

Sample Participant

Style: Advisor IS

Sales Leadership Impact Report

Tuesday, November 7, 2017

Maxwell Method of Sales Leadership

Congratulations on exploring both your selling and leadership style!

In his best-selling book, *The 21 Irrefutable Laws of Leadership*, leadership expert John C. Maxwell shares the Law of the Lid. It says that leadership is the lid on an organization's results.

That statement should excite you because it means that, in order to increase sales, you simply have to focus on raising the lid on your leadership. In this report, we will outline several key sales leadership strategies and ideas that will support your growth efforts.

First, it is important that you know your Sales Profile. In the next few pages, you will discover a wide variety of information, including your selling style and ways to maximize it. The report also offers valuable insight into the various buying styles of your clients. Equipping the members of your sales team with this information about themselves as well, you can raise the level of awareness and action for your entire team.

In sales, it is critical that others know, like, and trust you before you are allowed the opportunity to serve them. Truly successful salespeople build relationships with this process in mind, and the recommendations outlined in this report are the foundation for building solid relationships, thus earning the trust of clients.

*"The measure of a leader is not the number of people who serve him
but the number of people he serves." - John C. Maxwell*

Introduction

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

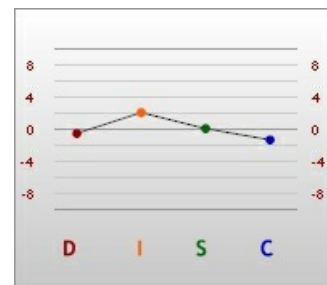
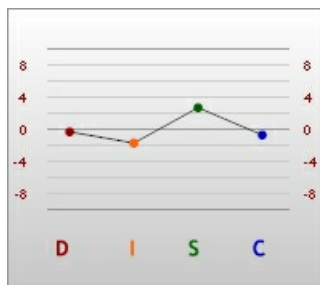
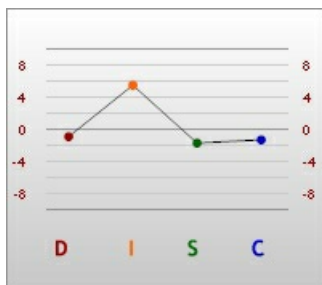


The chart below helps put the four dimensions of behavior into perspective.

	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.

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.

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.

INCREASING SALES WITH CUSTOMERS

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, their pace, directness, openness, body language, pictures in their office, style of dress, are they formal or casual?

<p>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>Your customer is a "D" Style</p> <ul style="list-style-type: none"> • Extroverted + Direct = The D Style • The higher the D, the more the need for dominance <p>They buy products based upon...</p> <p>expediency, expert reviews, superior quality and their ability to get results</p>	<p>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>Your customer is an "I" Style</p> <ul style="list-style-type: none"> • Extroverted + Friendly = The I Style • The higher the I, the more the need for interacting <p>They buy products based upon...</p> <p>impulse, aesthetics, word of mouth, and their ability to give prestige</p>
<p>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>Your customer is a "C" Style</p> <ul style="list-style-type: none"> • Introverted + Analytical = The C Style • The higher the C, the more the need for compliance <p>They buy products based upon...</p> <p>proven ability, product warranties, comparisons and information available</p>	<p>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>Your customer is an "S" Style</p> <ul style="list-style-type: none"> • Introverted + Cooperative = The S Style • The higher the S, the more the need for security <p>They buy products based upon...</p> <p>practicality, simplicity and their ability to make the user more secure</p>

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

Ways to Improve Sales with each Customer

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5. Follow up with your prospect according to their buying style.

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: an "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 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.		

MANAGING DISC SELLING STYLES

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
<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

MANAGING DISC SELLING STYLES

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 "S" Style Sales People	Encouraging "C" Style Sales People
<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

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

The Foundation of Influence

Leadership is the ability to influence people and outcomes, and gaining influence is key to improving results. To increase influence, we first need to earn the trust of others, and that comes through genuine integrity.

Here are 10 questions to help you to measure your integrity:

1. How well do I treat people from whom I can gain nothing?
2. Am I transparent with others?
3. Do I role-play based on the person(s) I am with?
4. Am I the same person when I am in the spotlight as I am when I am alone?
5. Do I quickly admit wrongdoing without being pressed to do so?
6. Do I put other people ahead of my personal agenda?
7. Do I have an unchanging standard for moral decisions, or do circumstances determine my choices?
8. Do I make difficult decisions, even when they have a personal cost attached to them?
9. When I have an issue with people, do I talk *to* them or *about* them?
10. Am I accountable to at least one other person for what I think, say, or do?

To focus on integrity, there are several factors to keep in mind.

- A strong commitment to honesty, reliability, and confidentiality.
- Decide ahead of time that you don't have a price.
- Major in minor things when it comes to integrity.
- Each day, do what you should do before you want to do it.

Once you have a foundation of integrity firmly in place, then it is time to turn your attention to leading your team using their individual Sales Profiles.

Know Your Players

List each member of your sales team.

Using the results of their Sales Profile, create a map of your team by entering each team member's D.I.S.C. style.

Based on their specific style, identify the action you will implement from the "Tips for Motivating and Managing your Sales Team" section of the report.

Name	D.I.S.C. Style	Your Action Plan

Additional Information About Your Style

Our goal is to exceed your expectations, so we are providing you with this bonus information!

In the next two pages, I have provided some additional insight - based on your D.I.S.C. style – which you may find helpful in both professional and personal situations. Understanding more about yourself and how you interact with others raises your awareness so you can bring your best in all that you do.

I look forward to connecting with you on your report so we can develop a plan to close the gaps and increase your influence as a sales leader for your team.

Communicating

with the Advisor style

Sample Participant

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

Sample Participant

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

Additional Communication Tips

The MAXWELL METHOD DISC STYLES OF COMMUNICATION

If you are communicating with someone who demonstrates these CHARACTERISTICS	THEY MAY BE A	Consider using this COMMUNICATION APPROACH
<ul style="list-style-type: none"> » Confident » Assertive or aggressive » Challenges the status quo » Seems to like control » Dislikes routine 	D	<ul style="list-style-type: none"> • Be direct and brief. • Stay in the big picture. • Don't try and share all of the details. • For a decision, provide them with options. • Maintain your focus on results, not process.
<ul style="list-style-type: none"> » Talkative » Optimistic » Encourages others » Fun to be around » Very social 	I	<ul style="list-style-type: none"> • Allow them the opportunity to share their ideas. • Keep the conversation fun. • Don't overwhelm them with too much data. • Expect to follow up with them. • Provide short, concise information in a friendly way.
<ul style="list-style-type: none"> » Loyal » Reliable » Good listener » Avoids confrontation » Mediator 	S	<ul style="list-style-type: none"> • Keep the conversational tone pleasant and friendly. • Steer clear of confrontational words or attitude. • Express your appreciation for their dedication and loyalty. • Focus on maintaining a supportive tone. • Provide them with time to adjust to changes.
<ul style="list-style-type: none"> » Analytical » Organized and structured » Works well with a schedule » Prefers to work alone » Quiet and reserved 	C	<ul style="list-style-type: none"> • Focus on facts. • Keep the tone professional. • Give them all of the details. • Provide them with time to analyze options for decisions. • Remember they may ask many questions because they process by gathering more facts.

The JOHN MAXWELL **Team**

Your Next Step

Knowledge becomes power when utilized.

I can provide you with guidance and insight to apply the information contained in this Maxwell Sales Impact Report. Whether it is through specialized training in prospecting and selling, or direct coaching and mentoring to help you reach your next sales goal, you will have an advocate in your corner.

Every champion deserves to win, and this is your time to shine!

If you are not already enrolled in one of our sales growth programs, consider enrolling in a sales workshop or boot camp today. I am here to help, and look forward to your success!

"Growth inside fuels growth outside." - John C. Maxwell