



Report designed for

Alan Sample

Profiles Sales Assessment™ Interview Guide - Total Person

Performance Model: Sample Business Development Manager

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Introduction

The interview is an important part of the selection process; however, studies show that most interviews are poorly done. Using a stock list of interview questions to ask every candidate will not lead the interviewer to the important areas necessary for the effective placement of each individual. This Interview Guide, coupled with the Profiles Sales Assessment Performance Model Comparison, will help make each interview a valuable tool.

The scientifically developed Performance Model for this position reflects a solid understanding of what the job requires. The Total Person information related to this model allows us to create interview questions that will allow you to get the information you need to make the best possible decision about each candidate.

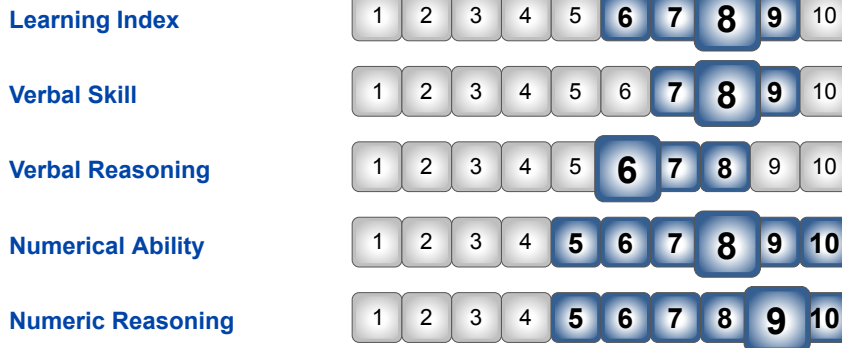
This report reflects the responses provided by Alan Sample when he completed the Profiles Sales Assessment. A Summary Graph is included that shows his scores and how he fits to the Performance Model for this position. It gives a quick overview of where he is in or out of the model and also shows his overall percentage match. The result for each characteristic is illustrated on a scale from 1 to 10. The darker area on each scale represents the best Job Match for the position. The enlarged segment of the scale shows where Alan scored. If the enlarged segment is dark, Alan is in the Job Match model. If it is lighter, he is not.

The interview questions provided are based on how well Mr. Sample fits the Performance Model. Where he is outside the model the questions will take the interviewer into areas where potentially important information will be addressed. The questions provided where he is in the model provide you with confirmation that he is right for the job. Each question should be considered for use in his placement interview. A space is provided to record the interviewer's thoughts when the response to a question provides important information regarding placement in the position for which Mr. Sample is being considered.

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

Summary Graph

Overall Job Match - 86%



Thinking Style
95% Match



Behavioural
Traits 84% Match


Distortion for this
assessment is within
the acceptable range.

Top Interests for Alan Sample

-  Enterprising
-  Financial/Administrative
-  Technical

Top Interests for this Performance Model

-  Enterprising
-  Creative
-  People Service

 = Match

Interests
70% Match

Interview Questions

Interview questions are provided for Alan to facilitate an effective interview process. Behavioural Considerations for each scale relate to his scores without reference to the Sample Business Development Manager model. Where the scores for Mr. Sample fall within the Performance Model, one interview question is provided. Should he fall outside of the model, additional questions are provided.

Thinking Style

Learning Index

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



Interview Question

- What experiences do you have in teaching new skills to others? What methods do you employ?
[Interviewer's Notes](#)

Verbal Skill

A measure of verbal skill through vocabulary.



Interview Question

- Describe a recent situation in which you imparted your key points to a group with varying verbal skills.
[Interviewer's Notes](#)

Verbal Reasoning

Using words as a basis in reasoning and problem-solving.



Interview Question

- How do you know people have understood what you are trying to communicate?
[Interviewer's Notes](#)

Numerical Ability

A measure of numeric calculation ability.



Interview Question

- Does it take the other people you work with longer to figure results or understand the numerical information than it does for you? How do you handle this?
[Interviewer's Notes](#)

Numeric Reasoning

Using numbers as a basis in reasoning and problem-solving.



Interview Question

- 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.
[Interviewer's Notes](#)

Behavioural Traits

Energy Level

Tendency to display endurance and capacity for a fast pace.



Interview Question

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

[Interviewer's Notes](#)

Assertiveness

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



Interview Question

- Tell me about a time when you were successful in challenging others' ideas. What does this say about your ability to be assertive?

[Interviewer's Notes](#)

Sociability

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



Behavioural Considerations

Mr. Sample achieved a Sociability score that is outside the Performance Model for this sales position. This suggests that his orientation for working closely with others is different than the position typically requires which implies that some adjustments may be necessary for him to succeed.

Interview Questions

- Describe the usefulness of "small talk" with clients and prospects, if any.
[Interviewer's Notes](#)

- What is the perfect level of client contact for you? What are your feelings about that?
[Interviewer's Notes](#)

- How do you typically create a network of contacts and sales prospects?
[Interviewer's Notes](#)

- If one person had to remain in the office while the rest went to a meeting, would you volunteer to stay and how would you make the best use of that time?
[Interviewer's Notes](#)

Manageability

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



Behavioural Considerations

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

Interview Questions

- What motivates you despite policies that hamper your freedom to express your own selling style?
[Interviewer's Notes](#)

- Why do some people act defensively when management regulates their actions?
[Interviewer's Notes](#)
- Give me an example of a time at work when you had to deal with unreasonable expectations on the part of your sales manager. What aspects of your behaviour were effective or un-productive?
[Interviewer's Notes](#)
- When is it appropriate to confront a supervisor about when he or she is wrong?
[Interviewer's Notes](#)

Attitude

Tendency to have a positive attitude regarding people and outcomes.



Interview Question

- Describe the relationship between attitude and productivity and how that has recently applied to a particular experience for you.
[Interviewer's Notes](#)

Decisiveness

Uses available information to make decisions quickly.



Interview Question

- When a surprise or unforeseen crisis occurs at work, what is your typical plan of action?
[Interviewer's Notes](#)

Accommodating

Tendency to be friendly, co-operative, agreeable. To be a team person.



Behavioural Considerations

On the Accommodating scale Mr. Sample is below the Performance Model for this sales position. This suggests that his patience with the opinions and feelings of prospects is less than the position typically requires and that he may need to adapt to the culture of your sales organisation.

Interview Questions

- When a prospect is misinformed about a sales issue or product feature, what is the best way to discuss that issue with him or her?

[Interviewer's Notes](#)

- When is it appropriate to hold back and "keep our thoughts to ourselves", if ever?

[Interviewer's Notes](#)

- What is your viewpoint about prospects who never speak their mind?

[Interviewer's Notes](#)

- Give me an example of a time a prospect tested the limits of your patience. How did you react and complete the deal?

[Interviewer's Notes](#)

Independence

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



Interview Question

- When a supervisor has a new idea, how do you confront any potential concerns over its effectiveness?
[Interviewer's Notes](#)

Objective Judgement

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



Behavioural Considerations

On the Judgement scale Mr. Sample scored in the mid-range. However, it is outside the Performance Model for this sales position. This suggests that his decision-making process is different than the position typically requires. Discussions with him should introduce a plan for including intuition in his problem-solving style.

Interview Questions

- Between intuition and objective data, which plays a greater role in your decision-making?
[Interviewer's Notes](#)
- What kind of experiences have you had in which a decision had to be made immediately, while you were with a prospect? How did you approach the problem?
[Interviewer's Notes](#)
- What sources of information have provided you with the best data when making a decision about using a particular sales approach? Be specific.
[Interviewer's Notes](#)
- When given a variety of information with which to come to a sales-related decision, how do you discern useful information from useless information?
[Interviewer's Notes](#)

Critical Sales Behaviours

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

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

Prospecting

Mr. Sample will invest a great deal of energy into prospecting. He should stay with the task consistently, gathering as much information as necessary from each potential prospect, thus allowing him to move directly into the sales mode. Trusting his own ability to develop an approach, he will tend to display innovation in developing a list of prospects and qualifying them for sales calls.

Closing The Sale

Mr. Sample will not easily take “no” for an answer. In fact, he will stay with a prospect and ask for the sale as often as it takes to get a definite answer. He can also balance his need to be competitive by maintaining the understanding that the prospect’s perspective may have merit. He should consistently demonstrate the motivation to present his product in the most favourable perspective and use a variety of approaches to help the prospect appreciate their need for the product.

Call Reluctance

Typically, call reluctance will rarely be a real problem for Mr. Sample. His high level of energy suggests that he prefers to act quickly, rather than wait for something to happen. He tends to enjoy the opportunity to establish and meet goals and to compete for rewards. He should also be willing to pursue the sales process to completion in a consistent manner. His high sales drive serves him well in pushing through any periods of doubt that may occur.

Self-Starting

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

Working With a Team

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

Building and Maintaining Relationships

Mr. Sample adds high persistence to the establishment and maintenance of relationships. The pace at which he proceeds into relationship-building tasks may overwhelm some, so encourage him to practice the reading of a client's responses during initial communications. This way, he may be able to monitor his performance independently, satisfying his moderate need for autonomy while improving his ability to create strong bonds with clients.

Compensation Preference

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