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## Introduction

Thank you for choosing the Plus-32 Employment Testing System developed by B.R. Garrison Software Group. We are confident that you will find the Plus-32 system to be the most comprehensive employment testing system available on the market in the world today. The system contains a combination of assessment tools you and your company can use to help identify the best possible employees for your organization. Our commitment/mission is to provide you with accurate results using the finest testing system in the world today. After reading this management book and using the system while following the Plus-32 Training Guide, you will be able to take control over whom you are hiring, the type of person you are hiring and how to manage and motivate them. People are unique. They do not think the same, nor do they retain or interpret information the same. They cannot all be managed and motivated in the same manner. By using the Plus-32 system and following the management book, you will learn these differences, which will give you a better understanding about which potential employees are vital to your business. This management book will teach you how to appreciate a person's strengths, contributions, character and talent traits which, in turn, will promote a more successful business by having employees who will give 110% to their work.

The Plus-32 system is a precise, easy-to-use, comprehensive tool of assessing current and future employees. It will test a candidate's personality traits, IQ level, memory retention, sales capabilities, team positions and industry knowledge. The system will serve a variety of internal Human Resources development processes, including pre-recruitment assessment. It can be used for the development of a second line workforce as well, by measuring a candidate's readiness to assume higher positions, or in restructuring an entire firm for downsizing purposes. The system may be used inter-departmentally; for example, in determining an employee's eligibility for a promotion or a raise, the program can easily be integrated into your company's incentive program. Employee performance reviews/evaluations is another way to take advantage of the program.

**For step-by-step operations, please refer to the Plus-32 Training Guide. If you have any questions about your purchase, please feel free to contact your dealer (listed on the support information screen) or visit the Internet web site listed in the "About" box**

## User notice

The management has made every effort to ensure this system is accurate; however, we cannot ensure everyone will read this Management Book and understand the system. Operator errors can be made which might result in inaccurate reports. If you have questions concerning any part of the system, please call your dealer or our USA Technical Support Center to answer those questions. Should you have ideas regarding the system, please send them in writing or by e-mail and let us know your ideas. We welcome them.

## Copyright

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Plus-32 is a registered trademark of B.R. Garrison Software Group  
Email : [info@plus32.com](mailto:info@plus32.com)  
Website: [www.plus32.com](http://www.plus32.com)

**We would like to thank Epsilon Technologies for their contributions to this management book.**

## **Service & Support**

The purchase of each system entitles the purchaser to 90 days free technical and program support. For technical questions, please call the number listed for USA support. Please call your dealer number for questions related to the operation of running the system purchased. The Load Report Center and Technical USA Support telephone lines are available between 9:00 AM to 5:00 PM, Eastern Standard Time, Monday through Friday, excluding holidays. You will find both the dealer and Technical USA Support telephone numbers displayed on the Support screen in the program. You will also be able to send an e-mail directly from the support screen or by going directly into our Internet site. Support services are subject to current terms and conditions set by the dealer, which are subject to change without notice.

## **Loading Report Credits**

Please read the Installation Guide in the Management Book. Install the system on the computer onto which you wish to load reports, before calling Technical Support to load your credits. Know which computer you want the reports loaded beforehand, as once reports are loaded, they should not be moved or altered. When you call the USA Technical Support Center, please be in front of your computer, with a telephone line at hand. Our representative will then give you further instructions.

## **Calling Technical Support**

When calling Technical Support with a problem, please be at your computer, with a telephone nearby, to talk to a representative. Experience with running Microsoft Windows (your version) and networking information is a must if you are installing to a network. If you do not have this experience, please have your network administrator call. Be prepared to give the following information:

- 1- Your company name and your name.
- 2- The version number of the Plus-32 system you are using (If you do not have the current version, you may have to download it from our Home Page).
- 3- The type of hardware you are using, including network hardware and software, if applicable.
- 4- The exact wording of any messages or errors that appeared on your screen.
- 5- A description of what happened and what you were doing at the time.
- 6- A description of how you tried to solve the problem.

If you require help from the USA Technical Support Center, experience in moving, copying, renaming and/or deleting files, along with basic functions of Windows is needed. Technical Support covers operations of the Plus-32 only.

## **Report Credits**

Report Credits are units licensed to the purchaser in order to run the system tests. These credits may not be transferred or sold without the permission of B.R. Garrison Software Group. In order to sell or advertise the Plus-32 system or reports, you must be a licensed dealer or Service Center with a valid Agreement.

## **Moving Report Credits**

We realize new hardware will be purchased. **In order to move the system credits from one machine to another, you must call the USA Technical Support Center.** Failure to do this will result in lost credits. A complete and recent backup must be done using the backup program provided in the Plus-32 system in order to move the system. The backup must be done to a floppy disk or CD ROM. No zip drives. Do not copy the system. Do not delete the system! If you are reformatting your system, please call us before you do so. To install the system to the new computer, be in front of the computer onto which the system was originally installed (the one that retains the credits). Now call the USA Technical Support Center..

## **Hard Drive Crashes**

We realize that hard drives may crash, in which case you would need to re-install the system. A recent backup within 30 days **MUST** be done

When you exit the system say yes to the back up or use the back up icon. You will need "Credits and Data" for us to restore credits.

If you do not have a recent backup, you will lose your credits. To install the system on the new hardware, have your backup ready, and call the USA Technical Support Center.

## **Licensed Copies**

The purchaser is licensed to one copy of the system only. Multiple copies may be ordered. Networked versions are entitled to two workstations. Additional workstations may be added at a minimal charge. Report credits may be split on different computers at a minimal charge. Please call your dealer or representative for pricing.

## **Upgrade policy**

We continue to evolve and upgrade programs based on user requirements. As new versions of the system are developed, you will be entitled to purchase these upgrades at a reduced rate. The purchase price will depend upon the features included in the upgraded program. The upgrade option is available only in the same product line. Minor upgrades may be downloaded from our web page site at no cost.

## **Warranty**

This system is provided "As Is" without any warranty of any kind. We do not warrant that the functions contained in the system will meet your requirements, nor that the operation of the program will be uninterrupted or error free. Should the system prove to be unsuitable for your operation, you (and not B. R. Garrison Software Group or any dealers) assume the cost for service, repair, or correction.

Neither B. R. Garrison Software Group, nor anyone else who has been involved in the creation, production, or delivery of the system, will be liable for any damages; including, but not limited to the following: Any lost profits, lost savings, or other direct, indirect, incidental or consequential damages. All rights reserved. No part of this publication or system disks/compact disks may be reproduced or transmitted in any form or by any means, mechanical, photocopy, recording, or otherwise, without prior written permission of B. R. Garrison Software Group. No patent liability is assumed with respect to the use of the information contained herein.

While every precaution has been taken in preparation of this book and system, neither B.R. Garrison Software Group, nor any B.R.G. Software Group dealers or representatives, assumes responsibility for errors or omissions. Neither is any liability assumed for damages resulting from the use or misuse of the information contained herein or from the use or misuse of the actual system.

\*Windows is a registered trademark of Microsoft Inc.

\*Plus-32 is a registered trademark of B.R. Garrison Software Group

## Minimum System Requirements

OperatingSystem/ Memory	Windows 95 or above with 16 Megs memory
Hard drive space needed	12 Megs with data files and full system
Mouse	Needed for all functions / features
Monitor	VGA set at 256 colors or above. 800X600 res.
Modem	Optional
Sound card	Optional
# Disks for full system	1 CD
Minimum CPU needed	Pentium 133 or above

### Monitor

A super VGA monitor utilizing 256 colors is needed for the system. A 16-color card or setting may be used, but the screen images will look faded and colors will not be correct. A resolution of 800 x 600 is recommended

### Sound

Any sound card that is Sound Blaster compatible will work.

### Modem

Any Modem that now works with your Windows system will work with the Plus-32 system. If you have a Fax / Modem board, **you may fax any document or report in our system.** To utilize the Fax option, you will have to have a Fax driver installed via the control panel of your Windows system. (See your Windows or Fax manual).

### **Reports may also be E-mailed.**

Use the pdf print format and send as an attachment.

### Fonts

The Plus-32 system utilizes all fonts installed for Windows. The default font is the Times New Roman font and must be installed. This font is provided on your Windows/NT disk and is installed automatically.

The best system performance will come from a Pentium 133 computer or above.

Should you have any technical questions regarding the system or software, please call the USA support number listed on the support screen.

## File Types and System Files



### The CD ROM contains:

Personality Profile	Employment Profile	Partner Profile-Employee
Sales Aptitude Test	Custom Aptitude System	Memory Retention Test
IQ Test	Team Design Program	Employee Profile
Custom Aptitude test files	Additional benchmark and sound files	Word processing files for Microsoft Word

### CD Directories

**Main directory** contains the full program for server or stand-alone systems.

**Workstation CD** contains the setup.exe to install a workstation

**Mis. directory** contains Microsoft Word files such as the Management Book and foreign language files.

The files with the extensions .xxa are your Custom Aptitude Question files.

The files with a .dat extension are your Plus-32 system data files.

The Ptsystem.dat file is a common file used by all programs to save common information.

The .exe files are your main program files

The .pdb files are the Database files.

Also included are Microsoft Word Processor files that may be loaded into your word processor and re-printed for a custom look. See the Document section of this book for more information.

The .bch files are your benchmark files.

All files should be in a main directory (not sub-directory) named Plus32.

The testing programs are written in the Visual Basic language with many types of mixed library files.

Html files are saved in a subdirectory named html and the PDF files are saved in a subdirectory named pdf.

Should you need technical assistance or help regarding files, don't hesitate to call the USA support number found on the support screen.

## **Plus-32 - Installation for Networks**

If you do not understand your network, please have your networking administrator call the USA Technical Support Center for help! Problems will occur by not installing the system correctly! The Plus-32 is not Novell compatible. The system needs WinNT or a peer to peer network.

To install the system on your network:

### **Physically from the server**

- 1- Install the complete system physically at the server, by running the setup.exe file from the CD **main or root** directory and installing it on the server's **main** networked drive where a Windows or NT directory resides. A Windows or NT directory **MUST** be present and mapped to the workstations on this drive. **Please** do not change the directory name from Plus32, or the program will not run properly. The program needs to be in the root directory and needs read/write access to the Windows or WinNT directory on the **server**. The drive and the directory need shared access. The Plus32 is not Novell compatible. To keep it off the server you may decide to set up a peer-to-peer network.

### **Physically from the Workstation**

- 2- Run the setup.exe from the **CD Workstation directory** on each workstation you wish to have access to the program (physically from the workstation). This will only copy the ocx and dll files to your workstation drive and set up a directory named Plus32 with the Pnet.exe program.
- 3- Run the Ptnet.exe file from the workstation using the Plus-32 icon in your program's Plus-32 Group and configure the settings where the system was installed (server drive). Correct these to configure the workstation.

**System Drive:** The mapped network drive where the main program was installed.

**Server Drive:** The mapped network drive where the operating system resides.

**Operating system directory:** The mapped network drive/directory where the operating system resides (such as E:\Windows or E:\NT350). Find the operating system directory by using the arrow and Click on the operating system directory three times, or until the label box below shows the correct directory name and path. The above drives and directories must have read/write access.

- 4- Click the Register Workstation button.

### **Program Files:**

**Ptnet.exe** – The program that starts the workstation program.

**Plus32.exe** – The program that starts the main program on the server or Stand Alone system.

If you need to set up more than one workstation, you may install the workstation setup.exe file on each and copy the ptsystem.dat and ptsetup.dat files from the first working workstation. This holds the information on the correct path to your server and directories.

At this point, call our *USA Technical Support Center number* to load your report credits. You will need to be at the **server**, in front of the computer, with the program up and running, and with access to a telephone, to load your report credits.

## Plus-32 Installation - Stand Alone system

**1. READY:** Insert your Plus-32 CD in your CD drive. Click the start button: Use the **Run** feature ( **Start / Run** ).

Type in: (CD drive):\ Setup.exe. Files will be loaded to a directory named Plus32 whatever drive you select from C: to Z: drive. You **MUST** use the Setup program in order to run the system.

**Please** do not change the directory name from Plus32, or the program will not run properly. You must install it to the root directory.

**2. SET:** When the installation is complete, you will see a Plus-32 group box located on your Program Manager. Click on the Plus-32 icon. If this is an Evaluation disk, the program will load six free reports into the system for your evaluation. Read the Help section for questions.

### **IF YOU PURCHASED REPORTS OR A LEASE:**

**3. GO:** At this point, **call our USA Technical Support Center number to load your report credits.** You will need to be in front of the computer, with the program up and running, and with access to a telephone, to load your report credits.

**ONCE PLUS-32™ HAS BEEN INSTALLED, IT SHOULD NOT BE MOVED OR CHANGED. YOUR ABILITY TO PRODUCE REPORTS WILL BE SEVERELY AFFECTED.**

If you should choose to move the system to another computer or change hard drives, please call us First to secure your report credits or lease. A backup of all files is suggested each day the system is used. If you fail to backup your files and you have a hard drive crash, all data files, as well as your report credits, are lost. For this instance, you will need to select data and credit files and copy them to a floppy disk. This is the only way to retrieve credit information. Do not copy the system to another drive. If reinstalled, the system does not transfer credits.

## **Plus-32 Support Facts**

### **Installation Problems**

#### **Main computer has no CD**

Download the full program file from [http://brgarrison.com/plus32\\_download.htm](http://brgarrison.com/plus32_download.htm) and double click the Plus32.exe file to start the setup.exe program.

#### **Workstation has no CD**

Download the full program file from <http://brgarrison.com/files> and double click the Plus32ws.exe file to start the setup.exe program.

#### **Vsview3.ocx did not register**

Copy the Vsviewreg.exe file from the CD Mis directory to the Windows or NT Temp directory. Run this file and the Vsview3.ocx will register.

#### **Workstation locks up**

The VsView3.ocx not registering causes this error. If this should fail, see Vsview3.ocx above.

### **Changing dealer information**

The Feature/Utility has an Icon worded “Change Info.” Click this Icon and enter the dealer “key” unlock code for the dealer you wish to show on the support screen. The dealer web page and E-mail address may also be changed by bringing up the support screen, clicking on the “About” box, and then clicking on the address you wish to change.

#### **Changing the Support number**

The System setup located in the Features/Utility section has a text box showing the current support number. To change this number, simply type in the correct number and click the Ok button to save it.

### **Data Field Length**

#### **Job Code**

This field may be a group of letters, numbers, or a combination of both (up to 20 characters in length).

#### **Benchmark file names**

This field must be 10 characters or less (letters, numbers, or both).

#### **Group Number**

This field must be numbers from 0 to 9,999. No letters or other characters may be used.

#### **E-mail address**

This field is 60 characters long and may contain letters, numbers, or both.

The web site address is 40 characters long and may contain letters, numbers, or both.

#### **Telephone and Fax Numbers**

These fields are 20 characters long and may contain letters, numbers, or both.

### **First and last names**

These fields are 15 characters long and may contain letters, numbers, or both.

### **Street & City address**

These fields are 40 characters long and may contain letters, numbers, or both.

### **Zip or Postal Code**

These fields are 40 characters long and may contain letters, numbers, or both.

### **Database names**

The database names must be 25 characters or less, and may be numbers, letters, or both.

### **Company Name**

This field is 40 characters long and may contain letters, numbers, or both.

### **Security Code**

This field is 7 characters long and may contain letters, numbers, or both.

## **Test information**

### **Custom Test Length**

A Custom Test may have 60 questions and up to 4 answers. Each answer must start with a number and hyphen such as 1-, 2- etc. The question may be 3 lines up to 186 characters, and each answer is 1 line up to 57 characters.

### **Sales test answers**

The Sales Test is 51 questions total. The first 40 questions are main scoring questions and the most correct **answer** may be changed via the Edit Sales Answers icon in the Features/Utility section. The last 11 questions are general information with no “most correct answer” and may not be changed.

No questions may be changed, as this would affect the scoring done by the hard coded program. There is no automatic time limit, but an applicant should take no more than 20 – 25 minutes to complete the test.

### **IQ test timing**

The IQ Test has an automatic timer of 45 minutes. Any unanswered questions are treated as unknown answers and hurt the overall score. If given manually via hardcopy, the applicant should be timed at 45 minutes.

### **Memory retention timing**

The Memory Retention Test uses four screens to convey data in which the applicant must remember facts. Each screen is timed from 30 to 60 seconds before the answer screen is shown. This test may not be given via hardcopy.

### **Profiles – words not answered**

All three profile reports use the same database and answers to produce a report. If an applicant fails to enter a number for a word, a 2 is automatically inserted to score the report. If three or more words are left blank, the report will not run, and the interviewer should review those words with the applicant to find out which number should be entered.

### **Profiles – Error – Don’t waste your credit message**

All three profiles add up the total numbers for the 60 words. If this number is too low or too high, we know the report will not be valid and we warn you with an error message. This saves you from wasting a credit on a report that is useless.

### **Team Design will not work with an evaluation lease**

The Team Design program will not accept an Evaluation Lease (the lease that comes with a credit package – 14 days, etc.) to run the reports. You may use credits to run the reports by clicking Ok when asked. The program will run on a Purchased Lease.

## **Printing Documents**

### **Microsoft Word files**

When the MSWord icon is clicked, it brings up the default program that runs .doc files. This is usually Microsoft Word or WordPad. The client needs Microsoft Word Version 6.0 or above to view and edit these files.

### **Hard coded files**

There are many other documents and tests that may be printed in the document section that are hard coded and cannot be changed.

### **Printing Custom tests**

Any Custom Test that ends in a .xxa extension may be printed in the document section. This includes any test you have designed. The answers along with the questions may be printed for review, or just the questions printed for an applicant to take the test.

## **Printer problems**

### **The report prints part of a page**

If the report prints part of a page to the printer or screen, the paper size is not set for letter 8 ½ x 11. If printed to the screen and the lower title bar says “page 1 of 0” with no report showing, this is the problem.

### **The report prints a black box at the top of a report**

This is caused by having the “Print shaded boxes” selected in the setup program found in the Features/Utilities section. Un-check this box to print non-shaded reports. This is also recommended for reports that are to be faxed.

### **Says printing report but does not print**

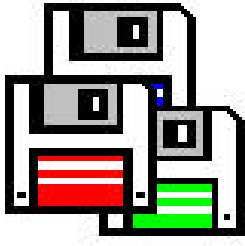
If the system is installed as a Stand Alone (even if it is on a network), the printer must be connected to the computer in which it is loaded. If this is a networked system, make sure the printer selected is valid, not in use, and is turned on. Also check for queuing programs which may hold the report.

### **Prints only part of the report**

You clicked “Custom Report” in the enter applicant information screen which will print only sections of the report.

### **The report prints in Spanish or English only**

Click “Custom Report” in the Enter Applicant Information screen and change the report to the language in which you wish to print the report. At this time, only the Personality Profile is affected.



## Documents – Hard copy tests

The Documents Icon in the Features/Utility section will display the Document program. This program will allow you to print the different types of documents and test sheets in different languages. The Microsoft Word icon will display the many different .doc files that may be edited by Microsoft Word or WordPad. You may add your logo or graphics to these files.

These files will be loaded automatically into your Plus32 directory for Windows when you install the system.

English Profile Sheet.doc = USA version of the profile sheet  
English Sales Test.doc = English version of the sales test  
French Profile Sheet.doc = French version of the profile sheet  
French Sales Test.doc = French version of the sales test  
I.Q. Test.doc = I.Q. test sheets  
Perfect Employee.doc = Design the perfect employee  
Profile word des.doc = Explanations of words on the profile sheet  
Spanish Profile Sheet.doc = Spanish version of the profile sheet  
Ventas Espanol.doc = Spanish version of Sales test  
Words in Spanish.doc = Explanation of the profile words in Spanish

## Features and Utilities

This section provides Icons for the features and utilities of the system. A brief overview of each feature and utility is described for you below. For further information, see the chapter for the specific operation.

### Backing up Files and Data

A backup is suggested **every** time the system is being used. Use a formatted disk with no other data on it. Label the disk Plus-32 BACKUP #1. Place the disk in your A or B drive. Choose the letter of your floppy drive from the drop down list in the “Backup to drive window”. If you are using a network, select the server selection to backup (physically from the server). Stand Alone systems will also select server backup. **Select all files to backup**. For your convenience, you may back up data, benchmark files or custom aptitude tests separately for your files. **If your computer should fail and you do not have a backup, you will lose data and report credits.** **The workstation backup will backup only your workstation information and not applicant or credit information.**

### Set Up -System

**Use Shaded boxes** – If you wish to use shaded boxes on the report print out, check this box. If you find a black box is printing and shading out the information at the top (company name, applicant’s name, consistency level) make sure this box is not checked and you are not printing shaded boxes.

**Lock Print Report** – You may stop an applicant from printing the report if left alone by securing the print feature with a security code. This code is pre-designed for you using your serial number listed on the support screen. Click on this feature and find the code assigned here. Type in your serial number to unlock the print feature.

**Edit Company Name** - To customize your reports, you may edit your company name. Once entered, your company name will be printed on all reports.

**Date** - You may change the date to European if you are not in the USA. **If your date is correct, do not use this feature to change the format !** This feature allows you to choose the date format of your country. This is used on reports and throughout the system. The USA format is Month\Day\Year and the European date format is Day\Month\Year.

**Support Number** - If your support representative’s number has changed, use this feature to automatically update it.

**Programs** – (Hide tests) This feature allows you to choose which tests will be displayed and accessed from the Programs menu. This is used if you choose not to run a certain test so that it is locked out and cannot be accessed.

### Sound

By clicking this icon you may turn the sound on or off.

## Set Up-Printer

The printer set-up feature will allow you to set up your current printer. On the main screen, your current printer will be highlighted. You may change the current printer and options throughout the system, or through the main printer set-up located here.

## Documents

This feature is used to print the many different documents and Custom Aptitude Tests for applicants to take from a hard copy. Choose the document to print, language wanted, and click on print document. If the French or other language versions do not print correctly, you may load the Microsoft Word or other files into your word processor and print them in this manner.

## Fonts

The Plus-32 system allows you to choose the type of Windows font you would like for the reports. **The default is set to print using the Times New Roman font set at 12 points.** You may select any font listed in the font directory box that is installed in your system. The only rule here is, the text in the text box which reads: "**This MUST fit in this box**", must appear in full. In other words, YOU MUST be able to see all the letters and words in this sentence when looking at the box. If the sentence does not fit in the box, click on the "smaller" button until it fits. If it appears too small, click on the "larger" button to make the text larger. When the full sentence can be read and the font you wish to use is selected, click the button, which is now highlighting your selected font. This will install the chosen font for reports. The font will automatically be installed each time you run the program until you change it.

## Help

A complete Help program is provided for on-line access and may be selected by clicking this icon.

## Batch

The Batch program is designed to run many new reports at once without waiting for the printer to print individual reports. Once entered, the reports will run consecutively (see Transpose).

## Information

This icon information box will provide information as to the server or main drive on which the system was loaded. This is the main Windows directory where the DLL files are. Edit this text box if the information is not correct.

## Transpose

Reports may be printed so your applicant may take the test(s) from a hard copy and entered into the system later. Use the Transpose program for this. Once you have your hard copies completed, click on the Transpose icon. A list of tests to select will be highlighted. Click on the test(s) you wish to transpose. Click on Start

Transpose button. Click on Saved Applicant if this is a test you wish to add to an already existing file, or click Enter a New Applicant. The applicant information will be displayed. Type in all the applicant information. Click on the Save button. A box will display the text selected, the database being used, along with the applicant name. You may now enter all the numbers from your hard copy. When completed, you can correct any errors (note the Edit box will appear). Click on Finished Continue button. You may print to the printer, screen, or batch program.

## **Benchmark Program**

This program will allow you to customize a benchmark from profiles of your best people and set a comparison benchmark for future hires. The Autobench feature will do this automatically (see Benchmark program).

## **Edit Sales Answers**

This feature will allow you to edit the most correct and secondary answers in the sales test. Questions on the Sales Test are hard-coded and may not be edited. See Sales Aptitude chapter for details on editing the Sales Test.

## **Change Information**

Use this feature to change support information for your dealer and your dealer's web pages and web sites. Caution! You must have your dealer "Key Code" to do this. These codes are provided by your dealer.

## **Custom Tests -Edit**

This program will allow you to create or edit a custom test. See Custom Aptitude program.

## **Merge Databases**

The merge program is designed to merge different .pdb database files together. This may be necessary because of trade shows or multiple locations. Whatever your needs, you may merge databases together. To use this program, decide which .pdb file should be the main file to hold all applicants. On the left side of the screen you will see dir/files box. Click the Main File selection. Click the file you wish to be the main file (the one you wish to keep, merge also) from the file list box. The applicants from the main file will show on the Main Applicants screen. Last, click the Select Work File selection and select the file list from the work file to merge with the main file. A list of applicants will be displayed in the work screen on the right. Click Add to Main button to add the work applicants to the main file. When completed, the main file will now have all the applicants in one database file.

## **Security codes**

A security code may be used to protect your data from others. Click the security button and enter a 3 to 7 **LETTER** code. **DO NOT FORGET THIS CODE!** You may temporarily unlock the computer by selecting Unlock Programs. If you should forget this security code, only the main contact person from your company may call USA Technical Support to unlock the system.

## **Multiple Databases**

You may have as many databases as you need. On the main screen in the bottom right hand corner, note the current database selected highlighted. Click on the database to change or create a new one. Do not type an extension to the name. .pdb files are the database files.

Make sure that if you intend to back up the database to a floppy disk, the disk is not larger than 1.4 mgs. This means limiting the database to 2,000 applicants or less.

You may wish to have multiple databases to separate different departments or groups. Client resellers may wish different databases to separate clients. Using a group number you can do a search to find out how many reports were run per group. The “Report Generator” will allow you at anytime to see how many reports were run per group and which ones. You can reset this at any time.

## **Getting The Most From Your System**

To use the system correctly and receive the most for your time and effort, you must first understand the concept behind the programs. Do you wonder why your best employees are the most productive?

To determine which personality combined with what traits are needed for each position, you will need to benchmark the best employees in each department using the Personality Profile. This will provide the numbers you need to create benchmark files (unless you prefer to use the Autobench program which does it automatically). Benchmark files are used to compare other employees or applicants against the best person(s) now doing the job.

### **Example:**

Tom is your best salesperson. If you had ten employees like Tom, your sales would soar. To acquire ten "Toms", you would administer Tom a Personality Profile and use his chart scores on page 2 of the report to create a benchmark file named TOM.BCH. (A benchmark name can be anything you wish, up to 10 letters).  
\*See Benchmark Section.

When you are hiring a new salesperson, you would use this benchmark file to compare the all the applicants against Tom. If an applicant comes close, you would call him/her in for an interview. Anyone who does not come close to Tom, would not be interviewed. This saves an enormous amount of time and only qualified applicants are interviewed.

Because this is a sales position, you would also administer Tom a Sales Aptitude Test. This will reveal his level of sales ability, as well as how much knowledge/skill Tom has in sales; it will also identify specific areas in which he needs to improve. The selected applicants for the interview would also take a Sales Test. If they receive a lower level than Tom, you will need to make a decision as to whether you want to spend the time training them. If not, they would not be interviewed.

Each applicant or employee should take at least two tests. Current employees who take the employee profile and are not doing well will show the weak character and talent traits in the Personality Profile. The Sales Test will show areas in which the applicant/employee will need training in sales. This method allows you to fine-tune your sales force.

A Custom Aptitude test may be developed for industry knowledge, product knowledge or any other application you choose. This test may be given to sales, customer support or other staff to find out how much they really know. Misinformation is the cause of many a lost sale or client. You may design up to 60 multiple choice questions for this test.

The Plus-32 system may be used for all departments. Everyone should take a Personality Profile or Employee Profile. Benchmark the best people in each department and run all employees against your benchmark to see where the others will need help or if they will ever make the grade.

No two people are exactly alike, which is why we use a sliding scale when designing the benchmark numbers; however, an accountant or technical person needs to be detailed, patient and analytical. There is no way of getting around this. Someone who has little patience, detail and analytical traits, will never be a superstar at that type of position no matter how much training you provide them.

## **Making the System Work For You**

To insure you receive the most for your time and effort:

**STEP 1**

- Read this Management Book and follow the step-by-step Training Guide.
- Use the Help program and Tips feature.
- Test the best people in each department to design your benchmarks for future hires.
- Use the Personality Profile first and then the Sales Aptitude on sales personnel.

**STEP 2**

- Design your benchmark files either manually or by using the Autobench program, or edit the current ones provided for you. The Sales Aptitude does not need one.

**STEP 3**

- Review the Custom Aptitude tests and edit or design custom tests for your applications.

**STEP 4**

- Design a plan to fine-tune your company based on training, promotions, transfers and termination plans by using the testing system. Use the Team Design to restructure.

**STEP 5**

- Use the testing system to hire personnel for the newly created positions.

Personnel who are not content or fully trained cannot give 100%. Use the testing system to target and evaluate in which areas your people need training or help. Train, transfer, or replace personnel who do not meet the criteria.

The Employee Profile should be given to every employee. In order to deal with weak or excessive traits, you must first know with whom you are dealing, and if they have the necessary traits to do the job. The confidence level will reveal any emotional problems either business or personally related.

The Sales Aptitude Test is given to any applicant or employee that sells or will be selling your services or products. By identifying weak areas, you will have the choice of training or replacing that employee. If they have the character and talent traits for the sales position, the Sales Aptitude Test will show at which level of sales ability they will perform. In addition, the test will identify their strengths and weaknesses, which, in turn, may be affecting their job performance.

The Custom Aptitude Test may be designed and administered for knowledge in any area of your business, enabling you to test and train in weak areas. Your business has special knowledge that is needed to insure success. Test everyone to see how much of this knowledge he or she has retained. Use after training classes or seminars for evaluation purposes; i.e., to see if your time and money was well spent.

If you already have a training program in progress you can design a test to see what knowledge was retained and where the person may still need help. You will notice several custom tests designed in “Edit custom test” when you get a saved test.. You can use these tests, edit these tests or simply create your own.

The Memory Retention Test may be used in training to set up different training classes. This test will assess an applicant’s ability to retain names, number and specs. Use this test to divide classes into two groups; “numbers” people and “names” people. This test MUST be taken directly from the computer.

We are here to support you and are available to answer questions to help you realize the full benefits of the Plus-

32 system.

## **Technical Troubleshooting**

### **The report prints part of a page**

If the report prints part of a page to the printer or screen, the paper size is not set for letter 8 ½ x 11. If printed to the screen and the lower title bar says “page 1 of 0” with no report showing, this is the problem.

### **The report prints a black box at the top of a report**

Having the “Print shaded boxes” selected in the setup program found in the Features/Utilities section causes this. Un-check this box to print non-shaded reports. This is also recommended for reports that are to be faxed.

### **Says printing report but does not print**

If the system is installed as a Stand Alone (even if it is on a network), the printer must be connected to the computer in which it is loaded. If this is a networked system, make sure the printer selected is valid, not in use, and is turned on. Also, check for queuing programs, which may hold the report.

### **Prints only part of the report**

You clicked “Custom Report” in the Enter Applicant Information screen, which will print only sections of the report.

### **The report prints in Spanish or English only**

Click “Custom Report” in the Enter Applicant Information screen and change the report to the language in which you wish to print the report. At this time, only the Personality Profile is affected.

### **The report prints boxes instead of text**

You need to install Times New Roman Font.

### **Documents are not printing correctly**

Use MSWord files in document center

## Introduction To Using The System

The world is filled with many types of people. Each person has a distinct personality, just as each person has a unique appearance. We cannot fit everyone in a few boxes and tell you they are definitely “this way” or “that way.” Various influences combine to shape our individual personalities; such as, cultural, environmental, and educational upbringing. People learn and/or develop character and personality traits from many different sources.

The Plus-32 system is designed to sort out some of the mystery behind the applicant and see which position they fit best. If you hire or promote the wrong person for the position, you both lose. On the other hand, by using this system to match the correct person with the correct position, you will not only make a successful business impact, but you will also be helping the individual to meet their professional potential.

We do not wish to offend anyone with the descriptions or charts rather; our intention is to give you, the employer, a report that is as candid and fair as possible to make the evaluation. Remember, the applicant filled out the profile sheet and was as honest as possible. The report is based on the information the applicant provided along with the consistency of those answers.

You have a right to know whom you are hiring. Isn't a verbal interview a way to qualify or disqualify an applicant? Using this system as another interviewing tool will assist you in objectively evaluating an applicant.

The system may also be used for training, promoting, transferring, evaluating, determining employees for team projects, or as an outplacement service. Test co-workers for compatibility and achievement levels. The benchmark program will process and compare all applicants as to how they rate compared to your best employee in that department. This will provide an easy way to sort through applicants when interviewing.

We have found that applicants tend to be more serious when taking the profile than current employees do. The best approach to presenting the profile sheet to an applicant or current employee is to say:

*"This is not a test. You cannot pass or fail. We simply want to see in which department you would be best suited.. Please take your time and think before you answer the words. Be as honest as possible, as this will assist us in placing you in the most beneficial place, should you be hired.."*

We have found this approach to be the best method to use to get a true profile on the applicant. Have the new job applicant's fill out your paperwork and the profile sheet at the initial meeting. Tell the applicant you will be back in touch and have them leave. This will allow you the time to evaluate the resume/application and run the profile reports on the strongest applicants. You can fax or email a hard copy, or use your web site to have the applicants take the test directly on-line to expedite the process.

You can narrow down the field this way at your convenience and have a good idea whom you want to interview the following day. The applicants who did not meet your requirements can now be sent a letter, and you have saved many hours of interview time.

### Points to think about

Decide the traits and personality group you wish to see before you test the applicants. This helps to decide quickly who fits and who doesn't. Use the benchmark reports to provide a starting point. Test someone else in that department who is doing a good job now to develop a benchmark for what you require in the new applicant. If everyone in the department is now a C or D-type personality, hiring a B-type personality may upset everyone in that department and you may lose people and production. You can give rejected profile reports to other departments to see if they are interested in any of the new applicants.

We all have a tendency to hire people most like us. We tend to gravitate to other people that share our

character and talent traits and make us feel comfortable. This may not be wise for the company and doesn't always work among people with clashing personalities, because what one person needs may be entirely different from that of their co-worker. If you are an A-type personality manager looking for a salesperson, the typical B-type sales person (who would be good on the phone) may drive you insane. Hire the personality needed for the job, not the one you like best. Remember, you are hiring an employee, not a friend.

## **How much faith should I have in this system**

Nothing in this world is perfect and people are very complex. One thing is certain, though -- you cannot teach personality traits. Our personalities are formed in our first seven years, and remain with us throughout our lives.

One area that comes close to 100% on the system is the percentage of each personality group. If the consistency level is above 13, you can be confident that the applicant is most like the highest scored group. That means if the applicant received a 30% score in group-A, this person on a day-to-day basis will be like an A-personality most of the time. You would know this person likes to lead, sets goals and is not a "yes" person. The secondary personality, (the next highest score) is also very important. This score will inform you as to what you will see in certain situations. You can use this system to your advantage by having this tool to "preview" potential applicants.

The program checks all the answers and performs over 12,500 calculations and will **change** conflicting answers to show the true traits the applicant has. The report will not mimic what the applicant says. Even if the applicant said they were detailed, if the other answers don't add up, the report will state this person is not detailed. This is true for all 18 traits. When transferring the answers from the profile sheet to the computer screen, make sure you don't get one number behind or ahead! Check the top row answers, the middle, and bottom rows to be sure.

Our validation study has shown the benchmarking method to be valid. Each region, company, services or product needs a different type of personality. A "mean" average, typical of other validation methods does not take into account your region, company style and product or service. This means you wind up with a middle-of-the-road employee when using these types of tests.

Analyze your business first. If you have different locations in different parts of the country, you will need to find out what works for that location by benchmarking. Take each one separately and at corporate headquarters analyze the differences between them. Banks of credits can be purchased at a reduced rate if you wish all locations to have program access in-house.

## **Sales positions**

Any personality type can be good at sales. Different types of sales require different types of salespeople. If your sales deal with a technical or sophisticated product, you may need a more relaxed, analytical type of salesperson. The C or D-type personality works well here. If you need a hard sell type salesperson, a good cold caller and closer, an A or B-type personality would be better suited.

Each type of personality will desire a different type of compensation package and working conditions. Knowing this ahead of time makes it easier to know which type of compensation plan would make the applicant comfortable in accepting your position and staying on board.

The A-type is strong and will desire a challenge with good compensation and the freedom to accomplish goals. This type tends to lead, not follow.

The B-type is the talker, a people person who will demand recognition and attention, as well as a constant

changing atmosphere in which to work. The B-type will tend to get bored very quickly. This type needs direction to do a good job; however, they will thrive on hype and excitement.

The C-type is the serious one. This type prefers things to be uniform, consistent, and professional, and they will enjoy technical sales that deal with detailed graphs and charts. This type seems most comfortable with a steady income and consistent hours, and will shy away from commission structures.

The D-type does well at inside retail positions or low-key positions. As a general rule, this type seldom makes a good cold caller; neither do they succeed in high-pressure positions, because of the trait of not responding well to hype or crisis management. This type will also need a consistent steady atmosphere, steady hours, and a consistent paycheck.

### **Manager positions**

Like sales positions, every management position needs a different type of personality.

A-types excel at high-pressure management positions. They enjoy leading, and handle all personality types successfully. They are usually stable, and function well under stress. They enjoy and thrive on challenges and can be workaholics.

B-types work well in the artistic or creative departments. They may not be able to take charge of the stronger A-types and may not have the patience for the D-type personalities.

C-types function well at the steady, low pressure, detailed types of management positions. They will ensure all the paperwork is complete, the reports are on time, and the numbers are correct.

D-types do well in the retail type of management. They have pleasant personalities and get along well with most people. They do well in customer service, or in areas where stability and balance is needed.

## Analyzing The Profile Report

### Consistency Level

The profile report provides reliable insight into the applicant's personality and character traits. The very first thing to look at is the consistency level. This score is from 1-20. The higher the score, the more consistent the applicant was in answering the profile sheet. It is normal to have a few points deducted, but if the score is below 13, the applicants did not take their time, don't know themselves very well, and/or tried to sway the report. The only exception is if the applicant has an E dominant or secondary type personality. Equal part personalities may get a lower consistency score because they are inconsistent by nature. On the report, you will be red-flagged if this is the case.

You must look between the lines to see the true personality. Look at the areas where the chart score is high (over 9 points) or the score is low (under 6 points). This will show you the weakest and strongest points about this applicant. A good example would be the applicant who had a high score in Setting Goals, but had a low score in Patience. You would know this person doesn't follow through with their goals and may give up easily.

The chart uses 4-6 for average. There isn't much difference between these two scores. Real differences start at 3 points or more. (4-7, 8-11).

The applicant will fill out the profile sheet, as they perceive themselves to be in a work environment. This will provide you with the insight as to what frame of mind in which this person is in now. Two different applicants will have different scores. By looking at which words were answered with a 1 or 3, you will know the frame of mind, confidence and honesty level.

If the score is low, ask if they answered the words as they think they are at work. If a 2 is entered for most of the words, this person is not too sure or does not think too highly of themselves. Too many 3's mean they do not know themselves, or that's the way they want to be.

**If an applicant gets a total score (add all 60 numbers) below 85 or above 150, you will receive a message saying the report will not be valid. This is to ensure the applicant does not run through the profile sheet, and you don't waste your time or credits.**

If the report seems to conflict, there is a good reason. Check the percentages in the four groups. If they are close (within 3 points) the applicant may be one way today and another way tomorrow. This person is inconsistent by nature, which shows by the low score. This is usually seen in the E-type personalities.

If the report shows a high percentage in group A and a high percentage in group C, then this person will share many of the two groups' traits, which are opposite of each other. Decide if the applicant needs the traits of both groups to do a good job and which group is stronger.

Some applicants that are not an A-type personality want to be like an A-type, because they think that is what you expect. The program will attempt to sort out this pattern and find the true applicant. If the score is very close (2 points or less) between the A-type and another group score, the applicant falls into this category. If the consistency score is above 15, the applicant can be either group, but will need a push to be the A-type consistently. If the consistency score is less than 15, the applicant will act like the "other than A-type" most of the time.

## **Understanding the applicant**

If this applicant checked that they are shy, but the life of the party, ask how this can be? If they have a very high persuasive level yet a low aggressive level, will they be good at talking other people into doing their work? The time management score will let you know how this person views the world. Very realistic people will have a high score. People with a low time management score usually do not see things as they really are, and tend not to prioritize, leading to crisis management. They may have a problem being on time for work. Time management is learned trait, and can be worked on to improve.

A person who is stubborn may not be very flexible or open-minded, so keep that in mind. Outgoing is a mixed trait. If someone appears to be outgoing but gets a low score, they might be outgoing when necessary; however, may not really be that way. You must learn to read between the lines for each applicant to see the hidden person within.

## **Deciding where they fit**

Save time and money when interviewing by sharing the reports with other departments. If an applicant isn't suited for the position in your department, send the report to other departments for review. If you have an employee that is not doing a good job, have them take a profile. When you see what type of person they are, you may find this person is in the wrong department. If the profile shows this person is in the right department, then possibly the department has a problem. This red flags you to investigate further. Also use the Team Design program to ensure you have the best person for the position.

If a report shows an applicant to have a low independence level, you will need to delegate a good supervisor in for them to achieve. If you are looking for a manager, you may not want someone with too much compassion, nor too little in the way of goal setting abilities. Take the time to decide the traits for which you are looking in the applicant. If you want to procure an applicant for a certain management position, make sure they have the traits needed to be successful. You cannot teach personality traits.

Pages 7-13 of the report provide the interview questions for each extreme trait the applicant may have. The last page is the Management Summary, which will provide insight on how to manage and motivate the applicant. Please do not judge an applicant based on the report alone. Remember, it is just a guide and interviewing tool, because the applicant's education and background is not considered. Use the interview sheets to start your interview. By asking questions pointed in certain directions, you will be able to decide if the applicant has or does not have the needed talent and character traits to do the job.

Use the resume to compare with the profile report. If the resume and profile do not match, red flag the areas and start your questions in those areas. The applicant is sitting in front of you looking for work. This could mean the red-flagged areas are the reasons they are at your doorstep.

Use the extreme traits in your background check. "We tested Bob and found he has a low (or high) trait level. Did you find this to be true?" Asking another company questions in this manner will provide more honest answers.

## **Making a change**

An automobile company had ten salespeople on the lot at all times waiting for a customer to walk in. When they started using the Plus-32, they tested all the salespeople.

They found that four of the salespeople were high in the B group and had very high outgoing and persuasive traits with low patience levels. This is the perfect telemarketing person. They also found that three were D-types with good patience and outgoing traits. Three were A-types, closers and very aggressive.

They started a new program where the B-type salespeople would use the telephones to entice the customers in the door. The D-types would demonstrate the cars, answer questions, and the A-type salespeople would close them, splitting the commission. They doubled their sales within 30 days! The team effort and approach gave a much-needed boost to the company morale.

By testing secretaries, another company discovered that one secretary was better suited for a customer service position; another one better suited for sales. The secretaries were delighted to move up in the company and the company gained valuable, happy employees who were more productive. It pays to place the right person in the right position.

You may now have people that are unhappy in their position and are not giving you 110%. Either find which position for which they are best suited, or replace them with someone who will give 110%. Your productivity will increase, and morale will go up.

If a department is not doing well, the Team Design program will sort out the problem quickly for you. Is the source of the problem in the manager or employees; or possibly even at the training level? Are the right people in the correct positions? The Team Design program will let you know in minutes. If you are considering a few people for one position, the Team Design program will reveal which one is best for the job.

## **Trait Descriptions**

### **Stress Management**

When we look at this trait, we are looking at how strong a person acts from day-to-day and under pressure. Is this person moody, temperamental, emotional, or are they like a rock, indifferent, unexcitable, unemotional? A low score means they will not work well under stress and may bring problems to work. A score of 4 would indicate this person could take some stress for a short period of time, but not for very long. People with high scores can take continual pressure, separating work from personal problems, so that home problems will not be brought to work (and vice-versa).

### **Sensitivity / Awareness Level**

Sensitivity is not the same as compassion. If a person has a high sensitivity level, they are in tune with the feelings, actions, and needs of other people. We are not looking for self-sensitive here. A person may be sensitive, but still not sensitive to other people or their surroundings.

### **Compassion**

Compassion is caring about the feelings of others, and the desire to help. If a person is too compassionate, they may make decisions based on feelings, acts of kindness, or pity, rather than on facts. Additionally, this person may spend too much time trying to help other people, and not the company.

### **Outgoing**

This trait shows how a person deals with and views other people. Is this person friendly, outspoken, extroverted, unreserved, and gregarious? Are they the first one to say, "Hello"? Too much or too little can make a big difference in sales, customer service and service people.

### **Interaction**

This will inform you how well this person will interact with others. A low score may mean they will have problems with other people and vice-versa. It shows how other people perceive the person. Are they well liked? A low interaction level means that this person's demeanor may offend others and threaten the others' own personalities. A high interaction level (12-15) means each personality will respond well because of their unique way of getting along with everybody.

### **Decision Making**

How decisive is this applicant? Can an appropriate decision be made quickly? Say this score is at the stubborn level. Someone who is too stubborn or too patient may not make a quick decision. They may even procrastinate on the decision. The opposite could be the person who says, "yes" one minute, and "no" the next. A score of 8 is the "perfect" score. Higher will mean quicker and more emotional decisions with less thought. Lower will mean procrastination. A good score here would be 6 to 9.

### **Independent**

Can the applicant work well without direction? Will they need approval for most actions taken? Can this person come to work, look around, and know what, why, where and how to do what needs to be done without someone telling them? Many people are consistent once they are taught, but that is different from someone who can show initiative; who can anticipate needs before having to be asked.

### **Aggressive**

This trait is hard to describe without a benchmark by which to judge this person. Think of the standard type used car salesman who locks you in his office and does not let you leave until you buy the car. This would be a 15 on the chart in aggressive. The salesman who sits in the showroom reading the paper, waiting for you to come and ask him to show you a car would score a 1 in aggressiveness. A score of 4 to 6 is normal. An aggressive person also wants to move ahead in life and in the company. This type tends to be domineering,

determined, and enterprising.

## **Time Management**

Time management traits are born within us. Some people have no problems balancing many things at once, being on time for appointments, and completing projects; however, others do have a problem in this area. Time management skills can be learned, but if you do not have the inborn traits necessary, you will have a hard time in this area. People who have little time management traits and have not learned time management skills are more likely to call in sick, be late for work, not be realistic, not complete projects on time, and cause crisis management....

## **Artistic**

Does the position require quality artistic or creative work? The higher the score, the more inclined the applicant is to do quality artistic work. This would be very important in the area of designing artwork for brochures, advertising, etc. Of course, the bottom line would be to view a portfolio of the applicant's work..

## **Patience**

This trait is based on the temperament of the applicant. Will the applicant lose composure quickly, or will they have the temperament to stay in control? Some people have the patience to stick with a problem, but not have patience with people. Do they project calmness, inner strength, and composure? People with patience have a capacity to endure coolness under fire. The report will confirm this.

## **Creative**

This trait deals with the applicant's ability to "see beyond" the immediate. Can the applicant see all sides of the issue and create a solution? How well can we expect the applicant to perform creative endeavors that utilize visionary traits?

## **Analytical**

Does the applicant question data or facts presented to them? Do they search for the bottom line answers, or accept the presented data? Can this person sort through a problem and logically define the problem parts and devise a solution? Are they inquisitive, scientific or perceptive... logical, rational and thorough?

## **Detailed**

Will the applicant fill out paperwork correctly? Is the applicant aware of mistakes made? Will they tend to overlook details that may affect job performance? Will this person produce quality work? Are they exact, itemized and precise?

## **Persuasive**

Can the applicant convey an idea or proposal effectively... convince someone to purchase the product or service? Can this person control others by using the ability to convey thoughts and ideas? Are they convincing and influential?

## **Stubborn**

Stubborn is the inability to see the other side even if you know it exists; or to respect another person's viewpoint. Defending your position even though you know you are wrong is stubborn. Being a little stubborn is not a problem. In fact, the positive side of stubbornness is that one does not give up easily. Too much, however, means you will spend enormous amounts of time on something trivial. Being very stubborn may mean you will also be argumentative, inflexible, and probably closed-minded. Is this person headstrong, inflexible, unbending, firm or immovable?

## **Goal Setting**

Does the applicant plan ahead, seeing beyond today? Are they concerned about tomorrow?

Does this person make short-term goals or long-term goals? Goal setting levels, which are usually high, mean this person is looking for a position for the future. Does this person have purpose or objectives? Can this person meet the goals of the company or department?

### **Confidence**

Does this applicant view him/herself in a positive manner? Do they have a personal or job-related problem, which may affect job performance? This trait will change from test to test because of the mindset and conditions of the applicant's life. A score below 11 would mean there is a problem somewhere. The lower the score, the deeper the problem is. If the applicant has a low Stress Management score as well, this person may bring “home” problems to work. Does this person have faith, independence, hope, self-assurance, and self-confidence?

If this score is below 7, the other 17 trait scores will be affected and you may not see the real person.

When confidence levels are below 7, this informs you there is a definite problem in this person's personal or business life. After talking the problem out, you may wish to hire the applicant; however, it is highly recommended that you test the person again in 30-60 days to see if there is a rise in confidence level, and/or that the problem has been resolved.

Some of the problem may be money. Will getting this position solve the problem? Another answer may be that this applicant has been out of work for some time now. Find out the problem and see if it can be fixed by hiring the applicant, or if the applicant's problem(s) will potentially become yours.

## Reading The Profile Chart Page

The profile chart (**Figure 1**) shows us many things. First, we look at group percentages. We see that the A-type personality is dominant. 40% is very high. 35% and over is high, while 25% to 34% is average. This applicant will act and react like an A-personality most of the time.

This person has a very strong personality with leadership qualities. They are very competitive, antagonistic, ambitious, aggressive, persuasive, and solid as a rock. We must also look at the chart to see if the chart scores match the applicant's personality.

<b>[A/C PERSONALITY]</b> Consistency Score-17	
Leader	Total score for type A is 40%
Networker	Total score for type B is 15%
Thinker	Total score for type C is 28%
Supporter	Total score for type C is 17%
<b><u>4-6 = Avg. 7-9 = above Avg. 10-15 = Extreme</u></b>	
Stress management	***** > 11
Sensitivity	** > 2
Compassion	*** > 3
Patience	***** > 12
Creative abilities	***** > 9
Artistic abilities	** > 2
Outgoing traits	***** > 7
Interaction level	***** > 11
Decision making	***** > 7
Analytical traits	***** > 13
Independent	***** > 14
Detailed	***** > 7
Persuasive	***** > 12
Aggressive	***** > 15
Stubborn	***** > 9
Sets goals	***** > 14
Time management	***** > 11
Confidence level	***** > 15

We see that all the scores that match the A-type are high. This tells us this applicant is a solid A-type. If the scores did not match up, we would look to see why in the other groups. The secondary personality is the C-type. We would describe this person as an A/C type. This applicant's C-type personality shows in the patience level and in analytical abilities. If it showed this applicant was not overly aggressive, this person may get that trait from the C group. We would know they would make a good manager, but not a great cold call type salesperson or aggressive leader.

We also see this applicant is above average in patience. This person sets their goals and probably achieves them. This person does not give up easily and is extremely stubborn. It would take a lot to change their mind once it is made up.

This applicant is very independent and may not follow directions. This person may not work well in a group or team effort. The decisive level is perfect; which means they will make sound decisions. The C- type side of this applicant may be too analytical and they may procrastinate the decision-making process by over-analyzation.

**Figure 2**

You must first look at the group percentages, then the trait scores, to determine with whom you are dealing. You know what traits it will take to do the job at hand. If you need someone to work all week, do the same thing day in and day out with a salary, the first applicant in Figure 1 would most likely not stay long, possibly not even finish training. You would choose a C- or D-type personality with the traits needed to do the job.

<b>[D/C Personality]</b>		Consistency Score – 18
Leader	Total score for type A is 10%	
Networker	Total score for type B is 15%	
Thinker	Total score for type C is 31%	
Supporter	Total score for type D is 44%	
<b>4-6 = Avg.    7-9 = Above Avg.    10-15 = Extreme</b>		
Stress management	***** > 7	
Sensitivity	***** > 12	
Compassion	***** > 13	
Patience	***** > 8	
Creative abilities	**** > 5	
Artistic abilities	**** > 5	
Outgoing traits	***** > 8	
Interaction level	***** > 11	
Decision making	** > 2	
Analytical traits	***** > 9	
Independent	** > 2	
Detailed	***** > 8	
Persuasive	**** > 5	
Aggressive	*** > 3	
Stubborn	**** > 4	
Sets goals	**** > 5	
Time management	***** > 7	
Confidence level	***** > 8	

**The other side of the coin**

This applicant (**Figure 2**) is very strong in the D group with the C group right behind. This report shows this applicant is an all-around type of person, i.e., calm, analytical, detailed, and would not make a good high-pressure salesperson or manager. This applicant shows more of an office person or accountant type person. This individual is fairly stable, outgoing, and would prefer getting paid a salary versus competing for a commission. This person would enjoy doing the same work every day; however, supervision may be necessary, as they lacks self-confidence and may have a personal or business problem at this time.

This person would work out well in most positions; with the exception of outside sales or a very artistic, creative position.

If you were to hire this individual as a manager, they would fall short in management expertise, or quit in a short time. Hire this applicant as a bookkeeper,

accountant, or secretary. If the report had shown stronger aggressive and persuasive traits, this applicant would possibly perform well at a low-key retail sales job, without a lot of hype or pressure.

Not every sales position needs a strong A- or B-type person. If you're selling a sophisticated soft sell, the C- or D- personalities will work out better than the A- or B-types, if they have some aggressive and persuasive traits. They don't need the excitement, hype or drastic changes of the A or B types. They will build a steady, dependable loyal client base.

As you can see, it is very important to match the right type of personality with right position, rather than simply hiring someone who has just the education and the experience. This, alone, will not necessary make this person successful.

It is also important for managers to know with whom they are dealing, in order to manage them accordingly. Many good employees are lost because managers treat them the same, or treat them like "they" would like to be treated. All managers should have a copy of the employee's personality profile report and should know how to read it to better manage that employee.

If a manager is found to be incompatible with a certain personality type, then these types of personalities should not be placed in that department, or replace the manager. A C-type manager managing B-type personalities is a formula for failure. A B-type managing A- or C-types is even worse. Do you have these problems now? Test everyone in your company and find out.

The Management Summary page will show what types of personalities with which your managers are incompatible, and what they can do to overcome these feelings. Sometimes there is no other solution but to replace a manager or transfer them to a department where they will be more effective. Sometimes transferring an employee or two makes more sense.

The Team Design program will show you where the problems are in the department.

## The Personality Types

### The A-Type Personality – Leader/Driver

We all know a certain type of individual for whom everything they touch, seems to turn to gold. If they buy swampland that neither you nor I would touch, a freeway is subsequently put through the middle of it, with an off ramp at their location. They always seem to have the correct answers and timing.

Why are they so different? The first thing we will see if they take the Personality Profile is that they are usually an A-type; i.e., very independent, analytical, with a good decision level. The A-types seem to have a sixth sense that allows them to see opportunities most of us miss. They are the entrepreneurs, people with a vision, workaholics.

They come off as the best thing since sliced bread. The fact is, they may be looking for an **opportunity**, not a job, and you can provide a steady income until their ship (opportunity) comes in. You can take advantage of this person if you offer him/her a piece of the action and total freedom to make things happen. This can be the most loyal, committed **partner** you have ever had, but be prepared to relinquish some power and pride. It is a small price to pay for the rewards.

Be aware, however, that the true A-type is usually stubborn, not very detailed or patient and very independent and analytical. Most of their traits will be extreme. They will also be very realistic and have a good stress management level.

#### **A-type personality strong traits:**

Patience, persistence, leadership capabilities, entrepreneurial spirit, decisiveness, independence, self-motivation... action-oriented, concerned with results... will use common sense and logic... will be direct and to the point... self-reliant, self-starter, innovative, daring, decisive, problem solver.

The A-type personality requires the slow development of a relationship, rather than a quick, fast relationship. they has a strong sense of loyalty and commitment, and will easily turn problems into opportunities. This person enjoys the challenge, and will play to win. As an entrepreneur with vision, they require freedom from controls, desiring non-routine work instead, filled with challenge and opportunity.

Thinking fast on their feet, this person can handle a number of situations without risk of overload. They handle stress well, because of the ability to be well paced. This person will respond well to risks and opportunities, but will need *incentives* in order to set high goals, as they are decisive, and will respond and act on their decisions. The A-type is usually very independent and self- managed, and sees the bigger picture. This person would prefer management by direction, rather than hype. Possessing excellence in problem solving and job direction, the A-type does not require admiration; but, rather, respect. They strive for excellence, and sooner or later will want a piece of the action. Usually well educated because of the need and intrigue for constant learning, this person will usually be skilled in many areas.

#### **Most likely positions:**

A-types are most likely found working in high-level positions, management, sales and independent contractor type positions. Works well with B, C-type personalities. The majority of presidents and owners are A-types.

#### **Team positions:**

Leader, Sales, Implementers.

## Managing the A-Type Personality

The A-type is your leader, driver type and is usually very independent and stubborn. It is almost impossible to manage the A-type. If you hire an A-type, be sure to give him/her room to breathe and a general direction in which you want them to go. Rather than issuing orders and ultimatums, ask this person how they feel about the issue. Debate the issue as to the pros and cons. You can win only if you allow this person to see your side in a positive manner. The A-type is motivated by **money** and **challenge**. They have no room for non-logical thoughts and actions that will not result in a monetary reward. The cheerleading type seminar or meeting is a real turn-off for the A-type.

This individual has a great need to feel like a part of what is happening, a cog in the wheel. One of their greatest fears is being taken advantage of. This person wants to hear only the bottom line; better not to paint a pretty picture or beat around the bush. Give the A-type the bottom line figures and facts, good or bad. Remember, they thrive on challenge, so keep the pace up and throw everything you have to keep them from getting bored.

This individual needs to know that they can move "up" in the company, and that there is an opportunity to do so.

A-types seldom seek a "job"; rather, they seek only "opportunities." The last thing they want is a boring, mundane type "dead end job". The first time they feel stuck or trapped, they will want to move on. They may threaten your position. To out-smart them, work with them to get yourself promoted so they can have your position. The A-types are good at this and would rather work with you than against you; however, use caution, as they will steam-roll you under if you get in their way.

A-types are very independent and may not take direction well. You will have to convince them that going in your direction is best for *them*. They usually have low compassion traits and most are too busy working to take the time to care about someone else. They typically do not waste time or money. In dealing with the A-type, you will have to let them run the show with little interference.

The A/C is the strongest of the A types, followed by the A/B. The A/B will be less of a problem in the direction department, but will lack some of the leadership qualities the A/C has. Rarely will you see an A/D. These two groups are exact opposites. The A-type commonly acts like a D-type when at home relaxing. When working, however, and see a D-type, the A-type will perceive it as though the D-type is not working.

The A-type has a big ego, so avoid reprimanding him/her in front of others. The A-type can do almost anything and loves to learn. This person will try almost anything if they think it is possible to make money or move into a better position.

**POSITIONS:** Presidents, CEO's, Vice Presidents, Directors, High executive positions, Independent Contractors, Managers, Professional Services, Sales, Marketing, Consulting, Medical Doctors.

**MOTIVATORS:** Reward the A-type by offering more responsibilities, **money**, and challenges. This person is willing to take risks, and thrives on taking action.

**TURNOFFS:** Talking too much, routine, non-logical people, demands, wasting time or money, being taken

advantage of.

### **Selling The A-Type Personality**

A-types are usually on time (not 15 minutes early or late) and they expect you to be on time. A-types do not rush into a personal relationship. It is necessary to approach this type of person with professionalism; i.e., treat them like a business client. You may look around their office and note sayings or plaques that mean something to him/her, but not in a flashy way. This person's demeanor is direct, to the point, and "bottom line." Do not use a canned sales pitch. The A-type will want to know if you have a solution to their problem first, seeking the benefits that will make their life easier. Avoid being humorous unless you have an A/C humor yourself. Be calm, not too detailed (A-types leave the details for others), and guide this person with your answers. Either they will ask questions, or you will need to ask questions and table the conversation. This type of person is usually sold before you get there, and have an idea of what they want before you even arrive. A-types respond to common sense and logic. Provide solutions to their problems. Watch gestures and eye contact to determine if your point has been made and accepted. Be well organized; focus on time, money, and benefits. Never lie or exaggerate, as you will never be trusted again. The A-type's biggest fear is being taken advantage of. Results are the bottom line. If you did your job, you do not have to pressure-close an A-type. This person will want to make a decision based on facts, information, and bottom line common sense.

### **Negatives Of The A-Types - Unhealthy Behaviors**

- May be demanding and intolerant of others.
- May often be dominating and controlling.
- May be too driven at the cost of family, friends, and co-workers.
- May focus on their needs rather than the needs of the whole team.
- May have difficulty relating to their opposite personality types.

### **The B-Type Personality – Networker**

The B-type is a natural salesperson, hair stylist, designer, entertainer or public relations type person. This person has a need to be liked and will go out of the way to please someone for whom they care about. If you handle the B-type right, you will have a happy, productive employee.

Make the work as exciting as you can, with incentives, prizes and trips as a reward. Reassure this employee that they are doing a good job and are a valued part of the team.

Money rarely excites the B-type. Place posters in the work area showing successful employees and the B-type will work very hard to be on the top of the list. This type is extremely competitive. A special parking space for the employee of the month works well also. Health spa memberships, dinners, trips, etc., are all ways to motivate the B-type.

A good working relationship requires a daily pep talk and good direction. If you do all this, you will be rewarded with great production, morale, and a very loyal employee.

**POSITIONS:** Hair stylist, Entertainer, Sales, PR work, Trade Shows, Travel, Creative/artistic positions, Sales Trainer

**MOTIVATORS:** Reinforcement of praise, incentives, prizes, attention, excitement, etc.

**TURNOFFS:** Graphs/charts/figures, manuals, routine, rejection, serious people, and confinement.

Who is that dancing on the table with the lampshade on his head singing, "My Way"? Yes, it's a B-type personality, at a party, filled with energy and good-time feelings. Tomorrow, he may not feel too well, but tomorrow is a *long* way off. Besides, he can call in sick. Don't try to tell him any different, or he will call you a "party pooper". The B-type needs lots of excitement. They need to feel the power of a hundred people in one room, the energy of a rock and roll band, or the thunder of a dozen racecars.

The B-type is impatient, demanding and sometimes quite childlike.

They love parties, traveling, music, and anything to do with a lot of noise and hype. This type of person can make a great salesperson, musician, artist, hairstylist, and/or speaker. They can convince you to go to extremes, and always seems to have that extra energy to go on, to do more. The B-type will also have the *persuasiveness* to convince you to do it, too.

**B-type personality strong traits:**

Creative, artistic, outgoing, talkative, persuasive, high degree of people contact, optimism and enthusiasm, Team player, negotiates conflicts, self-promoter, requires freedom of movement, aggressive, motivates others toward goals, has networking capabilities, excitable, charming, inspiring, sociable, popular, convincing.

The B-type personalities have a need for a lot of rest since their energy level is high. They are usually cheerful, and enjoy hype and a fast-paced atmosphere. Since they are spontaneous, they need direction to be consistent; on the other hand, if they enjoy the position, they will stay consistent. They have childlike qualities, and get along with most people. The B-types have a need for feedback, to be liked and admired. This trait sometimes affects job performance.

## **Managing the B-type personality**

Don't look at the B-type for an accountant or any other serious position, or a position that entails tedious work, long hours, or mundane tasks. When you take out the charts and graphs, you better wake them up, because they will be snoring. Instead, look at the B-type personality to do the fun and exciting positions that change from

day-to-day. (Throw in a vacation package as a reward and the B-personality will win every time, and want to take it immediately.)

The B-type will talk for hours, about anything, liking the sound of their own voice. If you are a high-pressure telemarketing company, the B-type is just the employee for you. Needing good direction, they will produce if you make the position exciting! The B-type gets bored quickly, so be sure to change the scenery often.

Do not plan on “forever” with this person, however. The B-type needs constant change in order to be content. This person is unstoppable, persistent, and quick to make decisions; the nature of a charmer, they are socially assertive, a go-getter. The B-type talks a great talk and plays a great game, but would rather play by the rules. This type of person is always looking for a brighter tomorrow. A true networker, talkative, optimistic, enthusiastic and very excitable, is the B-type personality.

**Most likely positions:**

B-types are most likely found working in sales, management, advertising, customer support, entertainment, travel positions, food/beverage and hair salons. They work well with an A-type personality, but are usually incompatible with a C-Type personality.

**Team positions:**

Research via telephone or in person. Artistic, Sales, or Public Relations.

**Negatives Of The B-Types - Unhealthy Behaviors**

May ramble on about nothing, and does not know when to stop.

May Over-socializes with coworkers and clients.

Usually despises detail, possibly not completing a project on time.

May focus on minor details rather than resolving an issue.

## **The C-Type Personality - The Thinker**

The C-type individual takes everything seriously. The world is about to end if the check is late, or the bankbook is not balanced to the penny. If you tell a C-type personality that 75% of the population is for change in government, 25% are not for change, and 4% are undecided, the C-type will inform you are full of hot air, because the figures do not add up (they analyze every word)!

The C-type will never again believe what you say without analyzing your facts and figures. This person is very consistent, analytical, detailed and patient. They will spend enormous amounts of time on a simple problem or decision, wanting all the facts and figures before making that decision. The C-type is usually a perfectionist.

If you are trying to sell a C-type personality, good luck! You will need an innovative brochure, filled with information, maps, charts, graphs, as well as a month for them to figure it all out and make a decision. Do not push, or you may wait a long time for that decision.

The C-type tends to enjoy non-fiction books, manuals, and educational television programs. This person is a humanitarian; environmentally conscious. They will make a great accountant, computer technician, lawyer, politician, and/or anything to do with numbers. Do not give this person hype or glitter; instead, they will respond to a solid foundation from which to work. This is a very loyal, patient person, and will make an excellent employee... **if** their conditions are met.

### **C-type personality strong traits:**

Deep and thoughtful, perfectionist, analytical, sensitive, detailed, consistent, accurate, conscientious, fact-finder, high standards, precise, meticulous, laid-back, diplomatic, patient.

The C-type personality is steady, serious, consistent, patient, and detail conscious. This individual needs purpose. Their motivation is for personal glory and self-gratification. They may sometimes be viewed as emotional, sensitive, and compassionate. This person's ideal environment is usually in technical work with close relationships in a small group, private office, or work area. They come through when critical thinking is needed. The C-type maintains high standards, and is conscientious and steady; usually a reality anchor.

This person needs structure and direction in a day-to-day routine. They do not strive to be a star but, instead, strives for perfection and consistency. On the other hand, a C-type can be pessimistic, picky, fussy, and overly critical; yet can be defensive when criticized. This individual can get bogged down in details, missing the whole picture. They can be overly intense for the situation, and become somewhat aloof. Usually low keyed, reliable, cool, and methodical The C-type is not very excitable. They desire long-term positions and would rather follow than lead.

Analytical, strong listeners, this person's approach to work is patient, systematic and by-the-book. They are well balanced, has an even temperament, and a willingness to please others, tolerating most people (except the B-type personalities).

### **Most likely positions:**

C-types are most likely found working in accounting, engineering, banking, customer service, administrative, computers and secretarial type positions. Works well with A- and D-type personalities, but usually incompatible with B-type personalities.

### **Team Positions:**

Accounting, analytical research detailed work, quality control, production, and technical.

## Managing the C-type personality

The C-type personality thrives on perfection, consistency, routine, and challenge. This individual is very analytical, serious, detailed and down-to-earth. When dealing with the C-type, you need to be logical and honest. There is no room for hype in the C-type personality's world. Everything has a place and everything must be in its proper place. This includes *you*.

C-types work well by themselves and with little direction. Once placed on a project, they will work until it is completed. Do not try to move them from one project to the next, until the current project is completed. Do not ask them to do it half-right, or in a manner that is not by the book.

They need a secure, steady environment in which to work; i.e., the same place, time, desk, etc. They make very loyal, long lasting employees, if their conditions are met.

They need clear-cut rules and boundaries by which to abide. If you need to change anything about a C-type's work, do it gradually and inform him/her way ahead of time, as this individual needs the time to adjust and analyze reasons why the change is taking place.

The most important aspect in dealing with the C-type is logic. If it makes sense, the C-type will be all for it. If it does not make sense to the C-type, you will have problems.

The C-type is usually quiet and reserved, serious to a fault and does not work well with the B-types. The C-types like to argue, and their worst fear is criticism. If you need to correct a C-type, it is best to do it in a positive, non-critical way. For instance, you could say, "*What do you think of doing it this way?*" then, debate the pros and cons until you reach a "logical" conclusion.

The C-types are not the movers and shakers of the world. They are the anchors, the ones who insure all is correct. They tend to spend too much time on details and make mountains out of molehills. They rarely voice their feelings, so you will need to be sensitive and aware when dealing with them.

They need their own "space" to work well, whether it is a large private office or a closet. If you need to have a C-type work along side other personality types, use room dividers or some other type of partition to give the C-type their own space. This person may not work well under a commission structure, high pressure, threats, or crisis management.

**POSITIONS:** Accountant, Banker, Engineering, Administrative, Professional Services, Customer Support, Technical sales, Technical writer, and Comptrollers.

**MOTIVATORS:** Money, challenge, titles, awards.

**TURNOFFS:** Fakes, criticism, loud people, hype, commission pay, unsteady workplace, change.

### **Negatives Of The C-Types - Unhealthy Behaviors**

May be too focused on cleanliness; on being politically correct.

May be argumentative and stubborn.

May be too focused on detail and may not complete projects.

May be emotional and may tend to procrastinate.

## **The D-Type Personality - The Supporter**

The other personality type we all know is the happy go lucky, not in any hurry, nothing matters much, type of individual. We sometimes envy this person because nothing seems to get to him/her. These type of people are content being just where they are, and with what they have. We are describing the D-type personalities. They seldom want to work more than play; nor do they seem to worry about tomorrow. They simply seem to float through life, enjoying each day as it comes, with a “come-what- may” attitude.

We need this type of person for the more mundane type of jobs that need to be done; the positions that require pure dedication and boredom. The tasks that would drive an A- or B-type person up the wall, would be welcome to the D-type personality. This type of person needs a secure environment, steady wages and rules by which to work.

The D-type seems to have an inner quality that lets him/her feel self-secure and contented, neither feeling the need to impress you, nor to over-achieve. The D-type has a pleasant personality that lends balance and stability to the workplace. This person is neither fast-paced nor slow-paced; just even-paced. They tend to be emotionally stable, and maintain a good sense of humor. The D-type is a loyal and all round good employee.

### **D-type personality strong traits:**

Low keyed, charming, competent, calm, patient, compassionate, good listener, all-purpose person, dependable, will work for a leader and a cause, humanitarian, service-oriented, empathetic, stable and predictable, generally does not conflict with people, supporter.

The D-type personality is consistent, calm and patient, liking like to be involved in everything, but rarely accepting responsibility for any of it.

An all-purpose person, the D-type usually needs a well-structured environment. This type personality lacks the high competitive need, drive and aggressiveness of the A-type personality or the need for hype and change of the B-type personality. This individual has no need for fast action but, rather, a more firm, quiet, and consistent position. Their energy level and pace is consistent, (not slow or fast), with a well-balanced personality, and the ability to be persuasive and charming.

D-types set realistic goals and cope well with problem situations, but rarely try to solve them. They enjoy being managed by direction, rather than to be in a position of leadership. They are listeners, always consistent and contented with low-key positions and environments.

Self absorbed, the D-types prefer a stable environment that allows time to change. They yield to avoid controversy. They may have difficulty in establishing priorities, and they dislike unwarranted change.

**Most likely positions:**

D-types are most likely found working in nursing, teaching, customer service, administrative, secretarial, government and retail type positions.

Works well with C-type personalities.

**Team Positions:**

Production labor, research, quality control, clerical, computer operations, production, technical, customer support.

## Managing the D-type personality

The D-type thrives on consistency and balance. This individual wants to come to the same place, desk, job, etc. Do not change a thing. A D-type once said he worked at the same bench, doing the same thing, with the same people, for forty years. Welcome to the world of the D-type personality.

Do not expect the D-type to put in overtime, or to try climbing the corporate ladder. This person does not want to work more than play, and a few dollars more than needed to pay bills is enough money for the D-type.

This person usually will not expect much from you, so you cannot expect a lot from this person. They will come into work everyday, on time, and do exactly what they were hired to do; nothing more, nothing less.

They are very easygoing type people and have no need for hype or excitement. They like teamwork and get along well with almost everyone. If there is an easy way to do it, the D-type will find it (many inventors are D-types).

When managing the D-type, remember: nothing is very important, nothing needs to be rushed. This individual will work at their own pace (neither fast nor slow), and little you can say or do will change that. You can scream, curse, even threaten to fire him/her, but it will not work. I once watched a postal worker (D-type), take his coffee break precisely at 10:00 am, leaving at least forty people waiting in line. "Rules are rules," according to the D-type.

Make sure this type personality knows your rules before being hired. If you both have a good understanding at the start, you will have few problems with the D-type.

Most jobs that would drive the other personalities crazy are welcome to the D-type, who needs a steady paycheck and working conditions to give 110%. Of all the personality types, the D-type is the easiest to please.

Most D-types have a good patience level, and can deal with many conditions in which other personalities cannot. This type's greatest fear is loss of security. It is necessary for him/her to feel secure at work and not to feel threatened. This person will not work well under a commission structure, high pressure, threats or crisis management.

The D-type personality is the most common personality type found in the workforce today.

**POSITIONS:** Production, Labor, Civil service, Administration, Skilled labor, Retail sales, Secretarial, Real-estate sales, Government work and the Insurance industry.

**MOTIVATORS:** Rewards, recognition, titles, prizes, time off.

**TURN-OFFS:** Aggressive people, hype, unbalance, loss of stability, change.

### **Negatives Of The D-Types - Unhealthy Behaviors**

May give up easily when things are not going well.

May be emotional, with high sensitivity.

May dislike positive change and will usually see the glass half-empty.

May not finish what is started.

## **E/-Type Personality (Equal Part Personalities)**

There are four basic personality groups in which we function on a day-to-day basis. The fifth personality is composed of equal parts of all the other personalities. Whenever three or more personality types are close in percentages, they are considered Equal Parts. There may be a dominant personality, but the other three are too close to judge. There are A-E's, B-E's, C-E's and D-E's.

This individual mirrors the person, with whom they are with at the moment, changing to suit the situation. This is a true chameleon, depending on whom they are associating with at any given time. If they are around an A/C, this person can become an A/C, changing to fit the personality needed. In many instances, this person has had many different jobs/careers because of the inability to find work challenging enough to fit all their personalities and traits. In many cases, the traits will clarify and give you a better feel of this individual's trait score rather than personality.

E-types usually have high interaction scores, because every personality has something in common with them. They can be any of the four group personalities at any given time. They usually will do well at most positions, but will become bored very quickly. Try to find out more about past work history and why your company was chosen for potential employment. Page 3 of the report has a paragraph, which will define the dominating personality; identifying whether this person is a true E/P-type personality or, rather, has an E-type secondary personality.

This type of personality is usually very intelligent and has a great deal of energy. You may find some of your best people are E/P-or E-type secondary personalities.

Sometimes a person is so close to all four groups that we cannot say they are one group or another. They mimic the personality with whom they are associating at the moment. In our studies, we have found this type of personality to be intelligent, have good energy levels, and usually do well at most positions. They naturally make people feel comfortably and at ease.

It is very hard to deal with this type of person on a management level. One moment they are like the A-type, the next moment they are like the B-type, and so on. Some of the best salespeople are this type. The problem is, "With whom are you dealing now?"

### **Managing An Equal Part Personality**

You will need to be a strong personality type yourself with a high confidence level to successfully manage an equal part personality. Offering a promotion is like rolling the dice. Unfortunately, what worked yesterday, may not work today.

We do not want to discourage you about this type personality, however, because many very successful people are this way. You will just have to throw out the rulebook when dealing with them.

When a report shows a \*E type, this individual may have a dominating group, but the secondary group is E. This means that when they gets pushed into an uncomfortable position, you will not know with whom you are dealing. They will act like the dominating group most of the time, until pushed.

Customer support is one good area for this type of personality if the traits are there, as they can change personality to deal with customers on the customer's own level. A sales position is another job well suited for this individual. Management positions also seem to work for this type of personality. Make sure the traits fit the position.

Only 1 in 500 people are true E/P personalities. If they have the true E/P personality, they are in a class all their own.

## **Negatives Of The E-Types - Unhealthy Behaviors**

May move toward negative situations more easily than positive ones.

May pick up negatives from each personality group.

May not complete projects and may lack direction.

May not take direction well and change daily.

## When Personalities Clash

The average person has a mixture of traits from all the personality groups. Almost everyone has one dominating group, along with a secondary group. If the dominating group is an A-type and the secondary group is a C-type, you have a clash. These two groups are like night and day. The results are that this individual can be either way when they *want* to be. Usually like the dominating trait during normal times, this person may revert to the secondary group for some needed traits when the ax falls.

Some of the best managers, CEO's, and presidents are A-type dominant and C- type secondary. The A group provides the vision and leadership needed to direct the company, and the C group provides the analytical ability and common sense to overcome problems. Great people have a close score between the dominant and the secondary group scores. The other two groups will be much lower. The score for the CEO of one of the largest corporations in the USA had the following group scores:

A-Type = 38 %
B-Type = 10 %
C-Type = 31 %
D-Type = 21%

As you can see, the two top scores are close. The others are far behind. One of the best salespeople tested had this group score: A group = 32%, B group = 40%, C group = 18%, D group = 10%. Make sure you know what you are looking for *before* you hire. The third highest group is more than likely the way the applicant is at *home*.

If you're looking for a salesperson, benchmark the best 2-5 salespeople in the company now, and use this as a guide for new applicants. If new applicants make the grade, administer a Sales Aptitude test. If the applicant meets the grade on both tests, you have exactly what you need. Use the personality profile to help current employees realize their weak areas and help managers/supervisors manage them more effectively.

## When two paths cross

Say you have produced a profile report and the applicant shows a 31% A-type and 30% B-type. Who do you have? At times, you will see the strong A-type appear, and other times you will see the strong B-type appear. We are never 100% in one group.

If the dominating group is A, you will see an A-type most of the time. If the secondary group is B, you will see the B traits some of the time. If you are searching for an accountant, and the main group is C with the secondary group being B, you may have a problem. The two groups are extreme opposites. Opposites attract; that is, if a C-type is married to a B-type, the two parties will pull from each other, taking dominating traits along. In an employment situation, this means the applicant will be a C-type most of the time, while trying try to be a B-type in some situations.

The A-types commonly marry a D-type. The B-types commonly marry the C- or A-type. Why is that? Sometimes people enjoy a relationship with an opposite personality because it brings out traits that are hidden or simply not there. Although opposite groups marry, they rarely work well together.

Being married to the opposite group, you will pull traits from this group. Therefore, your secondary group may reflect the spouse's personality group, although your natural secondary group may be different. This is also true about your parents and family members.

## Managing The Different Personalities

### Knowing what to do... and when to do it!

As a manager or employer, you try to do the best you can. You do it from **your** perspective. You may be an A-type personality. What works for an A-type is not necessarily good for the other personalities.

It is vital that you be aware of the wants/needs of the other personality groups, as this will help your company immensely. One example of a personality clash is an A-type interested in results, and a C-type interested in details. The results person is direct, with a bottom-line attitude. This personality collides with that of a detail-orientated person who is very analytical and extremely uncomfortable when all steps of a plan are not outlined in advance. When these two employees meet at a table to discuss a project, the results person (A-type) complains his co-worker is too picky and is prolonging the progress. On the other hand, the C-type detail person feels his co-worker is going to mess up the project without a plan, and that the whole project is headed for a disaster. To be successful, the two must recognize that each one needs the other, and they both bring something to the table that will enhance the overall effectiveness of the project. The ability to appreciate differences helps you acknowledge that someone different from you can fill in gaps that you cannot fill.

Unresolved conflicts lead to backstabbing and negative attitudes, which are contagious. If untreated, this low morale can result in turnover, a costly process in any business. These situations also affect customers who pick up on the tension and observe the attitudes.

First, you need to have the same type personality groups in the same department. You can then design a promotion by which those who excel will be rewarded. Everyone will be excited about the promotion, and the department should do well.

If you have three B-type personalities and three D-type personalities in the same department, no promotion will work. The B-types will laugh at a D-type promotion, and the D-types will shun a B-type promotion. You will wind up with 50% production, added expenses, and a failed promotion.

If you must have different personality groups in the same division, you may want to have two different types of promotions, allowing the employees to sign up for the one they want. Then design two separate teams to work on different projects or to work at different tasks.

### Motivating the different personalities

#### **What turns on the:**

**A-type: Challenge, money, freedom and more money.**

**B-type: Recognition, awards, excitement and trips.**

**C-type: Challenge, money, recognition and position.**

**D-type: Titles, recognition, awards and security.**

If you plan your next promotion based on the group personality of the department, you will have a winning promotion.

## Working Together

The first rule of thumb is that each separate department needs the same type of personality to do a good job. However, this does not mean that you cannot have an A-type manager and D-type employees. Instead, it means that each department needs an overall sense of well being in order to work. If you have a B-type personality working next to a D-type in the *same* position, nothing will get accomplished. The B-type will upset the D-type, and the D-type will bring down the B-type. Promotions will not work, and production will suffer.

Test employees in each department; make sub-departments if you need to separate personalities. In sales, you may have the A- and C-types work on the corporate accounts. Have the D-types work on the "Mom and Pop" companies. Have the B-types do telemarketing to bring in the prospects for the other types to close. Split the commission. Have the A- and B-types work as a team effort. The same goes for the C- and D-types. A- and D-types rarely work well together, however. Neither B- and C-types nor B- and D-types work well together, either.

If you are hiring a manager, make sure they are an A/B-type if the director is an A/C-type. Two A/C-types usually butt heads all the time. If a V.P. is very stubborn and you hire a director who is also very stubborn, you will have a problem. Hopefully, the V.P. is suited for the position, and you will find a non-stubborn director. (A/ B means A is the dominating group and B is the secondary group).

If every one of us were the same, the world would be a very empty place. Everyone has their own place in the workforce, as in life. The A-type seems to be among the leaders of the world; the B-type seems to be a motivator or entertainer; the C-type seems to serve best as a politician; while the analytical people and the D-type personality lends a balance to the other three groups with their wit and charm. Most likely, everyone would like to be viewed as a superstar, but we are what we are. One cannot teach personality traits; although, by knowing our weak and strong traits, we have the opportunity to work on them, strengthen them, and thereby grow as individuals.

Most successful people have found their niche in life. They have found work they enjoy doing, and do it well. As someone once said, "Do what you like to do, and you will never work a day in your life." Many people have become doctors, lawyers, or other professionals because their parents pushed them into it. This person would be more successful and happy if they did what *they* really wanted to do.

Maybe your accountant would do much better as your head of Customer Support. Using the Personality Profile, you can test all employees and find out where they *should* fit. If they are in a position they don't like, you will not get 110% effort from them. If your company is restructuring, this is an important move. Do not let the best salesperson you have go just because they are now a secretary. These adjustments will be advantageous to your company, when the right employee is in the right position.

Use the Team Design reports on your current employees to see where they would best fit in your organization.

## Being a good manager

Hiring good people is one thing, but managing and keeping good people is another. If you are fortunate enough to find the perfect person for the position, you will need to give the right type of support and direction, which they will need. The key word here is "**they**"; i.e., not the type of support and direction *you* want or think they need. The major mistake most managers make is in treating everyone the same, or treating everyone the way the

manager him/herself would like to be treated.

The difference between the 26 different personalities is enormous. By treating them all the same, you will lose all but one group, or you will not receive 110% from any of them. The A/C personality thrives on freedom, challenge and few rules, while the D/C personality thrives on being directed and needs a complete set of rules to work by. Treat these two people the same, and you're headed for trouble.

Understanding what each of the five basic type personalities need is not difficult, and will improve morale and productivity. It is never easy to change your way of dealing with people, but if you have a problem with your people not giving 110% or quitting, it is **you** that needs to change.

You must first understand that the business may be your first interest, but not necessarily your employees' best interest. You sign checks, they collect checks. You look ahead, they watch the clock. Not all employees are this way, but the ones that are will have a huge effect on your bottom line if you do not handle it (them) correctly.

People need to be motivated in order to *want* to do better, to take on additional responsibilities, or to give 110%. Knowing what motivates the different personalities gives you the key to better employees.

Many times in my dealings with clients, vendors and others, the person with whom I am dealing acts like they could not care less, does not know the answers to my questions, and may not even know who is the *President* of the company! Obviously, this person was the wrong personality, has not been trained properly, and/or is wrong for this type of position. Is this the type of person you want representing your company to the public?

Poor attitudes will convey the wrong message to your customers. The best test is to call your own company, acting like a customer, and see what happens. If education on products is necessary, the Custom Aptitude/Memory Retention test will show you the best method for training. The Custom Aptitude test will show you what your employees retained in training. If a poor attitude is the problem, find out what type of personality with whom you are dealing, what type of manager they have, and where the problems are. A transfer may be in order for one or both parties.

Good employees start with good management. Good management starts at the top.

### **Learning to adjust (an example):**

Sam needed to hire a bookkeeper. The business was growing so fast and Sam wanted to spend more time on sales. After interviewing twenty or so people, Sam hired Mary. Mary had extensive knowledge, experience and good references.

Mary quit three days later. Mary, like most accountants, was a C-type personality who needed a well-structured, consistent working environment. The first mistake Sam made was in telling Mary how to keep his books, thereby not giving Mary a chance to show him a better way. Mary was hired because she had the experience; however, Sam assumed his method was just fine and, therefore, confined Mary to doing it his way.

The C-type personality is a perfectionist who strives to do a job well. Sam's method of keeping the books was sloppy and inefficient. This upset Mary, and her morale fell through the floor. When you hire experts, listen to their advice.

The second mistake Sam made was in having Mary fill in at the sales counter when the store got busy, as well as having her run errands. Again, the C-type personality needs consistency. Mary was neither a salesperson nor a gofer. Both these tasks made Mary very uncomfortable, and also interrupted her main job of keeping the books. It took Sam years to learn the business; however, he expected Mary to do it overnight without her input or without giving her any training in product knowledge or sales.

We are not saying Mary, in time, could not have helped Sam in other areas, but only after Mary felt comfortable about her position, and had a clear understanding of her responsibilities in that position. Sam should have asked Mary for her opinion on how the books were kept and then listened to her suggestions. This would have made Mary feel important and an integral part of the business, and would have also helped Sam get his books in order. Sam should have given Mary at least two or three weeks to get settled into her new position, and then asked her what she thought of helping him out at the sales counter or making deliveries. Now test yourself. What personality is Sam? (A/ B-type personality).

### **Starting out on the right foot**

Each position needs a certain type of personality and set of character traits. You will need to test and evaluate the best people in that position now to attain a benchmark as to what you need. If a B-type personality is now doing a great job and you are comfortable managing that type of personality, you need to hire another B-type personality with the **same** traits. Hiring a C-type personality would cause the B-type to lose productivity and morale, since the C-type personality rarely works well with the B-type. If you are starting out fresh, you will need to write down the traits needed or not needed for the position. Check the personality chart to see which personality fits best. Set your benchmark file to represent the traits and personalities needed.

We tend to hire people most like ourselves. Is this what you need to get the job done? You are an owner or a manager. Do you need that type of person to do the job? If not, you will need to realize the person for the job may not act, think, talk, or be anything like you. You may feel uncomfortable around this person, and possibly not even like him/her. However, you are hiring this person to do a job, not to be your friend. You will have to know how to motivate him/her to give 110% and try very hard not to let your true feelings show. If you hire someone like yourself to do a job beneath you, will they last or give it 110%? Remember, it is not their company, it is your company.

We have all heard the term, "dead end job." Are your positions "dead end jobs"? In reality, every job is a dead end job if the wrong personality is put in the wrong position; even if it is the president's position.

## Personality Chart

This chart is not written in stone. The secondary personality has much to do with the overall make up of the person. The chart represents an average of what the testing system has found to be true with the different personalities. There are some people who will prove this chart wrong, but the majority will fit right in. Find the traits needed to do the job and check the chart. Add up the total score for that group. The top score will be your dominant group and the second highest would be your secondary group. Read the type descriptions first to ensure you make the right choice. On a scale of 1 to 15, write down the perfect score needed to do the position for each trait. Set your benchmark file 2 points below that perfect score, and as high as you need for the maximum.

Trait	A-TYPE	B-TYPE	C-TYPE	D-TYPE
STRESS MANAGEMENT	S	W	S	M
SENSITIVITY	W	W	S	M
COMPASSION	W	X	S	S
PATIENCE	X	W	S	S
CREATIVE	S	S	W	X
ARTISTIC	W	S	X	X
OUTGOING	X	S	W	M
ANALYTICAL	S	W	S	X
INDEPENDENT	S	W	M	W
DETAILED	W	W	S	X
PERSUASIVE	S	S	X	W
AGGRESSIVE	S	S	X	W
STUBBORN	S	M	X	X
TIME MANAGEMENT	S	W	S	X
Manual labor type	W	X	W	S
Administration	W	W	S	M
Management	S	W	S	W
Sales – Closer type	S	S	X	W
Sales – Technical	S	W	S	X
Clerical	W	W	S	S
S= Strong. M = midrange. X = Sometimes. W= Weak				

## Mixing Personalities

No one person is just one or two personalities. We are a combination of all four groups in different percentages. If we answered the 60-word profile sheet honestly (except for the E/P personality) there will be a dominating group score. This is the group the individual will act like on a day-to-day basis. The secondary group score will influence the personality and may cancel or extend other traits of the dominating personality.

Take for example the B/A personality. This personality is very outgoing, decisive and aggressive. The B traits cancel some of the stress management of the A-type and the A traits extend some of the realist qualities of the B-type. What you have is a mixture of both personality types. If the stress management level is below 6, you will have to deal with this person as a B-type personality with a large ego, and who is self-sensitive. The A-type personality will allow this person to achieve most goals and will give him/her the added benefits of the A personality's strong traits. While never able to be as strong as an A/B personality, they will be more people-oriented, and thereby better able to deal with other employees. This person will need more recognition than the A/B type to continue giving 110%.

An A/B-type personality with a high time management score will act differently than one with a low score.

Knowing what a trait means and how it will effect the personality can make the difference in managing or hiring a person for a specific position. If you have read the trait explanations of this book, then you know the time management level is how a person views life. If they looks at life in black and white, right or wrong, they sees things as they really are. This employee will be on time for work and will act responsible. If this score is low, they will see things as they want them to be and will most likely be late for work or call in sick more often.

The full report will allow you to know more about the person with whom you are dealing, as well as how to manage him/her.

We sometimes see a D-type personality who is very aggressive. This is unusual, and reminds us that people are very complex and unique.

**64% of all people hate their jobs!** Do you think that if these employees found work they really enjoyed, their outlook on life, productivity, and morale would improve? You can make a difference in your company and in your own personal life by knowing with whom you are dealing and how to make that relationship work for both of you.

Your worst salesperson could be your best Customer Support person; your worst technician could be your best salesperson; your worst secretary could be your best marketing manager. Instead of firing them, fire them up by placing them in the right position for their talents and personality traits!

It costs more than triple to hire, then fire and re-hire another employee. Save yourself time and money and place your employees where they really fit.

One good idea may be to have employees wear colored badges to show which type of personality they are. This would allow others to know instantly how to deal with them. Some companies have tried this with great success.

## A Final Word On Personalities

Many of us became what we are because our parents wanted us to be the same or better than they. In turn, we wanted to please someone else and did what our parents wanted. Life is too short to go through it doing a job you hate.

The next time an applicant sits in front of you, ask them,

*"Why are you a salesperson, secretary, etc?"*

*"Why are you unemployed?"*

*"If you could do anything, what would it be?"*

*"If you could have any position in this company, which one would you take?"*

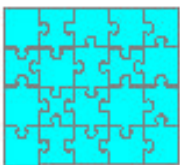
You know the reason. This applicant either did not like doing the job for which they was trained and, therefore, did not give 110% to the last employer, or the employer did not give the applicant what they needed in order to be effective and content in the job.

Using the Plus-32 system, you will know the reasons why this particular applicant desires employment with your company, and you will be in a position to make a change for the better.

The Plus-32 system is a tool to help you evaluate an individual's weak and strong points. It will help you make the right decisions as to where this person best fits in your company and where you will need to offer direction and training. Hiring the wrong personality for the position helps neither you nor that person, and ineffective management adds to your problems.

We sincerely wish you the best of luck in effectively placing employees and thereby improving your business. It is our strong belief that the Plus-32 system will help you do so. We will be happy to answer any questions you may have. Our dealer support team is ready to answer all your questions.

## The Benchmark Program



### Putting the pieces together

The benchmark program provides a way to grade applicants or current employees against the top person(s) in a department. How many times have you said, "I wish I had ten more people like Johnson?" Entering Johnson's chart scores in a benchmark file and then running everyone's reports with that file, will give you an indication of how close your other applicants are to your ideal person. Page 2 of each report shows you the comparison between the applicant's scores and the benchmark scores.

You may make up as many benchmark files as you need to; i.e., design one for sales, management, etc. When you run the reports, use the appropriate file for the applicant. If you do not want to use a benchmark file, press the Enter key when asked for the benchmark file name or choose NO-CODE.BCH.

Once you run reports using a benchmark file, you may use the Benchmark Search feature. This will allow you to print a report listing the top candidates who took the profile on a certain day, month, and/or year.

The Search program will compare **every** applicant in your database to one benchmark file. Use this feature to find applicants for other departments if they do not fit the needs of your department.

If you use a benchmark file, you may print a graph to the screen or printer. This graph will allow you to instantly see where the applicant stands in relation to your benchmark.

## Plus-32 System Benchmark Files

The included benchmark files are generic files with data taken from the thousands of profiles completed over the years. We compiled this information and designed benchmarks based on the most common personalities, traits, and strengths. We strongly suggest testing the best people in your departments to create your own personalized benchmarks for each department. Our reasoning for this is that it is difficult to compare a good salesperson in New York City with a salesperson in Gainesville, Georgia. The sales styles and manners would be very different; i.e., what works best in NY might not work at all in GA. A Company selling high tech products in NY would want someone totally different than a salesperson that sold cars in Dallas. Comparing people in vertical markets does not seem to work, either. An insurance salesperson in the Deep South would sell very differently in NY, because the two areas have a much different business atmosphere and rules. The two insurance companies may be run by two different philosophies and methods of operation. You have your own unique management style and business philosophies. This is transmitted to the employees and, if they are working out well, it is because they have the right character and talent traits to deal with it, not because they have met some national average.

We can say most vertical market / office positions are run by the same type personalities, but we cannot give you any real time talent and character scores that make them successful; only what we see in the reports. For example, most accountants are C/A or C/D personalities, but the level of patience ranges from a low of 7 to as high of 15. Most are in-between this; however, we do not want to state that only an 11 in patience would be successful. A good benchmark score would be a low of 9 and a high of 13. This would place applicants in the middle range, where you could feel confident they would succeed. The most important thing is that they are a C dominating group personality.

If we focus on sales, you might have two or three top salespeople with different personalities. This would mean each has found their own niche in the marketplace and is selling those types of clients. You would then decide which one is selling the types of clients you want most and make your benchmark from that salesperson. You could also design benchmarks for the other two and hire every second or third salesperson using those benchmarks.

## Sample Benchmarks

The following pages include some common and included benchmarks by which you can gauge your benchmarks.

**Note: These are suggestions and examples to help you design your own benchmarks. They are not intended to be used “as is” or to reflect what you need.**

### The man-top.bch

This is the typical president or strong VP benchmark. A workaholic, determined to succeed. Will want a piece of the action to stay for any length of time. Keep the challenges coming, because they can handle them.

### The man-mid.bch

This is the typical VP benchmark, who works well with the A/C presidents, and can handle the employees much better. they has most of the traits that the presidents generally lack, so the two work well together. This personality likes direction and will take advice as well as give advice. This is the most common partnership in the business world today, as it works very well.

The B/A might work also, but you would need a president with a lot of patience to handle this personality.

### **The man-prod.bch**

This is a typical lower management benchmark. This one was taken from production managers and shows the different traits and personality that is needed for this position. This would be used in any lower management position which deals with following orders, keeping on schedule, and managing workers. The D/C with similar traits is also a possibility.

### **The man-retl.bch**

This is the typical retail manager's benchmark. Managers tested worked for department stores, tire stores, and at the parts counter of an automobile dealership. The one interesting thing we observed was that the C/A or C/D with these traits did well. Although the C/A is stronger, the C/D seems to do just as well. Another possibility would be the D/C with similar traits.

### **The clerical.bch**

This is the typical secretary benchmark. A D/C will work out as well in this position. Over 400 secretaries were tested for this benchmark, with the C/D testing the highest.

The B/D was the third highest personality for this position, but tested much lower in essential traits.

### **The labor.bch**

This is the typical production worker benchmark. Any job that needs consistency day in and day out and has a structured work environment needs this type of person. A B/D may work, but is harder to handle and may not have good time management skills.

### **The sales-ba.bch**

This is the typical car salesperson. Aggressive, outgoing and will go for the check. Hard to manage and needs good direction. Dislikes routine and details. Has a problem understanding the C-type personality.

The A/B is stronger and easier to manage. Use this when you need a one-call closer for a non-technical sale. They make good cold callers.

### **The sales-ca.bch**

This is the typical high tech, low-keyed, patient salesperson. This person sells computers and widgets. They will go into great detail with presentations and handholding. Then send in the A/B, A/C to close the deal when they are through.

The C/D works well in this type of position also.

### **The sales-dc.bch**

This is the in-store retail type clerk. The aggressive trait is the most important because it will make the difference between a clerk and a salesperson. The sales test score should be at least a level 3. The D/C works the best; however, sometimes a C/D works here, even though they do a better job of managing the D/C.

Notice we did not include the A/C in sales. This is because although most A/C's can sell, they will not last long if not provided with a challenge and a piece of the pie. Look at A/C salespeople to "move up" in the company when they start to burn out.

## Benchmark Worksheet

Average scores from the chart pages of each top employee you wish to use. When completed, transfer final scores to the benchmark program. Use only the traits needed for the position. Place a 0 (zero) in each trait that is not needed for the position.

Average score for all selected employees	Trait	Lowest score Acceptable	Highest score Acceptable
	Stress Management		15
	Sensitivity Level		
	Compassion Level		
	Patience Level		
	Creative abilities		
	Artistic abilities		
	Outgoing traits		
	Interaction Level		15
	Decision Making Level		
	Analytical Level		
	Independent Level		
	Detailed traits		
	Persuasive Level		
	Aggressive Level		
	Stubborn Level		
	Goal Setting		
	Time Management		15
	Confidence Level		15
	Personality type		

Some traits, such as artistic and creative, may not be needed for the position and should have a zero placed in the To and From boxes.

The lowest confidence level score should not be lower than 10.

Other traits, such as time management, interaction, and stress management, should have a 15 for the highest score. Your scores should have a spread of 4 points from the average score.

## Partner Profile

The Partner Profile provides two types of reports. When searching for a business partner, for instance, you would use the Business Report. If searching for a life partner, however, choose Life Partner. Each report will deduct a credit. All three profiles utilize the same file while producing different types of reports.

**If a personality profile has previously been run, there is no need to enter the 60 words again. Simply select Partner Profile, get a saved applicant, and the report will be produced automatically.**

Finding a compatible business partner is never an easy task, nor is finding a partner who will help you achieve greater levels. Let the Partner Profile do the work for you. This report will suggest who and what to look for in a business partner based on your personality, and strong and weak traits. The report will review the following areas:

**Compatibility scores** with a partner with whom you will get along and work well together.

**Achievement scores** reflect traits, which will complement yours. Where you are weak, they may be stronger, etc. Achievement scores are based on a partner who will help you achieve and get ahead. These scores will help you design a benchmark.

The Life Partner profile uses the same format of compatibility versus achievement scores. Find your perfect companion based on your personality and traits.

## The Employee Profile

You may also use these reports to evaluate current employees. It is not advisable to show the report to the employee, but it will give you vital information on helping this employee improve on weak traits or show how a manager needs to manage this employee. If you have a problem now in one department with many employees, test the manager to see if the manager's personality and traits will mix well with the employees'. The manager could even be the problem.

## Employment Profile

The employment profile is designed to help an applicant survive the interview based on weak and strong traits. Use this profile if you are recruiting for a position and the candidate has to interview with your client in order to be hired. Utilizing the same profile file, this report is a more personalized report for a candidate's job interview. It can also be used as an outplacement tool for terminating employees.

NOTE: All the profile reports need only be entered **one time only**. Get a saved applicant the next time you wish to run a profile, and the report will automatically print without re-entering the words or applicant information.

## The Perfect Employee

In order to provide the finest service possible, we ask you to describe the person you would most like to have for this position. Below is a list of traits. Choose the traits you **most** wish to see in the employee by entering a 3. Enter a 1 if this trait is **not** needed. Enter a 2 if this trait should be in *moderation*. This profile will help us in finding you that perfect employee.

**TRAITS:**

<input type="checkbox"/> Sensitive	<input type="checkbox"/> Detailed	<input type="checkbox"/> Ambitious
<input type="checkbox"/> Compassionate	<input type="checkbox"/> Persuasive	<input type="checkbox"/> Diplomatic
<input type="checkbox"/> Patient	<input type="checkbox"/> Stubborn	<input type="checkbox"/> Competitive
<input type="checkbox"/> Assertive	<input type="checkbox"/> Aggressive	<input type="checkbox"/> Adaptable
<input type="checkbox"/> Artistic	<input type="checkbox"/> Goal Setter	<input type="checkbox"/> Sociable
<input type="checkbox"/> Gets along well with others	<input type="checkbox"/> Good time management	<input type="checkbox"/> Good stress level
<input type="checkbox"/> Analytical	<input type="checkbox"/> Reserved	<input type="checkbox"/> Outgoing
<input type="checkbox"/> Independent	<input type="checkbox"/> Logical	<input type="checkbox"/> Delegates well

**MAIN TYPE OF PERSONALITY NEEDED ENTER 1:****SECONDARY TYPE OF PERSONALITY NEEDED ENTER 2:**

- Very independent, Ability to work under pressure, Workaholic, Direct, Problem Solver, Decisive.
- Very outgoing, Talkative, Enthusiastic, Persuasive.
- Team player, Steady worker, Reliable, Serious.
- Conscientious, Reliable, Systematic, Predictable, Easy going.

**QUALIFICATIONS/JOB SKILLS NEEDED:**

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**EDUCATION NEEDED:**

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# Sales Aptitude & Placement System



## Introduction

The Sales Aptitude and Placement system is used to evaluate salespeople. The test consists of 51 questions, which the applicant answers to the best of their ability. The answers are scored for the report.

## Reading the report

The report is very simple to read and understand. The charts on page 2 will show the **individual knowledge** scores for the answers provided. This will inform you as to how many questions the applicant answered not wrong or correct in the different categories. This score is there because an applicant could study sales books or attend seminars to attain this information. This does not necessarily mean that they have experience in sales, however.

The next set of scores is the **skill scores** for the entire test and includes our "read between the lines" scoring system. This score may be higher or lower than the knowledge score. If the score is higher, the applicant learned by experience rather than by books or seminars. If the score is lower, the applicant either got lucky by guessing the answers, or they learned by schooling, rather than by experience. The key to understanding the levels and experience lies in the total score.

The score needed to achieve a level 5 is 8.5. A high level 4 would be a score of 8.0. The applicant may have answered a few questions less aggressively or not consistent with standard sales practices. The higher the level, the tougher the report is graded in the areas needing improvement. At levels 4 and 5, there will still be red flagged areas. These are areas that could be improved upon; not necessarily trained.

The rest of page 2 will review experience and skills. If the experience doesn't add up, we inform you. Example: If an applicant received a level 2 and stated they had six years of sales experience, we question if this is true; or, if it is true, then this person obviously did not learn much in six years.

Page 2 also reviews compensation. This informs you where the applicant is in terms of aggressiveness, experience, and position. If an applicant needs \$3,000.00 a month just to pay bills, you will know how many sales will be needed and if that is possible. If \$1,000.00 is needed, you will know more than likely they will quit working after a few sales if you provide a salary.

If the applicant wants to get paid by the hour and needs \$3,000.00 a month, you would be paying upwards of \$18.00 per hour. If this person needs \$1,000.00 a month just to pay bills, they either never made much more than that in the past, or is very desperate now. If they want a high salary, they may be an overpaid clerk. If, on the other hand, this applicant wants a draw with good commissions, this shows good self-confidence.

If the applicant thinks the word, "investment" would scare a retail customer, this shows they may never have sold insurance, or a large ticket item. You need to look between the lines to see the real applicant. If the applicant thinks the sale is closed when the goods are delivered, this shows they never owned a business or reached a high management position.

Page 3 will review the answers the applicant gave to inform you of key questions to review. For example: If an applicant answered that they would turn over a customer who canceled a sale to customer support, you need to know. In answering the questions, there may be more than one correct answer, and usually one very incorrect one. If the applicant chose the incorrect one, you will be informed with a "red flag" on the report.

To get a good picture of the applicant, you need to review the entire report, looking at the areas that concern you the most. Each company has its own unique type of sales approach and needs different types of salespeople. But sales knowledge is sales knowledge. If a salesperson doesn't know the basics, then you will have problems. Use the report to differentiate the people who think they can sell.

### **Being realistic - Who can you afford?**

If you are selling a low cost product or service with just commission as compensation, you may not attract level 4 and 5 salespeople. If you hire a level 4 or 5 salesperson, they may not stay very long. Retail sales commonly have a level 3 as their best salesperson. You need to know ahead of time what you need and who you can afford.

Test your best salesperson to get a benchmark for what you are looking. Level 4 and 5 salespeople are drawn to a company paying a good salary base or draw and high commissions.

Level 4 & 5 salespeople are always in demand and can pick and choose their jobs. Again, realize the personality with whom you are dealing, and the motivation, compensation and working environment structure needed to retain this employee. Advanced training is a good investment if you intend for a long-term relationship with your sales force.

## Sales Test Levels



There are 5 possible levels to reach. Each level is determined by skill, knowledge, experience, and ability of the candidate. The sales test makes Level 5 the highest level, and the most difficult to achieve.

**LEVEL 1:** This level has determined lack of sales skills, knowledge, experience, and ability. The applicant has little or no background in sales. You would need to thoroughly train this person to even start him/her in a low level type sales position.

**LEVEL 2:** This level has determined little sales experience, knowledge, skill, and ability. You would need to provide training to place this applicant in any type sales position other than low-level retail type sales.

**LEVEL 3:** This level has determined an average salesperson who has worked in sales and shows average experience, skill, knowledge, and ability in sales. This is not a superstar by any means, but may work out in a low level sales position. However, they would need further training to do high ticket or aggressive type sales.

**LEVEL 4:** This level is where most good salespeople fall. This level has determined the sales person to have extensive knowledge, skill, ability, and experience. You can be confident in placing this applicant in the sales arena, and to expect good performance.

**LEVEL 5:** This level is most difficult to achieve and determines excellence in *all* aspects of sales. Most people who achieve this level have had high level positions in areas of management or have owned their own business and had to perform. This level determines extensive knowledge, skill, ability and overall, many years of experience in all aspects of sales.

## Sales Areas

The Sales Aptitude Test will provide you with a "profile" picture of a sales applicant. Listed below are examples of what the report will let you know about your sales applicant:

Their knowledge, skill, ability and experience	Areas that need further training
What type of company they prefer to sell	What type of company they will best sell
How many years experience they have in sales	How many sales jobs they have had
Preference selling a service or a product	High ticket or low ticket
Past training in sales	Better suited for inside or outside
What compensation they prefer	Past compensation earned in sales
What monthly income needed just to pay bills	Do they want to be promoted
What methods motivate the applicant	What style of a sales person they are
The applicant's ethics in sales	If they would make a good cold caller
How aggressive the applicant is	If they will make good presentations
Is the applicant a strong closer	Areas they need further training
If they would hard sell or soft sell	If they sell big or small deals

### **Inside sales**

Inside sales positions, directed to retail sales positions, usually one- on-one sale.

### **Outside sales**

Outside sales positions dealing with a more aggressive sale.

### **Qualifying abilities**

How well can the applicant qualify a potential client? Can they determine the client's needs, wants? Do they they know the right questions to ask?

### **Presentation skills**

How well can the applicant present your product or service? Can they convey the service/product? Do they control the sale, ask the right questions at the right times?

### **Objection skills**

How well does the applicant handle objections? Do they know an objection is usually the first step to closing the sale?

### **Closing skills**

Does the applicant have what it takes to ask for the sale? Are they aggressive enough to ask for the sale, as well as *how* and *when* to ask for it?

**Cold calling**

Will the applicant cold call? Do they have the aggressiveness to cold call? Do they know with whom to talk, how to get in the door?

**Telemarketing**

Can the applicant convey your product / service via the telephone? Can the applicant sell or set up an appointment via the telephone?

**Assertiveness**

Will the applicant stick with the sale, or give up after a few tries?

**Ethics in sales**

Is the applicant honest? Does the applicant take pride in selling on honesty, quality and experience? Will the applicant lie to your customer?

## Sales Test Questions and Explanations

There are questions that do have a correct answer. These questions are scored to profile the 11 areas selected for an analysis. These answers are common sales standards, which will also determine the level. There are other questions used to gather information on an applicant that have no correct answer. Listed below are some of the questions that are used to score an applicant, and have an answer that is most correct.

**Q: As a sales person what do you sell first on a sales call?**

*A: Yourself*

*EXPLANATION:* Before you can sell your product, price, or the fine company you work for, you will need to sell yourself first. The client will judge the company upon your presentation of selling yourself. It is the responsibility of the company to sell its reputation via advertising, word of mouth etc.

**Q: In general most people buy a product because they:**

*A: Want it*

*EXPLANATION:* Is the applicant aware that most product sales are impulse sales or emotional sales? How much training do they have in product sales?

**Q: In general most people buy a service because they:**

*A: Need it*

*EXPLANATION:* We are looking for service experience.

**Q: When you have actually CLOSED a sale you:**

*A: SIGN THE CONTRACT / GET THE CHECK*

*EXPLANATION:* If the applicant selected Sign the Contract, this tells you they are used to high-ticket sales dealing in contracts. If Get the Check was selected, this person is used to selling a product or service that dealt with closing the deal on the spot with getting the check.

**Q: After you ask a CLOSING question you should:**

*A: Say nothing*

*EXPLANATION:* As Zig Zigler said, "Shut up!"

**Q: The most important thing a salesperson can know is:**

*A: Everything they can about your service or product.*

*EXPLANATION:* No matter how good a salesperson is, they cannot sell something about which they know very little.

**Q: If you are cold calling via phone for a low priced product you should have:**

*A: 100 new leads - 200 new leads.*

*EXPLANATION:* Both are correct. If answered 200, the applicant shows aggressiveness. 100 would be more feasible since we are talking here about new leads on which to follow up. 200 would be a long week.

**Q: Is it better to be working on:**

*A: A lot of small deals and a couple big ones.*

*EXPLANATION:* This question will inform you of the type of salesperson. In sales, the big deals usually take longer and are involved. Therefore, if some small deals are worked, sales are made consistently and you have cash flow.

**Q: The best way to increase sales would be to:**

*A: Analyze your past sales.*

*EXPLANATION:* If you analyze your past sales, you will realize what you did right, what worked, and what

would improve your next sales call.

**Q: Which one of the following would help you the most in this sales position?**

A: *Varies.*

*EXPLANATION:* Whichever answer was selected will inform you in what areas your applicant needs help. If the selection was 1, learn more about the company's products and services, they feel confident in their knowledge of sales, body language or competitors' products.

**Q: What is the most important thing you do after the sale:**

A: *1- Ask the customer for potential customers and 2- Analyze the sale*

*EXPLANATION:* This answer shows aggressiveness and experience. If the applicant selected 1 - Analyze the sale, it shows a less aggressive sales style.

**Q: If you're selling 2 out of 5 customers, are you doing well?**

A: *Yes*

*EXPLANATION:* 40 % is considered good in anyone's book.

**Q: The person most likely to listen to your sales pitch is:**

A: *The secretary*

*EXPLANATION:* This is a cold calling question. You would know from experience the secretary will almost always listen to your pitch.

**Q: The best person to give your sales pitch to is:**

A: *Anyone but the secretary.*

*EXPLANATION:* You might get information from the secretary as to whom you would need to see, but you are wasting your time giving the pitch to a person who is not making the buying decision.

**Q: In general, most customers need to:**

A: *Be convinced they can't live without your product or service.*

*EXPLANATION:* You can push and lead all you like, but if the customer thinks he doesn't need it, it is not sold.

**Q: In sales jargon, the word *stiff* means:**

A: *Can't be financed*

*EXPLANATION:* Any other selection would inform you this applicant has never worked in an area of sales that had to do with financing.

## Designing Your Own Custom Sales Report



If you disagree with the standard answers, you may customize the answers to be correct for your salespeople and your sales style. The answers you choose will be scored as the highest level, most experience for the report. This will allow you to choose applicants who are most like you, think like you, and sell like you.

### Changing the most correct answers

You may use the EDIT SALES Icon in the features/utilities section to custom design a sales test that best fits your sales style. When used, the custom answer file is used to compare and score your sales applicants. This will allow you to hire salespeople who have the sales style and attitude that best fits your business style.

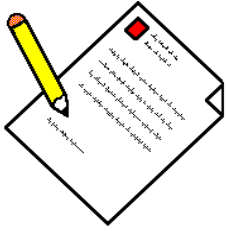
Before changing the standard answers, review the sales question section to see why the answers were chosen as being most correct. If you disagree with the selection, you may change the most correct answer by clicking your choice in the bottom set of buttons. After selecting all changes, you will be prompted to save the changed answers. Select YES and your custom answers will now be used to grade the sales report. You may edit the first 40 questions. The last 11 questions are general information questions and have no “most correct” answer.

To reset the answers back to the standard file :

- 1- Edit any answer in the sales Custom file.
- 2- Exit edit program.
- 3- When asked if you want to use the custom file, select NO.

\* You may print a hard copy of the sales test in the document section located in the Features/Utilities section.

## Custom Aptitude & Knowledge System



### Designing your Custom Aptitude Test

To design your own test, choose the EDIT CUSTOM Icon from the Features/Utilities menu. When asked for a test name, enter your new test name. This will now show a screen asking if you wish to do this. Click Yes. You have just created a test file with the name you typed in. To edit a saved test, double click on the file name in the file box.

You will be looking at Question #1. Click the Questions box and type in your first question. You may use upper or lower case letters. If you need more room to finish your question, use up to three lines.

To type in your answers, Click the Answer box .You always need at least two answers, and each answer must start with a number (1- etc.) One could be correct and the other incorrect, or one more appropriate than another, but both are essentially correct. You may use trick answers to fill up all four-answer spaces or leave one or two of them blank.

After you have entered your Answers, Click on *points*, and enter a point value for this question. The point value can be from one to ten points. If the question is a general type question with no correct answer, type in a 0 (zero) for the points. The questions and answers will be printed on your report.

Use the spin buttons to increase / decrease values.

Type in the **most** correct answer number in the most correct box. You have a choice to enter a **secondary** or somewhat correct answer. If not, press the Enter key. If there is a Secondary answer, type in the number. If the Applicant chooses this answer, they will receive 1/2 the total points of the most correct answer. If you have secondary answers, make sure your most correct point value is at least two. Do this for each question. You may have up to 60 questions. When completed, click the save button and then the exit Icon. You may return at any time to add or delete questions.

Start your Answers with a number "1-" and **do not** skip questions or answers.

**You may have up to 60 questions for your custom test.**

## Taking a Custom Aptitude Test



Click on Custom Aptitude from the testing programs menu. Select Enter a new applicant or get a Saved applicant. Double click on the custom test you wish to take. This will load the program into memory. The Enter Information screen will display the custom tests in a file box. Double Click the custom test file name you wish to take in the custom box.

You may print the test to the screen or to your printer. The full test will print any incorrect questions and answers the applicant selected, along with a summary sheet. The bottom line report will print only the summary sheet. The type of report printed may be changed in the edit report section of the Enter Applicant information screen.

You can evaluate an applicant by the score they receive. The higher the score, the more the applicant knows about your business. The summary sheet will allow you to grade the applicant as to your score, and compare how other applicants scored on the test. The full report will show areas where the applicant was weak and where training will be needed. (See the Memory Retention section on how to set up different training classes). If you find most applicants miss the same questions, you may want to change or reword that question.

Note: You may have as many custom tests as you wish. Each time a new report is run, a credit will be deducted. Reports may be reprinted anytime and will not deduct a credit.

## Memory Retention Test



### Introduction

**Note: The memory retention test must be taken directly from the computer.**

The Memory retention test is used to evaluate how a person retains information. Do they retain names better than numbers, or numbers better than names?

Can they retain the information in a timely manner, or will extra time and instruction be necessary?

The first screen is a name recognition screen. This will test the applicant's ability to remember what they read, as well as names.

The second screen is a directions screen. This will test the applicant's ability to remember directions, as well as names and numbers.

The third screen is a specifications screen. This screen tests the applicant's ability to remember numbers, as well as the names of the products.

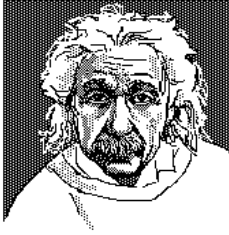
The fourth and last screen is a code screen. This will test the applicant's ability to remember numbers, as well as the code names.

Each screen is timed for viewing from 30 to 60 seconds and will automatically clear. All four screens have 8 questions about the information contained in the previous screen.

This test will help you evaluate an applicant's ability/skill at retaining different types of information. Some people are good with numbers, others with names. This test will provide you with that information. This test works well for temporary personnel to evaluate their learning skills. A temporary needs to learn much information in a short amount of time. If you are going to do training, this test will allow you to separate the class into groups to do a customized training session dealing with the group's weak areas.

When hiring a temporary, you may wish to test them before hiring to ensure they can handle the new information about your company and the workplace.

## I.Q. Test



### Introduction

The I.Q. test is a standard test used by many businesses, schools, and other institutions to evaluate reasoning and problem solving abilities. It is a general assessment of your ability to think and reason.

Abilities not measured by this test include: musical and talent abilities or manual dexterity. The test, however, does provide an important indication of the ability to think, reason, and solve problems. This test may be taken from a hard copy in the documents section or from the computer.

### Scoring

0 – 80	Low – Reasoning Abilities
81 – 105	Average
106 – 119	Above average
120 – 129	Superior
130 – 139	Very superior
140 or above	Extremely gifted

The results may be affected if the applicant is tired, stressed, nervous, distracted, or having personal problems at the time of testing. Applicants who have any of the above conditions should not take the test. If the confidence level on Page 2 of the Personality Profile is below 11, this test should not be administered.

The test is timed if taken by computer. If taken via hard copy, a time limit of 45 minutes is recommended.

This test is designed to be taken by adults over the age of 18.

You may print the I.Q. test for an applicant to take from a hard copy in the documents section found in the Features/Utilities section.

## The Team Design Program

**Note: In order to run the Team Design report you must take one of the three profiles first. On Page 2 (the chart page), you will see the team design number, which is entered into the program.**

The Team Design program is used to select the best team members for the team positions. The members are scored via their Personality Profile scores and categories range from clerical to leader.

The first step in using the Team Design program is to run personality profiles on all potential team members. The Team Design number will be displayed on the chart page 2 and also on the applicant information screen when you get a saved applicant.

Start the Team Design program. Enter the name of the team, (Startup, Sales etc). This will be used on the header of the reports. There should be at least two applicants for each position open. Choose your applicants carefully, because each one will deduct a system credit.

Next, enter in the Team Design numbers of each applicant you have selected, pressing the Enter key after each one. The Team Position screen shows. Click on the positions for which you want each applicant scored. An X will show in the box if it is selected. You may de-select a position by Clicking again.

Click on continue to exit the position screen. You may now print the report to the screen or printer. As with all the reports, it may be viewed on screen, printed to the printer or fax.

## Reading The Reports

A separate report will be produced for each applicant. All position scores will be printed first. These scores show you how the applicant scored in each open position. Each position score is based on a score of 100. A score of 51-75 means the applicant has the right personality and traits to do the job, but is weak in some areas. A score of over 75 means the applicant has the right personality and traits to do a good job. Of course, they will also need the education and experience. For each position used, all scores are produced by a database compiled over many years of research on that particular position. Thousands of reports were used to compare traits and personalities to positions; much like your benchmark files.

A score below 50 does not print out, and it would be a safe assumption that this applicant does not have the personality and traits to do the job. A score of 51-60 could be gray. If you use two or more applicants for the same position, your chances of success are greater. Studies found scores ranging very low and very high for two applicants with the same personality! The traits were the difference. You will know immediately if the applicant should be considered for the position. If they scores well on the report, do your personal interview and dig deeper.

The remainder of the report will provide additional information on which to base your next interview selection and the key points with which you will have to deal.

Selecting a new salesperson or **any** other position can be made easy with the Team Design program. After you have run the personality profiles on all applicants and have chosen a few to interview, run the Team Design program and use all applicants for the reports. Click only the position that is open on the position screen (Sales Quick close, etc). This will provide valuable information about each applicant and will show you the number one choice. If a position is not listed on the position screen, choose something close.

## Position Descriptions

### Leader

An individual who is a take-charge person. The type who can handle many things at once and can work under stress and pressure. Someone aggressive and persuasive who will lead others to do their best. Someone who can handle the tough personalities and get the job done.

### Implementer

An individual who would work well with the leader to handle the details and organization. This type of person could take a mapped out project and make it happen, and could then get the job done with direction from the leader. This type is organized, logical and has good time management skills. They are detailed, patient, and analytical, but not to an extreme. This person also has a good personality to get along well with others and will know how to motivate them.

### Research Development

This is the analytical type who loves numbers, facts, charts, and graphs. This type of individual has incredible patience, and studies every detail. They may need good direction and a push from time to time from the Implementer; or, may or may not have good time management skills and usually distances him/herself from people.

### Sales Quick

This individual is compared to the used car salesperson. Get the check. An aggressive go getter who is good at

cold calling and making deals. Good for one stop non-technical sales. They usually have little patience, sensitivity, or compassion, and will need direct supervision and a lot of attention. If you sell a non-technical product or service and need a one-stop closer, this is your winner.

### **Sales Technical**

This individual is the extreme opposite of the quick salesperson. Very detailed, sensitive, organized. Will make many, many return trips to put on yet another presentation. Loves to bring charts, graphs and sheets of specs. Will handhold your clients until they call you to take him/her away. Some can even be good at closing if they have passed the sales test. If in the conflicts section you do not see an assertive statement, this person may be a decent closer, if they have the experience.

### **Production Labor**

This is the type of person who will come to work, do their job, day in and day out. This person functions well on consistency, a stable atmosphere, and steady wages. They are paced (not slow, not fast) and will do only what is expected of him/her. A good set of rules is needed before this individual can start, and they will need a good understanding of those rules. By the way, do not ever change those rules. This type of person loves security, and changes threaten that security. Use this type for any job that demands the above description.

### **Production Technical**

Much like the production labor description but used for a higher caliber employee. A draftsman, engineer, teacher, parts manager, service manager, or customer support. This individual will be stable, detailed, and will ensure the job is done right. This person is not as concerned about change, and can handle the labor types.

### **Quality Control**

This individual is much like the production technical but is less assertive, more detailed, and patient. This type will analyze everything without missing a thing. They are a perfectionist, and so will ensure the results are perfect. Use this type for quality control on any project that needs overseeing. This type works well with the A-type or strong C-type, ensuring that your product or service meets your standards.

### **Promotion (PR)**

This individual is the outgoing friendly type, who wants everyone to be happy and smiling. Good at people skills and making things happen, they love to brag about the company, and will talk to anyone who will listen. This person can make your promotions or next project a success. However, they will usually need good direction from an A-type. Use this personality to motivate, train, and lift the morale of your employees or clients.

### **Marketing**

This individual has the vision to see beyond today and is very good in the people, written and verbal skills department. They are very creative and innovative, and can help the team look ahead; thereby, saving time and money. Use this type for designing brochures, ads, promotions, contests, training sessions etc. However, they will need some support and direction from the A-type.

### **Accounting**

This individual is the number cruncher. They love to tap on the calculator and make the numbers balance. This type of person is detailed, serious, analytical, patient, and aloof, and will ensure your books are right on the money. However, they will need some direction from the A-type or strong C-type.

### **Clerical**

This individual is the office type working well with others and is fairly detailed. This person is the secretary, office manager, data entry operator, front desk person, and all around office personnel. They have most of the production labor traits and like the same stability and consistency. Use this type for any office position. Needs

direction from a C-type, A-type, or strong D-type.

If you do not see your position here, review the descriptions. If you are still having trouble, please call the dealer support number on your support screen.

We welcome your suggestions for new positions here. Please e-mail or fax your comments and suggestions.

## Plus-32 Team Design Report

Produced for: B.R. Garrison Software Group

Design Team: Sales Manager

Team member: Sandra Berven - Team Design number: 310

Personality Type A/C Consistency score: 18

### Interpretation

Only the top scoring positions will be printed. Scores are based on 100. If the score is below 100, a sentence or paragraph will follow to explain why points were deducted. If more than one position was checked on the position screen, each paragraph may contain redundant statements. The scores are derived from generic traits needed to perform the basic position. The Accountant position looks for Analytical, Patient and Detailed traits first. Next, the program looks to see how this member will interact with other team members. The stress and time management levels are also investigated to see if this will affect the team and become the weak link. The final score is a combination of all these factors. The final score does not reflect the members' work skills or experience but reflects their overall character and talent traits as needed to perform as a team member in the given position.

#### **Leader - Driver score = 65**

The stress management skill level (7) appears to be mid range. The concern is, Sandra may not handle a high-pressure stressful position. If this project needs that type of leader, Sandra may not hold up when the going gets tough. If the project is more long term, not very stressful, Sandra may not have any problems in this area. Sandra is fairly patient but the patience level (7) is lower than the 8 we were looking for. This may affect decisions, work quality and people skills. The independence level (14) is fine for this position and Sandra should be able to work well without much direction. Sandra may tend to procrastinate decisions that may affect the overall project if not made aware of this. Main areas considered - Patience - Analytical traits - Time management - Stress management - Interaction traits - Creative traits - Independent traits - Decision-making.

#### **Leader - Manager score = 60**

The stress management skill level (7) appears to be mid range. The concern is, Sandra may not handle a high-pressure stressful position. If this project needs that type of leader, Sandra may not hold up when the going gets tough. If the project is more long term, not very stressful, Sandra may not have any problems in this area. Sandra is fairly patient but the patience level (7) is lower than the 9 we were looking for. This may affect decisions, work quality and people skills. The independence level (14) is fine for this position and Sandra should be able to work well without much direction. Sandra may tend to procrastinate decisions that may affect the overall project if not made aware of this. Main areas considered - Patience - Detail traits - Analytical traits - Time management - Stress management - Independent traits - Decision-making.

#### **Quick Sales score = 100**

The patience level (7) is fine for this type of position. The normal score is from 2 to 7. This affects the closing traits. Sandra's independence level (14) is excellent and there should be no problems in this area. The aggressive level (15) is excellent for this type of sales. The persuasive traits (13) are very good and Sandra should be good at overcoming objections and conveying the product or service to clients. Sandra's outgoing traits (12) are excellent and means Sandra should be good at cold calling and interacting with clients.

There are no great concerns about Sandra in this position. Main areas considered - Patience traits - Outgoing traits - Interaction traits - Aggressive traits - Persuasive traits - Independent traits.

#### **Technical Sales score = 65**

Sandra is fairly patient, but the patience level (7) is lower than the 10 we were looking for. This may affect decisions, work quality, and people skills. Sandra's independence level (14) is excellent and there should be no

problems in this area. The aggressive level (15) is excellent for this type of sales. The persuasive traits (13) are very good and Sandra should be good at overcoming objections and conveying the product or service to clients. Sandra's outgoing traits (12) are excellent and means Sandra should be good at cold calling and interacting with clients. Sandra is fairly analytical with a score of (9), but falls short of the 10 we were looking for. Main areas considered - Patience traits - outgoing traits - Interaction traits - Aggressive traits - Persuasive traits - Independent traits.

**Promotion (PR) score = 100**

Sandra has some of the creative traits necessary to achieve success in this type of position. With this should come vision and energy. The position may be more demanding than Sandra can handle. Review past work and the position's creative demands. The interaction level (12) is good, which means clients and employees should like Sandra's way of dealing with them. The detail level (10) is excellent for this type of position, which affects decisions made, the quality of work, and results. Sandra's outgoing traits (12) are excellent. This means Sandra should do well calling on and associating with clients and other team members. Main areas considered - Personality type - Detail traits - Time management - Outgoing - Interaction traits - Creative traits - Independent traits.

**Marketing score = 100**

Sandra has some of the creative traits necessary to achieve success in this type of position. With this should come vision and energy. The position may be more demanding than Sandra can handle. Review past work and the positions creative demands. Sandra is very analytical with a score of (9) and will provide the analytical skills needed for this position. Sandra seems to have good goal setting traits. This should help the team stay on track and reach their goals. The detail level (10) is excellent for this type of position, which affects decisions made, the quality of work, and results. Main areas considered - Personality type - detail traits - Analytical traits - Creative traits - Goal setting.

**Management Summary** for Sandra Berven

**Contributions** - Personality traits this member brings to the table.

Vision, risk taker, verbal skills, written skills, precision, people skills, organization

**Communication method** - How this member will best communicate.

Verbal, written, motivates.

**Motivations** - What motivates this team member to give 100%

Money, challenge, freedom.

**Turn offs** - Actions, traits or situations that will upset this member and cause production loss.

Being taken advantage of, laziness, stupidity, wasting time or money.

**Needs** - What this member needs from the team members to stay content.

Challenge, free rein, short term projects, competitive atmosphere.

**Potential conflicts** - Traits that may cause conflicts with other team members.

Demanding, intolerant of the D-type personality, may not pick up on other members' ideas, may procrastinate, and may be stubborn and closed-minded. Suggestions - Some ways to overcome the conflicts. Remind Sandra the D-type personality is most likely the way they are at home when relaxing but the True D-type at work is working, not relaxing. Ask that they be more tolerant of their fellow team members and try to help the others reach the teams goals. The A-type needs another strong A-type to manage him/her. No other type is strong enough. Remind Sandra to be open-minded and try to see the other team member's point of view before stepping in. Advise him/her to be more sensitive as to what is being said and why it is being said. Maybe there is a better way. Advise him/her to be as decisive as possible and to ensure keeping to the project schedule to reach the teams goals.