

THE LAYMAN'S GUIDE TO PSYCHOLOGY!

*“Just enough to get you by, but not
enough to declare your sanity...” GWT*

**A guide to understanding the PEAC
SYSTEM® Evaluation and
Assessing the possible hire in the
Consultative Sales Arena**

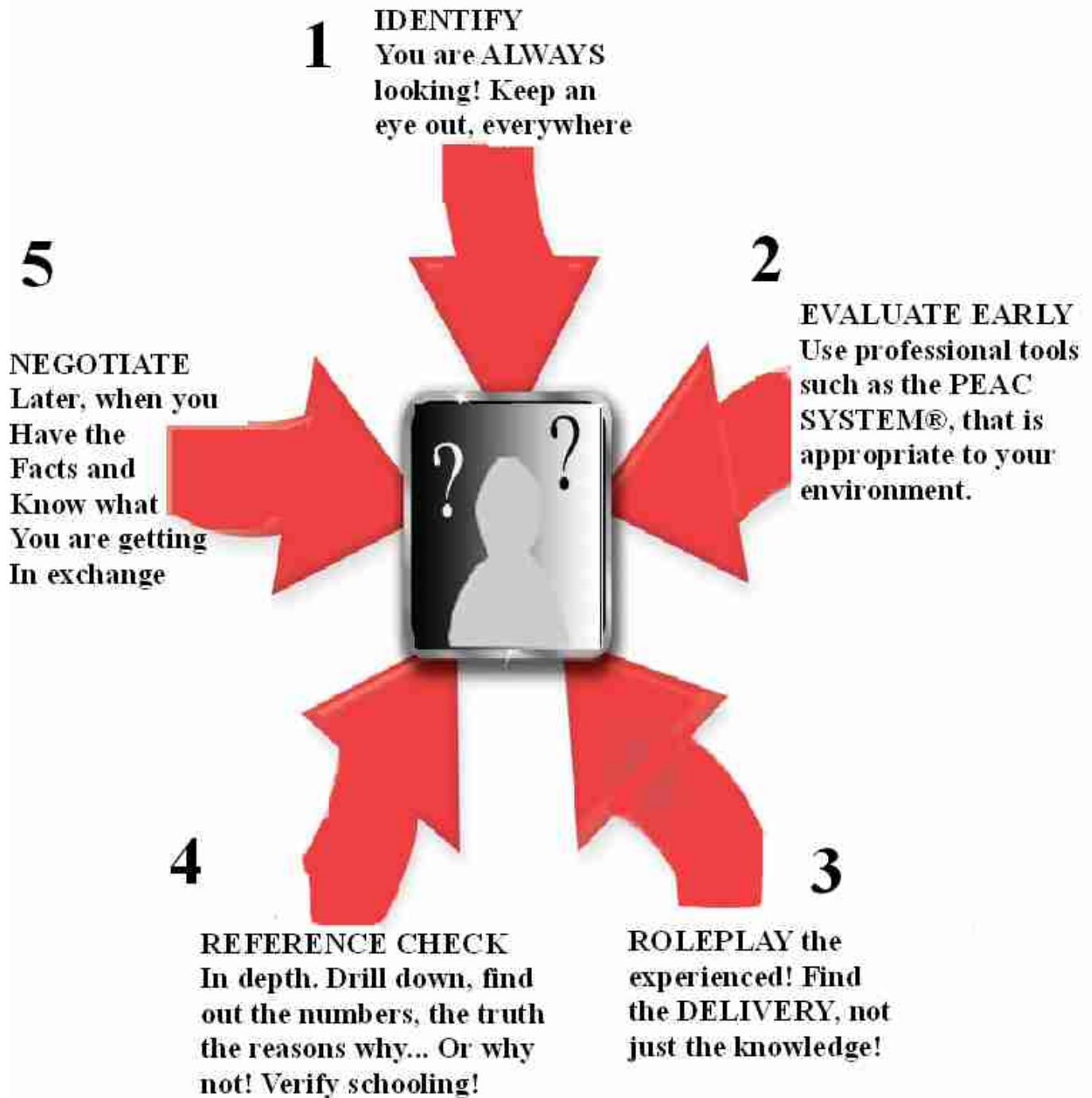
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Print me, Staple me, Read me
Save me in a file
I will save you hours in reading time!

“Give me the right raw materials, and I can build the right person. Give me the wrong person, and all I can do is tear them down... no one likes to start over...” GWT

THE PEAC SYSTEM[®] HANDBOOK



Contents

<i>Sec</i>	<i>Topic</i>
1.	Introduction
2.	History of THE PEAC SYSTEM®
3.	Why We're Different
4.	Administration
5.	Repeat Profiles
6.	Understanding Grows
7.	Service Agreements
8.	The First Chart
9.	The Energy Reserve Level
10.	Power
11.	Extroversion
12.	Seeing Reader Value
13.	The Dreaded High E
14.	Analysis
15.	Conformance
16.	The Second Chart
17.	Decisions
18.	Current Fit
19.	Energy Type
20.	Consistencies
21.	Additional Materials
22.	The Next Step
23.	Troubleshooting
24.	Some Thoughts
25.	Dictionary
26.	Additional Services

1 - INTRODUCTION

Welcome to the world of scientific selection processes, but at a level not thought possible even ten to fifteen years ago! The instruments of yesterday are not nearly as accurate, nor as applicable to the frustrations of staff development as those of today, and of those current, few can compete at the level of accuracy and investment with THE PEAC SYSTEM®! Almost 3 decades in refinement, no one competes directly with our evaluation.

Dr. Sharon Masterson, submitting an intensive paper regarding Adjective Checklist Review, in Paul McReynold's book, *Advances in Psychological Assessment*, (VI, 1968, Science and Behavior Books, Inc.) cautioned the unwary to know what they wanted from an evaluation that relied on forced choice or checklist retrieval systems. These are typically *yes-no, true-false, check or no-check* evaluations, where the answer at one particular level is all or nothing. Her statement regarding internal consistency: "... the literature has not addressed itself to this problem and until studies on this issue are forthcoming, the reliability and utility of existing checklists must be considered questionable."

Quite the bold statement to enter here, right? But wait! Because of those very inconsistencies The PEAC SYSTEM® was developed to measure communication styles in a very different way! Internal cross checks, multiple synonym-antonym consistency measures, and five levels of response to each adjective make us one of the most complex, yet accurate, inexpensive assessment instruments available today!

Dr. Masterson goes on to mention the high correlation between hostility factors, aggression, and a few other mood oriented measurements, and the ability of the standard checklist to change with the mood of the individual, a very strong value to a clinical professional measuring the success of certain therapies. She further stated that very few of the (then) designed instruments could measure the [permanent] personality.

The PEAC SYSTEM® was designed for just that, for no one can hire and train *the mood personality* with any degree of success. It simply changes to fit the day, and you are left with nothing recognizable. You need the *real self*..

2 - History of THE PEAC SYSTEM®

Initially founded in 1975 as GSI, a nationwide management consulting firm, whose services included search and placement for financial support, information technology and sales. In addition to assisting in the selection and hiring, GSI provided insight for development people, management, execs and offices, throughout the country. Very quickly, in that highly volatile arena, GSI became G & S International, as several European and Canadian clients invoked our services to fill positions for their USA presences.

It became obvious that there was a terrible problem in almost any people oriented field, in that most performers won the right to a desk, route or territory based on their *acting ability!* Unfortunately, as soon as the regular job pressures began, the acting went away, and with it, often, the individual. And nowhere does this stand out so expensively as in the Personnel Services Arena... our own Industry!

Studies of many experts in the Training and Development field predict that a bad hire for ourselves can cost upwards of ten to fifteen thousand dollars in as little as 90 days. And much of it will not show up as out of pocket expenses, such as pay, but lost business, lost good will, and reputation.

These expenses seemed unnecessary and possibly controllable, and GSI turned its focus to limiting them through dedicated, scientific selection processes, based on the premise that turnover is most often created by putting the person in the wrong job.

Using Data Modeling developed through his earned BSEE (specifically Computer Sciences), George W. Tucker, founder and President of GSI, knew the answer lay in the ability of computers to crunch a tremendous amount of data, then synthesize it into meaningful information for the hiring process.

While pursuing an MS in Psychology, focused on communication, and with initial help and excellent advice from the Ph.D.'s at the University of California, Berkeley, the PEAC SYSTEM® was born in 1980.

This manual is but a small portion of the immense amount of material that was collected, crunched and formulated into something you, as the layman, or even as some of our Professional Psychology clients, can exercise to address turnover and productivity. Study it well, for the more you know and understand in the material that you derive in assessing your people, the stronger the owner/manager you become. A good manager, by definition, works hard to stem turnover and address costs. So do we.

3 - WHY WE'RE DIFFERENT

The PEAC SYSTEM® is designed for the evaluation of individual communication styles to determine specific, useful dynamics you can relate to in the development and management of that person.

Our advantage comes from two points. The PEAC SYSTEM® is designed to identify the types of personality dynamics that make an employee successful (either people oriented positions, or systems oriented, and in depth in each). This is critically important in any form of sales or customer service positions, specifically consultative styles. Today's market demands it no more aggressive sales tactics. But, on a broad brush stroke basis, Systems and People are easy to determine with careful interviewing and references. It is the myriad, tiny steps inside those broad categories that cause so much trouble! And, discovering those takes professional help.

The PEAC SYSTEM® was built and validated around the personnel services industry, one of the toughest sales arenas we could find, one where turnover approaches 95% and top sales performers from other industries come to try it but fail in the thousands per year. But most of those who are successful, in the upper levels of production for our industry, have all the typical consultative traits, and can sell anything, very well anywhere else!

Additionally, few evaluations come with the wealth of diverse experience our founder and President, George W. Tucker carries. He comes with 35+ years in the sales industry, twenty five of that in management and consulting for personnel services, and is an internationally recognized Development Consultant and seminar leader for productivity and management issues. Very helpful for that 'extra advice' when you need it!

ACCURACY

Administered properly, The PEAC SYSTEM® has an astounding record for accuracy! Since it requests response at five levels for each adjective, it is far less prone to the mood orientation of the lesser evaluations.

As in any testing device, there will be people intent on manipulating it. Though there are built in deviation and consistency checks, the administration of The PEAC SYSTEM® is still very important in order to obtain the most useful information about your potential hire or current employee assessment.

4 - ADMINISTRATION

WHO does it:

In order to derive the highest benefit from The PEAC SYSTEM®, each manager or other hiring authority in your company must be trained to administer the evaluation. If this responsibility is delegated to administrative support personnel, be certain that this person is trained, also. Improper administration leads to invalid results. And costly re-evaluation, for our services are provided the same, whether or not you administer properly. The following is equally important:

WHEN to do it:

If you think you might like the individual, even at only five or so minutes into the interview, administer The PEAC SYSTEM® evaluation. Should you change your mind, do not send it through, and simply keep the unregistered evaluation sheet in the candidate's file, clearly marked 'unprocessed.'

HOW to do it:

Advise the candidate that you have a call you must make, and will be right back. Hand them The PEAC SYSTEM® response sheet, and tell them to spend a few minutes on this while you make that call. Add the phrase below:

"This instrument will help us to train and manage you, should we bring you on board, and gives you a better chance at success if we know what we are working with from day one. There are no right or wrong answers, and the instructions are at the top of each section. I should be back in about five or six minutes"

WHY this way:

Done early enough, the inexperienced candidate is a little uncertain of what kind of person you might be seeking, and knows very little about the position. In addition, he/she will have little ability to mirror someone they met in the process. Equally important, if you were sincere about training and managing to the individual's personality, they will give an honest response, and will have high(er) consistency rates than if they tried to second guess you. The best results are accurate ones!

Continue with the interview when you return, but DO NOT spend any time discussing the response sheet. Do make sure all the columns are filled out and

the candidate's name is legible at the top. Set it aside and finish the interview.

If you elect to pursue the individual after the interview, review the sheet to make certain all the information is included at the bottom to identify you and your company properly. Do not attempt to second guess the results by looking at the answer sheet. There are over 19,760 styles, to date, and the variation and nuances involved in the extensive adjective list precludes any form of quick look estimate.

If you did this off hardcopy, FAX the profile page to us. If you had them take it online, it is immediately processed at the website, and you cannot stop it. Some clients prefer the FAX, then, to control costs, because you can keep it, marked unsubmitted. Others prefer to have the PEAC in hand on the first interview, and thus, will waste less time on the unlikely candidate. But you must not use the PEAC to decide on interview. EEOC insists on at least a courtesy interview!

The following business day, before ten o'clock your time (USA- only), you will receive the emailed report of the graph and associated narratives via a code. This ensuing report will summarize the dynamics of the individual's personality and communication style, and this will be followed by an in-depth verbal reading from a PEAC SYSTEM® Reader. This will give you further interview direction, tips and techniques, areas of references to probe, along with management and training ideas.

The printout is designed to be shallow and somewhat positive so that the candidate may have a copy, if requested, without inciting negative reflections on you or your process. Under no circumstance will any information from The PEAC SYSTEM® report or verbal tell you to hire or not to hire. Though the Reading is considerably more in-depth, taking into account subjective information, such as your own style and those of your team, you have the right to ignore the Reading and operate on your own opinion. However, if you elect to pursue, you owe it to yourself to have as much information as you can possibly find, before tackling a new hire.

Keep in mind that a PEAC SYSTEM® Reader will make only two attempts to follow up with you. Although, with voice mails, that may be reduced to one attempt. If you need more information, return the call. Many of our clients are quite comfortable analyzing the printout and making basic decisions that may preclude a Reading. Remember, this is a free service add on to you. But, we will not chase you down...

5 - REPEAT PROFILES

On occasion, PEAC SYSTEM® evaluations may be run on the same individual, some period of time, apart. A different manager, human resources, or what have you. We do our best to catch these to avoid charging you the service fee, but we have several data entry people, and unless one of them recognizes the name, the report will be issued, and an invoice presented. The production process for printout is exactly the same, regardless of the multiple submission, and an invoice pays for our service. It is our client's responsibility to prevent multiple submissions.

If the candidate has been evaluated by another of our clients, and notifies you, you may request a copy of the report *from the previous client, only*. Said report is the property of the initial client, and The PEAC SYSTEM® has no responsibility for that report, and is, in fact, under privacy laws, denied the right to distribute the report or any information pertaining thereto to any but those who have ordered it.

We discourage the use of second round testing, within two to three years, because the individual is much wiser and more wary regarding the initial report, and will, intentionally or unintentionally, twist the results. Even so, in a very high percentage of evaluations, the test-retest reports are nearly identical, and all you have done is run up another invoice. After the initial two years, if you are considering the individual for mentoring management or other responsible role, a retest may be in order to assess their suitability.

We are not in a position to accept phoned in surveys. This technique allows unintentional errors to come in, for all it takes is for either the caller or the data entry person to get out of sync, and the evaluation is useless. If you truly need a rush processing, we have same day service and Reads available for a surcharge. Keep in mind, however, that if you are in a hurry to hire, you may be rushing yourself into a mistake.

To guarantee our 'rush' service, please call to ascertain the current availability of our personnel to handle the specialized service. But still, we recommend that all hires be done diligently and with caution...

6 - UNDERSTANDING WILL GROW

The PEAC SYSTEM® narrative report is primarily a shallow guide to point out, gently, certain strengths and weaknesses, couched in terms few respondents will find offensive. Any candidate has the right to the written results of any pen and paper evaluation, per EEOC rules. You are required to print out any email reports, in Graph and Basic Self to keep available for that request, and it must be immediately available from the candidate's interview file.

Rarely, however, an individual will be sensitive to the phrasing that points out a perceived weakness. Simply indicating that the results are an approximation derived from their own responses, and generalized, will alleviate most emotional reaction.

Our verbal, in-depth Reading, however, is NOT designed to share with the respondent! This is because the Reading carries information about references, second interviewing techniques, management issues, and training suggestions, knowledge of which will seriously interfere with their success, should you hire.

To save you and the Reader time, as we go forward in our relationship helping you identify, train and manage your staff, the following pages will give you an overall view to have you somewhat 'prepped' to receive a read and let it make general sense in the beginning, and better sense as we progress.

All clients of The PEAC SYSTEM® concur that the initial Readings and paperwork are often a bit daunting, for there is far too much information available with no easy format to retrieve it, again, for the reasons stated above regarding the respondent's right to information. However, within five to ten units, your understanding and value estimate will climb dramatically as you begin to absorb the basics, and the Reading can focus on the more esoteric areas to either capitalize upon, or prepare to control, should you hire.

We cannot tell you YES/NO to the hire, per EEOC requirements. We can advise on training and management issues, but we do neither for you, except under optional consulting, programs. We have many profiles who should have made it, and didn't, and many who were estimated not to succeed, but did, all due to management issues good and bad. Thus we say, "You can teach a chicken to type... given enough time and money..." - it's better to be informed, though!

7 - OUR SERVICE AGREEMENT

Service Agreements are required to conduct business with The PEAC SYSTEM®. This does not require that you use us exclusively, nor that you run any specific number of units per month or per year, unless you wish a specialized, optional contract with price based on volume. The contract does, however, require you to pay for those services you purchase, in a professional and timely manner.

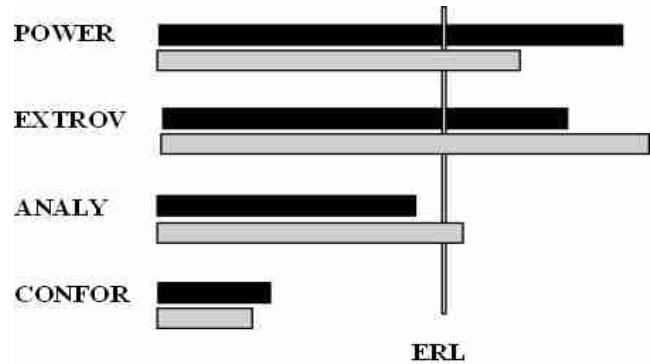
Each agreement protects you from price increases during a twelve calendar month period. Contracts may be renewed annually. If you are a member of a larger corporate entity, your terms will be the same as your corporate agreement, and regardless of the date you sign up with us, your contract will expire with the master agreement.

OLD PROFILES

Our Readers, who are remote from The PEAC SYSTEM®, INC HQ site, keep your firm's profiles for staff and management for a period of one year. For information regarding those evaluations prior to that one year window, you will need to set up an appointment for a paid Reading. Contact The PEAC SYSTEM® for details.

However, if all you need is a copy of the evaluation, The PEAC SYSTEM keeps evaluations data based for up to two years, depending on software upgrades and computer failings. These copies, when available, are free to the originating company only. Special handling, such as overnight or FEDEX require a service charge, while FAX and or Email is free.

With the addition of online services, eff. 2004, all subsequently requested reports will be given to you via our email coding system...



8- THE FIRST CHART

In the chart above, there are five personality dynamics to consider:

ERL- This is a source of energy that people draw upon to handle stress, crisis, or to change their profile in certain conditions and environments. A '45' is considered the center of the population, an average. In any case, the ERL is the physical center of the profile, and the characteristics are balanced around it. The ERL is shown by the location, left or right, of the center line (Norm Line) on the graph, and labeled appropriately in the online version.

POWER- Control of self, people and environment with practiced ease. EGO, strength of self confidence, and dominance tendencies.

EXTROVERSION- The measure of the need for people. Reclusive at the far left, below the ERL, and uncomfortable alone at the far right, above the ERL. People orientation and social orientation.

ANALYSIS- A measure of pace and patience, time spent in 'getting the ducks in a row' before taking action. Works off history when far to the right side.

CONFORMANCE- The measure of tolerance for supervision, controls, policy and procedure. Happy with all these, the farther right, unhappy to the far left.

In this simplistic example chart above, the traits are explained as: "The more to the right of the ERL the black bar reaches, the stronger the trait. The more to the left it ends, the less of that trait. Keep in mind that opposites are traits of their own: Dominators vs. Followers, for example in the Power trait. Gray bars are stressors, in that they indicate the current need to be 'different' due to environment or circumstance, and are transient. Rarely can a successful hire occur on just the stressor indicators, as they change too easily.

9 - THE ENERGY RESERVE LEVEL

This personality dynamic is an important part of our makeup. Though the ERL may vary in its position from profile to profile, left or right of center, it is the center of the particular profile under study, and its exact number (integer) appears at the bottom of the chart page. A 45-46 is considered average.

In any environment, we require people to conform to specific behaviors. If these are not naturally part of the profile, the individual must generate a facade that allows them to appear to conform. This takes energy, not the normally visible kind, but the hidden ERL. A low number, below 40, say, will not allow much of a change for very long before the individual will appear to 'fade.'

As an we enter into a crisis at the workplace, or a high stress mode to accomplish certain tasks and goals, the same thing applies. We draw from the ERL to sustain ourselves, and once again, if the number is low, there is little to sustain it. Too much for too long and turnover results.

With a high ERL, however, say, above 50, the individual can borrow from this bank of energy to accomplish alien tasks and handle crisis, day in and day out, with seeming little harm. But, there are limits. You can have too much of a good thing...

After the ERL number hits 55 and above, there is so much excess energy that it seems to spill over. It becomes visible. At 60 to 62 (the max), the individual is often characterized as unable to sit still, to listen well, and to perform routine functions. So, for most sales positions, the numbers between 48 to 55 are part of the profiles most likely to fit your environment, even if they have to make changes. If not too many...

Almost every person has to change at least one trait to fit in any particular environment. With a decently high ERL, this is not usually a problem. Two or more traits, however, can burn out even a high ERL over time, and the result: *Turnover!*

This mismatch is reflected in the CURRENT FIT category, where a low number, below 50, indicates correspondingly higher stress, and may be the cause of them seeking other employment from their current company. This might be okay, unless your environment parallels the one they are leaving.

Of course, we cannot make an assessment based on the ERL alone. Although most profiles with a lower ERL of 43 or less will not affect any real change for any length of time, there are those profiles or positions that seem to match one another and the requirement to change is minimal. Depending, then, on the 'stress quotient,' a lower ERL may do just fine.

Can a person have too much ERL? Yes. Though the ERL is not normally a visible energy, it does become so above 55. In fact, there is so much excess energy at 60-62, literally a highly visible range, that managers report an inability to listen or to sit still long enough to accomplish the tasks, let alone slow down enough to get anything right! This kind of frustration, from either party, contributes to more turnover.

Statistically, the levels for most commissioned sales profiles tend to run between 48 to about 55 on the high side. This allows some degree of hustle and drive, depending on the natural state of the basic profile. The real key to the value in the ERL is to ask, "*How much stress and crisis, or how much change is expected in the job in question?*"

By the way, listening skill is not only the domain of the ERL. Several other dynamics are at work, here, too. It's one of the primary reasons we cannot make assumptions based on the ERL alone.

In a technical arena, higher ERL may prevent an otherwise solid, systems profile from focusing properly, perhaps creating mistakes in timing or judgment, and the mind seeks too many avenues to vent the energy, quite similar to an ADD/ADHD individual's handicap. For generalist or support roles, an ERL of 40 to 50 is statistically sound.

Your Reader will help you with more information in discovering what is right for your environment.

So, one more point, before we examine the individual traits. No profile is a single trait, nor, can we draw generalities from which to make important decisions, by looking at only one or two. In the combinations traits lies the communication style. And, while certain traits may be more difficult in your industry, they are sometimes helped, even minimized by the cumulative affect of the others...Now, let's turn to the standard dynamics of dominance, extroversion, patience and conformance on the following pages...

10 – POWER

Of all the dynamics, including those on the second chart on subsequent pages, this one is probably the most important for successful personnel sales. That is not to say that a low POWER value will preclude success in sales, but it does indicate a correspondingly higher effort to develop closing and consulting skills as the POWER quotient goes left. A facade for control is critical for most consultative sales, and it is far easier to work off a natural trait than a facade.

POWER represents confidence, EGO, and dominance. It is considered a form of ‘pecking order,’ in that those far right have more control and dominance than the average population, and those with the black bar ending far left are dominated and controlled by the bulk of the population. Those who are naturally right, to certain limits, are accustomed to getting their own way, and have hopefully perfected a less aggressive way of obtaining it. Too far right, however, approaching zones 4, 5 and above, may be too abrasive and abrupt, over-controlling processes and people to the exclusion of successful sales. No customer wants to be controlled and pushed.

This trait is seriously affected by the EXTROVERSION level. A higher extroversion will soften the sharp edges of a controlling profile. A lower extroversion, below the ERL, will expose the sharp edges of the controller and make them less able to effectively deal with people in a consultative manner, except with strong facade building. Higher EXTROVERSION in the controller’s profile introduces the concept of customer values, a great way to sell. Lower EXTROVERSION introduces the values of the controller, only, total WIFM!

Sales *support* people, on the other hand, unless headed for management, may require lesser degrees of POWER, as their primary function is to *help* the sales staff, and perhaps provide *customer service*.

In considering a candidate for personnel sales, a POWER bar that ends low or left of ERL indicates a need for practice and role play to build a facade to appear confident, in control and consultative. The manager must ask himself this question, “How much time to have to give to this endeavor?” The lower below that ERL, the more time and work...

Management ability requires either a degree of POWER or training to develop a facade as naturally as possible. This does not mean that they should be taught to be dominant, but they must, somewhere, have the ability to stand firm and present an ‘or else’ if everything else fails. Up to that point, dominance and demand must be masked.

If a manager comes with low POWER, someone has to teach a new plateau on the ‘pecking order.’ This can only be done successfully in situational training. Seminars alone, where head knowledge is imparted, are a start, but without role play, evaluation and hard work, head knowledge will not serve to make a facade seem natural and effective. And, of course, this is not just true in management, for any position where an appearance of confidence, control and assertiveness are important, the work has to be done to build it, when it is not there on its own.

Low POWER, left of the ERL, coupled with high EXTROVERSION, right of the ERL, has a typical performance characteristic: to be accepted and liked by all they meet. Rejection problems are rampant, and until an individual can learn to develop a thicker skin, every failure in their career endeavor is nearly a crisis. Managing this profile is a matter of feeding that need, in order to keep that employee happily doing the job. They will need help and occasional hand holding, and can, eventually, function well on their own naturally, after developing a more solid POWER facade. Keep them focused, short term goals, and don’t let them give away the store...

High POWER, low CONFORMANCE people are driven, at a pace controlled by ANALYSIS, while high EXTROVERSION, low CONFORMANCE people are ambitious. Drive is inherent, hard to stop, and sees no obstacles. Ambition, however, is an intellectual decision, and can be thwarted in a heartbeat. The key here is that if your environment lends itself well to the Driver, you may be scheduling the Ambitious to failure, unless you provide very consistent help and management...

Yes, it is a fact of life that if you hire people different from the profile best suited for your industry and discipline, you are scheduling yourself for more work, and you dare not let that concept slide away....

11 - EXTROVERSION

High 'E' people, those who's leading trait to the right is EXTROVERSION, are friendly, willing, even eager to please, and often *ambitious* (as opposed to *driven*, a high Power, low Conformance characteristic). They can, depending on the ANALYSIS strength, be laid back, mild mannered, and counselor types (high A) or fast paced, aggressively friendly, even pushy (low A).

Keep in mind that ambition is different from drive. Both seek to attain the goals, head for the top of organizations and departments, are often competitive, but one is natural, the other is intellectual. Drive happens with little or no control of the high POWER, low CONFORMANCE profile. Obstacles are barely recognized as they are trampled aside. Ambition, on the other hand, is the 'Little Engine That Could,' saying, "I think I can..." Ambition can be turned off, drive can but barely be corralled for positive function...

A driver worries about saying the right thing for the right results, primarily with a what's in it for me, attitude, while the ambitious person worries about saying the wrong thing and looking bad.

A profile that has high P and high E together will often be almost a natural salesperson, capable of charm or persuasion, and with mostly content training, be quite successful. But not always, for, naturally, we still have to pay attention to the other two traits, which can seriously impact that ability.

Too much of the EXTROVERSION creates an individual who simply must please the customer at all costs. Guess who gets to pay the cost? You or your company. Highly reduced fees, promises you cannot deliver, all those are the result of an anxious high E, trying desperately to make the sale through pleasing the customer.

A reverse happens with very low EXTROVERSION. Cold, distant, disliking, sometimes, people at all, certainly not trusting them, this profile has trouble winning the trust of others, and therefore, the sale. Training centers around 'warming' them up. This exacerbates the WIFM profile, and can turn off customers in this profile's demanding, pushy sales technique...

Some high E is recommended for most sales. It softens the higher POWER, or without any POWER, it gives the individual a degree of people skills, certainly an asset in sales...

12 - READER VALUE

Here is a good place for an aside. The subtleties of the profiles cannot be easily determined, which is why we offer the services of a trained Reader, who is out of the industry, who will help you understand how all the pieces fit together. What might seem obvious to you, at first glance, such as high Extroversion, or low Power, may in fact have other variables that influence these traits in either negative or positive manners.

Many of these will be intricate and sensitive areas, and screening a candidate from a position based on PEACSCORE® alone is a mistake. Your profile might do much better with a lower raw score for a position, or it might do much worse with a high one. The only way to be certain is to let your Reader help you understand your results.

True, we know you are busy. Readers spend a great deal of time getting all the details in order so that they can address any concerns you might have. They, in essence, are over prepared. Sometimes, then, they may appear to be too wordy, with too much information, and all you need do is request a lesser overview. Or more, if you need it!

Even if you decide you are not going to pursue, especially in the beginning of our relationship, you need to hear out the Reader, simply so that you can begin to recognize the positive and negative qualities of a profile.

The Reader is by far and away the strongest way for you to get a handle on your potential new hires. It beats a standard, boiler-plate printout, every time! And it multiplies understanding tenfold!

Don't be misled! There is only one evaluation that has the depth and can provide the extra service, from communications, reasoning, and performance. We cover it all!

THE PEAC SYSTEM®

A complete system for selection, hiring, training, management and productivity, for those who want professional success in the process.

13 - THE DREADED HIGH 'E'

(Consultative sales, only!)

And now, back to the Extroversion. The most commonly hired profile in the hard driving, objection laden sales arena of personnel services, the high 'E' is also the highest percentage of turnover. But this applies to other areas of sales, also. This profile is indicated by the EXTROVERSION being the only trait to the right of the ERL, the rest being to the left.

A 'salesy' profile, they can win the desk at almost any sales arena, promising whatever it takes, and believing they can do whatever it takes, to make themselves succeed. Until they hit the first round of obstacles, be it discipline, time management, or objection handling, Then comes the excuses it's the product's fault, or, no one will listen, I can't get through, people ignore me. There will be a hundred reasons why it is not working, while they begin the process of scouting for a better company, better product, better job.

The PEAC SYSTEM® identifies this profile quite well, and often, when these characteristics are explained, the managers says, "But, I like them..."

Of course you will! They are made that way, determined to be liked, accepted and successful. But keep in mind that without very careful training and management (something they hate) you are possible scheduling them for failure. Anybody can be trained to do anything, given time and money. It is a matter of just how much of either you have?

The first thing to recognize with personality profiles is that people learn to make their profile work for them. The very characteristics that work well for them to be accepted, and even hired, may well be the very characteristics that bring them to failure in strong consultative sales positions!

Not all sales are adversely affected by a high 'E' profile. Insurance, real estate, some retail, and almost all 'quick close' arenas hire and often do well with this profile. But the longer the sales approach, and the less specific the goals, the more likely they struggle.

Now, however, let's add some POWER over to the right of the ERL. Even a little can add to what we call the 'backbone' of a high E. With each zone to the right, the backbone gets stronger. You will find zone numbers in the upper right of the graph, where, for example, ACNEP 32023 spells out the profile below, followed by the zones.

As that backbone is increasingly more evident, the ability of the candidate to handle the more convincing and confident sales arenas increases.

This is such an interesting topic as to deserve more space. People come with many internal motivators, many of which we'll never discover. Starting from the needs for shelter, food and companionship or community, there are those who seek to build all of those for themselves (drivers) and those who seek to use that which is provided (non drivers). In between are the ambitious, who while depending on what is provided, tend to pursue the risks. These are more likely to seek a base plus commissions, while the driver often tells you to forget base, draw or other assistance, and pay more in commissions!

The respect and envy high E people develop for people they see as 'successful,' is the basis for almost all motivational programs. While the high E is attending the seminars, the high P driver is out making sales. A different, but useful philosophy, don't you think?

Does this mean that the high E cannot succeed in a position that lends itself more to the high P profile? Not at all! Many companies show us that some of their best performers are high E's. And then, interestingly enough, they show us how much work it was to get that high E into that stratosphere of productivity! The more you stray from the ideal, the more time and money you will spend. Common sense!

And therein lies the secret to The PEAC SYSTEM®. We measure and score quite accurately, how much work an individual profile, of whatever type, is going to be to become successful. As we've said many times, anybody can be trained to do anything, given time and money. And some really require a great deal of both.

It is up to you, as EEOC is more than happy to point out. We cannot tell you yes or no, on the hire, though many instruments take that chance. But, you get a PEACSCORE© and a solid, in-depth Reading, and then you can make an intelligent decision!

Even better, you are armed from day one with what to do to help the new hire along. Better than waiting 90 days to find out you have made a mistake!

And the advantage of The PEAC SYSTEM® is that we are measuring that most important profile, the inner self, not the mood oriented facade. You cannot train to the facade. It's a waste of time....

14 - ANALYSIS

Probably one of the more important traits, and the least understood, the Analysis is more than a measure of just patience. There are characteristics that can seriously affect the ability of the other traits to perform what you need.

If one spends a great deal of time 'getting the ducks in a row,' before taking action on an idea or a process, they are considered patient. Maybe thorough. In fact, it may be seeking a comfort in comparing current information against past history. These people with right side or high Analysis are noted for their reliance on the past, and dislike change. As such, this tendency causes them to appear slow and cautious, examining every angle, and automatically makes it more difficult for them to perform at speed in a give and take environment like personnel service. Or, for that matter, most sales arenas.

At its extreme, the people with Analysis far to the left, or low Analysis, tend to be impatient, run with what you know, and take wild risks on the spur of the moment, tempered by the position of the other major traits. Sometimes impulsive, brusque and restless.

To a limited degree, some of this impatience is the favored position for sales profiles. It creates a sense of urgency in both the salesperson and the contact, and it helps sustain either drive or ambition in the quest for goals. Plus it provides two important factors, curiosity (for opportunity) and anticipation (for objection handling).

This does not imply that high A profiles cannot succeed. Too many companies have shown off their top or high producers as high A, but often, in investigation, they confess that the first few years were pretty tough. It is just time and money, right? And, that might bode well, if someone else has put in the time and money, and now you can capitalize on their efforts. And, often, it is how they succeeded. But, here, references and role play to discover abilities are critical.

Keeping in mind that the typical high A profile depends more on history than training, a sort of 'show me' attitude, training must center on repetitive process until you have replaced the previous learned behavior, and this will require time. A lot of it... And, hand in hand with time is what? You got it, money. A lot of it.

If EXTROVERSION is low, with a high A, you will compound this distrust of the new, and what you say, and make training even more difficult. If low E people have little trust in what you say, and high Analysis compounds it, then training becomes tedious

and difficult. Thinkers are systems people, not sales people. But, it's up to you....

One of the most interesting things about personalities is their ability to vary so widely, just by the change of a trait, particularly that of this ANALYSIS trait.

In our search for, say, consultative salespeople, while observing some profiles, we might note that every trait is in line with what we seek, except that one dealing with patience. Most of us, from our earliest training period, childhood, might consider patience a good thing, and the more the better. After all, did your mother not do her best to teach it so? Not so, however, in the quick give and take of personnel services! As mentioned on previous pages, patience has a natural complement, a sense of urgency, something far more valuable in our sales profile. And, remember, low Analysis gives us curiosity, anticipation and quick thinking, all very valuable in our industry, don't you think?

Most people in the give and take of sales develop a sense of urgency, even as a facade, to help the customer to buy, and soon. The reverse, at the extreme, of letting the customer have all the time in the world to make up his or her mind, allows competition to step in and take them away from you.

There are, of course, positions and careers that require patience and attention to detail. Accountants, engineers, data processing people, psychologists, all are successful in using patience to the right degree. Pushing for haste makes mistakes, whether in dealing with people or systems. Still, an absence of patience can create boredom as the mind outruns the service.

Too little Analysis, however, has its own problems. Sometimes, in the pursuit of a sale, the customer picks up an unmasked urgency as impatience, and is frightened away, the sale lost. This is best described as 'pushy' and requires careful training to help the faster paced salesperson to control it. And, of course, in urgency, we can skip the important details, and this, too, comes back to haunt us, especially in consultative, long path sales, where later closing is due to that collection of details.

So, as with any trait, there is a balance. The extremes come with their own problems, and they are, as expected, quite different. All traits found inside these extremes are milder, easier to control, and more highly productive in the right environment. But, again, remember, it is not one trait alone that creates the profile, it is the combination of all of them...

Your Reader can be a big help in this area!

15 - CONFORMANCE

As a measure of how willing a person is to accept supervision, or comfortable they are under it, the CONFORMANCE factor can make a big difference in training. Of course, according to the position, ones like technical, accounting and certain support positions require higher C throughout the career. Sales positions, however, require merely a temporary C facade, long enough to become trained.

The consultative sales role, especially in the personnel services industry, requires a fine sense of creativity, representing the ability to ‘dance’ or better known as ‘shoot from the hip,’ as required to avoid the stiff objection and the conversation that goes nowhere productive. Thinking in more levels than one while conversing is available in greater and greater degree as Conformance shows farther left, especially with a lower Analysis.

Too far left of the ERL, however, as with any trait in extreme, creates other problems. Independence, once the salesperson is trained and habits are in place, may be welcome, though autonomy is a milder word and the person more easily managed. An individual out of control can create difficulties in promises made and broken, dishonesty, or distrust. He or she can even become disruptive to the point of inner office conflicts.

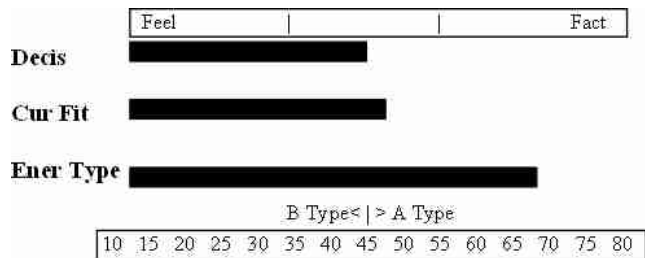
However, if Conformance is the highest trait, furthest right, then we find the profile bound in rigid behavior, controlled by policy and procedures, unwilling to flex, and in need of outside supervision to feel in control, and often utterly afraid of making a mistake. This profile will often ‘freeze’ during a sale, and the trust and professionalism is broken.

With a high C, training is required to the nth degree to make certain the individual has seen all the different ways to handle a problem in the sale, from objections to pitfalls, and you might guess how time consuming that will be! They are essentially filling up ‘the box’ with things to do and say, and if what they need is not in there, they won’t do it. They would rather hang up... If you have been a manager long enough, you have seen these profiles...

In any area where accuracy and honesty is critical, a high C is in demand. But without inviting dishonesty, a mild to moderately low C will be the stronger, more successful salesperson in almost any give and take environment.

Management may be better with a higher, mild C, and is often important, and is why we often do not want to promote top producers with their inherent weakness in following systems closely..

16 - THE SECOND CHART



This chart, above, is near the middle of the ‘results’ page that represents the graphic printout of The PEAC SYSTEM® evaluation you send in. Once you are comfortable with the first chart, at the top of that same graphics page, this one then gives you several more dynamics that are important to any industry, depending on the tasks and performance you expect from your hire...

a. DECISIONS- feeling or fact- *subjective or objective*- how the person tends to process information before taking action or deciding a course of action. Often a blend of one end or the other of the scale. Note the three segments in the box marked feeling) and fact. The individual with a bar ending in or near the middle area tends to communicate with people across the entire scale more easily. That is a valuable talent in most sales dealing with the maximum people!

b. CURRENT FIT- how well the individual’s current job fits the basic self profile. A measure of evaluating the Basic Self against the Facade. Any score (using the indicated ruler) over 50 means minimal stress. And, conversely, and to a much higher degree, more stress drops farther below 50. So, a 45 is light stress, while a 30 is major stress heading for turnover. It is a logarithmic scale, not much affect at all no matter how high above 50. Major, and growing impact sliding below the 50...

c. ENERGY TYPE- visible energy- Type A or Type B under the standards for those dynamics. Again often a blend of both to come up AB Type, which is approximately one half inch either side of the center mark. In this range, you will see flashes of both A or B at times. Most sales and consultative sales positions require more Type A than Type B, as the B hates interruptions, and is more content dealing with information and quality factors, one thing at a time, while the salesy A is more excited about quantity, being ‘busy’, all while happily multitasking.

Now, let’s examine these in more detail on the subsequent pages...

17 – DECISIONS

Everyone uses a filtering process to make decisions. You might recognize it under the old factors of ‘subjective/objective’ personality dynamics. Feeling oriented (subjective) people make decisions on little fact, the warm fuzzies of an action, if it feels good, do it. Objective (logical) people weigh all the facts, sometimes coldly and even impersonally. Somewhere in the middle is a great place to be, when you must deal with other people.

Neither high nor low is considered ideal for the consultative salesperson. The problem lies in the difficulty of the two extremes in understanding the opposite side. Their viewpoints and their philosophies are very different. The ‘ideal’ location is in the middle third, where the individual can relate to either side equally well.

Handy, also, is knowing your employee or trainee’s location in decision making factors. It will do little good, and have, literally, no effect, to hand compelling logical arguments to a subjective profile. They won’t hear you, and they won’t buy in, anyway. The same holds true if you simply say, “Just do it!” to a highly logical person who needs the ‘why’ of it to make the decision or take an action.

Logical arguments, then, are the process of *why before what* stressed heavily on more whys. Emotional or subjective arguments are better expressed in the *touchy feely* methods, “I feel we can...” or “I feel we should...” as a team, rather than distancing yourself from the trainee.

Impulsive behavior, however, is slightly different. A factor that weighs in heavily is the Analysis trait. Lower, to the left of the ERL, along with a feeling orientation, and impulsive behavior, or allegedly decisive action occurs, even when it’s wrong. Higher Analysis slows this process down, and creates time for the trainee to think, regardless of where the DECISIONS factor falls. Compromise, here is critical!

There are, as with many traits, top salespeople with their DECISIONS factor at all points of the scale, and, here again, the principal reason for spending time with a Reader is to see all sides, and not make the mistake of hiring or not hiring on incomplete information.

18 - CURRENT FIT

The second portion of The PEAC SYSTEM® evaluation requests the individual’s opinion on how they are seen in the workplace. Since most of the people will be able only to relate to their most recent position, we have a profile modified by environment we call a ‘Facade.’ In the graphs, the facade is represented by the gray bars (blue online), while the basic, or inner self is represented with darker bars.

Current Fit is a numerical value, similar to the PEACSCORE® that defines how well the current facade fits the basic self. The PEACSCORE® (not shown on the reports) is a measure that defines how well the potential position with you fits the basic self. Do not read the Current Fit as the PEACSCORE®. That is a derived score by your Reader against the variables in your environment and your own profile.

A low Current Fit (below 50) from some other environment may indicate the real reason they may be leaving to come to you, despite the reasons they perceive. This is okay, often, assuming that the environment they are leaving does not match your own. Then, they trade one mismatch for another.

On the other hand, a high Current Fit (above 70), may indicate they have valid reasons for leaving, but not from a personality mismatch. Now, if your environment is very much different, watch the PEACSCORE®© closely.

For trainability success, it is correspondingly more difficult to train a PEACSCORE®© less than ‘50.’ However, there are many variables that can impact this score, such as experience, similar training, what have you. And, as the EEOC tells us, your Reader cannot call that shot, it is entirely up to you and your potential hire, and we are, after all, only one fourth the equation. Albeit a very important quarter!

If there is a doubt, we recommend the next active step, the CASE Studies©, an opportunity to assess the individual’s learned behavior, as overlaid on the natural behaviors. Often, this can be the most important key. See the section on CASE Studies©.

Turnover can be controlled, sometimes in a step by step process. Instinct, reasoning, natural behaviors, all cumulate to make the individual the potential they seem to represent. Failure to assess these allows error to creep in, and then, it is back to turnover...

19 - ENERGY TYPE

There are two distinct energy types available, but there are myriad combinations that can blend them. To understand the blending, we need to understand the extremes. At one end of the scale, the Type B, where the indicator bar ends prior to the center mark, labeled <Type B | Type A>, we find successful programmers, accountants, data entry, etc., whose apparent focus is things and systems. One dimensional, eager to get the project done right, and on time, but only one project at a time.

The other side of the center mark, the Type A, is exactly the opposite, where we find the multi dimensional, give and take, creative, fast paced people who do many things at once, and not all (or, sometimes, even any) of them very well. The higher the strength in that Type A, the more likely the negatives will creep in, and require more close monitoring and direction. Their philosophy, at this extreme edge, for everything in life, is, "Close enough!"

For the graphics in the our second chart, the Energy Type is determined by the location of the end of the black bar to the left of the middle indicator, or to the right. An inch or so is considered mild in each case. At three inches distant from the mark, the type should be easily seen in the interview. Extremes become even more noticeable.

In our personnel service sales environments, we seek a mild to moderate Type A (1 to 2 inch) because of their ability to 'dance,' which means they will come close to the right thing to say, out of sheer instinct, if not out of good training. And they can multitask, which includes tracking more than one conversation or path in their head, while talking and listening. A profile that 'freezes,' the Type B, will lose sales in a far greater number by trying desperately to be exactly right. In addition, the Type B often misses hints and information in the pursuit of that single minded goal. The Type A is more apt to pick up everything, though they can often lose track of it!

Nothing here is meant to impugn the Type B. Without this very useful profile, a great many of us Type A's would be nearly helpless from lack of organization and systems! Even at the very top, there are those arenas where a steady hand on the helm is a requirement, and we find the less risk oriented Type B keeping the corporations of America afloat and off the sand bars. But they are often surrounded by driven, take charge, make it happen Type A's!

Type A's relish the give and take, and equally seek the very top of organizations. Often, they are supported by the Type B, to keep them controlled!

20 – CONSISTENCIES

Following the second chart and its related bars and graph, there are several numerical values to consider, below, in the text. There are the numerical values for the Reasoning Aptitude©, an evaluation to determine the ability to synthesize, if you elected to run one, and then the consistency factors, which measure how earnestly and honestly your candidate performed on the evaluation. As may be expected, determined, detailed Type B's will have higher consistencies, while the high flying, strong Type A's will often hover around 70. Correspondingly below 70 creates greater inability to accept the responses for that category. Even at 65, the difference can be more or less than an inch from what you see and requires deeper interview techniques to uncover its location.

REPORT NARRATIVES- ONLINE

At the foot of the graph, in the online report, there are two links, one for the basic self report, the other for the facade. EEOC requires you to print out a clean (unmarked) graph as well as the basic self to have immediately available to any individual who requests their results. The full report, with both basic and facade, may run to ten pages, occasionally, and you can print what you need. Few of our clients bother printing the facade, as it is always changing, and has limited value. Some, however, like the feel of the weight test...

SUMMARY

Remember, The PEAC SYSTEM® evaluation, with all its components, still handles only one fourth of the hiring and selection process. The information extends well into the training and management areas, as well, and therein lies yet another value from our family of services. For example, if we recommend that you conduct role play or other exercises, and you elect not to become involved, you will still be in line to suffer turnover. But, we don't run your department. You do.

Nothing, however, from our side, can address outside issues, such as divorce, death of a loved one, financial stresses, etc. For those, you still need the old standby, an interview and good references. But it is certainly handy, don't you think, to have the first fourth under good control?

The PEAC SYSTEM® is a powerful tool, and as with you, we wish it had ALL the answers. But it has more than enough to address turnover issues, and that fact alone, in the face of our low investment requirement per service, will save you money!

21 - ADDITIONAL MATERIALS FOR THE PERSONNEL SERVICES ARENA

Manager's Manual (personnel services)

The Three 'Ems, Finding 'em, Training 'em, and Keeping 'em, is a step by step 'how-to' manual for the manager who is serious about developing good people and cubing turnover in the personnel services (head hunting) world. The toughest arena of sales, in our opinion, where the product is ideas and the turnover, even of star salespeople from other industries, is terrible. Proper selection is the first step in retention, while solid training and good management are major steps, also. But 'self management' is the ultimate goal.

Plan vs. Performance

This form allows the individual to become self-managed, making your job as manager much easier. Available free online for download under Microsoft Excel. See our website, peacsystem.com. For those who do not yet use the computer or the web, it is also available on a paid subscription. It can track effort vs. results in five activity areas. On the subscription, the form is emailed or FAX'd to your office, one per person, the first of each month. Subscriptions are for a twelve month period, paid in advance.

22 - THE NEXT STEP- Further Assessments

Evaluating communication style alone is a powerful tool in its own right, but often, having the right profile with little or no ability to quickly and accurately handle complex data can seriously impact that profile's ability to be successful in sales. REASONING APTITUDE©, an adjunct to our evaluation measures that ability. Ask your Reader.

After we have a handle on natural behaviors and communication style, if you are still unsure, The PEAC SYSTEM® offers an in-depth role play called CASE Studies©. Our one hour, one on one role play with Mr. Tucker. This is an opportunity to measure learned behaviors, or 'what the candidate has learned to do with the raw materials,' either through training or experience. This can be instrumental in the proper selection, training and development of your people. In other words, it reduces turnover significantly!

Considering the ten to fifteen thousand dollar loss in direct and indirect costs for a bad hire, your investment in our system is a wise one, indeed!

YOUR OWN PROFILE IS IMPORTANT!

The PEAC SYSTEM® has profile patterns for a variety of personnel sales, service, support and even technical positions. Though these may be considered ideal on a statistical basis for tenure and productivity, the one uncontrolled variable is you or those who train and manage your new hires. In some cases, the ideal may be inappropriate for your style, and merely compounds the problem.

Hence, we need your profile, or that of your managers, too. Our introductory package offers a limited set of free evaluations, primarily to demonstrate our ability to go in-depth with a profile that you know well, you and two of your best people. This develops more trust in what we can do with someone you do not know, i.e., a potential new hire. So, one of these should be yours and/or that manager responsible for the success of this new employee.

These profiles can be the most important of the mix. For example, a strong manager, competitive, tough, and too much a micromanager will kill off the typical consultative profile, who seeks autonomy...

23 - TROUBLESHOOTING

Occasionally, nothing seems to work. Earlier, the main failure points of selection, training, management and outside factors were discussed. Assuming, however, using The PEAC SYSTEM®, that you have all but eliminated a bad hire, and nothing seems to be coming at your new hire from the outside, it leaves only management and training, and the intricacies in there can come to haunt you quickly!

There are four categories to the successful development of an individual. A breakdown in any one of them can create failure and turnover. These are *knowledge, understanding, attitude and behavior*.

First, the individual has to know what to do, or what you want done. Telling him or her to make an important call, without telling them how and why, is an example of an immediate set up for failure. Repeat it enough times, and turnover is inevitable. And that's only one small area of problems in just this *knowledge* factor, alone! Training centers on arming the individual with as much information *how/why* as they can hold. Then practicing it over an extended time until it becomes part of the trainee's makeup.

To insure *understanding*, however, the individual has to 'buy in' to the concepts taught, else therein lies another place to break down the success endeavor. As the individual grows in the business, and skills are more evident, the 'why' becomes the most important in order to manage and develop him.

When either *knowledge* or *understanding* suffers a breakdown, and you do not 'fix' it, there appears an attitude in your employee. We hear it all the time, "She was chugging along great for a few months, and then, suddenly, she hit a slump, got hard to control, and now..." This, folks, is *attitude*. Something is dying inside, and unless you come to grips with it, the final *behavior* is the exit. Most other behaviors, in the beginning, we can screen for in the evaluation.

Behavior that is displayed from day one is a personality factor, identified by proper evaluation. But, without this tool, the individual can slip through your screen, gain that desk, and then proceed to self destruct at your expense. The PEAC SYSTEM® can help eliminate most of these, and later problems are then derived as shown in the above text...

24 - SOME THOUGHTS...

It is not our intent to attack our competition, for all devices and instruments have their place. But, let's just lay out a few caveats to be aware of when comparing The PEAC SYSTEM® to others. It depends on that purpose you have in mind.

In today's hustle-bustle world, we all seem to want instant answers, instant gratification, accepting speed and quantity before quality, often, to our detriment. The evaluation world is not immune to this.

There are countless evaluations that are literally self-scoring, in that you fill out the responses, lay out a key or add up the columns, and bingo, there you have it. They are, by design and intent, quick and easy, available on paper and computer programs, and give you an estimate of the *personality of the moment*.

Any adjective checklist, and most other evaluations that feature forced choice as any combination of 'check- no check,' true-false, yes-no selections create an all or nothing response at each answer. Given enough choices in words or questions, the scoring averages the responses to deliver a profile type. As you evaluate this type of instrument, you can readily see that if you are in a bad mood, as an extreme example, you will slant the evaluation to the cynical or negative side, and when you are in a good mood, it will slant the other way. But, which one is the individual whom you have just interviewed? It's an automatic error factor of as high as 28%!

Most *mail-aways*, also as checklist types, may appear to give you a printed results similar to The PEAC SYSTEM®, but the printout is not the deciding factor. All personality and communication styles develop boiler plate narratives and charts and graphs, and with a little study, you can see the similarities. That's just a fact of the field of psychology; there are standards. However, we at The PEAC SYSTEM® provide, FREE, time with our consultant who will take you far deeper into the results than any standard printout on the market today.

Thus, at a low investment for our service, today, you receive far more value than you will find in any other instrument, including many who are much more expensive, and it opens you to the family of services only available through The PEAC SYSTEM®

25 - DICTIONARY

Do not allow the candidate to utilize the dictionary on too many words. If they are having that much trouble with the English language, you may want to rethink your pursuit of them as any kind of sales or consulting, where speed and intuitive communication, even respect is often critical. The PEAC SYSTEM® was designed to be fully functional with a minimum High School graduate. If a definition is requested, read to them only the included information as supplied, and add no further comments... Do not hand them this book! The online evaluation does have a dictionary button included in each section. Again, it is better if they do not need it at all!

Accurate Can stress being precise, detailed, proper, exact, in accordance or agreement with ideas and processes.

Active Can be energetic, constantly on the go, alert, fast paced, full of life, dynamic, seldom quiet.

Agreeable Can get along well with others, non argumentative, likeable, pleasant, charming, amiable, kind.

Alert Can be attentive, watchful, vigilant, lively, intelligent, bright, quick witted for response to stimuli.

Amiable Can be careful not to hurt the feelings of others, empathetic, caring, easy going, moderate or slow paced around others.

Assertive Can be unafraid to push his/her ideas on others, emphatic, insistent, outspoken, sometimes dogmatic.

Authoritative Can be controlling of others, seeks authority, pushy, demanding, enjoys having power, expects obedience without question.

Bold Can like and easily accept challenges and risk, often courageous, fearless and daring, adventurous.

Bright Can be attentive, quick witted for response to stimuli, watchful, misses little, alert, quickly accurate.

Calm Can remain unflustered, patient, relaxed under pressure, unagitated, composed, collected, unexcitable.

Carefree Can operate with minimum concern, happily content, untroubled, heedless of stress, happy-go-lucky, stress free.

Caring Can feel empathy or concern for others, watchful, noticing, pays attention to others needs or feelings.

Charitable Can give to, or help, others. Generous, liberal, free with ideas, help, sustenance, such as money or time.

Cheerful Can easily strike up a conversation, unafraid to meet strangers, willing to please and be helpful, extroverted, happy, positive.

Clever Can be attentive, watchful, vigilant, lively, intelligent, alert, quick witted for response to stimuli, quicky accurate.

Competitive Can feel the need to win, to be better or the best, striving for improvement, ambitious, can be aggressive.

Concise Can be succinct, short, brief. Careful with words and phrases. Sparing, constrained, often precise.

Conforming Can mold to the environment, blends in, follows established rules and regulations, policies and

procedures, right or wrong, but uncomfortable breaking the law.

Conservative Can be cautious, careful, blends in, avoids risk or flashy poise. Low key, prudent, conventional, dislikes unnecessary change.

Considerate Can give to or help others. Understanding, respectful of wishes, and feelings of others, careful not to infringe upon or offend others.

Controlled Can remain aloof, reserved, under tight reign, unassuming, stays private or uninvolved, unemotional in the face of risk.

Controlling Can enjoy power over others, dominance, strength, superiority, authority to govern, rule or command.

Convincing Can be persuasive, certain of products or ideas, capable of swaying opinion, reassuring, believable.

Courageous Can like risk, challenges, the unknown or untried, bold, determined, unswerving, unwilling to retreat from confrontation.

Creative Can 'bend' the rules to accomplish goals, enjoys seeking new answers to challenges, delivers alternatives against procedures.

Critical Can be a perfectionist, may be unwilling to accept the untried or untested ideas, believes in what has worked before, opinioned, cynical.

Cultivated Can be refined, into culture, such as arts, music, likes being with or around people of like qualities, 'class,' or refinement.

Curious Can be investigative, refusing to accept 'face value,' pursues answers, definitions, new ways to try processes, seeks improvement.

Daring Can accept challenges, face risks, dangers, accept chance of failure, risk, is often bold, adventuresome, unafraid.

Dependable Can get along well with others, non argumentative, likeable, pleasant, trusted to follow through on promises and plans.

Dissenting Can be willing to shake up the status quo, resist authority or controls, seeks change, freedom from policy and procedures.

Dynamic Can be energetic, constantly on the go, alert, fast paced, full of life, dynamic, seldom quiet.

Eager Can be anxious to do whatever it is, excited, impatient, unafraid to take reasonable risk against anticipated rewards.

Emotional Can have hurt feelings, be insulted, angered or spontaneously happy with minimal provocation, moody, usually friendly.

Exciting Can be energetic, constantly on the go, alert, fearless, fast paced, full of life, dynamic, seldom quiet.

Fearless Can be restless, excited, impatient, determined, unafraid to meet people or challenges head on, willing to take risks against anticipated rewards.

Flexible Can be easy to be around, complaint, non-combatative, willing to please, often friendly, considered helpful, a team player.

Forward Can easily strike up conversations, welcome or not, unafraid to meet people, willing to please and be helpful, extroverted.

Friendly Can enjoy the company of others, in fact may need that company to be comfortable, willing to make new friends, open to relationships.

Gentle Can be careful not to hurt the feelings of others, empathetic, caring, easy going, moderate or slower paced around others.

Generous Can give of time, money or possessions to help others or even strangers with minimal regard to what's in it for self. Selfless.

Glad Can be easy to be around, non-combatative, friendly, willing to please, happy, often a good listener.

Good-natured Can be friendly, non-combatative, easy going, friendly, likes people, willing to please, willing to follow others' wishes, mild temperament.

Happy Can be easy to be around, non-combatative, willing to please, often friendly, considered helpful, often a good listener.

Humorous Can be funny, easy going, likeable, with an ability to tell stories, witty, friendly, will often use humor to accomplish goals.

Humble Can seem to be meek, mild, unassuming, unpretentious, likeable. Low EGO and or pride, may be followers, unwilling to confront or take risks.

Hurried Can have a sense of urgency, of time wasted, of things taking too long, of frustration at delay, pressed for time.

Impatient Can seek quick resolution to goals, often cuts corners, wants everything 'faster,' quick to interrupt, hates delay, sometimes rude.

Impulsive Can seek quick resolution to goals, often cuts corners, makes immediate decisions based often on little facts or fears, wants things 'now.'

Independent Can operate with minimum or no supervision, prefers freedom from restriction, procedure or policies, frustrated at close supervision.

Individualistic Can enjoy standing out in a crowd, being 'different,' under the spotlight, distinctive, distinguished and noticeable.

Inflexible Can be unbending, stubborn, opinionated, under self imposed tight controls, resistant to new ideas or influences.

Inquisitive Can be investigative, refusing to accept 'face value,' pursues answers to any curiosity, seeks new ways to try processes, looks for improvement.

Judicious Can be cautious, careful, traditional, conforming, low-key, prudent, conventional, dislikes unnecessary change.

Kind-hearted Can be open, friendly, willing to please, likes to help, generous, giving, involved with others, cares about their wishes and concerns.

Law-abiding Can follow and obey all rules and regulations with minimal or no resistance, without question, has or sets high standards, morals, willingly governed by rules, policy or laws.

Light-hearted Can be friendly, easy going, complaint, willing to follow along with others' wishes, non argumentative, mild temperament.

Lively Can be energetic, constantly on the go, alert, fast paced, full of life, dynamic, seldom quiet.

Logical Can seek to processes in detail, step by step, with strong use of order, form or systems to reach goals.

Loyal Can be dedicated to ideas, authority or processes, willing to conform as necessary to achieve goals, compliant.

Meek Can follow and obey all rules and regulations without question, by the book comfort, willingly governed by directives or commands from others.

Mild-mannered Can be friendly, easy going, compliant, willing to follow along with others' wishes, non argumentative, mild temperament.

Modest Can be mild mannered, seem polite, unassuming, willing to pass credit onto others, take direction and supervision well.

Motivating Can excite and drive others with ideas, concepts and creative processes. Unafraid to speak up, represent the group, help out.

Nice Can be easy to be around, non-combatative, willing to please, often friendly, considered helpful, good listener.

Nervous Can be restless, unwilling or unable to remain still for long periods of time, anxious about results in or out of self's control.

Objective Can weigh decisions on a non-involved view, steps outside to stay emotionally detached from the process or decision.

Orderly Can appreciate having things in an organized, easy to find, under control system. Systematic, structured.

Organized Can appreciate having things in proper order, easy to find, under control and systematic, structured.

Outgoing Can easily strike up a conversation with total strangers, unafraid to meet others or the unknown, willing to please and be helpful, extroverted.

Peaceful Can seek resolution to conflict, attain goals through a non argumentative means, arbitrator.

Persistent Can be dedicated to a goal, unwilling to retreat, insistent, seeks resolution, finality, winning.

Persuasive Can readily influence others through emotional or logical arguments or presentations.

Placid Can remain unflustered, patient, relaxed under pressure, unagitated, composed, collected, unexcitable.

Pleasant Can seek resolution to conflict, attain goals through non-combatative means, easy going.

Polite Can be careful not to hurt the feelings of others, empathetic, caring, easy going, moderately paced, thoughtful.

Precise Can be cautious, 'correct,' accurate, even perfectionist, careful, through attention to detail in ideas or concerns.

Private Can be quiet and withdrawn, keeps problems to self, unassuming, reclusive, avoids multiple relationships, prefers a few 'good' friends.

Prudent Can remain in the background, unassuming, stays private and uninvolved, hates risk, unwilling to speak out in the face of risk.

Quiet Can be cautious, unwilling to share ideas or speak out in the face of risk or ridicule, seeks peacefulness and relaxed atmosphere.

Reasonable Can be careful not to hurt the feelings of others, empathetic, caring, logical, easy going, moderate pace among others.

Refined Can be cultured, into things such as the arts, likes being with or around people of 'class,' money or culture.

Relaxed Can be easy going, calm, speaks at moderate pace, thoughtful, unhurried, controlled, avoids conflict.

Reliable Can get along well with others, non argumentative, likeable, pleasant, trusted to follow through on promises and plans, dependable.

Reserved Can remain in the background, unassuming, stays private or uninvolved, unwilling to speak out in the face of risk.

Respectful Can appreciate the need for, and the exercise of authority, privilege, or parental rank, good mannered, non-confrontational.

Restless Can seek change, often for change's sake, easily bored, may pursue new people, places or tasks, and invite challenges.

Rigid Can be unbending, stubborn, opinionated, under tight constraint or controls, resistant to change or influences.

Romantic Can be idealistic, illogical or give in to fancy in ways that maybe impractical, sensitive and utopian.

Sensible Can exhibit 'common sense,' avoiding the flair, calm, controlled, thoughtful and tends to avoid high risk endeavors.

Serene Can remain unflustered, patient, relaxed under pressure, unagitated composed, collected, unexcitable.

Serious Can be disciplined, under control, not fanciful, limited humor, considered 'cold' if not 'cool,' determined, concise.

Silent Can avoid speaking out, especially in the face of risk, absorbs mistreatment, uncomplaining, willing to conform to others' directives and will.

Smart Can be intelligent, alert, witty, or good with facts and numbers, able to recall ideas and events with ease.

Spirited Can be energetic, constantly on the go, alert, fast paced, full of life, dynamic, seldom quiet, difficult to control by others.

Spontaneous Can be reactive, responding quickly to stimuli to promote a variety of emotions, impulsive, free acting, quick thinking, decisive, even when it's wrong.

Steadfast Can get along well with others, non argumentative, likeable, pleasant, dependable, trusted to follow through on promises and plans.

Stimulating Can be energetic, constantly on the go, alert, fearless, fast paced, full of life, dynamic, seldom quiet.

Strong-minded Can be determined, powerful, controlling of others, stubborn, resistant to change wrought by others, opinionated, unswayed, controlled.

Strong-willed Can be determined, powerful, controlling of others, stubborn, resistant to change wrought by others, opinionated, unswayed, controlled.

Subdued Can be cautious, unwilling to share ideas or speak out in the face of risk or ridicule, seeks peaceful and relaxed environment, atmosphere.

Submissive Can follow instructions willingly, seldom protests, quiet, easy to guide, a 'good' employee, accepts commands and exhibits little or no dissent.

Suspicious Can be untrusting of others, may be unwilling to accept untried, untested ideas, believes in what has worked before, opinionated.

Sympathetic Can be understanding of others, feels sorry for others through genuine concern for safety or welfare, soothes injuries, emotional or physical.

Systematic Can enjoy following detailed, step by step processes toward an achievable goal, plans diligently, seeks patterns, enjoys programmed plans.

Talkative Can enjoy the give and take of conversation, often talks too long or too much, dislikes silence or lulls in discussion, often fills it in with information, opinion or ideas.

Traditional Can enjoy policy and procedures that are comfortable, tried and that work, likes rules that provide guidelines to measure programs.

Tranquil Can be friendly, easy going, complaint, willing to follow along with others' wishes, non argumentative, mild temperament.

Trusting Can enjoy the company of others, even strangers, willing to make new friends easily, open to relationships.

Unquestioning Can be compliant, willing to do as told, to function according to instruction or policy, avoids challenges, respects authority.

Unrealistic Can be idealistic, illogical or give in to fancy in ways that may be impractical, sensitive, utopian.

Valiant Can like and accept challenges and risk, courageous, fearless, daring, bold, adventurous.

Wise Can appreciate the need for, and the exercise of caution, sees bigger picture, understands past experience vs. current efforts.

Worrying Can be anxious about results in or out of self's control, disturbed about possible results, failure.

Yielding Can be a follower, refuses confrontation, avoids conflict in relationships or employment, seeks to stay within guidelines, lets others make decisions.

26- ADDITIONAL EVALUATIONS SERVICES AVAILABLE

In order of ascending attack on turnover

REASONING APTITUDE©

Natural behaviors are examined and identified in the highly accurate PEAC SYSTEM®. But the right profile, with a very shallow depth to using it, will be of little value. And, conversely, having too much ability will create a bored and restless wanderer with no staying power. Either way, you have turnover. The RA© evaluation looks at the ability to quickly come to accurate conclusions, based on sometimes limited information.

CASE Studies©

Consultant's Active Situational Evaluation. An hour long role play analysis of skills and behaviors in a role play situation. Typically, role play analysis is identified with a combination of instinct (*natural* behavior) and training or experience (both *are learned* behaviors). This evaluation is leaned toward the perceived strengths and weaknesses identified by the PEAC SYSTEM® evaluation, and requires said evaluation in advance.

CONSULTING SESSIONS©

Up to one hour phone discussion, your choice of industry related topics: management, development, hiring, and the like. An opportunity to share frustrations and seek guidance in communications and relationships for teams, staff and inter management styles.

SEMINARS/IN-HOUSE TRAINING

An in depth look at the PEAC SYSTEM® or additional and well tried and true ideas for the sold productivity of a sales staff in a variety of fields and disciplines, from personnel services to product sales, telemarketing to intangibles, etc. Team building, and interrelationships for management and office development. Many topics, customized for your needs.

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Although the bulk of our evaluation services are provided online, with the exception of the verbal reads, and CASE© Studies, there are those who prefer to fax. Please be certain to fill out the bottom of the form, obtained from peacsystem.com where you can choose to print out and use the hard copy.

Collection of profiles is a 24/7 service, but the cut off time for next day service is 6:00 pm eastern time. Reads and internet codes will be provided the next business day. If you miss the deadline, occasionally we can still get to it, but no guarantees.

For an additional fee we can provide same day service.

Readers will make two attempts to reach you on your reading day. With the advent of more and more verbals by voicemail. This may be limited to one. If you need more help than the voice mail, please call to talk to your Reader.

If you do not receive your information by ten o'clock there may be a glitch at the website, or your candidate did not take the evaluation properly. Please call to verify after 10:00 am. This is USA time, only. Add the appropriate hours for your time zone in front of Eastern USA, if you are in Europe, Asia or points well east of us...