

JUDGMENT

PASSION



BEHAVIOR

INSIGHT

DISC*compass*TM Sales

DISC*compass*TM Sales Report

Personalized Report For:

Joseph Sample

10/23/2012

Viatech  **Global**
ACCELERATING HUMAN PERFORMANCE

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"There are countless ways of achieving greatness, but any road to achieving one's maximum potential must be built on a bedrock of respect for the individual, a commitment to excellence, and a rejection

Congratulations on your completion of the DISC Behavioral **Compass** sales assessment – the **Compass** is a navigational instrument for finding direction in life-- it will show you the way to personal success and fulfillment -- it points toward all your unique talents and mastering the sales adaptability techniques outlined in this report may be one of the most important sales skills you ever learn.

DISCcompass™ does not make value judgments because there is no “right” or “wrong” way to be. Instead, it concentrates on natural tendencies that influence your behavior. It is not about changing yourself or trying to be someone different. It is about growing and being the best you possible.

Here is the most valuable feature of this report:

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

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

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

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

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

Behavioral Styles

Historical research reveals more than a dozen various models of human behavioral differences, but many share one common thread -- they all group behavior into four categories. Each one of us is a *specific blend* of all four styles. DISCcompass™ identifies patterns of external, observable behaviors using scales of pace and priority – we display some level of each. Because we can see and hear these behaviors, it is possible to “read” people, almost on contact. This DISCcompass™ is deceptively simple, quickly learned, and easy to continuously practice throughout your day.

D - Dominate	Fast paced & Task Oriented
I - Influential	Fast paced & People Oriented
S - Steady	Slow paced & People Oriented
C - Conscientious	Slow paced & Task Oriented

HOW TO USE THIS REPORT

PART I – Understanding Self. First, your DISCcompass™ focuses on understanding your own behavior style. It organizes what you already know about yourself at both a conscious and unconscious level, and it directs you in plain language toward what you do best and most naturally. Your report shows what makes you the individual you are and it shows you how other people see you.

PART II – Understanding Others. Next you will learn how to “read” others’ behavior styles and begin predicting and interpreting how others feel and how they will behave. This is powerful information and must be used with kindness and in good taste.

PART III – Adapting to Others. Finally DISCcompass™ identifies ways for you to apply your style strengths and temporarily modify your style to meet the needs of a prospect or customer. We call this learned ability *adaptability*. Social scientists call it “Social or Emotional Intelligence.” In many cases our Emotional Intelligence (EQ) is more important than our Intelligence Quotient (IQ) in achieving success in today’s world. The concept of *adaptability* is presented in detail because knowing how to make people receptive and at ease is a remarkable talent, often called charisma. Understanding yourself, others, and the ability to adapt to others in fact raises your EQ!

Often, when we do what comes naturally to us, we alienate others without realizing it because that same behavior may not be natural for them. It is essential that we become aware of our natural tendencies and their natural preferences! Then we can defuse extreme behaviors before we sabotage ourselves. We do this by quickly identifying the individual needs of others based on the behavioral signals they will send to us,

and then adapting our own behavior to make them feel comfortable. Your ideas do not change, but you can change the way you present those ideas.

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

You should commit to learn to be more adaptable; your relationship success depends on it.

Adaptability is discussed in detail in the ***What is Behavioral Adaptability?*** section of this report.

How to actually practice adaptability on a day to day basis with others is covered in these sections of your report:

- ***How to Modify Your Directness and Openness***
- ***Tension Among the Styles***
- ***Action Plans With All Four Styles***
- ***How to Adapt to the Different Behavioral Styles***
- ***Building And Maintaining Rapport Throughout The Selling Cycle***

Part I Understanding Yourself

IMPORTANT: Always read the text at the top of each page for explanations and directions.

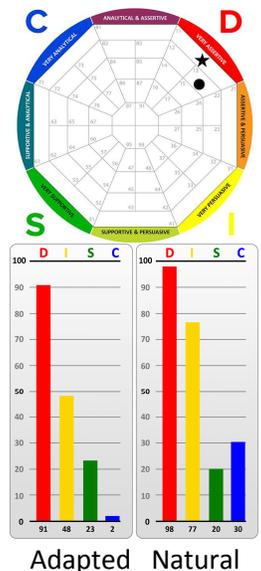
General Characteristics The narration below serves as a general overview or summary of your behavioral tendencies. It is derived mathematically, as is your entire **Compass** report, from your two graphs shown on page 7. It provides a preview of your journey toward understanding your unique behavior style.

You seem to thrive in sales or management positions of power, authority, and responsibility. You score like those who like to accept more work than they can do, then do it. When you are given authority, you step up to the challenge and deliver. Those who score like you have an organizational complaint: They are given a lot of responsibility by the organization, but not the authority to carry out specific changes necessary. As a piece of coaching we suggest to be certain that you are given authority that is equal to the responsibility on a specific job or project.

Your score on the instrument shows that you are seen by others as flexible, versatile, and one who acts positively in all environments. Several traits combine to create this effective selling style: Your quick thinking and decisiveness, plus your people skills, and your high sense of urgency. All of these combine to create this spontaneity on the job. This can be of enormous strength to the team, especially in presentations and negotiations.

You demonstrate a high degree of assertiveness and persuasiveness. This is also a benefit to making sales, as long as it is monitored and governed so as not to alienate others who may not be as outspoken as you are. People who score like you may be perceived by some people as overly aggressive; practice slowing down with customers who are less Direct than you. When you are working with some people who may not be as assertive as you are, attempt to soften your approach a bit as you work with these people, and you'll find them to get on board with an idea or project more easily.

Management views you as a self-starter; a salesperson who makes things happen rather than one who waits for things to happen. You score like those who, in a proactive way, could be called opportunists who see something that needs to be done, or a system that needs to be changed, and uses their challenge orientation to effect appropriate solution. This is a strength that can have enormous positive impact within an organization, as long as you spend the time and attention to prevent potential negative fallout. Namely, from those who may not embrace change as quickly as you do. Be certain to communicate plans and pre-condition those on the team who prefer the status quo.



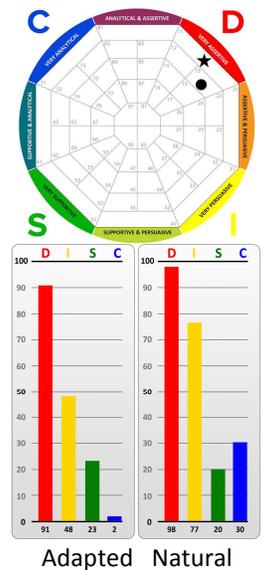
General Characteristics - Continued

Joseph, you have a confident attitude and a forceful determination to succeed in your sales career. Traits that fuel this attitude include your adventurous drive, realistic optimism, urgency, and your ability to challenge existing rules and protocol. This allows you to have an impact that positively effects the organization in ways that are new and innovative.

Your response pattern shows that you have a high expectation for others to keep up and maintain a rapid pace of efficiency and production. You maintain a very rapid and multi-tasking pace yourself, and you expect others to do the same. This is a point that may bring some disappointment to you in the sense that not everyone can maintain as rapid a pace as you do, especially for the long haul. Our coaching here is to realize that slightly slower moving people still bring a value to the team by their thoughtful analysis and insight.

You are able to see the big picture and communicate it clearly to prospects, customers and co-workers. Your rapid insight, quick analysis, and fluent verbal skills combine into a rare strength that allows you to verbalize complex ideas in a concise manner, without embellishments and rambling. This helps to get a lot of information in front of a lot of people with maximum clarity and minimum fog.

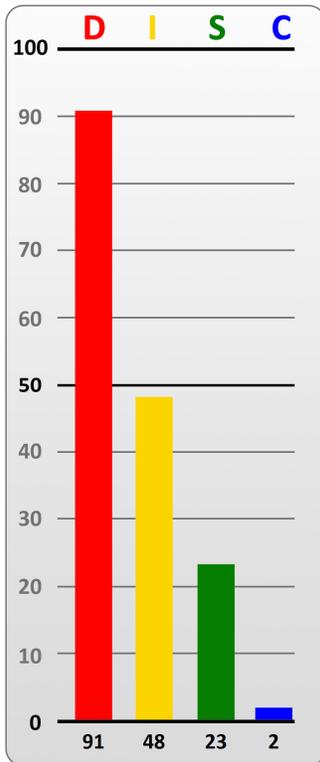
You have the ability to take an ambiguous idea, modify it, and create a practical solution... all very quickly. If you can learn to slow down and demonstrate logic while explaining your solutions to prospects, you will convert a higher percentage of opportunities. Your ability to quickly analyze a situation, even a disjointed situation or idea, synthesize it, and craft a new cohesive idea is a rare skill. This is also a strength that should be amplified by the team or organization. You bring unique problem-solving skills to the table.



DISCcompass™ Graphs for Joseph Sample

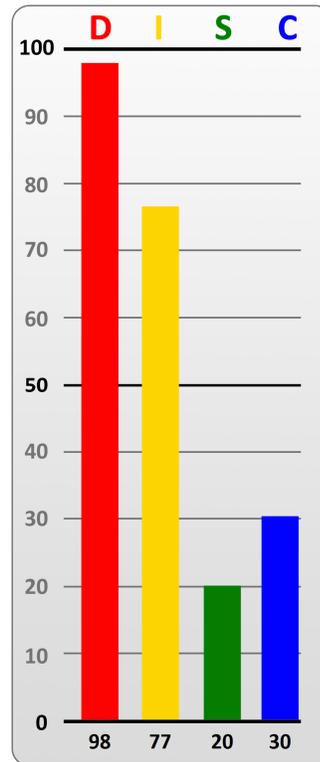
Your Adapted Style indicates you tend to use the behavioral traits of the D style(s) in your selected focus. Your Natural Style indicates that you naturally tend to use the behavioral traits of the DI style(s).

**Adapted Style
Graph I**



Pattern: D (6321)

**Natural Style
Graph II**



Pattern: DI (6512)

Graph I (Adapted)

Your “most changeable” graph; alters to meet needs of new environment such as job change, new supervisor, family change, health problems, etc.

This is your “Conscious Mind” or “Mask”— the way you wish to be perceived

It is the way colleagues and acquaintances would describe you

Graph II (Natural)

Usually very consistent throughout your life – doesn’t normally change

This is your “Unconscious Mind” – where you know who you are and always have

People close to you see these traits, with your highest traits being most visible

NOTE: If your two Graphs are similar, it means you tend to use your Natural behaviors in your work (social, relationship) environment. If your Adapted Style is *very* different from your Natural Style, you are using behaviors that are not as comfortable or natural for you. The more disparity between the two graphs, the more likelihood you are stressed in the environment in which you chose to focus for this report, usually work.

Your Natural Behavior Style

The shaded adjectives in each column below describe the range of behavioral intensity you exhibit in your Natural style (Your Graph II). This is a verbal explanation of your Graph II. Adjectives at the highest and lowest levels indicate the most intensity – the further away from the 50% Energy Line, the more obvious behaviors are.

DIRECTIONS: If you feel a particular descriptor does not describe you, you may cross it out--but check with a friend first so you know you are not ignoring a potential blind-spot in your behavioral traits.

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discriminating rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

50% Energy Line

Note: Higher is not better than Lower. High and Low adjectives factor equally into your behavior and thus into your report language; your Highest and Lowest adjectives will dominate your behavior style.

Your Adapted Behavior Style

The shaded adjectives in each column below describe the range of behavioral intensity you exhibit in your Adapted style (Your Graph I). This is a verbal explanation of your Graph I. Adjectives at the highest and lowest level indicate the most intensity – the further away from the 50% Energy Line, the more intense and obvious.

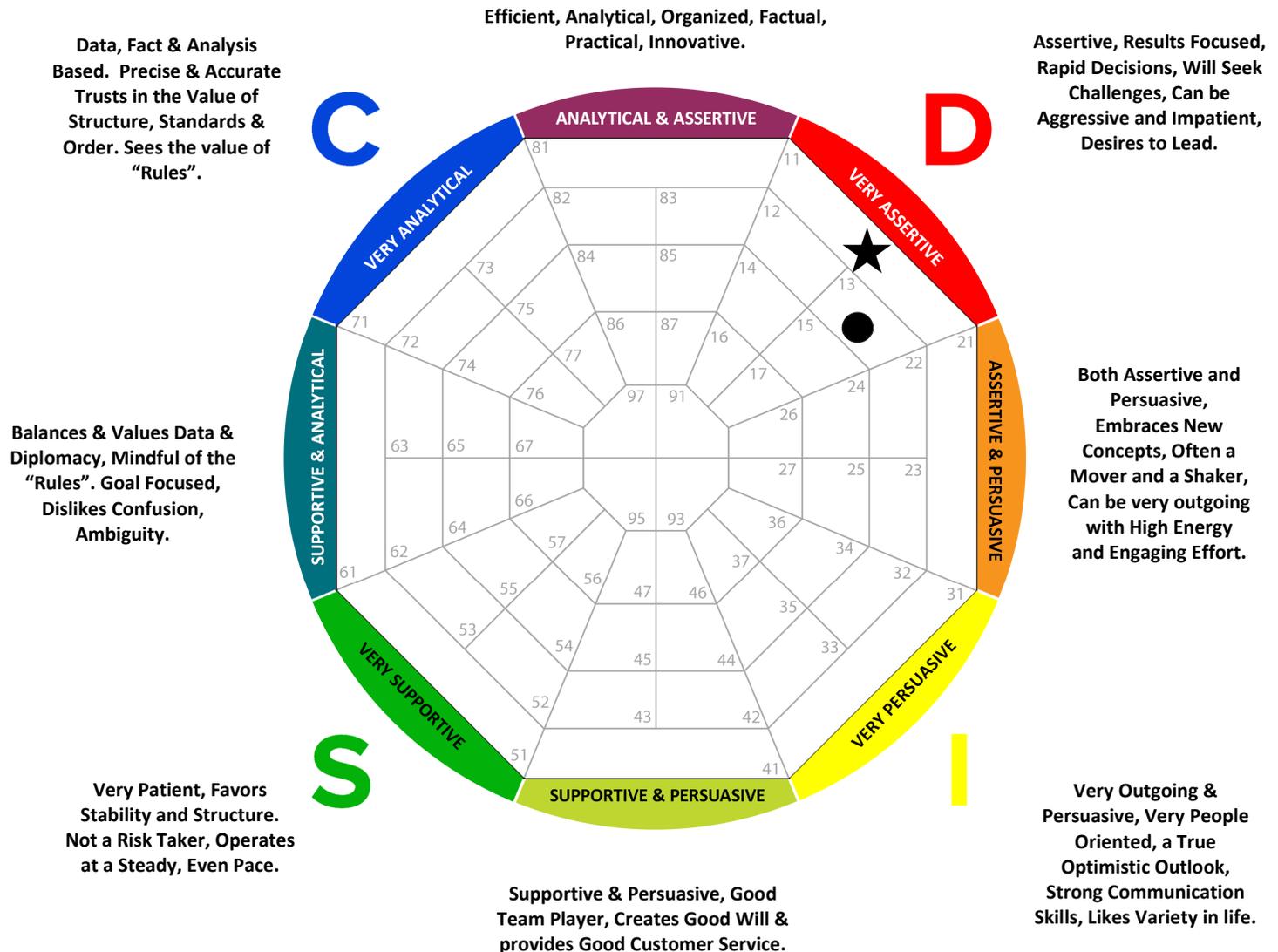
DIRECTIONS: If you feel a particular descriptor does not describe you, you may cross it out--but check with a friend first so you know you are not ignoring a potential blind-spot in your behavioral traits.

	D	I	S	C
DISC Focus	Problems / Tasks	People	Pace (or Environment)	Procedures
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Observable	Decisive, risk-taker	Optimistic, trust others	Patience, stabilizer	Cautious, careful decisions
Fears	... being taken advantage of/lack of control	... being left out, loss of social approval	... sudden change/loss of stability and security	... being criticized/loss of accuracy and quality
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1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

50% Energy Line

DISCcompass™

This is your personal Compass! You consistently display your NATURAL strength characteristics, shown on the Compass by the DOT. Compass lists your NATURAL strengths that make you effective. Your ADAPTED Style is shown on the Compass by a STAR. Its position provides useful insights as you work in a job.



Key to Your Compass

- = (13) Natural Behavioral Style
- ★ = (11) Adapted Behavioral Style

Your Strengths: What You Bring to the Organization

You consistently display your strength characteristics. For the most part, these qualities enhance your effectiveness within your organization. Work Style Preferences provide useful insights as you work in a job or as you work together on a team or family project. They are the talents and tendencies you bring to your job and they are what have made you successful thus far in your career and in life!

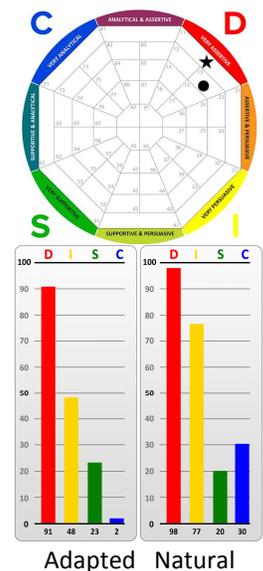
DIRECTIONS: Check off what you believe to be your two most important strengths and your two most important work style tendencies and transfer them to your **Action Plan**, page 21.

Your Strengths:

- You approach challenges in a forceful, direct, and bottom-line manner.
- Socially poised and confident, and can usually speak in a persuasive way to small and large groups of people.
- Strong ability to motivate and manage others through optimistic attitude and firm delegation of tasks.
- You are ready to take the credit or the blame for the results.
- Able to jump into the middle of a project-in-process, get people on board, and make decisions quickly.
- You have the ability to be both firm and friendly as the situation demands.
- Possesses the ability to develop bold and new solutions independently, without deferring to others.

Your Work Style Tendencies – What you bring to the Job:

- You set an image of high goals for yourself and others.
- May be critical of established procedures and methods.
- You want authority equal to your area of responsibility.
- You like to generate new ideas and have others work on the details of the project.
- You are motivated by change and new sales challenges, and may become bored when the pace slows or the challenge has been conquered.
- You tend to rely more heavily on your own evaluations and decisions than on others' evaluations.
- You show interest in many areas of the organization.



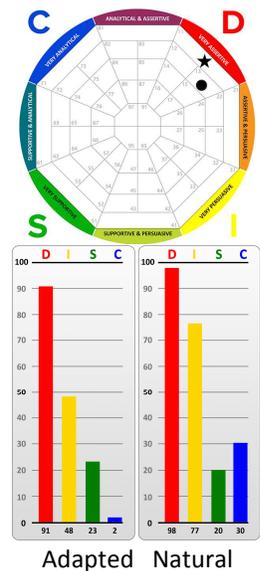
Your Ideal Work Environment

Everybody is motivated internally. And, each of us is motivated for our own reasons, not somebody else's reasons. By understanding your motivations, you can create (or find) an environment where you are most likely to be self-motivated and successful.

***DIRECTIONS:** Check off what you believe to be your two most important environmental factors and transfer them to your Action Plan, page 21.*

You Will Be Most Effective In Environments That Provide:

- An audience to hear your ideas and solutions.
- Minimum direct supervision.
- Wide sphere of influence and responsibility.
- Multi-threaded, and multi-tasking operations and activities.
- Freedom from details, minutia and micro-management.
- Performance appraisals based on the results achieved, not the means or process.
- Many experiences and some occasional unexpected surprises or problems.



Your Motivational Wants and Needs

What motivates you? People are motivated by what they want? But, what do you really want? Our behaviors are also driven by both wants and needs. Each style has different needs. If one person is stressed out, they may need quiet time alone; another may need social time around a lot of people. Each of us try to meet our wants and needs differently. The more fully our needs are met, the easier it is to perform at an optimal level.

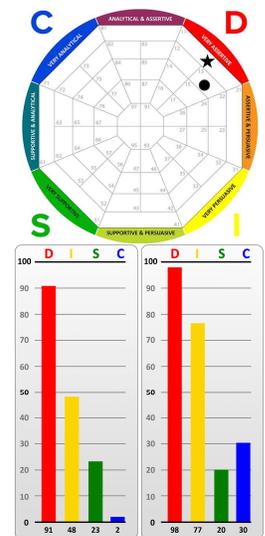
Directions - Check the two most important motivators (wants) and the two most important needs and transfer them to your Action Plan, page 21.

You Are Motivated By:

- Opportunity for advancement and career expansion.
- People around you who are efficient in getting things done, and effective in working with people.
- Authority equal to your responsibility.
- Independence to be able to act on ideas and to express creativity in solving problems.
- A variety of experiences and new challenges.
- A change-oriented work culture.
- Opportunities to express your ideas and opinions.

You Need:

- To soften or mask high emotions at times, especially with more introverted people.
- A work climate of support staff to handle the detail work.
- To negotiate with others in a real-time, face-to-face manner, rather than through electronic means.
- To not over-react to things as frequently.
- A team of competent people who understand times of high urgency requirements.
- To be aware of the job description in writing.
- To understand the limits of your empowerment boundaries, and not to overstep them.



Adapted Natural

D's Behavior and Needs Under Stress

We do not usually SEE our own stress behaviors – how we are acting – though we certainly FEEL the stress in our body. Seeing how we behave when stressed can be unpleasant, because our stress behaviors are typically unappealing. Oftentimes, we are simply moving to the extreme of our primary DISC style. Once we recognize our stress behaviors, we can learn to moderate them, making work easier for ourselves and our team.

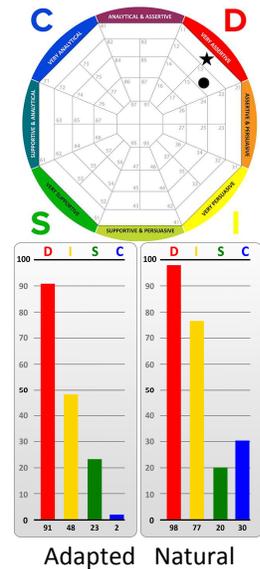
DIRECTIONS: Check off your two most counterproductive stress behaviors and your two most important needs when stressed and transfer them to your Action Plan, page 21.

When You are Under STRESS, Others See

- Uncooperative
- Intrusive
- Critical
- Blunt
- Restless

Your Needs When Stressed

- Accomplishments
- Tangible evidence of progress
- Control of the situation and themselves



When You Are In Conflict

Conflict is always unpleasant for all parties. It is essential you recognize **how you are perceived** in a conflict situation because it can undo all progress you have made in the eyes of others. First, see yourself realistically, then teach yourself to respond differently by **modulating your body language, your voice and your choice of words**.

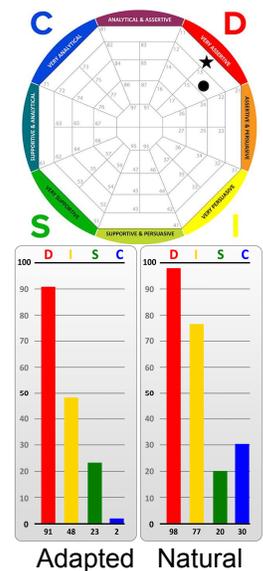
***DIRECTIONS:** Check off just one of your conflict behaviors you want to change and one strategy for diffusing a conflict situation you want to work on -- transfer them to your Action Plan, page 21.*

Your Typical Behaviors in Conflict:

- D's are quite comfortable with conflict, aggression and anger. Many times they may not realize the impact their behavior has on others. In other instances, however, they may consciously choose anger and aggression as a tactical weapon. In any case, they are likely to increase the level of aggression.
- Since D's tend to focus on their own results, they may tend to become autocratic in order to get their way.
- Their passion to win may result in win/lose situations, making it difficult for others to work with them.

Strategies to Reduce Conflict and Increase Harmony with Others

- Recognize that others may not be comfortable dealing with conflict, anger, and aggression. Therefore, reacting with the D's normal behavior may be counterproductive, resulting in interference with their desired results.
- Be sure to share the reasoning behind decisions. Failure to do so makes them seem arbitrary. When using someone's suggestion, acknowledge that person
- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase their own energy for the task; however it is likely to have a serious negative effect on many others.



When People Communicate with You

The following suggestions can help others who interact with you understand you and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences. **It is up to you to teach people to treat you the way you want to be treated.**

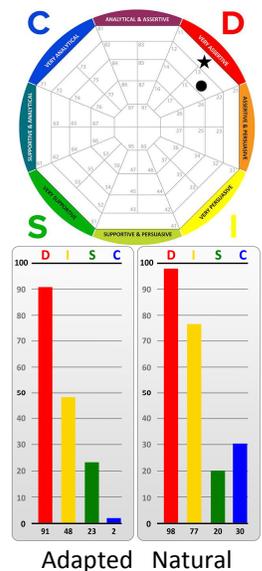
DIRECTIONS: Check off the two most important ideas for others to know when communicating with you and then check off the two most important ideas you want others to AVOID when communicating with you; transfer them to your Action Plan, page 21.

When Communicating with Joseph, DO:

- Be certain to conclude the communication with some modes of action and specific next-steps for all involved.
- Motivate and persuade Joseph by referring to objectives and expected results.
- Be prepared to handle some objections.
- Plan to talk about things that support Joseph's dreams, and goals.
- Join in with some name-dropping, talk positively about people and their goals.
- Provide options for Joseph to express opinions and make some of the decisions.
- Put the details in writing, but don't plan on discussing them too much.

When Communicating with Joseph, DO NOT:

- Be overly task-oriented.
- Speculate wildly without factual support.
- Leave loopholes or vague issues hanging in the air.
- Forget or lose things necessary for the meeting or project.
- Dream too much with Joseph or you'll lose time.
- Ask rhetorical questions, or useless ones.
- Get bogged down in facts, figures, or abstractions.



12 Behavioral Tendencies

The primary styles - **D, I, S, and C** - are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other.

For each of these you will see a graph and personalized statement for your Natural and Adapted style. These reveal which of your style combinations are most observable and describe how you express that tendency based on your DISC blend.

Note:

- The behavioral tendencies are presented in the order from **Most Frequently Observed to Least Frequently Observed**.
- **Frequency Observed:**
 - **HI** – Clearly observed in most situations, seen more often
 - **HM** – Frequently observed in many situations
 - **MOD** – May or may not be observed depending on the situation
 - **LM** – Sometimes observed in some situations
 - **LOW** - Absence of the behavior in most situations
- As the graph **moves to one side**, it shows which style has the greatest influence and how the other style has less influence. If the graphs are near the center, the result is a balancing behavioral effect with both styles affecting your behavior in that tendency.
- The **blue box** represents the general population in this behavioral tendency. 68% of people score in this range.

Balanced	
Determination	<div style="display: flex; justify-content: space-between;"> Others-driven (S) Self-Driven (D) </div>
<p>Natural (HI): You are self-determined, focused on taking immediate actions that achieve immediate results and goals.</p> <p>Adapted (HI): You are self-determined, focused on taking immediate actions that achieve immediate results and goals.</p>	
Providing & Following Directions	<div style="display: flex; justify-content: space-between;"> Reserved & Detailed (C) Directive & Concise (D) </div>
<p>Natural (HI): You are assertive, direct and results-focused, likely to resist set expectations, preferring to set your own course and outline directions for others to follow.</p> <p>Adapted (HI): You are assertive, direct and results-focused, likely to resist set expectations, preferring to set your own course and outline directions for others to follow.</p>	

Balanced	
<p style="text-align: center;">Customer Orientation</p> <p>Natural (HM): You are somewhat engaging, charming, persuasive, and influential, often connecting with both internal and external customers in a way that builds trust and confidence.</p> <p>Adapted (HM): You are somewhat engaging, charming, persuasive, and influential, often connecting with both internal and external customers in a way that builds trust and confidence.</p>	<p style="text-align: center;">Supporting (S) Engaging (I)</p>
<p style="text-align: center;">Confidence</p> <p>Natural (HM): You are somewhat confident when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others.</p> <p>Adapted (HM): You are somewhat confident when interacting with others, quick paced and focused on personal connections, and may tend to elaborate to engage with others.</p>	<p style="text-align: center;">Structure (C) Social (I)</p>
<p style="text-align: center;">Efficiency</p> <p>Natural (HM): You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently.</p> <p>Adapted (HM): You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently.</p>	<p style="text-align: center;">Interactive (I) Independent (D)</p>
<p style="text-align: center;">Planning</p> <p>Natural (MOD): Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a predictable, steady environment.</p> <p>Adapted (LM): Your planning often focuses on keeping processes and systems as predictable and steady as possible to support others in understanding and reaching the best outcome.</p>	<p style="text-align: center;">Predictability (S) Precision (C)</p>
<p style="text-align: center;">Process & Follow-through</p> <p>Natural (MOD): Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise.</p> <p>Adapted (HM): Your process and follow through is often driven by a desire to keep things consistent and moving forward at a methodical, steady pace.</p>	<p style="text-align: center;">Accuracy (C) Consistency (S)</p>

		Balanced	
Interaction	<p>Natural (LM): You are somewhat results driven in your interactions, preferring not to connect socially unless there is a specific outcome or purpose.</p> <p>Adapted (LM): You are somewhat results driven in your interactions, preferring not to connect socially unless there is a specific outcome or purpose.</p>	Results-Focused (D)	Relationships-Focused (I)
Reasoning	<p>Natural (LM): You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable.</p> <p>Adapted (LM): You often rely on your feelings and interactions with others to make decisions, choosing what is likely to be social acceptable.</p>	Intuition-based (I)	Evidence-based (C)
Vigilance	<p>Natural (LM): You act more impulsively based on intuition and feelings rather than taking the time to carefully consider the risks and consequences.</p> <p>Adapted (LM): You act more impulsively based on intuition and feelings rather than taking the time to carefully consider the risks and consequences.</p>	Impulsive (I)	Cautious (S)
Prioritizing	<p>Natural (LOW): You frequently focus specifically and directly on results now and take actions that target immediate accomplishments, likely unconcerned with the established guidelines.</p> <p>Adapted (LOW): You frequently focus specifically and directly on results now and take actions that target immediate accomplishments, likely unconcerned with the established guidelines.</p>	Results (D)	Rules (C)
Change-oriented	<p>Natural (LOW): You can be resolute and determined in times of change, desiring to have the authority to command and direct activities and reach immediate results and solutions.</p> <p>Adapted (LOW): You can be resolute and determined in times of change, desiring to have the authority to command and direct activities and reach immediate results and solutions.</p>	Driving (D)	Understanding (S)

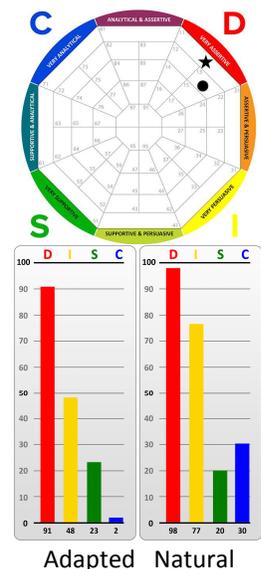
Areas for Personal Improvement

Everyone has some struggles, limitations or weaknesses. Oftentimes, it's simply an overextension of your strengths -- which then become weaknesses. For example, a High D's directness can be a strength in certain environments, but when overextended, too much directness may become bossiness.

DIRECTIONS: Check the two most important areas you are committed to improve and transfer them to your Action Plan, page 21.

Areas for Improvement:

- May oversell others on the goals and the ability to achieve them.
- Could get more accomplished through people by using a greater amount of patience with individuals and teams.
- May become impatient if not getting appropriate attention and recognition from others.
- While directing team projects, may tend to avoid direct participation with others in the project.
- Rather than emphasizing the positive, may sometimes be too fault-finding with teams and results.
- You may sometimes make decisions without consulting others, and without sharing information after the decision is made.
- The high sense of urgency coupled with the high ego and optimism, may lead to overstepping authority and responsibility.



My DISCcompass™ Action Plan

My strengths – what I bring to the organization

1. _____
2. _____

My important work style tendencies – what I bring to the job

1. _____
2. _____

I am most effective in an environment that provides these things – are they provided?

1. _____
2. _____

I am motivated by

1. _____
2. _____

Your needs in this environment – are they being met?

1. _____
2. _____

What I'd like to change when I am under stress

1. _____
2. _____

When I am under stress I need

1. _____
2. _____

Under conflict, I'd like to change this behavior

1. _____

My strategy to reduce conflict and increase harmony

1. _____

Communication “do’s” for others to know about me

1. _____
2. _____

Communication “don’ts” for others to know about me

1. _____
2. _____

I am committed to changing these two weaknesses/limitations

1. _____
2. _____

PART II -- UNDERSTANDING AND READING PEOPLE

It takes effort to understand another's point of view. We can train ourselves to listen and to observe the clues people are constantly giving about who they are. Clues that can tell us what they need – what motivates them – and what they fear.

"If you know the enemy and know yourself, you need not fear the result of a hundred battles. If you know yourself but not the enemy, for every victory gained, you will also suffer a defeat. If you know neither the enemy nor your-self, you will succumb in every battle."

...Sun Tzu "The Art of War"

Consider for a moment a modern business situation, perhaps in Sales. If we are entering into negotiations and I know more about me than you know about me, do I have a certain advantage? Yes, I do. Self understanding is the beginning of wisdom.

If, in the same situation, I know more about you than you know about you, do I have an advantage? Yes, I do. When I know what you want and need, I can appeal to those wants and satisfy your needs.

Now, imagine I enter negotiations knowing more about both me and you – Will I win every time, considering that I possess the ability to meet both your needs and my own? Win-Win?

THIS UNDERSTANDING AND READING PEOPLE SECTION INCLUDES:

1. Identifying another person's behavioral Style
2. Moving to the Compass and combination styles
3. Charting another's behavior
4. Communicating with each style

"Knowing others is intelligence; knowing yourself is true wisdom. Mastering others is strength; mastering yourself is true power."

-- Lao-Tzu

How Do You Identify a Person's Primary Behavioral Style?

You must learn to quickly identify each of the four primary behavioral styles in order to practice adaptability. We do this by focusing on two areas of behavior — **PACE** and **PRIORITY**. So be a detective and watch closely.

PACE – the easiest characteristic to spot – are they FASTER or SLOWER?

1. Does this person move quickly? Talk fast? Speed from subject to subject? Multi-task? Drive, chew, answer, think, finish FAST? OR,
2. Does this person move more slowly and deliberately? Take their time with everything? Drive deliberately? Answer after some consideration? Eat, think, respond and maneuver more slowly?
3. Along with pace comes directness, faster pace - direct, slower pace - indirect

PRIORITY – Notice their primary FOCUS – TASK or PEOPLE

1. Does the person jump into tasks readily? Fix broken things immediately? Focus on things to be done? Get quickly to work without socializing first? Answer their phone and talk immediately about task? OR,
2. Does the person focus on people first? Ask personal questions to catch up with you? Do they inquire about family and friends, consider everybody's feelings first, precede business with personal comments?
3. You'll also notice openness, Task focus leans towards guarded, people focus tends to be more open.

When you combine your observations about PACE and PRIORITY, you create the DISC matrix of the four primary behavioral styles. **Memorize this matrix now – it is the basis of all that follows.**

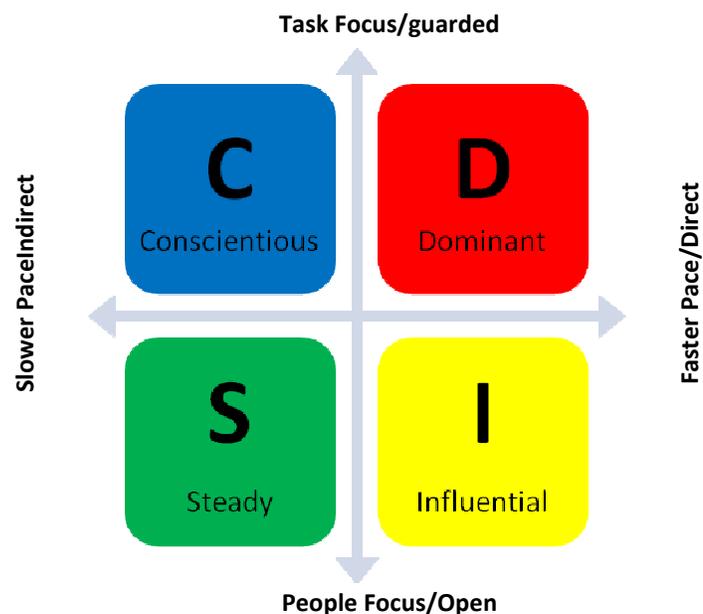
The MATRIX holds the basic key to DISC

D = Fast pace and task focus

I = Fast pace and people focus

S = Slower/deliberate pace and people focus

C = Slower/deliberate pace and task focus



When we combine a Person's PACE and PRIORITY, we know their basic style. Each time we meet a person, friend or stranger, we can practice noticing if they are Faster or Slower, focusing on Tasks or People. We combine these two pieces of information and then begin to read more complex styles, using the Compass.

How to Identify Another Person's Behavioral Style

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

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

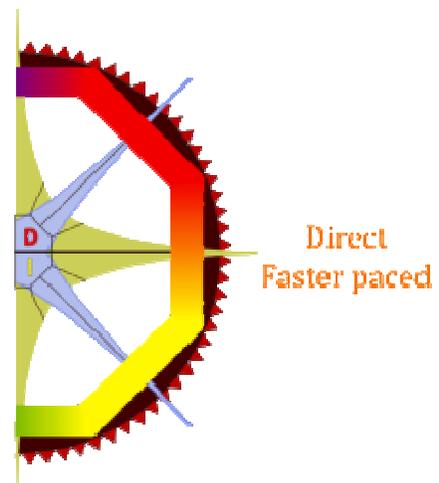
1. Are they more direct and fast-paced or indirect and slower-paced?
2. Are they more guarded and task-oriented or open and people-oriented?

Directness

Direct/Faster-Paced People (D and I Styles right of the vertical line)

Direct Behaviors

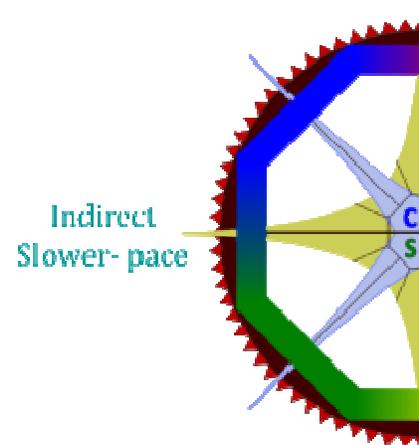
- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others



Indirect/Slower-Paced People (S and C Styles left of the vertical line)

Indirect Behaviors

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



Openness

Open/People-Oriented People (I and S Styles below the horizontal line)

Open Behaviors

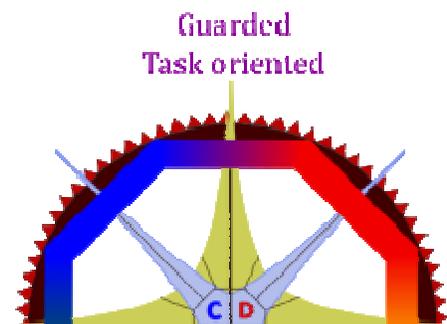
- Shows feelings and enthusiasm freely
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-oriented
- Animated facial expressions
- Easy to get to know in business
- Friendly handshake
- Initiates/accepts physical contact



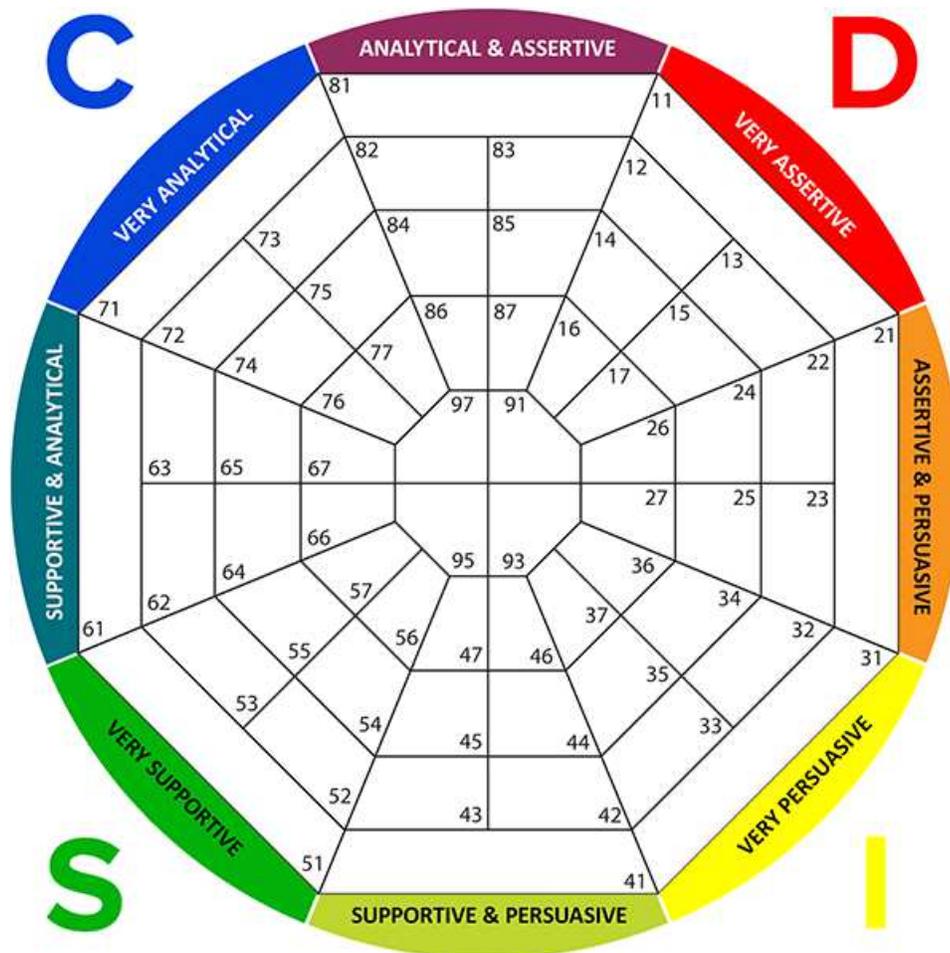
Guarded/Task-Oriented People (D and C Styles above the horizontal line)

Guarded Behaviors

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



Now we study Combination Styles using the Compass



- People who plot on the outer two rings have more forthright personalities, easier to identify, simply because they have only 1 or 2 factors (D,I,S,C) above the 50% energy line.
- However, as one moves towards center of the Compass, three strong factors appear above the Line. In the center, segment 91 – 95, We have 2 conflicting styles above the 50% energy line, I/C, C/I, D/S, and S/D; directly conflicting in pace and focus.
- All of the 7 style segments in each of the 8 Sectors, D, DI, I, IS, S, SC, C, CD. have the primary style in the Sector's outer ring as the top graph point – DI has segments numbered 21 – 27 for example.
- An example of a very complex personality might be segment 27.

Charting the Four Basic DISC*compass* Styles

Once you have determined a person's PACE and PRIORITY, you have identified their DISC*compass* primary style. With this chart you can now understand some of their characteristics and you can anticipate their behavior. For example, think of people in your life now, identify their style and study them: in particular study their "Needs" below. Choose someone close to you and determine their style -- how can you satisfy their basic needs? Do it!

	HIGH DOMINANT STYLE	HIGH INFLUENTIAL STYLE	HIGH STEADY STYLE	HIGH CONSCIENTIOUS STYLE
PACE	Fast/Decisive	Fast/Spontaneous	Slower/Relaxed	Slower/Systematic
PRIORITY	Goal	People	Relationship	Task
NEEDS	Productivity Control	Participation Applause	Acceptance Friendships	Accuracy Precision
STRENGTHS	Administration Leadership Pioneering	Persuading Motivating Entertaining	Listening Teamwork Follow-through	Planning Systemizing Orchestration
GROWTH AREAS	Impatient Insensitive to others Poor listener	Inattentive to detail Short attention span Low follow-through	Oversensitive Slow to begin action Lacks global perspective	Perfectionist Critical Unresponsive
FEARS	Being taken advantage of	Loss of social inclusion & recognition	Sudden changes Instability	Personal criticism of their work efforts
IRRITATIONS	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
UNDER STRESS MAY BECOME	Dictatorial Critical	Sarcastic Superficial	Submissive Indecisive	Withdrawn Headstrong
GAINS SECURITY THROUGH	Control Leadership	Playfulness Others' approval	Friendship Cooperation	Preparation Thoroughness
MEASURES PERSONAL WORTH BY	Impact or results Track records and products	Acknowledgments Applause Compliments	Compatibility with others Depth of contribution	Precision Accuracy Quality of results
WORKPLACE	Efficient Busy Structured	Interacting Busy Personal	Friendly Functional Personal	Formal Functional Structured

Communication Plan with the **DOMINANT** Style

CHARACTERISTICS:	SO YOU...
Concerned with being #1	Show them how to vision and win – they want new opportunities
Think logically	Display your logical reasoning – but be brief
Want facts and highlights	Provide concise data – don't ramble
Strive for results	Agree on goals -- then support them or get out of their way
Like personal choices	Allow them to “do their thing” – give them an exclusive task
Like changes	Vary routine – they like several balls in the air at once
Prefer to delegate	They frequently change focus – watch that they don't “abandon” work to others with little clarity
Want others to notice accomplishments	Compliment them on what they've done – recognition motivates
Need to be in charge	Let them take the lead -- give them parameters and let them go
Tendency towards conflict	When necessary, state you differences clearly -- backed up with fact never argue on a “personality” basis

List two “D” People in your Professional life

(Fast Paced and Task Oriented)

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 _____ List 2 new communication ideas you will try: (above list) 1. _____ 2. _____
PERSON 2 _____ List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 _____ List 2 new communication ideas you will try: 1. _____ 2. _____

List two “D” People in your Family or Personal life

(Fast Paced and Task Oriented)

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 _____ List 2 new communication ideas you will try: 1. _____ 2. _____
PERSON 2 _____ List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 _____ List 2 new communication ideas you will try: 1. _____ 2. _____

Communication Plan with the **INFLUENTIAL** Style

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

List two “I” People in your Professional life (Paced and People Oriented)

(Fast

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 _____ List 2 new communication ideas you will try: (above list) 1. _____ 2. _____
PERSON 2 _____ List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 _____ List 2 new communication ideas you will try: 1. _____ 2. _____

List two “I” People in your Family or Personal life (Fast Paced and People Oriented)

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 _____ List 2 new communication ideas you will try: 1. _____ 2. _____
PERSON 2 _____ List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 _____ List 2 new communication ideas you will try: 1. _____ 2. _____

Communication Plan with the STEADY Style

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

List two "S" People in your Professional life

(Slower,

Deliberate Pace and People Oriented)

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 _____ List 2 new communication ideas you will try: (above list) 1. _____ 2. _____
PERSON 2 _____ List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 _____ List 2 new communication ideas you will try: 1. _____ 2. _____

List two "S" People in your Family or Personal life

(Slower, Deliberate Pace and People Oriented)

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 _____ List 2 new communication ideas you will try: 1. _____ 2. _____
PERSON 2 _____ List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 _____ List 2 new communication ideas you will try: 1. _____ 2. _____

Communication Plan with the CONSCIENTIOUS Style

CHARACTERISTICS	SO YOU...
Concerned with aggressive approaches	Approach them in an indirect, nonthreatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Utilize caution	Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	When delegating, let them check procedures, and other progress or performance before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or "correct" answer, within available limits
Like to contemplate	Tell them "why" and "how"

List two "C" People in your Professional life

(Slower, Deliberate Pace and Task Oriented)

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 List 2 new communication ideas you will try: (above list) 1. _____ 2. _____
PERSON 2 List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 List 2 new communication ideas you will try: 1. _____ 2. _____

List two "C" People in your Family or Personal life

(Slower, Deliberate Pace and Task Oriented)

PERSON 1 _____ List 2 characteristics you notice (above list) 1. _____ 2. _____	PERSON 1 List 2 new communication ideas you will try: 1. _____ 2. _____
PERSON 2 List 2 characteristics you notice 1. _____ 2. _____	PERSON 2 List 2 new communication ideas you will try: 1. _____ 2. _____

PART III ADAPTATION TO OTHERS – REACHING CHARISMA

*Understanding your own and other's behavioral styles are just the first two steps to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That's what the **COMPASS** report is all about.*

Now we must apply what we've learned about behavior. We "read" people and situations and then adapt ourselves into a position of acceptance and trust. People want to be treated according to **their** behavioral style, not yours!

ADAPTATION LEARNING INCLUDES:

- What is Behavioral Adaptability
- Practice Modifying Your Style
- Tension Among the Styles
- How to Adapt to the Different Behavioral Styles

Can you really be more effective in relationships and situations with your family, friends and work colleagues? Definitely! You have the power to make your "challenging" relationships **good** and your good relationships **better**. Make a **SERIOUS commitment** to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship. You can be a truly outstanding, charismatic human being!

- 1** Practice identifying the behavioral style of every person you meet, from the bank teller and the checkout person to your family and colleagues: (Contact **Viatech Global - DEMO Report** to learn how to obtain a DISC*compass*™ for spouse or family member.)
 - **Identify Another Person's Pace and Priority**
 - **Study the Eight Basic DISC*compass*™ styles**
 - **Understand how Behavioral Adaptability gives you an advantage in all your interpersonal relationships.**
- 2** Once you know their style and preferences for Pace and Priority, briefly modify Your Own Style, Your Words, Mannerisms and Actions to Adapt. You will be amazed at the **reception**.
- 3** To further understand the tension that may exist in the relationship, you can refer to the **Tension Among the Styles** section and complete the Tension Amount the Styles Worksheet. Being aware of the differences in preference in pace and priority, and modifying accordingly, can make a big difference in those tension-filled relationships.
- 4** And finally, the last section, **How to Adapt to the Different Behavioral Styles**, will give you suggestions when dealing with each of the styles.

What is Behavioral Adaptability?

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

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

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

Adaptability does not mean "imitation" or mirroring of the other person's style. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person's preference, while maintaining your own identity.

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

Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority. And, remember a slower paced, task oriented person in the High C sector will have an unpleasant reaction to an effervescent, talkative person in the High I sector. And vice versa.

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

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

Practice Modifying Your Pace and Priority

Let's look at one behavior dimension at a time (because in some interpersonal situations, you will only be able to identify another person's Pace or Priority, but not both.) So, first, try adapting one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Pace or Priority before looking at specific guidelines for being more adaptable with each of the four styles.

FASTER vs. SLOWER PACE

IF YOU ARE SLOW PACED, PRACTICE INCREASING YOUR PACE: (Have fun—it's a game!)

- Speak, move and make decisions at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice – speak louder
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't clash with the person – agree with some part of their argument
- Look everyone in the eye

IF YOU ARE FAST PACED, PRACTICE DECREASING YOUR PACE: (Have fun—it's a game!)

- Talk, walk and make decisions more slowly and deliberately
- Seek and acknowledge others' opinions
- Share decision-making
- Be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging or acting pushy
- When disagreeing, choose words carefully

TASK vs. PEOPLE PRIORITY

IF YOU ARE TASK ORIENTED, PRACTICE INCREASING YOUR PEOPLE PRIORITY: (Have fun—it's a game!)

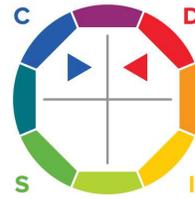
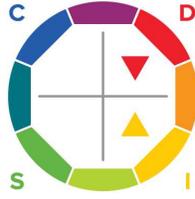
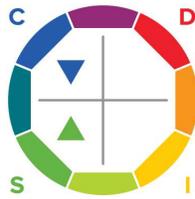
- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal complements
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

IF YOU ARE PEOPLE ORIENTED, PRACTICE INCREASING YOUR TASK PRIORITY: (Have fun—it's a game!)

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

Tension Between the Styles

Managing Tensions

Potential Tensions/Disconnects	Plot Points Example
<p>S-I = Patience vs. Urgency Tensions:</p> <p><i>The High S's innate patience can conflict with the High I's Sense of Urgency. (Slower vs. Faster)</i> <i>Also S prefers to complete one task before moving on to another while I begins several tasks</i></p> <p>C-D = Patience vs. Urgency Tensions:</p> <p><i>The High C's focus on exercising patience to achieve accuracy and avoid errors can conflict with the High D's focus on quick results, do it NOW solutions, and immediate action. (Slower vs. Faster)</i></p>	 <p>High S + High I (Lower Left vs. Lower Right Quadrant).</p>  <p>High C + High D (Upper Left vs. Upper Right Quadrant)</p>
Potential Tensions/Disconnects	Plot Points Example
<p>D-I = Task vs. People Tensions</p> <p><i>The High D's focus on results, tasks and action can conflict with the High I's focus on other people, feelings and inclusive decisions.(Task vs. People)</i></p> <p>S-C = People vs. Tasks Tensions</p> <p><i>The High C's focus on data, analysis, accuracy and precision can conflict with the High S's focus on other people, teamwork, personal connection and a feeling of 'family'. (People vs. Task)</i></p>	 <p>High D + High I (Upper Right vs. Lower Right Quadrant)</p>  <p>High C + High S (Upper Left vs. Lower Left Quadrant)</p>

Tension Between the Styles

Potential Tensions/Disconnects	Plot Points Example
<p><u>Double Tensions</u> of Patience vs. Urgency AND People versus Task</p> <p><i>Pattern 1: The High S's preferred Patient & Slower Pace with a Primary Focus on People rather than on results and task can conflict with the High D's Sense of Urgency and a focus on Tasks and Results and Now.</i></p>	 <p>High S + High D (Lower Left vs. Upper Right Quadrant)</p>
<p><u>Double Tensions</u> of Patience vs. Urgency AND People versus Task</p> <p><i>Pattern 2: The High C's lack of Urgency with a Primary Focus on Tasks/Results can conflict with the High I's higher Urgency with a Primary Focus on People vs. Results and Tasks.</i></p>	 <p>High C + High I (Upper Left vs. Lower Right Quadrant)</p>

Tension Among the Styles WORKSHEET

Personality TENSIONS Natural

Everybody has a few tension-filled relationships. You can have the highest regard and/or loving feelings toward a particular person, yet your interactions are usually stressful. If this is behavior related, complete this worksheet to gain insights on how to improve the relationship. If you feel comfortable, you may discuss with the other person things you can do to ease the tension. (NOTE: Oftentimes, when personality adjustments don't help, the issue is underlying Values).

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

JANE DOE'S INFORMATION

STYLE: C

PACE: Slower-paced

PRIORITY: Goal/Task-oriented

RELATIONSHIP

Name: *John Doe*

Style: *High I*

Pace: *Faster-paced*

Priority: *People-oriented*

Difference: *Pace and Priority*

Strategy: *I must be more personable, social, upbeat, and faster-paced with John*

SAMPLE

RELATIONSHIP 1

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

RELATIONSHIP 2

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

Adapt Easily to the **DOMINANT** Style

They're time-sensitive; so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure — all on a single page.

The Dominant Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the D Style call the shots. If you disagree, argue with facts, not feelings. In groups, allow them to have their say because they are not the type who will take a back seat to others.

With the Dominant Style, in general, be efficient and competent.

AT WORK, HELP THEM TO...

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

SALES AND SERVICE STRATEGIES

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible

IN SOCIAL SETTINGS...

- Let them know that you don't intend to waste their time
- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

Adapt Easily to the INFLUENCING Style

The Influencing Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them. The I Styles are social-butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks..

With the Influencing Styles, in general, be interested in them.

AT WORK, HELP THEM TO...

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice
- Write things down

SALES AND SERVICE STRATEGIES

- Show that you're interested in them, let them talk, and allow your animation and enthusiasm to emerge
- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these toward mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions

IN SOCIAL SETTINGS...

- Give them testimonials
- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence

Adapt Easily to the STEADY Style

They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings, not facts. The S Styles don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Steady Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the Steady Style, in general, be non-threatening and sincere.

AT WORK, HELP THEM TO...

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings
- Modify their tendency to automatically do what others tell them
- Get and accept credit and praise, when appropriate

SALES AND SERVICE STRATEGIES

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or business expectations
- Get them involved by focusing on the human element... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

IN SOCIAL SETTINGS...

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and minimum of change

Adapt Easily to the CONSCIENTIOUS Style

They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented; so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the Influencing Styles, it is not a prerequisite. Support the Conscientious Styles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the C Styles to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed footwork for the group. If appropriate, set guidelines and exact deadlines. The C Styles like to be complimented on their brainpower, so recognize their contributions accordingly.

With the C Styles, be thorough, well prepared, detail-oriented, business-like, and patient.

AT WORK, HELP THEM TO...

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, less checking

SALES AND SERVICE STRATEGIES

- Maintain high expectations for high priority items, not everything
- Prepare so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them to think; avoid pushing them into a hasty decision
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise

IN SOCIAL SETTINGS...

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond formally and politely
- Negative discussions are OK, so long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

Building and Maintaining Rapport Throughout the Selling Cycle

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Phase 1: Building Rapport During Initial Contact

Connecting with “C’s”

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

Connecting with “D’s”

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

Connecting with “S’s”

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

Connecting with “I’s”

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

Phase 2: Maintaining Rapport in the Exploring Stage

Exploring with “C’s”

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

Exploring with “D’s”

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

Exploring with “S’s”

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

Exploring with “I’s”

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

Phase 3: Maintaining Rapport in the Collaborating Stage

Collaborating with “C’s”

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

Collaborating with “D’s”

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

Collaborating with “S’s”

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

Collaborating with “I’s”

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

Phase 4: Maintaining Rapport in the Confirming Stage

Confirming with “C’s”

- Emphasize accuracy, value, quality and reliability.
- Provide logical options with appropriate documentation and time to analyze their options.
- They’re uncomfortable with snap decisions and when they say they will think about it, they mean it!
- If pressured by people or excessive demands, they may use “I’ll think about it,” as a stalling tactic.
- “C’s” are educated, logical, comparative “shoppers.” Know your competition so you can point out your advantages relative to the competition in a factual, professional way. Mention your company’s strengths as you suggest questions they may want to ask your competitors that allows them to do a comparative cost-benefit analysis of the options and solutions.
- Be willing to explore the subject of a conditional, “pilot program” as a way of reducing their risk.

Confirming with “D’s”

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

Confirming with “S’s”

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

Confirming with “I’s”

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

Phase 5: Maintaining Rapport in the Assuring Stage

Assuring "C's"

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

Assuring "D's"

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

Assuring "S's"

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

Assuring "I's"

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

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

TAKING OWNERSHIP OF YOUR DESTINY

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

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

Accept the Challenge

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

Commit to Growth

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

Hopefully, you may decide to use this report as a jumping-off point for a new direction in your career. We offer programs, technology, books, CD's, DVD's, self-paced online courses, speeches, and on-site workshops that are all specifically designed to help you apply this amazing concept in key facets of your business and your life. Please contact us at **Viatech Global - DEMO Report**.

Here's wishing you continued success!



RESOURCES: for more information and ideas about Human Behavior and DISC*compass*[™], contact Viatech Global - DEMO Report.

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