



Sample Report

Style: Advisor IS

SALES PROFILE

This includes excerpts from the Sales Profile Report.

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.*

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. 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 behavioral 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 behavioral 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.

This 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.

This 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.

This 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.

This is the C Style

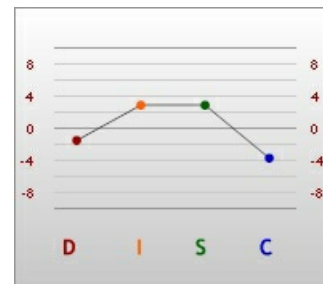
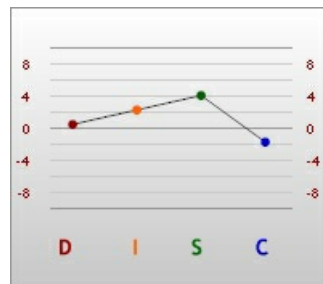
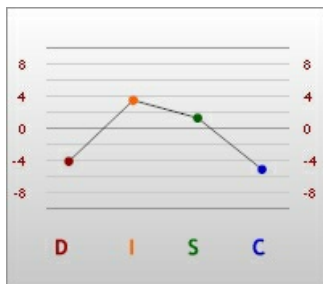


The chart below helps put the four dimensions of behavior into perspective.

	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 Span 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 behavioral 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 your three DISC graphs, and a brief explanation of the differences between the 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.

Description

understanding your style

Sample's style is identified by the keyword "Advisor".

Sample, as an Advisor style, impresses most people with their outgoing charisma, warmth, and fun loving personality. Advisors possess a natural disposition for people and possess a casual kind of poise in most social situations. Many people will come to them because Advisors are seen as encouragers and instinctive communicators. Sample can be demonstrative, trusting others and showing clear emotions. Advisors will not attempt to force their ideas on others; they prefer to win people over and influence decision making by their ability to effectively communicate. Advisors tend to take criticism of work as a personal rejection rather than based on the quality of the work itself. Advisors take a very positive and optimistic approach in all they do and often put people needs ahead of tasks and deadlines for completing a project. Advisors want to feel part of a strong team cohesion and this bond can be a powerful motivator for achieving success.

Sample prefers to deal with people on a personal, intimate basis in a low pressure and non antagonistic situation. Advisors desire for others to give them personal attention and value compliments for assignments done well. Sample loves to talk with and about people; they want social intimacy with everyone they meet. They are equally adept in mingling in a large social setting or in a one on one environment with close friends. Advisors may have difficulty being honest about their feelings if there is a fear that there will be devastating effects to a relationship, as relationships are extremely important to Advisors.

While Advisors are very stable, they are also flexible and can fit into almost any environment. They are seen as neighborly and accepting of others. Once a bond is formed, Sample has no problem talking about personal subjects and extending trust. Sample is family oriented; working toward stability in these relationships. Advisors are persistent in working to accomplish the goals through teamwork and creating an enjoyable environment to get the job done. Advisors seek team recognition but also want their personal contributions noticed.

Sample prefers to work through problems by analyzing things that worked in the past. This is someone who is able to lead, if necessary, but usually prefers to wait and see if another person volunteers first. Sample is willing to follow another person's lead if they display adequate ability and if Sample has confidence in their ability.

Sample 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. Sample is a very encouraging person; others find them inspirational and lively.

A loyal friend, Sample is patient and caring when attending to the needs of others. This is usually an even-paced individual who thrives in a peaceful, harmonious environment. Sample tends to be quite predictable, sticking with proven, reliable methods of dealing with situations rather than taking chances with a new, unproven approach.

Not afraid to take a bold approach, Sample is willing to challenge the status quo. Original and creative, this individual acts with confidence when implementing new solutions. Sample will tend to use a balance of intuition and facts when making decisions. Once they have made a decision, they will not be afraid to act upon it.

Enthusiastic, fun loving
Trusting, optimistic
Persuasive, talkative
Relational, people oriented

General Characteristics

Praise, popularity, and acceptance
A friendly environment
Freedom from many rules and regulations
Other people available to handle details

Motivated By

Practical procedures
Few conflicts and arguments
Freedom from controls and details
A forum to express ideas

My Ideal Environment

Historical Characters

Famous people who share your personality

Aesop

Circa 550 BC

Greek Raconteur

Almost legendary, Aesop became popular for the entertaining stories he told in the royal courts. The fables attributed to him are, in all probability, a compilation of tales from many sources simply retold by him. In his tales, all of which focused upon animals, we see the moral issues of individuality about which the Advisor/Counselor is so concerned. Also evident is the reflection of his interest in people and their interaction, as well as their care and support of one another. Outside show is a poor substitute for inner worth.

"Beware lest you lose the substance by grasping at the shadow."

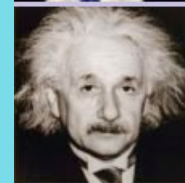
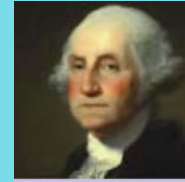
Anne Sullivan

1866-1935

U.S. Teacher

Anne Sullivan was born in to very poor immigrants in April, 1866 in Feeding Hills, Massachusetts, a small village near Springfield. Anne contracted trachoma, a disease of the eyes, when she was about 5. This disorder is not unusual where there is poor hygiene, and Anne's situation was not good. She was physically strong, but the disease was left untreated and she gradually lost her vision, although she was never totally blind. Anne learned at the age of 14 that she was to be sent to Perkins Institute for the Blind in Boston. She started at the age of 14 at an elementary school level, but graduated at the age of 20 as class valedictorian. This was a great moment of triumph.

Shortly after this, the director of the school, Michael Anagnos, learned of a deaf blind student in Alabama who needed a teacher. Anne Sullivan was offered the position and her life then became entwined with that of Helen Keller. Anne Sullivan developed her own philosophy of teaching as she worked with Helen. She reasoned that a child learns to talk by imitation. As the child is spoken to--typically in sentences or phrases--the child repeats what is said and begins to work out by himself or herself the interconnections and structure of the language. Anne Sullivan came to be known as a great American teacher. Her gift was her dedication. Anne literally gave her life and career to make Helen Keller great.



Communicating

with the Advisor style

Remember, an Advisor 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, loyalty in relationships

Greatest fear:

- Loss of social acceptance, change (especially in relationships)

When communicating with Sample, an Advisor, DO:

- Build a favorable, friendly, participative environment
- Give opportunity for them to verbalize about ideas, people and their intuition
- Assist them in developing ways to transfer talk into action
- Allow time for stimulating, sociable activities
- Submit details in writing, but don't dwell on them
- Create incentives for following through on tasks

When communicating with Sample, an Advisor, DO NOT:

- Eliminate social time
- Be overly aggressive or confrontational
- Ignore their ideas or accomplishments
- Make them work alone

While analyzing information, Sample, an Advisor may:

- Be a very good listener and encourager
- Tend to dismiss facts as irrelevant
- Fail to begin an action plan
- Discuss the situation with others

Motivational Characteristics

- **Motivating Goals:** To maintain trusting friendships; security
- **Evaluates Others By:** Positive acceptance; looks for the good in people
- **Influences Others By:** Personal relationship insights; performing services
- **Value To Team:** Stable, dependable, good listener, patient, broad friendships
- **Overuses:** Indirect approach; tolerance
- **Reaction To Pressure:** Becomes overly flexible; may hold grudges
- **Greatest Fears:** Social rejection; being accused of causing harm
- **Areas For Improvement:** Take initiative, develop a sense of urgency, set realistic deadlines, establish priorities



Knowledge comes, but
wisdom lingers.

- Alfred Lord Tennyson

Communicating with the Advisor style

Value to the group:

- Values relationships and the need for people
- Great encourager and motivator, good friend
- Positive sense of humor
- Negotiates conflict, peacemaker

Advisors possess these positive characteristics in groups:

- Instinctive communicators
- Participative managers who influence, motivate and inspire
- Spontaneous and agreeable
- Respond well to the unexpected
- Create an atmosphere of well being
- Enthusiastic, positive attitude
- Will support the leader
- Express ideas well, opinionated
- Work well with other people, accepting of others
- Make good spokespersons
- Persuasive
- Accomplish goals through people
- Relieves tension in the group with positive humor
- Strong in brainstorming sessions

Personal growth areas for Advisors:

- Rely on facts more than instincts
- Be more results oriented
- Exercise control over your actions, words and emotions
- Talk less, listen more
- Consider and evaluate ideas from other team members
- Concentrate on following through with tasks and details



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 and S plotted above the midline, your style is identified by the keyword "Advisor".

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:

- **MILD** Gentle or kind in disposition; not severe or harsh
- **QUIET** Not easily excited or disturbed; quiet disposition
- **RELIANT** Influenced, directed by others
- **MODEST** Not forward, but shy and reserved

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

- **ENTHUSIASTIC** Inspirational; 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:

- **PASSIVE** Submissive; influenced without response
- **PATIENT** Enduring pain, trouble; refusing to be provoked
- **LOYAL** Faithful to persons and ideals that one is obligated to defend
- **PREDICTABLE** Behavior, actions, and reactions can be easily foretold
- **TEAM-PERSON** Enjoys being part of a group, working toward a common goal

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

- **BOLD** Open, bold resistance to authority
- **DETERMINED** Resolute in getting one's own way; immovable



The only way to change is by changing your understanding.

- Anthony De Mello

Communication Tips

how you communicate with others

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 confirm 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 others 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.

The next section is particularly useful for a dominant "I" style as you may have the tendency to 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

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

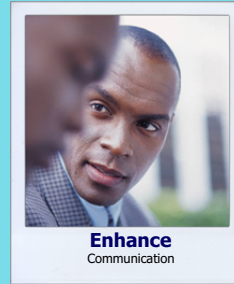
You will see high S's as passive, nonchalant, apathetic, possessive and non-demonstrative. But you'll also find them accepting, and willing to enter into relationships if you can slow down the pace; even though you'll tend to become frustrated when the S doesn't express their thoughts and feelings like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

Relationship Tip: Slow down; be more easygoing. Show them sincere appreciation and you'll find friendships with S's are 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.

Relationship Tip: 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.



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?

How could your coping method help or hinder you in making decisions? How can you use this information to help you see possible blind spots in your reaction to pressure?

Workplace

your professional 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 Workplace Style Characteristics:

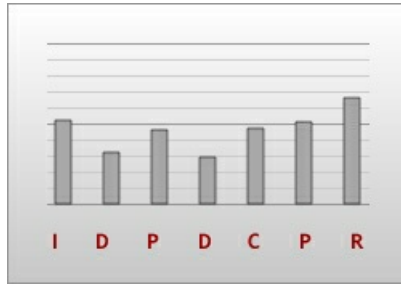
1. Desires to have fun and be spontaneous in the workplace
2. Can become extremely busy managing all the relationships they have developed
3. Optimistic or even idealistic
4. Desires to be "friends" with co-workers
5. Is not afraid to show emotion, or be expressive with feelings and opinions
6. Attempts 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
10. Has difficulty saying "no" in an attempt to please associates
11. Values maintaining a good relationship with others in the workplace
12. Clever use of humor, wit and creativity to keep spirits light in the workplace
13. Can be inventive and resourceful. Someone who is known for original ideas

Workplace

tips for your professional style

Tips for High I Personality Styles in the Workplace

- I's don't like confrontation.** I's will try to avoid confrontation at all costs because it puts their popularity at risk. In a business 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. In any case, I styles have to develop a thicker skin and realize that they can not and should not try to please everyone.**
- 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.



INFLUENCING - Above Average

You are always considered when a leader is needed. You have great strengths, and know that you possess wonderful insight into systems and people. Others are willing to follow you because of your charisma and enthusiasm. While sometimes seeming a bit assertive, your optimism and warmth soon have others remembering how important you are to the team.

DIRECTING - Fair

You understand that directing others and doing what needs to be done to meet deadlines is important. You do find ways to make sure this is part of your routine, although you do not consider it your primary strength.

PROCESSING - Good

You can take an idea or a project and follow through from start to finish. While you prefer changing roles and responsibilities, you will stick to a routine that is necessary to fulfill a need.

DETAILING - Fair

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 - Good

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 - Above Average

Others like working together with you because you typically do more than your share of whatever is required and this makes the entire team look good. You will maintain a hands-on approach and let others visibly see that you are a team player.

RELATING - Highly Effective

You are a great encourager, but you also are willing to take the hand of a teammate and stand beside that friend. Your optimism and loyalty in personal relationships makes you loved by many. You strive to maintain a friendly and secure environment for yourself and those around you.

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

Action Plan

Improving Your Interpersonal Skills

Sample's Action Plan

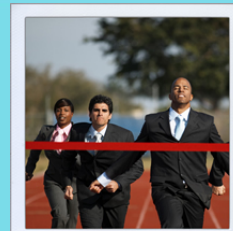
This worksheet is a tool to enable effective communication between you and others with whom you interact on a regular basis. The goal is to help you maximize your strengths and minimize the effects of potential limitations. It addresses work-related and general characteristics that are common to your 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 or takes initiative for projects	<input type="checkbox"/> Y <input type="checkbox"/> N	Would rather talk than work	<input type="checkbox"/> Y <input type="checkbox"/> N
		Thinks up new activities	<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
Confidence fades fast	<input type="checkbox"/> Y <input type="checkbox"/> N	Has energy and enthusiasm	<input type="checkbox"/> Y <input type="checkbox"/> N
Outgoing and personable	<input type="checkbox"/> Y <input type="checkbox"/> N	Priorities often get out of order	<input type="checkbox"/> Y <input type="checkbox"/> N
Starts projects and tasks well	<input type="checkbox"/> Y <input type="checkbox"/> N	Uses feelings rather than logic	<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
Competent and steady	<input type="checkbox"/> Y <input type="checkbox"/> N	Not goal oriented	<input type="checkbox"/> Y <input type="checkbox"/> N
Avoids confrontation at all costs	<input type="checkbox"/> Y <input type="checkbox"/> N	Sometimes inefficient	<input type="checkbox"/> Y <input type="checkbox"/> N
Good under pressure	<input type="checkbox"/> Y <input type="checkbox"/> N	Discourages others ideas	<input type="checkbox"/> Y <input type="checkbox"/> N
Finds the easy way	<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

Sales Profile

Introduction

Research suggests that the most effective sales people are the ones who truly understand human behavior and can not only predict behavior, but can modify their own behavior to that of their buyer. Successful sales people appreciate their own strengths and limitations and quickly assess the strengths, limits, needs and preferences of their customers. In sales, information is power!

This section explains your personality style in a sales role according to the DISC Personality-Typing System. It helps you identify your own selling strengths and limits. With this information, you can capitalize on your strengths and recognize any limits hindering your success. Secondly, this report offers tips for a manager based upon your unique selling style. Lastly, this report covers ways to motivate customers based upon the preferences of their distinctive buying styles.

It's no secret that different customers with different personality styles have different "hot buttons" that will make them buy. The job of the sales person is to find that particular button and push it effectively. The psychology of selling is in understanding the customer and pinpointing his/her unique motivating factor(s); then, creating a favorable environment that will stimulate him/her to purchase.

Identifying your selling style as well as the buying styles of your prospects can become both revealing and confirming. It will show you new aspects of your communication as well as confirm facets you already knew. You'll find this information valuable in every area of your life – at work, home and in every area that you interact with others.

Sales Profile

Your Personal Selling Style

Your Instinctive Selling Style Description

Your Style is an Advisor Style ("IS" or "SI" Style)

Advisors sell most people with their warmth, empathy, trust and understanding. They possess a casual kind of poise in most professional situations. Many customers will come to them because Advisors are seen as good listeners who are also inspiring and motivating. They are very demonstrative and genuine communicators who care personally about their customers' needs.

Advisors enjoy talking to and about people and desire social familiarity with all their customers. While Advisors are very stable, they are also flexible and can fit into almost any social or selling environment. They are seen as neighborly and accepting of others by making others feel at ease initially. Once an advisor forms a bond with another person, they have no problem talking about personal subjects and extending trust even if it takes awhile to obtain that point of trust.

In sales, they can be patient with customers who are hesitant or indecisive. They will not attempt to force their ideas or sales pitch on others; in fact, they are very prudent in what they say and how they say it. They don't want to run the risk of offending others or ruining the relationship. They tend to take advantage of every moment they are given but will not become overbearing or aggressive. Advisors prefer to deal with people on a personal, intimate basis in a low-pressure situation. They are very good working with people, dealing with difficult people, maintaining long-standing professional relationships and are gifted at expressing themselves. Advisors are excellent team players; they work toward stability, harmony and consensus. They are persistent in working to accomplish the goals they have set and typically are great with juggling many responsibilities, various accounts and following through. They need personal attention, recognition and compliments for their good work as this will motivate them to achieve more.

Your Personal Selling Style

Your Instinctive Selling Style Description

Capitalize upon your selling strengths and minimize your selling challenges by first recognizing their potential to facilitate or hinder your sales success. Use your best selling attribute to add value to your sales team. Create a sales environment that is conducive to your strengths.

Advisor Selling Strengths

- Service oriented
- Relationship builder
- Soft-sell approach
- Very intuitive in realizing the timing for closing
- Empathetic of customers needs
- Uses stories and real-life examples to sell
- Will ask why questions to draw out the opinions of the customer

Advisor Selling Challenges

- Tends to allow social time and relationship building to dominate sales time, especially with another I or S style.
- May overuse gestures or facial expressions in sales instead of being a direct communicator.
- Has tendency to feel rejected, criticized or take business matters personally.
- May promise more than they can actually deliver.
- May not put enough priority into getting detailed information or detailed tasks accomplished.
- May be intimidated by strong or demanding personalities.
- May hold grudges or feel bitterness toward associates or clients who they perceive have hurt them.
- Avoids confrontation at all costs.

Advisor Best Sales Attribute

- Building strong and trustworthy relationships over time.

MANAGING DISC SELLING STYLES

Tips for Motivating and Managing your Sales Force

Unfortunately, an incentive that works for one person, may not motivate another. A complimentary steak dinner wouldn't reward a vegetarian, so each person has to be motivated according to their natural preferences, strengths, needs and outlook.

To help increase productivity, fulfill and retain your sales team, try the following steps.

1. Profile all sales people to identify their DISC style
2. Use DISC to uncover what motivates each of them
3. Build sales teams of complimentary styles
4. Remember, money is not the only motivator

Use the following tips to create the best, most productive environment for your team member:

Best Ways to Motivate the Advisor Style

- Provide a friendly work environment
- Use sincere appreciation and recognition for incentives
- Make them a part of a team, they will be motivated by the synergy of other team members, just make sure to give the team objectives, deadlines and incentives for performance or productivity.
- Give them the opportunity to voice their opinions and ideas. They like to feel they are heard and appreciated. They like to express themselves and it is healthy to create an open environment.

Best Ways to Manage the Advisor Style

- Communicate candidly and openly, open conversations with a personal comment
- Provide lots of feedback on performance
- Present criticisms or changes softly and non threateningly with a sincere tone of voice
- Help with changes by giving ample warning and show the benefits of the change
- Ask the Advisor for their opinion
- Don't force them to work alone, allow them to be part of a team, they are great team players

Sales Profile

INCREASING SALES WITH CUSTOMERS

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 acclimating your style to theirs.
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 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

INCREASING SALES WITH CUSTOMERS

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.		

Hear What Dan Has to Say

Now that you've completed your profile, be sure to check out Dan's "Step-by-Step Application Guide" [here](#).

Remember, 85% of the process of finding the work you love is by better understanding yourself!

Ask not what the world needs. Ask what makes you come alive . . . then go do it. Because what the world needs is people who have come alive.

~Harold Thurman