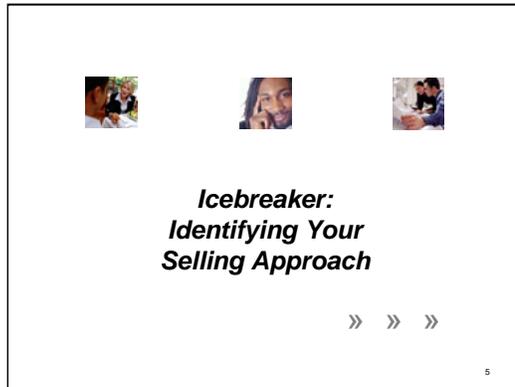




DiSC[®]-Powered Selling Sample Leader's Guide

This Sample Leader's Guide contains selected portions.





Leader's Guide



Participant Workbook

Icebreaker: Identifying Your Selling Approach

SAY:

- [✓] As salespeople, we probably all have different “tricks of the trade” that we use during customer interactions. However, when it comes to the way we approach customer relationships, we can condense all that variation into four basic approaches.

Selling Approaches

	Supportive, Cooperative	Asking in a calm, accepting manner. Expecting the buyer to progress steadily toward a decision as the relationship develops.
	Expressive, Relationship	Telling in an expressive, accepting manner. Expecting the buyer to be quickly influenced by the relationship.
	Analytical, Deliberative	Asking in a controlled, logical manner. Expecting the buyer to decide after all the facts are available and results have been projected.
	Direct, Results-oriented	Telling in a strong, direct manner. Expecting the buyer to quickly decide based upon key data and perceived benefits and results.

6

Leader's Guide

Selling Approach

	Supportive, Cooperative	Asking in a calm, accepting manner. Expecting the buyer to progress steadily toward a decision as the relationship develops.
	Expressive, Relationship	Telling in an expressive, accepting manner. Expecting the buyer to be quickly influenced by the relationship.
	Analytical, Deliberative	Asking in a controlled, logical manner. Expecting the buyer to decide after all the facts are available and results have been projected.
	Direct, Results-oriented	Telling in a strong, direct manner. Expecting the buyer to quickly decide based upon key data and perceived benefits and results.

6

Participant Workbook

INSTRUCT:

- [👂] On the screen and in your workbook, you can see four descriptions of basic approaches to selling.
- I'd like you to briefly, in one minute or less, introduce yourself and tell us which of the four approaches is most natural for you. Give a brief example of a time when it has worked well for you.
- Who would like to begin?

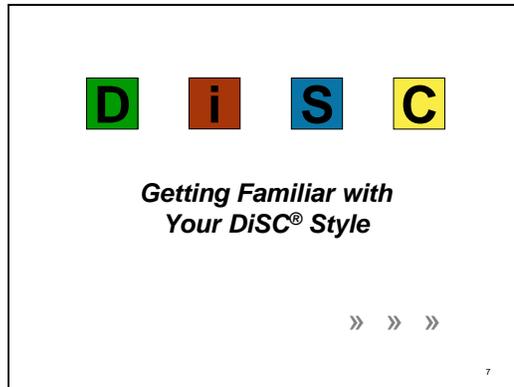
Allow the participants to introduce themselves. As they talk, keep a tally of their approaches on a flipchart. If you wish, you can make observations on the composition of the group.

SAY:

- Thanks for sharing.
- Clearly, we all have different tactics and techniques to selling. Our approaches to customer relationships may vary greatly as well. An understanding of the different ways of selling is an important first step toward finding the best way to sell to each and every customer.

TRANSITION:

Of course, to get the most out of each sales call, we have to recognize that every customer is not the same. Let's take a look at a behavioral model to help us understand the different kinds of customers we will encounter.



Leader's Guide



Participant Workbook

Getting Familiar with Your DiSC® Style

SAY:

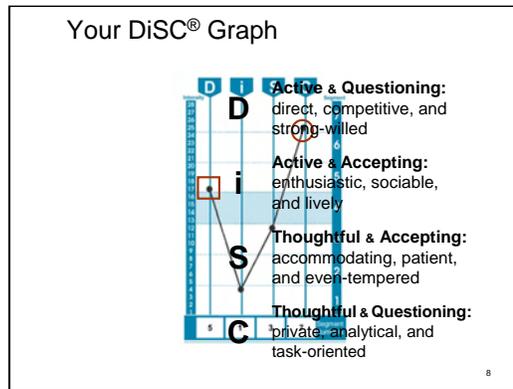
- [~0] If you're like most people, you have many different interpretations of yourself. Maybe you're an extrovert or a serious person or a thrill seeker or a baseball fan. There are a lot of ways to look at yourself, some of which are more useful than others in helping us develop successful business relationships.
- To find out more about what makes us tick, we're going to use the DiSC® model. The great advantage of this system is that it gives us context. We'll learn not only about ourselves, but how we relate to others.

INSTRUCT:

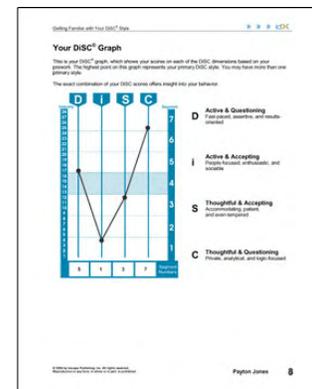
First, I'd like you to take a look at your individualized DiSC Graph.

Note to Facilitator:

If participants have had a previous experience assessing their DiSC style (through either an activity or a formal assessment) and find that their primary styles listed here don't match with their previous experience, assure them that neither interpretation is wrong. They may find that they used a secondary style for their focus in the previous experience. Also, you can remind them that estimating a style in an activity is likely to be less reliable than the assessment because it uses a limited number of questions. It is important that participants feel that they can personalize their information to make it most relevant for them.



Leader's Guide



Participant Workbook

EXPLAIN:

- [🗣️] Your DiSC® graph is the result of your responses to the prework that you completed before this session. Because your graph is based on your responses, the graphs of those around you are most likely different than yours.
- [🗣️] The highest point on this graph represents your primary DiSC style. Some of you might have more than one primary style plotting equally high. Your primary style describes your preferences in behavior and interpersonal relationships.
- [🗣️] Any other point plotting above the shaded area is considered your secondary DiSC style which can also contribute to your preferences. Some of you might have more than one secondary style.
- Our primary and secondary styles are what are most visible to the outside world.
- In the example on the slide, this respondent's primary style is "C," and their secondary style is "D."
- [🗣️] If your primary style or one of your styles is high "D," you prefer to be Active and Questioning. You may tend to be direct, competitive, and strong-willed.
- [🗣️] If you have a high-i style, you prefer to be Active and Accepting. You are probably enthusiastic, sociable, and lively.
- [🗣️] If your primary style or one of your styles is high "S," you prefer to be Thoughtful and Accepting. You are likely to be accommodating, patient, and even-tempered.
- [🗣️] Finally, if you have a high-C style as this sample graph shows, you prefer to be Thoughtful and Questioning. You are probably private, analytical, and task-oriented.

INSTRUCT:

Take a moment to personalize your own graph by putting a circle around your highest point and a square around any other points above the shaded area..

Give participants a moment to personalize their graphs.



Leader's Guide



Participant Workbook

INSTRUCT:

[✓] Now let's take a look at the page describing your highest DiSC® dimensions, which gives you an overview of your primary DiSC style or styles.

INSTRUCT:

- Personalize the description by putting a [✓] checkmark next to things that are like you, an [X] "X" by things that are not like you, and a [?] question mark next to things that you aren't sure about.
- I'll give you about three minutes to read and personalize your style information.

Give participants three minutes to read and personalize their reports.

SAY:

- Our own DiSC feedback helps us become aware of why we think and act the way we do.
- With this information we can begin to recognize how we relate to others.
- Understanding our own DiSC style is the first step toward understanding and working most effectively with the differences in the people around us.

TRANSITION:

Now that we have a better idea of our DiSC styles, let's discover the different kinds of preferences each style has when buying.



Leader's Guide



Participant Workbook

Communicating with the Four DiSC® Buying Styles

EXPLAIN:

- [👂] It's important to remember that customers have different goals, fears, motivations, and ways of seeing the world. Their preferences may or may not line up with our own.
- While customers' communication styles may be different from ours, we have nothing to gain by considering our preferences as "right" and theirs as "wrong."
- Understanding their different needs and adjusting our communication appropriately is the only way to build the trust needed to gain commitment for the sale.



Leader's Guide



Participant Workbook

ASK:

[✓] How do you know when your communication is unproductive or ineffective with a customer? What are some of the outcomes?

Wait for participants to respond. Listen for answers like

- *They don't seem to want to make time to meet with me.*
- *They act suspicious or standoffish.*
- *I don't make the sale.*

SAY:

Obviously, it can be frustrating when communication doesn't get the intended results. It's also frustrating for others if we don't take their needs into account when we're interacting with them.

EXPLAIN:

We're going to watch video segments featuring two salespeople, Ann and Brian, and various customers who represent each of the DiSC® styles. We'll discuss after each interaction.



Leader's Guide



Participant Workbook

EXPLAIN:

- [👂] The next segment shows a meeting between Ansa, who has the Steadiness style, and Brian.
- As you watch them interact, take notes in your workbook about Ansa's perceptions of Brian's communication during the meeting, and identify any specific behaviors or communication techniques that Brian uses that are ineffective.

[👂] *Video segment "Ineffective Selling to an 'S.'"*

ASK:

[👂] How did Ansa perceive Brian's communication during the meeting?

Listen for answers like

- *He thought Brian was dismissive and overbearing.*
- *He felt Brian didn't respect his opinions.*
- *He felt bullied.*

ASK:

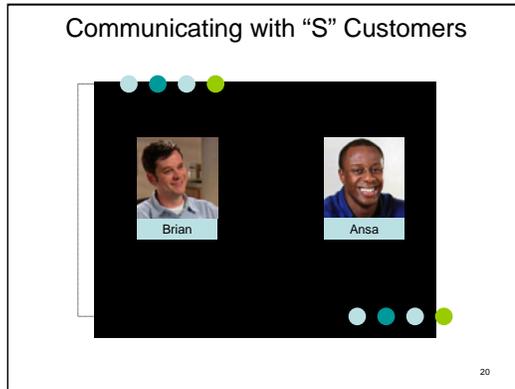
[👂] Given Ansa's style, what was Brian doing that was ineffective?

Listen for answers like

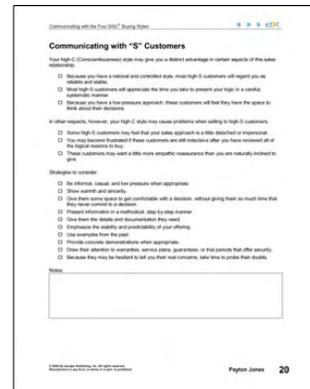
- *He dismissed Ansa's concerns.*
- *He didn't listen to Ansa's needs.*
- *He acted as if he had all the answers.*

EXPLAIN:

Now we will learn more about how to communicate when selling to an "S," and we'll see an example of a more effective interaction between these two characters.



Leader's Guide



Participant Workbook

[🎥] Video segment “Communicating with ‘S’ Customers.”

ASK:

[🎥] How did Brian adapt his behavior to communicate more effectively with Ansa?

Listen for answers like

- *He agreed with Ansa’s concerns about the cost and complication of extra features.*
- *He offered to provide a more systematic review of the options to make sure that they fit the need.*
- *He was more low-key and accepting of the need for more caution.*

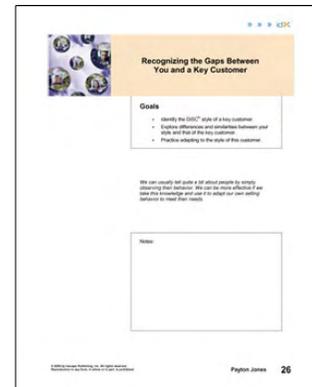
INSTRUCT:

- Again, read your individualized feedback about what you need to consider when communicating with “S” customers.
- Then, based on that information, put checkmarks by one or two strategies for selling to the Steadiness style that you think will have the greatest impact on your selling success.

Allow the participants 2-3 minutes to read and choose strategies.



Leader's Guide



Participant Workbook

Recognizing the Gaps Between You and a Key Customer

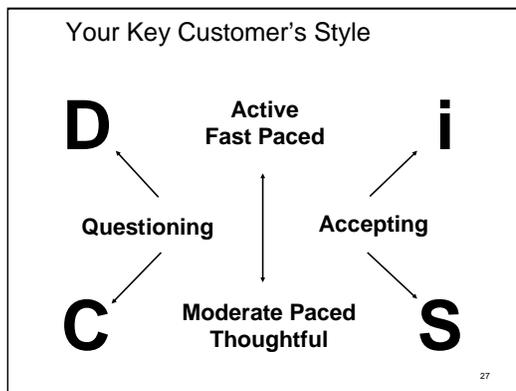
SAY:

- [✓] Before you came to this session, you completed some prework that identified your DiSC[®] style.
- Obviously, we can't ask our customers to complete an assessment so we can know their styles. However, we can use what we know about their behavior to make an educated guess.
- This kind of “people reading” is an important skill to have when you are trying to adapt and meet your customers' preferences.
- We will use the DiSC Selling Interaction Guide to explore how to work better with a specific customer of yours.

INSTRUCT:

- First, I'd like you to think of a key customer you will need to succeed with to achieve a current sales goal. Write down his or her name on the next page of your workbook.
- Now, think about a situation related to the sales goal that involves interacting with this customer. Write that situation in the space provided.

Allow the participants a minute to think about their key customers and situations and to write this information in their workbooks.



Leader's Guide



Participant Workbook

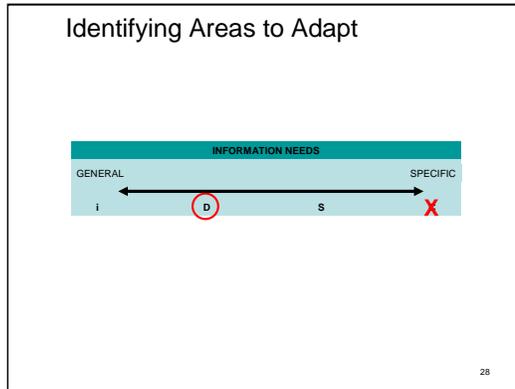
INSTRUCT:

- [✓] Now open your Selling Interaction Guide to the first fold. Thinking of your key customer, is he or she more [✓] **Active and Fast Paced** or **Moderate Paced and Thoughtful**? If your customer is Active and Fast Paced, he or she may be more assertive and speak more loudly. The other adjectives that describe this tendency are dynamic and bold. If your customer is more Moderate Paced and Thoughtful, he or she will likely appear calm and speak more softly. You may also see this person as methodical and careful.
- If your customer is more **Active and Fast Paced**, determine if he or she is more [✓] **Questioning** or **Accepting**. The Questioning customer will likely be results focused, direct, skeptical, and challenging. The Accepting customer will appear enthusiastic, sociable, and people-focused.
- [✓] If you chose more Questioning, your key contributor has a **“D” style**.
- [✓] If you chose Accepting, he or she has an **“i” style**.

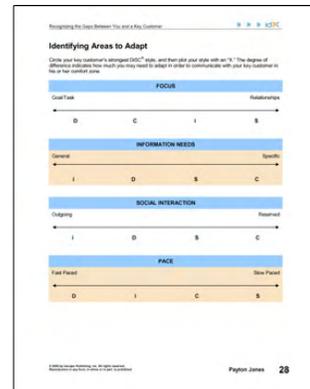
INSTRUCT:

- [✓] If your customer is more **Moderate Paced and Thoughtful**, ask yourself if he or she is **Questioning** or **Accepting**. Does this person seem more analytical, accuracy-focused, logical, and objective, or does he or she seem more patient, empathetic, receptive, and agreeable?
- [✓] If your key customer is more Questioning, he or she has a **“C” style**.
- [✓] If he or she is more Accepting, your key customer has an **“S” style**.
- [✓] Now, write down in your workbook the DiSC[®] style you believe best corresponds with your key customer.

Allow participants to complete the process and write down the style letter.



Leader's Guide



Participant Workbook

EXPLAIN:

- [🗣️] Now we will look at the gaps between you and this customer.
- In your workbook, there are scales that show how different styles compare with one another. They display the degree of adaptation required to communicate effectively.

INSTRUCT:

- [🗣️] Circle your customer's DiSC® style on each scale.
- [🗣️] Next, using the information that you know about your own style, plot your highest DiSC dimension on each of the four scales with an X.

Give participants about a minute to evaluate the gaps.

EXPLAIN:

- The difference between your X and the customer's circle indicates the degree to which you need to adapt to communicate with this person in his or her comfort zone.
- If you have the same style as your buyer, you may not need to adapt to communicate comfortably, but you may face other challenges.

SAY:

- Now you have a visual indication of how far apart you and your customer are when it comes to effective communication.
- Let's explore these differences and similarities.

Exploring Gaps and Similarities

- Identify how you are similar to your customer.
- Identify the greatest gap.
- If you share the same style as your customer, what challenges might arise?



29

Leader's Guide

Exploring Gaps and Similarities

How are you most similar to your customer? Give an example of when this similarity was evident.

What is the greatest gap between you and your customer? Give an example of when this difference was apparent.

If you share the same style as your customer, what other challenges might arise because of this similarity? Give an example.

Notes

29

Participant Workbook

INSTRUCT:

[✓] Everyone please choose a partner and find some space where you can talk.

Allow the participants a minute to choose partners. If they are having trouble or the group does not divide evenly, assign partners. You may want to calculate half of the number of participants, and have them count off by this number. Any uneven numbers will result in a group of three.

INSTRUCT:

- [✓] Using the scales that you just completed, talk with your partner about the area in which you are most similar to your customer. Give an example of when this similarity was evident.
- [✓] Then, identify the greatest gap between you and your customer, and give an example of when this difference was apparent.
- [✓] If you share the same style as your customer, discuss what other challenges might arise because of this similarity and give an example.

Allow the participants 3–5 minutes to discuss the similarities and differences they have with their customers.