

MANAGING FOR SUCCESS®

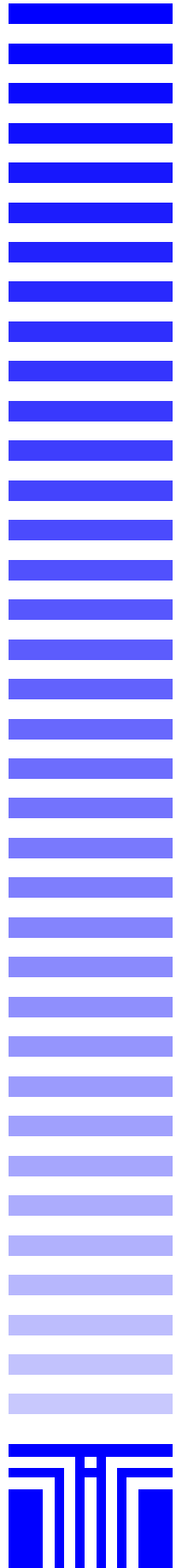
INTERVIEWING INSIGHTS™

Sales Version

*"He who knows others is learned.
He who knows himself is wise."
-Lao Tse*

John Doe

12-4-2003



INTRODUCTION

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

This report analyzes behavioral style, that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements which are true or areas of behavior in which tendencies are shown. This valuable information will enable you to thoroughly prepare and conduct the selection/interview process by providing you with a deeper understanding and knowledge of how the candidate can best fit the position you have to offer.

SALES CHARACTERISTICS

Based on John's responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the job. Eliminate or modify any statement that is not true based on sales training or sales experience.

John becomes highly excited about what influences him. He usually displays this emotion when he is attempting to influence people. He maintains a high trust level; that is, he trusts that people will make good on their promises. He can become emotional about the product or service that he provides to his clients or customers. He becomes highly excited about selling something that he really likes. John consistently meets the challenge of persuading people to his point of view. Some buyers may desire less talk and more facts. He sets high sales goals for himself and others. Being optimistic, he may set them too high. However, if he develops a plan and follows that plan, he usually will deliver the results. He is optimistic about his great ability to influence people to buy his products or services.

John may proceed too fast with his presentation for some buyers. He gets carried away with his emotions and tends to let the emotion control the pace of the presentation. He has probably been known to answer objections even if he has never heard the objection before. He will rely on his quick thinking and verbal skills to meet the challenge. He may not always listen to what his prospects are saying. His desire to verbalize and control the presentation often may hinder his ability to listen. He may also be guilty of interrupting the prospect to get his point across. If he gets into one of his "oversell" modes, he may cause the objections to be raised. However, he will welcome the objections and answer them to the best of his ability. John may use sales aids with his presentation. His usage sometimes depends on his ability to be organized; that is, he occasionally

SALES CHARACTERISTICS

forgets to replenish his supply of sales aids or feels he can verbalize the presentation without them. He may not answer objections completely. He often treats them lightly and may "tap dance" around the objections or use sales puffery to answer them.

John would rather make a social visit instead of a service visit. The social visit meets his need to be friendly and outgoing, while the service visit requires special effort if customers don't buy more products or services. He may promise more than he can deliver to close a sale. He does intend to deliver what he says, but he has difficulty finding the time to provide what he promises. His optimism makes him believe he can deliver. He has a good sense of urgency to get things done quickly. Sometimes this will not allow him the patience needed to service some of his accounts. John's listening skills may cause him to miss some closing opportunities. He may be thinking about what he is going to say next and miss the buying signal. Sometimes he tries too hard to accommodate the buyer with service. He will resent his effort if the account doesn't live up to its potential. He can be seen as a good closer. However, he may postpone the close until giving the complete sales pitch. Observers have actually seen him sell the product and then buy it back. He should guard against excessive talking and close at the appropriate time.

IDEAL ENVIRONMENT

This section identifies the ideal work environment based on John's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that John enjoys and also those that create frustration.

- Evaluation based on results, not the process.
- Freedom of movement.
- Freedom from controls, supervision and details.
- Tasks involving motivated groups and establishing a network of contacts.
- Work tasks that change from time to time.
- Democratic supervisor with whom he can associate.
- Assignments with a high degree of people contacts.
- Forum to express ideas and viewpoint.
- An innovative and futuristic-oriented environment.

VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior John brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Negotiates conflicts.
- Forward-looking and future-oriented.
- Motivates others towards goals.
- Competitive.
- People-oriented.
- Usually makes decisions with the bottom line in mind.
- Team player.
- Change agent--looks for faster and better ways.
- Creative in his approach to solving problems and selling.

INTERVIEW QUESTIONS

Name: John Doe

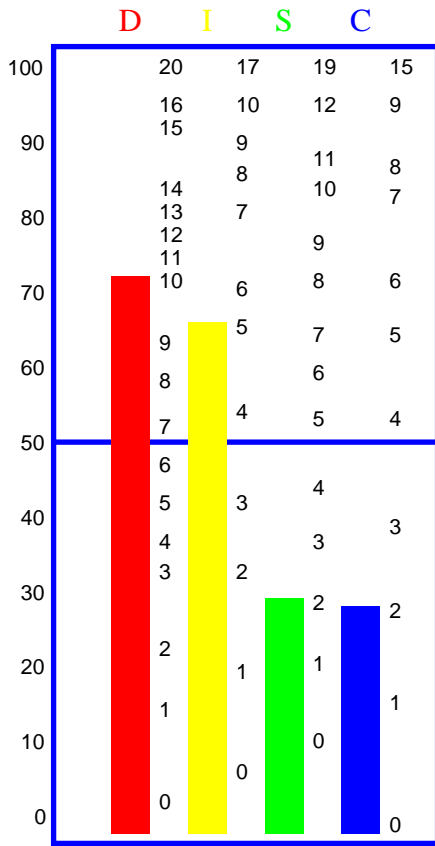
1. What is the most appealing aspect of selling?
2. What is the least appealing aspect of selling?
3. Describe your career goals:
4. How do you plan to achieve these goals?
5. What factor do you feel may hinder your success?
6. List the personal goals you would like to achieve:
7. What do you expect from your manager?

STYLE ANALYSIS™ GRAPHS

John Doe

12-4-2003

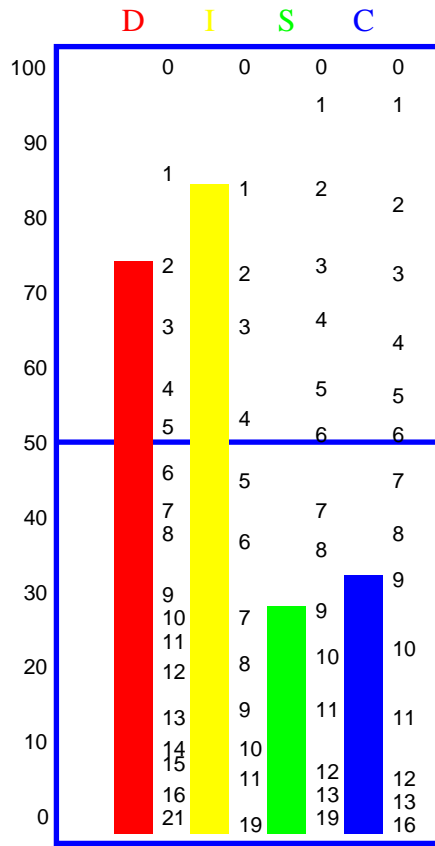
MOST
Graph I
Adapted Style



Score
%

10	5	2	2
72	66	30	29

LEAST
Graph II
Natural Style



2	1	9	9
74	84	29	33

THE SUCCESS INSIGHTS® WHEEL

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

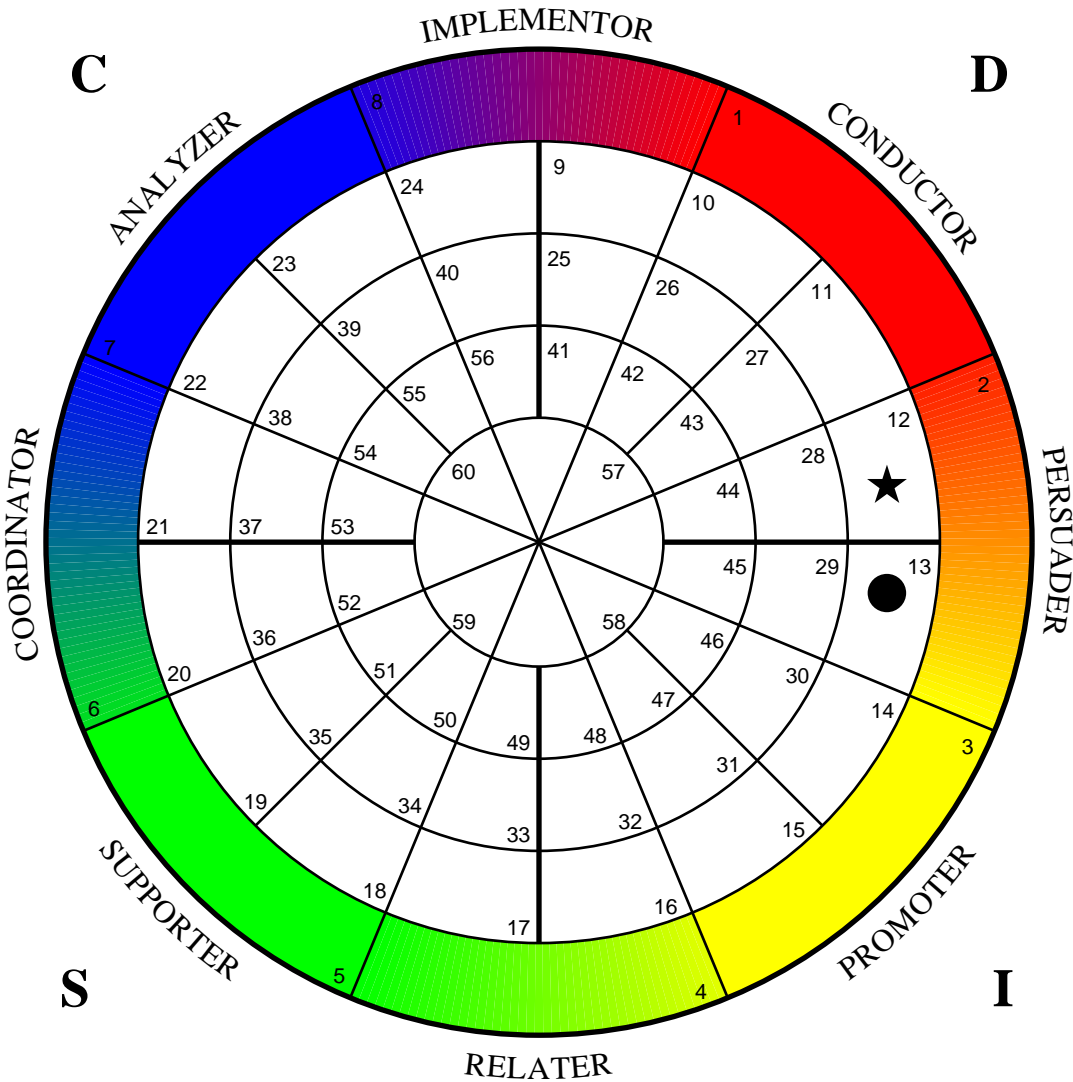
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.

THE SUCCESS INSIGHTS® WHEEL

John Doe
12-4-2003



Adapted: ★ (12) CONDUCTING PERSUADER

Natural: ● (13) PROMOTING PERSUADER