



The Navigate Buying Styles™ Sales Report

Report For: **Karen Bannister**



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Introduction to The Navigate Buying Styles™ Sales Report

Congratulations on taking the Navigate Buying Styles Sales Assessment™. Mastering the sales adaptability techniques outlined in this report may be one of the most important sales skills you ever learn.

Many of us grew up believing the wisdom of treating others the way you would like to be treated: the Golden Rule. We soon realized that another practical rule to sell by seemed to be what Dr. Tony Alessandra calls **The Platinum Rule**: *Treat others the way they want to be treated.*

Here is the most valuable feature of this report: Although the first part of this report focuses on your Navigate style, the true value is contained in the second section called "Application." Sales mastery of The Platinum Rule only consists of three simple steps: 1) Know your natural behavioral tendencies, 2) Pick up on your customer's observable behaviors while selling, and 3) Adapt your selling style to fit the customer's buying style. That's it!

Now, here's the "Aha!" moment for you: You don't even need to understand your own style to be able to read another person and adapt to their buying style!

This report is every bit as much **prescriptive** (remedies for connecting with others... today!) as it is **descriptive** (getting you to understand your own Navigate behavioral style).

Has your sales process ever succeeded with one person, then "bombed out" with the very next prospect? We all have experienced this and shrugged it off thinking, "That's just the way it is." However, things do not have to be that way. Nearly every sales interaction with each prospect can be a success - if you know how to make it happen!

If you are interested in improving your sales results, we recommend that you start reading the section on "Application" first, practice the proven techniques, then return to this report and read the first section about the strengths and weaknesses of your behavioral style. Your ability to recognize the "style mode" being displayed by another person, and making small adaptations in the pace and focus of the conversation is the quickest, surest path to sales mastery!

Navigate Behavioral Styles

Historical, as well as contemporary, research reveals more than a dozen various models of our behavioral differences, but many share one common thread: the grouping of behavior into four basic categories. *The Navigate Buying Styles System* focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits. See the table below. Because we can see and hear these external behaviors, it becomes much easier to "read" people. This model is simple, practical, and easy to remember and use. See page 24 of this report for a summary of each of the styles.

Style	Tendencies
Fighter	Tends to be direct and guarded
Entertainer	Tends to be direct and open
Counselor	Tends to be indirect and open
Detective	Tends to be indirect and guarded

How to Use This Report

This Navigate report is divided into two parts. **Part I** focuses on understanding your Navigate style characteristics. Please note that there is no “best” style. Each style has its unique strengths and opportunities for continuing improvement and growth. Any behavioral descriptions mentioned in this report are only tendencies for your style group and may or may not specifically apply to you personally. **Part II** discusses the concept of adaptability and offers several action plans for you and others who interact with you.

Adaptability

In addition to understanding your style, the report will identify ways that you can apply your style strengths or modify your style weaknesses in order to meet the needs of a particular prospect or customer. This is called adaptability. Social scientists call it “social intelligence.” There has been a lot written lately on how your social intelligence is just as important as your Intelligence Quotient (IQ) in being successful in today’s world. In some cases, social intelligence is even more important than IQ. The concept of adaptability is discussed in detail in the **What is Behavioral Adaptability?** section of this report.

Part I: Understanding Yourself

General Characteristics

The narration below serves as a general overview of your behavioral tendencies. It sets the stage for the report which follows, and provides a framework for understanding and reflecting on your results. We've occasionally provided some coaching ideas so that you can leverage your strengths whenever possible to maximize your personal success.

You can be very charming when persuading others in a favorable climate, but also rigid when confronting a hostile situation. Karen, this can be a two-edged sword, especially if you are required to shift gears quickly from charming to confrontational. Those who score like you may balance this trait successfully by defaulting toward the charming side, but still presenting a firm position. You can object to an idea while maintaining a smile.

You are poised, confident, and very articulate in front of groups, either large or small. While this is something you are certainly aware of, our coaching would encourage you to leverage this trait to maximize its benefit. The ability to present an idea to a large group is valuable to any organization.

Karen, you have a high sense of urgency, and a desire to get things done quickly. This urgency may extend to a wide variety of venues, including meetings, events, and even relationships. While this is a strength, sometimes it can be perceived as overly abrupt, or even rude, especially by those who don't share the same urgency. Be sensitive to this, and be flexible enough to soften your approach when necessary.

You function at a faster pace than most people and tend to be a multi-tasker. This theme emerged in your responses to the instrument and is a strength that could propel you into a variety of leadership positions, should you choose to follow that path. Due to your rapid problem-solving ability and verbal skills, you are able to juggle many projects without anything hitting the ground. However, be aware that some people who score like you have difficulty saying "no" to requests, and sometimes spread themselves too thin.

Karen, your pattern of responses to the instrument indicates that you have very strong verbal and persuasive skills. Consequently, you can likely provide insight on a number of decisions, and have your influence make a difference. Thus, you have probably gotten what you wanted in many situations. However, you may become disappointed sometimes when you don't get your way.

Karen, the responses you gave on the instrument indicate that you project an image of openness and friendliness toward others, even while maintaining self-control. You also have an ability to distance yourself from others when necessary. This assists in helping you to be objective in situations when others may be feeling more emotional, either enthused or reticent. You have the rare ability to step back from a situation and view it unemotionally.

You are able to think quickly on your feet, often providing new and unique solutions, sometimes developed spontaneously. This ability comes from two combined traits: a high level of decisiveness, and excellent verbal skills. This rare combination allows you to speak smoothly and effectively while simultaneously planning what to say next.

You can react, adjust, and modify your behavior in a variety of situations. People who score like you have a high degree of perceptiveness, and they use this to guide their own responses, sometimes moment by moment. As the climate lightens, you have the ability to turn up the charm, and as the climate becomes more tense, you are able to take a more matter-of-fact approach.

What you Bring to the Organization

This page provides useful insights for a job or as you work together on a team or family project. These are the talents and tendencies you bring. When used in environments that you are most effective in, you are likely to be self-motivated to accomplish great things. It is possible that you may not always be in an environment that allows you to be your best. We recommend you speak with your leader to see what can be incorporated into your current environment to help maintain your motivation. Check the two most important strengths, the two most important work style tendencies, and the two most important environmental factors and transfer them to the **Summary of Your Style** page.

Your Strengths:

- You have a strong tendency to work toward making things happen, rather than waiting for things to happen.
- You are excellent at initiating activity and providing direction for the team or organization.
- You have the ability to use discipline in an appropriate manner, often effecting win-win situations.
- You are able to juggle many projects and activities simultaneously, while maintaining a keen awareness of the status of each.
- You are a very active agent in all that you do.
- You have excellent presentation skills when dealing with groups. You bring a poised, confident, and engaging message to any audience.
- You are able to make decisions quickly and to take the credit or blame for the outcome of decisions.

Your Work Style Tendencies That You Bring to the Job:

- Your pace of personal operation is faster than that of many people.
- You are able to think quickly on your feet -- you can react, adjust, or modify your behavior in a variety of situations.
- You project emotional strength and a talent for working with others.
- You have the ability to inspire others to reach their maximum potential.
- You are able to delegate, while maintaining control over activities within the project.
- You project emotional strength and a talent for working with others.
- You are decisive and like to get things done quickly and efficiently.

You Tend to Be Most Effective in Environments That Provide:

- Assignments involving the motivation and persuasion of a network of people.
- Lots of interpersonal contact, many disparate activities, and an occasional surprise situation.
- An organizational eye toward the future that rewards innovation and encourages creative risk-taking.
- A workplace that frees you from many details and heavy supervision.
- An arena for you to verbalize your ideas and opinions.
- A variety of challenging assignments with high-stakes opportunities for success.
- Responsibilities requiring a high degree of decisiveness.

Your Motivators: Wants and Needs

Motivation is the enthusiasm or willingness to do something. Everybody is motivated; however, all people are motivated for their own reasons, not somebody else's. Simply, people are motivated by what they want.

Our behaviors are also driven by our needs. Each style has different needs. If one person is stressed, they may need quiet time alone; another may need social time around a lot of people. Each has different ways to meet their needs. The more fully our needs are met, the easier it is to perform at an optimal level.

Choose the two most important wants and the two most important needs and transfer them to the **Summary of Your Style** page.

You Tend to Be Motivated By:

- New experiences and a variety of activities.
- Social or public recognition for accomplishments and successes.
- Efficient methods to process details and deal with minutiae.
- Results that can be seen quickly and measurably.
- Influence and power to delegate in order to achieve results.
- A flexible job culture.
- Wielding authority equal to the responsibility you are given.

People With Patterns Like You Tend to Need:

- Support when dealing with detailed work and repetitive tasks.
- Systems or utilities to assist in record-keeping or office organization.
- Appreciation for the hard work you bring to the team.
- To be presented with the expected outcome of a project or assignment, and to be evaluated on that outcome.
- Freedom to express your own ideas, initiatives, and creativity.
- Opportunities for leadership, self-development, rapid learning, broad scope of operations, and advancement.
- Opportunities for involvement with a wide variety of people, both in and out of the organization.

The F Style

Under Stress – Perceptions, Behavior and Needs for the F

Stress is unavoidable. The perceptions of our behavior may have a significant impact on our effectiveness – both in how we perceive ourselves and how others perceive us. The way we behave under stress can create a perception that is not what we intend. The descriptions below of perceptions by others may seem somewhat extreme at times (especially if our behavior is an over-extended strength that becomes a weakness or limitation). As you understand these perceptions more clearly, you are able to modify your behavior to maximize your own effectiveness and ensure that others see you as you intend.

Under Stress You May Appear:

- Uncooperative
- Intrusive
- Pushy
- Critical
- Blunt

Under Stress You Need:

- A fast pace for moving toward goals
- Control of the situation and yourself
- Tangible evidence of progress

Your Typical Behaviors in Conflict:

- You generally do not hold a grudge. Once an incident is over, it is generally forgotten on a personal level, although the factors that produced a lack of satisfactory results will be considered and evaluated.
- You are quite comfortable with conflict, aggression and anger. Many times you may not realize the impact your behavior has on others. In other instances, however, you may consciously choose anger and aggression as a tactical weapon. In any case, you are likely to increase the level of aggression.
- Your passion to win may result in win/lose situations, making it difficult for others to work with you.

Strategies to Reduce Conflict and Increase Harmony:

- You need to include all the people involved with a project in your decision-making process. Ask for their input on a regular basis and take it into consideration. You can still make the final decision; however, it is likely to be a more informed decision and the others are more likely to buy into it.
- Avoid creating controversy or "stirring up the pot" just to keep things interesting. This may increase your own energy for the task; however, it is likely to have a serious negative effect on many others.
- You need to take time to express your ideas and instructions fully and clearly; asking questions to ensure that everyone understands. Time spent clarifying your message up front will result in more efficient operations later.

Communication Tips and Plans for Others

The following suggestions can help others who interact with you understand and be aware of your communication preferences. To use this information effectively, share it with others and also discuss their preferences.

Check the two most important ideas when others communicate with you (dos & don'ts) and transfer them to the **Summary of Your Style** page.

When Communicating with Karen, DO:

- Do your homework and be prepared with goals, objectives, support materials, etc., but don't plan on using all of them. Have the material with you as support.
- Stay on track. Hit the major points first, and get to the main point quickly.
- Be certain to conclude the communication with modes of action and specific instructions for the next step.
- Provide testimonials from people Karen sees as important and prominent.
- Put the details in writing, but don't plan on discussing them too much.
- Plan to talk about things that support Karen's dreams and goals.
- Motivate and persuade Karen by pointing out objectives and expected results.

When Communicating with Karen, DON'T:

- Forget or lose things necessary for the meeting or project.
- Engage in rambling discussion, and waste Karen's time.
- Don't stick too rigidly to the agenda.
- Get bogged down in facts, figures, or abstractions.
- Leave loopholes or vague issues hanging in the air.
- Let the discussion with Karen get caught in dreams too much, otherwise you'll lose time.
- Speculate wildly without factual support.

Communicating with the Styles

Communicating with the **Fighter** style

CHARACTERISTICS:	SO YOU SHOULD...
Concerned with being #1	Show them how to win, new opportunities
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goal and boundaries, the support or get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like changes	Vary routine
Prefer to delegate	Look for opportunities to modify their workload focus
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, when appropriate, but give them parameters
Tendency towards conflict	If necessary, argue with conviction on points of disagreement, backed up with facts; don't argue on a "personality" basis

Communicating with the **Entertainer** style

CHARACTERISTICS:	SO YOU SHOULD...
Concerned with approval and appearances	Show them that you admire and like them
Seek enthusiastic people and situations	Behave optimistically and provide upbeat setting
Think emotionally	Support their feelings when possible
Want to know the general expectations	Avoid involved details, focus on the "big picture"
Need involvement and people contact	Interact and participate with them
Like changes and innovations	Vary the routine; avoid requiring long-term repetition by them
Want others to notice THEM	Compliment them personally and often
Often need help getting organized	Do it together
Look for action and stimulation	Keep up a fast, lively, pace
Surround themselves with optimism	Support their ideas and don't poke holes in their dreams; show them your positive side
Want feedback that they "look good"	Mention their accomplishments, progress and your other genuine appreciation

Communicating with the **Counselor** style

CHARACTERISTICS:	SO YOU SHOULD...
Concerned with stability	Show how your idea minimizes risk
Think logically	Show reasoning
Want documentation and facts	Provide data and proof
Like personal involvement	Demonstrate your interest in them
Need to know step-by-step sequence	Provide outline and/or one-two-three instructions as you personally "walk them through"
Want others to notice their patient perseverance	Compliment them for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest or needed support
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide a relaxing, friendly atmosphere
Enjoy teamwork	Provide them with a cooperative group
Want sincere feedback that they're appreciated	Acknowledge their easygoing manner and helpful efforts, when appropriate

Communicating with the **Detective** style

CHARACTERISTICS:	SO YOU SHOULD...
Concerned with aggressive approaches	Approach them in an indirect, nonthreatening way
Think logically	Show your reasoning
Seek data	Give data to them in writing
Need to know the process	Provide explanations and rationale
Utilize caution	Allow them to think, inquire and check before they make decisions
Prefer to do things themselves	When delegating, let them check procedures, and other progress and performance before they make decisions
Want others to notice their accuracy	Compliment them on their thoroughness and correctness when appropriate
Gravitate toward quality control	Let them assess and be involved in the process when possible
Avoid conflict	Tactfully ask for clarification and assistance you may need
Need to be right	Allow them time to find the best or "correct" answer, within available limits
Like to contemplate	Tell them "why" and "how"

Potential Areas for Improvement

Everyone has struggles, limitations, or weaknesses. Oftentimes, it's simply an overextension of our strengths which may become a weakness. For example, the directness of a High D may be a strength in certain environments, but when overextended they may tend to become bossy.

As you consider ways to continue to improve to be a better communicator, we recommend you focus on no more than two at a time, practice and strengthen them, and then choose another area to focus on and improve.

Check the two most important areas you are committed to improve upon and transfer them to the **Summary of Your Style** page.

Potential Areas for Improvement:

- You may need to lower project expectations a bit in light of real-world constraints.
- You may become somewhat angry or belligerent when under pressure, or when threatened.
- You may be a selective listener, at times hearing only what you want to hear.
- You may become impatient, especially when dealing with slower-moving or slower-thinking people.
- You may lack follow-through, expecting others to pick up the loose ends.
- You may lose interest in a project or initiative once the challenge is gone.
- You may sometimes take an "ends justify the means" approach.

Summary of Karen Bannister's Style

Communication is a two-way process. Encourage others to complete their own Navigate Styles Assessment and then share the Summary Sheet with each other. By discussing preferences, needs and wants of the people you work with, socialize with and live with, you can enhance these relationships and turn what might have been a stressful relationship into a more effective one just by understanding and applying the Navigate Buying Styles information. Complete the worksheet below from the previous pages of this report.

Communication Dos & Don'ts

- 1. _____
- 2. _____

Your Motivations: Wants

- 1. _____
- 2. _____

Your Motivations: Needs

- 1. _____
- 2. _____

Your Strengths

- 1. _____
- 2. _____

Your Work Style Tendencies

- 1. _____
- 2. _____

Effective Environmental Factors

- 1. _____
- 2. _____

Potential Areas for Improvement

- 1. _____
- 2. _____

Word Sketch – Adapted Style

Navigate is an observable, “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

This chart shows your ADAPTED Navigate Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes **Fighting** over Problems, **Entertaining** other People, **Counseling** through a slow Pace of decision making, or being a **Detective** who is focused on the details of Procedures and Rules. Share more about the specific needs that drive you in each area of FOCUS. If your Navigate intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

	Fighter	Entertainer	Counselor	Detective
Focus	Problems/Challenges	People/Contacts	Pace/Consistency	Procedures/Constraints
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discerning rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

Word Sketch – Natural Style

Navigate is an observable, “needs-motivated” instrument based on the idea that emotions and behaviors are neither “good” nor “bad.” Rather, behaviors reveal the needs that motivate that behavior. Therefore, once we can accurately observe one’s actions, it is easier to “read” and anticipate their likely motivators and needs.

This chart shows your NATURAL Navigate Graph as a “Word Sketch.” Use it with examples to describe why you do what you do and what’s important to you when it comes **Fighting** over Problems, **Entertaining** other People, **Counseling** through a slow Pace of decision making, or being a **Detective** who is focused on the details of Procedures and Rules. Share more about the specific needs that drive you in each area of FOCUS. If your Navigate intensity scores at levels 1 and 2, your emotions and needs are the opposite of those at Levels 5 and 6 in that area.

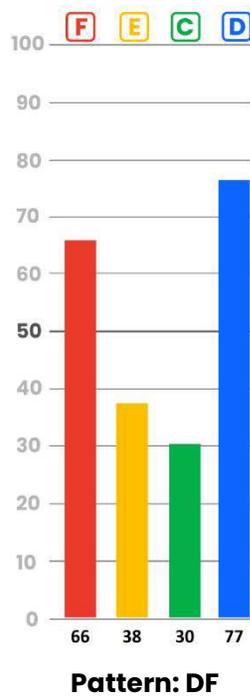
	Fighter	Entertainer	Counselor	Detective
Focus	Problems/Challenges	People/Contacts	Pace/Consistency	Procedures/Constraints
Needs	Challenges to solve, Authority	Social relationships, Friendly environment	Systems, Teams, Stable environment	Rules to follow, Data to analyze
Emotions	Anger, Impatience	Optimism, Trust	Patience, Non-Expression	Fear, Concern
Fears	Being taken advantage of/lack of control	Being left out/loss of social approval	Sudden change/loss of stability and security	Being criticized/loss of accuracy and quality
6	argumentative daring demanding decisive domineering egocentric	emotional enthusiastic gregarious impulsive optimistic persuasive	calming loyal patient peaceful serene team person	accurate conservative exacting fact-finder precise systematic
5	adventurous risk-taker direct forceful	charming influential sociable trusting	consistent cooperative possessive relaxed	conscientious courteous focused high standards
4	assertive competitive determined self-reliant	confident friendly generous poised	composed deliberate stable steady	analytical diplomatic sensitive tactful
3	calculated risk moderate questioning unassuming	controlled discerning rational reflective	alert eager flexible mobile	own person self-assured opinionated persistent
2	mild seeks consensus unobtrusive weighs pro/con	contemplative factual logical retiring	discontented energetic fidgety impetuous	autonomous independent firm stubborn
1	agreeing cautious conservative contemplative modest restrained	introspective pessimistic quiet pensive reticent suspicious	active change-oriented fault-finding impatient restless spontaneous	arbitrary defiant fearless obstinate rebellious sarcastic

Navigate Buying Styles Graphs for Karen Bannister

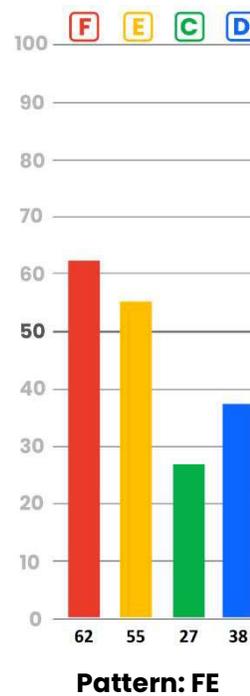
Your Selling Style indicates you tend to use the behavioral traits of the **DF style(s)** in the focus area you had in mind when completing the assessment. Your Natural Style indicates that you naturally tend to use the behavioral traits of the **FE style(s)**.

Your **Selling Style** is your graph displayed on the left. It is your perception of the behavioral tendencies you think you should use in your current environment, situation, or relationship. This graph may change when you change roles or circumstances. The graph on the right is your **Natural Style** and indicates the intensity of your instinctive behavior. It is often an indicator of the “real you” when you are not influenced by any other factors and typically shows up in stressful situations. This graph tends to be stay fairly consistent, even in different environments.

Selling Style – Graph I



Natural Style – Graph II



If the two bars are similar, it means that you tend to use your same natural behaviors in that environment. If your Selling Style is different from your Natural Style, this may cause stress if done over a long period of time. You are then using behaviors that are not as comfortable or natural for you.

The higher or lower each Fighter, Entertainer, Counselor, Detective point is on your graphs, the greater or lesser your needs-motivated behavior impacts your results at work and others around you. Once aware, you can adapt your style. Can you change? Of course! You do it every day depending on your situations. However, permanent behavioral change comes only with awareness and practice. Study and practice using the Behavioral Adaptability Charts in this report to gain behavioral flexibility. For further questions or personal coaching, contact your consultant.

12 Behavioral Tendencies

The primary styles are each influenced by the other three styles in our behavioral expression. You are not just **one** of these styles; you are the result of all four combining and affecting each other. On this page you'll see all 12 Behavioral Tendencies in Summary, and the following pages deliver more detail about each of these measurements.

Behaviors	Natural	Selling
Personal Drive <i>How this individual's own goals move things forward.</i>	Self-Driven (F)	Self-Driven (F)
Customer & Team Interaction <i>How this individual engages with customers and stakeholders, internal and external.</i>	Engaging (E)	Situational
Providing Instruction <i>How this individual dictates directions and expectations.</i>	Directive & Compulsive (F)	Situational
Expressing Openness <i>How this individual is most comfortable expressing themselves.</i>	Situational	Structural (D)
Accuracy <i>How this individual focuses on correctness and exactness.</i>	Situational	Precision (D)
Self-Reliance <i>How this individual works within a team.</i>	Situational	Directive (F)
Building Rapport <i>How this individual focuses when interacting with others.</i>	Situational	Results-Focused (F)
Work Process Alignment <i>How this individual focuses on process to follow through on work.</i>	Situational	Accuracy (D)
Reasoning <i>How this individual uses evidence to think through and solve problems.</i>	Situational	Evidence-based (D)
Prioritizing <i>How this individual determines the order for dealing with items or tasks based on established rules and structure.</i>	Results (F)	Situational
Careful Decision Making <i>How this individual approaches decisions and actions.</i>	Impulsive (E)	Situational
Change Resistance <i>How this individual resists engaging with change.</i>	Drives Change (F)	Drives Change (F)

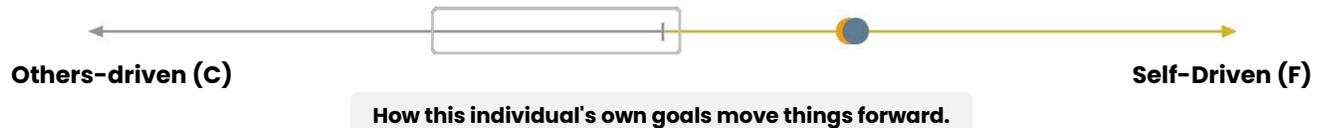
12 Behavioral Tendencies – Details & Graphs

For each of the 12, you will see a graph and personalized statement for your Natural and Selling style. These scores and statements reveal which of your style combinations are most observable and describe how you express that tendency based on your style blend.

Interpretation Notes:

- Frequency Observed:** The behavioral tendencies are presented in the order from Most Frequently Observed to Least Frequently Observed.
 - HI – Clearly observed in most situations, seen more often
 - HM – Frequently observed in many situations
 - MOD – May or may not be observed depending on the situation
 - LM – Sometimes observed in some situations
 - LOW – Absence of the behavior in most situations
- Direction of your score** – As the graph moves to the right or left, it shows how you will likely express the behavior. If the graphs are near the center, the result is a balancing behavioral effect that will depend on the situation.
- General Population Comparison** – The grey box represents the general population in this behavioral tendency. Approximately 68% of people score in this range.

Personal Drive



Natural (HM): You are somewhat self-determined, often focused on taking actions that achieve results and goals. You will likely be driven to action based on your own needs and motivations and are likely a self-starter. Be aware that it can be appropriate to support and help others as well.

Selling (HM): Consistent with natural style

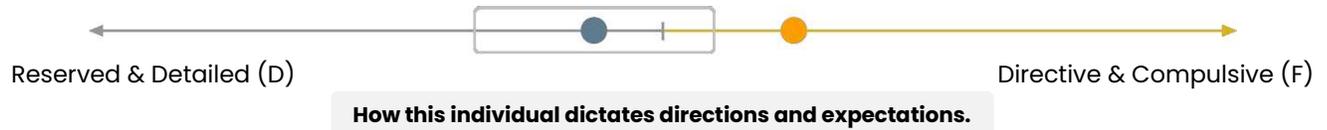
Customer & Team Interaction



Natural (HM): You are somewhat engaging, charming, persuasive, and influential, often connecting with others in a way that builds trust and confidence. You are more likely to focus on engaging with the others to create a relationship, interacting with them to build a friendship to ensure they will come back to work with you directly. Sometimes business should be just business.

Selling (MOD): You can be engaging and persuasive while providing support and stability in your interactions with others. You are likely to balance the needs of others, creating a relationship and ensuring their needs are met. This can effectively create loyal and trusting relationships.

Providing Instruction



Natural (HM): You are somewhat direct and results-focused, and may prefer to set the course and direct others, rather than following the set expectations. Engaging with others for additional thoughts and perspectives can lead to better outcomes.

Selling (MOD): You are able to balance the desire to set the expectations or uphold the protocol based on the situation and what is most relevant. You may follow the established structural and procedural guideline if they support the objectives. Keep in mind that sometimes this may come through as difficult for styles that are less focused on tasks and more focused on relationship.

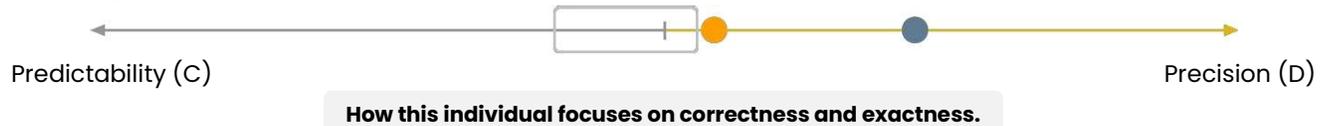
Expressing Openness



Natural (MOD): Your comfort is balanced between your ability to interact with others and build personal connections, while still maintaining a focus on structure, detail and accuracy, and you may struggle with maintaining a consistent pace or focus. You can be confident with both social interactions and information to support your perspective.

Selling (LM): You are somewhat comfortable when focused on the structure, detail and accuracy preferring some time for planning and consideration of consequences before acting. You are likely to be more confident with data, information and procedures that ensure accuracy and precision. Remember, there are times when creating connection with others can boost you up as well.

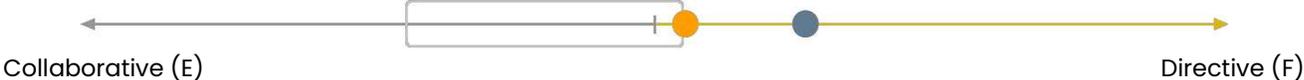
Accuracy



Natural (MOD): Your plans are a combination of careful deliberations to ensure quality outcomes, and systems and processes that allow forward movement in a steady environment. You are likely aware of both predictability and precision when making plans. You will like have more positive outcomes when using balanced planning.

Selling (HM): You frequently focus on carefully and deliberately ensuring high-quality outcomes with great importance on accuracy, structure, order and precision in all you do. You are likely to focus on being and doing things right. While doing it the right way can impact success dramatically, it is also helpful to have dependability and uniformity in planning processes.

Self-Reliance

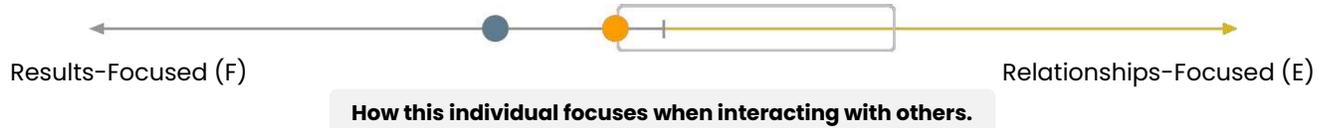


How this individual works within a team.

Natural (MOD): You balance results and interaction, getting things done efficiently, but also involving others to get this accomplished as effectively as possible. You are likely to be productive and efficient whether working independently or in collaboration with others, depending on the circumstances and variables of the work.

Selling (HM): You are quite results driven, focused on accomplishing things quickly and efficiently and are likely to do so mostly independently and directive. You will likely do your best work independently when you can manage your productivity and efficiency autonomously. Be sure you are not distancing yourself too much.

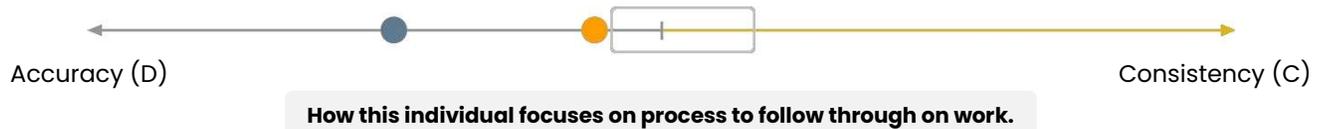
Building Rapport



Natural (MOD): Your interactions are driven by both a desire to connect with others socially, and to get the work done and reach results. If you can do both at once, that's great!

Selling (LM): You are somewhat results driven in your interactions, preferring not to connect socially unless there is a specific outcome or purpose. You are more likely to focus on results with a desire to reach a goal or complete a task, rather than connecting or building relationship. Remember, others may like to get to know you more when working together.

Work Process Alignment



Natural (MOD): Your process and follow through is balanced between keeping things methodical and steady and upholding quality standards to be sure what you are doing is accurate and precise. There may be times when you process information and then follow through based on an equal emphasis on accuracy and consistency. These two, when balanced, will ensure great outcomes.

Selling (LM): Your process and follow through is often driven by upholding quality standards to be sure what you are doing is accurate and precise. You are likely to process information and follow through with exactness and precision as a focus. There are times when consistency is as important as accuracy. Don't forget to balance them.

Reasoning



Natural (MOD): You may rely somewhat on your feelings and interactions with others to make decisions, and choose what is likely to be considered acceptable but will seek to back up judgments with evidence and verification. When reasoning, you likely rely on a balanced approach of logic and emotion, and look at the circumstances with a logical perspective and also paying attention to what feels right.

Selling (HM): You often rely on data and evidence to ensure decisions reflect the right thing to do, and will seek verification to make complete and accurate judgments. You are likely think through things with careful and thoughtful consideration, often weighing risks and examining the proof and data to make decisions. Remember, the brain and the heart together make a great team.

Prioritizing

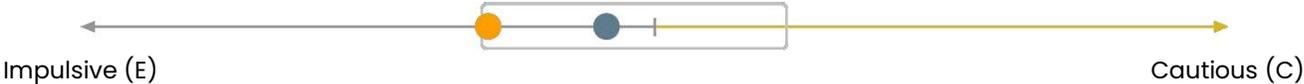


How this individual determines the order for dealing with items or tasks based on established rules and structure.

Natural (LM): You often focus specifically and directly on results now and take actions that target immediate accomplishment, and are less concerned with the established guidelines. You will likely prioritize and focus on the results and the bottom line. While the end result is certainly a key component of what should take priority, be sure you are also aware of the rules and constraints of your situation.

Selling (MOD): You are attentive to established guidelines to ensure high-quality results now and are focused on actions that target immediate accomplishment. You likely balance both rules and results when prioritizing, recognizing that both have significance in a successful experience and outcome.

Careful Decision Making

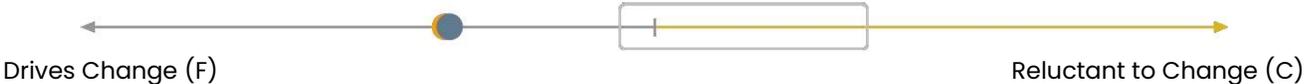


How this individual approaches decisions and actions.

Natural (LM): You are somewhat impulsive based on feelings rather than taking the time to consider the risks and consequences. You are likely to make decisions spontaneously and emotionally, trusting your gut and going with what feels right. Sometimes it is important to see if it makes sense too, not just feels good.

Selling (MOD): You balance careful attention and consideration of risks, but may also act more impulsively, going with your gut and intuition. Your decisions can be based on a balanced approach of logic and emotion where you will do what feels right and also what makes sense while being attentive to risks.

Change Resistance



How this individual resists engaging with change.

Natural (LM): You are likely to be more firm in times of change, preferring to lead and direct activities focused on results and solutions. You are likely to respond/interact in change by driving action and facing it head on as it comes. You may even want to change things just to see how it can be different. Sometimes keeping things consistent is good too.

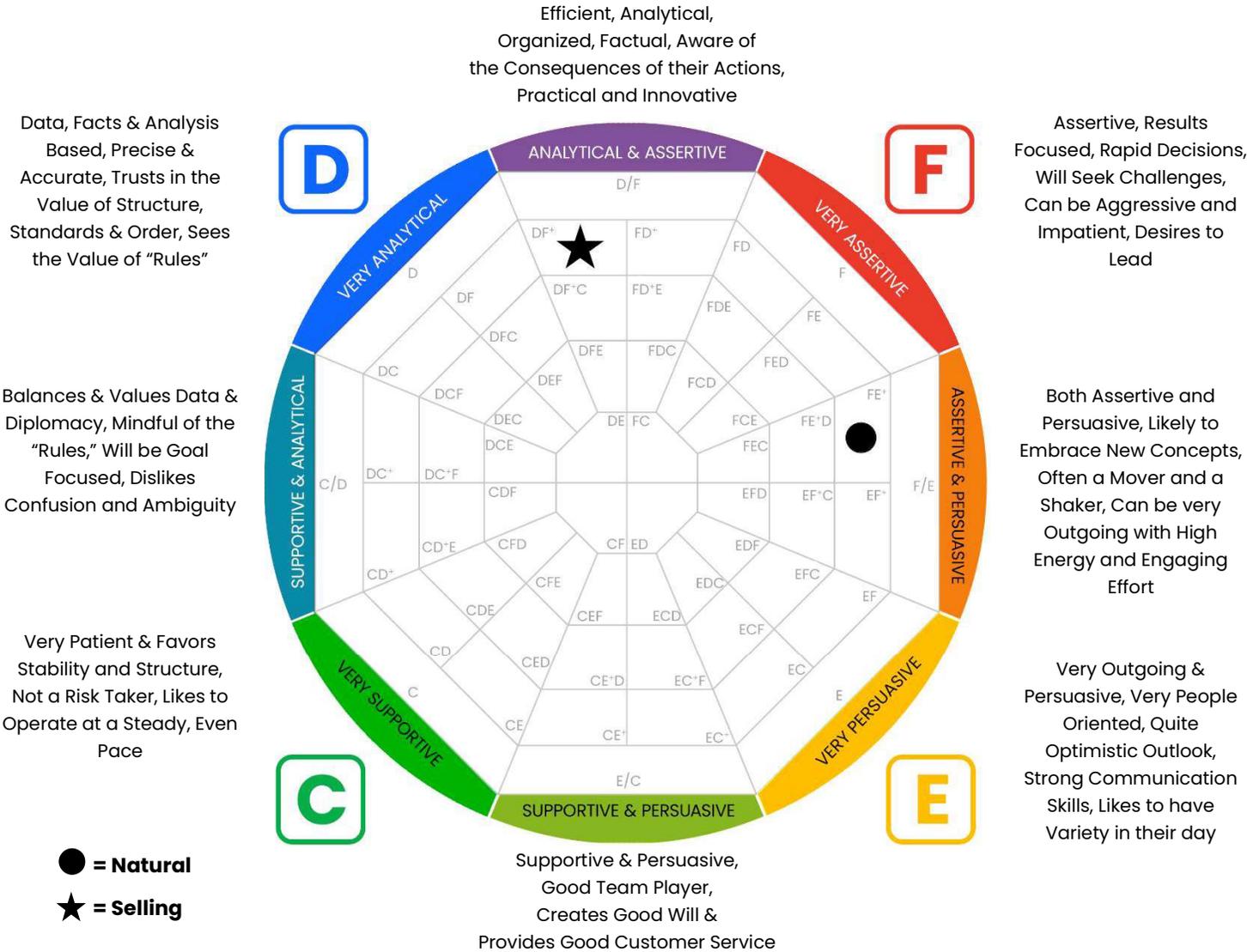
Selling (LM): Consistent with natural style

Behavioral Pattern View

The BPV has eight behavioral zones. Each zone identifies a different combination of behavioral traits. The peripheral descriptors describe how others typically see individuals with your style. Plots on the outer edges of the BPV identify that one factor (Navigate) of your style will dominate the other three. As you move towards the center of the BPV, two and eventually three traits combine to moderate the intensity of your style descriptors within a specific behavioral zone.

THE SCORING LEGEND

- Fighter = Dominance:** How you deal with Problems and Challenges
- Entertainer = Influence/Extroversion:** How you deal with Other People
- Counselor = Steadiness/Patience:** How you deal with Pace and Consistency
- Detective = Conscientiousness/Compliance/Structure:** How you deal with Procedure and Constraints



Part II: Application of Navigate Styles

Understanding your own behavioral style is just the first step to enhancing relationships. All the knowledge in the world doesn't mean much if you don't know how to apply it in real life situations. That's what the rest of this report is all about.

To really begin to use the power of behavioral styles, you also need to know how to apply the information to people and situations. Remember, people want to be treated according to their behavioral style, not yours!

This Application Section Includes:

- Overview of the Four Basic Navigate Buying Styles
- How to Identify Another Person's Behavioral Style
- What is Behavioral Adaptability?
- How to Modify Your Style
- Tension Among the Styles
- How to Adapt to the Different Behavioral Styles

This section will help you understand how to be more effective in relationships and situations. Good relationships can get better and challenging relationships may become good.

After reviewing the information, select a relationship in which things have not gone as smoothly as you would like. Make a commitment to at least take the time to gain an understanding of the other person's behavioral style and take a few steps to adapt your behavior to improve the relationship. Here's how to do it:

- 1** Identify the behavioral style of the other person using the **How to Identify Another Person's Behavioral Style** section. You can read about their style in **Overview of the Four Basic Navigate Buying Styles**. The section on **What Is Behavioral Adaptability** gives you an in-depth insight into what adaptability is, what it is not, and why it's so important to all your interpersonal relationships.
- 2** Once you know their style and preferences for directness and/or openness, you can use the **How to Modify Your Directness and Openness** section to adjust these areas when relating to this person. You will be amazed at the difference.
- 3** To further understand the tension that may exist in the relationship, you can refer to the **Tension Among the Styles** section and complete the **Tension Among the Styles Worksheet**. Being aware of the differences in preference in pace and priority, and modifying accordingly, can make a big difference in those tension-filled relationships.
- 4** And finally, the last section, **How to Adapt to the Different Behavioral Styles**, will give you suggestions when dealing with each of the four basic styles.

Overview of the Four Basic Navigate Buying Styles

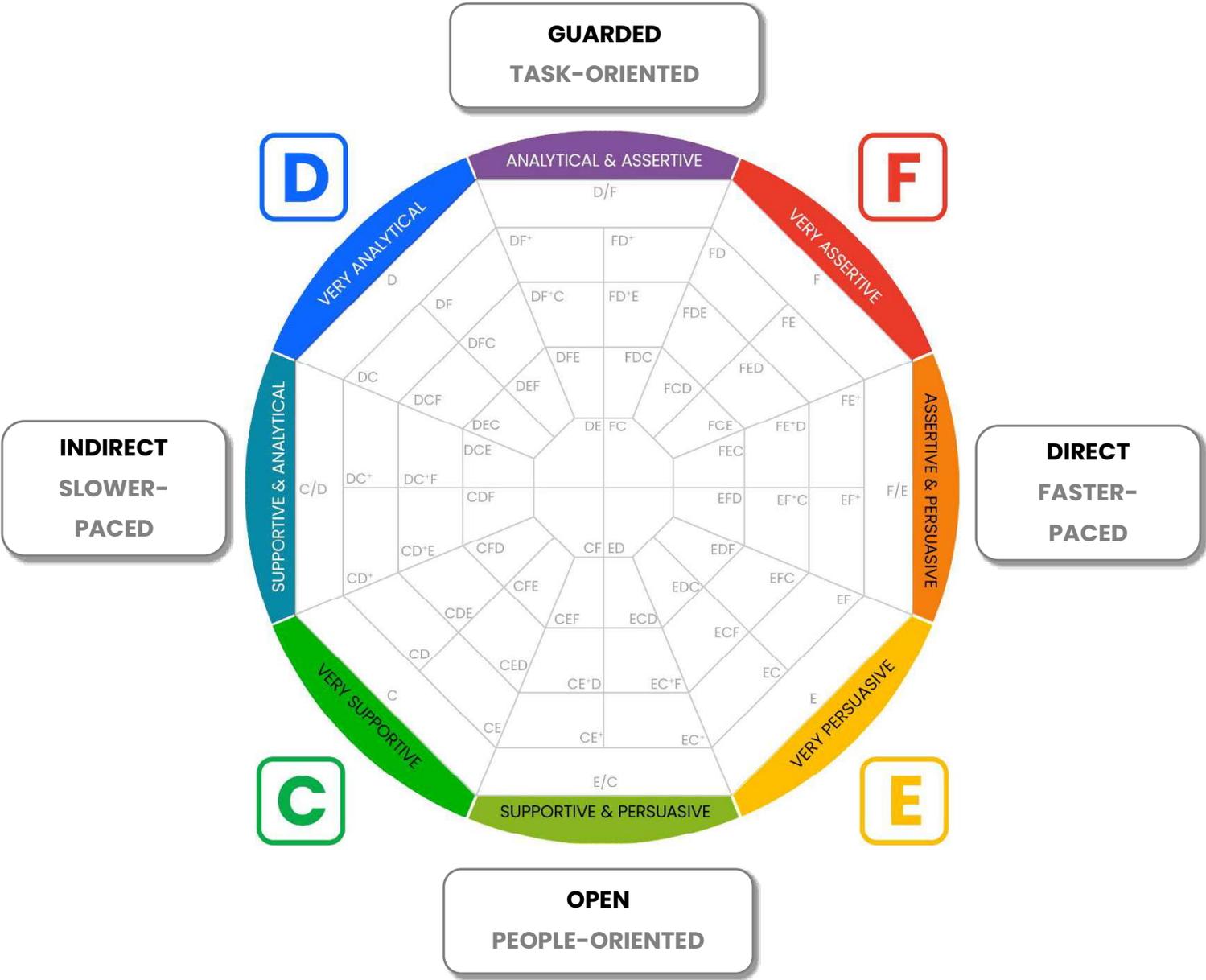
Below is a chart to help you understand some of the characteristics of each of the Four Basic Navigate Buying Styles, so you can interact with each style more effectively. Although behavioral style is only a partial description of personality, it is quite useful in describing how a person behaves, and is perceived, in personal, social and work situations.

	Fighter Style	Entertainer Style	Counselor Style	Detective Style
Tends to Act	Assertive	Persuasive	Supportive	Analytical
When in Conflict, this Style	Demands	Attacks	Complies	Avoids
Needs	Control	Approval	Routine	Standards
Primary Drive	Independence	Interaction	Stability	Correctness
Preferred Tasks	Challenging	People related	Scheduled	Structured
Comfortable with	Being decisive	Social friendliness	Being part of a team	Order and planning
Personal Strength	Problem-solver	Encourager	Supporter	Organizer
Strength Overextended	Preoccupation-goals over people	Speaking without thinking	Procrastination in addressing change	Overanalyzing everything
Personal Limitation	Too direct and intense	Too disorganized and nontraditional	Too indecisive and indirect	Too detailed and impersonal
Personal Wants	Control, Variety	Approval, Less Structure	Routine, Harmony	Standards, Logic
Personal Fear	Losing	Rejection	Sudden Change	Being Wrong
Blind Spots	Being held accountable	Follow through on commitments	Embracing need for change	Struggle to make decisions without overanalyzing
Needs to Work on	Empathy, Patience	Controlling emotions, Follow through	Being assertive when pressured	Worrying less about everything
Measuring Maturity	Giving up control	Objectively handling rejection	Standing up for self when confronted	Not being defensive when criticized
Under Stress May Become	Dictatorial, Critical	Sarcastic, Superficial	Submissive, Indecisive	Withdrawn, Headstrong
Measures Worth by	Impact or results, Track record	Acknowledgments, Compliments	Compatibility, Contributions	Precision, Accuracy, Quality of results

How to Identify Another Person's Navigate Style

How do you quickly and accurately identify each of the four behavioral styles in order to practice adaptability? You do this by focusing on two areas of behavior – **Directness** and **Openness**. So, to quickly identify the styles of other people ask the questions on the following page.

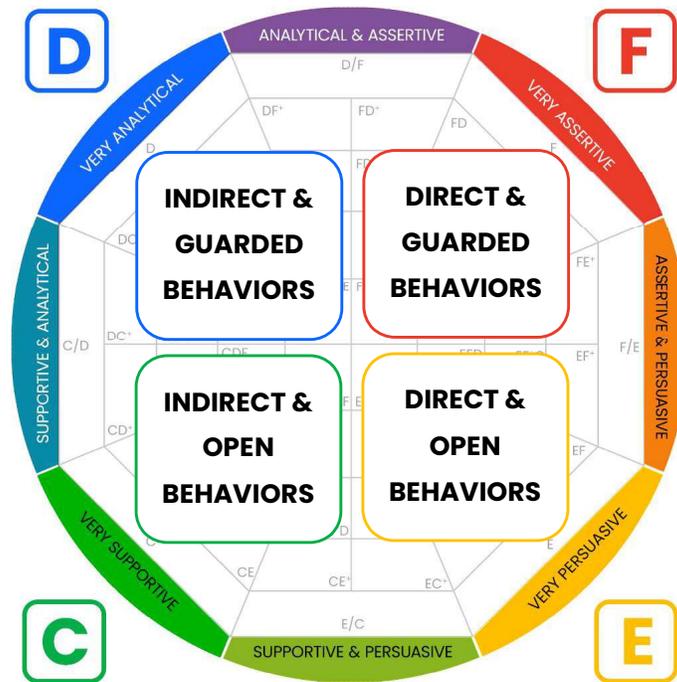
When you combine both scales, you create each of the four different Navigate styles. Individuals who exhibit guarded and direct behaviors are Fighter Styles; direct and open behaviors are Entertainer Styles; open and indirect behaviors are Counselor Styles; and indirect and guarded behaviors are Detective Styles.



Recognizing Another Person's Navigate Style

2 Power Questions:

1. Are they **DIRECT/FAST-PACED** or **INDIRECT/SLOWER-PACED** in their communications?
(Directness is the 1st predictor of Style. Direct plots on the right, Indirect on the Left).
2. Are they **GUARDED/TASK-ORIENTED** or **OPEN/PEOPLE-ORIENTED** in their communications?
(Openness is the 2nd predictor of Style. Open plots on the Bottom, Guarded on the Top).



When we integrate both the natural tendency to be either **DIRECT** or **INDIRECT** with the natural tendency to be either **GUARDED** or **OPEN**, it forms the foundation and the basis for plotting each of the four different behavioral styles:

	Directness & Openness	Pace & Priority
Fighter	Tends to be direct and guarded	Fast -paced and task -oriented
Entertainer	Tends to be direct and open	Fast -paced and people -oriented
Counselor	Tends to be indirect and open	Slow -paced and people -oriented
Detective	Tends to be indirect and guarded	Slow -paced and task -oriented

The behavioral intensity of directness or indirectness and being open or guarded is shown in the quadrant you plot. The plots towards the edge of the diamond reflect **more intensity** and those plotting closer to the center reflect a **more moderate intensity** of both characteristics.

What is Behavioral Adaptability?

Adaptability is your willingness and ability to adjust your approach or strategy based on the particular needs of the situation or relationship at a particular time. It's something applied more to yourself (to your patterns, attitudes and habits) than to others.

No one style is naturally more adaptable than another. For any situation, the strategic adjustments that each style needs to make will vary. The decision to employ specific adaptability techniques is made on a case-by-case basis: you can choose to be adaptable with one person, and not so with others. You can choose to be quite adaptable with one person today and less adaptable with that same

You practice adaptability each time you slow down for a **Detective** or **Counselor** style; or when you move a bit faster for the **Fighter** or **Entertainer** styles. It occurs when the **Fighter** or **Detective** styles take the time to build the relationship with a **Counselor** or **Entertainer** style; or when the **Entertainer** or **Counselor** styles focus on facts or get right to the point with **Fighter** or **Detective** styles. It means adjusting your own behavior to make other people feel more at ease with you and the situation.

Adaptability does not mean "imitation" of the other person's style. It does mean adjusting your openness, directness, pace, and priority in the direction of the other person's preference, while maintaining your own identity.

Adaptability is important to all successful relationships. People often adopt a different style in their professional lives than they do in their social and personal lives. We tend to be more adaptable at work with people we know less. We tend to be less adaptable at home and with people we know better.

Adaptability at its extreme could make you appear wishy-washy and two-faced. A person who maintains high adaptability in all situations may not be able to avoid stress and inefficiency. There is also the danger of developing tension from the stress of behaving in a "foreign" style. Usually, this is temporary and may be worth it if you gain rapport with others. At the other end of the continuum, no adaptability would cause others to view someone as rigid and uncompromising because they insist on behaving according to their own natural pace and priority.

Effectively adaptable people meet other people's needs and their own. Through practice, they are able to achieve a balance: strategically managing their adaptability by recognizing when a modest compromise is appropriate, or, when the nature of the situation calls for them to totally adapt to the other person's behavioral style, they do so. Adaptable people know how to negotiate relationships in a way that allows everyone to win. They are tactful, reasonable, understanding, and non-judgmental.

Your adaptability level influences how others judge their relationship with you. Raise your adaptability level and trust and credibility go up; lower your adaptability level and trust and credibility go down. Adaptability enables you to interact more productively with difficult people and helps you to avoid or manage tense situations. With adaptability you can treat other people the way THEY want to be treated.

How to Modify Your Directness and Openness

In some interpersonal situations, you will only be able to identify another person's directness or openness, but not both. In these situations, you need to know how to practice adaptability, one behavioral dimension at a time. With that in mind, let's look at what you can do to modify YOUR level of Directness or Openness before looking at specific guidelines for being more adaptable with each of the four styles.

Directness

To Increase:

- Speak, move and make decisions at a faster pace
- Initiate conversation and decisions
- Give recommendations
- Use direct statements rather than roundabout questions
- Use a strong, confident voice
- Challenge and tactfully disagree, when appropriate
- Face conflict openly, but don't clash with the person
- Increase your eye contact

To Decrease:

- Talk, walk and make decisions more slowly
- Seek and acknowledge others' opinions
- Share decision-making
- Be more mellow
- Do not interrupt
- When talking, provide pauses to give others a chance to speak
- Refrain from criticizing, challenging or acting pushy
- When disagreeing, choose words carefully

Openness

To Increase:

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal complements
- Take time to develop the relationship
- Use friendly language
- Communicate more; loosen up and stand closer
- Be willing to digress from the agenda

To Decrease:

- Get right to the task – the bottom line
- Maintain more of a logical, factual orientation
- Keep to the agenda
- Do not waste the other person's time
- Do not initiate physical contact
- Downplay your enthusiasm and body movement
- Use businesslike language

Tension Among the Navigate Styles

Potential Tensions/Disconnects	Plot Points Example
<p>Double Tensions Patience vs. Urgency AND People vs. Task</p> <p><i>Pattern 1: The Counselor's preferred Patient & Slower Pace with a Primary Focus on People rather than on results and task can conflict with the Fighter's sense of Urgency and a focus on Tasks and Results and Now.</i></p> <p>Double Tensions Patience vs. Urgency AND People vs. Task</p> <p><i>Pattern 2: The Detective's lack of Urgency with a Primary Focus on Tasks/Results can conflict with the Entertainer's higher Urgency with a Primary Focus on People vs. Results and Tasks.</i></p>	 <p>Counselor vs. Fighter (Lower Left vs. Upper Right Quadrant)</p>  <p>Detective vs. Entertainer (Upper Left vs. Lower Right Quadrant)</p>
<p>Patience vs. Urgency Tensions</p> <p><i>The Counselor's innate patience can conflict with the Entertainer's Sense of Urgency.</i></p> <p>Patience vs. Urgency Tensions</p> <p><i>The Detectives focus on exercising patience to assure accuracy and avoid errors can conflict with the Fighter's focus on results, do it NOW solutions, and immediate action.</i></p>	 <p>Counselor vs. Entertainer (Lower Left vs. Lower Right Quadrant)</p>  <p>Detective vs. Fighter (Upper Left vs. Upper Right Quadrant)</p>

Tension Among the Navigate Styles Worksheet

Everybody has a few tension-filled relationships. You can have the highest regard and/or loving feelings toward the person. It seems no matter what you do, your interactions are usually stressful. If this is behavior related, applying **The Platinum Rule**® - Treat others the way THEY want to be treated - may be helpful. Complete this worksheet to gain insights on how to improve the relationship. If you feel comfortable, you may discuss with the other person things you can do to ease the tension.

First, refer to the section on **How to Identify Another Person's Style** and determine their primary behavioral style. Then refer to the **Tension Model** to identify their pace and priority preferences. Next, see which preferences are different than yours and note the strategy you will take to modify your behavior. If both preferences are the same as yours, then determine where you will allow their needs to be placed above yours. For example, if you are a Entertainer with fast-pace and people-oriented preferences and the other person is as well, you might let them have the center stage in times when it is not as important for you. A little give and take will go a long way

JANE DOE'S INFORMATION

Style: *Detective*

Pace: *Slower-paced*

Priority: *Goal/Task-oriented*

RELATIONSHIP *SAMPLE*

Name: *John Doe*

Style: *High Entertainer*

Pace: *Faster-paced*

Priority: *People-oriented*

Difference: *Pace and Priority*

Strategy: *Be more personable, social, upbeat, and faster-paced with John*

Relationship 1

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

Relationship 2

Name: _____

Style: _____

Pace: _____

Priority: _____

Difference: _____

Strategy: _____

Adapting in Different Situations

Adapting at Work

FIGHTER STYLE

Help Them To:

- More realistically gauge risks
- Exercise more caution and deliberation before making decisions
- Follow pertinent rules, regulations, and expectations
- Recognize and solicit others' contributions
- Tell others the reasons for decisions
- Cultivate more attention/responsiveness to emotions

ENTERTAINER STYLE

Help Them To:

- Prioritize and organize
- See tasks through to completion
- View people and tasks more objectively
- Avoid overuse of giving and taking advice
- Write things down

COUNSELOR STYLE

Help Them To:

- Utilize shortcuts and discard unnecessary steps
- Track their growth
- Avoid doing things the same way
- Realize there is more than one approach to tasks
- Become more open to some risks and changes
- Feel sincerely appreciated
- Speak up and voice their thoughts and feelings

DETECTIVE STYLE

Help Them To:

- Share their knowledge and expertise with others
- Stand up for themselves with the people they prefer to avoid
- Shoot for realistic deadlines and parameters
- View people and tasks less seriously and critically
- Balance their lives with both interaction and tasks
- Keep on course with tasks, less checking
- Maintain high expectations for high priority items, not everything

Adapting in Sales and Service

FIGHTER STYLE

- Plan to be prepared, organized, fast-paced, and always to the point
- Meet them in a professional and businesslike manner
- Learn and study their goals and objectives – what they want to accomplish, how they currently are motivated to do things, and what they would like to change
- Suggest solutions with clearly defined and agreed upon consequences as well as rewards that relate specifically to their goals
- Get to the point
- Provide options and let them make the decision, when possible

ENTERTAINER STYLE

- Take the initiative by introducing yourself in a friendly and informal manner and be open to new topics that seem to interest them
- Support their dreams and goals
- Illustrate your ideas with stories and emotional descriptions that they can relate to their goals or interests
- Clearly summarize details and direct these toward mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

COUNSELOR STYLE

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly, but professional way
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs as well as their task or business expectations
- Get them involved by focusing on the human element... that is, how something affects them and their relationships with others
- Avoid rushing them and give them personal, concrete assurances, when appropriate
- Communicate with them in a consistent manner on a regular basis

DETECTIVE STYLE

- Prepare so that you can answer as many of their questions as soon as possible
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- Hone your skills in practicality and logic
- Ask questions that reveal a clear direction and that fit into the overall scheme of things
- Document how and why something applies
- Give them time to think; avoid pushing them into a hasty decision
- Tell them both the pros and cons and the complete story
- Follow through and deliver what you promise

Adapting in Social Settings

FIGHTER STYLE

- Let them know that you don't intend to waste their time
- Convey openness and acceptance of them
- Listen to their suggestions
- Summarize their achievements and accomplishments
- Give them your time and undivided attention
- Appreciate and acknowledge them when possible

ENTERTAINER STYLE

- Focus on a positive, upbeat, warm approach
- Listen to their personal feelings and experiences
- Respond openly and congenially
- Avoid negative or messy problem discussions
- Make suggestions that allow them to look good
- Don't require much follow-up, detail or long-term commitments
- Give them your attention, time and presence

COUNSELOR STYLE

- Focus on a slower-paced, steady approach
- Avoid arguments and conflict
- Respond sensitively and sensibly
- Privately acknowledge them with specific, believable compliments
- Allow them to follow through on concrete tasks
- Show them step-by-step procedures
- Behave pleasantly and optimistically
- Give them stability and minimum of change

DETECTIVE STYLE

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond formally and politely
- Negative discussions are OK, so long as they aren't personally directed
- Privately acknowledge them about their thinking
- Focus on how pleased you are with their procedures
- Solicit their insights and suggestions
- Show them by what you do, not what you say

Adapting in Learning Environments

FIGHTER STYLE

- Likes to learn quickly; may be frustrated with a slower pace
- Has own internal motivation-clock, learns for their own reasons, not for anyone else's reasons
- May like to structure their own learning design
- Does okay with independent self-study
- Defines own goals
- May have a short attention span

ENTERTAINER STYLE

- Likes learning in groups
- Interacts frequently with others
- Responds to extrinsic motivation, praise, and encouragement
- Needs structure from the facilitator; may lose track of time
- Needs "what to do" and "when to do it"
- May exceed deadlines if left on their own and learning may be completed late

COUNSELOR STYLE

- Accepts a balance between individual and group work
- Shows patience with detailed or technical processes
- Likes journaling and follow-through
- Prefers explicit instructions
- Wants to know the performance outcomes and expectations
- May need help in prioritizing tasks if a long assignment; may take criticism personally

DETECTIVE STYLE

- Prefers individual work over group interaction
- Accepts more impersonal training, such as remote or on-line
- Has high expectations of their own performance
- Will structure their own activities only with explicit goals and outcomes established
- Emphasizes details, deep thinking, and theoretical bases for the learning
- May get overly bogged down in details, especially if the learning climate is pressured

Building and Maintaining Rapport Throughout the Selling Cycle

There are five definable stages to most every buying cycle. Successfully guiding prospects through each phase will lead to positive outcomes for both of you.

1. Connecting: Understanding DISC styles will have an impact on the impression you make in the first few minutes of a meeting. In that short, precious time, you make or break the sale. In that time, your prospect sizes you up and determines if you are the type of person he or she would like to do business with.

The purpose of making contact with your prospect is to begin opening up lines of communication. Great listeners make the best salespeople... period. Master the skill of effective listening and every other aspect of your relationships will improve.

2. Assessing/Exploring Needs & Wants: The purpose of Exploring is to get an accurate picture of the customer's needs and what it will take to provide an effective solution. To do so, you need to listen to what the customer says as well as know how to ask the right questions to get the information you need.

Asking intelligent questions is a critical sales skill. It does not require asking many questions - just the right ones. Asking questions is similar to painting a picture. You start with a blank canvas and begin to fill in the background and rough in the picture with broad-brush strokes. Then you fill in the details using finer and finer strokes.

3. Solving the buyer's problem/Educating & Collaborating: During this phase, you and your prospect collaborate to find a solution that meets the prospect's needs. It is a process of taking your prospect's ideas and combining them with your own ideas to arrive at a solution that makes sense to both of you.

The give-and-take exchange can be thought of as an opportunity to "switch heads" with your prospect. Imagine saying this to your customer: "If you and I could switch heads, that is, if you could know what I know about my product and if I could know what you know about your business, we would both know exactly how to give you the best possible solution for your needs."

That's your goal - to come as close as possible to the perfect knowledge that would allow you to develop the ideal solution for your prospect. To achieve that goal, you need to exchange enough information to fully understand your client's business, industry, trends and challenges; and they have to know as much as possible about your products and services and how they can help them. As you propose a solution, relate it to the prospect's needs discovered in the Explore phase and explain how it will work in your prospect's environment.

4. Confirming the Sale: Gaining commitment flows naturally out of the Exploring and Collaborating stages for the DISC salesperson. If you did a thorough job during the first three stages of selling: Contacting, Exploring and Collaborating, the prospect should buy.

The Confirming stage is a critical point in building a customer partnership. DISC salespeople do not use fancy closing techniques. You cannot work through all the stages of the sale and then, at the end, try to use a manipulative closing technique to clinch the deal. It doesn't make sense... and it most certainly doesn't work when you're trying to build long-term customer relationships rather than simply closing one-shot sales.

5. Assuring Satisfaction: A great weakness of most salespeople is the way they handle the Assuring phase of the sales process. Most salespeople stop with getting the sales commitment; they disappear from the customer's life, leaving service, installation, training and follow-up to others.

One "old-school" method of selling has an adage that the sale begins when the customer says "no." In direct contrast, the real job of selling starts when the customer says "yes."

Assuring customer satisfaction is a secret ingredient of extraordinary sales success. You will benefit two ways by assuring each customer. First, this assures repeat business. Almost all products have a life cycle and will be replaced or upgraded. Customers have a tendency to return to the salesperson who previously matched them with a product that met their needs and then provided excellent service and follow-up.

Secondly, satisfied customers are excellent sources of referrals. Customers talk. They talk about poor service and they talk about extraordinary service. When they get super service, they refer others to the salesperson who delivered on his or her promises.

Without repeat business and referrals, a salesperson must constantly prospect and cold-call new accounts. That is not the way most salespeople want to spend their lives... and it certainly is not the best way to be successful!

When you start the sales process, you have a chance to begin building a good customer relationship. However, it is only after the sale, when you make sure your customer is satisfied (preferably delighted!), that you really cement the relationship.

Note: these stages of the sales cycle correspond directly with the "sales competencies" in Jim Cathcart's book Relationship Selling, the eight competencies of top sales producers. They also match the categories in the Sales IQ Plus assessment.

Phase I: Building Rapport During Initial Contact

Connecting With Detective Styles

- D styles don't care much about social interaction (beyond common courtesy and standard pleasantries), so get to the point.
- Avoid making small talk, except to initially establish your credibility.
- Speak slowly, calmly and economize on words.
- D styles are precision-oriented people who want to do their jobs in the best possible manner.
- Build your credibility by thinking with your head, not your emotions.
- Before meeting, provide them with a brief overview of the agenda and length of meeting, so they know what to expect.
- Show them logical proof from reliable sources that accurately document your quality, record of accomplishment, and value.

Connecting With Fighter Styles

- F styles want to know the bottom line.
- Just give them enough information to satisfy their need to know about overall performance.
- They do not want you to waste their time giving them a bolt-by-bolt description of your product, presenting a long list of testimonials from satisfied clients, or getting too chummy with them – always remember that they are Direct and Guarded.
- When you write, call, or meet a "F", do it in a formal, businesslike manner. Get right to the point. Focus quickly on the task.
- Refer to bottom line results, increased efficiency, saved time, return on investment, profits, and so on. In other words, tell him what's in it for him.
- If you plan to sell something or present a proposal to a "F", take care to be well organized, time-conscious, efficient, and businesslike.
- They do not want to make friends with you; they want to get something out of you if they think you have something of value to offer.

Connecting With Counselor Styles

- C styles are Indirect and Open. However, keep the relationship businesslike until they warm up to you.
- They are concerned with maintaining stability; they want to know step-by-step procedures that are likely to meet their need for details and logical action plans.
- Organize your presentation: list specifics, show sequences, and provide data.
- Treat them with honesty, sincerity, and personal attentiveness.
- Listen patiently to their stories, ideas and answers.
- Express your appreciation for their steadiness, dependability, and cooperativeness.
- Present yourself to be non-threatening, pleasant, friendly, but still professional.
- Develop trust, credibility, and friendship at a relatively slow, informal pace.
- Communicate with them in a consistent manner on a regular basis... especially at the outset.

Connecting With Entertainer Styles

- Remember that they are Direct and Open.
- When you meet an "I", shake hands firmly, introduce yourself with confidence, and immediately show personal interest.
- Let him set the pace and direction of the conversation.
- Be an especially attentive listener with the I style.
- Give them positive feedback to let them know that you understand and can relate to their visions, ideas and feelings.
- Tell humorous or unusual stories about yourself, to win their heart.
- Allow them to feel comfortable by listening to their stories, even to the point of talking about topics that may stray from the subject.
- Since E styles typically enjoy talking about themselves, ask questions about them, but be prepared for lengthy answers. Plan to have as many meetings as necessary to build the relationship and gather information.

Phase 2: Maintaining Rapport in the Assessing Needs & Wants Stage

Exploring With Detective Styles

- D styles don't care much about social interaction (beyond common courtesies and standard pleasantries), so get to the point.
- D styles often like to answer questions that reveal their expertise, so they can be very good interviewees.
- As long as you ask logical, fact-oriented, relevant questions, they will enjoy speaking with you.
- Phrase your questions to help them give you the right information.
- Ask open and closed questions that investigate their knowledge, systems, objectives and objections.
- Make your own answers short and crisp.
- If you do not know the answer to something, do not fake it. Tell them you'll get the answer for them by a certain time, and then do it.

Exploring With Fighter Styles

- To head off the F styles impatience before it surfaces, keep your conversations interesting by alternately asking questions and offering relevant information.
- F styles need to view the meeting as purposeful, so they want to understand where your questions are leading.
- When asking a "F" question, make them as practical and logical as possible. Aim questions at the heart of the issue and ask them in a straightforward manner.
- Only request information that is unavailable elsewhere.
- When gathering information, ask questions showing you have done your homework about their desired results and current efforts.
- Be sure to make queries that allow him to talk about his business goals.
- Gear your exploring toward saving the F style time and energy.

Exploring With Counselor Styles

- C styles can be excellent interviewees, so talk warmly and informally and ask gentle, open questions that draw them out (especially around sensitive areas).
- Show tact and sincerity in exploring their needs.
- If they do not have a good feeling about your product, company, or even you, they are not likely to take the chance of hurting your feelings by telling you so.
- They want to avoid confrontations, even minor ones. So C styles may tell you what they think you want to hear, rather than what they really think.
- They may not tell you about their dissatisfaction with your competitors. Even though this is exactly what you want to hear, the "S" may be hesitant about saying anything negative about them.
- Allow for plenty of time (possibly multiple meetings) for the S style to open up to you and reveal their innermost desires and pains.
- The more time you spend with an "S" exploring, the higher the odds you'll be landing them as a customer.

Exploring With Entertainer Styles

- E styles get bored quickly when they're not talking about themselves.
- Strike a balance between listening to their life's stories and gathering the information you need to be an effective sales consultant.
- When asking business questions, keep them brief. If you can, work these exploratory questions in with social questions.
- The better your relationship with an "I" is, the more willing he'll be to cooperate and talk about the task at hand.
- E styles can be so open they may tell you their fondest hopes and aspirations. If you can demonstrate how your product or service can get them closer to their dreams, they may become so excited about your product—and you—that they're likely to sell you and your products and services to everyone else in their organization.

Phase 3: Maintaining Rapport in the Solving & Collaborating Stage

Collaborating With Detective Styles

- Emphasize accuracy, value, quality and reliability.
- They dislike talk not backed up by evidence.
- Describe a process will produce the results they seek.
- Elicit specific feedback by asking, "So far, what are your reactions?" or "Do you have any questions that you'd like me to clear up?"
- Present your solution that shows them they'll be correct in making the purchase.
- Base your claims on facts, specifications and data that relate specifically to their needs.
- D styles are cost-conscious; increase their perceived value with facts and ROI data.
- D styles are the likely to see the drawbacks, so point out the obvious negatives before they do. Let them assess the relative trade-offs when choosing between competing (yet imperfect) products or services.

Collaborating With Fighter Styles

- Your presentation must be geared toward the F styles priorities.
- Gear your presentation toward how they can become more successful, save time, generate results, and make life easier and more efficient; you'll get their attention.
- Zero in on the bottom line with quick benefit statements.
- They want you to do the analysis and lay it out for them to approve or reject.
- F styles like rapid, concise analyses of their needs and your solutions.
- F styles like being in control, so give them choices backed with enough data and analysis to allow them to make an intelligent decision.
- Then, be quiet and let them make their decision. If you speak or interrupt while they are buying, you will dramatically decrease the odds of making this sale.

Collaborating With Counselor Styles

- Show how your product or service will stabilize, simplify, or support the C styles procedures and relationships.
- Clearly define their roles and goals in your suggestions, and include specific expectations of them in your plan.
- Present new ideas in a non-threatening way.
- Provide them time to adjust to changes in operating procedures and relationships.
- When change becomes necessary, tell them why. Explain how long the changes will take and any interim alterations of the current conditions.
- Design your message to impart a sense of stability and security.
- C styles like to be shown the appropriate steps to follow, so share those with them.
- Involve them by asking their opinions and encourage them to give you feedback.

Collaborating With Entertainer Styles

- Show how your product would increase the E styles prestige, image, or recognition.
- Talk about the favorable impact or consequences your suggestions will have in making their working relationships more enjoyable.
- Give them incentives for completing tasks by stressing how their contribution will benefit others and evoke positive responses from them.
- Presentations need impact for people with short attention spans, so involve as many senses as possible.
- Show them how your solution will save them effort and make them look good.
- Back up your claims with testimonials from well-known people or high-profile corporations.
- Name satisfied acquaintances they know and admire.
- Sprinkle in "visualizing future ownership" questions, such as: "If you were already running this software, how would you use it?"

Phase 4: Maintaining Rapport in the Confirming Stage

Confirming With Detective Styles

- Emphasize accuracy, value, quality and reliability.
- Provide logical options with appropriate documentation and time to analyze their options.
- They're uncomfortable with snap decisions and when they say they will think about it, they mean it!
- If pressured by people or excessive demands, they may use "I'll think about it," as a stalling tactic.
- D styles are educated, logical, comparative "shoppers." Know your competition so you can point out your advantages relative to the competition in a factual, professional way. Mention your company's strengths as you suggest questions they may want to ask your competitors that allows them to do a comparative cost-benefit analysis of the options and solutions.
- Be willing to explore the subject of a conditional, "pilot program" as a way of reducing their risk.

Confirming With Fighter Styles

- With the F style, you come right out and ask if they are interested. A "F" will tell you "yes" or "no".
- You can easily lose the attention and/or interest of a "F" by presenting your information too slowly or by spending too much time discussing minute details.
- When you draw up a commitment letter, don't spend too much time on points the "F" may not care about.
- Present them with options and probable outcomes. F styles like to balance quality with cost considerations, so offer options with supporting evidence and leave the final decision to them.
- We have found that it is effective to present a "F" with two or three options. Provide a short summation of each option, along with your recommendation of each.
- While the "F" is reviewing your proposal, don't interrupt them. The odds are high that they will find an option that appeals to them and closing the deal themselves.

Confirming With Counselor Styles

- C styles are slower, deductive decision makers who listen to the opinions of others and take the time to solicit those opinions before deciding. So, make a specific action plan and provide personal guidance, direction or assurance as required for pursuing the safest, most practical course to follow. Arm them with literature, case studies and any documentation available, because they'll be "selling" your proposal to others within their organization.
- When you do reach agreement, carefully explore any potential areas of misunderstanding or dissatisfaction.
- C styles like guarantees that new actions will involve a minimum risk, so offer assurances and support.
- Try not to rush them, but do provide gentle, helpful nudges to help them decide (when needed).
- Involve them by personalizing the plan and showing how it will benefit them and others.
- When asking for a commitment, guide them toward a choice if they seem indecisive.

Confirming With Entertainer Styles

- Show how your product would increase the E styles prestige, image, or recognition.
- Be open and ask, "Where do we go from here?" or "What's our next step?"
- If they like something, they buy it on the spot (all other things being equal).
- You may have to slow them down because they also tend to overbuy and/or buy before weighing all the ramifications; behaviors that both of you may live to regret.
- E styles dislike paperwork and details so they are likely to hesitate, and even procrastinate, when it comes to spending the time required on a contract.
- Have a written agreement prepared due to their tendency to be unclear about procedures, responsibilities and expectations.
- Make sure that you agree on the specifics in writing or, later on, you can almost bet on some degree of misunderstanding and/or disappointment.

Phase 5: Maintaining Rapport in the Assuring Stage

Assuring the Detective Styles

- Set a specific timetable for when and how you will measure success with the “D”. Continue proving your reliability, quality and value.
- Make yourself available for follow-up on customer satisfaction and ask for specific feedback on the product or service performance record.
- If you have tips for improved usage or user shortcuts, email them to your “C” customers.
- You should also ask for their ideas and opinions for how to improve your products and/or services.
- When they offer you their suggestions, get back to them about how your company is incorporating their ideas into upgrades into future upgrades, revisions or new products.

Assuring the Fighter Styles

- F styles usually do not look for personal relationships at work due to their focus on accomplishing tasks.
- With the F style, do not rely on past sales to ensure future purchases. Follow up to find out if they have any complaints or problems with your product. If they do have complaints, address them immediately.
- Impress upon your customer your intent to stand behind your product or service.
- Stress that you will follow-up without taking much of their time.
- You may also want to offer a money-back guarantee.
- Whatever the promise, make sure you deliver everything you offer!

Assuring the Counselor Styles

- Follow-up consistently with an “S”.
- Give them your personal guarantee that you will remain in touch, keep things running smoothly, and be available on an “as needed” basis.
- C styles like to think they have a special relationship with you; that you are more than just another business acquaintance; they prefer a continuing, predictable relationship.
- Give them your cell number, along with an invitation to call you any time with any concern. They will rarely use it, but will feel secure knowing it’s available to them.
- They dislike one-time deals, so follow up to maintain your relationship.
- Impersonal, computerized follow-up is not very appealing to the S style, so continue building your relationship with low-key, personalized attention and assistance.

Assuring the Entertainer Styles

- E styles frequently buy before they’re sold which may lead to buyers’ remorse.
- E styles can benefit from ongoing reminders that they have made the right decision.
- Reinforce their decision by giving plenty of assistance immediately after the sale.
- Be certain they actually use your product or they may get frustrated from incorrect usage and either put it away or return it for a refund.
- Since they mingle with so many people, you can even ask the I style if they’d be willing to share their glowing testimonials about you and your product with others.
- If they are feeling smart for using your product or service, most E styles will give you more referrals than the other three styles combined!

Phase	With Fighters	With Entertainers	With Counselors	With Detectives
Connecting	<ul style="list-style-type: none"> • Skip small talk • Lead with the main point • Show up fully prepared 	<ul style="list-style-type: none"> • Allow for time and stories before turning focus to business at hand • Let them set the pace of the conversation 	<ul style="list-style-type: none"> • Stick to business until they warm up to you • Don't rush into agenda first • Take an active interest in them 	<ul style="list-style-type: none"> • Skip small talk • Bring an agenda • Remain cool, calm and professional
Assessing	<ul style="list-style-type: none"> • Let him/her know where the questions are headed • Only ask for information that's unavailable elsewhere • Answer their questions directly 	<ul style="list-style-type: none"> • Alternate questions between them personally and business • Gently guide them back to the topic • Keep the focus on their vision and goals 	<ul style="list-style-type: none"> • Be sincerely interested in their answers • Never interrupt them • Ask nonthreatening questions to draw them out over time 	<ul style="list-style-type: none"> • Ask questions that reveal their expertise • Keep the questions focused on the topic • Alternate open and closed-ended questions
Solving	<ul style="list-style-type: none"> • Make any presentation brief • Focus on the bottom line and/or time savings • Provide concise analysis of needs along with your professional recommendations 	<ul style="list-style-type: none"> • Involve as many senses as possible • Ask for their ideas often • Sprinkle in testimonials • Provide incentives for making decisions • Show how the solution enhances their image and/or saves them effort 	<ul style="list-style-type: none"> • Show how solution will simplify, add stability or support their goals • Present new ideas in a non-threatening way • Never rush them, but provide gentle, helpful nudges toward a decision 	<ul style="list-style-type: none"> • Emphasize value, accuracy, precision, quality and reliability • Stick to facts and logic; attempt to reduce risks when possible • Never pressure for any decision • Remain cool and emotionally detached
Confirming	<ul style="list-style-type: none"> • Flat out ask if they are interested • Present two or three options with recommendations and summaries • Be quiet while they review and decide 	<ul style="list-style-type: none"> • Openly ask, "Where do you see us going next?" • Be ready to take their order • Slow them down if they're buying too quickly • Do the paperwork for them 	<ul style="list-style-type: none"> • They are slow decision makers and like to consult opinions of others • Don't press for a decision • Focus on a guarantee if relevant 	<ul style="list-style-type: none"> • Provide logical options with documentation • Give them both time and space to make their decisions • Point out any glaring downside to deal if one exists • Suggest a pilot program or warranty to reduce risk
Assuring	<ul style="list-style-type: none"> • Follow-up to ensure they're 100% satisfied with solution • Keep the relationship all business • Make certain you deliver on every small promise 	<ul style="list-style-type: none"> • Reinforce their decision by providing ample assistance after the sale • Make sure they don't get frustrated (they don't read instructions) • Help them use the product/service to reduce anxiety 	<ul style="list-style-type: none"> • Provide consistent follow-up along with personal assurances • Give them private phone number to reach you • Remind them that you also desire a long-term business relationship 	<ul style="list-style-type: none"> • Share your process and/or timetable for your follow-up • Double-check their method for measuring satisfaction • Email them ideas and shortcuts • Reinforce value, quality and reliability.

Taking Ownership of Your Destiny

Imagine what would have happened if you had successfully applied the principles and practices of Platinum Rule Selling ten years ago... or even five years ago? Well, hundreds of thousands of people like you have already used these principles and experienced dramatic increases in sales volumes, more satisfaction in their dealings with customers and co-workers (family and friends, also!), and greater awareness of their own strengths and weaknesses. Many people report that they no longer feel like "just a salesperson"; they feel, behave and are treated like a trusted advisor. They have an increased ability to help people find solutions to their problems and are more adept at identifying new opportunities.

For you to also share in the pleasure from experiencing these benefits, we encourage you to get started this very minute. First, think about the goals you want to accomplish in the next year... the next month... the next week... even by the end of today! Develop a plan to meet those goals using **The Platinum Rule** – Do unto Others as They Would Have You Do unto Them – and the other principles that make up the **Navigate Selling Strategies**.

Accept the Challenge

This first step requires your personal commitment to this challenge and your belief in these principles and putting them to work for you. Of course, any skill takes practice, and you cannot realistically expect to put all of them into effect immediately. However, the minute you start to sell people the way they want to buy, you'll start to see immediate results.

Commit to Growth

"Change is inevitable... growth is optional." We love that saying because it's true. Right now, you have the option to take this moment and make a life-changing decision. You may decide to keep learning about yourself, your strengths and weaknesses, how you make decisions, how you come across to other people, etc... You may decide to learn more about Navigate styles and apply your new knowledge in other relationships beyond selling – relationships with your co-workers, children, spouse and/or family.

Hopefully, you may decide to use this report as a jumping-off point for a new direction in your career. If that thought excites you, we urge you to learn more about how Navigate may be applied in all phases of business: prospecting, networking, marketing, communications, customer service, referral building, client loyalty, hiring, management, leadership, etc... We offer programs, technology, books, CD's, DVD's, self-paced online courses, speeches, and on-site workshops that are all specifically designed to help you apply this amazing concept in key facets of your business and your life.

Here's wishing you continued success!

So Now What?

This report is filled with information about your style and each of the four primary behavioral styles. So now you have an understanding and an awareness of the four different behavioral styles.

There are many suggestions in the application section of this report for you to apply this behavioral style information. Take the next step and DO the exercises if you skipped over them.

Don't put this report on a shelf or in a file. Your style is just not as important as having the opportunity to use this information to open up a meaningful dialogue with others to improve all your relationships. Use this report as a reference tool. There is a lot of information in it and it is not meant to be digested in just one reading.

Have fun with making a few minor changes in your behavior and experience the results. You might be surprised! **Remember The Platinum Rule®:** "Treat others the way **THEY** want to be treated." You will have much more success in all your relationships!

Disclaimer

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