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DECISION MAKER

SALES ROLES



**SOLUTIONS
SELECTION**



GUIDE TO USING THIS REPORT

INTRODUCTION

The sales function is the lifeblood of most organisations. It can exponentially grow revenue and cement a business' success. Studies have consistently shown that the calibre of the sales force is directly related to sales success and organisational growth. Fortunately, sales effectiveness is a skill that can be identified and developed. The sales questionnaire assesses a range of personality and motivational characteristics that represent a tendency towards effective sales behaviour.

This report uses Sam's profile results to investigate the likelihood she may exhibit certain types of sales related behaviour. The report is intended as a tool to inform and support selection decisions, it can be used as a starting point to facilitate behavioural interviews and help elicit evidence of Sam's sales competence based on the dimensions used in this report.

REPORT SECTIONS

The "Selection" report presents Sam's profile results in the following sections:

Sales Process Overview

Provides a summary of Sam's results against the sales process. This section also highlights Sam's potential strengths and areas of potential risk within the sales process phases.

Behavioural Interview Guide

Provides more detailed information regarding Sam's performance on each of the profile's dimensions. The section also provides interview questions which can be used to probe her tendency to exhibit effective sales behaviour and to form a better understanding of the potential risks and whether they pose a real risk.

Sales Culture Fit Overview

Provides a summary of Sam's fit to different types of roles or work environments.

DISCLAIMER

This assessment is only an indicator. Therefore, it is recommended that decisions on recruitment, promotion, career guidance and development are made in conjunction with other relevant information and not solely on the information in this report. The authors and distributors accept no responsibility for decisions made using this tool and cannot be held directly or indirectly liable for the consequences of those decisions.



CONTEXT

The profile arises from a personality questionnaire. It must be interpreted in the context of other relevant factors such as experience, training, and wider skills. For example, Sam's past performance can be assessed through a critical review of references, her work history and previous qualifications, and via a structured interview. Her level of job specific knowledge can be assessed via the use of work sample tests and simulations, and behavioural interviews. Finally, her skills can be assessed in greater detail through behavioural observation, role-plays and assessment centre exercises. The profile should also be considered in light of the organisation's sales process and culture.

DIMENSIONS

The behaviours/dimensions used in the questionnaire are derived from a typical sales process framework. This particular model was selected to provide a clear picture of respondents' capabilities within a framework familiar to most sales professionals and trainers.

SALES PROCESS PHASES

Building Contacts (Prospecting)

Investigates the individual's capacity to build contacts. It includes the following dimensions:

- **Looks for opportunities** - Seeking opportunities and taking advantage of them.
- **Outgoing and engages others** - Approaching others and initiating contact in order to build a network of sales contacts and leads.
- **Builds close personal relationships** - Building close personal relationships with clients.

Needs Assessment (Qualifying)

Investigates the individual's capacity to assess customer needs. It includes the following dimensions:

- **Seeks to understand needs** - Attentiveness to the needs of his clients when qualifying leads.
- **Seeks to find value** - Creating value by linking clients' needs to relevant products and services.
- **Qualifies opportunities** - Categorising leads according to practical sales outcomes and identify when to disqualify leads which are not likely to yield results.

Style and Presentation (Pitching)

Investigates the individual's capacity to present ideas and concepts to others. It includes the following dimensions:

- **Social presence** - Gaining and holding the attention of others.
- **Persuasive** - Persuading and convincing others of his/her point of view.
- **Adaptive and conforming** - Adaptive selling style to closely fit sales situations and buyer expectations.

Negotiation (Closing)

Investigates the individual's capacity to negotiate with customers and close sales. It includes the following dimensions:

- **Assertive** - Moving sales situations forward without being aggressive or coercive.
- **Conflict handling** - Dealing with customer objections in a professional and constructive manner.
- **Diligent and persevering** - Pursuing sales until all avenues have been explored and exhausted.

Follow-up (Supporting)

Investigates the individual's capacity to follow-up on the sale after closure. It includes the following dimensions:

- **Service and support** - Showing dedication to customer satisfaction and providing after-sales support to customers.
- **Process oriented** - Working with sales processes and procedures, completing sales related paperwork and tracking sales results.
- **Stress management** - Overcoming difficulties and facing challenges with confidence and optimism.



In addition to describing Sam's likelihood to perform against the sales process model, the report also provides insights into the types of roles or environments she is more likely to be comfortable working in.

SALES CULTURE CONDITIONS

Roles which require salespeople to work under pressure

Roles which require salespeople to exercise diplomacy

Roles which require salespeople to address the public and give presentations

Roles which require salespeople to work with each other

Roles which require salespeople to work in a competitive environment

Roles which require salespeople to work long hours

Roles which require salespeople to maintain high standards

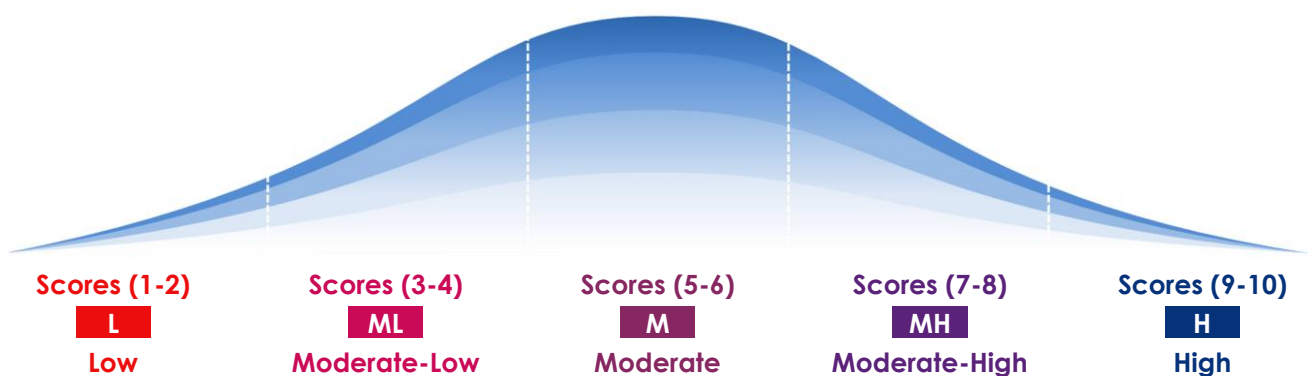
Roles which require salespeople to work under constantly changing conditions

Roles which provide salespeople with financial rewards and incentives

RESULTS SCALE

A reference group is used to evaluate Sam's results and determine her tendency to exhibit effective sales behaviours in the workplace compared to others. Her results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a "Low" to a "High" tendency is provided to help highlight areas of concern.



REFERENCE GROUPS USED

Personality Dimensions: 481 Professionals and Managers

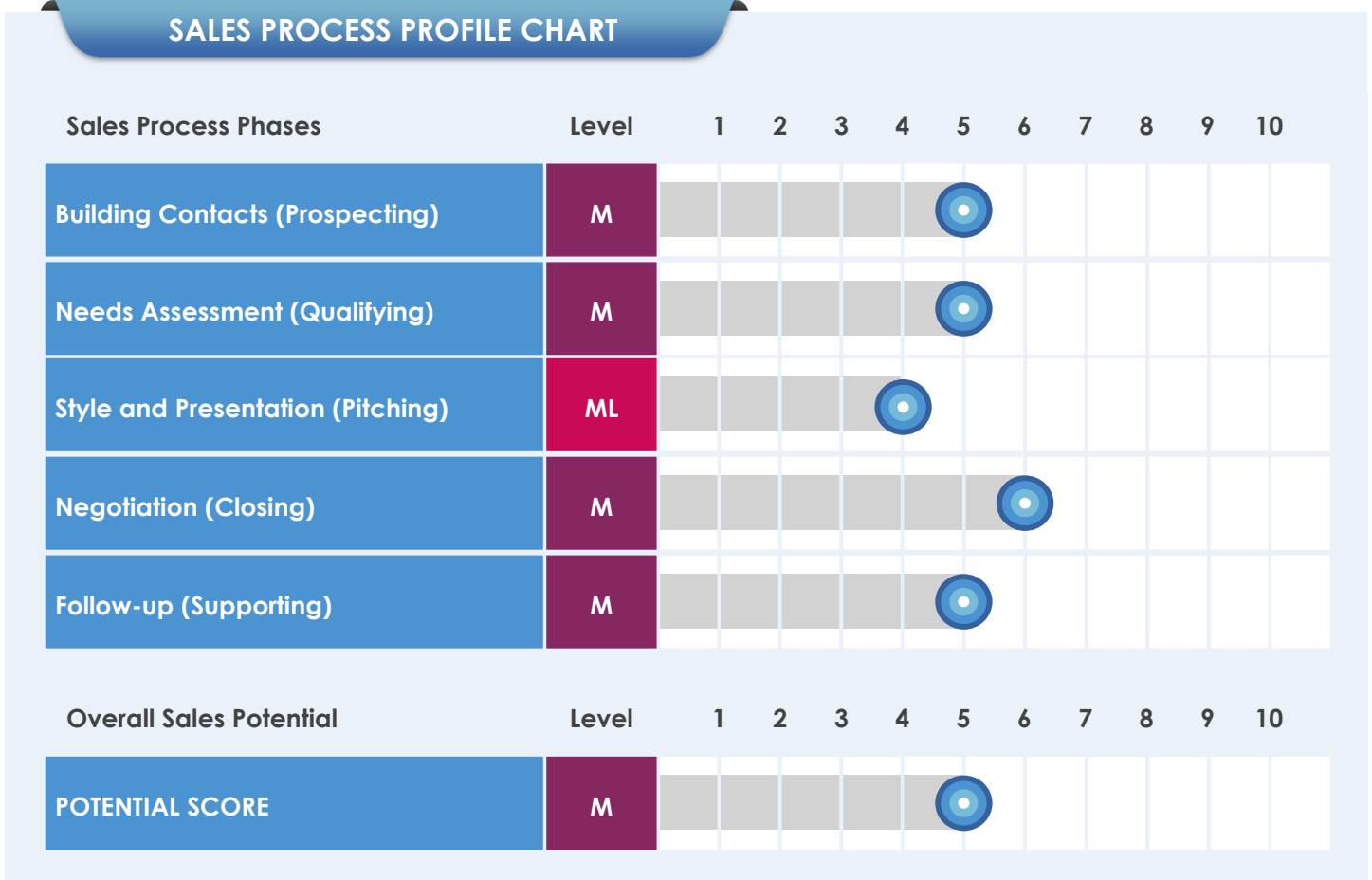
RESPONSE STYLE

The pattern of responses Sam obtained on the assessment indicates that she is unlikely to have been biased by any desire to present herself in an unrealistically favourable light.



SALES PROCESS OVERVIEW

The overall sales potential score estimates Sam's tendency to exhibit effective sales behaviours in the workplace. It reflects a combination of personality and motivational characteristics related to sales performance within the various phases of the sales process.





PROFILE HIGHLIGHTS

The following tables list the major strengths and potential areas of concern that can be inferred from Sam's responses to the questionnaire. Further details are available in the Behavioural Interview Guide.

POTENTIAL STRENGTHS

- She is a little more likely than most to seek to create value by linking her clients' needs to relevant products and services.
- Sam is as likely as most to work towards closing sales and work to overcome challenges with great confidence and optimism.
- She is less likely than most to become particularly irritable when faced with difficult targets and is expected to face challenges with confidence and optimism.

POTENTIAL RISKS

- Sam is more likely than most to avoid wasting her time on leads which she does not believe are likely to yield results. However, she may not rely on objective criteria when attempting to qualify or disqualify leads.
- While she is as inclined as most to adapt her style, she may not always conduct herself in a diplomatic and tactful manner and is at greater risk than most to inadvertently say things which others might find offensive or consider to be odd or out of place.
- Sam may be disinclined to complete sales related paperwork and she is unlikely to track the progress of sales.



BEHAVIOURAL INTERVIEW GUIDE

The report provides structured behavioural interview questions to attempt to help elicit information about a respondent's past behaviour. Such a technique is based on the premise that past behaviour is seen as the best predictor of future behaviour. Interviewees' responses are generally considered reliable because they are based on what they actually did, as opposed to offering opinions or hypothetical responses.

INTERVIEW MODEL

The interview model follows the STAR behavioural interviewing method in which evidence must be gained to indicate the context of the behaviour, the nature of the behaviour and the consequences of the behaviour. STAR is an acronym for:

Situation	Task	Action	Result
What was the context of the behaviour?	What needed to be achieved?	What behaviour resulted from the situation?	What was the outcome?

PROBING

The STAR interview questions are used to probe the individuals' responses from multiple angles. However, in most situations interviewers need only ask the "Situation" question as it is the main question which attempts to elicit examples from past behaviour. Interviewers are only encouraged to use the other questions if the response to the "Situation" is unclear or incomplete. In such cases interviewers can use the remaining STAR questions to further probe respondents and gain a better understanding of their behaviour, context of the behaviour and outcomes.

Two lines of questions are provided for each dimension of the sales process framework. Each line provides a full list of questions to complete the STAR interview model. Interviewers are encouraged to use both lines of questions as they attempt to elicit evidence from different sources and often complete each other.

While the STAR interviewing method provides valid interview questions as well as further structure to how interviews are conducted and how responses are evaluated, interviewers are encouraged to:

- Identify which dimensions listed in the report are related to the organisation's sales roles.
- Develop their own list of questions and not rely solely on the interview questions provided.
- Determine what other job related factors are not covered in the report and prepare additional questions to cover those areas.
- Gather additional information about respondents from other sources such as background checks, references, sales role plays, past sales performance, etc.
- Utilise the evidence gathered from all the sources in order to make a decision.

SCORING

Scoring forms are provided as part of the interview guide. Interviewers are encouraged to use the forms to take notes and are advised to score responses using the following 5-point scale:

1	2	3	4	5
Only circumstantial evidence gained, or evidence gained which supports a low ability.	No explicit evidence gained, or little evidence gained which supports a low ability.	Explicit evidence gained which supports a moderate ability.	Explicit evidence gained which supports a strong ability.	Detailed evidence gained which supports a strong ability.



M INTERVIEW GUIDE: BUILDING CONTACTS (PROSPECTING)

ML A. Looks for opportunities - Seeking opportunities and taking advantage of them.

The pattern of results Sam obtained on the assessment suggests that while she is as driven as most people towards achievement, she is more cautious and retrained than most. As a result, she is less likely than most to seek opportunities and take advantage of them as they arise.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Please tell me of a situation where you had to build your own list of leads/contacts. 	<ul style="list-style-type: none"> Why did you have to create your own list of leads? 	<ul style="list-style-type: none"> Where did you search for the leads and why? 	<ul style="list-style-type: none"> Were there any sources that you felt were not likely to yield any results and which you decided not to utilise? Why?
Q2	<ul style="list-style-type: none"> Give me an example of contacting leads from a list. 	<ul style="list-style-type: none"> Where did you get the list from and why did you use it? 	<ul style="list-style-type: none"> What was your process for contacting the leads? 	<ul style="list-style-type: none"> How many leads did you have to contact and how many were you able to convert to sales? Do you consider that your efforts were well worth it in the end?

ML B. Outgoing and engages others - The ability to approach others and initiate contact.

Having obtained a pattern of results that indicates that she is as outgoing and socially bold as most people, Sam is as likely as most to engage with potential clients, though she may not always be the one to initiate contact. In addition to this she should be as capable as most of dealing with rejection, which should make her as suited as most to selling to cold prospects.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me of a situation where you had to approach others in order to build a network of contacts. 	<ul style="list-style-type: none"> How did you decide who to contact and why? 	<ul style="list-style-type: none"> How did you approach people? 	<ul style="list-style-type: none"> How do you generally utilise you networks in sales?
Q2	<ul style="list-style-type: none"> Give me an example of facing rejection from sales contacts and leads. 	<ul style="list-style-type: none"> Can you think of the reasons why you faced rejection? 	<ul style="list-style-type: none"> How did you overcome the rejection and what did you do? 	<ul style="list-style-type: none"> How does constant rejection affect you in the long-term and how do you handle it?

M C. Builds close personal relationships - The ability to build close personal relationships with clients.

Her profile indicates that she is as likely as most to project a friendly and personable nature and to show concern for others. Consequently, Sam is likely to be as good as most at building close personal relationships with clients. In addition to this, others are likely to recognise her friendly nature and are likely to warm to her reasonably quickly.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me of some of the relationships you have built with clients. 	<ul style="list-style-type: none"> How would you characterise these relationships? 	<ul style="list-style-type: none"> How did you establish contact and build rapport? 	<ul style="list-style-type: none"> How have these efforts helped with your sales objectives?
Q2	<ul style="list-style-type: none"> Can you give me an example of the types of clients you like to sell to? Please give me an example. 	<ul style="list-style-type: none"> What typifies these clients? 	<ul style="list-style-type: none"> How do you generally approach such clients? Can you give me an example? 	<ul style="list-style-type: none"> What about difficult types of customers? How do you approach them and build rapport?



M INTERVIEW GUIDE: NEEDS ASSESSMENT (QUALIFYING)

M A. Seeks to understand needs - The ability to be attentive to the needs of his clients when qualifying leads.

Sam's responses on the questionnaire indicate that she has as much of an interest in others as most people. As a result, she is likely to be as attentive as most to the needs of her clients when qualifying leads.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Tell me of a situation where you had to establish your client's needs. 	<ul style="list-style-type: none"> Explain what you aimed to achieve. 	<ul style="list-style-type: none"> What did you do to define their needs? 	<ul style="list-style-type: none"> How did you use the information you gained from the client?
Q2	<ul style="list-style-type: none"> Give me an example of using open-ended questions in initial sales calls. 	<ul style="list-style-type: none"> Explain what you were trying to achieve. 	<ul style="list-style-type: none"> Can you list some of the open-ended questions you used in this situation? 	<ul style="list-style-type: none"> What do you gain generally from using such questions?

MH B. Seeks to find value - The ability to create value by linking clients' needs to products and services.

Having a profile which indicates that she is more materialistic than many people, Sam is a little more likely than most to seek to create value by linking her clients' needs to relevant products and services.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give me an example of different types of customers you encountered and what you offered each type of customer. 	<ul style="list-style-type: none"> How did the clients' needs differ? 	<ul style="list-style-type: none"> What did you offer each customer? 	<ul style="list-style-type: none"> Can you tell me why your offered these and what impact it had?
Q2	<ul style="list-style-type: none"> Can you list some of your major competitors? 	<ul style="list-style-type: none"> Why are these your major competitors? 	<ul style="list-style-type: none"> What benefits do the products, services or solutions you offer have over what your competitors offer? 	<ul style="list-style-type: none"> How and when do you get into feature and benefit comparisons with clients? Give an example.

ML C. Qualifies opportunities - The ability to categorise leads according to practical sales outcomes.

Sam's results suggest that she is more likely than most to adopt a calculating and Machiavellian approach to qualifying her leads, whereby she is more likely than most to avoid wasting her time on leads which she does not believe are likely to yield results. However, her profile also indicates that she is likely to be quite impractical. As a result, she may not rely on objective criteria when attempting to qualify or disqualify leads.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Can you give me an example of qualifying your leads? 	<ul style="list-style-type: none"> Why do you qualify your leads? 	<ul style="list-style-type: none"> Explain how you qualify your leads. 	<ul style="list-style-type: none"> What abilities do you think are essential to being able to properly qualify leads?
Q2	<ul style="list-style-type: none"> Give me an example of where investing more time and effort on a prospect was no longer viable. 	<ul style="list-style-type: none"> Why did decide to give up on the prospect? 	<ul style="list-style-type: none"> What did you cover with the prospect before deciding they weren't worth your time of effort? 	<ul style="list-style-type: none"> Do you feel this was a failure on your part and why? What positive results can you derive from this example?



ML INTERVIEW GUIDE: STYLE AND PRESENTATION (PITCHING)

ML A. Social presence - The ability to gain and hold the attention of others.

The results of the questionnaire indicate that Sam is likely to be seen by others as being as confident and self-assured as most people in social settings. Having said this, her profile also indicates that she is likely to project a relatively sober and serious outlook. Consequently, she is as likely as most to gain and hold the attention of others, though may not have as strong a social presence as some.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give me an example of presenting to a group. What were the circumstances? 	<ul style="list-style-type: none"> What was the size of the group and how did this make you feel? 	<ul style="list-style-type: none"> How did you prepare for the presentation and how did you feel during the presentation? 	<ul style="list-style-type: none"> How do you think your audience felt about the presentation?
Q2	<ul style="list-style-type: none"> Give me an example of making a sales pitch to a client. 	<ul style="list-style-type: none"> What were you pitching and how did you decide when to start the actual pitch? 	<ul style="list-style-type: none"> How did you make your pitch? 	<ul style="list-style-type: none"> Can you describe your general presentation style? What works well and what doesn't always work well with this style?

M B. Persuasive - The ability to be a persuasive speaker and convincing others of his point of view.

Sam's profile suggests that she is as likely as most to enjoy convincing others of her point of view. As a result, she is likely to be as persuasive a speaker as most, though she may not actively engage others or pursue them in order to win them over.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe the sales pitch you are proud of. 	<ul style="list-style-type: none"> What were you pitching and why? 	<ul style="list-style-type: none"> How did you make your pitch? 	<ul style="list-style-type: none"> What was the outcome of the pitch?
Q2	<ul style="list-style-type: none"> Can you give me an example of selling a product or service you weren't fully convinced of? 	<ul style="list-style-type: none"> What was the product or service and why were you not fully convinced of it? 	<ul style="list-style-type: none"> Give me an example of how you pitched this product or service to clients. 	<ul style="list-style-type: none"> How did you overcome your inhibitions?

ML C. Adaptive and conforming - The ability to adapt his selling style to closely fit buyer expectations.

Her profile indicates that while she is as inclined as most to adapt her style according to her audiences' expectations, she may not be sensitive to the nuances of social settings. As a result, Sam may not always conduct herself in a diplomatic and tactful manner and is at greater risk than most to inadvertently say things which others might find offensive or consider to be odd or out of place.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give me an example of a sales pitch which you were able to pick up on buying signals from the client. 	<ul style="list-style-type: none"> What were the buying signals? 	<ul style="list-style-type: none"> How did you cater your pitch to these signals? 	<ul style="list-style-type: none"> What was the outcome of the pitch?
Q2	<ul style="list-style-type: none"> Tell me of a situation where you had to adapt your sales approach with a customer. 	<ul style="list-style-type: none"> Why did you have to adapt your approach? 	<ul style="list-style-type: none"> How did you adapt your approach? 	<ul style="list-style-type: none"> What affect did this have on your pitch?



M INTERVIEW GUIDE: NEGOTIATION (CLOSING)

ML A. Assertive - The ability to move sales situations forward without being aggressive or coercive.

Inclined to be very assertive and relatively competitive, Sam is likely to be keen to move sales situations forward and close deals. Having said this, she may be prone to using aggressive sales tactics to push clients into agreeing with her. Consequently, this style may intimidate some clients and turn them away.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Are you a competitive person? Give me an example of a sales situation that best characterises your answer. 	<ul style="list-style-type: none"> What was the situation and what were you required to do? 	<ul style="list-style-type: none"> How were you competitive? 	<ul style="list-style-type: none"> Keeping your previous responses in mind, how do you think your clients would describe you as a sales person?
Q2	<ul style="list-style-type: none"> Tell me of the most assertive/aggressive you have had to be with an uncertain client. 	<ul style="list-style-type: none"> Why was the client uncertain? 	<ul style="list-style-type: none"> How were you assertive? 	<ul style="list-style-type: none"> What affect did your actions have on the client?

M B. Conflict handling - The ability to deal with customer objections in a constructive manner.

The results Sam obtained on the assessment indicate that she may not be as tactful or diplomatic as most and may not always deal with conflict in a constructive manner. Having said this, she is, by nature, likely to be relatively calm and collected. As a consequence, she is as likely as most to be patient when dealing with customer objections.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Describe one or two of the most difficult interactions you have had with aggressive or reproachful clients. 	<ul style="list-style-type: none"> What happened? Do you know why the client was being so aggressive? 	<ul style="list-style-type: none"> How did you respond and remain calm? 	<ul style="list-style-type: none"> How do such incidents affect you in the long run?
Q2	<ul style="list-style-type: none"> Have you ever had to give in to a client's demands? Please give me an example of this happening. 	<ul style="list-style-type: none"> What did the client want? 	<ul style="list-style-type: none"> What did you offer and how did you present it? 	<ul style="list-style-type: none"> Did the client accept your offer and who did you consider to be the winner?

MH C. Diligent and persevering - The ability to pursue a sale until all avenues have been exhausted.

Inclined to be quite resilient and as achievement orientated as most, Sam is as likely as most to work towards closing sales and work to overcome challenges with great confidence and optimism. Consequently, she is unlikely to give up on a sale until most avenues have been explored and exhausted.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Give me an example of having to go above and beyond your call of duty in order to close a deal. 	<ul style="list-style-type: none"> Why did you feel you had to put in so much effort? 	<ul style="list-style-type: none"> What did you do that made this situation so significant? 	<ul style="list-style-type: none"> Was the effort you put in worth it? How would you justify putting in so much effort?
Q2	<ul style="list-style-type: none"> Tell me about having to work against sales targets. 	<ul style="list-style-type: none"> How do you track your progress against your targets? 	<ul style="list-style-type: none"> How often do you follow-up on clients and how do you follow-up? Can you give me an example? 	<ul style="list-style-type: none"> How does all this help you with your targets?



M INTERVIEW GUIDE: FOLLOW-UP (SUPPORTING)

M A. Service and support - The ability to show dedication to customer satisfaction.

Sam's responses to the questionnaire indicate that she is as likely as most to provide after-sales support to customers in order to ensure they are satisfied with the products or services provided.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Do you have many return customers? Please tell me of one such customer. 	<ul style="list-style-type: none"> How did the relationship begin? 	<ul style="list-style-type: none"> How did they become return customers? Is there anything special that you did? 	<ul style="list-style-type: none"> Is there anything you do to maintain the relationship? What do you benefit from such relationships?
Q2	<ul style="list-style-type: none"> Tell me of a situation where you upsold a customer on a product or service. 	<ul style="list-style-type: none"> What did they originally intend to buy? 	<ul style="list-style-type: none"> What did you further offer them and how did you present it? 	<ul style="list-style-type: none"> Has a customer ever complained over a product or service you sold them? How did you deal with that?

L B. Process oriented - The ability to deal with customer objections in a constructive manner.

Her responses to the questionnaire suggest that she is likely to be very spontaneous and may not believe it is important to follow processes and procedures. As a consequence, she may be disinclined to complete sales related paperwork and she is unlikely to track the progress of sales.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> Are you uncomfortable with any aspects of the sales processes or procedures that you work with? Please give me an example. 	<ul style="list-style-type: none"> Which of these are you uncomfortable with and why? 	<ul style="list-style-type: none"> How do you work around them? 	<ul style="list-style-type: none"> Have you spoken to your management about these issues? How did you do so and what was done?
Q2	<ul style="list-style-type: none"> Do you have to prepare any sales reports or complete any paperwork as part of your job? Please give me an example. 	<ul style="list-style-type: none"> What do you have to complete? 	<ul style="list-style-type: none"> Have you ever struggled with completing such reports/paperwork? How do you manage? 	<ul style="list-style-type: none"> Do you benefit anything from completing them? Please explain.

MH C. Stress management - The ability to face challenges with confidence and optimism.

Her profile indicates that she is likely to be fairly relaxed and composed. As a consequence, she is less likely than most to become particularly irritable if things go wrong or when faced with difficult targets. As her results further suggest that she has a strong belief in her ability to overcome difficulties, she is expected to face challenges with confidence and optimism.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> What sales targets do you have to work with? 	<ul style="list-style-type: none"> How are they established? 	<ul style="list-style-type: none"> How do you work towards them? Please give an example. 	<ul style="list-style-type: none"> Have you ever struggled with achieving your target? What were the reasons and what did you do?
Q2	<ul style="list-style-type: none"> Tell me about the greatest challenge you faced as a salesperson. 	<ul style="list-style-type: none"> What was the challenge? 	<ul style="list-style-type: none"> How did you face it? 	<ul style="list-style-type: none"> What was the outcome?



INTERVIEW SCORING

Use the following forms to calculate the overall interview score. Check (✓) the box corresponding to the appropriate score for each competency/dimension being assessed.

Dimension	Score				
	1	2	3	4	5

Scores measured through the behavioural interview guide:

1	BUILDING CONTACTS (PROSPECTING)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	NEEDS ASSESSMENT (QUALIFYING)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	STYLE AND PRESENTATION (PITCHING)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	NEGOTIATION (CLOSING)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	FOLLOW-UP (SUPPORTING)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Scores from additional measures not included as part of the behavioural interview guide:

6		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OVERALL SCORE		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

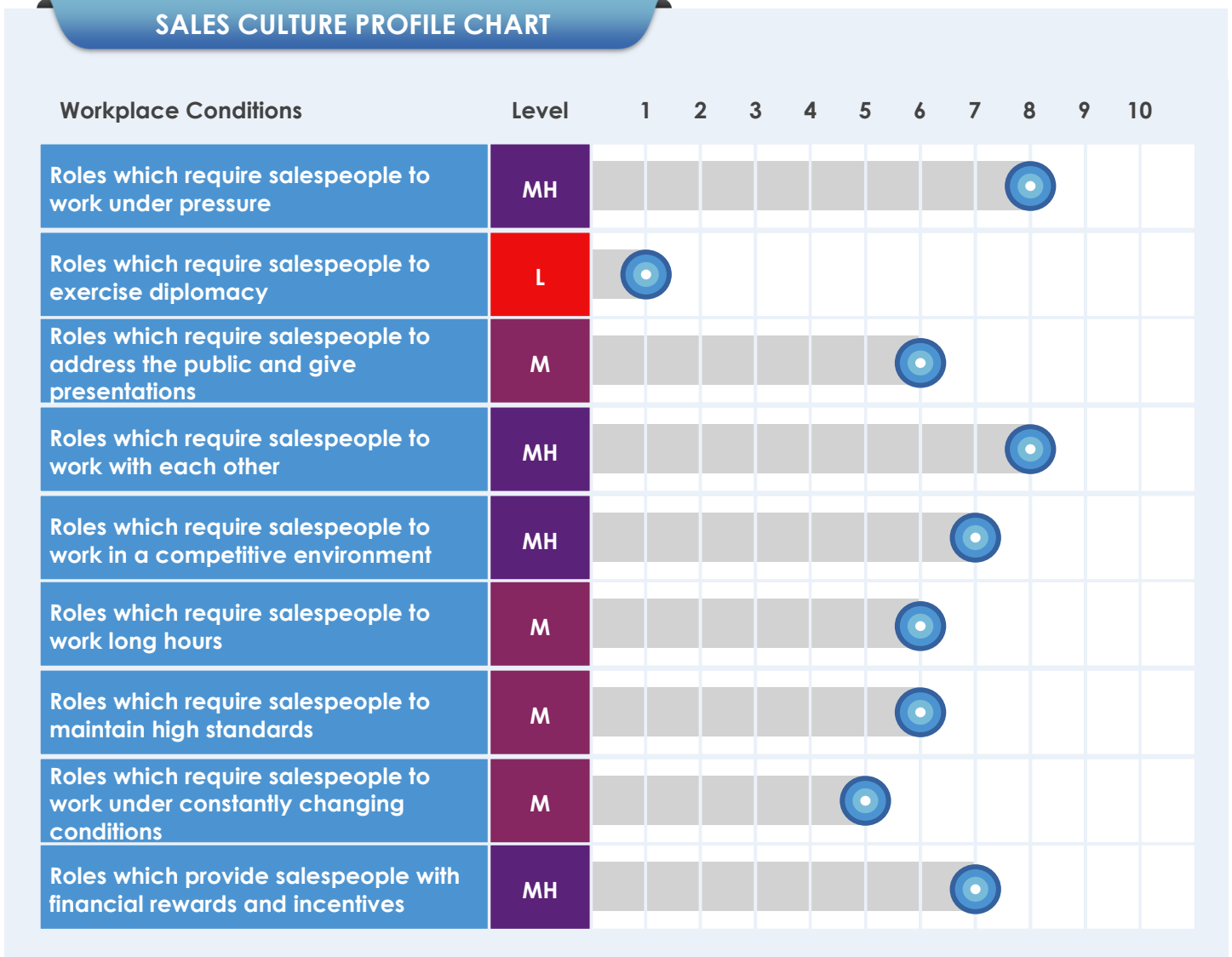
Comments



SALES CULTURE FIT OVERVIEW

The culture fit scores estimate Sam's preference to work under certain workplace conditions. Not all the conditions provided are relevant to all organisations, which is why it is recommended to identify which conditions best fit the culture of the organisation before exploring Sam's specific workplace preferences.

The results of the culture fit profile can help determine the types of motivators and environments that stimulate Sam and which, in turn, can help her perform at her best.





SALES CULTURE PROFILE DESCRIPTIONS

MH Roles which require salespeople to work under pressure

Sam's results suggest that she is likely to function better than most in a pressured environment in which tight deadlines have to be met and demanding targets are routinely set. She would be expected to greatly enjoy working in settings that present her with a considerable number of challenges to overcome and problems to resolve. It is likely she will approach such challenges in a very positive and optimistic manner.

L Roles which require salespeople to exercise diplomacy

She is unlikely to be suited to settings which demand tact and diplomacy.

M Roles which require salespeople to address the public and give presentations

She would be expected to be as comfortable as most in roles which require public speaking and giving presentations to large groups of people.

MH Roles which require salespeople to work with each other

Her profile suggests that she is likely to feel quite comfortable and at ease in work settings which require her to develop close working relationships with colleagues.

MH Roles which require salespeople to work in a competitive environment

She is likely to be more content than most to work in fairly competitive environments.

M Roles which require salespeople to work long hours

Sam's profile suggests that her work ethic is in the average range. As a result, she is likely to believe work is reasonably important, and she would be expected to be as committed to work as most other people are. Consequently, she is likely to fit as well as most in working environments that have a long-hours culture. She is likely to prefer settings where there is a fair amount to do and where she is kept reasonably busy.

M Roles which require salespeople to maintain high standards of accuracy

Sam's profile suggests that she is as achievement orientated as most and would be expected to be relatively motivated to produce work of a fairly high standard. She is likely to gain some sense of satisfaction from knowing others consider her to be good at her job. As a result, she is likely to function as well as most in settings where fairly high standards of accuracy are expected.

M Roles which require sales to people to be able to work in a changing environment

While Sam is quite open to change and is likely to prefer to work in environments where she is free to initiate change, she may have trouble maintaining her levels of energy and drive in rapidly changing environments.

MH Roles which provide salespeople with financial rewards and incentives

She would be expected to be more comfortable than most in a culture where the primary motivation for employees is financial rewards.