



Selection Report for:

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Questions? Call ESDI at 800-947-5678.

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

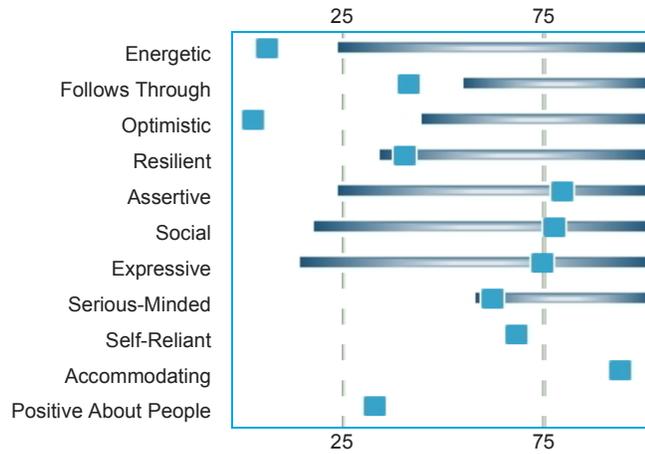
Sales Knowledge

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



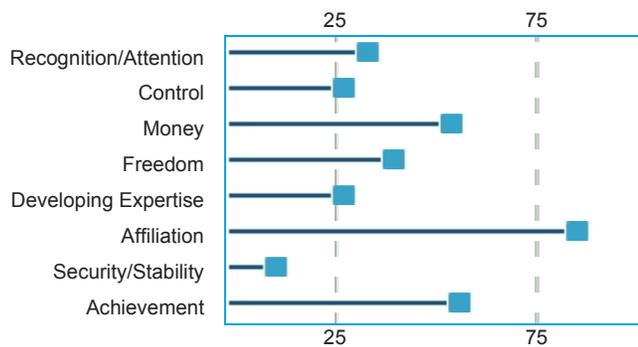
Look for a candidate who has a personality that will be effective in sales.

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 19 out of a possible score of 48. This score falls in the second range of possible scores (OK). Our research indicates that candidates with scores in this range have a moderate probability of becoming successful. (About 4 out of 10 salespeople with scores in this range earned sales compensation in the top half.)

Personality Insights:

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

- + She should have a confident sales presence.
 - She can be assertive and forceful when necessary. She should be able to deal with most difficult, challenging or powerful customers and should be capable of asking for the sale.
- + 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 should be cooperative by nature and willing to accommodate others in order to get along and meet their needs.

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

- Her energy level is substantially below that of typical salespeople and may be a significant shortcoming. She may lack a sense of urgency about getting things done quickly.
- She may be somewhat less dependable about following through on her commitments than the best salespeople.
- She appears to have a negative, pessimistic outlook and may be prone to moodiness and excessive worry.

Sales Knowledge:

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

- + Identifying sales prospects and pre-qualifying them.
- + Developing a clear understanding of the customer's specific needs.
- + Problem solving and overcoming objections.
- + Negotiating and closing the sale.

SalesMax identified no strong sales training needs (on all of the scales she scored at least 40 percent correct).

Sales Motivations:

The candidate appears to be most strongly motivated by:

- + Increased opportunity to expand her network of contacts, help others, and generally socialize.

The following motivators do not appear to be important to the candidate:

- Security or job stability.

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

Very Low Energy

- The candidate appears to have a much lower energy level than the typical sales professional. This may mean that she has difficulty handling a demanding work schedule or that she must "work smart" and concentrate her efforts to be effective.
- What is your typical work week like? How do you set priorities and allocate time to accomplish your work? (*Listen for indications of effectiveness despite a lower than average energy level or work pace.*)
- Have you been in a job or situation where you had to be constantly active and moving for the majority of the day? What did you like about it? What did you not like about it? (*Listen for indications that she needed time to rest or prefers more down time.*)
- Tell me about a work situation where you had to complete a significant amount of work in a short period of time. What were the circumstances that led up to the event? What did you do to accomplish your objectives? How did you feel afterwards? (*Listen for fatigue, stress, and indications of effectiveness despite a lower than average energy level or work pace.*)
- Pay attention to her body language during the interview. Does she appear sluggish or lethargic, exceedingly relaxed, slow moving, -- or more energetic?

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.*)

Low Optimism

The candidate scored low on the measure of optimism. Many people who score in this range can be moody or pessimistic (i.e., "the glass is half empty"). For some, this pessimism will affect their sales productivity and job performance. However, others with this profile can exercise reasonable control over their emotions so that the impact upon their job performance is limited.

- How do you deal with work pressures or disappointments? Give me a recent example. How would your boss, a peer, or a customer describe your temperament, and what it is like to work with you under pressure? What types of things irritate or annoy you? (*Listen for indications that she has a negative attitude at work.*)

- Tell me about a time when you had to cope with work pressure and frustration. What was the situation? What did you find difficult about the situation? What did you do to cope? What was the outcome? (*Listen for clues to the impact of stress and fatigue, and tendency to worry.*)
- Ask her to describe a time when she worked particularly hard to make a sale and the deal fell through. How did she react? What impact did it have on her?
- Ask her to describe how she copes with stress and frustration. Generally, positive responses would be answers such as: run, take a long walk, talk it over with a friend, try to think about positive things. Red flags would be responses that suggest inappropriate coping behavior, such as "having a few drinks" or responses that suggest denial (e.g., "I am never, ever, sad or in a bad mood.").

When talking with references ask the following types of questions.

▼ **Very Low Energy**

- "How does she compare with other salespeople in her ability to complete tasks on time?"
- "How does she compare with others in her ability to maintain her effectiveness while working long hours?"
- "How does her overall productivity compare with that of her peers?"

▼ **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?"

▼ **Low Optimism**

- "Compared to other salespeople you have known, how would you describe her attitude or mood? (e.g., was she consistent or did she tend to have up and down moods?)"
- "How well did she handle job related pressure and stress?"
- "Would you describe her as even tempered or moody? Why?"
- "Compared to her peers, did she show more or less sensitivity to stressful events in her environment (e.g., pressure, time deadlines)? How did this sensitivity affect her productivity and work relationships?"
- "To what extent did she display a 'can do' attitude versus being negative or easily discouraged?"

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.

▼ **Handling A Demanding Work Pace:**

Her slow work pace may not be adequate in a fast-paced, sales environment. She is likely to need specific work goals and to be held accountable to meet time deadlines in order to be effective. Initially, it may be helpful to set some interim deadlines (checkpoints) to ensure that she is making progress towards her goals. Further, time management courses or readings may also be helpful in coaching her to use her energies more effectively.

▼ **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.

▼ **Developing a More Positive Outlook (Becoming More Optimistic):**

Her tendency towards a negative or pessimistic outlook could interfere with her sales effectiveness. She may require more time and attention than most sales people in order to keep her spirits up. If so, we recommend that she be recognized and rewarded for learning to keep her emotions in check and for avoiding displays of negativity.

▼ **Affiliation Motivation:**

The opportunity to expand her network of contacts, help others and generally work with people is important to her. It may be helpful to encourage her to become involved in company, community, or professional organizations which will help her meet this need as well as expand her network.