to be reassuring will help the situation, but you will likely still need to back up your claims by presenting objective facts and solid evidence. These customers want to know that your offer is sound and that you can be counted on to consider their long-term needs.

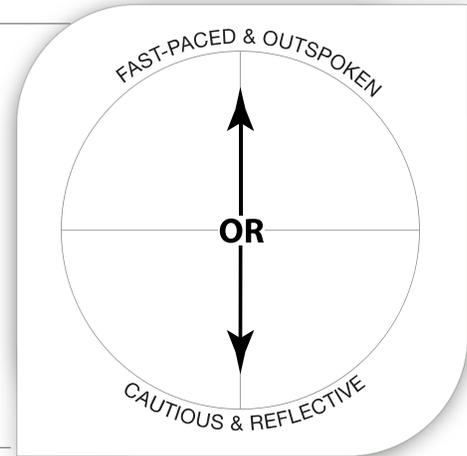
- Provide the reasoning behind your suggestions or conclusions.
- Be prepared to offer proof to support your claims.
- Give them time to analyze your offer.

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.)

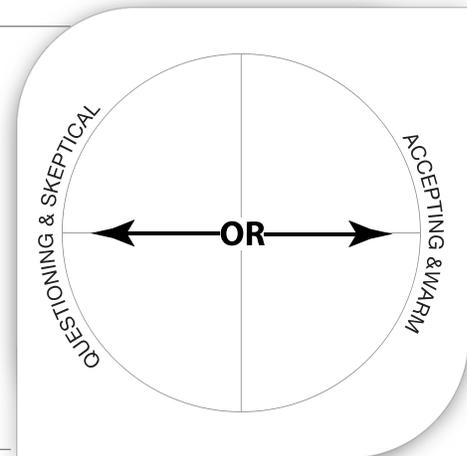


Step Two

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

Questioning & Skeptical
OR
Accepting & Warm

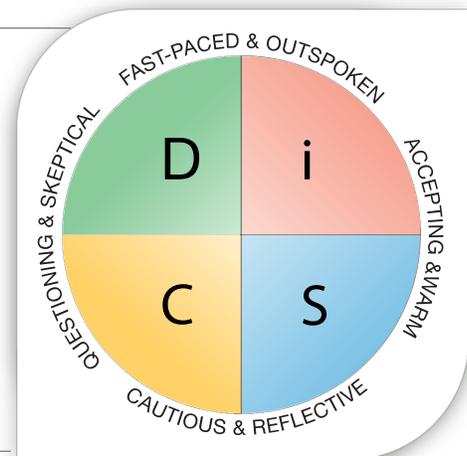
(Circle a group of words on the left or right.)



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.

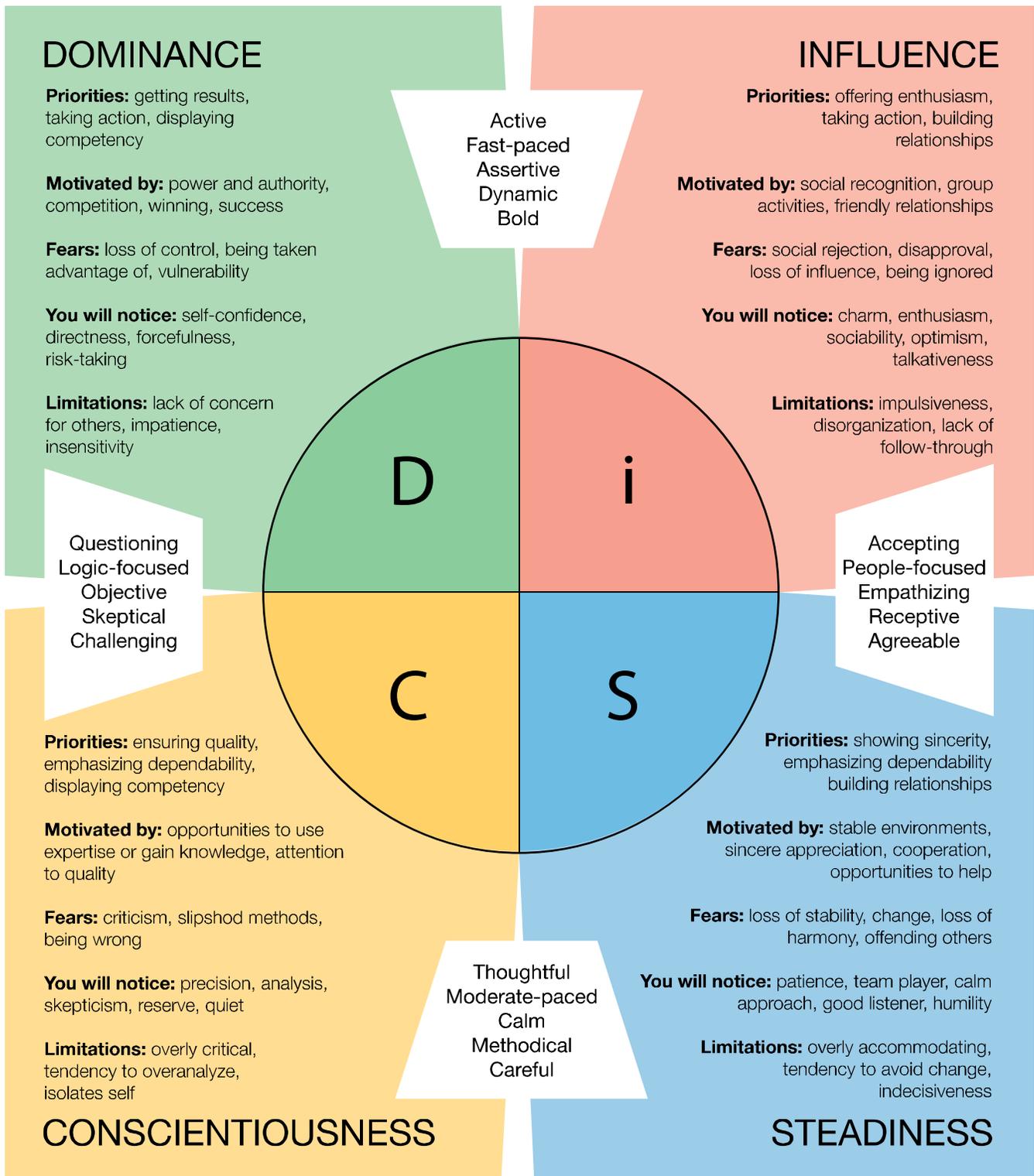
- 1 What are your customer's priorities?
- 2 If these priorities are different than your own, which come most naturally to you, and which come the least naturally to you?
- 3 If you share the same priorities, what might be the source of your challenges?
- 4 How might your awareness of the differences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

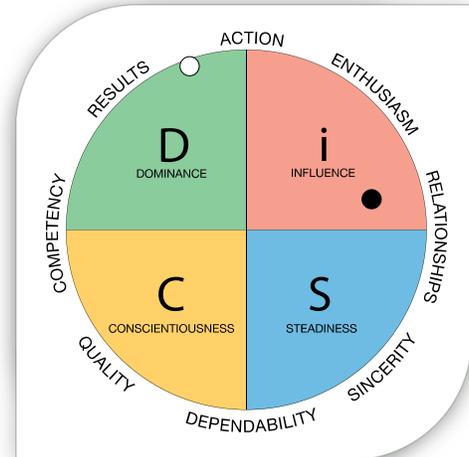


APPENDIX: ADAPTING TO HOLLIS LEVY, YOUR “Di” CUSTOMER

Dennis, you indicated that your customer, Hollis Levy, is highly fast-paced and outspoken and somewhat questioning and skeptical. Therefore, she probably has a Di style. Because you have an iS style, the two of you have both different and similar priorities. Take a look at the comparison and strategies below.

Compared to You, Hollis Levy Tends to Be:

- More interested in the bottom line
- More likely to move at a fast pace
- Equally enthusiastic and upbeat
- Just as optimistic
- Less interested in bold plans
- More focused on getting to the point
- Less interested in establishing personal connections



Strategies for Interaction

You ●
Hollis Levy ○

Move Toward Definitive Action

“Di” customers want to discuss exciting new possibilities and make things happen. For this reason, Hollis Levy will likely prefer a brief overview of your product or service so she can make a quick decision. She may become impatient if you slow down the process by attempting to get to know her better. However, you can connect with her by summarizing key information and letting her know she can expect quick action.

- Keep the sales process moving forward quickly.
- Limit socializing and small talk.
- Emphasize the innovative or groundbreaking aspects of your offering.

Address the Need for Results

“Di” customers have a strong drive to get results and achieve their goals. Because you tend to emphasize relationships, Hollis Levy's focus on the bottom line may strike you as intense. You can, however, address her need for achievement by emphasizing the impact that your product or service will have on her business. Remain friendly and open, but be sure to show her clearly how you can help her achieve success.

- Show a desire to help her get results.
- Demonstrate how your offering can improve her bottom line.
- Encourage her to discuss the kind of results she wants.

Increase Enthusiasm for the Process

“Di” customers tend to be energetic, and you are probably as passionate about your product or service as they are about their business. By emphasizing the positive, you may get Hollis Levy to focus her enthusiasm on your offer. Make sure, however, that the two of you don't become so energized about the situation that you overlook potential issues.

- Capitalize on her natural enthusiasm.
- Use an upbeat, animated approach.
- Share in her energy, but discuss enough details to understand her real needs.