



SalesPro

Contents	Page
Snapshot of Sales Potential	1
Selection and Developmental Considerations	
Business Development	2
Motivational Factors/Achievement Potential	3
Structure and Systems	4
Critical Sales Attitudes	5
Call/Approach Reluctance	
Managing Rejection	7
Prospecting Orientation	8
Commitment to Product	9
Commitment to a Sales Career	10
Summary of Sales Potential	11
Candidate Feedback	
Your Personal Strengths	1
Career Planning	2

SPRO# 000000 for Elizabeth Sample on November 6, 2002

©1995-2001, Selection Testing Consultants Intl Ltd.

Snapshot of Sales Potential

**Sales Fit
Overall**



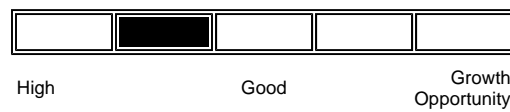
Team Orientation



Business Development

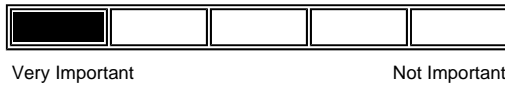


Self-Confidence



Motivational Structure

**Primary Motivator:
Money and/or Challenge**

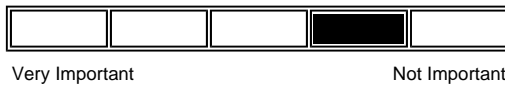


Self-Manager

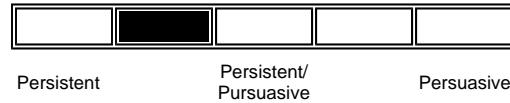


Secondary Motivator:

People and/or Service and/or Recognition



Client Orientation/Closing Style

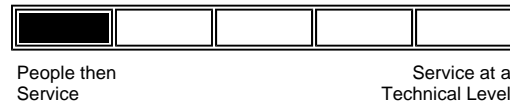


Communication Style

**Dominant Style:
People Orientation**

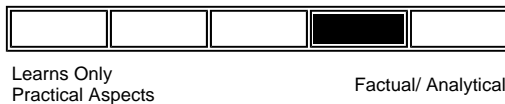


Service Orientation



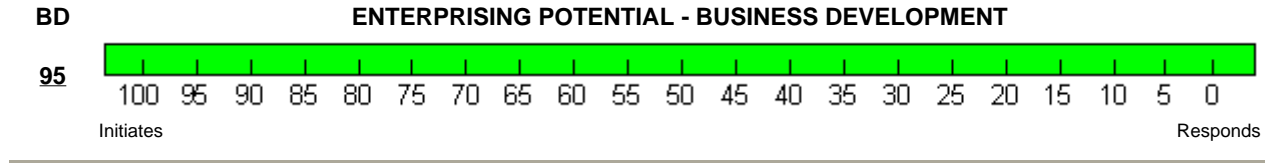
Back-up Style:

Analytical Orientation



Business Development (BD)

Her score on the BD Scale would indicate a natural inclination toward being comfortable in most competitive business environments. Given formal learning opportunities to direct and fulfil her natural self-manager inclinations, she can become very capable at personal planning and personal time management. She is strongly oriented to investing a great amount of effort in daily sales and business development activities. She would be potentially suited for a sales position that requires the initiation of new client contact with some client maintenance.



Structured Interview Questions

- Ask her to outline a situation in which she has developed a specific goal, converted it into a plan for action and how she managed her time and focused her effort each day to get the job done.
- Verify the examples by checking references.

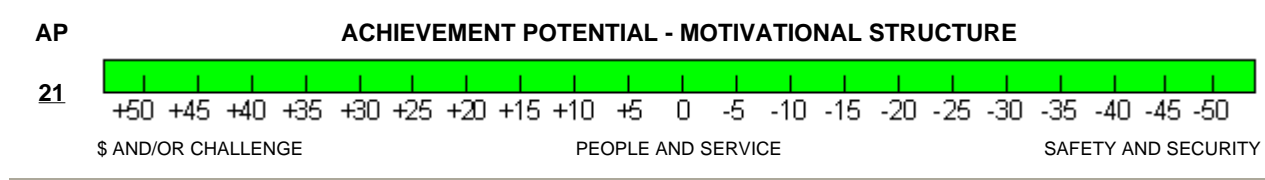
Developmental Suggestions

Help build on this potential strength by offering instruction and coaching on personal planning and time management skills. Show her how to plan effectively and observe her until she performs consistently. Develop and use a Management By Effort approach with her.

Notes

Motivational Factors/Achievement Potential (AP)

Her score on the AP would indicate that she has a good amount of drive, energy and ambition. She would be motivated primarily by challenge and/or money as well as by service and recognition. She will thrive on challenge and strive to attain higher performance levels on a regular basis. Daily objectives that are reinforced on a regular basis would be an excellent method for maintaining high levels of enthusiasm. She will tend to be persuasively persistent in the SalesProcess.



Structured Interview Questions

- Ask her to describe a recent situation where she set a challenging goal and achieved it.
- What was the most challenging project she completed within the last year. What was the outcome? What did she enjoy about the process?
- Check with references.

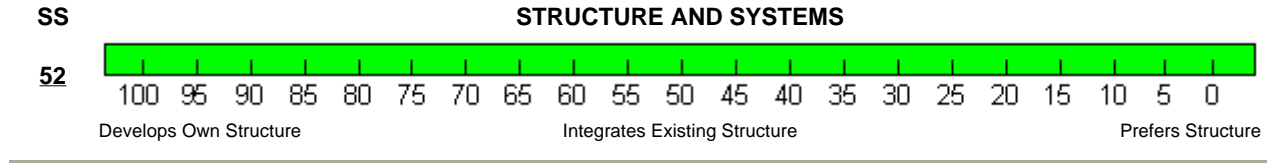
Developmental Suggestions

She will want to begin working on the job very quickly, therefore a short and intensive introduction and training period would be advised. Introduce the key issues that must be learned about the SalesProcess. From a closing techniques perspective, coach on the most appropriate strategies and assist with refinement of the practical application through personal observation. Help her understand the most efficient strategies for directing her energy and commitment profitably. After sale service and follow-up would help her achieve at the highest levels of performance.

Notes

Structure and Systems Development (SS)

Her score on the SS scale indicates that she would be most comfortable with a sales environment that had relatively well established structure and systems. She would be quite accepting of good coaching and look to the coach to help her develop an effective and systematic approach in the early stages of her new career. She would value a strong supportive team environment that reinforced individual and team objectives. After the initial training, she should be virtually 'maintenance free' once she has established a good effort habit pattern.



Structured Interview Questions

- Ask her about recent work experiences, in which she has had to operate essentially on an independent basis. Was she successful?
- Ask her for examples of situations in which she has had to work as part of a team. What did she like about the team concept.
- If possible, verify all information with her associates or other team members.

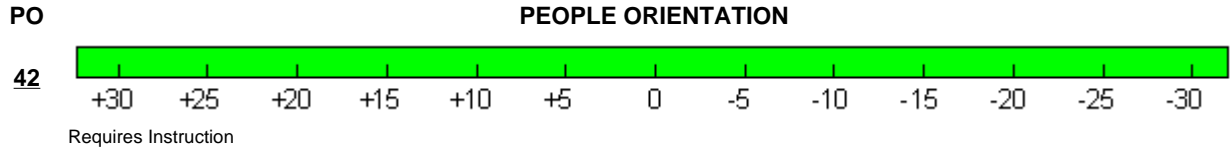
Developmental Suggestions

She will initially look to her coach or manager for direction and guidance and then would seek out independence through demonstrated performance. Cultivate her independence through the development of self management skills including both self evaluation and self reinforcement strategies. If she is required to function as part of a team or with a senior associate, mentoring would be best with someone of a similar team orientation.

Notes

Critical Sales Attitude I: People Orientation

This result on the PO scale indicates this person will find a position with a great deal of interaction with new people to be an ideal match. She will be extremely people-oriented and sensitive to the needs and feelings of others.



Structured Interview Questions

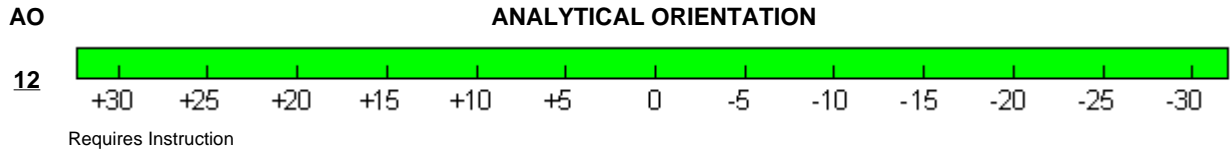
- Ask her how she puts people at ease when she first meets them. How does she adjust her approach to different personalities?

Developmental Suggestions

Training in the field will probably be most effective if she is paired with another highly 'people oriented' 'coach'.

Critical Sales Attitude II: Technical Orientation

She would enjoy a business environment that offers an opportunity for continual growth and development from a technical and intellectual point of view. She would be considered to possess a good amount of fluid intelligence.



Structured Interview Questions

- Ask her to describe any creative or innovative ideas she developed in her current or previous job.
- What does she do to keep current with technical developments?

Developmental Suggestions

Help her design an intensive technical training process that includes self learning and formal instruction. She could be used as a technical expert for both clients and associates.

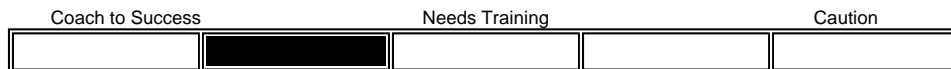
Notes



MANAGING CALL/APPROACH RELUCTANCE

SalesPro

Overall Score = 47

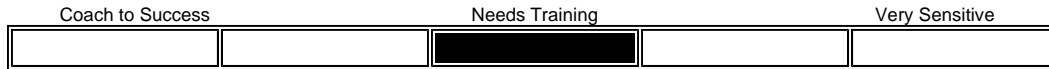


SPRO# 000000 for Elizabeth Sample on November 6, 2002

©1995-2001, Selection Testing Consultants Intl Ltd.

SalesPro (SPRO# 000000 for Elizabeth Sample on November 6, 2002)

Page 7

Managing Rejection**Overview**

Her average score on the managing rejection scale indicates that she could be quite sensitive during the SalesProcess and would require additional coaching and training strategies to be an effective performer. She would require reasonably structured sales tracks that allow for individual input and ongoing development.

Question Analysis

Item analysis reveals that her responses to the following items give rise to some concern with respect to this scale.

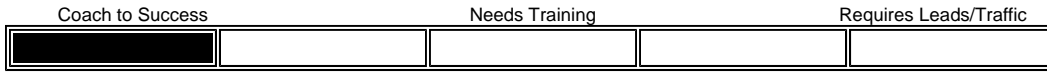
- To be a successful salesperson, it is necessary to get other people to like me.
- It is very important to push people to buy a product or service after you have established they need it.
- I would rather approach a potential new client by telephone than in person.

Candidate Interview Questions

- What are the major qualities you would like to develop that would help you become successful with us?
- What qualities do you have to change?
- How important is it to get a potential buyer to like you?
- Describe a situation where a salesperson pushed you to buy? Did you buy? Why or why not?
- How do your family and friends usually react to telephone calls from salespeople? How do you usually react?

Notes

Prospecting Orientation



Overview

She is generally quite comfortable in meeting new people and would enjoy the challenge of dealing with prospects in her natural market. She should have a background of being involved with a variety of social and business groups at both the formal and informal levels. Management can assist this individual by helping her network within the groups that would help her progress within her sales career.

Question Analysis

Item analysis reveals that none of her responses to the questions on this scale raises any concerns.

Candidate Interview Questions

- Have you discussed this sales career with your mentor? If yes, what was the response? If no, why not?

Notes

Commitment to Product

Less Necessary	Desirable	Essential

Overview

She would need to develop a commitment to the product in order to be successful selling it. It is possible that she would have problems prospecting in her natural market because of this need for belief in the product. If she is able to prospect, the type of feedback she receives will have impact on how she feels about the product. If she were reluctant to prospect or the feedback proves neutral or negative, this would indicate an attitudinal block to selling. If she were hired, she would require coaching to help her understand the benefits of the product very early in her career.

Question Analysis

Item analysis reveals that her responses to the following items give rise to some concern with respect to this scale.

- Good products usually sell themselves.
- My first sales should be to my family and friends.

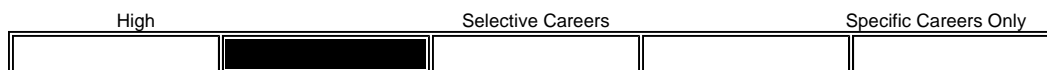
Candidate Interview Questions

- When you are considering buying a product, do you seek out a salesperson to help you make the decision? Why or why not?
- What type of individual or client would offer the most resistance to buying our product or service? Why?

Notes

SalesPro (SPRO# 000000 for Elizabeth Sample on November 6, 2002)

Page 10

Commitment to a Sales Career**Overview**

Based on her positive image about a sales career, she will enjoy approaching prospects in her natural market about the career she has selected. Therefore, she would be an excellent source of potential recruits. From a motivational perspective, a manager can facilitate very high performance levels by reinforcing this concept during early training and throughout the developmental process.

Question Analysis

Item analysis reveals that her responses to the following items give rise to some concern with respect to this scale.

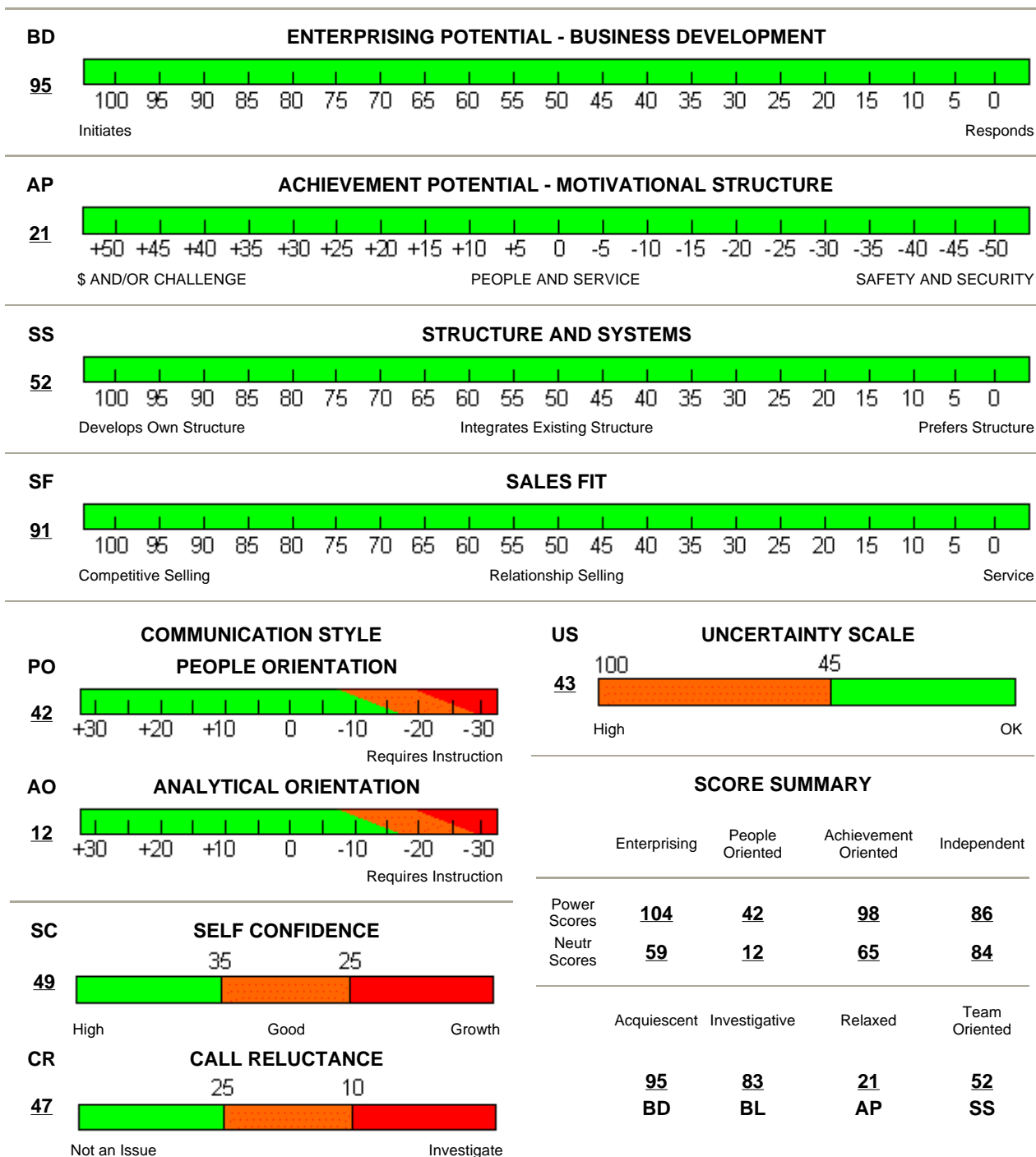
- Most people would prefer not to deal with salespeople any more than necessary.

Candidate Interview Questions

- What have you enjoyed the most about your current or most recent job? What would you change about it if you could?
- Are there times when you have rejected a salesperson? Describe the situation.

Notes

Summary of Sales Potential





CANDIDATE FEEDBACK ON THE RESULTS OF THE

SalesPro

An Overview of Your Personal Characteristics & Career Strengths

Contents	Page
Your Personal Strengths	1
Career Planning	2

SPRO# 000000 for Elizabeth Sample on November 6, 2002

©1995-2001, Selection Testing Consultants Intl Ltd.

Your Personal Strengths

In Terms of Enterprising vs. Support Role Possibilities

You would be described as extremely competitive, enterprising, assertive, determined and goal oriented. You may display new and creative ways to reach your personal and work objectives and you will be self-evaluative and sometimes critical of your own performance. Given a goal, objective or requirement, you would be able to develop your own plan, manage your time and focus your effort on a daily basis to reach your goals. Being a self-manager should come very naturally to you and these skills should be refined through formal training and/or work experience.

In Terms of Your Style and Strength of Various Motivators

In comparison with most people, you would be described as strongly achievement oriented, quite hard driving, eager and active. In some circumstances, just taking on a challenge because it is a challenge is enough motivation for you because it makes you feel confident about your capabilities. In your career, you will want some challenge for its own sake, but in the main, the rewards, both financial and recognition, for doing the task well and being productive will be the main motivators. Earning a high income and having a strong sense of personal achievement will be your way of evaluating how well you are doing in your career.

In Terms of Your Independence vs. Your Need to be in the 'Team'

You would be described as cooperative, obliging, efficient and conscientious. You can function effectively in a group which is well organized but allows you leeway for individual initiative. You will accept early supervision along with training but will expect less supervision after gaining the experience.

In Terms of Your Orientation Towards the 'People' Side of Business

You would be described as extremely sociable, entertaining, cheerful, genial and outgoing. In addition to being a fluent talker, you would be comfortable with new people, value social interaction and make new friends easily. Generally, you would display the ability to communicate with a wide variety of people in a number of different functions. Being extremely sociable could make you somewhat sensitive to rejection.

In Terms of Your Orientation Towards Technical and Practical Concerns

You would be described as quite logical, reflective, analytical, factual and practical. An opportunity requiring the solving of intellectual or conceptual problems would stimulate a person such as yourself. You would have a flair for technically oriented and detailed work. Taking on challenges to learn and using new information in a field that interests you would be rewarding in itself.

Career Planning

What Types of Opportunities Should You Look For?

- + Look for opportunities to create your own work structure and to develop your self-management skills by training in time management and activity planning. The opportunity to put solid effort each day is a real plus for you as you know that effort invested consistently will produce the results you seek in both productivity and recognition.
- + Look for opportunities to undertake major personal challenges which will reward you financially in proportion to your effort and your accomplishments. Taking on challenges for the sake of the challenge itself and for the recognition you may receive when you are successful may be a sufficient motivator in some cases.
- + You should look for an opportunity where there is a combination of being a team player as well as an opportunity to be independent as you would find it both interesting and profitable from time to time to exercise your own initiative.
- + Look for opportunities that provides you with lots of people contact on a daily basis. A situation with a great deal of person to person interaction and public relations opportunities would be ideal for you.
- + An opportunity with some learning and technical requirements would be quite satisfying. The opportunity to be creative and to put your new found knowledge into action would also be appealing to you.

What Types of Opportunities Should You Avoid?

- Avoid tightly and rigidly structured work situations. If there is no room to put your personal touch to work in organizing and managing yourself, the situation may become too constricting for you. Try to avoid situations that may limit your self-management skills development which is a very strong need in you for your personal productivity and your sense of satisfaction.
- Avoid situations that treat everyone the same, regardless of how much effort they put in or how much they achieve. Non-challenging or repetitious situations are probably not going to make use of your powerful achievement potential.
- You should avoid a situation in which you will always be a minor or relatively unimportant member of an organization. Avoid positions in which the structure is totally and rigorous controlling and restricting.
- You should avoid situations that would isolate you from people. An opportunity that lacks social interaction would not be adequately stimulating and rewarding to you.
- You should avoid situations that are not intellectually challenging, creative and those that do not offer a chance for personal growth in a technical or practical sense.