

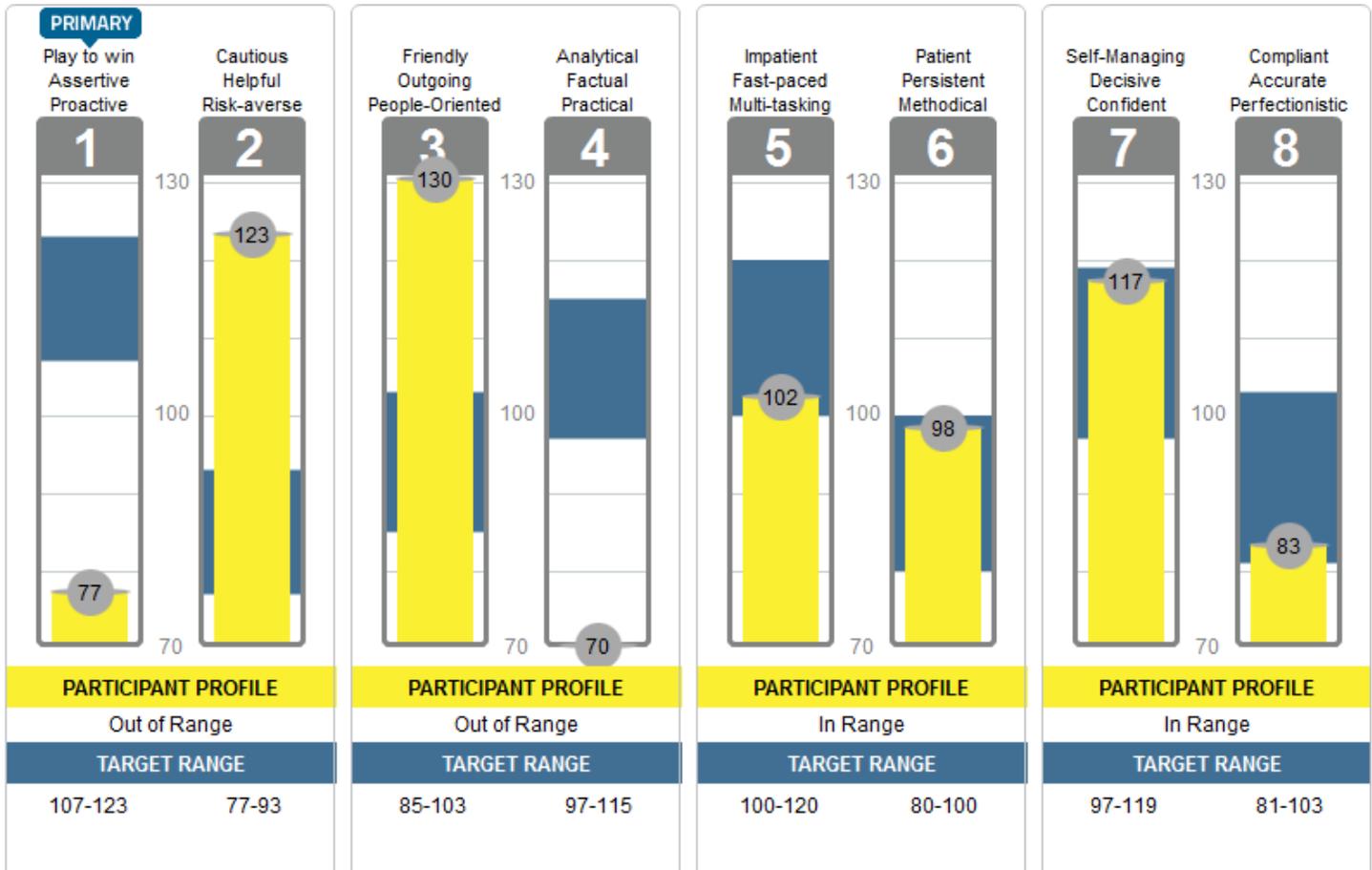
Client Name: **The Omnia Group Inc**  
 Client Number: **11-36**

Participant Name: **Sara Sample**  
 Job Target: **Auto - Service Advisor (Sales Driven)**  
 Target Number: **202993**  
 Profile Number: **967696WB**

Report Date: **October 13, 2014**  
 Dept./Div.:  
**Compatibility Rating: Low**  
 Primary Behavioral Col. **1**

**Rating Summary:**

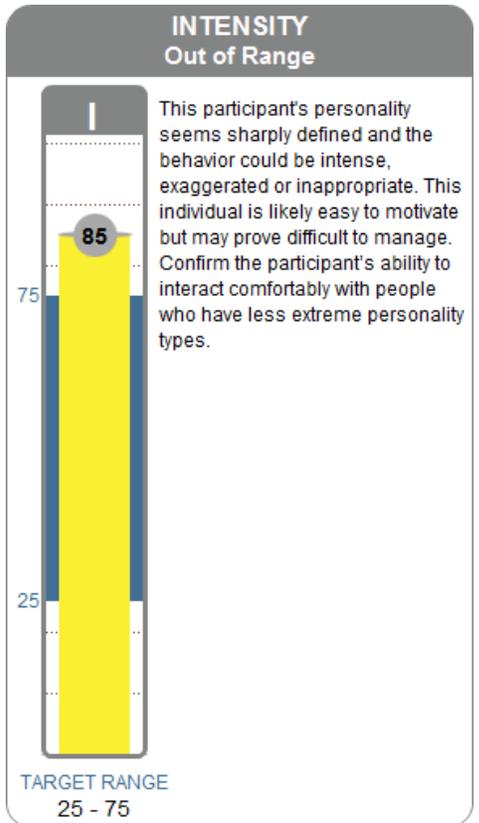
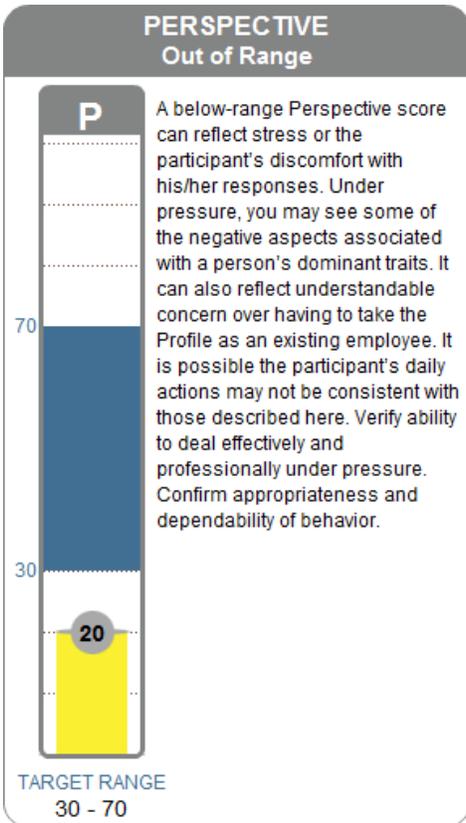
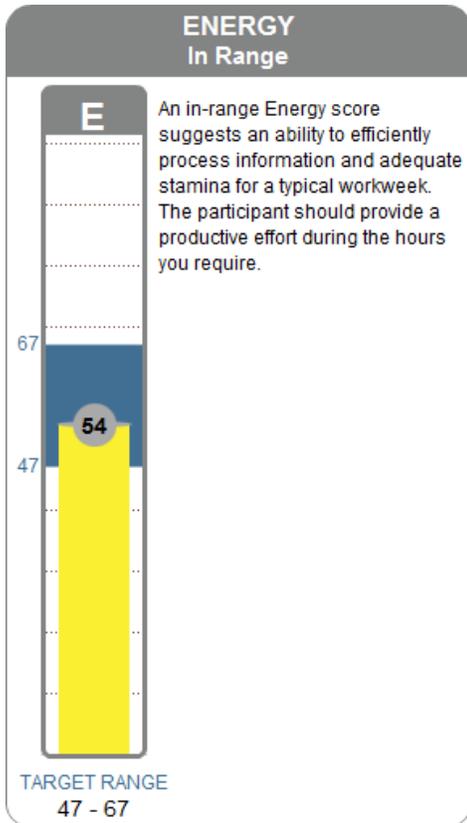
This participant scored Low against your target profile. A Low rating occurs when behavioral and/or performance measurements do not fall within your target range. A low also occurs when the primary behavioral column drops below the target range even if all other measurements are in range. Significant management concerns may exist; for more information see the "Comparison to Target" section.



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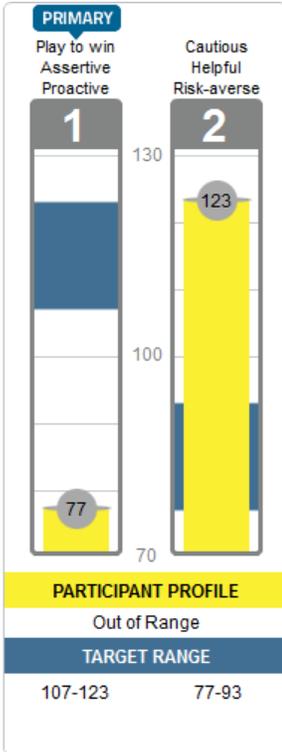
## COMPARISON TO TARGET



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## COMPARISON TO TARGET

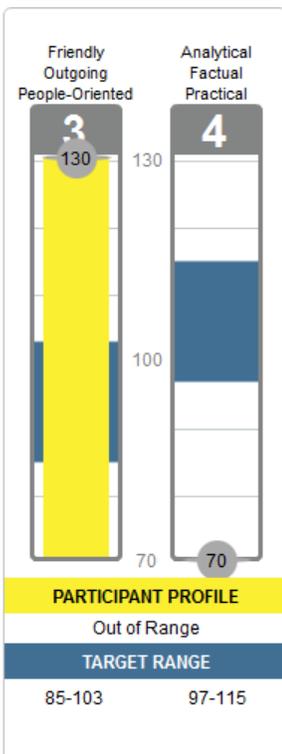


Participant is more cautious and less assertive and take-charge than your target.

**Strengths:** Working as part of a team, collaborating with other departments in the dealership, focusing on customer satisfaction. Willing to make concessions and avoid confrontation with service technicians.

**Potential Challenges:** Could seem reluctant to make repair suggestions to customers for fear of sounding too imposing or pushy. May set overly cautious goals, could be content with the status quo rather than try to increase labor sales and maintain consistently high dollar amounts per repairs. Might find it difficult to take initiative in new/unfamiliar areas or deal confidently with problems or dissatisfied customers.

**How to Manage:** Be prepared to offer support when this person has to deal with a difficult customer or resolve a conflict with service technicians. Offer coaching on how to suggest additional maintenance or repairs to customers and hold service technicians accountable for completing repair orders. This person needs to feel like a valued, accepted member of the team and is more motivated by job security than competition.



Participant is more people oriented and outwardly empathetic, but not as analytical as your target.

**Strengths:** Very outgoing and enthusiastic, with strong relationship-building skills. Shows an interest in discussing a customer's concerns. A very persuasive communicator who can influence customers' thinking and speak eloquently about the need for certain repairs or maintenance.

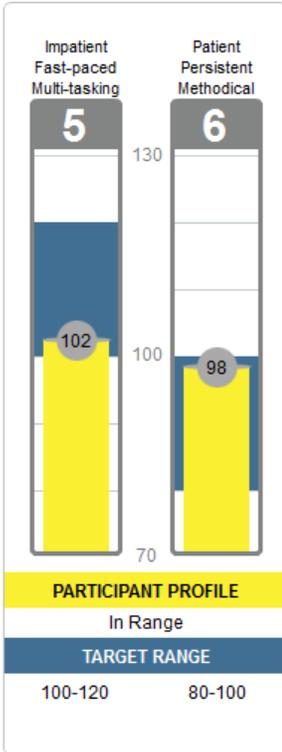
**Potential Challenges:** The applicant may overdo their friendliness and may be sidetracked from solitary duties by a desire to relate to people. Could tend to act primarily on instincts when a problem needs to be solved rather than objectively evaluate the cause of the problem and construct a solution based upon this discovered information. Might procrastinate on delivering bad or unpleasant news.

**How to Manage:** You may need to step in and help this person handle situations that require them to be the bad guy. Suggest questions this person should ask to identify customers' needs and encourage better listening. Have this candidate set aside a regular time to complete administrative tasks and paperwork in a quiet, interruption-free work area. Key motivators are interaction with people, a fun work environment, recognition of their achievements, special perks and symbolic awards.

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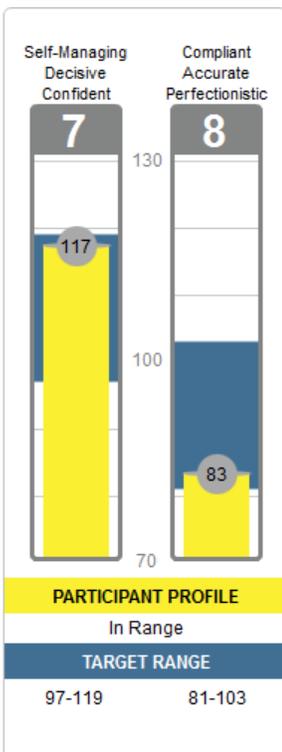
## COMPARISON TO TARGET



Your target's column 5 is higher than or equal to column 6, indicating a good sense of urgency about performing service repairs quickly.

These individuals can respond promptly to customer requests. They are comfortable multi-tasking, prioritizing, and changing gears in order to accommodate very busy schedules or large numbers of customers during peak times. They have a sense of urgency about meeting their goals and objectives and perform walk-around inspections in a timely fashion. They are concerned about maximizing efficiency.

Similar columns 5 and 6 suggests a good balance of persistence and flexibility. These service advisors can take the necessary time to assist customers or follow through on repair orders, but are also responsive to deadlines and adaptable to changes.



Your target's column 7 is higher than, equal to, or slightly below column 8.

A tall column 7 indicates a strong willingness to make independent decisions, a preference for self-managing and the ability to plan and adapt their methods of obtaining results. A service advisor with a high column 7 is results oriented but not particularly attentive to details.

Service advisors with similar columns 7 and 8 pay closer attention to the finer print. They strive to ensure that estimates are written properly and that repair guidelines are closely observed.

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## COLUMN 3 GREATER THAN COLUMN 1

Column 3 is significantly higher than column 1 in this individual's Profile. This means that his/her need to maintain friendly relations with other people is greater than his/her competitiveness, ability to behave assertively in difficult situations, and determination to do what it takes to reach ambitious business goals.

In a sales role, this suggests the individual may be uncomfortable asking a reluctant prospect for the sale or exerting buying pressure in order to get the close. In a management position, the candidate might have difficulty making unpopular but necessary decisions, evaluating worker performance objectively, and confronting under-productive personnel when less direct tactics do not get results.

In some cases, an individual may fall within all ranges, but still have a taller column 3 than column 1. This reduces the compatibility rating.

You may choose to proceed with this individual if you can independently verify previous hard negotiation or sales success.

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## PARTICIPANT'S KEY TRAITS

This summary is based on the highest of the 8 columns. This page is **ideal for use with employee coaching.**

Highly cautious, reactive, and risk-avoidant individual. Much more likely to be helpful and supportive than authoritative and demanding. For the most part, goals are likely to be conservative. May find it difficult to deal with even moderate adversity or confrontation on his/her own; at times, could come across as timid. Potentially uncomfortable showing initiative especially in unfamiliar situations, but this person's confidence can probably grow as his/her experience grows.

Extremely sociable, optimistic, and upbeat individual. A "natural" speaker, motivator, promoter, or networker; probably not a natural listener. Will generally rely much more on emotion than on detailed or technical information to persuade. Has a very strong need to work with people; may find it quite difficult to focus on tasks that require a solitary effort. Concern for maintaining a favorable image is likely to be very strong; at times may have to make an extra effort to prevent enthusiasm from becoming exaggeration. Probably not a highly analytical or technically-minded individual; likely to rely heavily upon instincts when evaluating situations or devising strategies. More subjective than objective. Motivated by public praise, titles, status symbols.

An evenly paced individual who deals well with both routine and change. Can work patiently and persistently on tasks that can't be completed quickly; can also sprint to finish short-term projects. Probably appreciates some notice of deadlines and change, but is not likely to be unusually frustrated by unexpected new priorities, timetables, or other circumstances requiring him/her to make adjustments.

Very independent decision-maker who likes doing things his/her way. Not necessarily a rules-bender, but does not want to feel controlled. Has a strong preference for general guidelines as opposed to strict, explicit rules. May be good at envisioning new ways for reaching goals. Need for regular management guidance is likely to be low unless he/she has a significant lack of knowledge about a particular situation. Deals relatively well with criticism. Much more concerned about results than processes; not naturally attentive to details or organized. May have to make an extra effort to maintain quality and motivation when handling tasks such as paper/processing work. Prefers an informal/unstructured work environment.

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## DEVELOPMENT INSIGHT

The following sections provide an overview of the behavioral characteristics and preferences when a participant falls within the Target Ranges.

### COMMUNICATION STYLE

Direct, emphatic, forceful and clear. These services advisors can speak with conviction about the vehicle repairs being recommended. Tall column 4 service advisors communicate information to customers and technicians in a factual/concrete manner and can sound very convincing when explaining to customers the importance and the long-term benefits of proper maintenance or a specific repair. Those with balanced columns 3 and 4 are also specific and practical, but can also be more outwardly empathetic, sociable or upbeat.

### STRENGTHS

Ability to suggest extra service work in a practical, consultative manner. These individuals seek the most logical, workable and no-frills ways of getting the results they want. Good observers and troubleshooters, they have an ability to recognize potential add-ons when inspecting vehicles waiting for repairs. Task-orientation, efficiency and good time-management skills are additional strengths. They are willing to be held accountable for results, confident, flexible, comfortable improvising, making decisions, and quick to respond to the needs of the moment. They are focused on getting results and meeting deadlines, as well as objective and impartial.

### CHALLENGES

Direct and forthright, their efforts to make small talk with clients may seem forced (especially for those whose column 4 is on the higher end of the ranges). A high column 4 service advisor may find it difficult to build rapport with technicians and customers. Those with a high column 5 may become impatient with technicians who do not share their drive and timeliness, and may try to juggle too many tasks at once. A service advisor whose column 8 is higher than 7 may find it difficult to make decisions when no clear guidelines are available.

### PACE

Possessing a taller column 5 than 6, this service advisor moves through tasks quickly, seeking to attend to customers' needs expediently. This person is comfortable juggling multiple priorities at once, not inclined to become flustered by the constant interruptions that can be inherent in this role. With equal columns 5 and 6, the individual exhibits a moderate, adjustable pace, fluidly fielding unforeseen disruptions, yet showing some patience for customers or tasks requiring more time and attention than would be the norm.

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### ATTENTION TO DETAIL

With a column 7 at the top of the target range, this service advisor is more attuned to big picture items than specifics. A tall column 7 service advisor may not show the utmost care when filling out service orders and estimating costs for customers. This person would benefit from having dedicated administrative help for completing the administrative tasks involved in this role. When column 7 is similar to column 8, there should be a relatively balanced amount of attention to particulars as well as an overall view. This individual takes care to ensure accuracy and compliance with dealership and department rules, but there is also an ability to self-direct.

### MOTIVATIONAL STRATEGIES

Quick advancement. Short-term goals leading to increased responsibilities. Mental/professional challenges. Opportunities to prove themselves, their worth. Respect, task-specific praise, and tactful and confidential critique of their work. Variety. Problems to solve. Being given incentives to do more and make things happen. Having input on processes and activities.

### DEMOTIVATORS

Too many details to manage. Too much emphasis on paperwork accuracy, organization. A micromanager, one that keeps too close an eye on their work. Lack of change and growth. Having a great deal of routine and repetition in the workday. A position that stifles creativity and drive. Goals that are not challenging enough, or a lack of goals or places to advance. Being told what to do, not having options in matters directly related to duties.

### ACTION PLAN

Set specific goals and be available to answer questions initially. Once this person gains some experience, you will not need to micromanage. Provide performance-based incentives and sincere recognition for successful efforts. Keep career opportunities in their full view. Provide internal assistance for paperwork. Make plans with, not for this individual, when column 7 is tall. If column 8 is slightly taller or equal to column 7, provide clear initial guidelines and be available as a resource. Assess this person's performance based on measurable criteria, and communicate with them in a serious, factually oriented manner if column 4 is tall. If columns 3 and 4 are similar, offer some praise and recognition as well.



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## SUPPLEMENTAL QUESTIONS

The following behaviorally-based questions are a supplemental tool we provide to help you better evaluate the participant. They are not a substitute for your standard set of interview or professional development questions, but can provide additional, helpful information or prompt conversation.

1. Discuss a service interaction where the customer's need was very complex. What steps did you take to find a solution?

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2. Discuss ways you have been able to turn service interactions into sales opportunities.

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3. Give me some examples of achievements that demonstrate you are a quick learner.

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4. How do you remain effective when faced with things you do not like?

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5. In your work experience, what have you done that you consider truly creative?

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6. What is the longest it ever took you to handle a customer's problem, and how did you stay focused?

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