

# MIND THE MATTERS

## BREAKTHROUGH TO THE MOMENTS THAT MATTER!



**Personalized Report for: Ashley Wexler**  
6/4/2014

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# Introduction



Dear Ashley,

Congratulations on completing the **MIND The Matters™** Behavioral Style Assessment. Using your personalized and comprehensive assessment will help you become a better, more productive and successful you. It teaches you how to show more empathy with others, a valuable skill in today's 'Conceptual Age.' You learn how to develop and use more of your natural strengths, while recognizing, improving upon and modifying your limitations. You can then focus more on your goals instead of your fears. This report does not deal with values or judgments. Instead, it concentrates on your natural tendencies that influence your behavior.

## HOW TO USE THIS REPORT

This report is divided into three parts. The first part presents your eGraph results. As you invite others to complete the observer assessment, as they see you, more and more plot points will appear on your eGraph.

The second part focuses on understanding your style characteristics at work, under stress, etc., and offers strategies for increasing your personal effectiveness. **Please note** that there is no 'best' style. Each style has its unique strengths and opportunities for continuing improvement and growth. The strengths and weaknesses, and any behavioral descriptions mentioned in this report, are **tendencies only** for your style group and may or may not specifically apply to you personally.

The third section of this report focuses on how to use the **MIND The Matters™** concept with others, from how to visually and verbally identify another person's style to how to adapt your behavior to "connect" with any of the four primary styles. This last section is the all important successful application of this concept in all of your interpersonal relationships. Your success truly depends on the relationships you build. Why not build them on a foundation of proven, reliable skills?

## PERCEPTIONS... WHAT DO THEY MEAN?

During your observer assessment period, the results of your observer assessments will be compiled. You can see the results plotted on your customized eGraph. This report helps you interpret the composite results of your observers and provides suggestions on how to modify your behavior to have more effective relationships. It's an important component to the total **MIND The Matters™** Behavioral Style Assessment because it truly completes the 360-degree perspective initially promised to you.

Isn't a simple Self-Assessment Report accurate enough? Yes, but only from your own point of view. Quite often, the behaviors that are measured are more easily observed by others than by oneself. You know, better than others, what your own thoughts and motives are. However, others may be more accurate observers of your actual behavior... and it is behavior that is intended to be measured here.

# Introduction



How did your self-perception compare to your observers' perceptions? The perceptions others have of our behaviors may or may not best describe who you really are. It is simply a perception of behaviors you exhibit in a particular environment or relationship. The good news is you are not your behaviors. With your new found information on behavioral styles, you have choices to modify those behaviors if needed.

Studies have shown that the most effective people know themselves, know the needs or demands of the situation or relationship, and adapt their behaviors to meet those needs. The goal of these assessments is to help you become aware of your behaviors and the impact they can have on others. Then by practicing suggested behavior changes, you can enhance the relationships that otherwise have been strained. If your observers saw you as a different Primary Behavioral Style and you want complete information about that style, you can obtain it in Part III.

## BEHAVIORAL STYLES

Both historical and contemporary research reveal more than a dozen models of our behavioral differences, but many share one common thread: the grouping of behavior into four categories. **MIND The Matters™** focuses on patterns of *external, observable* behaviors using scales of directness and openness that each style exhibits. 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.

As you read the descriptions of each style in Part III of your report, think about your new insights into your preferences. You might prefer relationships to tasks, perhaps you act slower rather than faster, or maybe you like to tell people what you think rather than keep it to yourself. Then think about the people around you in the office or at school... what style do their behavioral tendencies reflect? The descriptions and adaptability guidelines in Part III will help you get on the same wavelength with each of the four styles. Keep in mind that no one style is better than another. Each has its' own strengths and weaknesses.

## ADAPTABILITY

This 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 situation or relationship. This is called adaptability. Social scientists call it 'social intelligence.'

There's been a lot written lately on how your social intelligence is 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. No matter what you do -- doctor, lawyer, business professional, in sales, service, high tech or blue collar -- The aptitude for relating to and connecting with others will take on more and more importance as a key to success today and in the future.

Imagine the benefits of understanding how to treat people the way *they* want to be treated! Your interactions with people can change dramatically. Shaky relationships can suddenly become good ones. Good relationships can now be even better than before.

# Introduction



## THE ULTIMATE GOAL OF MIND THE MATTERS™...

is personal chemistry and productive relationships. You do not have to change your personality, ideas, beliefs or values. You do not have to roll over and submit to others. You simply have to understand what drives people and recognize your options for dealing with them. The key objective of this whole concept is understanding your own style, understanding and being able to quickly and accurately identify the style of others, and then adapting so that you treat others the way **they** want to be treated.

These are powerful life-skills that will serve you well in all your relationships: work, friends, school, spouse, and children. Improved relationships create infinite possibilities.

## HOW TO READ AND INTERPRET YOUR eGRAPH

On page 6 you will find your personalized eGraph results. Chances are good that your perception of yourself is fairly accurate, but only from your personal point of view. Quite often, the behaviors we're measuring are more easily observed by others than by yourself. You know better than others what your own thoughts and motives are. But others may be more accurate observers of your actual behavior... and it is behavior that we're intending to measure.

If there is a large discrepancy between your self-assessment and the observer assessments, resist the temptation to dismiss their perceptions. Instead, ask yourself about the implications of these differences. Realize that you possess more assets-and more areas for improvement-than you first might have thought. At the very least, the differences may provide you with some valuable insights.

It is quite common for people to see themselves differently from the way others see them. The good news is that it gives you an opportunity to learn more about yourself, to become more effective in ways you may not have ever thought about before. Since your eGraph may be updated throughout the Observer period, it may change from time to time. At the end of the Observer period, we suggest you download and save your report in the PDF format to have your most current eGraph included in this report – and then continue with the interpretation of your eGraph.

## INTERPRETING YOUR eGRAPH

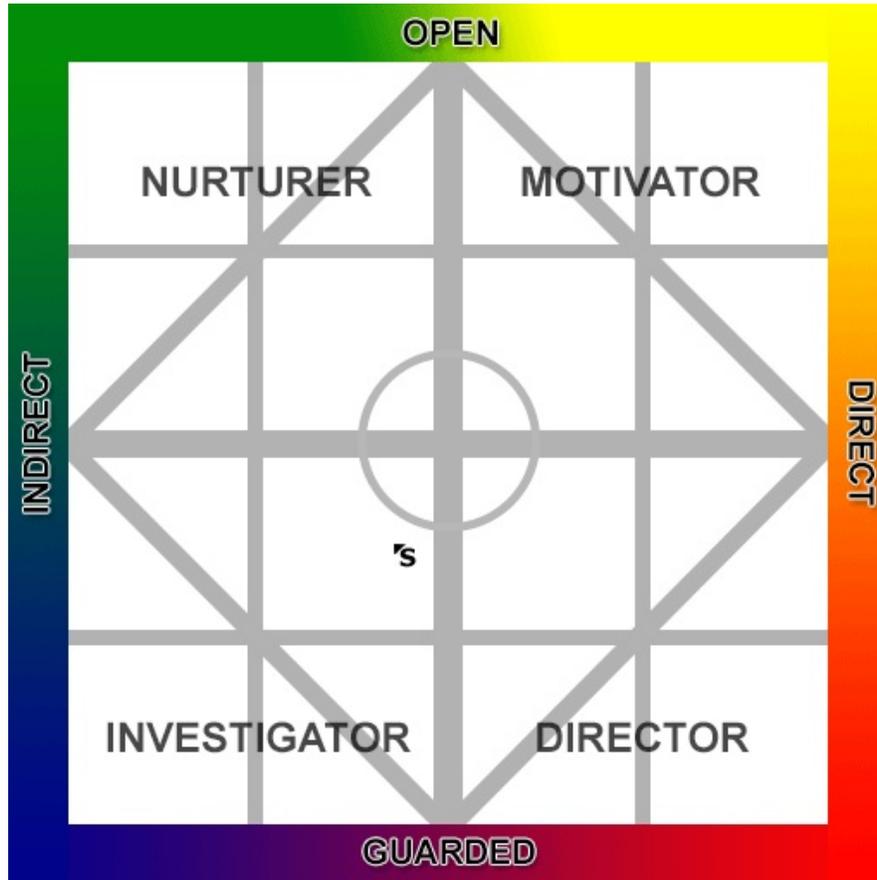
Research indicates that the people who are closest to you are the most aware of your behavioral style. They work with you or socialize with you every day and see many facets of your behaviors, such as the ways that you work with people, your preference for working alone or with others, and your reactions to stress, confrontations, triumphs, frustrations, and so on. Often these interpretations will cluster around the same area of your eGraph.

To help you interpret your eGraph, we'll look at the plot points of people who know you in your various observer settings and ask some questions to help you interpret the results.

# eGraph Results



for Ashley Wexler



SYMBOL	DESCRIPTION
r <sub>S</sub>	Self-assessment
■	Observers who know you in this setting: Personal (Social & Family)
r <sub>A</sub>	Average of Observers in this setting: Personal (Social & Family) (will only display if more than 3 observers)
▲	Observers who know you in this setting: Co-Workers
r <sub>B</sub>	Average of Observers in this setting: Co-Workers (will only display if more than 3 observers)
■	Observers who know you in this setting: Customers/Clients
r <sub>C</sub>	Average of Observers in this setting: Customers/Clients (will only display if more than 3 observers)
◆	Observers who know you in this setting: Colleagues
r <sub>D</sub>	Average of Observers in this setting: Colleagues (will only display if more than 3 observers)

# Interpreting Observer Responses



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Refer to a copy of your eGraph on page 6.

1. Take a look at the responses from your various observers. Are the plot points scattered or clustered?
2. What does this tell you?
3. If they are scattered, how do you explain these differences?
4. Are the various observer responses similar or different? What does this tell you?
5. Were your observer responses similar or different from your response? What does this mean to you?
6. Do most of your plots fall above or below the center horizontal line indicating that you use mostly open behaviors (Above: Motivator and Nurturer) or mostly guarded behaviors (Below: Director and Investigator)?
7. Do most of your plots fall to the right or left of the center vertical line indicating that you use mostly direct behaviors (Right: Director and Motivator) or mostly indirect behaviors (Left: Nurturer and Investigator)?
8. Choose one relationship you would like to improve. Determine the other person's style (See Part III of this report). Choose 2-3 simple behaviors from Part III that you can modify in your behavior to elicit a different, more positive response. Repeat this exercise, as needed, for other important people in your life.

## **PART II - The Investigator Style and Increasing Your Effectiveness**



The primary goal that motivates you is accomplishing goals with excellence. As a quick thinker, you can deal with many inputs simultaneously; however, you may be slow to take action. You take an evaluative approach to people and tasks. You tend to have strong opinions about people and groups with whom you do not identify or agree.

### **COMPARED TO OTHER INVESTIGATORS, YOU ARE MORE LIKELY TO:**

- Be tense with yourself and others when under pressure
- Have a natural curiosity about people
- Be concerned about what people think, feel, and expect
- Have strong attachments to your personal interests
- Underestimate the time required to complete tasks
- Be intuitive and observant about situations and people
- Associate your self-worth with your work
- Be intrigued by concepts, ideas, and processes

### **YOUR GROWTH OPPORTUNITIES**

#### *With Tasks:*

You're an idea person who can profit by being more attentive to details and timely follow-through. Your curiosity sometimes leads to unpredictable digressions while you work. You can benefit by learning to pace yourself. Taking time-outs during the workday may help allay your natural intensity.

#### *With People:*

Because you're intense by nature, you tend to be impatient with yourself and others, especially when things aren't going well. Therefore, focus on remaining positive when dealing with situations and people under pressure. If you can control your thoughts and emotions in such cases, you can then use your creativity to discover workable solutions.

### **PERSONAL EMPOWERMENT POINTERS**

- Be attentive to what others expect. Deliver that first before digressing into other areas that are likely to be of greater interest or curiosity to you.
- Stay focused on key priorities. Do that by sorting tasks into "immediate," "shorter-range," and "long-term" categories. Indicate those that you alone must do, those for which you share responsibility, and finally, those for which others have primary responsibility and your involvement is limited.
- Treat yourself to free time and recreation.

## **PART II - The Investigator Style and Increasing Your Effectiveness**



### **Here are Some of Your Typical Behaviors:**

- You tend to exhibit a short-on-words, no-nonsense, emphasis-on-results approach
- You almost always deliver on your promises, which you are careful about making in order to avoid unneeded difficulties
- You like to clarify, reflect, and contemplate before making decisions
- Your sense of humor typically shows a down-home, witty perspective, often from an unexpected angle
- You take pride in your ability to size up people and situations objectively
- Your actions and decisions tend to be slow and cautious, but you infrequently miss a deadline
- You are concerned with process; you want to know how something works
- You tend to be slower-paced and task-focused
- You focus on the details and the process of work and become irritated by surprises and glitches
- You work slowly and precisely on your own

### **Here are Some of Your Typical Motivators:**

- An environment where you know exactly what is expected of you
- Co-workers who value correctness and let you know you are valued for it
- Whereas some people focus on winning shorter-term battles, you are motivated by the ultimate sense of lasting personal glory derived from triumphing in the overall war
- People who provide illustration and documentation
- You are motivated by the desire to be correct based upon the fact that you strive to do things right
- Working in an objective, task-oriented, intellectual environment
- Being viewed by others as dependable

### **Here are Some Typical Growth Opportunities For You:**

- Be less critical of your own performance
- Openly show concern and appreciation of others
- Be more accepting of changes and surprises
- You are often very tense and suffer from a failure to relax; so focus on recognizing and enjoying your accomplishments and interests
- Improve timely decision-making and initiating new projects
- You often find it difficult to determine your real feelings due to your wall of privacy which you believe reduces the probability of being victimized by irrational acts or negative situations
- You dislike making mistakes or being embarrassed
- Show genuine appreciation, acknowledgment, and recognition for others
- You need to openly state unpopular decisions
- Try overcoming your natural weaknesses of procrastination and your conservative nature, which promotes your tendency to be picky and overly-cautious

# Your Style on the Job

## Investigator Style



### Here are Some of Your Typical Business Behaviors:

- You are concerned with process; you want to know how or why something works or happened
- You set the bar high and check to see if everything is in line with your expectations
- You are more interested in quality than quantity; prefer lower output to inferior results
- You want to be right, so Investigators employ logical thinking processes to avoid mistakes
- You can be perceived as being critical of others' input when you are only trying to help them perfect their ideas
- You over-attend to details, especially when stressed, sometimes impeding progress with ongoing checking and rechecking

### Here are Some Suggestions to be More Effective at Work:

- Recognize and acknowledge the feelings of others. Remember that many people are unable to check their feelings and personal problems at the door
- Accept the fact that you generally will not be able to achieve perfection. Adopt a reasonable standard of high quality that is appropriate for you and others
- Take time to negotiate and clarify expectations and time frames with others in order to avoid misunderstanding and disappointment and to keep things on track
- Be more accepting of the ideas and behavior of others, recognizing that your way may not be the only way to achieve quality results
- Stand up to those with whom you have a disagreement and openly discuss and resolve your differences. Do not try to avoid these people or strategize against them

### Here are Some Suggestions For Others Working with You:

- Support Ashley's organized, thoughtful approach
- List advantages and disadvantages of any plan you present to Ashley
- Be detailed, accurate, and logical with Ashley
- Adhere to established procedures when interacting with Ashley
- Show Ashley your commitment through your actions, not just words

# Your Style in the Social Scene

## Investigator Style



### Here are Some of Your Typical Social Behaviors:

- You participate in organized activities where you can be right
- Socially, you tend to be cool and distant, waiting for others to take the social initiative
- You are guarded; you prefer small group of friends with whom you can let down your shield
- You are quiet and observant; you like to collect information before you enter relationships
- You are discreet and tactful; you usually will not tell secrets or the naked truth
- You tend to primarily talk facts, not feelings

### Here are Some Suggestions to be More Effective Socially:

- Check less often, or only check the critical things (not everything), allowing the flow of the process to continue
- Tone down your tendency to OVER prepare
- Occasionally confront others with whom you disagree, instead of avoiding or ignoring them and doing what you want to do anyway
- Try to become more comfortable with stories or anecdotes about yourself or with sharing your feelings
- Act somewhat less formal and more casual
- Elaborate on a response instead of replying just yes or no
- Loosen up your strong tendency to value privacy, individual space, and discretion in your relationships with others
- When you think you've been wronged, try not to retain a little black book in your mind and to keep score

### Here are Some Suggestions For Your Friends When Interacting With You:

- Respond rather formally and politely to Ashley
- Impress Ashley by what you do, not what you say
- Solicit Ashley's insights and suggestions
- Listen to Ashley's concerns, reasoning, and suggestions
- Use a logical approach with Ashley

# Behaviors and Needs Under Stress

## Investigator Style



### Under Stress You May Appear:

- Unable to meet deadlines
- Resentful
- Resistant to change
- Slow to begin work
- Unimaginative

### Under Stress You Need:

- Understanding of principles and details
- Guarantees that you are right
- Accuracy

### Here Are Your Typical Behaviors in Conflict:

- Since you tend to focus on quality and your own high standards, you may become demanding in order to ensure compliance.
- You often resort to various indirect techniques to manipulate the environment to make it more favorable to your position. You may resort to little known rules and procedures, the literal meaning of regulations, and the use of committees.
- You tend to hold conflicts or conflicting views in your mind, looking for proof that you are right or a new valid way of looking at things that accommodates both points of view.

### Strategies to Reduce Conflict and Increase Harmony With Others:

- Stand up for yourself rather than avoiding others or pretending to go along with them.
- Include all the people involved with a project in your decision-making process. Ask for their suggestions as well as their data.
- Be sure to share the reasoning behind your decisions. Failure to do so makes them seem arbitrary.

# PART III - Application of Behavioral Styles with Others



## APPLICATION, APPLICATION, APPLICATION

Understanding your own behavioral style and natural tendencies are 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:

- How To Identify Another Person's Behavioral Style
- The Four Basic Styles Overview
- What is Behavioral Adaptability?
- How to Modify Your Directness and Openness
- Tension Among The Styles
- Action Plans with All Four Styles
- How To Adapt To The Different Behavioral Styles

This section will help you to 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. Then 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 ***The Four Basic Styles Overview***.

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. 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 in these areas when relating to this person. You will be amazed at the difference.

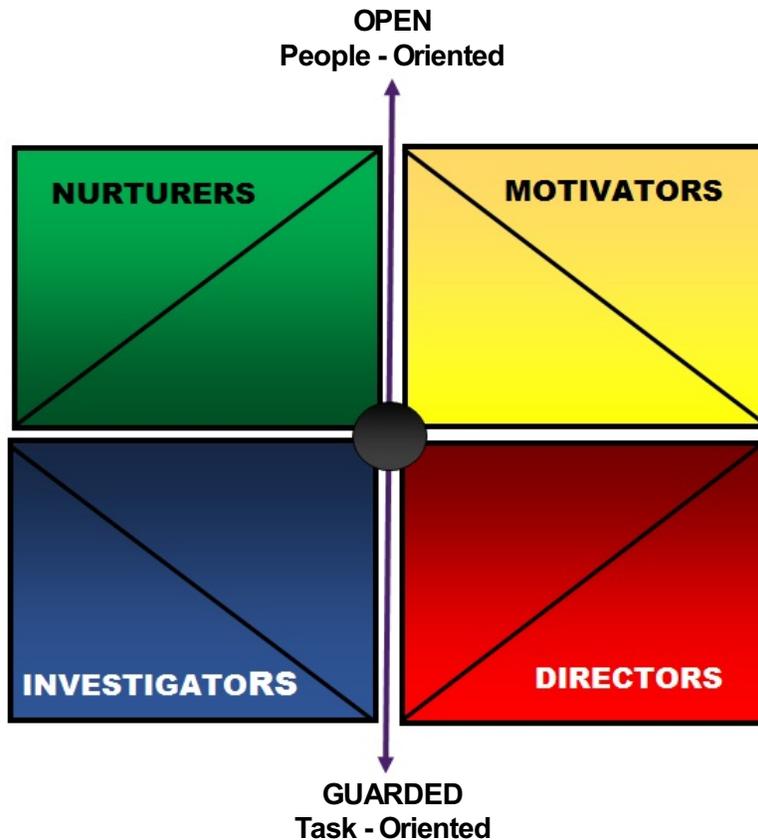
To further understand the tension that may exist in the relationship, you can refer to the ***Tension Among the Styles*** section. Being aware that the differences in preference in pace and priority, and modifying accordingly, can make a big difference. The ***Action Plans with All Four Styles*** section will give you a summary of needs and suggested actions to meet those needs. 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.

# Identifying Another Person's 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 – **openness and directness**. How open or guarded is the person and how direct or indirect is the person?

## OPENNESS - (Willingness to share feelings, thoughts and opinions)



### Open Behaviors

- Shows feelings and enthusiasm
- More relaxed and warm
- Emphasizes main ideas
- Goes with the flow
- Conversation includes digressions
- Opinion-oriented
- Animated facial expressions
- Friendly handshake
- Initiates/accepts physical contact

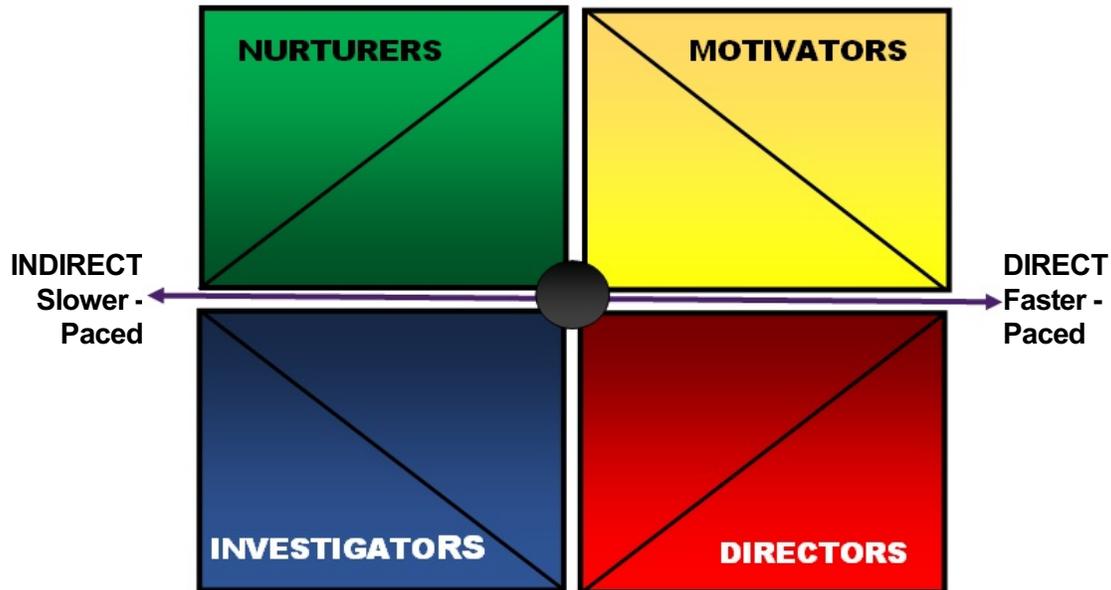
### Guarded Behaviors

- Keeps feelings private
- Limited range of facial expressions
- More formal and proper
- Avoids/minimizes physical contact
- Goes with the agenda
- Speaks in specifics; cites facts
- Formal handshake
- Conversation stays on subject

# Identifying Another Person's Style



**DIRECTNESS - (Measure of natural pace; degree of assertiveness)**



## Indirect Behaviors

- Infrequent use of gestures and voice intonation to emphasize points
- More patient and cooperative
- Often makes qualified statements
- Gentle handshake
- Infrequent contributor in groups
- More likely to wait for others to introduce themselves
- Reserves expression of opinions

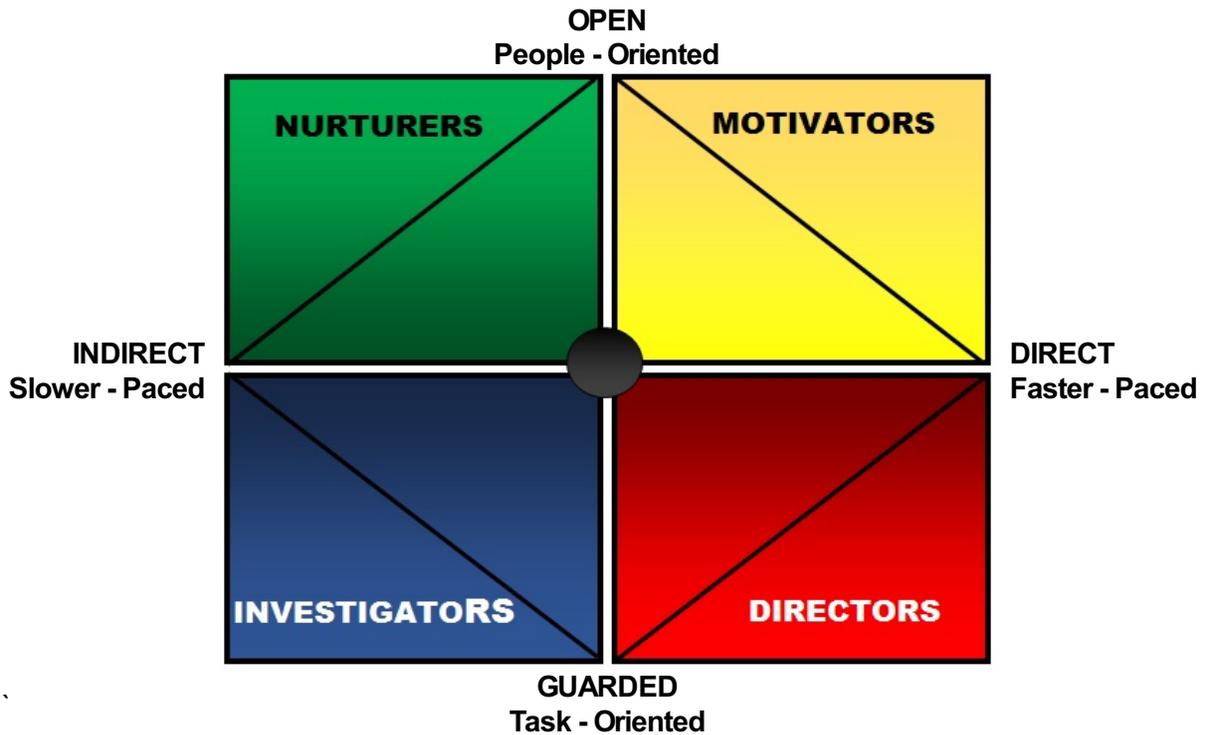
## Direct Behaviors

- Frequently uses gestures and voice intonation to emphasize points
- Less patient; more competitive
- Often makes emphatic statements
- Sustained eye contact
- Frequent contributor in groups
- Firm handshake
- Expresses opinions readily
- More likely to introduce self to others

# Identifying Another Person's Style



## THE WHOLE PICTURE



When you combine the two scales, you arrive at each of the four different behavioral styles. Individuals who exhibit guarded and direct behaviors are Director Styles. People who are both direct and open are Motivator Styles. People who exhibit open and indirect behaviors are Nurturer Styles. Finally, indirect and guarded people are Investigator Styles.

So, to quickly identify the styles of other people ask these two questions:

1. Are they more direct and fast-paced or indirect and slower-paced?
2. Are they more guarded and task-oriented or open and people-oriented?

# The Four Basic Styles Overview



Below is a chart to help you understand some of the characteristics of each of the four basic 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 various settings.

	<b>DIRECTOR STYLE</b>	<b>MOTIVATOR STYLE</b>	<b>NURTURER STYLE</b>	<b>INVESTIGATOR STYLE</b>
<b>PACE</b>	- Fast/Decisive	- Fast/Spontaneous	- Slower/Relaxed	- Slower/Systematic
<b>PRIORITY</b>	- Goal	- People	- Relationship	- Task
<b>SEEKS</b>	- Productivity - Control	- Participation - Applause	- Acceptance	- Accuracy - Precision
<b>STRENGTHS</b>	- Administration - Leadership - Pioneering	- Persuading - Motivating - Entertaining	- Listening - Teamwork - Follow-through	- Planning - Systematizing - Orchestration
<b>GROWTH AREAS</b>	- Impatient - Insensitive to others - Poor Listener	- Inattentive to detail - Short attention span - Low follow-through	- Oversensitive - Slow to begin action - Lacks global perspective	- Perfectionists - Critical - Unresponsive
<b>FEARS</b>	- Being taken advantage of	- Loss of Social recognition	- Sudden changes Instability	- Personal criticism of their work
<b>IRRITATIONS</b>	- Inefficiency - Indecision	- Routines - Complexity	- Insensitivity - Impatience	- Disorganization - Impropriety
<b>UNDER STRESS MAY BECOME</b>	- Dictatorial - Critical	- Sarcastic - Superficial	- Submissive - Indecisive	- Withdrawn - Headstrong
<b>GAINS SECURITY THROUGH</b>	- Control - Leadership	- Playfulness - Others' approval	- Friendship - Cooperation	- Preparation - Thoroughness
<b>MEASURES PERSONAL WORTH BY</b>	- Impact - Results - Track record	- Acknowledgments - Applause - Compliments	- Compatibility - Contribution - Teamwork	- Precision - Accuracy - Quality of results
<b>WORKPLACE</b>	- Efficient - Busy - Structured	- Interacting - Busy - Personal	- Friendly - Functional - Personal	- Formal - Functional - Structured

# 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 individual tomorrow. Adaptability concerns the way you manage your own behaviors.

You practice adaptability each time you slow down for a Investigator or Nurturer Style; or when you move a bit faster for the Director or Motivator Styles. It occurs when the Director or Investigator Styles take the time to build the relationship with a Nurturer or Motivator Style; or when the Motivator or Nurturer styles focus on facts or get right to the point with Director or Investigator 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 or personal lives. We tend to be more adaptable at work with people we know less; and 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 the other people the way they want to be treated.

# Modifying Openness and Directness



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.

## TO INCREASE DIRECTNESS

- Speak and move 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 conflict with the person
- Increase your eye contact

## TO DECREASE DIRECTNESS

- Talk, walk and decide more slowly
- Seek and acknowledge others' opinions
- Share decision-making and leadership
- Lessen your energy level; 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

## TO INCREASE OPENNESS

- Share feelings; show more emotion
- Respond to the expression of others' feelings
- Pay personal compliments
- 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 OPENNESS

- 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 Styles



Each style has a unique set of priorities as to whether the relationship or the task aspect of a situation is more important; and each has its own pace in terms of how fast things should be done.

The Tension Among the Styles Model on the next page relates pace and priority characteristics to behavioral styles. Refer to this model while reading this section.

Notice that the Director Style and Motivator Style tend to prefer a faster pace; the Nurturer Style and Investigator Style both tend to prefer a slower pace. These style combinations will get along well as far as pace is concerned, but watch out for their priorities!

Take a relationship with a Director and a Motivator. Both are relatively fast-paced behavioral types. Yet the Motivator places more emphasis on people than on tasks, while the Director tends to pursue goals with less concern for relationships or feelings. Some degree of tension is likely to result in their interaction due to their difference in priority.

Where priorities are concerned, the Motivator does better with the Nurturer. These two will still be getting to know each other while the Investigator and the Director are headlong into the task. However, without some awareness and accommodation for their differences in pace, tension may build as well in the Motivator and Nurturer interaction when these two finally do get around to the tasks at hand. The Motivator usually prefers fast action, whereas the Nurturer wants to take a slower and steady approach.

Consider the goal/task-oriented team of the Director and Investigator (another example of pace-based tension). The faster-paced Director likes to make quick decisions. The slower-paced Investigator gets uptight when having to make decisions without an opportunity to fully analyze all the alternatives.

When dissimilar pairings occur, as they often do in many work and social encounters, one or the other of the individuals must make adjustments in his style to avoid increasing tension in the other person. This does not mean you must sacrifice your personality or become something you are not. Ideally, both people would demonstrate some adaptability and move part of the way. Depending on the circumstances however, only one of the individuals may recognize the potential problem, or be sufficiently motivated to do something about it.

When interactions join styles that differ in **both** their pace and priority preferences (a diagonal relationship on the model graphic), things really get interesting! Here the probability of relationship tension is even greater. This occurs in the Director and Nurturer relationship, as well as in the Motivator and Investigator relationship.

Take the case of the Director and Nurturer interaction: the Director should try to show some concern for people rather than appearing to treat them only as a resource toward goal accomplishment. The Nurturer should try to show more concern for task completion, even if it means temporarily putting the personal relationships aside. Both individuals should also attempt adjustments in pace and perhaps, meet in the middle with a moderate pace.

The same applies to the Motivator and Investigator relationship. Adjustments should be made in both pace and priority.

The key to managing tension is to know when to expect pace and priority problems, and have a strategy to prevent or deal with these difference.

# Action Plans With All Four Styles...



NURTURER TRAITS...	SO YOU...
Concerned with stability	Show how your idea minimizes risk
Think emotionally	Explain your 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 one-two-three instructions as you personally "walk them through"
Want others to notice their patience and perseverance	Compliment for their steady follow-through
Avoid risks and changes	Give them personal assurances
Dislike conflict	Act non-aggressively, focus on common interest
Accommodate others	Allow them to provide service or support for others
Look for calmness and peace	Provide 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
Accepts tasks readily but has difficulty delegating because they don't like taking risks and feel they'd be in trouble if the delegation went wrong.	Explain how others will benefit from the opportunity to develop their skills and, by overseeing effectively, there will be little risk.

MOTIVATOR TRAITS...	SO YOU...
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 genuine appreciation
Easily persuades others to take on tasks that don't interest them, but has difficulty delegating because they feel they would lose personal status and they haven't got the time or patience to explain in detail.	Explain that if they just take the time to think through and explain what is required, good results will follow and they will get the credit for being good managers.

## Action Plans with All four Styles... Continued



INVESTIGATOR TRAITS...	SO YOU...
Concerned with aggressive approaches	Approach them in an indirect, non-threatening way
Think logically	Give detailed reasoning
Seek data	Give it to them in writing
Need to know the process	Provide explanations and rationale
Proceed with caution	Allow them to think, enquire and check 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"
Has difficulty delegating because they can't trust other people to do it the same way and as perfectly as they would.	Explain that perfection is not always necessary and, given detailed instructions, good results will follow even if produced by a different method.
DIRECTOR TRAITS...	SO YOU...
Concerned with being Number 1	Show them how to win
Think logically	Display reasoning
Want facts and highlights	Provide concise data
Strive for results	Agree on goals and boundaries, then give support or get out of their way
Like personal choices	Allow them to "do their thing," within limits
Like change	Vary routine
Want others to notice accomplishments	Compliment them on what they've done
Need to be in charge	Let them take the lead, but give them parameters
Tendency towards conflict	Argue with conviction on points of disagreement, backed up with facts; don't argue "feelings"
Impatient for results so do it themselves	Persuade them 'now' is not always necessary and work-life balance is good
Frequently gives tasks to others but has difficulty delegating because they need to be in control and don't want to give up their time in giving instructions.	Explain that, if they can be a bit less impatient, delegating properly will bring long-term benefits to the organization by developing other people so they can also produce more results.

# How to Adapt to the Director Style



They're time-sensitive; so don't waste their time. Be organized and get to the point. Give them relevant information and options, with probabilities of success. Give them written details to read at their leisure – all on a single page.

The Director Styles are goal-oriented, so appeal to their sense of accomplishment. Stroke their egos by supporting their ideas and acknowledge their power and prestige. Let the Director have their say because they are not the type who will take a back seat to others.

With the Director Style, in general, be efficient and competent.

## At Work – 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

## Sales and Service Strategies with Director Styles:

- 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
- Let them know that you don't intend to waste their time

## In Social Settings:

- 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

# How to Adapt to the Motivator Style



The Motivator Styles thrive on personal recognition, so pour it on sincerely. Support their ideas, goals, opinions, and dreams. Try not to argue with their pie-in-the-sky visions; get excited about them. Motivators are social butterflies, so be ready to flutter around with them. A strong presence, stimulating and entertaining conversation, jokes, and liveliness will win them over. They are people-oriented, so give them time to socialize. Avoid rushing into tasks.

With the Motivator Styles, in general, be interested in them.

## At Work – Help Them To:

- Attend to key details and improve their follow-through efforts
- Monitor socializing to keep it in balance with other aspects of life
- Write things down and work from a list, so they'll know what to do when
- Prioritize activities and focus on tasks in order of importance
- Become more organized and orderly in the way they do things
- Get the less appealing tasks of the day over with early
- Pay more attention to time management of activities
- Check to make sure they're on course with known tasks or goals

## Sales and Service Strategies with Motivator Styles:

- Show that you're interested in them, let them talk, and allow your enthusiasm to emerge
- 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 goals or interests
- Clearly summarize details and direct these towards mutually agreeable objectives and action steps
- Provide incentives to encourage quicker decisions
- Give them testimonials

## In Social Settings:

- 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
- Publicly and privately acknowledge them
- Focus on how glad you are when they succeed

# How to Adapt to the Nurturer Style



They are relationship-oriented and want warm and fuzzy relationships, so take things slow, earn their trust, support their feelings, and show sincere interest. Talk in terms of feelings. Nurturers don't want to ruffle feathers. They want to be assured that everyone will approve of them and their decisions. Give them time to solicit co-workers' opinions. Never back a Nurturer Style into a corner. It is far more effective to apply warmth to get this chicken out of its egg than to crack the shell with a hammer.

With the Nurturer Style, in general, be non-threatening and sincere.

## At Work – 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
- Modify the tendency to do what others tell them
- Accept credit and praise, when appropriate

## Sales and Service Strategies with Nurturer Styles:

- Get to know them more personally and approach them in a non-threatening, pleasant, and friendly (but professional) manner.
- Develop trust, friendship, and credibility at a relatively slow pace
- Ask them to identify their own emotional needs, as well as their task or work 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

## In Social Settings:

- 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 a minimum of change

## How to Adapt to the Investigator Style



They are time-disciplined, so be sensitive to their schedules. They need details, so give them data. They are task-oriented, so don't expect to become their friend before working with them. Friendship may develop later, but, unlike the Motivator Styles, it is not a prerequisite. Support the Investigator Styles in their organized, thoughtful approach to problem solving. Be systematic, logical, well prepared, and exact with them. Give them time to make decisions and work independently. Allow them to talk in detail. In work groups, do not expect the Investigators to be leaders or outspoken contributors, but do rely on them to conduct research, crunch numbers, and perform detailed legwork for the group. If appropriate, set guidelines and exact deadlines. The Investigator Styles like to be complimented on their brainpower, so recognize their contributions accordingly.

In general, be thorough, well prepared, detail-oriented, business-like, and patient.

### **At Work – 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, with less checking
- Maintain high expectations for high priority items, not every minor detail

### **Sales and Service Strategies with Investigator Styles:**

- Prepare, so that you can answer as many of their questions accurately
- Greet them cordially, but proceed quickly to the task; don't start with personal or social talk
- 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 hasty decisions
- Tell them both the pros and cons of the complete story
- Follow through and deliver what you promise

### **In Social Settings:**

- Use a logical approach
- Listen to their concerns, reasoning, and suggestions
- Respond rather formally and politely
- Negative discussions are OK, as 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

# 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 MIND The Matters™ 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. **Exploring:** 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. **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:** Gaining commitment flows naturally out of the Exploring and Collaborating stages for the salesperson. If you did a thorough job during the first three stages of selling: Contacting, Exploring and Collaborating, the sale should close by itself.

The Confirming stage is a critical point in building a customer partnership. 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:** 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.

# PHASE 1: Building Rapport During Initial Contact



<p style="text-align: center;"><b><u>Connecting with Nurturers</u></b></p> <ul style="list-style-type: none"> <li>• Nurturers are Indirect and Open. However, keep the relationship businesslike until they warm up to you.</li> <li>• 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.</li> <li>• Organize your presentation: list specifics, show sequences, and provide data.</li> <li>• Treat them with honesty, sincerity, and personal attentiveness.</li> <li>• Listen patiently to their stories, ideas and answers.</li> <li>• Express your appreciation for their steadiness, dependability, and cooperativeness.</li> <li>• Present yourself to be non-threatening, pleasant, friendly, but still professional.</li> <li>• Develop trust, credibility, and friendship at a relatively slow, informal pace.</li> <li>• Communicate with them in a consistent manner on a regular basis... especially at the outset.</li> </ul>	<p style="text-align: center;"><b><u>Connecting with Motivators</u></b></p> <ul style="list-style-type: none"> <li>• Remember that they are Direct and Open.</li> <li>• When you meet a Motivator, shake hands firmly, introduce yourself with confidence, and immediately show personal interest.</li> <li>• Let him set the pace and direction of the conversation.</li> <li>• Be an especially attentive listener with Motivators.</li> <li>• Give them positive feedback to let them know that you understand and can relate to their visions, ideas and feelings.</li> <li>• Tell humorous or unusual stories about yourself, to win their heart.</li> <li>• Allow them to feel comfortable by listening to their stories, even to the point of talking about topics that may stray from the subject.</li> <li>• Since Motivators 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.</li> </ul>
<p style="text-align: center;"><b><u>Connecting with Investigators</u></b></p> <ul style="list-style-type: none"> <li>• Investigators don't care much about social interaction (beyond common courtesy and standard pleasantries), so get to the point.</li> <li>• Avoid making small talk, except to initially establish your credibility.</li> <li>• Speak slowly, calmly and economize on words.</li> <li>• Investigators are precision-oriented people who want to do their jobs in the best possible manner.</li> <li>• Build your credibility by thinking with your head, not your emotions.</li> <li>• Before meeting, provide them with a brief overview of the agenda and length of meeting, so they know what to expect.</li> <li>• Show them logical proof from reliable sources that accurately document your quality, record of accomplishment, and value.</li> <li>• Investigators tend to be naturally suspicious of those who talk themselves up.</li> </ul>	<p style="text-align: center;"><b><u>Connecting with Directors</u></b></p> <ul style="list-style-type: none"> <li>• Directors want to know the bottom line.</li> <li>• Just give them enough information to satisfy their need to know about overall performance.</li> <li>• 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.</li> <li>• When you write, call, or meet a Director, do it in a formal, businesslike manner. Get right to the point. Focus quickly on the task.</li> <li>• 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.</li> <li>• If you plan to sell something or present a proposal to a Director, take care to be well organized, time-conscious, efficient, and businesslike.</li> <li>• 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.</li> </ul>

## PHASE 2: Maintaining Rapport in the Exploring Stage



### Exploring with Nurturers

- Nurturers can be excellent interviewees.
- 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 you or your product, 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 Nurturers may tell you what they think you want to hear, rather than what they really think.
- This same reticence may apply to telling you about their dissatisfaction with your competitors. Even though this is exactly what you want to hear, the Nurturer may be hesitant about saying anything negative about them.
- Allow for plenty of time for Nurturers to open up to you and reveal their innermost desires and pains.
- The more time you spend Exploring with a Nurturer the higher the odds you will land them as a customer.

### Exploring with Motivators

- Motivators 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 a Motivator is, the more willing he'll be to cooperate and talk about the task at hand.
- Motivators 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.

### Exploring with Investigators

- Investigators don't care much about social interaction (beyond common courtesy and standard pleasantries), so get to the point.
- Investigators 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 Directors

- To head off the Directors impatience before it surfaces, keep your conversations interesting by alternately asking questions and offering relevant information.
- Directors need to view a meeting as purposeful, so they want to understand where your questions are leading.
- When asking a Director 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 which 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 exploration toward saving the Director time and energy.

# PHASE 3: Maintaining Rapport in the Collaborating Stage



<p style="text-align: center;"><b><u>Collaborating with Nurturers</u></b></p> <ul style="list-style-type: none"> <li>• Show how your product or service will stabilize, simplify, or support the Nurturers procedures and relationships.</li> <li>• Clearly define their roles and goals in your suggestions, and include specific expectations of them in your plan.</li> <li>• Present new ideas in a non-threatening way.</li> <li>• Provide them time to adjust to changes in operating procedures and relationships.</li> <li>• When change becomes necessary, tell them why. Explain how long the changes will take and any interim alterations of the current conditions.</li> <li>• Design your message to impart a sense of stability and security.</li> <li>• Nurturers like to be shown the appropriate steps to follow, so share those with them.</li> <li>• Involve them by asking their opinions and encourage them to give you feedback.</li> </ul>	<p style="text-align: center;"><b><u>Collaborating with Motivators</u></b></p> <ul style="list-style-type: none"> <li>• Show how your product would increase the Motivators prestige, image, or recognition.</li> <li>• Talk about the favorable impact or consequences your suggestions will have in making their working relationships more enjoyable.</li> <li>• Give them incentives for completing tasks by stressing how their contribution will benefit others and evoke positive responses from them.</li> <li>• Presentations need impact for people with short attention spans, so involve as many senses as possible.</li> <li>• Show them how your solution will save them effort and make them look good.</li> <li>• Back up your claims with testimonials from well-known people or high-profile corporations.</li> <li>• Name some satisfied acquaintances that the Motivator knows and admires.</li> <li>• Sprinkle in "visualizing future ownership" questions, such as: "If you were already running this software, how would you use it?" or "If this machine were delivered tomorrow, where would you put it?"</li> </ul>
<p style="text-align: center;"><b><u>Collaborating with Investigators</u></b></p> <ul style="list-style-type: none"> <li>• Emphasize logic, accuracy, value, quality and reliability.</li> <li>• They dislike talk that isn't backed up with both supporting evidence.</li> <li>• Describe a process will produce the results they seek.</li> <li>• 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?"</li> <li>• Present your solution that shows them they'll be correct in making the purchase.</li> <li>• Base your claims on facts, specifications and data that relate specifically to their needs.</li> <li>• Investigators are cost-conscious; increase their perceived value with facts and ROI data.</li> <li>• Investigators are the likely to see the drawbacks, so point out the obvious negatives before they do. Let them assess the relative costs-versus-benefits, which are typical trade-offs when making choices between competing (yet imperfect) products or services.</li> </ul>	<p style="text-align: center;"><b><u>Collaborating with Directors</u></b></p> <ul style="list-style-type: none"> <li>• Your presentation must be geared toward the Directors priorities.</li> <li>• 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.</li> <li>• Zero in on the bottom line with quick benefit statements.</li> <li>• They want you to do the analysis and lay it out for them to approve or reject.</li> <li>• Directors like rapid, concise analyses of their needs and your solutions.</li> <li>• Directors like being in control, so give them choices backed with enough data and analysis to allow them to make an intelligent decision.</li> <li>• 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.</li> </ul>

# PHASE 4: Maintaining Rapport in the Confirming Stage



<p style="text-align: center;"><b><u>Confirming with Nurturers</u></b></p> <ul style="list-style-type: none"> <li>• Nurturers are slower, deductive decision makers.</li> <li>• Nurturers listen to the opinions of others and take the time to solicit those opinions before making up their minds. 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 you have available, because they will be "selling" your proposal to others within their organization.</li> <li>• When you do reach an agreement, carefully explore any potential areas of misunderstanding or dissatisfaction. Nurturers like guarantees that new actions will involve a minimum risk to their desired stable state, so offer assurances of support.</li> <li>• Try not to rush them, but do provide gentle, helpful nudges to help them decide (when needed). Otherwise, they may postpone their decisions.</li> <li>• Involve them by personalizing the plan and showing how it will directly benefit them, their co-workers and the company as a whole.</li> <li>• When asking for a commitment, guide them toward a choice if they seem indecisive. Quite often, they will feel relieved that you are helping them make the decision.</li> </ul>	<p style="text-align: center;"><b><u>Confirming with Motivators</u></b></p> <ul style="list-style-type: none"> <li>• Show how your product would increase the Motivators prestige, image, or recognition.</li> <li>• Be open and ask, "Where do we go from here?" or "What's our next step?"</li> <li>• If they like something, they buy it on the spot (all other things being equal).</li> <li>• 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.</li> <li>• Motivators dislike paperwork and details so they are likely to hesitate, and even procrastinate, when it comes to spending the time required on a contract.</li> <li>• While a handshake is usually good enough, have a written agreement prepared due to their tendency to be unclear about procedures, responsibilities and expectations.</li> <li>• 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.</li> </ul>
<p style="text-align: center;"><b><u>Confirming with Investigators</u></b></p> <ul style="list-style-type: none"> <li>• Emphasize logic, accuracy, value, quality and reliability.</li> <li>• Provide logical options with appropriate documentation.</li> <li>• Give them both time and sufficient data for them to analyze their options.</li> <li>• They are uncomfortable with snap decisions and when they say they will think about it, they typically mean exactly that!</li> <li>• However, if pressured by people or excessive demands, they may use "I'll think about it," as a stalling tactic in coping with such stress.</li> <li>• Investigators are educated, logical "shoppers." Know your competition so you can point out your advantages relative to what they offer. Investigators are the most likely to do their own comparative shopping, so mention your company's strengths as you suggest questions they may want to ask your competitors. Point out the things your company does better than your competition. Do this in a factual, professional way that allows them to do a comparative cost-benefit analysis of the options.</li> <li>• Suggest a "Pilot Program" to reduce initial risks.</li> </ul>	<p style="text-align: center;"><b><u>Confirming with Directors</u></b></p> <ul style="list-style-type: none"> <li>• With Directors, you come right out and ask if they are interested. A Director will often tell you "yes" or "no" (in no uncertain terms).</li> <li>• You can easily lose the attention and/or interest of a Director by presenting your information too slowly or by spending too much time discussing minute details.</li> <li>• When you draw up a commitment letter, be careful not to spend too much time on points the Director may not care about.</li> <li>• Present them with options and probable outcomes. Directors like to balance quality with cost considerations, so offer options with supporting evidence and leave the final decision to them.</li> <li>• We have found that it is effective to present a Director with two or three options. Provide a short summation of each option, along with your recommendation of each.</li> <li>• While the Director 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.</li> </ul>

# PHASE 5: Maintaining Rapport in the Assuring Stage



<p style="text-align: center;"><b><u>Assuring with Nurturers</u></b></p> <ul style="list-style-type: none"> <li>• Follow-up consistently with a Nurturer.</li> <li>• Give them your personal guarantee that you will remain in touch, keep things running smoothly, and be available on an "as needed" basis.</li> <li>• Nurturers 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.</li> <li>• 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.</li> <li>• They dislike one-time deals, so follow up to maintain your relationship.</li> <li>• Impersonal, computerized follow-up is not very appealing to Nurturers, so continue building your relationship with low-key, personalized attention and assistance.</li> </ul>	<p style="text-align: center;"><b><u>Assuring with Motivators</u></b></p> <ul style="list-style-type: none"> <li>• Motivators frequently buy before they're sold which may lead to buyers' remorse.</li> <li>• Motivators can benefit from ongoing reminders that they have made the right decision.</li> <li>• Reinforce their decision by giving plenty of assistance immediately after the sale.</li> <li>• 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.</li> <li>• Since they mingle with so many people, you can even ask Motivators if they'd be willing to share their glowing testimonials about you and your product with others.</li> <li>• If they are feeling smart for using your product or service, most Motivators will give you more referrals than the other three styles combined!</li> </ul>
<p style="text-align: center;"><b><u>Assuring with Investigators</u></b></p> <ul style="list-style-type: none"> <li>• Set a specific timetable for when and how you will measure success with the Investigator. Continue proving your reliability, quality and value.</li> <li>• Make yourself available for follow-up on customer satisfaction and ask for specific feedback on the product or service performance record.</li> <li>• If you have tips for improved usage or user shortcuts, email them to your Investigator customers.</li> <li>• You should also ask for their ideas and opinions for how to improve your products and/or services.</li> <li>• 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.</li> </ul>	<p style="text-align: center;"><b><u>Assuring with Directors</u></b></p> <ul style="list-style-type: none"> <li>• Directors usually do not look for personal relationships at work due to their focus on accomplishing tasks.</li> <li>• With "D's," 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.</li> <li>• Impress upon your customer your intent to stand behind your product or service.</li> <li>• Stress that you will follow-up without taking much of their time.</li> <li>• You may also want to offer a money-back guarantee.</li> <li>• Whatever the promise, make sure you deliver everything you offer!</li> </ul>

# Summary of Selling Each Style in Each Stage of the Selling Process



Phase	With Directors	With Motivators
Connecting	<ul style="list-style-type: none"> <li>• Skip small talk</li> <li>• Lead with the main point</li> <li>• Show up fully prepared</li> </ul>	<ul style="list-style-type: none"> <li>• Allow for time and stories before turning focus to business at hand</li> <li>• Let them set the pace of the conversation</li> </ul>
Exploring	<ul style="list-style-type: none"> <li>• Let him/her know where the questions are headed</li> <li>• Only ask for information that's unavailable elsewhere</li> <li>• Answer their questions directly</li> </ul>	<ul style="list-style-type: none"> <li>• Alternate questions between them personally and business</li> <li>• Gently guide them back to the topic</li> <li>• Keep the focus on their vision and goals</li> </ul>
Collaborating	<ul style="list-style-type: none"> <li>• Make any presentation brief</li> <li>• Focus on the bottom line and/or time savings</li> <li>• Provide concise analysis of needs along with your professional recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Involve as many senses as possible</li> <li>• Ask for their ideas often</li> <li>• Sprinkle in testimonials</li> <li>• Provide incentives for making decisions</li> <li>• Show how the solution enhances their image and/or saves them effort</li> </ul>
Confirming	<ul style="list-style-type: none"> <li>• Flat out ask if they are interested</li> <li>• Present two or three options with recommendations and summaries</li> <li>• Be quiet while they review and decide</li> </ul>	<ul style="list-style-type: none"> <li>• Openly ask, "Where do you see us going next?"</li> <li>• Be ready to take their order</li> <li>• Slow them down if they're buying too quickly</li> <li>• Do the paperwork for them</li> </ul>
Assuring	<ul style="list-style-type: none"> <li>• Follow-up to ensure they're 100% satisfied with solution</li> <li>• Keep the relationship all business</li> <li>• Make certain you deliver on every small promise</li> </ul>	<ul style="list-style-type: none"> <li>• Reinforce their decision by providing ample assistance after the sale</li> <li>• Make sure they don't get frustrated (they don't read instructions)</li> <li>• Help them use the product/service to reduce anxiety</li> </ul>

# Summary of Selling Each Style in Each Stage of the Selling Process



Phase	With Nurturers	With Investigators
Connecting	<ul style="list-style-type: none"> <li>Stick to business until they warm up to you</li> <li>Don't rush into agenda first</li> <li>Take an active interest in them</li> </ul>	<ul style="list-style-type: none"> <li>Skip small talk</li> <li>Bring an agenda</li> <li>Remain cool, calm and professional</li> </ul>
Exploring	<ul style="list-style-type: none"> <li>Be sincerely interested in their answers</li> <li>Never interrupt them</li> <li>Ask nonthreatening questions to draw them out over time</li> </ul>	<ul style="list-style-type: none"> <li>Ask questions that reveal their expertise</li> <li>Keep the questions focused on the topic</li> <li>Alternate open and closed-ended questions</li> </ul>
Collaborating	<ul style="list-style-type: none"> <li>Show how solution will simplify, add stability or support their goals</li> <li>Present new ideas in a non-threatening way</li> <li>Never rush them, but provide gentle, helpful nudges toward a decision</li> </ul>	<ul style="list-style-type: none"> <li>Emphasize value, accuracy, precision, quality and reliability</li> <li>Stick to facts and logic; attempt to reduce risks when possible</li> <li>Never pressure for any decision</li> <li>Remain cool and emotionally detached</li> </ul>
Confirming	<ul style="list-style-type: none"> <li>They are slow decision makers and like to consult opinions of others</li> <li>Don't press for a decision</li> <li>Focus on a guarantee if relevant</li> </ul>	<ul style="list-style-type: none"> <li>Provide logical options with documentation</li> <li>Give them both time and space to make their decisions</li> <li>Point out any glaring downside to deal if one exists</li> <li>Suggest a pilot program or warranty to reduce risk</li> </ul>
Assuring	<ul style="list-style-type: none"> <li>Provide consistent follow-up along with personal assurances</li> <li>Give them private phone number to reach you</li> <li>Remind them that you also desire a long-term business relationship</li> </ul>	<ul style="list-style-type: none"> <li>Share your process and/or timetable for your follow-up</li> <li>Double-check their method for measuring satisfaction</li> <li>Email them ideas and shortcuts</li> <li>Reinforce value, quality and reliability.</li> </ul>

# Taking Ownership of Your Destiny



Imagine what would have happened if you had successfully applied the principles and practices of MIND THE MATTERS™ 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 MIND THE MATTERS™.

## 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 MIND THE MATTERS™ 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 MIND THE MATTERS™ may be applied in all phases of business: prospecting, networking, marketing, communications, customer service, referral building, client loyalty, hiring, management, leadership, etc.

# Disclaimer



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