

YOUR GUIDE TO

Leading, Coaching and Selling with Style

All the change and turmoil of the last few months has put leaders and salespeople to the test. One change in particular, the pivot to virtual work, has made it even more challenging to keep customers and employees engaged.

While you may already be familiar with [Behavior Styles®](#) and how they apply to sales and coaching situations, the shift to remote work — not to mention the stress many are under — has added a new dimension to the way we interact. By understanding and adapting to the Behavior Styles® of others, you can build trust and rapport even from a distance.

When you enter a conversation thinking about what the other person values, as opposed to what you prefer, you'll find they naturally connect with you at a deeper level. And when customers feel valued, they move from satisfied to loyal. It's the difference between a customer who is content with the purchase but willing to switch to a different solution and one who is a staunch advocate and promoter of your brand.

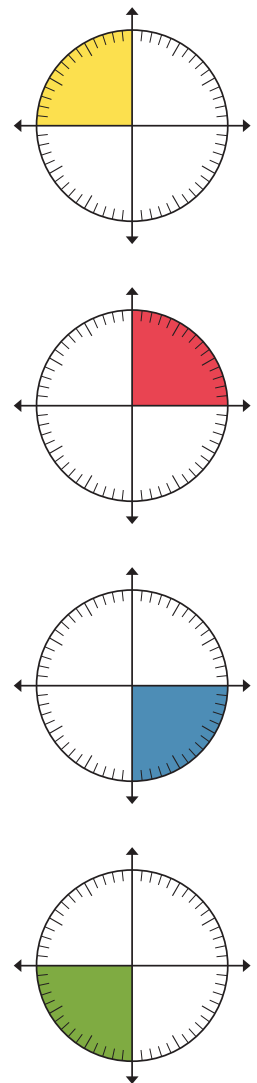
Likewise, when employees feel valued, they also move from satisfied to loyal — from happy to put in the bare minimum to collect a paycheck to fully engaged and willing to go above and beyond, for the company and their customers.

The tipping point between satisfied and loyal is all about value. Loyal customers and employees don't just receive value from us, they feel valued by us. And the way we make sure they feel valued is to understand their Behavior Style and honor their preferred communication style. It's why effective, efficient communication is one of the last competitive advantages we have.

BEHAVIOR STYLES®: STRENGTHS AND PITFALLS

The first step is knowing your own style. While most people have one or two dominant styles, everyone is combination of styles. Whether you're a coach or a salesperson, if your communication approach is overly tilted toward your own dominant style, you'll risk ignoring or failing to connect with the other person and what they care about most.

With continued change and disruption hitting the workplace, it's even more important to get your messages across clearly and empathetically. Identifying



and connecting with the other person's Behavior Style should always be part of your pre-call planning and coaching discussion prep.

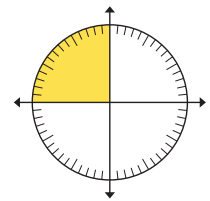
As outlined below, each style has strengths and challenges, and that will impact your planning:

- **First**, consider which of these tendencies may apply to you as the coach or salesperson.
- **Second**, review the tendencies with your audience in mind to determine how to best serve their communication needs.

TALKERS are great at establishing relationships. They're creative, inspiring and light up the room.

But right now, they may be feeling stuck in the rigid routine of social distancing or staying home. They may also be struggling with lack of structure, planning and focus.

Tips for Talkers - Whether coaching or selling, invest in time to plan and prep for your conversations with a focus on asking great questions and listening to understand vs. listening to respond. Balance relationship building with dialogue about their desired situation and goals with a strategy to get results.



- **Coaching Talkers:** Assess if those challenges are impacting their productivity. If so, help them draw on their strengths to identify creative solutions to stay motivated and attentive to the details.
- **Selling to Talkers:** Focus on building the relationship, then demonstrate how you can help them simplify or navigate the details to implement your solutions.

What Do They Do Best?

- Inspire others
- Think fast on their feet - optimistic, intuitive
- Lots of creative solutions
- PROMOTING ideas, opportunities or people
- Networking

What's Hard for Them?

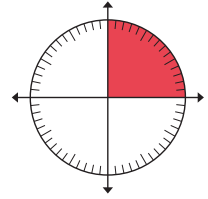
- Restrictions or routines
- Formal reports or keeping detailed records (CRM, etc.)
- Focus for long periods - easily bored
- Organization
- Completing long term tasks

DOERS are dialed in on the end results, and like the name says, they do what's necessary to make it happen. Because they're decisive and fearless, you can count on the Doer to step up when action's needed.

Doers call it like they see it and have the courage to tell the truth from their perspective. But that candor is not always welcome. Another potential pitfall for Doers is impatience. We are communicating one hundred percent of the time, whether we're speaking or listening, and impatience can be really obvious to the person with whom we're talking.

Tips for Doers - Take a moment to assess whether you have met others' needs to establish rapport and build trust before discussing their goals and

desired results. People will be more transparent if they feel that you value the relationship. Allow time for them to process and consider information before moving to the next step.



- Coaching Doers:** Make it clear your intention is to equip them to achieve their goals and enjoy greater success. Ask questions to help them identify and remove obstacles that could get in the way.
- Selling to Doers:** Doers tend to dislike chitchat, so be brief and transition to a results-focused conversation quickly to demonstrate you value their time and goals. Be aware that, with Doers, rapport often happens at the end of the call, not the beginning.

What Do They Do Best?

- Goal Focused
- Take charge, competitive, get things done
- Decisive risk takers
- Fearless – no obstacle is too big to overcome
- ENSURING bottom-line results

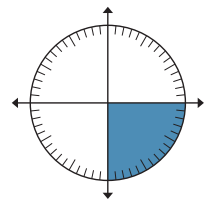
What's Hard for Them?

- Details
- Being diplomatic – can come on strong/insensitive in conversations
- Lots of rules and regulations
- Waiting
- Chitchat, Listening

CONTROLLERS like to plan before they act and think before they speak. Thoroughness and attention to detail helps them bring logic and balance to the decision-making process.

Controllers prefer to work alone and are less likely to share personal information. They also dislike unpredictability and spontaneity – which can make today's environment very challenging for them.

Tips for Controllers – Allow time for relationship building in addition to addressing your employee's or customer's needs and/or problem solving. People who value relationship need to feel you are a friend who has their best interest at heart before they trust your motives and recommendations.



- Coaching Controllers:** Prepare for the conversation with a clear objective in mind, and review and bring any relevant reports or data. Recognize that they prefer to have time to plan for change.
- Selling to Controllers:** Focus on benefits and the resulting return on investment (time, money, energy, etc.) from their perspective. Don't view their questions as challenges; they're a reflection of a natural tendency to analyze how the solution could meet their objectives. And don't be afraid of silence. It just means they're analyzing the information.

What Do They Do Best?

- Highly organized
- Plan thoroughly before deciding to act
- Think before they speak
- PLAN to meet specified expectations – It will be done properly
- Relies on facts/proof

What's Hard for Them?

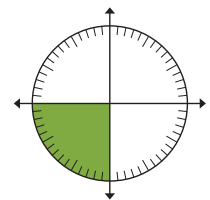
- Working with unpredictable people or in disorganized environments
- Being outgoing/open-very closed about personal matters
- Working with others or in groups – prefer to work alone
- Incomplete/unclear directions
- Spontaneity

SUPPORTERS value people. They're quick to serve and be others-focused. They're the most natural listeners because they're genuinely interested in what people have to say.

Because Supporters want everyone to win, competition can be difficult for them. They have a natural tendency to value people, so it's tough for them to work with people who don't share that perspective. And they don't want to hurt people's feeling, which can make it hard to voice contrary opinions. To avoid risk Supporters will look at things from all angles before moving forward. Pressure is unsettling, so they can end up in analysis paralysis.

Tips for Supporters – in addition to research and planning for your conversations, establish a timeline to meet the expectations and needs of the people who you are serving. Be willing to match the pace of those who need less analysis before executing on next steps.

- **Coaching Supporters:** Provide the employee with an agenda of the coaching session and topic in advance. You can also make it easier for Supporters to express their opinions by helping them see how their perspective will serve another person's growth or the broader purpose. Recognize that changing course quickly isn't easy for them, so they may be struggling with the abrupt changes of the past few months.
- **Selling to Supporters:** Expect Supporters to need time to consult with others to gain consensus on next steps. Allow time for questions, and recognize that they'll want to understand the process for implementing your recommendation and may need some kind of guarantee or "exit strategy" if the proposed plan does not meet their needs or expectations.



What Do They Do Best?

- Value people & relationships
- Great listeners
- Research, gather information
- Collaborate with others
- Follow-through

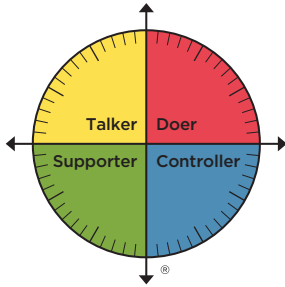
What's Hard for Them?

- Competition
- Pressure for an instant decision
- Working with dictatorial or unfriendly people
- Sudden, unexpected change
- Voicing contrary opinions

LEADING, COACHING AND SELLING WITH STYLE

Stress is part of the equation right now, and stress tends to bring out even more of our dominant style tendencies. Self-awareness is critical to recognizing when you might be getting so out of balance that it's becoming detrimental to effective communication and relationships.

We expect grace as leaders and coaches when we're under stress, hoping people will judge us based on our intentions and motives and not necessarily our behavior in the moment. Be aware of how stress may also affect your customers' and employees' behavior. Extend that same grace to your customers and employees, and they will more likely feel valued.



Finally, lean into those strengths that contribute to your success. Whether you're coaching or selling, embrace those things that serve you well. Let your strengths contribute to leading and coaching in a way that causes employees and customers to feel valued. Focus on asking great questions, the kind that demonstrates you have their best interest at heart. You'll find it makes all the difference—especially from a distance.

ABOUT INTEGRITY SOLUTIONS

Integrity Solutions, the performance experts, equips sales teams to rise up and lead by building trusted customer relationships with integrity at their core. As the partner of choice for values-driven organizations, the firm specializes in innovative sales, service and coaching training solutions that fuel performance, grow talent, lift up customers and elevate leaders. Our experience spans over 50 years, 130 countries and industries including healthcare, financial services, manufacturing, energy and utilities, agriculture and more. Integrity was most recently recognized with multiple Stevie Awards for sales training excellence in 2020 and 2019 and as a 2020 and 2019 Top 20 Sales Training Company by Selling Power and Training Industry.

Visit us online to learn more about our unique approach: IntegritySolutions.com



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