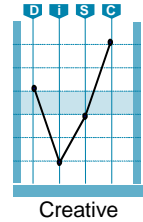


Respondent Name
Saturday, May 13, 2006

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All people are not the same. A management strategy that is very effective with one person may be disastrous with another. Trial and error learning about which strategies are effective with which person can be very costly both in lost time and lost sales. This section provides a starting point for developing sales management strategies based on Respondent's natural behavioral tendencies. By reviewing and discussing the strategies listed for each key management activity, you can develop an accurate, effective plan for managing Respondent in her specific sales environment.



Developing

- Demonstrate the behaviors desired in a logical manner, explaining the rationale for each procedure
- Check for her understanding at key points by asking her to describe her understanding of what is required
- Provide her the time to process the information and practice the necessary skills on her own
- Be available to respond to questions and to provide additional explanations
- Define time limits for her to develop adequate skill rather than perfect mastery
- Help her become productive as quickly as possible
- Show her the simplest, quickest, most practical way to get results and meet her sales goals
- Emphasize primarily the key details which will be necessary to get sales results
- Define clearly the limits of her authority and the resources available to her for achieving sales results

Motivating

- Create opportunities for her to demonstrate her expertise in product knowledge or selling techniques
- Recognize her efforts in creating high quality results for her customers
- Provide situations where her logical and systematic efforts will contribute to the long-term success of the organization
- Solicit her thoughts and ideas about what can be done to improve sales and service quality
- Provide opportunities for her to work independently
- Allow her to direct the efforts of others for achieving significant results

Motivating (Continued)

- Offer her flexible options for achieving results
- Provide her challenges and opportunities to "win"

Giving Recognition

- Use concise, accurate, specific statements (preferably in private) about her competence
- Acknowledge how her use of logic, efficiency and attention to quality have contributed to success with her customers
- Compliment her tactful, discrete or subtle approach to handling difficult situations with customers
- Recognize her ability to remain calm and detached in emotionally charged situations
- Use brief, direct statements focusing on her achievements, results and demonstrated ability to be a leader in her field
- Acknowledge her ability to handle difficult customer situations successfully
- Recognize the unique or innovative nature of her thoughts, ideas and/or actions

Coaching/Counseling

- Take time to reduce her potential defensiveness by acknowledging areas of her competence in selling, handling customers or product knowledge
- Specify the needed change, explaining why the change is necessary
- Clarify the expectations for performance, establishing a specific, agreed upon, measurable, standard for sales results
- Keep the discussion factual, logical, accurate, and impersonal
- Provide her an opportunity to think about the situation before she has to respond with a plan of action
- Get a clear commitment from her for specific actions within a defined time frame
- Set a date for formally reviewing her progress in improving her performance
- Focus discussion on obstacles to achieving sales results and how she can eliminate them
- Discuss desired changes in her behavior in terms of potential positive impact on sales results
- Reduce her defensiveness by requesting solutions from her

Coaching/Counseling (Continued)

- Be firm and direct, specifying the desired result as well as describing the current level of sales performance
- Direct the discussion to what she is going to do to eliminate the gap in performance
- Define the time limits for improvements and state the consequences clearly

Communicating

- Tends to prefer communication which is formal and business-like, avoiding personal references and discussions
- State purpose for the communication up front, covering the topics in a logical, systematic manner
- May have difficulty storing information that conflicts with her perception of how things should be
- Check for points of disagreement or misunderstanding by asking for specific feedback from her
- May aggressively question the information when it conflicts with other information that she has about the situation
- Respond to her questions with specific information in a nondefensive manner
- Tends to prefer to have time to process the information before responding
- Set time for her to check back with any questions or concerns she may have
- Prefers direct, to-the-point communications without a lot of time spent on social chatter
- Be prepared to listen to her ideas before moving on to other topics
- Tends to practice selective perception and/or hearing, remembering only that with which she agrees
- Check at end of discussion to make sure everything was heard and stored in memory by asking her to summarize and restate

Problem-Solving

- Tends to prefer an analytical, systematic approach to solving problems, considering all contributing factors and possible consequences
- May need to be coached on alternate problem-solving techniques for problems that need more immediate solutions
- Tends to want to find a perfect solution

Problem-Solving (Continued)

- May need help in developing a workable solution rather than a perfect solution
- Tends to take a practical, results-oriented approach, preferring simple, easy-to-implement, immediate solutions
- May need to be directed toward considering the long term, negative consequences of some solutions
- May need coaching in handling complex problems due to her natural tendency to over-simplify in a rush for short-term results
- May need to consider that her haste for immediate results may have a negative impact on the overall sales effort

Delegating

- Provide a logical, accurate, precise description of sales performance expectations, including standards for quality in sales and service
- Explain why the assignment is being done and how it is necessary to the overall operation
- Provide opportunity to discuss alternate ways of completing the assignment, determining what resources are available
- Tell her what result you need and by when: Let her determine how to get it done
- Specify clearly the limits of her authority and the resources available to her allowing autonomy within those limits

Decision-Making

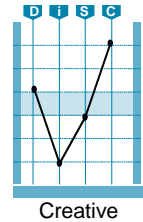
- Tends to approach decision-making in an analytical manner, calculating risks and potential payoffs
- May want time to gather more information
- Discuss appropriate amounts of time to spend in analysis; set time for decision
- Can get bogged down in "what-if" concerns
- May need reassurances on what the personal consequences of being wrong will be
- Tends to be a quick decision-maker
- May need coaching on taking time to gather sufficient information and considering possible consequences before making decisions
- Point out benefits to her in taking more time in terms of improved sales results

Respondent's Natural Approach to the Selling Process

DiSC® Classic 2 Plus

Section V

This section describes how Respondent would tend to approach the various stages of the selling process based on her natural style. By understanding Respondent's natural approach to sales, it can be determined which of her natural behaviors are most effective in certain selling situations with specific customer styles. It can also be determined where additional training or coaching may be helpful in increasing Respondent's effectiveness in selling situations where her natural style may not be as effective. As some of these behaviors may already have been modified, review and revise this section as necessary.



Planning

- Tends to plan strategically, assessing many possible scenarios, developing contingency plans for each possible outcome
- Prefers to gather information in advance, preparing support materials for all possible requests
- May have difficulty planning for situations where there is insufficient information about the customer, or where she feels inadequately prepared in product knowledge
- Her natural approach to planning works most effectively with customers who make buying decisions based on logic and well-documented information on product performance
- Her natural style may need modification to be effective with customers who tend to make buying decisions based on a "gut-feel" or interpersonal interactions, or in sales situations that change rapidly, requiring quick responses without time for planning
- Tends to prefer to spend more time getting results than in planning
- Tends to focus on the big picture, letting the details take care of themselves
- Tends to focus on the goal or bottom-line result and may not prepare a step-by-step plan for achieving the goal
- May oversimplify complex situations or underestimate the potential obstacles and be surprised by buyer resistance
- Her natural approach to planning may be most effective with customers who are impatient, results-oriented, and more interested in "what" than "how"
- Her natural style may need modification to prepare for customers who need a more methodical, step-by-step explanation, with more detailed information provided

Opening the Call

- Tends to use a reserved, business-like approach to opening the call
- Tends to prefer minimal socializing, approaching the purpose of the call with a subtle yet direct style
- Her natural approach to opening the call tends to be most effective with customers who are reserved and prefer a factual approach with minimal time spent on social interaction
- Her natural style may require modification to be effective with customers who prefer an enthusiastic or interactive approach
- Tends to be direct and results-oriented, getting immediately to the point of the call
- Tends to avoid social chatter, considering it a waste of time, and moves right to business
- Her natural approach to opening the call tends to be most effective with customers who are impatient and results-oriented
- Her natural style may require modification to be effective with customers who prefer to spend more time interacting and building a relationship before moving to business

Interviewing

- Tends to use a reserved, low-key, logical approach to interviewing
- Tends to probe subtly for underlying motivations to determine "why" the customer does things
- Her natural approach to interviewing is most effective with customers who prefer a more indirect, factual approach
- Her natural style may require modification to be more effective with customers who prefer a more enthusiastic approach with more personal involvement
- Tends to interview in a direct, aggressive manner, identifying the customer's goals quickly
- Tends to ask "what" questions, focusing on desired results
- Her natural approach to interviewing works most effectively with customers who prefer directness; however, the customer may want more control over the interviewing process
- Her natural style may require modification with customers who prefer a slower, more indirect approach, or with customers who become defensive in response to her aggressive approach

Presenting

- Tends to present in a reserved, analytical manner focusing on product quality
- May provide more information than the customer desires in an attempt to be complete and accurate in her presentation
- Her natural approach to presenting tends to be most effective with customers who prefer a presentation which provides them with information they can assess to determine the performance of the product or service
- Her natural style may require some modification to be effective with customers who tend to make decisions based on a "gut-feel" rather than on analysis of product information, or with customers who desire a brief presentation, focusing only on bottom-line results
- Tends to be concise, focusing on results
- May tend to announce conclusions, rather than explaining her reasoning process
- Her natural approach to presenting works most effectively with customers who are interested primarily in results, requiring little or no details in the presentation
- Her natural style may need modification to be effective with customers who require a more methodical approach and a more detailed explanation

Responding to Concerns

- Tends to respond to concerns by gathering more information from the customer, probing to find the real, unstated concern
- Tends to respond with a systematic explanation logically addresses, how the concern will be resolved
- Her natural approach for responding to customer concerns is most effective with customers who want responses that make sense and address the real issues
- Her natural style may need modification to be effective with customers who prefer a more personal, supportive or optimistic response
- Tends to respond to concerns directly
- Tends to focus on the goal or the result to be achieved, rather than on the concern
- May not listen fully to the concern, or minimize its importance to the customer
- Her natural approach for responding to concerns tends to be most effective with customers who share a similar blunt, direct approach to concerns
- Her natural style may need to be modified to be effective with customers who either require more emotional reassurance or a detailed explanation in response to their concern

Gaining Commitment

- Tends to move toward gaining commitment systematically, subtly leading the customer to the logical conclusion that it would make sense to buy her product or service
- May tend to expect that after presenting all the benefits of the product or service, the customer would logically make the decision to buy
- May experience frustration with the customer's indecision after she has presented all the obvious reasons to buy
- Her natural approach to gaining commitment tends to be most effective with customers who make decisions based on logical analysis of product benefits
- Her natural style may require modification to be effective with customers who are indecisive or who want emotional reassurance rather than logic
- Tends to move quickly and directly to gaining a commitment from a customer
- May aggressively pursue a commitment, considering "No" a temporary obstacle
- Her natural approach to gaining commitment tends to be most effective with customers who are results-oriented and make quick decisions, as long as the customer does not become defensive as a result of experiencing loss of control of the buying decision
- Her natural style may require modification to be effective with customers who prefer to take time to gather and review information and who resist making a decision before they have had time to analyze

Servicing

- Tends to use a formal follow-up procedure to ensure the quality of product or service performance
- Tends to use a reserved, analytical approach, focusing more on product performance or quality issues than on building the customer relationship through social interaction
- Her natural approach to servicing tends to be most effective with customers who are primarily interested in a systematic follow-up to ensure consistent product performance
- Her natural style may require modification to be effective with customers who prefer customer support through personal involvement or enthusiastic socializing
- Tends to follow-up by efficiently checking on results
- May tend to be more interested in getting new sales than servicing existing customers
- Her natural approach to servicing tends to be most effective with customers requiring minimal follow-up, as long as they are getting results
- Her natural style may require modification with customers who prefer routine contact and follow-up