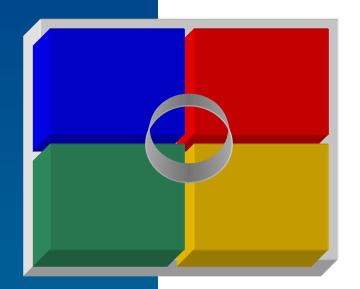
# Excel Group Performance Profiles

### **Solutions for Effective Performance**



Success Insights®
DISC Profile - SALES Version

**Solutions for Effective Performance** 



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"He who knows others is learned. He who knows himself is wise." —Lao Tse

### John Doe

Sales Manager ABC Consumer Co. 2-7-2008

Excel Group Development - Building Performance- www.GrowingCoaches.com
Contact Client Services Toll free at 1-888-89COACH ext 21
For Team and Management Performance - Email admin@GrowingCoaches.com



Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- how you respond to problems and challenges.
- how you influence others to your point of view.
- how you respond to the pace of the environment.
- how you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

"All people exhibit all four behavioral factors in varying degrees of intensity."

-W.M. Marston



## SALES CHARACTERISTICS

Based on John's responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the job. Eliminate or modify any statement that is not true based on sales training or experience.

John is a self-starter, generally resourceful and readily adaptable to many sales situations. He finds the actual sales process much more rewarding than completing all the paperwork involved. He usually enjoys the challenge presented by cold calls. They allow him to use what he considers to be one of his real talents--the ability to sell to anyone at anytime! He is the type of individual who, when under pressure, displays a tremendous sense of urgency to meet his sales goals. He is an aggressive and confident salesperson. John is usually known for his ability to tackle tough sales problems and bring them to a successful conclusion. He can be resourceful, even when faced with obstacles. He is driven towards completion of his sales goals, and wants to be in a position to set policy that allows him to meet those goals. Under pressure, John has a tendency to actively seek new sales opportunities which test and develop his ability to accomplish results.

John may display his impatience if the buyer raises too many objections. He wants to close the sale and get on to the next challenge. In handling objections, he attempts to win on all points. Sometimes this desire to win may hinder the sale. He usually welcomes objections as they provide him with an opportunity to share his knowledge. If he is careful



## SALES CHARACTERISTICS

to take objections seriously, it will allow him to be more effective. John's body language may sometimes get him into trouble. He projects a great sense of urgency, which some buyers may interpret as an unwillingness to listen to their needs. John needs to "size up" his buyers before starting his sales presentation. Concentrating on what the buyer is saying will help him adjust his presentation toward the buyer's needs. He usually dominates the sales presentation. He prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers.

John will be direct and positive with his closes. He can be persistent and friendly at the same time. He may lose interest in a client once the sale has been completed. His further interest may be based on the client's ability to buy additional products or services. He usually has his favorite close, and he might, therefore, resist using all the closes he knows. He often promises more service than he can deliver, especially if he must be the person to deliver. He usually has too many activities going on to fulfill all he promises. John generally concentrates on selling new accounts as compared to servicing his present accounts. New accounts represent a challenge, while servicing old accounts may be dull and too routine. He usually closes soon and often. He will close many sales the competition has sold but failed to close.



# **VALUE TO THE ORGANIZATION**

This section of the report identifies the specific talents and behavior John brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Usually makes decisions with the bottom line in mind.
- Forward-looking and future-oriented.
- Challenges the status quo.
- Challenge-oriented.
- Will join organizations to represent the company.
- People-oriented.
- Change agent--looks for faster and better ways.



# **CHECKLIST FOR COMMUNICATING**

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with John. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with John most frequently.

#### Do:

- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Support and maintain an environment where he can be efficient.
- Provide a warm and friendly environment.
- Provide questions, alternatives and choices for making his own decisions.
- Not deal with details, put them in writing, pin him to modes of action.
- Ask specific (preferably "what?") guestions.
- Offer special, immediate and extra incentives for his willingness to take risks.
- Read the body language--look for impatience or disapproval.
- Present the facts logically; plan your presentation efficiently.
- Support the results, not the person, if you agree.
- Talk about him, his goals and opinions he finds stimulating.
- Provide testimonials from people he sees as important.
- Use enough time to be stimulating, fun-loving, fast-moving.



# **DON'TS ON COMMUNICATING**

This section of the report is a list of things NOT to do while communicating with John. Review each statement with John and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

#### Don't:

- Direct or order.
- Be redundant.
- Reinforce agreement with "I'm with you."
- Come with a ready-made decision, and don't make it for him.
- Let disagreement reflect on him personally.
- Try to convince by "personal" means.
- Forget or lose things; be disorganized or messy; confuse or distract his mind from business.
- Drive on to facts, figures, alternatives or abstractions.
- Talk down to him.
- Ask rhetorical questions, or useless ones.
- Be dogmatic.



### **SELLING TIPS**

This section provides suggestions on methods which will improve John's communications when selling to different styles. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, John will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior salesperson.

When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "presentation" in advance.
- Stick to business--provide fact to support your presentation.
- Be accurate and realistic--don't exaggerate.

Factors that will create tension:

- Being giddy, casual, informal, loud.
- Wasting time with small talk.
- Being disorganized or messy.

When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business. Give an effective presentation.
- Come prepared with support material in a well-organized "package."

Factors that will create tension:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present yourself softly, nonthreateningly and logically.
- Earn their trust--provide proven products.

Factors that will create tension:

- Rushing headlong into the interview.
- Being domineering or demanding.
- Forcing them to respond quickly to your questions.

When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details, unless they want them.
- Provide testimonials from people they see as important.

Factors that will create tension:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.



### **IDEAL ENVIRONMENT**

This section identifies the ideal work environment based on John's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that John enjoys and also those that create frustration.

- Freedom of movement.
- Democratic supervisor with whom he can associate.
- Assignments with a high degree of people contacts.
- An innovative and futuristic-oriented environment.
- Forum to express ideas and viewpoint.
- Evaluation based on results, not the process.
- Nonroutine work with challenge and opportunity.



A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on John's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower John to project the image that will allow him to control the situation.

#### "See Yourself As Others See You"

#### **SELF-PERCEPTION**

John usually sees himself as being:

Pioneering Assertive Competitive Confident Positive Winner

#### **OTHERS' PERCEPTION**

Under moderate pressure, tension, stress or fatigue, others may see him as being:

Demanding Nervy

Egotistical Aggressive

And, under extreme pressure, stress or fatigue, others may see him as being:

Abrasive Controlling Arbitrary Opinionated



### **DESCRIPTORS**

Based on John's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

#### **Dominance**

**Demanding** 

**Egocentric** 

Driving
Ambitious
Pioneering
Strong-Willed
Forceful
Determined
Aggressive
Competitive
Decisive
Venturesome

Inquisitive Responsible

Conservative

Calculating Cooperative Hesitant Low-Keyed Unsure Undemanding Cautious

Mild Agreeable Modest Peaceful

Unobtrusive

### Influencing

Effusive

Inspiring

Magnetic
Political
Enthusiastic
Demonstrative
Persuasive
Warm
Convincing
Polished
Poised
Optimistic

Trusting Sociable

Reflective

Factual Calculating Skeptical

Logical Undemonstrative Suspicious Matter-of-Fact Incisive

Pessimistic Moody

Critical

### **Steadiness**

**Phlegmatic** 

Relaxed Resistant to Change Nondemonstrative

**Passive** 

Patient

Possessive

Predictable Consistent Deliberate Steady Stable

#### **Mobile**

Active Restless Alert Variety-Oriented Demonstrative

Impatient
Pressure-Oriented
Eager
Flexible
Impulsive

Hypertense

Impetuous

### Compliance

Evasive

Worrisome Careful Dependent Cautious Conventional Exacting Neat

Systematic Diplomatic Accurate Tactful

Open-Minded Balanced Judgment

#### Firm

Independent Self-Willed Stubborn

**Obstinate** 

Opinionated Unsystematic Self-Righteous Uninhibited Arbitrary Unbending

**Careless with Details** 



John's natural selling style of dealing with problems, people, pace and procedures may not always fit the sales environment. This section is extremely important as it will identify if a salesperson's natural style or adapted style is correct for the current sales environment.

#### Natural PROBLEMS - CHALLENGES Adapted

John tends to attack sales challenges in a demanding, driving and self-willed manner. He is individualistic in his approach and will actively seek to achieve sales goals. He likes authority along with his responsibility and a territory that will constantly challenge him to perform up to his ability.

John sees no need to change his sales approach from his basic style as it is related to solving problems and challenges.

### Natural PEOPLE - CONTACTS Adapted

John's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtue of his oral skills. He will try to convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost everything with every prospect. John projects a positive and enthusiastic attitude toward influencing others. He sees the need to be trusting and wants to be trusted.



#### Natural PACE - CONSISTENCY Adapted

John maintains his sense of equilibrium even in the face of extreme time constraints and ever-changing schedules. He is comfortable dealing with a wide variety of customers. His need for high activity level can lead to meeting many new prospects.

John feels that the sales environment doesn't require him to alter the way he deals with activity level and consistency.

#### Natural PROCEDURES - CONSTRAINTS Adapted

John wants to be seen as his own person who is willing and capable of interpreting the company policies to ensure the best results and allow him creative and innovative methods of selling. He wants to be measured on his sales results, not how he achieved the results.

The difference between John's basic and adapted sales style is not significant and he sees no need to change on this factor.



John sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Using a creative approach in selling new and innovative services or products.
- Anticipating and using creative ways to assist clients in problem solving.
- Uninhibited in making a creative sales presentation.
- Firm, unbending dedication to completing sales projects.
- Exhibiting confidence in approaching customers.
- A resourceful, eager self-starter.
- Telling clients or customers about the "big picture."
- Independent in approaching customers or clients.
- Challenging the status-quo.
- Making a presentation in his own particular style.
- Seeking challenges presented by competition.
- Ability to handle many new products or services.
- Dealing with customers and clients efficiently.



### **KEYS TO MOTIVATING**

This section of the report was produced by analyzing John's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with John and highlight those that are present "wants."

#### John wants:

- New challenges and problems to solve.
- No close supervision.
- To be seen as a leader.
- The chance to have fun (play hard--work hard).
- Opportunity to verbalize his ideas and demonstrate his skills.
- Unusual, new or difficult products to sell.
- Sales meetings that allow him to ventilate his emotions.
- Power and authority to take the risks to achieve sales results.
- Prestige, position and titles so he can control the destiny of others.
- Control of his own destiny.
- Opportunity for rapid advancement.
- Exposure to those who appreciate his sales results.
- Independence.



### **KEYS TO MANAGING**

In this section are some needs which must be met in order for John to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with John and identify 3 or 4 statements that are most important to him. This allows John to participate in forming his own personal management plan.

#### John needs:

- Objectivity in managing a sales territory.
- To handle routine paperwork only once.
- More control of body language.
- To adjust his intensity to match the situation.
- To be informed of things which affect him.
- Help on controlling time and setting priorities.
- An awareness of the parameters or rules in writing.
- Better organization of record keeping.
- To negotiate commitment face-to-face.
- Participatory management.
- To display empathy for people who approach life differently than he does.



### AREAS FOR IMPROVEMENT

In this area is a listing of possible limitations without regard to a specific job. Review with John and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

#### John has a tendency to:

- Be a situational listener--hears only what he wants to hear.
- Dislike routine work--call reports, etc.
- Use fear as motive for buying.
- Blame, deny and defend when confronted with poor sales results.
- Dominate a sales presentation.
- Sell what he wants to sell rather than listen to the buyer's needs.
- Be weak at providing follow-up service if client has little potential for future sales.
- Take on too many outside activities.
- Take objections lightly.



### **Professional Development**

	Totassional Bevelopment		
	I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)		
	My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)		
3.	When I make changes to these behaviors, they will have the following impact on my career:		
4.	I will make the following changes to my behavior, and I will implement them by		



### **Personal Development**

1.	When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)
2.	The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)
3.	When I make changes to these behaviors, I will experience the following benefits in my quality of life:
4.	I will make the following changes to my behavior, and I will implement them by



### **BEHAVIORAL HIERARCHY**

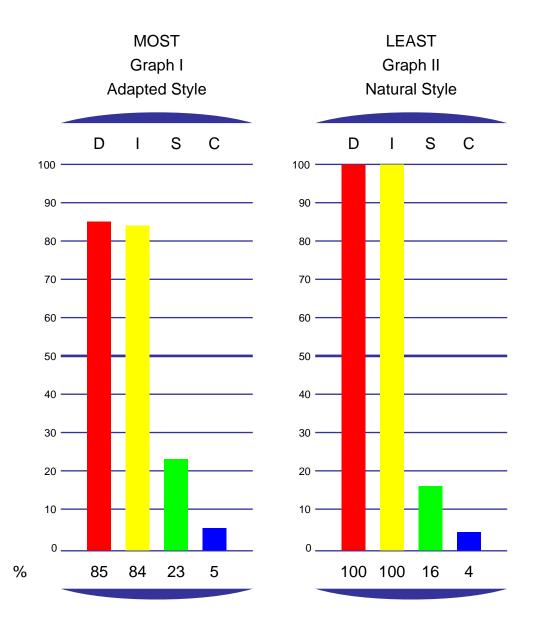
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. COMPETITIVENESS  012345678910	10.0
2. FREQUENT CHANGE 012345678910	9.8
3. URGENCY 012345678910	
4. VERSATILITY 012345678910	9.5
5. FREQUENT INTERACTION WITH OTHERS  012345678910	9.0
6. CUSTOMER ORIENTED 012345678910	7.5
7. ANALYSIS OF DATA 012345678910	
8. ORGANIZED WORKPLACE 012345678910	1.0



# STYLE INSIGHTS® GRAPHS

# ABC Consumer Co. 2-7-2008



Norm 2003



# THE SUCCESS INSIGHTS® WHEEL

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

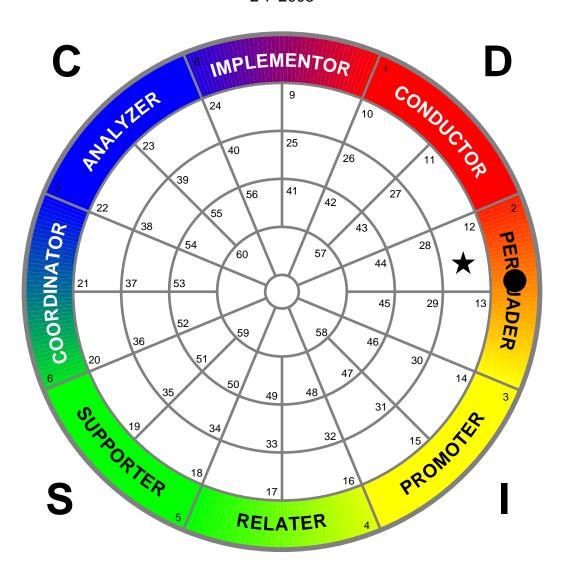
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.



# THE SUCCESS INSIGHTS® WHEEL

ABC Consumer Co. 2-7-2008



Adapted: \*\(\psi\) (12) CONDUCTING PERSUADER

Natural: (2) PERSUADER
Norm 2003

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