

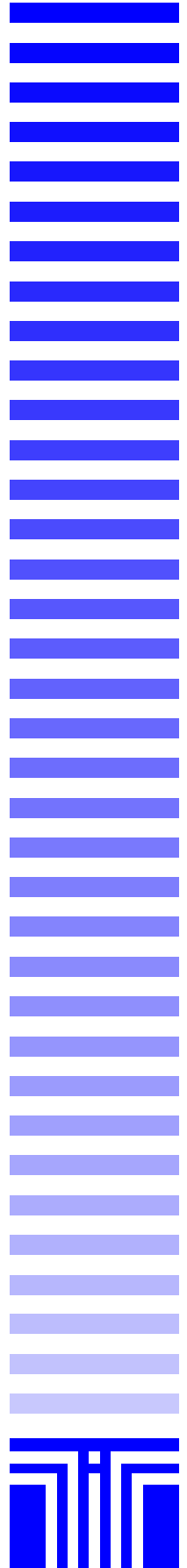
INTERVIEWING INSIGHTS™

Sales Version

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

John Doe

12/17/99



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 sales experience.

John prefers to sell new, innovative products or services. In fact, he often uses creative ways to sell his products or services. He consistently meets the challenge of persuading people to his point of view. Some buyers may desire less talk and more facts. He maintains a high trust level; that is, he trusts that people will make good on their promises. He has a tendency to use his fluent verbal skills to paint detailed and vivid "word pictures" for his customers. John likes cold calls because they present a challenge. He feels his verbal skills will help him win. Every cold call provides an opportunity to win friends and influence people. He can become emotional about the product or service that he provides to his clients or customers. He prefers to sell a new client on himself first rather than his product or service. This reflects his natural approach. When he buys, he also prefers to be sold in this manner.

John may be rather careless in his sales preparation. He truly believes he can walk and talk his way through any presentation at anytime, anyplace. He may promise how his product will solve the prospect's problems. Sometimes he becomes overly optimistic about the actual results his products will deliver. He doesn't necessarily do this intentionally, but reflects his optimistic view of the product. 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

SALES CHARACTERISTICS

may also be guilty of interrupting the prospect to get his point across. 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. John welcomes the objections that prospects raise. This provides an opportunity to meet a challenge and share more of his knowledge. He frequently uses emotion and active body language in his sales presentation. With some buyers this could be detrimental because they may see him as being superficial.

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. 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 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 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. 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. 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.

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 from controls, supervision and details.
- Forum to express ideas and viewpoint.
- Nonroutine work with challenge and opportunity.
- Assignments with a high degree of people contacts.
- Democratic supervisor with whom he can associate.
- Tasks involving motivated groups and establishing a network of contacts.

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.

- Initiates activity.
- Verbalizes his feelings.
- Thinks big.
- Usually makes decisions with the bottom line in mind.
- Creative in his approach to solving problems and selling.
- Builds confidence in others.
- Challenges the status quo.
- Positive sense of humor.

INTERVIEW QUESTIONS

Name: John Doe

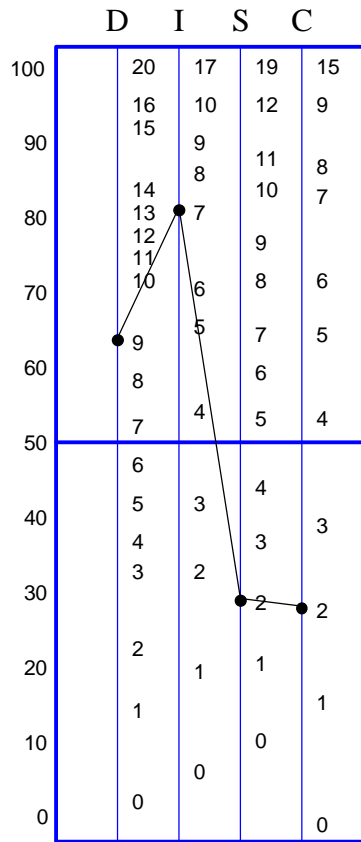
1. What is the most appealing aspect of selling?
2. What is the least appealing aspect of selling?
3. Describe your career goals:
4. How do you plan to achieve these goals?
5. What factor do you feel may hinder your success?
6. List the personal goals you would like to achieve:
7. What do you expect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

STYLE ANALYSIS GRAPHS

John Doe

12/17/99

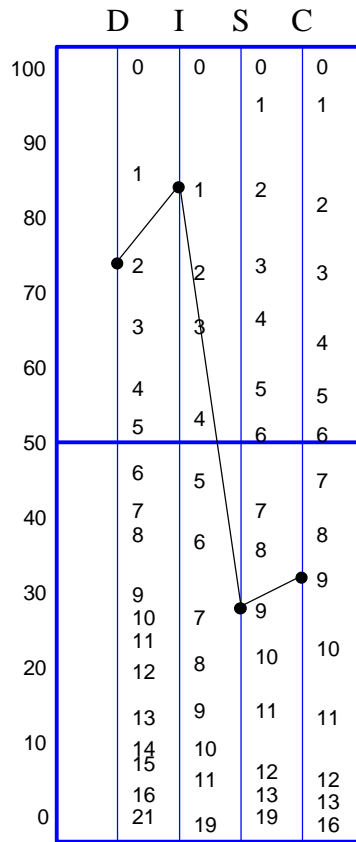
MOST
Graph I
Adapted Style



Score
%

9	7	2	2
64	81	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:

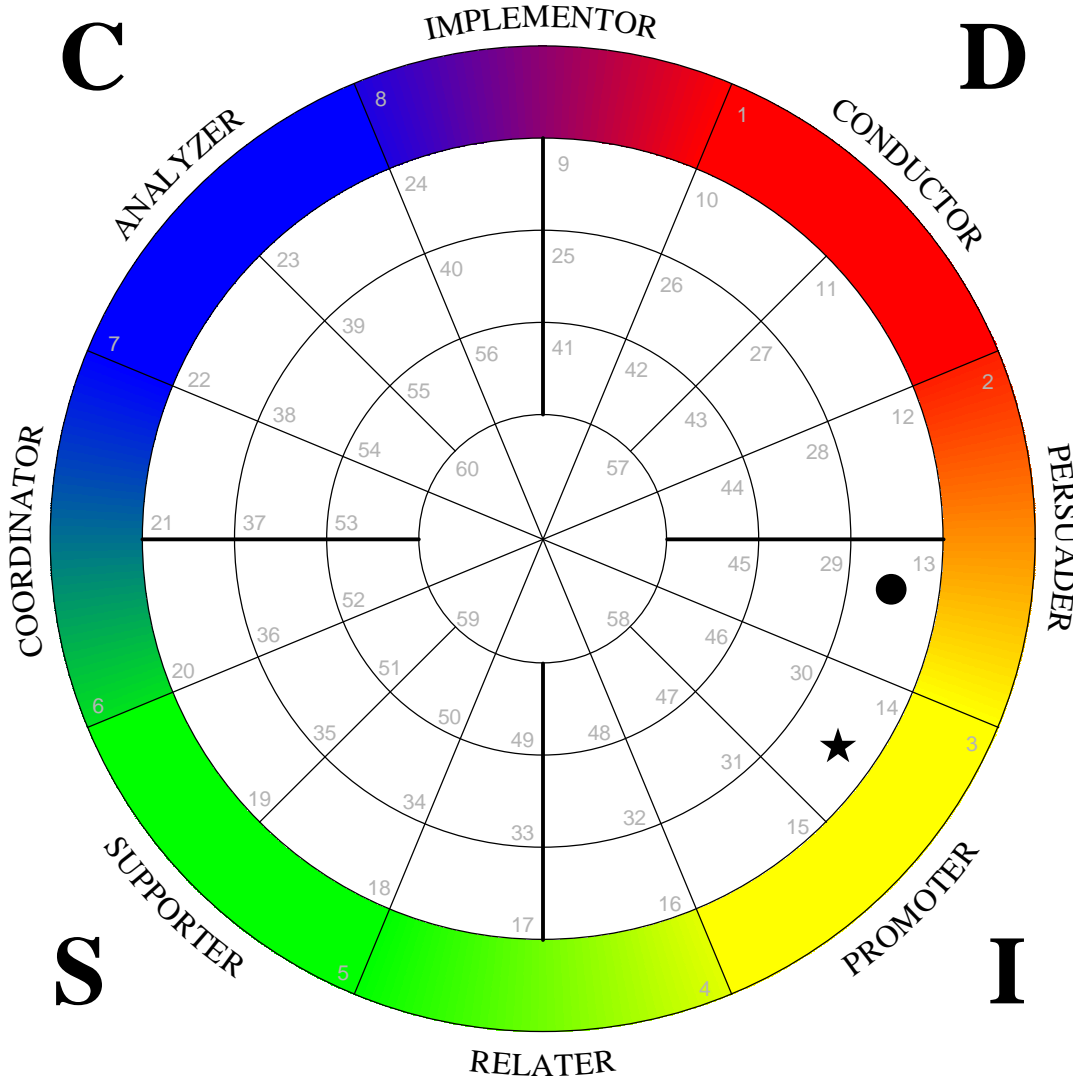
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

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 DISC 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™

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Adapted: ★ (14) PERSUADING PROMOTER
Natural: ● (13) PROMOTING PERSUADER