



# MAXWELL LEADERSHIP®

## **Sandy Sample**

Style: Concluder DI

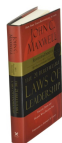
### **Maxwell DISC Sales Leader Report**

Wednesday, August 11, 2021

# Maxwell DISC Sales Leader Report

---

Congratulations on completing your Maxwell Leadership DISC Sales Profile and exploring both your sales and leadership style. This report is designed to help you increase your leadership effectiveness as a sales leader.



In his best-selling book, **The 21 Irrefutable Laws of Leadership**, leadership expert John C. Maxwell shares the Law of the Lid. This law states that leadership is what creates the lid on any organization's results. That statement should excite you because it means that, in order to increase sales and sales effectiveness, you simply have to focus on raising the lid on your leadership. This report will help you to do that. In this report, we will outline several key sales leadership insights, strategies, and ideas that will support and strengthen your growth efforts. The report will take you through four critical areas of sales impact: Influence, Communication, Connection, and Leadership.

---

First, it is important that you know your Sales Profile. In the next few pages, you will discover a wide variety of information that provide you with that insight. You will first look at the four basic DISC styles, the methodology of human behavior on which this report is based. Dr. William Moulton Marston, while at Harvard University in the 1920's, developed the DISC Theory while doing research for his book, *The Emotions of Normal People*. When his research was complete, the Disc Theory was formed into a validated and reliable assessment for personal and professional development. You will discover which style you are and the associated preferred behaviors that describe that style. You will see on the front cover of your report, just below your name, a descriptive name for your type. Since each of us, to varying degrees, are a combination of the 4 primary DISC Types, your type descriptive name will be immediately followed by 1, 2 or 3 of the other DISC letters. While you are able to see the explanation of your DISC profile type and how it presents itself in each of the above four style areas, your Maxwell Leadership DISC Certified Consultant will be better able to guide you through using this design combination to help you gain the most insight into this report and maximize how you can better know yourself, grow yourself, serve your clients, and maximize your sales Impact.

You will then journey through pages of the report that provide you a deeper understanding of your style and in particular how it relates to sales. You will see your personal selling style and its associated characteristics, strengths, challenges, and attributes. You will understand your selling style, the various buyer's styles, improving your sales, managing disc selling styles and motivating your sales force. This section comprises the majority of your report and provides you with the information you can use in building on the subsequent areas of the report as you build your sales leadership ability.

In sales, it is critical that others know, like, and trust you before you are allowed the opportunity to serve them. Truly successful salespeople build relationships with this process in mind, and the recommendations outlined in this report are the foundation for building solid relationships, thus earning the trust of clients, and increasing your sales impact.

Additionally, the insight you will gain into the various sales and buyer's styles, along with the information on managing DISC selling styles will empower you to equip members of your sales team with information about themselves, raising the level of awareness and action for your entire team.

In short, this report will enable you to better serve others, both clients and sales team members. As John Maxwell says, "The measure of a leader is not the number of people who serve him but the number of people he serves."

So, let the journey begin!

# Introduction

Your report uses the DISC Personality System. The DISC Personality System is the universal language of behavior. Research has shown that behavioral characteristics can be grouped together in four major groups. People with similar styles tend to exhibit specific behavioral characteristics common to that style. All people share these four styles in varying degrees of intensity. The acronym DISC stands for the four personality styles represented by the letters :

- D = Dominant, Driver
- I = Influencing, Inspiring
- S = Steady, Stable
- C = Correct, Compliant

Knowledge of the DISC System empowers you to understand yourself, family members, co-workers, and friends, in a profound way. Understanding behavioral styles helps you become a better communicator, minimize or prevent conflicts, appreciate the differences in others and positively influence those around you.

In the course of daily life, you can observe behavioral styles in action because you interact with each style, to varying degrees, everyday. As you think about your family members, friends and co-workers, you will discover different personalities unfold before your eyes.

- Do you know someone who is assertive, to the point, and wants the bottom line?

Some people are forceful, direct, and strong-willed.

***This is the D Style***

- Do you have any friends who are great communicators and friendly to everyone they meet?

Some people are optimistic, friendly, and talkative.

***This is the I Style***

- Do you have any family members who are good listeners and great team players?

Some people are steady, patient, loyal, and practical.

***This is the S Style***

- Have you ever worked with someone who enjoys gathering facts and details and is thorough in all activities?

Some people are precise, sensitive, and analytical.

***This is the C Style***

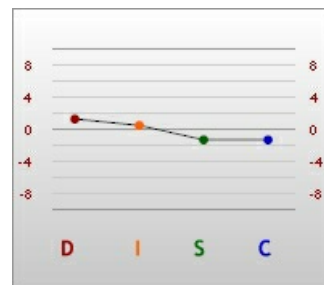
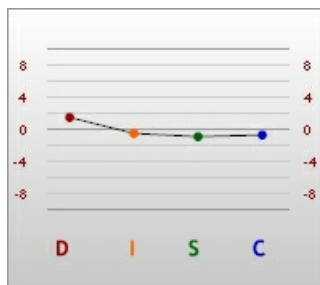
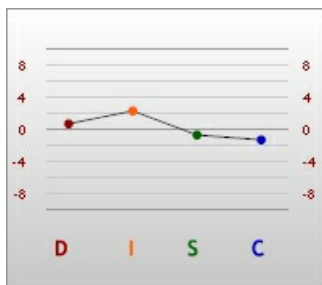


**The chart below helps put the four dimensions of behavior into perspective.**

	<b>D = Dominant</b>	<b>I = Influencing</b>	<b>S = Steady</b>	<b>C = Compliant</b>
<b>Seeks</b>	Control	Recognition	Acceptance	Accuracy
<b>Strengths</b>	Administration Leadership Determination	Persuading Enthusiasm Entertaining	Listening Teamwork Follow-Through	Planning Systems Orchestration
<b>Challenges</b>	Impatient Insensitive Poor Listener	Lack of Detail Short Attention Span Low Follow-Through	Oversensitive Slow to Begin Dislikes Change	Perfectionist Critical Unresponsive
<b>Dislikes</b>	Inefficiency Indecision	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
<b>Decisions</b>	Decisive	Spontaneous	Conferring	Methodical

Because human personality is comprised of varying intensities of the four behavioral styles, the DISC graph helps make the personality style more visual. The DISC graph plots the intensity of each of the four styles. All points above the midline are stronger intensities, while points below the midline are lesser intensities of DISC characteristics. It is possible to look at a DISC graph and instantly know the personality and behavioral characteristics of an individual.

**Below are your three DISC graphs, and a brief explanation of the differences between the graphs.**



**DISC graph 1 represents your "public self" (the mask)**

This graph displays the "you" others see. It reflects how you perceive the demands of your environment, and your perception of how you believe others expect you to behave.

**DISC graph 2 represents your "private self" (the core)**

This graph displays your instinctive response to pressure, and identifies how you are most likely to respond when stress or tension are present. This would be your instinctive reaction.

**DISC graph 3 represents your "perceived self" (the mirror)**

This graph displays the manner in which you perceive your typical behavior. It could be referred to as your self perception. Although at times you may be unaware of the behavior you use with other people, this graph shows your typical approach.

# Description

## understanding your style

### Sandy's style is identified by the keyword "Concluder".

Sandy, as a Concluder style, tends to be a strong individualist. Sandy is forward-looking, progressive and competitive. They can also be direct and even forceful at times. Concluders are curious and have a wide range of interests. They are logical, incisive and critical in their problem solving. Many times a Concluder will come up with the imaginative and unusual. Sandy has good leadership abilities. A Concluder's task-orientation tends to outweigh their people-orientation. Concluders have high standards and can appear to be critical when these standards are not met. Concluders may also place high standards on surrounding people and expect perfection from them as well. Sandy seeks authority and challenging assignments.

Concluders can have a very strong impact on people and can motivate others to achieve goals. Because of these characteristics, they need to be sensitive to the people around them. Their high-risk, adventurous spirit moves them through life at a fast pace while making things happen in the lives of the people. Others may see concluders as opinionated and they will challenge others' opinions.

Concluders tend to be short tempered, especially when they feel someone is taking advantage of them. They thrive on activity and a consistently forward moving environment. A Concluder may put themselves in the position of being affected by other peoples' actions because they want to be involved in everything going on around them. Concluders may want to take charge of problems that are out of their area of responsibility and may be irritated when others do not share their sense of urgency. Sandy is constantly thinking about what to move on to next that is new and exciting.

A very creative person, Sandy is often willing to seek out new solutions to problems, is self motivated and often works at a fast pace to accomplish goals. Sandy likes new challenges and is usually able to make decisions easily, even under pressure.

Sandy can easily find the silver lining in a difficult situation and typically enjoys the thrill of trying new things. This individual has a gift for influencing associates and is viewed as an instinctive communicator. Others find Sandy easy to approach and enjoy their easy, open rapport.

Sandy takes a flexible approach in dealings with others and is willing to pursue different avenues to maintain good relationships. Sandy is not afraid to actively seek new solutions if previous methods do not fit the current situation.

Sandy will usually test ideas against proven standards in an effort to be inventive. Sandy can be very creative as he/she identifies new solutions to problems. An original and creative thinker, Sandy acts in a rational way to make sure desired results are achieved in an orderly manner while not afraid to "break the mold" if that appears to be the key to a solution.

**Natural leader and spokesperson**  
**High ego strength**  
**Influential and motivating**  
**High energy, extroverted, and optimistic**

#### *General Characteristics*

**Being able to direct and pioneer**  
**Power and authority to take risks and make decisions**  
**Freedom from routine and mundane tasks**  
**Changing environments in which to work**

#### *Motivated By*

**A competitive environment with rewards**  
**Being able to delegate details to others**  
**Freedom from controls, supervision, and details**  
**Evaluation based on results, not methods**

#### *My Ideal Environment*

# Sales Profile

## Introduction

---

Research suggests that the most effective sales people are the ones who truly understand human behavior and can not only predict behavior, but can modify their own behavior to that of their buyer. Successful sales people appreciate their own strengths and limitations and quickly assess the strengths, limits, needs and preferences of their customers. In sales, information is power!

This section explains your personality style in a sales role according to the DISC Personality-Typing System. It helps you identify your own selling strengths and limits. With this information, you can capitalize on your strengths and recognize any limits hindering your success. Secondly, this report offers tips for a manager based upon your unique selling style. Lastly, this report covers ways to motivate customers based upon the preferences of their distinctive buying styles.

It's no secret that different customers with different personality styles have different "hot buttons" that will make them buy. The job of the sales person is to find that particular button and push it effectively. The psychology of selling is in understanding the customer and pinpointing his/her unique motivating factor(s); then, creating a favorable environment that will stimulate him/her to purchase.

Identifying your selling style as well as the buying styles of your prospects can become both revealing and confirming. It will show you new aspects of your communication as well as confirm facets you already knew. You'll find this information valuable in every area of your life – at work, home and in every area that you interact with others.

## Your Personal Selling Style

---

### **Your Instinctive Selling Style Description**

#### **Your Style is a Concluder Style ("DI" Style)**

Dynamic and direct, Concluders tend to sell customers with their confidence and conviction. They have good leadership abilities and tend to see the "big picture," integrating many aspects of the sales environment into their viewpoint. Incisive, logical and sharp, Concluders are great problem solvers. Many times they will come up with imaginative and unusual ideas, plans and solutions for their clients. Concluders are progressive and competitive when it comes to attaining goals; they seek results for their clients. In sales, Concluders' ideal environment would include being self-managed, developing their own accounts, and having challenging assignments with little detail work.

Concluders are not easily discouraged when clients are demanding. They have tenacity, drive and will persevere through difficult times where others would give up or run away. Self-reliant and independent, Concluders know what they want and how they are going to get it. Others may view Concluders as courageous, because they will take risks and will not be hesitant when making split-second decisions.

Concluders can have a positive impact on others and can straightforwardly motivate customers to buy. Others may see them as strong individuals since they will not waiver on their beliefs and will challenge opposing opinions if necessary. Because their attention to tasks and productivity is so high, they tend to place high standards on themselves and others. Since Concluders seek to function in high-energy, rapidly-changing sales environments, they also expect others to keep up with their changes and pace. Concluders thrive on people and creating activity and changes. Their high-risk, adventurous spirits move them through their work at a fast pace while making things happen in the lives of their associates and clients.

## Your Personal Selling Style

---

### **Your Instinctive Selling Style Description**

Capitalize upon your selling strengths and minimize your selling challenges by first recognizing their potential to facilitate or hinder your sales success. Use your best selling attribute to add value to your sales team. Create a sales environment that is conducive to your strengths.

### **Concluder Selling Strengths**

- Natural leader and spokesperson; perfect sales team leader
- Goal driven; will try to exceed sales objectives rather than just meet them
- Great closer; not afraid to ask for the sale
- High ego strength; has a positive, confident and winning attitude
- Both influential and motivating
- High energy extrovert
- Can handle several customers at once; enjoys a challenge
- Good at closing fast and making things happen fast
- Is both people-oriented and task-oriented (an effective sales combination)

### **Concluder Selling Challenges**

- May appear overly aggressive to more passive styles; may intimidate or make uncomfortable
- May become confrontational with another aggressive style rather than giving in
- May become impatient with customers who are slow decision makers; slow decision makers may feel rushed or may need more information than the Concluder can provide
- May become frustrated with customers who won't take risks
- Extremely inattentive to details
- Attempts too much at once, has a hard time saying "no" and as a result, follow up may suffer
- Enjoys being the "center of attention" at all times

### **Concluder Best Sales Attribute**

- Confident sales person who is good at asking for the sale and closing quickly to achieve results



## INCREASING SALES WITH CUSTOMERS

### Recognizing Your Customer's Buying Style

Before you can modify your selling style to your customer's buying style, you must first observe your buyer. To do so, take note of the following: the questions they ask, their pace, directness, openness, body language, pictures in their office, style of dress, are they formal or casual?

<p><b>If your customer...</b></p> <ul style="list-style-type: none"><li>• is fast-paced; to-the-point; decisive</li><li>• is competitive; individualistic</li><li>• has a high ego strength; confident</li><li>• is disinterested in "how" the job is done</li><li>• likes change and taking risks</li></ul> <p><b>Your customer is a "D" Style</b></p> <ul style="list-style-type: none"><li>• Extroverted + Direct = The D Style</li><li>• The higher the D, the more the need for dominance</li></ul> <p><b>They buy products based upon...</b></p> <p>expediency, expert reviews, superior quality and their ability to get results</p>	<p><b>If your customer...</b></p> <ul style="list-style-type: none"><li>• is responsive; charismatic; animated</li><li>• is spontaneous; optimistic</li><li>• enjoys small talk</li><li>• talks about their feelings and other people</li><li>• emphasizes fun and stories</li></ul> <p><b>Your customer is an "I" Style</b></p> <ul style="list-style-type: none"><li>• Extroverted + Friendly = The I Style</li><li>• The higher the I, the more the need for interacting</li></ul> <p><b>They buy products based upon...</b></p> <p>impulse, aesthetics, word of mouth, and their ability to give prestige</p>
<p><b>If your customer...</b></p> <ul style="list-style-type: none"><li>• is less responsive and expressive</li><li>• emphasizes facts and details; compares data</li><li>• seems reserved, cautious and controlled</li><li>• likes to work independently</li><li>• is very task oriented and quality oriented</li></ul> <p><b>Your customer is a "C" Style</b></p> <ul style="list-style-type: none"><li>• Introverted + Analytical = The C Style</li><li>• The higher the C, the more the need for compliance</li></ul> <p><b>They buy products based upon...</b></p> <p>proven ability, product warranties, comparisons and information available</p>	<p><b>If your customer...</b></p> <ul style="list-style-type: none"><li>• is friendly; relaxed; agreeable</li><li>• is cooperative; enjoys working in teams</li><li>• resists change and taking risks</li><li>• asks more questions, makes less statements</li><li>• is disinterested in "how" the job is done</li></ul> <p><b>Your customer is an "S" Style</b></p> <ul style="list-style-type: none"><li>• Introverted + Cooperative = The S Style</li><li>• The higher the S, the more the need for security</li></ul> <p><b>They buy products based upon...</b></p> <p>practicality, simplicity and their ability to make the user more secure</p>

# Sales Profile

## INCREASING SALES WITH CUSTOMERS

### Ways to Improve Sales with each Customer

After spending time with your prospect, remember to create an environment favorable for their particular style. Use the suggestions for each style and follow these steps below:

1. Recognize your prospect's personality-buying style. Are they a D, I, S, or C style?
2. Gain rapport and trust by acclimating your style to theirs.
3. Demonstrate elements of the product or service that they would appreciate most.
4. Close your prospect according to their buying style.
5. Follow up with your prospect according to their buying style.

### Selling to D-style customers

**They want: "Tangible results"**

**Stressors: "Being taken advantage of; Loss of control; Losing to the competition"**

**Adapt your style using: a "Bottom line" selling strategy**

- Do be brief, direct and to the point
- Do stay business like
- Do concentrate on the "results" or the "benefits" of the product or service
- Do be decisive and unwavering when explaining important points
- Do be confident: don't be intimidated
- Do disagree or agree with the facts, not the person
- Do allow them to win and /or be correct (in the end, you will win too)
- Do move faster than normal
- Don't over-promise
- Don't joke around too much (unless they are joking too)
- Make sure you provide yes or no answers, not maybe answers
- Don't try to "trick" with gimmicks or misleading claims; D styles hate to feel they have been taken advantage of

### Selling to I-style customers

**They want: "An enjoyable experience"**

**Stressors: "Rejection; Loss of social acceptance; Too much detail work"**

**Adapt your style using: a "Conversational" selling strategy**

- Do have fun, and joke if you think it's appropriate
- Do tell them the benefits that will make them look good
- Do give them recognition and appreciation
- Do listen to their stories
- Do provide real life examples to illustrate complex concepts
- Do provide follow up and be accountable to your words
- Do let them know you understand their feelings and ideas
- Do allow them to talk, but keep the focus
- Do introduce them to other members of your team if relevant
- Do give them the opportunity to speak with your customers who have had a good experience
- Don't give them too many product details
- Do give them literature and details in writing

# Sales Profile

## INCREASING SALES WITH CUSTOMERS

---

### **Ways to Improve Sales with each Customer**

After spending time with your prospect, remember to create an environment favorable for their particular style. Use the suggestions for each style and follow these steps below:

1. Recognize your prospect's personality-buying style. Are they a D, I, S, or C style?
2. Gain rapport and trust by acclimating your style to theirs.
3. Demonstrate elements of the product or service that they would appreciate most.
4. Close your prospect according to their buying style.
5. Follow up with your prospect according to their buying style.

### **Selling to S-style customers**

**They want: "Security and Practicality"**

**Stressors: "Loss of security; Loss of personal relationships; Confrontation"**

**Adapt your style using: a "Personal" selling strategy**

- Do show sincere interest in them as a person
- Do be friendly, personal and trustworthy
- Do give them the facts relevant to their job
- Do provide the assurances they need, concentrate on guarantees or return on investment
- Do be yourself, S styles can be astute judges of character
- Do close when you feel you have their trust
- Do give them real-life examples or stories to assure them
- Do ask questions and allow them to do most of the talking
- Do introduce them to customer and service specialists so that they will know they will feel assured
- Do provide follow up: be accountable to your words
- Don't be aggressive or fast paced, slow down your pace and humble yourself

### **Selling to C-style customers**

**They want: "Facts and Credibility"**

**Stressors: "Criticism; Incomplete tasks; Pressure to choose; Emotional displays"**

**Adapt your style using: an "Evidence and Confirmation" selling strategy**

- Do allow them to ask questions
- Do be accurate with your responses
- Do provide the pros and cons to convince them
- Do focus on step-by-step explanations
- Do answer questions with facts and as many details as you have
- Do give them proof of your statements
- Do be direct and friendly; but minimize the small talk
- Do give them plenty of time and space
- Do follow through on details
- Do work toward earning their trust over time by keeping your word
- Don't pressure them to make decisions on the spot
- Don't get in their personal space or ask personal questions unless they choose to volunteer that information

## INCREASING SALES WITH CUSTOMERS

---

### Increasing Sales with Specific Customers

Instructions: Fill in the work sheet to help you better relate to (and better sell to) customers who you already know.

- Column 1: Write the customer's last name or corporate name here.
- Column 2: Refer to Part 3 to help you guess the style of your customer based upon what you know about the customer. Use 1, 2, or 3 DISC letters to describe their style.
- Column 3: Refer to the suggestions in Part 3 for tips that would help you form an action plan for success with that style.

CUSTOMER NAME	STYLE GUESSTIMATE (DISC)	ACTION PLAN
1.		
2.		
3.		
4.		
5.		
6.		
7.		

## MANAGING DISC SELLING STYLES

### Managing DISC Selling Styles Overview

Providing incentives for a sales force is one of the most difficult things a manager faces. Use this overview for developing strategies for sales people with different DISC personality styles.

Encouraging "D" Style Sales People	Encouraging "I" Style Sales People
<ul style="list-style-type: none"> <li>• Present sales objectives in writing</li> <li>• Give opportunities to lead a sales team</li> <li>• Large and challenging territories</li> <li>• Provide opportunities to close deals</li> <li>• Ask for their input on "positioning" product/services</li> <li>• Emphasize commission over salary</li> <li>• Provide prospects with large upside potential</li> <li>• Let them help with new product launches; new markets; building market share</li> <li>• Stroke their ego with recognition, feature them in a newsletter</li> <li>• Give them personal introductions; referrals</li> <li>• Allow them freedom from controls</li> <li>• Provide support for detail work</li> <li>• Evaluate in terms of their results, not their processes</li> <li>• Take them to lunch, provide outside activities to influence</li> <li>• Provide sales competitions</li> <li>• Use travel packages as rewards</li> <li>• Give them problems to solve</li> </ul>	<ul style="list-style-type: none"> <li>• Be friendly, humorous and informal</li> <li>• Activities to socialize and network outside the workplace</li> <li>• Give opportunities to open doors with new accounts</li> <li>• Help them in serving their existing accounts</li> <li>• Focus on their strengths and positives when giving feedback</li> <li>• Emphasize commission over salary</li> <li>• Provide support for detail work, scheduling and time-management</li> <li>• Travel with the sales agent and provide constructive feedback</li> <li>• A changing, people-oriented environment</li> <li>• Use a participatory management style</li> <li>• Put project goals, specifics and deadlines in writing</li> <li>• Use public recognition, rewards, flattery, and praise</li> <li>• Give opportunity for public speaking or leading meetings</li> <li>• Opportunity to voice their opinion and express themselves</li> <li>• Provide outlets for fun and travel</li> <li>• Give them fresh, new and exciting products and services</li> </ul>

## MANAGING DISC SELLING STYLES

### Managing DISC Selling Styles Overview

Providing incentives for a sales force is one of the most difficult things a manager faces. Use this overview for developing strategies for sales people with different DISC personality styles.

Encouraging "S" Style Sales People	Encouraging "C" Style Sales People
<ul style="list-style-type: none"> <li>• Provide practical, reliable, people-friendly products and services to sell</li> <li>• Make sure they "buy-in" to strategies and plans</li> <li>• Show them sincere appreciation for their hard work</li> <li>• Recognize them for their loyalty and patience</li> <li>• Give them attainable sales goals</li> <li>• Consider them for longer sales cycles</li> <li>• Emphasize salary over commission</li> <li>• Constantly motivate and keep moving forward</li> <li>• Make the salesperson a part of a sales team</li> <li>• Help build their self esteem and confidence</li> <li>• Don't force them to cold call</li> <li>• Provide professional tools for presentations</li> <li>• Help them prepare their pitch in advance</li> <li>• Give flexibility in their schedule for family time</li> <li>• Make calls jointly with the sales manager often</li> <li>• Present criticisms and changes softly</li> <li>• Provide regular feedback on performance</li> <li>• Limit the number of aggressive people they will need to deal with</li> </ul>	<ul style="list-style-type: none"> <li>• Help them build their expertise in a key area</li> <li>• Keep informed with changes and policies</li> <li>• Show respect, give awards and titles</li> <li>• Emphasize salary over commission</li> <li>• Give advance warning of changes</li> <li>• Allow them to be creative</li> <li>• Give opportunities to develop strategies and solve problems</li> <li>• Provide tools for research</li> <li>• Supply quality products to sell</li> <li>• Provide quality presentation and technical aids</li> <li>• Reward them for their loyalty, discipline and perseverance</li> <li>• Allow them to service existing accounts rather than open new ones</li> <li>• Let them know exactly what is expected of them</li> <li>• Give them credit for their hard work</li> <li>• Allow them their own organized and private space</li> <li>• Give them job security</li> <li>• Consider them for longer sales cycles</li> </ul>

## MANAGING DISC SELLING STYLES

---

### **Tips for Motivating and Managing your Sales Force**

Unfortunately, an incentive that works for one person, may not motivate another. A complimentary steak dinner wouldn't reward a vegetarian, so each person has to be motivated according to their natural preferences, strengths, needs and outlook.

To help increase productivity, fulfill and retain your sales team, try the following steps.

1. Profile all sales people to identify their DISC style
2. Use DISC to uncover what motivates each of them
3. Build sales teams of complimentary styles
4. Remember, money is not the only motivator

Use the following tips to create the best, most productive environment for your team member:

### **Best Ways to Motivate the Concluder Style**

- Evaluate them based upon the results, not the process
- Give them the opportunity to compete with other producers for rewards and recognition
- Give them the freedom to try new and innovative approaches
- Give them non-routine work with challenge and opportunity
- Allow them to work with a results-oriented, fast moving team

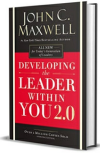
### **Best Ways to Manage the Concluder Style**

- Allow them to be self-managed as much as possible, don't give the Concluder too many rules, regulations or procedures to follow.
- Put projects and deadlines in writing
- Provide others to help with technical specifics, customer service and follow up after the sale.
- Provide others to help with detailed reports, record keeping, and routine tasks
- Give them opportunity for promotion or leadership roles

# The Foundation of Influence

***"Leadership is influence, nothing more nothing less."***

- John C. Maxwell



In his book, **Developing the Leader Within You 2.0**, John Maxwell teaches that leadership is the ability to influence people and outcomes. And gaining influence is the key to improving results, which is vital to sales impact. Leadership thus requires us to become a person of influence. That is a process, and it takes intentionality on your part. You can build your influence by first utilizing the information gleaned in the last part of this report. That includes the intentional use and application of what you now know. Based on the previous sections, answer these questions:

- How would you summarize your style in three sentences?
- What are three ways you can be more intentional about using your key strengths?
- What are the 3 biggest challenges to your style and how will you immediately manage them?
- What are three ways you could use your strengths to lead your team better?

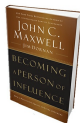
In **Developing the Leader Within You 2.0**, John Maxwell goes on to teach that the foundation of leadership is character. Character is rooted in integrity. Our integrity is what helps us to earn the trust of others. The best place to start in developing your ability to influence is to work on your integrity so you can have the trust of others. Here are 10 questions to help you to measure your integrity:

1. How well do I treat people from whom I can gain nothing?
2. Am I transparent with others?
3. Do I role-play based on the person(s) I am with?
4. Am I the same person when I am in the spotlight as I am when I am alone?
5. Do I quickly admit wrongdoing without being pressed to do so?
6. Do I put other people ahead of my personal agenda?
7. Do I have an unchanging standard for moral decisions, or do circumstances determine my choices?
8. Do I make difficult decisions, even when they have a personal cost attached to them?
9. When I have an issue with people, do I talk to them or about them?
10. Am I accountable to at least one other person for what I think, say, or do?

To focus on integrity, keep these factors in mind: A strong commitment to honesty, reliability, and confidentiality. Decide ahead of time that you don't have a price. Major in minor things when it comes to integrity. Each day, do what you should do before you want to do it.

Once you have a foundation of integrity firmly in place, then it is time to turn your attention to leading your team using their individual Sales Profiles and the next section of the report, Know Your Players.

Your Maxwell Leadership DISC Certified Consultant can help you learn how to build your influence with the following resource:



**Becoming a Person of Influence** – Positively impact the lives of others! Whatever your vocation or aspiration you can increase your impact on others by Becoming a Person of Influence. In this program you will learn simple and insightful ways to interact more positively with others and watch your personal and organizational success go off the charts.





# Communicating & Influencing

*"When you connect with others, you position yourself to make the most of your skills and talents."*

- John C. Maxwell

One of the greatest ways to lead more effectively and increase your influence with others is to effectively communicate, connect and collaborate. It is also vital to your sales impact as you influence the outcome of the sales process. This section of the report will help you to better understand communication styles, including your own, and how to maximize the uniqueness of each of those styles in better connecting to and collaborating with others.

We each have a preferred and predictable style of communication and connection when we interact with others. Each of us is a unique, remarkable, and complex being. Having a deeper understanding of ourselves provides us with an opportunity to bring our best to the way we connect to and collaborate with others. Being able to better understand how we communicate, also helps us to understand how we may come across to others when we are trying to communicate, connect, and collaborate. It also enables us to empower others to better understand us and how we communicate. The information in this section will help you to have a greater awareness of your communication style and how you can be more intentional in its use. Based on your responses to the assessment, the next pages summarize your style and provide you with a view of how others may better understand of what that style looks like during communication and connection.

A special tool within this report is the **"DISC STYLES OF COMMUNICATION"** page. This is a helpful one-page guide you can use in quickly identifying the communication style of others and then the approach that will work best to communicate and connect with them. Since communicating is a skill significant for connecting, collaborating, and serving alongside other people, and you will not likely know the DISC Style of everyone you encounter, we have provided an easy-to-use behavioral traits list. While this is not an assessment, or even an in-depth look, it will at least provide you with some guidance on communicating with an individual in a way that would likely suit their style.

Also within this section you will find your strengths based on your style and how those strengths show up in influencing others. We call this your **PowerDISC**. Understanding your PowerDISC will help you to position your strengths more intentionally in a manner that brings you greater influence with others. John Maxwell says that "leadership is influence." Part of influence has to do with the way we affect outcomes. Our strengths are what we are uniquely wired with that help us to influence others and shape the outcomes of our environment and our work. When we understand our strengths, we better understand the power of our influence. When we grow our strengths, we increase the level of our influence, have a more intentional effect on outcomes, and are able to have more intentional results.

If you would like to grow deeper in understanding your communication style and that of others, along with how to better connect and communicate within your realm of influence, you may find the following tools helpful in your growth and journey to success. These are available through your consultant.



**Everyone Communicates, Few Connect** – To be successful in every area of our life, we need to learn to communicate in a way that connects, and it is a skill you can learn and apply in your personal, professional, and family relationships. This John Maxwell book and the associated Maxwell Leadership programs can help you to better develop the ability to truly connect with others when you communicate.

Now, let's discover more about your communication style and leveraging it to communicate and connect with others as you increase your sales impact.

# Communicating

## with the Concluder style

### Remember, a Concluder may want:

- Authority, varied activities, prestige, freedom, assignments promoting growth, opportunity for advancement

### Greatest fear:

- Being taken advantage of, being talked about

### When communicating with Sandy, a Concluder, DO:

- Talk about results, not processes
- Talk about solutions, not problems
- Focus on business; remember they desire results
- Suggest ways for him/her to achieve results, be in charge, and solve problems
- Let them in on the "big picture" because they are visionary
- Agree with facts and ideas rather than the person when in agreement

### When communicating with Sandy, a Concluder, DO NOT:

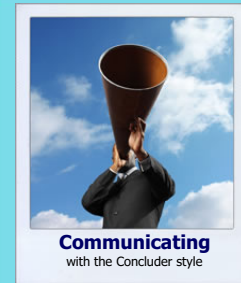
- Ramble, repeat yourself, or do all the talking
- Focus on problems
- Be pessimistic or challenge them directly
- Focus on the process and details

### While analyzing information, Sandy, a Concluder may:

- Ignore potential risks
- Not weigh the pros and cons
- Not consider others' opinions
- Offer innovative and progressive systems and ideas

### Motivational Characteristics

- **Motivating Goals:** Dominance and independence
- **Evaluates Others by:** Ability to complete a task quickly
- **Influences Others by:** Force of character, persistence
- **Value to Team:** Determination; striving to overcome obstacles
- **Overuses:** Impatience, competition
- **Reaction to Pressure:** Analytical, belligerent, logical
- **Greatest Fears:** Slowness or being seen as too jovial
- **Areas for Improvement:** Increase patience, concern for people, humility



Knowledge comes, but  
wisdom lingers.

- Alfred Lord Tennyson

# Communicating

## with the Concluder style

### Value to the group:

- Bottom-line organizer
- High energy, spurs activity
- Can multi-task easily
- Decisive and great in a crisis

### Concluders possess these positive characteristics in groups:

- Instinctive leaders
- Direct and decisive
- Innovative in getting results
- Maintain focus on goals
- Great communicators, willing to give opinions
- Overcome obstacles, they see silver lining
- Provide direction and leadership
- Push group toward their goals
- Generally optimistic
- Welcome challenges without fear
- Accept risks
- Sees the big picture
- Can handle multiple projects
- Function well with heavy workloads

### Personal growth areas for Concluders:

- Strive to be an "active" listener
- Be attentive to other team members' ideas until everyone reaches a consensus
- Be less controlling, be more patient
- Develop a greater appreciation for the opinions, feelings and desires of others
- Put more energy into the details and process
- Take time to explain the "whys" of your statements and proposals



You can have brilliant ideas, but if you can't get them across, your ideas won't get you anywhere.

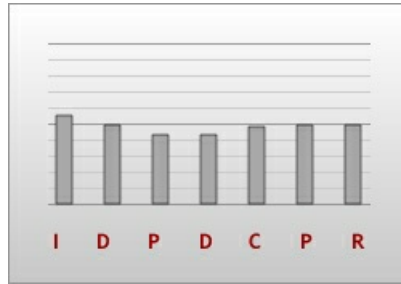
- Lee Iacocca

# Additional Communication Tips

## *The* MAXWELL METHOD DISC STYLES OF COMMUNICATION

If you are communicating with someone who demonstrates these <b>CHARACTERISTICS</b>	<b>THEY MAY BE A</b>	Consider using this <b>COMMUNICATION APPROACH</b>
<ul style="list-style-type: none"> <li>» Confident</li> <li>» Assertive or aggressive</li> <li>» Challenges the status quo</li> <li>» Seems to like control</li> <li>» Dislikes routine</li> </ul>	<b>D</b>	<ul style="list-style-type: none"> <li>• Be direct and brief.</li> <li>• Stay in the big picture.</li> <li>• Don't try and share all of the details.</li> <li>• For a decision, provide them with options.</li> <li>• Maintain your focus on results, not process.</li> </ul>
<ul style="list-style-type: none"> <li>» Talkative</li> <li>» Optimistic</li> <li>» Encourages others</li> <li>» Fun to be around</li> <li>» Very social</li> </ul>	<b>I</b>	<ul style="list-style-type: none"> <li>• Allow them the opportunity to share their ideas.</li> <li>• Keep the conversation fun.</li> <li>• Don't overwhelm them with too much data.</li> <li>• Expect to follow up with them.</li> <li>• Provide short, concise information in a friendly way.</li> </ul>
<ul style="list-style-type: none"> <li>» Loyal</li> <li>» Reliable</li> <li>» Good listener</li> <li>» Avoids confrontation</li> <li>» Mediator</li> </ul>	<b>S</b>	<ul style="list-style-type: none"> <li>• Keep the conversational tone pleasant and friendly.</li> <li>• Steer clear of confrontational words or attitude.</li> <li>• Express your appreciation for their dedication and loyalty.</li> <li>• Focus on maintaining a supportive tone.</li> <li>• Provide them with time to adjust to changes.</li> </ul>
<ul style="list-style-type: none"> <li>» Analytical</li> <li>» Organized and structured</li> <li>» Works well with a schedule</li> <li>» Prefers to work alone</li> <li>» Quiet and reserved</li> </ul>	<b>C</b>	<ul style="list-style-type: none"> <li>• Focus on facts.</li> <li>• Keep the tone professional.</li> <li>• Give them all of the details.</li> <li>• Provide them with time to analyze options for decisions.</li> <li>• Remember they may ask many questions because they process by gathering more facts.</li> </ul>

*The* JOHN MAXWELL **Team**



## **INFLUENCING -**

**Above Average:** You are always considered when a leader is needed. You have great strengths, and know that you possess wonderful insight into systems and people. Others are willing to follow you because of your charisma and enthusiasm. While sometimes seeming a bit assertive, your optimism and warmth soon have others remembering how important you are to the team.

## **DIRECTING -**

**Good:** You probably put people ahead of tasks; but when you start falling behind, you get moving and take care of what is at hand. You may wait till the last minute, but you usually pick up the pace and meet the deadlines that are necessary for success.

## **PROCESSING -**

**Good:** You can take an idea or a project and follow through from start to finish. While you prefer changing roles and responsibilities, you will stick to a routine that is necessary to fulfill a need.

## **DETAILING -**

**Good:** Others appreciate it when you take the time to make sure the little things get done. You may have a tendency to start at a quick pace but not complete the task. Remember the necessity of the paperwork and details so that you may add value to your other stronger traits.

## **CREATING -**

**Good:** You are more comfortable moving ahead in areas in which you have experience and proven results. Sometimes you prefer to have the pace slowed down a bit so that one project can be completed before another venture is begun.

## **PERSISTING -**

**Above Average:** Others like working together with you because you typically do more than your share of whatever is required and this makes the entire team look good. You will maintain a hands-on approach and let others visibly see that you are a team player.

## **RELATING -**

**Good:** You tend to be task oriented, but know that people and relationships cannot be ignored. You may get caught up in getting things done, but you make up for that by taking time to nurture close relationships.

Developing excellent communication skills is absolutely essential to effective leadership. The leader must be able to share knowledge and ideas to transmit a sense of urgency and enthusiasm to others. If a leader can't get a message across clearly and motivate others to act on it, then having a message doesn't even matter.

- Gilbert Amelio

# Your Next Step

*"Growth inside fuels growth outside."*

- John C. Maxwell



John Maxwell says, "Growth doesn't just happen. You must be intentional about your growth. Growth is the only way to ensure that tomorrow is better than today." He calls this, The Law of Intentionality. Your next step is to GROW!

Knowledge becomes power only when utilized. Information alone, as found in this report, will bring you awareness but will not bring you growth. Growth comes through a better understanding, utilization, and application of the information. Your Maxwell Leadership DISC Certified Consultant can provide you with guidance and insight to apply the information contained in this Maxwell Sales Leadership Profile. As you have journeyed through the report, reflect on the various different sections, and discuss them with your Consultant. Be intentional about how you can use what you have learned in growing both yourself and your sales.

Your Maxwell Leadership DISC Certified Consultant is here to help you maximize your growth. Whether it is through specialized training in prospecting and selling, or direct coaching and mentoring to help you reach your next sales goal, you will have an advocate in your corner. Every champion deserves to win, and this is your time to shine! Your consultant is here to help you in maximizing your sales results and empowering your success!

When you grow intentionally, you maximize the best in yourself. Maximizing the best in yourself provides you with a feeling of fulfillment and positions you for greater success. In your report, you have gained powerful insight and applying that new knowledge will make the difference. This will require an intentional and proactive step on your part. While you must be the one to take the first step, you do not have to do it alone. Your Maxwell Leadership DISC Certified Consultant will help you to take this new information and apply it in many areas of your life and career. They have access to important leadership, personal growth and communication strategies that will add value to you both personally and professionally.

Here are a few next steps you can take in order to help you become intentional in the application of what you have learned and use it in your growth and leadership:

1. Have your sales force take the Maxwell Leadership DISC Sales Profile. This will help you gain an understanding of their unique individual styles and provide them better leadership and sales force building. Your Maxwell Leadership DISC Certified Consultant can provide you access to those reports.
2. Develop and work on a growth plan based on what you have gleaned in this report.
3. Schedule a Discovery Session with your Maxwell Leadership DISC Certified Consultant and discuss how they can help you visualize, create, realize and lead from your unique position of strength and through your unique style.
4. Become a part of a **15 Laws of Growth** journey and consider bringing it to your team. Your consultant can provide you with more information.
5. Access the other world-class **Maxwell Leadership** resources recommended in this report as tools to help you move into your highest potential and lead your team to their maximum impact.

Congratulations on the step you took to complete the assessment and receive this report. You are going to benefit from this experience and your quest to become more impactful salesperson, a more empowered leader, and a better person. Best of all, your clients and sales team are going to benefit from a leader that can better communicate, connect, and collaborate in a way that best serves them and their needs. The world needs better leaders. Thanks for becoming one!