

Sales Professional

This assessment is based on the responses given in the Extended DISC® Individual Assessment Questionnaire. This assessment should not be the sole criterion for making decisions about oneself. The purpose of this assessment is to provide supporting information for the respondent in self-development



Monica Martin

Organization:

FinxS

Date:

01.06.2014





Introduction to Your Sales Professional Assessment

Monica, you have undoubtedly realized that your success in sales is determined in a very large part by how well you interact with prospects and clients. Your ability to effectively relate, communicate, influence and motivate prospects is a crucial skill in succeeding in your profession and creating successful, long-term relationships with your clients.

You have probably noticed it is very easy to get along with certain people. You almost instantly and effortlessly understand the other person. The communication just flows. It is a lot more than just mutual understanding of what is being said. It is as if the person sees you and the rest of the world in very similar terms. When it happens, everything is easier. Think about the last time it happened. Wasn't it effortless and uncomplicated?

Unfortunately, with most people interactions take more effort. They do not flow as easily. You cannot quite understand where the other person is coming from, what they really want, and what their intentions are. You may also have an uncomfortable feeling the other person is experiencing the same. You know the outcomes of the interaction are not quite what you want. You may lose a sale or frustrate a customer. You are likely to feel disappointed, frustrated and even tired. It takes energy, effort and concentration. Still, the results are not what you hoped they would be.

In these situations you probably feel there is something you could do, but are not quite sure what that is. You know your end goal – your destination – but are not sure how to get there. It is like being lost without a map.

Monica, this Extended DISC® Sales Professional Assessment will provide you with the map to more successful interactions with prospects and clients. You will learn:

1. The four main human behavioral styles.
2. Who you are and how others perceive you.
3. How to read prospects and client and to better understand them.
4. How to adjust your sales style to achieve your goals.

Very Brief Background of the Extended DISC® Model

The Extended DISC® System is based on behavioral theories that have been used for over 90 years. The power of this model is that it is easy to learn, understand, and use because it identifies only four behavioral styles of individuals.

People can be divided in four main styles by identifying if they are more:

1. People- or Task-oriented.
2. Reserved or Active.

The resulting four styles are called:

D-style (Dominance)

I-style (Influence)

S-style (Steadiness)

C-style (Conscientiousness)





The DISC Behavioral Styles - The Key points:

In the following pages you will learn about the four DISC-styles. As you get comfortable with their own unique traits and tendencies, please keep the following important points in mind:

- None of the styles are better or worse.
- All styles have strengths and development areas. They just happen to be different.
- Your style does not limit what you can accomplish or how successful we can be. It simply predicts how you tend to do things.
- You can find all of the four styles represented by very successful people. However, the most successful people know who they are. They modify their style appropriately with different styles of people and in different situations.





Your Sales Profiles

The Profiles are a visual representation of your behavioral style. They are based on your responses to the questionnaire. There are no right or wrong answers.

Profile I: Perceived Need to Adjust - Your adjusted style reflects an adjustment that you perceive would help you be successful in your current environment.

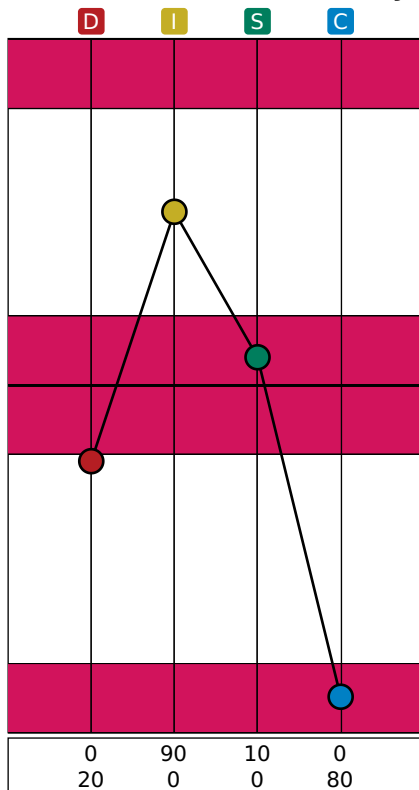
Profile II: Natural Style - Your natural style remains fairly stable, but not rigid, over your adult life. It is the style that is most comfortable to you and uses the least energy. Most individuals are a combination of styles.

The styles (D, I, S, and C) that are above the middle line (=top half of the Profile II) are your natural styles. The styles that show below the middle line means that they require more energy from you.

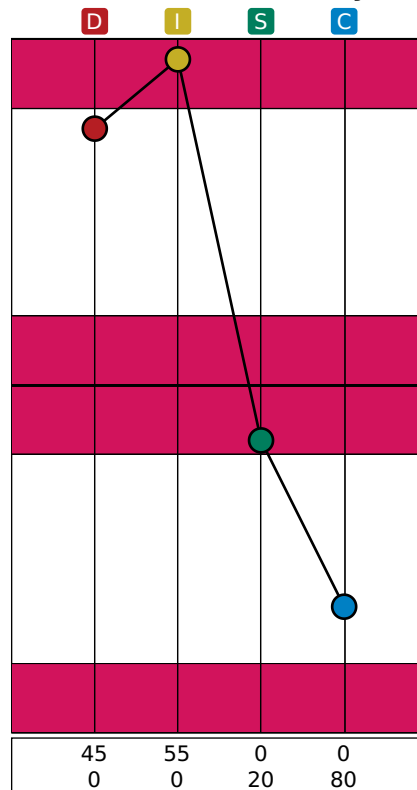
There are no good or bad behavioral styles - just different ones.

Your Profile I and II

Profile I - Perceived Need to Adjust



Profile II - Natural Style



Your DISC style is: ID (I - 55%, D - 45%)





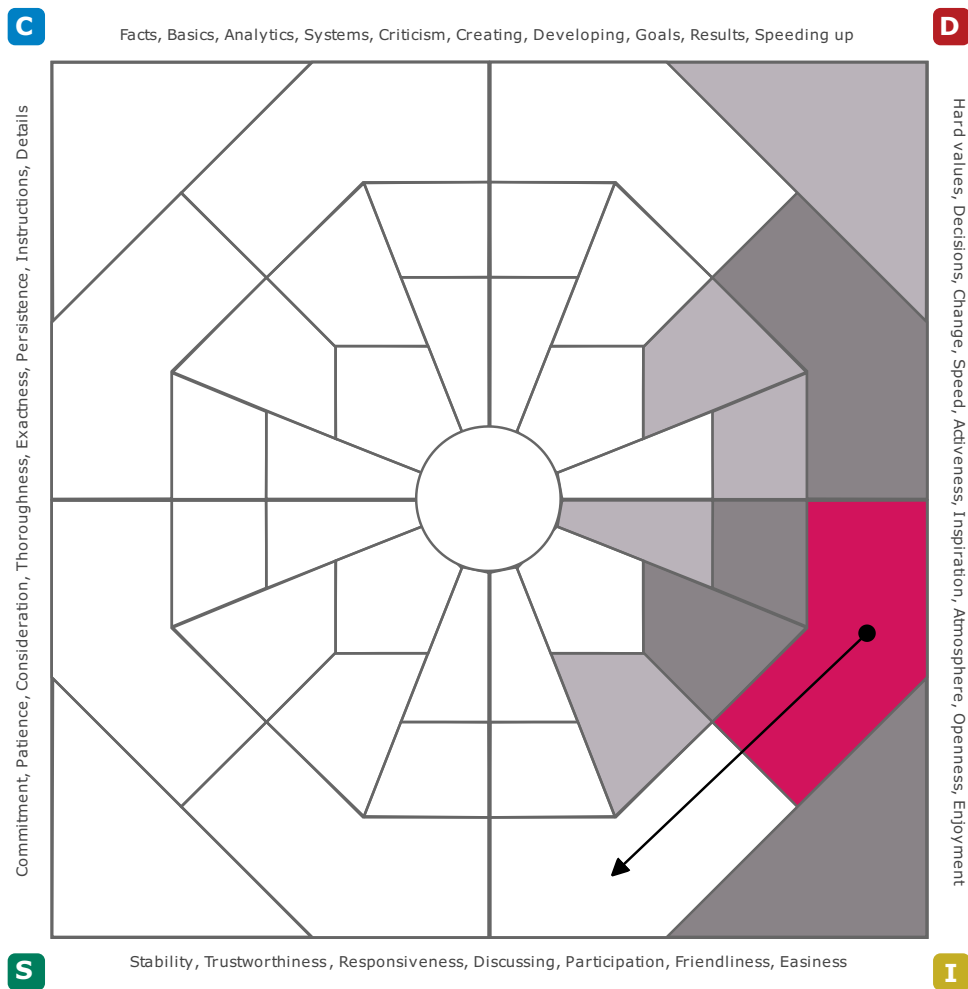
Your DISC Style

The DISC Model is divided into four quadrants: D, I, S and C.

The rectangle identified in color shows the location of your natural style. Determine in what quadrant it is placed. This is your most natural and comfortable behavioral style (D, I, S or C). The shadings demonstrate the behavioral styles that are quite comfortable for you.

The DISC quadrant(s) that have **shading** represent your DISC **comfort areas** or your natural style.

The DISC quadrant(s) that have **no shading** represent DISC styles **requiring more energy** from you.





You at a Glance

This page is a description of how others are likely to perceive you. In other words, while the text describes your typical behavior as seen by others, you certainly can modify your behavior to fit the needs of a particular situation and/or individual(s). Also, you may have already addressed the development areas by learning new skills.

How Prospects May Perceive You:

Extroverted, sociable, independent, active, busy, stubborn, strong-willed, freedom-loving, demanding, direct, ambitious, competitive, inspiring.

How Prospects May Perceive Your Communication Style:

She is often considered a pleasant conversationalist, although Monica may not bother to listen to the answers to her questions. She looks for ways to control people in ways they are not aware of. She is not necessarily a balanced communicator since she usually has a goal which she wants to achieve by influencing people.

How Prospects May Perceive Your Decision-making:

Sometimes her will to make decisions and know about things is too powerful. She does not give a word to people who could express different viewpoints. She is also very fast, thus superficial, in making decisions.

Your Strengths:

- Keeps up a positive spirit
- Encourages, motivates and excites people
- Can continuously be in contact with people
- Gets things started
- Is willing to accept change
- Can always invent something new
- Wants to get people involved without force
- Dares to take positive risks
- Creates new ideas and breaks traditions
- Doesn't give in to pessimists
- Has lots of energy
- Doesn't wait if the road is open

"Knowing yourself is the beginning of all wisdom."

Aristotle





Your Motivators

Monica is motivated by diverse human contacts, opportunities to work with people, independent work and variety in time, places, tasks and people. This person has a special natural gift and desire to meet people.

You are more likely to respond positively and feel energized if these factors are present in your work environment.

- Open and free atmosphere
- Possibility to move freely
- Variety and changes
- Possibility to do things her own way
- Freedom from all restrictions and rules
- Nice friends
- Possibility to control her own life
- Feeling of freedom
- Being popular and liked by others
- Challenges and opportunities
- Rapidly changing situations
- Possibility to work with own ideas

Are you taking advantage of comfort areas?

Identify two *Motivators* that are being fulfilled in your current position.

1 _____

2 _____

How can you increase their effect on your performance? Be specific.





Situations that Reduce Your Motivation

All of us face situations on a daily basis that we do not like much and tend to drain our energy levels. The items below are likely to decrease your motivation and require more energy from you.

- Duties fully designed beforehand
- Being alone
- Making routines
- Duties requiring attention to details
- Rules and restrictions
- Being a trivial person
- People who don't pay attention to her
- People who oppose and slow things down
- Losing people's attention
- Cannot control her own life
- Pessimists
- Teams not allowing others to join them

Carefully consider *Situations that Reduce Your Motivation*. Be aware of their impact on making your goals a reality. Are you prone to procrastinate with situations/tasks that correspond to items listed above?

Identify two *Situations that Reduce Your Motivation* that create the greatest challenge in your current position.

1 _____

2 _____

How can you decrease their effect on your performance? Be specific.





Your Strengths

Strengths are items that tend to be easier, more natural and require less energy from you.

- Keeps up a positive spirit
- Encourages, motivates and excites people
- Can continuously be in contact with people
- Gets things started
- Is willing to accept change
- Can always invent something new
- Wants to get people involved without force
- Dares to take positive risks
- Creates new ideas and breaks traditions
- Doesn't give in to pessimists
- Has lots of energy
- Doesn't wait if the road is open

Most of us tend to overlook our strengths, even taking them for granted. Do not let that happen to you. Instead, consider the items listed above and think how well you are taking advantage of these valuable behavioral traits. Please use caution however; remember that an overused strength very often becomes a weakness and a serious liability to our performance.

Identify two *Strengths* that you can capitalize upon in your current position.

1 _____

2 _____

How can you maximize the impact of your *Strengths*? Be specific.





Reactions to Pressure Situations

These are NOT descriptions of your weaknesses or present behavior. They are items that you should be cautious about since these reactions in pressure situations may become more evident. Understanding how you react to pressure situations can make it easier to deal with them.

- Overemphasizes atmosphere and people
- Tries to change too much
- Makes changes without consulting others
- Jumps from one thing to another
- Boring assignments will be delayed
- Acts too quickly and spontaneously
- Manipulates people
- Can't get rid of obsessions
- Does not really have the patience to listen
- Too optimistic and gets excited too easily
- Makes mistakes by not being thorough
- Cannot stay still or be at one place





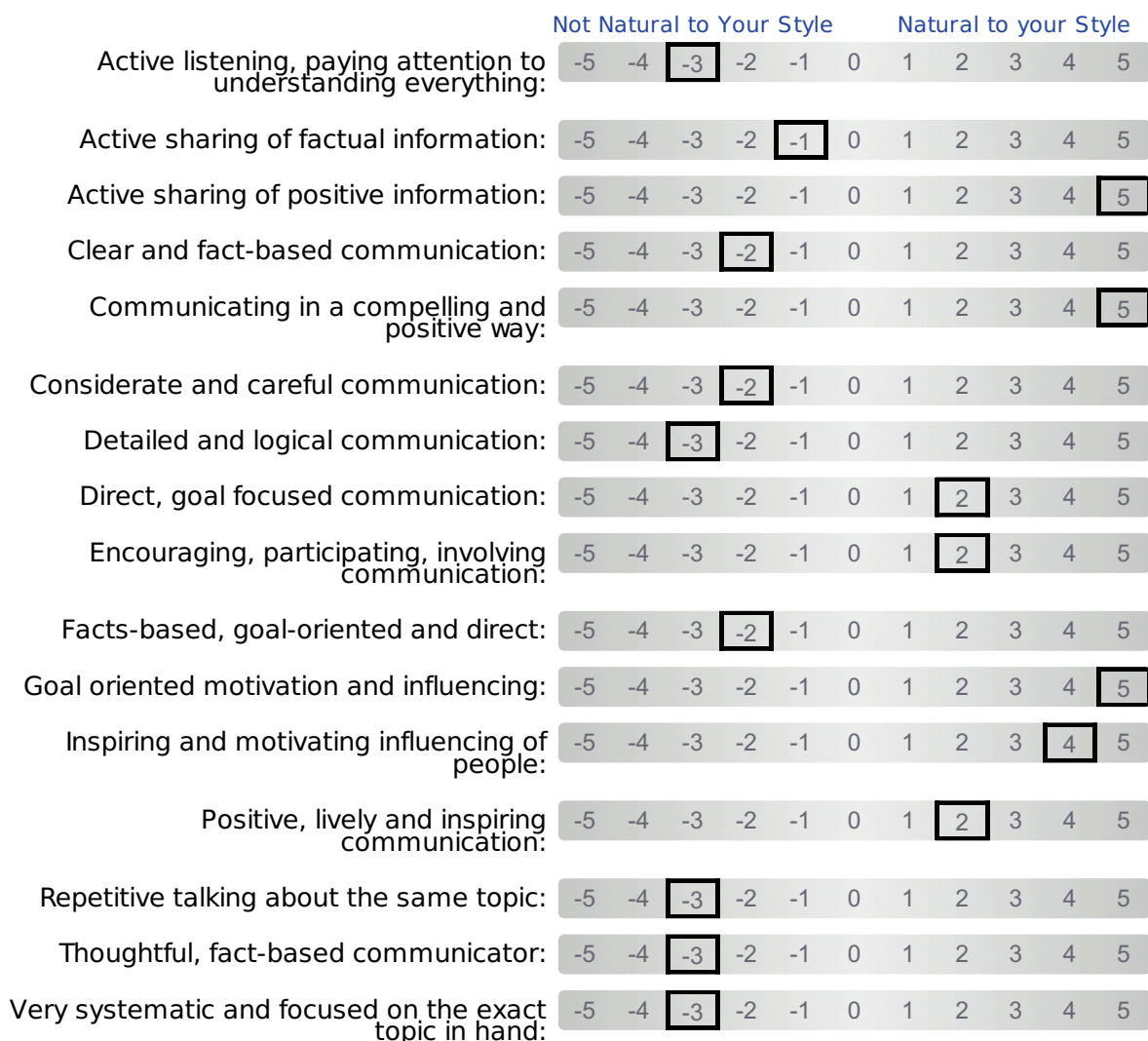
Your Communication Style with Prospects and Clients

We all have our own unique communication style. When we become aware of how we tend to communicate with others, it becomes easier to make conscious modifications to our style. These modifications improve our effectiveness with prospects and clients.

Interpreting the bar graphs is simple:

The **rectangles to the right side** of the graph identify your preferred communication styles. Be conscious not to overuse them.

The **rectangles to the left side** of the graph identify communication styles require more energy from you. You **CAN** communicate this way, but it may require more energy and concentration.





	Not Natural to Your Style					Natural to your Style					
Allowing others to talk while expressing that he/she is listening:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being able to take over the conversation from where the other person stopped:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Focusing more on the details than the big picture:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Focusing on listening without outward reaction:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Focusing only on the essential information:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Listening and expressing understanding with body language:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Listening by being present and available:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Listening carefully without interrupting:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Listening to short and exciting stories:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Paying attention only to the essential information:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Paying attention to the facts and details:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Paying attention to the logic in what is being said:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Preferring to listen to short stories only:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Preferring to talk instead of listening:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Showing interest, listening and participating:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Trying to connect the details to the big picture:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Wanting to proceed logically and calmly:	-5	-4	-3	-2	-1	0	1	2	3	4	5





How Prospects and Clients View Your Communication Style

Your message and your communication style come across differently to different people. While you cannot control others, you can be more aware of your natural communication style and how it is perceived by others. Then you can make the necessary adjustments in your interactions with others.

This is how your prospects and clients may perceive your communication style.

She is often considered a pleasant conversationalist, although Monica may not bother to listen to the answers to her questions. She looks for ways to control people in ways they are not aware of. She is not necessarily a balanced communicator since she usually has a goal which she wants to achieve by influencing people.

Identify an aspect of your communication style that is the most comfortable for you. What impact does it have in your selling? How can you capitalize on it more effectively?

Identify an aspect of your communication style that is the least comfortable for you. What impact does it have in your selling? What can you do to improve?



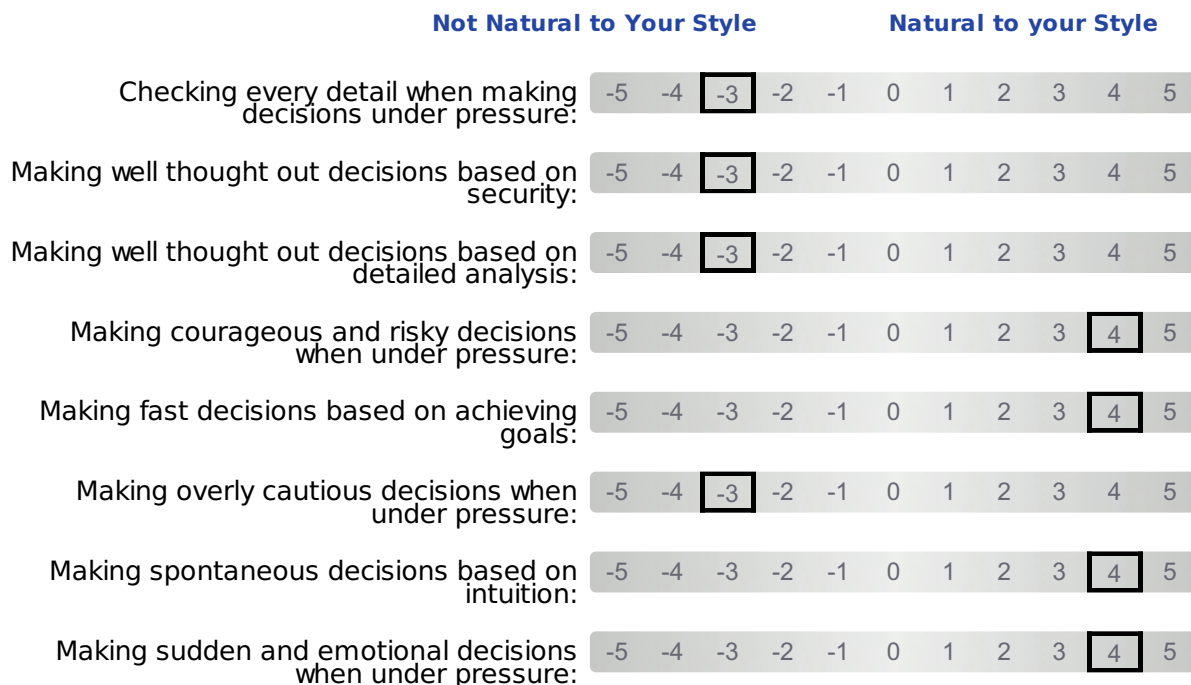
Your Decision-Making Style

There is no best style for making decisions. However, we all have our own most comfortable way of decision-making. Successful people are aware of their preferred style and make conscious adjustments based on the requirements of each unique situation.

Interpreting the bar graphs is simple:

The **rectangles to the right side** of the graph identify your preferred decision-making styles. Be conscious not to overuse them.

The **rectangles to the left side** of the graph identify decision-making style requiring more energy from you. You CAN make decisions this way as long as you concentrate more.



"It is understanding that gives us the ability to have peace. When we understand the other fellow's viewpoint, and he understands ours, then we can sit down and work out our differences."
Harry S. Truman





How Others View your Decision-Making Style

No matter what you do, others will have their own perceptions of your behavior.

This is how your decision-making style may come across to others.

Sometimes her will to make decisions and know about things is too powerful. She does not give a word to people who could express different viewpoints. She is also very fast, thus superficial, in making decisions.

Identify an aspect of your decision-making style that is most comfortable for you. What impact does it have in your current position?

Identify an aspect of your decision-making style that is least comfortable for you. What impact does it have in your current position? What can you do to improve?





Improving Your Sales Success

Monica, below are a few reminders and suggestions on how to further improve your success as a Sales Professional.

Reminders

- Reserve enough time for every project's final stage
- Review the support material before you meet with the client
- Learn to analyze each problem in as much detail as possible
- Give all the information requested carefully
- Try to give the client as much of the kind of information that he/she needs as possible
- Draw the solutions on paper instead of trying to express them verbally
- Clarify for yourself what good quality means in your work

Suggestions of What to Avoid

- Do not make closing a sale with a particular prospect such a challenge for yourself that it is worth less than its cost
- Do not take on more clients than you can handle
- Do not look for new things if you cannot take care of the existing duties first
- Make sure you do not leave any selling project unfinished
- Do not interfere with the roles other than the one you specialized in
- Do not underestimate the client's needs - they are real to them
- Do not promise to do anything that you cannot do





Your Sales Behaviors

There is no one best sales style. However, successful Sales Professionals have some things in common. They are confidently self-aware and comfortable with their strengths and development areas. Also, they are careful not to overuse their strengths to a point they become weaknesses.

Monica, below are a list of Sales Behaviors. This is not a "can or cannot do" scale. The **higher the number** (items more to the right of the graph), the more comfortable you are with this sales behavior. The **lower the number** (items more to the left of graph) the more energy and concentration needed for this behavior.

	Not Natural to Your Style					Natural to your Style					
Strong goal-oriented influencing of people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Accepting direction how to achieve sales goals:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Actively and constructively dealing with conflict:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Actively listening to the prospect's/customer's needs:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Aligning an existing product to buyer's needs :	-5	-4	-3	-2	-1	0	1	2	3	4	5
Assertively driving to end result:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Assertively moving prospects through the sales process:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being open to accept coaching in sales:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Bravely continuing to take action when facing conflict:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Communicating actively in an expert, not a sales role:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Complex selling that requires custom product solution:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Consistent searching for new deals:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Consistently following the sales process:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Consistently maintaining positive outlook:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Contacting customers in an expert role:	-5	-4	-3	-2	-1	0	1	2	3	4	5



Controlling the sales call and not allowing it to become just a conversation: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Courageous expression of own opinions and ideas to a customer: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Developing new ideas and solutions quickly in a sales meeting: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Development & assessment of systematic sales process: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Direct, one-off selling: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Engaging the buyer; relationship selling: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Focusing on building strong, long-term relationships: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Focusing on the goal and not on being liked by the prospect: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Focusing on the next step in the sales process: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Focusing on winning: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Following a systematic sales process consistently: -5 **-4** -3 -2 -1 0 1 2 3 4 5

Identify three sales behaviors that require less energy for you. How are you taking advantage of them?

1 _____

2 _____

3 _____

Identify three sales behaviors that are the least comfortable for you. What impact does it have in your selling? What can you do to improve?

1 _____

2 _____

3 _____





How to Identify Prospects' Styles

Now that you have identified your own style, the next step is to identify the styles of your prospect so that you may then make the most effective adjustments to yours. This is a skill that takes practice, but is easy to learn.

As you become more familiar with the DISC-styles, you will find some people are easy to identify. You will quickly think to yourself: "She is a D-style" or "He is an S-style." These individuals are predominantly one style and can be identified easily.

The rest of the people you encounter will take a little more effort. However, it is a simple, three-step process of identifying your prospect's style:

- Step 1. Observe
- Step 2. Assess
- Step 3. Recognize

Step 1: Observe

When you meet a prospect, pay attention to traits such as:

- what the person talks about
- how he/she says it – type of words (e.g. "I" vs. "We"), type of questions (e.g. "what?", "why?")
- body language
- tonality

You will discover that observing behaviors will become second nature. Soon you will observe behaviors without thinking.

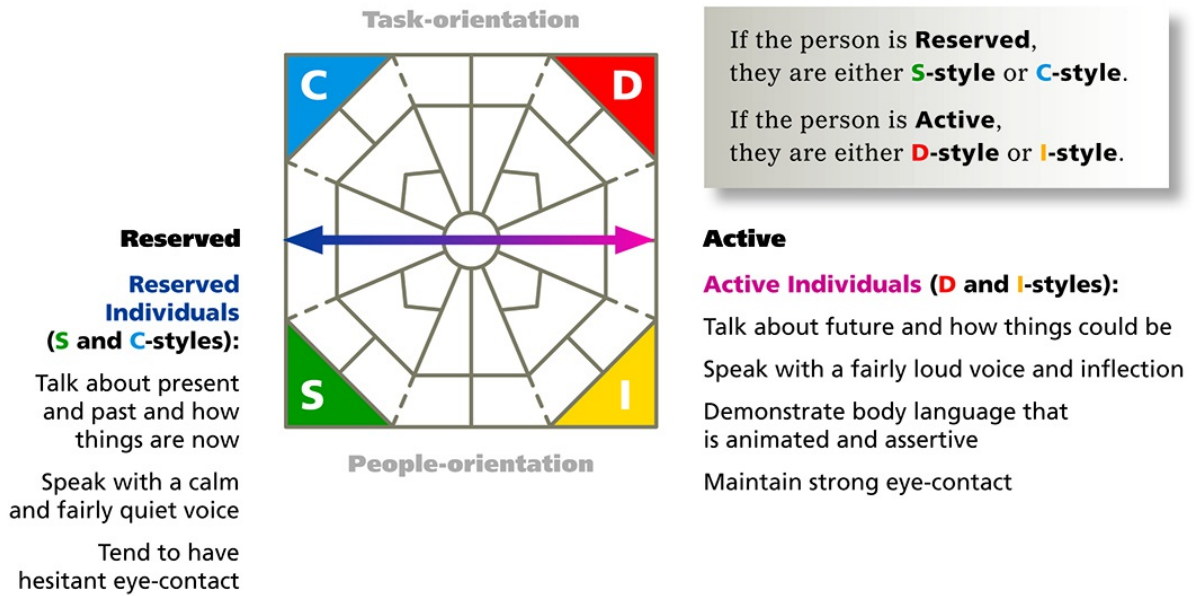




Step 2: Assess

Based on your observations, determine if the prospect is more:

- Active
- Reserved



If the prospect is Active, he/she is either D-style or I-style.

- Talk about future and how things could be
- Speak with a fairly loud voice and inflection
- Demonstrate body language that is animated and assertive
- Maintain strong eye-contact

If the prospect is Reserved, he/she is either S-style or C-style.

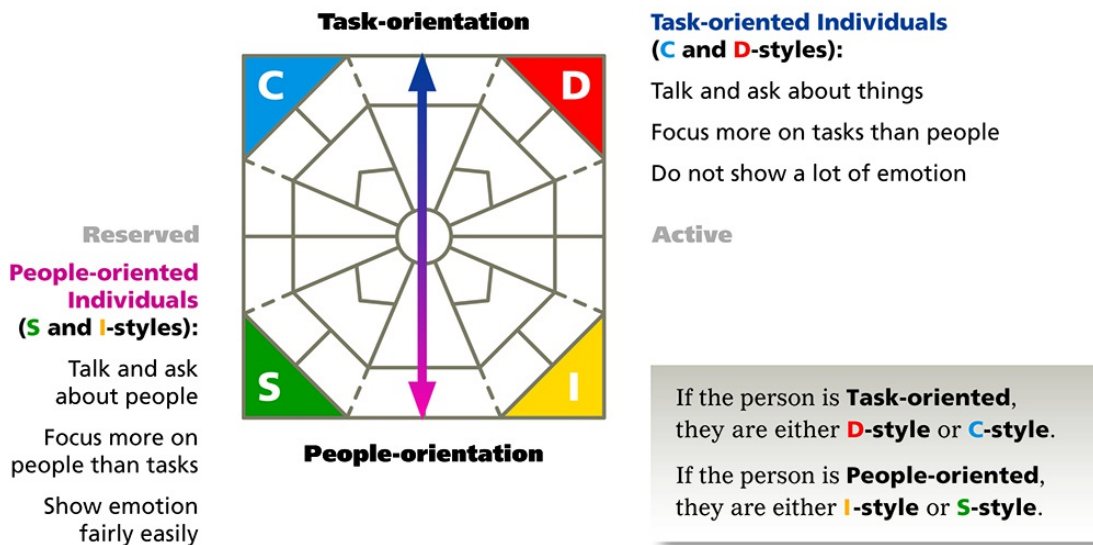
- Talk about present and past and how things are now
- Speak with a calm and fairly quiet voice
- Demonstrate body language that is limited
- Tend to have hesitant eye-contact



Next, determine if the prospect is more:

- Task-oriented
- People-oriented

**Next, determine if the person is more:
Task-oriented or People-oriented**



If the prospect is Task-oriented, he/she is either D-style or C-style.

- Talks and asks about things
- Focuses more on tasks than people
- Does not show a lot of emotion

If the prospect is People-oriented, he/she is either I-style or S-style.

- Talks and asks about people
- Focuses more on people than tasks
- Shows emotion fairly easily



Step 3: Recognize

Now you have the information needed to identify your prospect's style by combining the Active-Reserved and Task-People Orientation.

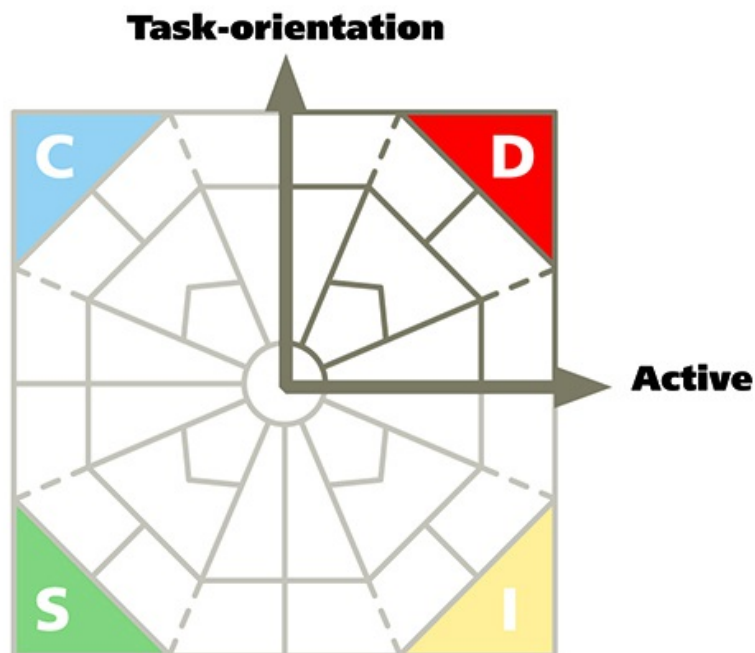
D-style = Active and Task-oriented

This is how to recognize D-styles.

Talks about: Goals, oneself, hard values (\$, revenue, profits) results, change.

How to identify a D-style prospect:

- Is decisive
- Is assertive
- Very impatient
- May interrupt you
- Is direct, says what thinks
- "What's the bottom line?"
- Focuses on the big picture
- States own opinions as facts
- "How does this benefit ME?"
- Often appears to be in a hurry
- Makes decisions quickly, almost hastily
- May talk to many people at the same time
- May have difficulty understanding others' viewpoints/feelings





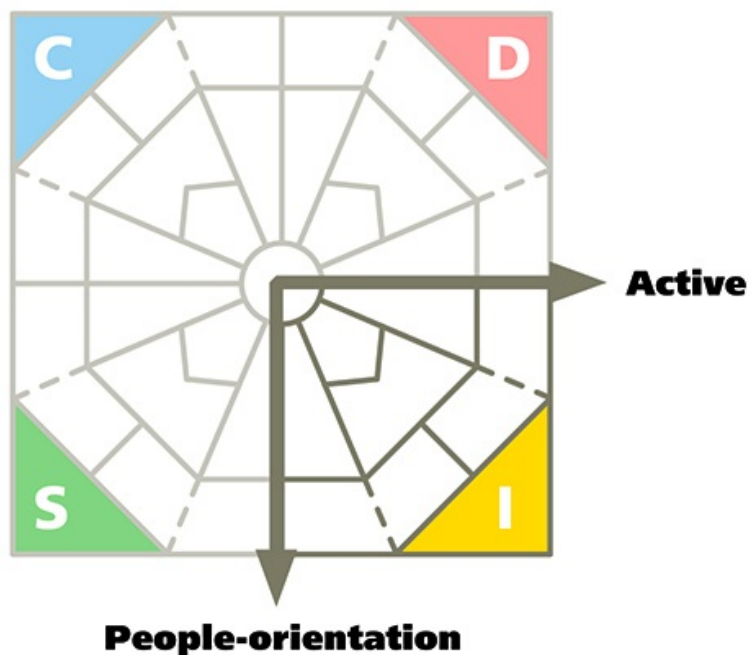
I-style = Active and People-oriented

This is how to recognize I-styles.

Talks about: People, team-spirit, good things, future, oneself

How to identify an I-style prospect:

- Talks a lot
- Is animated
- Is open and friendly
- Appears unorganized
- Does not listen for long
- Stays away from hard facts
- Does not pay close attention
- Jumps from subject to subject
- Does not focus much on details





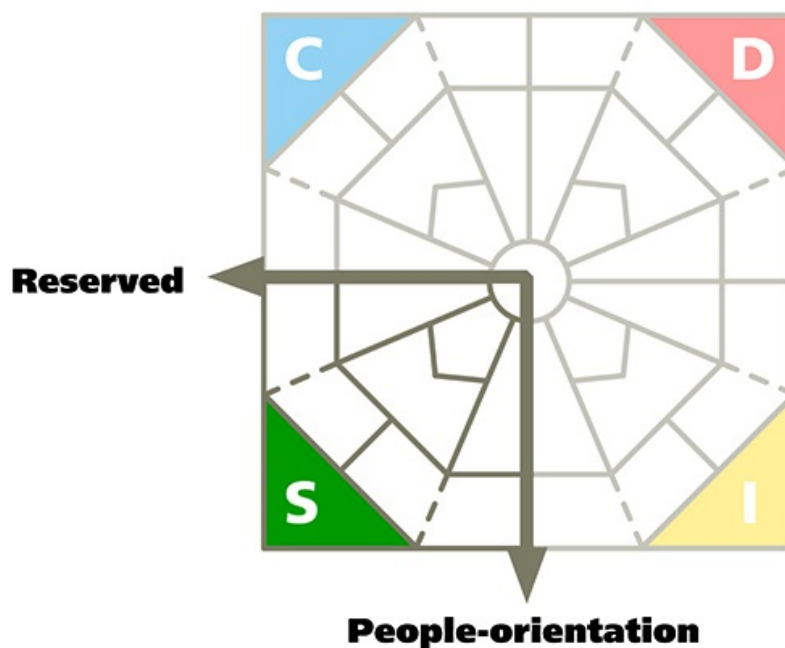
S-style = Reserved and People-oriented

This is how to recognize S-styles.

Talks about: Agreements, principles, past, proofs, one's team

How to identify an S-style prospect:

- Is easy-going
- Appears calm
- Listens carefully
- Appears thoughtful
- Nods and goes along
- "Let me think about it."
- Likes own physical space
- Does not get easily excited
- Ponders alternatives, slow in making decisions
- Asks questions and inquires about the specifics
- Seems have strong opinions but does not express them vocally
- Completely new ideas/things seem to make him/her uncomfortable





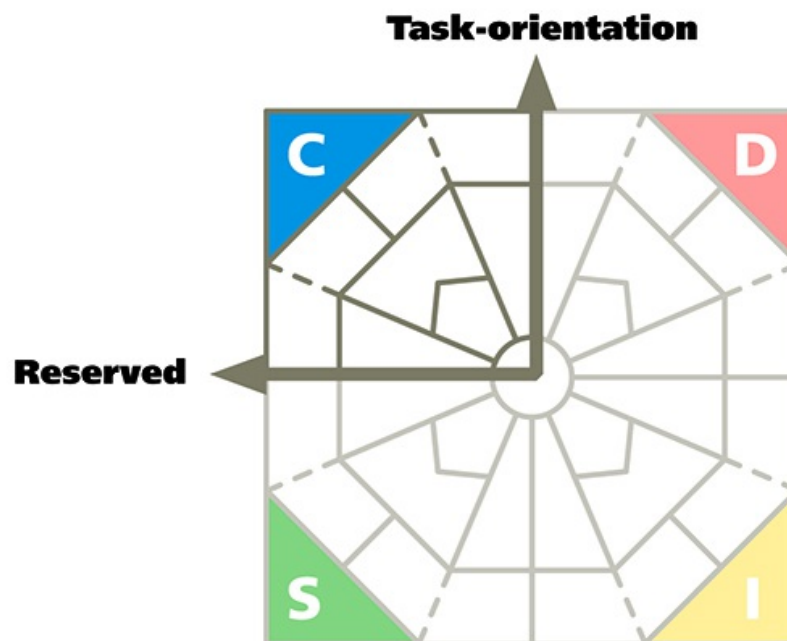
C-style = Reserved and Task-oriented

This is how to recognize C-styles.

Talks about: Facts, analyses, details, rules, instructions

How to identify a C-style prospect:

- Is quiet
- Focuses on details
- Proceeds cautiously
- Asks many questions
- Appears reserved and somewhat timid
- Doesn't easily express disagreeing views
- May have done homework on your products/services
- Studies specifications and other information carefully
- Makes decision only after studying pertinent facts/issues
- May be very critical; criticism based on facts, not opinions





D-style Prospects

"I never worry about action, but only inaction."

- Winston Churchill

The D-style is the most aggressive and assertive of the four styles. D-styles tend to be quite competitive and results-oriented. As a result, you may perceive D-styles as being quite aggressive, blunt and even rude. Under pressure they can appear to have a lack of concern for others. They do not want to lose control. D-styles want to be in charge and have the power.

D-styles prefer to move fast, take risks and get things done now. They like change and challenges. D-styles may also often want to create change.

D-styles can also be impatient and overbearing. They are often not very good listeners and are prone to make snap decisions.

Motto: I did it my way.

Focus: Actively controls tasks and things.

Under pressure - Lack of concern. This refers to D-styles' tendency to overlook how their actions and behaviors affect others.

Fear - Loss of control. This refers to D-styles' desire to be in charge. They do not want to give up control.

Favorite question: What? (What is the bottom line? What is in it for me?)

Communication Style:

- Often to only one direction - he/she talks and expects others to listen
- Expresses own opinions as facts that need no further discussion
- May be blunt and challenges others
- Interrupts others often





Monica, when communicating with a D-style prospect, remember to:

- Show that you are strong but you also respect their strength
- Offer them other topics of discussion but let them decide what to talk about
- Create a friendship that they can control
- Be very logical
- Let them believe that they control the meeting
- Let them decide who talks
- Focus on the topic in your product presentation

Monica, tips on how to develop the relationship with a D-style client:

- Always stay in a role of an expert in only one area - do not try to solve all of their problems
- Do not pretend to them that your relationship is any closer than it actually is
- Do things for them, but never without their knowledge
- Make them aware of how you are outside the work environment but do not make it a separate discussion topic
- Make sure they always owe you a little
- Be friendly, but don't be afraid to state your opinion
- Always be punctual in providing service or support

Monica, what not to do with D-style prospects and clients:

- Do not try to sweet talk them
- Do not be more friendly than they are
- Do not talk for too long - let them control how much you talk
- Never offer them only one option - let them decide
- Never try to be better than they are
- Do not have the last word
- Be careful not to be too personal unless they give you permission to be

Moving the business relationship forward with D-style prospects and clients:

- Sell them only what is the best quality and the latest technology
- Demonstrate how they could benefit from your product/service, but remember to maintain your integrity
- Boost their ego by telling them what they are capable of
- Make it easy for them to make the decision - but let them make it
- Appear as a true professional but still make them believe they know something you do not
- Find out what you can agree upon, and shake hands on it
- Do not pressure them, but set a stage for making a decision





I-Style Prospects

“Why fit in when you were born to stand out?”

- Dr. Suess

I-styles are outgoing, social, and talkative, and like to be the center of attention. They like to interact with others and meet new people. They do not like to focus on details, or spend a lot of time by themselves. Others tend to perceive I-styles as very friendly, enthusiastic and animated.

I-styles are the influencing and interactive individuals who shake up their environment by bringing others into alliance with one another. They know what they want, align everyone together to get it done, and want everyone to like them as they move forward. Social acceptance is very important for I-styles – they like to be liked.

I-styles are talkative, sociable, optimistic and lively. They are people-oriented, spontaneous, energetic and enthusiastic. I-styles tend to be positive and good at influencing others.

I-styles can also be inattentive to details, overly talkative and emotional. They may over-promise because they are so optimistic and eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

Motto: “I am a nice person. Everyone should like me.”

Focus: Actively involved with people and emotions.

Under pressure - Disorganized. I-styles have a tendency to focus so much on people that they may overlook details and tasks.

Fear - Social rejection. I-styles have a strong desire to be liked by others.

Favorite question: Who? (Who is going to be at the meeting? Who else is using this?)

Communication Style:

- Selling and inspiring
- Talks a lot, but not about details
- Avoids unpleasant subjects
- Good at providing positive, constructive feedback
- Not always direct





Monica, when communicating with an I-style prospect, remember to:

- Try to get them to talk
- Let them tell the best story
- Make sure that you are not pushy
- Show that you are also interested in the topic and are not just trying to sell
- Talk briefly and clearly, offering them more opportunities to talk
- Get to the point but do not talk for long
- Be prepared to listen a lot

Monica, tips on how to develop the relationship with an I-style client:

- Although you can get them excited about doing many things, make sure they don't do something that makes them look bad
- Do not always ask for anything - give them something for free
- Boost their ego and put yours aside
- Make sure that you remember what they have told you
- Remember that you are playing their game; it does not really matter what happens to you
- Confirm in writing everything you have agreed upon
- Spend time discussing their real issues and problems

Monica, what not to do with I-style prospects and clients:

- Do not interrupt them if they get excited
- Do not control the discussion
- Do not get them enthusiastic about something they will postpone later
- Do not progress faster than they are willing to
- Do not forget that having fun does not always equal to getting their business
- Do not talk when they would like to talk
- Do not let them drift to another topic

Moving the business relationship forward with I-style prospects and clients:

- Talk about details for so long that they get bored and are ready to sign the deal
- Immediately afterwards, confirm in writing what you agreed upon
- Double check with them on what you have agreed to do next
- Assure them that you will provide them with ongoing support
- Go through everything with them and make buying a natural step in the process
- Give your personal guarantee that this is a good buying decision and that they will be satisfied
- Agree on the deal but give them a one more chance to back out



S-Style Prospects

“Nothing in this world can take the place of persistence. Talent will not; nothing is more common than unsuccessful people with talent. Genius will not; unrewarded genius is almost a proverb.”

- Calvin Coolidge

S-styles are steady, calm and laid back. While they do like interaction with other people, they are more reserved and less animated than I-styles. S-styles prefer things to remain the same because changes and surprises threaten their sense of security. Family and friends tend to be very important to S-styles. They often defend their own group or team almost emotionally; fairness and justice are very important to S-styles.

S-styles are reliable and stable with an emphasis on cooperating with whoever is in charge to carry out the tasks. They say: “Tell me what, when and how you want it done and I’ll be glad to do it.” If you do not give me enough details, I won’t get started because you might blame me if it gets done wrong.”

Since S-styles prefer stability and security, they tend to resist change and need support with it. They want to know how the change will affect their lives. S-styles are also prone to be hesitant in their actions and decision-making. This is primarily caused by their desire to consider others and for everyone to get along.

Motto: If it’s not broken, let’s not fix it.

Focus: Involved with familiar people.

Under pressure - Too willing. S-styles’ have a tendency to be accommodating and polite. Often they say “yes” too easily.

Fear - Loss of stability. S-styles have a desire to have a stable and secure environment. Change can be challenging for S-styles.

Favorite Question: How? (How are we going to do this? How does this impact us?)

Communication Style:

- Often only to one direction, he/she listens
- Answers when asked
- Talks calmly
- Creates trust
- Talks about topics he/she masters
- Better in one-to-one situations
- Good instructor





Monica, when communicating with an S-style prospect, remember to:

- Use a modest tone of voice
- Provide an overview of what you are going to say before you begin
- Listen carefully to what they say
- Demonstrate that you are honestly trying to help them
- Progress step-by-step
- Do not patronize them - even if they let you to
- Provide them with all of the facts they need

Monica, tips on how to develop the relationship with an S-style client:

- Ask their permission to use them as a reference - but only when you know that they will agree
- Regularly send information about the product
- Call them regularly just to ask how they are doing - do not try to sell them anything then
- Create a distant friendship
- Always be thorough and maintain a good service-orientation
- Spend enough time with them - but not too much
- Do not make changes to the product/service without consulting them first

Monica, what not to do with S-style prospects and clients:

- Do not force them to talk before they are ready
- Do not forget to cover every issue
- Do not brag too much
- Do not forget what you have promised
- Do not assume that they like you when they are polite to you
- Make sure that you are not cursory about anything
- Do not forget what they have said

Moving the business relationship forward with S-style prospects and clients:

- Give them a possibility to withdraw
- Do not be superficial
- Tell them logically how things would work
- Bring up the limits of what your product/service can do (what it cannot do)
- Make sure that your written offer is extremely logical
- Get them to plan what they can do with the product/service
- Spend time with them without selling anything



C-Style Prospects

“I have no special talent. I am only passionately curious.”

- Albert Einstein

C-styles are the most analytical of the four behavioral styles. C-styles can be very detail-oriented, focusing on facts, information and proofs. They are comfortable working alone and are the most reserved of the four styles. C-styles are logical and methodical in their approach.

C-styles are cautious and compliant to their own high standards. Their emphasis is to work with the existing circumstances to ensure the quality of the product or service. C-styles make sure that everything works the way it should.

C-styles are sometimes too critical of others. They expect everyone to follow their standards. Their attention to detail and correctness can be perceived as nit-picky by others. C-styles' desire to do things correctly can also slow down their decision-making. They can over-analyze issues and need a lot of information.

Motto: “If we do not have time to do it right, do we have time to do it over again?” As a result, C-styles are good in ensuring quality control.

Focus: Analyzes tasks and things.

Under pressure - Overly critical. C-styles have a tendency to be so focused on the details that they often find mistakes and errors. The other styles may find C-styles too critical.

Fear - Criticism of work. C-styles want to be correct and to produce high-quality work. They do not want to make mistakes.

Favorite question: Why? (Why does it work this way? Why should we do it?)

Communication Style:

- Better in written communication
- Doesn't express disagreeing views
- Includes a lot of facts and details
- May miss the big picture
- Doesn't talk about opinions or abstract matters
- Extremely diplomatic





Monica, when communicating with a C-style prospect, remember to:

- Set aside time proving the quality of your product/service
- Provide them with more facts than they have asked for
- If you require anything from them, state it well in advance
- Be prepared to present all possible details but do not do it before they ask for them
- Cover one topic at a time and do not skip anything too quickly
- Maintain the distance they want to keep
- Make them feel that you are an expert in your topic

Monica, tips on how to develop the relationship with a C-style client:

- Provide all material in writing also - but do not expect them to give feedback on it
- Provide them with material (brochures, samples, etc.) that they can share with their associates and/or friends
- Demonstrate that you are committed to continuous product development
- Be social, but not superficial, when you talk about the product
- Inform them in advance about any unplanned changes to the rules
- Always be accessible to provide support
- Make them successful and do not over-emphasize your contribution

Monica, what not to do with C-style prospects and clients:

- Never allow them to think your product is anything but of the highest quality
- Do not forget to cover the available support and guarantees
- Do not get caught giving inaccurate information
- Avoid trying to take them into situations they would consider silly and professionally not challenging
- Do not forget to ask what they consider important
- Do not ask for a deal before all other options are opted out
- Never lose your professional touch

Moving the business relationship forward with C-style prospects and clients:

- Agree on the after the sale follow-up items before the actual buying decision is made
- Respect their opinion and use it when making your offer
- Offer them an opportunity for professional development if they accept your offer
- Ensure that all of the information you provide them is accurate
- Include their requirements/demands in your offer
- Find out what criteria they have set for evaluating the product/service; focus on them using facts and figures
- For each feature, demonstrate what kind of support and guarantees are available



Personal Action Plan: Your Next Steps

Experience has shown that by creating a concise, simple and specific action plan is the best way to improve performance. To do so, create your "Top 3" lists to help you become more successful.

My Top 3 Start and Stop List:

Based on what you have learned, discovered and realized through this report, list three important items you will **START** doing:

1 _____

2 _____

3 _____

Based on what you have learned, discovered and realized through this report, list three important items you will **STOP** doing:

1 _____

2 _____

3 _____





Prospect Action Plan:

Name of the prospect: _____

The person is:

- 1. Active or Reserved.
- 2. Task-oriented or People-oriented.

Check appropriate boxes below:

Task-orientation

Talks about:
Facts, analyses, details,
rules, instructions

Talks about:
Goals, oneself, hard values,
results, change

Active

Reserved

Talks about:
Agreements, principles,
past, proofs, one's team

People-orientation

Talks about:
People, team spirit,
good things, future, oneself

The prospect's style is _____.

My Strategy:

Top 3 "Dos": (Examples: Be more direct, take time to chat)

- 1 _____
- 2 _____
- 3 _____

Top 3 "Don'ts": (Examples: Talk about details, proceed to quickly)

- 1 _____
- 2 _____
- 3 _____