

**CONFIDENTIAL**

ProfileXT™

ABC Products Inc.

## SALES PLACEMENT REPORT

Monday, January 1, 2007

**John Sample**  
SALES MANAGER

***DECISION POINT LLC***

415 Silas Deane Highway, Suite 100  
Wethersfield, CT 06109  
860-563-5759



## Introduction

This report provides information about John 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 John 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 John scored. If the enlarged segment is dark, John is in the Job Match pattern; if it is light, he is not. Information about John is reported in these six categories:

- **Job Summary Graph** – shows the scores attained by John 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 John 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 John.

## Job Summary Graph

Job Pattern: SALES MANAGER

Overall Job Match



68%

### Thinking Style

Learning Index					5	6	7			
Verbal Skill					5	6	7			
Verbal Reasoning			3		5	6	7			
Numerical Ability					5	6	7			10
Numeric Reasoning					5	6	7			

Job Match  
Percentage  
71%

### Behavioral Traits

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

Job Match  
Percentage  
62%

Distortion 8

### Occupational Interests

Interests Ranking

Top three interests for this position

Enterprising					5					
Financial/Admin										9
People Service									8	

Lowest three interests for this position

Technical						6				
Mechanical		2								
Creative			3							

Job Match  
Percentage  
73%

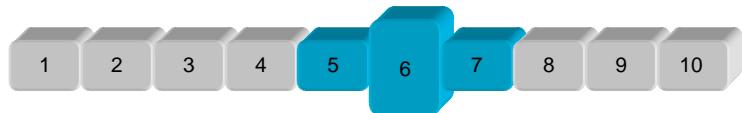
The Job Matching process for Interests is concerned with the top three interests of a Job Match Pattern and how a candidate's top three interests match. The three top interests for this Pattern are indicated and ranked from top to bottom.

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

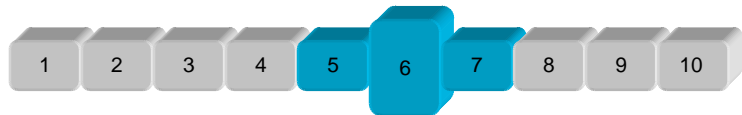
## Profile for Thinking Style

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

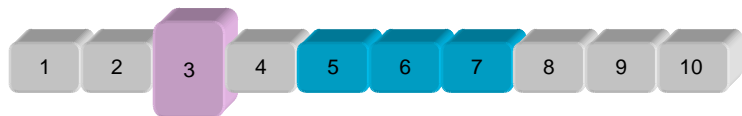
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



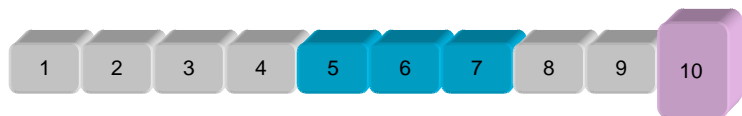
**Verbal Skill** – A measure of verbal skill through vocabulary.



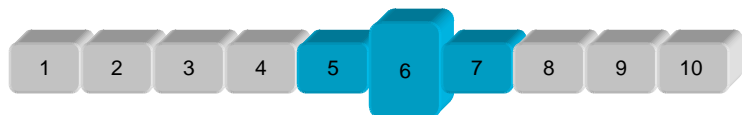
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



**Numerical Ability** – A measure of numeric calculation ability.



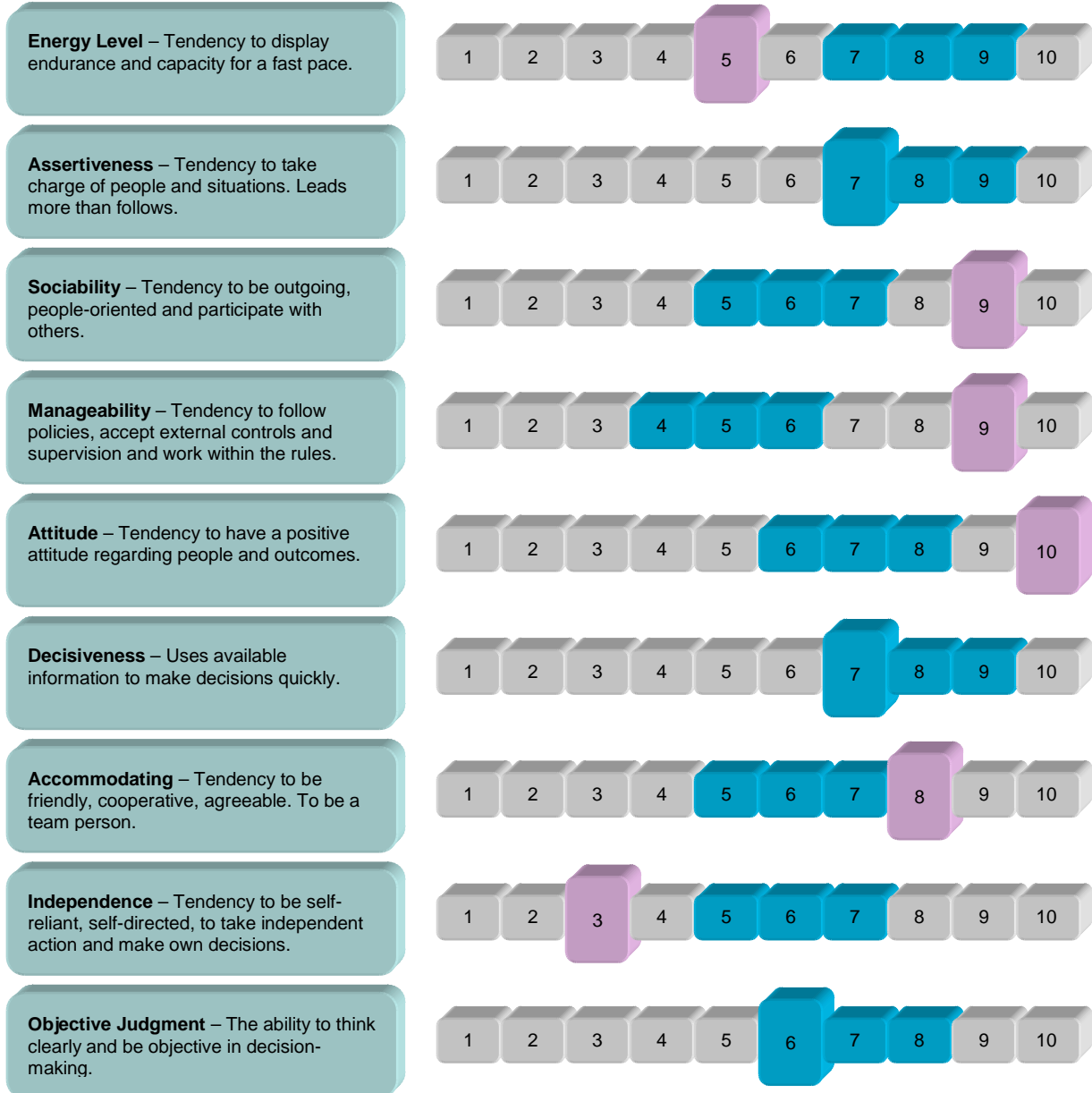
**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.



**71%** match with Thinking Style Pattern for the SALES MANAGER position.

John Sample has a **68%** overall match for the SALES MANAGER position.

## Profile for Behavioral Traits



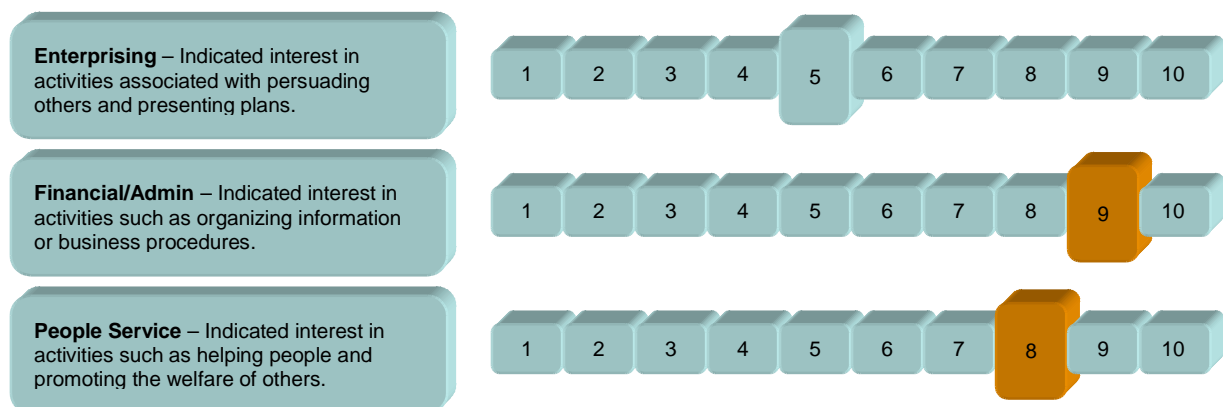
**62% Behavioral Traits Pattern match for the SALES MANAGER position.**  
**John Sample has a 68% overall match for the SALES MANAGER position.**

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.

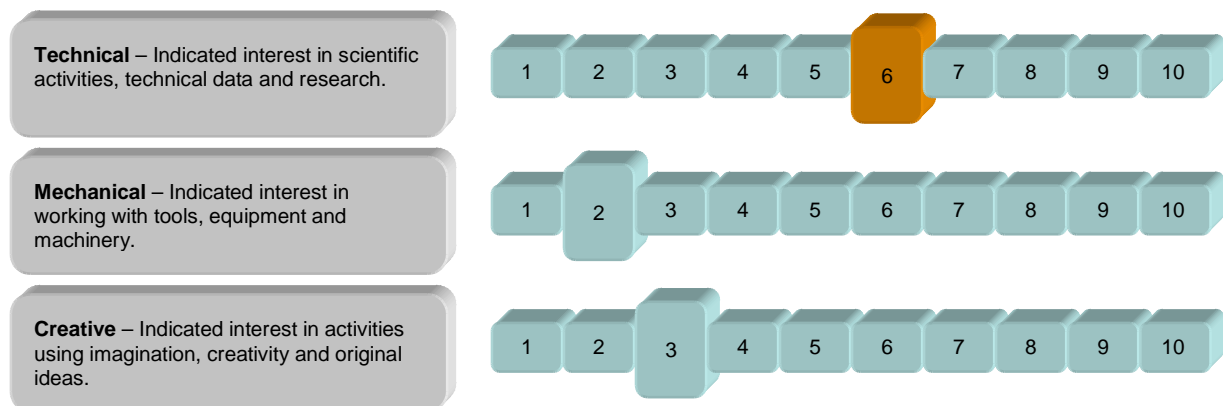
## Profile for Interests

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 John in descending order are: **Financial/Admin, People Service, and Technical**. **Mr. Sample shares two of these interest areas: Financial/Admin 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.

John Sample has an **73%** match with Interest Pattern for the **SALES MANAGER** position.

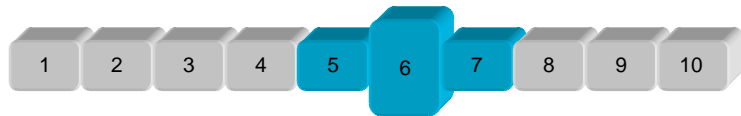
John Sample has an overall match of **68%** for the **SALES MANAGER** position.

## The Total Person

### Thinking Style

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

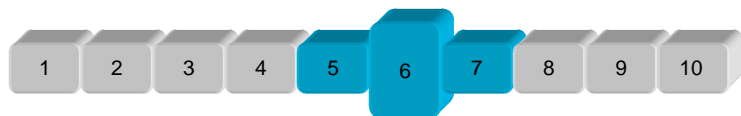
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



**Job Pattern 5-7      Score 6**

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

**Verbal Skill** – A measure of verbal skill through vocabulary.

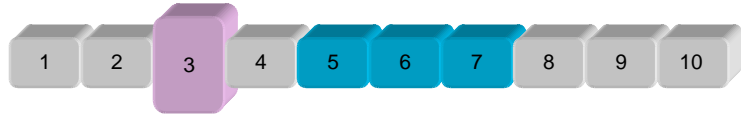


**Job Pattern 5-7      Score 6**

- o John should be capable of learning to apply basic communication principles to new, more complex sales presentations as necessary.
- o He demonstrates a level of verbal skill equivalent to most people in the general population.
- o Mr. Sample is comfortable analyzing basic written and verbal information.
- o Mr. Sample should be able to grasp simple communication principles that apply to the sales process.

## The Total Person

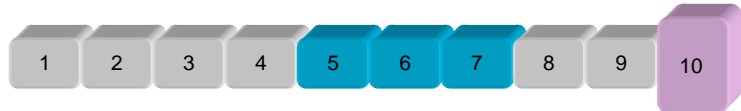
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



**Job Pattern 5-7      Score 3**

- o Mr. Sample may need more time than other salespersons to assimilate new information of a verbal nature.
- o He probably takes more time and strives for exactness when it comes to verbal information.
- o John may not process thoughts and ideas as effectively as others who have stronger verbal learning capabilities.
- o Mr. Sample may experience some difficulty grasping complex oral or written directions.

**Numerical Ability** – A measure of numeric calculation ability.



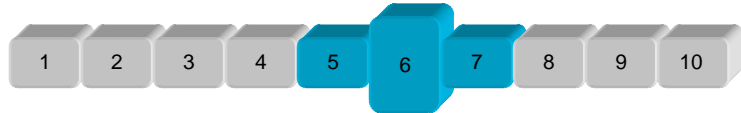
**Job Pattern 5-7      Score 10**

- o Mr. Sample is capable of precise numerical accounting even under the pressure of strict time constraints.
- o He excels in a job that requires the accurate application of mathematical procedures in order to make correct decisions.
- o His analysis of business-related numbers should be sharp and on target.
- o John is quick in mentally determining correct mathematical solutions to problems.



## The Total Person

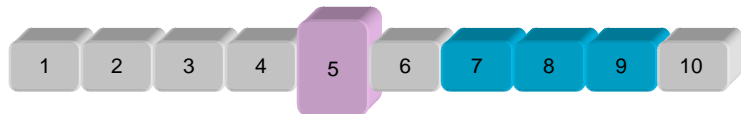
**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.



**Job Pattern 5-7      Score 6**

- o He may prefer calculators for the most complex mathematical calculations.
- o John should not require additional time or repetition to accomplish numerical interpretations.
- o His ability to assimilate information that is mathematical in nature is sufficient at a general level, while some training may be required for especially complex numerical interpretations.
- o Mr. Sample should be able to complete the mathematical parts of the sales training process with little difficulty.

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



**Job Pattern 7-9      Score 5**

- o He is moderately energetic; his work pace will be stable and methodical for the most part. However, when the workload reaches extremes, you may notice an increase in his response to stress.
- o Mr. Sample acts with a sense of urgency, if he takes time to reenergize on occasion.
- o On occasions that require extra hours of work, he may feel more stress as the duties of this sales position make demands on his personal time.
- o Mr. Sample generally focuses on timely results. However, his pace may lag when attending to several clients at once.

## The Total Person

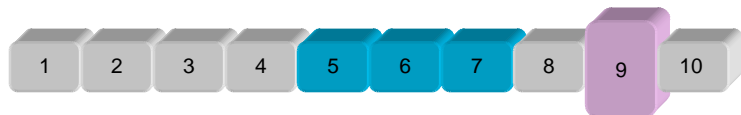
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



**Job Pattern 7-9      Score 7**

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

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

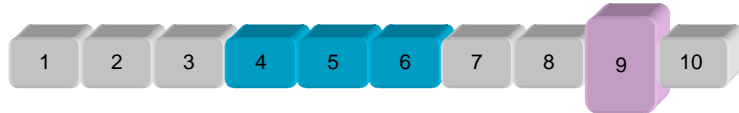


**Job Pattern 5-7      Score 9**

- Mr. Sample is quick to engage prospects and maintain relations with clients.
- John 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.
- 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.
- He enjoys interacting with prospects and being concerned with client relationships. He would find it extremely difficult to pursue sales in an impersonal manner.

## The Total Person

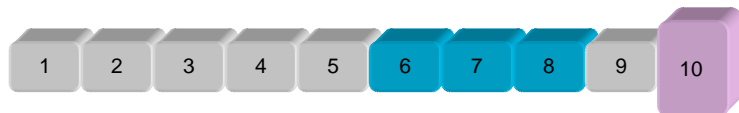
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



**Job Pattern 4-6**      **Score 9**

- He appears to respect rules concerning how one should conduct one's sales and the procedures involved. However, John may lack the creativity to adapt to the needs of a situation that cannot be addressed simply by applying the rules.
- Mr. Sample appears to be highly open to supervision and procedural compliance.
- John readily accepts authority and relies upon procedures to accomplish sales and sales-related administrative duties.
- Mr. Sample possesses a high respect for sales procedures and the authority of management. He may, in fact, be rather uncomfortable in sales environments that lack strict procedural guidelines for salespeople.

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



**Job Pattern 6-8**      **Score 10**

- Mr. Sample rarely demonstrates a suspicious attitude about those with whom he deals in a sales situation, seeing trust as an admirable trait.
- John possesses an attitude that is highly compatible with mediating a dispute and alleviating frustrations in an atmosphere of trust. Mr. Sample may not, however, appraise prospects critically when he is negotiating.
- Mr. Sample demonstrates a highly positive attitude concerning the outcome of sales opportunities. Additionally, John appears to have a high level of optimism concerning the agendas of negotiators.
- He has a highly positive attitude regarding the personal agendas of clients, competitors, and prospects. However, his faith in the results of some situations may be too optimistic, potentially allowing unforeseen mistakes to occur.

## The Total Person

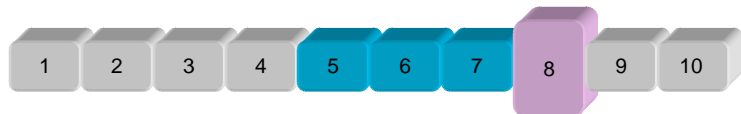
**Decisiveness** – Uses available information to make decisions quickly.



**Job Pattern 7-9      Score 7**

- o Mr. Sample is decisive and quick to close a deal. He is likely to enjoy sales opportunities that require immediate action.
- o He is inclined to take decisive action, to move sales decisions to their successful conclusion as promptly as possible.
- o He will ponder the consequences long enough to assure himself, but not so long as to delay results.
- o John is capable of responding to customer problems with a respect for quick results in the decision-making process.

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

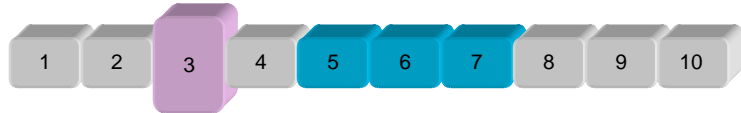


**Job Pattern 5-7      Score 8**

- o Mr. Sample possesses a commitment to reducing conflict and establishing cooperation. He is comfortable saying what must be said to encourage cooperation and harmony.
- o John wishes to please others often and may be frustrated by the more opportunistic and competitive culture of some sales environments.
- o He is highly motivated by a harmonious, positive, and cooperative sales environment.
- o Mr. Sample is quick to accommodate others and to avoid interpersonal conflict in a sales negotiation.

## The Total Person

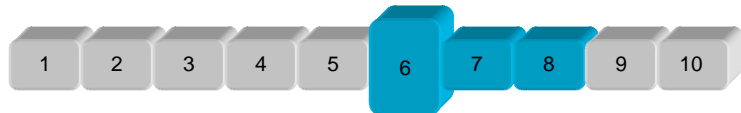
**Independence** – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



### Job Pattern 5-7      Score 3

- o Mr. Sample tends to prefer a methodical and planned approach to sales, with a specific arrangement for how things are going to be done, including a list of actions or a script with which to work, for example.
- o He prefers that instructions be given in a methodical, step-by-step fashion, with feedback from his sales manager provided at regular intervals.
- o John thinks that his sales goals should be well defined so that everyone involved knows exactly what is expected. He prefers clearly defined responsibilities, expectations, guidelines, and policies.
- o He appreciates close supervision and ready guidance in the sales organization in which he works.

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



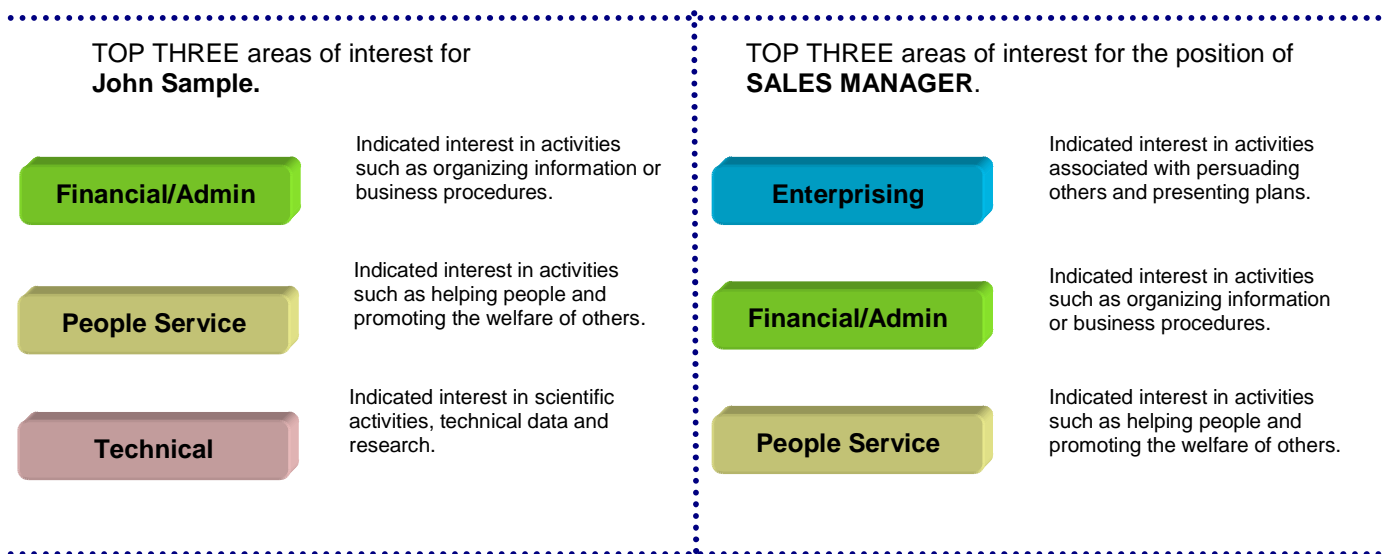
### Job Pattern 6-8      Score 6

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

## The Total Person

### Occupational Interests

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



Mr. Sample's interests are focused in the administrative and technical aspects of work. He demonstrates an interest in the Financial, People Service and Technical themes. This pattern is consistent with people who like to work in a fairly structured setting, especially in which there is a definable chain of command and there are typical office practices to be dealt with. The preferred work environment is usually defined by a focus on interpersonal dynamics and helping clients, especially with technical information from a consultative/expert point of view.

With Financial/Administrative as his primary area of interest, Mr. Sample is likely to seek out activities that involve organizing sales related information in order to make the selling process more efficient. His primary focus and source of motivation concerns the organization and management of information related to his clients, prospects, and the selling process in general. Secondly, he is motivated by the facilitation of clients that is associated with the sales relationship, as demonstrated by his interest in People Service activities. Helping clients and prospects or providing them with services may help to energize his sales performance. Finally, his interest in Technical activities rounds out his interest profile. Other interest areas may be more influential on his motivation, but his interest in the technical aspects of what he sells plays a part in maintaining his overall enthusiasm during the sale.

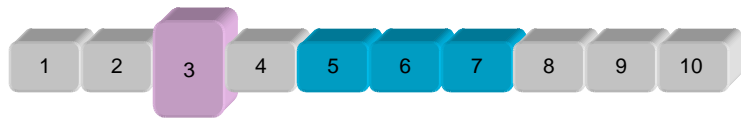
**Notice:** As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a position provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any assessment should never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

## Interview Guide

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

### THINKING

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



**Job Pattern 5-7**      **Score 3**

On the Verbal Reasoning scale, Mr. Sample is below the Job Match Pattern for this sales position. This suggests that his ability to solve verbal problems is less than the position typically requires and that he could have a problem with efficiently processing communications from others. Discussions with him should determine his capacity for using words as a basis in reasoning without becoming overly stressed.

## Interview Guide

### Interview Questions

- ✓ When you have to teach someone how to do a task or describe a project to them, how do you know all of the important information has been covered and that they understand?

- ✓ When discussing things with people and you lose your train of thought, how do you get back on track? How do you know that you understand what they mean?

- ✓ Instructions for a project or a sales task can sometimes be very long and detailed, often covering information that is not required for what you will do. How do you pick out the important pieces and summarize the information? How do you know you are correct?

- ✓ When has someone in the past given you the wrong instructions? How did you know?

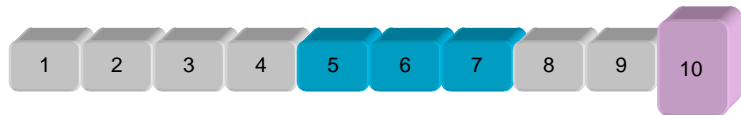


## Interview Guide

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

- o Maintain close observation during client calls to be certain that verbal information is clearly understood by Mr. Sample and rectify any weaknesses in verbal problem solving.
- o Maintain straightforward communication with him to facilitate the process of solving customer problems on the phone or in client meetings. Suggest simple and direct communications and verbal interpretations.
- o Discussing complex product information may require deliberation and concentration on his part. Observe his effectiveness in addressing client questions and offer assistance when necessary.
- o Mr. Sample requires additional time to process verbal information. He should limit the information he focuses upon in sales discussions to highly structured and direct content. Review his performance and suggest greater clarity in his communications as needed.

**Numerical Ability** – A measure of numeric calculation ability.



**Job Pattern 5-7      Score 10**

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

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

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

- ✓ 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?

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

## Interview Guide

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

- 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.
- In calculating complex figures, he is quite proficient. However, John may require guidance on the best manner of communication appropriate to convey clear meaning to those prospects with less mathematical proficiency than he possesses.
- 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.
- 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.

### BEHAVIORAL TRAITS



While Mr. Sample achieved an Energy Level score in the mid-range, it is below the Job Match Pattern for this sales position. This suggests that his capacity to demonstrate intensity may be somewhat limited for this position. Discussions with him should ascertain how much energy he tends to demonstrate in highly stimulating sales environments.

## Interview Guide

### Interview Questions

- ✓ We all have to make decisions on the job about the delicate balance between personal and work objectives. When have you had to make personal sacrifices in order to achieve your sales goals?

- ✓ How do you handle the stress when work demands are high and sales deadlines press you to work long hours?

- ✓ What kind of experiences have you had involving the demands of multiple sales accounts; how do you typically cope with such situations?

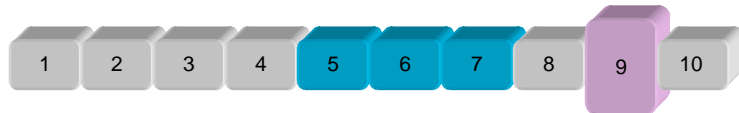
- ✓ Tell me about a time in which you had to choose between personal priorities and demanding sales goals.

## Interview Guide

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

- Coach him on effective time management techniques and provide occasional rewards for efficient and timely sales results.
- Discussions with him should explore the possibility that the pace of this sales position may sometimes lead to frustration and an eventual reduction in satisfaction and performance.
- Consistently reward his initial efforts to maintain a fast pace, eventually increasing the time between rewards for his extensive hours and energetic performance. If his motivation and energy happen to falter, step back to more repetitive rewards until he adjusts.
- Maintain open communication and observe his energy level, providing opportunities, when possible, for him to gather his reserves. Congratulate his efforts to stay driven and energized in his sales activities.
- Provide a structured environment in which to work and maintain short-term goals to help him monitor his effectiveness for achieving long-term sales goals.

**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

- ✓ 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?

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

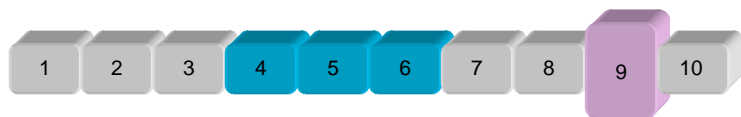
- ✓ What is your favorite method of acquiring leads and improving client relations?

## Interview Guide

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

- o Discussions with John 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.
- o Provide yourself as a model for decreasing his tendency to engage in informal office behavior and give feedback for his performance.
- o If you need to help John 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.

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



**Job Pattern 4-6**      **Score 9**

On the Manageability scale Mr. Sample is above the Job Match Pattern for this sales position. This suggests that his preference for operating within a routine, procedural fashion is greater than the position typically requires and that he may have to adapt to your creative sales culture in order to succeed.

## Interview Guide

### Interview Questions

- ✓ What are your feelings about the role of management in a sales organization?

- ✓ How do you typically deal with a problem that cannot be addressed by policies or procedures in order to close the sale?

- ✓ When is it appropriate to confront a sales manager who has made a mistake related to your responsibilities? How would you go about doing that?

- ✓ In what ways have you successfully achieved a sales goal with creativity while respecting traditional policies?

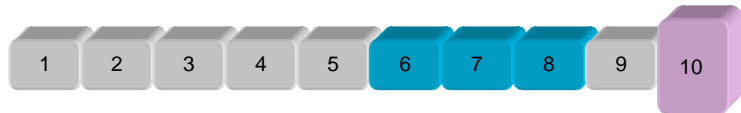


## Interview Guide

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

- o To encourage more ingenuity while maintaining manageability, try allowing him to work closely with a fellow salesperson who is more proficient in balancing a respect for the rules with open-mindedness.
- o To encourage a more creative approach, encourage him to exchange ideas with you or other team members with the validation of alternative thinking being the objective for attaining excellent sales goals.
- o You may have to foster a willingness to sell creatively in Mr. Sample. Provide positive feedback for his efforts to think beyond simple policies and procedures.
- o Discussions with him should determine the extent of his ability to adapt to a sales environment in which each individual must determine objectives without relying on specific procedural guidelines.
- o If Mr. Sample is overly rules-oriented, assign projects that rely on initiative and creative problem-solving. Successes in this area may increase his confidence in going beyond the letter of the rules.

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



**Job Pattern 6-8**      **Score 10**

On the Attitude scale, Mr. Sample is above the Job Match Pattern for this sales position. This suggests that his tendency will be to express more of an optimistic attitude when compared to most individuals in this position. Discussions with him might introduce the opportunity for negotiations training.

## Interview Guide

### Interview Questions

- ✓ Tell me about a specific time in which your warnings to the sales team about idealistic thinking saved the deal.

- ✓ Tell me about a time in which you explained your suspicions to the sales team in order to encourage a prudent attitude.

- ✓ Describe a situation in which you expressed a cautious attitude concerning the results of a sales opportunity for other people to heed.

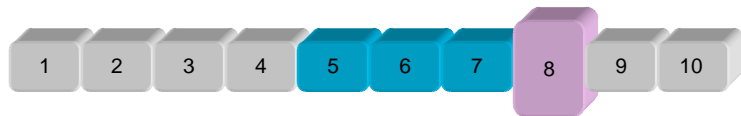
- ✓ Describe the relationship between attitude and sales productivity and how that has applied to a particular experience for you recently.

## Interview Guide

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

- Training in evaluative negotiating and sales management may provide him with the ability to forecast potential hazards appropriately.
- If his high level of optimism concerning the motivation of others creates more problems than solutions in your sales environment, an appropriate mentor may provide training or anecdotes concerning how to take prudent action during negotiations and dealing.
- Encourage the development of evaluative interpersonal skills so that he may approach dealings with more prudence and greater effectiveness.
- To avoid the appearance of naiveté, he may require training in making more prudent estimations of the motivations of prospects and clients.

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



**Job Pattern 5-7      Score 8**

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

## Interview Guide

### Interview Questions

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

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

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

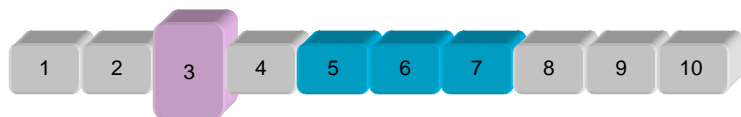
- ✓ When a prospect is mistaken about a sales issue, what is the best way to confront him or her without losing the sale?

## Interview Guide

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

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

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



**Job Pattern 5-7**      **Score 3**

On the Independence scale, Mr. Sample is below the Job Match Pattern for this sales position. This suggests that his tendency to seek guidance from the sales manager is greater than that of successful individuals in this position. He could find the independent nature of this sales role to be somewhat uncomfortable.

## Interview Guide

### Interview Questions

- ✓ Describe a time in which you were under pressure to make an immediate decision concerning a sale (perhaps without the aid of your sales manager). Did you take action IMMEDIATELY or were you inclined to seek the support of others first?

- ✓ What do you like best about clearly defined sales goals?

- ✓ Have you ever found yourself in a sales situation with little structure? How did you resolve your work and achieve the sale?

- ✓ Do you prefer your sales manager to provide directions or goals in either a specific or open-ended fashion? Why?

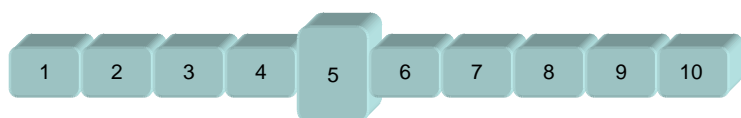
## Interview Guide

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

- o Discuss his need for direct supervision when he appears frustrated, providing moderate supervision. Encourage a more self-reliant sales approach and the flexibility of self-paced work.
- o Encourage more independence, if necessary, by providing small doses of supervision, being observant of his limits. Gradually allow him to make mistakes while you provide timely and constructive feedback.
- o Support his dependence at first, but gradually distance yourself if a more independent style is required of him, allowing him to gradually become accustomed to autonomous performance. Always maintain your availability, but encourage personal action to reach sales goals independently.
- o Discussions with him should explore the possibility that for him, this sales position may require more self-determination than he is willing to provide.
- o To encourage his independent development, you may want to provide opportunities for self-sufficient decision making, making yourself available for consultation. Reward independent thinking and allow him room to become a more self-reliant salesperson.

### OCCUPATIONAL INTERESTS

**Enterprising** – Indicated interest in activities associated with persuading others and presenting plans.



Activities that involve entrepreneurial pursuits are preferred most by those who match the Job Match Pattern for this sales position. However, the activities associated with the Enterprising theme are not among his primary interest areas and may not motivate him as much.

## Interview Guide

### Interview Questions

- ✓ What is most frustrating about leading or persuading others?

- ✓ Describe some motivational aspects of entrepreneurial activities and selling you have experienced before.

- ✓ How often do you take the role of a persuasive leader in a group? Why so often or so infrequently?

- ✓ How do you feel about using skills of persuasion to convince others to do what you need?

Interviewer Note:

### Important

Should you determine John 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 John. 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.