

The  
**DISCstyles™**  
**Sales Report**

Personalized Report For:

Sample Report

Focus: Social

03/18/2008



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## Introduction to the DISCstyles Sales Report™

Congratulations on your decision to take the DISCstyles Sales Assessment™. Mastering the sales adaptability techniques outlined in this report may be one of the most important sales skills you ever learn.

Many of us grew up believing the wisdom of treating prospects the way you would like to be treated: the *Golden Rule*. We soon realized that another practical rule to sell by seemed to be what Dr. Tony Alessandra calls *The Platinum Rule*®: *Treat others the way they want to be treated.*

**Here is the most valuable feature of this report:** Although the first part of this report focuses on *your* behavioral style, the true value is contained in the second section called “Application.” Sales mastery of The Platinum Rule only consists of three simple steps: 1) Know your natural behavioral tendencies, 2) Pick up on your customer’s observable behaviors while selling, and 3) Adapt your selling style to fit the customer’s buying style. That’s it!

Now, here’s the “Aha!” moment for you: *You don’t even need to understand your own style to be able to read another person and adapt to their buying style!*

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

Has your sales process ever succeeded with one person, then “bombed out” with the very next prospect? We all have experienced this and shrugged it off thinking, “That’s just the way it is.” However, things do not have to be that way. Nearly every sales interaction with each prospect can be a success - if you know how to make it happen!

If you are interested in improving your sales results—immediately—we recommend that you start reading the section on “Application” *first*, practice the proven techniques, then return to this report and read the first section about the strengths and weaknesses of *your* behavioral style. Your ability to recognize the “style mode” being displayed by another person, and making small adaptations in the pace and focus of the conversation is the quickest, surest path to sales mastery!

### BEHAVIORAL STYLES

Historical as well as contemporary research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four basic categories. Our DISC Sales Assessment Report focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits (see pages 16-18, especially the “whole picture” graph on page 18). Because we can see and hear these external behaviors, it becomes much easier to “read” people. This model is simple, practical, easy to remember and use. See pages 24-28 of this report for a summary of each of the styles.

### HOW TO USE THIS REPORT

Begin today. First, read the entire report. It is divided into two parts. The first part focuses on understanding your style characteristics in many environments - at work, socially, under stress, etc. - and offers strategies for increasing your personal effectiveness. **Please note** that there is no “best” style. Each style has its unique strengths and opportunities for continuing improvement and



growth. Any behavioral descriptions mentioned in this report are **only tendencies** for your style group and may or may not specifically apply to you personally.

Part II offers action plans for you and others who interact with you. We recommend that you share these action plans with others to greatly enhance each of those relationships.

## **ADAPTABILITY**

In addition to understanding your behavioral style, the report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular situation, prospect or customer. This is called adaptability. Through your successful and less successful interactions with others, and your values, you may have already learned to modify and adapt some of your behavioral tendencies. Social scientists call it “social intelligence.”

There has been a lot written lately on how your social intelligence is just as important as your Intelligence Quotient (IQ) in being successful in today’s world. In some cases, social intelligence is even more important than IQ.

It makes sense when you think about it. Often, when we do what comes naturally to us, we alienate others without realizing it because that same behavior may not be natural for them. It is essential that we become aware of our natural tendencies - and their natural preferences! Then we can defuse extreme behaviors before we sabotage ourselves. We do this by quickly identifying the individual needs of others based on the behavioral signals they will send to us, and then adapting our own behavior to make them feel comfortable. Your ideas do not change, but you can change the way you present those ideas. Moreover, the best part of it is - *people will teach you how to treat them... if you know how to read the signals their behavioral styles will send you!*

Adaptability is the key to building all successful business relationships. Adaptable people realize there is a difference between their *self* (who they are) and their *behavior* (how they choose to act). They consciously decide whether and how to respond to a person, a situation, or an event.

You should commit to learn to be more adaptable; your selling success depends on it. When you understand each of the four styles, how to recognize when others are operating in these modes, and how to adapt to them in key ways, you can have command of almost any interpersonal situation.

## **HOW TO READ AND INTERPRET YOUR GRAPHS I, II AND III**

Your Pattern, on page 6 of this report, is indicated by the highest plotting point(s) above the midline (Segments 4-6). It’s indicated by a capital letter in the pattern description. A person may have more than one plot point above the midline. If this is the case, and the second (or third) plot point is of a lesser intensity, it’s indicated by a lowercase letter in the pattern description. It’s often referred to as a secondary style. Some people may or may not have secondary styles. The pattern numbers represent your segment numbers in DISC order.

**Graph I is the Adapting Style Pattern.** It’s a self-perception of the behavioral tendencies you think you should use in your selected focus (work, social or family). This graph may change in different environments. For example, if you responded to the assessment with a work focus, your Adapting Style Pattern may be different than if you responded with a family focus as a parent.



**Graph II is a self-perception of the “real you” – one’s Natural Style Pattern.** These are also behaviors you are most likely to exhibit when in stressful and frustrating situations. This graph tends to be fairly consistent even in different environments.

**Graph III** helps you understand the overall relationship between Graphs I and II by providing a combination of the results from both graphs. This is especially helpful when Graphs I and II vary substantially from each other. As a result, Graph III helps illuminate the predominant style traits that emerge by combining the differences between Graphs I and II. When Graphs I and II are similar, there will not be substantial change in Graph III.

If Graphs I and II are similar, it means that you tend to use your same natural behaviors in the focus you selected. If your Adapting Style (Graph I) is different from your Natural Style (Graph II), this may cause stress, if done over a long period of time. You are then using behaviors that are not as comfortable or natural for you. In that case, Graph III serves to confirm the information in Graphs I and II.



## eGraphs for Sample Report

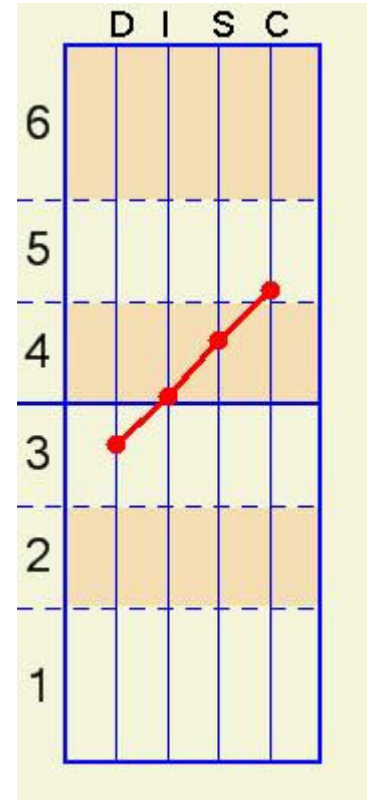
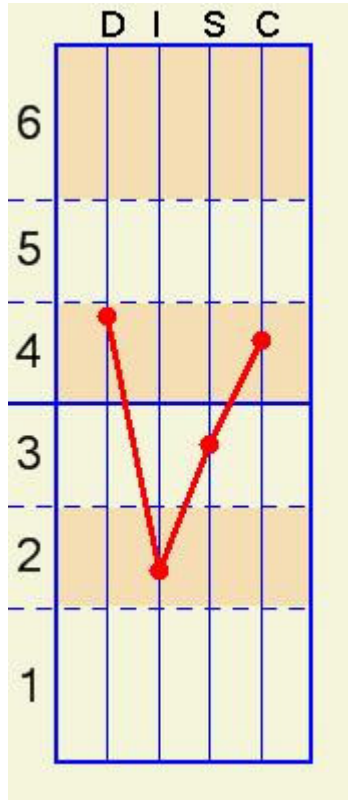
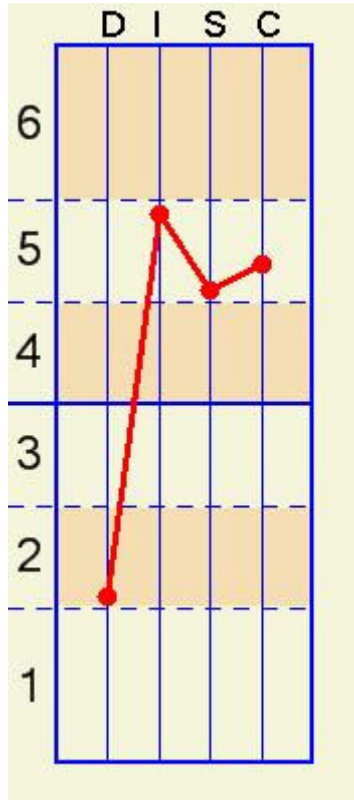
Your Adapting Style indicates you tend to use the behavioral traits of the ICS style(s) in your selected Social focus.

Your Natural Style indicates that you naturally tend to use the behavioral traits of the DC style(s).

**Adapting Style  
Graph I**

**Natural Style  
Graph II**

**Combined Style  
Graph III**



Pattern: ICS (2555)  
Focus: Social

Pattern: DC (4234)

Pattern: Csi (3445)

Graph I is your Adapting Style. It is your perception of the behavioral tendencies you think you should use in your selected focus (work, social or family). This graph may change in different environments. Graph II is your perception of the real you - your Natural Style. These are also behaviors you are most likely to exhibit when in stressful situations. This graph tends to be fairly consistent even in different environments. Graph III is the combination of both graphs.

If Graphs I and II are similar, it means that you tend to use your same natural behaviors in that environment. If your Adapting Style is different from your Natural Style, this may cause stress if done over a long period of time. You are then using behaviors that are not as comfortable or natural for you.

Your Style is indicated by your highest plotting point(s) above the midline (Segments 4-6). Capital letters indicate your primary behavioral style(s) and lowercase letters indicate your secondary style(s). Some people may or may not have secondary styles. The numbers represent your segment numbers in DISC order. Please refer to **How to Read and Interpret Your eGraphs** from the eGraph section of your Home Page.



## Your Behavioral Style Overview

*The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the rest of this report, and provides a framework for understanding and reflecting on your results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your selling success.*

Simple sales-related decisions are made very quickly and easily. However, there is substantially more time, effort, and caution put into larger decisions. You score like some who tend to be worriers, in a good sense, because of the level of detail and quality of thought behind the important decisions you make. At times you may present yourself with double-bind type decision situations: Damned if you do, and damned if you don't. You may reduce stress in these types of situations by seeking input from trusted advisors. The key word here is trusted, especially because of your attention to detail and quality control.

You may tend to handle assertive and aggressive customers and co-workers with a manner of blunt or critical response. That is, if someone is dishing it out, you can take it, and also dish it back to them. This may be somewhat intimidating to others in the workplace who may appreciate a softer approach, so remember not to over-react at times. In your communication with others you tend to provide just the facts and information needed to get the job done, or the question answered. Some people appreciate a bit more talk and discussion, and sometimes off the topic at hand. These side-bar discussions may assist in building rapport with others, so a bit of coaching is to politely tolerate them a bit.

Sample, you score like those who maintain a high sense of urgency in most things they do: The clock is ticking, and you know that. This high urgency is translated into quick thinking on your part, and also an internal (sometimes also expressed verbally) sense of frustration with things as they are. You are frequently thinking of more efficient or effective ways of getting things done; sharing these ideas with your customers adds value beyond the immediate product or service you provide.

You tend to be assertive and at the vanguard of leadership in new, creative ideas and solutions. When in a creative mode, you may tend to withdraw a bit and process information. Once the decision has been made, or the solution created, you emerge as a more assertive and mission-focused leader. Sample, you score like those who push the envelope of their own creative, and push their teams to optimal performance. To get the most effectiveness from this trait, be certain to display a more people-oriented side at times, so that others on the team can see this side of you as well.

Customers and co-workers often view you as a pace setter: one who comes up with the new ideas or creative solutions. This theme will emerge in other parts of this report because it is an important theme.



You bring a creative spin to your problem-solving, decision-making, and the solutions you provide to the team. You have the ability to think in a wide bandwidth of possibilities and provide deep mindshare on the decisions you make. This comes from both your decision-making ability and your deep concern for details.

Sample, after careful analysis of your response pattern, we find that two somewhat opposing drives emerge: The drive for quick, visible results coupled with an equal drive for high quality control and perfection. In an ideal world both can be accomplished simultaneously. However, in reality, sometimes these two drives are difficult to achieve. (We may achieve one at the expense of the other.) That is, we sometimes get quick results at the expense of quality, and we sometimes get quality at the expense of not getting things done as quickly as we'd like. This is important for you to know so that you may self-manage it appropriately. What this means is that you may find yourself seldom completely satisfied internally: Either quality needs to be increased, or productivity needs to be increased. Be aware of this and develop some self-management skills around it.

Your responses to the instrument show that your tendency toward aggressiveness is softened a bit by an internal sensitivity about not wanting to make too many waves. This creates a situation that presents at times as bluntness: You may want to expound in an assertive or aggressive manner on an issue or point that you feel passionate about, but you edit and shorten your real-time presentation to the bare essentials of the information. Result: Brief, bottom-line, and perceived by customers/prospects as being abrupt. This may not be a major item to you, but as long as you are aware of it, you will be able to govern it when necessary.

Sample, your response pattern on the instrument indicates that you are more comfortable dealing with facts and processes as opposed to people and feelings. Your sales career will benefit if you continue developing people skills and becoming a more empathic listener. Learn to "read between the lines" when interacting with clients and prospects.



## Strengths and Struggles

*You are likely to display your strength characteristics rather consistently. For the most part, these qualities tend to enhance your sales effectiveness. Additionally, you might increase your effectiveness by avoiding an overextension of your strengths. An overextension of any strength often becomes a weakness. For example, a High D's directness may initially be a strength for cold calling and achieving goals, but when overextended may be viewed by prospects as impatience and/or pushiness.*

*Check the two most important strengths and two areas you are committed to improve upon and transfer to the **Summary of Your Style** on page 14.*

### Your Strengths:

- You consider many alternatives, theories, and possibilities as you approach new problems to solve.
- You maintain a strong sales focus on problems, ideas, and solutions.
- Able to use imagination and calculated risk-taking in ways to create new solutions to problems, or new systems for success.
- You are a very creative thinker and innovator.
- You bring a sense of rapid solutions and high quality control to the organization.
- Strong agent of change.
- You are able to make decisions with the bottom-line in mind.

### Potential Areas for Improvement:

- May sulk or withdraw if not given attention for ideas brought to the table.
- You may like to work under pressure, and thus put others under pressure, even if it's not their preference.
- You tend to be unconcerned about social poise, and may appear somewhat abrupt or aloof toward others without being aware of it. You could build more bridges by showing more sensitivity to their feelings.
- May appear indecisive to some because of the need to re-examine evidence, or even wait for new evidence to come in prior to closing the decision process.
- May work in a rapid burst for a while, followed by periods of quiet reflection. This activity followed by inactivity may be confusing for others.
- May need some improvement in the area of communication skills; not sharing ideas with others on the team, or asking for others to be a sounding-board for your thoughts or ideas.



## What You Need

*Our behaviors are driven by our needs. Each style reflects different needs. If one person is stressed out, they may need quiet time alone; another may need social time to recharge their batteries. Each is different and simply meeting their needs. The more fully our needs are met, the easier it is to perform at an optimal level.*

*Check two of your most important needs and transfer to the **Summary of Your Style** on page 14.*

### **People With Patterns Like You Tend to Need:**

- A minimum of oversight, interference, and organizational politics getting in the way of your sales processes.
- To seek more input from others for more effective team cooperation.
- To be able to trust others on the team for their competence and high standards.
- You may need to verbalize more of your reasons for decisions, and to include others in the decision-making process.
- A reduction in the necessity for high-pressure critical decisions on a daily basis may reduce the periods of hesitation due to the desire for a high quality result.
- You need to reach closure on projects, as you tend to resist finalizing because there is always something that could be improved.
- Opportunities to use your professional expertise to solve problems by finding creative solutions.



## What Motivates Your Style

*Everybody is motivated...however; they are motivated for their own reasons, not somebody else's reasons. By understanding your motivations, you can create an environment where you are most likely to be self-motivated.*

*Check the two most important motivators and environmental factors and transfer to the **Summary of Your Style** on page 14.*

### **You Tend to Be Motivated By:**

- Acceptance as an important member of a group or team, and with whom you can show your high trust level.
- Assignments that allow for a variety of people-contacts.
- Supportive and encouraging working environment where you are free to express yourself.
- Security in knowing that your products and services are of highest quality, and that standards are supported by all members of the organization.
- Tasks completed the 'right' way the first time, so that errors don't have to be corrected later.
- Interesting activities outside of the work environment. Some with similar scores like to be involved in volunteer and community activities.
- A system of support to assist with the details and follow-through.

### **You Tend to Be Most Effective In Selling Environments That Provide:**

- Opportunities for building a network of prospects and customers.
- Established selling practices, procedures and protocols.
- A place relatively free of interpersonal conflict and hostility.
- A democratic environment with participatory management.
- Close relationships with a smaller groups of associates, rather than superficial relationships with a large group of people.
- Opportunities to work with customers with whom you have developed trust, rapport, and credibility.
- Clear areas of responsibility with minimal ambiguities.



## Work Preferences for Your Style

*Work Style Preferences provide useful insights as you work in a job or as you work together on a team or family project.*

*Check the two most important factors and transfer to the **Summary of Your Style** on page 14.*

### **Your Work Style Tendencies:**

- You have the ability to handle customers and prospects with patience.
- May tend to become verbal in disappointment when standards aren't met, or when the project becomes delayed.
- You place high expectations on yourself and others, and are able to help coach others into a stronger quality orientation.
- You tend to be optimistic and demonstrate high personal standards and set high sales goals.
- On the job, you tend to be rather friendly and easy-going in interacting with others.
- You persuade others in the organization by demonstrating personal competence and encouraging others with a sense of optimism.
- You will be verbal with others if workload or areas of responsibility need partial delegation to other professionals on the team.
- Able to express a sense of humor, but you become very serious about work tasks and projects, especially in the desire to maintain a high quality control.
- You have a large knowledge-base and a continuing appetite to learn more, as you want to be an expert, and the best you can be, in your specialty.



## Communication Tips for Others

*The following suggestions will help your sales manager, co-workers, support team and/or anyone that interacts with you understand your communication preferences. To use this information effectively, share it with others and also discuss their preferences (and then adapt to their needs).*

*Check the two most important ideas when others communicate with you and transfer to the **Summary of Your Style** on page 14.*

### **When Communicating with Sample, You Should:**

- Motivate and persuade Sample by referring to objectives and expected results.
- When agreeing, support the ideas and potential results, not the person.
- Be specific about what's needed to be done, and who is going to do it.
- Give him time to verify the issues and potential outcomes.
- When disagreeing, take issue with the methods or procedures, not with the person.
- Be prepared for some start-stop events, due to potential indecision from keeping the data-gate open for more information.
- Be efficient: Hit the major points first.
- Do your homework, because Sample will have already done his share of it.
- Remember these three rules: Be brief, be bright, and be gone.



## Summary of Sample Report's Style

Effective communication is a two-way process. Encourage others to complete their own DISCstyles Sales Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the DISCstyles information.

### **YOUR STRENGTHS from page 9**

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

### **AREAS FOR IMPROVEMENT from page 10**

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

### **MANAGEMENT STRATEGIES (Your Needs) from page 10**

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

### **YOUR MOTIVATORS from page 11**

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

### **YOUR MOST EFFECTIVE ENVIRONMENT from page 11**

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

### **YOUR WORK STYLE PREFERENCES from page 12**

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

### **COMMUNICATION TIPS FOR OTHERS from page 13**

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



## Application, Application, Application

Understanding your own behavioral style is just the first step to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of this report is all about.

To really begin to use the power of behavioral styles, you also need to know how to apply the information to people and situations. Remember, people want to be treated according to their behavioral style, not yours!

### **This application section includes:**

- The Four Basic DISCstyles Overview
- How To Identify Another Person's Behavioral Style
- What is Behavioral Adaptability
- How to Modify Your Style
- Tension Among The Styles
- Action Plans
- How To Adapt To The Different Behavioral Styles

This section will help you understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Make a commitment to at least take the time to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship. Here's how to do it:

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



## The Four Basic DISCstyles Overview

Below is a chart to help you understand some of the characteristics of each of the four basic DISC styles, so you can interact with each style more effectively. Keep in mind that it is imperative for you to be sensitive to the fact that all four styles reside within everyone, and to adapt to the “mode” that the other person is operating in at any point in time. Adapting to their observable mode is the best strategy for maintaining rapport and raising levels of trust during the buying/selling process.

	<b>D</b>	<b>I</b>	<b>S</b>	<b>C</b>
<b>PACE</b>	Fast/Decisive	Fast/Spontaneous	Slower/Relaxed	Slower/Systematic
<b>PRIORITY</b>	Goal	People	Relationship	Task
<b>SEEKS</b>	Productivity Control	Participation Applause	Acceptance Harmony	Accuracy Precision
<b>STRENGTHS</b>	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systematizing Orchestration
<b>GROWTH AREAS</b>	Impatience Insensitivity Listening	Inattentiveness Attentiveness Follow-through	Oversensitive Starting quicker Seeing big picture	Perfectionists Critical Unresponsive
<b>FEARS</b>	Being taken advantage of	Loss of Social recognition	Sudden changes Instability	Personal criticism of their work efforts
<b>IRRITATIONS</b>	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
<b>UNDER STRESS MAY BECOME</b>	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
<b>GAINS SECURITY THROUGH</b>	Control Leadership	Playfulness Others' approval	Friendship, Cooperation	Preparation Thoroughness
<b>MEASURES PERSONAL WORTH BY</b>	Impact or results Track record	Applause Compliments	Compatibility Contribution	Accuracy Quality of results
<b>WORKPLACE</b>	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured



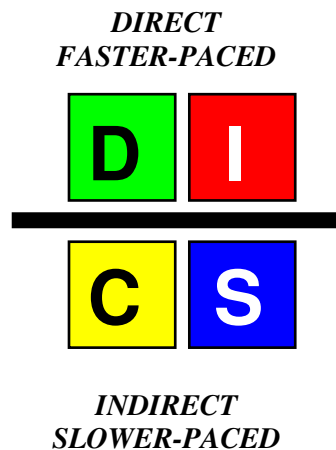
## How to Identify Another Person's Behavioral Style Mode

How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas of behavior – **directness and openness**.

So, to quickly identify the operating mode of other people ask these two questions:

1. Are they behaving more direct and fast-paced **or** indirect and slower-paced?
2. Do they currently appear to be more guarded and task-focused **or** open and people/relationship-oriented?

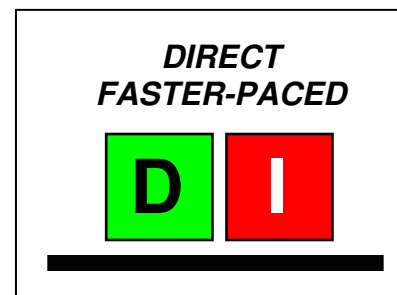
### Directness



### Direct/Faster-Paced People (D and I Styles above the horizontal line)

#### Direct Behaviors

- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others

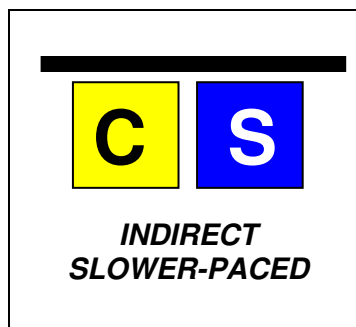




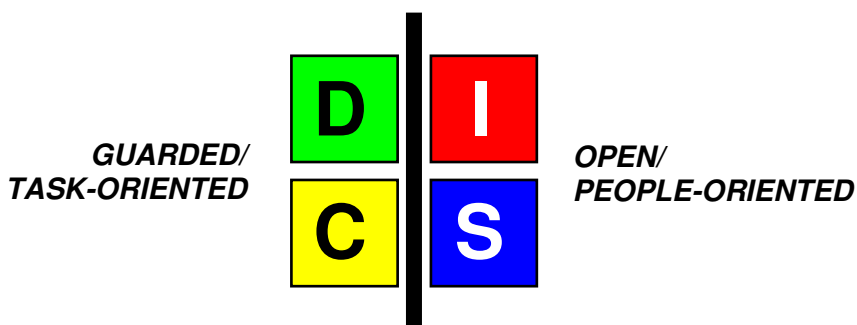
### Indirect/Slower-Paced People (S and C Styles below the horizontal line)

#### Indirect Behaviors

- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions



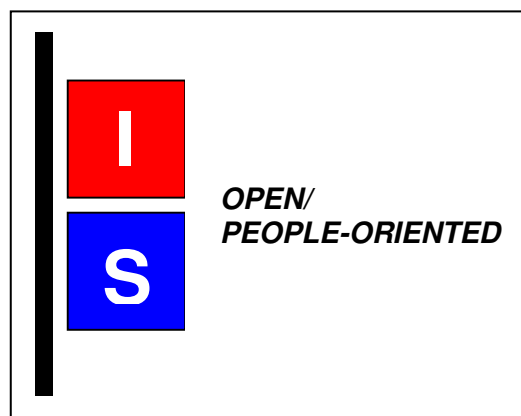
### Openness



### Open/People-Oriented People (I and S Styles right of the vertical line)

#### Open Behaviors

- Shows feelings and enthusiasm freely
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-oriented
- Animated facial expressions
- Easy to get to know in business
- Friendly handshake
- Initiates/accepts physical contact

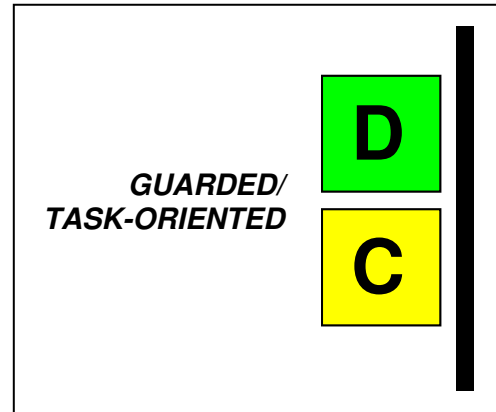




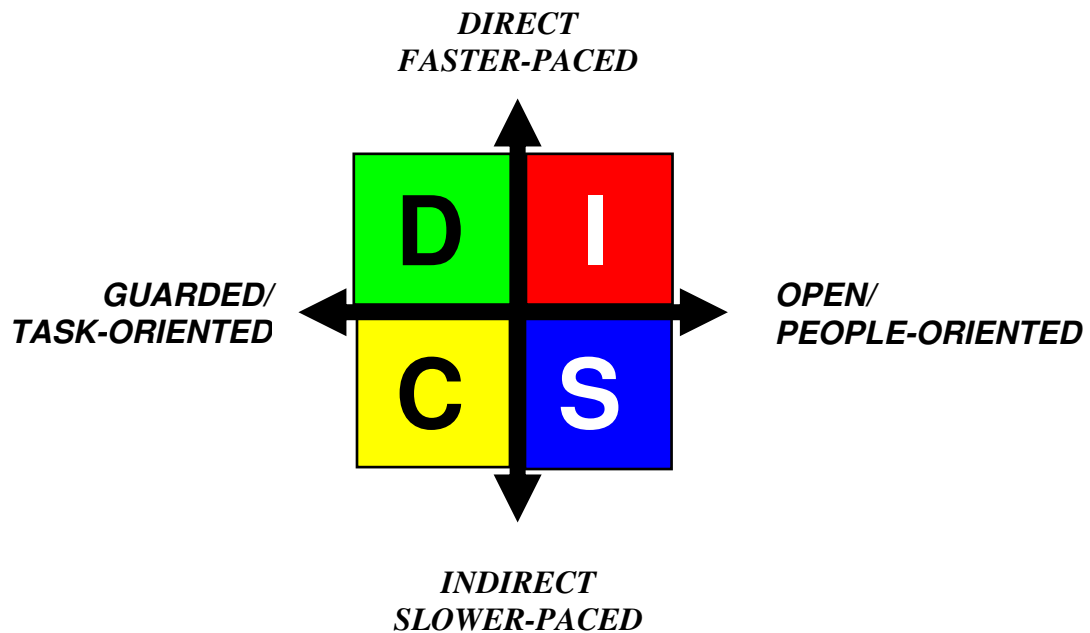
### Guarded/Task-Oriented People (D and C Styles left of the vertical line)

#### Guarded Behaviors

- Keeps feelings private
- Limited range of facial expressions
- More formal and proper
- Avoids/minimizes physical contact
- Goes with the agenda
- Speaks in specifics; cites facts and examples
- Formal handshake
- Conversation stays on subject



### The Whole Picture



When you combine both scales, you create each of the four different behavioral styles. Individuals who exhibit guarded and direct behaviors are Dominant Styles; direct and open behaviors are Interactive Styles; open and indirect behaviors are Steady Styles; and indirect and guarded behaviors are Compliant Styles.



## What is Behavioral Adaptability?

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

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

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

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

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than they do in their social and personal lives. We tend to be more adaptable at work with people we know less; and we tend to be less adaptable at home and with people we know better.

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

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

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. With adaptability you can treat the other people the way they want to be treated.



## How to Modify Your Directness and Openness

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

### TO INCREASE DIRECTNESS

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

### TO DECREASE DIRECTNESS

- Talk, walk and decide more slowly
- Seek & acknowledge others' opinions
- Share decision-making & leadership
- Lessen your energy level; be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging, or acting pushy
- When disagreeing, choose words carefully

### TO INCREASE OPENNESS

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

### TO DECREASE OPENNESS

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



## Tension Among the Styles

Each style has a unique set of priorities as to whether the relationship or the task aspect of a situation is more important; and each has its own pace in terms of the pace in which things should be done.

The **Tension Among the Styles Model** on the next page relates pace and priority characteristics to behavioral styles. Refer to this model while reading this section.

Notice that the Dominant Style (D) and Interactive Style (I) tend to prefer a faster pace; the Steady Style (S) and Compliant Style (C) both tend to prefer a slower pace. These style combinations will get along well as far as pace is concerned, but watch out for their priorities!

Take a relationship with a Dominant Style and an Interactive Style (D-I). Both are relatively fast-paced behavioral types. Yet the Interactive Style places more emphasis on people than on tasks, while the Dominant Style tends to pursue goals with less concern for relationships or feelings. Some degree of tension is likely to result in their interaction due to their difference in priority.

Where priorities are concerned, the Interactive Style does better with the Steady Style. These two will still be getting to know each other while the Compliant Style and the Dominant Style are headlong into the task. However, without some awareness and accommodation for their differences in pace, tension may build as well in the Interactive-Steady interaction when these two finally do get around to the tasks at hand. The Interactive Style usually wants it yesterday, whereas the Steady Style wants to take a slower and steady approach.

Consider the goal/task-oriented team of the Dominant Style and Compliant Style (D-C), another example of pace-based tension. The faster-paced Dominant Style likes to make quick decisions. The slower-paced Compliant Style gets uptight when having to make decisions without an opportunity to analyze fully all the alternatives.

When dissimilar pairings occur, as they often do in many business and social encounters, one or the other of the individuals must make adjustments in his style to avoid increasing tension in the other person. This does not mean you must sacrifice your personality or become something you are not. Ideally, both people would demonstrate some adaptability and move part of the way. Depending on the circumstances however, only one of the individuals may recognize the potential problem, or be sufficiently motivated to do something about it.

When interactions join styles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting! Here the probability of relationship tension is even greater. This occurs in the Dominant Style and Steady Style relationship, as well as in the Interactive Style and Compliant Style relationship.

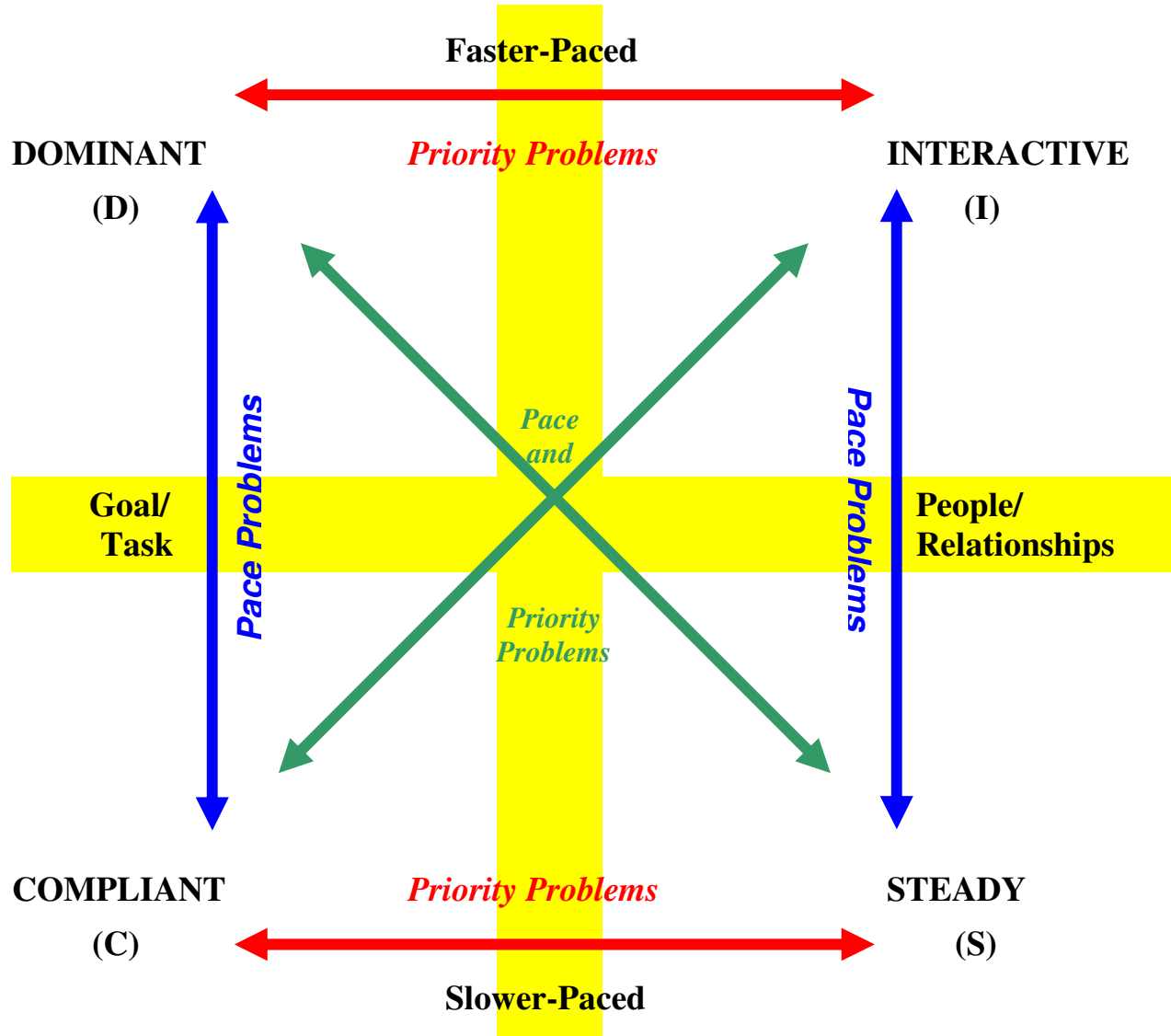
Take the case of the Dominant Style and Steady Style interaction: the Dominant Style (D) should try to show some concern for people rather than appearing to treat them only as a resource toward goal accomplishment. The Steady Style (S) should try to show more concern for task completion, even if it means putting the personal relationships aside temporarily. Both individuals should also attempt adjustments in pace and perhaps, meet in the middle with a moderate pace.




The same applies to the Interactive Style and the Compliant Style (I-C) relationship. Adjustments should be made in both pace and priority.

The key to managing tension is to know when to expect pace and priority problems, and have a strategy to prevent or deal with these differences.



# Tension Among the Styles Model



-  **Pace Problems**
-  **Priority Problems**
-  **Pace and Priority Problems**



## Tension Among the Styles Worksheet

Everybody has a few tension-filled relationships. You can have the highest regard and/or loving feelings toward the person; but still, it seems no matter what you do, your interactions are usually stressful. If this is behavior related, applying The Platinum Rule™ - Treat others the way they want to be treated – may be helpful. Complete this worksheet to gain insights on how to improve the relationship. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

First, refer to the section on **How to Identify Another Person’s Style** and determine their primary behavioral style. Then refer to the **Tension Model** to identify their pace and priority preferences. Next, see which preferences are different than yours and note the strategy you will take to modify your behavior. If both preferences are the same as yours, then determine where you will allow their needs be placed above yours. For example, if you are a High I with fast-pace and people-oriented preferences and the other person is as well, you might let them have the center stage in times when it is not as important for you. A little give and take will go a long way.

### YOUR INFORMATION

**MY STYLE:** C

**Pace:** Slower Paced

**Priority:** Goal/Task Oriented

### SAMPLE RELATIONSHIP

**Name:** John Doe                      **Style:** High I

**Pace:** Faster-Paced

**Priority:** People Oriented

**Difference:** Pace and Priority

**Strategy:** Be more personable, social, upbeat and faster paced with John

### RELATIONSHIP 1

**Name:** \_\_\_\_\_ **Style:** \_\_\_\_\_ **Name:** \_\_\_\_\_ **Style:** \_\_\_\_\_

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

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

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

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

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

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

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

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

\_\_\_\_\_

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# Action Plans With All Four Styles...

<b>DOMINANT STYLE (High D Mode)</b>	
<b>Characteristics:</b>	<b>So You...</b>
Concerned with being #1	– Show them how to win, new opportunities
Think logically	– Display reasoning
Want facts and highlights	– Provide concise data
Strive for results	– Agree on goal and boundaries, then support or get out of their way
Like personal choices	– Allow them to “do their thing,” within limits
Like Changes	– Vary routine
Prefer to delegate	– Look for opportunities to modify their work-load focus
Want others to notice accomplishments	– Compliment them on what they’ve done
Need to be in charge	– Let them take the lead, when appropriate, but give them parameters
Tendency towards conflict	– If necessary, argue with conviction on points of disagreement, backed up with facts; don’t argue on a “personality” basis

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

<b>COMPLIANT STYLE (High C Mode)</b>	
<b>Characteristics:</b>	<b>So You...</b>
Concerned with aggressive approaches	– Approach them in an indirect, non-threatening way
Think logically	– Show reasoning
Seek data	– Give it to them in writing
Need to know the process	– Provide explanations and rationale
Utilize caution	– Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	– When delegating, let them check before they make decisions
Prefer to do things themselves	– When delegating, let them check on others’ progress and performance
Want others to notice their accuracy	– Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	– Let them assess and be involved in the process when possible
Avoid conflict	– Tactfully ask for clarification and assistance you may need
Need to be right	– Allow them time to find the best or “correct” answer, within available limits
Like to contemplate	– Tell them “why” and “how”

<b>STEADY STYLE (High S Mode)</b>	
<b>Characteristics:</b>	<b>So You...</b>
Concerned with stability	– Show how your idea minimizes risk
Think logically	– Show reasoning
Want documentation and facts	– Provide data and proof
Like personal involvement	– Demonstrate your interest in them
Need to know step-by-step sequence	– Provide outline and/or one-two-three instructions as you personally “walk them through”
Want others to notice their patient perseverance	– Compliment for their steady follow-through
Avoid risks and changes	– Give them personal assurances
Dislike conflict	– Act non-aggressively, focus on common interest or needed support
Accommodate others	– Allow them to provide service or support for others
Look for calmness and peace	– Provide relaxing, friendly atmosphere
Enjoy teamwork	– Provide them with a cooperative group
Want sincere feedback that they’re appreciated	– Acknowledge their easygoing manner and helpful efforts, when appropriate



## BUILDING AND MAINTAINING RAPPORT THROUGHOUT THE SELLING CYCLE

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

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

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

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

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

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

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



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

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

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

One "old-school" method of selling has an adage that the sale begins when the customer says "no." In direct contrast, the real job of selling starts when the customer says "yes."

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

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

Without repeat business and referrals, a salesperson must constantly prospect and cold-call new accounts. That is not the way most salespeople want to spend their lives... and it certainly is not the best way to be successful!

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



## Phase 1: BUILDING RAPPORT DURING INITIAL CONTACT

### Connecting with “D’s”

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

### Connecting with “I’s”

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

### Connecting with “C’s”

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

### Connecting with “S’s”

- “S’s” are Indirect and Open. However, keep the relationship businesslike until they warm up to you.
- They are concerned with maintaining stability; they want to know step-by-step procedures that are likely to meet their need for details and logical action plans.
- Organize your presentation: list specifics, show sequences, and provide data.
- Treat them with honesty, sincerity, and personal attentiveness.
- Listen patiently to their stories, ideas and answers.
- Express your appreciation for their steadiness, dependability, and cooperativeness.
- Present yourself to be non-threatening, pleasant, friendly, but still professional.
- Develop trust, credibility, and friendship at a relatively slow, informal pace.
- Communicate with them in a consistent manner on a regular basis... especially at the outset.



## Phase 2: MAINTAINING RAPPORT IN THE EXPLORING STAGE

### Exploring with “D’s”

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

### Exploring with “I’s”

- “I’s” get bored quickly when they’re not talking about themselves.
- Strike a balance between listening to their life’s stories and gathering the information you need to be an effective sales consultant.
- When asking business questions, keep them brief. If you can, work these exploratory questions in with social questions.
- The better your relationship with an “I” is, the more willing he’ll be to cooperate and talk about the task at hand.
- “I’s” can be so open they may tell you their fondest hopes and aspirations. If you can demonstrate how your product or service can get them closer to their dreams, they may become so excited about your product—and you—that they’re likely to sell you and your products and services to everyone else in their organization.

### Exploring with “C’s”

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

### Exploring with “S’s”

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



## Phase 3: MAINTAINING RAPPORT IN THE COLLABORATING STAGE

### Collaborating with “D’s”

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

### Collaborating with “I’s”

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

### Collaborating with “C’s”

- Emphasize logic, accuracy, value, quality and reliability.
- They dislike talk that isn’t backed up with both supporting evidence.
- Describe a process will produce the results they seek.
- Elicit specific feedback by asking, “So far, what are your reactions?” or “Do you have any questions that you’d like me to clear up?”
- Present your solution that shows them they’ll be correct in making the purchase.
- Base your claims on facts, specifications and data that relate specifically to their needs.
- “C’s” are cost-conscious; increase their perceived value with facts and ROI data.
- “C’s” are the likely to see the drawbacks, so point out the obvious negatives before they do. Let them assess the relative costs-versus-benefits, which are typical trade-offs when making choices between competing (yet imperfect) products or services.

### Collaborating with “S’s”

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



## Phase 4: MAINTAINING RAPPORT IN THE CONFIRMING STAGE

### Confirming with “D’s”

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

### Confirming with “I’s”

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

### Confirming with “C’s”

- Emphasize logic, accuracy, value, quality and reliability.
- Provide logical options with appropriate documentation.
- Give them both time and sufficient data for them to analyze their options.
- They are uncomfortable with snap decisions and when they say they will think about it, they typically mean exactly that!
- However, if pressured by people or excessive demands, they may use “I’ll think about it,” as a stalling tactic in coping with such stress.
- “C’s” are driven, educated, logical “shoppers.” Know your competition so you can point out your advantages relative to what the competition offers. “C’s” are the most likely to do their own comparative shopping, so mention your company’s strengths as you suggest questions they may want to ask your competitors. Point out the things your company does better than your competition. Do this in a factual, professional way that allows them to do a comparative cost-benefit analysis of the options.
- In addition, be willing to explore the subject of a conditional, “pilot program” as a way of reducing their risk. This provides you the opportunity to demonstrate your product or service in a way that can earn their business and, over time, their trust.

### Confirming with “S’s”

- “S’s” are slower, deductive decision makers.
- “S’s” listen to the opinions of others and take the time to solicit those opinions before making up their minds. So, make a specific action plan and provide personal guidance, direction or assurance as required for pursuing the safest, most practical course to follow. Arm them with literature, case studies and any documentation you have available, because they will be “selling” your proposal to others within their organization.
- When you do reach an agreement, carefully explore any potential areas of misunderstanding or dissatisfaction. “S’s” like guarantees that new actions will involve a minimum risk to their desired stable state, so offer assurances of support.
- Try not to rush them, but do provide gentle, helpful nudges to help them decide (when needed). Otherwise, they may postpone their decisions.
- Involve them by personalizing the plan and showing how it will directly benefit them, their co-workers and the company as a whole.
- When asking for a commitment, guide them toward a choice if they seem indecisive. Quite often, they will feel relieved that you are helping them make the decision.



## Phase 5: MAINTAINING RAPPORT IN THE ASSURING STAGE

### Assuring “D’s”

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

### Assuring “I’s”

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

### Assuring “C’s”

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

### Assuring “S’s”

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



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



## TAKING OWNERSHIP OF YOUR DESTINY

Imagine what would have happened if you had successfully applied the principles and practices of *Platinum Rule Selling* ten years ago... or even five years ago? Well, hundreds of thousands of people like you have already used these principles and experienced dramatic increases in sales volumes, more satisfaction in their dealings with customers and co-workers (family and friends, also!), and greater awareness of their own strengths and weaknesses. Many people report that they no longer feel like “just a salesperson”; they feel, behave and are treated like a *trusted advisor*. They have an increased ability to help people find solutions to their problems and are more adept at identifying new opportunities.

For you to also share in the pleasure from experiencing these benefits, we encourage you to get started this very minute. First, think about the goals you want to accomplish in the next year... the next month... the next week... even by the end of today! Develop a plan to meet those goals using **The Platinum Rule – Do Unto Others as They Would Have You Do Unto Them** - and the other principles that make up the **DISC Selling Strategies**.

### Accept the Challenge

This first step requires your *personal commitment* to this challenge and your *belief* in these principles and putting them to work for you. Of course, any skill takes practice, and you cannot realistically expect to put all of them into effect immediately. However, the minute you start to sell people the way *they* want to buy, you’ll start to see immediate results.

### Commit to Growth

“Change is inevitable... growth is optional.” We love that saying because it’s true. Right now, you have the option to take this moment and make a life-changing decision. You may decide to *keep learning* about yourself, your strengths and weaknesses, how you make decisions, how you come across to other people, etc... You may decide to learn more about DISC styles and apply your new knowledge in other relationships beyond selling - relationships with your co-workers, children, spouse and/or family.

Hopefully, you may decide to use this report as a jumping-off point for a new direction in your career. If that thought excites you, we urge you to learn more about how DISC may be applied in all phases of business: prospecting, networking, marketing, communications, customer service, referral building, client loyalty, hiring, management, leadership, etc... We offer programs, technology, books, CD’s, DVD’s, self-paced online courses, speeches, and on-site workshops that are all specifically designed to help you apply this amazing concept in key facets of your business and your life.

Here’s wishing you continued success!



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