



Kate Blocher

Style: Reformer

Sales Profile

Thursday, April 01, 2010



Note from Dan Miller

It's a pleasure to welcome you to the computerized **48 Days Profile**. Before you can move toward "work you love" or "relationships you love" or a "life you love" you need to understand yourself. I tell people that 85% of the process of moving forward in the right direction comes from looking inward first. 15% is then the application. We tend to look at circumstances or opportunities first and then try to make our lives work around those. That's a recipe for frustration if not disaster. Our culture teaches us to plan your life around your work -- I encourage you to **plan your work around the life you want**.

Finding the life you love and the work you love is a very individualized process – there is no one test, inventory or coaching process that will narrow down to one, and only one, right job fit for you. But we can use some critically important tools that will help you avoid the wrong ones.

This computerized profile is one of those important tools. Many people base a career direction simply on the fact that they have the **ability** to do something well. Unfortunately, I have found in years of personal coaching that many of those people do something well and yet are miserable while doing that very thing. I've seen lots of attorneys, physicians, pastors and dentists who have proven their **ability** to do their work – but at the same time they hate doing it every day.

This **48 Days Profile** is going to help you look at your behavioral characteristics – how you relate to other people, what kind of environments you are most comfortable in – how you manage, persuade and lead. We find that **behavior** is a better predictor of where you will function with success than raw **ability**. This is a foundational report that I require from every personal coaching client that I work with.

Your friend in the process,

Dan Miller

48 Days

*Our mission at **48 Days** is to foster the process of imagining, dreaming and introspection to help people find their calling and true path, and to translate that into meaningful, purposeful and profitable daily work.*



Introduction to your Personality Report

Kate Blocher

Your report uses the DISC Personality System. The DISC Personality System is the universal language of behavior. Research has shown that behavioral characteristics can be grouped together in four major groups called "personality styles". People with similar styles tend to exhibit specific behavioral characteristics common to that style. All people share these four styles in varying degrees of intensity. The acronym DISC stands for the four personality styles represented by the letters :

- D = Dominant, Driver
- I = Influencing, Inspiring
- S = Steady, Stable
- C = Correct, Compliant

Knowledge of the DISC System empowers you to understand yourself, family members, co-workers, and friends, in a profound way. Understanding personality styles helps you become a better communicator, minimize or prevent conflicts, appreciate the differences in others and positively influence those around you.

In the course of daily life, you can observe personality styles in action because you interact with each style, to varying degrees, everyday. As you think about your family members, friends and co-workers, you will discover different personalities unfold before your eyes.

- Do you know someone who is assertive, to the point, and wants the bottom line?

Some people are forceful, direct, and strong-willed.

is the D Style

- Do you have any friends who are great communicators and friendly to everyone they meet?

Some people are optimistic, friendly, and talkative.

is the I Style

- Do you have any family members who are good listeners and great team players?

Some people are steady, patient, loyal, and practical.

is the S Style

- Have you ever worked with someone who enjoys gathering facts and details and is thorough in all activities?

Some people are precise, sensitive, and analytical.

is the C Style

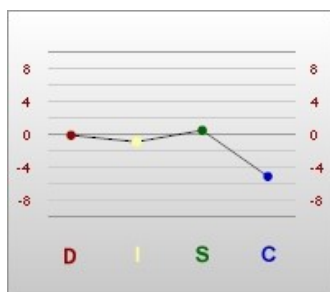


The chart below helps put the four dimensions of the personality into perspective.

	D = Dominant	I = Influencing	S = Steady	C = Compliant
Seeks	Control	Recognition	Acceptance	Accuracy
Strengths	Administration Leadership Determination	Persuading Enthusiasm Entertaining	Listening Teamwork Follow-Through	Planning Systems Orchestration
Challenges	Impatient Insensitive Poor Listener	Lack of Detail Short Attention Low Follow-Through	Oversensitive Slow to Begin Dislikes Change	Perfectionist Critical Unresponsive
Dislikes	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
Decisions	Decisive	Spontaneous	Conferring	Methodical

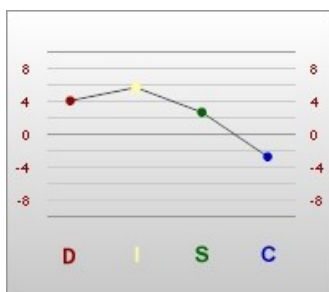
Because human personality is comprised of varying intensities of the four personality styles, the DISC graph helps make the personality style more visual. The DISC graph plots the intensity of each of the four styles. All points above the midline are stronger intensities, while points below the midline are lesser intensities of DISC characteristics. It is possible to look at a DISC graph and instantly know the personality and behavioral characteristics of an individual.

Below are examples and explanations of the three DISC graphs.



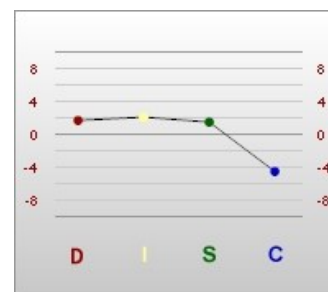
DISC graph 1 represents your "public self" (the mask)

This graph displays the "you" others see. It reflects how you perceive the demands of your environment, and your perception of how you believe others expect you to behave.



DISC graph 2 represents your "private self" (the core)

This graph displays your instinctive response to pressure, and identifies how you are most likely to respond when stress or tension are present. This would be your instinctive reaction.



DISC graph 3 represents your "perceived self" (the mirror)

This graph displays the manner in which you perceive your typical behavior. It could be referred to as your self perception. although at times you may be unaware of the behavior you use with other people, this graph shows your typical approach.

understanding your personality style

Kate's style is identified by the keyword "Reformer"

Kate, as a Reformer style, is a sociable and friendly person who enjoys being a leader. Reformers accomplish tasks through their social skills; they are caring and accepting of others. They concentrate on the task at hand until it is completed and will ask others to help if needed. Reformers know the limits of their skills and ask for assistance when needed. Kate desires popularity and recognition. Reformers are likable and people "want" to help them. Kate is happy to share the credit with the team, being a team player but also a team leader.

Reformers may have difficulty organizing their time. Reformers must have social approval and in turn they trust others highly. This sometimes leads to them overestimating people and their abilities. They are involved constantly and are often in the forefront. Kate is sensitive to others' feelings and will work toward a favorable environment for everyone. A Reformer has excellent social skills and possesses sincere empathy for people. This makes them good motivators for others. Kate uses directness to solve conflicts and is a passionate person who loves to express thoughts and opinions to others.

Kate likes being in the forefront of projects and situations and is a good delegator. Reformers are optimistic and positive, always choosing the "bright side" when evaluating people or circumstances. Reformers would benefit by taking more time to think through processes and evaluating more before acting. Reformers may spread themselves too thin. They have good intentions but often have difficulty with follow through.

A very creative person, Kate is often willing to seek out new solutions to problems, is self-motivated and often works at a fast pace to accomplish goals. Kate likes new challenges and is usually able to make decisions easily, even under pressure.

Kate is an optimistic individual. They are the type of person who loves exploring new places or things and a wide variety of experiences. A natural charisma is displayed that draws and charms others. Kate is a very encouraging person; others find them inspirational and lively.

Recognizing the value of a good relationship, Kate is very patient and caring when relating to others. This is an individual who usually remains calm, relaxed and even paced, even in situations that may ruffle others. Kate likes the role of a peacemaker, and when working through problems, they try to rely on successful strategies that have proven results.

Kate is uninhibited in trying new things and prefers going by feelings rather than just the facts. This person is not afraid to try things and may even do things in unique or unproven ways. Kate prefers to let others handle much of the detail work associated with various endeavors, preferring to focus on the creative and innovative aspect of the task.

Enthusiastic, innovative

Trusting, optimistic

**Persuasive, talkative,
caring**

**Competing for
recognition but willing to
share rewards**

General Characteristics

**Flattery, popularity,
authority and acceptance**

Rewards and recognition

**Freedom from many rules
and regulations**

**Other people available to
handle details**

Motivated By

Leadership roles

**Regular compliments for
achievements**

**Freedom from controls
and details**

A forum to express ideas

My Ideal Environment

Historical Characters

Ronald W. Reagan

1911-2004

40th President of the United States

Reagan's sociable and friendly nature was first displayed in his early career of radio, movies and television. His charismatic personality, combined with the high communication skill Reformers possess, made him a household word as he hosted the popular television show, General Electric Theater for a decade. He shifted from the Democratic to Republican party in the mid 1960s, and began a move into the political arena. After serving two terms as California's governor, Reagan defeated Jimmy Carter by an electoral landslide. A major reason for this was the perception that Reagan would take decisive action to free American hostages in Iran and to reduce taxes and government regulation. The decisive nature of the Reformer, concentrating on the task at hand until it is complete, was evidently not lost on the leader of Iran, who freed the American hostages on the very day Reagan was inaugurated. During his two terms in office, Reagan fulfilled his political and economic promises. He displayed the directness of the Reformer and their determination to solve conflicts through intervention in his dealings with Russia and in the Nicaraguan Contra conflicts; often raising the ire of his opponents and going beyond the bounds of his authority.

"Freedom is never more than one generation away from extinction. We didn't pass it to our children in the bloodstream. It must be fought for, protected, and handed on for them to do the same, or one day we will spend our sunset years telling our children and our children's children what it was once like in the United States where men were free."

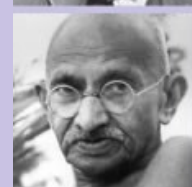
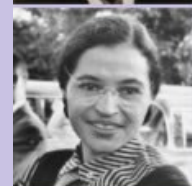
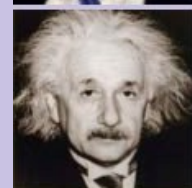
Thomas Jefferson

1743-1826

3rd President of the United States

Son of a wealthy Virginian land owner, Jefferson's social and communications skills were honed through his education. His law practice polished the verbal and debating skills that often characterize Reformers, and public respect for his accomplishments won his election to the Virginia House of Burgesses. His directness in attempting to solve conflicts is seen in his willingness to oppose Great Britain, and one of Jefferson's greatest accomplishments was as the principal drafter of the Declaration of Independence. Jefferson took the lead in the creation and adoption of Virginia's state constitution, later serving as governor. While governor of Virginia, he proposed that Virginia abolish the slave trade; though he owned some hundred and fifty slaves himself, demonstrating the Reformers' sincere empathy for people. During his presidency, Jefferson made the Louisiana Purchase, more than doubling the size of the United States.

"I tremble for my country when I reflect that God is just; that his justice cannot sleep forever."



Communicating with the Reformer

Kate Blocher

Remember, a Reformer may want:

- Social esteem and acceptance, freedom from details and control, people to talk to, positive working conditions, recognition for abilities, opportunity to motivate and influence others, ability to help others

Greatest fear:

- Rejection and loss of influence

When communicating with Kate, a Reformer, DO:

- Build a favorable, team-oriented environment
- Give opportunity for them to verbalize about ideas, people and their intuition
- Allow for a balance of work and social opportunities
- Submit details in writing, but don't dwell on the details
- Develop a participative relationship
- Create incentives for following through on tasks

When communicating with Kate, a Reformer, DO NOT:

- Eliminate social status
- Threaten their security
- Ignore their ideas or accomplishments
- Tell them what to do

While analyzing information, Kate, a Reformer may:

- Speak before listening thoroughly
- Miss important facts and details
- Think about how the information is going to affect them
- Be creative in problem solving

Motivational Characteristics

- **Motivating Goals:** Leadership, public praise
- **Evaluates Others by:** How they work together in a team
- **Influences Others by:** Warmness and friendliness, sociable drive
- **Value to Team:** Creative, active, confident, goal driver
- **Overuses:** Insincerity, lack of true self-evaluation
- **Reaction to Pressure:** Stubbornness, authoritative
- **Greatest Fears:** Social rejection, rejection of leadership
- **Areas for Improvement:** Recognize own shortcomings, give sincere praise



Knowledge comes, but
wisdom lingers.

- Alfred Lord Tennyson

Communicating with the Reformer

Kate Blocher

Value to the group:

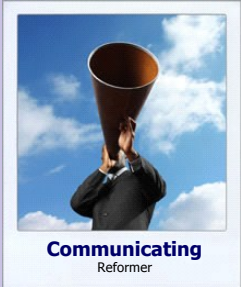
- Creative problem solver
- Great encourager, motivator, and leader
- Convincing spokesperson
- Negotiates conflicts by taking positive action

Reformers possess these positive characteristics in groups:

- Instinctive communicators, make good spokespersons
- Participative managers who influence and inspire
- Motivate the team
- Spontaneous and agreeable
- Respond well to the unexpected
- Create an atmosphere of well being
- Enthusiastic
- Provide direction and leadership
- Express ideas well
- Work well with other people, accepting of others
- Will offer opinions
- Have a positive attitude
- Accomplish goals through people
- Good sense of humor
- Strong in brainstorming sessions

Personal growth areas for Reformers:

- Weigh the pros and cons before making a decision, be less impulsive
- Be more of a listener, talk less
- Exercise control over your actions, words and emotions
- Focus more on the details, the "how" rather than the "what"
- Remember to slow down your pace for other team members
- Consider and evaluate ideas from other team members
- Concentrate on following through with tasks you begin



You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.

- Lee Iacocca

Communication Tips

relating to others

Your I, D and S plotted above the midline, your style is identified by the keyword "Reformer".

This next section uses adjectives to describe where your DISC styles are approximately plotted on your graph. These descriptive words correlate as a rough approximation to the values of your graph.

D -- Measures how decisive, authoritative and direct you typically are. Words that may describe the intensity of your "D" are:

- **SELF-ASSURED** Certain; confident
- **COMPETITIVE** Rivalry; desiring a contest or match
- **QUICK** Prompt to understand/learn; sharp in discernment
- **SELF-RELIANT** Having reliance upon or confident in one's own abilities

I - Measures how talkative, persuasive, and interactive you typically are. Words that may describe the intensity of your "I" are:

- **ENTHUSIASTIC** Supernatural inspiration; visionary; intense
- **GREGARIOUS** Fond of the company of others; sociable
- **PERSUASIVE** Having the power to persuade; influencing
- **EMOTIONAL** Easily aroused to emotion; quick to weep or show anger

S -- Measures your desire for security, peace and your ability to be a team player. Words that may describe the intensity of your "S" are:

- **NON-DEMONSTRATIVE** Not showing feelings openly and frankly
- **DELIBERATE** Careful in considering; not rash or hasty; slow; unhurried
- **AMIABLE** Having a pleasant disposition; friendly
- **STABLE** Not easily thrown off balance; enduring; resisting change

C -- Measures your desire for structure, organization and details. Words that may describe the intensity of your "C" are:

- **DEFIANT** Open, bold resistance to authority
- **OBSTINATE** Determined to have one's own way; stubborn



Communication Tips
relating to others

The only way to change is by changing your understanding.

- Anthony De Mello

Communication Tips

how you communicate with others

Kate Blocher

How You Communicate with Others

Please return to the "Communicating" section of this report and review the communicating "DO" and "DO NOT" sections for your specific style. Reviewing your own communication preferences can be an eye-opening experience or simply confirmation for what you already know to be true. Either way, you have your communication characteristics in writing. This information is powerful when shared between colleagues, friends, and family. Others may now realize that some approaches do not work for your style, while other ones are received well by you. Equally important is that you now see that THE WAY YOU SAY SOMETHING can be as important as WHAT IS SAID. Unfortunately, we all have a tendency to communicate in the manner that we like to hear something, instead of the method another person prefers.

Your style is predominately an "I" style, which means that you prefer receiving information that stresses the EXPERIENCE. But, when transferring that same information to a client or co-worker, you may need to translate that into giving them precise facts, or just the end result, or how they are a part of the solution and "we need to work as a team."

This next section of the report deals with how your style communicates with the other three dominant styles. Certain styles have a natural tendency to communicate well, while certain other styles seem to be speaking different languages all together. Since you are already adept at speaking your "native" language, we will examine how to best communicate and relate to the other three dominant languages people will be using.

This next section is particularly useful for a dominant "I" style as you may have the tendency be more vocal but less focused on results or details as others around you.

The Compatibility of Your Behavioral Style

The "I" and the "D" styles normally get along pretty well in relationships since the "I" is a great encourager to the "D". In work tasks, the "I" may feel the "D" is too demanding and too task oriented at times.

Two "I" styles get along extremely well in personal relationships. They are very social and like to try new experiences. Two "I"s working together may have a tendency to miss deadlines and not complete tasks with attention to detail.

The "I" and the "S" style get along well in the work environment since the "S" will serve as support for the "I" in making sure tasks stay on track. In relationships the "I" may want to be more socially oriented while the "S" would prefer to spend more quality time with less people and outside activities.

The "I" and the "C" work well together as their strengths tend to complement one another. In relationships there can sometimes be conflicts as the "I" is much more socially motivated and impulsive than the "C".



Speech is the mirror
of the soul; as a man
speaks, so is he.

- Publilius Syros

Communication Tips

compatibility of your behavioral style

Kate Blocher

How the "I" Can Enhance Interaction with Each Style

I with D

I's tend to view D's as argumentative, dictatorial, arrogant, domineering, nervous and hasty. As an I, you are likely to resent the D telling you what to do. It will frustrate you when they don't notice your ideas. Since you are used to being able to talk your way into or out of confrontations; you will likely be surprised when you find out that your charm does not bring a favorable response from the High D.

Relationship Tip:

To make this relationship work, you must have direct communication. Deal with issues in a straightforward manner. Work at negotiating commitments and goals on an equal basis. Focus on tasks and issues, not people and personalities. Point out specific accomplishments.

I with I

I's enjoy relationships with other I's ... thoroughly. You will see each other as stimulating, charismatic, outgoing and optimistic; relating well to each other and developing relationships quickly. You will both tend to mix business and pleasure, and strive to impress one another; possibly even competing for recognition.

Relationship Tip:

Maximizing relationships between I's is not difficult; it's controlling them that will require effort. Be friendly, complimentary; acknowledge each other's accomplishments. Listen sincerely instead of planning what you want to say next.

I with S

You will see High S's as passive, nonchalant, apathetic, possessive and non-demonstrative. But you'll also find them accepting, and willing to enter into relationships if you can slow down the pace; even though you'll tend to become frustrated when the S doesn't express their thoughts and feelings like you want them to. You can be a motivator and encourager to S's.

RelationshipTip:

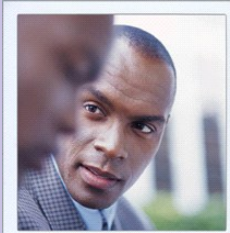
Slow down; be more easygoing. Show them sincere appreciation and you'll find friendships with S's very rewarding; they'll stick with you. Above all, don't be pushy.

I with C

I's view C's as overly dependent, evasive, defensive, too focused on details, too cautious and worrisome. The natural interaction between you will strain the relationship and require work. You'll focus on people; they'll see the facts. You'll be optimistic; they'll seem pessimistic. You'll look at the big picture; they'll see only details. You'll want to make a decision; they'll frequently want to gather a little more data first.

RelationshipTip:

Present your facts clearly, and don't exaggerate details and numbers. Prepare well for a discussion with a C. Expect them to express doubts and need time to evaluate data before making a decision. Remove any potential threats, making their decisions easier. Write notes often.



Enhance
Communication

Communication works
for those who work at
it.

- John Powell

Communication Tips Worksheet

Changes in your graphs indicate your coping methods. The human personality is profoundly influenced by changes in our environment. Typically, people change significantly from graph one to graph two as a result of stressors or environmental changes. Recognizing the differences or changes between these two graphs helps us understand our instinctive coping mechanism, and indicates how to better adapt in the future.

Instructions: Each of your graphs illuminates different aspects of your personality. A closer look at those changes reveals valuable insights. Please refer to both graphs (if necessary, reference data throughout your profile). Compare the D, I, S, and C points on graphs one and two. Finally, read the analysis of your answers, and consider how your environment affects your decisions, motivations, actions and verbal messages.

D Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "D" higher or lower than the "D" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more control in stressful situations. If the D goes up considerably, you can become very controlling when you become stressed. A lower value indicates someone who desires less control in stressful situations. If the D goes down considerably, you may want someone else to lead you and you will follow..

I Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "I" higher or lower than the "I" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more social influence in stressful situations. If the I goes up considerably, you may try to use your communication skills to smooth things out. A lower value indicates someone who desires less social influence in stressful situations. If the I goes down considerably, you rely less on verbal means to come to a resolution.

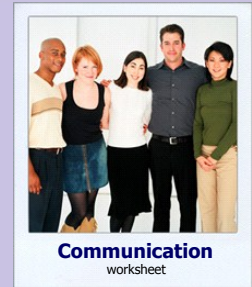
S Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "S" higher or lower than the "S" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires a more secure environment in stressful situations. If the S goes up considerably, you may tend to avoid any conflict and wait until a more favorable environment is available before making any changes. A lower value indicates someone who desires a less secure environment in stressful situations. If the S goes down considerably, you become more impulsive in your decision-making.

C Changes:

Compare graphs 1 and 2. When you look at graph 2, is your "C" higher or lower than the "C" in graph 1? Consider how high or low the letter moves. A higher value indicates someone who desires more information before making a decision in stressful situations. If the C goes up considerably, you will probably not want to make a decision until you have significantly more information. A lower value indicates someone who desires less information before making decisions in stressful situations. If the C goes down considerably, you may make decisions based more on gut feelings.

Which one of your points makes the most dramatic move up or down? What does that tell you about how you react to pressure?



The basic building block of good communication is the feeling that every human being is unique and of value.

- Unknown

your career style

In the workplace, the high "I" personality style is enthusiastic, influential, expressive, accepting and sociable. Many high I personality styles find success in sales positions because the field of sales demands all of the characteristics that exemplify an "I" style. Yet, I styles can flourish in other business areas as long as the role allows for much human interaction, communication and relationship building.

I styles often serve as the "face" of the business world. Since I styles are clever communicators, polished, outgoing, energetic and influential, they are often business spokespersons. They serve as driving forces behind public relations, advertising, journalism, and political affairs. They also help in the arts, non-profit organizations, and image-building campaigns. In the business world, influencing personalities are called upon to set trends, shape opinions and to promote ideas, companies and products. High I styles like the spotlight and are savvy at inspiring, persuading and moving others to action.

In business, I styles are liked by co-workers and customers alike. They are generally agreeable, trusting, optimistic and witty. Co-workers will see they have a good attitude making others feel comfortable, accepted and warm. I styles have a knack for "lightening" heavy situations with humor or cleverness which can help when weighty business matters loom. Like D styles, I styles respond well to change and would rather not have a predictable routine. Instead, I styles like spontaneity, respond well to the unexpected, and would welcome or create changes inherent in the business world.

As managers, "I"s are considered to be "participative". They don't hand down orders and expect compliance. Their leadership is open, facilitated through face-to-face communication where ideas, solutions and decisions are shared. Their desire to be well liked by their staff drives them to create a positive and peaceful work environment.

I styles are excellent team members who are able to motivate the team toward a goal. In a team atmosphere, an I style will be outspoken and opinionated. He/she will be skilled at "thinking outside the box" with clever solutions. They create a fun atmosphere, negotiate conflicts between members, and present the team's ideas to others.

There is so much to like about the I style in the workplace, you may think, "what's not to like?" High I styles in the workplace are so busy building relationships that critical details like paper work, record keeping, and routine tasks are often avoided or done in poor quality. I styles are excellent communicators, but sometimes not the best listeners. Also, their style is so concerned with popularity and avoiding rejection that it may interfere with their work.

Interactive Work Style Characteristics:

1. Desires to have fun and be spontaneous in the workplace
2. Can become extremely busy managing all the relationships they have developed
3. Optimistic or even idealistic
4. Desires to be "friends" with co-workers
5. Is not afraid to show emotion, or be expressive with feelings and opinions
6. Attempts to keep the peace between team members and associates
7. Can be too permissive when the situation calls for stern or strict actions
8. Would rather not be involved in a workplace confrontation
9. Can be indecisive or appear wishy-washy on issues
1. Has difficulty saying "no" in an attempt to please associates
1. Values maintaining a good relationship with others in the workplace
1. Clever use of humor, wit and creativity to keep spirits light in the workplace
1. Can be inventive and resourceful. Someone who is known for original ideas

Tips for High I Styles in the Workplace

Tips for self-growth and to enhance communication in the workplace:

High I Workplace Characteristics

Tips for self growth and to help you be better understood by co-workers of different styles

Is will try to avoid confrontation at all costs because it puts their popularity at risk. In a business

I's don't like confrontation. leadership role, actions and behaviors often need to be confronted to help the bottom line. **Just remember, when it's business, it's nothing personal.**

I's tend to always be talking. **I styles also have to remember to listen as well. Listening is especially important in sales positions.** How can you find solutions to your customer's problems if you haven't first listened to their needs? Sometimes great communicators are thinking of what they want to say while another person is talking. **Remember to concentrate on what others are saying and ask more questions.**

I's like to move and speak at a fast pace. **Remember to slow down, especially for C and S styles or more passive co-workers.** Sometimes I styles have so much they want to do and say, they can be exhausting for other styles to keep up with or watch. **Be aware of your pace and modify it for others.**

I's have a hard time saying "no" and can become busy, hectic, stressed, or burned-out. **Be aware of the reasons I styles often find themselves overloaded and stressed out.** An I style's busy life may be attributed to three things. 1) They desire to please so they have difficulty saying no. 2) They enjoy being active and involved with others in projects. 3) Their social time cuts into their task time. **Prioritize and practice saying "no" more often.**

I's don't like to manage the details and are not particularly self-disciplined. **Don't procrastinate or let detailed tasks go undone or done hurriedly. If you are not willing or able to do detailed tasks, make sure you have someone around who can. Know your limits and tell others with whom you work so they can arrange for someone to help you manage the details.**

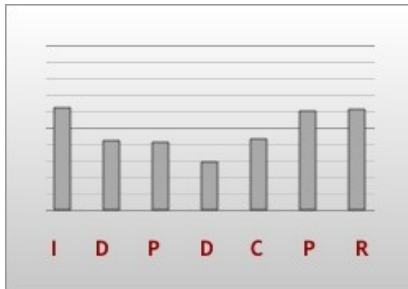
I's are not naturally concerned with time and like to be spontaneous. I's have a tendency to translate timeframes "loosely" and live more impulsively than planned. Know that other styles are more structured and concerned with time frames. **Arriving late, missing deadlines and forgetting appointments can be detrimental or annoying to others. Set your watch 10 minutes early, practice saying "no", make "to do" lists, and keep a scheduler or PDA.**

I's need plenty of encouragement, incentives and recognition. Encouragement, recognition, rewards, and feedback are all great motivators for the high I style. Yet, many jobs don't offer such an ideal environment. **Since your employer may not know your desire for being recognized for your accomplishments, you should suggest more performance feedback between you and your employer. Also, allow for your own personal rewards system which may be travel, shopping, or entertainment. All are great motivators for the I style.**

I's need to interact with others, socialize and build relationships. **Do not, under any circumstance, cut yourself off from others during your work life. Don't choose working environments that are heavily task oriented cutting off human communication.** Regardless of your technical skill set, you need to interact with others for personal fulfillment and contentment.

I's have difficulty finishing what they started. **I's like to jump from one project to another without necessarily finishing the first.** They operate in a more random, rather than sequential, order. I's have great enthusiasm at first when beginning a project, but often lose their passion and want to begin something new. **Practice following through. Don't begin things you know you can't finish. Be more realistic with what you know you can accomplish. Be aware that others may feel disappointed or let down.**

I's fear rejection. Fear of rejection is the biggest barrier to the success of the high I style. The fear reveals itself in different ways, it may prevent a high I from leadership roles, it may keep an I from reaching sales objectives, or stifle creative ideas from being proposed. **In any case, I styles have to develop a thicker skin and realize that they can not and should not try to please everyone.**



INFLUENCING

You are the "go to" person when a leader is needed. Others see your strengths and know that you possess wonderful managerial insight. Many people are willing to follow you because of your charisma and enthusiasm. While sometimes seeming a bit aggressive, your fairness and people skills soon have others remembering you want the best for all involved.

DIRECTING

You probably put people ahead of tasks; but when you start falling behind, you get moving and take care of what is at hand. You may wait till the last minute, but you usually pick up the pace and meet the deadlines that are necessary for success.

PROCESSING

You can visualize the process necessary to make something work, but prefer to hand this off to someone else. You often times help in the work, but normally you prefer to move on to the next project.

DETAILING

You tend to follow through on specific details that have been relayed to you as important. In new areas you may not see the importance of certain portions of the work that require more precision and review. Try using new strategies such as note taking, repetition of the goal, and asking for clarity.

CREATING

You are more comfortable moving ahead in areas in which you have experience and proven results. Sometimes you prefer to have the pace slowed down a bit so that one project can be completed before another venture is begun.

PERSISTING

You are one that can work through problems that would sidetrack others. You have developed a focused approach that will not be diverted. You are wonderful at staying on task and are self motivated. You are able to stick to the mission. You have perseverance that others wish they had. Take time to say the little things that will make others know you care about them.

RELATING

You are a naturally friendly and caring individual who is very approachable. Others feel very comfortable coming to you and you make friends very easily. You are frequently called on when there is a need to network with others to get a project done.



Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter

- Gilbert Amelio

Improving Your Interpersonal Skills

Action Plan : Improving Your Interpersonal Skills

Kate's Action Plan

This worksheet is a tool to enable effective communication between you and others with whom you interact on a regular basis. The goal is to help you maximize your strengths and minimize the effects of potential limitations. It addresses work-related and general characteristics that are common to your style as a whole, and is not derived directly from your graphs.

This section gives you an opportunity to sit down with a co-worker, employer, friend, spouse, etc., and assess your personality style, getting feedback from someone who knows you well. Although doing so is beneficial, it is not required to have anyone else present while completing this section. If you choose to get feedback from another, you may print the report and do so that way.

Instructions:

Step 1: The items listed below are areas to reflect upon between you and your closest contacts. After printing out this report, give this page to another person who knows you well (associate, team member, teacher, family member, friend) and ask them to read each item. They should consider whether or not they perceive the item to describe your traits. Then, check either Yes or No beside each item. Open dialogue is encouraged and any blind spots (areas of your personality that you are blind to) should be discussed. Since communication is a two way street, it is recommended that two people complete one another's worksheets.

Volunteers for jobs/shows initiative	<input type="checkbox"/> Y <input type="checkbox"/> N	Would rather talk than work	<input type="checkbox"/> Y <input type="checkbox"/> N
Often forgets obligations	<input type="checkbox"/> Y <input type="checkbox"/> N	Frequently lacks follow through	<input type="checkbox"/> Y <input type="checkbox"/> N
Creative and colorful	<input type="checkbox"/> Y <input type="checkbox"/> N	Outgoing and personable	<input type="checkbox"/> Y <input type="checkbox"/> N
Starts projects well	<input type="checkbox"/> Y <input type="checkbox"/> N	Overly dependant upon feelings	<input type="checkbox"/> Y <input type="checkbox"/> N
Inspirational to others	<input type="checkbox"/> Y <input type="checkbox"/> N	Easily distracted	<input type="checkbox"/> Y <input type="checkbox"/> N
Sees the big picture	<input type="checkbox"/> Y <input type="checkbox"/> N	Does not care for detail work	<input type="checkbox"/> Y <input type="checkbox"/> N
Organizes well	<input type="checkbox"/> Y <input type="checkbox"/> N	Rash decision maker	<input type="checkbox"/> Y <input type="checkbox"/> N
Moves quickly to action	<input type="checkbox"/> Y <input type="checkbox"/> N	Tends to be abrupt/overly direct	<input type="checkbox"/> Y <input type="checkbox"/> N
Good administrative ability	<input type="checkbox"/> Y <input type="checkbox"/> N	Difficulty starting tasks	<input type="checkbox"/> Y <input type="checkbox"/> N
Sometimes careless or inefficient	<input type="checkbox"/> Y <input type="checkbox"/> N	Good under pressure	<input type="checkbox"/> Y <input type="checkbox"/> N



Action Plan
Improving Your Interpersonal Skills

A man is but a product of his thoughts. What he thinks, he becomes.

- Mahatma Gandhi

Improving Your Interpersonal Skills

Step 2: Now, select the three items that would benefit the most from focused attention. Discuss and determine specific outcomes and a reasonable time frame for their achievement. Write the details in the spaces provided, along with notes helpful to achieving specific outcomes. Set a date 60-90 days from now for a discussion with your contact to review your progress. The person who works with you on this is important to your growth and should help you stay accountable to your plan.

1. The first item upon which I will focus:

- Review Date:

- Specific actions I will take on this item in the next 60 to 90 days:

- Specifics to address

2. The second item upon which I will focus:

- Review Date:

- Specific actions I will take on this item in the next 60 to 90 days:

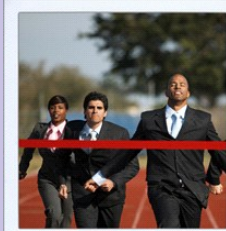
- Specifics to address

3. The third item upon which I will focus:

- Review Date:

- Specific actions I will take on this item in the next 60 to 90 days:

- Specifics to address



Action Plan
Improving Your Interpersonal Skills

We continue to shape our personality all our life. If we know ourself perfectly, we should die.

- Albert Camus

Your Instinctive Selling Style Description

Your Style is a Reformer Style ("IDS" Style)

Reformers are sociable, well-liked sales people who thrive on taking challenging, risky or leadership sales roles. They accomplish sales tasks through their people skills and others know them to be sincere, open, and accepting. In addition to having exceptional people skills, Reformers also have a very strong task orientation; they will make sales objectives a task and will not quit until their goal is achieved; often influencing, recruiting or delegating to others to help them. Reformers can be charming and gracious; buyers often find they purchase simply because the seller made them "feel" good. They are fantastic team players and very often become sales team leaders; they desire social acceptance, appreciation, and recognition, but are also happy to share the credit with the team.

To achieve sales results, Reformers need to have authority over their sales procedures and be free from too many restrictions. If they feel constrained, they may break the rules, in order to get the results they seek. They use their directness to resolve conflicts head on and are not afraid to make quick decisions during challenging times. They are effective sales leaders who tend to influence with passion, optimism and a good attitude, yet be sensitive to human issues. Reformers do not like to lead alone, they seek to surround themselves with others who can inspire them, motivate them, and manage the specifics of sales endeavors.

Reformers are sensitive to others' feelings and will work toward a favorable environment for everyone. They have excellent social skills and possess sincere empathy for people; this makes them skilled at knowing the right incentive to motivate team members as well as clients. Reformers require a great deal of social approval and, in turn, trust others highly. This high trust level helps them recruit and delegate well to others. They desire to remain active and involved constantly in building relationships and being at the forefront of new projects. Reformers are passionate, confident, expressive and responsive people who love to communicate their thoughts and opinions to others who are truly concerned.

Reformer Selling Strengths

- Forward thinking; not directed by tradition, but inner-directed which leads to innovative approaches
- Will meet customers formally or informally; can be flexible depending upon the customer
- Leadership ability; skilled at recruiting, inspiring, persuading and leading others
- Motivated by competition
- Uses stories and real-life examples to sell
- A strong bargainer when solving a customer complaint; quick thinking
- Positive, good attitude; genuinely likes and cares about people

Reformer Selling Challenges

- May bend or break the rules if he/she feels it would help to meet sales objectives
- Would rather not be bothered with routine tasks or paperwork
- May become impatient with slow-moving decision makers
- Would probably rather sell a new account with upside potential than servicing old accounts
- May become bored in an environment without risk, change or excitement

Reformer Best Sales Attribute

- Perfect sales team leader; gets sales results; highly relational yet responsible by managing various and changing sales processes

Best Ways to Motivate the Reformer Style

- Provide a work environment that is dynamic, changing, with many opportunities to interact
- Use challenging assignments and sincere appreciation for incentives
- Motivate by giving responsibility; stroke their ego with praise, recognition
- Provide participation in planning and positioning meetings
- Give many opportunities to lead and manage sales projects and teams
- Give opportunity for them to develop and implement innovative marketing and promotional ideas and strategies

Best Ways to Manage the Reformer Style

- Allow The Reformer to be self managed or use participatory management
- Freedom to talk and participate in sales meetings
- Freedom for controls, restraints, regulations; discuss necessary limits in terms of the overall goal
- Provide a support staff to handle the detail work and routine tasks
- Provide bottom-line measurement tools for evaluating

Managing DISC Selling Styles Overview

Providing incentives for a sales force is one of the most difficult things a manager faces. Use this overview for developing strategies for sales people with different DISC personality styles.

Encouraging "D" Style Sales People	Encouraging "I" Style Sales People	Encouraging "S" Style Sales People	Encouraging "C" Style Sales People
<ul style="list-style-type: none"> ● Present sales objectives in writing ● Give opportunities to lead a sales team ● Large and challenging territories ● Provide opportunities to close deals ● Ask for their input on "positioning" product/services ● Emphasize commission over salary ● Provide prospects with large upside potential ● Let them help with new product launches; new markets; building market share ● Stroke their ego with recognition, feature them in a newsletter ● Give them personal introductions; referrals ● Allow them freedom from controls ● Provide support for detail work ● Evaluate in terms of their results, not their processes ● Take them to lunch, provide outside activities to influence ● Provide sales competitions ● Use travel packages as rewards ● Give them problems to solve 	<ul style="list-style-type: none"> ● Be friendly, humorous and informal ● Activities to socialize and network outside the workplace ● Give opportunities to open doors with new accounts ● Help them in serving their existing accounts ● Focus on their strengths and positives when giving feedback ● Emphasize commission over salary ● Provide support for detail work, scheduling and time-management ● Travel with the sales agent and provide constructive feedback ● A changing, people-oriented environment ● Use a participatory management style ● Put project goals, specifics and deadlines in writing ● Use public recognition, rewards, flattery, and praise ● Give opportunity for public speaking or leading meetings ● Opportunity to voice their opinion and express themselves ● Provide outlets for fun and travel ● Give them fresh, new and exciting products and services 	<ul style="list-style-type: none"> ● Provide practical, reliable, people-friendly products and services to sell ● Make sure they "buy-in" to strategies and plans ● Show them sincere appreciation for their hard work ● Recognize them for their loyalty and patience ● Give them attainable sales goals ● Consider them for longer sales cycles ● Emphasize salary over commission ● Constantly motivate and keep moving forward ● Make the salesperson a part of a sales team ● Help build their self esteem and confidence ● Don't force them to cold call ● Provide professional tools for presentations ● Help them prepare their pitch in advance ● Give flexibility in their schedule for family time ● Make calls jointly with the sales manager often ● Present criticisms and changes softly ● Provide regular feedback on performance ● Limit the number of aggressive people they will need to deal with 	<ul style="list-style-type: none"> ● Help them build their expertise in a key area ● Keep informed with changes and policies ● Show respect, give awards and titles ● Emphasize salary over commission ● Give advance warning of changes ● Allow them to be creative ● Give opportunities to develop strategies and solve problems ● Provide tools for research ● Supply quality products to sell ● Provide quality presentation and technical aids ● Reward them for their loyalty, discipline and perseverance ● Allow them to service existing accounts rather than open new ones ● Let them know exactly what is expected of them ● Give them credit for their hard work ● Allow them their own organized and private space ● Give them job security ● Consider them for longer sales cycles

Recognizing Your Customer's Buying Style

Before you can modify your selling style to your customer's buying style, you must first observe your buyer. To do so, take note of the following: the questions they ask, pace, directness, openness, body language, pictures in their office, style of dress, are they formal or casual?

<p style="text-align: center;">If your customer...</p> <ul style="list-style-type: none"> • is fast-paced; to-the-point; decisive • is competitive; individualistic • has a high ego strength; confident • is disinterested in "how" the job is done • likes change and taking risks <p style="text-align: center;">Your customer is a "D" Style</p> <ul style="list-style-type: none"> • Extroverted + Direct = The D Style • 3% of the population • The higher the D, the more the need for dominance <p style="text-align: center;">They buy products based upon...</p> <p>expediency, expert reviews, superior quality and their ability to get results</p>	<p style="text-align: center;">If your customer...</p> <ul style="list-style-type: none"> • is responsive; charismatic; animated • is spontaneous; optimistic • enjoys small talk • talks about their feelings and other people • emphasizes fun and stories <p style="text-align: center;">Your customer is an "I" Style</p> <ul style="list-style-type: none"> • Extroverted + Friendly = The I Style • 12% of the population • The higher the I, the more the need for interacting <p style="text-align: center;">They buy products based upon...</p> <p>impulse, aesthetics, word of mouth, and their ability to give prestige</p>
<p style="text-align: center;">If your customer...</p> <ul style="list-style-type: none"> • is friendly; relaxed; agreeable • is cooperative; enjoys working in teams • resists change and taking risks • asks more questions, makes less statements • is disinterested in "how" the job is done <p style="text-align: center;">Your customer is an "S" Style</p> <ul style="list-style-type: none"> • Introverted + Cooperative = The S Style • 69% of the population • The higher the S, the more the need for security <p style="text-align: center;">They buy products based upon...</p> <p>practicality, simplicity and their ability to make the user more secure</p>	<p style="text-align: center;">If your customer...</p> <ul style="list-style-type: none"> • is less responsive and expressive • emphasizes facts and details; compares data • seems reserved, cautious and controlled • likes to work independently • is very task oriented and quality oriented <p style="text-align: center;">Your customer is a "C" Style</p> <ul style="list-style-type: none"> • Introverted + Analytical = The C Style • 16% of the population • The higher the C, the more the need for compliance <p style="text-align: center;">They buy products based upon...</p> <p>proven ability, product warranties, comparisons and information available</p>

Ways to Improve Sales with each Customer

After spending time with your prospect, remember to create an environment favorable for their particular style. Use the suggestions for each style and follow these steps below:

1. Recognize your prospect's personality-buying style. Are they a D, I, S, or C style?
2. Gain rapport and trust by adapting your style to their style.
3. Demonstrate elements of the product or service that they would appreciate most.
4. Close your prospect according to their buying style.
5. Follow up with your prospect according to their buying style.

Selling to D-style customers

They want: "Tangible results"

Stressors: "Being taken advantage of; Loss of control; Losing to the competition"

Adapt your style using: a "Bottom line" selling strategy

- Do be brief, direct and to the point
- Do stay business like
- Do concentrate on the "results" or the "benefits" of the product or service
- Do be decisive and unwavering when explaining important points
- Do be confident: don't be intimidated
- Do disagree or agree with the facts, not the person
- Do allow them to win and /or be correct (in the end, you will win too)
- Do move faster than normal
- Don't over-promise
- Don't joke around too much (unless they are joking too)
- Make sure you provide yes or no answers, not maybe answers
- Don't try to "trick" with gimmicks or be misleading claims; D styles hate to feel they have been taken advantage of

Selling to I-style customers

They want: "An enjoyable experience"

Stressors: "Rejection; Loss of social acceptance; Too much detail work"

Adapt your style using: a "Conversational" selling strategy

- Do have fun, and joke if you think it's appropriate
- Do tell them the benefits that will make them look good
- Do give them recognition and appreciation
- Do listen to their stories
- Do provide real life examples to illustrate complex concepts
- Do provide follow up and be accountable to your words
- Do let them know you understand their feelings and ideas
- Do allow them to talk, but keep the focus
- Do introduce them to other members of your team if relevant
- Do give them the opportunity to speak with your customers who have had a good experience
- Don't give them too many product details
- Do give them literature and details in writing

Selling to S-style customers

They want: "Security and Practicality"

Stressors: "Loss of security; Loss of personal relationships; Confrontation"

Adapt your style using: a "Personal" selling strategy

- Do show sincere interest in them as a person
- Do be friendly, personal and trustworthy
- Do give them the facts relevant to their job
- Do provide the assurances they need, concentrate on guarantees or return on investment
- Do be yourself, S styles can be astute judges of character
- Do close when you feel you have their trust
- Do give them real-life examples or stories to assure them
- Do ask questions and allow them to do most of the talking
- Do introduce them to customer and service specialists so that they will know they will feel assured
- Do provide follow up: be accountable to your words
- Don't be aggressive or fast paced, slow down your pace and humble yourself

Selling to C-style customers

They want: "Facts and Credibility"

Stressors: "Criticism; Incomplete tasks; Pressure to choose; Emotional displays"

Adapt your style using: a "Evidence and Confirmation" selling strategy

- Do allow them to ask questions
- Do be accurate with your responses
- Do provide the pros and cons to convince them
- Do focus on step-by-step explanations
- Do answer questions with facts and as many details as you have
- Do give them proof of your statements
- Do be direct and friendly; but minimize the small talk
- Do give them plenty of time and space
- Do follow through on details
- Do work toward earning their trust over time by keeping your word
- Don't pressure them to make decisions on the spot
- Don't get in their personal space or ask personal questions unless they choose to volunteer that information

Increasing Sales with Specific Customers

Instructions: Fill in the work sheet to help you better relate to (and better sell to) customers who you already know.

- **Column 1:** Write the customer's last name or corporate name here.
- **Column 2:** Refer to Part 3 to help you guess the style of your customer based upon what you know about the customer. Use 1, 2, or 3 DISC letters to describe their style.
- **Column 3:** Refer to the suggestions in Part 3 for tips that would help you form an action plan for success with that style.

CUSTOMER NAME	STYLE GUESSTIMATE (DISC)	ACTION PLAN
1.		
2.		
3.		
4.		
5.		
6.		
7.		