



NCM Products & Services

20 Groups / Training / Consulting & Coaching / Data Reporting & Tools

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About us

At NCM Associates, our business is knowledge. We proudly serve thousands of business owners throughout the United States and Canada. From in-depth management and leadership training to customized business consulting, we deliver the knowledge owners and managers need to take their operations to the next level. In addition to being the largest 20 Group provider in the United States and Canada, we offer software solutions to help business owners review and analyze critical financial data to make informed decisions for their operations.

Our Mission, Vision, and Values

At NCM, we see our mission, vision, and values as the cornerstone of every partnership. They guide us, defining our purpose and direction, while our values serve as the foundation, ensuring alignment with our beliefs and goals for sustained success.



Our mission is to serve others as a trusted partner, helping select industries to succeed through training, consulting, peer collaboration, and business intelligence.



Our vision is to be the guiding North Star, empowering and fulfilling success for our partners.



Our Core Values are central to all that we believe about our company, embody how we do our daily work, and clearly define what makes us worthy to serve our clients and lead the way.

Shine Bright

Promote pride, trustworthiness, and honesty, build relationships, learn, understand, and strive to understand the perspective of others. The result is a long-lasting relationship built on trust and mutual respect.

Team Up

Collaborate, empower, communicate openly, share knowledge, and celebrate successes with passion, respect, and inclusivity. The outcome is delivering fulfilling success together.

Reach Higher

Aim for shared financial success, stability, growth, and significant outcomes beneficial to all stakeholders. The outcome provides financial stability and prosperity for all.

Embody the Red Belt

Consistently excel, embrace change, lead with respect, and commit to continuous learning and growth. The results allow us to anticipate needs and act for improvement.

20 Groups

What does a NCM 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 NCM 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 NCM?

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

NCM 20 Group members build trusting relationships with non-competing, like-minded peers. Together, they work through challenges and learn best practices that can be applied to their own operations. Each and every member also benefits from a NCM facilitator who has been there as a business owner or manager, detailed and proprietary reports, and hard intelligence on group and industry trends.

- Gain a support network of business peers solving common challenges to productivity and growth
- Benefit from a NCM facilitator with knowledge of multiple industries for advice on growth and cross-industry insights
- Engage in timely discussions on critical issues, such as maintaining margins, industry consolidation, what's hot and what's not
- Compare your monthly financial report to others in your group and industry
- Utilize NCM's proprietary forward forecasting analysis to accurately predict your future financial performance

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 NCM Business Management group consultant. Then you go home with tactics, information and trends to impact your bottom line.

Most meetings take place near a member-business so the group can visit the host-member's facility. 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 NCM 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.

20 Group members submit financial information to the group each month through NCM. 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.

Benefits

At the end of the day, it's all about performance and profits. Your NCM 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 critique 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 NCM'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 NCM'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 NCM 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

Total Business 20 Groups

NCM 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

NCM 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

Contact a NCM Client Services representative to join a 20 Group or to create one of your own. Call 1.605.339.3616 today. If you would like to experience a NCM 20 Group before you join, call us and we'll schedule an opportunity.

Total Management 1

How to have more time and make more money.

Who Should Attend

- Business owner/general manager
- Controller/accounting people
- 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

Total Management 1

Continued

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 NCM 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, pricing, and in-person locations or live-online availability are available at NCM.com or call 605.339.3616.

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

- NCM's Profit Power® formulas
- NCM'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 and 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



Service Management

**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/service 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

Key Agenda Items

Profit Planning: Build a service department profit plan and 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
- Variable pricing for service
- 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 to 4 days

Please contact us at info@NCM.com or 605.339.3616 to learn more about our course offerings.

Service Writing

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

Who Should Attend

- Service writer/service 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. NCM's Service Writing workshop 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 selling 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
- How 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 NCM Business Management specialists for any questions you might have when implementing what you've learned.

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

Duration: 4 days

Dates, pricing, and in-person locations or live-online availability are available at NCM.com or call 605.339.3616.

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

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

Profit Planning: How to determine what labor rate is needed to make your service department profitable, and understand why

- 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

Parts & Accessories Management Continued

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 NCM 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: 3 days

Dates, pricing, and in-person locations or live-online availability are available at NCM.com or call 605.339.3616.

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

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

- Sell more products with effective store layouts
- 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

Profit Track

Parts & Accessories Sales

In today's world, selling parts and accessories is much more than just taking orders.

Who Should Attend

- General manager
- Parts and accessories manager
- Parts and accessories sales associates

This customizable two-day on-site workshop is targeted to teach your parts and accessories team how to think and act like owners.

In today's world, selling parts and accessories is much more than just taking orders. Accessories, as a discretionary purchase, are based on emotions and require a people orientation, while the technical nature of selling hard parts requires precision and task orientation. The investment in P&A inventory dictates that professionalism and customer orientation drive your processes in this department, for both external customer and internal customer satisfaction.

With the assistance of our workshop trainer, you will complete a brief needs assessment to ensure the training your people receive is on target and personalized to your organization's needs. From beginning to end, you will be guided by, and have access to, the trainer who will ensure you get what you want, when you want it, at a cost that is surprisingly affordable!

You'll Leave Knowing

- How to sell more parts and accessories, and why selling parts is different from selling accessories
- How to help your staff understand and support what the department needs to do in order to be profitable
- How to increase impulse sales by learning the techniques of great merchandise presentation
- How to understand yourself better as well as being more effective interacting with others by recognizing and adjusting to personal styles
- How to provide exceptional customer service and a great customer experience

Profit Track

Parts & Accessories Sales

Continued

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 NCM Business Management specialists for any questions you might have when implementing what you've learned.

Duration: 2 days

This program is offered on a limited basis. Please contact us at info@NCM.com or 605.339.3616 for more information or to schedule your preferred dates.

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
- Recognize the four styles and work more effectively with each of them
- Get two quick references including the handy Psychology of Selling card
- Understand the difference between a part and an accessory, and know why that difference matters when staffing this department

Selling Process: Improving sales of parts and accessories through an effective selling process

- Establish a rapport with customers during the greet
- How to probe to learn the true wants and needs of the customer
- Building the sale of add-on items to complement customer needs
- Exceeding customer expectations through effective follow up

Inventory and Gross Margin: Key inventory principles for both parts & accessories inventory

- Inventory carrying costs: what are they, and why we should care about them
- Why physical counts are important, and how to conduct them effectively
- The difference between a part and an accessory
- Markup versus Margin
- How much does a discount truly cost
- Sample written policies for restocking fees, freight charges, returns

Department Profitability: Understanding parts & accessories profit planning and monthly goals

- One Dollar Empowerment® – the scorecard managers and employees can understand
- Monitoring results with just four numbers

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

- Sell more products with effective store layout
- Understand the seven basics of parts and accessories merchandising
- Options packages and menu selling

Customer Satisfaction: How to delight your customers, and why this matters

- A formula for maximum customer loyalty
- Identifying your customer's expectations
- How to resolve customer problems: Dos and Don'ts

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 high-performers 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

Key Agenda Items

Job Profiles: The four steps for successfully hiring winners

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

Hiring & Developing Winners®

Continued

Key Agenda Items cont.

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 NCM 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

Dates, locations and pricing are available at NCM.com or call 605.339.3616

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

Total Management 2: Next Level Leadership

Develop a strong, growing culture and a high-performance team!

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.

This workshop teaches the top leadership of your organization how to work on the business (instead of in the business) in these areas: leadership, strategy, people management, culture and business structure (Plateaus)

Key Agenda Items

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 how to use the Total Business Performance™ model to handle all types of business issues, challenges and opportunities
- Explore 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.

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

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. Recent research indicates that more than 70% of all strategies fail. We have identified the most common reasons why, and we will help you avoid them.

- Apply the 3D Strategy Development process for your organization
- Successfully implement strategy using our Strategic Readiness Assessment as a guide
- Use your strategic planning toolkit for each phase of the process
- Learn the most common reasons strategies fail, and acquire the tools to overcome them

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 are some 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
- Use tools to assess and monitor the strength of your culture
- Discover 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: Is your organization structured so it could seamlessly move from one level of growth to the next, while still keeping your finger on its pulse? Are the levels of management appropriate for your organization's current level, and how would the roles change if the organization grows or retreats significantly with market changes? Make sure your organization's structure and roles are defined to make the most of your business at every stage of growth.

- 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
- Discover 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 plans. We do this by helping you develop your personal "Leadership Road Map" as well as your "Organizational Road Map."

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 NCM 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 NCM.com or call 605.339.3616.

Leadership Development Program

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
- Learn the important differences between Leaders and Managers

How It Works

The NCM Leadership Development Program (LDP) increases the performance of your organization's "A Team" 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 the results of their self-selected organization improvement project.

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).

Leadership Development Program

Continued

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.

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.

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 NCM Business Management specialists for any questions you might have when implementing what you’ve learned.

Duration: Five 3-Day Sessions

Dates, locations and pricing are available at NCM.com or call 605.339.3616.

Session 1: Leading Yourself & Others

- Your leadership style
- Building a winning team
- Self management
- Important leadership assessments
- Leadership simulations

Session 2: Hiring & Leading a High-Performing Culture

- Hiring Winners®
- Effective interviewing practices
- Managing by Values® culture process
- Understanding my personal values and interests
- Leadership 360-degree feedback

Session 3: Enhancing the Customer Experience and Building Loyalty

- Customer Smart selling and servicing
- Case study applications
- Customer problem resolution process and simulation
- Effective performance reviews
- Assess your adaptability

Session 4: Becoming a Strategic Leader

- The “3D” strategy process
- Understanding your strategic strengths and weaknesses

Session 5: Total Business Success, Project Presentation, and Graduation

- Becoming a complete leader
- Project results and presentations
- My next steps as a leader
- Graduation ceremony

Leading for Success and Satisfaction

Creating extraordinary leaders during extraordinary times.

Who Should Attend

- Anyone responsible for managing or leading others
- Business owner/general manager
- Department managers

This custom-designed development program is delivered as five (5) half-day live-online sessions over 5 to 16 weeks. Between sessions, Application and Implementation small groups meet to support each other's learning and work on application activities.

What are you doing to grow, develop and keep your key players? The Leading for Success and Satisfaction (LSS) development program gives you the tools, capabilities and confidence to address those mistakes and deliver unparalleled levels of success and satisfaction for everyone who is led by you. This program is principles-based, but also full of practical tools. You will leave the program with a comprehensive system that 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 40 to 50% by the end of this training, and that is only in one of the four areas of focus covered!

Goals

Goal #1: Learn Yourself, Lead Yourself (Self Focus)

High-performing leaders understand the true impact their leadership skills have on the performance of others, and on the business. This program starts by exploring your leadership motivations and capabilities so we can build on your strengths and minimize mistakes.

Goal #2: Diagnose, Adapt, Achieve (Self Focus)

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 innovative PRO-daptive® leadership process has provided participants with a tool that has allowed them to significantly improve their diagnosis and response to situations. It give you answers to questions like:

- Am I effectively responding to this situation?
- Is there a pattern to the way I respond to situations? Is this good or bad? Or both?
- Am I over-managing (micromanaging) this situation? Or under-managing?
- Will this approach resolve the issue or possibly make it worse?

Goal #3: Clarify, Direct & Perform (Others Focus)

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 a performance management process that actually works. It will teach you two approaches to eliminate this problem. The first approach (and tool) 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?

Goal #4: Measure, Monitor, Improve (Others Focus)

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 coaching 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 organization throughout the year?

Key Agenda Items

Session 1 | Overview and Introduction to motivation and DISC Style

- Review the foundational aspects of leadership
- Leadership Assessment #1: Focus on self-awareness (motivation)

Session 2 | Managing with DISC Style: Understanding self and others

- Move from understanding to using DISC Style to manage others in the workplace

Session 3 | Effective Leadership and Influencing Practices

- Introduction to PRO-daptive® Leadership
- The four-step leadership process

Session 4 | Leadership Assessment Results and Application Exercises

- Leadership Assessment #2: Focus on leadership capabilities
- Review the results from leadership assessments
- Apply new skills in real-life scenarios

Session 5 | In-Depth Leadership Case Studies and Application

- Begin using advanced leadership tools and concepts in workplace situations
- Continue using advanced tools to apply leadership concepts to workplace situations
- Introduce participants to the concepts of work direction using JobTRACKS® (KRAs) and the Work Priorities Tool

There will be application activities between sessions. We will also conduct optional AIM coaching sessions to answer additional questions or address your more challenging situations.

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. Make your commitment to success by calling to register.

Duration: 5 half-day sessions
Live-Online Dates and pricing are available at spader.com or call 800.772.3377.

On-Demand E-Learning

Bring the power of NCM training to your people online, anytime!

NCM On-Demand courses give you the flexibility you need! Take this training wherever you are; at home, at the dealership, during the day, on the weekend. It's all online and available 24/7, so learn when and where it's most convenient for you.

How You Will Benefit

- If you have a new employee, NCM On Demand training can be a great component of their onboarding!
- When all employees in a work group have had the same learning, they're all on the same page and can pull together in making consistent changes in your organization.
- Save time and money! Provide NCM's proven training without taking people out of the business, and without any travel expenses! Studies show that e-learning requires 40 to 60 percent less of an employee's time than traditional classroom training.
- Add to your competitive edge! Make sure your're investing in your people - it can pay back in improved performance as well as greater retention of your best people.
- Learners can go at their own pace. They can stop and start a course, review more complex concepts, and practice implementing what they're learning as they go along. With a longer-term subscription, learners can go back and review content when they have questions.
- Develop an entire work group without needing to shut down the department so people can take training.
- All NCM On-Demand courses are highly interactive and designed for individual completion.

Materials and Toll-free Support

Each course includes a downloadable course workbook (courses can be completed without the workbook), and a final test for comprehension.

You'll also have access to the NCM Help Desk via email or toll-free telephone for technology or content questions.

Please contact us at info@ncm.com or 605.339.3616 to learn more about our course offerings.

On-Demand Courses Available:

Course	Approximate Seat Time	Target Audience
DISC Style	2 to 3 hours	All employees and managers
Selling Parts & Accessories	2 to 3 hours	P&A Sales Associates, P&A Managers
PRO-daptive® Total Leadership and Management	1.5 to 2 hours	All Managers
Work Direction	30 to 60 minutes	All Managers
Balance Sheet Basics	1 to 2 hours	Dealership Owners, General Managers
One Dollar Empowerment®	45 to 60 minutes	Owner/GMs of small to mid-sized dealerships
Strategy	45 to 60 minutes	Owner/GMs of small to mid-sized dealerships
Adaptability	30 to 60 minutes	All Managers
Effective Leaders and Managers	30 to 60 minutes	All Managers

Financial Management Consulting & Coaching

Quick advice or in-depth assessment, remotely or on-site: NCM 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
- Improve your understanding of financial statements so you can manage from a goal-driven plan
- Make daily decisions with confidence by working from a monthly action plan that focuses on key issues
- Receive outside support as your business progresses, even when events cause you to deviate from your plans

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:

- Send us your financial statements for review and advice on improving your chart of accounts and/or accounting processes.
- 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.
- Submit your financial data to us using our secure online application each month.
- 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.
- NCM flags your monthly results with specific comments, including:
 - a. Red flags: Areas requiring immediate attention because you fall significantly short of projections or deviate substantially from industry benchmarks.
 - b. Yellow flags: Areas you need to manage before they slip into the red zone.
 - c. Green flags: Great results, areas where you're out-performing your projections and/or higher performers in your industry.
- Your flagged report is posted online for you to review any time.
- 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.

Financial Management Consulting & Coaching

Continued

Budget Builder Remote Consulting

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

How It Works

- 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.
- We'll walk you through an interview process that results in a comprehensive profit plan for the next 12 months.
- Access your budget online anytime for the next year, making adjustments as needed and tracking actual results and deviations.
- NCM'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

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

How It Works

- Send us your current chart of accounts and a set of financial statements.
- Your NCM analyst will give recommendations specific to your industry.
- Your NCM analyst will follow up with guidance for implementation into your accounting processes.

Financial Consulting & Coaching

Achieve financial stability and/or growth objectives through your own custom-designed initiative.

Your NCM consultant collects important information prior to your two-to-three-day consulting session and prepares several valuable reports summarizing your current status for review with you during your consulting session.

After your on-site consultation, we prepare a summary of all the work you and your people completed together, including a profit plan with monthly targets and worksheets to track actual results each month, an in-depth report that identifies key issues identified within each department, and a monthly tracking worksheet to allow each department manager to monitor the three-to-five key numbers compared to their targets each month.

NCM's On-Site Financial Consulting And Training walks you and your key team members through the process of evaluating where you are now, and creates a plan for the future to address your individual concerns and objectives.

Parts Review & Tune-Up

Is your parts department firing on all cylinders?

You have a significant investment: parts inventory, staff, facilities, obsolete parts and more. NCM Business Management can help with expert analysis and recommendations for your parts and accessories department.

Objective Improve the processes and procedures in the department to increase performance, turn inventory and streamline efficiency. This is designed for front-line parts managers to help them prioritize and improve the processes and procedures in the parts and accessories department.

How It Works

- A department survey will be sent for you to review and answer.
- Once received, the survey will be evaluated and key points of focus for your parts department will be identified. A date will be set for a 1- to 2-hour coaching phone call where we will review the assessment.
- The coaching call will focus on key areas for your parts and accessories department and help develop a prioritized action plan. NCM will provide a written summary after the call.
- Your NCM Coach will follow up with you after approximately 45 days to review your progress

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

People Management Consulting & Coaching

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

PRO-daptive® Leadership & Management Coaching

Learn how to effectively deliver both success and satisfaction at the individual, department and company-wide levels.

PRO-daptive® leadership and management coaching from NCM Business Management helps individuals or teams assess their current leadership performance and work with a coach to get to the next level. Utilizing a set of assessments, you'll be able to understand, develop, and leverage your leadership strengths. Participants will develop new capabilities through monthly coaching sessions and measure their progress to make sure they get where they want to go.

How It Works

Leadership Assessments focus on evaluating your leadership strengths and development opportunities. We'll collect feedback from four-to-seven co-workers who work closely with you. The assessments will look at both capabilities and motivations for a fit with the profile of a high-performing leader in your position.

Once your current leadership performance has been measured, your leadership coach will conduct a one-on-one on-site debriefing and coaching session, including optional confidential interviews with employees. This session concludes with the creation of an individualized leadership action plan that puts you on the path to the next level of performance.

Your coach will provide support and direction to help you effectively implement new leadership behaviors and capabilities in the quickest, most efficient manner, including:

- 1 / **Individualized Action Plan** – an individualized action plan that provides a road map for increasing your leadership performance and effectiveness
- 2 / **Coaching Sessions As Needed** – one year of progress reports and coaching, as needed, to help you develop new leadership capabilities
- 3 / **Situational Needs** – leverage your coach's expertise to ensure you respond effectively as situations arise

Measure your progress to celebrate achievements and make course corrections. You will receive check-ups to determine whether your performance is progressing as targeted to ensure your goals are met.

High-Performing Teams and Teamwork Consulting

Discover and apply the five key factors needed for your own high-performing team. NCM 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. NCM can provide advice and help guide you through the Hiring and Developing Winners® process so you make the right hiring decisions.

We provide a wide range of consulting services to support you in this process, including proven assessments, 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. NCM'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 NCM's libraries of researched JobTRACKs for many positions, or we can consult with you to develop JobTRACKs that are customized for your company.

You can also improve JobTRACKs by adding Job Profiling, which helps identify the key predictors required for high performance in the job. Job Profiling 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.

People Management Consulting & Coaching

Continued

Managing by Values® Consulting

A strong culture is the single most important aspect driving the success of your business. NCM Managing By Values® Consulting And Coaching will help you formalize and further strengthen the winning 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.

How It Works

- **Clarifying** – Work together to clearly define who you are, who you intend to be, and how you do business. This establishes the foundation to further strengthen the direction and focus in your company.
- **Communicating** – Show how the values-based approach benefits all key stakeholders, including employees. It also involves training everyone in the company on how to integrate the values into daily work practices.
- **Aligning** – Reinforce the values-based approach and eliminate any gaps between current practices and values-based practices with individuals, departments and company-wide. A NCM 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 NCM 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

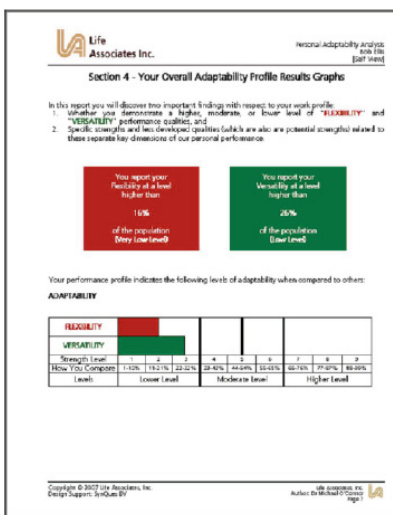
Global Profiles System Assessments

Utilize comprehensive assessments for leadership and key employees.

One of our most eye-opening products, the Global Profiles System identifies key strengths and opportunities for improvement 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 Job Performance Profiles, the GPS assessment reports for hiring and performance development processes replaces gut feelings and hunches with logical measurements that accurately predict success and fulfillment for any person in any job.

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 (business 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**.



Above: Sample GPS results page.

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 task-versus-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

Transferable Capabilities

This report focuses on 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.

Adaptability

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.

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.

Profit Planner Express

Online Budgeting Software

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

NCM'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.

How It Works

- Create an unlimited number of company-level budgets, online from any internet connection.
- Access to the system is available for as many users as you wish at a single location.
- From your annual budget, conveniently create monthly sales and margin projections using your company's own Seasonal Trends (or keep it simple and just divide by 12, then apply your own judgment).
- Project your big ticket sales and inventory by product type or model (up to 30 total), including projecting unit prep costs, and monthly inventory levels based on desired Turn-over; choose to transfer pre-prep or after-prep data to your master budget with a single click.
- Project expenses based on NCM's key expense categories and compare your projected expense ratios to NCM guidelines.
- Spread projected expenses by month using company Seasonal Trends, even division, or manual spread.
- Print your budget on legal-size or even 11x17 paper if your printer supports it – making it easy to see your entire plan at a glance.
- Project sales and margins for up to 7 total departments.
- Use the special Labor projections box to plan labor by technician, or by labor type, then conveniently transfer the totals to your master budget with a single click.
- Create multiple scenarios using the Copy function – start with one scenario, then Copy it to a new name and make revisions for alternative circumstances.
- Enter your actual results each month using the Deviation pages – then adjust your budget as needed!

Profit Planner Premium

Online Budgeting Application

Budget smarter, not harder.

Profit Planner Premium is an online, collaborative tool for creating budgets that quickly and easily shows how minor changes affect your departments and organizations. Get started by importing your rolling-12 actual data and Seasonal Trends from NCM. Then add NCM's industry-specific Key Expense Ratio guidelines to transform your annual budget into realistic monthly plans.

All Features in Express ... Plus:

- Walk through the budgeting process, starting with the big picture and drilling down to as much or as little detail as you wish.
- Securely collaborate online with your team to conveniently create actionable plans for each location and/or department, then consolidate the total with a single click.
- Create separate budgets for multiple departments or locations, and then merge them together – simply select all the budgets and click Merge to create a new budget that consolidates all the data into one place.
- For clients who submit data to NCM each month, import your actual results into Profit Planner as a starting point for your budget and then transfer completed budgets back to NCM when you are done.
- Allocate company expenses to each department and allow department managers to add their own direct expenses.
- Estimate turnover for big-ticket products to get a targeted inventory level for each month to create an overall big-ticket sales plan.
- Budget for multiple labor rates in your service department, either tech-by-tech or by labor type.
- Create alternative budgets to adjust to market changes.
- Generate a shareable full budget report or a high-level department summary.
- Transfer your completed or adjusted budget back to NCM's ETA program at any time.
- Monitor each month's actual results compared to your Profit Planner budget and adjust your plan accordingly using the built-in Deviation Reporting.

JobTRACK® System

Online Software

**“Turbo-charged” online job descriptions,
performance reviews and development guides.**

Key Results Areas & Critical Tasks

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 NCM JobTRACK System is an online tool to help you configure your JobTRACKs for improved role clarity, facilitates the Performance Management Process, and helps businesses from small to large improve their employee productivity and morale.

How You Will Benefit

- Leverage NCM’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 NCM’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
- Collect both the manager’s and the performer’s viewpoints on job performance and values alignment
- NCM’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 action plans with automated reminders and progress checks for the manager and/or performer to add accountability
- Configure 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
- Use the JobTRACK System to store your Top Choice coaching tool and other performance and development notes

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

Build or Buy JobTRACKs

You Will Receive

Start by identifying which NCM 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 NCM JobTRACKs to build your own customized JobTRACKs to suit your company's needs and structure
- Add one or more of the NCM-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 and Values Alignment 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. Generate a secure email link for employees to add their own self-perspective on job performance and company values alignment.

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. Use the built-in Action Plan functionality to track the plan, setting up automated Progress Check reminder emails.

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 for individuals and work groups against a Measuring Index on each Critical Task as often as monthly so you can monitor team performance toward objective, measurable performance benchmarks. And, the Manager's Dashboard on the home page helps remind each user of the reviews that are due to be completed for their team(s).

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 optionally also collect the employee's self-review scores
- Print a finalized Job Performance Review report for the employee's file
- Use the Performance Management Coaching reports 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
- Create development action plans for the employee based on current performance level and task priority for the business, and track progress toward improved performance using automated reminders for the progress check-ins
- 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
- Use the system to record other coaching and performance notes

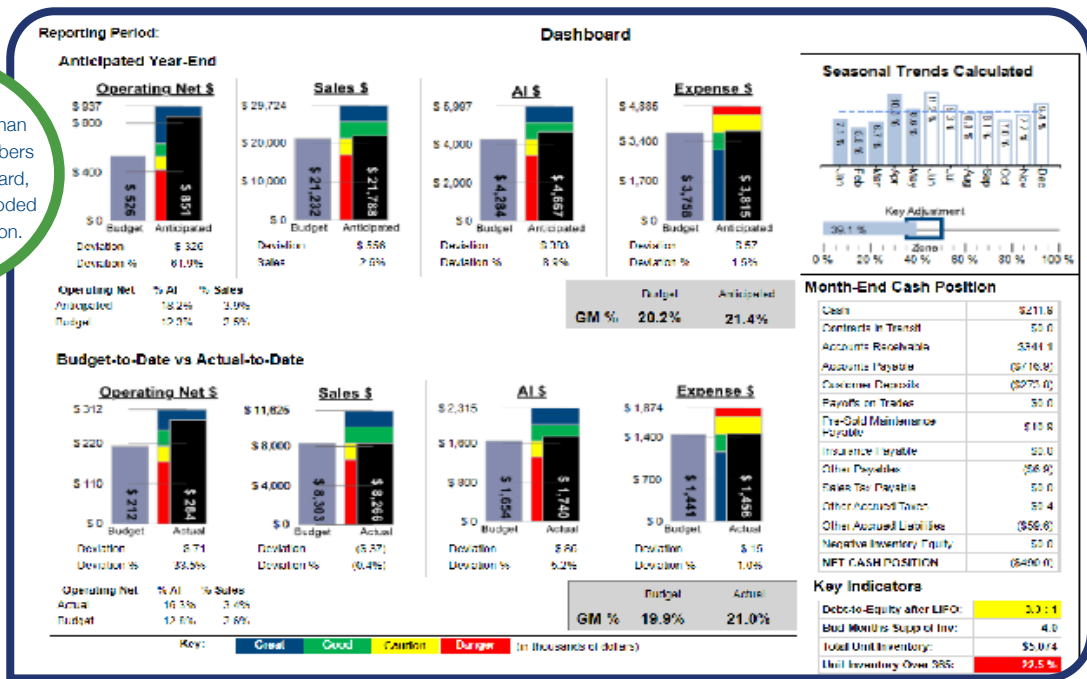
True*

Online Reporting and Dashboards

Your Business's Control Panel

NCMTrue* is a online system of dashboards and in-depth reports that go beyond just raw numbers. A 24-hour, interactive tool, NCM 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.

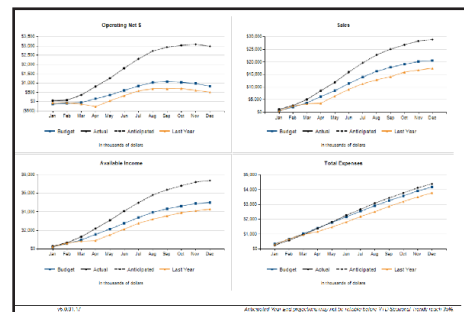
Summarizes more than 1,590 individual numbers into a single dashboard, graphed and color-coded for easy interpretation.



NCM True* can:

- Compare your business to others in your industry
- Forecast your financial performance
- Show you marketplace trends and averages
- Compare your business to NCM guidelines
- Show you where your company's red, yellow & green flags are
- Give you deviation reports comparing your actual results to your budget 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

Drill-Down to Anticipated Year-End



Over 25 Reports! Contact NCM for a demo of these reports for your industry.

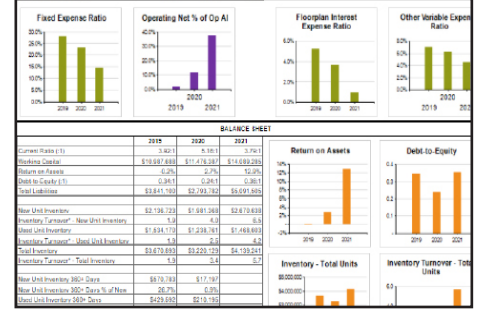
Dealership Analysis

Category	YTD Actual	YTD Budget	YTD Variance
Sales by Department			
Tractor	\$1,125,000	\$1,100,000	\$25,000
Implement	\$850,000	\$830,000	\$20,000
Service	\$150,000	\$150,000	\$0
Parts	\$100,000	\$100,000	\$0
Available Income			
Gross Profit	\$350,000	\$350,000	\$0
Operating Expenses	(\$200,000)	(\$200,000)	\$0
Net Profit	\$150,000	\$150,000	\$0

Unit Sales Deviations

Line Item	Sales				Available Income		
	Budget	Actual	Deviation	Deviation %	Budget	Actual	Deviation
New Combines	\$0	\$0	\$0	0.0%	\$0	\$0	\$0
New Heads	\$78	\$112	\$36	47.0%	\$5	\$11	\$6
New Tractors (4WD)	\$0	\$0	\$0	0.0%	\$0	\$0	\$0
New Tractors (1100+ HP)	\$670	\$434	(\$236)	(35.3%)	\$40	\$24	(\$17)
New Utility Tractors (40-99 HP)	\$824	\$383	(\$441)	(53.6%)	\$99	\$54	(\$45)
New Compact Tractors (<40 HP)	\$400	\$465	(\$33)	(8.3%)	\$50	\$75	\$25
New Non-Identified	\$0	\$0	\$0	0.0%	\$0	\$0	\$0

3-Year Analysis



Months Supply of Inventory

Product	YTD Seasonal Trend	# Yrs of History	Current Inventory		Year-End Sales	Months Supply
			Last Year	This Year		
New LT - Roundups	25.3%	3	\$410,233	\$05,399	\$2,396,030	0.3
New Cubboard - Fiberglass Measure	29.4%	3	\$2,001,438	\$1,403,304	\$21,193,883	0.3
New Cubboard - Aluminum	66.8%	3	\$1,326,790	\$292,313	\$8,670,086	0.2
New Pallets	61.1%	3	\$923,879	\$387,462	\$11,149,879	0.2
New Non-Identified Major Units	44.3%	3	\$10,459	\$142,679	\$624,345	2.0
Total New Major Unit Sales & AI	61.4%	3	\$4,688,777	\$2,389,367	\$44,367,996	0.4
New Engines	47.0%	3	\$223,579	\$197,266	\$657,660	1.5
New Trailers	38.4%	3	\$196,757	\$295,036	\$233,034	3.1
New Misc Units / Equipment	26.9%	3	\$212,887	\$158,529	\$2,120,059	0.3
Total New Other Unit Sales & AI	40.8%	3	\$623,223	\$676,771	\$2,382,471	1.1
Total New Unit Sales & AI	60.6%	3	\$5,311,999	\$3,066,138	\$46,750,467	0.5
Used Power Boats	50.3%	3	\$1,696,311	\$22,162	\$2,016,194	0.3
Total Used Major Unit Sales & AI	50.3%	3	\$1,696,311	\$22,162	\$2,016,194	0.3
Used Engines & Trailers	63.6%	2	\$68,169	\$26,487	\$3,614	36.8
Total Used Other Unit Sales & AI	62.6%	2	\$68,169	\$26,487	\$3,614	36.8

Additional Reports Included

- 3-Year Stability & Growth Trend
- Budget Analysis reporting
- Cash Flow analyses
- Company Departmental Summary P&L
- Dealership Overview
- Deviation from Budget
- Graphic Industry Analysis
- Inventory Return Analysis
- Performance Comparisons to industry averages, 20 Group averages, budget and prior year
- Projected Monthly Profit/Loss
- Profit or Loss by Location
- Industry Trends aggregate reporting
- And more ...

Add Multi-Location Reporting

Get the power of NCM's 20 Group reporting for each of your locations. Receive metrics and ratios to improve your business in areas like profit planning and store-specific management.

Report Features:

- Each store receives its own slot
- Exclude a location from the averages (balance sheet only)
- No additional work for your accountants if you already submit locations separately
- Upload multiple locations and submit just one file each month
- Single-store PDF posted for store managers*

You'll Receive:

- Store rankings
- Group average
- Consolidated total
- A PDF within a day after submitting new data
- Available in the NCM 20 Group format, bound and shipped to your location(s) for a small additional charge*

* Optional Features

How do you compare?

Metric	Last Year	Budget	Actual	20 Group Average	Industry Average	Industry Top 20% Net % of AI
Profitability						
Net Operating Profit	\$4,031.2	\$4,022.8	\$7,866.4	\$5,479.5	\$4,078.2	\$3,598.2
Operating Net % of Sales	7.7%	7.0%	11.8%	12.8%	11.6%	14.7%
Operating Net % of AI	25.2%	23.4%	36.8%	40.3%	39.9%	53.6%
Net Profit After Non-Operating	\$5,957.8	\$4,022.8	\$8,026.8	\$5,534.1	\$4,150.0	\$3,781.6
Net After Non-Op % of Sales	9.6%	7.0%	12.8%	12.1%	11.8%	15.0%
Net After Non-Op % of AI	31.6%	23.4%	37.3%	40.4%	40.8%	56.9%
Key Department Indicators						
Unit Sales Dept GM%	10.6%	15.0%	21.6%	20.9%	20.8%	21.6%
F&I AI % Major-Consign Unit Sales	3.3%	3.0%	5.3%	3.4%	2.6%	1.6%
Service Dept Direct without Personnel ER	45.1%		44.1%	50.2%	51.9%	52.7%
P&A Dept GM%	25.1%	25.6%	26.1%	30.2%	31.6%	34.8%
Company GM%	30.5%	30.0%	32.0%	26.6%	29.6%	27.4%
One Dollar Empowerment						
Personnel Expense Ratio	44.2%	44.1%	40.8%	38.7%	38.3%	38.7%
Variable Expense Ratio	10.4%	17.0%	9.8%	9.0%	10.8%	9.0%
Fixed Expense Ratio	15.2%	12.9%	12.7%	11.3%	11.8%	6.2%
Total Expense Ratio	74.8%	74.0%	63.2%	59.5%	60.1%	46.4%
Inventory						
Total Unit Inventory Turnover	4.8	4.5	7.5	5.4	5.8	7.7
Total Unit Inventory % Over 300	5.8%		1.9%	4.2%	3.7%	
P&A Inventory Turnover	3.3	2.5	2.5	2.8	2.7	3.0
Balance Sheet						
Debt-to-Equity (1)	-21.11		6.07	1.78	2.20	4.27
Return on Assets	21.2%		29.2%	33.3%	34.2%	55.4%
Employee Productivity						
Average Sales per Employee	\$597.2		\$698.4	\$823.0	\$897.5	\$1,140.0
Average Op AI per Employee	\$168.2		\$229.8	\$239.0	\$245.3	\$304.2

Compared to this measure, your Actual YTD results are:

PERFORMANCE Comparisons Report Features:

1. Learn how you compare to average and high-performers in your industry and/or 20 Group, and compare your results to last year and budget, all in one view
2. Measure margins and other key metrics for each department
3. Evaluate your expenses in key categories
4. Monitor key inventory and balance sheet metrics
5. Access to industry aggregate data for dealers with similar sales volumes

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!

NCM 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 analyses as applicable to each industry

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

Sample Report

Description	Average of All Dealers	20% Most Profitable Dealers Averaged*	20% Least Profitable Dealers Averaged*	Your Dealership
CURRENT UNIT INVENTORY				
Total New Unit Inventory	\$6,707,109	\$8,383,399	\$6,199,540	\$ _____
Total Used Unit Inventory	\$1,123,090	\$1,128,732	\$693,470	\$ _____
Total Inventory	\$7,830,199	\$9,512,132	\$6,893,010	\$ _____
YTD TURNOVER RETURN ON AVG INV				
	T.O.	ROI%	T.O.	ROI%
New Unit Inventory	1.8	34.5%	1.8	40.1%
Used Unit Inventory	4.1	118.9%	4.8	102.9%
Total Inventory	2.0	44.9%	2.1	59.9%
UNIT SALES				
	GM %	GM %	GM %	GM %
Total New Unit Sales	\$12,188,000	16.4%	\$15,548,423	17.9%
Total Used Unit Sales	\$4,274,220	21.0%	\$5,932,705	22.5%
Total Other Sales/Dept Sales	\$1,916,101	12.9%	\$350,134	20.3%
Total Unit Sales	\$17,378,321	17.2%	\$21,781,262	18.9%
Company GM's Driven by Units	24.4%		28.2%	28.4%
DEALERSHIP SALES BY DEPARTMENT				
	% SALES	% SALES	% SALES	% SALES
Total Unit Sales Department	\$17,756,000	82.0%	\$21,707,289	81.1%
Total Finance & Insurance Department	\$1,342,868	6.2%	\$1,844,389	8.9%
Total Service Department	\$1,321,347	6.1%	\$1,457,218	6.9%
Total Parts & Accessories Department	\$1,120,002	5.2%	\$1,504,002	5.1%
Total Rental Department	\$148,205	0.8%	\$133,530	0.4%
Total Other Departments	\$50,351	0.4%	\$13,438	0.1%
Total Operating Sales	\$21,652,161	100.0%	\$26,689,757	100.0%
AVAILABLE INCOME				
	GM %	GM %	GM %	GM %
Total Unit Sales Department	\$3,059,403	17.2%	\$4,086,231	15.9%
Total Finance & Insurance Department	\$976,063	72.9%	\$1,308,374	70.9%
Total Service Department	\$1,218,200	34.3%	\$1,352,705	33.7%
Total Parts & Accessories Department	\$386,400	34.7%	\$559,389	37.2%
Total Rental Department	\$101,590	68.6%	\$76,951	57.6%
Total Other Departments	\$54,451	79.9%	\$12,302	100.0%
Total Operating Available Income	\$5,726,855	26.4%	\$7,247,200	27.7%
Avg Operating AI per Employee	\$151,880		\$167,340	
EXPENSES				
	% AI	% AI	% AI	% AI
Total Personnel Expenses	\$2,382,253	41.2%	\$2,760,725	38.1%
Total Advertising Expenses	\$205,153	3.5%	\$273,698	3.7%
Total Pre-Op/Inland Expenses	\$100,078	2.0%	\$75,285	1.0%
Total Other Variable Expenses	\$450,000	7.9%	\$420,374	5.1%
Total Fixed Expenses	\$473,225	8.3%	\$460,905	6.7%
Total Expenses	\$3,656,198	63.8%	\$4,060,638	55.3%
NET OPERATING PROFIT/LOSS				
Non-Operating Income & Expense	\$41,080	0.7%	\$9,235	0.1%
NET PROFIT AFTER NON-OPERATING	\$2,106,083	36.8%	\$3,285,399	44.8%
NET OPERATING PROFIT % OF SALES	9.6%		12.4%	
NET PROFIT AFTER NON-OP % OF SALES	9.7%		12.4%	

Flat Rate

Manuals and Software

Price your services fairly, profitably and easily.

NCM Business Management has served as a data warehouse, collecting flat rate information from dealers in the marine, powersports and RV industries since 1989. These flat rate products reflect the compiled information of service departments just like yours from all around the U.S. and Canada.

NCM Flat Rates Formats

NCM Flat Rate Dealers make it happen!

Each fall, NCM 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

- Flat Rates Online can be exported to a standard format for upload into many DMS systems, or for use in Excel.
- Annual online subscription to easily search for flat rate data for unlimited users at one location

Flat Rates Online -- Premium

- All the features of Flat Rates Online - Express, plus more:
- Specify multiple labor rates, shop supplies allowances, parts to calculate total job price on all jobs
- Add your own jobs, clone NCM jobs to change times, automatically included in annual update – next year's subscription could be free!

On-Site Development Programs



Train Effectively, Implement Efficiently

NCM's On-Site Development Programs deliver process improvement and implementation training using business models, processes, analytics, and custom solutions that propel your business forward.

With guidance from leadership, we work alongside front-line staff and department managers to develop sales, parts and service, and management skills.

Our objective-based training is quick and efficient, developing and implementing solutions to your toughest challenges.

How It Works

NCM's On-Site development programs go beyond a class or one-time visit. These are tailored improvement plans that include hands-on training from industry experts, regular follow-ups, performance metric tracking, and timely meetings with executives and managers to verify results and address any areas of underperformance.

With NCM's On-Site Development Programs, you will receive:

- **A Custom Program** – no two businesses are alike, and no two Onsite Development Programs are the same.
- **Analytic Review** – take a deep dive into your financial data to find areas of opportunity and growth.
- **Process Improvement** – create new or enhance existing processes to maximize operation efficiencies
- **Implementation Training** – take action to build a high-performing team with our industry best practices

Focus on the essential tasks that optimize the performance of your business. The cost of not taking action to build a high-performing is extreme: lost profits year-after-year, frustrated employees, and dissatisfied customers.

For a custom quote, email sfinfo@ncmassociates.com or call 800-772-3377.

People

Management Assessments, Books & Development Tools

Gain a competitive advantage and a better understanding of yourself, co-workers, customers and even family members with NCM'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 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.

Adaptability Profiler

This self-directed assessment provides a scientifically-based assessment of your demonstrated willingness to change (flexibility) and ability to change (versatility) - the two components that, 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.

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:

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

Values Profiler

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!

Personal Listening Profile

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 can be 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.

PRO-daptive® Assessments

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.

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.

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.

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 IPS System. One Action Planner accompanies your purchase of the IPS.

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 behavioral patterns for follow-up information seeking in the Profiler or Patterns Descriptions Resource Guide.

Natural Energy of People Card

Better 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. It is similar to the Natural Energy of People Card, but it 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.

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:

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

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.

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.

People Smart: In Business

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

Dr. O'Connor and his co-authors guide you through their unique and hands-on process of understanding people. *People Smart: In Business* gives you powerful and innovative tools that can be applied to any business situation, enabling you to draw out the best in people, handle difficult people with ease and positively influence every person you encounter, not only in business, but in your personal life as well! Paperback.

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.

The Leader Within: Learning Enough About Yourself to Lead Others

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

Discover the leader inside you! Become the leader you've always wanted to be. Understand how you behave at your key 'moments of influence.' Reinvent your approach for better results — and happier people. Build more effective teams and organizations, without compromising your values! Co-authored by Ken Blanchard, co-author of *The One Minute Manager*. If you lead...if you intend to lead...if you work with leaders...you need this book. You need it to discover why...self-change is your most urgent leadership challenge...your values, beliefs, and personality are driving your success — or your failure — even when you don't realize it~You need it to discover how to...lead brilliantly, in ways that reflect your own values and personality...connect in both group settings and one-to-one contexts...liberate personal traits and energies you never knew you had...rekindle your team's spirit — and build stronger, more effective, more joyful organizations. Liberate the outstanding leader inside you — with *The Leader Within*. 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.

Business Management Tools

Tools and systems to help implement what you learn in NCM 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.

Costline® Pads

When a unit comes onto the lot, it's important for every salesperson to have a selling price and a COSTLINE® price immediately. Sometimes the integrated systems in the company cause pricelists to be delayed – use the NCM COSTLINE® pads to quickly and easily communicate these prices to Sales as soon as each unit arrives. Set of 4 pads, 50 sheets per pad.

NCM Associates
4717 Grand Ave #500,
Kansas City, MO 64112

800-756-2620
ncmassociates.com
info@ncmassociates.com