

Business Development for Professionals



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

Suzanne Sample

Organization:

Widgets Inc.

Date:

08.21.2013



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Introduction to Your Business Development for Professionals Assessment

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

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

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

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

Suzanne, this Extended DISC® Business Development for Professionals Assessment will provide you with the map to more successful interactions with prospects and clients. You will learn:

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

Very Brief Background of the Extended DISC® Model

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

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

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

The resulting four styles are called:

D-style (Dominance)

I-style (Influence)

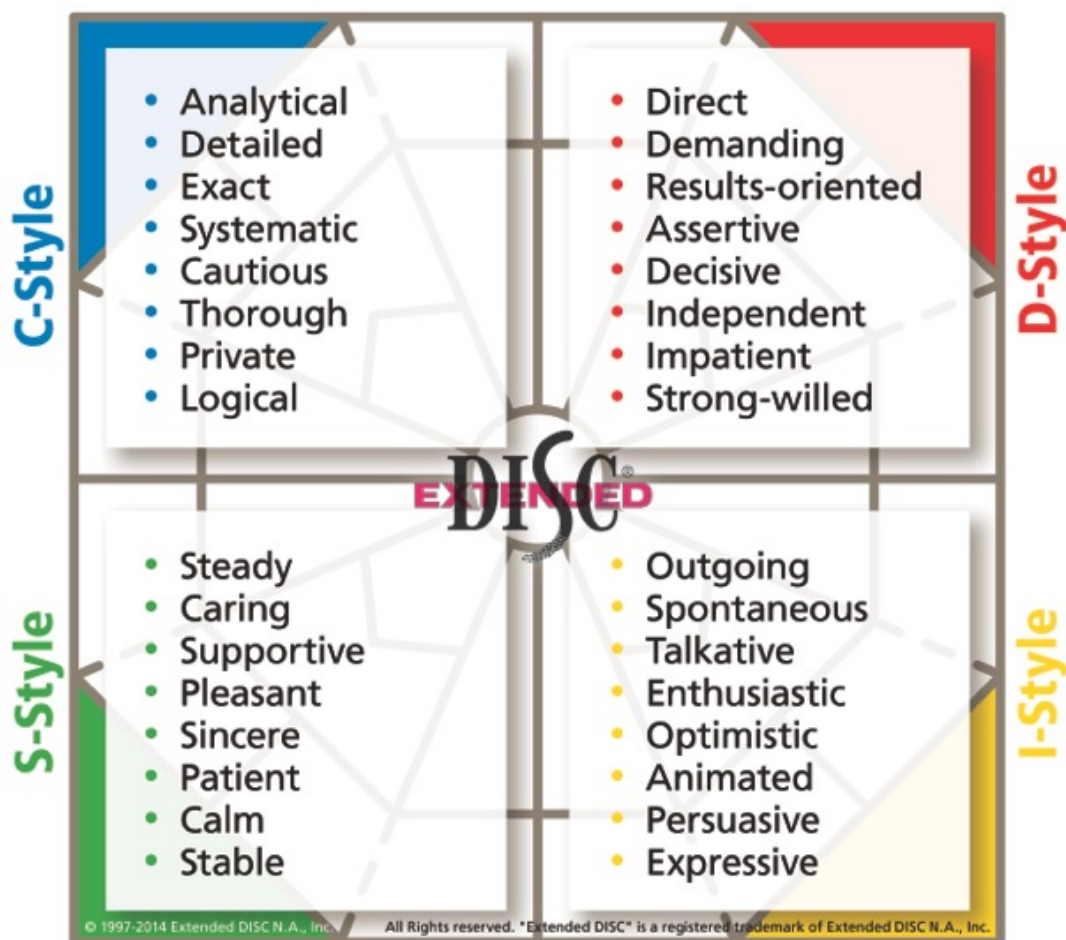
S-style (Steadiness)

C-style (Conscientiousness)

The DISC Behavioral Styles - The Key points:

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

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



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Your Extended DISC® Profiles

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

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

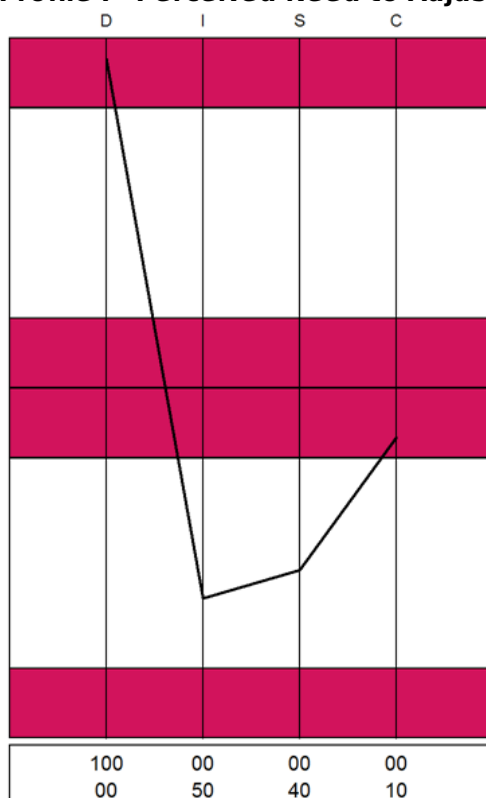
Profile II: Natural Style - Your natural style remains fairly stable, but not rigid, over your adult life. It is the style that is most comfortable to you and uses the least energy. Most individuals are a combination of styles.

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

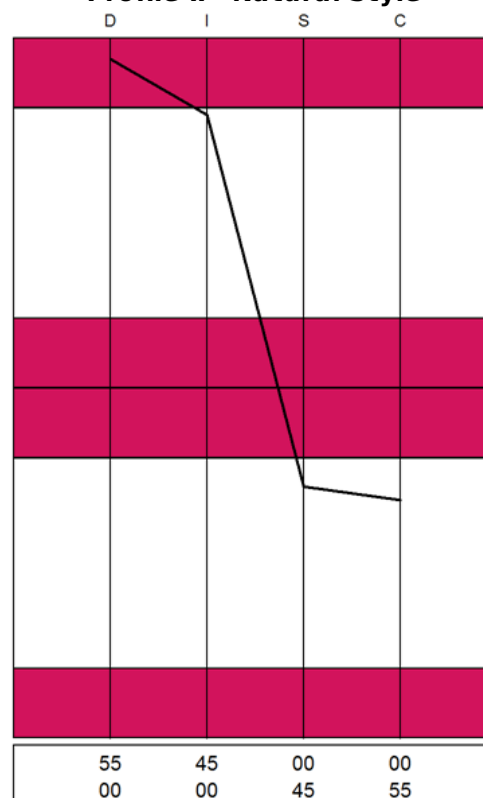
There are no good or bad behavioral styles - just different ones.

Your Profile I and II

Profile I - Perceived Need to Adjust



Profile II - Natural Style



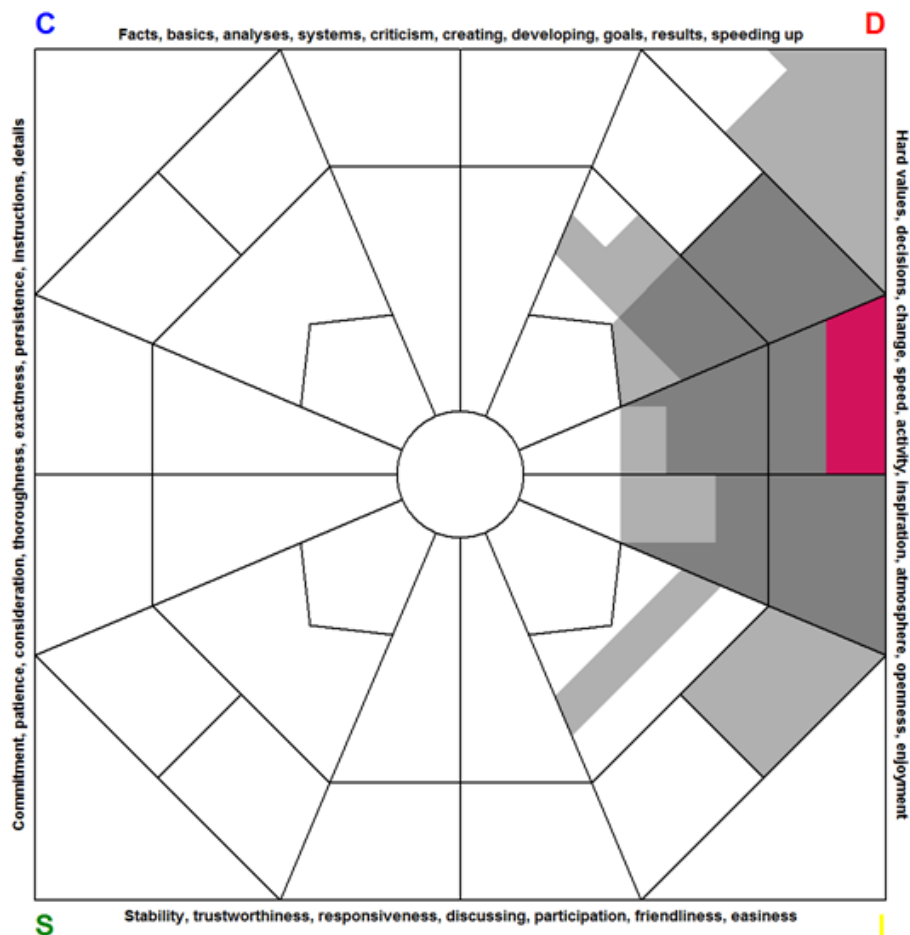
Your DISC style is: DI (D - 55%, I - 45%)

Your DISC Style

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

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

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



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You at a Glance

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

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

How Prospects May Perceive You:

Decisive, goal-oriented, active, independent, active, restless, alert, extroverted, busy, social, inspiring, communicative, open, sociable.

How Prospects May Perceive Your Communication Style:

Her relationships with other people are difficult to describe. She can be very nice, social, communicative and sociable - or she can be extremely tough, demanding, aggressive and over-practical. It always depends on her partner and how she expects to take advantage of that individual. Chatting is not her way to spend time.

How Prospects May Perceive Your Decision-making:

She is ready to take risks and "dive into the unknown." She should be subject to a control- and follow-up system to prevent her taking unnecessary risks or getting off the original track.

Your Strengths:

- Can keep people in line
- Motivates with independence and challenges
- Is clear enough
- Can set the goals
- Can demand
- Dares to take risks
- Can generate new ideas
- Has willingness to change
- Wants to be the best
- Can keep the goals high enough
- Doesn't let jobs become routine
- Can generate new ideas

"Knowing yourself is the beginning of all wisdom."

Aristotle

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Your Motivators

You tend to like and feel comfortable with these items. Are you taking advantage of comfort areas?

Suzanne is motivated by the chance to do independent work involving people. She gets motivation from clear, challenging goals that she can achieve her way. Variety in people, places and tasks also motivate her. She likes to work through people but that does not mean that Suzanne is a teamworker. This person is also motivated by popularity and social acceptance, publicity and success.

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

- Renewal, generating ideas
- Possibilities to win and achieve
- Freedom from restrictions and chains
- Opportunities to control and manage people
- Achieving results through people
- Varying and multifaceted situations
- Moving
- Meeting new people
- Possibilities for fast reaction
- Possibility to decide by herself
- Venturing into the unknown
- Deciding her own matters

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

1

2

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

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Situations that Reduce Your Motivation

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

- Being a bystander
- Detailed instructions
- Public failure
- Showing weaknesses
- Losing position
- Boring and dull people
- Wavering
- Routine duties
- Waiting, standing in a line
- Chains, restrictions
- Being "at the tail-end of the group"
- Slower paced people

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

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

1

2

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

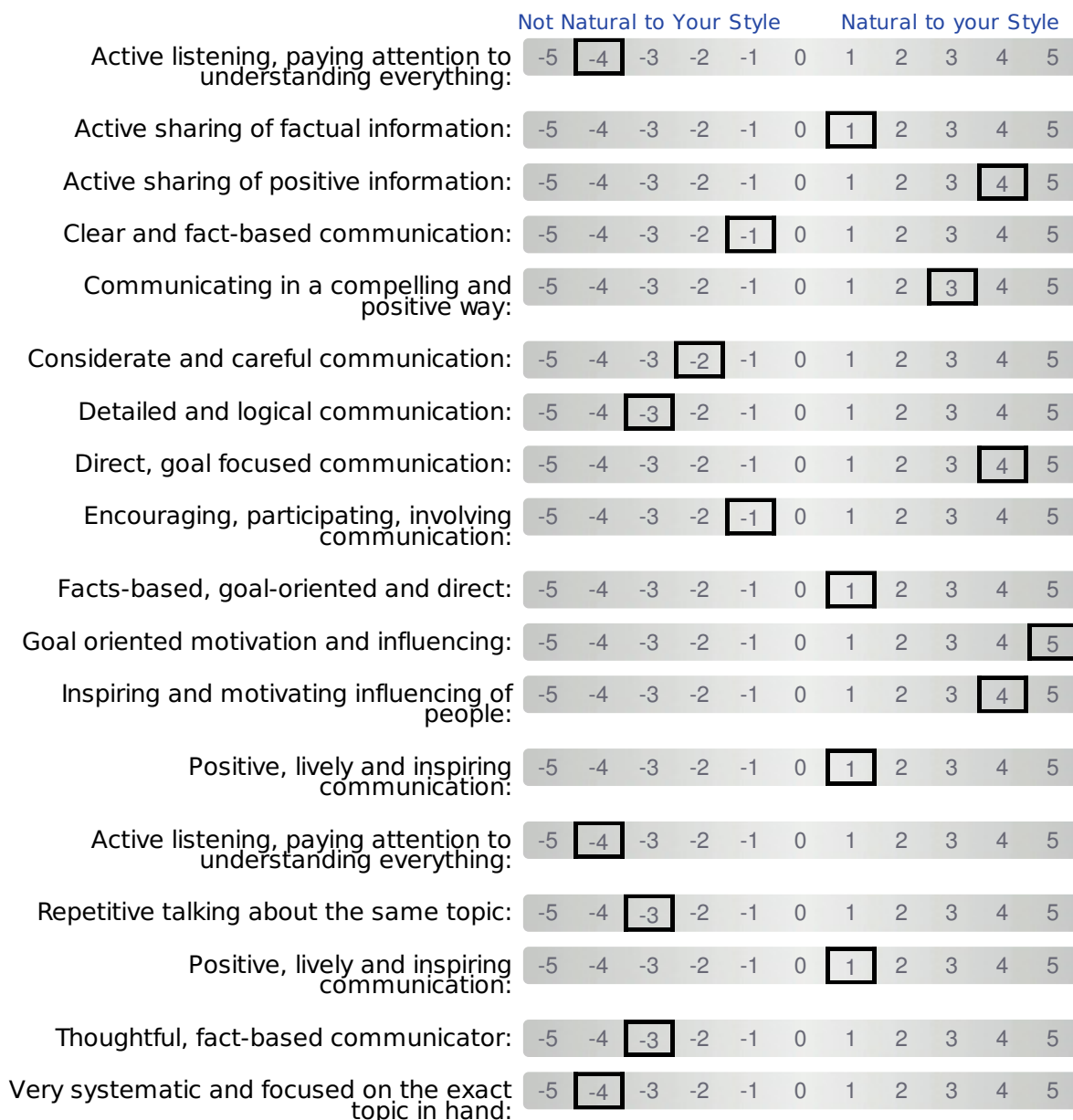
Your Communication Style with Prospects and Clients

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

Interpreting the bar graphs is simple:

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

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



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

How Prospects and Clients View Your Communication Style

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

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

Her relationships with other people are difficult to describe. She can be very nice, social, communicative and sociable - or she can be extremely tough, demanding, aggressive and over-practical. It always depends on her partner and how she expects to take advantage of that individual. Chatting is not her way to spend time.

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

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

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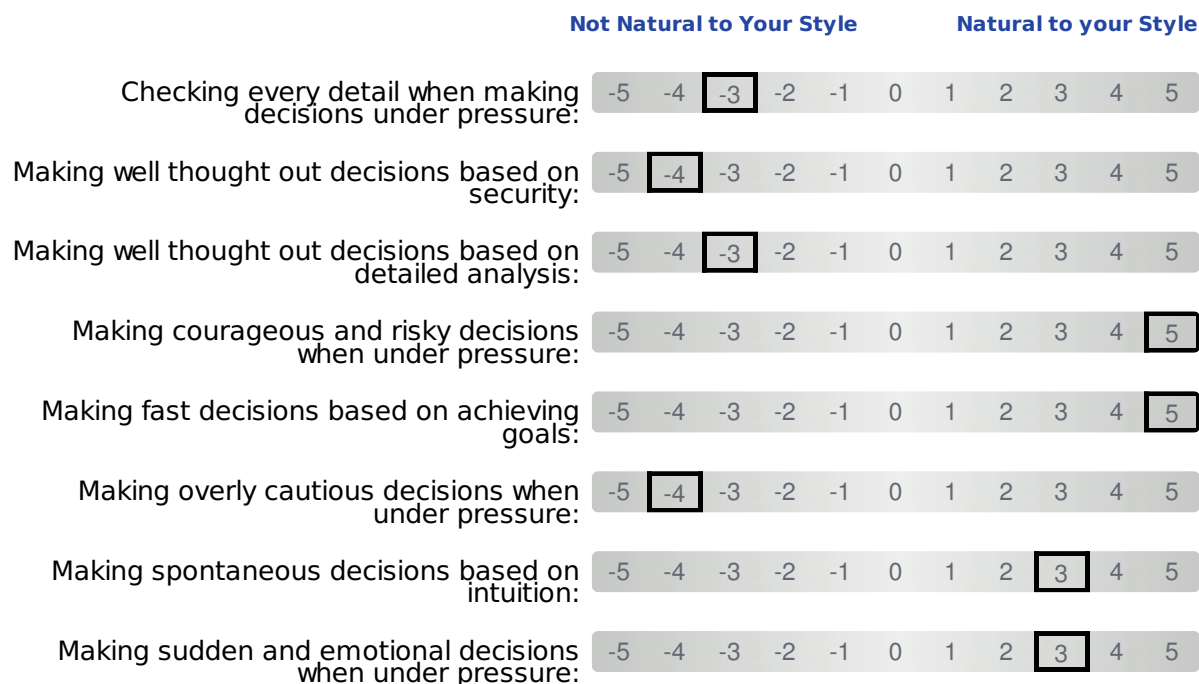
Widgets Inc.**08.21.2013****Your Decision-Making Style**

There is no best style for making decisions. However, we all have our own most comfortable way of decision-making. Successful people are aware of their preferred style and make conscious adjustments based on the requirements of each unique situation. Listed in the bar graphs below are a few of the most commonly requested decision-making traits.

Interpreting the bar graphs is simple:

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

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



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

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How Others View your Decision-Making Style

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

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

She is ready to take risks and "dive into the unknown." She should be subject to a control- and follow-up system to prevent her taking unnecessary risks or getting off the original track.

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

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

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Improving Your Business Development Success

Suzanne, below are a few reminders and suggestions on how to further improve your success.

Reminders

- The customers like to buy from you, but make sure to remain focused on them so they stay loyal
- Always do something that makes the client feel he/she has been taken into consideration
- Do everything you can to take care of the follow-up
- Give the customer enough time
- Draw the solutions on paper instead of trying to express them verbally
- Take care of all the follow-up issues after the sale in a timely manner
- Remember to stand behind your promises

Suggestions of What to Avoid

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



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Your Business Development Behaviors

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

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

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

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Controlling the sales call and not allowing it to become just a conversation:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Courageous expression of own opinions and ideas to a customer:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Developing new ideas and solutions quickly in a sales meeting:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Development & assessment of systematic sales process:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Direct, one-off selling:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Engaging the buyer; relationship selling:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Focusing on building strong, long-term relationships:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Focusing on the goal and not on being liked by the prospect:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Focusing on the next step in the sales process:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Focusing on winning:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Following a systematic sales process consistently:	-5	-4	-3	-2	-1	0	1	2	3	4	5

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

1 _____

2 _____

3 _____

How to Identify Prospects' Styles

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

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

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

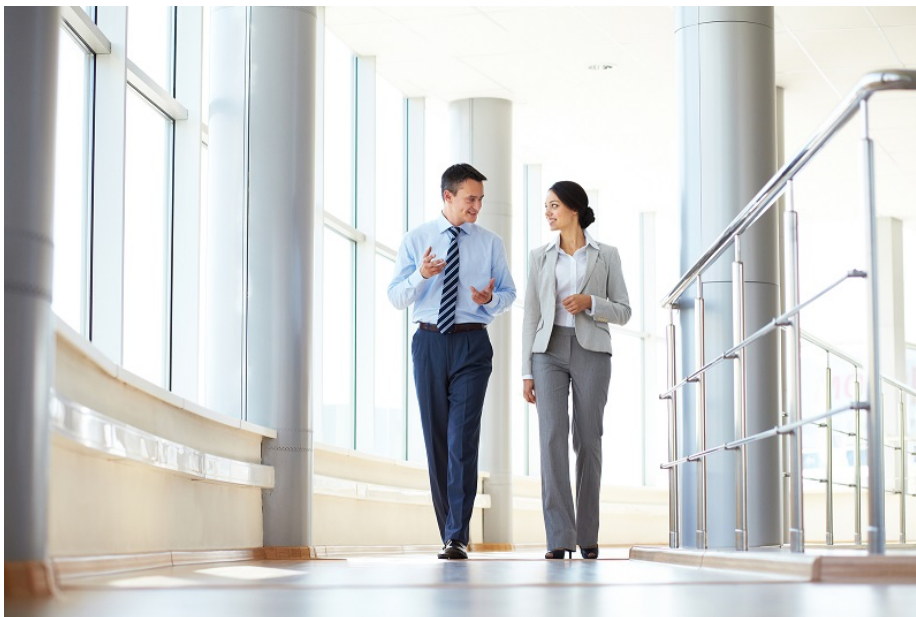
- Step 1. Observe
- Step 2. Assess
- Step 3. Recognize

Step 1: Observe

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

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

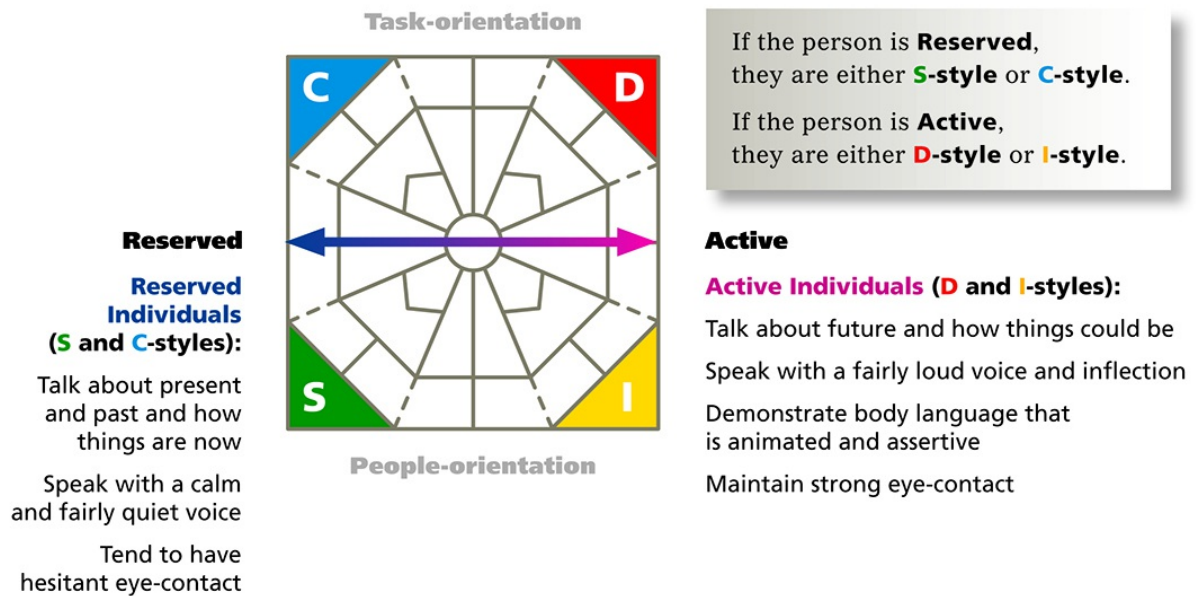
You will discover that observing behaviors will become second nature. Soon you will observe behaviors without thinking.



Step 2: Assess

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

- Active
- Reserved



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

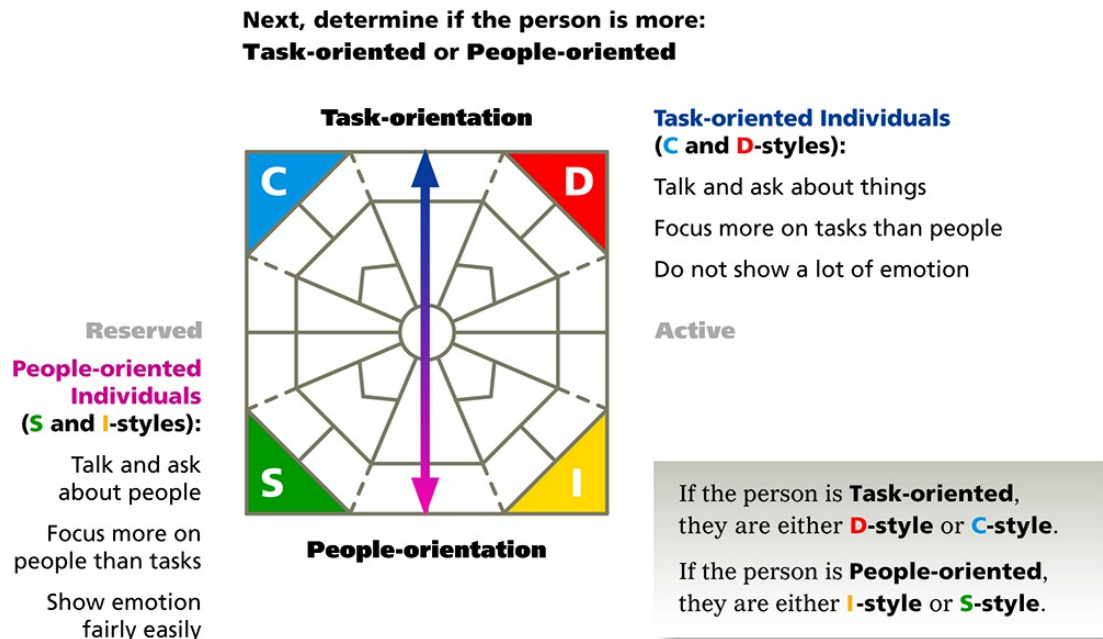
- Talk about future and how things could be
- Speak with a fairly loud voice and inflection
- Demonstrate body language that is animated and assertive
- Maintain strong eye-contact

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

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

Next, determine if the prospect is more:

- Task-oriented
- People-oriented



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

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

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

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

Step 3: Recognize

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

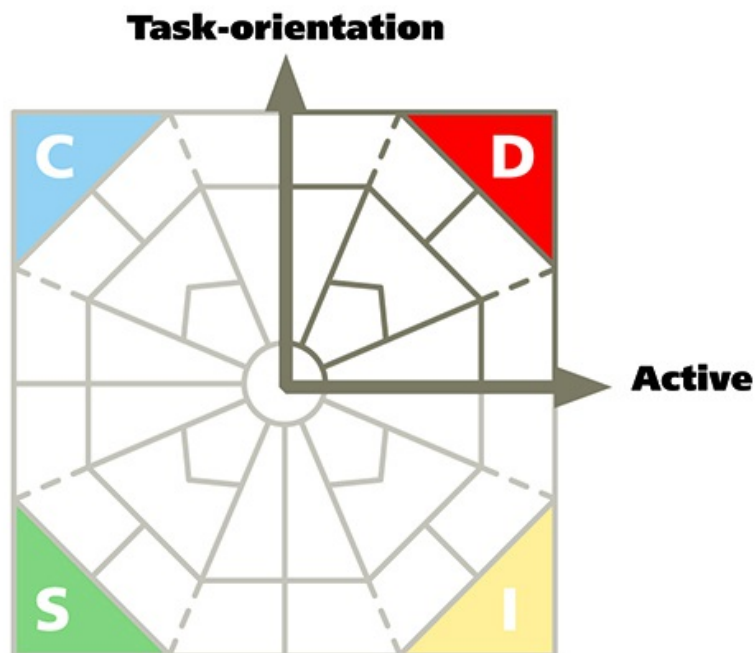
D-style = Active and Task-oriented

This is how to recognize D-styles.

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

How to identify a D-style prospects:

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



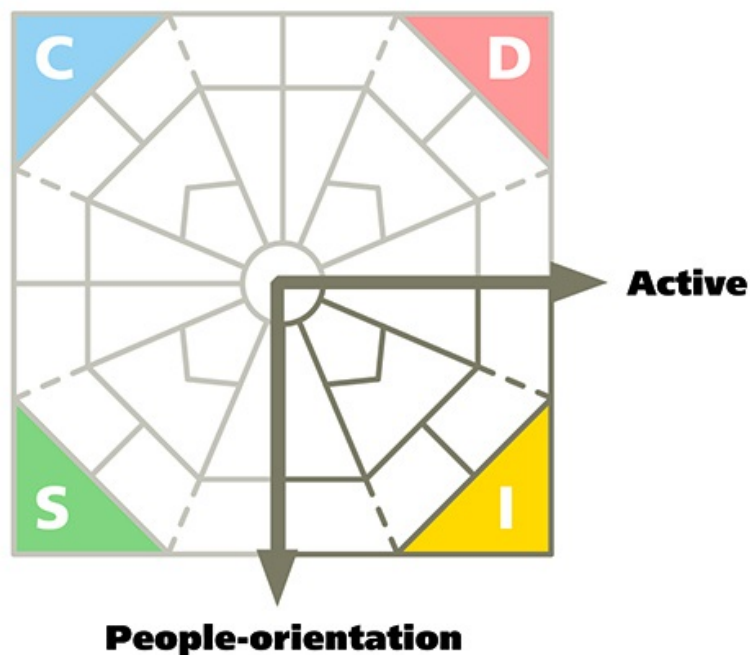
I-style = Active and People-oriented

This is how to recognize I-styles.

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

How to identify an I-style prospects:

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



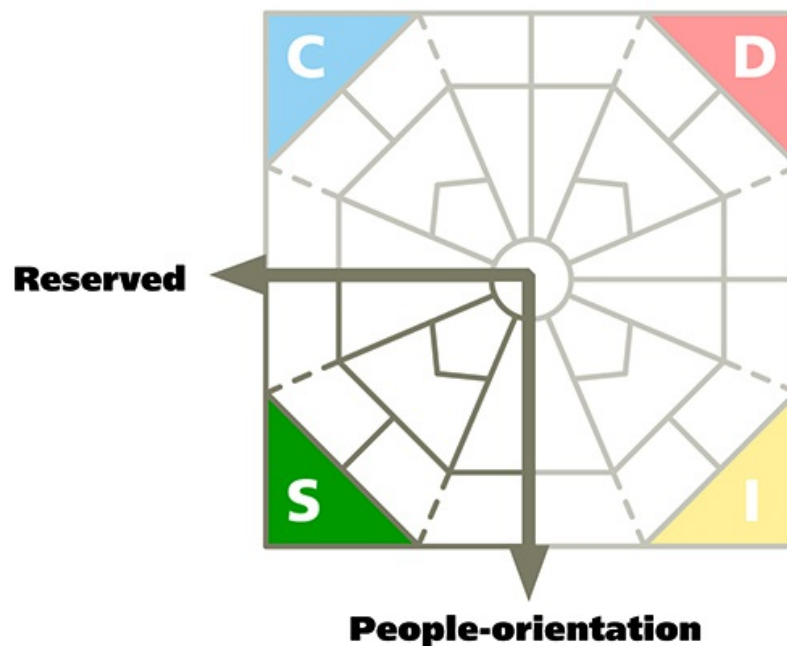
S-style = Reserved and People-oriented

This is how to recognize S-styles.

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

How to identify an S-style prospect:

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



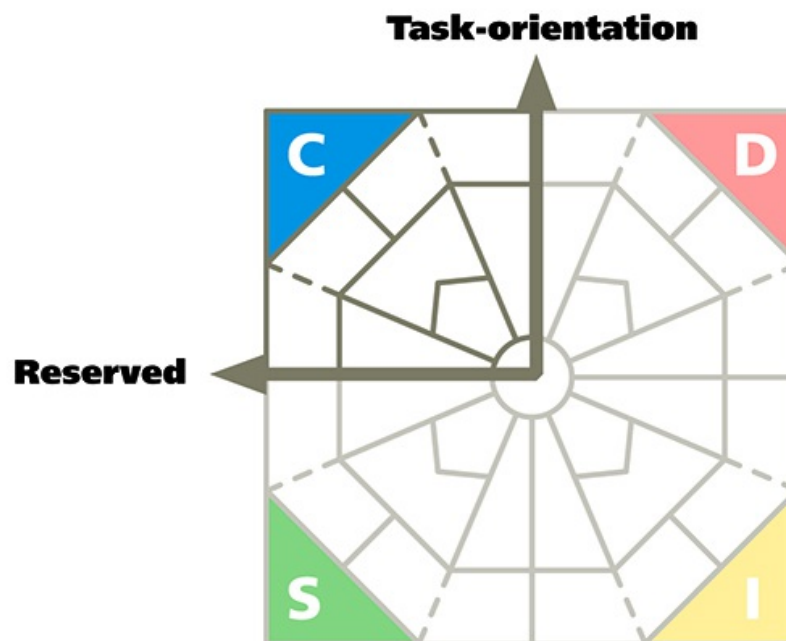
C-style = Reserved and Task-oriented

This is how to recognize C-styles.

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

How to identify a C-style prospects:

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



D-style Prospects

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

- Winston Churchill

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

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

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

Motto: I did it my way.

Focus: Actively controls tasks and things.

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

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

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

Communication Style:

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

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

- Offer them other topics of discussion but let them decide what to talk about
- Create a friendship that they can control
- Let them decide who talks
- Show that you are strong but you also respect their strength
- Maintain the same behavioral style with them all the time
- Let them believe that they control the meeting
- Let them control what they want to know

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

- Always stay in a role of an expert in only one area - do not try to solve all of their problems
- Do things for them, but never without their knowledge
- Be friendly, but don't be afraid to state your opinion
- Make sure they always owe you a little
- Keep yourself at their level - just a little below
- Always provide them with the new products first
- Do not pretend to them that your relationship is any closer than it actually is

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

- Never try to be better than they are
- Never offer them only one option - let them decide
- Do not decide for them what they like and want
- Do not have the last word
- Do not try to sweet talk him
- Do not forget to express you highly admire their achievements
- Do not try to beat them

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

- Boost their ego by telling them what they are capable of
- Do not pressure them, but set a stage for making a decision
- Make it easy for them to make the decision - but let them make it
- Find out what you can agree upon, and shake hands on it
- Let them believe that they came up with the new idea by themselves
- Let them decide
- Ask them directly if there is no point to continue

Suzanne Sample

Organization:

Date:

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08.21.2013

I-Style Prospects

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

- Dr. Suess

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

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

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

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

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

Focus: Actively involved with people and emotions.

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

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

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

Communication Style:

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

Suzanne Sample

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

- Make sure that you are not pushy
- Try to get them to talk
- Let them tell the best story
- Show that you are also interested in the topic and are not just trying to sell
- Be prepared to listen a lot
- Double-check what the prospect's true needs are
- Talk briefly and clearly, offering them more opportunities to talk

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

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

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

- Do not interrupt them if they get excited
- Do not control the discussion
- Do not progress faster than they are willing to
- Do not force them - you must remain friends
- Do not get them enthusiastic about something they will postpone later
- Do not talk when they would like to talk
- Do not try to control the meetings with them

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

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

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S-Style Prospects

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

- Calvin Coolidge

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

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

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

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

Focus: Involved with familiar people.

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

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

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

Communication Style:

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

Suzanne Sample

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

- Do not control or dominate the discussion
- Demonstrate that you are honestly trying to help him
- Progress step-by-step
- Do not pressure them into a decision or opinion
- Spend a lot of time building a relationship before starting to "sell"
- Do not patronize them - even if they let you to
- Use a modest tone of voice

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

- Ask their permission to use them as a reference - but only when you know that they will agree
- Regularly send information about the product
- Do not make changes to the product/service without consulting them first
- Avoid surprises
- Do not force them to talk about issues they do not want to
- Prepare them for changes - do not let anything surprise them too suddenly
- Do not oversell at any stage

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

- Do not hide any information from him
- Do not force them to take action too soon
- Do not put yourself above him
- Do not talk about them to other clients without their permission
- Do not forget to cover every issue
- Do not force them to talk before they are ready
- Do not forget what they have said

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

- Do not be superficial
- Bring up the limits of what your product/service can do (what it cannot do)
- Get them to plan what they can do with the product/service
- Give them a possibility to withdraw
- Spend time with them without selling anything
- Do not pressure him, but make them commit to doing something
- Emphasize the support that you will provide

C-Style Prospects

"I have no special talent. I am only passionately curious."

- Albert Einstein

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

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

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

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

Focus: Analyzes tasks and things.

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

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

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

Communication Style:

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

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

- Try to avoid exaggeration
- Do not force them to state their opinion
- Be careful not to force them into any type of action
- Set aside time proving the quality of your product/service
- Make promises, keep your promises, and commit them to counter-promises
- Be patient and let them go through everything carefully
- Be prepared to present all possible details but do not do it before they ask for them

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

- Make them successful and do not over-emphasize your contribution
- Always behave appropriately and never forget what you have agreed upon
- Always be accessible to provide support
- Always take time to explain or listen to their explanations
- Provide them with material (brochures, samples, etc.) that they can share with their associates and/or friends
- Be prepared to have to repeat the after-sale service
- Set aside time with them and let them analyze and talk

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

- Do not forget to ask what they consider important
- Avoid making an offer that forces them to respond
- Do not tell them when they need to decide
- Be modest and be careful not to appear arrogant
- Do not forget to cover the available support and guarantees
- Do not lead or manipulate them into situations they could feel not safe and secure
- Do not suddenly ask them to make a decision

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

- Respect their opinion and use it when making your offer
- Let them select what they want to buy
- Find out what criteria they have set for evaluating the product/service; focus on them using facts and figures
- Try to get them to focus on one thing only and get an agreement - it is easier than trying to agree on the entire thing
- Offer them an option to back out to lessen their degree of commitment
- Do not force them to make a decision; decide together and later confirm that the decision has already been made
- Include more than enough details with your formal offer

Personal Action Plan: Your Next Steps

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

My Top 3 Start and Stop List:

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

1 _____

2 _____

3 _____

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

1 _____

2 _____

3 _____



Suzanne Sample

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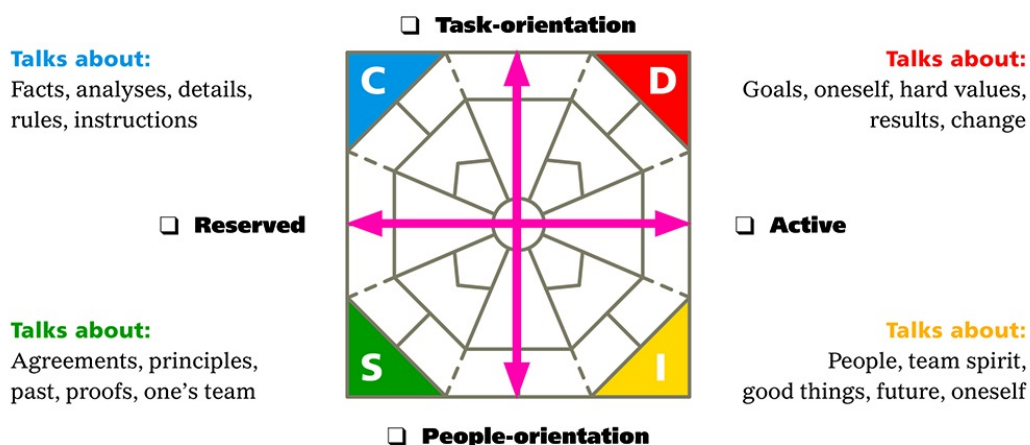
Prospect Action Plan:

Name of the prospect: _____

The person is:

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

Check appropriate boxes below:



The prospect's style is _____.

My Strategy:

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

1 _____

2 _____

3 _____

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

1 _____

2 _____

3 _____