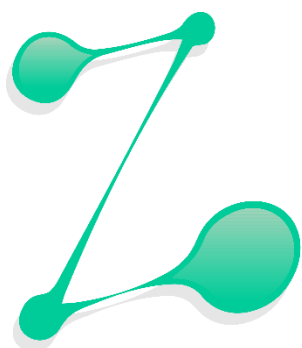


Training Guide

SpotOn!® Profile Made Easy



ZORAKLE Profiles
Smart. Scientific. SpotOn!

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SpotOn!® Model

The science of franchisee compatibility and performance



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Compatibility + Competencies = Performance

It's quite simple franchisee-franchisor Compatibility combined with Complementary Competencies will lead to Performance. That's Zorakle's SpotOn!® Model.

The SpotOn!® Profile measures your prospective franchisee using the following sciences:

Compatibility Modules

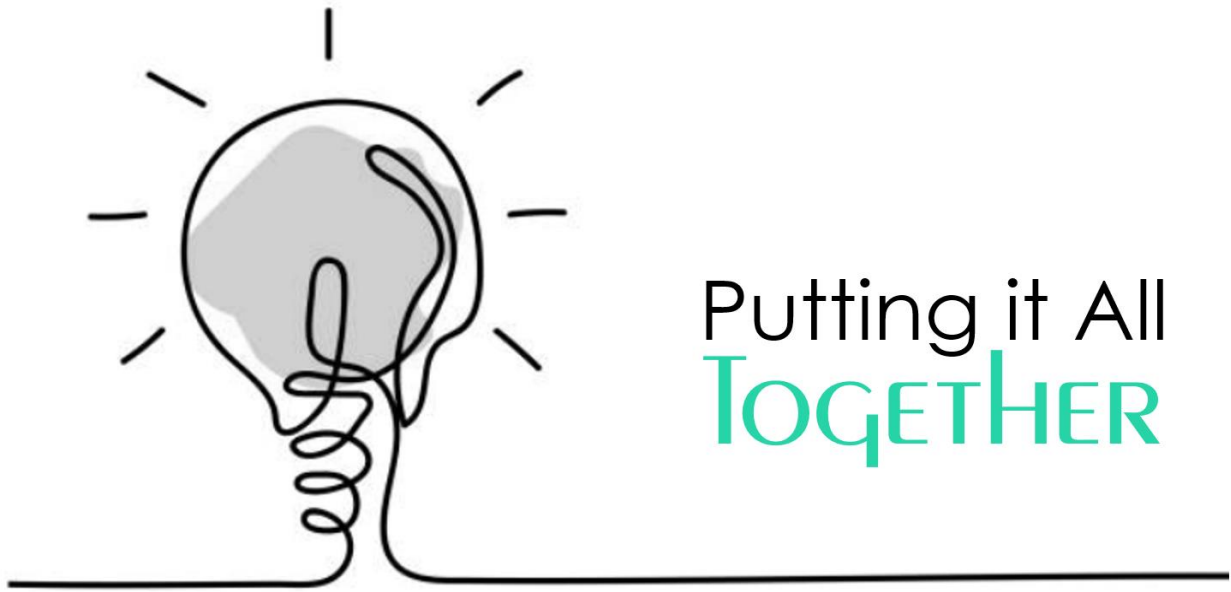
- Values
- Stages of Growth
- Culture
- Work Style

Competencies Modules

- Eight Core Competencies
- Sales Orientation
- Focus Preference*
- Emotional and Social Intelligence*

Each module provides insight into your prospective franchisee. Combined the SpotOn!® Profile modules will help you determine franchisee-franchisor compatibility and predict performance.

*The SpotOn!® Eclipse Report (see Training Guide: Eclipse Report Made Easy) measures Focus Preference and the Emotional and Social Intelligence Markers necessary to grow and sustain a successful franchise.



One: STRIVE FOR COMPATIBILITY

A franchisee that shares a company's Values, Stage of Growth, Culture and Work Style will:

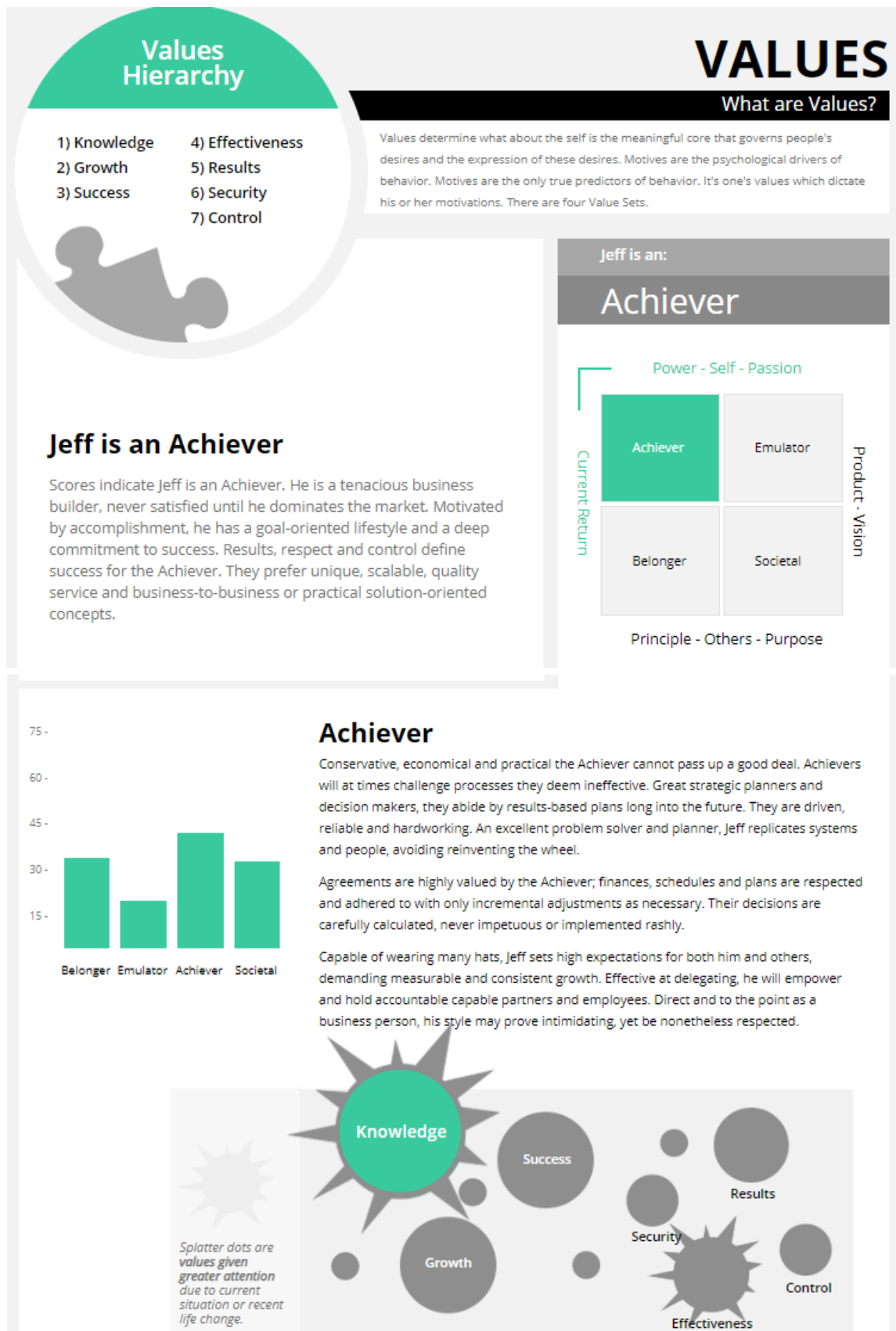
- Perform Better
- Ramp-up Quicker
- Validate Better
- Retain Longer

Misfits:

- Create Litigation
- Validate Poorly
- Cost More to Train and Support
- Often Under Achieve

Two: LOOK FOR COMPLEMENTARY COMPETENCIES

- What Competencies does franchisee need to complement franchisor's competencies and strategic plans?



VALUES SETS

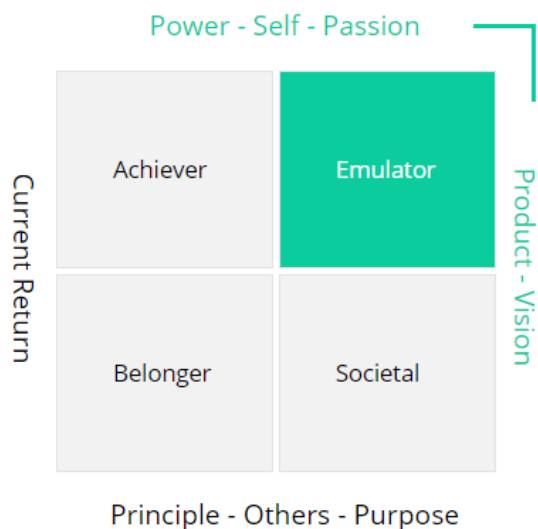
Values determine what about the self is the meaningful core that governs people's desires and the expression of these desires. Motives are the psychological drivers of behavior. Motives are the only true predictors of behavior. It's one's values which dictate his or her motivations. All decisions are based on one's Value Sets.

Values are measured by a horizontal axis and a vertical axis, thus providing four Value Sets. Your prospect will likely score in each of the Value Sets, but the primary Value Set will have the largest influence on his/her life and decisions.

The Zorakle SpotOn!® Profile reports Values in 4 ways: Within a Quadrant (Prime Directives), within a Bar Graph (Values Sets compared by %), as a Constellation (showing weight and shifting/missing values) and as a Hierarchy (Values in order of priority).

Value Sets and Prime Directives

Values will clump in a pattern encircled around a Prime Directive. Prime Directive's come by determining if one is Self-oriented or Others-oriented and if they are ROI or Vision driven.



Vertical Axis: Others versus Self Oriented

Horizontal Axis: ROI versus Vision

Prime Directives:

Others + (Principle & ROI) = **BELONGER**

Self-oriented + (Power & ROI) = **ACHIEVER**

Others + (Purpose & Vision) = **SOCIETAL**

Self-oriented + (Passion & Vision) = **EMULATOR**

Candidate is Self-oriented and driven by Vision. His Prime Directive is Passion and his Values Set is Emulator.

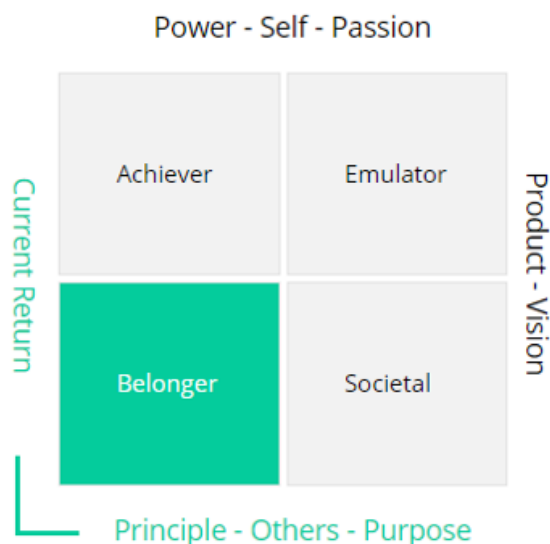
Values Set: BELONGER

A BELONGER is a hands-on business builder focused on long-term relationships and customer satisfaction. Motivated by a deeply rooted moral code they are hardworking and committed to providing for and protecting their loved ones. Family and security defines success for the BELONGER. They favor proven, practical service or solution-based businesses.

They are conservative, conventional, risk-averse people with concrete beliefs and predictable lives. They follow established routines, organized in large part around home, family, community, and social organizations to which they belong. They like it best when they can work with family, friends and people they know and trust.

A BELONGER is a dedicated, trustworthy, focused performer with realistic expectations. They take pride in their competence and loyalty. Predictably, the BELONGER is an excellent problem solver and planner, good at replicating systems and people. Although not considered flexible, their focus on stability and sustainability makes them persistent and tireless in their efforts.

They are calculated decision makers. It is not uncommon for them to have an extensive due diligence process. A BELONGER would find a business that is high-touch and low-tech attractive. They are grounded and dependable people looking for consistency, durability, functionality and value.



Definition of Success: Family and Security

Lifestyle: Conservative & Conventional

Battle Cry: Provide and Protect

Business Model: Proven and Practical

Prime Directives: Principle

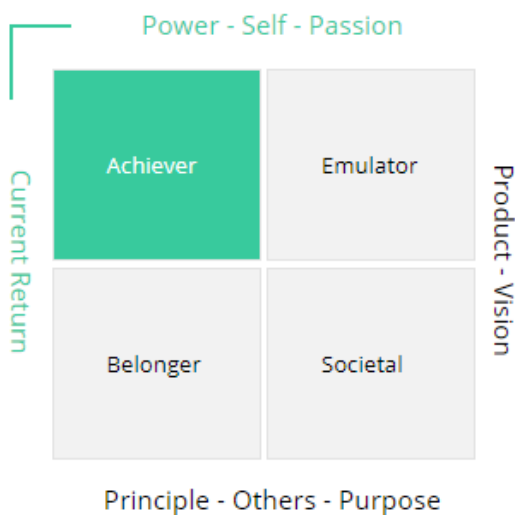
Values Set: ACHIEVER

An ACHIEVER is a tenacious business builder never satisfied until they dominate the market. Motivated by achievement they have goal-oriented lifestyles and deep commitment to success. Results, respect and control define success for the ACHIEVER. They prefer unique, scalable, quality service, business-to-business or practical solution-oriented concepts.

Conservative, economical and practical the ACHIEVER cannot pass on a good deal. ACHIEVERS will at times challenge processes deemed ineffective. Great strategic planners and decision makers they abide by results based plans long into the future. They are driven, reliable and hardworking. Excellent problem solvers and planners they replicate systems and people, avoiding reinventing the wheel.

Direct and to the point, as a business person ACHIEVERS might prove intimidating, yet few will ignore their advice. Capable of wearing many hats, their expectations and demands are high of both themselves and others. They demand measurable and consistent growth. Effective at delegating, they empower and hold accountable capable partners and employees.

Agreements are highly valued; finances, schedules and plans are respected and adhered to with only incremental adjustments as necessary. Their decisions are carefully calculated, never impetuous or implemented rashly.



Definition of Success:	Results and Respect
Lifestyle:	Structured & Economical
Battle Cry:	Control and Dominate
Business Model:	Credible and Scalable
Prime Directive:	Power

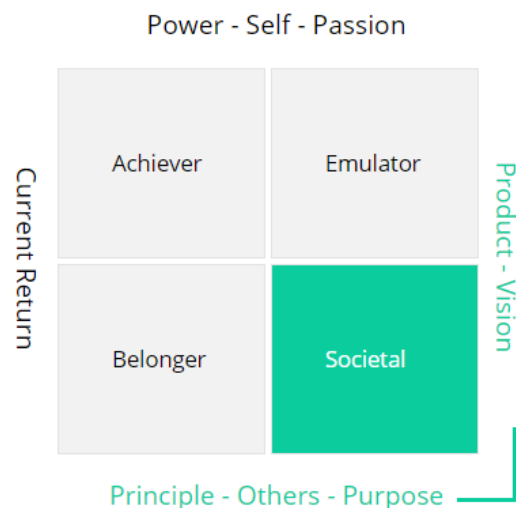
Values Set: SOCIETAL

A SOCIETAL is an intelligent and visionary business builder committed to influence, inspire and change the world. People in this group are motivated to have an impact on others using their expertise, experience and education. Contribution and freedom defines success for the SOCIETAL. They prefer innovative, change or cause-based concepts that promotes others' growth and success will be a good fit.

They tend to be well educated and actively seek out information. They are reflective, creative, purpose-driven and relentless in pursuing and sharing ideals. They are change leaders and are receptive to new ideas and technologies. SOCIETAL are among the established and emerging leaders in business, yet they continue to seek challenges.

Highly principled, purpose-drive, a history of achievement and an insatiable desire to make a difference describes SOCIETALS. Experienced, knowledgeable and dedicated advisors and mentors, people in this group enjoy being involved in policy, procedures and politics. They are mature, satisfied, comfortable, and reflective people who value simplicity, knowledge, and responsibility.

It is not unusual to see a SOCIETAL acting as an advocate for those they believe need protection, counsel or direction. Honourable, dependable and consistent in word and deed their reputation and credibility is meticulously safeguarded.



Definition of Success:	Contribution and Impact
Lifestyle:	Cultured and Refined
Battle Cry:	Empower and Edify
Business Model:	Simple and Replicable
Prime Directive:	Purpose

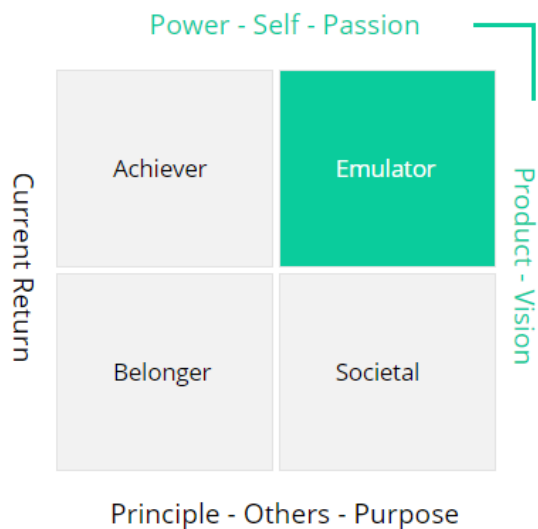
Values Set: EMULATOR

An EMULATOR is a confident and people oriented business builder focused on winning the confidence of customers. Motivated by an insatiable desire for success they are driven to do whatever it takes to conquer a challenge and win. Recognition and money defines success for EMULATORS. They prefer prestigious, progressive concepts that offer heroic, innovative solutions for their clients.

EMULATORS are independent thinkers, quick to make decisions and enjoy taking risks. The EMULATOR demands a high degree of autonomy, diversity and control. EMULATORS will question old ideas, authority and systems while looking for innovative methods to grow their businesses. Independence and quick profitability are key factors in selecting a business.

An EMULATOR is competent, assertive and driven to perform in any challenging or competitive environment. They are fearless risk-takers determined to prove themselves. Typically well connected the Emulator has an ever increasing sphere of influence. Although opinionated and outspoken, the Emulator is personable and social with endearing chameleon like tendencies.

Flexible business formats with limited employees will prove a good fit. An opportunity which allows aggressive growth will attract them. The EMULATOR would do well to consider businesses which are still dynamic where they have an opportunity to edge out competition and quickly gain market share.



Definition of Success:	Recognition and Money
Lifestyle:	Active and Diverse
Battle Cry:	Compete and Win
Business Model:	Innovation and Leverage
Prime Directive:	Passion

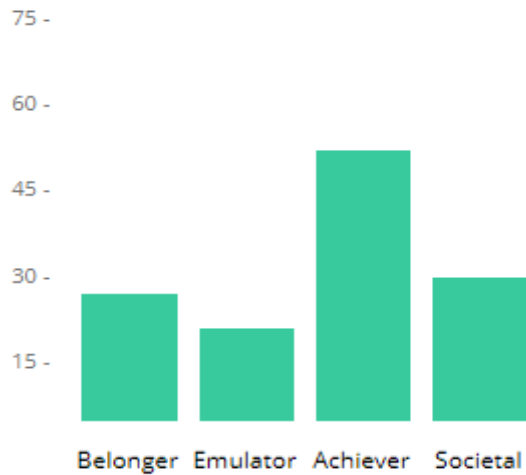
Values Table

Belonger	Achiever	Societal	Emulator
Family	Control	Contribution	Money
Security	Power	Knowledge	Innovation
Team	Growth	Simplicity	Recognition
Fairness	Replicate	Effectiveness	Image
God	Residual Income	Freedom	Competency
Loyalty	Uniqueness	Self-Expression	Challenge
Dependability	Achievement	Creativity	Competition
Honesty	Results	Impact	Flexibility
Consistency	Respect	Harmony	Independence
Relationship	Success	Advising	Leverage
Commitment	Winning	Equitable	Success
Pride	Strength	Spirituality	Prestige
Courage	Quality	Integrity	Instant gratification

View Sample [SpotOn!® Profile](#) Here.

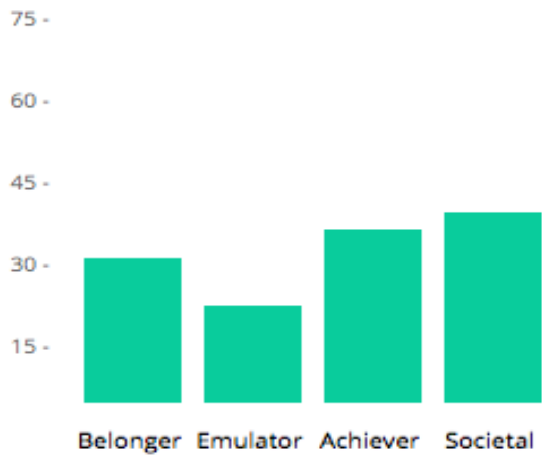
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Values Sets Compared by %



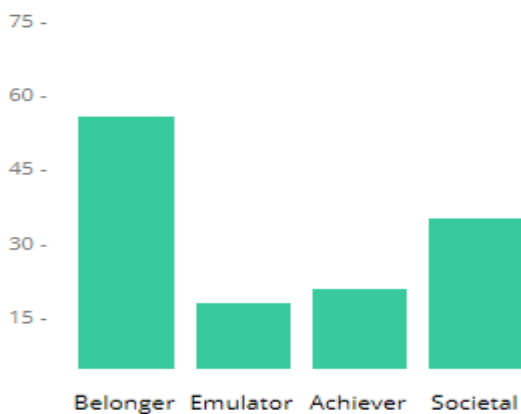
Candidate is an Achiever. The Achiever values will exert much influence on how this prospect spends his time, money and energy.

The Belonger, Emulator or Societal values will likely have little influence.



Candidate is a Societal. The Societal values will exert much influence on how this prospect will spend his time, money and energy.

The Achiever values are a very strong secondary influence. In this case candidate is really a Societal-Achiever.



Candidate is a Belonger. The Belonger values will exert much influence on how this prospect will spend his time, money and energy.

The Societal values are a secondary influence.
The Emulator values will likely have little influence.

Values Constellation and Splatter Dots



Candidate has two values misplaced or misaligned. His situation is one where he may be looking for a challenge and the ability to innovate. Success is his highest value (marked in green) others fall in place by size thereafter. His values will work synergistically towards his goals and aspirations.



Candidate has four values misaligned. Think of the Splatter Dots as lost sheep: things missing in one's life. Or wounds: things frustrating your candidate, or values that are currently in low supply causing them discomfort. This candidate may feel he lacks freedom, independence, team and innovation in his current business, job or life. The size of dots are reflective of weight or hierarchy of values; the larger the dot the more important the value.

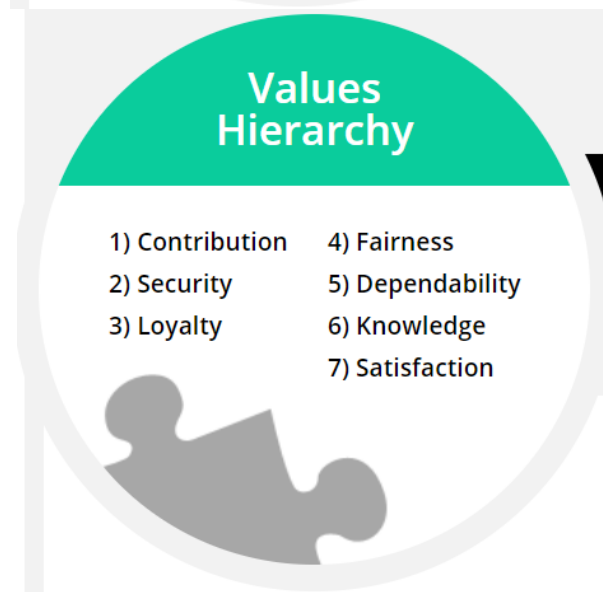
Hierarchy of Values

Values clump into patterns or constellations and they have a hierarchy. How one spends time, money and energy is in direct correlation with one's Hierarchy of Values. The higher the Value the greater weight or role it has in one's life and decision-making process. Your prospect's values may or may not align with your company's Value Proposition or Culture. But if a prospect can see their values do line-up (through your effective marketing and sales process) they will be attracted to your business and willing to do whatever it takes to be included. The Hierarchy of Values is hand-selected by your prospect.



This candidate's #1 Value is Fun, #2 is Innovation and the #3 Value is Self-Expression.

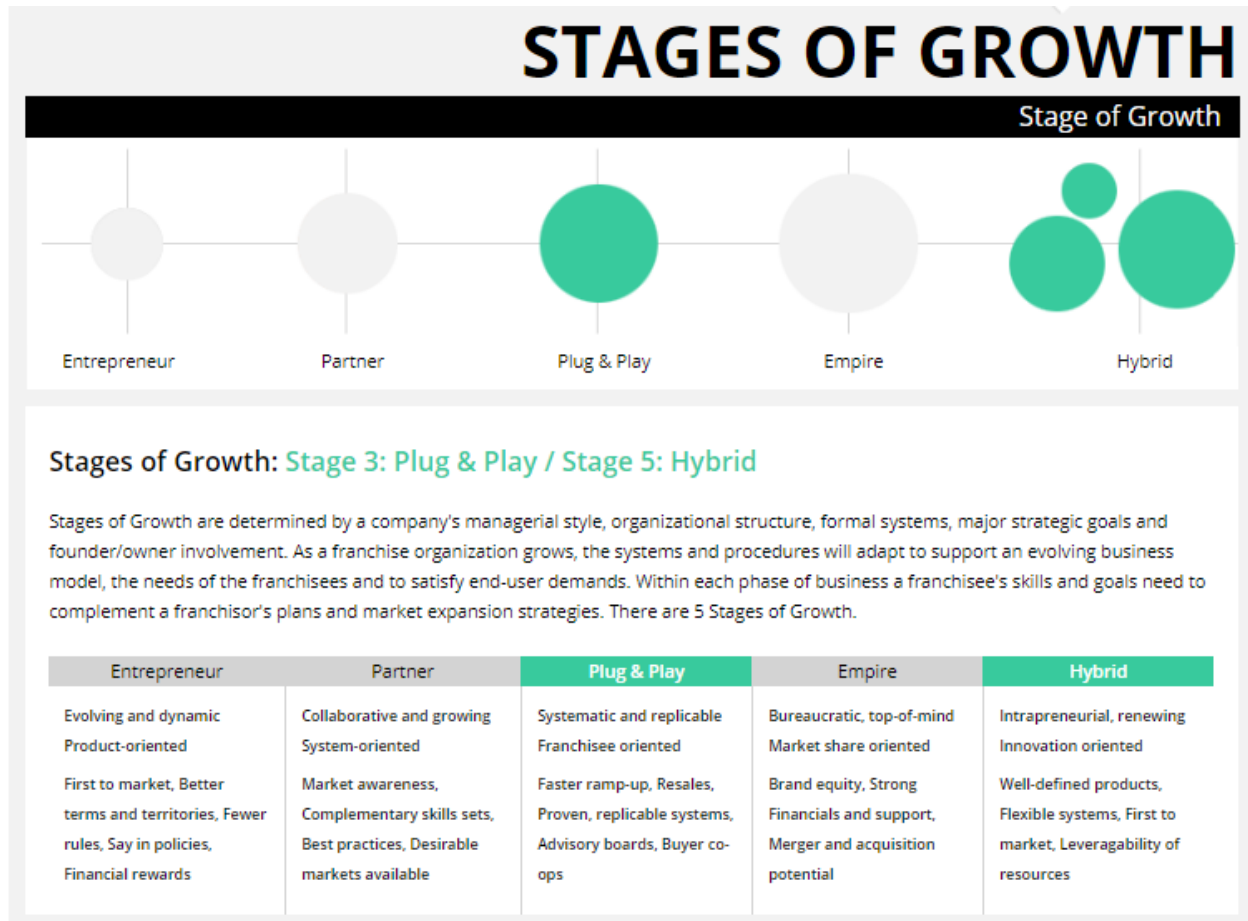
Naturally, this will be someone looking for an innovative and fun environment where they can express themselves freely.



This candidate's #1 Value is Contribution and the #2 Value is Security and the #3 Value is Loyalty.

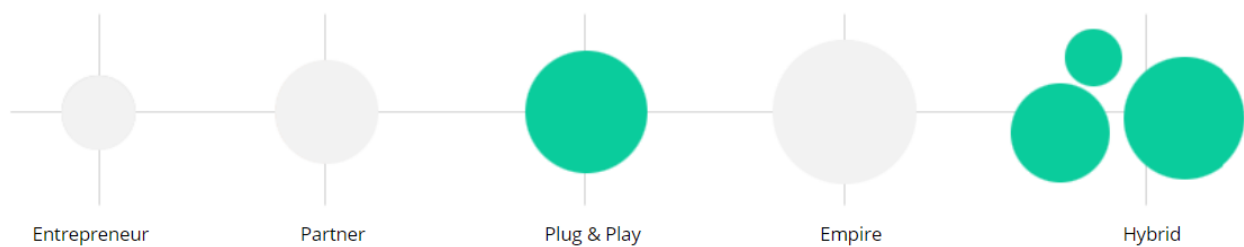
This candidate is motivated by a desire to contribute and be secure. He will prefer to align with a company that is proven, dependable and safe while using his knowledge to make a difference.

STAGES of GROWTH Module



Stages of Growth

Stages of Growth are determined by a company's managerial style, organizational structure, formal systems, major strategic goals and founder/owner involvement. As a franchise organization grows, the systems and procedures will adapt to support an evolving business model, the needs of the franchisees and to satisfy end-user demands. Within each stage of business a franchisee's skills and goals need to complement a franchisor's plans and market expansion strategies. A franchisee that is in-step with a franchise organization's Stage of Growth will prove more compatibility and likely performer better.



This candidate fits well within a Stage 3: Plug & Play or Stage 5: Hybrid franchise system.

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Stage 1: ENTREPRENEUR FRANCHISE SYSTEM

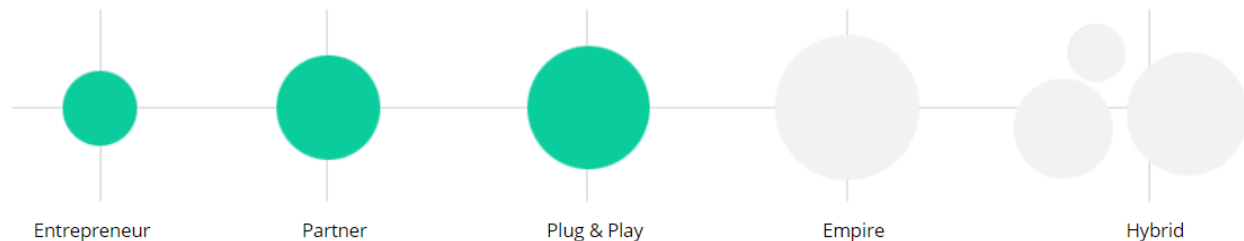
- Start-up, systems dynamic
- Founder manages the business
- New product, a unique service or a desire to carve out a market niche
- Frequently looking for strong sales and business people
- Product Oriented

Benefits to Franchisee

- First to market
- Better terms and territories
- Fewer rules and accountability
- Say in policies
- Financial rewards

Challenges

- Limited resources and under staffed
- Support and training short
- Dynamic systems causing chaos and errors
- Overly liberal franchise agreements



This pattern shows a candidate who can operate within franchise systems that are Stage 1, 2 or 3. A start-up company or emerging franchise system would be a good fit for this candidate.

Stage 2: PARTNER FRANCHISE SYSTEM

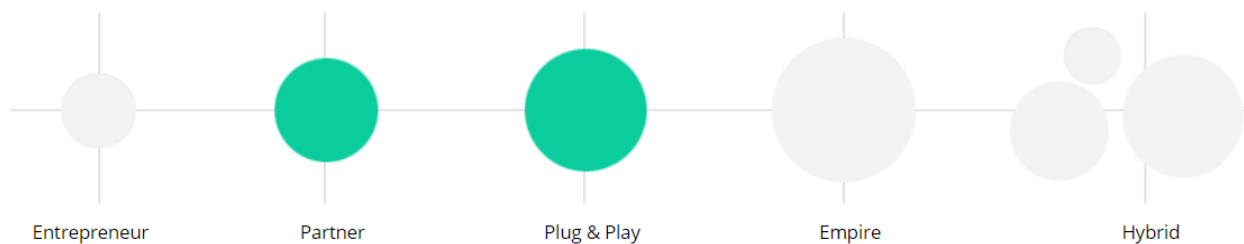
- Systems taking form
- Product offering clearer
- Market penetration strategy
- Best practices
- System Oriented

Benefits to Franchisee

- Increased market awareness
- Complementary skill sets
- Desirable markets still available
- Best practices
- Pruning offers opportunity including resales

Challenges

- Reporting and royalty problems
- Franchisee validation issues
- Automation and systems overwhelming
- Increased competition



This candidate thinks like a partner, doesn't mind a system not yet proven, will share best practices and will grow with franchisor into a solid Stage 3 organization. This is someone in for the long-haul.

Stage 3: PLUG & PLAY FRANCHISE SYSTEM

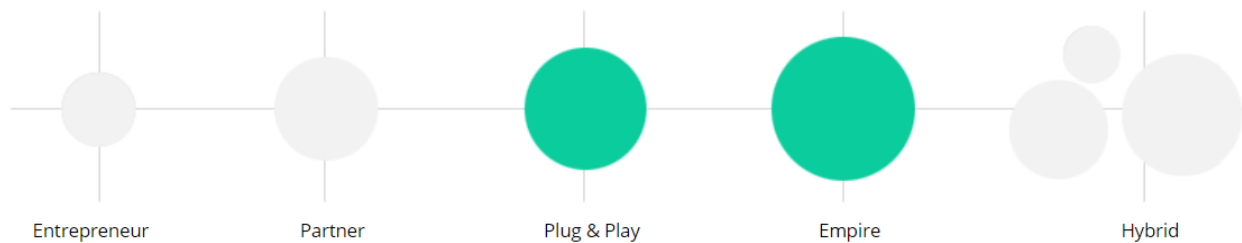
- Systems replicable
- Clear value proposition
- Recruit, train and support strategy
- Adding services and solutions
- Franchisee Oriented

Benefits to Franchisee

- Market not overly saturated
- Pruning offers opportunity
- Best practices offer faster Ramp-up
- Advisory panels
- Leveragability of resources

Challenges

- Franchisee retention and validation problems
- Pushback by franchisees regarding accountability and new systems
- Increased litigation
- Increased costs due to franchisee demands



This candidate needs to be in a replicable and proven system. He will be steady and grow incrementally.

Stage 4: EMPIRE FRANCHISE SYSTEM

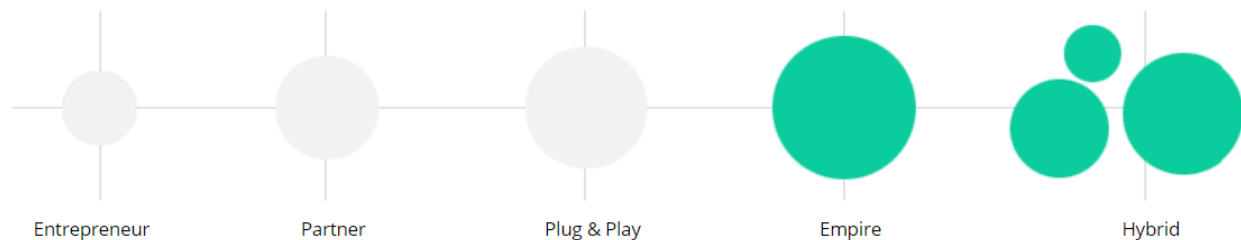
- Market dominance
- Merge and/or acquire businesses
- Vendors and suppliers exclusive
- Franchisee Technician or Consultant
- Market Share Oriented

Benefits to Franchisee

- Proven systems
- Brand equity and market dominance
- Strong support and financials
- Merger and acquisition
- Leveragability of resources

Challenges

- Decreased shareholder value and franchisor profitability
- Poor internal and franchisee-franchisor communications
- Disconnect from end-user
- Franchisee loss of hunter instinct
-



This candidate prefers a large franchise brand that will be around long into the future. He expects strong marketing and system support.

Stage 5: HYBRID FRANCHISE SYSTEM

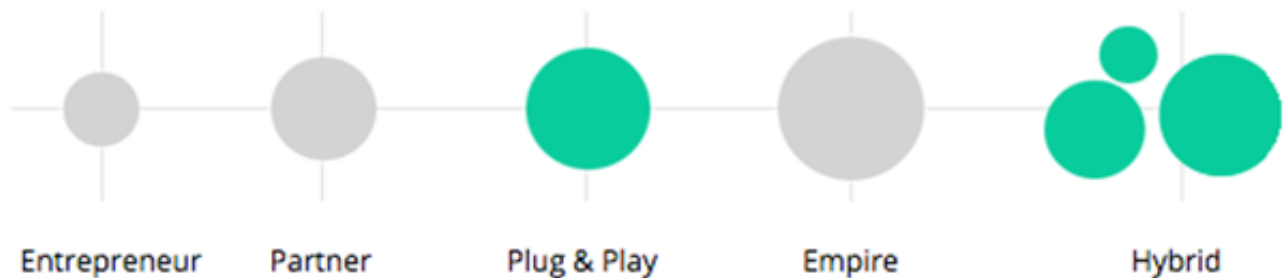
- Reposition and rebrand - company will split into smaller divisions or companies.
- Attempting to re-establish entrepreneurial spirit
- Will align with strategic partners
- Systems dynamic while in the reinvention process
- Renewal and Innovation Oriented

Benefits to Franchisee

- Brand awareness
- Strong support
- Well-defined products and services
- Flexible systems
- Leveragability of resources

Challenges

- Many systemic changes
- Increased marketing and support costs
- Compliance and regulation issues
- Lack of agility and speed to market



This candidate wants a franchise system with proven systems that he can exploit. He has just enough entrepreneurial spirit to be innovative but knows when reinventing the wheel is actually a detriment.

CULTURE Module

CULTURE

What is a Business Culture?

Culture is a complex issue that essentially includes all of a group's shared values, attitudes, beliefs, and behaviors. Culture is broad – encompassing all aspects of a group's internal and external relationships – and culture is deep in that it guides individual actions even to the extent that members are not aware they are influenced by it. There are four Cultural Types.

Samuel's Cultural Fit is Similar to

Samuel fits well in a “COLLABORATE” culture

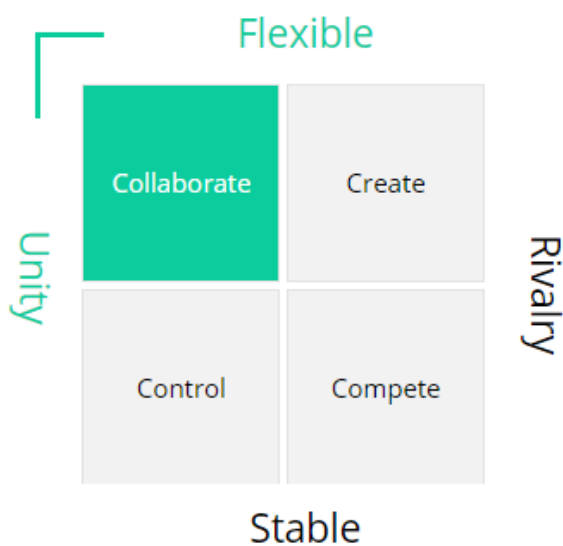
An open and friendly place to work where people share a lot of themselves. It is like an extended family. Leaders are considered to be mentors or even parental figures. Group loyalty and sense of tradition are strong. There is an emphasis on the long-term benefits of human resources development and great importance is given to group cohesion.

There is strong concern for people. The organization places a premium on teamwork, participation, and consensus. Collaborate organizations emphasize flexibility and discretion and are often made up of semi-autonomous teams. Collaborate organizations operated more like families—and they value cohesion, a humane working environment, group commitment, and loyalty.

Each candidate receives the logo of a non-franchised company which reflects the culture in which they would fit well.

Culture

Culture determines the environment, strategies and practices that inspires and engages employees and franchisees to perform optimally. Culture is important to company morale and maintaining good relationships. The key to using culture to improve performance lies in matching cultural attributes to franchisor and franchisee goals. A culture that is congruent and clearly communicated provides endless benefits to a franchise organization including greater effectiveness and brand equity. A franchisee who shares your company's cultural will prove more compatible and likely performer better.



Vertical Axis: Flexible versus Stable

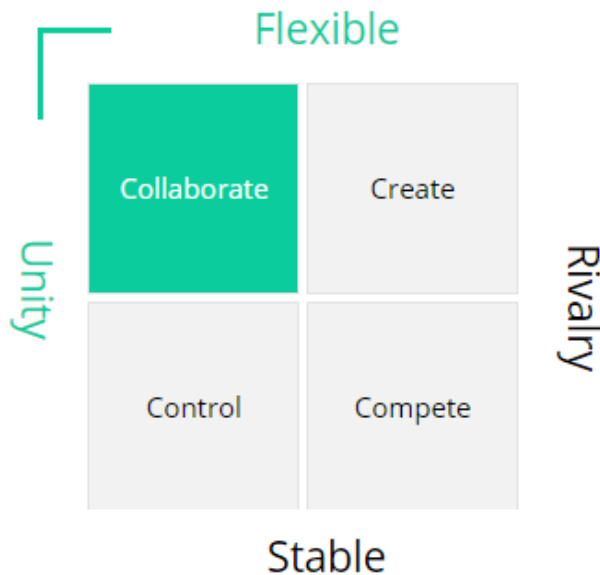
Horizontal Axis: Unity versus Rivalry

Candidate fits will within a Collaborate Culture.

He needs a business that is flexible and franchisees and franchisor working towards unity.

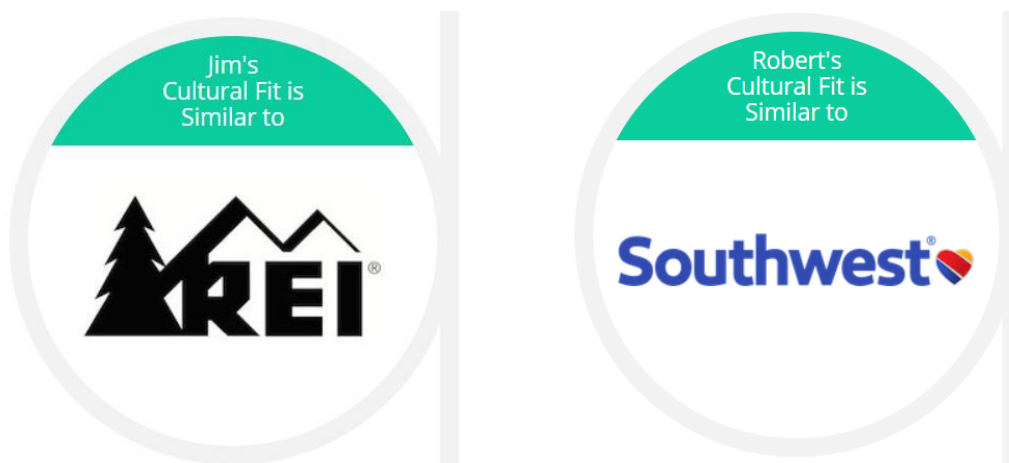
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Culture: COLLABORATE

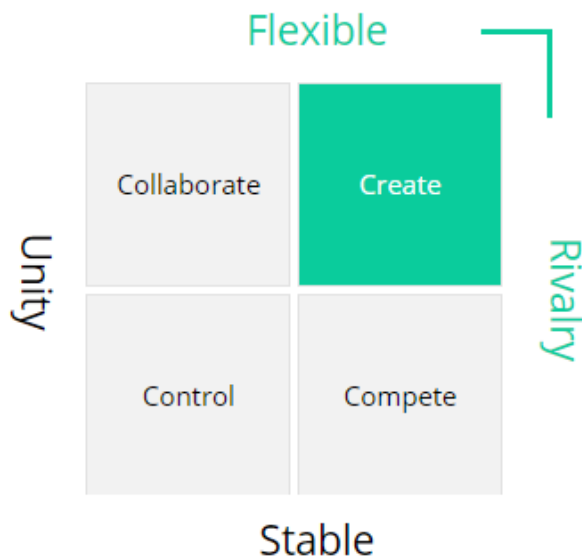


- Flexible
- Internal Focus
- Discretion
- Integration
- Unity
- Dynamism

A Collaborate Culture is an open and friendly place to work where people share a lot of themselves. It is like an extended family. Leaders are considered to be mentors or even parental figures. Group loyalty and sense of tradition are strong. There is an emphasis on the long-term benefits of human resources development and great importance is given to group cohesion. There is strong concern for people. The organization places a premium on teamwork, participation, and consensus. Collaborate organizations emphasize flexibility and discretion and are often made up of semi- autonomous teams. Collaborate organizations operated more like families—and they value cohesion, a humane working environment, group commitment, and loyalty. Sample COLLABORATE Culture Companies:

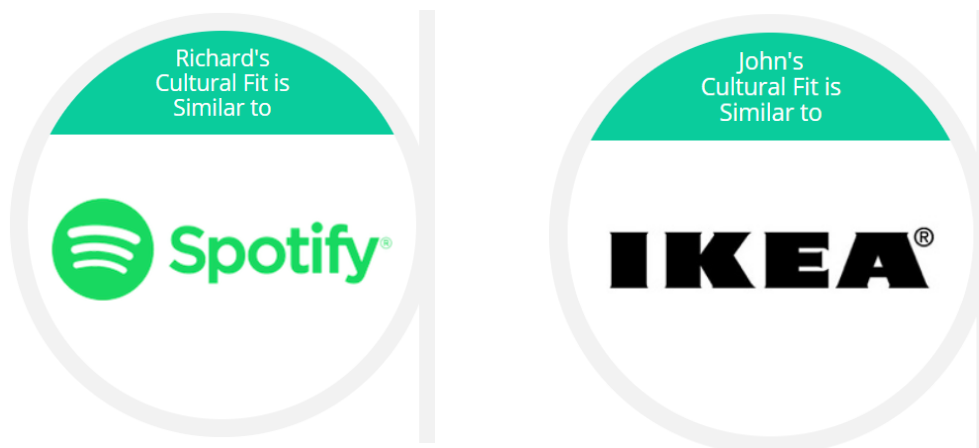


Culture: CREATE

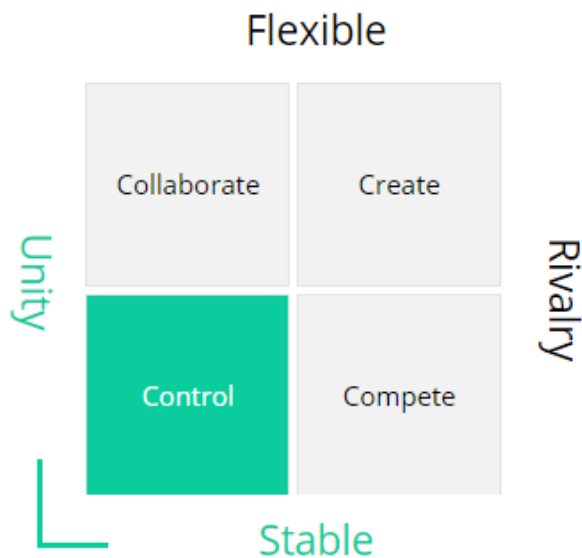


- Flexible
- External Focus
- Discretion
- Differentiation
- Rivalry
- Dynamism

A Create Culture company is dynamic, entrepreneurial, and creative place to work. Innovation and risk-taking are embraced by employees, leaders and franchisees. A commitment to experimentation and thinking differently are what unify the organization. They strive to be on the leading edge. The long-term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being an industry leader is important. Individual initiative and freedom are encouraged. Their ability to quickly develop new services and capture market share makes them leaders and differentiates them in the marketplace and forces less agile competition to play catch-up. Sample CREATE Culture Companies:



Culture: CONTROL



- Internal Focus
- Order
- Integration
- Unity
- Control
- Stable

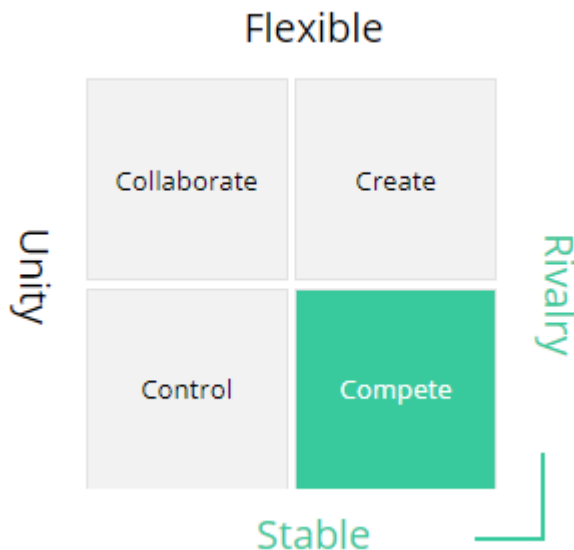
A Control Culture Company is a highly structured and formal place to work. Rules and procedures govern behavior. Leaders strive to be good coordinators and organizers who are efficiency-minded. Maintaining a smooth-running organization is most critical. Formal policies are what hold the group together.

Stability, performance, and efficient operations are the long-term goals. Success means dependable delivery, smooth scheduling, and low cost. Management wants security and predictability. They value standardization, control, and a well-defined structure for authority and decision making. Effective leaders in control cultures are those that can organize, coordinate, and monitor people and processes.

Sample CONTROL Culture Companies:

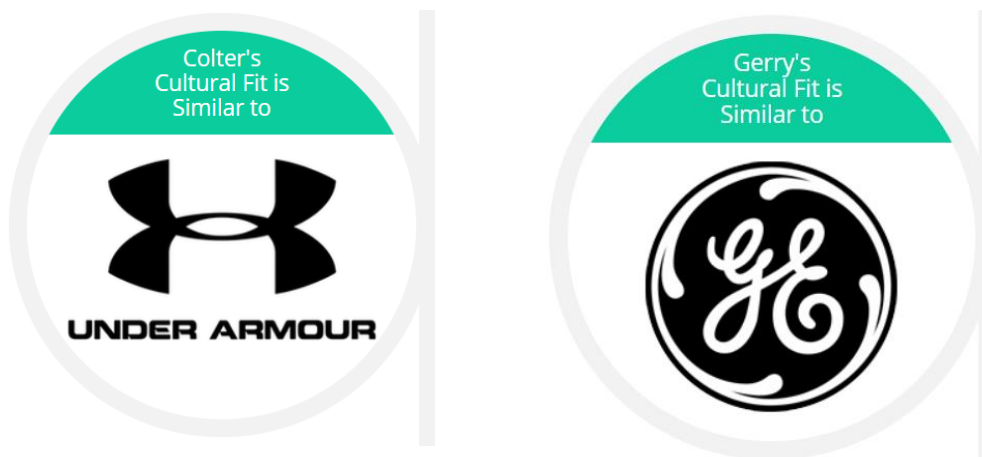


Culture: COMPETE



- Stable
- External Focus
- Order
- Differentiation
- Rivalry
- Control

Compete are market driven organizations that value stability, control and differentiation. Compete organizations are concerned with competitiveness and productivity and emphasis partnerships and positioning. Compete organizations are focused on relationships—more specifically, transactions—with suppliers, customers, contractors, consultants, regulators, etc. Leaders within Compete Cultures are demanding, hard-driving, and goal oriented. The emphasis on winning unifies the organization. Reputation and success are common concerns. Long-term focus is on competitive action and achievement of measurable goals and targets. Success means market share and penetration. Competitive pricing and market leadership are important. Sample COMPETE Culture Companies:



Work Style Module

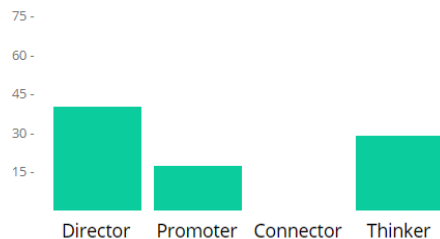
WORK STYLE

What is Work Style?

For greatest satisfaction and effectiveness, one should seek a work or business environment consistent with their natural tendencies. Work Style is particularly important for the business owner as they will set the pace and direction for employees, partners, vendors and clients. There are four Work Styles.

Justin is a Director

He is driven by two things: the need to control and the need to achieve. He is goal-oriented and most comfortable when in charge of people and situations. He wants to get things done, so he focuses on no-nonsense approaches to bottom-line results.



Justin's Work Style

Pace:
Fast-Decisive

Priority:
Goal

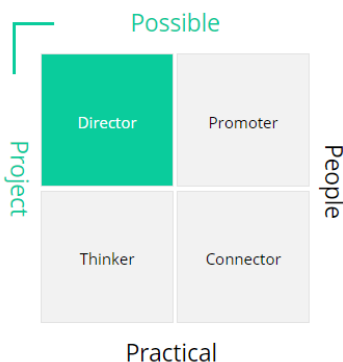
Seeks:
Productivity, Control

Strengths:
Management, Leadership, Pioneering

Under Stress May Become:
Dictatorial, Critical

Workplace:
Efficient, Busy, Structured

Indecision drives
Justin nuts.
Why can't folks make
up their minds?



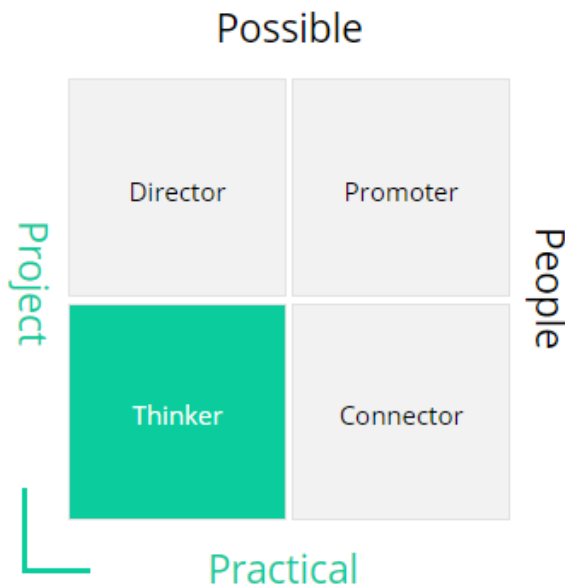
Directors seek expedience and are not afraid to enforce or bend the rules. They are willing to challenge outdated thinking, systems and ideas

Justin accepts challenges, takes authority, and plunges headfirst into solving problems.

Others naturally respect a Director's leadership and come to them for advice. In a crisis they are the one to take charge. They are fast-paced, task-oriented, and work quickly and effectively by themselves, which might mean they can become annoyed with delays or incompetence.

Work Style

For greatest satisfaction and effectiveness, one should seek a business environment consistent with their natural tendencies. Work Style is particularly important for the business owner as they will set the pace, priorities and direction for employees, partners, vendors and clients. Work Style translates into how one will delegate, direct, motivate, manage, evaluate and resolve day-to-day business situations.



Vertical Axis: Possible versus Practical

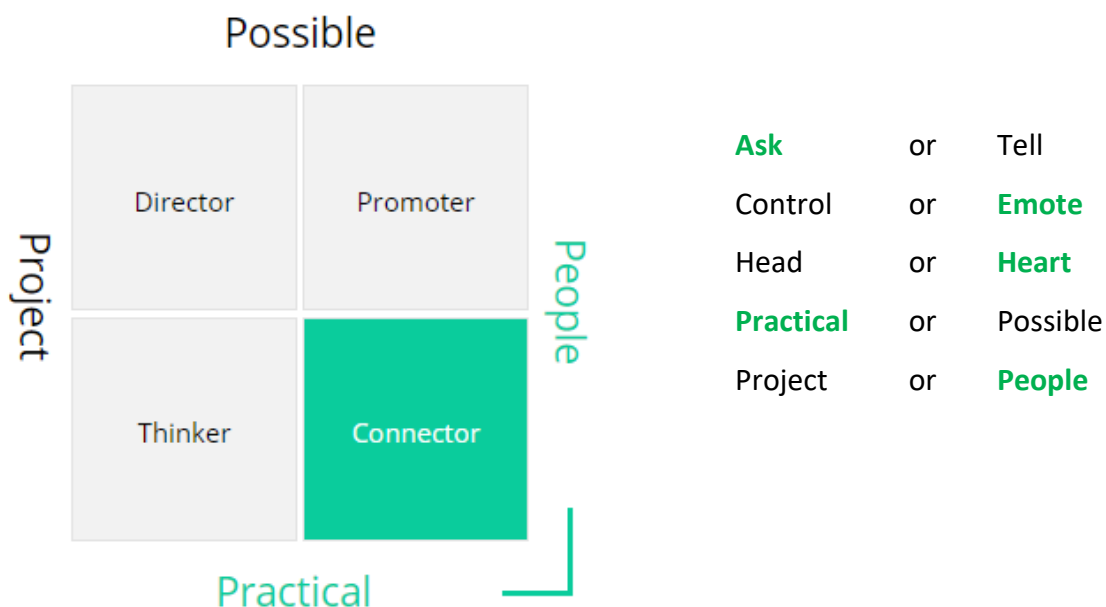
Horizontal Axis: Project versus People

Candidate is a Thinker. He is project-oriented and practical.

Prefer Training by Video? Click for list of links to [WEBINARS](#).

Work Style: CONNECTOR

People in this group are warm, supportive, and great at cultivating relationships. They are the most people-oriented of the four styles. Connectors tend to be excellent listeners, devoted friends, and loyal advocates. With their relaxed disposition, people find them approachable and understanding. They have developed strong networks of people who are willing to be mutually supportive and reliable. They are team players and somewhat risk-averse. When faced with change, they consider their options carefully and plan accordingly. Others view them as composed, stable, and balanced even in the most stressful of situations. They are courteous, friendly, and willing to share responsibilities. They are good planners, persistent workers, and good with follow-through. They are problem-solvers and consensus-makers.



Kristin's Work Style

Pace:

Slower-Relaxed

Priority:

Relationship

Seeks:

Acceptance, Connection

Strengths:

Listening, Teamwork, Follow-through

Under Stress May Become:

Submissive, Indecisive

Workplace:

Friendly, Functional, Personal

Insensitivity drives
Kristin nuts.
Where's the love
folks?



Team Player

Devoted

Mediator
People Oriented

Risk-averse

Listener
Friendly
Diplomatic

Supportive
Amiable

Measures

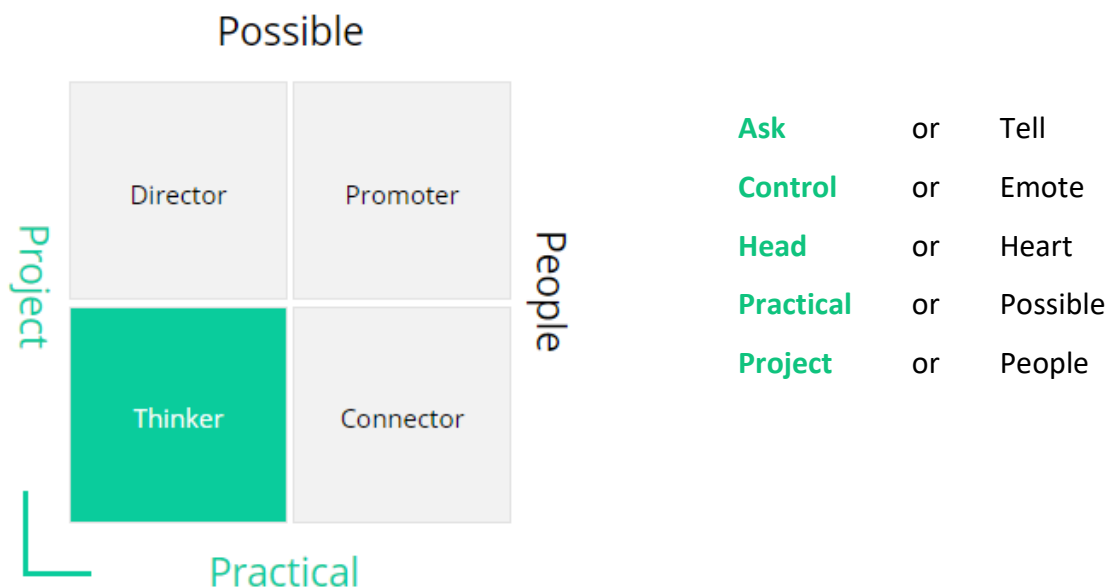
personal worth by

- Compatibility
- Cooperation
- Depth of Contribution

Work Style: THINKER

People in this group are analytical, persistent, systematic, and excellent problem solvers.

Thinker Styles tend to be detail-oriented, which makes them more concerned with content than style. They are task-oriented individuals who enjoy perfecting processes and working toward tangible results. They are almost always in control of their emotions. They are conscientious and deliberate when making decisions. Some may see them as serious and complex. Their intelligence and ability to see different points of view endow them with quick and unique sense of humor. Their strengths include an eye for detail and accuracy, independence, dependability, persistence, follow-through, and organization.



Samuel's Work Style

Pace:

Slower-Systematic

Priority:

Task

Seeks:

Accuracy, Precision

Strengths:

Plan, Systematize, Orchestrate

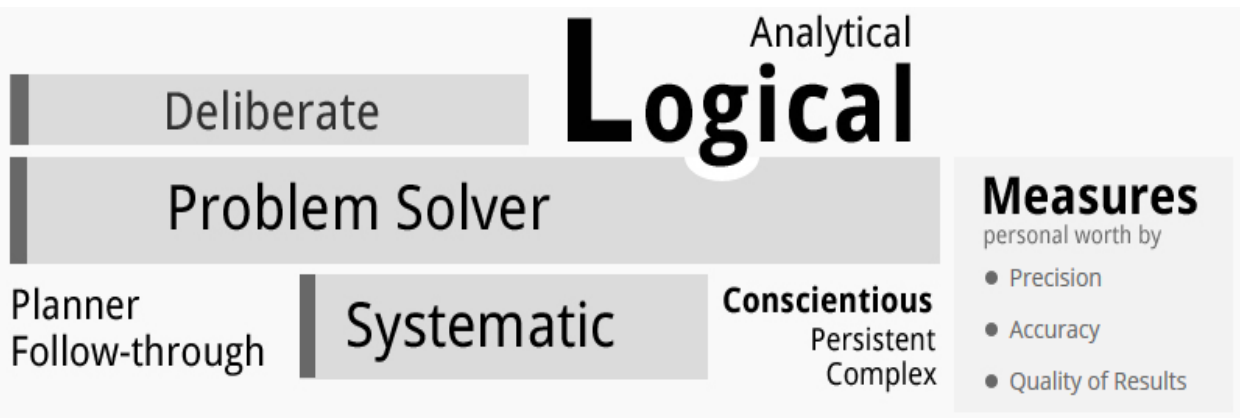
Under Stress May Become:

Withdrawn, Headstrong

Workplace:

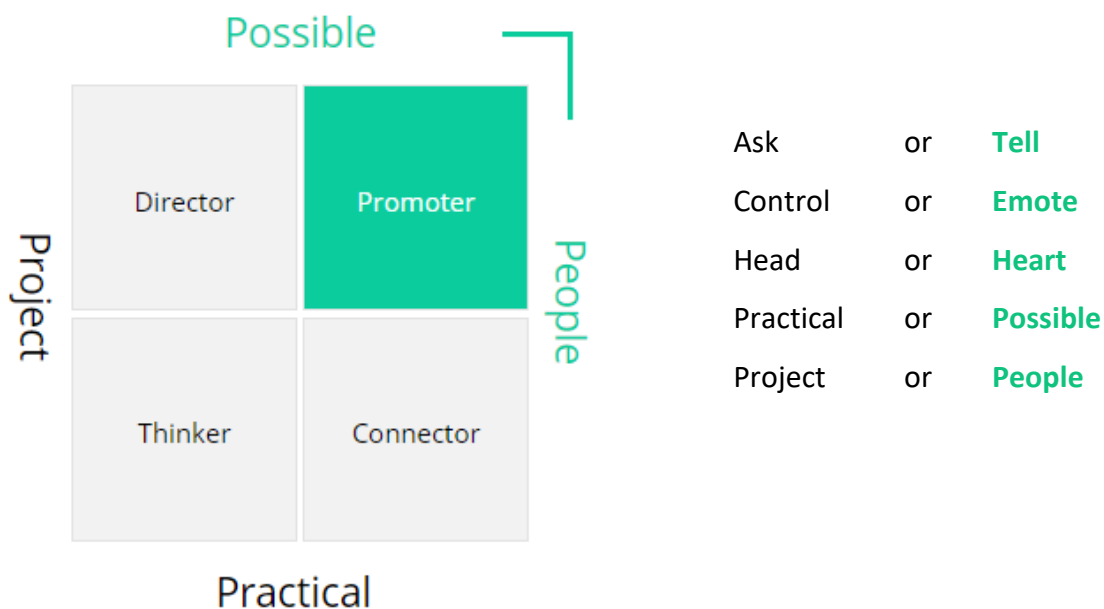
Formal, Functional, Structured

Disorganization
drives Samuel nuts.
It's A-Z, folks. How
tough can it be?



Work Style: PROMOTER

People in this group have a personality that shines and others enjoy being around their friendly and enthusiastic energy. They thrive on the admiration, acknowledgment, and compliments that come with being in the limelight. They probably know how to have fun and make friends easily; their focus is on relationships. They make great schmoozer's and would rather be with clients over lunch than meeting in the office. Their strengths are enthusiasm, charm, persuasiveness, and warmth. Of all types they are the most gifted in people skills and communication skills. They are great influencers and people listen when they share. This individual is an idea-person, undoubtedly excelling at getting others excited about their vision, and an optimist with an abundance of charisma. These qualities help them to influence people and build alliances.



Kelly's Work Style

Pace:

Fast-Spontaneous

Priority:

People

Seeks:

Participation, Recognition

Strengths:

Persuading, Motivating, Entertaining

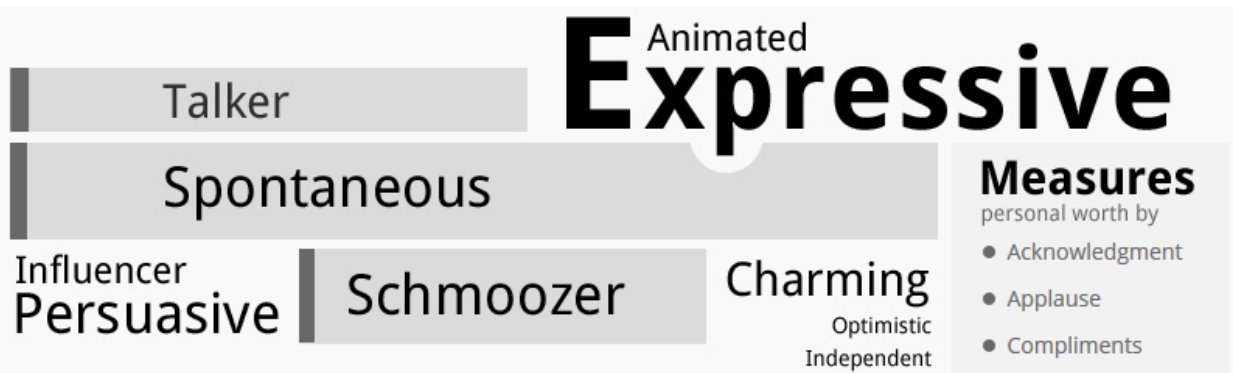
Under Stress May Become:

Sarcastic, Superficial

Workplace:

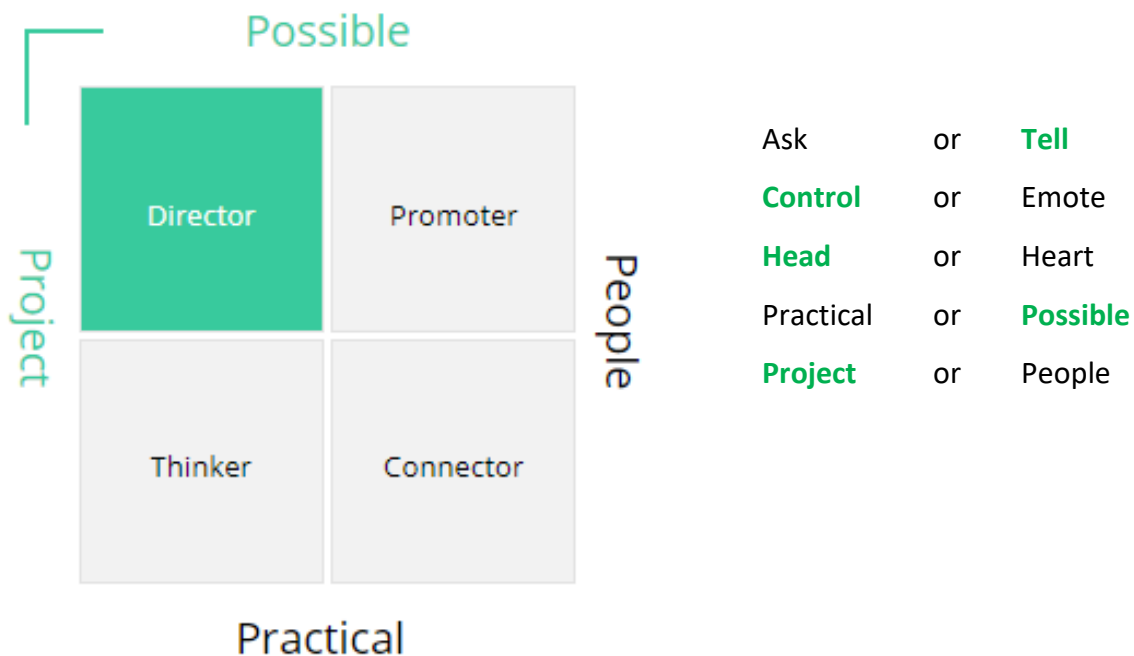
Interacting, Busy, Personal

Boredom drives
Kelly nuts.
Where's the party
folks?



Work Style: DIRECTOR

People in this group are driven by two things: the need to control and the need to achieve. They are goal-oriented and most comfortable when in charge of people and situations. They want to get things done, so they focus on no-nonsense approaches to bottom-line results. Directors seek expedience and are not afraid to enforce or bend the rules. They accept challenges, take authority, and plunge headfirst into solving problems. Others naturally respect their leadership and decisions and come to them for advice. In a crisis they are the one to take charge. They are fast-paced, task-oriented, and work quickly and effectively by themselves, which might mean they can become annoyed with delays or incompetence. They are willing to challenge outdated thinking, systems and ideas.



Justin's Work Style

Pace:

Fast-Decisive

Priority:

Goal

Seeks:

Productivity, Control

Strengths:

Management, Leadership, Pioneering

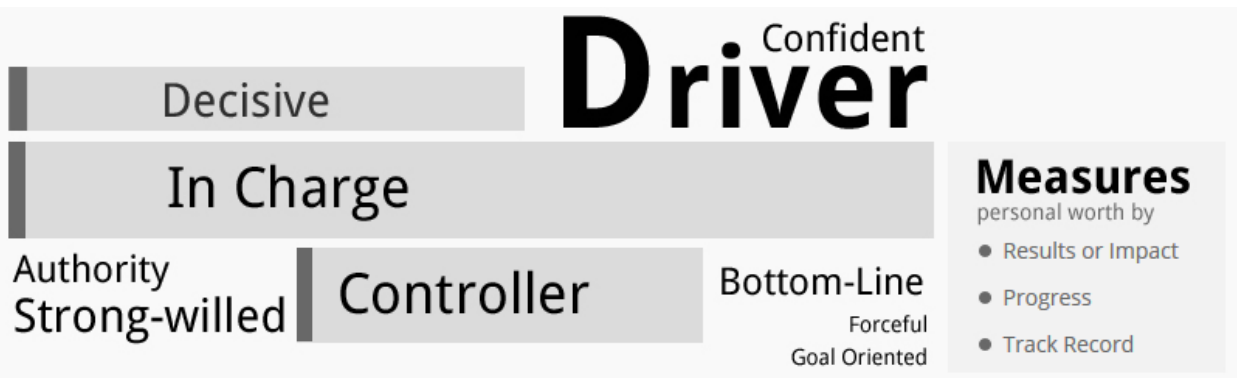
Under Stress May Become:

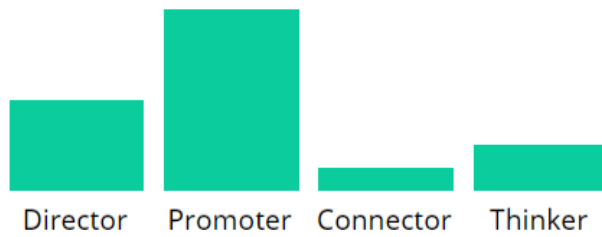
Dictatorial, Critical

Workplace:

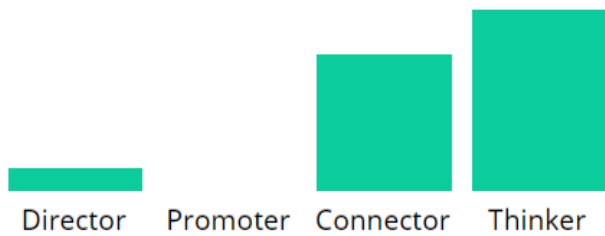
Efficient, Busy, Structured

Indecision drives
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up their minds?

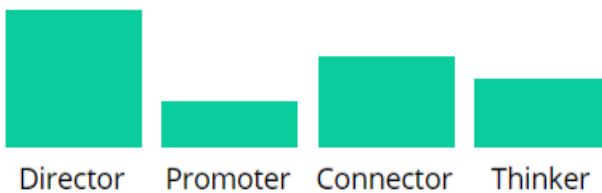




Strong Promoter score. He is heart and people-oriented. This candidate has lots of energy to talk with people about his products and services.



Candidate is a Thinker. He is head and project-oriented. Candidate is strongly analytical and structured.



This take-charge and get it done candidate is a Director. He is head and project-oriented. He will likely be a good at delegating.

COMPETENCIES Module

COMPETENCIES

The Eight Competencies in Business

Understanding one's Business Competencies is important. More important however, is how those Business Competencies complement those of a franchise system and its growth strategy.

Kelly's Competency Scores

Leadership & Vision	●●●●●●●●●●
Sales & Channel Planning	●●●●●●●●●●
Marketing & Public Relations	●●●●●●●●●●
Executive & Management	●●●●●●●●●●
Human Resources & Training	●●●●●●●●●●
Admin & Customer Service	●●●●●●●●●●
Finance & Operations	●●●●●●●●●●
R&D & Technical	●●●●●●●●●●

Kelly's Profile
Pattern is similar to:

Daniel Ek



Why

- They share Values
- They share Competencies
- They both thrive in a Compete business culture
- They are both Purpose driven

Motto:

"Creating a Better Product"

Competencies

Understanding your candidate's business competencies is important. More important however, is how those competencies complement those of your franchise system. Complementary Competencies provide a framework for forming collaborations between franchisee and franchisor. In doing so it presents numerous ways of correspondence between the expertise of the franchisor and the skills of the franchisee. Complementary Competencies reduces redundancy, makes wiser use of resources, provides points of correspondence and thus greater value, compatibility and performance. Every business has 8 primary business competencies.



Candidate scores high in Management, Admin/Customer Service and Finance/Ops. A business that could leverage these talents would be a great fit.

LEADERSHIP AND VISION

People with this skill set create the culture and set the pace for the business. They are both analytical and visionary - taking full responsibility for all fiscal and operational management support of the organization. They oversee and promote efficiency and excellence in service, operations and financial management. They have excellent communication and leadership skills engaging their employees to execute on strategic plans.

SALES AND CHANNEL PLANNING

People with strong sales and channeling skills are responsible, self-confident and driven for success. Listening and effortless conversation are strong suits as is their positive outlook. They are naturally persuasive and able to motivate others. They are good at analyzing data and assessing problem situations. They can sit down with a client and explain in an easy to understand manner a complicated product, idea or service. They are excellent rapport builders, comfortable talking about money and able to help others come to decisions.

MARKETING AND PUBLIC RELATIONS

People with these skills have their finger on the pulse of the market and adjust their business strategy accordingly. They are excellent at managing all functions that anticipate and satisfy a customer demand while keeping an eye on profitability. Some of these functions include key account management, contract negotiation, budgeting, research, innovation, business development and staff development. They understand the value of attracting, selling to and retaining customers.

EXECUTIVE AND MANAGEMENT

People with this skill set manage and grow the business. They coordinate activities, manage projects and ensure alignment and effectiveness. They are growth focused and able to evaluate problems, determine solutions and develop best practices. They possess excellent organizational and time management skills and have a knack for multi-tasking. Interacting and coordinating the work of others comes easy to them.

ADMINISTRATIVE AND CLIENT SERVICES

People with these skills have a strong work ethic based on dedication and passion for taking care of customers. They are aware of their internal and external customers and committed to supporting their goals and desires. They are self-motivated, flexible and goal oriented. They have excellent communication skills and leadership abilities. They are good listeners, problem-solvers and understand that quality service is the competitive advantage to attracting clients and retaining business.

HUMAN RESOURCES AND TRAINING

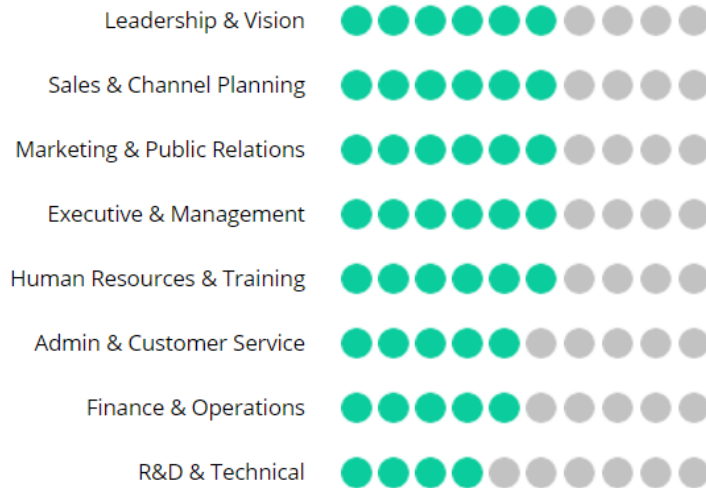
People with these skills are able to recruit, interview and select applicants for job vacancies. They can plan, direct, supervise and coordinate work activities of staff. They are focused on team building and employee satisfaction. They can analyze training needs and design development plans necessary for employees to succeed. They understand happy, culturally compatible employees who are well-trained and support will provide a competitive advantage in the marketplace.

FINANCE AND OPERATIONS

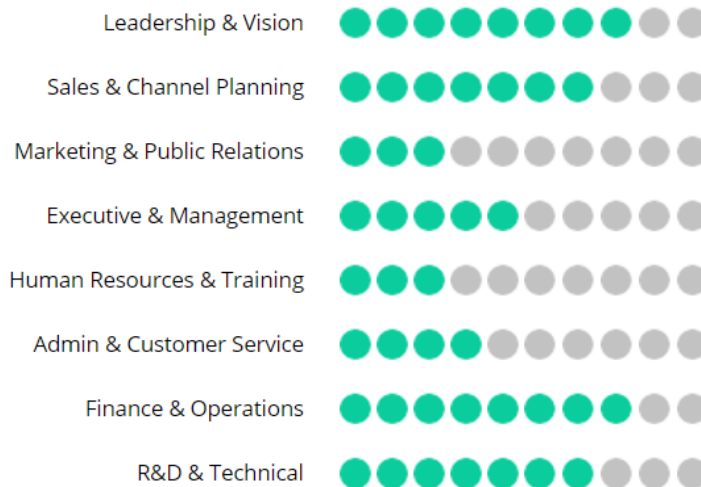
People with these skills are good at planning, coordinating, and controlling all the resources needed for their business to produce and provide products and services. They measure, monitor and improve overall performance of people, equipment, technology, information and other resources. They manage cash flow, current assets and capital investments. They measure progress and adjust procedures and processes accordingly keeping the business on track with goals and initiatives.

R&D AND TECHNICAL

It seems that no matter what business, product or environment, people with these skills master the skills and knowledge needed to succeed. They learn quickly, perform and become an expert in specific tasks and processes. They have the operational capabilities to run a business. They develop skills, strategies and tactics to be proficient at those functions necessary to operate and grow a business. They tend to lead by example and have high expectations of themselves.



This candidate is a jack of all trades and a master of none. Early stage franchise companies often require franchisees that have skills in all areas.



This candidate has strong Leadership, Finance/Ops and Skills. Aligning with a franchise organization manages the Marketing aspects and requires few or no employees would be ideal.



This candidate has excellent Sales, Leadership and Marketing Skills. A business where he can influence and persuade others would be ideal.

SALES AND BUSINESS PATH

SALES & BUSINESS

Development

All businesses require some form of sales.

There are 3 primary types of sales and naturally there are individuals that are suited for one over another. There are many ways to success, for some it comes from climbing the corporate ladder for others it's building a multi-unit franchise business. Taraneh's sales orientation and potential business path is marked below.

Sales Orientation

✓ Consultative

Relational

Competitive

Taraneh fits well within a business where the sales are of a consultative, solution-based nature. She is able to build high trust and high credibility relationships with her prospects. She is good at understanding her customer's business environment, critical business drivers, and high priority business initiatives and then crafting a solution to help the customer achieve their objectives. The consultative sale can at times be a complex, long term process involving collaboration of both the buyer and the seller. Taraneh is able to lay a solid foundation as an expert or consultant for future sales with this prospect.

Potential Business Path

Corporate

Corporate ladder climber

Consultant/Contractor

Consultant, contractor or subject matter expert

Entrepreneur

Starts and builds a business from scratch

Single-Unit Franchisee

Appreciates and exploits systems



Multi-Unit Franchisee

Replicates systems and manages locations



Regional Developer

Manages region and sells territory to others

SALES ORIENTATION AND SALES POTENTIAL

All businesses require some form of sales. There are three primary types of sales and naturally there are individuals that are suited for one over another. Statistics show when a product or service is matched to an individual's sales orientation there is higher performance. When a salesperson is operating within their natural sales style they come across as authentic and trustworthy; both vital elements to closing more sales. The end-user has a good experience and you as a franchisor have stronger brand equity. There are 3 primary types of sales and naturally there are individuals that are suited for one over another.

Sales Orientation

Consultative

✓ Relational

Competitive

Dustin fits well within a business where the sales come from developing strong personal and professional relationships and advocates. He needs autonomy and likes the freedom of sales and being his own boss. He exercises self-discipline and takes responsibility for his actions. Relationship sales require great patience, over a long period to finally cement a customer. Dustin is focused on accommodating the buyer. The sale is heavily dependent on the relationship between the salesperson and customer. Relationship selling is characterized by the ability of salespeople who move to a competitor and take their clients with them.

Candidate has a Consultative Sales Orientation. If your product or service requires someone to advise, educate or consult he would be a great fit.

This candidate has Average Sales Potential.

This individual possesses a strong entrepreneurial drive. If your system allows for flexibility and autonomy he will be a good fit.

SALES ORIENTATION

CONSULTATIVE

Candidate fits well within a business where the sales are of a consultative, solution-based nature. He is able to build high trust and high credibility relationships with his prospects. He is good at understanding the customer's business environment, critical business drivers, and high priority business initiatives and then crafting a solution to help the customer achieve their objectives. The consultative sale can at times be a complex, long term process involving collaboration of both the buyer and the seller. Candidate is able to lay a solid foundation as an expert or consultant for future sales with this prospect.

RELATIONAL

This candidate fits well within a business where the sales come from developing strong personal and professional relationships and advocates. He needs autonomy and likes the freedom of sales and being his own boss. He exercises self-discipline and takes responsibility for his actions. Relationship sales require great patience, over a long period to finally cement a customer. Candidate is focused on accommodating the buyer. The sale is heavily dependent on the relationship between the salesperson and customer. Relationship selling is characterized by the ability of salespeople who move to a competitor and take their clients with them.

COMPETITIVE

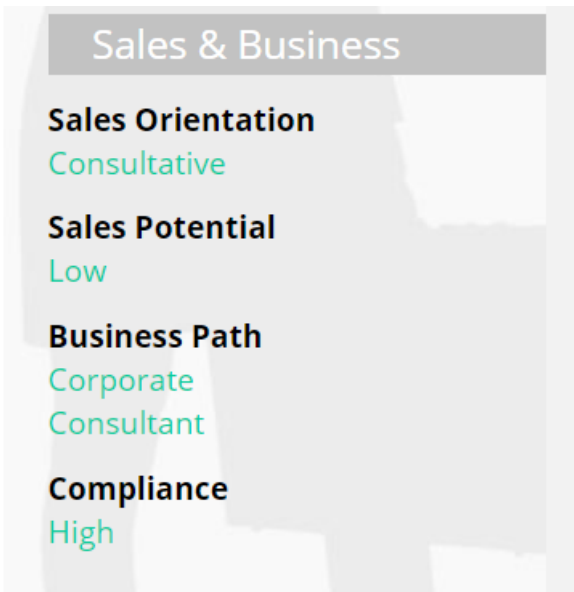
For this candidate it's not simply about wanting to win it is about playing every move of the game in a way that increases the odds of winning. He thinks strategically about the overall plan and is tactical about the execution of each step. Competitive selling involves an aggressive effort by a salesperson to win business, often at the expense of a rival product. Competitive selling typically requires that the salesperson gain access to a high-level decision maker. This candidate thrives in a competitive environment and can confidently convey the merits of his services relative to competitors and motivate the buyer to seek change.

SALES POTENTIAL

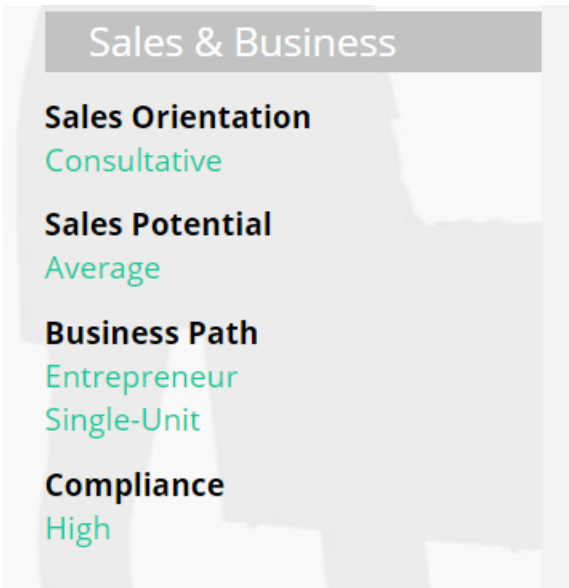
The SpotOn!® Profile reports 5 scales of Sales Potential.

- Low
- Average
- Above Average
- High
- Very High

When a franchisee scores low in the Sales Potential do not fret. Sales skills like other competencies can be trained. Or franchisee can hire someone to do the sales. This marker is NOT reported on the prospect's Business Builder Profile; it is only available on the franchisor or broker report.



This individual would require a business that has national accounts or other means to provide clients directly to franchisee. She will comply with all systems and process and take excellent care of client. Suffice it to say this candidate is not a hunter.



Sales & Business

Sales Orientation
Consultative

Sales Potential
Average

Business Path
Entrepreneur
Single-Unit

Compliance
High

This candidate is an excellent fit within a franchise system that requires her to have consultative selling skills. She has average sales potential and will comply within your system. She could grow a single-unit but may be a bit too entrepreneurial within certain franchise systems.



Sales & Business

Sales Orientation
Relational
Competitive

Sales Potential
Very High

Business Path
Single-Unit
Multi-Unit
Regional Developer

Compliance
Average

This candidate is wired to compete and has the added benefit of building strong relationships. He will not likely be content until he can dominate a marketplace. If your system offers multi-unit or regional development opportunities he will be a good fit. Please note however, he is Average in compliance thus will push the envelope when necessary.

BUSINESS PATH

There are multiple paths to succeed. The best path to success and fulfillment is one that is individually crafted. Franchising is the closest thing between a collectively prescribed and individually crafted path to business success. Zorakle's Business Path modeling demonstrates six ways to assuage concerns, follow passion, gain recognition and successfully pursue one's aspirations. Choosing a path that reflects one's individuality will provide greater fulfillment and performance. The SpotOn!® Profile measures 6 business paths including:

- **CORPORATE:** Corporate Ladder Climber
- **CONSULTANT:** Consultant, contractor or subject matter expert
- **ENTREPRENEUR:** Can start and build a business from scratch
- **SINGLE-UNIT:** Appreciates and exploits systems
- **MULTI-UNIT:** Replicates systems and manages locations
- **REGIONAL DEVELOPER:** Manages region and sells territory to others

Potential Business Path

Corporate Corporate ladder climber	
Consultant/Contractor Consultant, contractor or subject matter expert	✓
Entrepreneur Starts and builds a business from scratch	
Single-Unit Franchisee Appreciates and exploits systems	✓
Multi-Unit Franchisee Replicates systems and manages locations	
Regional Developer Manages region and sells territory to others	

This candidate scores as either a Consultant or Single-Unit franchisee. A business-to-business opportunity would suit him well; especially one where the number of clients is limited. He can provide his expertise and focus on giving excellent service to a few select clients.

Potential Business Path

Corporate

Corporate ladder climber

Consultant/Contractor

Consultant, contractor or subject matter expert

Entrepreneur

Starts and builds a business from scratch



Single-Unit Franchisee

Appreciates and exploits systems



Multi-Unit Franchisee

Replicates systems and manages locations

Regional Developer

Manages region and sells territory to others

This individual has strong entrepreneurial tendency. He would also make a good single-unit operator but will require a business that provides much autonomy to accommodate his ideas.

Potential Business Path

Corporate

Corporate ladder climber

Consultant/Contractor

Consultant, contractor or subject matter expert

Entrepreneur

Starts and builds a business from scratch

Single-Unit Franchisee

Appreciates and exploits systems



Multi-Unit Franchisee

Replicates systems and manages locations



Regional Developer

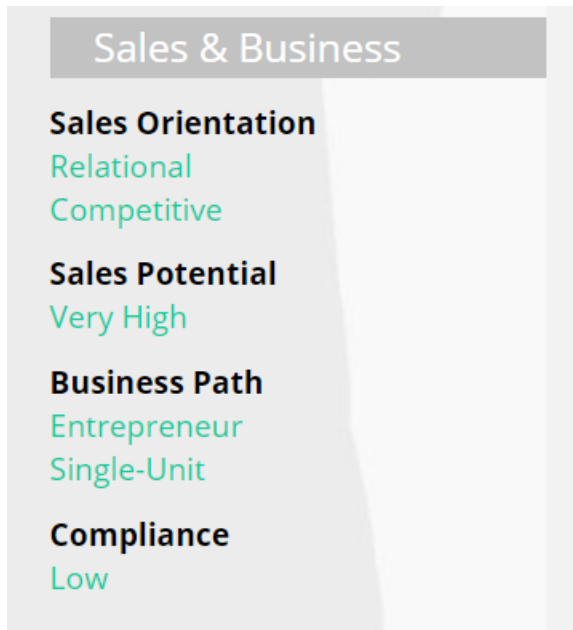
Manages region and sells territory to others



This candidate will be looking for a business with unlimited potential. He may start out as a single-unit franchisee but will desire to grow and dominate. If finances allow he may consider a regional development opportunity.

COMPLIANCE

You are looking for someone who will run an ethical business, pay their royalties and follow the best practices shown to be successful. However, you may also be looking for someone who can think on their own feet when a situation arises that is not within the procedural manual. An overly compliant franchisee can cost more to support and train, whereas a non-compliant franchisee could create litigation issues. The SpotOn!®Profile reports 4 scales of Compliance:



- Low
- Average
- Above Average
- High

NEEDS AND WANTS OF FRANCHISEE

NEEDS & WANTS

In a Franchise Business

Remember...

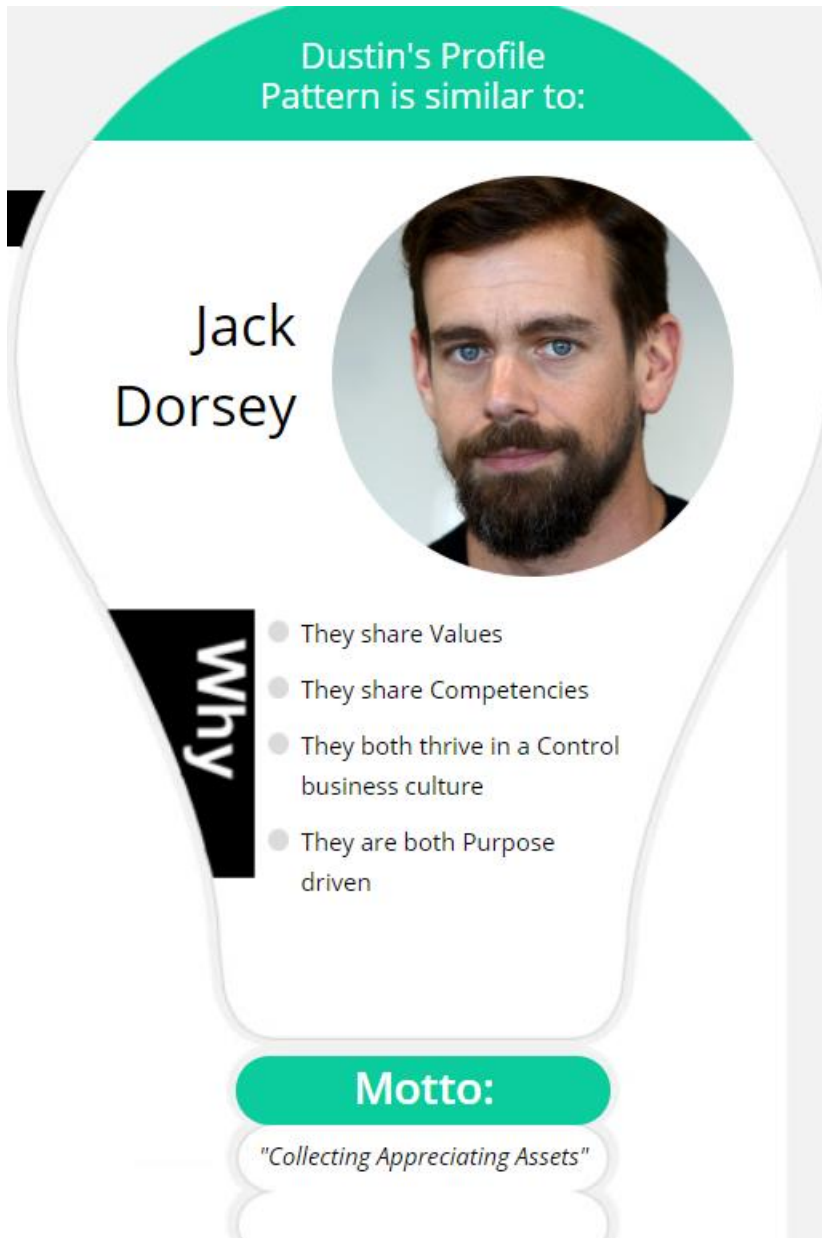
Success in franchising entails two major factors: Compatibility and Complementary Competencies between franchisee and franchise company. Fit Matters — especially in business! Based on Taraneh's profile listed here are some business considerations.

✓ Unique product, service or positioning	✓ Credible head office leadership and strong management
✓ Management or absentee ownership	✓ Consistency in product, service and company
✓ Business-to-business or Business-to-consumer	✓ Company that appreciates quality
✓ Legacy income	✓ Desire to impact policy and procedure
✓ Must be in control	✓ Ability to replicate; no need to reinvent the wheel
✓ Prefers working with skilled employees	✓ Economical, value purchase
✓ Location and/or market important	✓ High growth potential; dominate market
✓ Image less important - service based okay	✓ Equity upon exiting business

Smart.
Scientific.
SpotOn!®

This section of SpotOn!® Profile results will reflect the Needs and Wants of prospective franchisee when selecting a business. Take some time to familiarize yourself with this section and demonstrate how your concept is consistent will fulfill these needs and wants.

CELEBRITY-CANDIDATE MIRRORS AND MOTTOS



Mottos

Your candidate's overall profile will pattern similar to one of many successful celebrities. The purpose of including the Celebrity-Candidate Mirror and Motto section is to instill confidence within your prospect. Your prospect has what it takes to build a business if he finds a system in which he is compatible and can leverage his competencies.

The Motto is your candidate's path of least resistance to financial wealth.

META PROGRAMS

META PROGRAMS

Anita's Mental Filters

Comfort Zone

Anita has a medium comfort zone.

Their strong self-confidence yet risk averse nature can at times have them acting curiously cautious. Slow down, offer more details and act as their trusted confidant.

MEDIUM

Decision Making: Optional

- Will explore many options
- Happy to test and break rules
- May procrastinate or avoid making decision
- Is there a better one?

Motivate by: Using Carrot & Stick

- Future pacing where pleasure is greater and/or pain is more intense.
- Pay particular attention to the Splatter Dots.
- Leverage highest values including: Success, Freedom and Respect.
- For Anita, safety comes from: Being in Control, Being the Best and Leaving a Legacy.

Relate: Difference

- Will search for what is unique or different
- Dislikes repetitiveness
- Has high capacity for change

Frame of Reference: Internal

- Motivated with little feedback or praise
- Operates by internal standards
- May override or cancel out evidence and facts
- May disregard sound advice of others

Meta Program are scarcely conscious, yet enormously influential filters that individuals use to process, make sense of and respond to information from the world around them. The SpotOn!®Profile reports out 5 primary Meta Programs:

- Comfort Zone
- Direction Sort
- Decision Making Sort
- Relationship Sort
- Frame of Reference

Prefer Training by Video? Click for list of links to [WEBINARS](#).

COMFORT ZONE & DIRECTION SORT

Much behavior is the result of fear, pain or fear of pain. The larger the comfort zone the slower an individual will be at making a decision or implementing a change. A person's attention is directed either toward what they want away from what they don't want.

Once we understand someone's comfort zone size and what direction they place their attention we can motivate them either by adding pleasure (carrot) or pain (stick).

There are 4 Comfort Zone sizes (Small, Medium, Large and X-Larger and 3 ways to motivate candidate to get out of their comfort zone and take action (Towards, Away from and both Towards and Away From).

Direction Sort

Away From (Stick)

- Avoid risk or loss
- Pain – the stick
- Cautious
- Slow to change
- Calculated
- Problems

Towards (Carrot)

- Rewards, benefits
- Pleasure – the carrot
- Open-minded
- Quick to change
- Spontaneous
- Goals

Comfort Zone

Eileen has a small comfort zone.

Their enthusiastic and spontaneous nature can at times have them take premature action. Be prepared for false starts and potential distractions by shiny objects.

SMALL

Motivate by: Using Carrot

- Future pacing where pleasure is greater.
- Pay particular attention to the Splatter Dots.
- Leverage highest values including: Fun, Innovation and Self-Expression.
- For Eileen, safety comes from: Feeling Competent, and Avoiding Embarrassment and Failure.

This candidate has a small comfort zone and is motivated by rewards, benefits and pleasure. Use a carrot, show her how she can have more Fun and Self-Expression; things she stated were important to her in the Values Section of the SpotOn!® Profile.

Comfort Zone

Ashley has an extra-large comfort zone.

Their family oriented and security conscious nature could cause caution. They are likely either comfortable as is, or unsure about change. Connect. Reassure. Slow down.

X-LARGE

Motivate by: Using Carrot & Stick

- Future pacing where pleasure is greater and/or pain is more intense.
- Pay particular attention to the Splatter Dots.
- Leverage highest values including: Dependability, Consistency and Loyalty.
- Safety comes from: Being with and Providing for Family and Avoiding Financial Insecurity.

This candidate has a x-large comfort zone and is motivated by both the carrot and the stick. Focus on reassuring her and providing safety, while at the same time demonstrate how lack of action will increase her pain and prevent her from achieving her goals.

Decision Making Sort

Optional

- Likes many options
- Slow to decision
- Doesn't mind breaking rules
- Is there a better one?
- End results most important

Procedural

- One or two choices
- Quick to decision
- Process, criteria, procedure
- Which one is best?
- Doing it right most important

The Optional Sorter will explore many options and provides others with choices; they are happy to test and break rules. The Optional Sorter may procrastinate and avoid making decisions until forced to do so by circumstances; good at being distracted and reinventing the wheel.

The Procedural Sorter tends to be very efficient; good with rules; will stick to agreed processes, notes or checklists. However, sometimes procedure may become more important than the job to be done; at worst bureaucratic and blocking.

Decision Making: **Optional**

- Will explore many options
- Happy to test and break rules
- May procrastinate or avoid making decision
- Is there a better one?

Relate: **Difference**

- Will search for what is unique or different
- Dislikes repetitiveness
- Has high capacity for change

Frame of Reference: **Internal**

- Motivated with little feedback or praise
- Operates by internal standards
- May override or cancel out evidence and facts
- May disregard sound advice of others

This candidate likes a lot of options. You'll want to help them develop a specific criteria for selecting a business and making a decision. Otherwise, they may procrastinate or get distracted.

Relationship Sort

Sameness

- Notices what things or situations have in common
- Low tolerance for change; will do so slowly
- Will feel the need for major changes in any given context every 15 to 20 years

Difference

- Notices how things or situations are dissimilar
- Low tolerance for, and resist stable or static situations
- Need major change in any particular situation every 1 to 2 years

In conversation, Sameness Sorters will find similar examples, and seek agreement, and are therefore generally good at rapport. However, change is quite stressful. Thus, moving from the safety of employment to business ownership will require great finesse on the part of development person.

The Difference Sorter, can be a very creative, particularly if the task needs a revolutionary approach. Entrepreneurs are often the people who see how things can be different. It is great when you need a critic or devil's advocate. However, they might only see problems.

Decision Making: **Optional**

- Will explore many options
- Happy to test and break rules
- May procrastinate or avoid making decision
- Is there a better one?

Relate: **Difference**

- Will search for what is unique or different
- Dislikes repetitiveness
- Has high capacity for change

Frame of Reference: **Internal**

- Motivated with little feedback or praise
- Operates by internal standards
- May override or cancel out evidence and facts
- May disregard sound advice of others

This candidate will sort information based on the difference between the options you provide.

They are looking for something unique and they dislike redundancy. They enjoy change.

Frame of Reference

Internal

- Does not like critique
- Motivated, may be inflexible
- Disregards evidence, information and advice

External

- Needs and wants critique and feedback
- Flexible, harmonizing
- Makes decisions based on concrete facts

The Internal Sorter can stay motivated when there is little feedback or praise. However, their internal standards may override, and sometimes cancel out, external evidence; and they will disregard evidence, facts, and sound advice from other people.

The External Sorter will make decisions based on concrete facts and evidence, or maybe just the 'feel good' factor so long as it comes from an external source. However, they will get stressed and become indecisive when there is a lack of external feedback.

Decision Making: **Procedural**

- Efficient; one to three options
- Criteria, processes or checklists
- Doing the process right important
- Which one is the best?

Relate: **Difference with Exception**

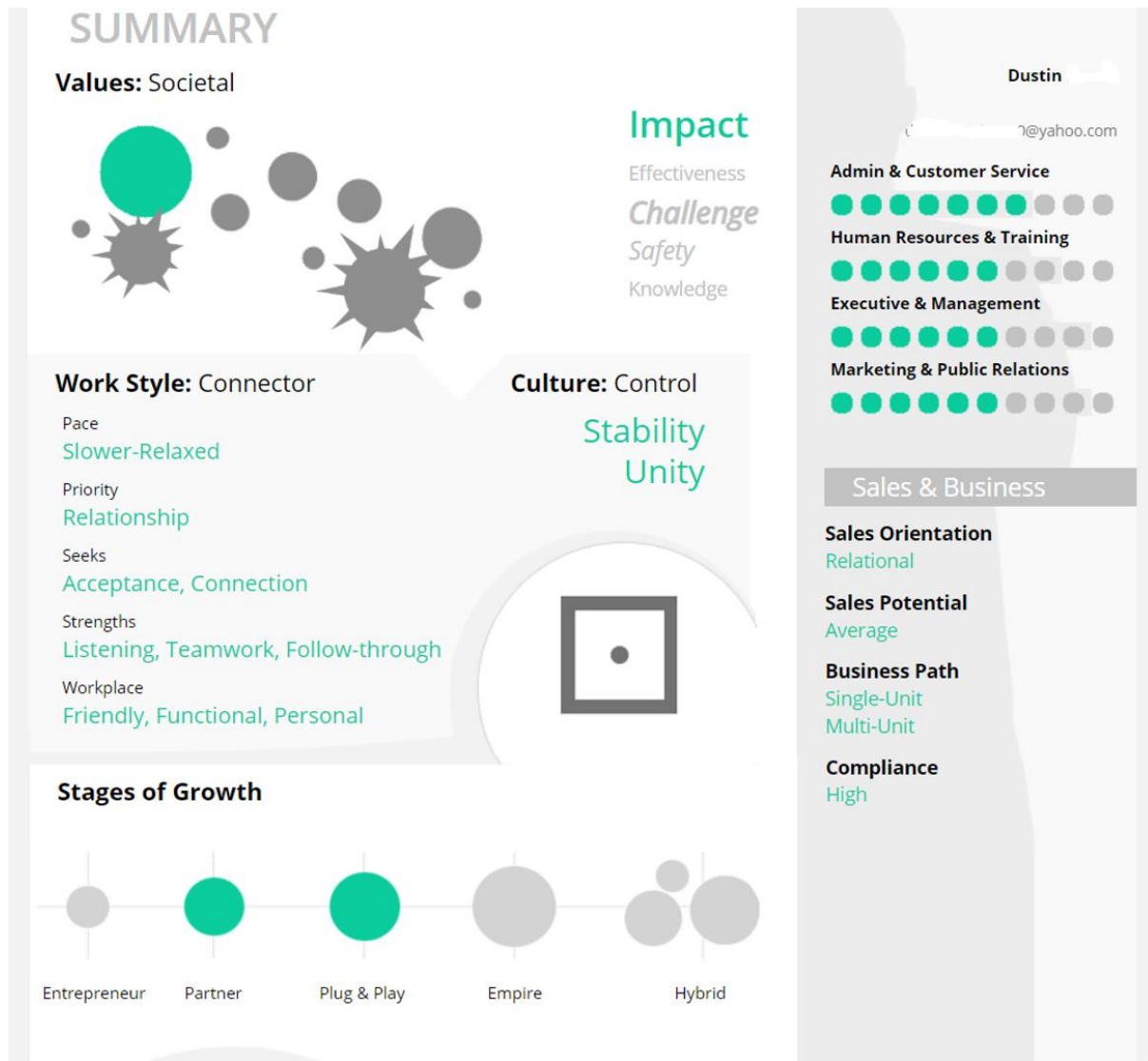
- Will search for what is unique or different
- Might see some similarities
- Has high capacity for change

Frame of Reference: **External**

- Decisions based on concrete facts and evidence
- Stressed when there is a lack of feedback
- Needs feedback to make progress
- Indecisive if there is a lack of feedback

This candidate makes decisions based on facts and feedback. They may have an advisor or friend they rely on for feedback. You will want to include them in the process whenever possible.

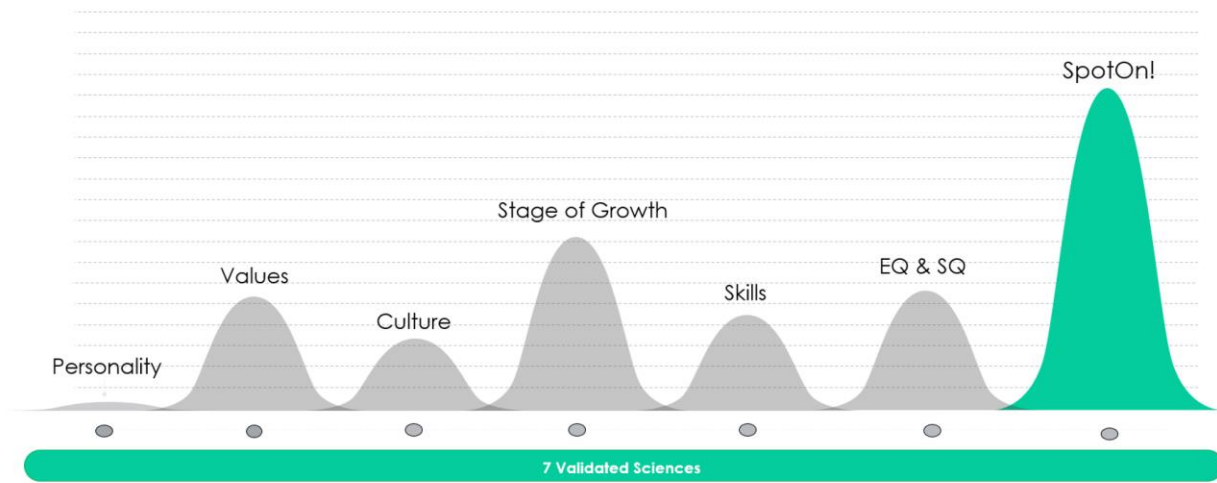
SUMMARY



The Summary Page consolidates results of all modules. You may have noticed the silhouette under Competencies and Sales and Business Section to the right. This lets you know if candidate is male or female. If male as in this sample you'll see male silhouette and female you'll see woman with briefcase. In today's world of unisex names we thought this might be helpful with your first conversation.

Prefer Training by Video? Click for list of links to [WEBINARS](#).

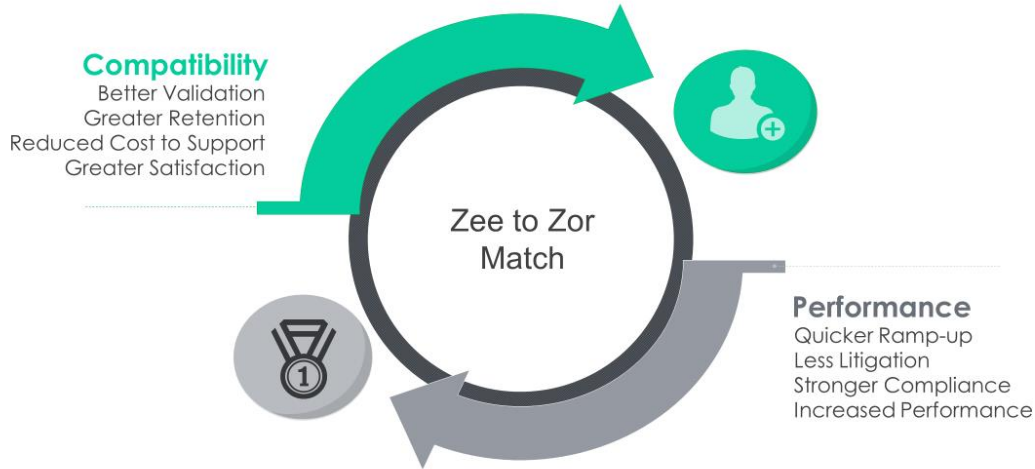
ZORAKLE PROFILES META-ANALYSIS



Meta-Analysis based on the following constructs:

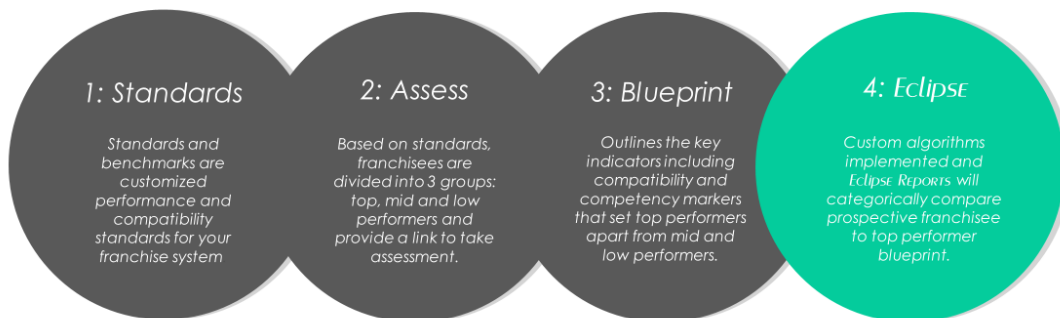
- Values: Stanford Research & Dr. Clare Graves
- Stages of Growth: Neil Churchill, Caruth Institute
- Culture: University of Michigan
- Work Style: William Marston & Harvard Business School
- Core Competencies: StrengthsFinder, Gallup Research
- Focus: Dr. Robert Nideffer, University of Rochester
- Emotional Intelligence: Dr. Daniel Goleman

ZORAKLE Profiles Model

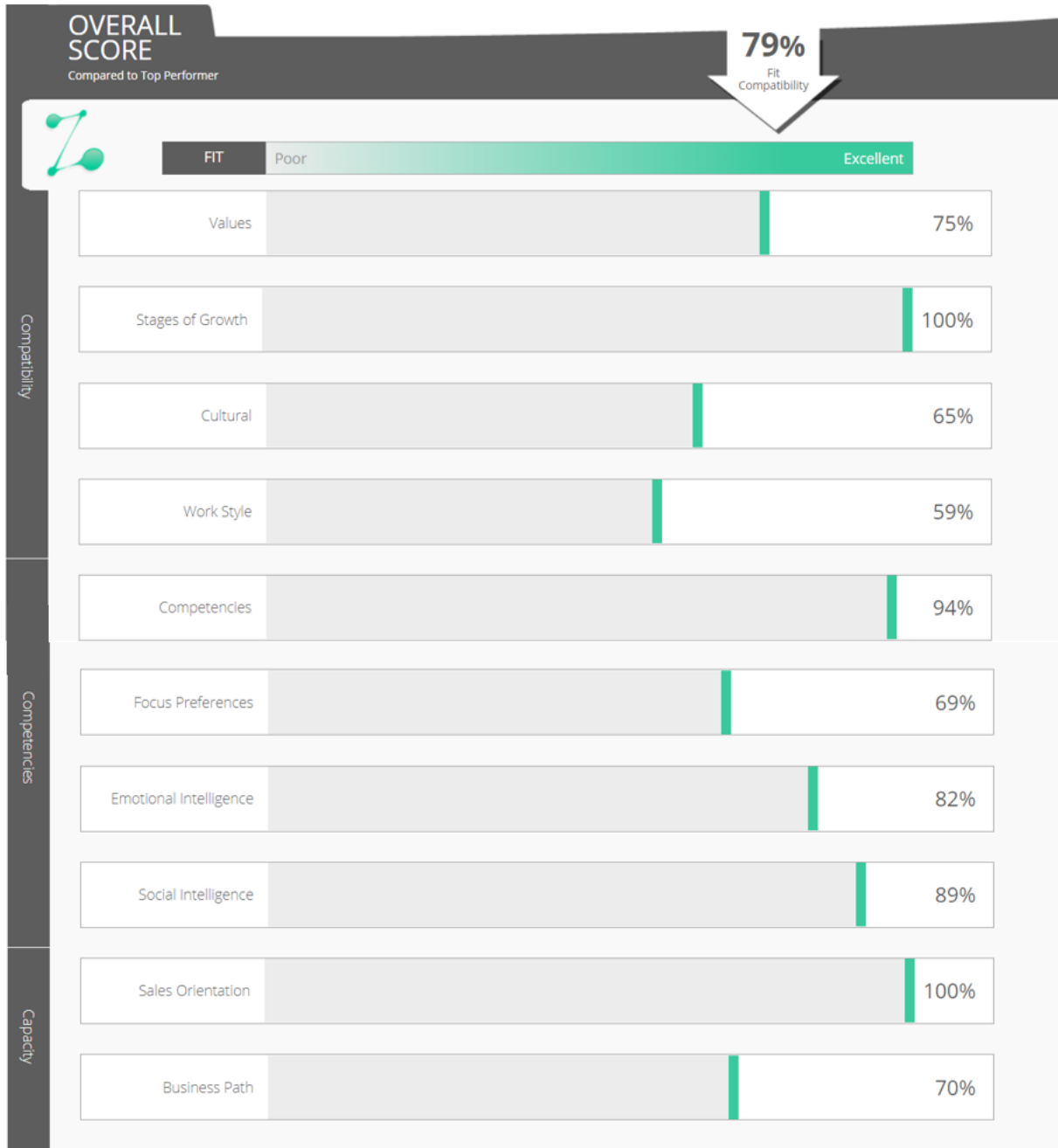


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SpotOn! BLUEPRINT



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See sample [ECLIPSE REPORT](#) here.