

# SALES PROFILE

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*ASSESSMENT TO ACTION.*

**Christopher Meade**

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**WILEY**



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

Maybe you've noticed that you have an easier time working with customers who appreciate energy and excitement.

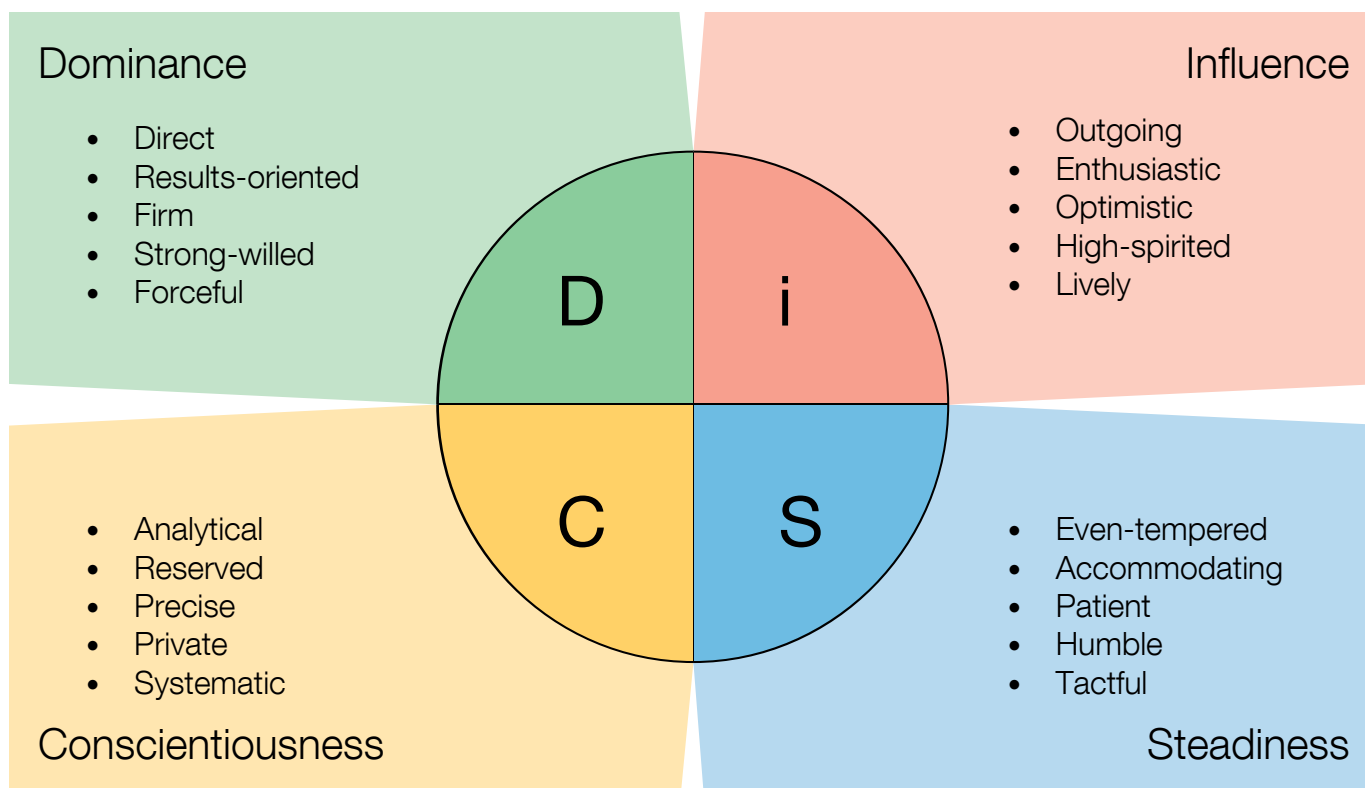
Or, maybe you'd rather deal with customers who are looking for bold outcomes than those who approach a sale with more reserve.

Or, perhaps you relate best to customers who are more adventurous than cautious.

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

## Cornerstone Principles

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



## How is this report personalized to you, Christopher?

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

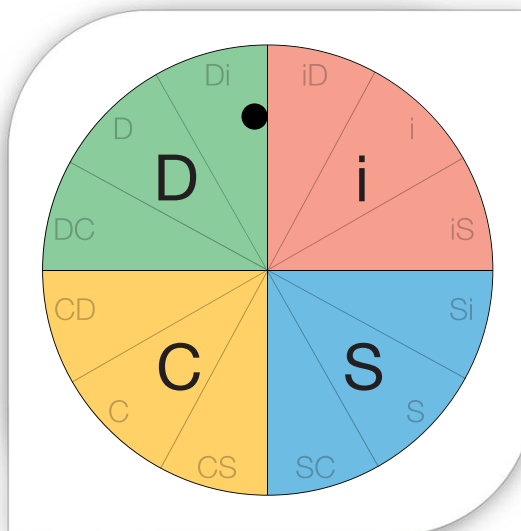
### Your Dot

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: Di

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

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



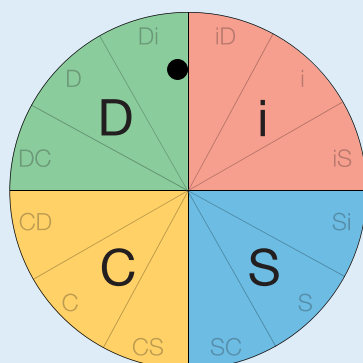
### Close to the Edge or Close to the Center?

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa.

Now that you know more about the personalization of your Everything DiSC Sales Map, you'll read more about what your dot location says about you. Then you'll read about the sales priorities and preferences associated with the Di 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: Di



Because you have a Di style, Christopher, you're probably a very active salesperson, and you push yourself to reach ambitious goals. You like to maintain a fast pace, and you have little patience for things that stand in the way of progress. Sitting still may be agonizing for you. Since you have a high need for variety, you're often eager to seize new opportunities, even if it means changing directions quickly.

Most likely, you want to have the freedom to set your own course. While you're probably quite collaborative at times, you want to reserve the right to decide how to spend your time and energy. You tend to be frustrated by situations that require you to jump through a lot of hoops, and you dislike policies and procedures that get in the way of creativity and flexibility.

Because you have grand ambitions for your life, you're probably attracted to high-profile dealings that will allow you to maximize your talents. You're often happy to accept responsibility, and you probably enjoy opportunities to be in charge. While you have the ability to create forward momentum, you avoid getting bogged down in the details and may prefer to delegate more in-depth responsibilities to others.

You tend to be bold and adventurous. Because you embrace the unexpected and like being spontaneous, you probably struggle with situations that require you to be more methodical or systematic. You're open to taking risks, and you're willing to make decisions based on your gut instinct when necessary. As a result, you may find your goals and decisions challenged by more analytical colleagues who stress objectivity.

Like others with the Di style, you probably make the connections you need to get results. You're probably good at—and enjoy—persuading customers to accept your offer. Most likely, you're quite candid and self-confident, and your colleagues may often look to you for leadership. You may have discovered that tapping into other people's ideas brings a better chance of success, so you often look for brainstorming opportunities.

When conflict arises, you probably approach it proactively in an attempt to resolve it quickly. However, when put under a great deal of pressure, you may become combative or belligerent, lashing out with little concern for the consequences. While unleashing your anger may seem cathartic, you may underestimate the impact that this intensity can have.

Because you want to be heard, you tend to become frustrated when you feel that your opinions are overlooked or marginalized. You may even run the risk of becoming too insistent if you feel your ideas aren't appreciated or accepted. You expect some public acknowledgement of your accomplishments, but you don't require a lot of gushing praise. And because you value recognition yourself, you're often generous with your compliments to others.

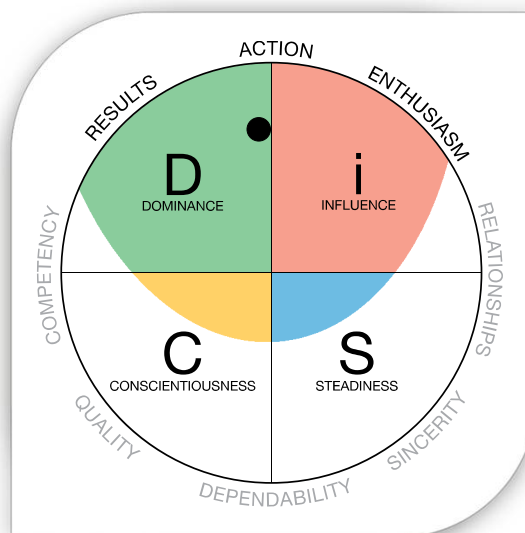
Christopher, like others with the Di style, your strongest assets as a salesperson may include your high energy, your drive to make things happen, and your ability to inspire others. In fact, these are probably some of the qualities that customers appreciate most about you.

## Your Shading Expands the Story

Christopher, 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 Di style have shading that touches Action, Results, and Enthusiasm. Your shading is characteristic of the Di style.



## What priorities shape your *sales* experience?

### ► Taking Action

Christopher, you tend to keep every step of the process moving briskly forward. Therefore, when interacting with your customers, you probably emphasize the benefits of committing quickly to your product or service, and you usually make it clear that they won't have to worry about delays or inconveniences. Overall, you focus on fast action and providing the immediate payoff people want.

### ► Getting Results

You probably like to get people excited about the positive outcomes you can deliver. You tend to emphasize the innovative aspects of your offer, focusing on how the customer's main objectives can be met with your help. To that end, you probably avoid burdening people with unnecessary details. Instead, you likely highlight the benefits of your product or service to show them how it will help them get the results they're after.

### ► Offering Enthusiasm

You tend to be passionate about your product or service, and your customers can probably sense your drive and energy. Most likely, you're optimistic about your ability to help solve people's problems, and you usually emphasize the aspects of your offer that will most likely grab their attention. Overall, your enthusiastic approach and upbeat attitude may often win the appreciation of your customers.

## How do you excel as a salesperson?

Christopher, because you have the Di style, you probably come across as self-assured, persuasive, and dynamic to your customers. You likely show people how your offer can impact their situation and get them solid **results**. You tend to be direct and persistent without coming across as rude, and because you are **action**-oriented, you may help people get excited about bold opportunities.

In addition, you probably project confidence and **enthusiasm** when you interact with people. You may even present optimistic scenarios that get customers emotionally invested. Because you tend to be personable and charming, you may be seen as a likeable person who shows a passion for the benefits of your offer.

You may identify with some of the following statements:

### Action

- I find a way to get discussions back on track after small talk.
- I'm energetic and don't waste the customer's time.
- I keep people on course and moving forward.
- I feel confident in taking the lead in discussions with people.
- I'm rarely at a loss for words.
- I get people interested in new opportunities.

### Enthusiasm

- I'm friendly but focused in discussions with customers.
- I balance people's emotional needs with their business goals.
- I put people at ease without resorting to sugarcoating the truth.
- I'm persuasive and confident.
- I get people excited about new opportunities.
- I don't get discouraged easily in business situations.

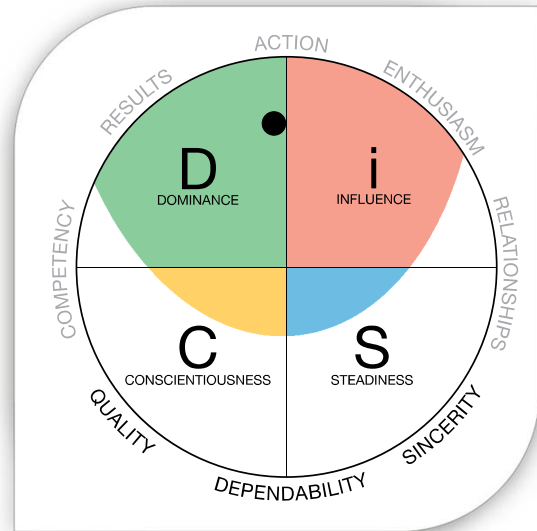
### Results

- I get my customers to think about the bottom line.
- I'm persistent and assertive in securing the deal.
- I can quickly see what people need.
- I focus on the big picture.
- I'm willing to take risks.
- I keep people focused and on track.

## 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 bottom line when it comes to what you're offering, but your tendency to overlook quality may not meet the high standards of some customers. Furthermore, your tendency to dominate conversations may cause some customers to question your sincerity. And because emphasizing dependability is a low priority for you, you may not provide the assurances that more cautious customers require.



You may identify with some of the following statements:

### Quality

- I may appear overly optimistic about what I'm offering.
- I sometimes fail to give customers time to reflect or analyze the situation.
- I may dismiss a customer's request for specifics or more details.
- I may incorrectly assume that customers share my enthusiasm for my product.
- I may allow my personal feelings to affect my presentation.

### Sincerity

- I can become insistent if I don't get the answer I want.
- I may appear bored if customers do most of the talking.
- I may be dismissive if I don't agree with the customer's decisions.
- I may rely too heavily on my personal charm with customers.
- I can come across as aggressive or pushy.

### Dependability

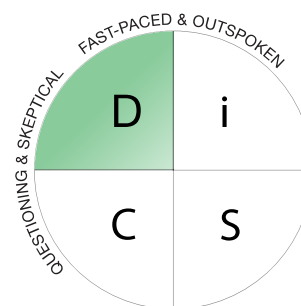
- I may refuse to change my approach even if it is not working.
- I sometimes promise more than I can deliver.
- I may rush customers to commit before they are ready.
- I may underestimate the importance of service after the deal.
- I may gloss over details when I'm describing the big picture.

# 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.

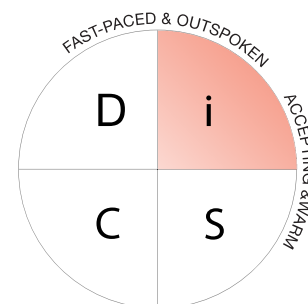
## D Style

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.



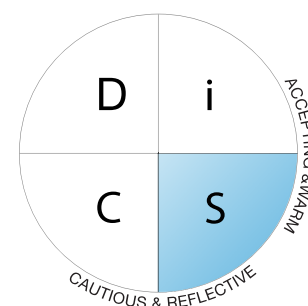
## i Style

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.



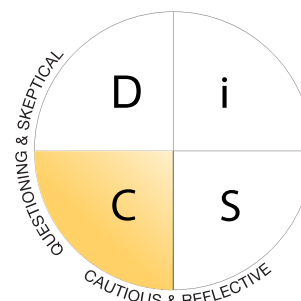
## S Style

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.

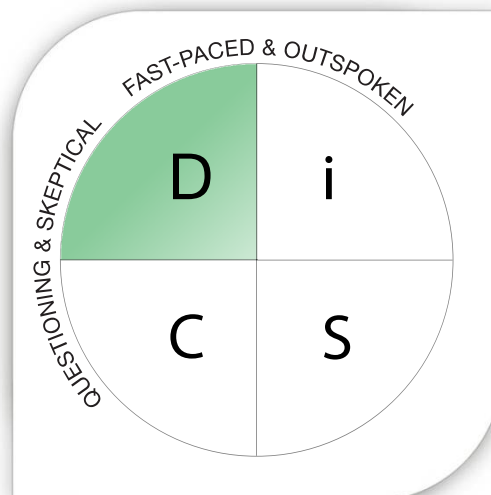




## What are some behaviors that can help you identify “D” customers?

With “D” customers, you may notice

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



*To you,  
people with the D style may  
seem:*

Driven  
Forceful  
Outspoken  
Strong-willed

Imagine you are interacting with a customer who has the D style and shares your priority on results. You probably notice right away that she is a go-getter who is interested in what your product or service will do for her. She cuts right to the chase and wants you to tell her the bottom line, and you probably have no trouble relating to her direct, businesslike approach. Also, because you share her focus on attaining successful outcomes, you probably appreciate the motivation she has to reach her goals.

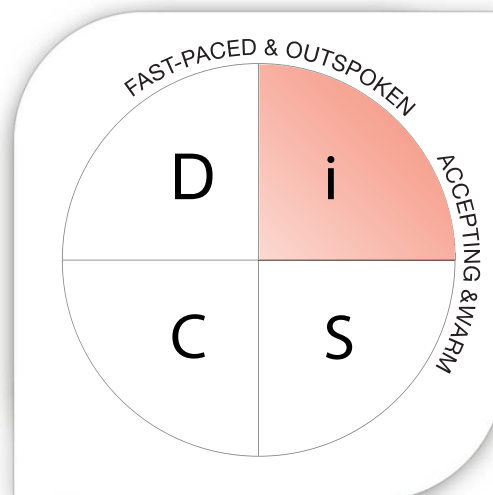
Like you, this individual appears fast-paced and outspoken. She shares your tendency to be up front with people and move quickly toward decisive action. However, while you are likely to tap into your high energy to work on establishing a personal relationship, her concentration may be more narrowly focused on keeping the process moving forward at a brisk pace. Therefore, she may reject your efforts to get to know her better and steer the discussion back to what your product or service could do for her.

Furthermore, you may observe that she seems somewhat more questioning and skeptical than you are. She may need to be convinced that a product or service is as good as presented, and she's unlikely to accept that your offer fits her needs just because you say so. She has the habit of digging for proof, while you're sometimes willing to just assume the best about people's motivations. Therefore, her tendency to question every claim and express open disbelief may seem excessive or confrontational to you.

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

With “i” customers, you may notice

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



*To you,  
people with the i style may  
seem:*

Naïve  
Optimistic  
Adventurous  
Talkative

Now, imagine you are interacting with a customer who has an i style and shares your priority on enthusiasm. He seems to love meeting new people and engaging in friendly chitchat. You notice right away that he is full of energy and wants to be excited about your product or service, and he needs little prompting to express his opinions. However, while you probably appreciate the passion he displays, you may be more interested in getting down to business. And you may find his tendency to bring up topics not even remotely related to the task at hand to be distracting.

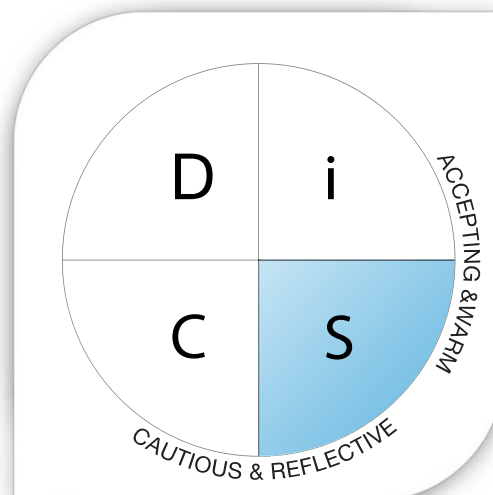
Like you, this individual appears fast-paced and outspoken. He gets excited about potential breakthroughs, and he may be very interested in products or services that can lead to innovative developments. You share his priority on action and interest in rapid change, so you probably admire his spontaneity and flexible approach. Still, since he craves opportunities that offer excitement and adventure, he may overlook elements that seem too complex or challenging.

Furthermore, you’ll probably notice that he comes across as more accepting and warm than you tend to be. He’s eager to trust the person he’s doing business with, and he values the benefits of bonding with the people around him. While you, too, might spend some time establishing connections, you may find his continued attempts to socialize to be over the top. You’re more driven to get quick results, so his emphasis on forming a relationship may be somewhat distracting 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:*

Soft-spoken  
Indecisive  
Unassertive  
Accommodating

Now, let's imagine you are interacting with a customer who has the S style. To you, he seems pleasant and polite, and he makes an effort to sincerely listen to others. While you are usually comfortable interacting with people and getting to know them, he has a much stronger drive to accommodate others and make them feel comfortable. He wants to come across as tactful and agreeable, so he will probably be happy to let you take the lead in discussions.

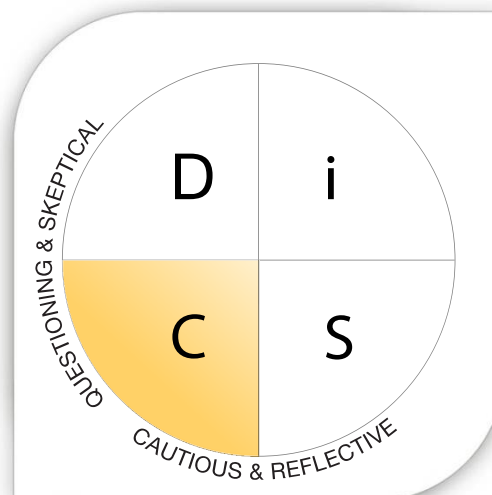
He has a very accepting and warm demeanor, while you are probably more likely to question new ideas. You'll probably notice that this individual is good-natured and friendly, and he tends to emphasize personal relationships. Because he feels expressing his concerns may be unreasonable or bothersome, he has trouble being straightforward about his situation unless he feels he has connected with and can trust the other person. In contrast, you tend to be more assertive and direct during your interactions.

You may observe that this customer has a slower, more careful pace than you do. He is more cautious and reflective, which may clash with your tendency to move quickly and seek bold ideas. As such, he may seem uncomfortable with the innovative or applications of your product or service. This is because he is more interested in dependable or predictable offers that will help him maintain the status quo, which may strike you as timid or unadventurous.

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

With “C” customers, you may notice

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



*To you,  
people with the C style may  
seem:*

Precise  
Analytical  
Private  
Methodical

Imagine you are interacting with a customer who has the C style. She tends to be very analytical and focused on the quality of your product or service. It's important to her that a person's claims are backed up by proof that relies on facts and figures rather than a one-sided opinion. She tends to carefully study her options without losing track of the details and doesn't respond well to emotional appeals or overly friendly approaches. In fact, she may find such tactics annoying. Therefore, she'll probably appreciate your tendency to be direct but probably won't reciprocate your enthusiasm.

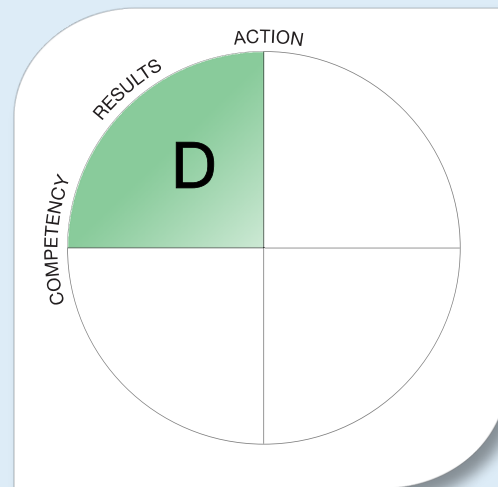
This individual tends to be questioning and skeptical. Having competency is important to her, so she usually does her research and enters discussions with at least a basic understanding of the situation. For this reason, she may respond negatively if she feels her knowledge is being questioned, and having her assertions contradicted may frustrate her. Furthermore, your tendency to summarize information may give her the impression that you're being dismissive of her situation. Conversely, you may see her as too nitpicky.

You'll probably notice that this customer doesn't share your preference to be fast-paced and action-oriented, but instead she is more cautious and reflective. She wants time to go over her options and examine every nuance. Because she doesn't like taking risks, she will respond negatively if you aren't able to ensure a dependable and predictable outcome. Furthermore, she needs time for calm consideration, so she may become overwhelmed by your tendency to push for immediate answers. To you, her approach may seem sluggish or too conservative.

## What do “D” customers prioritize?

### They Expect Bottom-Line Results

Like you, “D” customers prioritize concrete **results**. They want to know the direct effect that a product or service will have on their business. People with the D style look for immediate developments and quick, uncomplicated returns on their investments. While you may work to build a personal connection first, these individuals, in contrast, may see these efforts as attempts to schmooze them, and they may display impatience, especially with vague or exaggerated assurances. “D” customers keep their goals in mind, and their decisions are based on how they can best achieve tangible success.



### They Expect Competency From a Salesperson

“D” customers prioritize **competency** in both themselves and others. This often translates into respect for confidence and a “can-do” approach. These individuals want to know that people will fulfill their side of the deal, and they are less likely than you are 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.

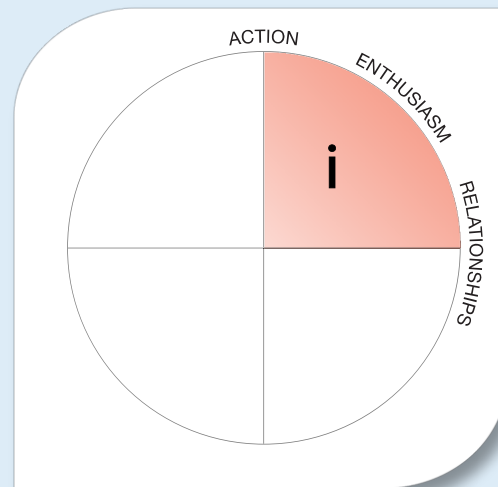
### They Expect Quick Action and Forward Motion

“D” customers take **action** and, like 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, they share your distaste for long, involved projects that require a lot of preparation or detailed work. They want to make a decision and see an immediate effect.

## What do “i” customers prioritize?

### They Expect Enthusiasm and Excitement

customers who tend toward the i style appreciate **enthusiasm**, and for this reason, they want to feel excited about a product or service. Like you, they need to be inspired by an idea to fully commit to it, but they are more likely than you are to rely on their intuition to tell them if an offer is what they are looking for. These individuals may respond well to people who are passionate about their own products or services. When making decisions, they are particularly attracted to options that are fun and exciting versus those that are logical and practical.



### They Expect Quick Action and an Immediate Impact

Like you, “i” customers appreciate **action**, and they may agree with your emphasis on options that will provide an immediate and energizing impact. They want to know those key points of a product or service that will help them to reach their intuitive decisions. In addition, these individuals may share your distaste for lengthy analyses or excessive detail, and they may view offers that are long on practicality but short on innovation as bland or insufficient for their needs. In general, they want to be motivated by the promising possibilities of your product or service.

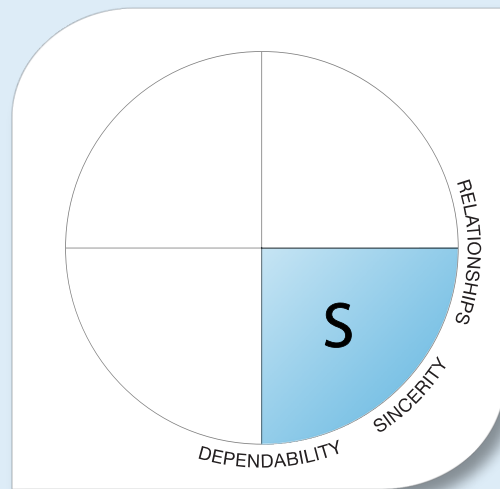
### They Expect Friendly and Trusting Relationships

Compared to you, however, the “i” customer places a higher priority on personal **relationships**, which means that they want to get to know the person they are doing business with before committing to anything. Like you, they place a strong value on trust, but they are more likely to rely on friendly interactions to create a personal bond. As such, they tend to devote much of the interaction to discussing feelings, opinions, and ideas that are not strictly related to the offer, in contrast to your focus on the bottom line.

## What do “S” customers prioritize?

### They Expect Sincerity and a Genuine Approach

“S” customers want to know that you are **sincere** and heartfelt before they can truly feel comfortable with you. In their desire to appease, they may allow you to dominate the conversation, which gives the impression that they can be easily persuaded. However, these individuals are unlikely to make a full commitment unless they feel that they can really trust a person. You focus on the bottom line and have a determined approach, so it may be difficult for you to imagine how much time and energy will be required before they feel that your interest in their needs is genuine.



### They Expect a Trusting Relationship

These individuals look for the comfort of trustworthy **relationships**. An “S” customer wants the security of knowing that you care about him or her as a person rather than just as a customer. They want you to slow down and express interest in their unique situations, which is in contrast to your tendency to keep moving briskly toward an agreement. They may not open up right away, but “S” customers will usually respond well if other people reveal their personal sides first.

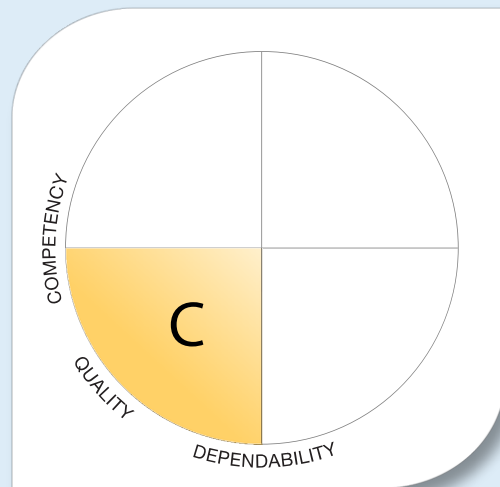
### They Expect Dependability From the Salesperson and the Offer

“S” customers want assurances of **dependability** for the product or service that you offer. These individuals are naturally cautious, in contrast to your attraction to daring or innovative ideas. They need to know that you’ll be around to give them support if things don’t go as planned, and they won’t be satisfied with unexplained details. For this reason, specifics or any sort of guarantee may provide the concrete reassurance they need.

## What do “C” customers prioritize?

### They Expect High-Quality Products and Services

“C” customers value **quality**. They may analyze the specifics of a product or service and ask probing questions about its features, which may come across challenging to some people. These individuals maintain high standards, and they have to be confident in the offer’s merit before they commit. Their emphasis on quality may contrast with your tendency to create innovative solutions that will quickly affect the bottom line.



### They Expect Dependability and Accountability

“C” customers look for **dependability** in products, services, and the people they do business with. These individuals do not like to be surprised, and they want to be sure that there will not be problems down the line, such as hidden charges, flawed products, or inferior service plans. “C” customers are somewhat more skeptical than you tend to be, and they want to be assured that you do not promise more than you 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

While **competency** is important to everyone, it is expressed differently with “C” customers. They know their business, and they expect the people they do business with to be knowledgeable about it as well. They like working with people who can support their claims with evidence and details, which is in contrast to your tendency to move forward quickly and promote bold solutions. They like to see people talk through an idea in a logical and analytical manner, while you are more likely to take an enthusiastic and daring approach.



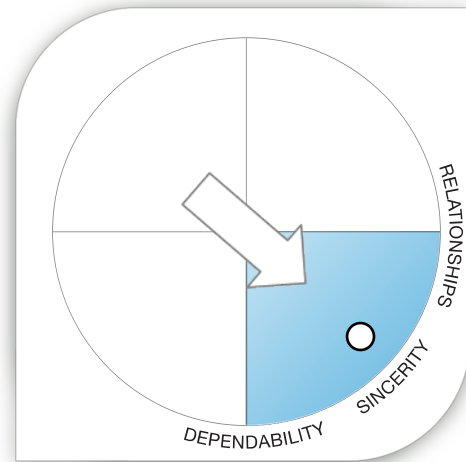
Now that you recognize your priorities and have an idea of what motivates different types of customers, we'll look at how to adapt your behavior in order to get the most out of the sales process.

## Finding Common Ground

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

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

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

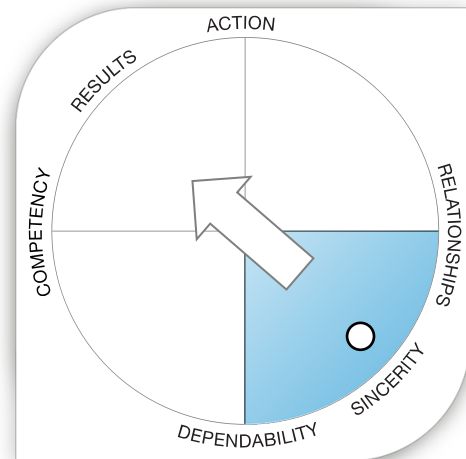


## Learning to Adapt

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

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

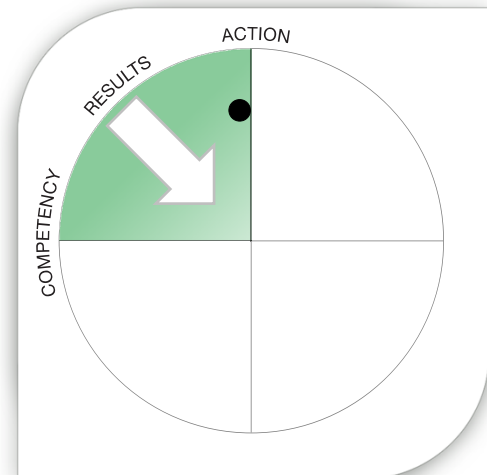
Still, it is always possible to adjust our preferences to meet the needs of our customers, especially if we are aware of these differences and are committed to doing what it takes to make the sale.



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

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

- More likely to question others’ conclusions
- Similarly interested in the bottom line
- Just as likely to get right to the point
- Just as likely to keep things moving at a fast pace
- Similarly eager to look at new ideas or products
- Less likely to appear enthusiastic



## Strategies for Interaction

### Address the Need for Results

“D” customers have a strong drive to get immediate results and achieve their goals. Because you tend to share this preference for accomplishment, you may emphasize those concepts that will have the biggest impact on the person’s success. However, because you tend to spend more time building excitement, you may underestimate the intensity of their focus on the bottom line. These individuals may be quite blunt in asking what your product or service can do for them right now, so show them how you can help them to make an impact quickly.

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

### Move Toward Definitive Action

“D” customers want to see all their options at once so they can hit the ground running, which may match your tendency to focus on exciting ideas that lead to new possibilities. However, these individuals are more likely than you are to press for short answers and make quick decisions, so you may need to avoid going off on tangents or becoming caught up in your enthusiasm for new ideas. Instead, let them know that they can expect immediate action and won’t have to wait to get things moving.

- Get to the point.
- Create an urgent, rapid pace.
- Be as concise as possible.

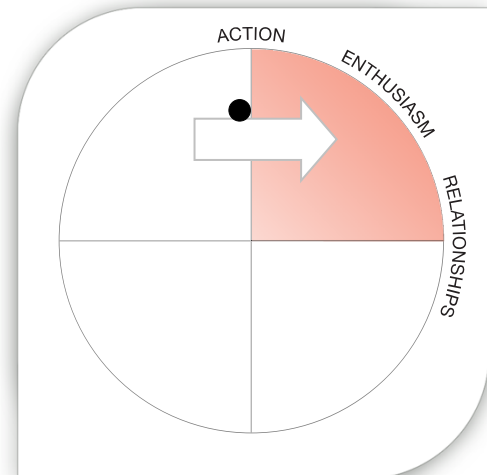
### Prove Your Competency

“D” customers want to work with people who simply do what they say without a lot of talk. For this reason, they may distrust people who are overly enthusiastic or exuberant. Therefore, let them see your straightforward, down-to-business attitude. Be as confident and self-assured as you can without coming across as arrogant, and avoid struggling with them for the right to steer the conversation.

- Gain respect by being confident and no-nonsense.
- Show respect for their authority.
- Be prepared to answer even tough questions directly.

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

- More interested in establishing personal relationships
- Just as likely to keep things moving at a fast pace
- Similarly eager to look at new ideas or products
- Equally adventurous
- Similarly optimistic
- Less likely to stay on topic



## Strategies for Interaction

### Increase Enthusiasm for the Process

These individuals are frequently energetic and optimistic, so they respond best to people who can match their enthusiasm. You tend to display excitement for your own product or service, and by emphasizing the positive, you may encourage “i” customers to become interested in your offer. However, you are probably more driven and results-oriented than they are, so it may be up to you to keep the discussion from becoming so spirited that it loses focus or goes off on tangents.

- Use an upbeat, animated approach.
- Allow your interest in your offering to come through.
- Stay optimistic and positive.

### Move Toward Productive Action

These individuals want to quickly learn what innovations or improvements a product or service can offer them. They do not want to dwell on specifics or complicated analyses, so your tendency to get to the point and limit extraneous details will likely suit their needs. You can also capitalize on your tendencies by focusing on creative or groundbreaking concepts that capture the “i” customer's attention.

- Keep the deal moving forward quickly.
- Communicate passion for new possibilities.
- Emphasize the innovative aspects of your product or service.

### Build a Positive Relationship

These individuals want to get to know the person behind the product or service before committing, which could occasionally clash with your tendency to focus on results. Although you are probably open and lively, you may not share the “i” customer's desire for friendship. It may be helpful for you, therefore, to allow time for socializing, remembering to bring the focus back to business if the small talk starts to get you off track.

- Ask open-ended questions that allow them to tell their stories.
- Display empathy and reassurance when they express frustrations, doubts, or difficulties.
- Answer questions about you, if appropriate, before getting back to business.

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

- More focused on building trusting relationships
- More likely to be accommodating
- More interested in maintaining steady progress
- Less concerned about bottom-line results
- Less likely to take risks
- Less enthusiastic and expressive



## Strategies for Interaction

### Address the Need for Sincerity

“S” customers have a high need for sincerity when they are doing business. In contrast, you tend to be enthusiastic and forceful in your quest for success, so you may overwhelm these individuals at times. Therefore, you may need to tone down your frequently passionate approach and devote the time and energy to take a thoughtful, genuine look at their concerns.

- Explore their doubts and address their concerns.
- Avoid rushing them for quick decisions.
- Slow down and take time to listen.

### Build a Trustworthy Relationship

The “S” customer believes that getting to know someone is an essential part of business, and while you may enjoy interacting with people, it is probably less important to you when you’re trying to close a deal. In essence, your focus on results may clash with their need to establish a personal bond. As such, you may want to tap into your enthusiastic, sociable nature in order to put these individuals at ease before pushing forward.

- Ask them questions and give them space to talk.
- Provide assurances of support even after the deal has been made.
- Do your best to connect with them on a personal level.

### Give Assurances of Dependability

“S” customers are cautious decision makers who may be wary of your tendency to promote innovation or daring ideas. They dislike rapid changes, so they may not respond well if you press for immediate action or promise to take their business in a new direction. Instead, they want to know that you stand behind your product or service, and they will react positively if you slow down and show them how it will help them in the long term.

- Avoid emphasizing radical changes.
- Provide concrete demonstrations when appropriate.
- Emphasize the stability and predictability of your offer.

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

- More likely to question others’ conclusions
- More analytical and logic-focused
- More focused on the dependability of products and services
- Less focused on results
- Less interested in controlling the discussion
- Less likely to rely on intuition or gut instinct



## Strategies for Interaction

### Emphasize High Quality

“C” customers want to be assured that they are committing to the best, so they may scrutinize any offer for flaws or deficiencies. As such, don’t spend time enthusiastically promoting innovative or groundbreaking ideas until you first convince them that your offer meets their high standards. To do this, you may need to slow down your quick pace and spend time on the nuances of your product or service.

- Have as many details and facts at your fingertips as possible.
- Be prepared to offer proof to support your claims.
- Emphasize the advantages of your product or service.

### Display Expertise and Competency

“C” customers expect a high level of professionalism from the people they do business with. These customers want to stick to business and study the task at hand, and they may believe that you lack focus if you display a great deal of enthusiasm or take the discussion into personal territory. Therefore, it may be helpful for you to tone down your passion for your product or service and make sure you have evidence to support your assertions.

- Earn their trust and respect by showing them your knowledge and competence.
- Use a healthy dose of logic when presenting information.
- Avoid being too friendly or familiar too quickly because it will be interpreted as manipulative.

### Address the Need for Dependability

“C” customers are very logical and rational, so they want to see evidence that a product or service is dependable and sound. For this reason, they may not respond well if you press for decisive action before they have had time to analyze all the issues to their satisfaction. It could be beneficial, then, to slow down and avoid pushing for quick commitments in favor of letting them know that you can be counted on to consider their long-term needs.

- Provide the reasoning behind your suggestions or conclusions.
- Give them space to analyze your offer.
- Avoid rushing them for decisions.

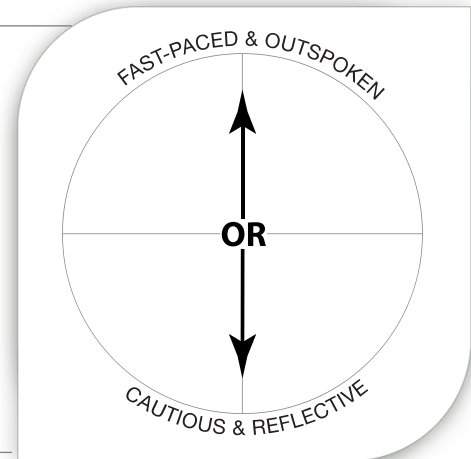
# CUSTOMER INTERACTION MAPPING

## 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.)*

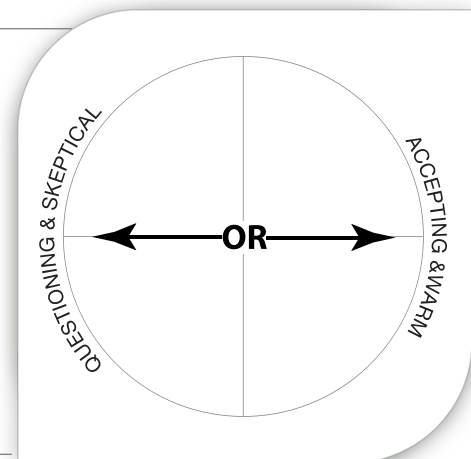


## Step Two

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

Questioning & Skeptical  
OR  
Accepting & Warm

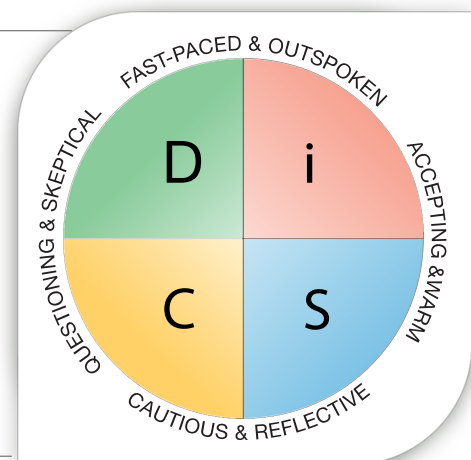
*(Circle a group of words on the left or right.)*



## Step Three

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

*(Circle the customer's DiSC style.)*



## 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?

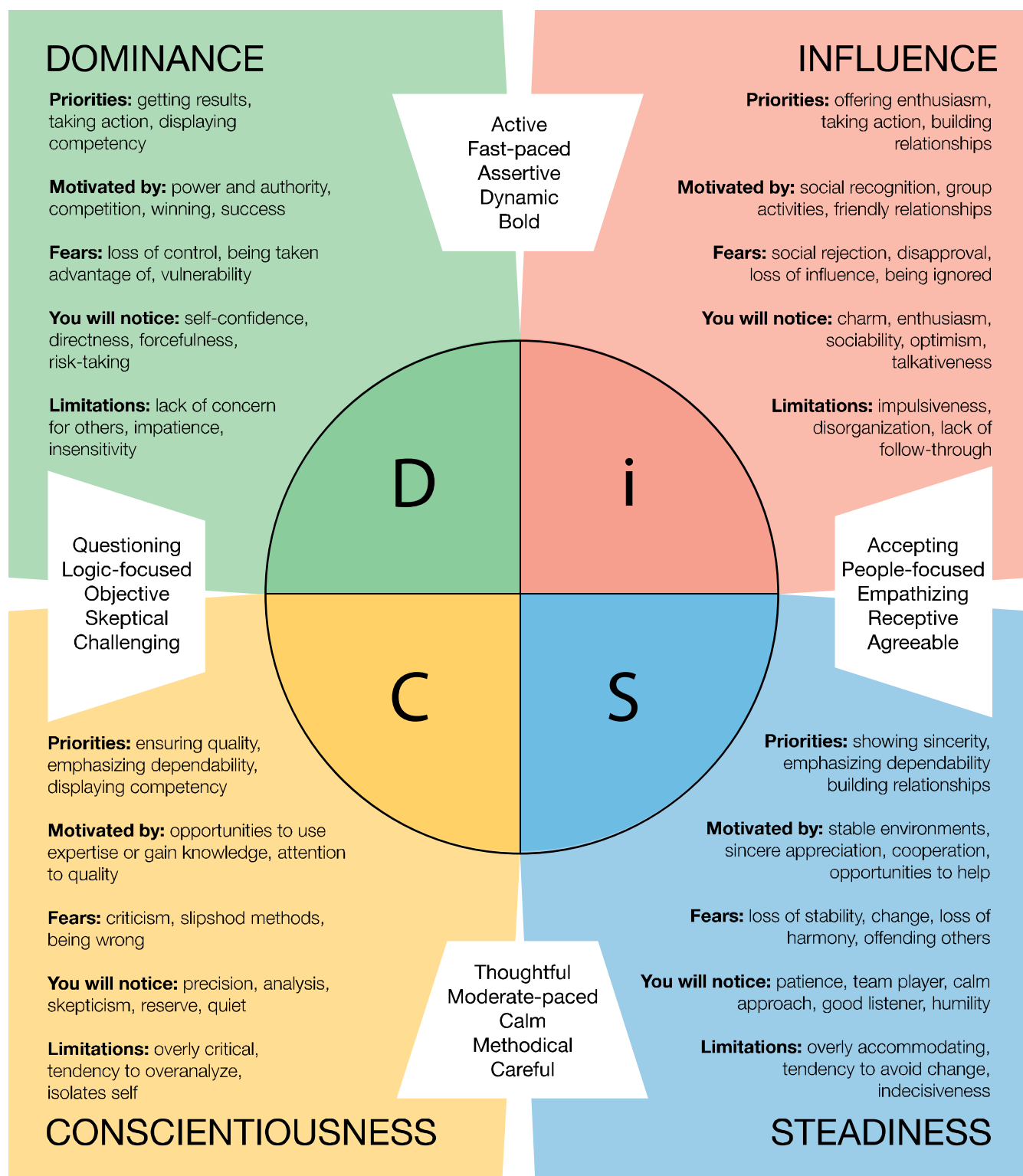
## Develop an Action Plan

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.





## APPENDIX: ADAPTING TO PAUL MARC, YOUR “C” CUSTOMER

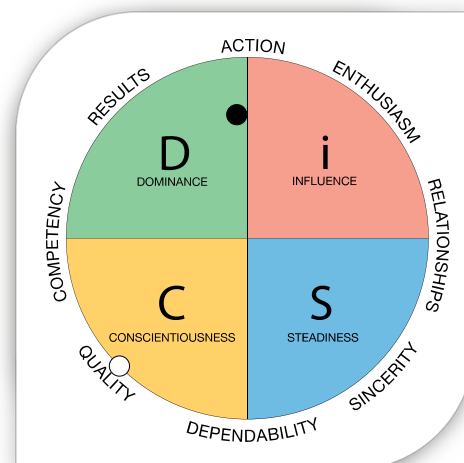
Christopher, you indicated that your customer, Paul Marc, is highly cautious and reflective and highly questioning and skeptical. Therefore, he probably has a C style. Because you have a Di style, the two of you have some different priorities. Take a look at the comparison and strategies below.

### Compared to You, Paul Marc Tends to Be:

- More likely to question others' conclusions
- More analytical and logic-focused
- More focused on the dependability of products and services
- Less focused on results
- Less interested in controlling the discussion
- Less likely to rely on intuition or gut instinct

### Strategies for Interaction

You ●  
Paul Marc ○



#### Emphasize High Quality

“C” customers want to be assured that they are committing to the best, so they may scrutinize any offer for flaws or deficiencies. As such, don’t spend time enthusiastically promoting innovative or groundbreaking ideas until you first convince Paul Marc that your offer meets his high standards. To do this, you may need to slow down your quick pace and spend time on the nuances of your product or service.

- Have as many details and facts at your fingertips as possible.
- Be prepared to offer proof to support your claims.
- Emphasize the advantages of your product or service.

#### Display Expertise and Competency

“C” customers expect a high level of professionalism from the people they do business with. Paul Marc wants to stick to business and study the task at hand, and he may believe that you lack focus if you display a great deal of enthusiasm or take the discussion into personal territory. Therefore, it may be helpful for you to tone down your passion for your product or service and make sure you have evidence to support your assertions.

- Earn his trust and respect by showing him your knowledge and competence.
- Use a healthy dose of logic when presenting information.
- Avoid being too friendly or familiar too quickly because it will be interpreted as manipulative.

#### Address the Need for Dependability

“C” customers are very logical and rational, so Paul Marc wants to see evidence that a product or service is dependable and sound. For this reason, he may not respond well if you press for decisive action before he has had time to analyze all the issues. It could be beneficial, then, to slow down and avoid pushing for quick commitments in favor of letting him know that you can be counted on to consider his long-term needs.

- Provide the reasoning behind your suggestions or conclusions.
- Avoid rushing him for decisions.
- Use examples of dependability from the past.