



Report designed for

Michael Sample

Profiles Sales Assessment™

Interview Guide - Total Person

Performance Model: Sales Executive (ABC Company)

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Peoplogica Pty Ltd
www.peoplogica.com
Level 2, 52 Atchison Street,
St Leonards, NSW 2065

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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 Michael 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 Michael scored. If the enlarged segment is dark, Michael 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 Michael. 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 - 78%

Learning Index



Verbal Skill



Verbal Reasoning



Numerical Ability



Numeric Reasoning



Thinking Style
88% Match

Energy Level



Assertiveness



Sociability



Manageability



Attitude



Decisiveness



Accommodating



Independence



Objective Judgement



Behavioural
Traits 63% Match

Distortion for this
assessment is within
the acceptable range.

Top Interests for Michael Sample

-  Enterprising
-  Mechanical
-  Technical

Top Interests for this Performance Model

-  Enterprising
-  Technical
-  People Service

 = Match

Interests
87% Match

Interview Questions

Interview questions are provided for Michael to facilitate an effective interview process. Behavioural Considerations for each scale relate to his scores without reference to the Sales Executive (ABC Company) 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.



Behavioural Considerations

On the Numerical Ability scale, Mr. Sample is above the Performance Model for this sales position. This suggests that his ability to compute data is higher than the position typically requires. He may not be sufficiently challenged to maintain his interest and/or level of motivation if this issue is a genuine concern for him.

Interview Questions

- Tell me about an experience you had in which an estimate was asked of you on the spot. Were you on target?
[Interviewer's Notes](#)
- What kind of high stress sales situations have you experienced in which important calculations were necessary?
[Interviewer's Notes](#)
- When expressing numerical data to prospects, what method has been most successful for you even when some of them are not numerically inclined?
[Interviewer's Notes](#)
- 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.



Behavioural Considerations

On the Numerical Reasoning scale, Mr. Sample is above the Performance Model for this sales position. This suggests that his ability to analyse data as part of the decision making process is greater than the position typically requires and that he may not be sufficiently challenged to maintain his interest and/or level of performance.

Interview Questions

- Describe your methods for expressing complex numerical concepts to those with less training. How frustrating can this be for you?
[Interviewer's Notes](#)
- When making budgetary decisions, can you rapidly see where resources can be re-allocated or re-distributed?
[Interviewer's Notes](#)
- When discussing trends, production values, or finances do you seem to understand the conclusions more quickly than the other people involved? Describe a situation when this happened.
[Interviewer's Notes](#)
- 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.



Behavioural Considerations

While Mr. Sample achieved an Energy Level score in the mid-range, it is outside the Performance Model for this sales position. This suggests that his capacity to demonstrate intensity may be somewhat different from most people in this position. Discussions with him should ascertain how much energy he tends to demonstrate in highly stimulating sales environments.

Interview Questions

- What kind of experiences have you had involving multiple projects; how do you typically cope with such a situation?
[Interviewer's Notes](#)
- How do you handle the stress when work demands are high and sales deadlines press you to work long hours?
[Interviewer's Notes](#)
- Tell me about a time in which you had to choose between personal priorities and demanding sales goals.
[Interviewer's Notes](#)
- We all have to make decisions on the job about the delicate balance between personal and work objectives. When have you had to make personal sacrifices in order to achieve your sales goals?
[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

On the Sociability scale, Mr. Sample scored below the Performance Model for this sales position. This suggests that his willingness to work closely with clients and his sales team is below what is common for this position. Discussions with him should address his willingness to adapt to the style of this organisation.

Interview Questions

- What is the perfect level of client or co-worker contact for you? What are your feelings about that?

[Interviewer's Notes](#)

- If one person had to remain in the office while the rest of your sales team went to a meeting, would you volunteer to stay? How would you make the best use of that time?

[Interviewer's Notes](#)

- What is your preference for making productive use of your time when things are quiet in the office?

[Interviewer's Notes](#)

- Tell me about an experience you have had in which you were required to make "small talk" to promote relations with a client or prospect.

[Interviewer's Notes](#)

Manageability

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



Interview Question

- When things go badly at the office, who deserves the blame and why?
[Interviewer's Notes](#)

Attitude

Tendency to have a positive attitude regarding people and outcomes.



Behavioural Considerations

On the Attitude scale, Mr. Sample is below the Performance Model for this sales position. This suggests that his general response to others will be more cautious when compared to most individuals in this position. Discussions with him should centre on developing trust for his team and clients.

Interview Questions

- Describe a specific time when your attitude had an effect on the outcome of a sales opportunity.
[Interviewer's Notes](#)

- Describe the last time you experienced a big change in the workplace, like a new set of procedures for selling, for example. How did you feel about those changes?
[Interviewer's Notes](#)

- What role have you played, in the recent past, when your sales team was unmotivated and you were able to point out the possibilities for success?
[Interviewer's Notes](#)
- Tell me about a high stress situation in which it was desirable for you to keep a positive attitude. What happened?
[Interviewer's Notes](#)

Decisiveness

Uses available information to make decisions quickly.



Behavioural Considerations

Mr. Sample achieved a Decisiveness score that is outside the Performance Model for this particular position. This suggests that his ability to make quick decisions confidently may be different than the position typically requires, and that he could encounter some frustration under high stress situations. Discussions with him should explore his potential for making decisions in a more appropriate manner after adequate training is applied.

Interview Questions

- How have you handled surprises or sudden crises when working with a customer?
[Interviewer's Notes](#)
- Describe the types of daily decision making for which you have been responsible.
[Interviewer's Notes](#)
- Tell me about a situation in which you understood that it was important to take action without hesitation while closing a sale. What did you do?
[Interviewer's Notes](#)

- Describe a situation in which you had to draw a conclusion quickly and take speedy 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](#)
- 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](#)
- When is it appropriate to hold back and "keep our thoughts to ourselves", if ever?
[Interviewer's Notes](#)

Independence

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



Interview Question

- Describe a situation in your experience when you required more breathing room (less supervision than was offered) to accomplish your work.

[Interviewer's Notes](#)

Objective Judgement

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



Interview Question

- Between intuition and objective data, which plays a greater role in your decision-making?

[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 understands the need for prospecting and is willing to invest some of his energy in doing so. He tends to be most effective in prospecting when it is done in brief spurts of activity rather than over an extended period of time. He tends to enjoy a great deal of self-sufficiency and flexibility in his approach to developing a list of prospects.

Closing The Sale

Mr. Sample can be competitive while maintaining the understanding that the prospect's perspective may have merit. With an average level of persistence, he is willing to try a few different approaches to close the sale. He also has the relatively high level of drive to be motivated by the process of making a sale.

Call Reluctance

Mr. Sample has a good potential to overcome the call reluctance that he may experience from time to time. His moderate level of energy will feed his sales drive and allow him to do what needs to be done with some effort. He may enjoy the opportunity to establish and meet goals and to compete for rewards. Part of his motivation to overcome call reluctance originates in his level of drive.

Self-Starting

When the workplace offers only the occasional distraction, Mr. Sample will perform more productively. His pace is moderately paced and deliberate, yet Mr. Sample will work out the details of how he will complete tasks on his own. It rarely takes an outside motivation, like the inspiration of his managers, to get him going. His autonomy and individualism are higher than most others which leads to unique goal setting and accomplishment. His drive and independence should become apparent when he uses resources to maximise his initiative. Mr. Sample derives motivation from within, occasionally taking the lead as a source of encouragement to others. It may be necessary to monitor his level of energy, as he appears to occasionally have reserves that may require replenishing.

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 high, and this may overshadow his willingness to co-ordinate the team and encourage co-operative efforts. He usually prefers to set his own direction and establish personal methods rather than doing so as part of a consensus. Mr. Sample usually derives motivation from within, occasionally taking the lead as a source of encouragement to others. Rarely does it take an outside motivation, like the inspiration of his managers, to get him going.

Building and Maintaining Relationships

Mr. Sample expresses an autonomy and individualism that are higher than most others which could help in establishing confidence for relationship-building. On the other hand, he may be most comfortable in establishing relationships that do not deprive him of his desired level of independence. Some coaching could enhance the level of energy he utilises when building relationships with co-workers and clients, so long as he feels personally responsible for defining the method by which he proceeds. A relationship that suffers only occasional snags when initiated is most favourable for his interpersonal style.

Compensation Preference

When competition takes form, he will usually be ready for the challenge. Mr. Sample is primarily motivated by winning and the chase that concludes with a successful sale. He has a well-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 often the greatest reward for him.