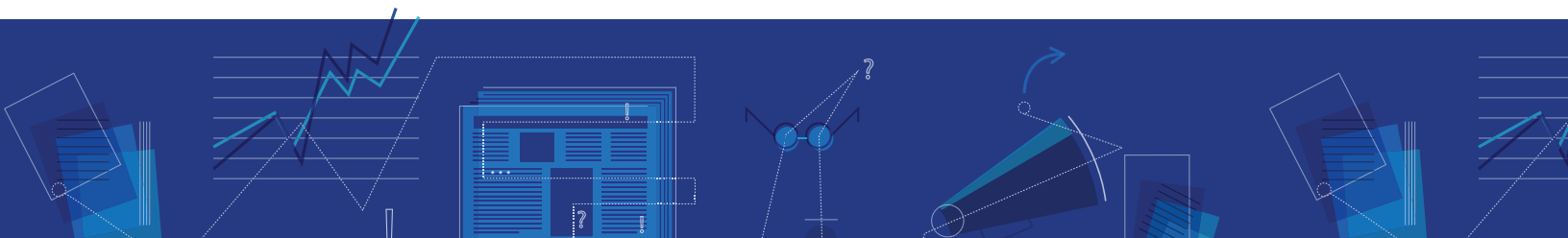


Resource Guide

Training / 20 Groups / Consulting & Coaching / Success Tools



Spader Business Management thanks you for the confidence you have placed in our company and the commitment you have made to yours.

Our Vision

Every program and service Spader Business Management offers is based on our strong dedication to business success and desire to live up to our Vision Statement: *Providing leadership and guidance that result in business and individual success in ways that create fulfillment and a better world.*

Our Mission

We are a highly-valued resource that helps business leaders, owners and employees succeed professionally and personally through our training, consulting and management products and services.

Our Values

Trust	Strong, healthy and respectful relationships
Excellence	Expectations anticipated and met or exceeded
Financial Success	Strong return on invested time, money, effort and other resources
Teamwork	Ambitious goals achieved as a team that we couldn't accomplish as individuals

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Finding Programs for Your Industry

At Spader, we work with all types and sizes of businesses. Many of our services and products apply to any business, but some have been developed for specific industries or types of businesses.

While we welcome you to use any of our services or products, look for these markers to help identify those offerings that would be most applicable for your industry or type of business:

- **ALL** – services or products that can be applied to any type of business
- **DEALERSHIPS** – services or products that are specially designed for “dealerships” that include a big-ticket unit sales department, service department and parts & accessories department
- ▲ **INDUSTRY SPECIFIC** – services or products designed for a single industry

The Spader Story



- 1964** Duane Spader started an RV dealership in Brookings SD with \$1,000 and moved it to Sioux Falls SD after a couple of years.
- 1975** Duane hired Noel Lais (current Vice President of Operations) as his dealership bookkeeper, mentioning there could be some travel with the job because he had plans to create a franchise system for RV dealers.
- 1976** With Noel's help to organize the financial reporting, Duane kicked off the first Spader 20 Group in the RV industry, soon followed by a 20 Group for the marine industry.
- 1978** Duane and Noel launched Profit Power RV Computer Transactions, designed to make dealership management easy with Key Expense Ratios. Dealers mailed in their info, which was hand-keyed into a mainframe computer service located in downtown Sioux Falls.
- 1979** Duane met Dr. Michael O'Connor at a DISC personal style assessment training event and began a 30+ year friendship and business alliance. (DISC was incorporated into the Total Management 1 workshop.)
- 1980** Encouraged by members of his 20 Group to teach them about the dealership management systems he had been creating, Duane conducted the first Total Management 1 workshop for eight marine dealers in his RV showroom in Sioux Falls. Repurposed school desks and overhead transparencies were used and Duane's wife, Elaine, served home-cooked meals.
- 1982** SpaderSoft was launched when members of one 20 Group financed a project to develop DOS-based software for marine and RV dealerships (who were just beginning to be able to afford personal computers for their businesses). Grand Ledger and Sales Analysis were first installed beginning in 1983.
- 1983–84** Brunswick (Mercury Marine) purchased all of Duane's available training time. Training for the service department was added.
- 1984** Brunswick Corporation partnered with SpaderSoft, which was renamed MercSpader Software. Spader resumed ownership in the mid-1980s and through 1999 more than 700 dealerships in several industries installed Spader Software, with many still using the software today.
- 1990** Duane and Noel drafted a first version of the company's Mission Statement and Values, with the assistance of Dr. O'Connor.
- John Spader joined the company as a sales trainer. 20 Groups were expanded to the lighting showroom industry.
- 1992** John Spader spearheaded expansion of 20 Groups into the farm equipment industry.
- 1990s** Training offerings expanded to include sales training and parts department training. All types of courses continued to be provided, including many sponsored by manufacturers in several vertical markets. The curriculum at that time would span more than 10 weeks of continuous training.
- 1997** Bell & Howell (now ADP) purchased rights to future development of Spader Software in the Microsoft Windows platform.
- 1998** First 20 Group for service & parts department managers was launched while 20 Groups expanded into the powersports and motorcoach industries. The office furniture industry was added in 1999.



- | | |
|--|--|
| <p>2002 John Spader becomes President of Spader Business Management.
First class of Next Level Leadership conducted.
SBM moves to new offices.</p> <p>2004 20 groups expanded into the trailer industry.</p> <p>2005 The first Next Level Leadership workshop was conducted in Sioux Falls.</p> <p>2009 The Spader <i>True</i>* online dashboards reporting system was launched.
First Leadership Development Program class conducted.</p> | <p>2010 Spader Business Management merged resources with Life Associates.</p> <p>2012 Duane Spader fully retired from Spader Business Management.</p> <p>2013 20 Groups were first offered for pet retailers.</p> <p>2015 Spader Business Management purchased Jerkins Creative Consulting and expanded service offerings in the Farm Equipment industry.</p> <p>2017 O'Connor Associates launched.</p> <p>2018 Spader invests in a partnership with A World of Training.
Spader On Demand e-learning system</p> |
|--|--|

Spader Today

Company Profile:

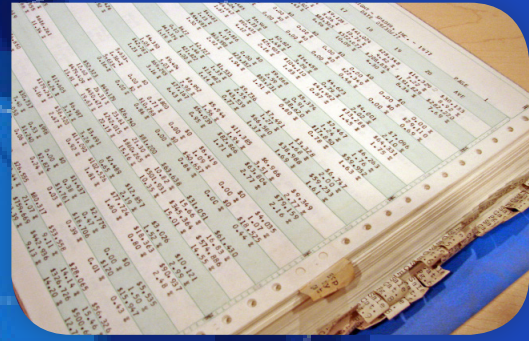
- Founded in 1976
- Headquartered in Sioux Falls, South Dakota
- More than 40 full-time employees
- Conducts workshops and courses throughout the United States and Canada
- Works in many industries, with businesses ranging from small single-stores to large, multi-location, international organizations

Fulfilling. Success.

Over the years, we have worked with more than 7,000 privately- and publicly-owned businesses, providing training, consulting, 20 groups or tools. Our core competency has always been to help business owners and their people find fulfilling success.

What do we mean by that? It's easy. We believe success by itself isn't enough. If you and your people aren't also being fulfilled, you haven't truly succeeded. Success isn't necessarily financial, either. Don't get us wrong, a business should be profitable so it works for all stakeholders involved, but success can be defined in many ways. We are prepared to help you find success no matter how you define it, in ways that are fulfilling!

Management 20 Groups



1977
Original 20 Group report.

What does a Spader 20 Group know about your business that you don't?

Successful businesses are always searching for ways to capitalize on new opportunities in order to continue to develop and grow. But where do you turn for insight, ideas and concrete tactics to strengthen your business? Your Spader 20 Group.

A 20 Group is a dynamic peer experience that reveals secrets to improved business performance and profitability. For information, experience, advice and best practices, 10-20 heads are better than one.

Why Spader?

Spader 20 Groups get results. For more than 40 years Spader 20 Groups have helped hundreds of large and small companies discover the keys to make their operations thrive.

Members benefit from an incredible depth and breadth of experience, a facilitator who has been there as a business owner or in a key management role, and carefully matched peers who share similar goals and needs.

Spader 20 Group members also receive our proprietary forward forecasting system, a method of predicting future sales and profits with amazing accuracy. And every month members get comprehensive consolidated financial reports showing peer-to-peer comparisons.

How It Works

The idea is simple. Several times a year, you network with non-competing peers from across the United States and Canada under the guidance of a Spader Business Management group consultant. Then you go home with tactics, information and trends to impact your bottom line.

We grew the business based on the benchmarks of Spader Business Management. We couldn't have done it without Spader. There's no doubt in my mind.

— Mike Martin

Most meetings take place near a member-business so the group can visit the host-member's facility. Some 20 Groups choose to meet in easy-access airport hub locations. We match you with non-competing industry peers according to commonalities in sales volume, goals, business profile and personal fit. The opportunity for comparison and learning with peers is the hallmark of Spader 20 Groups. It's a commitment. It's totally confidential. And you are challenged and held accountable, which helps you achieve goals and reap tremendous rewards.

Fact-Based Solutions

20 Group members submit financial information to the group each month through Spader. In return you get valuable monthly, consolidated financial reports with key financial analysis. Use them to compare your operation to high, low and average trends within your group and industry and to understand where you rank among them. The information is used to solve problems, share ideas and figure out what is and is not working.

Build a Better Business

At the end of the day, it's all about performance and profits. Your Spader 20 Group will help you fine-tune planning and operations to strengthen the bottom line. The monthly exchange of financial information shows you how the most profitable businesses do it. There's also plenty of informal human exchange here—but we're not talking fluff. You get concrete analysis, information and data on the processes and strategies that really work at each meeting. And that gives you the tools to boost productivity and increase profits.

Membership gives you concrete advantages.

- Learn the best practices in your industry
- Receive Spader's valuable monthly financial report on your business and how it compares to others in your group and industry
- Obtain **True**** online dashboards with color-coded group and industry comparisons and other specialized analyses of your company's financial (and non-financial) performance
- Absorb hard intelligence on trends within your group and your industry
- Predict your future financial performance with Spader's highly-accurate proprietary forecasting system
- Participate in timely discussions on critical issues, such as maintaining margins, industry consolidation, what's hot and what's not, etc.
- See what works—and get some straight talk on what doesn't
- Benefit from a Spader facilitator with knowledge of multiple industries for advice on growth and cross-industry insights
- Visit member-businesses to see best practices first-hand
- Solve tough issues with peers face-to-face several times each year
- Gain a support network of other business peers solving common challenges to productivity and growth
- Develop valuable relationships with peak performers in your industry
- Toll-free support for any questions that arise

Contact a Spader Client Services representative to join a 20 Group or to create one of your own. Call 1.800.772.3377 today. If you would like to experience a Spader 20 Group before you join, call us and we'll schedule an opportunity.

Two Types of Groups to Join:

Total Business 20 Groups

Spader Total Business 20 Groups address all aspects of Business Management—from broad company-wide issues to narrow department-specific topics—and help you see and create the future of your business. Total Business Groups meet three or four times each year.

Departmental & Special Focus 20 Groups

Spader Special Focus 20 Groups provide an ongoing educational channel for those who are on the frontline for individual departments. You'll learn important ways to be more efficient and more profitable, all the while creating a support network of peers who understand exactly where you're coming from.

Getting Started

Total Management 1

How to have more time and make more money.



1980s

Duane Spader conducting Total
Management 1 course.

Who Should Attend

- Business Owner/General Manager
- Controller/Accounting Person
- Department Managers
- Key Employees

Get your company on the road to increased profits, stability and growth with Total Management 1, a must for every decision-maker, leader and key employee in your organization.

You'll leave with a clear set of principles, processes and tools to take your company to new levels of performance and profitability—and that has a way of making your work a whole lot more enjoyable.

You'll Leave Knowing

- How to make faster, better decisions based on proven principles and ratios for business management
- How to achieve a highly profitable and adaptable business by effectively structuring a right-sized operation
- How to achieve excellent margins and competitive pricing
- Simplified score-keeping in a profit plan that connects the financial goals of the company, each department, and individual employees
- Rational inventory planning, higher margins, lower risk and more robust adaptability
- How to improve employee and customer communication, improve attitudes and reduce conflict by mastering the four basic human styles

With Spader, I have forecasts and numbers I can count on, regardless of what the news is saying. Although market conditions have been up and down, we've stayed strong.

— Jeff Johnson

Key Agenda Items

Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You'll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you've learned.

Improve both the health of your company and your experience managing and leading it. Make your commitment to success by calling to register.

Duration: 4.5 days

Dates, locations and pricing are available at spader.com or call 800.772.3377.

Principles: Spader's general business and success principles for understanding and improving performance and profitability

- Spader's Profit Power® formulas
- Spader's industry-specific Key Expense Ratios
- One Dollar Empowerment®; the scorecard managers and employees can understand
- How departments can work together to complement and integrate
- The "real" competitors

Plateaus: Our business plateaus model for understanding how to size and structure your business for profitability and productivity

- The two most important positions in the business and how to capitalize on them
- The red, yellow and green flags that tell you when to grow or shrink the business
- Maps for how to grow, shrink or stabilize position-by-position for all sizes of businesses

People: The four basic human styles

- Profile your own personal style and have a booklet reference when working with others
- Recognize the four styles and learn how to work more effectively with each of them
- Psychology of Selling and two other quick reference cards

Pricing: Proprietary pricing system that harnesses employee commitment

- Costline® pricing
- Systems for maintaining margins and being competitive at the same time

Profit Planning: Adaptable profit plans for the company and each department that are easy to build and understand

- Why departments have conflict, and how to get them to integrate and work as a team
- Four key numbers in a department, and how to manage them
- Five key factors to managing unit prep
- The 30-minute budget
- Total company and departmental expense ratio guidelines

Forward Forecasting & Deviations: Our proprietary forward forecasting system

- Proven monthly monitoring system for identifying and managing profit plan deviations
- Highly accurate forecasting to manage for the future versus comparing to last year

Inventory: Key inventory management principles and systems for large- and small-ticket inventory

- Process for managing unit trade-ins
- System for planning and obtaining a high inventory turnover
- Two flexible systems for planning and ordering unit inventory

Pay Plans: Key principles and tools to set compensation plans

- Costline® pay plans for sales, service and parts and accessories employees
- General manager pay plan
- Booklets outlining pay plans based on correct expense ratios that are win-win for employees and the company

Cash Flow: How to manage and forecast cash flow in your business

- Accurate annual and monthly cash flow reports
- Four main categories of cash flow management
- How to avoid the mistakes most managers make when trying to project cash flow
- Three levels of cash flow management, and which is the best one for your business

Balance Sheet: Understand and manage the key items on your balance sheet

- Balance sheet metrics that are the hidden drivers of your business
- Key three to four numbers to manage on your balance sheet, and understand how they affect things ranging from your banking relationships to how you think and act when managing your business



Total Management 1

for Motorcoach Operators

How to have more time and make more money —
customized for the motorcoach industry

Who Should Attend

- Business Owner/General Manager
- Controller/Accounting Person
- Department Managers
- Key Employees

Get your company on the road to increased profits, stability and growth with Total Management 1 for Motorcoach, a must for every decision-maker, leader and key employee in your operation.

You'll leave with a clear set of principles, processes and tools to take your company to new levels of performance and profitability—and that has a way of making your work a whole lot more enjoyable.

You'll Leave Knowing

- How to make faster, better decisions based on proven principles and ratios for business management
- How to achieve excellent margins and competitive pricing
- How to build easy-to-understand, adaptable profit plans for the company and each department
- How to size and structure your business for profitability and productivity

Key Agenda Items

Principles: Spader's general business and success principles for understanding performance and profitability

- Spader's Profit Power® formulas
- Spader's motorcoach-specific Key Expense Ratio guidelines
- One Dollar EmPOWERment®, the scorecard managers and employees can understand
- How departments can work together to complement and integrate
- The "real" competitors

Plateaus: Our business plateaus model for understanding how to size and structure your business for profitability and productivity

- The red, yellow and green flags that tell you when to grow or shrink the business
- Maps for how to grow, shrink or stabilize position-by-position for all sizes of businesses

People: How to understand and work with the four basic human styles

- Profile your own personal style and have a booklet to reference when working with others
- How to recognize the four styles and work more effectively with each of them

Pricing: A proprietary pricing and bidding system

- Variable pricing plans

Profit Planning: Easy-to-understand, adaptable profit plans for the company and each department

- Four key numbers in a department and how to manage them
- The 30-minute budget
- Total company and departmental Expense Ratio guidelines
- Cash flow and balance sheet management

Forward Forecasting & Deviations: Spader's proprietary forward forecasting system

- Proven monthly monitoring system for identifying and managing profit plan deviations
- Highly accurate forecasting to manage for the future versus comparing to last year

Sales Management and Marketing

- Market studies and position statement development
- Product description
- Competitive analyses
- Marketing strategy development

Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You'll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you've learned.

Improve both the health of your company and your experience leading it. Make your commitment to success by calling to register.

Duration: 2.5 days

Dates, locations and pricing are available at spader.com or call 800.772.3377.

Profit Strategies



2004
Duane Spader instructing.

Unlock the secrets of understanding and managing the financial aspects of your business.

Who Should Attend

- Business Owner/General Manager
- Controller/Accounting
(We strongly recommend that the owner and accounting person attend together)
- Department Managers
- Key Employees

Learn how to understand what your financial statements are telling you and how to organize and communicate your financial plan. Make a coherent, actionable financial plan to set goals and boost profits across the company, by department and by employee, and then execute it. Profit Strategies offers the critical financial principles, ratios and tools from our Total Management 1 Workshop to give you the essentials you need to create a strategy and written plan for profit.

You'll Leave Knowing

- How to make faster, better decisions based on proven principles and ratios for business management
- Simplified score-keeping in a profit plan that connects the financial goals of the company, each department and individual employees
- How to make an accurate financial plan

Key Agenda Items

Principles: Spader's general business and success principles for understanding and improving performance and profitability

- Spader's Profit Power® formulas
- Spader's industry-specific Key Expense Ratios
- One Dollar EmPOWERment®, the scorecard managers and employees can understand
- How departments can work together to complement and integrate
- How to make sense of your financial statements and use them as a tool for your business



Key Agenda Items

Profit Planning: Build easy-to-understand, adaptable profit plans for the company and each department

- Five key factors to managing unit prep
- The 30-minute budget
- Total company and departmental expense ratio guidelines
- How to identify the red, yellow and green flags in your financial statements

Forward Forecasting & Deviations: Spader's proprietary forward forecasting system

- Proven monthly monitoring system for identifying and managing profit plan deviations
- Highly accurate forecasting to manage for the future versus comparing to last year

Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You'll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you've learned.

Position your company for profitability today by calling to register.

Duration: 1.5 days

Dates, locations and pricing are available at spader.com or call 800.772.3377.

Next Level Leadership



2005

First Next Level Leadership (Total Management 2) Graduating Class

Develop a strong, growing culture and a high-performance staff.

Who Should Attend

- Business Owner, President/CEO
- Executives, General Managers
- Department Directors and Managers
- Human Resources

Today's business environment is more complex, faster-moving and dynamic than ever. Many leaders and managers are struggling to keep up... Will you? This course is designed for those ready to take on that challenge and separate themselves from the pack.

Attend this workshop to get the answers to these questions:

As a **leader**, how do I better manage myself?

How can I better manage and lead my **organization**?

What road maps and tools are there to help me with these?

You'll Leave Knowing

The Road Map

Leadership is about taking business (or department) performance to new levels of achievement. This program focuses on the critical tools you need to navigate the increasing complexity (or challenges) of the business environment. Our *Total Business Performance*™ model will be your compass to ensure you are headed in the right direction. Once you have a road map and understand the lay of the land, you can then build and implement the plan to take you and your organization to new levels of success and satisfaction.

- Learn and use the four types of organizational solutions to solve any issue.
- Understand how growth-oriented organizations and stability-oriented organizations should be managed differently.
- Strengthen your organizational performance with our recommended development sequence.

Leadership

Success starts with you, the leader. The most effective leaders relentlessly pursue better ways to lead themselves, their people and their organizations. We will utilize two proprietary assessments not found in our other workshops to dig deeper into your own leadership motivations and capabilities. It has been said "You can't solve problems with the same type of thinking that created them." These tools will help you refine your thoughts about how to take your leadership and your organization to the next level.

- Learn the PRO-daptive® Total Leadership process to improve leadership effectiveness.
- Understand when and how to use the five different types of leadership approaches.
- Learn why almost 70% of managers are wasting time every day, and how to change that.

Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You'll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you've learned.

Strengthening your business culture and people management skills begins when you call to register.

Duration: 3.5 days

Optional half day work session at end of the course. Dates, locations and pricing are available at spader.com or call 800.772.3377.

Strategy

Past performance does not ensure future success. Thinking strategically about the future should be energizing and exciting. It should also be structured, comprehensive and rooted in reality. Our proprietary *3D Strategy Development* process ensures your strategy has the best chance of succeeding.

- Successfully implement strategy using our Strategic Readiness Assessment as a guide.
- Use your strategic planning toolkit for each phase of the process.

People

The future success of your organization depends on the capabilities and motivations of your people. They can be your biggest asset or they can be a liability. We'll provide you with comprehensive tools and processes to ensure you hire and develop the right people in the right positions so your employees can deliver results today and in the future.

- Enhance performance and satisfaction using the five steps of a complete people management system.
- Provide clear work direction using the JobTRACK® performance management process.
- Quickly create results-oriented job descriptions.

Culture

Almost every successful leader says culture is critical. However, defining, creating and managing culture is one of the most misunderstood and challenging aspects of leadership. We will introduce you to the *Managing By Values*® process, which is a proven solution for simplifying this critical aspect of organizational performance. And it's not just theory. We will provide you with simple, practical and powerful tools to strengthen your organization's culture.

- Clarify, communicate and align your people and culture.
- Monitor the strength of your culture with tools to assess it.
- Understand why profitability has to be a part of your culture.
- Use the three components of a performance-based culture in your organization.
- Implement your new knowledge through the "Building Winning Cultures" simulation

Business Plateaus

- Understand Spader's Business Plateaus model, including plateau variables with guidelines to ensure financial performance.
- Seamlessly move from one level of growth to the next while keeping your finger on the pulse of your business and the marketplace.
- Make strategic decisions with the guiding principles of effective business plateaus.
- Structure the four functional segments of management for optimal efficiency.
- Learn how implementation and organizational structure vary at each business plateau.
- Recognize how the owner's and general manager's roles change at each business plateau, and learn how to manage each level differently.

Making it All Happen

This program will cover several topics. In order to help you implement them, we have provided an optional ½ day to help you develop your implementation road map. We do this by helping you develop your personal "Leadership Road Map" as well as your "Organizational Road Map."

I cannot begin to thank you for the invaluable information, tools and lessons we took away from Next Level Leadership last week. The class was inspiring, invigorating and extremely helpful in our pursuit of success.

— Kristen Hegg Zueger



Effectively Leading & Managing

Implement a comprehensive system to effectively manage your employees.

Who Should Attend

- Anyone responsible for managing or leading others
- Business Owner/General Manager
- Department Managers

In this program, participants learn some of the most powerful leadership and coaching tools available to implement Duane Spader's philosophy of effective leadership and management: "Take an average person off the street and turn them into an above average employee." Implementing this comprehensive system will take you, your key managers, and your people to greater performance and satisfaction!

In fact, hundreds of participants have improved their leadership decision-making by more than 20 to 30% by the end of this training, and that is only in one of the four areas of focus covered! Here is a closer look at the program with two goals focused on improving yourself and two goals on effectively managing and developing others.

You'll Leave Knowing

Self-Focused Goal #1: Learn Yourself, Lead Yourself

High-performing leaders understand the true impact their leadership skills have on the performance of others and on the business. This workshop starts by exploring your leadership motivations and capabilities so we can build on your strengths and minimize mistakes. Prior to the workshop, you will complete two online assessments so we can get to work once you arrive. They will help you answer the following questions:

- What are my leadership strengths?
- When is my preferred leadership style effective?
- When is my preferred leadership style ineffective?
- Why do I do work well with some people and others drive me nuts?

It was great! Our managers are already putting things in practice. It will make leaders out of our managers.

— Darren Gelowitz



Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You'll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you've learned.

Learn how to develop champion employees for a higher performing staff and a stronger business. Make your commitment to success by calling to register.

Duration: 2.5 days

(Optional one-day Hiring & Developing Winners® add-on)

Dates, locations and pricing are available at spader.com or call 800.772.3377.

Self-Focused Goal #2: Diagnose, Adapt & Achieve

Our research indicates that only 5 to 10% of leaders have a rational, consistent and repeatable way to make effective leadership decisions. As a result, decisions within organizations are often erratic, chaotic and vary significantly by leader. Learning the PRO-daptive® Leadership process has provided participants with a tool that has allowed them to significantly improve their diagnosis and response to situations. It gives them a solution to questions like:

- Am I effectively responding to this situation?
- How do I most effectively respond to all types of situations?
- Am I over-managing (micromanaging) this situation? Or under-managing?
- Will this approach resolve the issue or might it make it worse?

Others-Focused Goal #1: Clarify, Direct & Execute

It is estimated that 50% of all performance issues in organizations are the result of ineffective work direction. To combat this problem, we have worked with internationally renowned experts and industry high-performers to develop the JobTRACK® performance management process. It will teach you two approaches to eliminate this problem. The first approach is something you can implement immediately. The second approach may take a bit more time, but it will take you to the next level in your performance management when you are ready. It helps you answer these questions:

- What do my employees think is their most important work priority? Is it the same as I think it is?
- How do I replicate the decision-making, prioritizing and consistency of my highest performers?
- How can I effectively communicate that some work is a lot more important than other work?
- How can I proactively and effectively communicate the what, how and why of work before problems occur?

Others-Focused Goal #2: Measure, Monitor, Improve

You may have heard the phrase, "You can only manage what you can measure." By accomplishing the other three goals, we now have the foundation to measure (and manage) in a simple, effective and efficient manner. Here are a few of the questions we answer:

- How can I develop a coaching plan for my employees in less than five minutes? (More than 95% of participants agree that this plan is better than any they have ever had before!)
- What tools and techniques can I use to make performance reviews more productive and satisfying for both the manager and employee?
- How can I easily track the performance of an individual, department or entire organization throughout the year?

When you have completed this program, you will receive skill update reminders to help you implement your new knowledge and capabilities. We will also provide you with several electronic tools you can take back for implementation in your business.



PRO-daptive® Leadership & Management

The job of a leader can be boiled down to two outcomes:
success and satisfaction.

Who Should Attend

- All levels of leadership, management and supervisors

This workshop is designed as a higher level of training for organization leaders (owners, general managers). Effectively Leading and Managing covers the same PRO-daptive® model plus adds topics designed for all managers, including middle managers and supervisors.

Success means that your leadership team delivers results. Satisfaction means that those results provide satisfaction, high morale and strong relationships with your customers, employees and owners. Is your organization delivering both?

Leading and managing employees has never been more difficult. Employees and customers are demanding more of your organization. Markets are changing faster than ever. Is your management team effectively adapting? Spader's innovative new PRO-daptive® Leadership and Management tools will help you cut through the complexity and quickly put you on the path to increased success and satisfaction.

We can adapt this training to meet your needs by providing a consistent and successful way for all leaders, managers and supervisors to identify, diagnose and resolve the various types of issues in your organization.

I found the PRO-daptive® model to be a simple, powerful, and effective tool that became part of our daily business vernacular immediately.

— Joe Zueger



You'll Leave Knowing

Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You'll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you've learned.

Learn how to strengthen the capabilities of your leadership team today.

Duration: Customized 1.5 days

Dates, locations and pricing are available at spader.com or call 800.772.3377.

- Three types of performance issues and how to resolve them
- The single most important question to ask when diagnosing an issue
- Five types of leadership approaches, and when to use each
- How to be confident your approach is the right one
- How to adapt your approach to resolve any issue

Key Agenda Items

- Assess your leadership approach and effectiveness.
- Understand scenarios where your natural leadership approach works – and when it does not.
- Learn how to adapt your leadership approach to different people and situations.
- Find out how using only one or two leadership styles sabotages your success.
- Learn how to adapt your approach based on the situation, not based on personal preference.
- Case study applications
- Optional role playing
- Video case studies
- Leadership simulations

DISC Workshops

In the Effectively Working with Others workshop, you'll use the self-scored DISC profiler instrument to learn about your own behavior style. We'll guide you through the process of identifying your own unique key talents and interests, as well as opportunities for strengthening your relationships with others. You'll also learn ways to enhance your performance in work-related tasks.

This workshop can be customized to meet the specific needs of your business or group. Choose a half-day or a one-day format, and select the special focus – customer service, sales, working better as a team, etc. – to meet the needs of your business or group.



Hiring & Developing Winners®

Your people are the key to a successful business: With the best on-board, the sky is the limit.

Who Should Attend

- Business Owner/General Manager
- Department Managers
- Anyone responsible for hiring or training

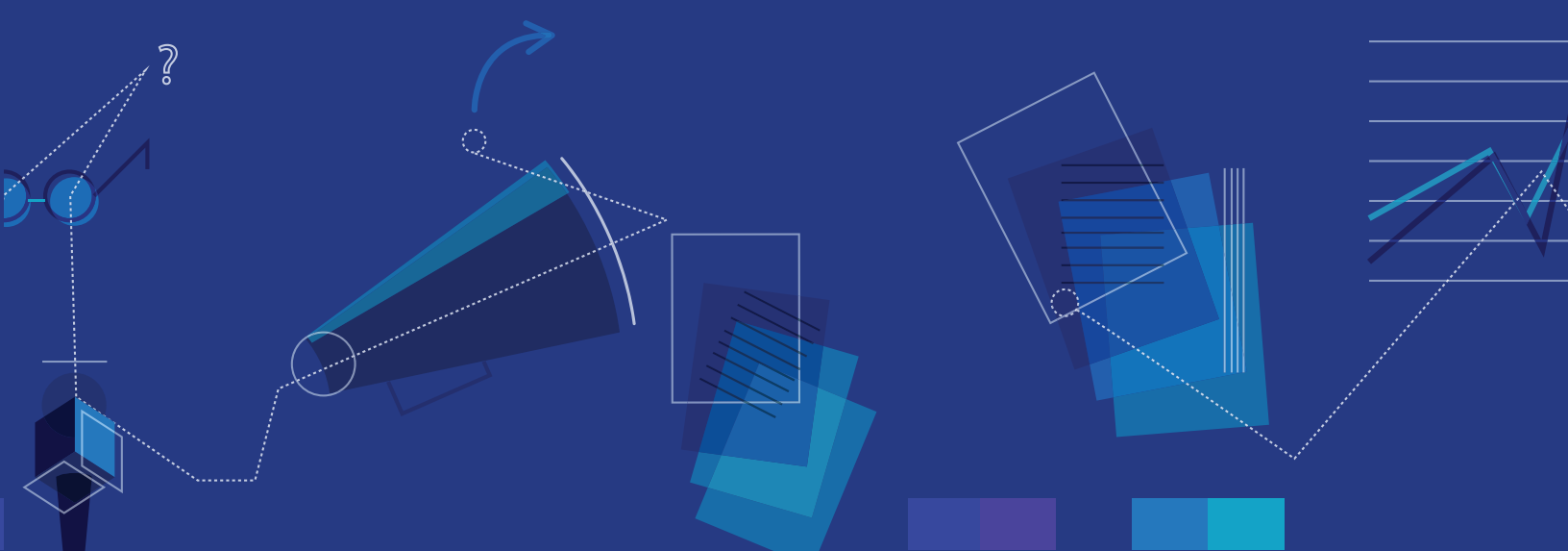
Of all the factors you can control to give yourself a competitive advantage, hiring the right people is perhaps the most critical and the most powerful. This illuminating course sharpens your decision-making skills, helping you to build a staff of superstars and reduce the time it takes to train new people.

You'll Leave Knowing

- Best practices on how to consistently select the right person for the job by understanding how to predict job performance
- How to shrink turnover and the cost of training new hires by picking the right person the first time
- A systematic process for comparing and choosing the best employees
- How to conduct behavior-based interviews, including what questions to ask specifically for each different position

I cannot put a price on the knowledge and tools I left with. I learned how to better attract qualified people and most importantly how to interview properly to find out if this is really the right person before we hire them. It has been two years and all our hires have worked out fantastic. Our people are our most valuable asset, thank you so much for helping us find them.

— Roland Goreski



Key Agenda Items

Job Profiles: The first step for successfully hiring winners

- Why the job exists
- Key work results and job success predictors
- Key Results Areas and Critical Tasks – the components of a good JobTRACK™ (job description)

Interviews: How to make them productive

- Behavior-based interviewing
- The Big Six job performance factors
- Planning interviews
- Conducting interviews
- The Dirty Dozen, common interviewing errors
- When to clarify and probe for greater detail in an interview
- How and when to use aptitude and attitude testing

The Hire: How to compare candidates, extend an offer, orient the new hire, and plan for success

- Guidelines for checking references
- Rating job candidates
- How to extend an employment offer
- Employee orientation
- Developing a coaching plan

Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You'll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you've learned.

Learn how to develop champion employees for a higher performing staff and a stronger business. Make your commitment to success by calling to register.

Duration: 1.5 days

Dates, locations and pricing are available at spader.com or call 800.772.3377.

Win³ Selling



Circa 1995

Dale Peterson, long-time sales manager for Duane Spader. Dale had no prior sales experience, but proved Duane's theory that an ordinary person with the right capabilities and motivations can be made into an extraordinary employee.

Close more sales, increase margins, and deepen your knowledge of sales principles and techniques.

Who Should Attend

- Sales Professionals
- Sales Manager
- Business Owner/General Manager

Selling is more fun when the salesperson wins, the customer is satisfied and the dealership is happy. The Spader Win³ (Win-Cubed) Selling workshop will help you close more sales, increase margins and deepen your knowledge of sales principles and techniques.

This workshop teaches fundamentals and processes to salespeople so they can better understand themselves, better understand the customer and better manage the five key steps of a large-ticket sale.

You'll Leave Knowing

- How to move from one step to the next with a clear sense of the dos and don'ts for each stage of the sale with a proven five-step process
- How to understand what the customer truly wants and needs in product features and benefits
- How to gain a deeper customer relationship—with higher margins—by understanding and meeting the emotional side of the customer's needs
- How to create an interaction that meets the customer's needs and wins their enthusiasm and satisfaction by managing your own personal style
- How to achieve higher margins and closing ratios through better recognizing and managing the stress that accompanies large-ticket sales



Key Agenda Items

Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You'll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you've learned.

Change the way you sell with a win-win approach that puts ink on the bottom line. Make your commitment to success by calling to register.

Duration: 1.5 days

(Customized for 1- to 2.5-day sessions for individual business or group of businesses)

Dates, locations and pricing are available at spader.com or call 800.772.3377

Principles of Selling: Spader's fundamental principles for improving selling performance

- Non-verbal communication
- Psychology of selling
- Key phases of a large-ticket sale
- The foundations of high-performing salespeople
- How to have the confidence to ask for and get your price

Comprehensive Sales Process: The core goal of each stage of the sale and how to achieve it before moving to the next stage

- Greeting your customers, and the key dos and don'ts
- Information exchange and what you need to know
- How to focus the needs of the customer
- How to help the customer through the emotional stress of the decision
- How to close the sale and not give away the margin

Techniques & Tools: Tips and tools that are integrated throughout the course, including:

- Handling objections
- Fact-feature-benefit bridges
- Negotiation skills
- Utilize emotion over logic
- Skills practice
- Ten selling mistakes to avoid

This workshop is often scheduled on-site at a dealership so the entire staff and sales management team can benefit from the same learning together. We can include a half-day session just for the Sales Manager after the training – time to ask questions, practice using the new tools and even try out your new skill sets on the sales floor. Sign up today, or contact us to schedule Win³ Selling for your dealership!



Collaborative Selling

for Farm Equipment Dealers

Rethink your selling practices and adapt to an approach which allows your customers to feel as though they have “bought” a product instead of feeling they have been “sold” one.

Who Should Attend

- Sales Professionals
- Sales Managers
- Owners/General Managers are encouraged to attend

Those businesses interested in customer retention and long-term customer relationships are realizing that simple transactional sales have become a thing of the past. You and your management team may have bought into this mindset change, but has your sales team changed?

The Spader Collaborative Selling workshop is a fast-paced, principles-based highly interactive session where even the highest producing salespeople will rethink their selling practices. This program is focused on developing the capabilities of the salesperson.

You'll Leave Knowing

- How to apply the Platinum Rule to build sustained winning relationships
- Ways to differentiate yourself, your product and your company, and how to position your offer
- How to gather information in an atmosphere that builds rapport, trust and credibility with your clients
- Ways to successfully diagnose before prescribing products or solutions
- How to eliminate the need to always be closing
- How to foster an environment of trusted advisor, not just a salesperson
- Your own “people smarts” with both employees and customers
- How to develop your own personal roadmap for successfully executing collaborative selling
- The 18 best selling practices



Key Agenda Items

Assessment: Understanding the “6-Step High Performance Sales Process”

- Identifying your sales process strengths and opportunities
- Benchmarking your performance against your peers and others

Interactive Learning: Relevant and realistic role plays and simulations

- Coaching for performance gaps
- Sharing key insights

Development Plan: Pinpointing your development areas

- Defining a step-by-step action plan
- Participant ownership of their personal development

Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You'll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you've learned.

Customize this course to meet your special needs today.

Duration: 1.5 days

Dates, locations and pricing are available at spader.com or call 800.772.3377.

Service Management



Circa 1985

Spader training was conducted across the U.S. for Mercury Marine dealers.

The secret to enhancing your service department: Improve your people and profits with rational, process-driven, customer-focused systems.

Who Should Attend

- Service Manager
- Service Writer/Adviser
- Business Owner/General Manager

Your service department is where you keep the customers you worked so hard to get and, in today's environment, gain new ones! Spader uses proven systems to place this department and its unique challenges—and opportunities—in proper context to help clarify and simplify the way you manage it.

You'll Leave Knowing

- How to maximize profits in your service department by mastering and balancing three key components: Collect-able™ Efficiency, labor rates and expenses
- How to structure your service department and gain confidence to properly grow or shrink using proven organizational structures that clearly define roles and responsibilities
- A technician pay plan that ties compensation to department efficiency and profitability
- How to increase profits by understanding the difference between productivity and Collect-able™ Efficiency and how to measure and manage both
- How to make the most effective use of technicians' time for deliveries, repairs and emergencies with a streamlined scheduling system
- How to sell more service, increase profits and improve customer satisfaction by better estimating jobs, quoting them and meeting customer expectations
- Prioritize service work and maximize technician efficiency using an adaptable scheduling system

I mean it sincerely when I said you saved our business in 1995 when we attended this class.

— Jim Hayes

Key Agenda Items

Profit Planning: Your service department profit plan to set monthly profit goals

- One Dollar EmPOWERment®, the scorecard managers and employees can understand
- Collect-able™ Efficiency, Collect-able versus non-Collect-able hours
- Departmental Expense Ratio guidelines
- Costline® Service Pricing System
- A system to quickly determine the correct labor rate for your service department
- Plateau maps that show you step-by-step how to structure, grow, or reduce the service department
- Flat Rate billing
- Sales and marketing

Scheduling: Processes and tools needed for an adaptable and high-performing scheduling system

- The Service Control Center
- The service appointment process and the key dos and don'ts
- How to plan for and schedule sales department deliveries
- Daily service scheduling system

Information Flow: Concrete processes and flowcharts for executing the concepts you learn, whether your systems are computerized or manual

- Repair orders
- Daily time tickets
- Productivity reports
- Special order parts
- Warranty claims register
- Delivery request packet (for sales department units)
- Sublet administration

People: The dynamics of the four styles

- Profile your own personal style and have a booklet to reference when working with others.
- Recognize the four styles and work more effectively with each of them.
- Harness the power of non-verbal communication.
- Provide stellar customer service
- Clarify the roles and responsibilities of the service writer, shop foreman and service manager.
- Recognize the "real" competitors.

Pay Plans: Create a win-win pay plan based on the correct Expense Ratio guidelines

- Flat Rate pay versus straight-time pay
- Spader's proprietary COSTLINE® pay plan for technicians

Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You'll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you've learned.

A sound plan for service department profitability and increased productivity starts with a simple phone call.

Duration: 3 days

Dates, locations and pricing are available at spader.com or call 800.772.3377

Service Writing



2004
Greg Schneider instructing Service Writing.

Arm key service personnel with the confidence and skills to improve scheduling, information flow, and selling processes.

Who Should Attend

- Service Writer/Adviser
- Shop Foreman
- Any personnel involved in service writing
- Service Manager
- Business Owner/General Manager

The strength of your service writing directly determines the health of your entire service department. Spader's Service Writing helps your service department get in shape, giving you the processes, systems, and tools for powerful stability and profitability.

You'll Leave Knowing

- How to improve communication with customers and departments with a proven, easy-to-follow service system that includes flowchart processes and information flow
- How to make the most effective use of technicians' time for sales deliveries, repairs and emergencies with an adaptable and streamlined scheduling system
- How to realize peak performance and make the right decisions from a clearly defined set of service writing tasks
- How to sell service with a proven five-step process designed for a service department, including the dos and don'ts of each stage
- How to increase profits by understanding the difference between productivity and Collect-able™ Efficiency and how to measure and manage both
- Learn to understand the complexities of a well-managed service department, and how they affect the overall bottom line of the dealership

Key Agenda Items

Estimating & Check-in: The key processes for estimating work and checking in service units

- Estimating system
- Unit check-in process
- Service walk-around process
- Proven five-step process for selling service
- Flowcharts for estimating and check-in
- Menu pricing guidelines



Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You'll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you've learned.

Spader makes service writing easy and profitable. Learn how by calling to register.

Duration: 3 days

Dates, locations and pricing are available at spader.com or call 800.772.3377

Scheduling: Processes and tools needed for an adaptable and high-performing scheduling system

- The Service Control Center
- The service appointment process and the key dos and don'ts
- Daily service scheduling system
- How to plan for and schedule sales department deliveries

Information Flow: Concrete processes and flowcharts for designing and managing the flow of information in service, whether your systems are computerized or manual

- Repair orders
- Customer notification
- Daily time tickets
- Productivity reports
- Special order parts
- Warranty claims register
- Sublet administration
- Delivery request packet (for sales department units)

Profit Planning: Build a service department profit plan and set monthly goals

- One Dollar EmPOWERment®, the scorecard managers and employees can understand
- Collect-able™ Efficiency, Collect-able versus non-Collect-able hours
- Departmental Expense Ratio guidelines
- A system to quickly determine the correct labor rate for your service department
- Flat Rate billing
- How great service writing can dramatically affect the bottom-line

People: How to understand and work with the four styles

- Profile your own personal style and have a booklet to reference when working with others.
- Recognize the four styles and how to work more effectively with each of them.
- Harness the power of non-verbal communications.
- Identify the "real" competitors.

Flowcharts and Process Maps

The documented process maps and flowcharts for the above items—and more—are included in the Participant's Manual.



Parts & Accessories Management

Transform your parts and accessories department into a fine-tuned profit center that manages inventory, sales and margins.

Who Should Attend

- Parts and Accessories Manager
- Business Owner/General Manager
- Key Parts and Accessories People

If you're like most small businesses that handle loads of small-ticket inventory, your parts and accessories department is one area that struggles to be efficient. This course will give you the practical tools to manage parts and accessories in a coherent, predictable and profitable manner.

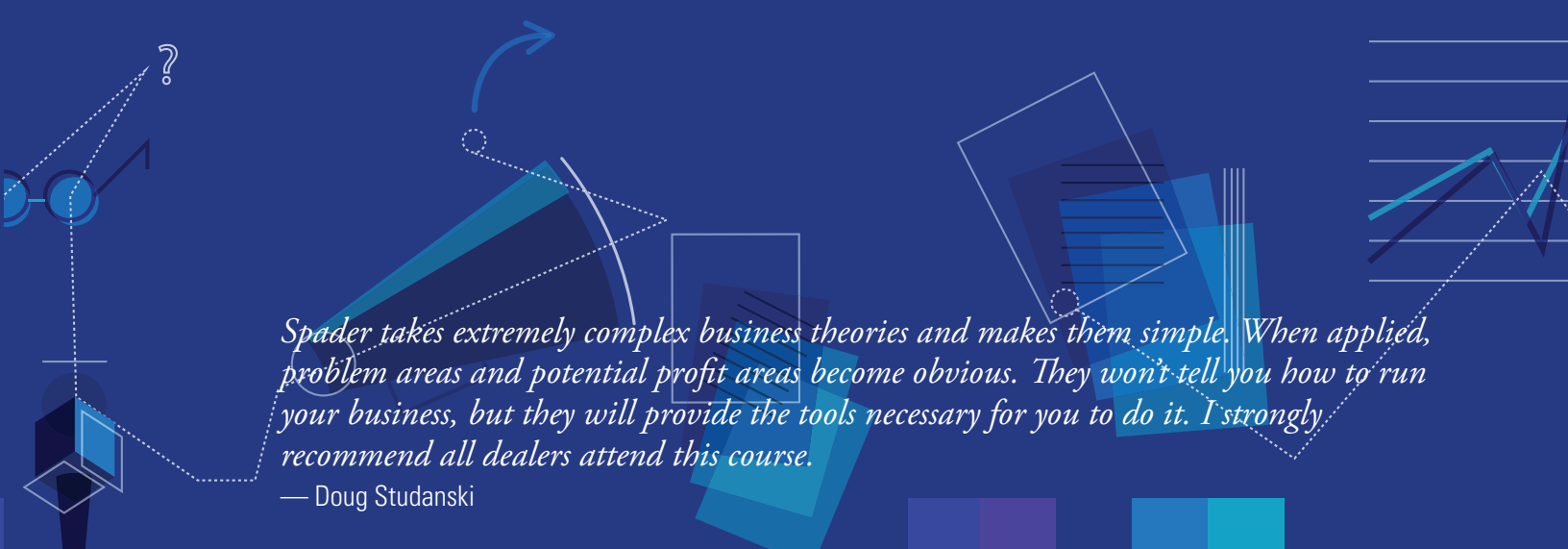
You'll Leave Knowing

- How to sell more parts and accessories, and why selling parts is different than selling accessories
- How to create and manage a rational profit plan for the department
- How to get employees to understand and support what the department needs to be profitable
- How to make logical buying decisions using a facts-based parts inventory plan with clear guidelines
- How to determine the right inventory—without overstock—based on turnover and fill rates
- How to increase sales and impulse buys by learning the top ways to display items

Key Agenda Items

Profit Planning: Build a parts and accessories profit plan and set monthly profit goals.

- One Dollar EmPOWERment®, the scorecard managers and employees can understand
- Departmental Expense Ratio guidelines
- How to project each type of part and accessory sale
- Monitoring results with just four numbers



Spader takes extremely complex business theories and makes them simple. When applied, problem areas and potential profit areas become obvious. They won't tell you how to run your business, but they will provide the tools necessary for you to do it. I strongly recommend all dealers attend this course.

— Doug Studanski

Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You'll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you've learned.

Turn your parts department into a cash machine when you call to register.

Duration: 2.5 days

Dates, locations and pricing are available at spader.com or call 800.772.3377

Inventory: Key inventory principles for managing both hard parts and accessories inventories

- Formulas for determining how much inventory you should stock
- The two other reasons inventory turnover is important
- Reducing obsolescence and controlling shrinkage
- Managing the physical inventory process
- Choosing what parts to stock
- Why it's important to track lost sales and achieve the right fill rate

Pricing: How to design pricing and discounting systems that maintain margins while maximizing sales

- How and when to discount parts and accessories
- 5-15/20/25 pricing plan to maintain competitiveness and healthy gross margins
- Option packages pricing

Merchandising & Marketing: Increase performance with an annual sales and merchandising plan

- Sell more products with correct store layout.
- Understand the seven basics of parts and accessories merchandising.
- Develop internal marketing for parts and accessories.

People: How to understand and work with the four styles

- Profile your own personal style and have a booklet to reference when working with others.
- Recognize the four styles and work more effectively with each of them.
- Understand the difference between a part and an accessory and why it matters when selecting employees for this department.

Pay Plans: Motivate employees toward department goals and reward them based on logical, results-driven, team-building incentives

- Develop a pricing and pay system that harnesses the power of the employees.

Multi-Session Development Programs

Many Spader workshops span multiple days, mostly because there is so much material to cover. However, we recognize sometimes there is a need to absorb information over a much longer period of time and put it to use in the workplace before moving to the next topic area.

For that reason, Spader provides these development programs that are designed for multiple-sessions, allowing participants to take in a large amount of information over a longer span of time. This not only enables them to put their new-found knowledge to work, but also encourages feedback and reflection for the next course session.

Spader multi-session development programs are a fantastic way to incorporate new concepts gradually for immediate results.

The Spader Recipe For Success

Spader multi-session development programs follow a similar pattern many of us experienced in today's education system.

By applying new concepts to real-world situations in the workplace, participants can use new skills and realize results.

Session 1: Concept Introduction

Practice 1: Homework using concepts

Session 2: Evaluate Homework
Introduce Next Concept

Practice 2: Homework using concepts

Session 3: Evaluate Homework
Introduce Next Concept

(Pattern continues or concludes)

Leadership Development Program



2010

LDP participants in a small group exercise.

An organization is only as good as its leaders. The markets are changing faster than ever. Customers are demanding more. Employees expect more. What are you doing to grow and develop your key players?

Who Should Attend

- Upper Management
- High Potential Middle Management
- Successors, Supervisors or other High Potentials

How You Will Benefit

- Proactively develop successors for company and/or department managers
- Optimize the performance of current leaders
- Improve your company's bench strength
- Develop high-potential employees
- Retain high-performing employees by showing your commitment to their development

How It Works

The Spader Leadership Development Program (LDP) increases the performance of your organization's "starters" and will also strengthen the depth of your "bench." Participants will reach new levels of performance as they are continuously challenged to develop new capabilities over the course of 18-to-24 months.

The performance-focused sessions will send participants back to work to implement their new knowledge before returning for the next session a few months later. Each subsequent session reinforces prior learning and adds another level of depth. During the final session, participants will give a presentation of their results.

Three Types of LDP

Open: These programs are open to all who wish to participate. They utilize a proven curriculum and participants benefit from working with leaders and managers from other industries and positions.

Shared: This option allows companies to partner with one or two other businesses in their geographic area, usually from the same industry. This allows some customization as you select session dates and locations that work for your companies. LDP trainers travel to your selected location(s).

Private: This option is designed for companies with at least ten participants who want to have a leadership development program customized to their needs. It enables senior leaders to learn and mentor younger leaders throughout the sessions. We often create two or three teams to work on company projects with the sponsorship of a senior leader guiding each team.

The Spader LDP program has provided me not only with a diverse set of tools I utilize to increase my effectiveness as a leader but the sessions combine a dynamic and diverse group of people from multiple industries that really take the training sessions to a higher level.

— Sarah Friedenber

Leaders vs. Managers

Much has been written about the difference between a “leader” and a “manager.” Our research and experience indicate that less than five percent of people are both good managers and good leaders. The difference is important to understand because certain situations and positions require more of one than of the other. Most people in roles of authority and influence need to demonstrate both at certain times depending on the needs of their organization, even though most people are not skilled at both.

In his book, *Stepping Stones to Success*, Dr. Michael O'Connor explains, “The effective leader’s greatest contribution is to the growth of the organization, while the effective manager’s most essential contribution is to its survival and stability. The leader role requires a focus on strategic exploration and development, while the managerial role calls for optimizing the tactical implementation of adopted organizational strategies to make sure they succeed.”

In our Leadership Development Program, the curriculum focuses on developing both leadership and management capabilities. Both are necessary in every organization and those in key positions should possess capabilities in both areas. At a minimum, people in key positions need awareness of both in order to create the balance necessary in their organizations.

Session Focus Areas

Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You’ll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you’ve learned.

Duration: 5 Sessions

Dates, locations and pricing are available at spader.com or call 800.772.3377

Employees

- Self management
- Important leadership assessments
- Leadership simulations
- Leadership vs. management
- Building a winning team
- Effective performance reviews
- Customers

Customer Smart Selling & Servicing

- Case study applications
- Problem resolution process and simulation

Owners

- 3D Strategy Development process
- Understanding and using Key Expense Ratios
- Successful change management
- Organizational assessments

Other Significant Groups

- Manufacturer presentations and/or visits
- Key vendor/partner round tables
- Community activities

Customized Topics for Your Organization

- Function/department focus
- Merging organizations focus

2016

Fall graduates of the Leadership Development Program





Dealer Candidate

for Farm Equipment Dealers

Dealer Candidate from Spader Business Management develops well-rounded operations managers, equipped with the abilities and resources for success now and in the future.

Who Should Attend

- Branch or general managers
- Successors
- Mid-level managers groomed for promotion or accepting greater responsibilities
- High potential employees who are being developed to be future leaders and managers of the business
- Dealer principals who can benefit from a better understanding of the financial operations, strategic and people management aspects of the business

It is preferred that participants will have a minimum of one to two years of experience in a dealership, are an owner or an employee currently in a management position or under consideration for future leadership in the business.

Overview

In this competitive and unpredictable economy, many managers are challenged to find the know-how they need to run a complex business and generate sustained profitability, stability and growth. Dealerships seeking the competitive edge realize that although the knowledge they gain from day-to-day experience has value, additional industry-specific and operational training can give them an advantage.

The Spader Dealer Candidate course has been designed to make sure current and future managers have the capabilities and tools they need to develop their own management abilities and the next generation of managers through quality, industry-focused training. This course provides practical, proven best practices for current and potential general managers and department managers to become more successful leading the dealership.

The primary focus of Dealer Candidate is to develop people into well-rounded leader-managers, equipped with the capabilities and resources for success now and in the future. Participants gain the tools and skills necessary to understand how to lead and manage dealership operations. The design and delivery of this training is by experienced specialists and experts who know first-hand how dealerships operate. Reasonable, realistic and relevant additional job-related pre-work, application assignments and testing are included.

- Pre- and post-testing will be given to monitor progress
- Homework and application assignments will be given between each session
- Toll-free phone support provided throughout the course



2017
David Spader monitors a small group activity during a Dealer Candidate breakout session.

Key Agenda Items

Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You'll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you've learned.

Duration: 4 Sessions

Dates, locations and pricing are available at spader.com or call 800.772.3377.

Session One: (2.5 days) Leading and Managing Yourself, Others, and a Dealership

This program starts with how to effectively lead yourself, lead others, lead departments, and lead a dealership. It assesses your preferred leadership approach, then measures your leadership choices and decisions. We provide an in-depth leadership assessment, as well as a proven model to dramatically improve your understanding and ability to effectively lead and manage the people and processes in your business. It also provides a road map for understanding effective business principles and practices by covering the Total Business Success Solutions model, which describes how to leverage culture, people, processes and strategy. Self-development, interpersonal skills, and team development are also emphasized.

Learning Outcomes

- Total business success of the dealership
- High-performance leadership assessment & skill building
- Understanding business plateaus / org structures
- People management and development
- Core business capabilities
- Dealer/GM roles as leader, manager and contributor
- Attributes of successful dealer leaders & managers
- Managing and developing business processes
- Effectively managing change
- Successful strategic practices
- Creating a winning culture

Session Two: (2.5 days) Financial Analysis and Balance Sheet

Participants are given a basic to intermediate level introduction to financial analysis and accounting management within the dealership. Learn the basics of sound financial management along with internal controls. Successful completion of this module equips managers with the tools needed to understand as well as efficiently and effectively manage profitable dealership operations.

Learning Outcomes

- Financial and accounting terminology
- Interpreting dealership financial statements
- Key Expense Ratios and financial metrics
- Inventory management
- Financial relations in the dealership
- Basic accounting fundamentals
- Plan, monitor & forecast financial performance
- How/when to grow to different Business Plateaus

Sales Department Management and Processes

Key sales manager attributes are presented for participants to gain knowledge and understand the skills and concepts to effectively and profitably manage the sales effort. Varied interactive exercises are utilized to demonstrate the relationships and contributions of the departments to the whole dealership. Best practices are shared from high-profit and high-performance operations.



Key Agenda Items

Learning Outcomes

- Sales and finance manager roles and responsibilities
- Management, margin and inventory systems
- Sales processes that support total dealership stability and growth
- Key metrics to monitor and manage in the finance and sales department
- How to create and use inventory management systems
- How to create and use a sales process

Session Three: (2.5 days) Aftermarket Management / Total Company Wrap-Up

Participants develop an understanding of service department and parts department operations and the skills and processes required for managing each profitability. The contribution and relationship of the parts and service departments to the sales department are carefully examined through interactive exercises to realize the overall potential to both the external and internal customer base. Best practices are shared from high-profit and high-performance operations. Sample financial statements are used as class exercise to illustrate where the numbers come from and how to analyze where operational changes can or should be made. The concentration in this session is on identifying how to create solutions from the key metrics.

Learning Outcomes

- Service & parts key performance indicators
- Keys to managing multiple departments
- Pricing, recovery and capacity
- Financial analysis
- Asset management
- Business Plateaus - how to grow correctly
- Maximizing profitability
- Scorecards - what needs to be measured & monitored
- Plateaus at the department level
- Parts and service planning
- Parts inventory management
- Role of parts & service departments in the dealership
- Principles of effective pay plans

Session Four (2.5 days): Leadership, Hiring, Course Project Presentation and Graduation

The final session consists of the course participant teams presenting their applications projects to the entire class, as well as discussion and review debriefs after each. Attendees may be invited from participating organizations. Other summary activities may be included. This session concludes with a graduation ceremony and awarding of certificates for successful completion.

Learning Outcomes

- Leadership motivations assessment
- Hiring winners
- Team application projects sharing
- Selective presentations
- Effectively influencing people
- Review of key management practices and principles
- Summary development activities
- Graduation and program development sharing

Aftermarket Management

for Farm Equipment Dealers



2010

John Spader instructing.

Spader Business Management will provide tools, both objective and subjective, to evaluate the likelihood of enduring success for a parts or service leader/manager.

Who Should Attend

- Aftermarket directors and managers
- Parts and service managers who need to develop management skills and capabilities both with people and tasks

Enrollment Criteria

- Access to departmental financial and operating data
- Authority to implement real-world and practical application concepts at the department level
- Have the baseline fundamentals and industry-specific knowledge of business planning including personnel management, marketing, inventory management, budgeting and forecasting.

Overview

Aftermarket Management will train experienced and high-potential parts and service managers the complete skill set needed to achieve high performance in the aftermarket environment. This course consists of two sessions that cover leadership and coaching skills; projecting, measuring and managing financial results; improving service efficiency; managing parts inventory and much more. Participants learn how to operate their respective departments at high levels of profitability and productivity.

The two session course is specifically designed to make the most of the critical time away from the dealership.

Session One includes parts and service managers together to learn the essential skills critical for success in any leadership position. They will learn about the PRO-daptive® model for managing any situation correctly, the DISC Style tools for working with all types of people, as well as other key coaching and performance management principles.

For **Session Two**, parts and service managers are split into separate groups. Parts managers attend the first 1.5 day session to learn the specific management skills needed for the parts department. Service managers begin their second session immediately following parts, focusing on specific needs for their departments. Individuals who manage the entire aftermarket operation may attend both the parts and service sessions in a single, three-day session.

Key Agenda Items

Session One: (2.0 days) Service and Parts Departments Leader-Manager High-Performance Characteristics and Financial Management

The principles of high productivity, profitability and satisfaction are covered in this two-day session, including how to use the PRO-daptive® model to effectively manage any condition or situation. Students will learn how to develop others through progressive leadership skills. Self-development interpersonal skills and team development utilizing the DISC Style model are also emphasized. Participants are given a basic-to-intermediate introduction to creating profit plans and managing the financial results of the service and parts departments utilizing Spader's easy to understand One Dollar Empowerment® system. Successful completion of this module equips managers with the tools needed to understand and effectively manage profitable parts and service departments.

Learning Outcomes

- Develop the skills for high performance leadership
- Become a strong, supportive mentor
- Develop a profit plan with One Dollar Empowerment®
- The service and parts metrics to monitor and manage
- Avoid coaching mistakes
- Manage and develop people
- Manage Key Expense Ratios
- Basic intros to P&L and Balance Sheet

Session Two - Parts: (1.5 days) Parts Department Management

Participants will develop an understanding of key parts department operations and tools used to effectively manage them. Sample financial statements are used to illustrate where the numbers come from and how to analyze where operational changes can and should be made.

Learning Outcomes

- Recognize and use key performance indicators
- Manage parts inventory
- Understand and adjust department profit plan
- Structure parts department pay plans
- Orchestrate pricing strategies
- Perform marketing and selling of parts

Session Two - Service: (1.5 days) Service Department Management

Participants will develop an understanding of key service department operations and tools used to effectively manage them. Sample financial statements are used to illustrate where the numbers come from and how to analyze where operational changes can and should be made.

Learning Outcomes

- Recognize and use key performance indicators
- Understand and adjust department profit plan
- Manage Collect-able® Efficiency and technician productivity
- Structure service department pay plans
- Perform marketing and selling of service
- How to set and manage labor rates

Materials and Toll-free Support

Each participant will receive a set of materials that includes the tools, processes, tips and forms needed for implementation and reference. You'll also receive toll-free support from a group of Spader Business Management specialists for any questions you might have when implementing what you've learned.

Duration: 2 Sessions

Dates, locations and pricing are available at spader.com or call 800.772.3377.

Tools & Resources

To get a job done right, you need the right tools. And while you may receive some of those tools in the workshops and courses we offer, we know you may also need additional tools and resources to keep things on track.

We have developed and perfected a wide range of resources to keep your business running like a well-oiled machine. And as your needs change or new technologies emerge, we will offer even more go-to tools to help you keep everything in check.

As always, if you aren't sure what, exactly, would fit your situation best, give us a call. Our team of experts is willing to help you find exactly what you need and offer you support along the way.

Ongoing Spader Support

When you do business with Spader Business Management, you're building a relationship with a company that believes in supporting each client long after the workshop ends or the consulting is finished.

Here are just a few of the many ways you can turn to Spader to help you through business challenges and capture new opportunities.

Help Desk Support @ 800-772-3377

Free Webinars

Trainer or Facilitator Follow-up Support and Insights

Online Tools and Assessments

Printed Resources

Online Articles and Case Studies @ Spader.com

Profit Production Package

Provide core financial management training and tools to dealerships without requiring travel with this convenient package of online training and tools.

How You Will Benefit

- Improve your monthly financial statements with a chart of accounts tune-up based on Spader advice
- See your financial results in a new light with your numbers reformatted to give you management information (not just accounting information)
- Find out which key numbers on your financial statements you should be looking at and managing so you can make better decisions every day while spending less time evaluating your financials
- Learn how to create an effective profit plan for the year, and then break it into monthly objectives quickly and easily
- Create good financial management habits by tracking and managing your actual results each month using our Profit Planner Express tool that shows you key deviations with just a few minutes of data entry

Component 1

Dealership Financial Statement Evaluation and Analysis

- **Chart of Accounts Builder:** Provide your current profit and loss statement (income statement) and balance sheet. Spader will review and grade your chart of accounts to recommend changes designed to make your own financial statements a better management tool.
- Spader then converts your numbers into a management-driven financial report, as permitted by your current financial statement structure and chart of accounts. This report is posted online for your secure and convenient access. Spader will also provide an assessment of your current financial performance as compared to Spader guidelines and also to industry standards.



Component 2

Profit Production Online Course and Budgeting Tool with Support

- Participate in a 1.5- to 2-hour online course with a focus on planning for total company profitability and management.
- Course materials will be provided electronically, including a sample dealership case study designed to help you learn the management concepts and see the issues in your own dealership.
- If you submit your financial data in advance, you will have the management report (from Component 1) in the same format as the case study dealership in the course so you can follow along and learn how to evaluate your own results.

NOTE: Depending on lead time and number of participants, some dealers who submit data too close to the workshop date may not receive their reports in time for the workshop. These dealers will still have the case study reports to work with, and will receive their own management report as soon as possible after the online event.

- Spader guidelines in key areas of dealership performance will be incorporated into the workshop so you learn how to compare the case study, and by extension your own dealership results, to help identify problem areas as well as strengths and opportunities.
- Spader will incorporate industry aggregates into the workshop to help dealers see how their key performance metrics compare to others in the industry, including higher performers.
- Workshop participants will learn how to create an annual profit plan at the total company level that addresses the key profitability areas, including: sales, gross margins, inventory levels and turnover, labor rates, expense ratios, and more.
- Following the workshop, all participants will have immediate access to Spader's Profit Planner Express software tool. You can use this tool to immediately apply what you've learned and create your own profit plan.
 - > Profit Planner Express walks you through the same annual profit planning process taught in the online workshop in an easy-to-use, secure format.
 - > Once you have created an annual budget, the tool provides a utility to split the annual numbers into monthly budgets based on your dealership's specific seasonality.
 - > Each monthly budget can be tracked using the built-in deviation reporting tools (or by upgrading to Spader True*).
- Spader will provide support for technical questions as well as knowledgeable budgeting help via toll-free phone or email.



Financial Management Assessments & Consulting

Quick advice or in-depth assessment, remotely or on-site: Spader helps you find issues and opportunities, or we can help you implement what you've learned in our other services.

Management Link™ Remote Financial Coaching

- Make better decisions based on an enhanced ability to get the financial data you need
- Create a realistic detailed annual profit plan from key questions and professional guidance
- Focus your management efforts on improved profitability by identifying your red, yellow and green flags
- Make daily decisions with confidence by working from a monthly action plan that focuses on key issues

How It Works

We can customize a program to meet your needs and budget. Here is an example of how many work with our Management Link™ program:

- 1/ Send us your financial statements for review and advice on improving your chart of accounts and/or accounting processes.
- 2/ We'll walk you through an interview process to create an annual profit plan that you can access online anytime over the course of the year.
- 3/ Submit your financial data to us using our secure online application each month.
- 4/ Then we generate a Management Link report based on what we see in your financial statements. It clearly identifies your gross margins, Key Expense Ratios, inventory levels, Collect-able™ Efficiency, and other critical metrics by company, department and each activity area.
- 5/ Spader flags your monthly results with specific comments, including:
 - a. Red flags: **STOP!** Areas requiring immediate attention because you fall significantly short of projections or deviate substantially from industry benchmarks.
 - b. Yellow flags: **CAUTION.** Areas you need to manage before they slip into the red zone.
 - c. Green flags: **GO!** Great results, areas where you're out-performing your projections and/or higher performers in your industry.
- 6/ Your flagged report is posted online for you to review any time.
- 7/ If you desire, we'll schedule a conference call to evaluate your progress and track objectives for each period. Involve employees to make this a developmental process.



Budget Builder Remote Consulting

How It Works

Spader walks you through an interview process to create a customized profit plan that identifies specific financial goals and objectives for your next fiscal year.

- 1/** We'll give you a list of information to provide, including financial statements from last year, a list of employees, labor rates, products carried, etc.
- 2/** We'll walk you through an interview process that results in a comprehensive profit plan for the next 12 months.
- 3/** Access your budget online anytime for the next year, making adjustments as needed and tracking actual results and deviations.
- 4/** Spader's proprietary forward forecasting logic helps you see where you're headed as early as one-third into your year.

Chart of Accounts Builder Remote Consulting

How It Works

Structure your chart of accounts to provide high-performance information – the kind of financial data you need to make better decisions.

- 1/** Send us your current chart of accounts and a set of financial statements.
- 2/** Your Spader analyst will give recommendations specific to your industry, and follow through with guidance for implementation into your accounting processes.

Financial Consulting & Coaching

Sometimes the best way to make improvements is to bring in an outside expert for a thorough assessment. On-site or remotely, Spader consultants are available to provide assessments, advice, direction and follow-up support. Please contact us for a free evaluation of your needs, and pricing.



People Management Assessments & Consulting

Assess your current leadership team and chart a course to higher performance. Customizable programs to meet your team's needs!

Leadership Link Leadership & Management Coaching

Take your leadership to the next level, individually or as a team!

- Improve your leadership performance
- Utilize a break-through set of assessments to help you understand, appreciate, develop and leverage your leadership strengths
- Develop new capabilities through monthly coaching sessions with a leadership coach
- Learn the PRO-daptive® Total Leadership model to help guide your leadership actions

How It Works

As a leader, it is critical to know how you are performing. We begin with the powerful online Global Profiles System (GPS) assessments to provide a full 360-degree view of job performance factors that are critical to your position.

Then your leadership coach will conduct a one-on-one session with you to create an individualized leadership action plan that puts you on the path to the next level of performance.

Ongoing support and coaching help you effectively implement new leadership and management behaviors in the quickest, most effective manner. You'll receive:

- 1 / Individualized Action Plan** – Your coach will help you develop an action plan that provides a road map for improving your leadership performance and effectiveness.
- 2 / Coaching Sessions As Needed** – Your coach will help you chart your progress and develop new capabilities on an agreed-upon schedule, usually including follow-ups every one to three months.
- 3 / Situational Support and Sounding Board** – Facing a difficult situation? Since you have a relationship with your coach, leverage their expertise to ensure you respond effectively as challenging circumstances arise.



High-Performing Teams and Teamwork Consulting

Discover and apply the five key factors needed for your own high-performing team. Spader High-Performing Teams and Teamwork consulting allows your team to develop new skills and expertise. We'll help your team improve their leadership capabilities, plan for the future or focus on a specific project. By the time you're done, your whole team will possess the knowledge and capabilities your organization needs to propel it to the next level.

Hiring for Key Positions Remote Consulting

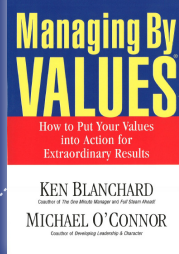
Hiring is one of the most important things a company does, especially when it involves higher management positions. Spader can provide advice and help guide you through the Hiring for Key Positions process so you can feel confident you're making the right hiring decisions.

We provide a wide range of consulting services to support you in this process, including job profiling, interviewing (assisting with the interview process), and comparing job candidates for selection.

JobTRACK® Performance Management Job Descriptions or Remote Consulting

Performance problems are often caused by a lack of clear expectations. Spader's proven JobTRACK® development process identifies and prioritizes the key results areas and critical tasks linked to success in any job – it's like a turbo-charged job description. You can purchase online access to Spader's libraries of researched JobTRACKs for many positions, or we can consult with you to develop JobTRACKs that are customized for your company.

Take JobTRACKs up a notch by adding Job Performance Profiles, which identify the key predictors required for high performance in a job. The JPP makes hiring interviews easy by clearly indicating which assessments are critical for each job and guiding you to the most important interview questions – which vary by job. This in-depth consulting service makes both hiring and employee development systematized, instead of a “soft” skill.



From L to R

1997: *Managing by Values*, written by Ken Blanchard and Dr. Michael O'Connor, has sold more than 250,000 copies in 23 translated languages worldwide.

2009: Dr. Michael O'Connor, co-author of the best-selling book, *Managing by Values*, and developer of the MBV program.

Managing by Values® Consulting

A strong culture is the single most important aspect driving the success of your business.

Formalize and further strengthen the culture of your company by implementing the trademarked Managing by Values® business management and development process, developed in conjunction with the program's author, Dr. Michael O'Connor. This program guides your company to build a winning culture through the process as described in story form in the best-selling book, *Managing by Values*, by Dr. O'Connor and Ken Blanchard.

How It Works

- 1 / Clarifying** – In this phase of the MBV process, we work together to clearly define the essence of your company, which consists of your mission (your purpose, who you are), your vision (who you intend to be) and your values (how you do business). This establishes the foundation to further strengthen the direction and focus in your company.
- 2 / Communicating** – The Communicating phase involves sharing the advantages of a values-based approach by showing how it benefits all key stakeholders, including employees. It also involves training everyone in the company on how to integrate the values into daily work practices.
- 3 / Aligning** – The Aligning phase is designed to continuously reinforce the values-based approach and eliminate any gaps between current practices and values-based practices with individuals, departments and company-wide. A Spader consultant certified by the Center for Managing by Values will be there to provide direction and support throughout the process.

You Will Receive

- Two management team work sessions facilitated by a qualified Spader consultant
- Your own clearly-defined mission, vision and values statements
- Facilitation of one or more follow-up focus group sessions
- Results analysis and recommendations
- A variety of implementation tools and processes to use within your organization for values alignment
- Company-wide survey results showing baseline values alignment
- Managers' baseline 360 reports showing individual alignment with company values
- Individual manager debriefing, coaching and action planning for further values alignment
- Working by Values implementation course for all employees

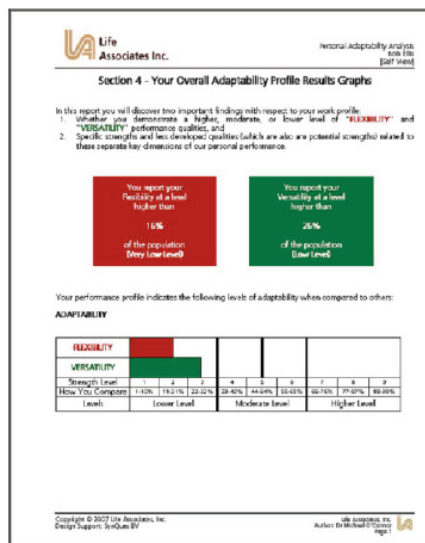
Thank you for the MBV process and the positive direction it is moving our organization... but, more importantly, the direction it is starting to move the personal lives of the individuals who work here. As I came in this morning, two individuals met me (separately) and commented how great this was for the organization and the personal reflection it had caused within them regarding their lives outside work.

— Mike Cook



Global Profiles System Assessments

Utilize comprehensive assessments for leadership and key employees.



Above: Sample GPS results page.

One of our most eye-opening products, the Global Profiles System identifies key strengths and opportunities for improvements in any role by accurately measuring five different aspects of human performance both from our own perspective as well as how we are viewed by others.

Used in conjunction with JobTRACK™ and Job Performance Profiles, the GPS assessment reports accurately predict a person's effectiveness in a job, and they can identify the key targeted areas for performance development in the role. Especially for management and other key roles in the business, adding GPS to your hiring and performance development processes replaces gut feelings and hunches with logical measurements that accurately predict effectiveness and fulfillment for any person in any job.

Combine these assessments with Leadership Link to better understand your own motivations and capabilities, and accurately measure your improving skill set as you work to become a more effective leader and manager.

The assessment and development reports that comprise the Global Profiles System were created by Dr. Michael O'Connor over a period of more than two decades of research and development with people and companies across industries, sizes/plateaus and countries, and they have been successfully used for the past decade. These powerful tools and the insights they provide are unique when used in combination. By contrast, most tools of this nature focus on only one or two dimensions of a person and therefore are highly prone to error because they do not account for important aspects of the TOTAL PERSON.

This system is a fundamental tool used with Dr. O'Connor's highly acclaimed Hiring Winners™ process and High Performance Management & Development System. Gain a more accurate view of your actual behavior by combining your own Self View with the Others View version of these reports. Add the High Performance Job Profile version to compare the performer with the job and identify potential gaps and development opportunities.

How You Will Benefit

- Achieve better results by being a more effective leader and manager
- Improve effectiveness with those who are challenging to work with
- Maximize the productivity of others around you
- Improve your hiring success by combining these assessments with JobTRACKs™ and Job Performance Profiles

The Global Profiles System describes and provides practical, helpful strategies, tools, and action plans for increasing any person's effectiveness. The tools in the Motivations Suite describe what a person **will** and **won't** do and the reports in the Capabilities Suite describe what a person **can** and **can't do** well.

Motivations Suite

Personal Style Analysis

This report based on the DISC model describes what a person naturally is motivated to do and how they go about doing things. This profile identifies what is comfortable for us and is highly related to personal satisfaction, preferences for tasks and people, and compatibility/conflict with others.

Personal Values Analysis

This report is our personal compass about what we believe or “should” do in a situation, the end results we seek in life and values that also describe others we work and live with. It explains why we do what we do. This report's analysis focuses on our values pattern, clarity level, intensity, compatibility and ability to effectively influence others.

Personal Interests Analysis

This third report focuses on our passions; what most (and least) interests us. It provides insights about both our work and non-work interests and disinterests. It identifies our own “field of interests” and its implications for the types of jobs as well as non-work activities that are self-motivating and most rewarding for us.

Capabilities Suite

Personal Capabilities Analysis

This report focuses on both our job-specific knowledge, skills and experience profile as well as those capabilities that are transferable from one situation to another involving 93 possible specific capabilities in 12 areas. This analysis identifies our level of strength for each, the level of difficulty for developing each and length of time for doing so.

Personal Adaptability Analysis

This analysis describes our willingness as well as our ability to effectively deal with changing, unfavorable, difficult, new and ambiguous situations. It also provides targeted coaching for building those specific aspects where we can benefit by becoming more flexible and/or versatile. Research has shown this dimension to be increasingly key for personal success in our ever-changing world.

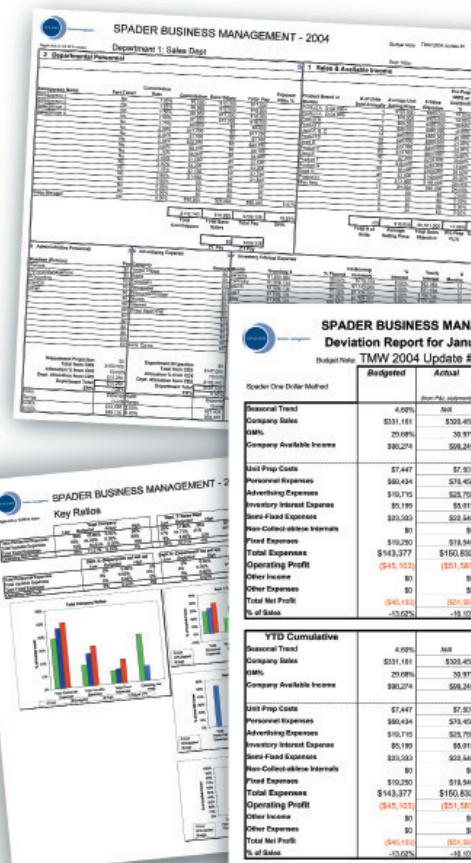
Profit Planner Workbook™ Software

Plan and monitor your business performance by department, in detail, with just a click.

Profit Planner Workbook™ Software is a Windows®-based program designed to simplify your profit planning. It allows you to quickly and easily see how minor changes in one area will affect a specific department or the entire company. And it's great for forecasting! Based on the powerful forms from Spader's Total Management 1 workshop, this easy-to-use program guides you through all aspects of your financial plan, from sales to expenses, and then spreads it out into monthly targets.

How It Works

- 1/ Set up your own departments—up to nine—and define the type for each from our templates:
 - Big-ticket sales
 - Finance and Insurance
 - Counter sales (parts and accessories)
 - Service
 - Storage/rental
 - Generic
- 2/ Switch between Spader's logic and traditional accounting to see how your budget looks both ways.
- 3/ Compare your budget to Spader's industry-specific Key Expense Ratios and see how you compare to others in your industry.
- 4/ Allocate expenses from the total company down and/or budget expenses for each department independently.
- 5/ Spread your annual budget across 12 months using your company's seasonality.
- 6/ Input a few numbers from your financial statements each month, then view charts that show graphically how your actual results compare to your plan.



Profit Planner Workbook includes a perpetual lease for the online Profit Planner Express tool.



Profit Planner Express

Online Software

Now Spader's total company budget isn't just fast, it's convenient, too.

Spader's Profit Planner Express online software brings the Quick Budget worksheet we teach in Total Management 1 and Profit Strategies to your computer.

Subscribe to the program for the whole year or for just 90 days to create your budget plan. You can print out your budgets, as well as a full month-by-month plan. Spader Deviation Reports can be printed too, so you can track your actual results each month throughout the year.

Because the program is online, you can access your budget from any computer with Internet access at work, at home or even on the road. And you don't have to worry about transferring your budget files from one computer to another. It's stored for you on our secure web server.

Profit Planner Express lets you create an unlimited number of budgets. Set up a user name and password for each department manager and let them create a budget just for their department. Or use one budget to store last year's actual results and copy it as a starting point for next year's projections. You can even merge multiple budgets together, consolidating locations or departments into a single unified plan.

Profit Planner Express is included with your purchase of Profit Planner Workbook™ as well as provided to many Spader workshop attendees.



JobTRACK®
System
Online Software

"Turbo-charged" online job descriptions, performance reviews and development guides.

Key Results Areas & Critical Tasks → JobTRACK®

These are not your average job descriptions! Instead of listing the tasks and responsibilities a person has, a JobTRACK starts with the reason the role exists in the business – the Key Results Areas a person must deliver to be considered successful in the role. Then we add the next level, those Critical Tasks that are required to achieve the Key Results. Put it all together and you've got more than just a job description, it's a JobTRACK!

The Spader JobTRACK System is an online tool to help you configure your JobTRACKs, facilitates the Performance Review process, and creates prioritized Development Guides to help businesses from small to large manage job descriptions and the review process.

How You Will Benefit

- Leverage Spader's researched libraries of JobTRACKs to give your key people job descriptions that actually define the results the job was designed for, including a prioritized list of critical tasks.
- Customize Spader's roles or create your own JobTRACKs using the proven structure of Key Results Areas and Critical Tasks.
- Empower employees with a list of critical tasks designed to accomplish their key results – in prioritized order that employees and managers agree upon.
- Prepare for Job Performance Reviews using worksheets you can print from the online system.
- Input Job Performance Review results online for easy future reference.
- Spader's proprietary Critical Tasks Development Guide gives managers and employees a clear, prioritized list of areas that may require immediate or longer-term development action.
- Add your company's Core Business Values so you can also measure each employee's alignment with this important threshold for employee fit with the business.

The JobTRACK System is a multi-dimensional online application that can be configured for your business, with or without the purchase of Spader JobTRACKs.

Build or Buy Job TRACKs

You Will Receive

Start by identifying which Spader JobTRACK positions or libraries apply for your company. We created these with the help of multiple high-performers in an industry to ensure they accurately capture how the job looks when it's done right. You can use these descriptions as-is, or customize them to fit your business and organizational structure. Contact us to get started with this online system.

- Configure your own JobTRACKs consisting of Key Results Areas and Critical Tasks through our easy-to-follow user interface.
- Print the JobTRACK with your company name/logo for employee and manager reference.
- Clone, modify, borrow KRAs and CTs from purchased Spader JobTRACKs to build your own customized JobTRACKs to suit your company's needs and structure.
- Add one or more of the Spader-researched Job Descriptions to your current JobTRACK System.

We are happy to provide consulting services to help you with this important process that will drive your hiring, management and development for key employees.

Performance Review and Development

Next, use the JobTRACK System to track each employee's performance throughout the year using the online Job Performance Review functionality. When you input your employee data and assign each employee to the appropriate JobTRACK, the System gives you a pre-review worksheet as well as online data entry to record the review scores for future reference.

The real payback of a good job description is when it leads to improved performance through ongoing effective employee management and development. The JobTRACK System makes that easy with our Critical Tasks Development Guide – a report that automatically sorts each Critical Task based on performance level and criticality to the business, making it easy for the manager and the employee to create an agreed-upon, prioritized development action plan. Set up your company's Core Business Values and generate a similar Values Development Guide based on the performer's alignment with each business value.

The powerful Performance Management Coaching Tool allows you to extend your JobTRACK System even farther, using it to monitor performance against a Measuring Index on each Critical Task as often as monthly so you can monitor team performance toward objective, measurable performance benchmarks.

You Will Receive

- Print a pre-review worksheet for the manager (and employee if desired) to score performance on each Critical Task.
- Input review scores and comments into the JobTRACK System and print a finalized Job Performance Review report for the employee's file.
- Use the Performance Management Coaching Tool to see color-coded at-a-glance reporting on team or work group performance measured against objective measuring indices as often as each month.
- Look up or print past Job Performance Reviews online.
- Use the Critical Tasks Development Guide report to create a development action plan for the employee based on current performance level and task priority for the business.
- Configure your Core Business Values in the system and conduct Values Alignment Reviews to measure employee alignment with this threshold for fit with the company.



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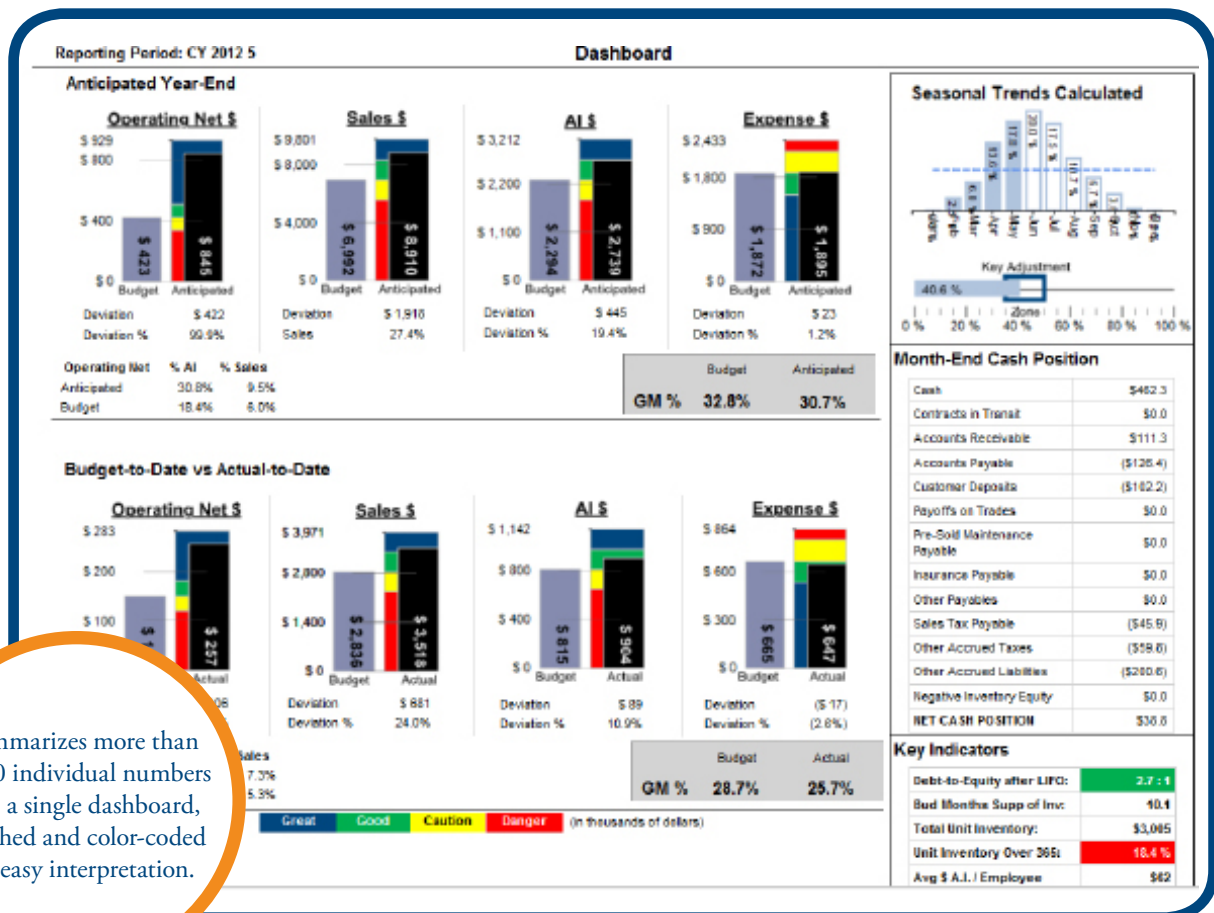
Noel Lais and Duane Spader promoted a computerized dashboard tool that required mailing in your "shoebox" to be input into a mainframe computer in downtown Sioux Falls. The principles of managing your business haven't changed, but the technology sure has!

Online Reporting and Dashboards

Your control panel.



Spader *True** is an online system of dashboards and in-depth reports that go beyond raw numbers. A 24-hour interactive tool, Spader *True** provides a true measure of your business's performance to show you where you are now, where you're headed, and where you need to be for a healthy organization.



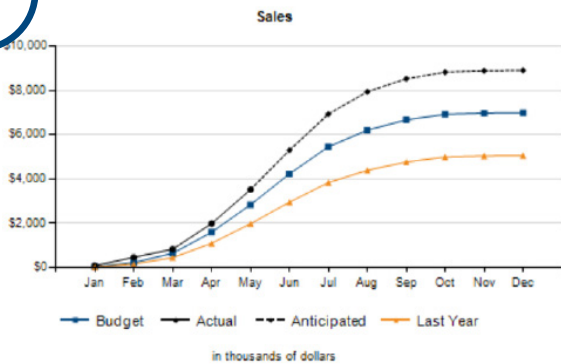
Summarizes more than 1,590 individual numbers into a single dashboard, graphed and color-coded for easy interpretation.

Spader True* can:

- Compare your business to others in your industry
- Forecast your financial performance
- Show you marketplace trends and averages
- Compare your business to Spader guidelines
- Show you where your company's red, yellow and green flags are
- Give you deviation reports comparing your actual results to your plan
- Compare your current numbers to last year's
- Interact with you 24 hours a day with easy-to-understand data
- Provide you with strategies to improve your business's performance
- Help others in your business understand the numbers
- Give you easy access to your financial performance from any internet connection

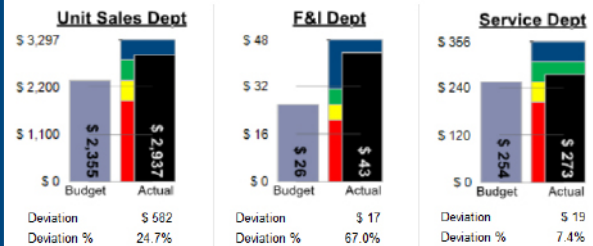
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First Click



2

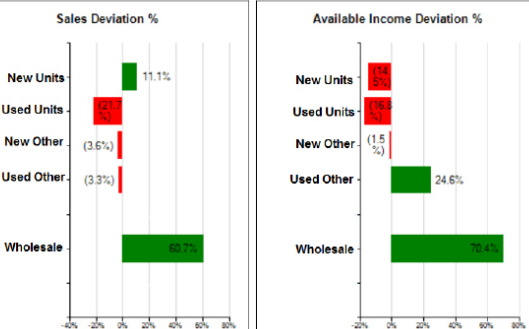
Second Click



3

Third Click†

Deviations Compared to Budget



† High-level categories for each department, vary by industry.

4

Fourth Click‡

Line Item	Budget	Actual	Deviation	Deviation %
Product A	\$7,136	\$3,412	(\$3,724)	(52.2%)
Product B	\$0	\$0	\$0	0.0%
Product C	\$19,056	\$24,527	\$5,471	28.7%
Product D	\$2,413	\$2,455	\$42	1.8%
Product E	\$3,335	\$5,976	\$2,640	79.2%
Product F	\$1,820	\$2,905	\$1,085	59.6%
Product G	\$1,476	\$918	(\$558)	(37.8%)

‡ Detailed line items for each department, vary by industry.

Multi-Location Reporting

Use the powerful True* online reporting system to analyze each store individually by adding multi-location reporting. True* multi-location reporting provides the dashboards for each store as well as a consolidated total for your entire organization. Several dozen special-use on-demand reports such as Cash Flow, Months Supply and Graphic 3-Year Analysis are included with all True* reporting.

Industry Trends

Online Reporting

Timely, accurate information for businesses in the farm equipment, marine, motorcoach, powersports and RV industries.

Industry Trends reporting is updated with new data daily, and if you contribute your company's data, you can view it side-by-side with the industry aggregates – for up to three years back!

Spader Industry Trends reporting aggregate information from hundreds of businesses across the United States and Canada. We break it down based on industry and overall business sales volume groupings. Numbers and breakdowns vary, so call or visit our website for specific industry information or to receive a sample report for your industry.

This valuable data makes comparisons in these key areas:

- Inventory levels for new and used products
- Total company sales, sales by department and sales for each type of unit
- Gross margins by department and by key product and for each type of unit
- Expenses in each key category
- Net profit
- Other analysis as applicable to each industry

Note: This service is provided at no cost to Total Business 20 Group members that are Management Link™ participants and True* participants in industries where this information is published. Other companies that submit their information monthly for publication receive a 50 percent discount.

Farm Equipment Sample Report

Description	Average of All Dealers	25% Most Profitable Dealers Averaged	25% Least Profitable Dealers Averaged	Your Dealership
CURRENT UNIT INVENTORY				
Total New Farm Equipment Inventory	\$4,929,352	\$5,822,288	\$3,950,009	\$
Total Used Farm Equipment Inventory	\$6,452,941	\$8,816,519	\$4,678,073	\$
Total Non-Farm Equipment Inventory	\$1,424,778	\$1,129,358	\$1,651,133	\$
Total Whole Goods Inventory	\$12,807,071	\$15,768,165	\$10,279,215	\$
YTD TURNOVER				
New Farm Equipment Turnover	0.3	0.4	0.2	
Used Farm Equipment Turnover	0.3	0.3	0.3	
Non-Farm Equipment Turnover	0.1	0.2	0.1	
Total Whole Goods Turnover	0.3	0.4	0.2	
UNIT SALES				
Total New Farm Equipment	\$1,810,379	\$2,440,571	\$995,393	\$
Total Used Farm Equipment	\$1,886,445	\$3,484,835	\$952,725	\$
Total Non-Farm Equipment	\$211,180	\$259,216	\$167,941	\$
Total Whole Goods	\$3,907,904	\$6,184,622	\$2,116,059	\$
DEALERSHIP SALES BY DEPARTMENT				
Total Unit Sales Department	\$3,907,904	\$6,184,622	\$2,116,059	\$
Total Finance & Insurance Department	(3522)	(314,791)	\$1,228	\$
Total Service Department	\$251,339	\$206,429	\$177,549	\$
Total Parts & Accessories Department	\$359,536	\$303,204	\$333,212	\$
Total Other Departments	\$61,719	\$13,001	\$35,717	\$
Total Operating Sales	\$4,586,734	\$7,066,462	\$3,862,558	\$
AVAILABLE INCOME:				
Total Unit Sales Department	\$431,215	\$1,222,915	\$114,165	\$
Total Finance & Insurance Department	(3522)	(314,791)	\$1,228	\$
Total Service Department	\$219,063	\$206,429	\$155,960	\$
Total Parts & Accessories Department	\$110,650	\$127,945	\$32,036	\$
Total Other Departments	\$6,692	\$6,908	\$9,092	\$
Total Operating Available Income	\$766,993	\$1,067,209	\$312,481	\$
EXPENSES:				
Total Personnel Expense	\$297,453	\$357,849	\$332,018	\$
Total Advertising Expense	\$20,512	\$25,442	\$8,899	\$
Total Floorplan Interest Expense	\$13,583	\$8,978	\$8,217	\$
Total Other Variable Expense	\$90,480	\$107,203	\$75,036	\$
Total Fixed Expenses	\$73,525	\$65,722	\$52,384	\$
Total Expenses	\$495,072	\$567,272	\$512,839	\$
NET OPERATING PROFIT / LOSS				
Non-Operating Income & Expense	\$276,121	\$1,063,937	\$66,2	\$
NET PROFIT AFTER NON-OPERATING	\$276,640	\$1,078,793	\$124,677	\$
NET OPERATING PROFIT % OF SALES	6.0 %	15.2 %	3.2 %	%
NET PROFIT AFTER NON-OP % OF SALES	6.0 %	15.4 %	3.4 %	%

Flat Rate

Manuals and Software

Price your services fairly, profitably and easily.

Flat Rate billing can be the key for synchronizing sales, service and accounting departments. Spader Flat Rates have been collected and averaged from hundreds of dealerships just like yours and include thousands of Flat Rated jobs in many categories.

Spader Flat Rates Formats

Spader Flat Rate Dealers make it happen!

Each fall, Spader collects data from Flat Rate customers to use in creating the next year's update. Flat Rate customers are encouraged to participate and can receive substantial discounts on future Flat Rate updates.

Receive a discount of 25–100 percent (free!) on a Flat Rate update when you contribute Flat Rate information from your own dealership. Refer to the last page of your Flat Rate Manual, or your Computerized Flat Rate or Service Management Software Users Guide for more information on contributing information for a discounted or free update.

The Flat Rate Manual in three-ring binder

- You can specify times, add allowances for parts or shop supplies and write in total job prices
- Individual pages are printed on durable Tyvek® paper - tough enough for your service department

Flat Rates Online -- Express

- All the Spader Flat Rate information downloadable to a standard fixed-length "ASCII" format
- Use with some service software or in any spreadsheet program
- Convenient online lookup utility for unlimited users at one dealership location
- RVDA and Mercury Marine data available
- Annual subscription entitles use at only one dealership location

Flat Rates Online -- Premium

- All the features of Flat Rates Online - Express, plus more:
- Add your own jobs
- Calculate labor prices
- Easily configure shop supplies charges by percentage or dollar amounts
- Add allowance for parts to any job
- Jobs you add or update are automatically included in the annual update - you may qualify for a one-year extension free!
- RVDA data available
- Annual subscription entitles use at only one dealership location.



People Management & Development Products

Gain a competitive advantage and a better understanding of yourself, co-workers, customers and even family members with Spader's Profiler-Related Products!

DIScovering Self Profiler

This self-directed, self-interpreting learning instrument helps people to understand their own behavior patterns and the behavior styles of others in any life environment. It is a practical tool for helping you to understand yourself and others, and a positive resource for building upon your current success and satisfaction. The Profiler enables you to identify your own key talents and interests and also focus on key opportunities for increasing your relationship and task performance. Pencil process.

DIScovering Self Through Others Profiler

Increase the value of your Self Profiler by adding the companion DIScovering Self Through Others Profiler, a tool to gather composite feedback from three to five people who know you well, describing how they see your behavior in your selected setting. Comparing your Self Profiler with the Self Through Others Profiler can provide powerful insight into some of your blind spots, when it comes to your actual behavior. The Profiler comes in a set of six booklets: five Observer Feedback booklets to distribute to five people who know you well in your selected setting and one Scoring Summary booklet that leads you through the scoring and interpretation processes. Pencil process.

DIScovering Role Profiler

This is a practical tool for better understanding those key talents and practices required for high performance in a particular job or role—either as a job-holder or in evaluating candidates for a job. The Profiler can be even more beneficial when studied in conjunction with a candidate or job-holder's Self Profiler and Self Through Others Profiler. The Role Profiler is available in two packages: one Response Booklet, when only one individual (or a group together) will be profiling a position; or five Response Booklets, when you wish to obtain profiles from up to five people who are familiar with high-performance in the role. Each package includes a Scoring Summary booklet that leads you through the scoring and interpretation processes. Pencil process.

DIScovering Self & Others Profiler Job Aid

This 16-page full-color booklet is an invaluable tool for helping you to be more effective with the four different personal styles we encounter every day at work, at home and in social settings. Use the Self Profiler, along with the Self Through Others Profiler, to diagnose your own personal style. Then use this powerful job aid to become more effective by combining your own style with each other type of personal style.

***People Smart:
In Business***

by Michael J. O'Connor & Tony
Alessandra, with Janice VanDyke

A practical, entertaining and in-depth understanding of styles and their real-world applications, this book includes examples and special applications of DISC that can be used in almost any life situation. Readers fondly refer to it as their personal guidebook for handling situations. Paperback.

The Platinum Rule

by Michael J. O'Connor &
Tony Alessandra

This follow-up to Dr. O'Connor's earlier books is written in an easy-to-understand and humorously engaging format. It contains updated and new information on the subjects of adaptability, teamwork, sales and service, developing a high performance leadership style, enriching your life and the 16 Common DISC Patterns. Paperback.

***Classic People-Reading
Action Card:***

A DISCovering Self &
Others Product

This is one of our most widely used action tools, successfully employed by people around the world in a variety of situations. Side one teaches you how to read a person, how to figure out their personal DISC style in a quick, simple and accurate manner. Side two provides you with the key insights and actions to avoid conflict and build winning work or personal relationships with others. It also identifies the 16 common DISC patterns for follow-up information seeking in the Profiler Patterns Descriptions Resource Guide.

***Natural Energy
of People Card***

Understand yourself and how to work with all different kinds of people with this quick reference to the four personal DISC styles. Everyone has natural tendencies and strengths. When we understand and acknowledge our natural differences and how they can be used as strengths, we can be much more effective as we deal with others. This two-sided card provides an overview of the four behavioral tendencies.

***Psychology of
Selling Card***

Use the power of the four DISC profiles to make your sales staff more professional and effective. This two-sided card provides tips on selling to each type of customer style, and helps each type of salesperson make the most of their own style. Similar to the Natural Energy of People Card, this card instead targets the selling environment.

Platinum Rule Toolbox:

A DISCovering Self &
Others Product

This self-contained resource consists of both the basics needed to put the behavioral model into daily action as well as a practical personal self-learning resource kit. It includes 1) concept cards that describe the four DISC styles overall, 2) diagnosis cards that enable you to identify the different styles and their style combinations, 3) description cards that identify how each of the 16 patterns are motivated and act and 4) preference cards detailing how we learn, interact with others, manage our time, make decisions and resolve conflicts based upon our unique style.

***The Leader Within:
Learning Enough About
Yourself to Lead Others***

by Michael J. O'Connor, Drea Zigarmi,
Ken Blanchard & Carl Edeburn

This landmark publication is based upon years of research by the authors that focus on the effective and ineffective practices of informal and formal leaders in three different contexts: dealing with other individuals, working with groups/teams and influencing/leading organizations. This book is based on extensive, newly discovered statistical research. It focuses primarily on the two major shapers of what the authors' life works have shown to direct leadership practices: our personal needs and values drives. This is a must-have reference for serious students and practitioners of human behavior, including any leader seeking further insights about their own and others' behavior. This 263-page book is already being used as a text in college and post-graduate leadership courses and programs. Paperback.

Mysteries of Motivation

by Michael J. O'Connor &
Sandra Merwin

An easy-to-read primer that concisely addresses motivated individuals through eight characters, as well as ten principles of motivation describing the variety of basic needs (DISC) and values that explains why we do what we do. Paperback.

Values Profiler

This self-directed assessment provides a scientifically-based evaluation of what is most characteristic of your values-based approach at the present time, and what is possible in terms of how you could benefit from additional strategies for increasing your self-esteem and effectiveness in your relationships with other people, groups and organizations.

Managing by Values

by Michael J. O'Connor &
Ken Blanchard

Backed by research and experience in performance and satisfaction, this book provides a proven and practical approach on how to build and profit from becoming a “Fortunate 500” organization, one whose success is driven by delivering what its customers, employees, owners and significant others all value. Paperback.

Adaptability Profiler

This self-directed assessment provides a scientifically based evaluation of your demonstrated willingness to change (flexibility) and ability to change (versatility), the two components, when combined, are predictive of higher performance potential and effectiveness in varying situations. Pencil process.

Adaptability Self-Coaching Guide

This small, blue, business-card-sized tool holds the key to improving your own adaptability – which is the single best predictor of our sustained individual and organization success. Keep this tool on your desk, in your pocket, anywhere you could use a reminder to be more flexible and/or more versatile as you go about your day.

PRO-daptive® Leadership & Management Model

This glossy 6-page folding piece details the four steps of the PRO-daptive® Total Leadership and Management model. A practical tool that enables you to effectively respond to a wide variety of circumstances, this approach is more critical than ever as professionals face an increasingly-dynamic and fast-paced changing work environment. It has been designed to help leaders, managers, and professionals in formal and informal leadership roles improve their effectiveness.

PRO-daptive® Assessments

Awareness is the first step toward performance improvement. Use our series of PRO-daptive® assessments to start by measuring your PRO-daptive performance level. This hand-scored assessment is a quick and convenient way to get a self-view of anyone's PRO-daptive performance level. It's a four-page assessment on high-quality, easy-to-write-on paper stock, with an accompanying Survey Scorecard to help you evaluate the results.

Coaching Assessments

One of the most important roles any manager or supervisor has in their business is the role of coach. Utilize this set of two hand-scored assessments to further understand your own current level of coaching performance – as well as the coachability of your “players.” It is strongly recommended that both Self and Observer Group Views are included.

Team Performance Assessment

Teamwork is a key to effective performance in any work group. Evaluate your team's effectiveness using this powerful assessment that breaks performance into five key factors:

- Common Purpose
- Clear, Agreed-Upon Accountabilities
- Effective Communication Practices
- Sound Decision-Making and Problem-Solving
- Leveraging and Developing Key Strengths of Each Team Member

This hand-scored, 15-question assessment is a quick and convenient way to get a clear view of your team's performance level. It includes a Team Performance Development Action Plan that guides you through the next step – improving your team performance!

GPS for Success

by Dr. Michael O'Connor,
Dr. Stephen Covey, Dr. John Gray
and Les Brown

Navigating your way along the path to success can be difficult. Wouldn't it be much easier if there was some device that could steer you from where you are to where you want to go? Much like a Global Positioning System (GPS), the Goals and Proven Strategies that you will find in this book, *GPS for Success*, can do just that! Paperback. You will find valuable advice such as:

- How to use proper business protocol to make that vital good first impression
- The networking and branding difference between failure and success
- How to use difficult, unexpected life transitions to your advantage
- The single biggest reason why most companies – large and small – don't reach their sales and profit potential
- Why goal achievement strategies are the key to success and survival for individuals in businesses in the future
- Essential techniques one has to master when "taking the stage" to perform
- The key building blocks of a growth strategy for business.

Stepping Stones to Success

by Dr. Michael O'Connor,
Dr. Stephen Covey, Dr. John Gray
and Les Brown

This book features best-selling authors Dr. Michael O'Connor (*People Smart, The Leader Within, Platinum Rule*), Dr. Stephen Covey (*Seven Habits of Highly Effective People*), Dr. John Gray (*Men are From Mars, Women are From Venus*), and Les Brown (*The Power of Purpose*), along with other well-known authors and speakers. *Stepping Stones to Success* is a must read for those who want to learn from some of the most knowledgeable and innovative thinkers of our time. Between the covers of this book you will learn exciting new ideas about how to enrich your personal and work life. The experts included in this book are well qualified to give you what you need to unleash your creativity, take the steps and move toward your goal. *Stepping Stones to Success* will inspire you to take those first steps. Don't miss this opportunity to learn and grow. Everyone needs the information in this book. When you read it, you'll see why. Paperback.

Interaction Planning System Prescriptions

This reference book combines Situational Leadership® II and Personal Style (DISC) together as a powerful tool for managing and interacting with all types of people. It is divided into the four styles and provides helpful guidelines for working with each of the four development levels combined with that style. Each style-development level combination provides prescriptions for interacting with people in these areas: general approach, goal focus, feedback focus, problem-solving focus, evaluation focus and consequence focus. Spiral-bound, 90 pages. Includes one IPS Action Planner. Additional Action Planners are also available for purchase.

IPS Action Planner

A companion to the Interaction Planning System, this 12-page booklet guides you through diagnosing a specific situation or interaction. It is an important implementation tool for anyone using the IP System. One Action Planner accompanies your purchase of the IPS.

Personal Listening Profile

Discover your preferred listening approach. Understand the focus, motivation and behavioral indicators of the five listening approaches. Appreciate the value of different listening approaches in various environments. Develop effective listening strategies and create a personal development plan to improve overall communications. Pencil process.



Economic Management & Development Products

Tools and systems to help implement what you learn in Spader financial Courses.

Customer Management System Books

Use these pocket-sized booklets to collect vital information on your big-ticket customers. The size makes them easy to bring to shows, on the lot, anywhere! And the two-part format allows the sales rep to keep a copy of collected information while the company gets the details it needs for centralized mailings and database analysis. Set of 10 books, 50 sheets per book.

Color Service Cartoon Pads

These forms are effective tools to illustrate the wide array of costs involved in providing service—from technician pay to shop insurance—helping you justify the cost of service to the customer. The cartoons are now available in full-color glossy sheets to include with a customer's completed repair order (computerized or manual). Customized for your industry. Set of 5 or 10 pads, 50 sheets per pad.

Chart of Accounts

Provide your accountant with Spader Business Management's Chart of Accounts and you've given yourself a good start to getting better management information from your financial statements every month. Developed to help you implement the training we provide, the Chart of Accounts is the basis for making your financial statements a more meaningful management tool. Available for motorcoach operators.

Affiliates



High-performing organizations commit to a core set of values, and adopt business practices that align with these values. The result is a scenario in which everyone – Customers, Employees, Owners and Significant other stakeholders (CEOS) – wins.

- This is the fundamental premise of Managing By Values®. A philosophy and a process developed by renowned speaker, coach and author Dr. Michael O'Connor, MBV® has been used by Fortune 500 companies worldwide to increase their effectiveness.
- Building on the foundation of Managing By Values®, O'Connor Associates offers consulting services to help organizations overcome challenges, adapt to change and achieve long-term growth and stability. Their clients are among the most successful organizations in the world.



When you are looking for strong on-site process improvement and implementation training that will have a positive effect on your bottom line, A World of Training has the right people and processes to make it happen. A World of Training offers you a vehicle for putting time-tested solutions of Spader Business Management into practice on your front line by working side-by-side with you day-by-day and month-by-month to ensure a smooth adoption and successful implementation. Call 1-866-238-9796 or visit aworldoftraining.com for more information.

Jenkins-Spader Business Forms

Implement the important paper and information flow processes you learn in Spader training by using the industry-specific forms available from Jenkins-Spader. Whether you have a manual or computerized system, Jenkins-Spader business forms help make your business operations more efficient. Call 1.800.772.3377 to request a free Jenkins-Spader forms catalog. Or visit jbforms.com.

Statistical Surveys

Statistical Surveys is the leading provider of market data solutions for the marine, RV and trailer industries. Their 50-plus years of expertise and cutting-edge solutions allow dealers to maximize the success of their prospecting and retention marketing efforts resulting in higher sales, lower costs and greater returns on investment. No other company has the breadth of unbiased data reports, with exceptional support to help dealers find new paths to growth – making sure they get the “Best Data. Guaranteed.”™ Call 616-281-9898 or visit www.statisticalsurveys.com for more information.

Customer Service Intelligence

Customer Service Intelligence (CSI) is an assessment system that focuses management and employees on customer-centricity, empowers businesses to be immediately responsive to their customers' needs and assures customers that their satisfaction is imperative to the business.

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