

**Sam Sample**  
**27 Mar 2013**

**DECISION MAKER**

**SALES ROLES**



**SOLUTIONS  
SELECTION**



## GUIDE TO USING THIS REPORT

### INTRODUCTION

The sales function is the lifeblood of most organisations. It can exponentially grow revenue and cement a business' success. Studies have consistently shown that the calibre of the sales force is directly related to sales success and organisational growth. Fortunately, sales effectiveness is a skill that can be identified and developed. The sales questionnaire assesses a range of personality and motivational characteristics that represent a tendency towards effective sales behaviour.

This report uses Sam's profile results to investigate the likelihood he may exhibit certain types of sales related behaviour. The report is intended as a tool to inform and support selection decisions, it can be used as a starting point to facilitate behavioural interviews and help elicit evidence of Sam's sales competence based on the dimensions used in this report.

### REPORT SECTIONS

The "Selection" report presents Sam's profile results in the following sections:

#### Sales Process Overview

Provides a summary of Sam's results against the sales process. This section also highlights Sam's potential strengths and areas of potential risk within the sales process phases.

#### Behavioural Interview Guide

Provides more detailed information regarding Sam's performance on each of the profile's dimensions. The section also provides interview questions which can be used to probe his tendency to exhibit effective sales behaviour and to form a better understanding of the potential risks and whether they pose a real risk.

#### Sales Culture Fit Overview

Provides a summary of Sam's fit to different types of roles or work environments.

### DISCLAIMER

This assessment is only an indicator. Therefore, it is recommended that decisions on recruitment, promotion, career guidance and development are made in conjunction with other relevant information and not solely on the information in this report. The authors and distributors accept no responsibility for decisions made using this tool and cannot be held directly or indirectly liable for the consequences of those decisions.



## CONTEXT

The profile arises from a personality questionnaire. It must be interpreted in the context of other relevant factors such as experience, training, and wider skills. For example, Sam's past performance can be assessed through a critical review of references, his work history and previous qualifications, and via a structured interview. His level of job specific knowledge can be assessed via the use of work sample tests and simulations, and behavioural interviews. Finally, his skills can be assessed in greater detail through behavioural observation, role-plays and assessment centre exercises. The profile should also be considered in light of the organisation's sales process and culture.

## DIMENSIONS

The behaviours/dimensions used in the questionnaire are derived from a typical sales process framework. This particular model was selected to provide a clear picture of respondents' capabilities within a framework familiar to most sales professionals and trainers.

### SALES PROCESS PHASES

#### Building Contacts (Prospecting)

Investigates the individual's ability to build contacts. It includes the following dimensions:

**Looks for opportunities** - The ability to seek opportunities and take advantage of them.

**Outgoing and engages others** - The ability to approach others and initiate contact in order to build a network of sales contacts and leads.

**Builds close personal relationships** - The ability to build close personal relationships with clients.

#### Needs Assessment (Qualifying)

Investigates the individual's ability to assess customer needs. It includes the following dimensions:

**Seeks to understand needs** - The ability to be attentive to the needs of his clients when qualifying leads.

**Seeks to find value** - The ability to create value by linking clients' needs to relevant products and services.

**Qualifies opportunities** - The ability to categorise leads according to practical sales outcomes and identify when to disqualify leads which are not likely to yield results.

#### Style and Presentation (Pitching)

Investigates the individual's ability to present ideas and concepts to others. It includes the following dimensions:

**Social presence** - The ability to gain and hold the attention of others.

**Persuasive** - The ability to be a persuasive speaker and convincing others of his point of view.

**Adaptive and conforming** - The ability to adapt his selling style to closely fit the sales situation and buyer expectations.

#### Negotiation (Closing)

Investigates the individual's ability to negotiate with customers and close sales. It includes the following dimensions:

**Assertive** - The ability to move sales situations forward without being aggressive or coercive.

**Conflict handling** - The ability to deal with customer objections in a professional and constructive manner.

**Diligent and persevering** - The ability to pursue a sale until all avenues have been explored and exhausted.

#### Follow-up (Supporting)

Investigates the individual's ability to follow-up on the sale after closure. It includes the following dimensions:

**Service and support** - The ability to show dedication to customer satisfaction and provide after-sales support to customers.

**Process oriented** - The ability to work with sales processes and procedures, complete sales related paperwork and track sales results.

**Stress management** - The ability to overcome difficulties and face challenges with confidence and optimism.



In addition to describing Sam's likelihood to perform against the sales process model, the report also provides insights into the types of roles or environments he is more likely to be comfortable working in.

## SALES CULTURE CONDITIONS

**Roles which require salespeople to work under pressure**

**Roles which require salespeople to exercise diplomacy**

**Roles which require salespeople to address the public and give presentations**

**Roles which require salespeople to work with each other**

**Roles which require salespeople to work in a competitive environment**

**Roles which require salespeople to work long hours**

**Roles which require salespeople to maintain high standards**

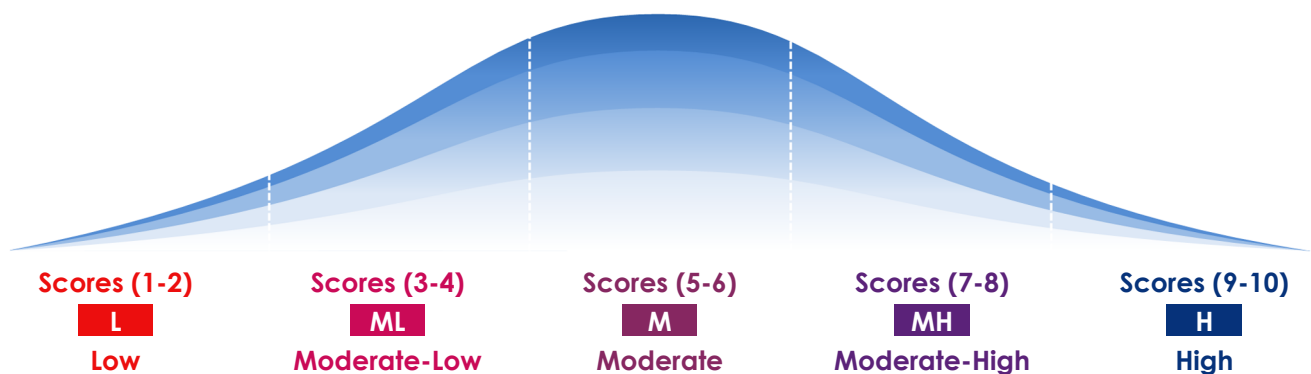
**Roles which require salespeople to work under constantly changing conditions**

**Roles which provide salespeople with financial rewards and incentives**

## RESULTS SCALE

A reference group is used to evaluate Sam's results and determine his tendency to exhibit effective sales behaviours in the workplace compared to others. His results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a "Low" to a "High" tendency is provided to help highlight areas of concern.



## RESPONSE STYLE

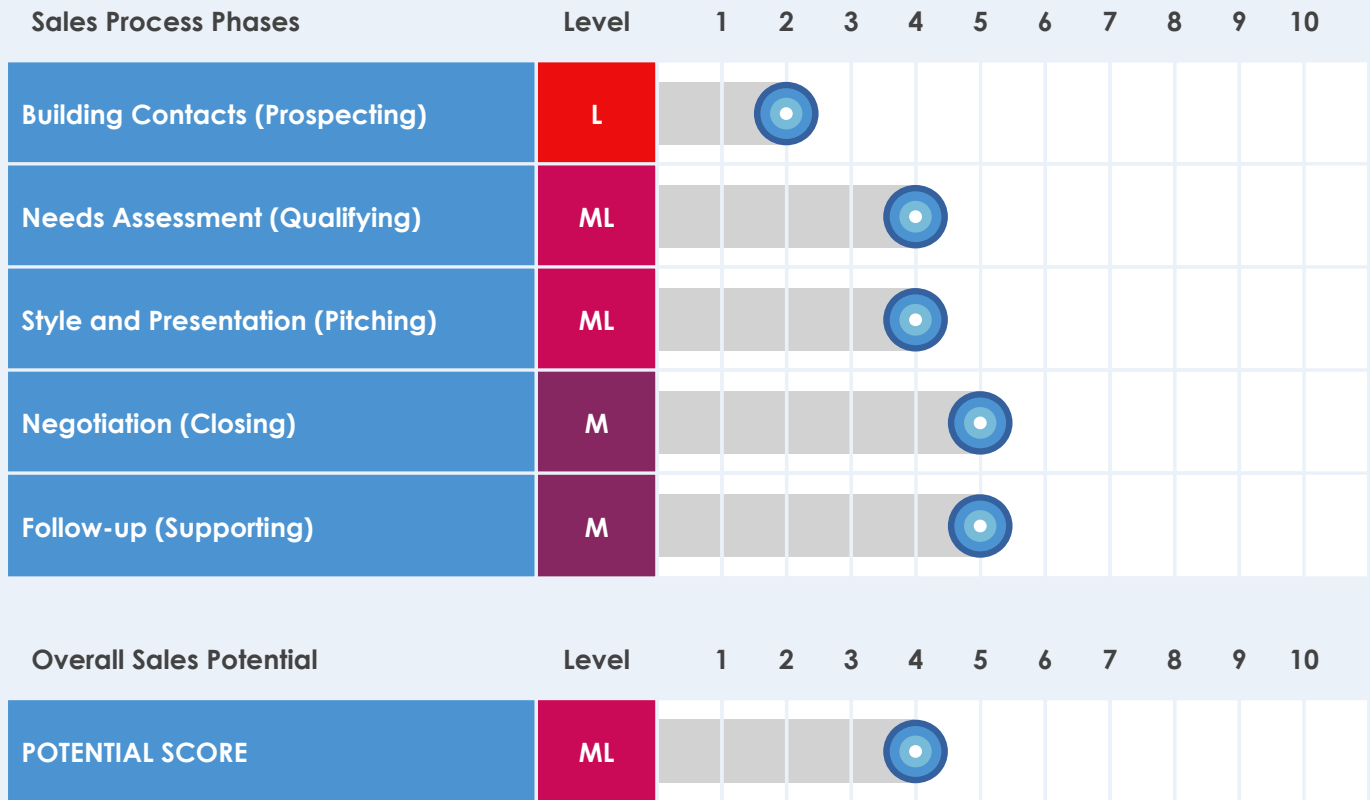
The pattern of responses Sam obtained on the assessment indicates that he is fairly unlikely to have been biased by any desire to present himself in an unrealistically favourable light.



# SALES PROCESS OVERVIEW

The overall sales potential score estimates Sam's tendency to exhibit effective sales behaviours in the workplace. It reflects a combination of personality and motivational characteristics related to sales performance within the various phases of the sales process.

## SALES PROCESS PROFILE CHART





## Profile Highlights

The following tables list the major strengths and potential areas of concern that can be inferred from Sam's responses to the questionnaire. Further details are available in the Behavioural Interview Guide.

### POTENTIAL STRENGTHS

- Sam is likely to be as keen as most to move sales situations forward. Rather than adopt a coercive or aggressive closing style, he is likely to be able to work with clients and guide them towards closing the sale.
- Sam is fairly inclined to ensure that sales related paperwork is completed and he is more likely than most to track the progress of sales.

### POTENTIAL RISKS

- He is unlikely to promptly grasp opportunities when they present themselves and he is significantly less motivated than most to pursue opportunities or take advantage of them.
- Sam is as likely as most to engage with potential clients, though he may not always be the one to initiate contact and may not be particularly well suited to selling to cold prospects.
- He is unlikely to be well suited to building close personal relationships with clients. He is, however, more likely to relate to people in a quite impersonal way, which may cause others to take a while to warm to him.
- Sam is not likely to show a great interest in understanding his client's needs when qualifying leads.
- He is less likely than most to cater to his clients' needs by accurately identifying value adding products and services.
- He is not likely to use light-hearted conversation to gain and hold the attention of others and he may not have as strong a social presence as most.
- While he is as inclined as most to adapt his style, he may not always conduct himself in a diplomatic and tactful manner and is at greater risk than most to inadvertently say things which others might find offensive or consider to be odd or out of place.
- While he is as likely as most to be patient when dealing with customer objections, he may not always deal with conflict in a constructive manner.
- Sam may not be motivated to diligently chase after sales and may be more prone than most to give up on difficult sales.
- He is less likely than most to show interest in providing after-sales support to customers or checking their satisfaction with the products or services provided.
- He is unlikely to become overly irritable when faced with difficult targets. Having said this, he may doubt his ability to overcome challenges.



# BEHAVIOURAL INTERVIEW GUIDE

The report provides structured behavioural interview questions to attempt to help elicit information about a respondent's past behaviour. Such a technique is based on the premise that past behaviour is seen as the best predictor of future behaviour. Interviewees' responses are generally considered reliable because they are based on what they actually did, as opposed to offering opinions or hypothetical responses.

## INTERVIEW MODEL

The interview model follows the STAR behavioural interviewing method in which evidence must be gained to indicate the context of the behaviour, the nature of the behaviour and the consequences of the behaviour. STAR is an acronym for:

Situation	Task	Action	Result
What was the context of the behaviour?	What needed to be achieved?	What behaviour resulted from the situation?	What was the outcome?

## PROBING

The STAR interview questions are used to probe the individuals' responses from multiple angles. However, in most situations interviewers need only ask the "Situation" question as it is the main question which attempts to elicit examples from past behaviour. Interviewers are only encouraged to use the other questions if the response to the "Situation" is unclear or incomplete. In such cases interviewers can use the remaining STAR questions to further probe respondents and gain a better understanding of their behaviour, context of the behaviour and outcomes.

Two lines of questions are provided for each dimension of the sales process framework. Each line provides a full list of questions to complete the STAR interview model. Interviewers are encouraged to use both lines of questions as they attempt to elicit evidence from different sources and often complete each other.

While the STAR interviewing method provides valid interview questions as well as further structure to how interviews are conducted and how responses are evaluated, interviewers are encouraged to:

- Identify which dimensions listed in the report are related to the organisation's sales roles.
- Develop their own list of questions and not rely solely on the interview questions provided.
- Determine what other job related factors are not covered in the report and prepare additional questions to cover those areas.
- Gather additional information about respondents from other sources such as background checks, references, sales role plays, past sales performance, etc.
- Utilise the evidence gathered from all the sources in order to make a decision.

## SCORING

Scoring forms are provided as part of the interview guide. Interviewers are encouraged to use the forms to take notes and are advised to score responses using the following 5-point scale:

1	2	3	4	5
Only circumstantial evidence gained, or evidence gained which supports a low ability.	No explicit evidence gained, or little evidence gained which supports a low ability.	Explicit evidence gained which supports a moderate ability.	Explicit evidence gained which supports a strong ability.	Detailed evidence gained which supports a strong ability.



**L INTERVIEW GUIDE: BUILDING CONTACTS (PROSPECTING)**

**L A. Looks for opportunities** - The ability to seek opportunities and take advantage of them.

The pattern of results Sam obtained on the assessment suggests that he is very cautious and restrained. As a result, he is unlikely to promptly grasp opportunities when they present themselves. In addition to this, he is significantly less motivated than most to pursue opportunities or take advantage of them.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> <li>Please tell me of a situation where you had to build your own list of leads/contacts.</li> </ul>	<ul style="list-style-type: none"> <li>Why did you have to create your own list of leads?</li> </ul>	<ul style="list-style-type: none"> <li>Where did you search for the leads and why?</li> </ul>	<ul style="list-style-type: none"> <li>Were there any sources that you felt were not likely to yield any results and which you decided not to utilise?</li> <li>Why?</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Can you give me an example of having to contact leads from a list?</li> </ul>	<ul style="list-style-type: none"> <li>Where did you get the list from and why were you required to use it?</li> </ul>	<ul style="list-style-type: none"> <li>How did you go about contacting the list?</li> </ul>	<ul style="list-style-type: none"> <li>In the end, what was the most difficult part of the process and was it worth your effort?</li> <li>Why?</li> </ul>

**ML B. Outgoing and engages others** - The ability to approach others and initiate contact.

Having obtained a pattern of results that indicates that he is as outgoing and socially bold as most people, Sam is as likely as most to engage with potential clients, though he may not always be the one to initiate contact. In addition to this, his profile indicates that he may become disheartened by rejection, which may further reduce his effectiveness at selling to cold prospects.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> <li>Tell me of a situation where you had to approach others in order to build a network of contacts.</li> </ul>	<ul style="list-style-type: none"> <li>How did you decide who to contact and why?</li> </ul>	<ul style="list-style-type: none"> <li>How did you approach people?</li> </ul>	<ul style="list-style-type: none"> <li>How do you generally utilise your networks in sales?</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Tell me of a time when you felt it was difficult to approach or contact prospects due to being rejected.</li> </ul>	<ul style="list-style-type: none"> <li>Can you think of any reasons for why you were rejected?</li> </ul>	<ul style="list-style-type: none"> <li>How did the rejection make you feel and what did you do?</li> </ul>	<ul style="list-style-type: none"> <li>What are the things that affect your ability to contact prospects?</li> <li>How do you deal with these in the long-term?</li> </ul>

**ML C. Builds close personal relationships** - The ability to build close personal relationships with clients.

His profile indicates that he is unlikely to demonstrate a particularly friendly and personable nature and may not show an interest in other people. Consequently, Sam is unlikely to be well suited to building close personal relationships with clients. He is, however, more likely to relate to people in a quite impersonal way, which may mask his relatively trusting nature and cause others to take a while to warm to him.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> <li>Give me an example of having to build rapport with clients.</li> </ul>	<ul style="list-style-type: none"> <li>What were you trying to establish?</li> </ul>	<ul style="list-style-type: none"> <li>How did you approach the client?</li> <li>What did you say or do?</li> </ul>	<ul style="list-style-type: none"> <li>How have these efforts helped with your sales objectives?</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Can you give me an example of the types of clients you like to sell to?</li> <li>Please give me an example.</li> </ul>	<ul style="list-style-type: none"> <li>What typifies these clients?</li> </ul>	<ul style="list-style-type: none"> <li>How do you generally approach such clients?</li> <li>Can you give me an example?</li> </ul>	<ul style="list-style-type: none"> <li>What about difficult types of customers?</li> <li>How do you approach them and build rapport?</li> </ul>





**ML INTERVIEW GUIDE: NEEDS ASSESSMENT (QUALIFYING)**

**ML A. Seeks to understand needs** - The ability to be attentive to the needs of his clients when qualifying leads.

Sam's responses on the questionnaire indicate that he may be distant and detached from others. As a result, he is not likely to show a great interest in understanding his client's needs when qualifying leads.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> <li>Is there anything you typically do before you get into a sales pitch to make it more effective?</li> <li>Can you give me an example?</li> </ul>	<ul style="list-style-type: none"> <li>Explain what you hoped to achieve.</li> </ul>	<ul style="list-style-type: none"> <li>What did you do?</li> </ul>	<ul style="list-style-type: none"> <li>What affect did this have on your pitch?</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Give me a few examples of conducting initial sales calls.</li> </ul>	<ul style="list-style-type: none"> <li>What did you try to achieve in such calls?</li> </ul>	<ul style="list-style-type: none"> <li>How did you go about achieving this?</li> </ul>	<ul style="list-style-type: none"> <li>What was the outcome of the calls?</li> </ul>

**ML B. Seeks to find value** - The ability to create value by linking clients' needs to products and services.

Despite Sam's profile suggesting that he is as materialistic as most people, his profile also indicates that he is less interested than most in understanding his clients' needs. As a result, he is less likely than most to cater to his clients' needs by accurately identifying value adding products and services.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> <li>Tell me about the different types of clients you deal with.</li> </ul>	<ul style="list-style-type: none"> <li>How are they different?</li> </ul>	<ul style="list-style-type: none"> <li>How do you cater to each type of client?</li> </ul>	<ul style="list-style-type: none"> <li>What impact did this have?</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Who are your major competitors?</li> </ul>	<ul style="list-style-type: none"> <li>Why do you consider these to be your major competitors?</li> </ul>	<ul style="list-style-type: none"> <li>What benefits do the products, services or solutions you offer have over what your competitors offer?</li> </ul>	<ul style="list-style-type: none"> <li>How and when do you get into feature and benefit comparisons with clients?</li> <li>Give an example.</li> </ul>

**M C. Qualifies opportunities** - The ability to categorise leads according to practical sales outcomes.

Sam's results suggest that he is as likely as most to adopt a calculating and Machiavellian approach to qualifying his leads, whereby he is as likely as most to categorise his leads according to practical sales outcomes. In addition to this, his preference to be relatively practical and shrewd should enable him to be as capable as most of realising when to disqualify leads which are not likely to yield results in order to focus his resources on leads with more potential.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> <li>Give me an example of qualifying leads.</li> </ul>	<ul style="list-style-type: none"> <li>Why do you qualify your leads?</li> </ul>	<ul style="list-style-type: none"> <li>How do you categorise and qualify your leads?</li> </ul>	<ul style="list-style-type: none"> <li>What abilities do you think are essential to being able to properly qualify leads?</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Can you give me an example of where you couldn't justify spending more time and effort on a prospect who wasn't likely to buy?</li> </ul>	<ul style="list-style-type: none"> <li>Why did decide to give up on the prospect?</li> </ul>	<ul style="list-style-type: none"> <li>What did you cover with the prospect before deciding they weren't worth your time of effort?</li> </ul>	<ul style="list-style-type: none"> <li>Was there anything you feel you could have done more?</li> <li>What positive results can you draw from this example?</li> </ul>



**ML INTERVIEW GUIDE: STYLE AND PRESENTATION (PITCHING)**

**ML A. Social presence** - The ability to gain and hold the attention of others.

The results of the questionnaire indicate that Sam is likely to be seen by others as being as confident and self-assured as most people in social settings. Having said this, his profile also indicates that he is likely to project a rather sober and serious outlook. Consequently, he is not likely to use light-hearted conversation to gain and hold the attention of others and he may not have as strong a social presence as most.

	Situation	Task	Action	Result
<b>Q1</b>	<ul style="list-style-type: none"> <li>Give me an example of presenting to a group. What were the circumstances?</li> </ul>	<ul style="list-style-type: none"> <li>What was the size of the group and how did this make you feel?</li> </ul>	<ul style="list-style-type: none"> <li>How did you prepare for the presentation and how did you feel during the presentation?</li> </ul>	<ul style="list-style-type: none"> <li>How do you think your audience felt about the presentation?</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Give me an example of making a sales pitch to a client.</li> </ul>	<ul style="list-style-type: none"> <li>What were you pitching and how did you decide when to start the actual pitch?</li> </ul>	<ul style="list-style-type: none"> <li>How did you make your pitch?</li> </ul>	<ul style="list-style-type: none"> <li>Can you describe your general presentation style?</li> <li>What works well and what doesn't always work well with this style?</li> </ul>

**M B. Persuasive** - The ability to be a persuasive speaker and convincing others of his point of view.

Sam's profile suggests that he is as likely as most to enjoy convincing others of his point of view. As a result, he is likely to be as persuasive a speaker as most, though he may not actively engage others or pursue them in order to win them over.

	Situation	Task	Action	Result
<b>Q1</b>	<ul style="list-style-type: none"> <li>Describe the sales pitch you are proud of.</li> </ul>	<ul style="list-style-type: none"> <li>What were you pitching and why?</li> </ul>	<ul style="list-style-type: none"> <li>How did you make your pitch?</li> </ul>	<ul style="list-style-type: none"> <li>What was the outcome of the pitch?</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Can you give me an example of selling a product or service you weren't fully convinced of?</li> </ul>	<ul style="list-style-type: none"> <li>What was the product or service and why were you not fully convinced of it?</li> </ul>	<ul style="list-style-type: none"> <li>Give me an example of how you pitched this product or service to clients.</li> </ul>	<ul style="list-style-type: none"> <li>How did you overcome your inhibitions?</li> </ul>

**ML C. Adaptive and conforming** - The ability to adapt his selling style to closely fit buyer expectations.

His profile indicates that while he is as inclined as most to adapt his style according to his audiences' expectations, he may not be sensitive to the nuances of social settings. As a result, Sam may not always conduct himself in a diplomatic and tactful manner and is at greater risk than most to inadvertently say things which others might find offensive or consider to be odd or out of place.

	Situation	Task	Action	Result
<b>Q1</b>	<ul style="list-style-type: none"> <li>Give me an example of a sales pitch which you were able to pick up on buying signals from the client.</li> </ul>	<ul style="list-style-type: none"> <li>What were the buying signals?</li> </ul>	<ul style="list-style-type: none"> <li>How did you cater your pitch to these signals?</li> </ul>	<ul style="list-style-type: none"> <li>What was the outcome of the pitch?</li> </ul>
<b>Q2</b>	<ul style="list-style-type: none"> <li>Tell me of a situation where you had to adapt your sales approach with a customer.</li> </ul>	<ul style="list-style-type: none"> <li>Why did you have to adapt your approach?</li> </ul>	<ul style="list-style-type: none"> <li>How did you adapt your approach?</li> </ul>	<ul style="list-style-type: none"> <li>What affect did this have on your pitch?</li> </ul>



**M INTERVIEW GUIDE: NEGOTIATION (CLOSING)**

**MH A. Assertive** - The ability to move sales situations forward without being aggressive or coercive.

Inclined to be as competitive and assertive as most people, Sam is likely to be as keen as most to move sales situations forward. Rather than adopt a coercive or aggressive closing style, he is likely to be able to work with clients and guide them towards closing the sale. Consequently, this style is not likely to intimidate most clients.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> <li>How competitive do you consider yourself to be?</li> <li>Give me an example of a sales situation that best characterises your answer.</li> </ul>	<ul style="list-style-type: none"> <li>What was the situation and what were you required to do?</li> </ul>	<ul style="list-style-type: none"> <li>How were you competitive?</li> </ul>	<ul style="list-style-type: none"> <li>Keeping your previous responses in mind, how do you think your clients would describe you as a sales person?</li> </ul>
Q2	<ul style="list-style-type: none"> <li>How do you deal with clients who are uncertain?</li> <li>Give me an example of having to deal with one such client.</li> </ul>	<ul style="list-style-type: none"> <li>Why was the client uncertain?</li> </ul>	<ul style="list-style-type: none"> <li>What did you do?</li> </ul>	<ul style="list-style-type: none"> <li>What affect did your actions have?</li> </ul>

**ML B. Conflict handling** - The ability to deal with customer objections in a constructive manner.

The results Sam obtained on the assessment indicate that he is, by nature, likely to be as calm and collected as most. As a consequence, he is as likely as most to be patient when dealing with customer objections. Having said this, his results also indicate that he is not as tactful and diplomatic as most and may not always deal with conflict in a constructive manner.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> <li>Describe one or two of the most difficult interactions you have had with aggressive or reproachful clients.</li> </ul>	<ul style="list-style-type: none"> <li>What happened?</li> <li>Why was the client being so aggressive?</li> </ul>	<ul style="list-style-type: none"> <li>How did the client's behaviour make you feel and how did you respond?</li> </ul>	<ul style="list-style-type: none"> <li>How do such incidents affect you in the long run?</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Have you ever had to give in to a client's demands?</li> <li>Please give me an example of this happening.</li> </ul>	<ul style="list-style-type: none"> <li>What did the client want?</li> </ul>	<ul style="list-style-type: none"> <li>What did you offer and how did you present it?</li> </ul>	<ul style="list-style-type: none"> <li>Did the client accept your offer and who did you consider to be the winner?</li> </ul>

**L C. Diligent and persevering** - The ability to pursue a sale until all avenues have been exhausted.

His profile indicates that he is not as resilient or achievement oriented as most. As a result, he may not be motivated to diligently chase after sales and may be more prone than most to give up on difficult sales.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> <li>Have you ever had to do more than you felt was strictly necessary in order to close a deal?</li> <li>Please give me an example of this.</li> </ul>	<ul style="list-style-type: none"> <li>Why did you feel what you did was more than strictly necessary?</li> </ul>	<ul style="list-style-type: none"> <li>What did you have to do?</li> </ul>	<ul style="list-style-type: none"> <li>How did this make you feel?</li> <li>Were your efforts justifiable?</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Tell me about having to work against sales targets.</li> </ul>	<ul style="list-style-type: none"> <li>How do you know if you are on track to achieve your target?</li> </ul>	<ul style="list-style-type: none"> <li>Do you have any system for following-up on clients?</li> <li>Please describe this system.</li> </ul>	<ul style="list-style-type: none"> <li>What, in your opinion, is the most important characteristic of a sales person?</li> <li>Why?</li> </ul>



**M INTERVIEW GUIDE: FOLLOW-UP (SUPPORTING)**

**L A. Service and support** - The ability to show dedication to customer satisfaction.

Sam's responses to the questionnaire indicate that while he is quite accepting, he is less likely than most to show a great concern for clients. As a result, he is less likely than most to show interest in providing after-sales support to customers or checking their satisfaction with the products or services provided.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> <li>Give me an example of turning a one-time buyer into a long-term client.</li> </ul>	<ul style="list-style-type: none"> <li>What did they originally come to buy?</li> </ul>	<ul style="list-style-type: none"> <li>How did you manage this?</li> </ul>	<ul style="list-style-type: none"> <li>How do you benefit from such relationships?</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Tell me of a situation where you upsold a customer on a product or service.</li> </ul>	<ul style="list-style-type: none"> <li>What did they originally intend to buy?</li> </ul>	<ul style="list-style-type: none"> <li>What did you further offer them and how did you present it?</li> </ul>	<ul style="list-style-type: none"> <li>Has a customer ever complained over a product or service you sold them?</li> <li>How did you deal with that?</li> </ul>

**MH B. Process oriented** - The ability to deal with customer objections in a constructive manner.

His responses to the questionnaire suggest that he is likely to believe it is important to work with sales processes and procedures. As a consequence, he is fairly inclined to ensure that sales related paperwork is completed and he is more likely than most to track the progress of sales.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> <li>Give me an example of working with sales processes or procedures.</li> </ul>	<ul style="list-style-type: none"> <li>What processes or procedures do you like the most?</li> <li>What processes or procedures do you dislike the most?</li> </ul>	<ul style="list-style-type: none"> <li>How do you manage to work with them?</li> <li>How do you manage to work in spite of them?</li> </ul>	<ul style="list-style-type: none"> <li>Please list some of the benefits of the sales processes and procedures you work with.</li> </ul>
Q2	<ul style="list-style-type: none"> <li>What sales reports or paperwork do you have to complete as part of your job?</li> </ul>	<ul style="list-style-type: none"> <li>Why do you have to complete these?</li> </ul>	<ul style="list-style-type: none"> <li>How do you go about completing such tasks?</li> </ul>	<ul style="list-style-type: none"> <li>What benefits are there to completing the reports/paperwork?</li> </ul>

**ML C. Stress management** - The ability to face challenges with confidence and optimism.

His profile indicates that he is likely to be as relaxed and composed as most. As a consequence, he is unlikely to become overly irritable if things go wrong or when faced with difficult targets. Having said this, his results also indicate that he may doubt his ability to overcome challenges and may not always strive to persevere in such situations.

	Situation	Task	Action	Result
Q1	<ul style="list-style-type: none"> <li>Tell me of a situation where you felt you had been assigned difficult sales targets.</li> </ul>	<ul style="list-style-type: none"> <li>How were the targets established?</li> </ul>	<ul style="list-style-type: none"> <li>How did you deal with them?</li> </ul>	<ul style="list-style-type: none"> <li>What did you learn from them.</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Tell me of some of the biggest mistakes or failures you made as a salesperson.</li> </ul>	<ul style="list-style-type: none"> <li>How did the mistakes/failures occur?</li> </ul>	<ul style="list-style-type: none"> <li>Were you able to overcome them?</li> <li>How?</li> </ul>	<ul style="list-style-type: none"> <li>What did you learn from them.</li> </ul>



# INTERVIEW SCORING

Use the following forms to calculate the overall interview score. Check (✓) the box corresponding to the appropriate score for each competency/dimension being assessed.

Dimension	Score				
	1	2	3	4	5

Scores measured through the behavioural interview guide:

1	<b>BUILDING CONTACTS (PROSPECTING)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<b>NEEDS ASSESSMENT (QUALIFYING)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	<b>STYLE AND PRESENTATION (PITCHING)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<b>NEGOTIATION (CLOSING)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<b>FOLLOW-UP (SUPPORTING)</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Scores from additional measures not included as part of the behavioural interview guide:

6		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>OVERALL SCORE</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Comments

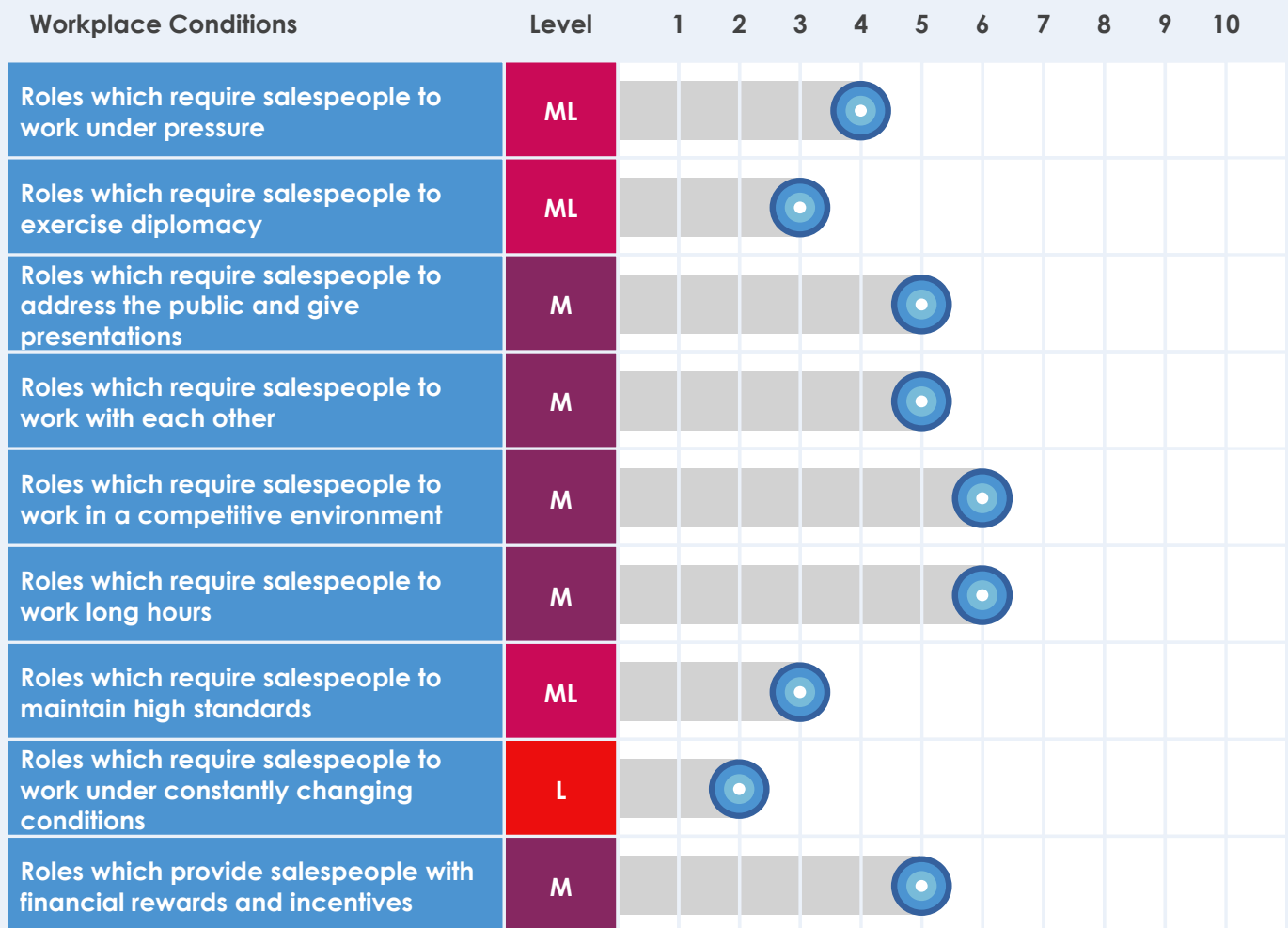


# SALES CULTURE FIT OVERVIEW

The culture fit scores estimate Sam's preference to work under certain workplace conditions. Not all the conditions provided are relevant to all organisations, which is why it is recommended to identify which conditions best fit the culture of the organisation before exploring Sam's specific workplace preferences.

The results of the culture fit profile can help determine the types of motivators and environments that stimulate Sam and which, in turn, can help him perform at his best.

## SALES CULTURE PROFILE CHART





## SALES CULTURE PROFILE DESCRIPTIONS

### ML Roles which require salespeople to work under pressure

While Sam's results suggest that he is likely to handle the stress of working in a pressured environment as well as most, he may not look forward to working in a setting that presents him with a lot of challenges to overcome and problems to resolve, and may not strive as much as most to overcome challenges.

### ML Roles which require salespeople to exercise diplomacy

He is unlikely to be highly suited to settings which demand tact and diplomacy.

### M Roles which require salespeople to address the public and give presentations

He would be expected to be as comfortable as most in roles which require public speaking and giving presentations to large groups of people.

### M Roles which require salespeople to work with each other

His profile suggests that he is likely to feel as comfortable and at ease as most in work settings which require him to develop close working relationships with colleagues.

### M Roles which require salespeople to work in a competitive environment

He is likely to be as content as most to work in reasonably competitive environments.

### M Roles which require salespeople to work long hours

Sam's profile suggests that his work ethic is in the average range. As a result, he is likely to believe work is reasonably important, and he would be expected to be as committed to work as most other people are. Consequently, he is likely to fit as well as most in working environments that have a long-hours culture. He is likely to prefer settings where there is a fair amount to do and where he is kept reasonably busy.

### ML Roles which require salespeople to maintain high standards of accuracy

Sam's profile on the assessment suggests that he is unlikely to be that achievement orientated and would not be expected to be motivated to produce work of a high standard. He is unlikely to gain that great a sense of satisfaction from knowing others consider him to be good at his job and, as a result, he is unlikely to function well in settings where very high standards of accuracy are expected.

### L Roles which require sales to people to be able to work in a changing environment

Sam's profile indicates that he is relatively conventional and may not have the energy required to deal with the changes that come with working in a fast paced or rapidly changing environment. As a result, he is likely to be well suited to working on repetitive tasks and within a set routine.

### M Roles which provide salespeople with financial rewards and incentives

He would be expected to be as comfortable as most in a culture where the primary motivation for employees is financial rewards.