

Profiles Sales Assessment™

CONFIDENTIAL

SELECTION REPORT

Friday, March 13, 2009

Sally Sample
Sample Demo Pattern

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This report provides information about Sally Sample, presented in a manner to help you understand her match with a selected sales position in your organization.



*Building and Retaining
the
High-Performance
Company*

Introduction

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 shaded area on the scale represents the Job Match target pattern selected by the company. The highlighted segment of the scale shows where Sally scored. Information about Sally is reported in these seven categories:

- **Job Summary Graph** – Shows the scores attained by Sally and their relationship to the Job Match Pattern for this position.
- **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, Creative, Technical, and Mechanical.
- **The Total Person** – Additional information regarding Sally and the significance of her scores.
- **Critical Sales Behaviors** – Covers expected behavior for seven behaviors.
- **Interview Guide** – Suggested interview questions for acquiring additional information that could be helpful in determining her suitability for this sales position.

Please consult the User's Guide for additional information on using these results in working with Sally.

Job Summary Graph

Job Pattern: Sample Demo Pattern

Overall Job Match



78%

Thinking Style

Learning Index					5	6	7			
Verbal Skill				4		6	7	8		
Verbal Reasoning					5	6	7	8		
Numerical Ability				4	5	6				
Numeric Reasoning				4	5	6	7			

Job Match Percentage
82%

Behavioral Traits

Energy Level						7	8	9		
Assertiveness						6	7	8		
Sociability					5	6	7			
Manageability		2			4	5	6			
Attitude				4			7	8	9	10
Decisiveness					5	6	7	8		
Accommodating			3	4	5		7			
Independence					5	6	7	8	9	
Objective Judgment					5	6	7			

Job Match Percentage
70%

Distortion - 7

Occupational Interests

Interests Ranking

Top three interests for this position

Enterprising									9	
Creative	2									
People Service						6				

Lowest three interests for this position

Financial/Admin									8	
Technical				4						
Mechanical				4						

Job Match Percentage
85%

The Job Matching process for Interests is concerned with the top three interests of a Job Match Pattern and how a candidate's top three interests match. The top three interests for this Pattern are indicated and ranked from top to bottom.

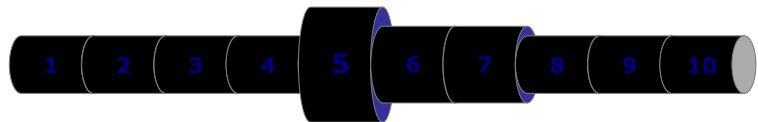
Note: The bolder scores indicate the three highest interests of this individual.

Profile for Thinking Style

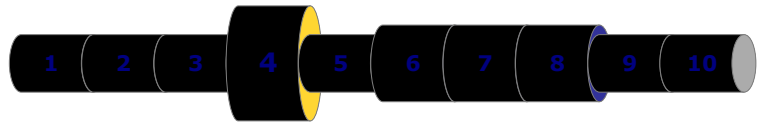
The darker shading represents the Job Match Pattern for this position. The larger box indicates this individual's score.

82% match with Thinking Style Pattern for this position.
Sally Sample has a 78% overall match for this position.

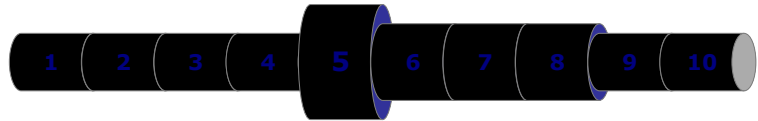
Learning Index – An index of expected learning, reasoning, and problem solving potential.



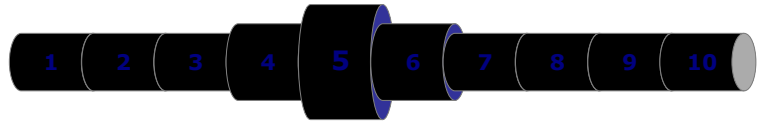
Verbal Skill – A measure of verbal skill through vocabulary.



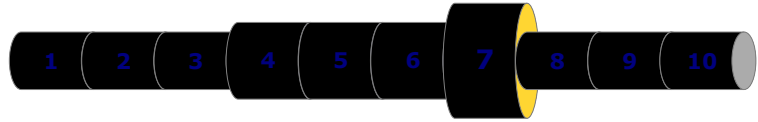
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Numerical Ability – A measure of numeric calculation ability.



Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.

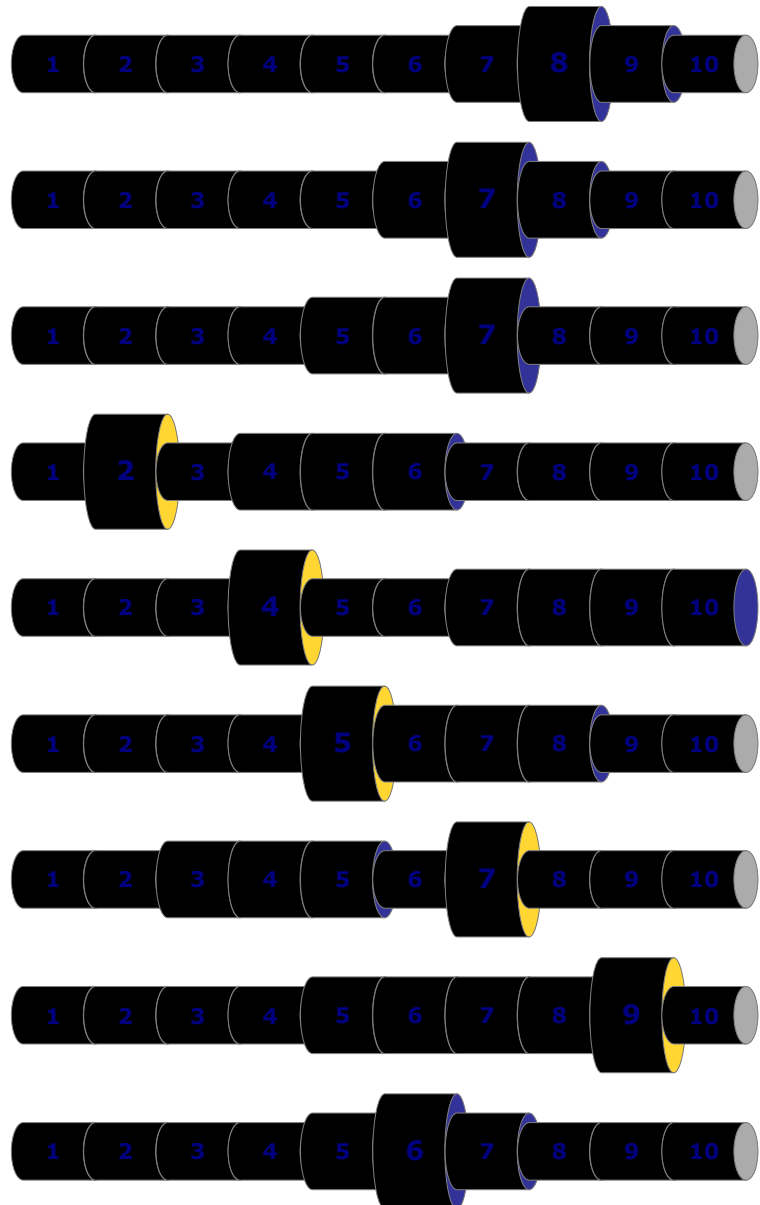


Profile for Behavioral Traits

The darker shading represents the Job Match Pattern for this position. The larger box indicates this individual's score.

{ 70% match with Behavioral Traits Pattern for this position.
Sally Sample has a 78% overall match for this position. }

- 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.



The Distortion Scale Score on this assessment is 7. The Distortion Scale deals with how candid and frank the respondent was while taking this assessment. The range for this scale is 1 to 10, with higher scores suggesting greater candor.

Profile for Interests

For the Job Match Pattern under consideration, the top three interests in descending order are: **Enterprising, Creative, and People Service**. The other three interests have no impact on this position. The top three interests for Sally in descending order are: **Enterprising, Financial/Admin, and People Service**. **Ms. Sample shares two of these interest areas: Enterprising and People Service**

When the top three interests are in common, the Job Match Percentage is greater than if there are fewer than three in common.

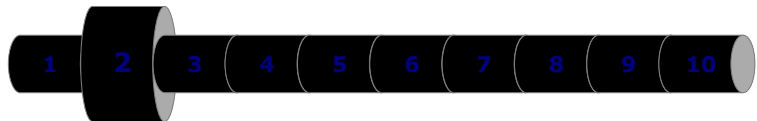
Sally Sample has an overall match of **78%** for this position.
Sally Sample has a **85%** match with Interest Pattern for this position.

Top three Interests for this sales position

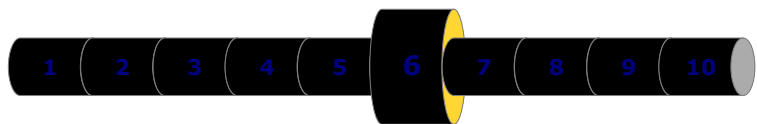
Enterprising – Indicates interest in activities associated with persuading others, sales, and presenting ideas.



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



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

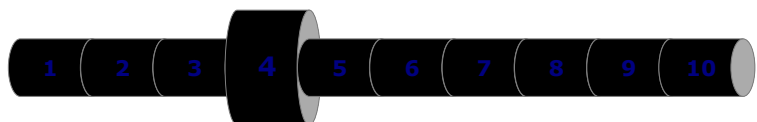


Interests not relevant to this sales position

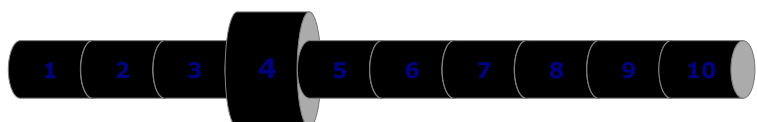
Financial/Admin – Indicates interest in activities such as organizing information or business procedures.



Technical – Indicates interest in scientific activities, technical data, and research.



Mechanical – Indicates interest in working with tools, equipment, and machinery.

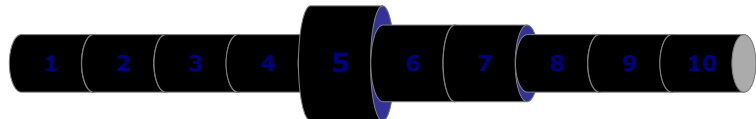


The Total Person

This part of the report discusses the results for Sally Sample on each of the scales in all three sections. The reported scores relate to the working population in general.

Thinking Style

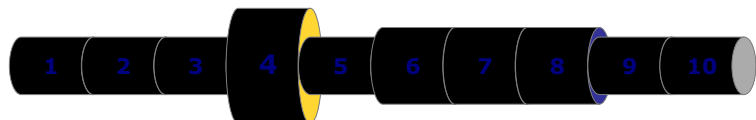
Learning Index – An index of expected learning, reasoning, and problem solving potential.



Job Pattern 5-7 Score 5

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

Verbal Skill – A measure of verbal skill through vocabulary.



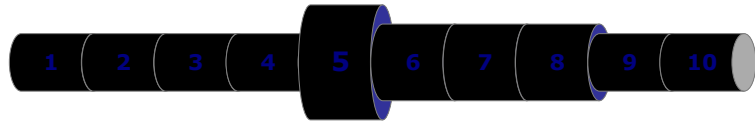
Job Pattern 6-8 Score 4

- o With training and experience, Ms. Sample should be able to more quickly and accurately carry out communications as they apply to the job.
- o Sally may initially need extra time in analyzing verbal and written information.
- o She demonstrates a level of verbal skill slightly below that of some people in the general population.
- o Ms. Sample may not have had much recent opportunity to use verbal analysis and communication in selling.



The Total Person

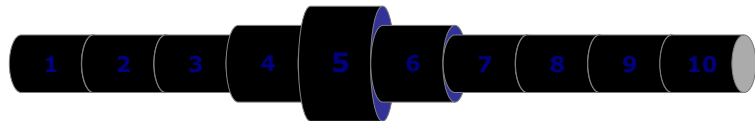
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Job Pattern 5-8 Score 5

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

Numerical Ability – A measure of numeric calculation ability.

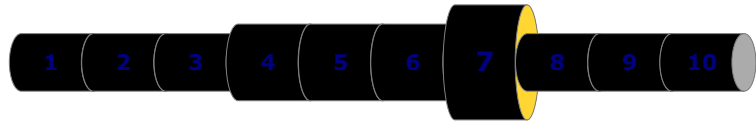


Job Pattern 4-6 Score 5

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

The Total Person

Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.



Job Pattern 4-6 **Score 7**

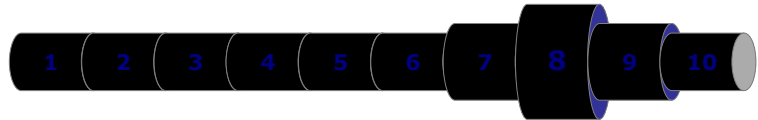
- o Sally grasps numerical concepts readily.
- o Ms. Sample works well with numbers and numerical concepts.
- o She completes numerical problems with greater success than the general population.
- o Ms. Sample demonstrates a strong ability to solve problems of a numerical nature.



The Total Person

Behavioral Traits

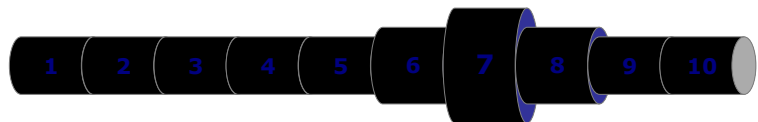
Energy Level – Tendency to display endurance and capacity for a fast pace.



Job Pattern 7-9 Score 8

- 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.
- 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 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.

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

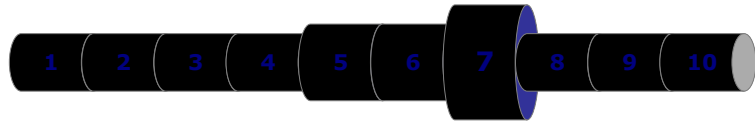


Job Pattern 6-8 Score 7

- 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.
- 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 may lead to aggressiveness.
- Ms. Sample is willing to take command of a sales situation more often than relenting to an aggressive negotiator.
- Ms. Sample is motivated by situations in which she determines the objectives of a sales team.

The Total Person

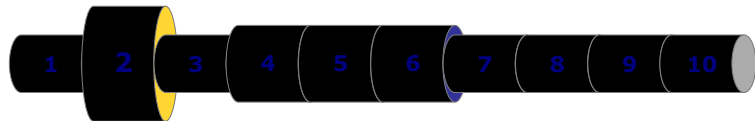
Sociability – Tendency to be outgoing, people-oriented, and participate with others.



Job Pattern 5-7 Score 7

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

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



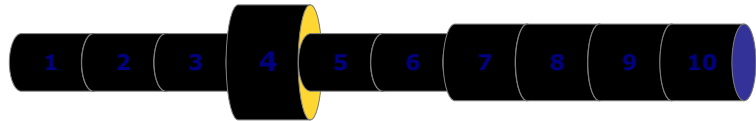
Job Pattern 4-6 Score 2

- o She could balk when sales procedures are seen as too intrusive and limiting.
- o Ms. Sample appears to feel that procedural compliance is more harmful than helpful to the process of selling. She could be difficult to lead if her sales manager insists that procedures be followed precisely and consistently.
- o She is quick to take and maintain a defensive position when sales managers seem strictly bound by rules and procedures.
- o Sally tends to relate to a procedurally-oriented sales manager in a wary, defensive manner.



The Total Person

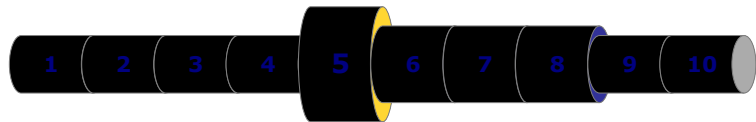
Attitude – Tendency to have a positive attitude regarding people and outcomes.



Job Pattern 7-10 Score 4

- o Her attitude is compatible with assessing the intentions of a negotiator or client in order to protect her sales goals.
- o She tends toward greater trust and acceptance when the relationships involved have established an atmosphere of trust in the past.
- o Ms. Sample expresses guarded optimism and trust; her attitude during sales negotiations can be more guarded than receptive, unless trust between parties has already been established.
- o Sally may become impatient or fault-finding with negotiators, clients, or prospects who do not clarify their objectives in a frank manner.

Decisiveness – Uses available information to make decisions quickly.



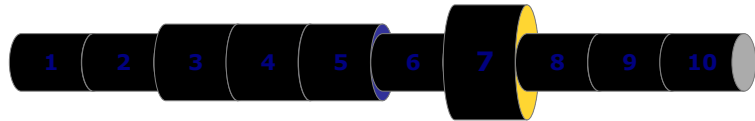
Job Pattern 6-8 Score 5

- o She can be effective in sales positions which require timely results while respecting adequate preparations and forethought.
- o She can be an expedient decision-maker when given enough time and information, but has difficulty taking decisive action if she feels hurried or unprepared for the sale.
- o Ms. Sample is willing to close a deal or make other decisions in a reasonably decisive way, unless suspicious of the consequences.
- o Sally thinks through the ramifications of her decisions, assuming the time available to close the deal allows for such deliberation.



The Total Person

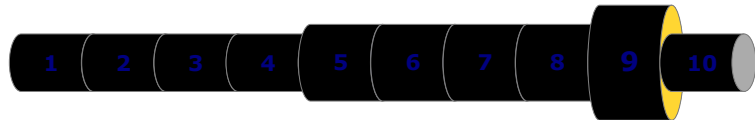
Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



Job Pattern 3-5 Score 7

- o She is usually not inclined to compete for goals that sacrifice the overall plans of the sales team. However, her demeanor will not be so passive or accommodating that she ignores her primary ambitions.
- o 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.
- o 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.
- o 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.

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



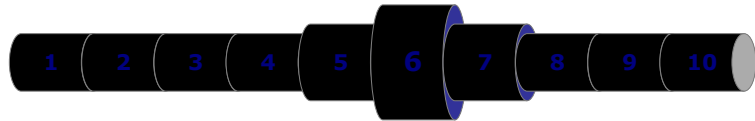
Job Pattern 5-8 Score 9

- o She is highly independent, and may require some refocusing in a sales environment that does not encourage this level of autonomy.
- o Ms. Sample prefers to undertake new sales projects independently, seeking support only when absolutely necessary to complete the deal.
- o 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.
- o 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.



The Total Person

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



Job Pattern 5-7 Score 6

- When determining ways to address a client's needs, Ms. Sample utilizes a problem-solving style that reflects a balance of intuition and objectivity.
- 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 discussing the advantages of a product to a prospect, Ms. Sample utilizes logical reason more than personal, emotional appeals.



The Total Person

Occupational Interests

The Interest section assesses the relative interests between the six interest areas. The top three interests for Ms. Sample are shown here, along with the top three interests for the Sample Demo Pattern position. Note that Sally shares TWO top interests with the requirements of this position.

TOP THREE areas of interest for Sally Sample.



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



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



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

TOP THREE areas of interest for the position of Sample Demo Pattern.



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



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



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

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.

Notice:

As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a position provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any assessment should never make up more than a third of the final decision.

Critical Sales Behaviors

Based upon the analysis of her scores, the following represents how Ms. Sample should behave in the area of seven Critical Sales Behaviors.

PROSPECTING

Ms. Sample will usually pursue prospects until she has them appropriately qualified. Ms. Sample will also invest a great deal of energy into the process. 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. Additionally, Sally is willing to adapt her closing approach to fit the situation, demonstrating good perseverance in the need to make the sale.

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 focus. 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.



Critical Sales Behaviors

BUILDING AND MAINTAINING RELATIONSHIPS

With high self-reliance, Ms. Sample adds 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. Ms. Sample is usually willing to continue working toward an objective, even past regular working hours.

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.

NOTE: This Job Match Pattern should reflect your expectations and/or how your Top Performers responded to the Profiles Sales Assessment. The report indicates how this individual's results compared with the Job Match Pattern. A continuing review of the impact and effectiveness of the Job Match Pattern is important to ensure that it reflects your company's needs and culture.

When using this report for decision-making, its contents should not be used as the basis for more than one-third of any decision. Profiles International, Inc. is only responsible for the contents of this report and is not liable for any unauthorized disclosure or misuse of the information contained herein.

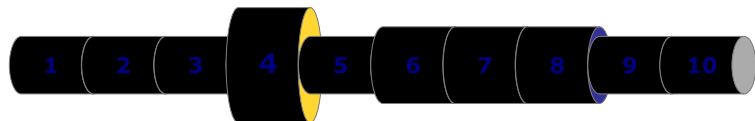


Interview Guide

Sally Sample scored outside the Job Match Pattern for this sales position. When interviewing Sally Sample, you should consider the following information:

THINKING

Verbal Skill – A measure of verbal skill through vocabulary.



Job Pattern 6-8 Score 4

On the Verbal Skill scale, Ms. Sample scored below the Job Match Pattern for this sales position. This suggests that her ability to use a thorough vocabulary is less than the position typically requires and that she could have a problem with communicating ideas and concepts to prospects. Discussions with her should explore the possibility that for Ms. Sample, the position may be overly challenging and could lead to frustration and a reduction in effective, well-communicated sales.

Interview Questions

- ✓ Some people read well but don't always remember what they have read. Do you ever experience this type of situation? How do you deal with it?

Interviewer Note:

- ✓ Have you ever had someone become upset because you needed instructions repeated? How have you dealt with such a situation?

Interviewer Note:

- ✓ How often do you read instructions or memos and have difficulty understanding what they mean? Give some examples.

Interviewer Note:



Interview Guide

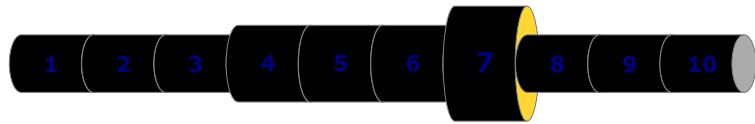
If you are considering making a job offer, here are additional things to consider:

- When giving verbal instruction to her, do not make the communication too lengthy. Break down complex plans into individual sales goals. Have her report back to you after accomplishing one goal to receive the next one. Be very brief and straightforward.
- To achieve the best results from communications with Sally, review instructions after they have been given, focusing on a step-by-step understanding of the information.
- Do not become overly ambiguous and obscure when providing instructions to her, rather follow a straightforward and structured line of communication.
- Moderate the complexity of your language when communicating directives, procedures, and sales goals with Ms. Sample, who may prefer that sales goals be stated in a concrete and applied fashion.



Interview Guide

Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.



Job Pattern 4-6 **Score 7**

On the Numerical Reasoning scale, Ms. Sample is above the Job Match Pattern for this sales position. This suggests that her ability to analyze data as part of the decision making process is greater than the position typically requires and that she may not be sufficiently challenged to maintain her interest and/or level of performance.

Interview Questions

- ✓ When making budgetary decisions, can you rapidly see where resources can be reallocated or redistributed?

Interviewer Note:

- ✓ Describe your methods for expressing complex numerical concepts to those with less training; how frustrating can this be for you?

Interviewer Note:

- ✓ Have you ever drawn conclusions based on numbers, graphs, or figures that were quite obvious to you, but others had a hard time following? Describe an example.

Interviewer Note:

- ✓ When discussing trends, production values, or finances do you seem to understand the conclusions more quickly than the other people involved? Describe a situation when this happened.

Interviewer Note:



Interview Guide

If you are considering making a job offer, here are additional things to consider:

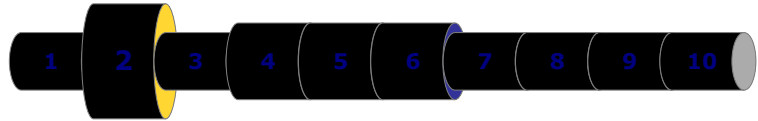
- When making budgetary decisions, Sally can rapidly see where resources may be reallocated or redistributed, but may require additional or advanced assignments to make use of this ability and avoid a lack in motivation.
- To avoid miscommunications when Sally is expressing complex numerical information to prospects, encourage her to utilize proper communication techniques that emphasize a common level of understanding between the client and herself.
- Ms. Sample is very capable of assimilating numerical data to make sales decisions, but may be frustrated by a lack of challenge in this sales position. Address frustrations and provide ways to challenge her abilities.
- Ms. Sample may be far more proficient in processing numerical information than is required for this sales position. She may experience frustration if not sufficiently challenged, but if little opportunity exists to practice this skill, then focusing on her motivational level may be appropriate.



Interview Guide

BEHAVIORAL TRAITS

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



Job Pattern 4-6 Score 2

On the Manageability scale Ms. Sample is below the Job Match Pattern 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.

Interview Questions

- ✓ When sales goals are not met, who is responsible and why?

Interviewer Note:

- ✓ It is reasonable to say that no job is completely perfect. Tell me about a time in which you were able to express your creativity in spite of the policies and sales procedures with which you were expected to comply.

Interviewer Note:

- ✓ Describe the results of a past conflict with a sales manager. How did it happen, whose "fault" was it, and how was it resolved?

Interviewer Note:

- ✓ In your own words, should the role of a sales manager include the enforcement of sales procedures?

Interviewer Note:

Interview Guide

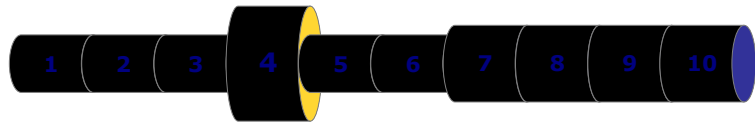
If you are considering making a job offer, here are additional things to consider:

- 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.
- Discussions with her should determine her potential for frustration within the procedural constraints of this sales organization.
- Maintain a personal demeanor in face-to-face conferences, stressing the importance of her compliance and your availability as a facilitative sales manager.
- Assimilation into the organization's culture could be challenging, since conformity may be contrary to her basic perspective. Encourage as much adherence to your sales policies as is reasonable.
- While some compromises may be possible, to confront an attitude of opposition to organizational policies or procedures, a manager may need to clarify the options available to Sally in order to conform and thus concentrate on sales.



Interview Guide

Attitude – Tendency to have a positive attitude regarding people and outcomes.



Job Pattern 7-10

Score 4

On the Attitude scale, Ms. Sample is below the Job Match Pattern for this sales position. This suggests that her general response to others will be more cautious when compared to most individuals in this position. Discussions with her should center on developing trust for her team and clients.

Interview Questions

- ✓ Describe the last time you experienced a big change in the workplace, like a new set of procedures for selling, for example. How did you feel about those changes?

Interviewer Note:

- ✓ Describe for me a specific time in which your attitude had an effect on the outcome of a sales opportunity.

Interviewer Note:

- ✓ Tell me about a high stress situation in which it was desirable for you to keep a positive attitude. What happened?

Interviewer Note:

- ✓ What role have you played, in the recent past, in which your sales team was unmotivated and you were able to point out the possibilities for success.

Interviewer Note:



Interview Guide

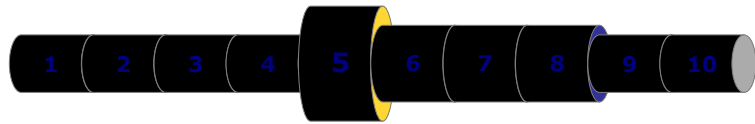
If you are considering making a job offer, here are additional things to consider:

- o While maintaining a considerate demeanor, a sales manager could confront her on alternative solutions concerning her apparent low level of interpersonal trust and how she may contribute to sales successes.
- o Discussions with her should explore the possibility that this sales position may require a level of trust from her that requires adaptation and training to develop.
- o Provide her with an appropriate amount of time to discuss her feelings about a change process, but redirect her by providing a calm and cooperative expression in your behavior. Stress the necessity to focus on immediate sales goals.
- o If Ms. Sample begins to hesitate about accepting change, suggest discussion for a later time in order to redirect some of her distress. Give feedback on her performance to make positive steps toward more productive behavior.
- o Building her basic trust with informal group activities can ease her doubts about the motivations of others. These activities can be as simple as lunchtime office meetings and informal sales goal meetings.



Interview Guide

Decisiveness – Uses available information to make decisions quickly.



Job Pattern 6-8 Score 5

Ms. Sample achieved a Decisiveness score that is outside the Job Match Pattern 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.

Interview Questions

- ✓ How have you handled surprises or sudden crises when working with a customer?

Interviewer Note:

- ✓ Describe a sales situation in which you had to draw a conclusion quickly and take speedy action.

Interviewer Note:

- ✓ Describe what kinds of daily decision making for which you have been responsible.

Interviewer Note:

- ✓ Tell me about a situation in which you understood that it was important to take action without hesitation while closing a sale. What did you do?

Interviewer Note:



Interview Guide

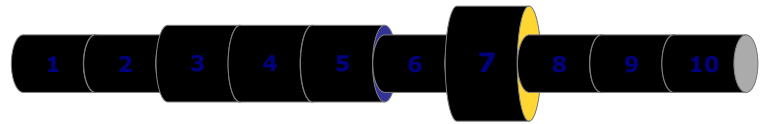
If you are considering making a job offer, here are additional things to consider:

- Discussions with her should explore her potential for making decisions in a more timely manner after adequate training and analysis.
- When under stress, Ms. Sample tends to make decisions patiently, so emphasize the importance of deadlines and making decisions without extended analysis.
- Provide training in risk management as well as how to handle stress. This should improve the time necessary for Ms. Sample to make snap decisions under pressure.
- 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, then building the potential for risk as she adapts.
- Build her enthusiasm to be more decisive by example of your own capacity to act with a sense of urgency, even when under stress.



Interview Guide

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



Job Pattern 3-5 Score 7

On the Accommodating scale Ms. Sample is above the Job Match Pattern for this sales position. This suggests that her willingness to productively challenge client objections is less than this sales position typically requires. She may need training to enhance her competitiveness and negotiation skills.

Interview Questions

- ✓ What is more productive for the sales team: honest communication, group unity, or something else? Explain.

Interviewer Note:

- ✓ Describe a time in which you were able to support and reassure a client who needed some personal attention.

Interviewer Note:

- ✓ When a prospect is mistaken about a sales issue, what is the best way to confront him or her without losing the sale?

Interviewer Note:

- ✓ When, if ever, is conflict a positive factor in selling?

Interviewer Note:

Interview Guide

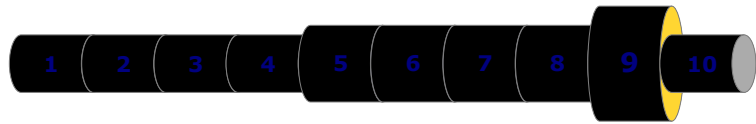
If you are considering making a job offer, here are additional things to consider:

- o If required, confront her apparent hesitance for challenging the ideas of clients or competitors by rewarding her efforts to avoid compromises. Publicly recognize her improvements when she stands up for her sales objectives.
- o If her level of accommodation is not conducive for your sales culture, training that encourages her to stand up for her ideas and personal priorities may enhance her motivation to achieve individual sales successes.
- o Demonstrate the advantages of supporting one's personal sales agenda. By achieving this, she may see that the willingness to challenge the ideas of others can be an important part of reaching sales goals productively.
- o Her strong level of accommodation may be helpful in some cases, but in other circumstances, this may not facilitate resolution. Instill the perspective that standing up for her objectives helps to create more dynamic results.
- o If a less flexible sales style is often required to achieve success, instill a more spirited attitude in her that rewards unyielding results.



Interview Guide

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



Job Pattern 5-8 Score 9

On the Independence scale Ms. Sample is above the Job Match Pattern 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.

Interview Questions

- ✓ Describe a situation in your experience when you required more freedom (less supervision than was offered) to achieve sales success.

Interviewer Note:

- ✓ Describe your preferences concerning the amount of supervision with which you are comfortable receiving from a sales manager. Explain the ideal situation that produces the best sales you can achieve.

Interviewer Note:

- ✓ Give me an example of a time in which you openly accepted the advice of a superior and how you implemented his or her suggestions.

Interviewer Note:

- ✓ Just about anybody can give a routine, standard answer to common problems; however, the payoff is often in the development of unique solutions to a prospect's objection. Give me an example of one of your unique and novel solutions related to this kind of selling experience.

Interviewer Note:



Interview Guide

If you are considering making a job offer, here are additional things to consider:

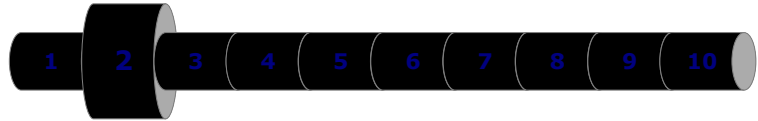
- o When possible, allow Ms. Sample some breathing room to let off the pressure she experiences from supervisory attention. Remain authoritative without becoming authoritarian so that she may adapt more readily, focusing more on salesmanship than her ability to appreciate your office traditions.
- o Handle with care when collaboration and structure are required, but remain authoritative. Encourage a consultative relationship when her independence is contrary to the organization's sales objectives.
- o 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.
- o 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.
- o Maintain open communication with her to foster a closer supervisory relationship. Listen to her when she appears frustrated by the attentions of a supervisor and recognize her positive performance.



Interview Guide

OCCUPATIONAL INTERESTS

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



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 sales position.

Interview Questions

- ✓ What have you experienced to be frustrating about selling that always seems to call for a new approach rather than going with what is tried and true?

Interviewer Note:

- ✓ What is it like for you to work in an unstructured sales environment that rarely has simple procedures to rely upon?

Interviewer Note: Interviewer Note:

- ✓ Would you say that you like to try new sales approaches, even if they are a bit unconventional? Why or why not?

Interviewer Note:

- ✓ Would you describe yourself as a person likely to take a new perspective on a sales problem or one that searches for reliable, traditional approaches? Why is that?