

Profiles Sales Assessment™

CONFIDENTIAL

MANAGEMENT REPORT

Friday, March 13, 2009

Sally Sample

Sample Demo Pattern

Sample Company

Profiles Office Park
5205 Lake Shore Drive
Waco, TX 76710
254-751-1644

Pattern Date: 7/15/2009 1:39:43 PM



*Building and Retaining
the
High-Performance
Company*

Introduction

The Management Report for Sally Sample provides information that can be helpful in managing, motivating, and coaching Sally for increased productivity. This report reflects the responses provided by Sally Sample when she completed the **Profiles Sales Assessment**. Results are illustrated on a scale from 1 to 10. The darker area on the scale represents the Job Match target pattern selected by your company for the position. The enlarged segment of the scale shows where Sally scored. If the enlarged segment is dark, Sally is in the Job Match pattern; if it is light, she is not. Information about Sally is reported in these six categories:

- **Profile for Thinking Style** – Learning Index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile for Interests** – Enterprising, Financial/Administrative, People Service, Creative, Technical, and Mechanical.
- **The Total Person** – Additional information regarding Sally and the significance of her scores.
- **Critical Sales Behaviors** – Covers expected behavior in seven sales-related areas.
- **Coaching Recommendations** – Ideas for your consideration when coaching Sally.

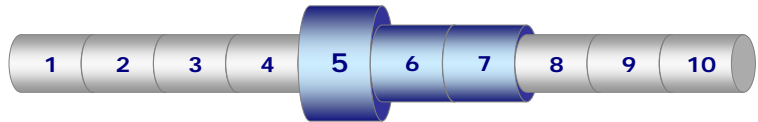
Please consult the User's Guide for additional information on using these results in working with Sally.



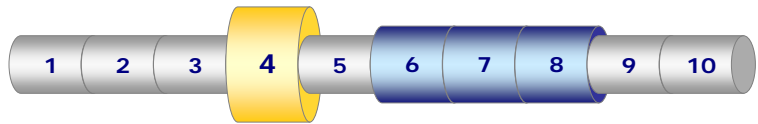
Profile for Thinking Style

The darker shading represents the Job Match Pattern for the role of this pattern. The larger box indicates this individual's score.

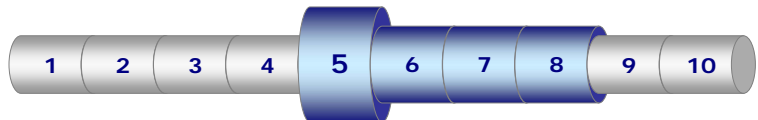
Learning Index – An index of expected learning, reasoning, and problem solving potential.



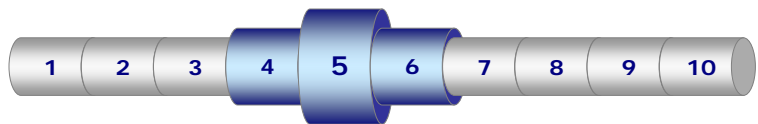
Verbal Skill – A measure of verbal skill through vocabulary.



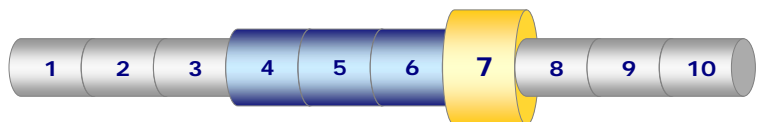
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Numerical Ability – A measure of numeric calculation ability.

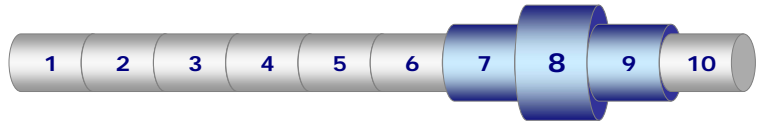


Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.

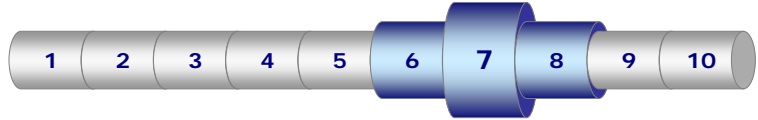


Profile for Behavioral Traits

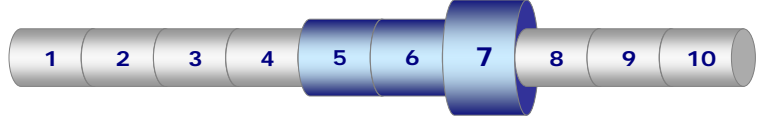
Energy Level – Tendency to display endurance and capacity for a fast pace.



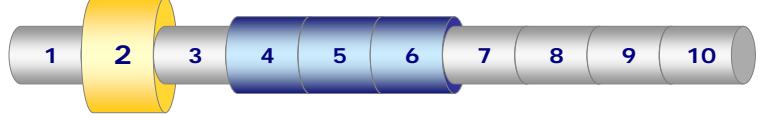
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



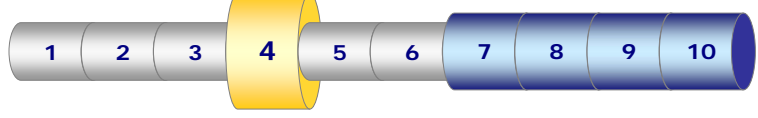
Sociability – Tendency to be outgoing, people-oriented, and participate with others.



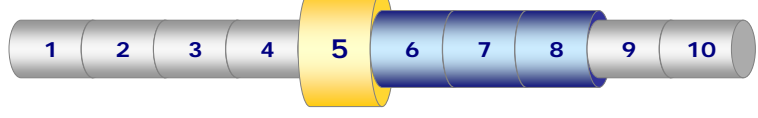
Manageability – Tendency to follow policies, accept external controls and supervision, and work within the rules.



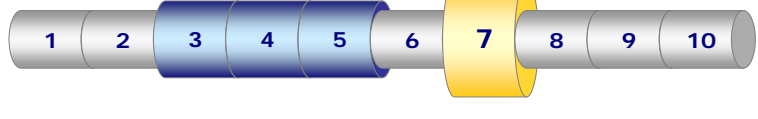
Attitude – Tendency to have a positive attitude regarding people and outcomes.



Decisiveness – Uses available information to make decisions quickly.



Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



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



Objective Judgment – The ability to think clearly and be objective in decision-making.



Profile for Interests

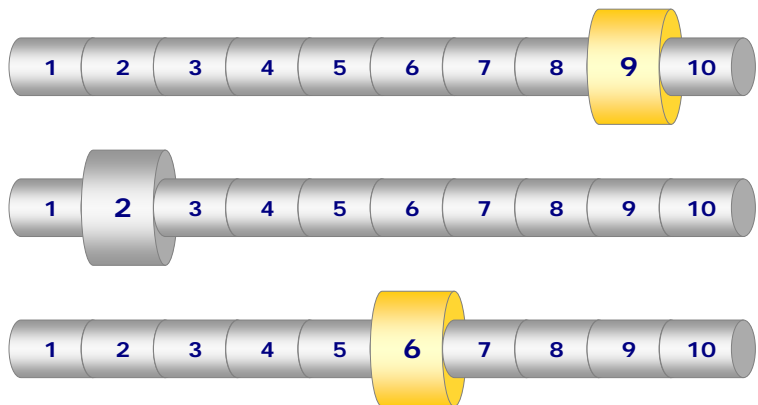
For the Job Match Pattern under consideration, the top three interests in descending order are: **Enterprising, Creative, and People Service**. The other three interests have no impact on this position. The top three interests for Sally in descending order are: **Enterprising, Financial/Admin, and People Service**. Ms. Sample shares two of these interest areas: **Enterprising and People Service**

Top three Interests for this sales position

Enterprising – Indicates interest in activities associated with persuading others, sales, and presenting ideas.

Creative – Indicates interest in activities using imagination, creativity, and original sales ideas.

People Service – Indicates interest in activities such as helping people and promoting the welfare of others.

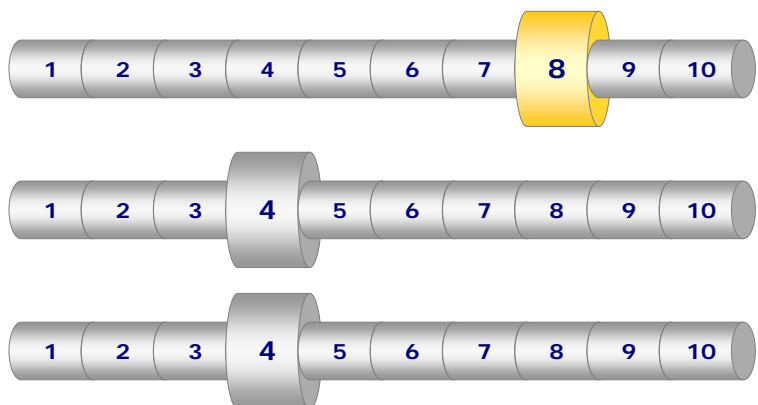


Interests not relevant to this sales position

Financial/Admin – Indicates interest in activities such as organizing information or business procedures.

Technical – Indicates interest in scientific activities, technical data, and research.

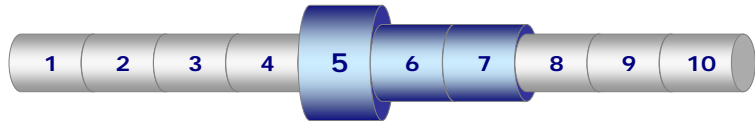
Mechanical – Indicates interest in working with tools, equipment, and machinery.



The Total Person

Thinking Style

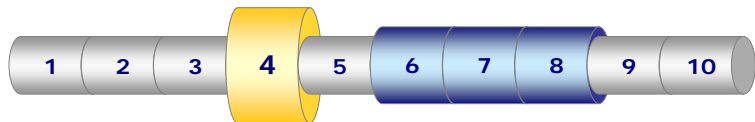
Learning Index – An index of expected learning, reasoning, and problem solving potential.



Job Pattern 5-7 Score 5

- o She is generally adaptive in an intellectual sense.
- o Her overall learning index is above average and suggests a good potential for quickly learning new sales information.
- o Upon completing a new sales training program, Ms. Sample should pick up new selling concepts and techniques easily.
- o Overall, Ms. Sample may be expected to complete a typical sales training program with adequate success.

Verbal Skill – A measure of verbal skill through vocabulary.



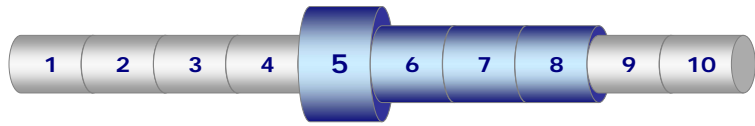
Job Pattern 6-8 Score 4

- o With training and experience, Ms. Sample should be able to more quickly and accurately carry out communications as they apply to the job.
- o Sally may initially need extra time in analyzing verbal and written information.
- o She demonstrates a level of verbal skill slightly below that of some people in the general population.
- o Ms. Sample may not have had much recent opportunity to use verbal analysis and communication in selling.



The Total Person

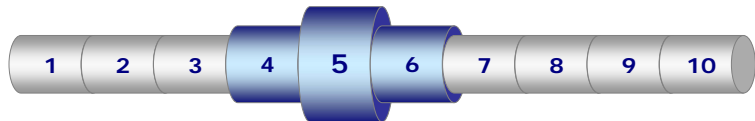
Verbal Reasoning – Using words as a basis in reasoning and problem solving.



Job Pattern 5-8 Score 5

- o She demonstrates adequate, and in some areas, good verbal skill; certain techniques and complexities will need training before she will be comfortable using them in a sales presentation.
- o Ms. Sample probably will assimilate new information with success, commensurate with the general population.
- o Sally would not be expected to have any difficulty in effectively communicating thoughts and ideas to prospects or clients.
- o Ms. Sample is proficient in the use of words and language.

Numerical Ability – A measure of numeric calculation ability.



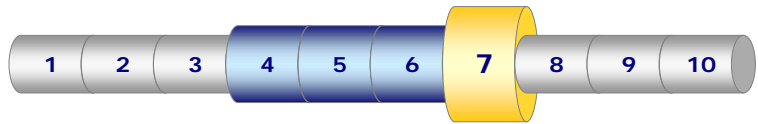
Job Pattern 4-6 Score 5

- o She needs assistance with complex mathematics or technical calculations.
- o Sally is comfortable analyzing basic numerical material and performing some mathematical functions without relying on a calculator.
- o Ms. Sample should be able to grasp simple mathematical principles that apply to selling.
- o Ms. Sample should be capable of learning to apply basic mathematical principles to new, more complex sales problems as necessary.



The Total Person

Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.

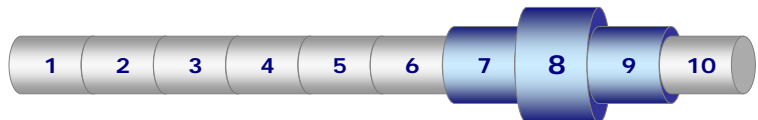


Job Pattern 4-6 **Score 7**

- o Sally grasps numerical concepts readily.
- o Ms. Sample works well with numbers and numerical concepts.
- o She completes numerical problems with greater success than the general population.
- o Ms. Sample demonstrates a strong ability to solve problems of a numerical nature.

Behavioral Traits

Energy Level – Tendency to display endurance and capacity for a fast pace.



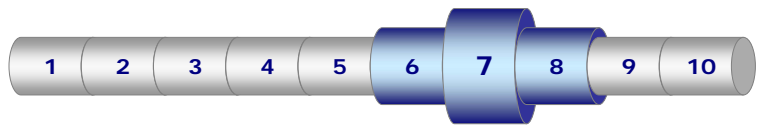
Job Pattern 7-9 **Score 8**

- o Ms. Sample is a self-starter and an energetic salesperson with a high sense of urgency.
- o Ms. Sample enjoys being energetic and working in a fast-paced sales environment. She appreciates the excitement of critical deadlines and achieving timely results for her sales goals.
- o She is likely to enjoy sales positions that call for a high energy level, a fast work pace, and meeting high-pressure deadlines.
- o Ms. Sample has an unusually high energy level and probably would not enjoy methodical tasks as much as the excitement of being on the road or engaging in other fast-paced sales work.



The Total Person

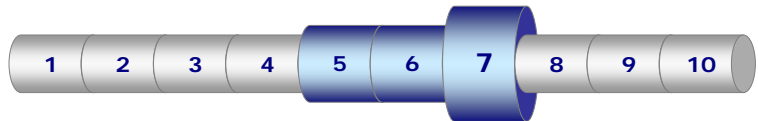
Assertiveness – Tendency to take charge of people and situations. Leads more than follows.



Job Pattern 6-8 Score 7

- o She seems to enjoy the opportunity to lead a sales team. However, when she feels strongly about an issue, Ms. Sample may attempt to persuade others in a dominating manner.
- o Sally appears to be a fairly assertive individual who achieves sales through leadership. In most cases, she will contribute well in a sales team's discussions, but occasionally her leadership may lead to aggressiveness.
- o Ms. Sample is willing to take command of a sales situation more often than relenting to an aggressive negotiator.
- o Ms. Sample is motivated by situations in which she determines the objectives of a sales team.

Sociability – Tendency to be outgoing, people-oriented, and participate with others.



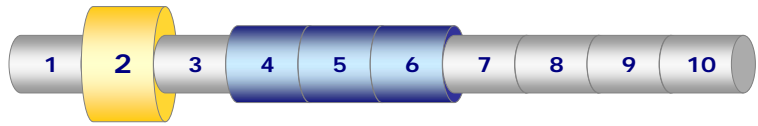
Job Pattern 5-7 Score 7

- o Ms. Sample is fairly sociable. She tends to be aware of the necessity for keeping lines of communication open with clients.
- o She prefers to foster team-oriented sales goals and processes, maintaining contact, and keeping up with the issues of common concern with clients.
- o Sally prefers sociable interactions with clients. In situations of high stress, she may become frustrated if interactions with clients become too impersonal.
- o Ms. Sample is generally inclined to promote the benefits of teamwork, interacting with a sales team in the process of achieving sales goals.



The Total Person

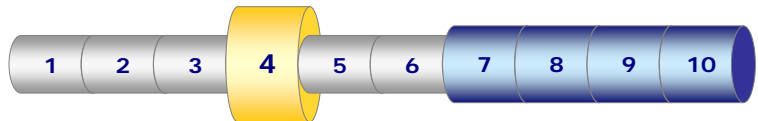
Manageability – Tendency to follow policies, accept external controls and supervision, and work within the rules.



Job Pattern 4-6 **Score 2**

- o She could balk when sales procedures are seen as too intrusive and limiting.
- o Ms. Sample appears to feel that procedural compliance is more harmful than helpful to the process of selling. She could be difficult to lead if her sales manager insists that procedures be followed precisely and consistently.
- o She is quick to take and maintain a defensive position when sales managers seem strictly bound by rules and procedures.
- o Sally tends to relate to a procedurally-oriented sales manager in a wary, defensive manner.

Attitude – Tendency to have a positive attitude regarding people and outcomes.



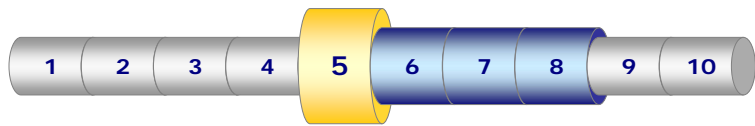
Job Pattern 7-10 **Score 4**

- o Her attitude is compatible with assessing the intentions of a negotiator or client in order to protect her sales goals.
- o She tends toward greater trust and acceptance when the relationships involved have established an atmosphere of trust in the past.
- o Ms. Sample expresses guarded optimism and trust; her attitude during sales negotiations can be more guarded than receptive, unless trust between parties has already been established.
- o Sally may become impatient or fault-finding with negotiators, clients, or prospects who do not clarify their objectives in a frank manner.



The Total Person

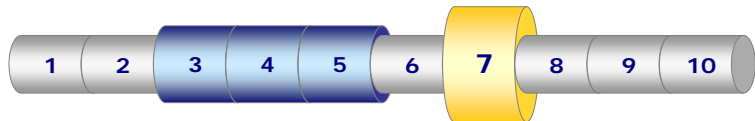
Decisiveness – Uses available information to make decisions quickly.



Job Pattern 6-8 **Score 5**

- o She can be effective in sales positions which require timely results while respecting adequate preparations and forethought.
- o She can be an expedient decision-maker when given enough time and information, but has difficulty taking decisive action if she feels hurried or unprepared for the sale.
- o Ms. Sample is willing to close a deal or make other decisions in a reasonably decisive way, unless suspicious of the consequences.
- o Sally thinks through the ramifications of her decisions, assuming the time available to close the deal allows for such deliberation.

Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



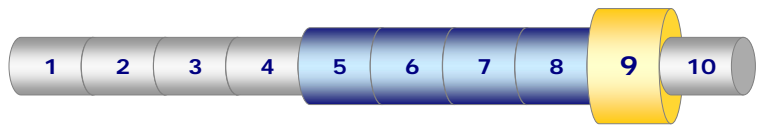
Job Pattern 3-5 **Score 7**

- o She is usually not inclined to compete for goals that sacrifice the overall plans of the sales team. However, her demeanor will not be so passive or accommodating that she ignores her primary ambitions.
- o Sally is generally cooperative with others, including clients and associates. She is not inclined, however, to sacrifice too much of her time, money, or effort for a profitless or superficial goal.
- o Ms. Sample typically recognizes the need to cooperate with others. She is usually willing to share her resources and information, as long as the sacrifices made do not threaten her primary goals concerned with profitable sales.
- o Ms. Sample tends to have a cooperative outlook, generally prepared to help clients and meet their needs, while maintaining sight of her competitive sales goals.



The Total Person

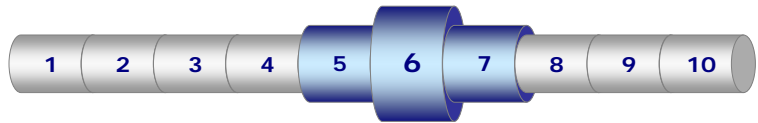
Independence – Tendency to be self-reliant, self-directed, to take independent action, and make own decisions.



Job Pattern 5-8 Score 9

- o She is highly independent, and may require some refocusing in a sales environment that does not encourage this level of autonomy.
- o Ms. Sample prefers to undertake new sales projects independently, seeking support only when absolutely necessary to complete the deal.
- o Ms. Sample prefers to pursue prospects on her own and will resist being micro-managed. She can become impatient with a sales manager or executive that demands constant progress updates.
- o Sally is an independent salesperson who prefers minimal guidance and coaching. However, her high level of independence may create frustrations for an exceptionally attentive sales manager.

Objective Judgment – The ability to think clearly and be objective in decision-making.



Job Pattern 5-7 Score 6

- o When determining ways to address a client's needs, Ms. Sample utilizes a problem-solving style that reflects a balance of intuition and objectivity.
- o Sally generally prefers to sell in a fact-based, well-researched fashion. Ms. Sample may spend most of the time emphasizing the facts, rather than making an emotional appeal.
- o Ms. Sample emphasizes the benefits of a product utilizing her investigative capabilities to detail the objective advantages she has identified, but is open to using a more intuitive approach if necessary.
- o When discussing the advantages of a product to a prospect, Ms. Sample utilizes logical reason more than personal, emotional appeals.



The Total Person

Occupational Interests

The Interest section assesses the relative interests between the six interest areas. The top three interests for Ms. Sample are shown here, along with the top three interests for the Sample Demo Pattern position. Note that Sally shares TWO top interests with the requirements of this position.

TOP THREE areas of interest for Sally Sample.	TOP THREE areas of interest for the position of Sample Demo Pattern.
<p>Enterprising</p> <p>Indicates interest in activities associated with persuading others, sales, and presenting ideas.</p>	<p>Enterprising</p> <p>Indicates interest in activities associated with persuading others, sales, and presenting ideas.</p>
<p>Financial/Admin</p> <p>Indicates interest in activities such as organizing information or business procedures.</p>	<p>Creative</p> <p>Indicates interest in activities using imagination, creativity, and original sales ideas.</p>
<p>People Service</p> <p>Indicates interest in activities such as helping people and promoting the welfare of others.</p>	<p>People Service</p> <p>Indicates interest in activities such as helping people and promoting the welfare of others.</p>

Her interest results are focused in the Financial, People Service, and Enterprising themes. This indicates that she should be motivated to attend to the detailed aspects of organizing the sales process, while focusing on profit issues. Her interests help to balance the administrative side of sales with the competitive side. Her motivation for serving the client complements persuading or facilitating, as well as encouraging them.

With Enterprising as her primary area of interest, Ms. Sample is likely to seek out activities that involve entrepreneurial pursuits and leadership. Her focus, above all other areas of interest, lies in pursuing sales objectives in a competitive environment. These kinds of activities motivate her sales style most effectively. Secondly, she is interested in Financial/Administrative activities that generally involve organizing information related to the selling process. Such responsibilities may help to drive her performance and efficiency and are an important element of her sales style. Finally, her interest in People Service activities rounds out her interest profile. This may not be the central focus of her interests, but helping a client through sales-related services is likely to enhance the selling experience, nonetheless.

Notice:

As discussed in the User's Guide for this product, this job pattern approach to matching individuals to a position provides information of great value and should be an important part of the placement decision. However, the user is reminded that the results from any assessment should never make up more than a third of the final decision.



Critical Sales Behaviors

Based upon the analysis of her scores, the following represents how Ms. Sample should behave in the area of seven Critical Sales Behaviors.

PROSPECTING

Ms. Sample will usually pursue prospects until she has them appropriately qualified. Ms. Sample will also invest a great deal of energy into the process. She tends to enjoy a great deal of self-sufficiency and flexibility in her approach to developing a list of prospects.

CLOSING THE SALE

Ms. Sample can be competitive while maintaining the understanding that the prospect's perspective may have merit. She will tend to carefully qualify the prospects before trying to close them. Additionally, Sally is willing to adapt her closing approach to fit the situation, demonstrating good perseverance in the need to make the sale.

CALL RELUCTANCE

Ms. Sample has a good potential to overcome the call reluctance that she may experience from time to time. Her high level of energy suggests that she prefers to act quickly, rather than wait for something to happen. She may enjoy the opportunity to establish and meet goals and to compete for rewards. Occasionally, Ms. Sample may be hesitant to make calls, but is able to push past that reluctance with a good motivational foundation to turn to.

SELF-STARTING

If given the opportunity to add excitement to her daily events, Ms. Sample usually accepts it with interest. The bustle and stress of a fast paced profession is very motivational for her. Ms. Sample can bring a very high level of energy to bear on work requirements and performance. She also has a strong enough self-reliance to set her goals slightly higher than those set by others. During difficult times or times of slow business, her initiative may wane, when her moderate level of drive needs replenishing. Ms. Sample will work out the details of how she will complete tasks on her own. Her autonomy and individualism are higher than most others, which leads to unique goal setting and accomplishment.

WORKING WITH A TEAM

It is often easy for Ms. Sample to lead others and direct the course of action yet she can also be more diplomatic than others. When competition takes form, she should be ready for the challenge and is willing to direct others toward that goal. However, it is not usually by the motivation of sales, but the opportunity to lead that her interest is likely to focus. Ms. Sample will often prefer to work out the details of how she will complete tasks on her own and may expect the same of the team. Her autonomy and individualism are higher than most others, so you may have to look for opportunities to develop her appreciation for the value of teamwork. It may be through the team that she can find the motivational energy that is occasionally difficult for her to summon on her own.



Critical Sales Behaviors

BUILDING AND MAINTAINING RELATIONSHIPS

With high self-reliance, Ms. Sample adds persistence to the establishment and maintenance of relationships. The pace at which she proceeds into relationship-building tasks may overwhelm some, so encourage her to practice the reading of a client's responses during initial communications. This way, she may be able to monitor her performance independently, satisfying her need for autonomy while improving her ability to create strong bonds with clients. Ms. Sample is usually willing to continue working toward an objective, even past regular working hours.

COMPENSATION PREFERENCE

When competition takes form, she will usually be ready for the challenge. The main reward for her is the chance to compete on a level playing field and to earn the outcome. With a high self-reliance combined with good competitiveness, she is willing to set up the external compensation needed. Ms. Sample will probably prefer to work out the details of how she will complete this on her own. Despite her high competitiveness, one of the most motivational aspects of sales for her can be the service she provides to a customer, and the satisfaction they express for that service.

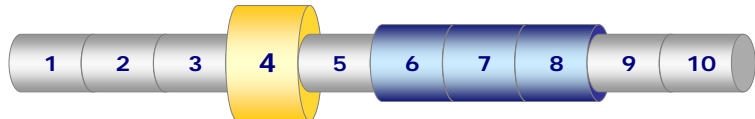


Coaching Recommendations

Sally Sample scored outside the Job Match Pattern for this sales position in the following areas. When working with Sally Sample, you might consider the following:

THINKING

Verbal Skill – A measure of verbal skill through vocabulary.



Job Pattern 6-8 **Score 4**

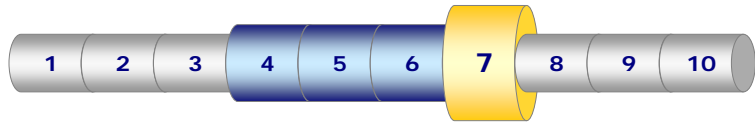
On the Verbal Skill scale, Ms. Sample scored below the Job Match Pattern for this sales position. This suggests that her ability to use a thorough vocabulary is less than the position typically requires and that she could have a problem with communicating ideas and concepts to prospects. Discussions with her should explore the possibility that for Ms. Sample, the position may be overly challenging and could lead to frustration and a reduction in effective, well-communicated sales.

- o Do not become overly ambiguous and obscure when providing instructions to her, rather follow a straightforward and structured line of communication.
- o When giving verbal instruction to her, do not make the communication too lengthy. Break down complex plans into individual sales goals. Have her report back to you after accomplishing one goal to receive the next one. Be very brief and straightforward.
- o Moderate the complexity of your language when communicating directives, procedures, and sales goals with Ms. Sample, who may prefer that sales goals be stated in a concrete and applied fashion.
- o To achieve the best results from communications with Sally, review instructions after they have been given, focusing on a step-by-step understanding of the information.



Coaching Recommendations

Numeric Reasoning – Using numbers as a basis in reasoning and problem solving.



Job Pattern 4-6 **Score 7**

On the Numerical Reasoning scale, Ms. Sample is above the Job Match Pattern for this sales position. This suggests that her ability to analyze data as part of the decision making process is greater than the position typically requires and that she may not be sufficiently challenged to maintain her interest and/or level of performance.

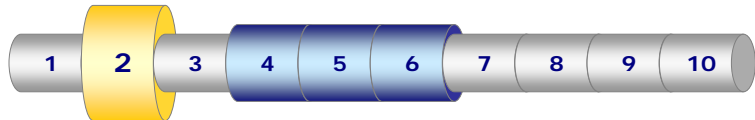
- Ms. Sample may be far more proficient in processing numerical information than is required for this sales position. She may experience frustration if not sufficiently challenged, but if little opportunity exists to practice this skill, then focusing on her motivational level may be appropriate.
- To avoid miscommunications when Sally is expressing complex numerical information to prospects, encourage her to utilize proper communication techniques that emphasize a common level of understanding between the client and herself.
- When making budgetary decisions, Sally can rapidly see where resources may be reallocated or redistributed, but may require additional or advanced assignments to make use of this ability and avoid a lack in motivation.
- Ms. Sample is very capable of assimilating numerical data to make sales decisions, but may be frustrated by a lack of challenge in this sales position. Address frustrations and provide ways to challenge her abilities.



Coaching Recommendations

BEHAVIORAL TRAITS

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



Job Pattern 4-6 **Score 2**

On the Manageability scale, Ms. Sample is below the Job Match Pattern for this sales position. Her willingness to follow standard procedures is less than the position typically requires. This suggests that her sales performance could be limited by one or more of the following tendencies:

- She could become frustrated when she feels that procedures are too intrusive and limiting.
- Ms. Sample possesses an opinion about procedural compliance that is more negative than positive. She could be difficult to lead, if her sales manager insists that procedures be followed precisely and consistently.
- She is quick to take and maintain a defensive position when a sales manager seems strictly bound by rules and procedures.
- Sally tends to relate to a procedurally-oriented sales manager in a defensive manner.

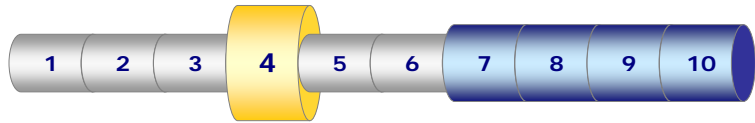
Coaching Suggestions

- As you direct her in following procedural guidelines, reward her compliance with occasional opportunities to express her personal freedom in other areas. Focus on primary sales goals and allow room for adaptation in secondary areas.
- While some compromises may be possible, to confront an attitude of opposition to organizational policies or procedures, a manager may need to clarify the options available to Sally in order to conform and thus concentrate on sales.
- Discussions with her should determine her potential for frustration within the procedural constraints of this sales organization.
- Assimilation into the organization's culture could be challenging, since conformity may be contrary to her basic perspective. Encourage as much adherence to your sales policies as is reasonable.
- Maintain a personal demeanor in face-to-face conferences, stressing the importance of her compliance and your availability as a facilitative sales manager.



Coaching Recommendations

Attitude – Tendency to have a positive attitude regarding people and outcomes.



Job Pattern 7-10

Score 4

On the Attitude scale, Ms. Sample is below the Job Match Pattern for this sales position. Her general response to others will be more guarded, compared to most salespeople in this position. This suggests that her sales performance could be limited by one or more of the following tendencies:

- Ms. Sample is inclined to question the motives of others in a negotiation.
- Sally is slow to accept the motives of those with whom she is dealing in a sales negotiation. She may even openly question the agendas of those concerned.
- Ms. Sample tends to take a defensive stance when negotiating a deal, rarely taking the word of negotiators at face value.

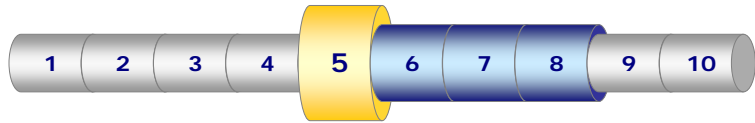
Coaching Suggestions

- If Ms. Sample begins to hesitate about accepting change, suggest discussion for a later time in order to redirect some of her distress. Give feedback on her performance to make positive steps toward more productive behavior.
- While maintaining a considerate demeanor, a sales manager could confront her on alternative solutions concerning her apparent low level of interpersonal trust and how she may contribute to sales successes.
- Provide her with an appropriate amount of time to discuss her feelings about a change process, but redirect her by providing a calm and cooperative expression in your behavior. Stress the necessity to focus on immediate sales goals.
- Discussions with her should explore the possibility that this sales position may require a level of trust from her that requires adaptation and training to develop.
- Building her basic trust with informal group activities can ease her doubts about the motivations of others. These activities can be as simple as lunchtime office meetings and informal sales goal meetings.



Coaching Recommendations

Decisiveness – Uses available information to make decisions quickly.



Job Pattern 6-8 **Score 5**

Ms. Sample achieved a Decisiveness score that is outside the Job Match Pattern for this particular position. Her ability to make quick decisions confidently may be different than the position typically requires and she could encounter some frustration under stress situations. This indicates that Ms. Sample is inclined to demonstrate any one or more of the following tendencies:

- Ms. Sample prefers to close a deal or make other decisions in a fairly cautious way, suspicious of the consequences and less aware of the need for timeliness.
- She can be an expedient decision-maker when given enough time and information, but has difficulty taking decisive action if she feels hurried or unprepared for the sale.
- Ms. Sample may occasionally delay important sales decisions, especially when she feels that preparations or organization need attending to first.

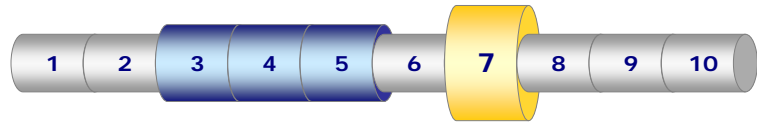
Coaching Suggestions

- Build her enthusiasm to be more decisive by example of your own capacity to act with a sense of urgency, even when under stress.
- Discussions with her should explore her potential for making decisions in a more timely manner after adequate training and analysis.
- Provide training in risk management as well as how to handle stress. This should improve the time necessary for Ms. Sample to make snap decisions under pressure.
- If Sally responds poorly to making quick decisions, encourage her by saying that we have to take risks when decisions are required in a timely manner. Build this risk acceptance by providing low risk situations, then building the potential for risk as she adapts.
- When under stress, Ms. Sample tends to make decisions patiently, so emphasize the importance of deadlines and making decisions without extended analysis.



Coaching Recommendations

Accommodating – Tendency to be friendly, cooperative, agreeable. To be a team person.



Job Pattern 3-5 Score 7

On the Accommodating scale, Ms. Sample is above the Job Match Pattern for this sales position. Her willingness to challenge objections is less than this sales position typically requires and she may have a problem with defending her sales objectives. Her performance could be limited by one or more of the following tendencies:

- Sally tends to underestimate serious conflicts and negative attitudes; she is sometimes too quick to seek solutions that alleviate perceived stresses involved in the sale.
- Sally wishes to please others often and may be frustrated by the more opportunistic culture of some sales environments.
- Ms. Sample may be too quick to accommodate others in order to avoid interpersonal conflict in a sales negotiation.

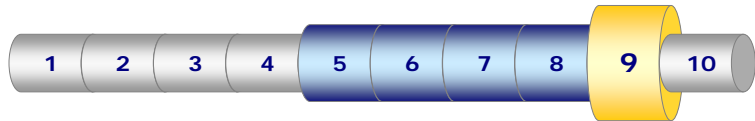
Coaching Suggestions

- Demonstrate the advantages of supporting one's personal sales agenda. By achieving this, she may see that the willingness to challenge the ideas of others can be an important part of reaching sales goals productively.
- If her level of accommodation is not conducive for your sales culture, training that encourages her to stand up for her ideas and personal priorities may enhance her motivation to achieve individual sales successes.
- If a less flexible sales style is often required to achieve success, instill a more spirited attitude in her that rewards unyielding results.
- Her strong level of accommodation may be helpful in some cases, but in other circumstances, this may not facilitate resolution. Instill the perspective that standing up for her objectives helps to create more dynamic results.
- If required, confront her apparent hesitance for challenging the ideas of clients or competitors by rewarding her efforts to avoid compromises. Publicly recognize her improvements when she stands up for her sales objectives.



Coaching Recommendations

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



Job Pattern 5-8 Score 9

On the Independence scale, Ms. Sample is above the Job Match Pattern for this sales position. Her self-reliance is greater than the position typically requires and she may become frustrated by the level of supervisory attention typical of this sales role. Her performance could be limited by one or more of the following tendencies:

- Ms. Sample would rather undertake sales projects independently, seeking support only when absolutely necessary to complete the deal.
- She is highly independent, possibly requiring constant redirection in a sales environment that does not encourage this much autonomy.
- Sally is a highly independent salesperson who prefers minimal guidance and coaching. Her high level of independence may create frustrations for an exceptionally intrusive sales manager.
- Ms. Sample prefers to pursue prospects on her own and will resist what she perceives as micro-management. She can become impatient with a sales manager or executive that demands constant progress updates.

Coaching Suggestions

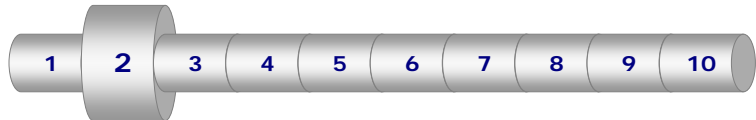
- When possible, allow Ms. Sample some breathing room to let off the pressure she experiences from supervisory attention. Remain authoritative without becoming authoritarian so that she may adapt more readily, focusing more on salesmanship than her ability to appreciate your office traditions.
- Maintain open communication with her to foster a closer supervisory relationship. Listen to her when she appears frustrated by the attentions of a supervisor and recognize her positive performance.
- Discussions with Sally should explore the possibility that this sales position may frustrate her independence and lead to a lowered sense of autonomy and freedom.
- Reinforce her acceptance of a structured sales environment. Reward her efforts to concede to this structure by allowing some independence in areas of lesser concern.
- Handle with care when collaboration and structure are required, but remain authoritative. Encourage a consultative relationship when her independence is contrary to the organization's sales objectives.



Coaching Recommendations

OCCUPATIONAL INTERESTS

Creative – Indicates interest in activities using imagination, creativity, and original sales ideas.



Ms. Sample does not show Creative activities as one of her top three interest areas. She may not find activities associated with this theme as motivating as those individuals who have been successful in this sales position.

