

AVA PROFILE
Behavioral Style Report



John Sample

Sales Manager

PERFORMANCE MOTORS

June 11, 2009

Report Applications

- ✦ Behavioral Style Overview
- ✦ Applicant Assessment
- ✦ Motivation & Development
- ✦ Conflict Resolution
- ✦ Training & Coaching
- ✦ Delegating & Goal Setting
- ✦ Employee Retention
- ✦ Encouraging Improvement


NIEMANN
Consultants on **PROFILES**
Behavioral Assessment

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Summary of Report

Detailed information on following pages.

Activity Level, Capacity

low below average average above average **HIGH**

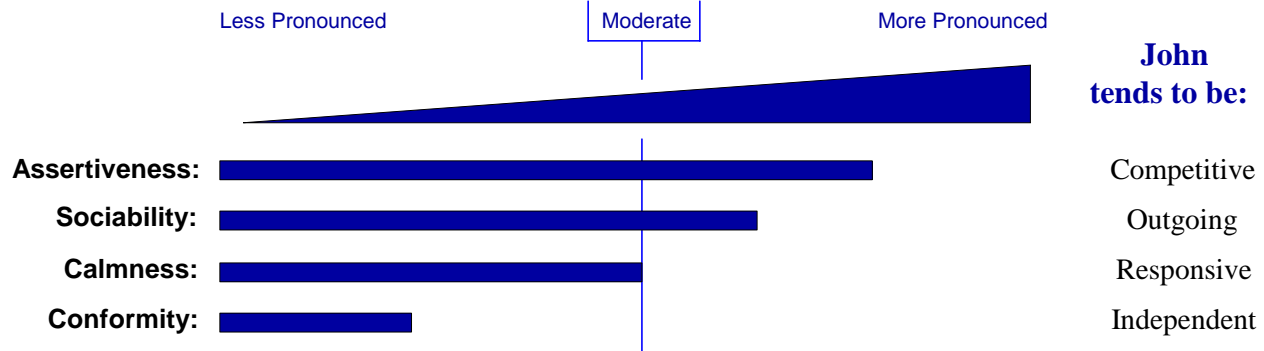
Current Morale

very discouraged discouraged disheartened satisfied **STRIVING** inspired unrealistic

Self-discipline, Maturity Level

undisciplined immature generally mature very controlled **ETHICALLY RIGID**

Behavioral Tendencies



Important Factors to Review

None Present

Overall Rating of Profile

poor questionable marginal average good **VERY GOOD** excellent

Interpretive Key

GREEN text and bar graphs indicate positive factors in the profile.

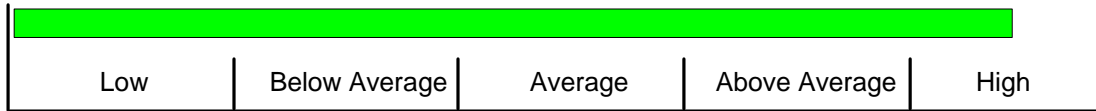
YELLOW highlighted text and bar graphs indicate caution areas that could affect performance.

RED text and bar graphs indicate definite "red flag" areas that likely will adversely impact performance.

BLUE bar graphs reflect natural behavioral traits that are not inherently positive or negative.

1) Activity Level, Capacity

A measure of the person's current alertness and responsiveness to the job demands.



Very high level of responsiveness and alertness. Dynamic work style.
John should be quick to understand and adapt to new job demands.
Very good capacity for meeting the job demands.

2) Current Morale

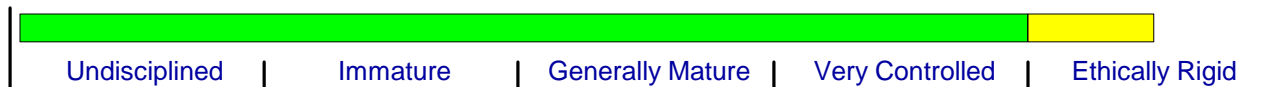
The person's current attitude or outlook regarding goal achievement on the job.



Currently a striving attitude or morale towards goal achievement.
He seems to be putting forth extra effort to reach for higher goals.
John believes efforts are recognized and appreciated by others.

3) Self-discipline, Maturity Level

Tendency to use controlled, carefully considered and responsible behavior on the job.



Like the "Very Controlled" rating, emphasis here is on being very mature, thoughtful, restrained, self-disciplined and secure in beliefs and values. Maintaining high standards and ethical strictness is a very high priority for John. However, this tendency can be pronounced, resulting in a "black or white" approach at times. Watch for rigidity and inflexibility regarding values and beliefs.

4) **Assertiveness, Initiative**

Tendency to move towards difficult and demanding objectives with a proactive, decisive approach.



Consistently high in initiative. Assertive and decisive. Determined and goal oriented. He tends to be very determined, enterprising, competitive and proactive. Likes challenges. Good drive and ambition for accomplishing his goals. Prefers the leadership role.

5) **Sociability, Extroversion**

Tendency to move towards and interact with others. Degree of social initiative on the job.



John tends to be generally outgoing, extroverted and socially initiating with others. He will strive to use his social skills in a positive manner to achieve his goals. John is generally friendly, talkative, trusting and polite. Pleasant and personable.

6) **Patience, Calmness**

Degree of calm patient acceptance of a situation. Desire for a stable unchanging environment.



John's tempo or pace can be described as "responsive" . . . neither fast-paced nor easygoing. He tends to be reactive to the present situation and job demands. Generally a steady and consistent tempo, but he can work with some sense of urgency when required.

7) **Compliance, Conformity**

Tendency to be structured, detailed and systematic. Desire to work in a by-the-book manner.



John tends to be independent, self-directed, firm and confident on the job. Focus is definitely on the "big picture" and overall plans. John can be outspoken at times as there is a strong need to express ideas and opinions.

Behavioral Style Overview

Traits and operating style expected on the job.

Individualistic, Original	Goal-oriented, Bold	Self-starter
Firm, Self-directed	Opinionated, Out-spoken	Matter-of-fact, Direct
Assertive, Initiating	Independent, Secure	"Big picture" focused
Risk-taking, Innovative	Ambitious, Determined	Decisive, Definite

An independent thinker willing to express ideas and opinions.
Tends to be a direct, no-nonsense type of communicator.
Prefers a minimum of structure and close supervision on the job.
Tends to be tenacious and unyielding under pressure. Doesn't give up easily.
Has a self-directed decision making style. Uses own insights.
Focus tends to be on the "big picture" more than on details.
May take an "uncommon" and unconventional approach to goal achievement.
Takes a decisive stand and doesn't retreat from unfavorable situations.
Meets uncomfortable and unfamiliar challenges "head on".
Can often be stubborn and tends to "dig heels in".
Uses a "make it happen" approach to achieving goals. Results-oriented.
Needs policies and procedures to "make sense" and have a rational basis.
Demonstrates good problem-solving abilities. Gets to the "heart of the matter".

Job-related Stressors

Factors that can adversely impact motivation level on the job.

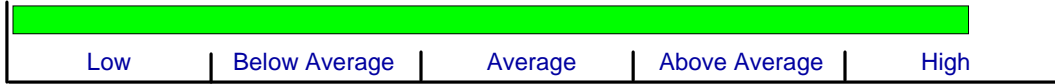
Not achieving goals at a high level and as quickly as they feel is necessary.
A lack of challenging work and opportunities for growth and advancement.
Not being recognized and rewarded for accomplishments and achievements.
Too much detail oriented work. Not working with the "big picture".
A lack of freedom to implement own ideas. Being "micro managed".
Inflexible rules, policies and guidelines that don't seem to "make sense".

Sales Achievement Characteristics

Sales Initiative

Ability to independently take proactive action in a sales situation.

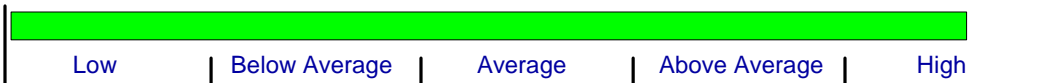
Tendency to act with self-reliance and assertiveness in prospecting for business and closing sales.



Drive, Ambition

Tendency to be a self-starter and obtain sales results with a sense of urgency.

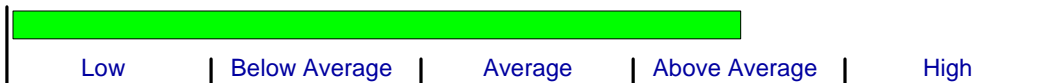
A restless drive to achieve higher goals. Being dissatisfied with current performance level.



Persuasiveness

Ability to use good interpersonal and communication skills to be influential with customers.

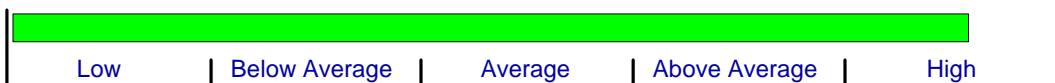
Tendency to be self-confident and respond convincingly to objections from customers.



Communicative Effectiveness

Ability to relate important information to customers in an articulate manner.

The skill to present thoughts in a friendly and convincing style.



Analyst Comments

- AVA shows many positive qualities for sales management with your dealership.
- Energy level and capacity reading in #1 is above average for the job.
- A positive and striving morale is noted in #2.

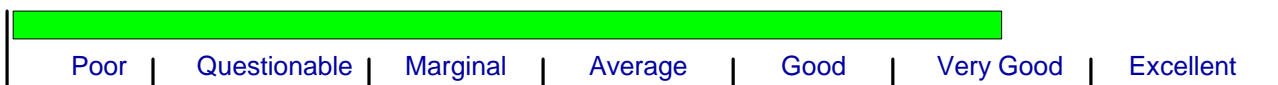
- Maturity level reading in #3 is VERY high.
 - He will show good self-discipline and a very conscientious approach.
 - In fact, there is potential for him to be somewhat rigid at times.
 - He may view situations with a "black or white" perspective.

- Behavioral style is well suited to management in a sales environment.
- He is naturally a very proactive, initiating, determined and goal-oriented person.
- Achievement driven. Shows an enterprising and entrepreneurial type of profile.
- He is firm, direct and no-nonsense in his approach.

- Strong capabilities for working with others in closing sales.
- Willing to assume risks and enjoys being in a position of authority.
- Strong leadership qualities indicated as he is interactive and engaging with others.
- Very independent and self-directed. Needs freedom and autonomy on the job.

Overall Rating of Profile

Rating is based on behavioral style fit for the job
and other points of information on the profile.



For Questions and Consultation

Call your Certified AVA Analyst:


Art M. Niemann

800-621-1153 Between 7:30 AM and 5:00 PM Mountain Time

Important Note

This confidential assessment report must be used for ethical business purposes only.

This report is designed to describe the individual's behavioral tendencies and work style. The AVA assessment is not a pass or fail "test" and therefore there are no right or wrong answers. This report is designed to aid managers in the selection, motivation and development of their employees. This report must not be the sole basis for a decision regarding the hiring of an applicant or the promotion of a current employee.

Self-Description

Following is the self-description John typed when completing the AVA online.

The following has not been edited for grammar, spelling or punctuation.

I feel as though I am very passionate about my job, and bring motivation to those with whom I work with. I am very driven to succeed and make sure to bring everyone up to their full potential. I convey a clear and concise plan of action leaving no grey areas for the results I expect or the consequences for not having those same results in mind or that of the teams. I am willing to out work anyone to show that these results can and must be done. I am very driven not only financially but by recognition. I want everyone to succeed, it makes it alot easier for me to be successful when everyone around me is enjoying the same successes.

Personalized Coaching Strategies

- **Because people are unique, we need to customize our motivation strategies.**
- **Based on job demands, some of the following tips will be more relevant than others.**
- **Highlight the most effective tips for this job and apply them when managing this person.**

How to Effectively Manage John:

Communicate in a direct, straightforward way focusing on the “bottom-line”.

- Avoid too much “small talk”. Focus on key facts for achieving goals.
- Watch for John to be blunt and seem impatient with others.

Be sure to explain the rational and practical aspects of your directives.

- Avoid commanding John to do something, "Because I say so".
- Be prepared with supporting justification, logic and reasoning for the directive.

Challenge John with plenty of difficult but attainable goals.

- Avoid too many routine, mundane tasks that are not challenging.
- Prepare for concerns about “wasting time” if tasks aren’t rewarding.

Keep the focus on the “big picture” and performance outcomes.

- Don’t get bogged down with too many details in the execution of the job.
- Watch for impatience when dealing with a lot of data oriented work.

Provide goals that offer independence, decision making and autonomy.

- Be sure not to monitor John too closely and "nit-pick" every step.
- Expect strong independence and opinionated comments at times.

Define goals and boundaries specifically but allow for freedom in executing the job.

- Avoid dictating exactly what should be done and how to achieve objectives.
- Prepare for John to work in a very self-directed manner.

Encourage innovative, unique and uncommon approaches to achieving goals.

- Be sure not to stifle creativity. Be as flexible as possible with John.
- Expect a tendency for John to work outside of standard policy at times.

Personalized Coaching Strategies

Continued

Motivational Factors and Ideal Environment

- Being evaluated on results, not necessarily methods.
- Working with ideas, plans and the overall “big picture.”
- Having personal ownership in the achievement of objectives.
- Taking uncommon and unconventional approaches.
- Minimal need for precise and detailed tasks of a routine nature.
- Incentive based environment with challenges and diversity of tasks.
- Praise, recognition, status and prestige.
- Having responsibility, authority and the freedom to act independently.
- Open expression of own opinions, ideas and strategies for achieving goals.

Providing Positive and Corrective Feedback

With positive feedback, be sincere and mainly recognize significant achievements.

- Focus on how John effectively overcame obstacles in order to succeed.
- Avoid "going overboard" as John is confident in own self-worth and abilities.

With corrective feedback, be direct and to-the-point regarding expected changes.

- Point out missed opportunities for achievement and lost rewards.
- Be sure he truly understands the issue(s) and believes in the course of action.

Encouraging Improvement and Development

Help John to...

- Avoid the need to often be in control and dominate situations.
- Focus attention on teamwork, cooperation and harmony with others.
- Avoid being too opinionated and perhaps outspoken with others.
- Be flexible and open-minded. Be receptive to others' ideas and opinions.
- Strive to “tone down” aggressive style with more methodical and low-key people.
- Monitor and control tendencies to be stubborn and potentially argumentative.
- Avoid being too direct and possibly blunt in communications with others.