

MANAGING FOR SUCCESS®

Sales Version

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

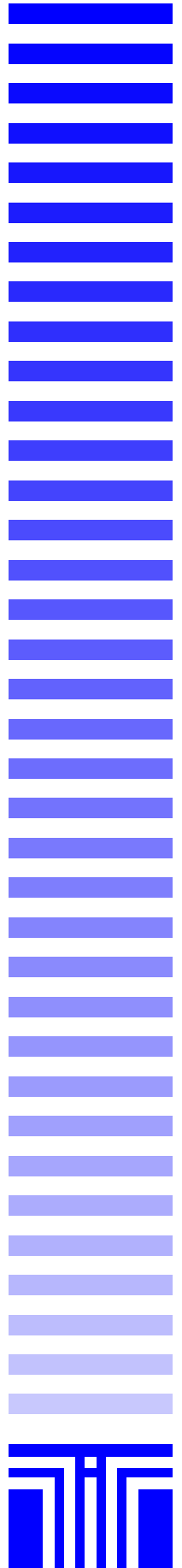
John Doe

Champion Education Resources

9-6-2001

"Inside every human being a CHAMPION heart beats!"

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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.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- how you respond to problems and challenges.
- how you influence others to your point of view.
- how you respond to the pace of the environment.
- how you respond to rules and procedures set by others.

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 from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*

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 experience.

John may be seen as somewhat impulsive. He likes new products and often is the first in his neighborhood to buy the latest things. Socially and verbally aggressive, he loves to meet strangers and begin conversations. This is a great attribute when new territory is opened, or new accounts are dictated by business conditions. He has a tendency to use his fluent verbal skills to paint detailed and vivid "word pictures" for his customers. He becomes highly excited about what influences him. He usually displays this emotion when he is attempting to influence people. Being optimistic and enthusiastic, he is good at generating enthusiasm in others. Sometimes his enthusiasm is what sells his products or services, but sometimes other buyers may be offended. He can become emotional about the product or service that he provides to his clients or customers. Detail work is not John's forte. He enjoys "people over things" and may procrastinate when faced with time-consuming, detail work. He prefers to be evaluated on his results, not the paper work.

John depends on his prospects to trust his judgment in recommending his products or services. Not all prospects are as trusting and some will want facts and data to support his judgment. He 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. Some see him as a natural born salesperson but what they really see is his ability to talk smoothly and readily on most subjects. He quickly shares his opinion on most topics. He may not answer objections completely. He often

SALES CHARACTERISTICS

treats them lightly and may "tap dance" around the objections or use sales puffery to answer them. John may use humor in his presentation, which may help or hinder, based on the style of the buyer. Excessive humor may cause him to ramble and not provide sufficient time for the presentation. He may use sales aids with his presentation. His usage sometimes depends on his ability to be organized; that is, he occasionally forgets to replenish his supply of sales aids or feels he can verbalize the presentation without them.

John probably has several favorite closes. He needs to evaluate the way he is using them and if they are appropriate to the sales situation. He 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. If given the choice, he would prefer to sell a new account instead of servicing an old account. This is especially true if the old account has little potential or requires sufficient facts and data to support their purchase decisions. 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. John 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.

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.

- Optimistic and enthusiastic.
- Forward-looking and future-oriented.
- People-oriented.
- Thinks big.
- Creative in his approach to solving problems and selling.
- Change agent--looks for faster and better ways.
- Tenacious.

CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with John. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with John most frequently.

Do:

- Present the facts logically; plan your presentation efficiently.
- Read the body language for approval or disapproval.
- Ask for his opinions/ideas regarding people.
- Leave time for relating, socializing.
- Ask specific (preferably "what?") questions.
- Not deal with details, put them in writing, pin him to modes of action.
- Provide questions, alternatives and choices for making his own decisions.
- Motivate and persuade by referring to objectives and results.
- Read the body language--look for impatience or disapproval.
- Provide a warm and friendly environment.
- Provide facts and figures about probability of success, or effectiveness of options.
- Take issue with facts, not the person, if you disagree.

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DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with John. Review each statement with John and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Don't:

- Be curt, cold or tight-lipped.
- Drive on to facts, figures, alternatives or abstractions.
- Take credit for his ideas.
- Come with a ready-made decision, and don't make it for him.
- Let disagreement reflect on him personally.
- Try to convince by "personal" means.
- Be redundant.
- Ask rhetorical questions, or useless ones.
- Forget or lose things; be disorganized or messy; confuse or distract his mind from business.
- Ramble on, or waste his time.
- Kid around too much, or "stick to the agenda" too much.
- Waste time trying to be impersonal, judgmental, or too task-oriented.
- Legislate or muffle--don't overcontrol the conversation.

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SELLING TIPS

This section provides suggestions on methods which will improve John's communications when selling to different styles. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, John will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior salesperson.

When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business. Give an effective presentation.
- Come prepared with support material in a well-organized "package."

Factors that will create tension:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details, unless they want them.
- Provide testimonials from people they see as important.

Factors that will create tension:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

SELLING TIPS

When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present yourself softly, nonthreateningly and logically.
- Earn their trust--provide proven products.

Factors that will create tension:

- Rushing headlong into the interview.
- Being domineering or demanding.
- Forcing them to respond quickly to your questions.

When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "presentation" in advance.
- Stick to business--provide fact to support your presentation.
- Be accurate and realistic--don't exaggerate.

Factors that will create tension:

- Being giddy, casual, informal, loud.
- Wasting time with small talk.
- Being disorganized or messy.

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.

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

PERCEPTIONS

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on John's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower John to project the image that will allow him to control the situation.

"See Yourself As Others See You"

SELF-PERCEPTION

John usually sees himself as being:

Enthusiastic
Charming
Persuasive

Outgoing
Inspiring
Optimistic

OTHERS' PERCEPTION

Under moderate pressure, tension, stress or fatigue, others may see him as being:

Self-Promoting
Overly Optimistic

Glib
Unrealistic

And, under extreme pressure, stress or fatigue, others may see him as being:

Overly Confident
Poor Listener

Talkative
Self-Promoter

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DESCRIPTORS

Based on John's responses, the report has marked those words that describe his personal behavior. They describe how he solves problems and meets challenges, influences people, responds to the pace of the environment and how he responds to rules and procedures set by others.

Dominance	Influencing	Steadiness	Compliance
Demanding	Effusive	Phlegmatic	Evasive
Egocentric	Inspiring	Relaxed	Worrisome
Driving	Magnetic	Resistant to Change	Careful
Ambitious	Political	Nondemonstrative	Dependent
Pioneering	Enthusiastic	Passive	Cautious
Strong-Willed	Demonstrative	Patient	Conventional
Forceful	Persuasive	Possessive	Exacting
Determined	Warm	Predictable	Neat
Aggressive	Convincing	Consistent	Systematic
Competitive	Polished	Deliberate	Diplomatic
Decisive	Poised	Steady	Accurate
Venturesome	Optimistic	Stable	Tactful
Inquisitive	Trusting		Open-Minded
Responsible	Sociable		Balanced Judgment
Conservative	Reflective	Mobile	Firm
Calculating	Factual	Active	Independent
Cooperative	Calculating	Restless	Self-Willed
Hesitant	Skeptical	Alert	Stubborn
Low-Keyed	Logical	Variety-Oriented	Obstinate
Unsure	Undemonstrative	Demonstrative	Opinionated
Undemanding	Suspicious	Impatient	Unsystematic
Cautious	Matter-of-Fact	Pressure-Oriented	Self-Righteous
Mild	Incisive	Eager	Uninhibited
Agreeable	Pessimistic	Flexible	Arbitrary
Modest	Moody	Impulsive	Unbending
Peaceful	Critical	Impetuous	Careless with Details
Unobtrusive		Hypertense	

NATURAL AND ADAPTED SELLING STYLE

John's natural selling style of dealing with problems, people, pace and procedures may not always fit the sales environment. This section is extremely important as it will identify if a salesperson's natural style or adapted style is correct for the current sales environment.

PROBLEMS - CHALLENGES (Natural)

John is ambitious in his approach to selling, displaying a strong will and has a need to win against all obstacles. He has a tendency to confront prospects and desire to control the sales situation. He needs a territory and products that will constantly challenge him.

PROBLEMS - CHALLENGES (Adapted)

John sees no need to change his sales approach from his basic style as it is related to solving problems and challenges.

PEOPLE - CONTACTS (Natural)

John's natural style is to use persuasion and emotion to the extreme. He is positive and seeks to win by the virtue of his oral skills. He will try to convince you that what he is saying is not only right, but is exactly what is needed. He displays enthusiasm for almost everything with every prospect.

PEOPLE - CONTACTS (Adapted)

John sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.

NATURAL AND ADAPTED SELLING STYLE

PACE - CONSISTENCY (Natural)

John is comfortable in a sales environment that allows him mobility and movement. He feels comfortable with several proposals in the mill at the same time. He can move from one prospect to another with ease.

PACE - CONSISTENCY (Adapted)

John sees the need to be involved in as many activities as his schedule will allow. He has a tendency to make everything a number one priority and wishes that everyone had his sense of urgency.

PROCEDURES - CONSTRAINTS (Natural)

John is independent by nature and his sales style displays his desire to sell the results he can deliver, as opposed to providing all the details to support his position. If he feels that rules and procedures are too restrictive he will attempt to change them in an active manner.

PROCEDURES - CONSTRAINTS (Adapted)

John will apply original thinking and use an individualistic approach to selling. This approach can be seen by managers as very independent. John will base his sales techniques and the probability of success rather than follow established methods.

ADAPTED STYLE

John sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Impatient to overcome competition.
- Verbally stressing the benefits of his product or service.
- Using an informal sales presentation.
- Handling a variety of products or services.
- Adaptable in meeting the needs of clients or customers.
- Using persuasive skills.
- Reacting quickly to changes in the sales process or product line.
- Exhibiting excitement about his service or product.
- Speaking smoothly and emotionally with his customers or clients.
- Generating enthusiasm in others.
- Using great social strengths in approaching new prospects.
- Coping easily with many concurrent sales activities.

KEYS TO MOTIVATING

This section of the report was produced by analyzing John's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with John and highlight those that are present "wants."

John wants:

- More time in the day.
- Outside activities so there is never a dull moment.
- A wide scope of activities.
- Public recognition of his ideas and sales results.
- Freedom from routine work.
- Work assignments that provide opportunity for recognition.
- A manager who practices participative management.
- Freedom from control and detail.
- Support troops to follow through with his part or detail work.
- Group activities outside the job.
- To be trusted.
- Flattery, praise, popularity and strokes.

KEYS TO MANAGING

In this section are some needs which must be met in order for John to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with John and identify 3 or 4 statements that are most important to him. This allows John to participate in forming his own personal management plan.

John needs:

- To focus conversations on work activities--less socializing.
- To be confronted when in disagreement or when he breaks the rules.
- To display empathy for people who approach life differently than he does.
- People to work and associate with.
- Objectivity when dealing with customers because of his high trust level.
- Better organization of record keeping.
- To know results expected and to be evaluated on the results.
- To be informed of things which affect him.
- To understand his role on the team--either a team player or the leader.
- A program for pacing work and relaxing.
- Objectivity in managing a sales territory.
- More control of body language.

AREAS FOR IMPROVEMENT

In this area is a listing of possible limitations without regard to a specific job. Review with John and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

John has a tendency to:

- Be careless and ramble in the sales presentation.
- Be more concerned with popularity than tangible results, if popularity is rewarded.
- Be more concerned with popularity than sales results.
- Be a situational listener.
- Sell new accounts rather than service present ones.
- Need to be more factually-oriented and talk a bit slower.
- "Oversell" or talk his way out of a sale by focusing on irrelevant things.

ACTION PLAN

Name: John Doe

The following are examples of areas in which John may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

Customer Service
Prospecting
Preparation
Presentation
Handling Objections

Closing
Product Knowledge
Personal Goals
Other

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

Area:

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____

BEHAVIORAL FACTOR INDICATOR™

Sales Version

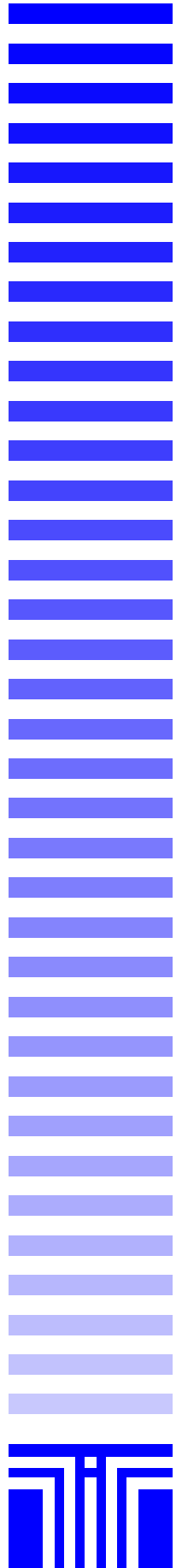
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INTRODUCTION

The principal purpose of this report is to help you win, to achieve a greater success in life and work. Winners, throughout history, have had one thing in common -- they know themselves. By reading your report you will gain insights about yourself. With these insights you can develop strategies to win in any environment.

Classifying selling behavior is not an easy undertaking, largely because there are so many variables on which classification could be based. The classifications in this report are purely behavioral. Behavioral measurement can be classified as HOW a person will do a job. To discover WHY, additional information must be collected.

The Natural graph represents your natural behavior - the behavior you bring to the job. The Adapted graph measures your response to the environment - the behavior you think is necessary to succeed at a job. If your Adapted graph is significantly different from your Natural graph, you are under pressure to change or "mask" your behavior.

Read and compare your graphs. Look at each factor and the importance of that factor to the successful performance of your job. Your Adapted graph will identify the factors you see as important and shows you where you are focusing your energy.

Knowledge of your behavior will allow you to develop strategies to win in any environment you choose.

GENERAL FACTOR ANALYSIS

John Doe

PREPARATION

0...1...2...3...4...5...6...7...8...9...10



PRESENTATION

0...1...2...3...4...5...6...7...8...9...10



HANDLING OBJECTIONS

0...1...2...3...4...5...6...7...8...9...10



CLOSING

0...1...2...3...4...5...6...7...8...9...10



SERVICING

0...1...2...3...4...5...6...7...8...9...10



SPECIFIC FACTOR ANALYSIS

John Doe

CHALLENGE ORIENTED

0...1...2...3...4...5...6...7...8...9...10



SELF-STARTER

0...1...2...3...4...5...6...7...8...9...10



RESULTS ORIENTED

0...1...2...3...4...5...6...7...8...9...10



PROSPECTING

0...1...2...3...4...5...6...7...8...9...10



PERSUASION

0...1...2...3...4...5...6...7...8...9...10



SELF-CONFIDENCE

0...1...2...3...4...5...6...7...8...9...10



SPECIFIC FACTOR ANALYSIS

John Doe

CONSISTENCY

0...1...2...3...4...5...6...7...8...9...10



NATURAL LISTENING SKILLS

0...1...2...3...4...5...6...7...8...9...10



CUSTOMER RELATIONS

0...1...2...3...4...5...6...7...8...9...10



PRODUCT INFORMATION (FACTS)

0...1...2...3...4...5...6...7...8...9...10



FOLLOW-UP AND FOLLOW-THROUGH

0...1...2...3...4...5...6...7...8...9...10



PAPER WORK

0...1...2...3...4...5...6...7...8...9...10



STYLE ANALYSIS™ GRAPHS

John Doe

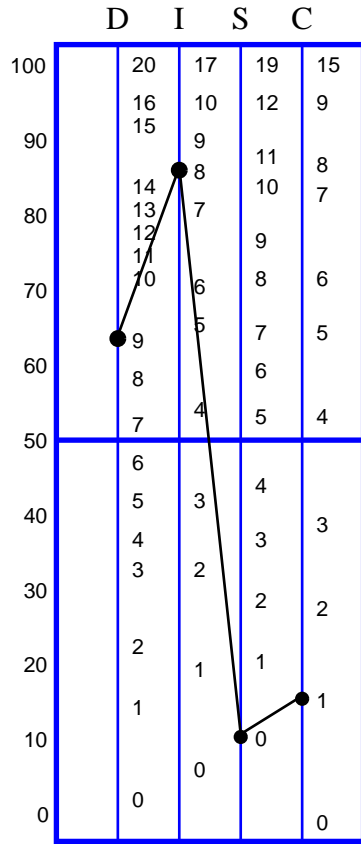
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9-6-2001

MOST

Graph I

Adapted Style



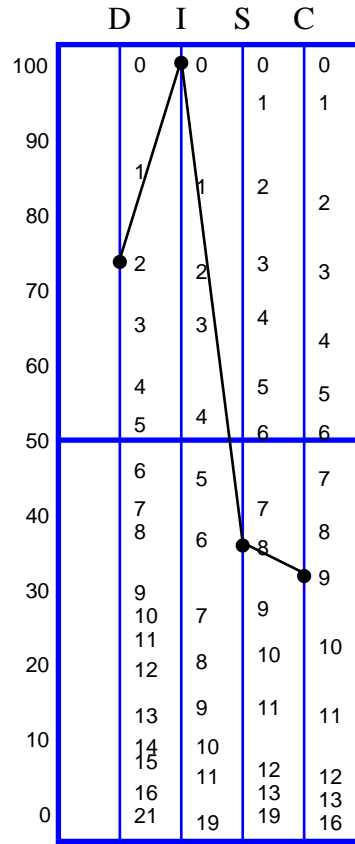
Score
%

9	8	0	1
64	86	12	17

LEAST

Graph II

Natural Style



2	0	8	9
74	100	37	33

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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.

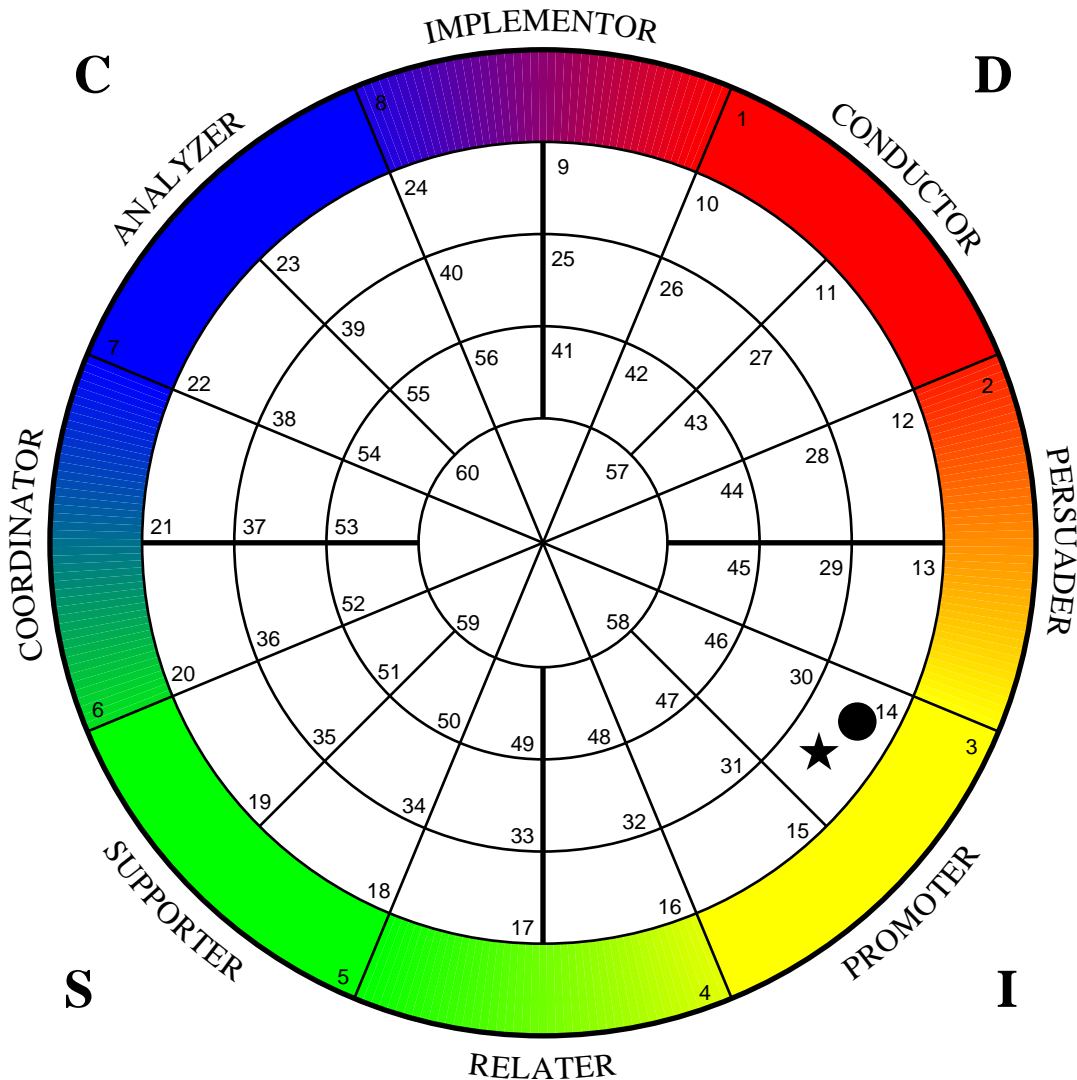
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

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

Champion Education Resources
9-6-2001



Adapted: ★ (14) PERSUADING PROMOTER

Natural: ● (14) PERSUADING PROMOTER

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