

CONFIDENTIAL

ProfileXT™

Assessments USA & Canada

SALES PLACEMENT REPORT

Thursday, January 18, 2010

Jason Sample

DEMO SALES MANAGER

www.Assessments-USA.com

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Introduction

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

This report reflects the responses provided by Jason Sample when he completed the **Profile XT** assessment. Results are illustrated on a scale from 1 to 10. The darker area on the scale represents the Job Match target pattern selected by the company. The enlarged segment of the scale shows where Jason scored. If the enlarged segment is dark, Jason is in the Job Match pattern; if it is light, he is not. Information about Jason is reported in these six categories:

- **Job Summary Graph** – shows the scores attained by Jason 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 Jason and the significance of his scores.
- **Interview Guide** – Suggested interview questions for acquiring additional information that could be helpful in determining his suitability for this sales position.

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

Job Summary Graph

Job Pattern: DEMO SALES MANAGER

Overall Job Match



69%

Thinking Style

Learning Index					5	6	7	8		
Verbal Skill					5	6	7		9	
Verbal Reasoning					5	6	7	8		
Numerical Ability					5	6	7	8		
Numeric Reasoning					5	6	7		9	

Job Match
Percentage
60%

Behavioral Traits

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

Job Match
Percentage
71%

Distortion 8

Occupational Interests

Interests Ranking

Top three interests for this position

Enterprising										10
Financial/Admin					5					
People Service						6				

Lowest three interests for this position

Technical								7		
Mechanical		2								
Creative						6				

Job Match
Percentage
85%

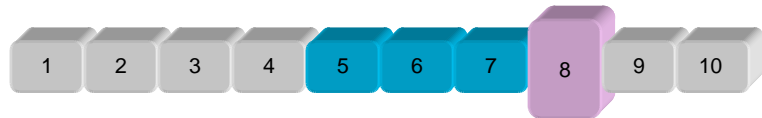
The Job Matching process for Interests is concerned with the top three interests of a Job Match Pattern and how a candidate's top three interests match. The three top interests for this Pattern are indicated and ranked from top to bottom.

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

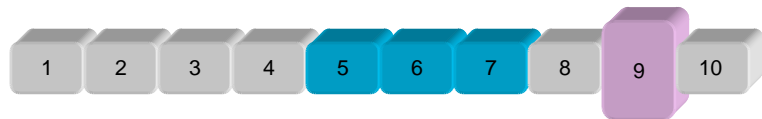
Profile for Thinking Style

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

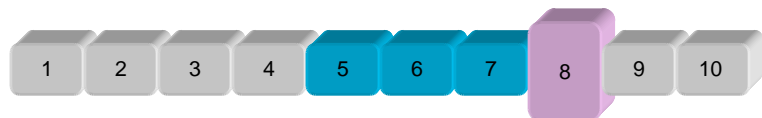
Learning Index – An index of expected learning, reasoning and problem solving potential.



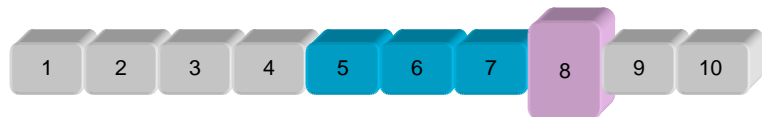
Verbal Skill – A measure of verbal skill through vocabulary.



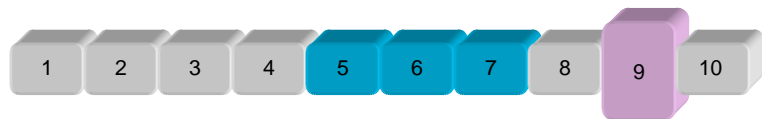
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Numerical Ability – A measure of numeric calculation ability.



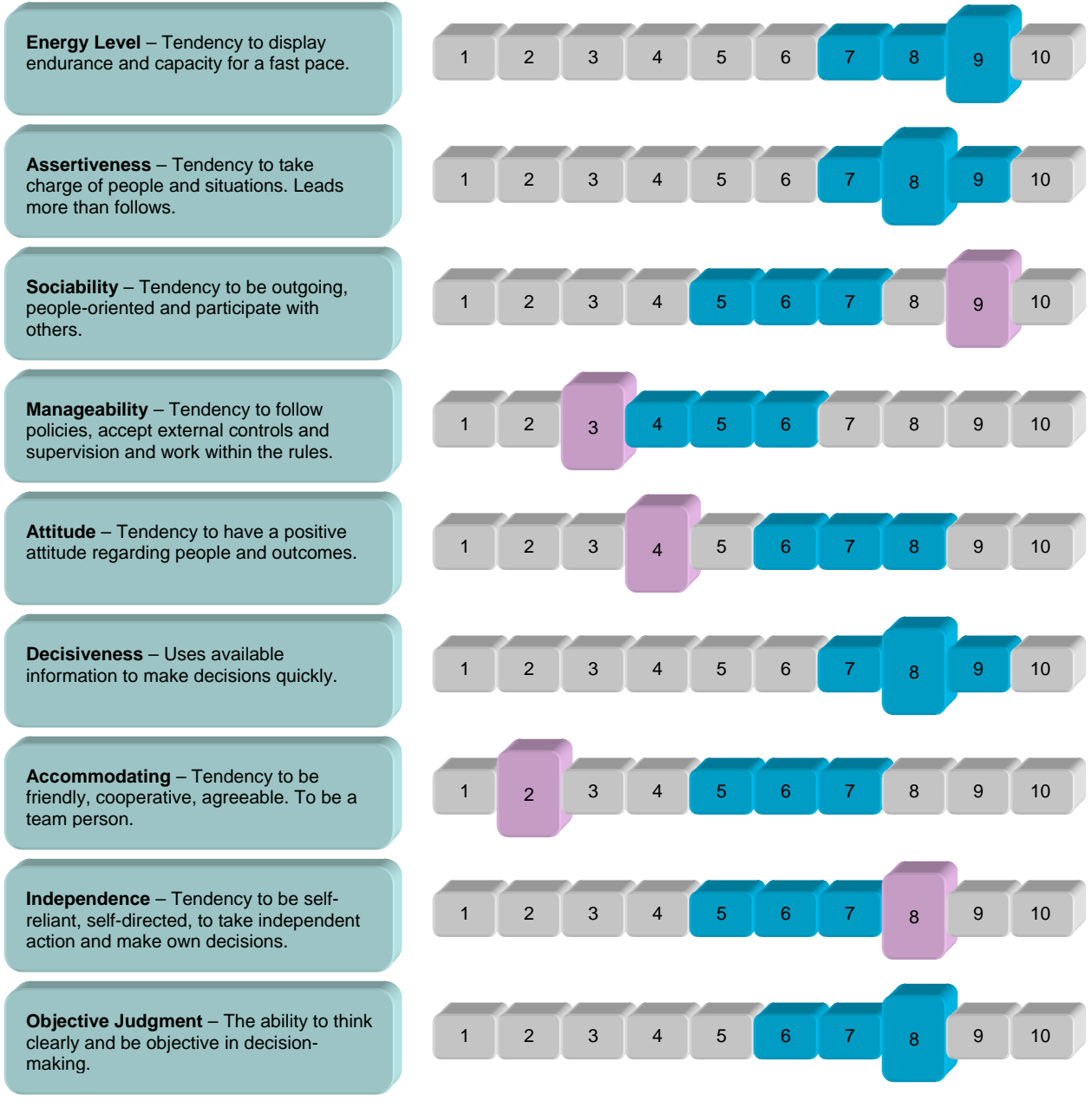
Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.



60% match with Thinking Style Pattern for the DEMO SALES MANAGER position.

Jason Sample has a **69%** overall match for the DEMO SALES MANAGER position.

Profile for Behavioral Traits



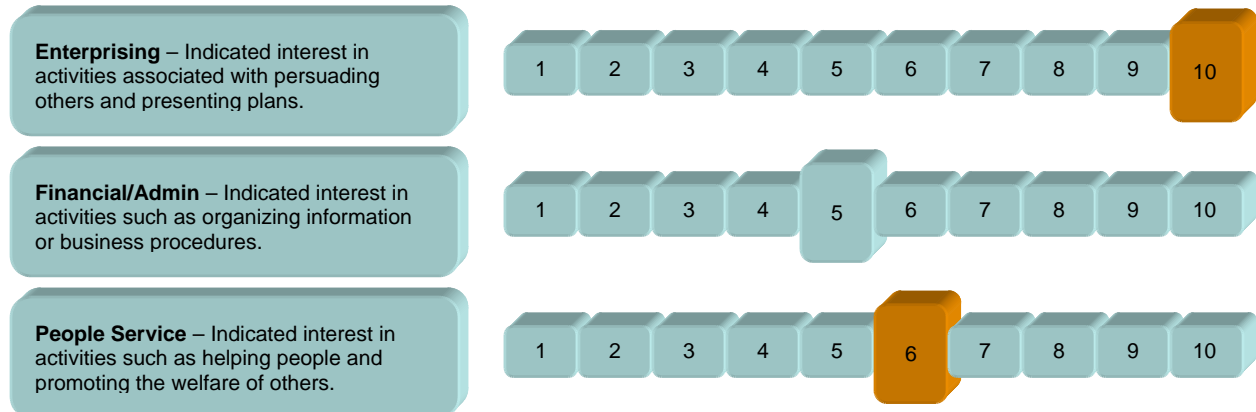
71% Behavioral Traits Pattern match for the DEMO SALES MANAGER position.
Jason Sample has a 69% overall match for the DEMO SALES MANAGER position.

The Distortion Scale Score on this assessment is **8**. 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.

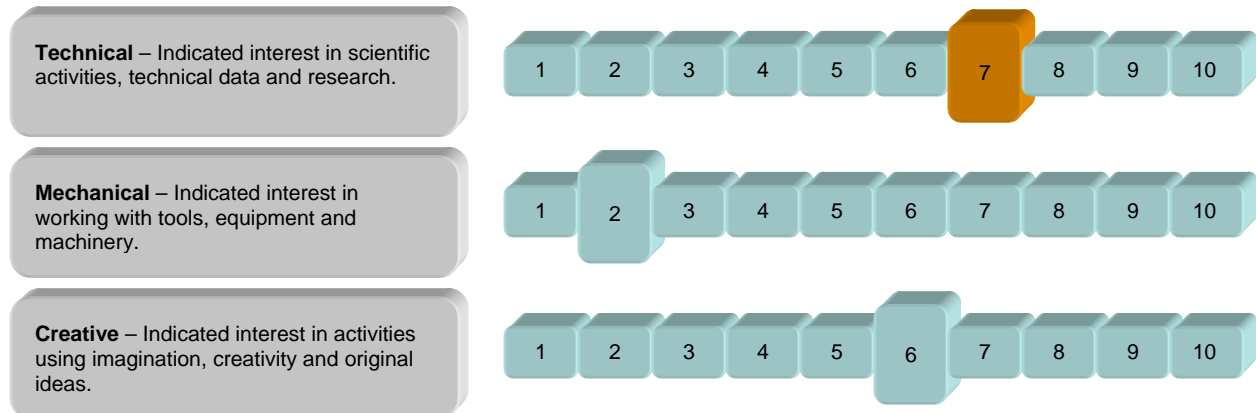
Profile for Interests

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

Top three Interests for this sales position



Interests not relevant to this sales position



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

Jason Sample has an 85% match with Interest Pattern for the DEMO SALES MANAGER position.

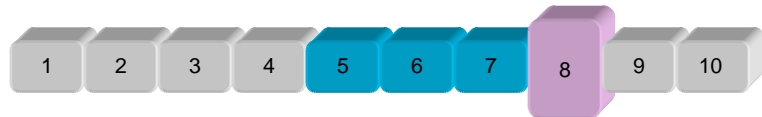
Jason Sample has an overall match of 69% for the DEMO SALES MANAGER position.

The Total Person

Thinking Style

This part of the report discusses the results for Jason Sample on each of the scales in all three sections (Thinking Style, Behavioral Traits, and Occupational Interests).

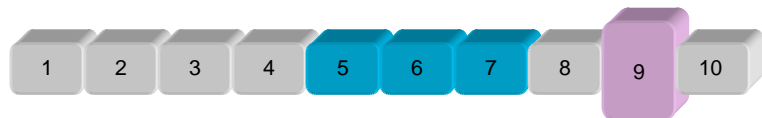
Learning Index – An index of expected learning, reasoning and problem solving potential.



Job Pattern 5-7 Score 8

- Mr. Sample handles fairly complex tasks with relative efficiency; he has strong problem-solving abilities.
- His assimilation of new sales information will be better than most individuals in the general population.
- Jason generally learns by paying attention to detail.
- Mr. Sample is an effective learner in most situations.

Verbal Skill – A measure of verbal skill through vocabulary.

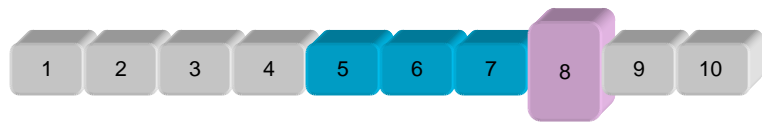


Job Pattern 5-7 Score 9

- Jason is capable of precise communication even under the pressure of closing a sale.
- Mr. Sample is quick in communicating correct conceptual sales solutions to a prospect, using a diverse vocabulary.
- His analysis of communication related concepts should be sharp and on target.
- Mr. Sample excels in a sales situation that requires the accurate application of communication in order to make the sale.

The Total Person

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



Job Pattern 5-7 Score 8

- o Mr. Sample assimilates verbal information rapidly when compared to most of the general population.
- o He likely prefers selling and interacting with clients, with verbal proficiency being one of his primary tools.
- o Mr. Sample should communicate thoughts and ideas to prospects and clients effectively.
- o Jason is proficient in information gathering and the expression of thoughts and ideas to prospects.

Numerical Ability – A measure of numeric calculation ability.

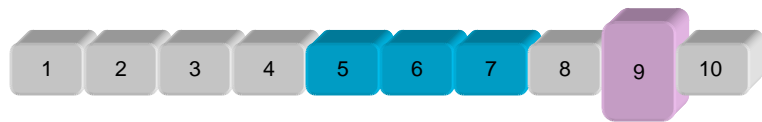


Job Pattern 5-7 Score 8

- o Mr. Sample has a sound understanding of basic mathematical processes and is able to mentally figure some numeric combinations.
- o Jason shows strong potential for developing existing skills with numbers.
- o He should be competent in making mental estimations involving complex pricing calculations.
- o Mr. Sample can build on a basic numerical foundation as the particular calculations required in performing the job become familiar.

The Total Person

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



Job Pattern 5-7 **Score 9**

- o He will likely have little difficulty in assimilating new sales information of a numerical nature.
- o Mr. Sample should effectively solve numerical problems and mathematical applications.
- o Jason rapidly grasps numerical information.
- o Mr. Sample is certainly adaptive when handling complex numerical decisions.

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



Job Pattern 7-9 **Score 9**

- o Mr. 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.
- o Mr. Sample is a self-starter and an energetic salesperson with a high sense of urgency.
- o Mr. Sample enjoys being energetic and working in a fast-paced sales environment. He appreciates the excitement of critical deadlines and achieving timely results for his sales goals.
- o He is likely to enjoy sales positions that call for a high energy level, a fast work pace, and meeting high-pressure deadlines.

The Total Person

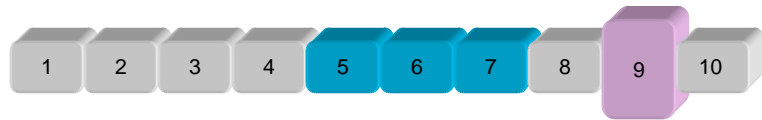
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



Job Pattern 7-9 Score 8

- Leading a sales team and commanding the course of a negotiation is quite appealing to Mr. Sample.
- Mr. Sample has a strong need to be in charge, lead others, and push for closure.
- He is strongly motivated by influence and authority.
- Jason is highly motivated by situations in which he must achieve aggressive results.

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

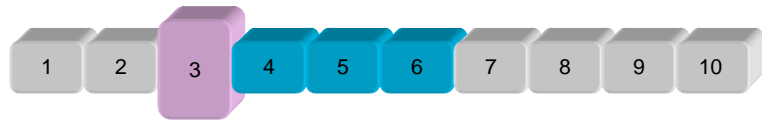


Job Pattern 5-7 Score 9

- Jason is highly inclined to promote the benefits of teamwork in sales; he enjoys working closely with others and involving others in the process of achieving sales goals.
- He enjoys interacting with prospects and being concerned with client relationships. He would find it extremely difficult to pursue sales in an impersonal manner.
- His sociability is highly compatible with establishing a network of sales contacts. He is sociable, group-oriented, and open to sharing opinions and ideas. Conversely, in an isolated work environment, he may feel rather frustrated.
- Mr. Sample is quick to engage prospects and maintain relations with clients.

The Total Person

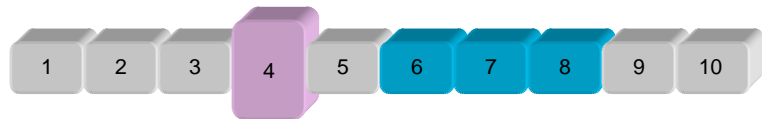
Manageability – Tendency to follow policies, accept external controls and supervision and work within the rules.



Job Pattern 4-6 Score 3

- o He is quick to take and maintain a defensive position when sales managers seem strictly bound by rules and procedures.
- o Jason tends to relate to a procedurally-oriented sales manager in a wary, defensive manner.
- o Mr. Sample expresses a generally negative opinion regarding inflexible procedures. His dissatisfaction for conformity could be a challenge for his sales manager, if Jason cannot adapt.
- o He could balk when sales procedures are seen as too intrusive and limiting.

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



Job Pattern 6-8 Score 4

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

The Total Person

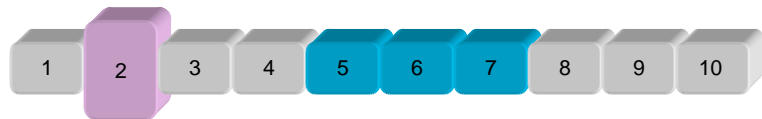
Decisiveness – Uses available information to make decisions quickly.



Job Pattern 7-9 Score 8

- o Mr. Sample acts with expedience when making decisions and is not inclined to hesitate on closing a sale.
- o Jason does not spend too much time analyzing a sales opportunity.
- o Mr. Sample is readily decisive, quick to act, and prefers sales priorities that require immediate action.
- o He is typically confident of his decisions.

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

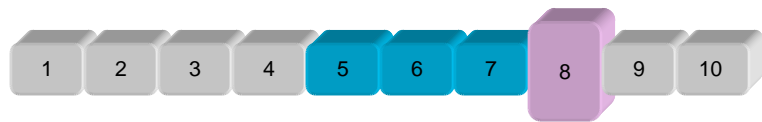


Job Pattern 5-7 Score 2

- o Mr. Sample is not particularly inclined to hide his opinions about a product, client, or other situation.
- o He is probably quite uncomfortable avoiding an issue or having to misrepresent a particular aspect of a product or service. It is better to be frank than to appear manipulative, from his perspective.
- o Jason demonstrates a tendency for frankness concerning his opinions. While this can be a benefit in a competitive sales setting, it may cause difficulties if subtlety is required during a sales call or negotiation.
- o Mr. Sample is inclined to tell clients what he thinks, in a direct and uncompromising manner.

The Total Person

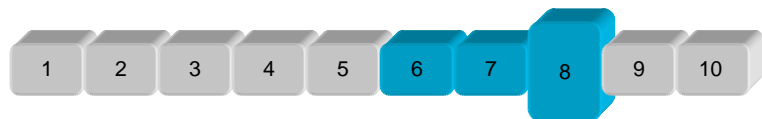
Independence – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



Job Pattern 5-7 Score 8

- o Jason is an independent salesperson who prefers minimal guidance and coaching. However, his high level of independence may create frustrations for an exceptionally attentive sales manager.
- o He is highly independent, and may require some refocusing in a sales environment that does not encourage this level of autonomy.
- o Mr. Sample prefers to pursue prospects on his own and will resist being micro-managed. He can become impatient with a sales manager or executive that demands constant progress updates.
- o Mr. Sample prefers to undertake new sales projects independently, seeking support only when absolutely necessary to complete the deal.

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



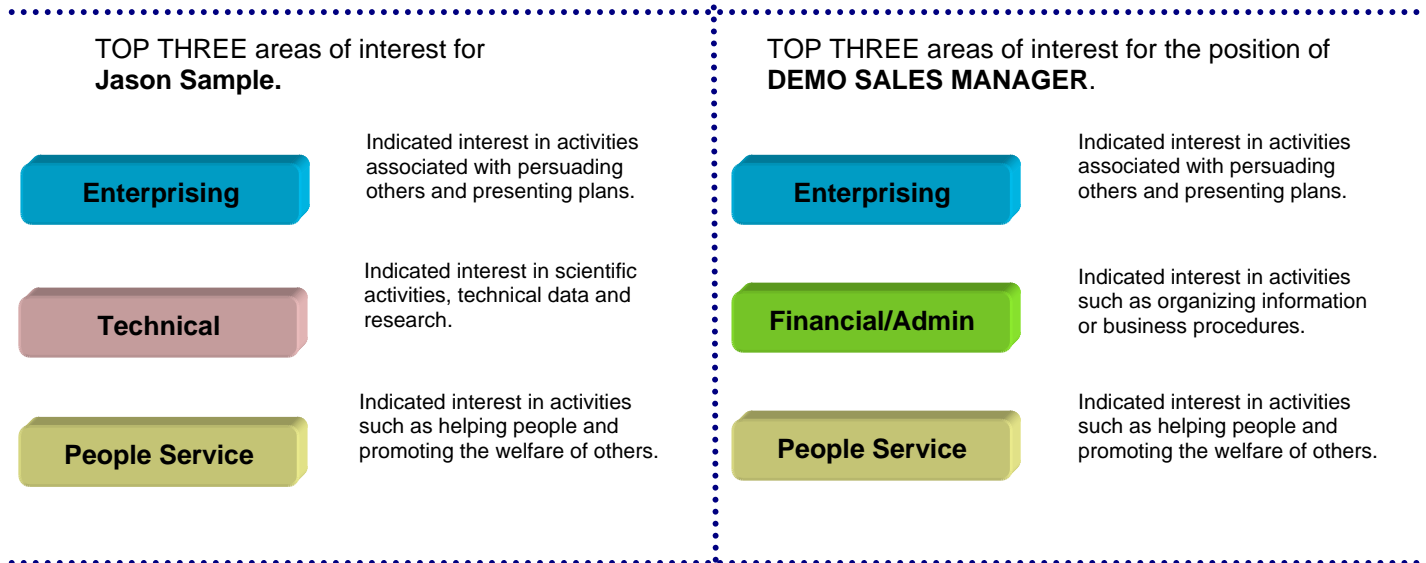
Job Pattern 6-8 Score 8

- o His judgment and decisions should indicate highly consistent usage of his objectivity.
- o Jason consistently takes an objective stance, based on available data, when solving problems for a client.
- o He is highly inclined to make objective judgments, applying experience to current sales situations.
- o Mr. Sample consistently utilizes objective judgment when creating solutions for a client.

The Total Person

Occupational Interests

The Interest section assesses the relative interests between the six interest areas. The top three interests for Mr. Sample are shown here, along with the top three interests for the DEMO SALES MANAGER position. Note that Jason shares TWO top interests with the requirements of this position.



Mr. Sample's interest results are focused in the Enterprising, People Service and Technical themes. Enterprising describes activities that involve persuading other people and People Service suggests that this contact with others drives his performance in a positive way. He may be drawn into situations in which he can help people in an advisory capacity. His Technical interests indicate he would prefer an analytically-oriented work setting which also fits with the role of advisor this pattern suggests.

With Enterprising as his primary area of interest, Mr. Sample is likely to seek out activities that involve entrepreneurial pursuits and leadership. His focus, above all other areas of interest, lies in pursuing sales objectives in a competitive environment. These kinds of activities motivate his sales style most effectively. Secondly, he is motivated by the Technical aspects of selling a product or service. Using data and highlighting the technical nature of a product to support the sale should help to maintain a positive level of motivation for him. Finally, his interest in People Service activities rounds out his interest profile. This may not be the central focus of his interests, but helping a client through sales-related services is likely to enhance the selling experience, nonetheless.

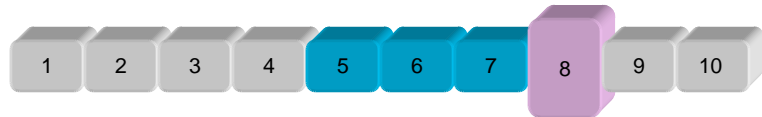
Notice: As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a position provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any assessment should never make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

Interview Guide

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

THINKING

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



Job Pattern 5-7 **Score 8**

On the Learning Index scale, Mr. Sample scored above the Job Match Pattern for this sales position. This suggests that his assimilation of new information is greater than the position typically requires and that he may experience boredom from the requirements of the job. Discussions with him should explore his motivation for participating in sales training and what forms of training are most effective for him.

Interview Guide

Interview Questions

- ✓ What experiences do you have in teaching new skills to others? What methods do you employ?

- ✓ What methods do you prefer to gather information during a sales training session?

- ✓ Relate the difference between effective and poor sales training.

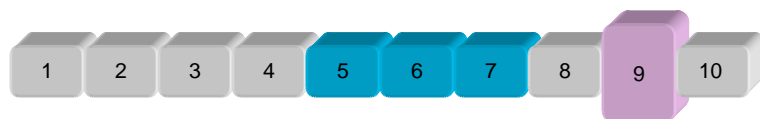
- ✓ Change is inevitable in the workplace; an example includes the addition of a new product to sell. Describe a past event in which you adapted quickly to a new set of skills for the job.

Interview Guide

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

- o Jason will attain sales skills more readily than most of his co-workers. Offer a challenging sales training experience to avoid boredom. Adapt the training experience so that high achievers are rewarded with early completion or granted extra training opportunities to achieve higher success ratings.
- o Encourage his input in sales discussions, as he is inclined to apply good number and verbal sense to problem solving. However, consider the effectiveness of his communication of ideas to others, as he may "talk over the heads" of his prospects.
- o In the sales training experience, he may initially excel, but a drop in performance can set in if the experience is not sufficiently challenging. A self-paced training program, that adapts to the abilities of each participant, will not only challenge him, but also make efficient use of his training time.
- o Mr. Sample is highly responsive to training at many levels of complexity. However, this efficient pattern of assimilating information can be the cause of frustration for him if there is little challenge in the sales training process. Maintain challenging opportunities in sales training so that he may achieve even higher goals.

Verbal Skill – A measure of verbal skill through vocabulary.



Job Pattern 5-7 **Score 9**

On the Verbal Skill scale, Mr. Sample scored above the Job Match Pattern for this sales position. This suggests that his command of vocabulary is greater than the position typically requires and that he may experience frustration when communicating with others. Discussions with him should explore the possibility that the position may not be sufficiently challenging to maintain his interest and/or level of performance.

Interview Guide

Interview Questions

- ✓ When you make notes, memos, or written instructions, do people have to ask you the meaning of some words? Describe a time this has happened.

- ✓ Have you found yourself feeling impatient with how slow others are in understanding simple ideas?

- ✓ What are the advantages of a diverse and comprehensive vocabulary? The disadvantages?

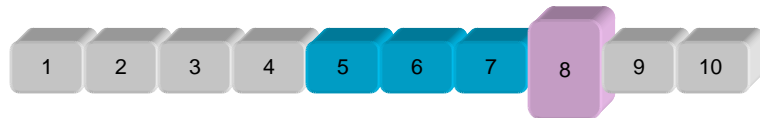
- ✓ Describe a recent situation in which you imparted your key points to a prospect with verbal skills less proficient than yours.

Interview Guide

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

- If he appears frustrated with the simplicity of the verbal ability of some clients with whom he converses, encourage a more facilitative attitude that adapts to his sales prospects.
- While capable of communicating verbal information quite well, Jason may require feedback concerning his ability to make that information simple and understandable for some of his sales prospects.
- Although capable of expressing himself with an advanced vocabulary, suggest that he actively listen to his clients and prospects so that he may appropriately communicate at their verbal level.
- Mr. Sample communicates above the level of most individuals in this sales position. Monitor his ability to communicate with clients, prospects, and co-workers, giving feedback and examples of adaptive communication styles that speak to the level of others.

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



Job Pattern 5-7 Score 8

On the Verbal Reasoning scale, Mr. Sample is above the Job Match Pattern for this sales position. This suggests that his ability to process verbal information is greater than the position typically requires and that he may experience frustration over the lack of challenge. Discussions with him should explore the possibility that the position may not maintain his interest and/or level of sales performance.

Interview Guide

Interview Questions

- ✓ When discussing topics with people, how often do they have difficulty understanding your train of thought? How do you know they lost track of your meaning? How do you get them to understand?

- ✓ What techniques do you use when you need to "talk down" to clients in order for them to understand you?

- ✓ How often do your prospects express confusion about the words you use to describe a product or service?

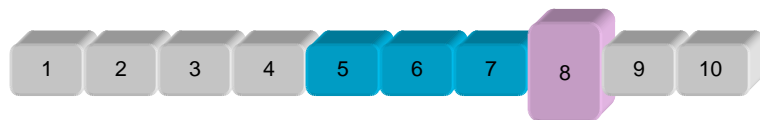
- ✓ When you write e-mails, proposals, or memos to clients, do your customers suggest that you should "say it in plain English" or make your meaning more plain? Give an example of your performance in this area.

Interview Guide

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

- o While Mr. Sample is very capable of processing verbal information and basing selling decisions on that information, be aware of any frustration Jason may experience when communicating ideas with others of lesser ability. Coach him on appropriate communication techniques that facilitate understanding for his prospects.
- o If he experiences frustration in expressing his complex ideas to clients, suggest that he should "say it in plain English" or make his meaning more clear. Provide training as needed in adapting communication to fit the needs of the customer.
- o Mr. Sample may become frustrated by any failed attempts of clients to understand his complex verbal interpretations. Provide advice for how to communicate ideas in a manner consistent with the verbal level of the prospect or client.
- o Quite proficient in verbal reasoning, Mr. Sample may require training for communicating his ideas to prospects of lesser verbal ability levels.

Numerical Ability – A measure of numeric calculation ability.



Job Pattern 5-7 Score 8

On the Numerical Ability scale, Mr. Sample is above the Job Match Pattern for this sales position. This suggests that his ability to compute data is higher than the position typically requires. He may not be sufficiently challenged to maintain his interest and/or level of motivation if this issue is a genuine concern for him.

Interview Guide

Interview Questions

- ✓ Tell me about an experience you had in which an estimate was asked of you, on the spot; were you on target?

- ✓ When expressing numerical data to prospects, what method has been most successful for you, even when some of them are not numerically inclined?

- ✓ What kind of high stress sales situations have you experienced in which important calculations were necessary?

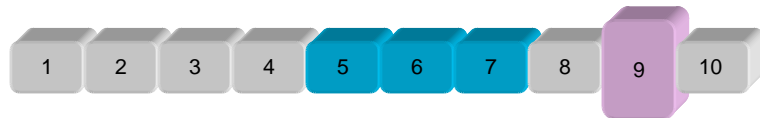
- ✓ Does it take the other people you work with longer to figure results or understand the numerical information than it does for you? How do you handle this?

Interview Guide

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

- o He may express frustration with those who are not as proficient in solving numerical data. Provide your attention to his feelings, but relate the necessity of being diligent and understanding of the client's needs.
- o Mr. Sample calculates numerical information with accuracy and speed. However, it may be necessary to encourage greater patience with clients whose mathematical proficiency is less than his.
- o In calculating complex figures, he is quite proficient. However, Jason may require guidance on the best manner of communication appropriate to convey clear meaning to those prospects with less mathematical proficiency than he possesses.
- o Highly proficient in numerical calculation, Mr. Sample should have no difficulty in his sales duties; observe the potential for downward trends in motivation, if he requires a challenge in this area.

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



Job Pattern 5-7 **Score 9**

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

Interview Guide

Interview Questions

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

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

- ✓ 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.

- ✓ 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.

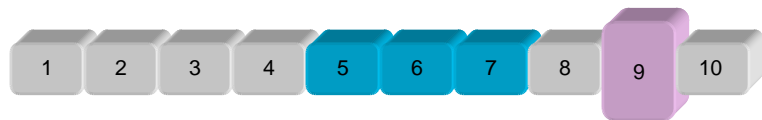
Interview Guide

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

- o Mr. 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 his abilities.
- o To avoid miscommunications when Jason is expressing complex numerical information to prospects, encourage him to utilize proper communication techniques that emphasize a common level of understanding between the client and himself.
- o When making budgetary decisions, Jason 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.
- o Mr. Sample may be far more proficient in processing numerical information than is required for this sales position. He may experience frustration if not sufficiently challenged, but if little opportunity exists to practice this skill, then focusing on his motivational level may be appropriate.

BEHAVIORAL TRAITS

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



Job Pattern 5-7 Score 9

On the Sociability scale, Mr. Sample scored above the Job Match Pattern for this sales position. This suggests that his social orientation is greater than the position typically requires and that he may find solitary selling experiences overly frustrating.

Interview Guide

Interview Questions

- ✓ Tell me about an experience you have had in which you successfully motivated someone to become more involved with the sales team.

- ✓ What processes are involved if and when you solve interpersonal problems at the office?

- ✓ How do you make the best use of your time when you and your co-workers experience a lull in sales activity at the office?

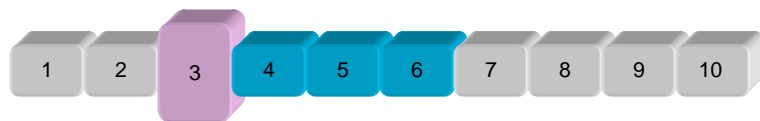
- ✓ What is your favorite method of acquiring leads and improving client relations?

Interview Guide

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

- o If you need to help Jason adjust to a less sociable work style, provide training in the corporate culture of your organization. Stress the importance of this tradition and how it enhances his position in the company.
- o When solitary work is required, and focusing on tasks is the priority, identify the most influential salesperson among his peers to help ease him into the sales style that works for your organization.
- o To develop a more task-oriented and self-focused perspective, he may need to learn about distancing himself from the secondary, casual interactions associated with this sales environment.
- o Provide yourself as a model for decreasing his tendency to engage in informal office behavior and give feedback for his performance.
- o Discussions with Jason should explore the possibility that he would be more satisfied with sales that involve a greater amount of social interaction than is typical for this position.

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



Job Pattern 4-6

Score 3

On the Manageability scale Mr. Sample is below the Job Match Pattern for this sales position. This suggests that his willingness to follow standard procedures is less than the position typically requires. Discussions with him should detect how capable he is of adhering to policies and respecting the procedures of your sales organization.

Interview Guide

Interview Questions

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

- ✓ 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.

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

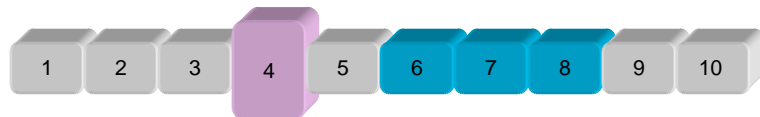
- ✓ When sales goals are not met, who is responsible and why?

Interview Guide

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

- o Assimilation into the organization's culture could be challenging, since conformity may be contrary to his basic perspective. Encourage as much adherence to your sales policies as is reasonable.
- o As you direct him in following procedural guidelines, reward his compliance with occasional opportunities to express his personal freedom in other areas. Focus on primary sales goals and allow room for adaptation in secondary areas.
- o Discussions with him should determine his potential for frustration within the procedural constraints of this sales organization.
- o Maintain a personal demeanor in face-to-face conferences, stressing the importance of his compliance and your availability as a facilitative sales manager.
- o 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 Jason in order to conform and thus concentrate on sales.

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



Job Pattern 6-8 **Score 4**

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

Interview Guide

Interview Questions

- ✓ 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.

- ✓ 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?

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

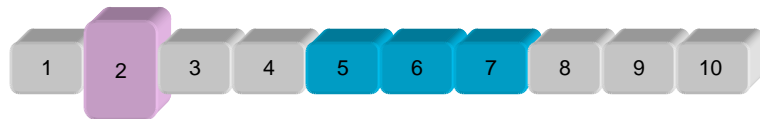
- ✓ Describe for me a specific time in which your attitude had an effect on the outcome of a sales opportunity.

Interview Guide

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

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

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



Job Pattern 5-7 Score 2

On the Accommodating scale Mr. Sample is below the Job Match Pattern for this sales position. This suggests that his patience with the opinions and feelings of prospects is less than the position typically requires and that he may need to adapt to the culture of your sales organization.

Interview Guide

Interview Questions

- ✓ Give me an example of a time in which a prospect tested the limits of your patience. How did you react and complete the deal?

- ✓ When a prospect is misinformed about a sales issue or product feature, what is the best way to discuss that issue with him or her?

- ✓ When selling, is it appropriate to hold back and "keep our thoughts to ourselves?" Why or why not?

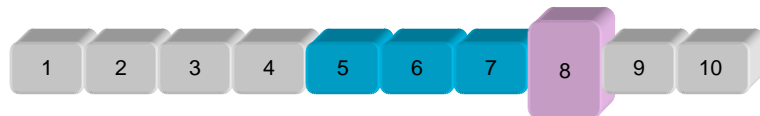
- ✓ What is your viewpoint about prospects that never speak their mind?

Interview Guide

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

- o Reinforce his cooperation with the sales team by encouraging Jason to coordinate his personal goals with those of the team.
- o Set goals for him that reward cooperative acceptance of the sales team's perspective.
- o If his level of accommodation creates conflict, training in team building and tolerance may provide Mr. Sample with the skills necessary to tone down this characteristic.
- o If necessary, provide training to improve his ability to accept others at face value or at least express tolerant behavior for the benefit of his sales goals.

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



Job Pattern 5-7 **Score 8**

On the Independence scale Mr. Sample is above the Job Match Pattern for this sales position. This suggests that his self-reliance is greater than the position typically requires and that he may become frustrated by the level of supervisory attention inherent in this role.

Interview Guide

Interview Questions

- ✓ 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.

- ✓ 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.

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

- ✓ 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.

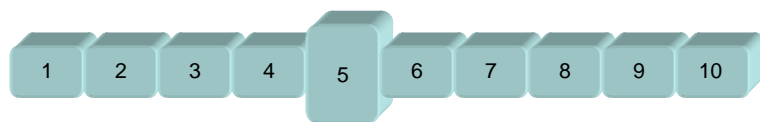
Interview Guide

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

- When possible, allow Mr. Sample some breathing room to let off the pressure he experiences from supervisory attention. Remain authoritative without becoming authoritarian so that he may adapt more readily, focusing more on salesmanship than his ability to appreciate your office traditions.
- Discussions with Jason should explore the possibility that this sales position may frustrate his independence and lead to a lowered sense of autonomy and freedom.
- Handle with care when collaboration and structure are required, but remain authoritative. Encourage a consultative relationship when his independence is contrary to the organization's sales objectives.
- Reinforce his acceptance of a structured sales environment. Reward his efforts to concede to this structure by allowing some independence in areas of lesser concern.
- Maintain open communication with him to foster a closer supervisory relationship. Listen to him when he appears frustrated by the attentions of a supervisor and recognize his positive performance.

OCCUPATIONAL INTERESTS

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



Administrative duties are favored by those who match the Job Match Pattern for this sales position. However, the activities associated with the Financial/Administrative theme may not motivate Mr. Sample as much as the other salespersons. A little variety on the job that involves tasks, in addition to those of an administrative nature, would probably be more interesting to him.

Interview Guide

Interview Questions

- ✓ If you work for extended lengths of time on detailed paperwork, how do you maintain your focus for actual selling activity?

- ✓ What is most frustrating for you about doing paperwork or keeping sales records organized?

- ✓ How do you feel about a sales job that requires lots of administrative details?

- ✓ How do you encourage yourself to keep interested when working with numbers and data, especially when doing sales paperwork?

Interviewer Note:

Important

Should you determine Jason is a good fit with your organization and you are going to place him in a sales role, be sure to generate a Sales Management Report on Jason. This report will provide excellent coaching recommendations to facilitate his professional development and maximize his value to your organization. This report is provided at no charge.