SALES PROFILE

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INTRODUCTION

Elizabeth, have you ever wondered why connecting with some customers is easier for you than with others?

Maybe you’ve noticed that you have an easier time working with customers who look for the quality and dependability in an offering.

Or, maybe you’d rather interact with customers who take a skeptical, analytical approach than those who expect excessive optimism.

Or, perhaps you relate best to customers who are more reserved than expressive.

Welcome to Everything DiSC® Sales! The DiSC® model is a simple tool that’s been helping people connect better for over thirty years. This report uses your individual assessment data to provide a wealth of information about your sales priorities and preferences. In addition, you’ll learn how to connect better with customers whose priorities and preferences differ from yours.

Cornerstone Principles

- All DiSC styles are equally valuable and everyone is a blend of all four styles.
- Your DiSC style is also influenced by other factors such as life experiences, education, and maturity.
- Understanding yourself better is the first step to becoming more effective when working with others.
- Learning about other people’s DiSC styles can help you understand their priorities and how they may differ from your own.
- You can improve the quality of your sales interactions by using DiSC to build more effective relationships.

Dominance
- Direct
- Results-oriented
- Firm
- Strong-willed
- Forceful

Influence
- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

Conscientiousness
- Analytical
- Reserved
- Precise
- Private
- Systematic

Steadiness
- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful
YOUR DiSC® OVERVIEW

How is this report personalized to you, Elizabeth?

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

Your Dot

As you saw on the previous page, the Everything DiSC model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person’s dot might be located.

Your DiSC® Style: C

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

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, no dot location is better than another. All DiSC styles are equal and valuable in their own ways.

Close to the Edge or Close to the Center?

A dot’s distance from the edge of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. Your dot location is about halfway between the edge of the circle and the center, so you are moderately inclined and probably relate fairly well to the characteristics associated with the C style.

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

Your DiSC Style: C

Because you have a C style, Elizabeth, you probably take a logical, objective approach to ensure accuracy for your customers. You tend to be quite systematic, and you may enjoy creating standards that help bring about efficient, high-quality outcomes. Because you like to maintain a sense of order, you may become annoyed when people don’t adhere to accepted rules and guidelines.

Salespeople with the C style tend to be quite cautious. Because you want to avoid mistakes, you usually take time to think things through before making choices. Consequently, it may be stressful for you to make a decision when the outcome is unpredictable or you don’t have enough information. You may overanalyze a situation in hopes of gaining an unrealistic level of certainty.

Compared to most people, you may be particularly hard on yourself for being wrong. And although this may push you to be your best, it may also keep you from taking chances that could prove beneficial. Likewise, because you tend to place so much value on your knowledge, you may waste time beating yourself up when you make a mistake.

You may have a strong questioning side as well. Because you place a high value on reasoning and analysis, you’re unlikely to accept new ideas or plans at face value. As a result, you may question agreements even after your customers feel ready to move ahead, and they may see you as a roadblock to progress.

Even if you like having other people around, you probably prefer to work alone. This allows you to get absorbed in strategies and do in-depth problem solving. You prize independence, preferring to figure things out for yourself rather than ask for help. This doesn’t mean that you don’t enjoy contributing to a team. In fact, you may appreciate the chance to give advice and share your expertise.

You’re probably pretty private with personal information, unless you know someone really well. You may also be uncomfortable mingling with strangers at social events and find it difficult to enter casual situations where the rules are unclear. You tend to be particularly uncomfortable around customers who show a lot of emotion. You may even feel embarrassed for people who express what seems like too much anger, sadness, or affection. You probably show a lot of self-control and hope your customers will as well. On the rare occasions that others do see your emotions, you may feel a sense of vulnerability.

Despite your mostly mild appearance, you may get annoyed when you think logic and facts are being ignored. Given the choice between starting a fight and giving in, you may appear (at least on the surface) to give in. However, you may find more subtle ways to show your anger or get your way. For instance, you may withhold information or slow down progress by digging in your heels.

Although you pride yourself on the quality of your work, you may shy away from public recognition. And assuming that others share this preference, it may not occur to you that certain people may want more open praise or compliments from you.

Elizabeth, like others with the C style, your strongest assets as a salesperson may include your insistence on precision, your quiet diligence, and your ability to find practical solutions to complex problems. In fact, these are probably some of the qualities that customers admire most about you.
YOUR DiSC® PRIORITIES & SHADING

Your Shading Expands the Story

Elizabeth, while your dot location and your DiSC® style can say a great deal about you, your map shading is also important.

The eight words around the Everything DiSC map are what we call priorities, or the primary areas where people focus their energy. The closer your shading comes to a priority, the more likely you are to focus your energy on that area. Everyone has at least three priorities, and sometimes people have four or five. Having five priorities is no better than having three, and vice versa.

Typically, people with the C style have shading that touches Quality, Dependability, and Competency. Your shading stretches to include Sincerity, which isn’t characteristic of the C style.

What priorities shape your sales experience?

► Ensuring Quality
Elizabeth, you tend to make it clear to customers that you share their desire to find effective solutions. Rather than simply asserting the superiority of your product or service, you probably use facts and evidence to reinforce your claims. Most likely, you won’t promise more than you can deliver. Because ensuring high quality is important to you, you do your best to convince customers of the value in your offering.

► Displaying Competency
You’re probably well informed about all areas of your offering, and you tend to exhibit your knowledge as you interact with customers. Furthermore, you’re probably just as thorough when it comes to analyzing how your product or service fits with your customer’s needs. You work hard to gain knowledge and expertise because displaying competency during the sales process is important to you.

► Emphasizing Dependability
You probably emphasize the reliability of your product or service. Most likely, you encourage your customers to examine the data and evidence of what you’re selling to illustrate the long-term security you are offering them. Overall, you focus on convincing customers that they are buying a stable, dependable product that you’re willing to defend.

► Showing Sincerity
Likewise, you place a high priority on being genuine with your customers, although this is not typical of your style. You probably make an effort to understand people’s unique situations, making it apparent that you want to help solve their problems. In this way, you show them that you’re not just out to close a deal, and through your sincerity, you alleviate any fears they might have about being taken advantage of.
YOUR SALES STRENGTHS

How do you excel as a salesperson?

Elizabeth, because you have the C style, you probably emphasize the high quality and unique characteristics of your product or service. Most likely, it’s important to you to be regarded as an expert, so you may strive to make your presentation stronger by verifying all the data and diminishing the chances of being wrong. Consequently, people probably see you as competent and knowledgeable.

In addition, you probably consider dependability and follow-up to be crucial. You likely take your reputation seriously, so you try to ensure that people can rely on both you and your product. In fact, you may remain available to answer questions and solve problems even after the deal is complete. Furthermore, unlike others with the C style, you have an additional priority that may impact your strengths. You show a sincere interest in listening to customers, and they probably believe that you’ll find the best answer for them.

You may identify with some of the following statements:

<table>
<thead>
<tr>
<th>Quality</th>
<th>Competency</th>
<th>Dependability</th>
<th>Sincerity</th>
</tr>
</thead>
<tbody>
<tr>
<td>• I back up claims about my</td>
<td>• I'm orderly and well-organized.</td>
<td>• I do my homework so that I understand the customer's</td>
<td>• I'm diplomatic with people.</td>
</tr>
<tr>
<td>product or service with data</td>
<td>• I help people understand complicated ideas.</td>
<td>business and needs.</td>
<td>• I genuinely care about customers.</td>
</tr>
<tr>
<td>and evidence.</td>
<td>• People can sense that I know the ins and outs of my</td>
<td>• I walk people through the process in a logical and</td>
<td>• People sense that I believe in the product</td>
</tr>
<tr>
<td></td>
<td>business.</td>
<td>methodical way.</td>
<td>or service I’m offering.</td>
</tr>
<tr>
<td></td>
<td>• I keep careful track of important details.</td>
<td>• I keep the discussion on track and focused.</td>
<td>• I help people feel relaxed during our</td>
</tr>
<tr>
<td></td>
<td>• I do my best to understand how my product or service</td>
<td>• I avoid getting distracted or going off on tangents.</td>
<td>interactions.</td>
</tr>
<tr>
<td></td>
<td>fits with the customer’s needs.</td>
<td>• I quickly see the connections between the customer’s</td>
<td>• People can sense that I’m sincere.</td>
</tr>
<tr>
<td></td>
<td>• I look for logical answers to people’s problems.</td>
<td>needs and my product or service.</td>
<td>• I trust people to make good decisions.</td>
</tr>
<tr>
<td></td>
<td>• I avoid making outlandish or exaggerated claims about</td>
<td>• I keep track of important details.</td>
<td></td>
</tr>
</tbody>
</table>
YOUR SALES CHALLENGES

What is difficult for you as a salesperson?

Just as there are areas where you excel as a salesperson, there are other aspects of your job that you may find more challenging. Based on your answers to the assessment, your lowest three priorities are highlighted below. It’s impossible to focus on everything, but that doesn’t mean you can’t learn to understand and overcome these challenges.

You’re probably good at pointing out the dependability of what you’re offering, but since you may not always emphasize the bottom line, more driven customers may lose interest. Furthermore, your lack of enthusiasm may fail to generate much excitement for your product or service. And because action is a low priority for you, your more fast-paced customers may become impatient.

You may identify with some of the following statements:

**Results**
- I may neglect to emphasize results or the customer’s bottom line.
- I may not show a desire for immediate results.
- I may spend more time on the quality of my product or service than on the bottom line.
- I may expand on the intricacies of my offer instead of the simplicity.
- I may give customers so much space that they fail to commit.

**Enthusiasm**
- I may fail to get customers excited about my product.
- At times, I can appear to be aloof or distant to customers.
- I emphasize facts and figures rather than intuition and passion.
- I can have difficulty showing outward passion and enthusiasm.
- I can come across as pessimistic or skeptical.

**Action**
- I sometimes approach conversations in an overly logical or analytical way.
- I can get bogged down in specifics.
- I can go into lengthy analyses that confuse or bore some customers.
- I sometimes take the process too slowly.
- I may become flustered if customers don’t agree with me after I’ve demonstrated something logically.
RECOGNIZING THE DISC® BUYING STYLES

Just as your sales style can be described by the Everything DISC® Sales Map, your customers can be placed on the map as well. This section will help you recognize the different DISC buying styles and better understand the different priorities of each type of customer.

D Style
As you can see on the map, customers who tend toward D (Dominance) are both fast-paced & outspoken and questioning & skeptical. In general, they tend to be assertive, confident, and bold, and they are not afraid to express their opinions. These customers often know what they want and make up their minds quickly, even if the decision is important or complicated. In addition, “D” individuals have a take-charge attitude that may cause them to dominate conversations with others.

i Style
Customers who tend toward i (Influence) are both fast-paced & outspoken and accepting & warm. In general, they tend to be extroverted, optimistic, and energetic. They may see the sales process as an opportunity to socialize with others and, therefore, they may try to establish a personal relationship with the salesperson. For this reason, “i” people are likely to appreciate small talk or even tangential conversations that have little to do with what you’re selling. They may be more interested in creating a friendly, informal atmosphere.

S Style
Customers who tend toward S (Steadiness) are both accepting & warm and cautious & reflective. In general, they tend to be accommodating, soft-spoken, and humble. Even though they are friendly and agreeable, they also tend to be careful, sometimes reluctant, decision makers. Most likely, they want to be absolutely sure that a decision is the right one before they commit. In addition, they often avoid change and are hesitant to take on new ways of doing things.

C Style
Customers who tend toward C (Conscientiousness) are both questioning & skeptical and cautious & reflective. In general, they tend to be reserved, analytical, and systematic. They carefully consider all their options, and they are unlikely to display great enthusiasm or animation, even if they like what they see. “C” customers want to stick to the facts, and they have little use for small talk or attempts to steer the discussion into more personal territory. In fact, they feel manipulated if a salesperson attempts to get too personal too quickly. These customers base decisions on objective information rather than emotion or intuition.
RECOGNIZING THE D BUYING STYLE

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

With “D” customers, you may notice

- Assertive, results-oriented demeanor
- No-nonsense attitude
- Fast, action-oriented pace
- Straightforward or even blunt way of speaking
- Willingness to take risks
- Open skepticism
- Impatience with small talk
- Eagerness to control discussions
- Tough-minded approach
- Quick, decisive style

Imagine you are interacting with a customer who has the D style. You probably notice right away that she is a go-getter who is interested in what your product or service will do for her. She cuts right to the chase and wants you to tell her the bottom line. You tend to be more reserved, so you may find her direct, forceful approach to be overly aggressive. And because you prefer a calm, orderly environment, you may not appreciate when she pushes insistently for results.

This individual appears fast-paced and outspoken, which may not always mesh with your tendency to take things at a moderate pace and approach decisions cautiously. You’ll probably notice she likes to think big and seek immediate results, so she may be impatient with your preference to carefully analyze issues and sort through the details. She wants to get right down to business and move briskly toward a conclusion. In addition, she may speak plainly about her needs and could be quite blunt in assessing your offer.

Furthermore, she seems to share your preference to be questioning and skeptical. She may need to be convinced that a product or service is as good as presented, and she’s unlikely to accept your opinions immediately, even if you’ve had a long-term relationship with her. Also, you may observe that she doesn’t have any trouble being critical when something doesn’t ring true. For this reason, she may appreciate your tendency to avoid emotional appeals and stick to the facts.
RECOGNIZING THE i BUYING STYLE

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

With “i” customers, you may notice:

- Upbeat and enthusiastic approach
- Positive outlook
- Friendly demeanor
- Reliance on intuition or gut instinct
- Fast, action-oriented pace
- Interest in forming personal relationships
- Consideration of other’s feelings
- Eagerness to meet new people
- Tendency to make small talk
- Willingness to try innovative or groundbreaking ideas

| To you, people with the i style may seem: | Talkative | Emotional | Scattered | Naive |

Now, imagine you are interacting with a customer who has an i style. He seems to love meeting new people and engaging in friendly chitchat. You notice right away that he is full of energy and wants to be excited about your product or service. However, you probably don’t relate to his outward enthusiasm or his tendency to freely express his thoughts and feelings. To you, he may often seem overly optimistic, and because you tend to be more reserved, you may have trouble with his frequent attempts to make small talk.

This individual appears fast-paced and outspoken, which may not line up well with your preference to take matters slowly and consider the details carefully. He gets excited about potential breakthroughs, and he may be very interested in products or services that can lead to innovative developments. You’ll probably notice that he wants to keep things moving forward and may appear restless or bored if you thoroughly analyze options or explain the nuances of what you’re offering. Since you prefer to keep the deal structured and systematic, you may find his spontaneity and flexibility to be exhausting.

Furthermore, he may come across as more accepting and warm than you usually are. He wants to interact with people and get to know them better, which may make you uncomfortable. Because he prioritizes the value of personal relationships, he feels he has to know more about the person he’s doing business with before signing up for the product or service. You’re more reserved and interested in focusing on the task at hand, so his push for a personal bond may seem irrelevant, inappropriate, or unprofessional to you.
What are some behaviors that can help you identify “S” customers?

With “S” customers, you may notice

- Agreeable and welcoming manner
- Softer way of speaking
- Moderate, methodical pace
- Attentive, patient listening skills
- Calm, gentle demeanor
- Frequent displays of modesty and accommodation
- Reluctance to commit quickly
- Caution or hesitancy when making decisions
- Even temper
- Avoidance of change

To you, people with the S style may seem:

Uncritical
Compliant
Flexible
Diplomatic

Now, let’s imagine you are interacting with a customer who has the S style and shares your priority on sincerity, which isn’t typical of someone with the C style. To you, he seems even-tempered and accommodating, and you share his interest in making your interactions feel more comfortable. However, while you probably appreciate that he is a very patient, attentive listener, you tend to be more skeptical than he is. In contrast, he seems to more easily trust what people have to say and extend the benefit of the doubt.

He has a very accepting and warm demeanor, while you may be a little more reserved and formal with people, especially if you do not know them well. Unlike you, he tends to keep his concerns to himself because he doesn’t want to burden others or appear unreasonable. Therefore, when discussing issues with him, you may notice that he first wants to establish a relationship based on trust rather than focus on facts and quality.

You may share this customer’s appreciation of a slower and more careful pace. He is cautious and reflective, which may appeal to your methodical nature. Like you, he expects a high level of predictability, and he thinks carefully before committing to a product or service. Because you are prone to analysis, his attention to detail may strike you as safe and reasonable. To you, this person may seem hesitant about change and big decisions but reluctant to say why.
RECOGNIZING THE C BUYING STYLE

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

With “C” customers, you may notice:

- Professional, even stoic demeanor
- Slow, methodical pace
- Reliance on logic and reason
- Avoidance of emotional expressions
- Discomfort with small talk or personal questions
- Open skepticism
- Caution when making decisions
- Private, reserved nature
- Desire to have things be exact
- Interest in details

Imagine you are interacting with a customer who also has the C style and, like you, tends to be very analytical and focused on quality. She keeps the facts of the situation in mind and carefully studies her options without losing track of the details. Furthermore, she doesn’t respond well to emotional appeals or overly friendly approaches. In fact, she may become quite annoyed with these tactics. Therefore, she probably appreciates your tendency to emphasize specifics and provide objective evidence.

This individual tends to share your questioning and skeptical nature. As with you, having competency is important to her, so she usually does her research and enters discussions with at least a basic understanding of the situation. For this reason, she may respond negatively if she feels her knowledge is being questioned, and having her assertions contradicted may cause her to withdraw from the situation. However, she will probably appreciate that you are usually well prepared for her questions, and your tendency to provide a logical, rational basis for your solutions may help prove your competency to her.

You’ll probably notice that this customer shares your preference to be cautious and reflective. She wants to know that a product or service is as error-free as possible and that the chance of unpleasant surprises has been minimized. Therefore, your tendency to emphasize logical and reliable solutions will appeal to her interest in solid, long-term choices. However, because you both tend to analyze options at length, you may wind up weighing the pros and cons of various ideas past the point of effectiveness.
UNDERSTANDING WHAT DRIVES “D” CUSTOMERS

What do “D” customers prioritize?

They Expect Bottom-Line Results
Compared to you, “D” customers place a higher priority on concrete results. They can be insistent in wanting to know the direct effect that a product or service will have on their business. They look for immediate developments and quick, uncomplicated returns on their investments. These individuals are skeptical of emotional appeals and display impatience with people who try to schmooze them, and they share your distaste for excessive banter or exaggeration. “D” customers keep their goals in mind, and their decisions are based on how they can best achieve tangible success.

They Expect Competency From a Salesperson
Like you, “D” customers prioritize competency in both themselves and others. However, while you likely interpret this concept as a reliance on knowledge and expertise, these individuals may translate it into respect for confidence and a “can-do” approach. They want to know that a person will fulfill his or her side of the deal and, like you, they may be reluctant to give second chances to people who make mistakes at crucial points. They expect others to do some homework to understand their business needs without a lot of hand-holding. In general, they expect any person who wants their business to earn their respect.

They Expect Quick Action and Forward Motion
In addition, “D” customers take action and, in contrast to you, they have little patience for lengthy discussions or complicated analyses. They want to know the key points and essential components, which often helps them make up their minds quickly. Once they have reached a decision, these individuals may have trouble changing their opinions, and they may express irritation if asked to reconsider or pressed to discuss additional options. Further, unlike you, they seldom enjoy long, involved projects that require a lot of preparation or detailed work. They like to make a decision and see an immediate effect.
UNDERSTANDING WHAT DRIVES “i” CUSTOMERS

What do “i” customers prioritize?

They Expect Enthusiasm and Excitement

Customers who tend toward the i style appreciate enthusiasm, and for this reason, they want to feel excited about a product or service. They rely on their intuition to tell them if an offer is what they’re looking for, which is in contrast to your tendency to base your decisions on logic and facts. These individuals need to be inspired by an idea to fully commit to it, so they want people to display outward passion or enthusiasm about their own products or services. Also, when making decisions, they’re particularly attracted to options that are fun and exciting as opposed to your frequent emphasis on logical and practical considerations.

They Expect Quick Action and an Immediate Impact

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

They Expect Friendly and Trusting Relationships

In addition, “i” customers prioritize personal relationships. They want to get to know the person they are doing business with before committing to anything, which is in contrast to your tendency to keep things on a professional level. They place a strong value on trust, and they need friendly interactions to create this bond. Unlike you, they’re willing to devote much of the interaction to discussing feelings, opinions, and ideas that are not strictly related to the offer.
UNDERSTANDING WHAT DRIVES “S” CUSTOMERS

What do “S” customers prioritize?

They Expect Sincerity and a Genuine Approach

“S” customers appreciate sincerity, which is a priority you share even though it’s less common for someone with the C style. Like you, they want to know people are being honest before they truly feel comfortable, though you tend to be a bit more reserved. In their desire to appease people, they may allow others to dominate the conversation, which gives the impression that they can be easily persuaded. However, these individuals want people to take a thoughtful and genuine approach, and they are unlikely to make a full commitment unless they feel that they can really trust a person.

They Expect a Trusting Relationship

These individuals strive for the comfort of trustworthy relationships, while you tend to focus on logic and facts. An “S” customer wants the security of knowing that you care about him or her as a person rather than just as a customer. These individuals need to know that you’re interested in their unique situations. However, they may be slow to open up and often look for others to reveal their personal sides first.

They Expect Dependability From the Salesperson and the Offer

“S” customers want assurances of dependability, as you do. Because these individuals are naturally cautious, they need to know that you’ll be around to give them support if things don’t go as planned. Like you, they are also unlikely to be satisfied with vague promises or unexplained details. For this reason, specifics or any sort of guarantee may provide the concrete reassurance they need.
UNDERSTANDING WHAT DRIVES “C” CUSTOMERS

What do “C” customers prioritize?

They Expect High-Quality Products and Services

Like you, “C” customers value quality. They may analyze the specifics of an offer and ask probing questions about its features, as you tend to do. They’re unlikely to be satisfied with responses that fail to provide the details or evidence that they need to evaluate the effectiveness of a product or service. These individuals maintain high standards that are similar to your own preferences, and they have to be confident in the offer’s merit before they commit.

They Expect Dependability and Accountability

Furthermore, “C” customers look for dependability in products, services, and the people they do business with. Like you, these individuals do not like to be surprised, and they want to be sure that there will not be problems down the line, such as hidden charges, flawed products, or inferior service plans. Similar to you, “C” customers are naturally skeptical, so they want to be assured that people do not promise more than they can deliver. They need to know that you’ll be around to take responsibility if things don’t go as planned.

They Expect Competency and Expertise From Salespeople

Finally, like you, “C” customers want to see competency during their interactions. They know their business, and they expect the same from you. They like working with experts who can support their claims with evidence and details, as you tend to do. Further, they like to see that a person can talk through an idea in a manner that’s logical and analytical, which may match your tendency to stick to facts and avoid exaggeration.
Now that you recognize your priorities and have an idea of what motivates different types of customers, we’ll look at how to adapt your behavior in order to get the most out of the sales process.

**Finding Common Ground**

On the following pages, you will find out how your selling priorities mesh or clash with the tendencies of different customers.

Your position on the DiSC® Sales Map indicates a natural inclination toward certain priorities, so you may find that adapting to customers with these same preferences is somewhat easy.

For example, as shown in the illustration to the right, the salesperson tends toward the S style. As such, he or she may find it relatively easy to adapt to customers who prioritize Sincerity, Dependability, and Relationships.

**Learning to Adapt**

However, your three lowest priorities (as discussed on page 7) may present you with the most difficulty when it comes to adapting your behavior.

For example, the same “S” salesperson may find it more difficult to adapt to the “D” customer who prioritizes Results, Action, and Competency, because these happen to be the “S” salesperson’s lowest priorities.

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

The following pages provide specific strategies you can use to stretch beyond your natural preferences to make the selling process more productive, regardless of the type of customer you are interacting with. In essence, you will learn how to adapt for the benefit of your customer.
ADAPTING YOUR C STYLE TO “D” CUSTOMERS

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

- More focused on bottom-line results
- More likely to move at a fast pace
- Equally likely to be skeptical
- Just as likely to be challenging
- Less likely to analyze the details
- Less cautious

Strategies for Interaction

Address the Need for Results

“D” customers have a strong drive to get immediate results and achieve success quickly. Because they want to know about the concrete impact of your product or service, you might want to spend less time expounding on the quality or intricacies of your offer and more time showing how you can affect their bottom line. These individuals can be quite driven, so you may get through to them if you emphasize how your product or service can help them accomplish their goals simply and efficiently.

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

Move Toward Definitive Action

“D” customers make quick decisions about whether a product or service can help them, and their desire for immediate action and forward momentum could clash with your tendency to go over details and options carefully. Get to the gist of your offer quickly because they may get impatient with your preference to explain the nuances of your product or service. Focus on areas that are directly relevant to the “D” customer and refrain from going heavily into the specifics. Let them know that they can expect immediate action.

- Get to the point.
- Avoid getting bogged down in the details.
- Show them how you can get things rolling quickly.

Prove Your Competency

“D” customers are self-assured and confident, so they don’t respond well to people they have to coddle. Show these individuals that you can take control of the situation and get things done without a lot of hassle on their part. If you project a “can-do” attitude, they’re more likely to have faith in your abilities. Without coming across as aggressive or challenging, work to be as straightforward and self-assured as possible.

- Show respect for their authority.
- Gain respect by appearing confident.
- Be prepared to answer tough questions directly.
Compared to You, “i” Customers Tend to Be:

- More likely to keep things moving at a fast pace
- More upbeat and enthusiastic
- More sensitive to people’s emotional needs
- Less logic-focused and objective
- Less cautious
- Less likely to stay on topic

Strategies for Interaction

Increase Enthusiasm for the Process

These individuals are frequently energetic and upbeat, while you are more likely to be reserved and logical. As a result, you may have difficulty matching the “i” customer’s high level of enthusiasm, and he or she may view you as detached or even uptight. Consider reinforcing their naturally optimistic point of view, and you may get these individuals to focus their enthusiasm on your offer.

- Communicate new possibilities.
- Capitalize on their natural optimism.
- Allow them to express their thoughts.

Move Toward Productive Action

These individuals want to know about the exciting possibilities of your product or service so they can hit the ground running, and they don’t want to dwell on the specifics or study complicated analyses. Your tendency, therefore, to carefully explain nuances and delve into details may cause them to lose interest in your product or service. Remember to summarize as much information as you can and allow the “i” customer to pace the discussion.

- Provide testimonials of others’ success.
- Don’t give more detail than is necessary.
- Communicate new possibilities and innovation.

Build a Positive Relationship

These individuals may try to get to know more about you personally, which could clash with your tendency to keep the emphasis on business. While you may believe that their focus on a personal relationship is inappropriate, “i” customers may feel slighted if you rebuff their attempts at friendship. Therefore, it may be helpful for you to make an attempt to be more open and accepting toward them.

- Let them be the center of attention.
- Ask casual, open-ended questions that allow them to talk and tell their stories.
- Answer their questions about you, if appropriate, before returning to business.
ADAPTING YOUR C STYLE TO “S” CUSTOMERS

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

- More focused on building friendly relationships
- Just as accommodating toward others
- Equally focused on the consistency and dependability of products and services
- Equally likely to take things at a slower pace
- Less skeptical of people
- Less analytical and logic-focused

Strategies for Interaction

**Address the Need for Sincerity**

“S” customers have a high need for sincerity when they are doing business. You share this priority and tend to take a genuine approach, which is uncommon for someone with a C style. However, because you tend to be fairly reserved, these customers may have trouble accepting that what you have to say is sincere and heartfelt. Therefore, it may be helpful for you to express your thoughts about their situation in personal terms rather than in a strictly logical manner.

- Allow them to express their feelings.
- Show that you empathize with their problems and concerns.
- Let them get comfortable with a decision, without giving them so much time that they never commit.

**Build a Trustworthy Relationship**

“S” customers want to establish a friendly relationship with people before they make a commitment, while you are more likely to focus on objective matters such as the quality of your product or service. These individuals may take time to find out more about you. If you stick strictly to the facts, they may feel distant from you and be hesitant to communicate their real concerns. Consider taking the time to establish a more personal, friendly atmosphere to ensure their comfort in moving forward.

- Be informal and low pressure.
- Explore their doubts, because they may be hesitant to tell you their real concerns.
- Respond to their efforts to get to know you, to the degree that you feel comfortable.

**Give Assurances of Dependability**

Like you, “S” customers are cautious decision makers, so your tendency to emphasize stability and careful planning may resonate with them. These individuals are less interested in daring or bold ideas, which could match your focus on dependable options and logical solutions. They may appreciate your tendency to lay out information for them in a systematic, clear manner. Build on this trust by showing them that your offering is a reliable decision in the long term.

- Provide concrete demonstrations when appropriate.
- Give them the details and documentation they need.
- Draw their attention to guarantees, testimonials, or other specifics that offer security.
ADAPTING YOUR C STYLE TO “C” CUSTOMERS

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

- Equally analytical and logic-focused
- Just as likely to move at a slow, careful pace
- Similarly focused on the quality of products and services
- Equally interested in the details
- Just as focused on the task at hand
- Equally as formal and reserved toward others

Strategies for Interaction

Emphasize High Quality

“C” customers place great value on the quality of a product or service, which lines up well with your own high standards. These customers may scrutinize any offer for flaws or deficiencies, and you in turn may encourage them to analyze the quality of your offer to their satisfaction. Further, your preference to offer evidence for your claims may ease their concerns about quality.

- Have as many details and facts at your fingertips as possible.
- Demonstrate your high standards for quality.
- Emphasize the advantages of your product or service.

Display Expertise and Competency

“C” customers like to work with people who can present their offers in a logical and rational manner, which matches your own tendency to be fact-based and objective. They’re much more likely to view you as competent and trustworthy if they see that you can make a logical case. These customers also expect a high level of expertise. Give them a chance to see how much experience you’ve had in your field so they can trust that you know your business.

- Use a factual, somewhat unemotional approach.
- Give them the chance to show their own competence and knowledge.
- Provide the logic and reasoning behind your suggestions or conclusions.

Address the Need for Dependability

“C” customers are often cautious when making a big decision. They tend to shy away from feel-good options in favor of solid long-term choices. Because you’re probably a careful decision maker as well, you may understand their need to digest information thoroughly and methodically before making a commitment. These customers also want time to analyze the specifics and go over the details, so it may be helpful for you to give them space to study your track record or the history of your product or service.

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

Step One
First, think about a key customer. Consider whether this person tends to be more:

Fast-paced & Outspoken
OR
Cautious & Reflective

(Circle a group of words on the top or bottom.)

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

Questioning & Skeptical
OR
Accepting & Warm

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

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

(Circle the customer’s DiSC style.)
ACTION PLANNING

Understand Your Profile

After gaining a better understanding of the different styles and priorities described on the previous pages, think about how you may best interact with a particular customer. Then, answer the questions below.

1. What are your customer’s priorities?

2. If these priorities are different than your own, which come most naturally to you, and which come the least naturally to you?

3. If you share the same priorities, what might be the source of your challenges?

4. How might your awareness of the differences or similarities in your priorities affect your relationship?

Develop an Action Plan

Choose one of your customer’s priorities to focus on and answer the questions below to create an action plan for a successful selling interaction.

1. What steps can you take to address your customer’s expectations?

2. How might you rephrase or reposition your typical delivery to be more compatible with this priority?

3. What resources or options do you have for trying to address his or her expectations?

4. How and when can you practice meeting this priority?

5. How might you solicit feedback on how well you are meeting your customer’s priorities?
OVERVIEW OF THE DiSC® STYLES

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

DOMINANCE

Priorities: getting results, taking action, displaying competency

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

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

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

Limitations: lack of concern for others, impatience, insensitivity

INFLUENCE

Priorities: offering enthusiasm, taking action, building relationships

Motivated by: social recognition, group activities, friendly relationships

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

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

Limitations: impulsiveness, disorganization, lack of follow-through

CONSCIENTIOUSNESS

Priorities: ensuring quality, emphasizing dependability, displaying competency

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

Fears: criticism, slipshod methods, being wrong

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

Limitations: overly critical, tendency to overanalyze, isolates self

STEADINESS

Priorities: showing sincerity, emphasizing dependability, building relationships

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

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

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

Limitations: overly accommodating, tendency to avoid change, indecisiveness
APPENDIX: ADAPTING TO JANE DOE, YOUR “DC” CUSTOMER

Elizabeth, you indicated that your customer, Jane Doe, is somewhat fast-paced and outspoken and highly questioning and skeptical. Therefore, she probably has a DC style. Because you have a C style, the two of you have both different and similar priorities. Take a look at the comparison and strategies below.

Compared to You, Jane Doe Tends to Be:

- More interested in the bottom line
- Just as likely to question others’ conclusions
- Just as analytical and logic-focused
- Equally likely to avoid small talk
- Just as interested in the details
- Less cautious

Strategies for Interaction

Prove Your Competency

“DC” customers like to work with salespeople who can present their offers in a rational manner, which matches your own tendency to be fact-based and objective. Jane Doe is much more likely to see you as competent and trustworthy if you make a logical case. However, she also looks for a confident “can-do” attitude, so it may be helpful for you to be as straightforward and self-assured as possible.

- Gain respect by appearing confident.
- Be prepared to answer tough questions directly.
- Provide the logic and reasoning behind your suggestions or conclusions.

Address the Need for Results

“DC” customers have a strong drive to get results and achieve success. Because Jane Doe wants to know about the concrete impact of your product or service, spend less time emphasizing the dependability of your offering and more time emphasizing how your product or service can help her to accomplish her goals simply and efficiently.

- Show a desire to help her get results.
- Demonstrate how your offering can improve her bottom line.
- Avoid going into excessive detail.

Emphasize High Quality

“DC” customers want to be assured that they are committing to a solid product or service, so they may scrutinize an offering for flaws or deficiencies. You tend to share Jane Doe’s focus on quality, so you may strive for high standards in your offering. As such, you may encourage her to analyze the soundness of your offering to her satisfaction, while providing evidence to back up any claims you make.

- Have as many facts at your fingertips as possible.
- Demonstrate your high standards for quality.
- Emphasize the advantages of your product or service.