

# **Applications of The DiSC® System For Sales**

The components used to design sales applications of the DISC® System include the DISC® Sales Profile (from the PPSSW), The DISC® Sales Strategies Program, The DISC Sales Management Program (DMS for Sales) and the Sales Action Planner™ (available in paper and online). The PPSSW software uses the Personal Profile System™ and Role Behavior Analysis™. The software is designed to be used as a stand-alone product for managing sales performance or, when combined with other Inscape sales-oriented products, as a core component of a comprehensive sales training and management program.

## ***Performance Coaching in a Sales Environment Using the Sales Behavior Profile in the Personal Profile System™ for Windows™***

When reviewing the information in each section of the Sales Behavior Profile, it is important to keep in mind that this report describes *potential* behavior not the actual, observed behavior of the person. The report describes how someone who made these responses, resulting in this behavioral style description, may tend to behave in a sales environment. However, the person may have modified some of the potential behaviors based on his/her values system, life experience or prior training. The information in the report is meant to be a starting point for discussing actual behavior. The first section covers the following information which is useful for developing individual self-management action plans.

Use the file “sample.wp1” to view the report on Paul Persuader, “How Paul Tends to Approach the Selling Process” and “How to Manage Paul in a Sales Environment” which covers the following information:

### ***Cover page***

### ***Behavioral Highlights***

Covers several highlights for each of the behavioral tendencies occurring above the midline in the Paul's graph III which are considered predominant behavioral tendencies of Paul's behavioral style.

### ***Behavioral Overview***

This section is a narrative description of the Paul's behavioral style as it relates to his behavior in the sales environment. The heading describes how to review and apply this information.

### ***What Motivates This Person***

The heading explains the definition of motivation that is used in this section. The primary purpose for this section is for people to use the information to evaluate how many of the factors that motivate him/her are present in his/her current work environment and how the presence (or lack) of key motivators affects his/her self-motivation positively (or negatively). The next step in using a self-managing approach is for the person to identify what actions he/she can take to get more of his/her motivational needs met. These are the factors likely to increase Paul's self-motivation.

### ***What Environment This Person Prefers***

The section describes Paul's preferred work environment. These preferences may need to be discussed and negotiated with others in a work environment. For example, one person may enjoy "private uninterrupted time to think" while another may prefer "a fast moving pace involving relating to others with enthusiasm". If two people with these differences in environmental preferences work closely with each other or share work space, they may need to negotiate solutions to their differences so that each person can get what he/she needs some of the time. Or, when reviewing this section, Paul may realize that the current work environment does not meet his preferences and may begin to identify actions that may be taken to create an environment that will enhance his performance.

### ***What This Person Tends to Avoid***

All people have situations or activities that they may tend to avoid based on a natural dislike or fear of what is involved in the situation. However, these tendencies toward avoidance may be a source of conflict in work relationships or performance problems. This section can be used to negotiate new approaches to situations or activities, eliminating those that can be eliminated and minimizing the negative impact of those that still need to be done. These are the things Paul is likely to avoid. He may need to consider different strategies to keep them from affecting his performance negatively.

### ***Strategies For Increased Personal Effectiveness***

All people have areas where they could increase their effectiveness. This section may provide new strategies that may be helpful in increasing Paul's effectiveness. Also, it may validate the actions which are resulting in positive outcomes that Paul has already taken. This section should be reviewed to select further actions that can be taken and to highlight accomplishments.

### ***Demotivating Factors***

This section can be used to identify those situations, activities or types of interactions that may be negatively affecting Paul's motivation. By taking action to eliminate, where possible, those factors that are having a negative effect on his motivation, Paul can enhance his positive attitude and self-motivation.

### ***Behavior In Conflict Situations***

Most people have a response to conflict that involves some combination of "fight or flight" responses, depending on the degree of emotional risk they perceive to be involved in the situation. This section lists the potential behaviors Paul may use in conflict based on his behavioral style. However, his potential behavior may be significantly modified or eliminated due to Paul's values system or life experiences. For example, someone may have a natural potential to handle conflict by "escalating aggression" and by "becoming attacking", however the person may not use those behaviors because he/she does not believe those behaviors are the "right" way to treat people, morally and ethically. It is suggested that Paul rank order the statements from most likely to least likely for him to use in conflict, deleting those he would not use, adding other behaviors that he may use instead of the listed behaviors.

### ***Behavioral Tendency Continuum***

This thirty-two action word continuum is derived from the 18 Classical Patterns. Graph III scores are plotted based on the classical patterns, using the segment numbers, rather than the actual tally box scores. [NOTE: These behaviors are not pure D,I,S, or C behaviors as are used in the Role Behavior Analysis. The intensity of these behaviors represent the combinations of D,I, S and C as they occur in each of the Classical Patterns.]

### ***Performance Management Worksheet***

These two pages are designed to be used to turn the report from passive information into an Action Plan for Self-Management. The real power of the personalized behavioral style information is in using it to improve the quality of a person's work life and performance by helping them to make "informed choices" about what they want and need. Also, the behavioral style information can be used to develop strategies for negotiating differences with the significant people in their work life.

### ***Paul's Natural Approach to Sales Process***

This section of the report describes how Paul would approach each of the seven I steps in the sales process based on his behavioral style.

Each section describes the behaviors Paul would be most likely to use if he were not modifying those natural behaviors based on sales training and prior sales experience. In addition to describing the behavior, the report lists those types of customers who would be likely to respond positively to his approach. Then, the report describes what types of customers might not respond as positively and what behavioral changes Paul may need to make to "flex" his behavior to meet some customer's needs. This information is useful in developing a performance-coaching plan for Paul to ensure the highest quality outcomes in the sales process. Developing flexibility in the behavior a salesperson uses to meet different customers' needs is critical to reducing buyer discomfort.

The Paul's natural approach to each of the following stages of the sales process is described in this section of the report:

### ***Planning***

Describes Paul's natural approach to planning the sales call which can be matched to the sales process necessary for the products or services being sold and for the needs of the customer population. For example, if Paul prefers to be spontaneous and likes to 'wing-it', yet the sales approach for this type of product/services requires preparation and following a structured presentation process then Paul may need to use adaptive behaviors that are different than his natural approach.

### ***Opening the Call***

Describes Paul's natural approach to opening the call which can be matched to the needs of the customer. Coaching in alternate methods of opening the sales call may be necessary to develop a sales approach that is effective with a wide range of customers.

### ***Interviewing***

Describes the Paul's natural approach to interviewing the customer which can be matched to the most effective interviewing techniques for the specific products/services being sold, as well as matched to the needs of the customer population. Coaching in alternate interviewing techniques may be helpful in developing a more effective sales approach.

### ***Presenting***

Describes Paul's natural approach to presenting which can be evaluated to determine how well it fits the sales process necessary for the products/services being sold. Coaching Paul in additional adaptive approaches may be necessary for successful sales outcomes.

### ***Responding to Concerns***

Describes Paul's approach to responding to concerns and what types of customers will respond well to that approach. Additionally, this section describes what types of customers may not respond positively to Paul's natural approach and lists what additional behaviors may be necessary to meet customer needs.

### ***Gaining Commitment***

Describes Paul's natural approach to gaining commitment or for getting 'buy-in' from customers and describes what types of customers respond positively to that approach. Also, this section describes what types of customers need an alternate approach for gaining commitment.

### ***Servicing***

This section describes Paul's natural approach to follow-up and service that can be matched with customer needs. Coaching on adaptive follow-up behaviors may be necessary for achieving customer satisfaction.

### ***Selling Style Worksheet***

The worksheet is designed for developing an action plan for improving Paul's sales performance. A start, stop, continue approach is used to evaluate what action is necessary to improve Paul's performance in each of the seven steps of the sales process.

## **Coaching Selling Style**

- Look at "Paul's Natural Approach to the Selling Process" either on-screen or printed.
- Identify his primary approach to each of the seven steps of the selling process.
- Identify which customers will require an alternate approach.
- Determine specific sales coaching strategies for increasing Paul's adaptability in each of the seven steps of the sales process.

## **Strategies for Managing the Person**

This section provides specific strategies for managing Paul based on his behavioral style. It is recommended that the suggested strategies for each of the eight different management activities be reviewed and edited by Paul as this information represents those strategies having the *potential* to be most effective in managing him based on his behavioral style. The information becomes a more accurate management guide when reviewed by Paul and discussed with his manager as each individual has life experiences and values that may alter the effectiveness of a specific strategy. A Sales Management

Strategy Worksheet is provided for processing the information in this section and translating the information into an action plan.

The following management skill categories are covered in this section of the report:

- Developing
- Motivating
- Giving Recognition
- Coaching/Counseling
- Communicating
- Problem-Solving
- Delegating
- Decision-Making

### ***Case Study: Paul Persuader and the role of Outside Sales in the position of Salesperson***

#### **Two Role Comparison**

Use the Role Behavior Analysis™ file “sample.wrl” to select the two different perceptions of the role of Outside Sales. View the comparison of the two different role perceptions using the RBA/RBA Comparison View function or the PPSSW.

- Paul Persuader's view of the Role of Salesperson
- Manager's view of the role of Salesperson

#### **Comparing Role Behavior Expectations**

- Compare the two perceptions of the role of Outside Sales in the position of Salesperson for the Midwest Region.
- Identify key differences between Paul’s perception of the role and his manager’s perception.
- Identify performance areas where Paul and his manager may experience conflicting behavioral expectations.
- Discuss the process necessary for Paul and his manager to come to agreement on the behavioral expectations of the role.

#### **Multiple Views of Role of Salesperson**

- Six different perceptions of the role of salesperson
- Gathered from salespeople, managers, customers (internal and external), and sales support functions

## **RBA/PPS Comparison**

- PPS for Paul Persuader
- Consensus RBA of Salesperson created from multiple perceptions (see Performance Coaching Guidelines)

## **Multiple Person Comparison**

- Comparison of the Personal Profiles of six different salespeople
- Region or District

## **IPPS on Paul Persuader**

- Filled out by Paul's customers
- Comparison of Paul's PPS with feedback from 5 customers or coworkers (See IPPS Application Guidelines)

## **Disc Sales Strategies™ Program**

This two-day program consists of video exercises, individual and group structured exercises using the PPS (PPSSW) and Sales Action Planner™. The program consists of the following seven modules:

- Introduction to DISC® Sales Strategies
- Understanding Your Personal Selling Style
- Reading Your Customer's Buying Style
- Planning Effective Sales Strategies
- Adapting Your Personal Style in Selling
- Adapting Your Personal Selling Style in Special Situations
- Applying Your Learning

The Sales Action Planner™ is used to read the customer's buying style and to determine which strategy to use for each of the seven steps of the selling process based on the customer's style. The Sales Action Planner and the Personal Profile Sales Software can be used together for coaching on specific sales techniques to increase the salesperson's adaptability to different customer's styles.

DiSC®, Personal Profile System™, Personal Profile System™ for Windows™, Role Behavior Analysis™, DiSC® Management Strategies, and DiSC® Sales Strategies are all registered trademarks of Inscape Publishing Inc..