



Report designed for

Alan Sample

Profiles Sales Assessment™ Performance Model Comparison

Performance Model: Sample Business Development Manager

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Introduction

Every employable person will match some positions better than other positions. This report provides information about Alan Sample presented in a manner to help you understand how he matches with this selected position within your organisation.

This report reflects the responses provided by Alan Sample when he completed the Profiles Sales Assessment. Results are illustrated on a scale from 1 to 10. The darker area on each scale represents the best Performance Model for the position. The enlarged segment of the scale shows where Alan scored. If the enlarged segment is dark, Alan is in the Performance Model. If it is lighter, he is not. Information about Alan is reported in these four categories:

- **Profile for Thinking Style** - Learning Index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioural Traits** - Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgement.
- **Profile for Interests** - Enterprising, Financial/Administrative, People Service, Technical, Mechanical, and Creative.
- **The Total Person & Management Considerations** - Description of Alan as a person and how to most effectively maximise his potential.

Note: Additional considerations are displayed when Alan falls outside your Performance Model.

If Alan is being considered for this position and his results fall outside the Performance Model, you should print the companion Interview Guide for Alan. This Guide provides appropriate interview questions for each instance where Alan is outside the model. These interview questions will guide the interviewer in exploring important areas where information from the interview will effectively assist the interviewer in making an informed decision about his placement.

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.

Profile for Thinking Style

When viewing the scales on this page and the next, the darker shading represents the Job Performance Model for the role of Sample Business Development Manager. The larger box indicates the 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.

Profile for Behavioural Traits

Energy Level



Tendency to display endurance and capacity for a fast pace.

Assertiveness



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

Sociability



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

Manageability



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

Attitude



Tendency to have a positive attitude regarding people and outcomes.

Decisiveness



Uses available information to make decisions quickly.

Accommodating



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

Independence



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

Objective Judgement



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

Distortion for this assessment is within the acceptable range.

Profile for Interests

The Interests section assesses the relative interests between the six interest areas: Enterprising, Financial/Administrative, People Service, Technical, Mechanical, and Creative. For the Job Match Performance Model of Sample Business Development Manager, the top three interests, presented in order, are Enterprising, Creative, and People Service. The top three interests for Alan are Enterprising, Financial/Administrative, and Technical. Mr. Sample shares one of these interest areas: Enterprising

Top Interests for Alan Sample



Enterprising

Indicates interest in activities associated with persuading others, sales, and presenting ideas.



Financial/Administrative

Indicates interest in activities such as organising information or business procedures.



Technical

Indicates interest in scientific activities, technical data, and research.

Top Interests for this Performance Model



Enterprising




Creative

Indicates interest in activities using imagination, creativity, and original sales ideas.



People Service

Indicates interest in activities such as helping people and promoting the welfare of others.

 = Match

The Total Person

This part of the report discusses the results for Alan Sample on each of the scales in all three sections. The Behavioural and Management Considerations for each scale relate to his scores without reference to the Sample Business Development Manager model. If his score falls outside the model for a particular scale, Additional Considerations will be listed as suggestions to help Alan Sample adapt his behaviour to better fit the job.

Learning Index

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



Behavioural Considerations

- His assimilation of new sales information will be better than most individuals in the general population.
- Alan generally learns by paying attention to detail.
- Mr. Sample handles fairly complex tasks with relative efficiency; he has strong problem-solving abilities.
- Mr. Sample is an effective learner in most situations.

Management Considerations

- In the sales training experience, he may initially excel, but a drop in performance can set in if the experience is not sufficiently challenging. A self-paced training program that adapts to the abilities of each participant will not only challenge him, but also make efficient use of his training time.
- Encourage his input in sales discussions as he is inclined to apply good number and verbal sense to problem-solving. However, consider the effectiveness of his communication of ideas to others as he may "talk over the heads" of his prospects.
- Alan will attain sales skills more readily than most of his co-workers. Offer a challenging sales training experience to avoid boredom. Adapt the training experience so that high achievers are rewarded with early completion or granted extra training opportunities to achieve higher success ratings.
- Mr. Sample is highly responsive to training at many levels of complexity. However, this efficient pattern of assimilating information can be the cause of frustration for him if there is little challenge in the sales training process. Maintain challenging opportunities in sales training so that he may achieve even higher goals.

Verbal Skill

A measure of verbal skill through vocabulary.



Behavioural Considerations

- Mr. Sample shows strong potential for developing his existing verbal skills more fully.
- Mr. Sample should be competent in understanding written and verbal data.
- He has a sound understanding of basic communication processes.
- Alan can build on his basic foundation as the particular communication skills required in selling become familiar.

Management Considerations

- Mr. Sample communicates above the level of most individuals in this sales position. Monitor his ability to communicate with clients, prospects, and co-workers, giving feedback and examples of adaptive communication styles that speak to the level of others.
- Although capable of expressing himself with an advanced vocabulary, suggest that he actively listen to his clients and prospects so that he may appropriately communicate at their verbal level.
- If he appears frustrated with the simplicity of the verbal ability of some clients, encourage a more facilitative attitude that adapts to his sales prospects.
- While capable of communicating verbal information quite well, Alan may require feedback concerning his ability to make that information simple and understandable for some of his sales prospects.

Verbal Reasoning

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



Behavioural Considerations

- He demonstrates adequate, and in some areas good, verbal reasoning ability; certain techniques and complexities will need training before he will be comfortable using them in a sales presentation.
- Alan would not be expected to have any difficulty in effectively communicating thoughts and ideas to prospects or clients.
- Mr. Sample probably will assimilate new information with success, commensurate with the general population.
- Mr. Sample is proficient in the use of words and language.

Management Considerations

- Proficient in verbal reasoning, Mr. Sample may require training on communicating his ideas to prospects whose verbal proficiency is less than his.
- Mr. Sample may become frustrated by the attempts of others to understand the implications of the complex verbal information he states. Provide advice for how to communicate ideas in a manner consistent with the verbal level of the prospects and clients with whom he deals.
- If he experiences frustration in expressing ideas to clients, suggest that he should "say it in plain English" or make his meaning clearer. Provide sales training as needed in adapting communication to fit the listener.
- While very capable of processing verbal information and making decisions based on that information, be aware of any frustration Alan may experience when communicating with clients of lesser ability. Coach him on appropriate techniques that can facilitate good rapport with his customers.

Numerical Ability

A measure of numeric calculation ability.



Behavioural Considerations

- Alan shows strong potential for developing existing skills with numbers.
- He should be competent working with numerical data.
- Mr. Sample can build on a basic numerical foundation as the particular calculations required in performing the job become familiar.
- Mr. Sample has a sound understanding of basic mathematical processes and is able to mentally figure some numeric combinations.

Management Considerations

- In calculating complex figures, he is quite proficient. However, Alan may require guidance on the best manner of communication appropriate to convey clear meaning to those prospects with less mathematical proficiency than he possesses.
- Mr. Sample calculates numerical information with accuracy and speed. However, it may be necessary to encourage greater patience with clients whose mathematical proficiency is less than his.
- He may express frustration with those who are not as proficient in solving numerical data. Pay attention to his feelings but relate the necessity of being diligent and understanding of the client's needs.
- Highly proficient in numerical calculation, Mr. Sample should have no difficulty in his sales duties; observe the potential for downward trends in motivation if he requires a challenge in this area.

Numeric Reasoning

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



Behavioural Considerations

- Mr. Sample is certainly adaptive when handling complex numerical decisions.
- He will likely have little difficulty in assimilating new sales information of a numerical nature.
- Alan rapidly grasps numerical information.
- Mr. Sample should effectively solve numerical problems and mathematical applications.

Management Considerations

- Mr. 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 his abilities.
- To avoid miscommunications when Alan is expressing complex numerical information to prospects, encourage him to utilise proper communication techniques that emphasise a common level of understanding between the client and himself.
- Mr. Sample may be far more proficient in processing numerical information than is required for this sales position. He may experience frustration if not sufficiently challenged, but if little opportunity exists to practice this skill, then focusing on his motivational level may be appropriate.
- When making budgetary decisions, Alan can rapidly see where resources may be re-allocated or re-distributed but may require additional or advanced assignments to make use of this ability and avoid a lack in motivation.

Energy Level

Tendency to display endurance and capacity for a fast pace.



Behavioural Considerations

- Mr. Sample is a self-starter and an energetic salesperson with a high sense of urgency.
- Mr. Sample has an unusually high energy level and probably would not enjoy methodical tasks as much as the excitement of being on the road or engaging in other fast-paced sales work.
- He is likely to enjoy sales positions that call for a high energy level, a fast work pace, and meeting high-pressure deadlines.
- Mr. Sample enjoys being energetic and working in a fast-paced sales environment. He appreciates the excitement of critical deadlines and achieving timely results for his sales goals.

Management Considerations

- Provide a workload that fulfils his need for activity and make opportunities available for him to participate in new and productive projects that benefit both him and the goals of his department.
- Discussions with him should explore the possibility that this sales position may not satisfy his high level of energy and drive.
- Communicate with him about ways to make productive use of his high energy level; this will help him avoid the boredom which can lead to a decrease in productivity.
- Create additional assignments that will enhance the productivity of his sales and provide a focus for his high energy level; communicate with him often to maintain your awareness of his job satisfaction.

Assertiveness

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



Behavioural Considerations

- Alan appears to be a fairly assertive individual who achieves sales through leadership. In most cases, he will contribute well in a sales team's discussions, but occasionally his leadership tends to be aggressive.
- Mr. Sample is motivated by situations in which he determines the objectives of a sales team.
- Mr. Sample is willing to take command of a sales situation more often than relenting to an aggressive negotiator.
- He seems to enjoy the opportunity to lead a sales team. However, when he feels strongly about an issue, Mr. Sample may attempt to persuade others in a dominating manner.

Management Considerations

- Discussions with him should explore the potential for training in diplomatic interactions to enhance his current proficiencies.
- When he is engaging in co-operative team efforts, present the appropriate ground rules and state clearly how each member may contribute to the team as peers, rather than followers or leaders.
- Provide a model of effective group dynamics to guide him through high stress sales negotiations.
- A training course that focuses on managing his assertiveness could provide Alan the skills necessary to negotiate a sale more easily in high stress situations.

Sociability

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



Behavioural Considerations

- Mr. Sample is not particularly motivated by sales assignments that require interpersonal contact, rather preferring to accomplish sales in an impersonal, "strictly business" fashion.
- He expresses only moderate enjoyment of salesmanship involving contact with the public, focusing rather on a detached, task-oriented style of sales service.
- Mr. 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.
- His sociability is best suited for sales tasks that do not involve a great deal of socialising and relationship building.

Management Considerations

- To develop his ability to interact with prospects, especially for building social relationships with clients, engage Alan in casual conversation often. Breaking down barriers of interpersonal distance between him and others may encourage better performance overall.
- In an effort to develop his social confidence and expressiveness, include Alan in as many sales team discussions as possible. Maintain a casual demeanour with him, encouraging a more open and relaxed way of communicating with others.
- To achieve an increase in his sociability, support his efforts to interact with fellow salespeople, prospects, and clients, maintaining your rewards consistently.
- Encourage social participation in sales meetings and make a point of initiating his involvement. As time passes, he could become more comfortable with the sales team and provide his fair share of social contributions.

Additional 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.

Manageability

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



Behavioural Considerations

- Mr. Sample may relate to authority in a respectful manner but must also have the freedom to express personal freedom in his sales duties.
- Alan demonstrates a generally compliant interpersonal style. He can work within the rules but prefers as much freedom from restriction as possible when attending to sales goals.
- Mr. Sample would relate to authority in a generally co-operative and compliant manner more often if he appreciated specific procedures more.
- He has an attitude typical of many salespeople regarding authority and rules with a generally compliant interpersonal style limited by a strong preference for creative thinking.

Management Considerations

- If the procedures concerning routine tasks appear mildly frustrating to Alan, encourage him to suggest a better way to achieve satisfactory results, if at all possible. The focus may need to be on his results, not methods.
- Re-directing Mr. Sample with immediate sales objectives, if he appears frustrated with the procedures of the workplace, may help him to focus and avoid the distraction of complaining.
- You may observe that Alan occasionally engages in mild complaining about sales procedures. If this occurs, it is sometimes best to alleviate these concerns by re-directing his attention to his primary sales goals, which should supersede any concerns about procedure.
- Encourage him to communicate his concerns about procedures with his sales manager, but define the practical limits. Focus on his willingness to adhere to procedure, as well as the freedom he may want to have during the sales process.

Additional 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.

Attitude

Tendency to have a positive attitude regarding people and outcomes.



Behavioural Considerations

- Mr. Sample demonstrates a positive attitude regarding the outcome of his sales pursuits in general, occasionally at the expense of pragmatism.
- Alan tends to express positive expectations for the outcome of sales negotiations and deal making.
- He is usually hopeful for positive outcomes as the result of a negotiation.
- Mr. Sample has a tendency to trust prospects and have faith in the outcome of the sale.

Management Considerations

- When a vigilant attitude is required, as in some sales negotiations, enhance his evaluative reasoning through negotiations training. This may provide him with the willingness to act with shrewdness and to be prepared for potential client objectives or agendas.
- To help develop a realistic attitude when greater vigilance is called for, encourage him to observe successful salespeople who maintain an appropriately cautious attitude before closing a sale and discuss what he has learned.
- If his attitude should become overly idealistic, guidance in making prudent estimations of the outcome of a sale could enhance his overall successes.
- Encourage the development of his interpersonal and project assessment skills so that he may approach sales situations with more prudence and alertness.

Decisiveness

Uses available information to make decisions quickly.



Behavioural Considerations

- Mr. Sample is readily decisive, quick to act, and prefers sales priorities that require immediate action.
- He is typically confident of his decisions.
- Alan responds quickly to client's demands, displaying a sense of urgency.
- Mr. Sample acts with expedience when making decisions and is not inclined to hesitate on closing a sale.

Management Considerations

- Mr. Sample requires training in how to be more deliberate in decision-making. Emphasise the importance of analysing information more thoroughly so that each decision can be more objective.
- It is important that the concept of patience in decision-making be stressed to Mr. Sample. Ask for deliberate and analytical processes in his decisions.
- Stress the importance of caution to Mr. 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.
- Alan may appear too spontaneous in his decision-making. Counsel him on the necessity to avoid unnecessary risk with cautious and deliberate decisions.

Accommodating

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



Behavioural Considerations

- Mr. Sample is not particularly inclined to hide his opinions about a product, client, or other situation.
- Alan demonstrates a tendency for frankness concerning his opinions. While this can be a benefit in a competitive sales setting, it may cause difficulties if subtlety is required during a sales call or negotiation.
- He is probably quite uncomfortable avoiding an issue or having to misrepresent a particular aspect of a product or service. It is better to be frank than to appear manipulative from his perspective.
- Mr. Sample is inclined to tell clients what he thinks in a direct and uncompromising manner.

Management Considerations

- If necessary, provide training to improve his ability to accept others at face value or at least express tolerant behaviour for the benefit of his sales goals.
- If his level of accommodation creates conflict, training in team building and tolerance may provide Mr. Sample with the skills necessary to tone down this characteristic.
- Set goals for him that reward co-operative acceptance of the sales team's perspective.
- Reinforce his co-operation with the sales team by encouraging Alan to co-ordinate his personal goals with those of the team.

Additional 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.

Independence

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



Behavioural Considerations

- Mr. Sample prefers to be trusted to meet his sales commitments without close supervision. On such an occasion, particularly under stress, Mr. Sample may resist managerial intrusion.
- He usually prefers to achieve sales goals independently.
- Mr. Sample usually prefers freedom from controls, close supervision, and organisational constraints but can accept the guidance of a sales manager when the situation demands it.
- Alan appreciates the opportunity to conduct sales in a self-reliant fashion while avoiding a seriously individualistic stance.

Management Considerations

- If his approach to being supervised does not fit well with the organisation's sales culture, direct him appropriately while allowing independent expression in areas that do not warrant as much structure.
- If supervisory control over how things are done is important to your organisational culture, listen objectively to his viewpoint while stressing your concerns over the practical need for structure.
- Discussions with Alan should explore the possibility that this sales position may occasionally frustrate his desire for greater independence.
- If more openness to a sales manager's attention is required, deliver the basics of your directives and procedures in well-outlined and direct language. Then allow him to check the bounds of this structure with some independent ideas.

Objective Judgement

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



Behavioural Considerations

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

Management Considerations

- He may benefit by attending to the general consensus of available opinions. Reward efforts to be more subjective and to follow his intuition as needed.
- As a complement to his method of decision-making, train him on how to gather information in a subjective manner, seeking the opinion of a sales team, for instance, in order to approach the sale in a more intuitive way.
- He may need practice and guidance in using a more intuitive approach in his sales decisions. Focus training on looking at information in a more holistic and general way, emphasising a more personal approach to closing the deal.
- Offer him more opportunities to drive sales utilising his intuition. Begin with low risk opportunities and allow time for him to gain more confidence for intuitive thinking.

Additional 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.

Interests

The Interests section assesses the relative interests between the six interest areas. The top three interests for Alan and the Performance Model are presented below in ranked order. The interests shared by both are circled.

Alan



Enterprising

Indicates interest in activities associated with persuading others, sales, and presenting ideas.



Financial/Administrative

Indicates interest in activities such as organising information or business procedures.



Technical

Indicates interest in scientific activities, technical data, and research.

Performance Model



Enterprising




Creative

Indicates interest in activities using imagination, creativity, and original sales ideas.



People Service

Indicates interest in activities such as helping people and promoting the welfare of others.

 = Match

His interest pattern focuses on the Enterprising, Financial, and Technical themes. The main emphasis here is on entrepreneurial priorities, organisation of his sales-related records, and the emphasis on product technologies and ideas. Basically, he is a salesperson who is motivated by combining these factors in his sales style. High-tech sales may be most interesting to him.

With Enterprising as his primary area of interest, Mr. Sample is likely to seek out activities that involve entrepreneurial pursuits and leadership. His focus, above all other areas of interest, lies in pursuing sales objectives in a competitive environment. These kinds of activities motivate his sales style most effectively.

Secondly, he is interested in Financial/Administrative activities that generally involve organising information related to the selling process. Such responsibilities may help to drive his performance and efficiency and are an important element of his sales style.

Finally, his interest in Technical activities rounds out his interest profile. Other interest areas may be more motivating, but his interest in the technical aspects of what he sells plays a part in maintaining his overall enthusiasm during the sale.

Additional Considerations

Mr. Sample does not show Creative activities as one of his top three interest areas. He may not find activities associated with this theme as motivating as those individuals who have been successful in this position. Mr. Sample does not show People Service activities as one of his top three interest areas. He may not find activities associated with this theme as motivating as those individuals who have been successful in this position.

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.