

BENEFIT Consulting Profiler

Consulting attitude

of

Herbert Mustermann

Created on behalf of



BENEFIT COACHING TEAM AG

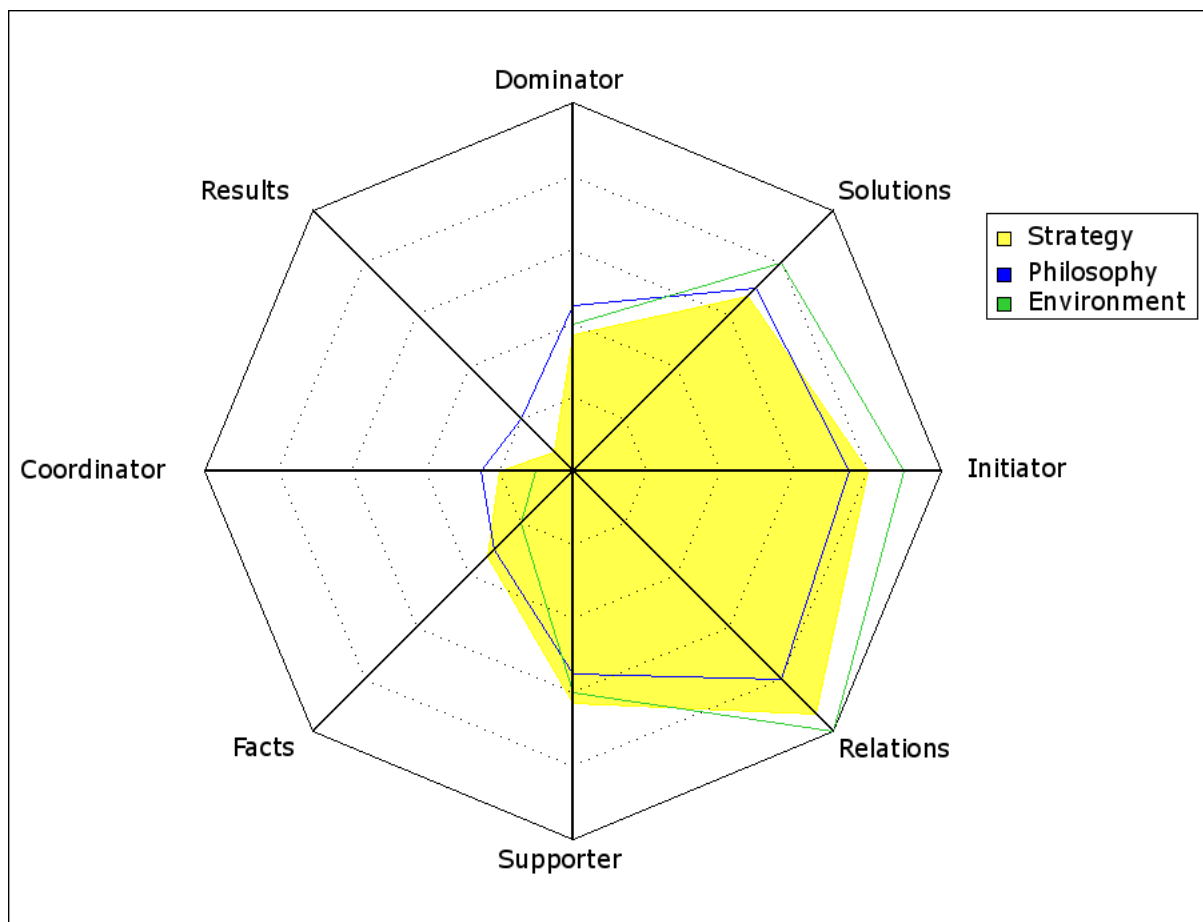
The BENEFIT Consulting Profiler © determines the preferred consulting philosophy as well as the attitude towards the consulting environment of Herbert Mustermann. The resulting consultant profile illustrates the attitude and behavioral tendencies of Herbert Mustermann with regard to 30 topics which are relevant to a consultant, and shows to what extent the attitudes towards the 3 perspectives "consulting philosophy", "consulting strategy" and "consulting environment" differ and which of the following 4 personal attitudes are preferred:

- Result orientation
- Solution orientation
- Relationship orientation
- Fact orientation

In the context of the ascertained consulting attitudes, the solution orientation is also to be understood as concept orientation; the fact orientation is to be analogously understood as product orientation.

At the same time, the preferred learned, respectively adapted behavior in consulting will be shown in reference to the personality types Dominator / Initiator / Supporter / Coordinator. Normally this is largely consistent with the inherent behavior, which is ascertainable by means of the BENEFIT Personality Profiler©.

The less the consulting styles in the 3 perspectives of the BENEFIT Consulting Profiler© differ, the better. For Herbert Mustermann, the following averaged consulting attitude was ascertained across all 3 perspectives.

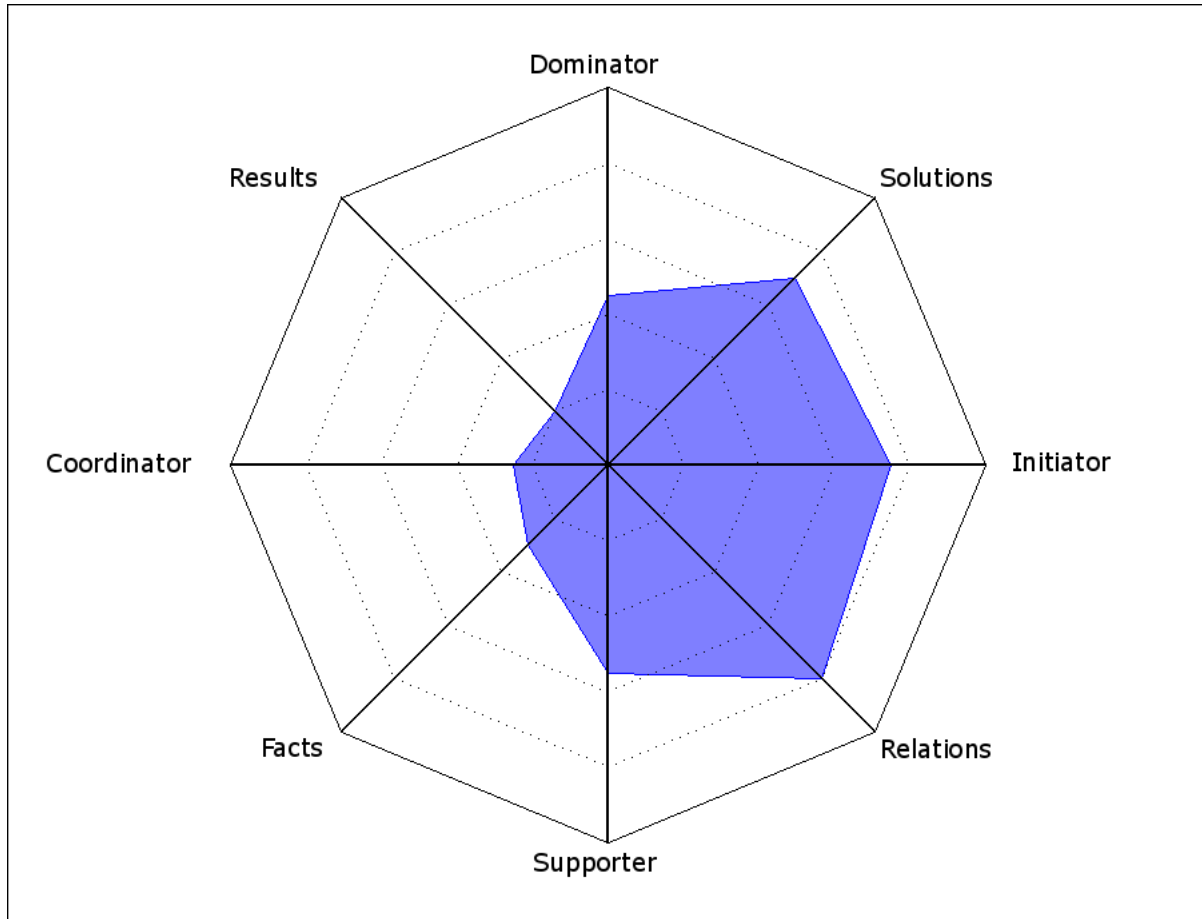


	Philosophy	Strategy	Environment	Overall picture
Consulting attitude				
Results	20	7	0	10
Relations	80	93	100	90
Solutions	70	67	80	70
Facts	30	33	20	30
Behavioral tendencies				
Dominator	45	37	40	40
Initiator	75	80	90	80
Supporter	55	63	60	60
Coordinator	25	20	10	20

On the following pages the detailed analyses and the respective interpretative comments concerning the 3 perspectives are listed.

Interpretation of the consulting philosophy

With the four attitudes towards the consulting philosophy, your general understanding of consulting as well as the general behavior which can reasonably be expected of you during the performance of relevant tasks are demonstrated.



Consulting attitude		Behavioral tendencies	
Results	20	Dominator	45
Relations	80	Initiator	75
Solutions	70	Supporter	55
Facts	30	Coordinator	25

	Results	Relations	Solutions	Facts
Consulting motive	0	10	10	0
Consulting philosophy	0	10	0	10
Consulting priority	10	0	10	0
Consulting focus	0	10	10	0
Customer acquisition	0	10	10	0
Solution alternatives	0	10	10	0
Consensus finding	0	10	0	10
Facts weighting	0	10	0	10
Consulting value	0	10	10	0
Customer care	10	0	10	0

Relation-oriented

Your aspired consulting philosophy is characterized by your relationship orientation. You do not want to disadvantage the customer and want to do your best for him. You want to build your consulting on the relationship level and find the best possible solution for the customer.

You think that the "best" customers are those companies with which you are already in contact and where individual persons are already known. You want to base your approach on this.

Due to your notion of establishing a good relationship and basis of trust with the customer, you attach importance to also determining the personal needs and concerns of the customer. You expect the customer to appreciate this and to come to an agreement with you at the right time with regard to the further procedure.

You will enthusiastically present all characteristics and advantages of your ideas and suggestions to the customer, if he shows interest. If he asks for further information and facts, you will provide these as requested.

The consulting philosophy commented in this analytical part reflects idealistic ideas, which can deviate from everyday values (see next analytical part "consulting strategy"). The consulting attitude explained here must be interpreted in relation to the three remaining, usually less pronounced consulting orientations.

Whether these ideas make sense depends on what is required in your professional everyday life today and in the medium term.

Solution-oriented

The ideational focus on solution orientation is pronounced (51-75% of the maximum value).

Fact-oriented

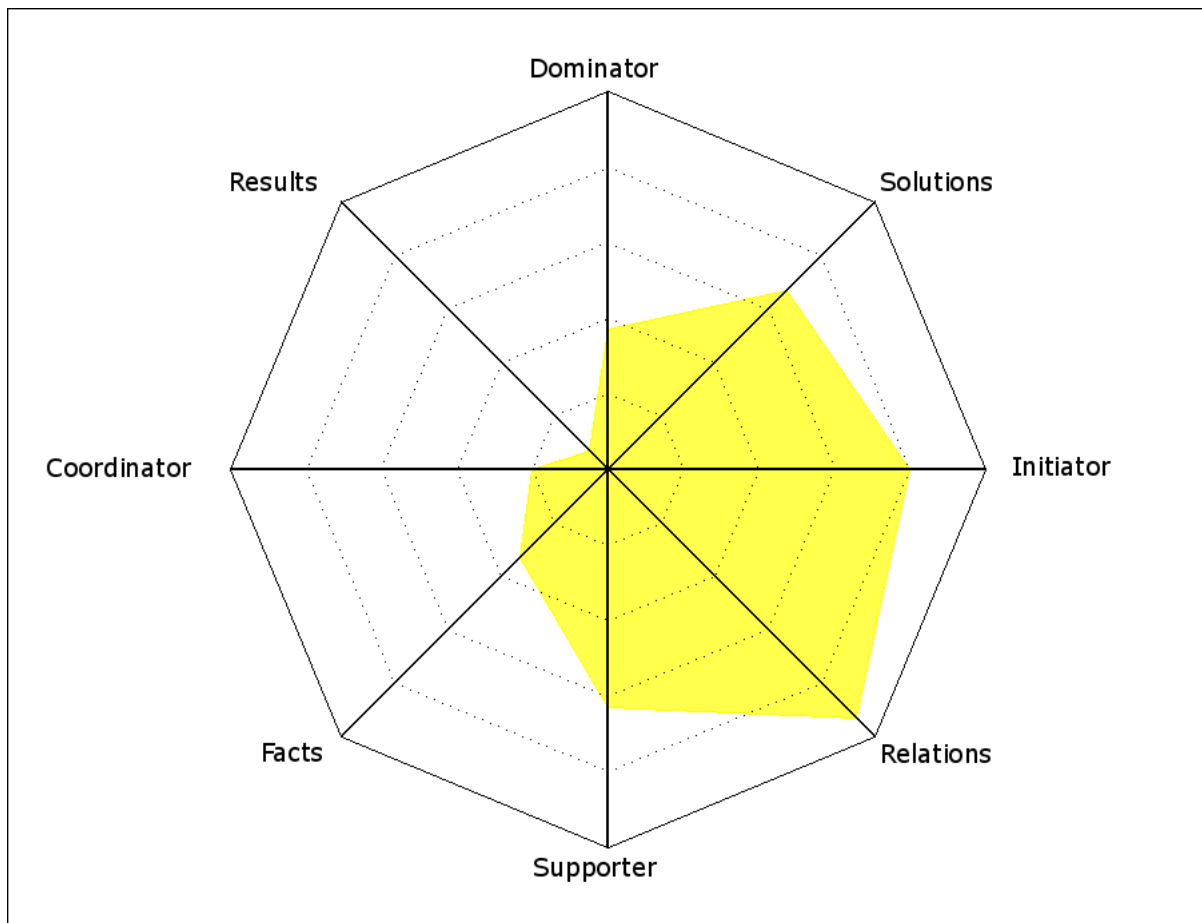
The ideational focus on fact orientation is moderately pronounced (26-50% of the maximum value).

Result-oriented

The ideational focus on result orientation is not pronounced (less than 25% of the maximum value).

Interpretation of the consulting strategy

By examining your personal attitudes and your preferred behavior in consulting situations, your consulting strategy will be determined, analyzed and interpreted below. Thereby it is assumed that all attitudes commented here are important for a consultant and will be lived out individually adapted according to the customer situation. However, this depends on how well a consultant knows his preferred attitude or orientation respectively, and how well he can adapt to the business- and personal situation of the customer. Something that is right for one customer can be wrong and counterproductive for another customer. The following analysis focuses on the presentation of the preferred consulting values and thus on the corresponding prioritization of the 4 consulting attitudes and -behavioral tendencies.



Consulting attitude		Behavioral tendencies	
Results	7	Dominator	37
Relations	93	Initiator	80
Solutions	67	Supporter	63
Facts	33	Coordinator	20

	Results	Relations	Solutions	Facts
Order procurement	0	10	0	10
Clarification of needs	0	10	10	0
Preparation of the conversation / Discussion preparation	0	10	0	10
First impression	0	10	0	10
Opening the conversation	0	10	10	0
Focus of the conversation	0	10	10	0
Conducting the conversation	0	10	10	0
Solution presentation	0	10	10	0
Competitor orientation	0	10	10	0
Dealing with objections	10	0	10	0
Customer resistance	0	10	0	10
Purchase order agreement	0	10	10	0
Consultancy understanding	0	10	0	10
Customer service	0	10	10	0
Dealing with frustration	0	10	10	0

Relation-oriented

A focus on relationship orientation is a very pronounced trait (76-100% of the maximum value):

You live a relationship-oriented consulting strategy geared to mutual trust and the welfare of the customer.

You have an outstanding talent for establishing customer relationships. Obviously you are able to quickly assess your counterpart and to adapt to him accordingly. However, there is a danger that you overdo the relationship work and that you neglect the development of the project-related customer value as well as a guided decision-making.

If you pay attention to, respectively pay even more attention to the factual aspects and a need-oriented solution with a high customer value, you will obtain the required customer consent as well as personal appreciation more quickly. Therefore, reduce your otherwise exemplary relationship work primarily in favor of a more distinct solution- and relationship orientation.

Become more aware of the business-related influencing factors which have an impact on the customers and of the individual job- and personality-related needs which your customers have as a result. Increasingly turn benefits of your services into customer relevant business value.

Solution-oriented

A focus on solution orientation is a pronounced trait (51-75% of the maximum value):

You have realized that the customer is only willing to change the existing situation under your guidance and advice, when he has accepted his need for action and the possible solution approaches. Your effort to jointly develop an appropriate customer solution with a high customer value together with the customer positions you advantageously with the customer. Your consulting attitude is a promising basis for win-win solutions.

Even if your consulting activity is markedly technical, a further strengthening of the solution-oriented attitude is worthwhile. Become more aware of the business-related influencing factors which have an impact on the customers and of the individual job- and personality-related needs which your customers have as a result. Focus even more on turning benefits of your services into customer relevant business value.

Fact-oriented

A focus on fact orientation is a moderately pronounced trait (26-50% of the maximum value):

You have developed a good approach for giving your customer an understanding of all facts, information, characteristics and benefits of your services. Thus you would like to ensure that the customer receives all information he needs to make a decision. You credulously assume that the customer will decide for himself once he has these facts.

However, if you overdo this, there is the risk that the customer does not recognize your value as consultant and the value and benefit of your services and information. This substantially reduces your chances of being accepted as a business partner, unless the customer cannot get comparable know-how or services from somewhere else.

In terms of a high customer satisfaction it is - however important the facts are - necessary that you involve the customer according to his specific level, and that you actively develop need-oriented solutions with high customer value together with the customer. This is where the added value of the consultant lies. Thus it is crucial that you are not the only one to recognize the requirements and customer value, but that the customer recognizes them as well. Become aware of the differentiated, individual personality-related information requirements of your customers. Something that is too much for one customer may be just right for a fact-oriented customer.

An even stronger alignment of your consulting activity to fact orientation is only promising if you as a specialist advise other experts in an environment and if it can be assumed that these experts know how to optimally use your services.

If this is not the case, it makes sense to check the depth of knowledge with regard to the relevant customer environment and to specifically promote the most effective consulting orientation. Therefore always be aware of the differentiated, individual job- and personality-related needs of your customers. Something that is too much for one customer may still be too little for a fact-oriented customer.

Result-oriented

A focus on result orientation is not a pronounced trait (up to 25% of the maximum value):

Your behavior as a consultant does not seem to be sufficiently influenced by the result orientation. You run the risk of not achieving your own objectives. This is especially true if your activity is characterized by project tasks. Credit to you for not acting out this behavior in the interest of a high customer satisfaction, and for striving for a demand-oriented customer solution instead.

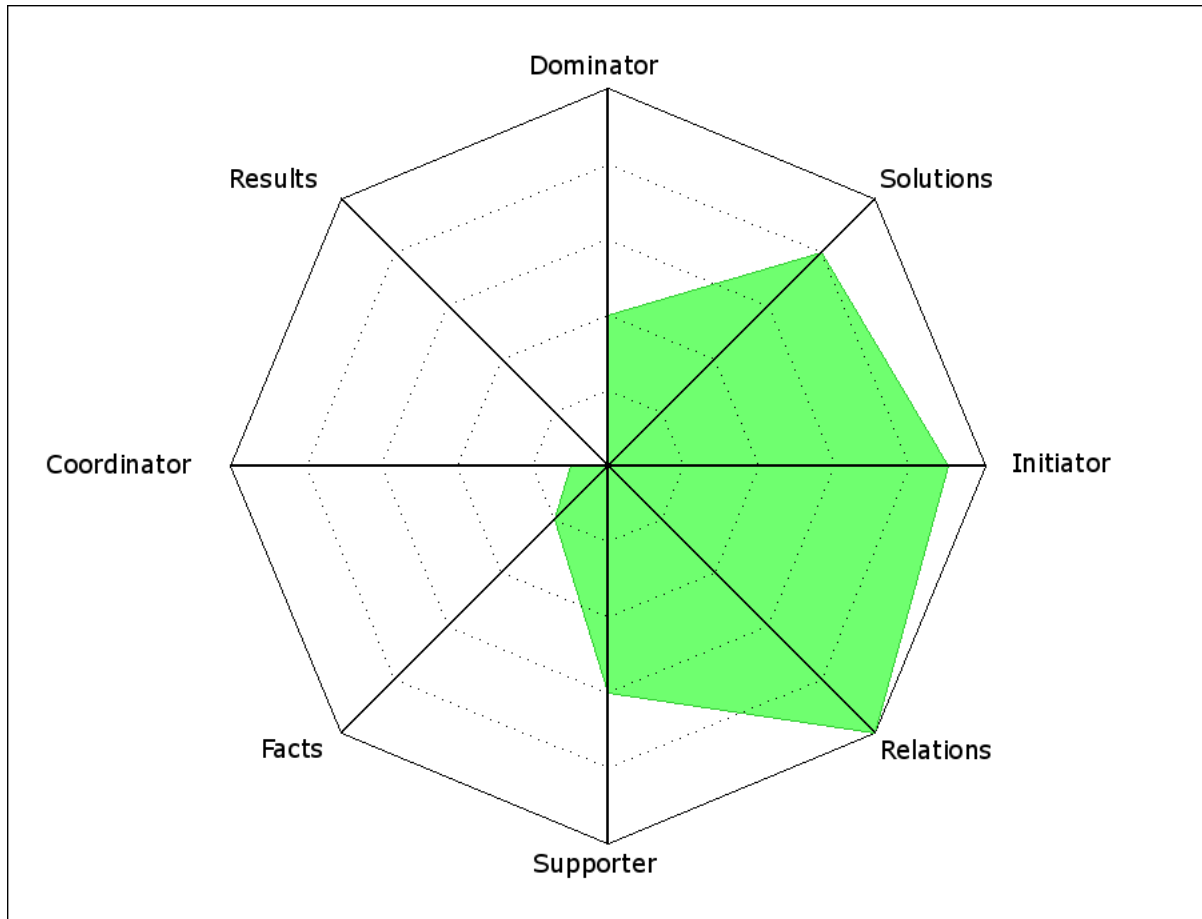
However, please consider with this supposedly noble attitude, that you as a consultant without a stronger result orientation are only likely to be successful in a protected environment.

You seem to accept the risk of missing your targets in favor of other consulting attitudes (particularly fact- or relationship orientation). It is imperative that you realize that successful consulting is measured on commercial factors, both for you and for your company.

Therefore you must attach more importance to result-oriented and proactive consulting. Identify the objectives of your customer in time and correspondingly plan your consulting approach. Work on setting corresponding goals before every conversation and on consistently pursuing them.

Interpretation of the consulting environment

Below your attitude towards your - usually company-internal - consulting environment will be analyzed and summarized. This also applies to your usually personality-based expectations with regard to the behavior, control and support from, respectively by superiors, colleagues and support areas, such as for example order processing, customer service etc.



Consulting attitude		Behavioral tendencies	
Results	0	Dominator	40
Relations	100	Initiator	90
Solutions	80	Supporter	60
Facts	20	Coordinator	10

	Results	Relations	Solutions	Facts
Relationship with the superior/manager	0	10	10	0
Relationship with the colleagues	0	10	10	0
Internal cooperation	0	10	0	10
Rules and regulations	0	10	10	0
Corporate loyalty	0	10	10	0

Relation-oriented

Your most pronounced characteristic can be observed in the relationship orientation. However, in order to get a well-rounded picture, you also have to take the other characteristics into consideration and put your point values (scores) in relation to one another. Based on the aforementioned most pronounced characteristic of your consulting attitude, but without having taken the other 3 attitudes into consideration, your "attitude towards the consulting environment" looks as follows:

You want to work in close collaboration with your manager. You regard his remarks as an aid. You do not think that management control (control by your manager) is unpleasant, but helpful. Last but not least, you will thus receive the aimed at recognition.

Your attitude towards colleagues is positive. You regard them as team members and want to correspondingly exchange your experiences with the team.

When the consulting or the project has been concluded, you want to provide your customer with the best possible support in terms of personal mentoring/support. Thereby you also involve other supporting areas in such a way that they cannot have a negative impact on this positive relationship with the customer.

You are very loyal to your employer. If you are reasonably satisfied, you will not think about leaving your company.

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BENEFIT Consulting Profiler

Group profiles

of

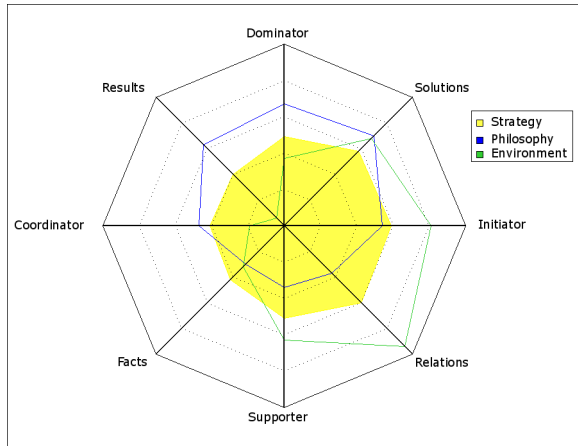
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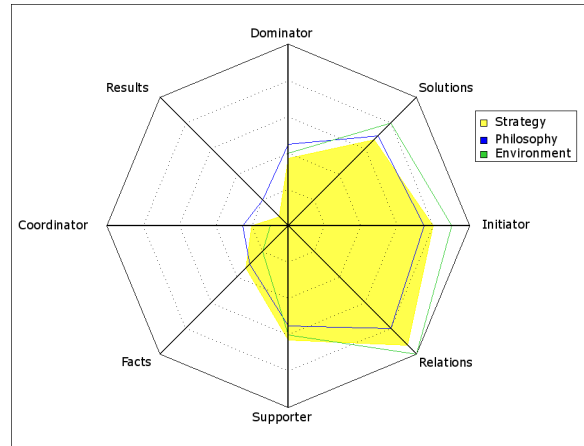


BENEFIT COACHING TEAM AG

Marcel Meier

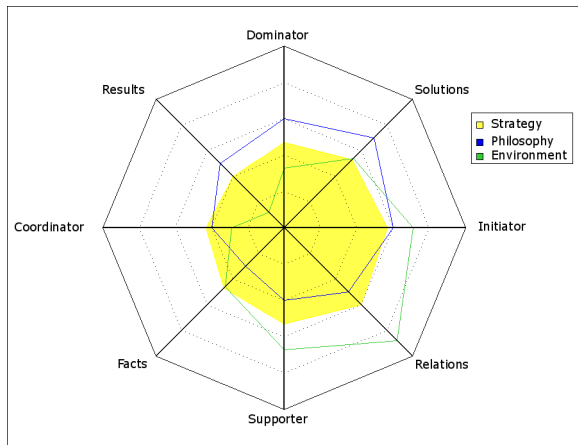


Herbert Mustermann

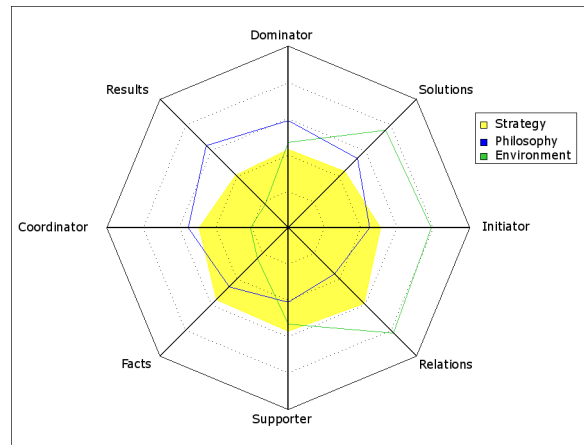


40	Results	7
60	Relations	93
58	Solutions	67
42	Facts	33
49	Dominator	37
59	Initiator	80
51	Supporter	63
41	Coordinator	20

Patrik Müller



Rob Zufall



40	Results	41
60	Relations	59
53	Solutions	44
47	Facts	56
47	Dominator	43
57	Initiator	51
53	Supporter	57
43	Coordinator	49

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BENEFit Consulting Profiler

360°-Profile

of

Herbert Mustermann

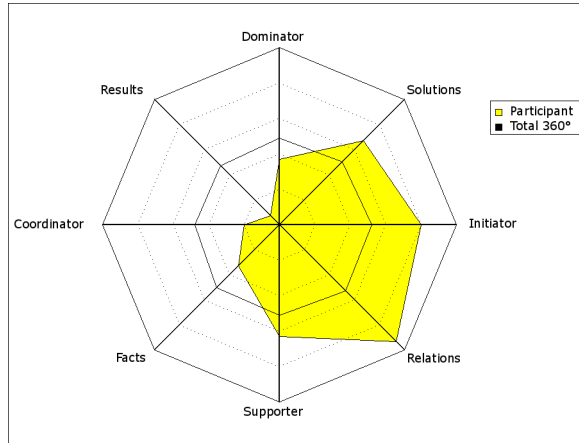
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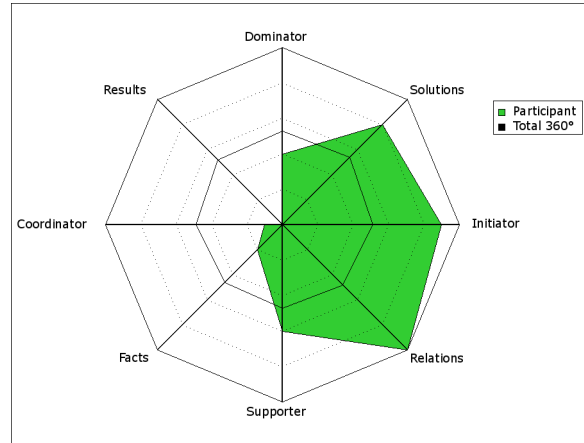
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Total 360° and Herbert Mustermann

Consulting strategy



Consulting environment



Consulting strategy

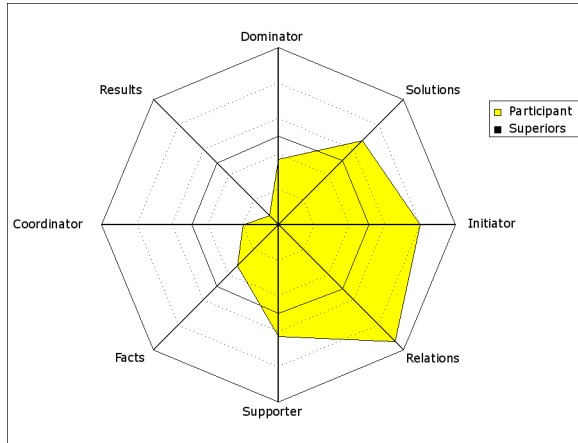
	360°	Participant	Deviation	%
Consulting attitude				
Results	47	7	-40	14.9
Relations	53	93	40	175.5
Solutions	50	67	17	134.0
Facts	50	33	-17	66.0
Behavioral tendencies				
Dominator	49	37	-12	75.5
Initiator	52	80	28	153.8
Supporter	51	63	12	123.5
Coordinator	48	20	-28	41.7

Consulting environment

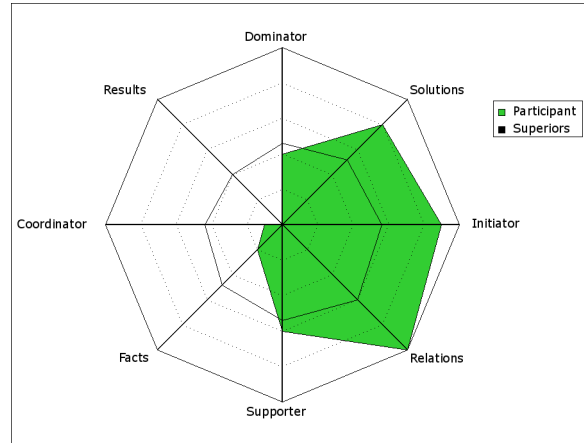
	360°	Participant	Deviation	%
Consulting attitude				
Results	52	0	-52	0.0
Relations	48	100	52	208.3
Solutions	54	80	26	148.1
Facts	46	20	-26	43.5
Behavioral tendencies				
Dominator	53	40	-13	75.5
Initiator	51	90	39	176.5
Supporter	47	60	13	127.7
Coordinator	49	10	-39	20.4

Group Superiors (1) and Herbert Mustermann

Consulting strategy



Consulting environment



Consulting strategy

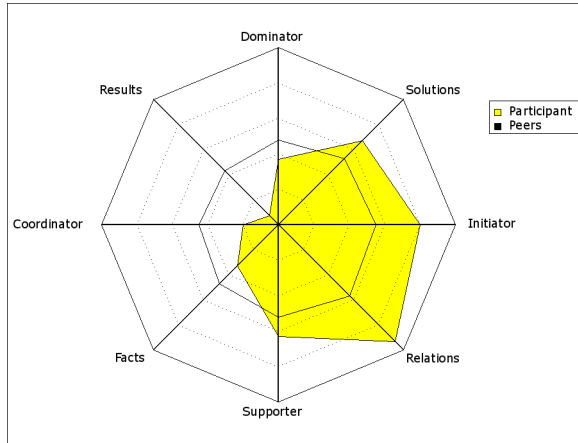
	Superiors	Participant	Deviation	%
Consulting attitude				
Results	49	7	-42	14.3
Relations	51	93	42	182.4
Solutions	51	67	16	131.4
Facts	49	33	-16	67.3
Behavioral tendencies				
Dominator	50	37	-13	74.0
Initiator	51	80	29	156.9
Supporter	50	63	13	126.0
Coordinator	49	20	-29	40.8

Consulting environment

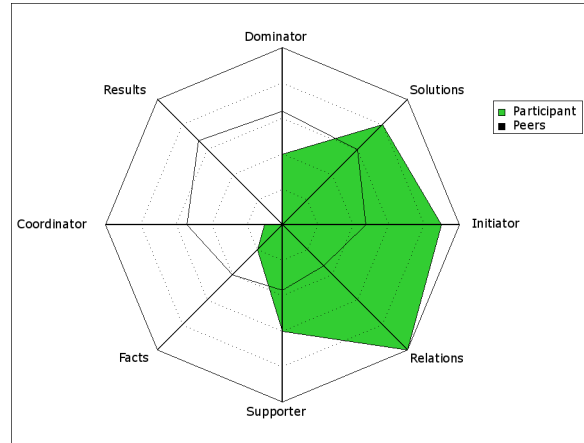
	Superiors	Participant	Deviation	%
Consulting attitude				
Results	40	0	-40	0.0
Relations	60	100	40	166.7
Solutions	52	80	28	153.8
Facts	48	20	-28	41.7
Behavioral tendencies				
Dominator	46	40	-6	87.0
Initiator	56	90	34	160.7
Supporter	54	60	6	111.1
Coordinator	44	10	-34	22.7

Group Peers (2) and Herbert Mustermann

Consulting strategy



Consulting environment



Consulting strategy

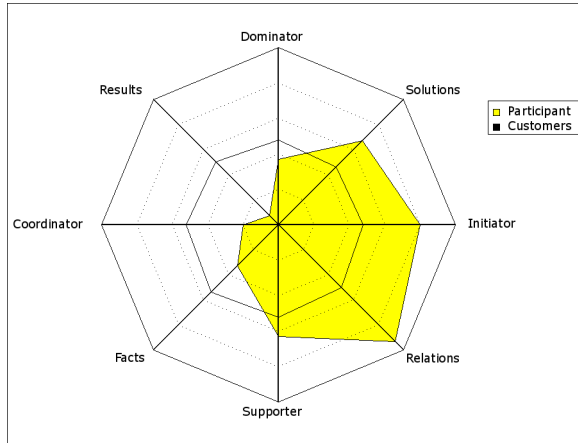
	Peers	Participant	Deviation	%
Consulting attitude				
Results	43	7	-36	16.3
Relations	57	93	36	163.2
Solutions	53	67	14	126.4
Facts	47	33	-14	70.2
Behavioral tendencies				
Dominator	48	37	-11	77.1
Initiator	55	80	25	145.5
Supporter	52	63	11	121.2
Coordinator	45	20	-25	44.4

Consulting environment

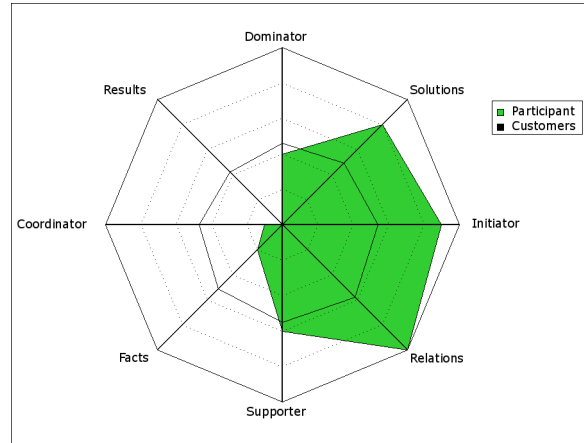
	Peers	Participant	Deviation	%
Consulting attitude				
Results	67	0	-67	0.0
Relations	33	100	67	303.0
Solutions	60	80	20	133.3
Facts	40	20	-20	50.0
Behavioral tendencies				
Dominator	64	40	-24	62.5
Initiator	47	90	43	191.5
Supporter	37	60	23	162.2
Coordinator	54	10	-44	18.5

Group Customers (2) and Herbert Mustermann

Consulting strategy



Consulting environment



Consulting strategy

	Customers	Participant	Deviation	%
Consulting attitude				
Results	50	7	-43	14.0
Relations	50	93	43	186.0
Solutions	46	67	21	145.7
Facts	54	33	-21	61.1
Behavioral tendencies				
Dominator	48	37	-11	77.1
Initiator	48	80	32	166.7
Supporter	52	63	11	121.2
Coordinator	52	20	-32	38.5

Consulting environment

	Customers	Participant	Deviation	%
Consulting attitude				
Results	42	0	-42	0.0
Relations	58	100	42	172.4
Solutions	49	80	31	163.3
Facts	51	20	-31	39.2
Behavioral tendencies				
Dominator	46	40	-6	87.0
Initiator	54	90	36	166.7
Supporter	55	60	5	109.1
Coordinator	47	10	-37	21.3

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