

The logo consists of a blue rounded rectangle with a white-to-blue gradient. The letters 'PSA' are written in white, sans-serif font in the upper left portion of the rectangle.

PSA

Report designed for

Sally Sample

Profiles Sales Assessment™ Performance Model Comparison

Performance Model: Sample Position

Assessment Taken: 1/8/10 Printed: 1/8/10

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The logo features the text 'Profiles International' in a grey, sans-serif font. A stylized blue 'X' shape is positioned between the two words. Below this, the tagline 'imagine great people®' is written in a smaller, blue, sans-serif font.

Profiles International
imagine great people®

Introduction

Every employable person will match some positions better than other positions. This report provides information about Sally Sample presented in a manner to help you understand how she matches with this selected position within your organization.

This report reflects the responses provided by Sally Sample when she completed the Profiles Sales Assessment. Results are illustrated on a scale from 1 to 10. The darker area on each scale represents the best Performance Model for the position. The enlarged segment of the scale shows where Sally scored. If the enlarged segment is dark, Sally is in the Performance Model. If it is lighter, she is not. Information about Sally is reported in these four categories:

- **Profile for Thinking Style** – Learning Index, Verbal Skill, Verbal Reasoning, Numerical Ability and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile for Interests** – Enterprising, Financial/Administrative, People Service, Technical, Mechanical, and Creative.
- **The Total Person & Management Considerations** – Description of Sally as a person and how to most effectively maximize her potential.
- **Critical Sales Behaviors** – Covers expected behavior for seven behaviors.

Note: Additional considerations are displayed when Sally falls outside your Performance Model.

If Sally is being considered for this position and her results fall outside the Performance Model, you should print the companion Interview Guide for Sally. This Guide provides appropriate interview questions for each instance where Sally is outside the model. These interview questions will guide the interviewer in exploring important areas where information from the interview will effectively assist the interviewer in making an informed decision about her placement.

Please consult the User's Guide for additional information on using these results when working with Sally. As discussed in the User's Guide for this product, the results from this or any assessment should never make up more than a third of the final decision in placements.

Profile for Thinking Style – 82% Match

When viewing the scales on this page and the next, the darker shading represents the Job Performance Model for this position. The larger box indicates the individual's score.

Learning Index

An index of expected learning, reasoning, and problem solving potential.



Verbal Skill

A measure of verbal skill through vocabulary.



Verbal Reasoning

Using words as a basis in reasoning and problem solving.



Numerical Ability

A measure of numeric calculation ability.



Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



Sally Sample has an Overall Job Match of **78%** for this position.

Profile for Behavioral Traits – 70% Match

Energy Level

Tendency to display endurance and capacity for a fast pace.



Assertiveness

Tendency to take charge of people and situations. Leads more than follows.



Sociability

Tendency to be outgoing, people-oriented, and participate with others.



Manageability

Tendency to follow policies, accept external controls and supervision, and work within the rules.



Attitude

Tendency to have a positive attitude regarding people and outcomes.



Decisiveness

Uses available information to make decisions quickly.



Accommodating

Tendency to be friendly, cooperative, agreeable. To be a team person.



Independence

Tendency to be self-reliant, self-directed, to take independent action, and make own decisions.



Objective Judgment

The ability to think clearly and be objective in decision-making.



Distortion for this assessment is within the acceptable range.

Sally Sample has an Overall Job Match of **78%** for this position.

Profile for Interests – 85% Match

The Interests section assesses the relative interests between the six interest areas: Enterprising, Financial/Administrative, People Service, Technical, Mechanical, and Creative. For the Job Match Performance Model of Sample Position, the top three interests, presented in order, are Enterprising, Creative, and People Service. The top three interests for Sally are Enterprising, Financial/Administrative, and People Service. Ms. Sample shares two of these interest areas: Enterprising and People Service.

Top Interests for Sally Sample



Enterprising

Indicates interest in activities associated with persuading others, sales, and presenting ideas.



Financial/Administrative

Indicates interest in activities such as organizing information or business procedures.



People Service

Indicates interest in activities such as helping people and promoting the welfare of others.

Top Interests for this Performance Model



Enterprising




Creative

Indicates interest in activities using imagination, creativity, and original sales ideas.



People Service

 = Match

Sally Sample has an Overall Job Match of **78%** for this position.

The Total Person

This part of the report discusses the results for Sally Sample on each of the scales in all three sections. The Behavioral and Management Considerations for each scale relate to her scores without reference to the Sample Position model. If her score falls outside the model for a particular scale, Additional Considerations will be listed as suggestions to help Sally Sample adapt her behavior to better fit the job.

Learning Index

An index of expected learning, reasoning, and problem solving potential.



Behavioral Considerations

- Her overall learning index is above average and suggests a good potential for quickly learning new sales information.
- She is generally adaptive in an intellectual sense.
- Upon completing a new sales training program, Ms. Sample should pick up new selling concepts and techniques easily.
- Overall, Ms. Sample may be expected to complete a typical sales training program with adequate success.

Management Considerations

- In complex sales training experiences, observe her performance, moderating the efficiency of her learning process to review weak areas. Time "lost" in review can be recovered by utilizing shorter periods on more familiar information.
- Encourage Ms. Sample to apply great effort during the more challenging phases of a sales training program and recognize her for her diligence.
- Most sales training will pose no problems for her, but be observant of the more challenging areas and adapt your training pace to accommodate any special needs.
- If sales training becomes particularly challenging, Sally may benefit from a practice makes perfect ideology. Focus on challenging areas and reinforce her positive development. Exercises emphasizing applied sales techniques may prove useful.

Verbal Skill

A measure of verbal skill through vocabulary.



Behavioral Considerations

- With training and experience, Ms. Sample should be able to develop a higher level of verbal ability.
- Sally may initially need extra time when using verbal and written information.
- Ms. Sample may not have had much recent opportunity to use verbal skills in selling.

Management Considerations

- Her vocabulary is sufficient for most situations in sales, but be observant of any special needs during more complex sales negotiations or during times of heightened stress. Always review her performance when beginning the developmental plan.
- Ms. Sample may find it difficult to efficiently express herself to others when stressed by frustrations or work demands. Portray an attitude of patience, allowing her to gather her composure.
- In order to facilitate her ability to communicate with others, especially when under stress, provide Sally the opportunity to enhance her ability with appropriate training.

Additional Considerations

Ms. Sample achieved a Verbal Skill score outside the Performance Model for this sales position. This suggests that her vocabulary is at a different level than the position typically requires and that she could have a problem communicating appropriately with her clients. Discussions with her should explore the possibility that, for Ms. Sample, the position may be too frustrating.

Verbal Reasoning

Using words as a basis in reasoning and problem solving.



Behavioral Considerations

- She demonstrates adequate, and in some areas good, verbal reasoning ability; certain techniques and complexities will need training before she will be comfortable using them in a sales presentation.
- Ms. Sample probably will assimilate new information with success, commensurate with the general population.
- Sally would not be expected to have any difficulty in effectively communicating thoughts and ideas to prospects or clients.
- Ms. Sample is proficient in the use of words and language.

Management Considerations

- Ms. Sample requires additional time to process verbal information. She should limit verbal communications to highly structured and direct content. Review information and ask for clarity in her communications.
- Maintain close observation to be certain that verbal information is clearly understood by Ms. Sample to help overcome any weaknesses in verbal problem solving.
- Understanding the deeper meaning of complex ideas may require deliberation and consideration on her part. Observe her effectiveness in solving sales problems verbally and offer assistance through appropriate training.
- In some situations, especially with complex sales ideas, Ms. Sample may require additional time to understand the implications. Offer applied explanations of the information as needed.

Numerical Ability

A measure of numeric calculation ability.



Behavioral Considerations

- She needs assistance with complex mathematics or technical calculations.
- Sally is comfortable analyzing basic numerical material and performing some mathematical functions without relying on a calculator.
- Ms. Sample should be able to grasp simple mathematical principles that apply to selling.
- Ms. Sample should be capable of learning basic mathematical principles as necessary.

Management Considerations

- She may become frustrated by tasks involving the calculation of complex data common to this sales position. Provide training in appropriate mathematical areas and give consistent feedback.
- Observe her performance in calculating complex data associated with this sales position. Aid her with a mentor or formalized training as needed.
- Ms. Sample may occasionally require additional time to calculate complex numerical information typically associated with this sales position. Provide assistance through any available tools to aid in calculations.
- To facilitate her development, you may need to have Sally trained in advanced mathematics relevant to her sales work.

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



Behavioral Considerations

- She completes numerical problems with greater success than the general population.
- Ms. Sample demonstrates a strong ability to solve problems of a numerical nature.
- Ms. Sample works well with numbers and numerical concepts.

Management Considerations

- Ms. Sample is capable of assimilating data to make sales decisions but may occasionally be frustrated by a lack of challenge in this area. Address frustrations and provide ways to challenge her abilities.
- When Sally is expressing sales or pricing information of a numerical nature, coach her on proper communication techniques that emphasize communications with clients that focus on a common level of understanding.
- Ms. Sample is more proficient in interpreting numerical information than may be required for this sales position. She may experience frustration if not sufficiently challenged, but if little opportunity exists to exercise this skill, then focusing on her motivational level may be more appropriate.

Additional Considerations

On the Numerical Reasoning scale, Ms. Sample scored moderately above the Performance Model for this sales position. This suggests that her proficiency in making sales decisions based on numerical analysis is greater than the position typically requires, but she should have no problem with the capability to perform in this area. Discussions with her can identify the level of challenge this position may or may not provide her and the effect of this on her motivation.

Energy Level

Tendency to display endurance and capacity for a fast pace.



Behavioral Considerations

- Ms. Sample has an unusually high energy level and probably would not enjoy methodical tasks as much as the excitement of being on the road or engaging in other fast-paced sales work.
- She is likely to enjoy sales positions that call for a high energy level, a fast work pace, and meeting high-pressure deadlines.
- Ms. Sample is a self-starter and an energetic salesperson with a high sense of urgency.
- Ms. Sample enjoys being energetic and working in a fast-paced sales environment. She appreciates the excitement of critical deadlines and achieving timely results for her sales goals.

Management Considerations

- Create additional assignments that will enhance the productivity of her sales and provide a focus for her high energy level; communicate with her often to maintain your awareness of her job satisfaction.
- If the pace of this sales position is too slow for her, reward her efforts to attend to the essentials with time to “let off a little steam.” This kind of person is motivated to be very productive; make use of this energy to instigate productive selling on her part.
- Discussions with her should explore the possibility that this sales position may not satisfy her high level of energy and drive.
- Communicate with her about ways to make productive use of her high energy level; this will help her avoid the boredom which can lead to a decrease in productivity.

Assertiveness

Tendency to take charge of people and situations. Leads more than follows.



Behavioral Considerations

- Ms. Sample is willing to take command of a sales situation more often than relenting to an aggressive negotiator.
- Sally appears to be a fairly assertive individual who achieves sales through leadership. In most cases, she will contribute well in a sales team's discussions, but occasionally her leadership tends to be aggressive.
- She seems to enjoy the opportunity to lead a sales team. However, when she feels strongly about an issue, Ms. Sample may attempt to persuade others in a dominating manner.
- Ms. Sample is motivated by situations in which she determines the objectives of a sales team.

Management Considerations

- Provide positive feedback concerning her ability to engage in active listening, providing direction that eliminates confrontational attitudes. Encourage language that focuses on the ideas of the discussion, not the people who provide those perspectives.
- Provide a model of effective group dynamics to guide her through high stress sales negotiations.
- Discussions with her should explore the potential for training in diplomatic interactions to enhance her current proficiencies.
- When she is engaging in cooperative team efforts, present the appropriate ground rules and state clearly how each member may contribute to the team as peers, rather than followers or leaders.

Sociability

Tendency to be outgoing, people-oriented, and participate with others.



Behavioral Considerations

- Ms. Sample is fairly sociable. She tends to be aware of the necessity for keeping lines of communication open with clients.
- She prefers to maintain contact and keep up with the issues of common concern with clients.
- Sally prefers sociable interactions with clients. In situations of high stress, she may become frustrated if interactions with clients become too impersonal.
- Ms. Sample is generally inclined to promote the benefits of interacting with others in the process of achieving sales goals.

Management Considerations

- Guide Sally to adapt a less socially-oriented work style for occasions that require solitary work.
- Build upon her social strengths to address those sales opportunities that require a personal touch. Assign such tasks as often as possible, assuming she is also able to attend to other responsibilities that require less socializing.
- To facilitate her adaptation to the cultural climate of your organization, provide structured tasks that require the appropriate level of interpersonal behavior. Provide positive feedback as she achieves success in this area.
- Guide her, as appropriate, by modeling the best manner for interacting with others in your organization, especially when a more formal interpersonal style is required.

Manageability

Tendency to follow policies, accept external controls and supervision, and work within the rules.



Behavioral Considerations

- She is quick to take and maintain a defensive position when sales managers seem strictly bound by rules and procedures.
- She could balk when sales procedures are seen as too intrusive and limiting.
- Ms. Sample expresses a generally negative opinion regarding inflexible procedures. Her aversion to conformity could be a challenge for her sales manager if Sally cannot adapt.

Management Considerations

- Discussions with her should determine her potential for frustration within the procedural constraints of this sales organization.
- As you direct her in following procedural guidelines, reward her compliance with occasional opportunities to express her personal freedom in other areas. Focus on primary sales goals and allow room for adaptation in secondary areas.
- Maintain a personal demeanor in face-to-face conferences, stressing the importance of her compliance and your availability as a facilitative sales manager.

Additional Considerations

On the Manageability scale Ms. Sample is below the Performance Model for this sales position. This suggests that her willingness to follow standard procedures is less than the position typically requires. Discussions with her should detect how capable she is of adhering to policies and respecting the procedures of your sales organization.

Attitude

Tendency to have a positive attitude regarding people and outcomes.



Behavioral Considerations

- Sally may become impatient or fault-finding with negotiators, clients, or prospects who do not clarify their objectives in a frank manner.
- Her assessment of prospects will generally be more critical than optimistic.
- She tends toward greater trust and acceptance when the relationships involved have established an atmosphere of trust in the past.

Management Considerations

- Reinforce her value to the sales team and redirect her attention to her primary sales objectives in order to build her sense of trust for clients, peers, and team members.
- Allow her the time to regroup if she should express doubts about the outcome of her current sales goals. Concentrate on her motivations. Ask her whether this is a real problem or her way of venting frustration.
- If trusting others becomes an issue for Sally, distance yourself initially, observing her behavior and waiting until any conflict or trust issues dissipate. If the issue escalates, remain impartial and arbitrate with authority, reminding Sally and others involved of how individual needs should reflect the group's objectives.

Additional Considerations

Ms. Sample achieved an Attitude score that is outside the Performance Model for this sales position. This suggests that her outlook is outside that of most individuals in this position and that she may benefit from team-building exercises to enhance trust in the sales group and clients.

Decisiveness

Uses available information to make decisions quickly.



Behavioral Considerations

- She is not inclined to delay important sales decisions.
- Ms. Sample is capable of responding to a customer query and solving problems in a timely manner, gathering information only as long as it is done in a timely fashion.
- Ms. Sample is decisive and quick to close a deal. She is likely to enjoy sales opportunities that require immediate action.

Management Considerations

- If Sally responds poorly to making quick decisions, encourage her by saying that we have to take risks when decisions are required in a timely manner. Build this risk acceptance by providing low risk situations and then building the potential for risk as she adapts.
- When under stress, Ms. Sample tends to make decisions patiently, so emphasize the importance of deadlines and making decisions without extended analysis.
- Build her enthusiasm to be more decisive by example of your own capacity to act with a sense of urgency, even when under stress.

Additional Considerations

Ms. Sample achieved a Decisiveness score that is outside the Performance Model for this particular position. This suggests that her ability to make quick decisions confidently may be different than the position typically requires, and that she could encounter some frustration under high stress situations. Discussions with her should explore her potential for making decisions in a more appropriate manner after adequate training is applied.

Accommodating

Tendency to be friendly, cooperative, agreeable. To be a team person.



Behavioral Considerations

- Ms. Sample typically recognizes the need to cooperate with others. She is usually willing to share her resources and information as long as the sacrifices made do not threaten her primary goals concerned with profitable sales.
- Ms. Sample tends to have a cooperative outlook, generally prepared to help clients and meet their needs while maintaining sight of her competitive sales goals.
- Sally is generally cooperative with others, including clients and associates. She is not inclined, however, to sacrifice too much of her time, money, or effort for a profitless or superficial goal.

Management Considerations

- Encourage her to practice greater competitiveness with a team member. Reinforce the confidence necessary for her to confront others in a genuine manner with sales objectives in mind to enhance her sense of personal achievement.
- Reward her efforts to adapt to the needs of the sales team through an aggressive sales style.
- Recognize and affirm her cooperative sales style, but provide a model of enthusiasm that creates a more competitive spirit in her when such action is necessary for sales success.

Additional Considerations

On the Accommodating scale Ms. Sample scored outside the Performance Model for this sales position. This suggests that her willingness to challenge the opinions of prospects is different from most people in the position. On the job training could enhance her effectiveness in this area.

Independence

Tendency to be self-reliant, self-directed, to take independent action, and make own decisions.



Behavioral Considerations

- Ms. Sample prefers to undertake new sales projects independently, seeking support only when absolutely necessary to complete the deal.
- Ms. Sample prefers to pursue prospects on her own and will resist being micro-managed. She can become impatient with a sales manager or executive that demands constant progress updates.
- Sally is an independent salesperson who prefers minimal guidance and coaching. However, her high level of independence may create frustrations for an exceptionally attentive sales manager.

Management Considerations

- When possible, allow Ms. Sample some breathing room to let off the pressure she experiences from supervisory attention. Remain authoritative without becoming authoritarian so that she may adapt more readily, focusing more on salesmanship than her ability to appreciate your office traditions.
- Reinforce her acceptance of a structured sales environment. Reward her efforts to concede to this structure by allowing some independence in areas of lesser concern.
- Discussions with Sally should explore the possibility that this sales position may frustrate her independence and lead to a lowered sense of autonomy and freedom.

Additional Considerations

On the Independence scale Ms. Sample is above the Performance Model for this sales position. This suggests that her self-reliance is greater than the position typically requires and that she may become frustrated by the level of supervisory attention inherent in this role.

Objective Judgment

The ability to think clearly and be objective in decision-making.



Behavioral Considerations

- Sally generally prefers to sell in a fact-based, well-researched fashion. Ms. Sample may spend most of the time emphasizing the facts rather than making an emotional appeal.
- Ms. Sample emphasizes the benefits of a product utilizing her investigative capabilities to detail the objective advantages she has identified but is open to using a more intuitive approach if necessary.
- When determining ways to address a client's needs, Ms. Sample utilizes a problem-solving style that reflects a balance of intuition and objectivity.

Management Considerations

- She may benefit by attending to the general consensus of available opinions. Reward efforts to be more subjective and to follow her intuition as needed.
- As a complement to her method of decision-making, train her on how to gather information in a subjective manner, seeking the opinion of a sales team, for instance, in order to approach the sale in a more intuitive way.
- Offer her more opportunities to drive sales utilizing her intuition. Begin with low risk opportunities and allow time for her to gain more confidence for intuitive thinking.
- She may need practice and guidance in using a more intuitive approach in her sales decisions. Focus training on looking at information in a more holistic and general way, emphasizing a more personal approach to closing the deal.

Interests

The Interests section assesses the relative interests between the six interest areas. The top three interests for Sally and the Performance Model are presented below in ranked order. The interests shared by both are circled.

Sally



Enterprising

Indicates interest in activities associated with persuading others, sales, and presenting ideas.



Financial/Administrative

Indicates interest in activities such as organizing information or business procedures.



People Service

Indicates interest in activities such as helping people and promoting the welfare of others.

Performance Model



Enterprising



Creative

Indicates interest in activities using imagination, creativity, and original sales ideas.



People Service

Her interest results are focused in the Financial, People Service, and Enterprising themes. This indicates that she should be motivated to attend to the detailed aspects of organizing the sales process while focusing on profit issues. Her interests help to balance the administrative side of sales with the competitive side. Her motivation for serving the client complements persuading or facilitating, as well as encouraging them.

With Enterprising as her primary area of interest, Ms. Sample is likely to seek out activities that involve entrepreneurial pursuits and leadership. Her focus, above all other areas of interest, lies in pursuing sales objectives in a competitive environment. These kinds of activities motivate her sales style most effectively. Secondly, she is interested in Financial/Administrative activities that generally involve organizing information related to the selling process. Such responsibilities may help to drive her

performance and efficiency and are an important element of her sales style. Finally, her interest in People Service activities rounds out her interest profile. This may not be the central focus of her interests, but helping a client through sales-related services is likely to enhance the selling experience, nonetheless.

Additional Considerations

Ms. Sample does not show Creative activities as one of her top three interest areas. She may not find activities associated with this theme as motivating as those individuals who have been successful in this position.

Critical Sales Behaviors

This section describes the characteristics of Ms. Sample related to seven Critical Sales Behaviors. The descriptions in this section are based solely on her Behavioral Traits and do not consider her match to the position, Thinking Style or Interests.

These are sales behaviors shared by most people who have similar Behavioral Traits scores. It is, however, important to remember that there can be differences in salespersons and sales positions depending on a variety of factors such as: type of sales organization, product or services sold, geographic region, etc. These differences are evidenced by the wide variety of performance models found in the sales industry. For these reasons, you should incorporate her fit to this position (i.e. Job Match Percent) into your decision-making process.

Prospecting

Ms. Sample will invest a great deal of energy into prospecting. She should stay with the task consistently, gathering as much information as necessary from each potential prospect, thus allowing her to move directly into the sales mode. She tends to enjoy a great deal of self-sufficiency and flexibility in her approach to developing a list of prospects.

Closing The Sale

Ms. Sample can be competitive while maintaining the understanding that the prospect's perspective may have merit. She will tend to carefully qualify the prospects before trying to close them. Yet, she will not easily take "no" for an answer. In fact, she will stay with a prospect and ask for the sale as often as it takes to get a definite answer.

Call Reluctance

Ms. Sample has a good potential to overcome the call reluctance that she may experience from time to time. Her high level of energy suggests that she prefers to act quickly, rather than wait for something to happen. She may enjoy the opportunity to establish and meet goals and to compete for rewards.

Occasionally, Ms. Sample may be hesitant to make calls but is able to push past that reluctance with a good motivational foundation to turn to.

Self-starting

If given the opportunity to add excitement to her daily events, Ms. Sample usually accepts it with interest. The bustle and stress of a fast paced profession is very motivational for her. Ms. Sample can bring a very high level of energy to bear on work requirements and performance. She also has a strong enough self-reliance to set her goals slightly higher than those set by others. During difficult times or times of slow business, her initiative may wane, when her moderate level of drive needs replenishing. Ms. Sample will work out the details of how she will complete tasks on her own. Her autonomy and individualism are higher than most others which leads to unique goal setting and accomplishment.

Working With A Team

It is often easy for Ms. Sample to lead others and direct the course of action, yet she can also be more diplomatic than others. When competition takes form, she should be ready for the challenge and is willing to direct others toward that goal. However, it is not usually by the motivation of sales, but the opportunity to lead, that her interest is likely to be focused. Ms. Sample will often prefer to work out the details of how she will complete tasks on her own and may expect the same of the team. Her autonomy and individualism are higher than most others, so you may have to look for opportunities to develop her appreciation for the value of teamwork. It may be through the team that she can find the motivational energy that is occasionally difficult for her to summon on her own.

Building And Maintaining Relationships

Highly self-reliant, Ms. Sample adds high persistence to the establishment and maintenance of relationships. The pace at which she proceeds into relationship-building tasks may overwhelm some, so encourage her to practice the reading of a client's responses during initial communications. This way, she may be able to monitor her performance independently, satisfying her need for autonomy while improving her ability to create strong bonds with clients.

Compensation Preference

When competition takes form, she will usually be ready for the challenge. The main reward for her is the chance to compete on a level playing field and to earn the outcome. With a high self-reliance combined with good competitiveness, she is willing to set up the external compensation needed. Ms. Sample will probably prefer to work out the details of how she will complete this on her own. Despite her high competitiveness, one of the most motivational aspects of sales for her can be the service she provides to a customer and the satisfaction they express for that service.