



Selection Report for:

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This Report is Confidential

Use this report to make good decisions.

- Avoid candidates who score in the lowest range on the assessment.
- Use interview probes and other report information to evaluate candidates who score in the low to medium ranges.
- Combine information from all sources (assessment, interview) to make a final decision

About the SalesMax Report

SalesMax provides three types of information to help you evaluate the candidate for a professional sales position.

**Sales
Personality**

Relatively stable characteristics that do not change easily over time. Eight of these predict sales performance, while three others will help you to manage the candidate. All are work-related and have direct applicability to sales positions

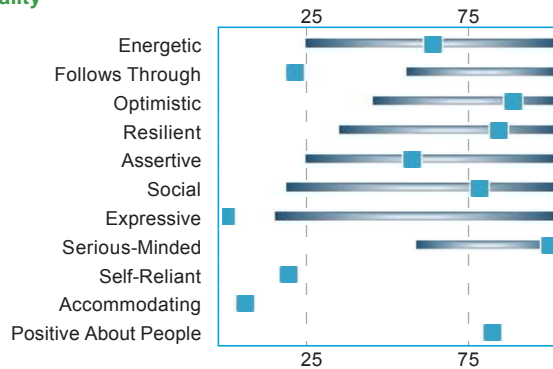
**Sales
Knowledge**

The candidate's understanding of effective behaviors and strategies at key stages of the sales cycle. The emphasis is on consultative and relationship-oriented sales.

**Sales
Motivations**

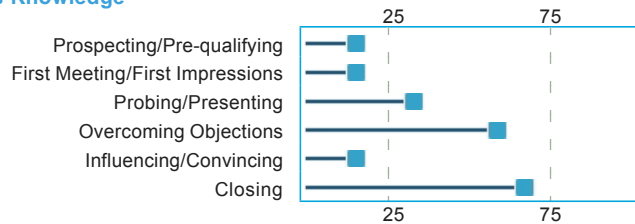
The relative strength of eight sources of personal motivation to help you to manage and motivate the candidate, if you hire her.

Sales Personality



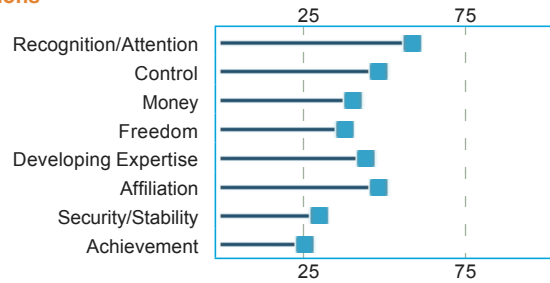
Look for a candidate who has a personality that will be effective in sales.

Sales Knowledge



Evaluate his or her knowledge of consultative selling strategies.

Sales Motivations



Consider the candidate's motivational needs and how they fit with your organization and your management style.

Potential Sales Success:



The candidate's Sales Personality Index score was 27 out of a possible score of 48. This score falls in the fourth range of possible scores (Better). Our research indicates that candidates with scores in this range have a good probability of becoming successful. (About 7 out of 10 salespeople with scores in this range earned sales compensation in the top half and, as a group, these people had average performance levels 7% above the norm.)

Personality Insights:

The following potential strengths (+) may help you to understand how the candidate's personality may impact her sales performance.

- + She appears to have a positive, optimistic outlook.
- She appears to be a resilient person who should be able to bounce back
- + after rejection, missed sales or criticism of her performance better than most sales people.
- She should be a people person who will enjoy most of the social aspects of meeting new clients or prospects and working with them in a sales role.
- + She appears to be more serious-minded than the typical salesperson.
- + Her behavior should be businesslike and professional.

The following potential weaknesses (-) may help you to understand how the candidate's personality may impact her sales performance.

- She may not always be dependable about following through on her commitments.
- She has described herself as less expressive than most salespeople.
- She may be so reserved in her words and actions that she has difficulty displaying enthusiasm in sales interactions.
- She appears to be somewhat less self-reliant than most salespeople. When
- faced with new problems or difficult situations, she may look to others for assistance or guidance.
- She appears to be a very
- uncooperative person whose style will tend to be "I win, you lose."

Sales Knowledge:

The candidate appears to have a good understanding of effective consultative sales techniques in the following areas:

- + Negotiating and closing the sale.

Her results suggest that she may need sales training in the following areas:

- Identifying sales prospects and pre-qualifying them.
- Understanding the importance of first
- impressions in initiating positive and productive sales relationships.
- Developing a clear understanding of the customer's specific needs.
- Convincing the customer of the value of company products and/or services.

Sales Motivations:

The candidate appears to be most motivated by:

+ Attention, recognition, or "pats on the back."

The next section of this report provides interview and reference probes for following up and obtaining more information regarding this candidate's potential problem characteristics. For each identified topic, SalesMax suggests several questions to assist you in interviewing the candidate. SalesMax also generates several questions to facilitate discussion of potential problem characteristics with her references.

Sales Personality

▼ Low Follow Through

The candidate scores somewhat low on the measure of follow through or dependability. People with low scores may not consistently follow through on their work responsibilities.

- Describe a time when you were unable to follow through on what you promised a customer you would do. What were the circumstances and what did you do? Would you handle the situation differently today? *(Listen for responses that indicate that she didn't think too much of it, or is prone to making excuses.)*
- (No Sales Experience) Describe a time when you were unable to complete an assignment or couldn't follow-through on what you promised you would do. What were the circumstances and what did you do? Would you handle the situation differently today? *(Listen for responses that indicate that she didn't think too much of it, or is prone to making excuses.)*
- How do you think a sales manager should handle an employee who misses deadlines or doesn't consistently follow through on her work? *(Listen for responses that indicate sympathy for the employee or unrealistic expectations from the manager.)*

▼ Very Low Expressiveness

The candidate appears to be less expressive than most salespeople. People who score low on this measure are apt to be controlled and reserved in their dealings with people. As a result, they may hold back and fail to express enthusiasm or conviction in the product or service that they are selling.

- What do you feel are the key features and benefits of the product or service you sold in your last (or present) job? *(Listen for her ability to convey genuine enthusiasm about the product or service she is selling. Ask yourself whether she makes you "believe" in the product.)*
- Have you ever reflected on a recent customer conversation and wished you would have said something more or different? Describe the situation and how you would have handled it differently. *(Listen for a tendency to 'hold back' in her conversations or not take advantage of opportunities to display enthusiasm.)*
- (No Sales Experience) Think of a recently purchased item or your favorite food. Tell me what you feel are the key features and benefits of it. *(Listen for her ability to convey genuine enthusiasm about the product or service she is selling vs. conveying a reserved, less-enthusiastic demeanor.)*

▼ Low Self-Reliance

The candidate scores somewhat low on the measure of self-reliance. People who score low on this measure sometimes overrely on other people for advice, support, direction or favors.

- Tell me about a recent responsibility you took on. What made you feel it was important for you to take it on? *(Listen for indications of active pursuit of increased responsibility versus passive acceptance.)*
- How do you prefer to be managed? Give me an example of how that has worked in the past. *(Listen for indications of independence and self-reliance versus dependence on her superior for decisions and direction.)*
- What type of support or assistance would help you do your job well? What types of help do you need from your boss, peers and support staff? *(Listen for her willingness to take care of things on her own versus tending to rely on others.)*
- Information regarding early career experiences can sometimes be useful. For example, ask questions about her first job (this would include teenage employment): how she found the job, why she was working, how she felt about it. Listen for responses that suggest initiative and a take-charge attitude versus a tendency to wait to be told.

▼ Low Accommodation

The candidate scores low on the measure of cooperativeness or agreeableness (low accommodation to others). People who score low on this measure are sometimes quick to confront others or find it very easy and natural to respond to situations in an aggressive, competitive fashion. If they do not moderate their competitive style, they can be seen as unnecessarily disagreeable, difficult, and may fail to put customer needs first.

- Tell me about a time when you had to work with someone who was difficult to get along with. What was the situation and how did you handle it? *(Listen for her ability to get along with others and maintain reasonably amicable work relationships.)*
- Describe your approach to winning. When is it important for you to win? Tell me about a recent situation when it was important for you to win, and you did. What was the result? Were there any unexpected consequences? Describe a situation when you have compromised with others to achieve a win-win outcome. What was the result? *(Listen for her ability to find a way to win in a tactful, professional manner.)*
- Tell me about a time when you went "the extra mile" to meet a customer's (or someone else's) needs. Why did you go the extra mile for this person? What was the result of your actions? If you were in the same circumstances now, would you do the same thing? *(Listen for her desire to please the customer, or go over and above her responsibility to make the customer happy.)*
- Ask her to describe her general style in dealing with people. Listen for responses that suggest friendliness, agreeableness and a concern for getting along with others versus responses that imply excessive competitiveness or a "me first" style.
- Ask her to describe a situation where she has "gone the extra mile" to meet a customer's needs. Why did she do so? What was the result? Would she do it again under the same circumstances?

Low Consultative Sales Knowledge

This candidate's understanding of effective behaviors and strategies at key stages of the sales cycle appears weak in one or more areas listed below. If the candidate lacks sales experience, it may be that she has little background upon which to draw and will benefit from sales training and coaching. However, if she is an experienced sales professional, her low score may indicate bad habits or a lack of knowledge.

▼ Identifying Sales Prospects And Pre-Qualifying Them:

- Give me an example of a time when you identified a new customer. What was your approach? What was the result? *(Listen for her ability to successfully prospect new customers.)* What criteria would you use to pre-qualify a prospect? How would you gather this information? Provide a recent example and walk me through the steps that you took. *(Listen for knowledge of details of the prospecting process.)*
- Which prospecting strategies have worked well for you in the past? Which ones have not been as successful? Provide some recent examples of each. *(Listen for a variety of prospecting strategies.)*
- (No Sales Experience) What would your prospecting strategy be for this company? That is, how would you go about finding and identifying potential customers? Why do you think that would be a successful strategy? *(Listen for potential to develop prospecting strategies.)*

▼ Making Positive First Impressions:

- In the past, what feedback have you received, either from a boss, a peer, or an actual customer, about how you interact with customers? What positive feedback have you received? What negative feedback have you received? *(Note what type of initial impression she makes in the interview. Does she present herself to you in the way you would want her to present herself to a customer?)*
- When making a sales call, how do you spend the first five minutes of the call? What is your strategy or plan for those first five minutes? Why do you spend them that way? *(Listen for her rapport building with the customer.)*
- (No Sales Experience) In the past, what feedback have you received from other people regarding the first impression you create? What positive feedback have you received? What negative feedback have you received? *(Note what type of initial impression she makes in the interview. Does she present herself to you in the way you would want her to present herself to a customer?)*
- (No Sales Experience) Describe a time when a sales person really made a positive first impression on you that worked in their favor. What happened? Why did you view them favorably? *(Listen for an understanding of what makes a positive impression.)*

▼ Developing A Clear Understanding Of The Customer's Specific Needs:

- What do you feel are the most important issues to address at the beginning of a customer relationship? What types of things do you do to learn more about a customer's needs? *(Listen for her ability to seek and understand the customer's needs.)*
- (No Sales Experience) What do you feel is most important in understanding the needs of a customer? What would you do to understand a customer's needs? Why? *(Listen for the ability to seek an understanding of a customer's needs.)*
- Tell me about a time when you had difficulty understanding exactly what the customer wanted. Describe what that situation was like for you. What did you do? How did you overcome this difficulty? Was there anything that contributed to the misunderstanding? *(Listen for her ability to understand customers' needs.)*
- (No Sales Experience) Tell me about a time when you had a difficult time understanding what someone needed from you during a project in which you were involved. What did you do to understand better their needs? What was the result? *(Listen for the ability to seek an understanding of someone's needs.)*

▼ **Convincing The Customer Of The Value Of Company Products And Services:**

- Describe a time when you successfully convinced a prospective customer of a product or service's value. What was your strategy? What resources did you use? Why did you pick this strategy, and why do you think it worked so well for you? *(Evaluate her strategy, and how well it might translate into your company's environment.)*
- Describe a time when you were not able to successfully convince a prospective customer. How did you approach the situation? Why did you pick that course of action, and why do you feel it didn't work? In hindsight, is there anything you would do differently? *(Evaluate her self-reflection, and make note of what she has learned from the situation.)*
- (No Sales Experience) Describe a time when a salesperson really missed the mark in convincing you of the value of a product or service. How did they misread the situation? How did that impact you?
- (Demonstration) Convince me of the value of the last product or service that you sold. *(Was she able to convince you of the value of the product or service?)*

When talking with references ask the following types of questions.

▼ **Low Follow Through**

- "How does she compare with other salespeople in her ability to follow through on tasks in a timely manner?"
- "Would her customers and peers say that she honors her commitments or does she tend to let things slip?"

▼ **Very Low Expressiveness**

- "How would you describe her style when presenting to customers?" Probe for how she interacted with customers one-on-one and in groups.
- "How would you say customers reacted to her interpersonal style? What strengths would they highlight? What would be her major areas for improvement?"

▼ **Low Self-Reliance**

- "Compared to the typical salesperson, how would you describe her in terms of showing initiative and taking care of her responsibilities?"
- "Would you say she requires more or less of her manager's time to provide direction or support?"
- "Can she be relied upon to take charge of situations and make decisions without excessive support? -- In normal, day-to-day situations? -- In unusual situations where no clear guidelines exist?"

▼ **Low Accommodation**

- "Compared to other salespeople, how would you describe her ability to get along with people in a pleasant manner?"
- "How would you describe her ability to work with co-workers in a cooperative rather than competitive manner?"
- "Compared to other salespeople you have known, would you say she has a notably strong need to win or is she willing to work with others toward win-win outcomes?"
- "In general, how would you describe her style in dealing with customers and co-workers?"

Low Consultative Sales Knowledge

▼ **Identifying Sales Prospects And Pre-Qualifying Them:**

- "Compared to the typical salesperson, how would you describe her in terms of her ability to prospect for new customers?"
- "How well did she pre-qualify her potential leads?"

▼ **Making Positive First Impressions:**

- "Compared to other salespeople you have known, how would you rate her ability to make a positive first impression?"
- "How would her customers describe their first impression of her?"

▼ **Developing A Clear Understanding Of The Customer's Specific Needs:**

- "How would you describe her approach in gaining an understanding of her customer's needs?"
- "Compared to other salespeople, how would you describe her ability to probe and clarify the customer's needs?"

▼ **Convincing The Customer Of The Value Of Company Products And Services:**

- "Compared to other salespeople, how would you describe her ability to convince the customer of the value of your product/service?"

- "How well would you say she 'knew' her product/service?" Probe for how she developed this knowledge and how she conveyed her understanding to her customers.

The remainder of this report suggests ways to effectively manage this person. In some cases the management suggestion identifies a potential problem area in her personality results and recommends an approach for optimizing her effectiveness on the job. In other cases, her motivations are discussed and suggestions for how to best motivate the candidate are highlighted.

▼ **Improving Follow Through:**

She should be encouraged to assume more responsibility to follow through on her responsibilities. In managing her, make sure that she has a clear understanding of that to which she has committed and by when. ("John, you said that you will have the sales projections for Company X to me by next Tuesday.") For long-range activities, suggest that she set interim deadlines to make sure that she is progressing toward her goals. If she falls behind, hold her accountable and help her to find strategies to avoid this shortcoming in the future.

▼ **Increasing Expressiveness:**

Her reserved style may cause others to see her as too aloof. In a sales situation, customers may see her as someone who "goes through the motions" but lacks enthusiasm. Before she makes a sales presentation ask her to make a list of the reasons she feels her product or service is best for the customer. Encourage her to choose her words carefully and to use those that have power or that will inspire others. Have her role-play presenting these ideas or rehearse her full presentation. Give her objective feedback. Training in the dramatic arts or presentation skills may also be helpful.

▼ **Becoming More Accommodating:**

Her competitive nature could cause her some difficulty in a consultative sales role. She may tend to trade off long-term relationships for short-term gains. If this happens, she may need coaching to develop a more win-win style in dealing with customers. Encourage her to identify and work towards long-range goals rather than short-term goals (e.g., percentage revenue increases over a time period rather than the size of today's sale). Further, courses or readings in conflict resolution and teambuilding could be useful to her.