

ProfileXT™

CONFIDENTIAL

PLACEMENT REPORT

Tuesday, January 8, 2008

Sally Sample

Demonstration Pattern-NOT FOR ACTUAL USE

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the
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Introduction

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.

This report reflects the responses provided by Sally Sample when she 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 Sally scored. If the enlarged segment is dark, Sally is in the Job Match pattern; if it is light, she is not. Information about Sally is reported in these six 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.
- **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: Demonstration Pattern-NOT FOR ACTUAL USE

Overall Job Match  69%

Thinking Style

Learning Index					5	6	7			
Verbal Skill			3			5	6	7		
Verbal Reasoning						5	6	7	8	
Numerical Ability						5	6	7		
Numeric Reasoning				4	5	6	7			

Job Match Percentage
82%

Behavioral Traits

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

Job Match Percentage
54%

Distortion 9

Occupational Interests

Interests Ranking

Top three interests for this position

Financial/Admin					5					
People Service							7			
Enterprising								8		

Lowest three interests for this position

Technical			3							
Creative						6				
Mechanical		2								

Job Match Percentage
71%

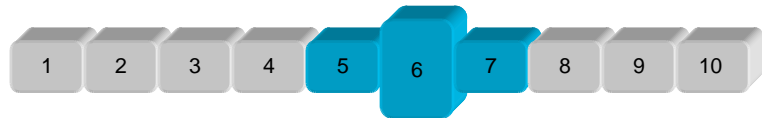
The Job Matching process for Interests is concerned with the top three interests of a Job Match Pattern and how a candidate's top three interests match. The three top interests for this Pattern are indicated and ranked from top to bottom.

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

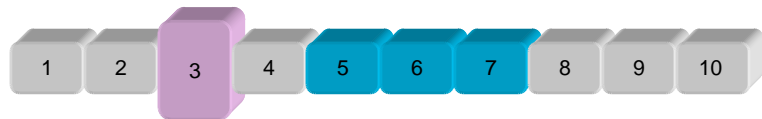
Profile for Thinking Style

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

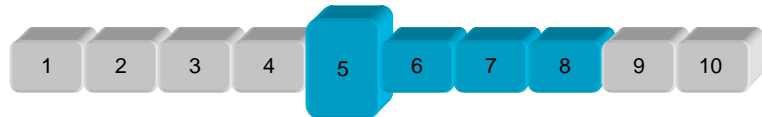
Learning Index – An index of expected learning, reasoning and problem solving potential.



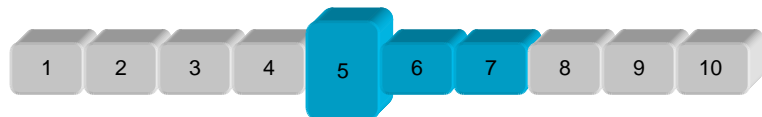
Verbal Skill – A measure of verbal skill through vocabulary.



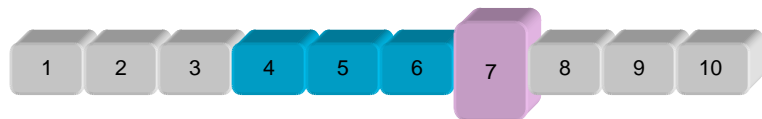
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Numerical Ability – A measure of numeric calculation ability.



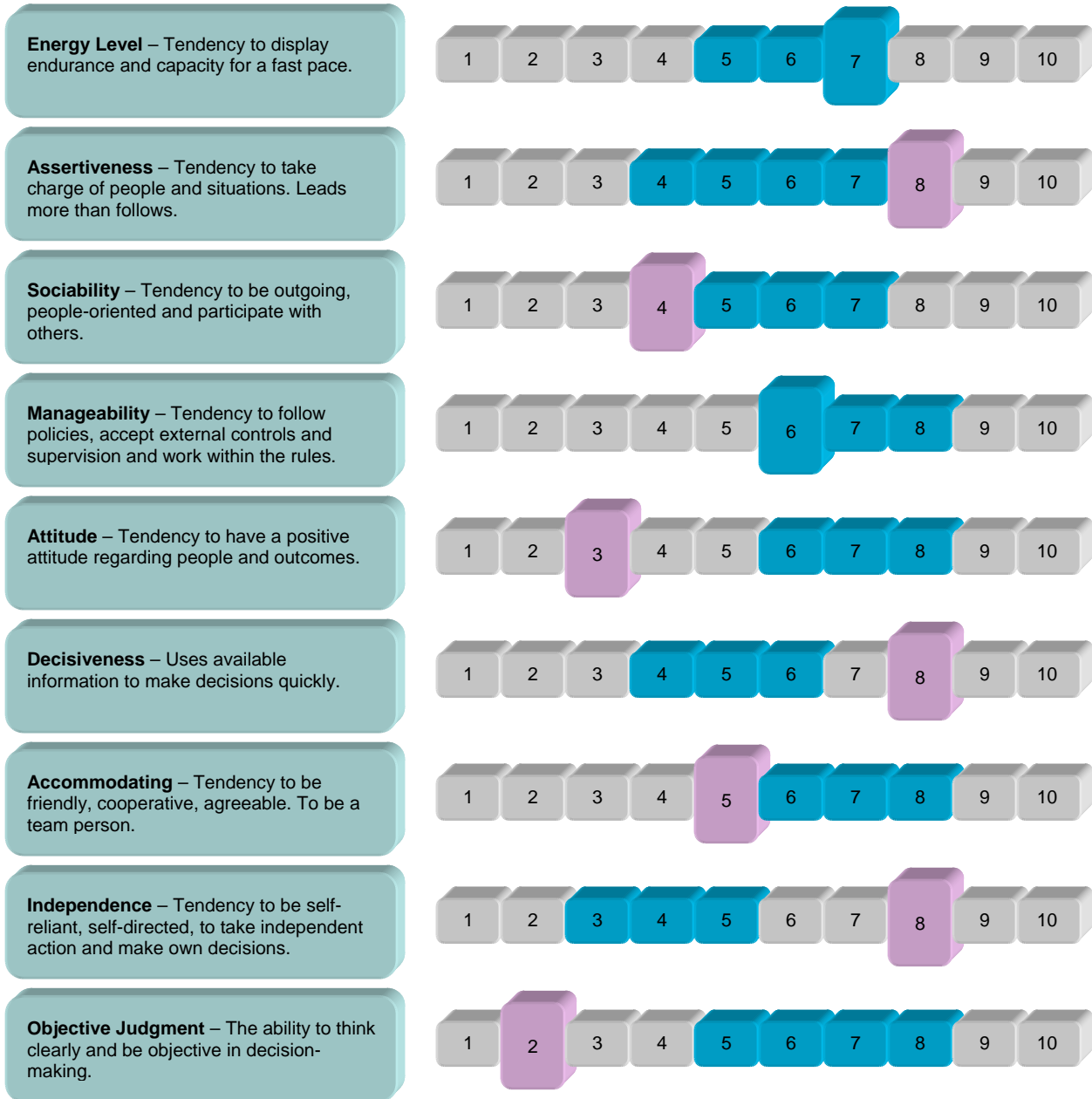
Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.



82% match with Thinking Style Pattern for the Demonstration Pattern-NOT FOR ACTUAL USE position.

Sally Sample has a **69%** overall match for the Demonstration Pattern-NOT FOR ACTUAL USE position.

Profile for Behavioral Traits



54% Behavioral Traits Pattern match for the Demonstration Pattern-NOT FOR ACTUAL USE position.

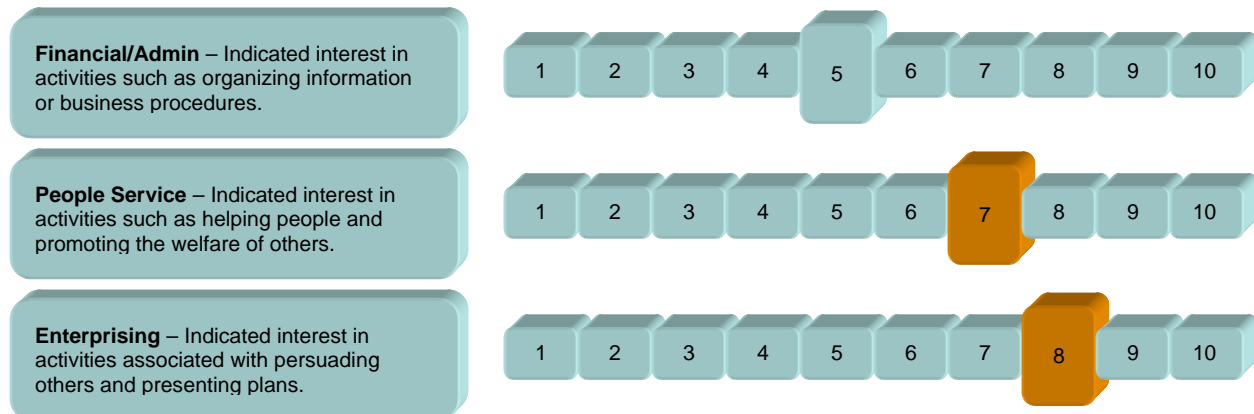
Sally Sample has a 69% overall match for the Demonstration Pattern-NOT FOR ACTUAL USE position.

The Distortion Scale Score on this assessment is **9**. 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.

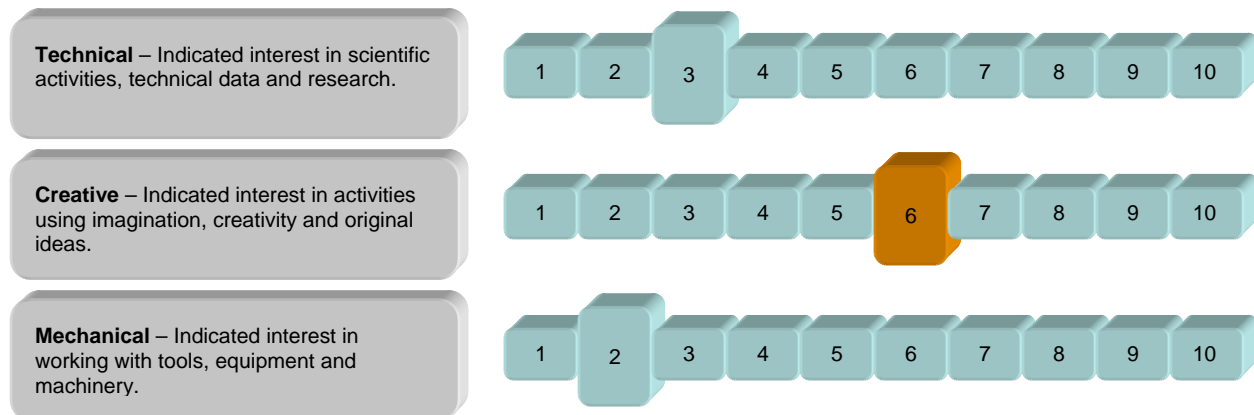
Profile for Interests

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

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.

Sally Sample has an 71% match with Interest Pattern for the Demonstration Pattern-NOT FOR ACTUAL USE position.

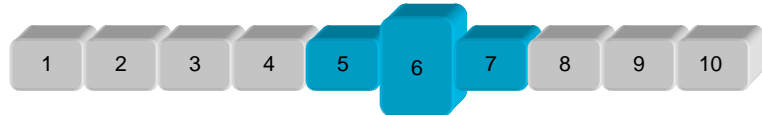
Sally Sample has an overall match of 69% for the Demonstration Pattern-NOT FOR ACTUAL USE position.

The Total Person

Thinking Style

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

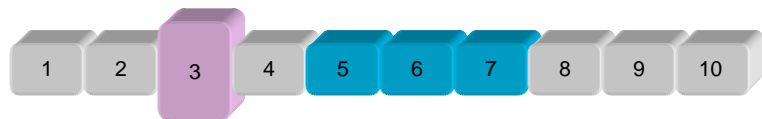
Learning Index – An index of expected learning, reasoning and problem solving potential.



Job Pattern 5-7 Score 6

- o Her overall learning index is above average and suggests a good potential for quickly learning new sales information.
- o She is generally adaptive in an intellectual sense.
- 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.

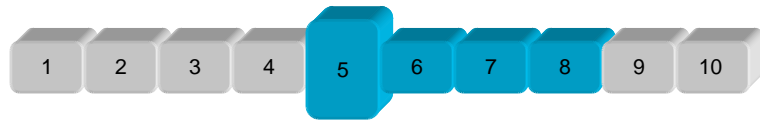


Job Pattern 5-7 Score 3

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

The Total Person

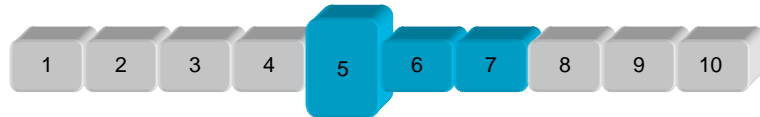
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



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.

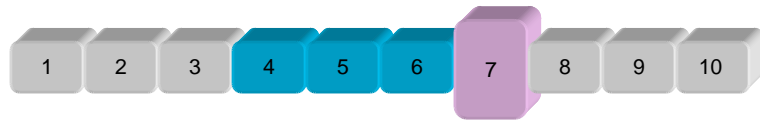


Job Pattern 5-7 Score 5

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

The Total Person

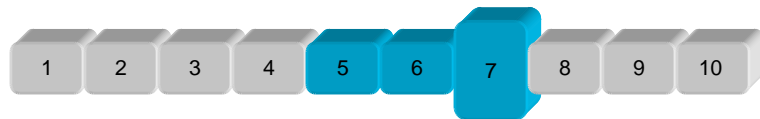
Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.



Job Pattern 4-6 **Score 7**

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

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

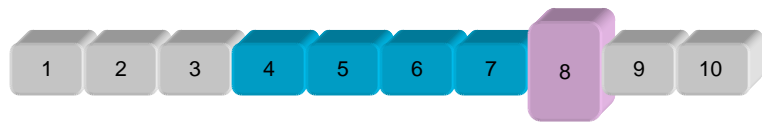


Job Pattern 5-7 **Score 7**

- o Ms. Sample possesses a work pace that is responsive to deadlines and quotas. However, she may experience a drop in efficiency if her recuperative needs are ignored in this sales environment.
- o Ms. Sample can be relied upon to complete sales assignments in a timely manner.
- o She can act with a sense of urgency, usually even under pressure from multiple sales prospects and clients, so long as she pays attention to her energy reserves and occasionally revitalizes.
- o Her typical work pace should be consistently productive. On occasion, Ms. Sample may demonstrate frustration with sedentary sales responsibilities.

The Total Person

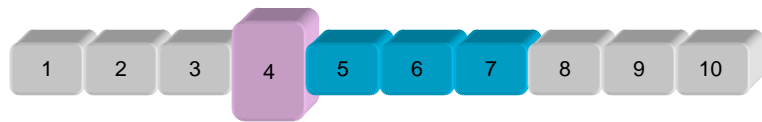
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



Job Pattern 4-7 **Score 8**

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

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

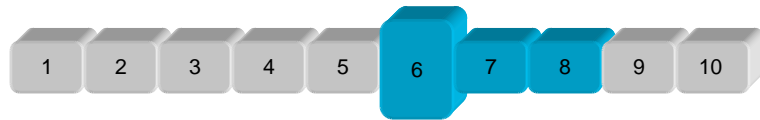


Job Pattern 5-7 **Score 4**

- o Ms. Sample is not particularly motivated by sales assignments that require interpersonal contact, rather preferring to accomplish sales in an impersonal, "strictly business" fashion.
- o Ms. Sample prefers an impersonal sales style and may tend to avoid spending time on small talk and social amenities before engaging in the business at hand.
- o She expresses only moderate enjoyment of salesmanship involving contact with the public, focusing rather on a detached, task-oriented style of sales service.
- o Her sociability is best suited for sales tasks that do not involve a great deal of socializing and relationship building.

The Total Person

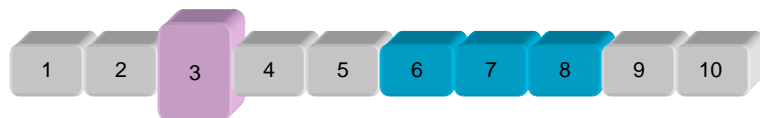
Manageability – Tendency to follow policies, accept external controls and supervision and work within the rules.



Job Pattern 6-8 Score 6

- o Ms. Sample prefers to be generally compliant and traditional. However, Sally may bend procedures when sales goals truly need a creative perspective.
- o She should be willing to conform to company policies about the sales process without often feeling a loss of personal freedom.
- o Sally demonstrates a fairly positive attitude concerning organizational constraints and procedures. However, when her reliance on procedure fails to deliver solutions, Ms. Sample may try to utilize a more creative approach to selling.
- o Ms. Sample is typically willing to accept guidance and follow procedures dictated by her sales manager. Only occasionally will she feel that procedures are too restrictive.

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

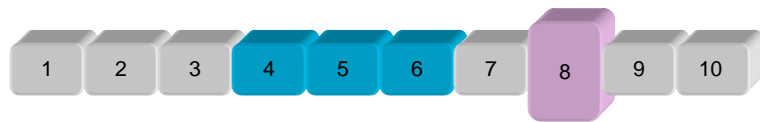


Job Pattern 6-8 Score 3

- o Sally is slow to accept the motives of those with whom she is dealing in a sales negotiation, possibly questioning the agendas of those concerned.
- o She is inclined to doubt the objectives of others when dealing with a negotiator.
- o Ms. Sample is inclined to question her motives or those of others in a negotiation.
- o Ms. Sample tends to take a defensive stance when negotiating a deal, rarely backing down without a critical review of the situation.

The Total Person

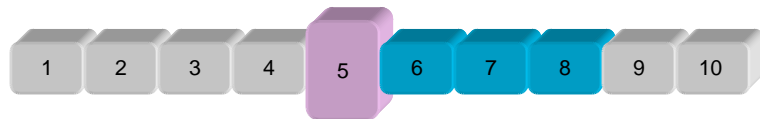
Decisiveness – Uses available information to make decisions quickly.



Job Pattern 4-6 **Score 8**

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

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

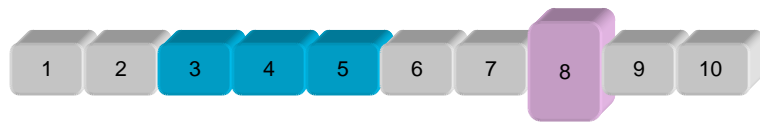


Job Pattern 6-8 **Score 5**

- o Ms. Sample may accept the use of an accommodating approach. She will not cooperate, however, at the sacrifice of her personal sales goals.
- o Ms. Sample may become defensive if someone tries to take advantage of her during a negotiation.
- o She can be agreeable, cooperative, and good-natured with clients and co-workers as well as competitive and aggressive. However, Sally is also willing to defend her point of view and priorities when she feels that she must.
- o Sally may be slower than others to avoid arguments, disagreements, and/or conflict, even if this is not what would make the client happy.

The Total Person

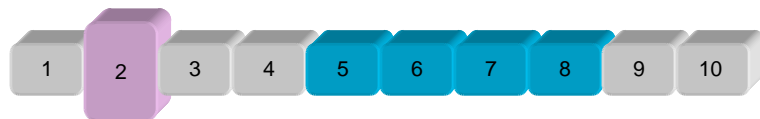
Independence – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



Job Pattern 3-5 **Score 8**

- 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 She is highly independent, and may require some refocusing in a sales environment that does not encourage this level of autonomy.
- 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.

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



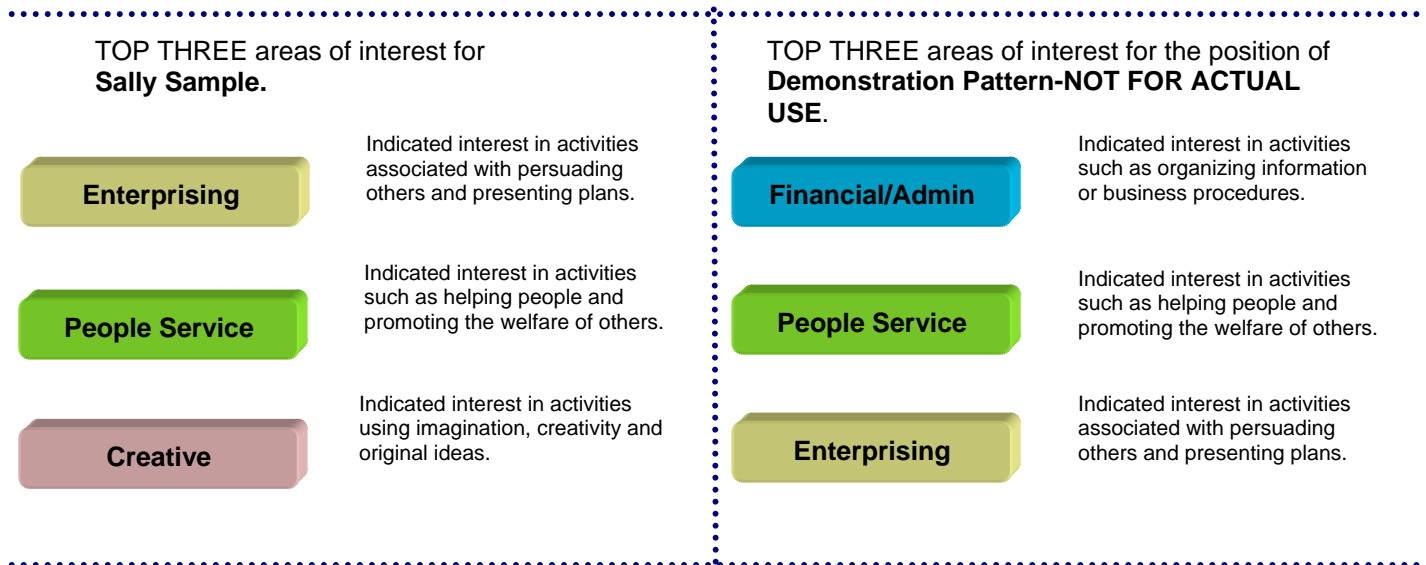
Job Pattern 5-8 **Score 2**

- o Ms. Sample has a tendency to be a subjective thinker, emphasizing intuition more than technical sales data.
- o Ms. Sample avoids objective decision-making, following her intuition to determine a solution for a client.
- o Ms. Sample is comfortable identifying sales solutions with intuition rather than hard facts and specific data for support.
- o Her problem-solving emphasizes the use of intuition about sales opportunities rather than relying on sales statistics or other objective data.

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 Demonstration Pattern-NOT FOR ACTUAL USE position. Note that Sally shares TWO top interests with the requirements of this position.



Ms. Sample scored highest in the Creative, Enterprising and People Service themes on the inventory. She is attracted to positions in which she can use her creative side in a business environment that allows for a high degree of contact with people. She appears to be drawn toward opportunities to solve problems in an innovative way. The chance to serve the needs of customers and the public in general also relates to this interest pattern.

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 motivated by the facilitation of clients that is associated with the sales relationship, as demonstrated by her interest in People Service activities. Helping clients and prospects or providing them with services may help to energize her sales performance. Finally, her interest in Creative activities rounds out her profile of interests. It promotes a concentration in creative expression, trying novel approaches to selling, and highlighting the aesthetic appeal of a product. Although this interest area is not as crucial to overall job satisfaction as her stronger interests, it does play a role in establishing her sales style.

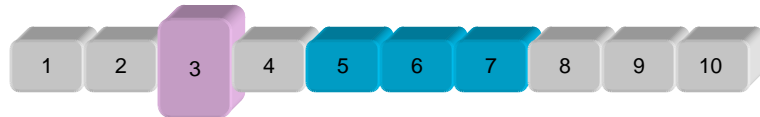
Notice: As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a position provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any assessment should never make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

Interview Guide

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 5-7 **Score 3**

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 Guide

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?

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

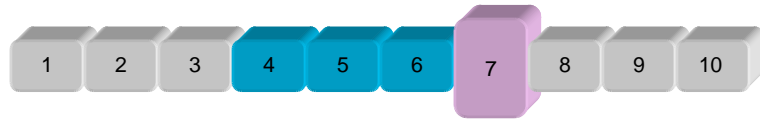
- ✓ How often do you read instructions or memos and have difficulty understanding what they mean? Give some examples.

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 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.

- ✓ 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?

- ✓ 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.

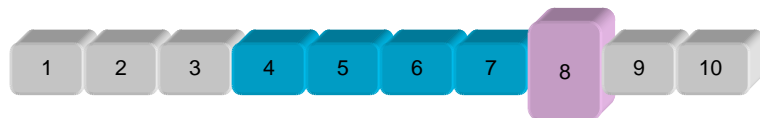
Interview Guide

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

- o 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.
- o 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.
- o 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.
- o 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.

BEHAVIORAL TRAITS

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



Job Pattern 4-7 **Score 8**

Ms. Sample scored above the Job Match Pattern for this sales position on the Assertiveness scale. She may find aspects of this position overly challenging when deciding how much control is appropriately exerted over peers and clients.

Interview Guide

Interview Questions

- ✓ Tell me about a situation in which you had to alter a decision you made, even though it meant compromising your opinions or goals.

- ✓ Give me an example of a time in which you confronted a client's negative attitude successfully, which resulted in building a stronger professional relationship with them.

- ✓ Describe a time in which you negotiated a compromise with a prospect or client. How did you assert yourself while addressing their needs?

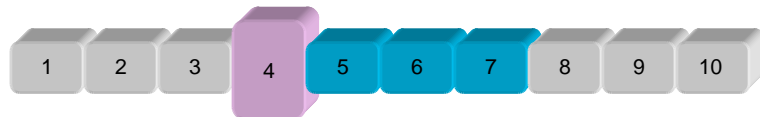
- ✓ Tell me about a time in which you were successful in collaborating with a prospect to his or her satisfaction. What does this say about your ability to negotiate when closing a sale?

Interview Guide

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

- o To supplement her sales and negotiation potential, give Ms. Sample the opportunity to share goals with others.
- o If her sales style is too forceful for prospects, a sales manager may act as a role model, demonstrating an authoritative yet democratic interpersonal style. Provide feedback concerning the effectiveness of your preferred sales style.
- o While talking with Sally, determine her ability to practice greater diplomacy when negotiating sales.
- o If demonstrating an assertive sales style is a challenge for her, training that focuses on control issues may reveal a way for her to allow others a certain amount of control.
- o Encourage her participation as a peer within the group and foster the willingness to be accepting of the opinions, needs and influence of others. Training in active listening may enhance her ability to negotiate with clients.

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



Job Pattern 5-7 Score 4

On the Sociability scale, Ms. Sample scored below the Job Match Pattern for this sales position. This suggests that her willingness to work closely with clients and her sales team is below what is common for this position. Discussions with her should address her willingness to adapt to the style of this organization.

Interview Guide

Interview Questions

- ✓ What is the perfect level of client contact for you? What are your feelings about that?

- ✓ What is your preference for making productive use of your time when things are quiet in the office?

- ✓ Tell me about an experience you have had in which you were required to make "small talk" to promote relations with a client or prospect.

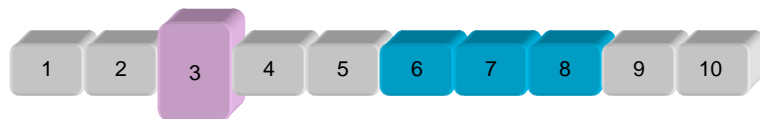
- ✓ If one person had to remain in the office while the rest of your sales team went to a meeting, would you volunteer to stay? How would you make the best use of that time?

Interview Guide

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

- o Possibly, her team and team leaders could encourage her to become more engaged in the group dynamic or with clients. Reward the team as a unit for improvement in their overall cooperation and inclusiveness.
- o Discussions with Sally should explore the reasons why it appears that an interpersonal and social sales approach may lead to frustration for her.
- o To enhance her willingness to socialize with teams or clients, provide opportunities for her to work in small groups. As time passes and her comfort level improves, get her involved with larger and more informal groups.
- o Redirect her tendency to be interpersonally distant and business-like by encouraging her to take an active role in the informal, interpersonal elements of the job.
- o To engage her participation, give her assignments that require teamwork, beginning with relatively routine tasks. Reward her initial successes.

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



Job Pattern 6-8 Score 3

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 his team and clients.

Interview Guide

Interview Questions

- ✓ 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.

- ✓ 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.

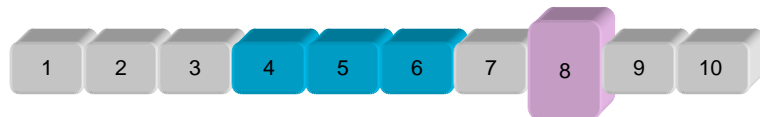
- ✓ Describe the last time you experienced a big change in the workplace, like a new set of procedures for selling, for example. How did you feel about those changes?

Interview Guide

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

- 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 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 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 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 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.

Decisiveness – Uses available information to make decisions quickly.



Job Pattern 4-6 Score 8

On the Decisiveness scale, Ms. Sample is above the designated Job Match Pattern for this position. This suggests that she may act without a thorough understanding of the related details. Discussions with her should determine the extent of her spontaneity in decision-making, and consider if her effectiveness could be enhanced by more deliberation.

Interview Guide

Interview Questions

- ✓ When a surprise or unforeseen crisis occurs when you are with a prospect, what is your typical plan of action?

- ✓ What was the toughest sales-related decision you ever had to make? What were the circumstances involved and the consequences afterward?

- ✓ Describe a previous sales situation, if any, in which you had to take immediate action in a crisis involving severe financial consequences.

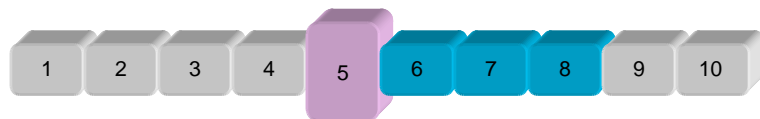
- ✓ Many situations, when making a sales presentation, will require fast thinking and speed in making decisions. Give me an example of a recent situation, like a sales call with a prospect, in which you were especially skillful in making a decision quickly.

Interview Guide

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

- o Stress the importance of caution to Ms. Sample in order to avoid risk in decision-making. Stress that the importance of deadlines is often outweighed by the level of consequence inherent with making uninformed decisions.
- o It is important that the concept of patience in decision-making be stressed to Ms. Sample. Ask for deliberate and analytical processes in her decisions.
- o Discussions with her should determine the extent of her spontaneity in decision-making, and that the consistency of her effectiveness could be enhanced by more deliberation.
- o Sally may appear too spontaneous in her decision-making. Counsel her on the necessity to avoid unnecessary risk with cautious and deliberate decisions.
- o Ms. Sample requires training in how to be more deliberate in decision-making. Emphasize the importance of analyzing information more thoroughly so that each decision can be more objective.

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



Job Pattern 6-8 **Score 5**

While Ms. Sample achieved an Accommodating score comparable to most people, it is below the Job Match Pattern for this sales position. This suggests that her willingness to settle conflicts of opinion with clients is slightly low. On the job training could enhance her effectiveness in this area.

Interview Guide

Interview Questions

- ✓ In a sales situation, we sometimes compromise to make things happen. Tell me about a time in which you felt it was necessary to compromise your immediate interests in order to be tolerant of a prospect's needs.

- ✓ What is it like for you when it seems that a prospect or negotiator is trying to manipulate you?

- ✓ What role, if any, do conflict and cooperation play in sales?

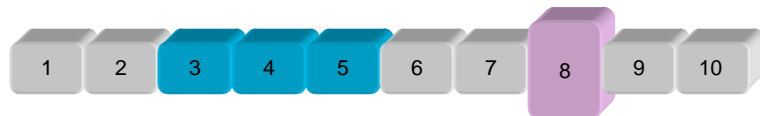
- ✓ When, if ever, is it appropriate to be frank and direct with a sales prospect?

Interview Guide

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

- o Make yourself available to listen to her frustrations and then make authoritative decisions that bring the sales team together.
- o Redirect her frustration if a negotiation becomes stressful, providing feedback that helps her to realize the positive effect of being more adaptable.
- o Reinforce a cooperative sales style and reward her ability to seek out common ground with prospects as needed.
- o If she becomes frustrated by working with clients who hold opinions contrary to her own, provide individual goals that satisfy the team's needs while allowing her the room to breathe.

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



Job Pattern 3-5 **Score 8**

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 Guide

Interview Questions

- ✓ 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 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.

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

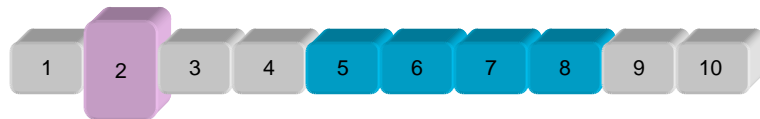
- ✓ Give me an example of a time in which you openly accepted the advice of a superior and how you implemented his or her suggestions.

Interview Guide

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

- 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.
- 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.
- 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.
- 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.

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



Job Pattern 5-8 **Score 2**

On the Judgment scale Ms. Sample is below the Job Match Pattern for this sales position. This suggests that her decision-making process is less objective than the position typically requires and that she may not appreciate the practical planning aspects associated with a higher level of objective judgment.

Interview Guide

Interview Questions

- ✓ What kinds of information do you typically use for reaching a sales decision? Hard facts? Intuition? Explain.

- ✓ Describe the process involved when you have to make a decision under pressure from a prospect.

- ✓ It can be helpful to use a logical approach in making some sales decisions. Tell me about a time in which your practicality paid off for you.

- ✓ Describe a high-pressure selling situation you have handled. What happened, who was involved and what did you do in terms of your problem solving approach.

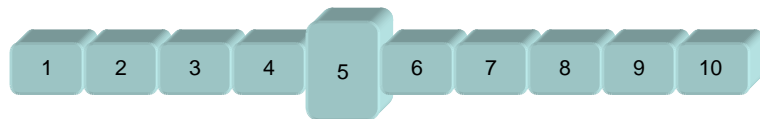
Interview Guide

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

- o Encourage her to avoid making assumptions and to be more thorough in gathering appropriate information in order to make a more informed plan of action.
- o Coach Sally on how to be more objective when solving problems. Training should emphasize a step-by-step process of logical reasoning.
- o Coach her on the investigation of a greater variety of information sources. Emphasize dealing with facts and other objective data before making any assumptions about a selling situation.
- o Discuss with Ms. Sample her subjective problem-solving style, guiding her to avoid following hunches and focus on more objective thinking in the future.

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 Ms. 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 her.

Interview Guide

Interview Questions

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

- ✓ 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?

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

Interviewer Note:

Important

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