

DiSC® Behavioural Profile for:

Paul Persuader

Personalised Description and Success Strategies from the Personal Profile System®

- **General Characteristics**
- **Strategies for Creating a Positive Relationship**
- **Relating to People and the Environment**
- **Strategies for Managing**
- **Approach to Managing Others**
- **Strategies for Sales Management**
- **Approach to Selling**



Dimensions of Behaviour

Integro Learning Company Pty Ltd
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Tel: (02) 9453 4555 Fax (02) 9453 4155

23/06/2004



BEHAVIOURAL HIGHLIGHTS

This section lists the potential strengths of Paul's behavioural profile. Personalise the information using these steps: <1> Check mark the boxes of those statements that you think accurately describe Paul's behavioural style. <2> Cross out the boxes of those statements that you feel do not describe Paul's behavioural style very well. <3> Write in comments to modify the statements to make them more descriptive.



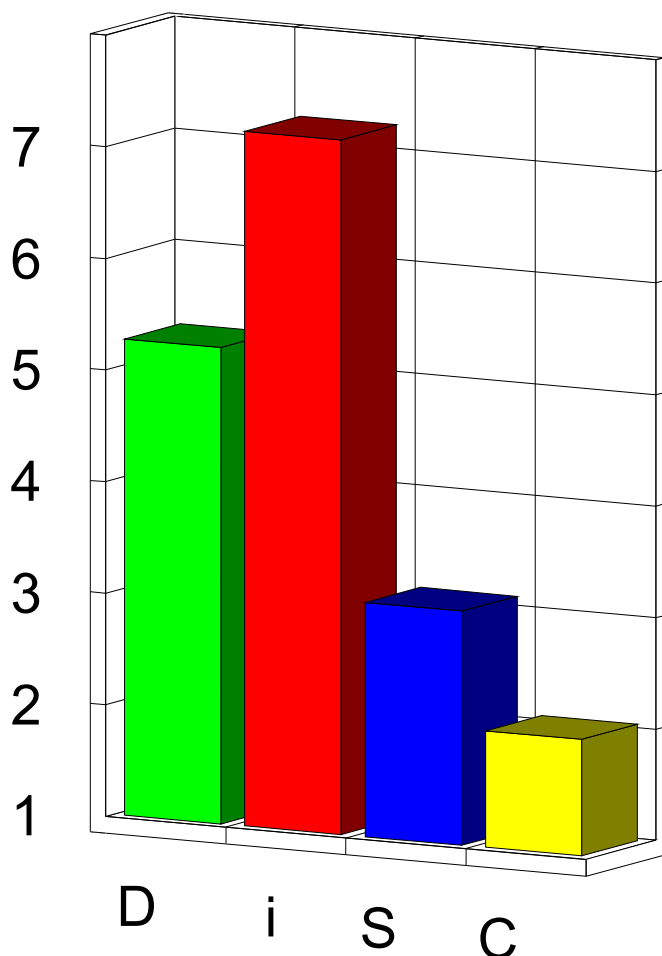
D i S C

Some of Paul's behavioural strengths may be:

- Likes to interact with many different types of people
- Likes to express thoughts and feelings to others
- Animated and enthusiastic in expression
- Quick to adapt to new ideas and changes
- Seeks to find ways to interact positively in difficult situations
- Likes a fast pace, new activities, change, and variety
- Quick to act and creates a sense of urgency in others
- Enjoys challenges and competition
- Can move forcefully to get results
- Uses direct, action-oriented approach to solving problems



Personal Profile System® Graph



The DiSC« Dimensions of behaviour model describes behavioural patterns in terms of four tendencies. They are briefly defined below:

D Dominance: People with a high "D" behavioural tendency seek to shape their environment by overcoming opposition to accomplish results.

i Influence: People with a high "i" behavioural tendency seek to shape their environment by influencing or persuading others.

S Steadiness: People with high "S" behavioural tendency seek to cooperate with others to carry out their tasks.

C Conscientiousness: People with high "C" behavioural tendency seek to work within existing circumstances to ensure quality and accuracy.

All people have all four behavioural tendencies but in differing intensities. The relationship of the four tendencies to each other creates a profile pattern which provides information about a person's potential behavioural responses.

Name: Paul Persuader

Date: 23/06/2004

Classical Pattern: Persuader

Completed by: self

Environmental Focus: work

The above graph displays the relationship of the four behavioural tendencies in Paul's profile pattern. The information on the following pages is based upon this profile pattern.

Remember, the Personal Profile System« is not a test. There is no such thing as a "good" or "bad" pattern. Research indicates that the most successful people are those who know themselves and develop strategies to meet the needs of specific situations. The following information is most helpful when reviewed, discussed, and put to use in developing specific action plans for increasing personal effectiveness.

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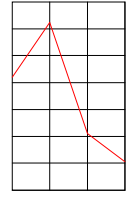
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BEHAVIOURAL OVERVIEW

The following narrative, based upon the profile responses, provides a general overview of Paul's natural behavioural style in the environment. This section is designed to provide a broad overview of his natural, most comfortable behaviour. Paul's actual observed behaviour may be somewhat different due to modifications based on the demands of the situation, the expectations of others, and his personal values. Review and discuss the information, deleting the portions that do not seem applicable and highlighting the portions which may be most relevant and useful.



D i S C

Paul tends to be highly enthusiastic and receptive to other people. He generally has an easy smile and a warm greeting. He tends to shake hands firmly and maintain direct eye contact. His ready use of wit and small talk may relax most people and may tend to brighten their day. He may seem quite approachable.

He tends to be very friendly and trusting. That trust may not be noticeably reduced even if his expectations of others are not met. He tends to maintain a fresh interest in each person. Delays and setbacks may not dampen his enthusiasm or his faith in others. He tends to have the ability to gain the respect and confidence of most of the people he meets.

Tending to be rather ambitious, Paul may seek authority and prestige, preferably in the form of an official position within the hierarchy of both work and community organisations. He also may enjoy the various status symbols, both material and psychological, which accompany such a position. He may also seek recognition of his position and his accomplishments from his peers.

Paul may use his verbal abilities to paint vivid word pictures which can make the abstract concrete, bring people together, or finalise an agreement. Not surprisingly, he may tend to evaluate others on the basis of their verbal skills. Yet, because of his warm and accepting manner, even those evaluated less favourably generally do not feel rejected.

The verbal skills of Paul may be made all the more valuable by his tendency to promote. He may tend to be selling himself, his product or service and his organisation most of the time. As a persuader, he may often sway people to his point of view. He may have the ability not only to draw people to him, but to retain them as clients or friends as well.

Paul may tend to be highly flexible and tends to expect flexibility in others. This flexibility may make it possible for him to deal effectively with all the change occurring in a complex situation. Or, it may result in the lack of any sustained direction and, perhaps, the absence of desired results. Closely tied to his flexibility is his tendency to function spontaneously in a disorganised environment. However, if he perceives a need to look good in order to meet his goals, he may become very organised. This sudden organisation may be superficial (such as cleaning his desk by throwing everything in a box), or it may be substantial, involving some extended effort and preparation.

Since Paul basically tends to seek to obtain results through people, he may readily delegate responsibility to others. His tendency for genuine trust in the abilities of others may facilitate such delegation. However, it may also involve a lack of judgement in selecting the most suitable person for an activity, or a lack of adequate supervision or follow up.

Paul tends to like variety and change. He may not like to feel hemmed in. He may prefer to be able to move about, talk with people, and generally be free to manage his own work environment. He may become very restless if required to stay in one place very long. He may do whatever he can to avoid such situations. On occasion, he may accept the inevitability of the situation. At these times, he may respond by becoming quiet, perhaps taking a mental journey to a more interesting time.

By accenting the positive and ignoring the negative, Paul may at times set himself up for difficulties. When things are not going well or he feels pressured for any reason, he may tend to become soft-spoken and easily persuaded. He may too readily accept the statements of the person with whom he is speaking.

When approaching a new problem or decision, Paul may tend to base his decision more on feelings than on facts. His optimism and faith in the abilities of others may cause him to make some unwise decisions. The effect of the decision on his own position and prestige may also be a factor. In any case, he may be likely to make a quick decision. He may not monitor the results, however, simply assuming that all will go well.



MOTIVATING FACTORS

People have different sources of motivation and different goals based on their most preferred behavioural tendencies. This section lists those factors usually found to be most motivating to someone with Paul's behavioural tendencies. Some of these factors may not apply to Paul because he may have modified his behaviour due to his life experiences and values system. Some of the factors may appear to be contradictory because of the differences in the tendencies that comprise Paul's behaviour. Review and revise as necessary.



D i S C

Paul may be motivated by:

- Situations providing positive interactions with others
- Opportunities to verbalise his thoughts and feelings
- Environments where two-way dialogue is encouraged
- Enthusiastic verbal recognition: "Great!" "Fantastic!"
- Immediate verbal feedback
- Having his feelings acknowledged
- Having control over his work environment
- Being able to direct other people's activities
- Being offered new opportunities and new challenges
- Situations where he is held accountable solely for results rather than for how the results are achieved
- Opportunities for advancement
- Rewards for achieving goals



PREFERRED ENVIRONMENT

People have different preferences in the environment in which they most prefer to work or live. What one person finds delightful may be intolerable to someone else. This section provides information on what environment Paul might find most desirable based on his behavioural tendencies. Some of these factors may not apply to Paul or may appear contradictory because of the differences between the tendencies that describe Paul's behaviour. Review and revise as necessary.



D i S C

Paul wants an environment which provides:

- A fast-moving pace which involves relating to others with enthusiasm
- Recognition and positive feedback
- Opportunities for creative, imaginative "brainstorming"
- Maximum freedom to determine how things are done
- Fast-paced, results-oriented
- Performance measurements and rewards based upon achieving agreed-upon results
- Him the opportunity to control events



TENDS TO AVOID

All people have different situations or activities that they naturally tend to avoid based on a dislike or fear of what is involved in the task or interaction. By knowing what our most likely avoidance behaviours are, we can choose strategies for coping with them and reduce possible negative outcomes such as procrastination. This section lists the activities and situations Paul is most likely to avoid based on his behavioural tendencies. Some of the factors may not apply to Paul. Review and revise as necessary.



D i S C

Based on dislike, discomfort, or fear, Paul tends to avoid:

- Situations where others may react to him with hostility
- Actions that might lead to loss of approval from others
- Having to choose between being liked or being respected
- Follow-through on extensive detail
- Routine, repetitive task work
- Environments that provide little or no contact with people
- Environments with rigid time constraints
- Situations where he has no control over the environment
- Appearing soft or weak
- Situations requiring routine, predictable behaviours day after day
- Being closely managed by others
- Having to check in frequently and report what he is doing
- Having to report step by step how he is going to do a task or activity



STRATEGIES FOR INCREASED EFFECTIVENESS

This section describes possible actions that Paul might take to modify certain naturally occurring behavioural tendencies to achieve greater effectiveness. Some of these strategies may be already in use, others may represent areas for potential skill development. It may be useful to prioritise the strategies based on the needs of the current environment. Review and revise as necessary.



D i S C

Paul would increase his effectiveness by:

- Developing a more realistic assessment of people and situations that includes negative and positive information
- Structuring a process for completing tasks in an orderly and timely manner
- Developing the ability to be firm and direct when dealing with interpersonal conflict
- Willingness to hear and consider negative thoughts and feelings of others
- Following through on key details on a more consistent basis
- Better management of time requirements
- Evaluating the amount of time spent in meetings and verbal communications with others
- Taking more time to think through possible consequences before taking action
- Listening and considering the thoughts, feelings and experiences of others
- Learning to negotiate outcomes on a win/win basis
- Explaining his reasoning process rather than just announcing conclusions
- Learning to participate in a group without being in charge
- Developing tact and diplomacy in communications and interactions with others
- Giving recognition to others for their efforts



DEMOTIVATING FACTORS

People have different factors that affect their motivation both positively and negatively. By understanding what these factors are, we can increase the amount of time we are experiencing those conditions that enhance our positive motivation, and reduce the impact of those factors which will reduce self motivation. The following list can be used to create an environment more supportive to positive motivation by managing or eliminating demotivating factors specific to Paul's behavioural style.



D i S C

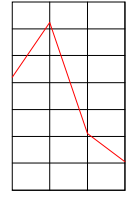
Paul may become demotivated when:

- Working in environments with reserved or unfriendly co-workers
- Required to meet fixed schedules and rigid time constraints
- Working in negative, pessimistic, hostile environments
- Required to focus on thinking to the exclusion of feeling
- Required to perform routine tasks with attention to detail
- His authority is countermanded
- His responsibility is diminished
- His resources are restricted
- Required to do routine activities with little or no variety
- Closely supervised
- Required to report frequently on activities rather than results
- He has no opportunity for advancement



BEHAVIOUR IN CONFLICT SITUATIONS

Most people use behaviour in conflict situations that can be described as either a "fight" or "flight" response based on their natural behavioural tendencies. Some people use a combination of both responses, depending on the intensity or degree of risk involved in the situation. The following describes a range of responses that Paul might use in a conflict situation. These behaviours may have been modified due to Paul's values system and/or life experience. This information will be more helpful if reviewed with Paul, ranking the behaviours from most-likely to be used to least-likely.



D i S C

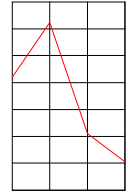
In a conflict situation Paul

- Tends to avoid open, direct conflict
- Tends to become emotionally expressive
- May become personally attacking
- Tends to minimise negative information
- May attempt to placate angry people without addressing the issue
- May give in to avoid looking bad or losing approval
- May become impulsive
- Tends to take a direct, aggressive approach
- May escalate levels of aggression
- May create win/lose outcomes
- May overpower others who then retaliate with covert aggression
- Tends to become defensive
- May become autocratic, using rank and authority to end the conflict



Behavioural Tendency Continuum

This continuum displays Paul's potential range of intensity for each of the behaviours listed. This continuum represents potential behaviour based on Paul's profile pattern rather than actual, observed behaviour. This information is most helpful when discussed and evaluated based on experience with Paul.



D i S C

Name: Paul Persuader

Date: 23/06/2004

Environmental Focus: work

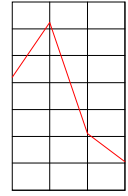
Classical Pattern: Persuader

	L	ML	M	MH	H
ACCEPTS - open, receives willingly				★	
ADHERES - sticks to the rules		★			
ADVOCATES - promotes, urges action				★	
AGITATES - stirs up, rocks the boat			★		
AMPLIFIES - explains, expands the point					★
ASSIGNS - delegates to others			★		
ASSUMES - takes for granted				★	
BOASTS - brags about abilities					★
CAPTIVATES - charms others					★
COMMANDS - directs others				★	
DIGESTS - absorbs, thinks it through		★			
ESTABLISHES - stabilises, builds to last		★			
IMITATES - follows the leader's example					★
INVENTS - creates new solutions, ideas				★	
INVESTIGATES - examines, checks it out		★			
JUSTIFIES - defends, gives reasons for			★		



Behavioural Tendency Continuum

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Name: Paul Persuader

Date: 23/06/2004

Environmental Focus: work

Classical Pattern: Persuader

D i S C

	L	ML	M	MH	H
MAINTAINS - continues, preserves	★				
MANOEUVERS - plans skillfully				★	
MODIFIES - adapts, adjusts, revises		★			
NURTURES - shows care for others		★			
OBJECTS - protests, argues, disputes			★		
OBSERVES - watches attentively			★		
PLANS - prepares, maps out task		★			
PRAISES - compliments, shows approval					★
PROHIBITS - cautions, prevents risk			★		
PROTECTS - guards tradition, stability		★			
RECONCILES - appeases, settles differences		★			
REVIEWS - examines in detail			★		
SPECULATES - gambles on the future				★	
TESTS - examines, tries it out		★			
TRUSTS - believes in others				★	
VERBALISES - talks things out					★



Performance Management Worksheet

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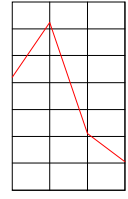
4. What actions can be taken to modify and/or eliminate those factors that Paul finds most demotivating?

5. What strategies for developing, modifying or eliminating behaviour would be most useful for improving Paul's behaviour in conflict situations in this work environment?



Strategies For Creating a Positive Relationship

All people are not the same. A strategy that works very effectively with one person may be disastrous with another. Trial and error learning about which strategies are effective with which person can be very costly in both time and emotion. This section provides a starting point for developing strategies based on Paul's natural behavioural tendencies. By reviewing and discussing the strategies listed for each key behavioural area, you can develop an effective plan for creating a positive relationship with Paul.



D i S C

Creating a Positive Climate for Paul

- Show interest in him by asking personal questions
- Provide opportunities to interact with others in a positive, enthusiastic manner
- Allow time for discussions where he can verbalise thoughts, feelings and ideas
- Accept that he tends not to pay attention to details about tasks
- Assist him by following up on details
- Listen responsively to him
- Accept that he prefers to avoid negative or unpleasant discussions
- Accept that he may desire to interact often and with many different people
- Provide choices for activities, letting him make the decision
- Allow him to direct the efforts of others
- Accept his need to compete and win
- Give your undivided attention to his interests
- Direct more attention to getting results than discussing emotions
- Accept his need for variety and change
- Let him set the pace for activities

How to Communicate with Paul

- Paul tends to prefer informal, open-ended discussions in social environments such as over lunch or dinner
- Paul desires an opportunity to share experiences, stories and ideas in an enthusiastic, responsive exchange
- He may need to be directed to stay closer to the subject under discussion in order to finish within a reasonable time frame
- He may have difficulty listening to negative information
- Paul tends to prefer direct, to the point communications without a lot of time spent on social chatter
- Be prepared to listen to his ideas before moving on to other topics
- Tends to practice selective perception, only hearing and/or remembering that with which he agrees
- Consider checking at end of discussion to make sure everything was heard, and stored in memory, by asking him to repeat what he heard



Strategies For Creating a Positive Relationship

--Continued--

How to Compliment Paul

- Use enthusiastic public praise for verbal ability and interpersonal skills
- Compliment him on positive changes in his appearance
- Acknowledge his persistently optimistic attitude in situations that others might find discouraging
- Recognise his skill at involving others in discussions and activities
- Compliment his ability to organise social functions
- Praise his ability to generate enthusiasm in others
- Use brief, direct factual statements
- Focus on his achievements, and his demonstrated leadership abilities
- Acknowledge his ability to take charge of a difficult situation
- Compliment his ability to take risks, to set precedents
- Recognise the unique or innovative nature of his thoughts, ideas and/or actions
- Acknowledge his ability to get the maximum results with the minimum investment of time and effort

How to Provide Feedback to Paul

- Provide opportunity for him to express his feelings after hearing your feedback
- Acknowledge his feelings and direct the discussion to facts and results
- Resist his attempts at side-stepping the discussion, re-directing his attention to the facts
- Use open-ended questions (who, what, where, when, how) to keep the discussion focused
- Discuss specific action plans for change rather than general statements about changes in attitude
- Continue to validate his worth as a person separate from the desired changes in his behaviour
- Counter emotional escalations by focusing on specific actions and behaviours
- Have him restate your feedback in his own words to ensure accurate listening
- Close the discussion with a specific statement of what actions he is going to take as a result of your feedback
- Focus discussion on obstacles to achieving results and how he can eliminate them
- Discuss desired changes in his behaviour in terms of potential impact on results
- Describe current negative consequences from his behaviour and request solutions
- Keep feedback factual, neutral and nonjudgemental
- Reduce his defensiveness by focusing solely on actions and consequences
- Disengage from right/wrong debates
- Keep discussion focused on actions, rather than motives or intentions



Strategies For Creating a Positive Relationship

--Continued--

How to deal with Paul in Conflict

- Paul tends to avoid open, direct conflict
- Acknowledge his discomfort in dealing with conflict by saying "I understand this may be uncomfortable for you"
- State the issue factually, without judgement about him as a person
- Allow him to verbalise his feelings
- Respond to his feelings by saying "I understand you are angry (sad, mad, glad, scared)"
- Acknowledge his feelings if he becomes blaming or personally attacking by saying "I understand you are upset", and re-direct the discussion to the issue
- Limit sidetracking in the discussion by acknowledging other issues that may need to be discussed at another time, and immediately move back to the current issue
- State repeatedly that this conflict is about a specific issue not about him personally, as Paul tends to fear loss of approval
- Affirm his value to you and state the problem by saying, "I like you, and I'm upset with your behaviour"
- Counter his attempts to minimise the problem by focusing on his actions and consequences to him and others
- Counter his attempts to placate you without solving the problem, by requiring a commitment from him for specific actions
- Direct the discussion to specific facts and actions rather than talking in generalities or emotional expressions
- Close the discussion with a clear statement of what is going to happen by when, and affirm the value of the discussion in maintaining a positive relationship with him
- Paul may tend to take a direct, aggressive approach, resulting in an "I win, you lose" outcome
- Acknowledge his logic or reasoning by saying "I can see your point" or "I can see the logic in your thinking"
- After acknowledging his thinking, calmly restate your point
- Disengage from right/wrong debates by acknowledging the differences between the two of you, without judgement
- Accept that the only workable, win/win solution may be to agree to disagree
- Counter blaming statements by refocussing on the issue and what corrective action is going to be taken
- Resist any impulse to retaliate with blaming, attacking or sarcastic comments
- Reduce your defensiveness when attacked and acknowledge any error on your part
- Use open-ended questions (how, what, where, when, who) to define the real issues in the situation
- Ask him what it is that he really wants as an outcome
- Call a time-out if emotions escalate to high levels of aggression or hostility, scheduling a time to continue the discussion
- Conclude the discussion with a summary of what each person has committed to do to resolve the conflict



Strategies For Creating a Positive Relationship

--Continued--

How to deal with Paul's Problem-solving Style

- Paul tends to avoid handling complex, detailed problems requiring follow-up
- He may need to be coached through a logical problem-solving process instead of relying on a "gut-feeling"
- Paul may have difficulty acknowledging that a problem exists due to his optimistic perception
- He may need to have the actual or potential consequences of the problem clearly stated
- Paul tends to take a practical, results-oriented approach, preferring simple, easy-to - implement, immediate solutions
- He may need to be directed toward considering the long term consequences of the decision
- He may need coaching in handling complex problems due to his natural tendency to over-simplify in a rush for immediate results

How to deal with Paul's Decision-making Style

- Paul may tend to avoid making decisions involving negative consequences and/or interpersonal conflict
- Discuss how making a decision will reduce negative outcomes in the long term
- Describe how his indecisiveness frustrates others and makes him look bad
- Paul tends to make emotion-based decisions, sometimes impulsively, based on a "gut- feeling"
- He may need assistance developing a more logical, fact-based approach to decisions
- Paul tends to be a quick decision-maker
- He may need to be encouraged to take enough time to gather sufficient information and consider possible consequences before making decisions
- Point out the benefits of taking more time in terms of improved results



Strategies for Positive Relationships Worksheet

--Continued--

5. When dealing with Paul in conflict, what strategies would be most effective for you to use?

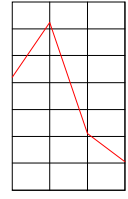
6. When dealing with Paul's problem-solving activities, what will you need to do to relate effectively?

7. When dealing with Paul's decision-making behaviour, what will you need to do to be most effective in this environment?



Relating to People and Environment

This section describes how Paul may tend to relate to other people and his environment based on his natural behavioural tendencies. Some of these behaviours may have been modified or eliminated by Paul due to his life experiences and his values system. Therefore, some items may represent only potential behaviours. Additionally, some of the behaviours may appear to be conflicting because of the range of responses possible for Paul, given the nature of his behavioural style. Review, discuss, and revise the list as appropriate.



D i S C

How Paul Tends to Communicate

- Likes to communicate frequently in person or on the phone in an informal, friendly manner, covering a wide range of subjects
- Tends to be spontaneous, fast-paced, and emotionally expressive
- May feel most comfortable with people who respond to his emotional expressions
- Tends to be most comfortable in expressing positive emotions, using many superlatives - "Great!" "Fantastic"
- Likes to talk about his enthusiastic, optimistic plans and dreams
- May feel rejected by and/or uncomfortable with people who are more reserved in their expressions, both verbally and non-verbally
- May have difficulty in communicating negative information directly
- Other people may be unclear or confused as to the real issue or the seriousness of the problem because of his lack of directness
- May have difficulty being "tough" when situations require a direct, assertive approach
- May attempt to placate or cajole people who are arguing, without addressing the issues
- May have many discussions with people but fail to follow-up on the actions discussed
- Tends to approach all areas of his life with communicating as a priority, wanting to talk about everything
- May not be sensitive to other people's preferences in communicating, assuming that everyone likes to talk
- May behave in a way that other, more reserved people feel is intrusive
- Communicates in all forms: cards, notes, letters, and most of all, in person or by phone
- Tends to be direct, factual, bottom-line oriented
- Tends to avoid wasting time on small talk or social amenities
- Tends to tell others what to do, without being asked to do so
- May be so direct and forceful in communicating that others have difficulty asking questions, clarifying understanding, or pointing out problems
- May be perceived by others as blunt, cold, or uncaring because of his brief communication style
- May have difficulty expressing positive emotions, even though he feels them
- Tends to assume that others know how he feels, especially if he told them once in the past
- May be more comfortable in expressing his feelings through actions, assuming that others can decode the message
- Tends to be comfortable in expressing anger, sometimes using anger when sadness, hurt or fear would be a more accurate expression of his true feelings
- Tends to be impatient, have difficulty listening to long narratives, preferring people to "get to the point"
- Tends to be a selective listener, hearing and storing information as it fits his perception
- Tends to be uncomfortable with other people's emotional displays, wanting to "fix" the situation or deal with it more "rationally"



Relating to People and Environment

--Continued--

Relating to People and Environment (Continued)

- May tend to undervalue the importance of frequent, quality communication in maintaining work relationships

How Paul Tends to Make Decisions

- Tends to use an emotional approach to decisions basing them on a "gut-feeling"
- Tends to be optimistic in expectations of people and situations
- May respond impulsively and not take enough time to gather information
- May unrealistically expect the best, failing to consider possible negative consequences
- May avoid making decisions which involve interpersonal conflict, losing approval, or "looking bad"
- Tends to be quick, decisive, independent and firm
- Tends to be bottom-line oriented, assessing the short-term impact
- May tend to take higher risks than are comfortable for others, believing that the potential for big payoffs justify the risk
- May fail to consider long-term consequences and fail to think through all the factors in complex situations

How Paul Tends to Manage Time

- Tends to prefer open-ended structures and flexible schedules
- May spend more time on people and processes than on tasks
- May have difficulty limiting time spent with people, getting behind schedule on completing activities
- May be chronically late
- Others may become frustrated and angry at his poor time management
- May provide less structure and predictability than is comfortable for others
- May want to keep time more loosely structured and fail to commit to a schedule, which may not meet others' planning needs
- Tends to operate with a sense of urgency, taking short-cuts wherever possible
- Tends to take pride in efficient solutions that allow him to pack a lot into a day
- May underestimate time involved in some activities, resulting in cutting things short, potentially missing deadlines
- May be critical of others who do not share his sense of urgency or move at the same fast pace
- Tends to be impatient with others who desire a more leisurely pace



Relating to People and Environment

--Continued--

How Paul Tends to Solve Problems

- Likes to involve others in the problem-solving process by "bouncing ideas" off them or "brainstorming"
- Tends to approach problem-solving on a personal, emotional basis and may become impatient with a more methodical approach
- Tends to prefer simple, practical, easy-to-implement solutions
- May have difficulty involving others in the problem-solving process because of his impatience and desire for immediate solutions

How Paul Tends to Handle Stress

- Tends to seek out opportunities to enjoy life, to have fun
- May experience stress from too much of a good thing
- Tends to be able to forget about negative situations in the past, focusing on positive expectations for the future
- Reduces the buildup of stress by becoming emotionally expressive and "blowing off steam"
- May find environments of chronic hostility and pessimism very stressful
- Reduces stress by interacting with others: laughing, talking, attending social events
- May find appreciation and affection from others to be very effective in reducing stress
- May become worn-out from too many social commitments, especially during holiday seasons
- Tends to seek out demanding, challenging, fast-paced environments and may not notice the negative impact on his health or relationships
- Tends to perceive the environment as being somewhat antagonistic, requiring an aggressive or defensive stance on his part
- May be so strongly driven to achieve results that he fails to set realistic limits for himself
- May need to work on letting go of the need to control his environment and other peoples' actions in order to reduce his stress
- May have difficulty taking adequate time to recover from illness or injury due to a self- imposed sense of urgency
- May choose a high level of variety and change, finding predictable routines more stressful than change



Relating to People and Environment Worksheet

--Continued--

4. What problem-solving behaviours would be most effective for Paul to use in this environment? (start, stop, continue)

5. What strategies for handling stress would be most effective for Paul to use in this environment? (start, stop, continue)



Strategies for Managing Paul

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 time-consuming and expensive both in the dollar cost as well as the emotional cost. This section provides a starting point for developing strategies based on Paul's natural behavioural tendencies. By reviewing and discussing the strategies listed for each key management activity, you can develop an accurate, effective plan for managing Paul.



D i S C

DEVELOPING

- Use fast-paced, enthusiastic descriptions
- Get him involved quickly in new situations so he can begin building relationships
- Reduce amount of details to avoid overwhelming him
- Check understanding by requiring specific feedback on how-to's of the job
- Provide assistance in developing structure for completing tasks
- Make him productive quickly
- Show him the simplest, quickest, most practical way to get results
- Emphasise the key details necessary to get results
- Define clearly the limits of his authority

MOTIVATING

- Provide opportunities to interact with others in a positive, enthusiastic manner
- Allow time for discussions where he can verbalise thoughts, feelings and ideas
- Assist in following-up on details
- Provide opportunities for visibility and recognition
- Provide opportunities to work independently
- Allow him to direct the efforts of others
- Offer options for achieving goals
- Provide challenges, opportunities to "win"

COMPLIMENTING

- Use enthusiastic public praise for image, verbal ability, and interpersonal skills
- Use brief, direct statements, focusing on achievements, results, and leadership abilities



Strategies for Managing Paul

--Continued--

COUNSELLING

- Provide opportunity to express feelings
- Acknowledge feelings and direct attention to facts and results
- Use open-ended questions (what, where, when, how) to generate specific action plans for change
- Focus on obstacles to achieving results and how to eliminate them
- Present needed changes in terms of impact on results and consequences
- Request solutions from him

PROBLEM-SOLVING

- Tends to avoid complex, detailed problems requiring follow-up
- May need to be coached through a logical, problem-solving process instead of relying on a "gut-feeling"
- May have difficulty acknowledging that a problem exists due to his optimistic perception
- May need to have actual or potential consequences clearly stated
- 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 consequences
- May need coaching in handling complex problems due to a natural tendency to over- simplify in a rush for immediate results

DELEGATING

- Clarify understanding and acceptance of specific performance expectations and time frame for completion
- Establish dates for checkpoints with clear understanding of what is to be completed when
- Help structure the process for completing the task, especially when dealing with complexity or assignments requiring a methodical approach
- Tell him what result you need and by when; let him determine how to get it done
- Specify clearly the limits of authority and available resources, allowing autonomy within those limits



Strategies for Managing Paul

--Continued--

CORRECTING

- Resist attempts at side-stepping the problem by stating the performance problem and consequences very specifically and clearly
- Direct the discussion to how he specifically will improve performance, avoiding extensive discussions about other people and other situations
- End discussion with a commitment about what result by when, focusing on the positive outcomes of improving performance and looking good in the eyes of others
- Be firm and direct, specifying the desired result as well as current level of performance
- Direct the discussion to what he is going to do to eliminate the gap in performance
- Define time limits for improvements and state consequences clearly

DECISION-MAKING

- May tend to avoid making decisions involving negative consequences and/or interpersonal conflict
- Discuss how making a decision will reduce negative outcomes in the long-term and how indecisiveness frustrates others and makes him look bad
- Tends to make emotion-based decisions, sometimes impulsively based on a "gut-feeling"
- Coach on a more logical, fact-based approach to decisions
- 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 in taking more time in terms of improved results

COMMUNICATING

- Tends to prefer informal, open-ended discussions in more social environments, such as over lunch
- Desires an opportunity to share experiences, stories and ideas in an enthusiastic responsive exchange
- May need to be directed to stay closer to the subject under discussion in order to finish within a reasonable time frame
- May have difficulty listening to negative information
- Check to determine whether the seriousness of the discussion was acknowledged
- Prefers direct, to the point, communications without a lot of time spent on social chatter
- Be prepared to listen to his ideas before moving on to other topics
- State areas of shared agreement before moving into other areas of less agreement



Strategies for Managing Paul

--Continued--

Strategies for Managing Paul (Continued)

- Tends to practice selective perception, only hearing and/or remembering that with which he agrees
- Check at end of discussion to make sure everything was heard and stored in memory by asking him to summarise and restate



Management Action Strategy Worksheet

After reviewing the information contained in the section on Strategies for Managing Paul, select the most effective strategies based on the specific needs of the work environment. Using your knowledge of the work environment and your direct experience with Paul's behaviour, select those management action strategies most likely to produce the performance results desired. It may be helpful to use the Start, Stop, Continue formula in developing strategies. To manage Paul effectively, what behaviours do you need to START using more often, STOP using so much of, and CONTINUE using as much as you are using?

1. What action strategies would be most effective for DEVELOPING Paul based on his current level of skill and the needs of the environment?

2. What strategies would be effective and appropriate for MOTIVATING Paul in this work environment?

3. When COMPLIMENTING Paul, what strategies will you need to use?

4. When COUNSELLING Paul, what would be the most effective approach?



Management Action Strategy Worksheet

--Continued--

5. When MANAGING Paul's PROBLEM-SOLVING activities, what will you need to do to increase his effectiveness in this work environment?

6. When DELEGATING to Paul, what will you need to do to ensure performance outcomes?

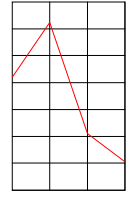
7. When CORRECTING Paul's behaviour, what strategies will you need to use to have a positive outcome?

8. When managing Paul's DECISION-MAKING behaviour, what will you need to do to ensure that his decision-making behaviour matches the needs of this work environment?



How Paul Persuader Tends to Manage

This section describes how Paul may tend to manage based on his natural behavioural tendencies. Some of these key management behaviours may have been modified due to life experience and Paul's values system and, therefore, represent only potential behaviours. Some of the behaviours may appear contradictory as they represent the different behavioural tendencies that comprise Paul's style. Review and discuss the list, determining which behaviours are most effective in this management environment.



D i S C

COMMUNICATING

- Likes to communicate frequently in person or on the phone in an informal, friendly manner, mixing personal talk with business discussions
- Tends to be spontaneous and emotionally expressive
- May have difficulty in communicating negative information directly, leaving other people unclear or confused as to the real issue or the seriousness of the problem
- May have many discussions with people but may fail to complete written documentation for follow-up
- Tends to be direct, factual, bottom-line oriented
- Tends to avoid wasting time on small talk or social amenities
- May be perceived as blunt, cold, or uncaring

DELEGATING

- Likes to delegate tasks requiring attention to detail and follow-through
- Tends to give general assignments which may lead to misunderstandings in terms of who is responsible for what and when
- May fail to check back on progress of delegated work
- Tends to be optimistic in his expectations of others and may need to spend more time finding out about actual skills
- Tends to delegate to others the responsibility for follow-through on details
- May be so non-specific and results-oriented in assigning tasks that others have difficulty finding out how to do it
- May have difficulty delegating authority to go with the responsibility because he wants to maintain control

DIRECTING PEOPLE

- Directs people through verbal inspiration, emphasising the positive
- May tend to become friendly and involved with people
- May have difficulty being "tough" when situations require a direct, assertive approach
- May attempt to cajole or placate people who are resisting or arguing
- Tends to tell people what to do in a forceful, direct manner
- Likes to control the results
- May be so direct and forceful that people have difficulty asking questions, clarifying understanding, and pointing out potential problems



How Paul Persuader Tends to Manage

--Continued--

DEVELOPING PEOPLE

- Likes to present the "big picture" with enthusiasm and positive expectations
- May over-estimate someone's ability and fail to provide sufficient, specific direction
- Tends to offer lots of verbal encouragement
- Tends to put people to work right away believing that "hands-on" involvement on the job is the best way to learn
- Prefers self-initiating, self-directed learners and tends to be impatient with having to provide instruction
- Values practical experience highly

DECISION-MAKING

- Tends to use an emotional approach to decisions, basing them on a "gut-feeling"
- Tends to be optimistic in expectations of people and situations
- May avoid making decisions which involve interpersonal conflict, losing approval, or "looking bad"
- Tends to be quick, decisive, independent, and firm
- Tends to be bottom-line oriented, assessing the short-term impact
- May fail to consider long-term consequences and fail to include all factors in complex situations

MANAGING TIME

- Tends to prefer open-ended structures and flexible schedules
- May spend more time on people and process than on task
- May have difficulty limiting time spent with people and in meetings
- Others may need more structure and predictability to get tasks done
- Tends to operate with a sense of urgency, taking short-cuts wherever possible
- Tends to take pride in efficient solutions that allow him to pack a lot into a day
- May underestimate time involved in some activities, resulting in cutting things short, potentially missing deadlines
- May be critical of others who do not share his sense of urgency or work at the same fast pace



How Paul Persuader Tends to Manage

--Continued--

PROBLEM-SOLVING

- Likes to involve others in the problem-solving process by "bouncing ideas" off them or "brainstorming"
- Tends to approach problem-solving from a subjective, emotional approach, and may become impatient with a more methodical approach
- Tends to prefer simple, practical, easy-to-implement solutions
- May have difficulty involving others in the problem-solving process because of his impatience and desire for immediate solutions

MOTIVATING OTHERS

- Tends to use positive, enthusiastic verbalisation
- Provides public recognition praising the positive and down-playing the negative
- Tends to create competitive challenges
- Sets short-term goals and recognises achievement of results



Management Style Worksheet

--Continued--

5. Given the specific nature of this work environment, what DECISION-MAKING behaviours would be most effective for Paul to use? (start, stop, continue)

6. What TIME MANAGEMENT behaviours would be most effective for Paul to use in this work environment? (start, stop, continue)

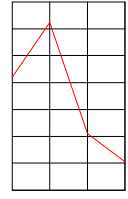
7. What PROBLEM-SOLVING behaviours would be most effective for Paul to use in this work environment? (start, stop, continue)

8. What strategies for MOTIVATING OTHERS would be most effective for Paul to use in this environment? (start, stop, continue)



Managing Paul in a Sales Environment

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 Paul's natural behavioural tendencies. By reviewing and discussing the strategies listed for each key management activity, you can develop an accurate, effective plan for managing Paul in his specific sales environment.



D i S C

DEVELOPING

- Use fast-paced, enthusiastic descriptions of the sales process and how it works with customers
- Get him involved quickly in new situations so he can begin building relationships with customers
- Reduce amount of details involved in training to avoid overwhelming him
- Check his understanding of the information by periodically requiring specific feedback on "how to's" of the job
- Provide assistance in developing structure for completing activities that require organisation of information and attention to detail
- Help him become productive as quickly as possible
- Show him the simplest, quickest, most practical way to get results and meet his sales goals
- Emphasise primarily the key details which will be necessary to get sales results
- Define clearly the limits of his authority and the resources available to him for achieving sales results

MOTIVATING

- Provide opportunities to interact with others in a positive, enthusiastic manner
- Allow time for discussions where he can verbalise his thoughts, feelings and ideas
- Assist him by providing support for following up on details
- Provide opportunities for visibility and recognition
- Provide opportunities for him to work independently
- Allow him to direct the efforts of others for achieving significant results
- Offer him flexible options for achieving results
- Provide him challenges and opportunities to "win"

GIVING RECOGNITION

- Use enthusiastic public praise for his ability to use his verbal and interpersonal skills to achieve sales
- Acknowledge his persistently optimistic attitude in sales situations that others might find discouraging
- Recognise him for enthusiastically involving others
- Use brief, direct statements focusing on his achievements, results and demonstrated ability to be a leader in his field
- Acknowledge his ability to handle difficult customer situations successfully
- Recognise the unique or innovative nature of his thoughts, ideas and/or actions



Managing Paul in a Sales Environment

--Continued--

COACHING/COUNSELLING

- Provide an opportunity for him to express thoughts and feelings after hearing your feedback
- Acknowledge his feelings and direct his attention to facts and results
- Resist his attempts at side-stepping the discussion by re-directing his attention to the facts
- Use open-ended questions (what, where, when, how) to keep the discussion focused on facts rather than feelings
- Direct the discussion to how he will improve his sales performance, avoiding extensive discussions about other people and other situations
- Discuss specific action plans for changing his sales performance rather than general statements about improving his attitude
- End the discussion by determining what result will be achieved by when, focusing on the benefits to him in terms of improved sales results and more recognition from others
- Focus discussion on obstacles to achieving sales results and how he can eliminate them
- Discuss desired changes in his behaviour in terms of potential positive impact on sales results
- Reduce his defensiveness by requesting solutions from him
- Be firm and direct, specifying the desired result as well as describing the current level of sales performance
- Direct the discussion to what he 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 informal, open-ended discussions in more social environments, such as over lunch
- Desires an opportunity to share experiences, stories and ideas in an enthusiastic, responsive exchange
- May need to be directed to stay closer to the subject under discussion in order to finish within a reasonable time frame
- May not pay attention to the details of what is being said, and later may be unclear about the facts
- May have difficulty listening to negative information
- Check to determine whether the seriousness of the discussion was understood
- Prefers direct, to-the-point communications without a lot of time spent on social chatter
- Be prepared to listen to his ideas before moving on to other topics
- Tends to practice selective perception and/or hearing, remembering only that with which he agrees
- Check at end of discussion to make sure everything was heard and stored in memory by asking him to summarise and restate



Managing Paul in a Sales Environment

--Continued--

PROBLEM-SOLVING

- Tends to avoid complex, detailed problems requiring follow-up
- May need to be coached through a logical problem-solving process instead of relying on a "gut-feel"
- May have difficulty acknowledging that a problem exists due to his optimistic perception
- May need to have actual or potential consequences of the problem clearly stated for him to appreciate the need for a well-thought-out 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 his natural tendency to over-simplify in a rush for short-term results
- May need to consider that his haste for immediate results may have a negative impact on the overall sales effort

DELEGATING

- Clarify understanding and acceptance of specific sales performance expectations and time frame for completion
- Establish dates for checkpoints with clear understanding of what is to be completed by when
- Help structure the process for completing the task, especially when dealing with complexity or assignments requiring a methodical approach
- Tell him what result you need and by when: Let him determine how to get it done
- Specify clearly the limits of his authority and the resources available to him allowing autonomy within those limits

DECISION-MAKING

- May tend to avoid making decisions involving negative consequences and/or interpersonal conflict
- Discuss how making a decision now will reduce negative results in the long term
- Explain how his indecisiveness frustrates others and makes him look bad
- Tends to make emotion-based decisions, sometimes impulsively, based on a "gut-feel"
- Coach on a more logical, fact-based approach to decisions
- 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 him in taking more time in terms of improved sales results



Sales Management Action Strategy Worksheet

After reviewing the information contained in the section on Strategies for Managing Paul, select the most effective strategies based on the specific needs of the sales environment. Using your knowledge of the sales environment and your direct experience with Paul's behaviour, select those management action strategies most likely to produce the performance results desired. It may be helpful to use the Start, Stop, Continue formula in developing strategies. To manage Paul effectively, what behaviours do you need to START using more often, STOP using so much of, and CONTINUE using as much as you are using?

1. What action strategies would be most effective for DEVELOPING Paul based on his current level of skill and the needs of the environment?

2. What strategies would be effective and appropriate for MOTIVATING Paul in this sales environment?

3. When GIVING Paul RECOGNITION, what strategies will you need to use?

4. When COACHING and COUNSELLING Paul, what would be the most effective approaches?



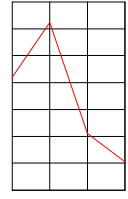
Sales Management Action Strategy Worksheet

-
5. When COMMUNICATING with Paul, what would be the most effective approaches?
6. When managing Paul's PROBLEM-SOLVING activities, what will you need to do to increase his effectiveness in this sales environment?
7. When DELEGATING to Paul, what will you need to do to ensure performance outcomes?
8. When managing Paul's DECISION-MAKING behaviour, what will you need to do to ensure that his decision-making behaviour matches the needs of this sales environment?



Paul's Natural Approach to the Selling Process

This section describes how Paul would tend to approach the various stages of the selling process based on his natural style. By understanding Paul's natural approach to sales, it can be determined which of his natural behaviours 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 Paul's effectiveness in selling situations where his natural style may not be as effective. As some of these behaviours may already have been modified, review and revise this section as necessary.



D i S C

PLANNING

- Tends to prefer to spend more time interacting with people than in planning
- Tends to view situations optimistically, expecting the best, and may not think through handling potential obstacles
- Tends to use an intuitive, "gut-feel" approach to planning sales calls, and may not prepare adequate support information to cover the details
- His natural approach to planning works well with customers who respond to an enthusiastic overview, with a strong emphasis on interaction with others
- His style of planning may require modification to be effective with customers who are more interested in immediate bottom-line results, or with customers requiring a logical, well-documented approach in the sales presentation
- 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
- His natural approach to planning may be most effective with customers who are impatient, results-oriented, and more interested in "what" than "how"
- His 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 an enthusiastic, personal approach to opening the call
- May prefer to discuss low-risk, general topics to build rapport before moving to the purpose of the call
- His natural approach to opening the call works most effectively with customers who prefer to interact socially, verbalising their thoughts and feelings in order to develop a personal relationship
- His natural style may require some modification to be effective with people who are more reserved, preferring a business-like, factual or results-oriented 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
- His natural approach to opening the call tends to be most effective with customers who are impatient and results-oriented
- His 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



Paul's Natural Approach to the Selling Process

--Continued--

INTERVIEWING

- Tends to interview in an enthusiastic, fast-paced manner focusing on feelings and relationships
- May tend to ask "who" questions, focusing on involvement and interaction with people
- His natural approach to interviewing is most effective with customers who prefer an eager, personal approach where they have an opportunity to talk about people, relationships and their feelings
- His natural style may require modification to be effective with more reserved customers who prefer a factual, unemotional approach to providing information
- Tends to interview in a direct, aggressive manner, identifying the customer's goals quickly
- Tends to ask "what" questions, focusing on desired results
- His natural approach to interviewing works most effectively with customers who prefer directness; however, the customer may want more control over the interviewing process
- His natural style may require modification with customers who prefer a slower, more indirect approach, or with customers who become defensive in response to his aggressive approach

PRESENTING

- Tends to use an enthusiastic approach, presenting the "big picture" with positive expressions
- May tend to over-state benefits in his desire to create excitement for the product or service
- His natural approach to presenting tends to be most effective with customers who respond to upbeat presentations that focus on an overview rather than on details
- His natural style may require modification to be effective with customers who prefer a low-key, factual, well-documented approach
- Tends to be concise, focusing on results
- May tend to announce conclusions, rather than explaining his reasoning process
- His natural approach to presenting works most effectively with customers who are interested primarily in results, requiring little or no details in the presentation
- His natural style may need modification to be effective with customers who require a more methodical approach and a more detailed explanation



Paul's Natural Approach to the Selling Process

--Continued--

RESPONDING TO CONCERNS

- Tends to respond to concerns with positive, enthusiastic, general statements
- May not address specific concerns with information; instead may "tap-dance" around the issues, providing verbal reassurance that all will be well
- His natural approach for responding to concerns tends to be most effective with customers who want a strongly optimistic, general response to their concerns, rather than specific facts
- His natural style may require modification to be effective with customers who are more comfortable with detailed or step-by-step, factual explanations for how their concerns will be resolved
- 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 minimise its importance to the customer
- His natural approach for responding to concerns tends to be most effective with customers who share a similar blunt, direct approach to concerns
- His 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 approach gaining commitment in an enthusiastic, optimistic manner
- May continue selling after the customer has made a commitment to buy
- His natural approach to gaining commitment tends to be most effective with customers who make quick decisions based on a "gut-feel", or customers who make decisions based on an emotional response to his enthusiasm
- His natural style may require some modification to be effective with customers who prefer to take time to review information and who approach decision-making analytically, based on product performance rather than on his personality
- Tends to move quickly and directly to gaining a commitment from a customer
- May aggressively pursue a commitment, considering "No" a temporary obstacle
- His 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
- His 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 analyse



Paul's Natural Approach to the Selling Process

--Continued--

SERVICING

- Tends to follow up personally, building the relationship with enthusiastic, friendly interaction
- May prefer interacting with the customer more than following up on details of the sale
- His natural approach to servicing tends to be most effective with customers who prefer follow-up involving social interaction, such as dropping by to visit, phone calls or going to lunch
- His style may require modification to be effective with customers who require systematic, scheduled follow-up on detailed requests
- Tends to follow-up by efficiently checking on results
- May tend to be more interested in getting new sales than servicing existing customers
- His natural approach to servicing tends to be most effective with customers requiring minimal follow-up, as long as they are getting results
- His natural style may require modification with customers who prefer routine contact and follow-up



Sales Management Style Worksheet

After reviewing the section on Paul's natural approach to the selling process, evaluate the effectiveness of his natural selling style based on the needs of the current sales environment. Use your knowledge of the specific needs of the sales environment and your direct experience with Paul's selling style to develop strategies for reinforcing those behaviours that are most effective and modifying those that are least effective. For each selling strategy category, it may be helpful to determine what behaviours Paul needs to START using more of, STOP using so much of, and CONTINUE using to be an effective salesperson in this environment.

1. What would be the most effective use of Paul's natural approach to planning in this sales environment? (start, stop, continue)

2. What would be the most effective approach to Paul's natural style for opening the call? (start, stop, continue)

3. What would be the most effective use of Paul's natural approach to presenting? (start, stop, continue)



Sales Management Style Worksheet

--Continued--

4. When responding to the buyer's concerns, what would be the most effective use of Paul's natural style? (start, stop, continue)

5. When gaining commitment from the buyer, what would be the most effective approach to Paul's natural style? (start, stop, continue)

6. When providing follow up service to the customer, what would be the most effective use of Paul's natural style? (start, stop, continue)