

PSA

Report designed for

**John Sample**

# Profiles Sales Assessment™ Performance Model Comparison

Performance Model: Account Representative  
Performance Model Date: 2/13/10  
Assessment Taken: 1/26/10 Printed: 2/13/10

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## Introduction

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

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

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

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

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

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

## Profile for Thinking Style – 86% Match

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

### Learning Index

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



### Verbal Skill

A measure of verbal skill through vocabulary.



### Verbal Reasoning

Using words as a basis in reasoning and problem solving.



### Numerical Ability

A measure of numeric calculation ability.



### Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



John Sample has an Overall Job Match of **83%** for the position of Account Representative.

## Profile for Behavioral Traits – 86% Match

### Energy Level

Tendency to display endurance and capacity for a fast pace.



### Assertiveness

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



### Sociability

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



### Manageability

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



### Attitude

Tendency to have a positive attitude regarding people and outcomes.



### Decisiveness

Uses available information to make decisions quickly.



### Accommodating

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



### Independence

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



### Objective Judgment

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



Distortion for this assessment is within the acceptable range.

John Sample has an Overall Job Match of **83%** for the position of Account Representative.

## Profile for Interests – 69% Match

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

### Top Interests for John Sample



#### Mechanical

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



#### Enterprising

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



#### Financial/Administrative

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

### Top Interests for this Performance Model



#### Enterprising




#### Technical

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



#### Creative

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

 = Match

John Sample has an Overall Job Match of **83%** for the position of Account Representative.

## The Total Person

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

### Learning Index

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



### Behavioral Considerations

- Mr. Sample is an effective learner in most situations.
- 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.
- John generally learns by paying attention to detail.

### **Management Considerations**

- 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.
- 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.
- John will attain sales skills more readily than most of his coworkers. 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.
- 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.

## Verbal Skill

A measure of verbal skill through vocabulary.



### Behavioral Considerations

- Mr. Sample is able to use a diverse vocabulary.
- His analysis of communication related concepts should be sharp and on target.
- Mr. Sample excels in a sales situation that requires strong communication skills in order to make the sale.
- John is capable of precise communication even under the pressure of closing a sale.

### Management Considerations

- While capable of communicating verbal information quite well, John 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 coworkers, giving feedback and examples of adaptive communication styles that speak to the level of others.
- If he appears frustrated with the simplicity of the verbal ability of some clients, encourage a more facilitative attitude that adapts to his sales prospects.



### **Additional Considerations**

On the Verbal Skill scale, Mr. Sample scored above the Performance Model 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.

## Verbal Reasoning

Using words as a basis in reasoning and problem solving.



### Behavioral Considerations

- Mr. Sample will assimilate verbal information well above the average individual.
- He should effectively communicate verbally with clients.
- Mr. Sample demonstrates a good range of vocabulary and an excellent capability for verbal expression.
- One of his strengths is in the area of information gathering.

### Management Considerations

- Quite proficient in verbal reasoning, Mr. Sample may require training for communicating his ideas to prospects of lesser verbal ability levels.
- 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.
- While Mr. Sample is very capable of processing verbal information and basing selling decisions on that information, be aware of any frustration John may experience when communicating ideas with others of lesser ability. Coach him on appropriate communication techniques that facilitate understanding for his prospects.
- 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.

## Numerical Ability

A measure of numeric calculation ability.



### Behavioral Considerations

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

### Management Considerations

- Under stress, Mr. Sample will calculate numerical information with sufficient accuracy and speed. However, it may be necessary to observe his level of patience with clients and prospects when their proficiency proves lower than required to understand such sales data.
- Proficient in numerical calculation, Mr. Sample should have little difficulty in his sales duties, but observe the potential for downward trends in motivation, if he requires more challenges in this area.
- He may express frustration with clients who are not as proficient as he is in calculating numerical information. Provide your attention to his feelings but relate the necessity of adapting to the needs and characteristics of the client.
- John will be proficient calculating complex data related to this sales position but may experience frustration if unable to convey this information to prospects of lesser ability.

## Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



### Behavioral Considerations

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

### Management Considerations

- When making budgetary decisions, John 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 John 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.
- 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.
- 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.

### **Additional Considerations**

On the Numerical Reasoning scale, Mr. Sample is above the Performance Model 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.

## Energy Level

Tendency to display endurance and capacity for a fast pace.



### Behavioral Considerations

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

### Management Considerations

- Coach him on how to pace himself and how to make use of an occasional lag time with spontaneous projects that help him work with others in a paced manner.
- Give him the opportunity to occasionally take on multiple projects involving a timely resolution.
- When extra work becomes available, delegate him for the job. This will maintain his motivation, so long as he demonstrates the energy needed for such assignments.
- Listen to his complaints or feelings about being bored, and provide additional responsibilities in order to maintain his motivation.

## Assertiveness

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



### Behavioral Considerations

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

### Management Considerations

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

## Sociability

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



### Behavioral Considerations

- He expresses only moderate enjoyment of salesmanship involving contact with the public, focusing rather on a detached, task-oriented style of sales service.
- Mr. 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.
- His sociability is best suited for sales tasks that do not involve a great deal of socializing and relationship building.
- Mr. Sample is not particularly motivated by sales assignments that require interpersonal contact, rather preferring to accomplish sales in an impersonal, "strictly business" fashion.



### **Management Considerations**

- To develop his ability to interact with prospects, especially for building social relationships with clients, engage John in casual conversation often. Breaking down barriers of interpersonal distance between him and others may encourage better performance overall.
- Encourage social participation in sales meetings and make a point of initiating his involvement. As time passes, he could become more comfortable with the sales team and provide his fair share of social contributions.
- In an effort to develop his social confidence and expressiveness, include John in as many sales team discussions as possible. Maintain a casual demeanor with him, encouraging a more open and relaxed way of communicating with others.
- To achieve an increase in his sociability, support his efforts to interact with fellow salespeople, prospects, and clients, maintaining your rewards consistently.

### Manageability

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



### Behavioral Considerations

- Mr. Sample would relate to authority in a generally cooperative and compliant manner more often if he appreciated specific procedures more.
- Mr. Sample may relate to authority in a respectful manner but must also have the freedom to express personal freedom in his sales duties.
- He has an attitude typical of many salespeople regarding authority and rules with a generally compliant interpersonal style limited by a strong preference for creative thinking.
- John demonstrates a generally compliant interpersonal style. He can work within the rules but prefers as much freedom from restriction as possible when attending to sales goals.

### **Management Considerations**

- Encourage him to communicate his concerns about procedures with his sales manager, but define the practical limits. Focus on his willingness to adhere to procedure, as well as the freedom he may want to have during the sales process.
- You may observe that John occasionally engages in mild complaining about sales procedures. If this occurs, it is sometimes best to alleviate these concerns by redirecting his attention to his primary sales goals, which should supersede any concerns about procedure.
- If the procedures concerning routine tasks appear mildly frustrating to John, encourage him to suggest a better way to achieve satisfactory results, if at all possible. The focus may need to be on his results, not methods.
- Redirecting Mr. Sample with immediate sales objectives, if he appears frustrated with the procedures of the workplace, may help him to focus and avoid the distraction of complaining.

### **Additional Considerations**

Mr. Sample achieved a Manageability score that is outside the Performance Model for this sales position. This suggests that his ability to accept external control is different than the position typically requires, implying a need for some adaptation in order to fit your sales culture.

## Attitude

Tendency to have a positive attitude regarding people and outcomes.



### Behavioral Considerations

- He is usually hopeful for positive outcomes as the result of a negotiation.
- Mr. Sample demonstrates a positive attitude regarding the outcome of his sales pursuits in general, occasionally at the expense of pragmatism.
- John tends to express positive expectations for the outcome of sales negotiations and deal making.
- Mr. Sample has a tendency to trust prospects and have faith in the outcome of the sale.

### Management Considerations

- Encourage the development of his interpersonal and project assessment skills so that he may approach sales situations with more prudence and alertness.
- When a vigilant attitude is required, as in some sales negotiations, enhance his evaluative reasoning through negotiations training. This may provide him with the willingness to act with shrewdness and to be prepared for potential client objectives or agendas.
- To help develop a realistic attitude when greater vigilance is called for, encourage him to observe successful salespeople who maintain an appropriately cautious attitude before closing a sale and discuss what he has learned.
- If his attitude should become overly idealistic, guidance in making prudent estimations of the outcome of a sale could enhance his overall successes.

### **Additional Considerations**

On the Attitude scale Mr. Sample scored outside the Performance Model for this sales position. This suggests that occasionally his willingness to evaluate the motives of others may be different from most people in this position.

## Decisiveness

Uses available information to make decisions quickly.



### Behavioral Considerations

- Mr. Sample is decisive and quick to close a deal. He is likely to enjoy sales opportunities that require immediate action.
- He is not inclined to delay important sales decisions.
- Mr. Sample can make decisions about a sale with minimal preparation and may not be inclined to worry unnecessarily about the consequences once a decision is made.
- Mr. Sample is capable of responding to a customer query and solving problems in a timely manner, gathering information only as long as it is done in a timely fashion.

### Management Considerations

- When under stress, Mr. 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 Mr. Sample to make snap decisions under pressure.
- If John responds poorly to making quick decisions, encourage him by saying that we have to take risks when decisions are required in a timely manner. Build this risk acceptance by providing low risk situations and then building the potential for risk as he adapts.
- Build his enthusiasm to be more decisive by example of your own capacity to act with a sense of urgency, even when under stress.

## Accommodating

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



### Behavioral Considerations

- John 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.
- 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.
- Mr. Sample is not particularly inclined to hide his opinions about a product, client, or other situation.
- Mr. Sample is inclined to tell clients what he thinks in a direct and uncompromising manner.

### Management Considerations

- Set goals for him that reward cooperative acceptance of the sales team's perspective.
- Reinforce his cooperation with the sales team by encouraging John to coordinate his personal goals with those of the team.
- 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.
- 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.



### Behavioral Considerations

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



### **Management Considerations**

- 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.
- 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.
- Discussions with John should explore the possibility that this sales position may frustrate his independence and lead to a lowered sense of autonomy and freedom.
- 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.

## Objective Judgment

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



### Behavioral Considerations

- His conclusions have a tendency to be intuitive when pressured by the time constraints dictated by an imminent sale.
- His judgment is compatible with intuitive decision-making, collecting and reviewing sales data only when required.
- His decisions concerning sales tend to indicate subjective thinking and intuition.
- When there is little time to review or acquire data relevant to the sale, John is comfortable following his intuition.

### **Management Considerations**

- Coach him on how to discern useful information from a mass of input so that objective ideas can be made while emphasizing the facts and avoiding unnecessary assumptions that might lose the sale.
- Encourage him to take the time to review specific information before deciding on a solution. In time, the objectivity and investigative tasks necessary for the sale should become easier to accomplish and more efficient for him.
- Training should focus on his ability to gather a thorough, objective collection of the information needed to close a deal even if a deadline would encourage hasty action on his part.
- Discussions with him should explore the possibility that the position may require greater practicality and could lead to a reduction in his level of performance.

### **Additional Considerations**

While Mr. Sample achieved a moderate Judgment score, it is outside the Performance Model for this sales position. This suggests that his objectivity in making decisions is different than the position typically requires. Discussions with him should revolve around his willingness to add some practical, objective problem-solving to his style of selling.

## Interests

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

### John



#### Mechanical

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



#### Enterprising

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



#### Financial/Administrative

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

### Performance Model



#### Enterprising



#### Technical

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



#### Creative

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

His interest pattern focuses on the Enterprising, Financial, and Mechanical themes. The main emphasis here is on selling based on the practical utility of products often for industrial settings and using well-founded sales procedures to achieve his goals efficiently. Basically, he is a salesperson who is likely to be interested in a wide range of corporate and industrial settings for prospecting.

With Mechanical as his primary area of interest, Mr. Sample is likely to seek out sales activities that involve practical objectives and product utility. If he can contribute to his sales presentation in this way, he is more likely to feel enthusiastic about the sales process. Secondly, he is motivated by the entrepreneurial world of business as seen in his interest in the Enterprising area. Sales and competition serve to enhance his motivation on the job. Finally, his interest in Financial/Administrative activities rounds out his motivational profile. While organizing information, maintaining sales records, and

balancing budgets may not be the central focus of his motivation, these activities play a part in his sales style.

**Additional Considerations**

Mr. Sample does not show Technical activities as one of his top three interest areas. He may not find activities associated with this theme as motivating as those individuals who have been successful in this position.

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

## Critical Sales Behaviors

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

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

### Prospecting

More often than not, Mr. Sample has the energy to hunt for opportunities. He tends to be most effective in prospecting when it is done in brief spurts of activity rather than over an extended period of time. He tends to enjoy a great deal of self-sufficiency and flexibility in his approach to developing a list of prospects.

### Closing The Sale

Mr. Sample can be competitive while maintaining the understanding that the prospect's perspective may have merit. With an average level of persistence, he is willing to try a few different approaches to close the sale. He also has the relatively high level of drive to be motivated by the process of making a sale.

### Call Reluctance

Mr. Sample has a good potential to overcome the call reluctance that he may experience from time to time. With his sound level of energy, he should be able to routinely apply vigorous effort in a broad range of business activities. He may enjoy the opportunity to establish and meet goals and to compete for rewards. Part of his motivation to overcome call reluctance originates in his level of drive.

### **Self-starting**

If given the opportunity to add excitement to his daily events, Mr. Sample accepts it with interest. The bustle and stress of a fast paced profession can be very motivational for him. Energetic and driven, Mr. Sample should prove to be an individual who takes initiative, gets things going during lull periods and uses resources to maximize such initiative. Mr. Sample will work out the details of how he completes tasks on his own and is likely to accept some additional challenges in order to satisfy his drive and energy. His autonomy and individualism are higher than most which leads to unique goal setting and accomplishment. Mr. Sample usually derives motivation from within, taking the lead as a source of encouragement to others. He may need greater competitive challenges in order to maintain his initiative and satisfaction.

### **Working With A Team**

It usually comes easy for Mr. Sample to lead others and direct the course of action, yet he can also be more diplomatic than others. When competition takes form, he should be ready for the challenge and is probably interested in directing others toward competitive goals. His autonomy and individualism are high, and this may overshadow his willingness to coordinate the team and encourage cooperative efforts. He usually prefers to set his own direction and establish personal methods rather than doing so as part of a consensus. Mr. Sample usually derives motivation from within, occasionally taking the lead as a source of encouragement to others. Rarely does it take an outside motivation, like the inspiration of his managers, to get him going.

### **Building And Maintaining Relationships**

Mr. Sample is balanced in terms of his approach to building relationships. He has relatively high energy and autonomy under the right conditions. This should encourage him when initiating relations with clients, but it may create boundaries for how much individualism he is willing to sacrifice. A relationship that suffers only an occasional snag when initiated is most favorable for his interpersonal style.

### **Compensation Preference**

When competition takes form, he will usually be ready for the challenge. Mr. Sample is primarily motivated by winning and the chase that concludes with a successful sale. He has a well-developed drive for sales and a focus on getting results. He has a self-reliance that is strong and will further add to his motivation and compensation needs. Mr. Sample derives motivation from within, occasionally taking the lead as a source of encouragement to others. Although the service he provides to customers and clients is essential, the winning aspects of successful sales are often the greatest reward for him.