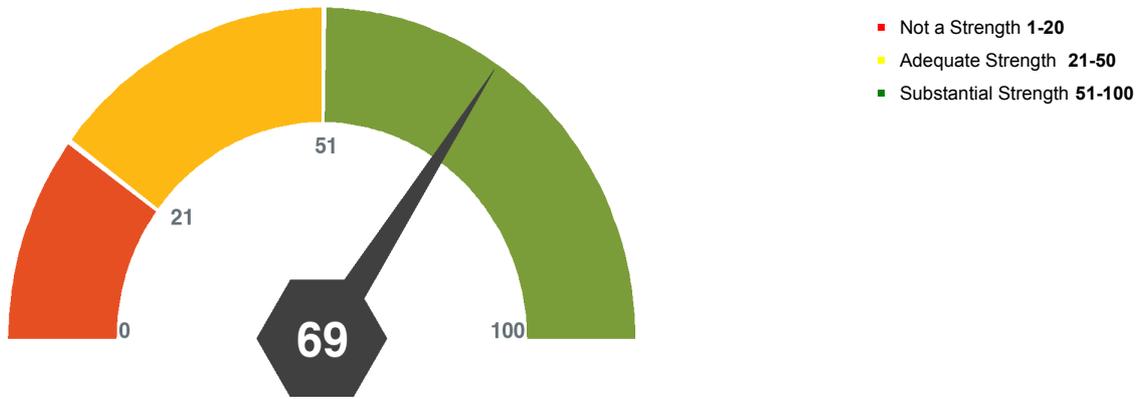


# Profile - Professional Sales

Report Name Julie Sample  
Email/ID toni.employtest@gmail.com  
Date 3/3/2016  
Test Version 1.0

eTicket number 6355987158270311746  
Issued to Proctored Session:  
toni.employtest@gmail.com  
Time 11:28:00  
Time Taken 00:47:00

## Performance Overview



## Performance Analysis

Test Competencies

Percentile Performance Compared to Other Test Takers



## COMPETENCY DEFINITIONS

### Achievement Orientation and Drive

This assessment measures achievement orientation and drive, which is defined as an individual's level of conscientiousness, need for achievement, and personal drive required for obtaining personal and organizational sales goals. This assessment included the following facet(s):

- **Achievement Orientation** – Includes consistently works to achieve goals or objectives; shows a strong drive to follow through and complete what was started; maintains optimal effort until work tasks are completed successfully; meets productivity goals over a long period of time; is quick and efficient in moving from one task to the next.
- **Conscientiousness** – Includes seeking to make an impact at work; works hard without complaint and exerts additional effort to meet goals; fulfills obligations by being reliable, responsible, and organized; takes on responsibilities and challenges without being asked; takes the lead in performing tasks or promoting new ideas; shows a sense of urgency; demonstrates honest and ethical behavior in all situations and consistently follows company policies and procedures.
- **Personal Motivation** – Includes consistently exhibiting an optimistic and cheerful manner, regardless of obstacles or challenges; behaves in a positive manner with others; shows interest and excitement in performing the job; projects enthusiasm when interacting with others; takes responsibility for the completion of job tasks; owns mistakes and follows through with corrective actions.

Scores on this scale are presented as percentiles. Percentiles show an individual's rank or the percentage of people he/she scored above in the normative population. Percentiles range from 1 to 99, where the 1st percentile represents the lowest value (minimum), and the 99th percentile represents the highest value (maximum). Scores on this scale can be interpreted using the following information:

- **Substantial Strength** (Scores above 50)  
Individuals scoring in this range are highly driven, goal focused, and able to accomplish more than others. They think carefully about how to plan their activities to yield sales performance that exceeds expectations. They crave achievement and work hard to obtain objectives. To this end, they are planful and proactive about setting goals, organizing their activities around them, and continually refining or polishing their performance. They require little or no direction to accomplish work and objectives. They thrive on finding and closing sales and being rewarded for that activity. These individuals also demonstrate a high degree of integrity in selling situations.
- **Adequate Strength** (Scores between 21-50)  
Individuals scoring in this range are moderately driven and goal focused. They typically dedicate some thought to planning activities that allow them to achieve sales goals. They have a relatively high need for achievement but may not always work as hard as they should or could. They tend to be planful and proactive about setting goals, but still may need direction from time to time. In addition, they likely require an expected level of direction in organizing their activities around sales goals. They do make efforts to refine or polish their performance, but these efforts may be derailed during busy or stressful times. They often thrive on closing sales and being rewarded for that activity, but may become discouraged when faced with setbacks in sales efforts. These individuals also demonstrate integrity in selling situations.
- **Not a Strength (Scores between 1-20)** *Individuals scoring in this range lack the drive and goal focus required to be highly effective. They often do not think through and plan activities that allow them to achieve sales goals. They have a lower need for achievement and likely require prompting from others to perform as expected. They are less reliable, more reactive, tend to be satisfied with status quo, and not go out of their way to achieve goals. As a result, they need substantial assistance in goal setting and organizing their activities around those goals. They feel little need to refine or polish their performance. Given their lower need for achievement, they are not highly driven and become discouraged easily when faced with setbacks in sales situations. These individuals also may have lapses in integrity from time to time.*

**Trainability Factor** – This characteristic is quite stable and does not lend itself to quick change. Any change obtained will require substantial personal commitment and must be consistently reinforced to ensure that modifications to work behaviors remain. In addition, individuals who struggle in this area will have difficulty committing the effort required to make needed changes. Also note that lack of strength on this characteristic can impact the ability to leverage strengths or address other performance deficits.

### Customer Focus and Influence

This assessment measures customer focus and influence, which is defined as an individual's ability and drive to understand others' needs, take others' perspectives into account, and develop innovative, high-quality solutions that exceed expectations. This assessment included the following facet(s):

- **Customer Centricity** – Includes consistently doing what it takes to meet or exceed customer expectations; makes a connection with people, projects a friendly, supportive tone and maintains rapport through validating others' feelings and situations; does not take customer problems personally and maintains composure in handling issues; understands, is sensitive to, and vicariously experiences others' feelings, thoughts, and experiences.
- **Demonstrates Respect** – Includes the ability to see how a person or group will react to words and actions; works to understand other points of view; is sensitive to people of different cultures and backgrounds; maintains positive working relationships with others, regardless of their background and perspectives.
- **Influence** – Includes the ability to present information to influence the opinions or actions of others; uses persuasive tactics to sway others' thinking or behaviors; is able to convince others to accept ideas or a point of view; persuades others to act in a certain manner; is able to express one's beliefs and opinions boldly and actively; is able to display self assuredness and communicates an appropriate level of assurance and optimism when interacting with others.
- **Interpersonal Communication** – Includes the ability to effectively explain ideas to others in formal and informal settings; understands the needs and preferences of the audience; speaks clearly and in a manner that is easily understood by others;

understands spoken information such as comments, questions, or directions from others; gives full attention to others, uncovering all relevant information to understand the points being made, asks questions as appropriate, and does not interrupt at inappropriate times.

- **Service Orientation** – Includes being willing and able to go above and beyond to assist others; demonstrates awareness of others' reactions and understands why they react as they do.
- **Social Orientation** – Includes being driven by personal interactions and enjoys working with others in business and social situations; demonstrates a tendency to be assertive and prefers situations in which there is a lot of action; demonstrates a natural tendency and need to interact with others; is positive and optimistic in interactions.
- **Team Orientation** – Includes being willing and able to be pleasant, tactful, and helpful when working with others, which involves the degree to which the individual conveys a likeable manner; adjusts actions in relation to others' actions, is respectful to teammates and works collaboratively with others to achieve team goals; settles conflicts with others; tries to understand and resolve issues without placing blame on others.

Scores on this scale are presented as percentiles. Percentiles show an individual's rank or the percentage of people he/she scored above in the normative population. Percentiles range from 1 to 99, where the 1st percentile represents the lowest value (minimum), and the 99th percentile represents the highest value (maximum). Scores on this scale can be interpreted using the following information:

- **Substantial Strength** (Scores above 50)  
Individuals scoring in this range have superior ability to partner with others to develop and deliver customer centric solutions. They are outgoing and personable, and they have a high degree of confidence and credibility across sales situations. They use their credibility and assertiveness to effectively present ideas and influence customers. They are highly effective reading and understanding different audiences, including anticipating audience reactions to different proposed solutions. As such, they are able to present recommended solutions clearly aligned with customers' needs. They are genuinely interested in serving customers and demonstrate skill in turning challenges into opportunities to gain commitment. These individuals place client needs before their own, and they are highly effective at working within and across organizational boundaries, sharing information, and gaining consensus.
- **Adequate Strength** (Scores between 21-50)  
Individuals scoring in this range have an average ability to work with others to develop and deliver reasonably customer centric solutions. They typically are outgoing and personable. They often demonstrate confidence and credibility, but they may encounter situations that cause them to waiver. They can effectively read and understand most audiences, but may have difficulty doing so from time to time. They can develop and present solutions that are reasonably aligned with customers' needs, but complex requirements may pose challenges. They are interested in serving customers and demonstrate some ability in turning challenges into opportunities to gain commitment. These individuals tend to place client needs before their own, and they usually are effective at working within and across organizational boundaries, sharing information, and gaining consensus.
- **Not a Strength (Scores between 1-20)** *Individuals scoring in this range have difficulty working with others to develop and deliver customer centric solutions. They may be perceived as distant and aloof rather than outgoing and personable. They tend to lack confidence and credibility and often encounter situations that cause them to waiver. They have a tendency to misread and misunderstand audiences, which can lead them to develop and present solutions that are not aligned with customers' needs. They lack the ability to turn challenges into opportunities to gain commitment. These individuals tend to place other factors before client needs, and they struggle working within and across organizational boundaries, sharing information, and gaining consensus.*

**Trainability Factor.** – This characteristic lends itself to change that can be achieved through feedback, training, or coaching. Change is likely to occur over time as individuals must recognize when they are in situations that require change and then actively practice modifying their behavior. This can be difficult, but reinforcement will help ensure that modifications to work behaviors are consistent. Individuals who struggle in this area will find it is easy to fall back to their natural tendencies when placed in very difficult or stressful situations.

## Reliability and Decision Making

This assessment measures reliability and decision making, which is defined as an individual's ability to understand complex interrelationships, adapt accordingly, and apply one's understanding to quickly and effectively achieve goals and resolve issues. This assessment included the following facet(s):

- **Adaptability** – Includes being able to adapt behavior to changing circumstances at work; is open to change (positive or negative) and considering a variety of tasks; rapidly recovers energy and enthusiasm following a discouraging situation or interaction.
- **Critical Analysis** – Includes the ability to develop and maintain awareness of the market in which one's organization operates, as well as knowledge of the features, benefits, pricing, differentiators for the organization's products/services; uses financial indicators to solve complex problems and make decisions; clearly understands relationships between and implications of key financial indicators (e.g., costs, sales, profits, etc.); thinks strategically and takes future considerations into account in decisions as opposed to considering only short-term, tactical issues; approaches business issues and delivers solutions that recognize the complex interrelationships among them; outlines how decisions affect the overall business, outcomes, or processes.
- **Develops Innovative Solutions** – Includes the ability to generate original ideas and alternative thinking to develop answers for work-related problems; effectively sees and communicates how things will be in the future; influences desired organizational outcomes by modeling this vision so others can see and feel the future perspective; understands key global trends and the organization's position within the global environment; identifies emerging markets and key stakeholders, such as suppliers, distribution channels, and customers.
- **Problem Solving** – Includes being able to recognize there is a problem or that one is likely to surface, given the current situation; uses good judgment and common sense in handling day-to-day situations; is able to review and interpret information to correctly understand rules, policies, procedures, general principles or trends; quickly handles issues as they arise; obtains needed help or resources; makes the best choice after considering more than one option; reviews the details and knows when and where to seek input.
- **Self Management** – Includes being self-assured when working with others, performing challenging job tasks, or making decisions; defends one's own beliefs or opinions in the workplace; works without needing to be closely monitored or needing to have

progress checked frequently; is resourceful in completing work and makes decisions without having to always consult others.

- **Time Management** – Includes managing the completion of work tasks or projects on time without needing to be monitored or reminded by others; plans and organizes job tasks or resources; decides which tasks, resources, or needs are most important and gives them priority; quickly and effectively shifts between two or more tasks or sources of information; performs multiple activities at the same time.

Scores on this scale are presented as percentiles. Percentiles show an individual's rank or the percentage of people he/she scored above in the normative population. Percentiles range from 1 to 99, where the 1st percentile represents the lowest value (minimum), and the 99th percentile represents the highest value (maximum). Scores on this scale can be interpreted using the following information:

- **Substantial Strength** (Scores above 50)  
Individuals scoring in this range demonstrate an extraordinary ability to learn customers' businesses, develop a deep understanding of their issues, and create innovative solutions that uniquely address those issues. They have a high level of creativity and believe every issue can be resolved. They invest time to understand customers' organizations and the markets in which they exist, including learning what customers expect from potential solutions. They are highly effective at reviewing customer operations and financials to identify needs, and they are able to present solutions that specifically address them. They carefully think through and understand how different solutions will lead to different outcomes. They know what issues or problems are likely to arise and prefer to review multiple options to ensure outcomes are maximized. They are not afraid to challenge the status quo to identify and deliver innovative options and win-win solutions. They embrace business challenges to create additional sales opportunities. These individuals also are highly self-directed and make exceptional use of their time to develop and address customer needs.
- **Adequate Strength** (Scores between 21-50)  
Individuals scoring in this range demonstrate an average ability to learn customers' businesses, develop an understanding of their issues, and create somewhat innovative solutions to address those issues. They have some creativity in sales scenarios. They invest some time to understand customers' organizations and the markets in which they exist. They may not always focus on learning what customers expect from potential solutions, however. They are somewhat effective at reviewing customer operations and financials to identify needs but may struggle with consistently presenting solutions that address them. They attempt, sometimes with varying degrees of success, to think through and understand how different solutions will lead to different outcomes. They sometimes understand what issues or problems are likely to arise, but do not always review multiple options to ensure outcomes are maximized. They may challenge the status quo but do not always leverage this ability into identifying and delivering innovative options and solutions. They sometimes allow business challenges to become barriers rather than opportunities for additional sales. These individuals also tend to be self-directed and typically make reasonable use of their time to develop and address customer needs.
- **Not a Strength (Scores between 1-20)** *Individuals scoring in this range often lack the ability to learn customers' businesses, develop an understanding of their issues, and create solutions to address those issues. They lack creativity and believe that "one size fits all" in sales scenarios. They do not think to invest time to understand customers' organizations and the markets in which they exist, also neglecting to learn what customers expect from potential solutions. They often have difficulty reviewing customer operations and financials to identify needs and miss opportunities to present solutions that address them. They fail to think through and understand how different solutions lead to different outcomes. They rarely understand what issues or problems are likely to arise and neglect reviewing enough options to ensure customer outcomes are maximized. They rarely challenge the status quo and struggle to identify and deliver innovative options and solutions. To these individuals, business challenges are barriers to additional sales. These individuals also tend to require direction from others and struggle to effectively use their time to develop and address customer needs.*

**Trainability Factor.** – This characteristic is more stable and does not lend itself to quick change. Change that can be obtained requires more consistent feedback, training, or coaching. Change that occurs will happen over time as individuals must recognize when they are in situations that require change and then actively practice modifying their behavior. This can be difficult, but reinforcement will help ensure that modifications to work behaviors are consistent. Also note that lack of strength on this characteristic can impact the ability to leverage strengths or address other performance deficits.

## Sales Ability and Fit

This assessment measures sales ability and fit, which includes individuals' abilities and fit characteristics required for success across sales roles. This assessment included the following facet(s):

- **Relationship Sales Orientation** – Includes a preference to serve in an "account manager" role after the sale to ensure delivery of product/services to customers, including monitoring quality and customer satisfaction; demonstrates an orientation toward working with existing customers to identify opportunities for repeat or expanded sales.
- **Sales Creation Orientation** – Includes defining market segments and customers with the greatest sales potential and focuses effort on those channels; demonstrates comfort with networking and contacting new prospects using a variety of methods, such as networking and cold calling; maintains contact efforts even when initial successes are limited; allows subject matter experts into the sales process and immediately relinquishes accountability for product/service delivery once a sale is completed.
- **Sales Orientation** – Includes demonstrating a natural comfort with selling to others; thrives in environments in which personal sales effectiveness drives personal and professional success; aggressively pursues near and long-term sales goals; works as much as needed to achieve sales objectives; understands, adopts, and implements sales processes, including pipeline management, approaches to prospecting, communicating, gathering resources, documenting progress, preparing proposals, making presentations, and closing sales; understands and works to exceed customer expectations around dress code, presentation style, follow-up, and on-going service levels; utilizes sales processes that focus on defining needs, followed by demonstrating the alignment of products/services with those needs.

Scores on this scale are presented as percentiles. Percentiles show an individual's rank or the percentage of people he/she scored above in the normative population. Percentiles range from 1 to 99, where the 1st percentile represents the lowest value (minimum), and the 99th percentile represents the highest value (maximum). Scores on this scale can be interpreted using the following information:

▪ **Substantial Strength** (Scores above 50)

Individuals scoring in this range thrive in sales roles. They have a natural comfort selling to others, and they are engaged by having their own sales effectiveness drive personal and professional success. They are not discouraged by challenges or by losing sales opportunities. They aggressively pursue near-term and long-term goals, and they work diligently to achieve sales objectives. These individuals manage their own success by utilizing a detailed understanding and management of good sales process including prospecting, communicating with customers, pipeline management, and closing sales. They are driven by developing new prospects using a variety of methods such as networking and cold calling. They also have highly effective relationship skills and focus, working with existing customers to identify opportunities for repeat or expanded sales. These individuals have both the skills and preferences required for success in sales roles.

▪ **Adequate Strength** (Scores between 21-50)

Individuals scoring in this range are more likely to succeed in sales roles. They feel reasonably comfortable selling to others, and they tend to be engaged when their own sales effectiveness drives personal and professional success. They can be discouraged by challenges or by losing sales opportunities, but they do have the ability to rebound from these setbacks. They often are more focused on near-term goals but do keep some long-term goals in mind. They expend effort to achieve sales objectives, but sometimes lack the diligence needed to maximize sales success. These individuals may require a reasonable amount of direction to understand and utilize good sales process including prospecting, communicating with customers, pipeline management, and closing sales. They tend to be driven by either a) developing new prospects or b) working with existing customers to identify opportunities for repeat or expanded sales. They may have skill in both areas, but one area likely is stronger than the other. These individuals have an average level of the skills and preferences required for success in sales roles.

▪ **Not a Strength (Scores between 1-20)** *Individuals scoring in this range are less likely to succeed in sales roles. They likely do not feel comfortable selling to others. They tend to blame external sources when they experience failures, and therefore, they do not maintain a high level of ownership over their personal and professional success. They are easily discouraged by challenges or by losing sales opportunities, and they do not have the ability to rebound quickly from these setbacks. They are much more focused on near-term goals and fail to keep long-term goals in mind. They often are unable or unwilling to expend the effort required to achieve sales objectives. These individuals require a good deal of direction to understand and utilize sales process including prospecting, communicating with customers, pipeline management, and closing sales, but even with this direction, they struggle in these areas. They lack drive in both a) developing new prospects and b) working with existing customers to identify opportunities for repeat or expanded sales. These individuals do not have the skills or preferences required for success in sales roles.*

**Trainability Factor.** – This characteristic lends itself to change that can be achieved through feedback, training, or coaching. Some change can occur quickly, but stabilization often requires more time as individuals must recognize when they are in situations that require change and then actively practice new behaviors. This can be difficult, but reinforcement helps ensure that modifications to work behaviors are consistent. Individuals who struggle in this area will find it is easy to fall back to their natural tendencies when placed in difficult or stressful situations. Also note that while sales ability can be developed, sales fit and individuals' desire to thrive in sales roles often are the factors that ultimately drive success.

## INTERVIEW FOLLOW-UP SUGGESTIONS

### CUSTOMER FOCUS AND INFLUENCE

- Describe a time when someone kept asking you questions because they could not understand what you were telling them. What was the situation? Why did they not understand? What did you do? What was the outcome?
- Describe a situation in which you had to deal with a customer who was impossible to make happy. How did you approach dealing with this customer? How did they respond? What happened over the duration of the relationship with this customer?
- Describe a time when your performance was being judged based on team performance but not all the team members were "pulling their own weight." What was your role in the team? What did you do? What was the outcome?
- Describe a time when you fixed an issue for a customer or coworker because you knew they were not happy. How did you know they were not happy? What did you do? What was the outcome?
- Describe a time when you made a mistake because you misunderstood what a customer wanted. What was the situation? What did the customer say? What did you do in response? What was the outcome?

### RELIABILITY AND DECISION MAKING

- Describe a time when you developed an innovative idea, approach, or work product to win a sale? What was it? Why was it innovative? What role did you play in its implementation? What was the outcome?
- Describe a time when you had to make a decision with incomplete information. What was the decision? What did you do? What was the outcome?
- Describe a time when you recognized a problem was about to happen during a sales pursuit. What was it? How did you know? What did you do? What was the outcome?
- Describe your experience working toward sales goals when no one is monitoring your progress throughout the year but you. What do you do to stay on track? Do you inform anyone else of your progress? What is your performance against these goals?
- Describe a time when you demonstrated sound judgment as part of a sales pursuit. What was the situation? How was your judgment sound? What was the outcome?
- Describe a time when you had so many opportunities that you could not spend as much time as you wanted on each one. What did you do in this situation? What was the result? Would you do anything differently?

### SALES ABILITY AND FIT

- Describe a time when you had success selling additional product(s) or service to a previous or current customer. What was the nature of

your ongoing relationship? How did you uncover the sales opportunity? What did you do? Would you do anything differently?

- Describe your approach to closing sales. What do you do to close them? What do you do once the sale is closed? Do you prefer to keep in touch with the customer or move on to others?
- Describe a time when you found a sale by prospecting an unusual source. What was the source? Why was it unusual? How did you find this source? Did you learn anything from this situation?
- Describe a time when you had run out of sales leads. What did you do? What was the outcome of your action? Did you learn anything from this situation?

### **ACHIEVEMENT ORIENTATION AND DRIVE**

- Describe a time when someone asked you to do something in a sales pursuit that you were not sure was appropriate. What was the situation? What did they ask you to do? What did you do? What was the outcome?
- Describe a time when another person commented on how much energy or excitement you showed in the sales process. What was the situation? What did they say specifically (i.e., was it too much, too little, or just right)? How did you react? What was the outcome of this situation?