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## SALES PLACEMENT REPORT

Friday, January 5, 2007

**Sally Sample**  
Sales

This Sample Report provided by:

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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: Sales

Overall Job Match



74%

### Thinking Style

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

Job Match Percentage  
81%

### Behavioral Traits

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

Job Match Percentage  
61%

Distortion 9

### Occupational Interests

Interests Ranking

Top three interests for this position

Enterprising								8		
Financial/Admin					5					
People Service								7		

Lowest three interests for this position

Technical			3							
Mechanical		2								
Creative						6				

Job Match Percentage  
86%

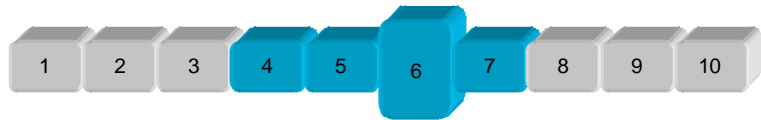
The Job Matching process for Interests is concerned with the top three interests of a Job Match Pattern and how a candidate's top three interests match. The three top interests for this Pattern are indicated and ranked from top to bottom.

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

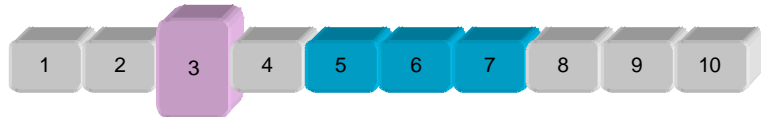
## Profile for Thinking Style

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

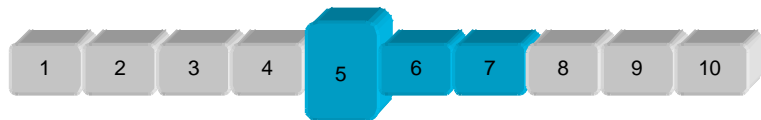
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



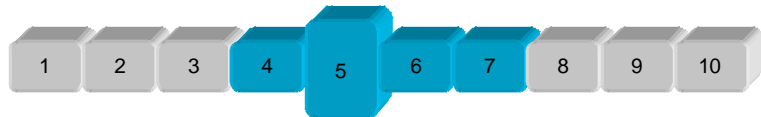
**Verbal Skill** – A measure of verbal skill through vocabulary.



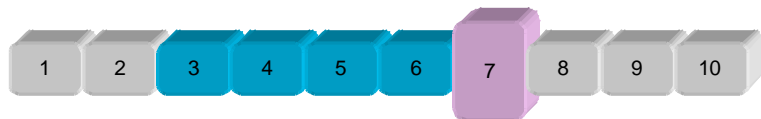
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



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



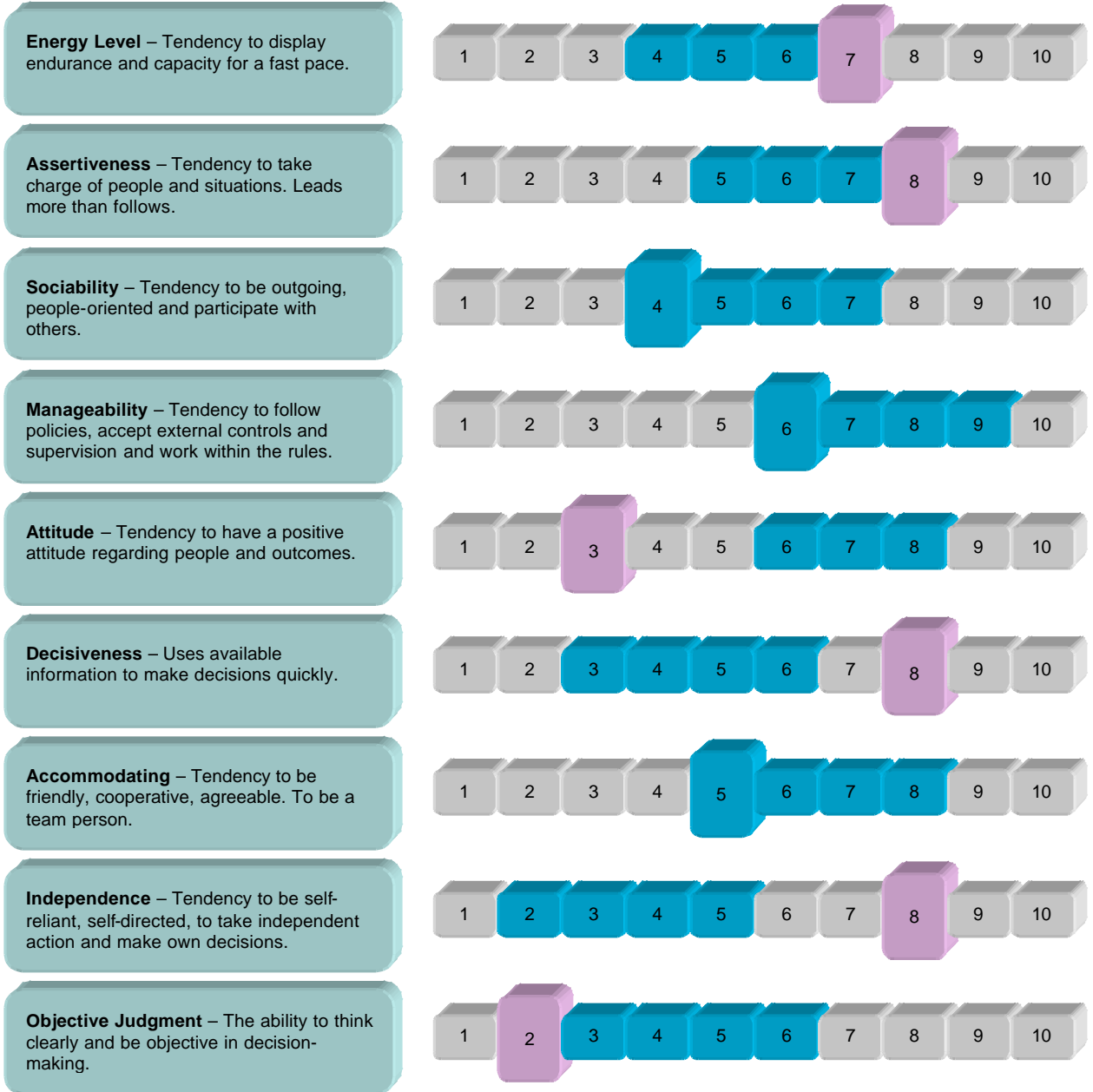
**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.



**81%** match with Thinking Style Pattern for the Sales position.

Sally Sample has a **74%** overall match for the Sales position.

## Profile for Behavioral Traits



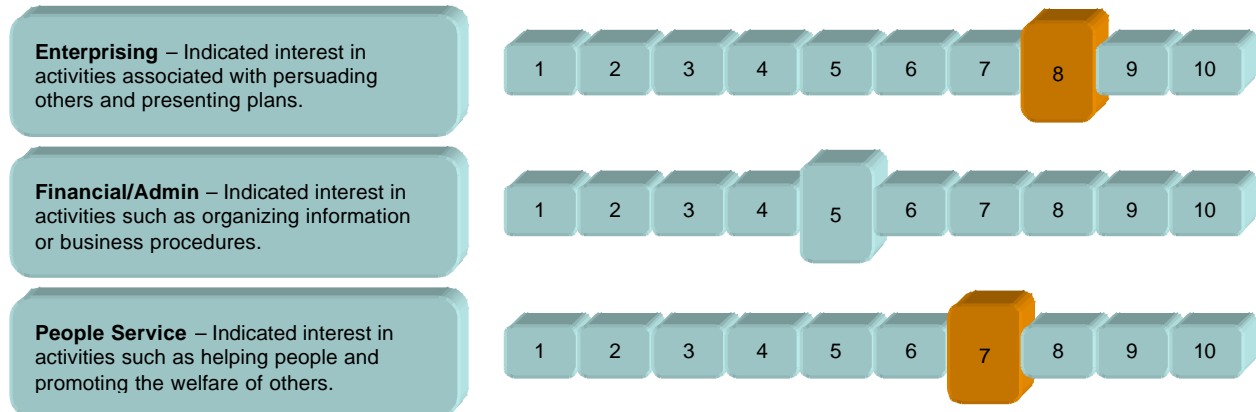
**61% Behavioral Traits Pattern match for the Sales position.**  
**Sally Sample has a 74% overall match for the Sales position.**

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.

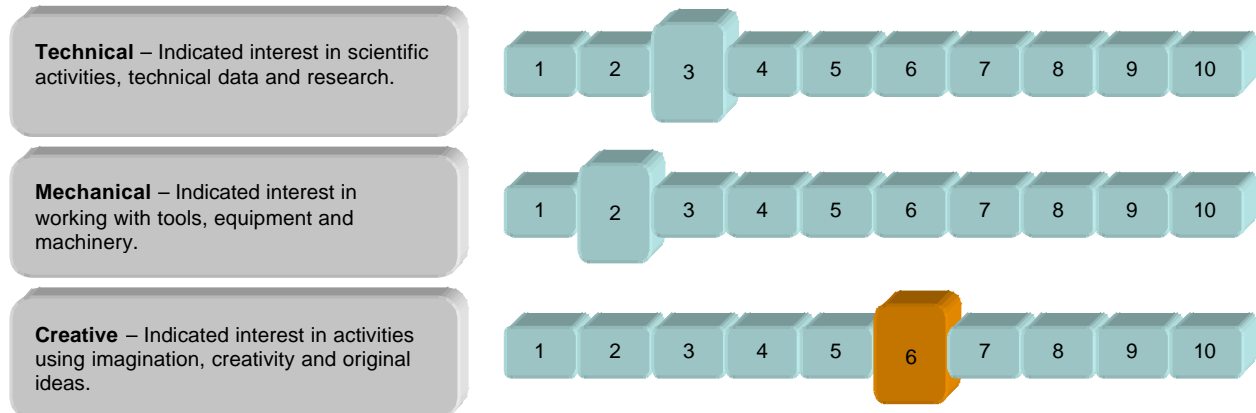
## Profile for Interests

For the Job Match Pattern under consideration, the top three interests in descending order are: **Enterprising, Financial/Admin, and People Service**. 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**. Mrs. Sample shares two of these interest areas: **Enterprising and People Service**

### Top three Interests for this sales position



### Interests not relevant to this sales position



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

Sally Sample has an **86%** match with Interest Pattern for the Sales position.

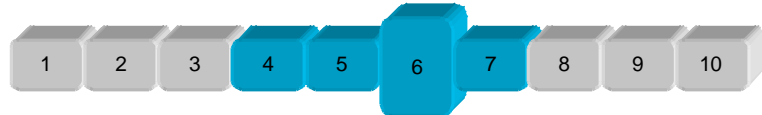
Sally Sample has an overall match of **74%** for the Sales position.

## 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).

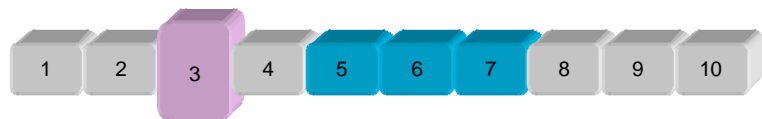
**Learning Index** – An index of expected learning, reasoning and problem solving potential.



**Job Pattern 4-7      Score 6**

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

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

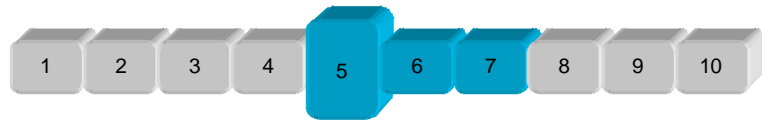


**Job Pattern 5-7      Score 3**

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

## The Total Person

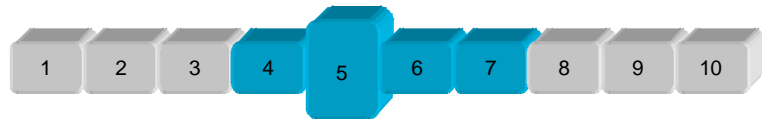
**Verbal Reasoning** – Using words as a basis in reasoning and problem solving.



**Job Pattern 5-7      Score 5**

- o Mrs. 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 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 Mrs. Sample is proficient in the use of words and language.

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

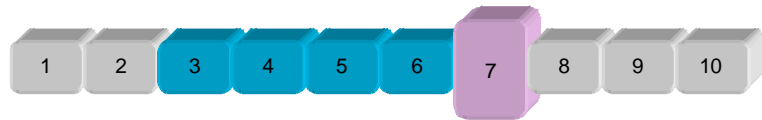


**Job Pattern 4-7      Score 5**

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

## The Total Person

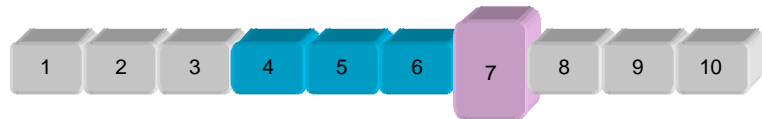
**Numeric Reasoning** – Using numbers as a basis in reasoning and problem solving.



### Job Pattern 3-6 **Score 7**

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

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

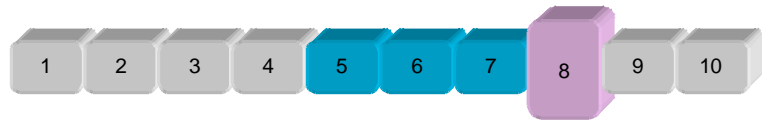


### Job Pattern 4-6 **Score 7**

- o Mrs. Sample can be relied upon to complete sales assignments in a timely manner.
- o Her typical work pace should be consistently productive. On occasion, Mrs. Sample may demonstrate frustration with sedentary sales responsibilities.
- 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 Mrs. 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.

## The Total Person

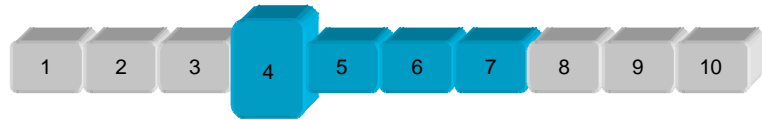
**Assertiveness** – Tendency to take charge of people and situations. Leads more than follows.



**Job Pattern 5-7      Score 8**

- o Leading a sales team and commanding the course of a negotiation is quite appealing to Mrs. Sample.
- o Mrs. Sample enjoys the opportunity to influence prospects and win sales. She is quite willing to aggressively guide a negotiation toward the desired result.
- o Mrs. Sample has a strong need to be in charge, lead others, and push for closure.
- o She is strongly motivated by influence and authority.

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

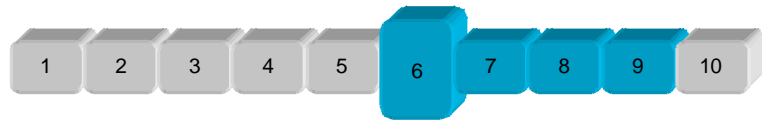


**Job Pattern 4-7      Score 4**

- o Her sociability is best suited for sales tasks that do not involve a great deal of socializing and relationship building.
- o Mrs. 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 Mrs. Sample is not particularly motivated by sales assignments that require interpersonal contact, rather preferring to accomplish sales in an impersonal, "strictly business" fashion.

## The Total Person

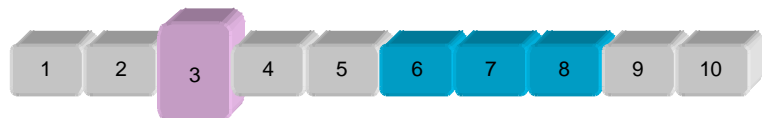
**Manageability** – Tendency to follow policies, accept external controls and supervision and work within the rules.



**Job Pattern 6-9      Score 6**

- o Sally demonstrates a fairly positive attitude concerning organizational constraints and procedures. However, when her reliance on procedure fails to deliver solutions, Mrs. Sample may try to utilize a more creative approach to selling.
- o Mrs. Sample prefers to be generally compliant and traditional. However, Sally may bend procedures when sales goals truly need a creative perspective.
- o Mrs. 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.
- o She should be willing to conform to company policies about the sales process without often feeling a loss of personal freedom.

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

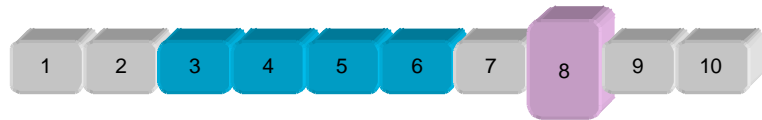


**Job Pattern 6-8      Score 3**

- 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 Mrs. Sample tends to take a defensive stance when negotiating a deal, rarely backing down without a critical review of the situation.
- o She is inclined to doubt the objectives of others when dealing with a negotiator.
- o Mrs. Sample is inclined to question her motives or those of others in a negotiation.

## The Total Person

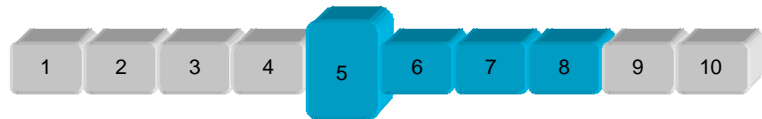
**Decisiveness** – Uses available information to make decisions quickly.



**Job Pattern 3-6**      **Score 8**

- o Sally responds quickly to client's demands, displaying a sense of urgency.
- o Mrs. 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 Mrs. Sample acts with expedience when making decisions and is not inclined to hesitate on closing a sale.

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

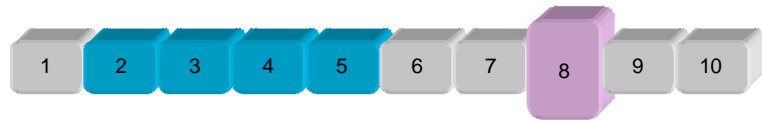


**Job Pattern 5-8**      **Score 5**

- 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.
- o Mrs. Sample may accept the use of an accommodating approach. She will not cooperate, however, at the sacrifice of her personal sales goals.
- 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 Mrs. Sample may become defensive if someone tries to take advantage of her during a negotiation.

## The Total Person

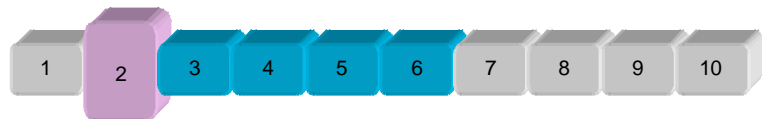
**Independence** – Tendency to be self-reliant, self-directed, to take independent action and make own decisions.



**Job Pattern 2-5**      **Score 8**

- o Mrs. 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 Mrs. Sample prefers to undertake new sales projects independently, seeking support only when absolutely necessary to complete the deal.
- 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.



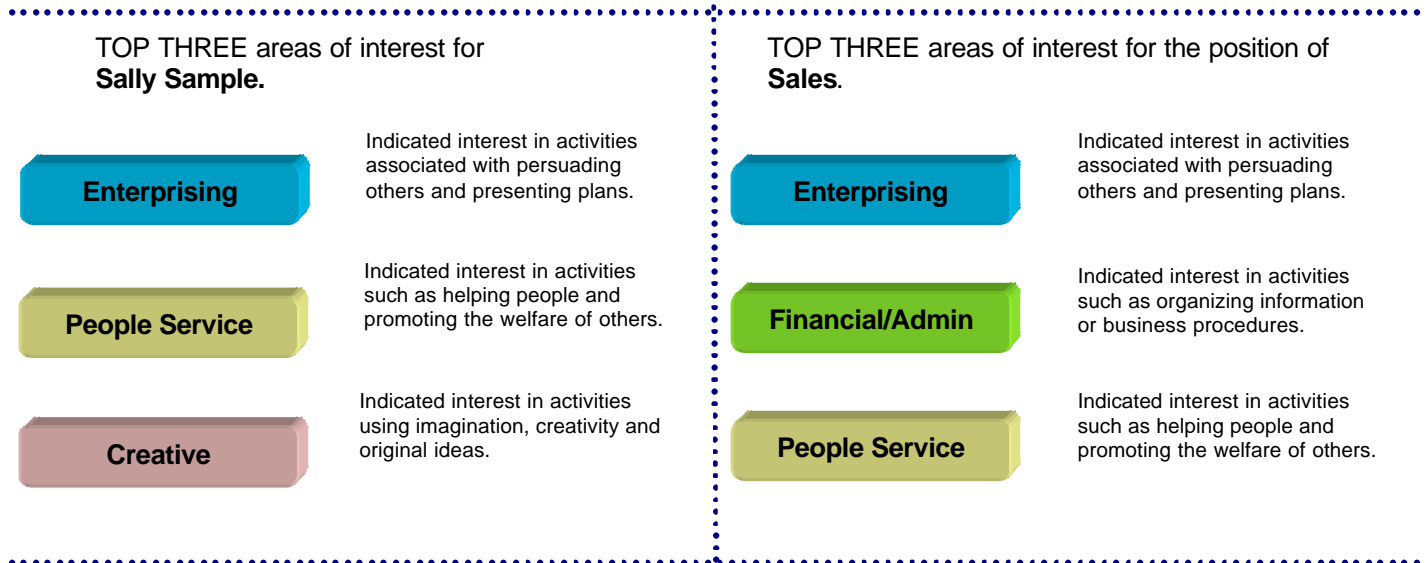
**Job Pattern 3-6**      **Score 2**

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

## The Total Person

### Occupational Interests

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



Mrs. 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, Mrs. 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, Mrs. 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 Mrs. Sample, the position may be overly challenging and could lead to frustration and a reduction in effective, well-communicated sales.

## Interview Guide

### Interview Questions

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

- ✓ 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?

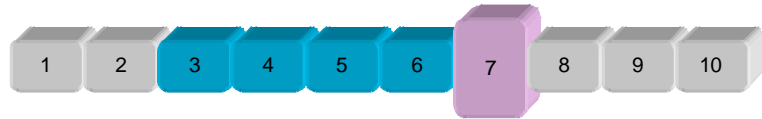
- ✓ How often do you read instructions or memos and have difficulty understanding what they mean? Give some examples.

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

- o Do not become overly ambiguous and obscure when providing instructions to her, rather follow a straightforward and structured line of communication.
- o 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.
- o Moderate the complexity of your language when communicating directives, procedures, and sales goals with Mrs. Sample, who may prefer that sales goals be stated in a concrete and applied fashion.
- o 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.

## Interview Guide

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



**Job Pattern 3-6      Score 7**

On the Numerical Reasoning scale, Mrs. 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.

- ✓ 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.

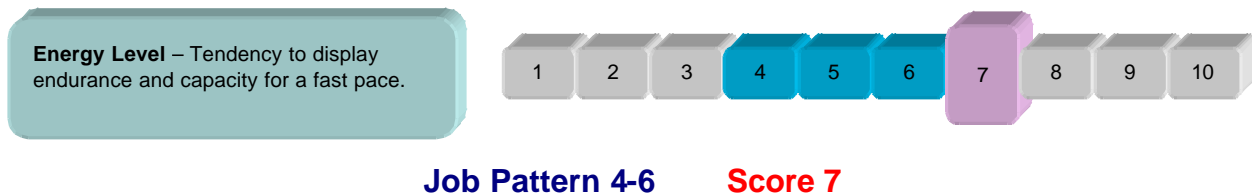
- ✓ When making budgetary decisions, can you rapidly see where resources can be reallocated or redistributed?

## Interview Guide

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

- 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 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 Mrs. 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 Mrs. 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



On the Energy Level scale, Mrs. Sample is above the Job Match Pattern for this sales position. This suggests that her intensity may be greater than the position typically requires. Discussions with her should explore the possibility this sales environment is too sedate for her level of energy.

## Interview Guide

### Interview Questions

- ✓ Describe for me a situation in the past in which you successfully motivated others to accomplish more work despite their lack of energy.

- ✓ Tell me about a time in which you were able to provide your own motivation to produce sales even though you may have felt somewhat tired. How did you manage to energize yourself?

- ✓ Hard work is necessary in order to achieve sales goals. Tell me about a time in which you had to work very hard to reach your sales goals; be specific about what you achieved.

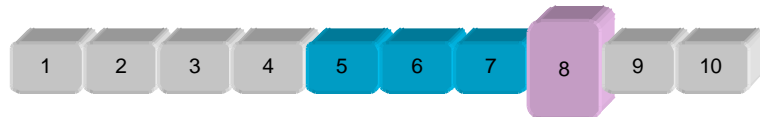
- ✓ Tell me about a time that defined you as a driving, highly energetic salesperson.

## Interview Guide

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

- o If the pace of this sales position is too slow for her, reward her efforts to attend to the essentials with time to “let off a little steam.” This kind of person is motivated to be very productive; make use of this energy to instigate productive selling on her part.
- o Create additional assignments that will enhance the productivity of her sales and provide a focus for her high energy level; communicate with her often to maintain your awareness of her job satisfaction.
- o Communicate with her about ways to make productive use of her high energy level; this will help her avoid the boredom which can lead to a decrease in productivity.
- o Discussions with her should explore the possibility that this sales position may not satisfy her high level of energy and drive.
- o Provide a workload that fulfills her need for activity and make opportunities available for her to participate in new and productive projects that benefit both her and the goals of her department.

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



**Job Pattern 5-7**      **Score 8**

Mrs. 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

- ✓ 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.

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

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

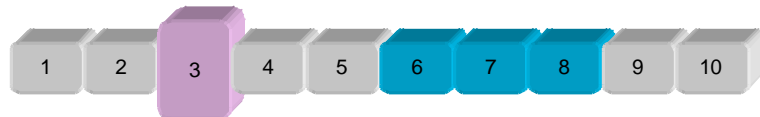
- ✓ Tell me about a time in which you were successful in collaborating with a prospect to his or her satisfaction. What does this say about your ability to negotiate when closing a sale?

## Interview Guide

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

- o 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.
- o While talking with Sally, determine her ability to practice greater diplomacy when negotiating sales.
- o To supplement her sales and negotiation potential, give Mrs. Sample the opportunity to share goals with others.
- 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 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.

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



**Job Pattern 6-8      Score 3**

On the Attitude scale, Mrs. 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

- ✓ 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?

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

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

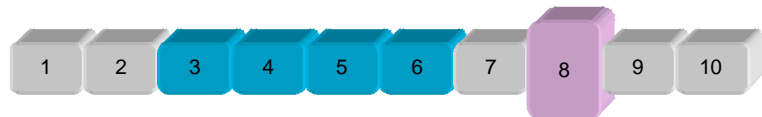
- ✓ What role have you played, in the recent past, in which your sales team was unmotivated and you were able to point out the possibilities for success.

## Interview Guide

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

- 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 If Mrs. 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 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 3-6**      **Score 8**

On the Decisiveness scale, Mrs. 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?

- ✓ 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.

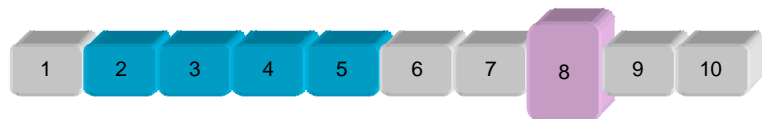
- ✓ Describe a previous sales situation, if any, in which you had to take immediate action in a crisis involving severe financial consequences.

## Interview Guide

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

- 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 Stress the importance of caution to Mrs. 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 Mrs. Sample. Ask for deliberate and analytical processes in her decisions.
- 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 Mrs. 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.

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



**Job Pattern 2-5**      **Score 8**

On the Independence scale Mrs. 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

- ✓ 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.

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

- ✓ 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.

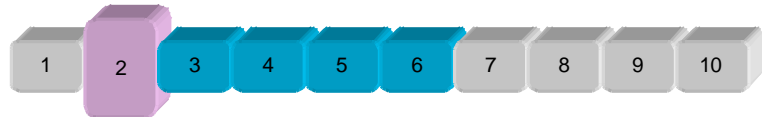
- ✓ Describe your preferences concerning the amount of supervision with which you are comfortable receiving from a sales manager. Explain the ideal situation that produces the best sales you can achieve.

## Interview Guide

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

- o Discussions with Sally should explore the possibility that this sales position may frustrate her independence and lead to a lowered sense of autonomy and freedom.
- o Reinforce her acceptance of a structured sales environment. Reward her efforts to concede to this structure by allowing some independence in areas of lesser concern.
- o When possible, allow Mrs. Sample some breathing room to let off the pressure she experiences from supervisory attention. Remain authoritative without becoming authoritarian so that she may adapt more readily, focusing more on salesmanship than her ability to appreciate your office traditions.
- o 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.
- o Handle with care when collaboration and structure are required, but remain authoritative. Encourage a consultative relationship when her independence is contrary to the organization's sales objectives.

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



**Job Pattern 3-6**      **Score 2**

On the Judgment scale Mrs. 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.

- ✓ 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.

- ✓ 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.

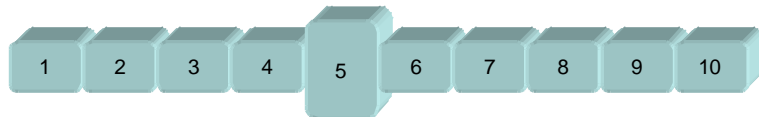
## Interview Guide

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

- o Create additional assignments that will enhance the productivity of her sales and provide a focus for her high energy level; communicate with her often to maintain your awareness of her job satisfaction.
- o Discussions with her should explore the possibility that this sales position may not satisfy her high level of energy and drive.
- o Communicate with her about ways to make productive use of her high energy level; this will help her avoid the boredom which can lead to a decrease in productivity.
- o If the pace of this sales position is too slow for her, reward her efforts to attend to the essentials with time to “let off a little steam.” This kind of person is motivated to be very productive; make use of this energy to instigate productive selling on her part.
- o Provide a workload that fulfills her need for activity and make opportunities available for her to participate in new and productive projects that benefit both her and the goals of her department.

### 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 Mrs. 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.