

# Sigma Performance Index - Sales

Report for: **Sam Sample**  
**March 12, 2007**

## Introduction

This interpretive report helps the reader understand how specific aspects of Mr. Sample's aptitude and personal attributes, including personality, behavior, and style, affect his anticipated sales and sales manager performance. Because of the candid descriptions used in this report, it should not be shown to Mr. Sample. This report is confidential and should not be placed in general personnel files or in other locations where unauthorized persons might access it.

The Sigma Performance Index - Sales (SPI-S) report is divided into three major sections: (A) a summary section; (B) a profile of scores on the aptitude component of the SPI-S; and (C) an executive summary, profiles and detailed analysis based on Mr. Sample's results on the attribute component of the SPI-S.

### A. SPI-S Summary

This section of the report shows Mr. Sample's overall scores on the aptitude and attribute components of the SPI-S.

### B. SPI-S Aptitude Scores

The timed **SPI-S** aptitude subtests provide a convenient, objectively scorable measure of general mental ability or intelligence. Research has consistently found that general mental ability is one of the best predictors of job performance across a variety of employment settings. In this section of the report, Mr. Sample's scores on the Verbal and Quantitative subtests are listed, as well as an Overall aptitude score based on both subtests.

### C. SPI-S Attribute Scores

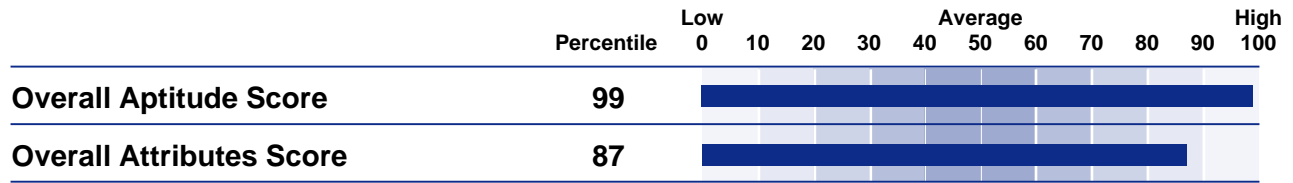
The scores and interpretations in this section of the report are based on Mr. Sample's responses to a series of work-related personality statements. In addition to summary profiles and profiles of the 28 sales dimensions, this section presents a detailed analysis of Mr. Sample's expected sales performance. A large number of research studies have found personality to be a useful predictor of job performance across a wide range of positions and organizations, including sales.

Mr. Sample's sales strengths and weaknesses, as described in this report, should be evaluated in terms of position requirements. It will be helpful to weigh each statement of expected performance in terms of how important it is to sales performance in your organization. It is also recommended that you consider the information presented in this report within the context of other candidate data (i.e. structured interviews, aptitude testing, past performance etc.).

## A. SPI-S Summary

The SPI-S predicts sales performance using two highly regarded measures: an aptitude measure, and a sophisticated measure of personality attributes. This summary page presents Mr. Sample's overall scores on both measures, and plots both scores on a performance grid that makes it easy to quickly evaluate and compare candidates. More detail on both the aptitude and attribute scores can be found in the body of the report.

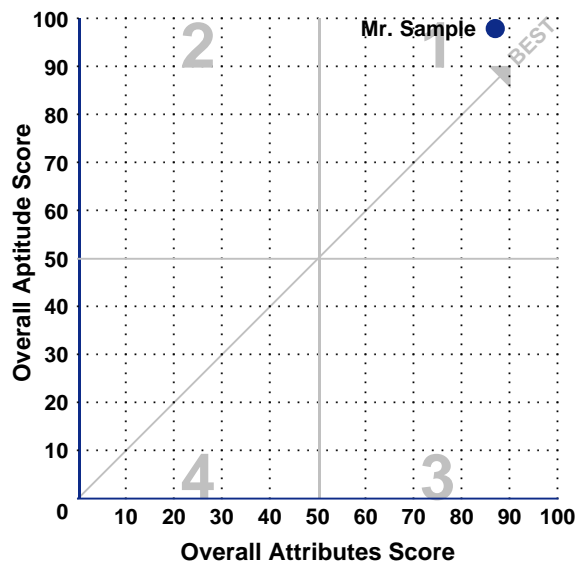
### Overall SPI-S Scores



The percentile score is the percentage of persons in the comparison group receiving a lower test score. A percentile score of 50 is average.

### Overall Performance Grid

*Explanation: Candidates falling in quadrant 1 have scored above average on both measures and have the greatest potential to succeed in the job role. Candidates falling in quadrants 2 and 3 are below average on one of the measures. Candidates falling in quadrant 4 have scored below average on both measures and have the least potential to succeed in the job role.*



Both Mr. Sample's aptitude and attribute scores are above average, indicating that he is likely to perform well in most sales positions. These above average scores point towards an ability to learn and apply sales skills, as well as a set of personality attributes that are conducive to sales success.

## B. SPI-S Aptitude Scores

### General Mental Ability (GMA)

The aptitude sections of the SPI-S are a measure of General Aptitude, or General Mental Ability (GMA). GMA is an indication of one's ability to reason, plan, solve problems, think abstractly, comprehend complex ideas, and learn quickly from experience. Research has consistently demonstrated that GMA is one of the best predictors of job performance, across a variety of jobs. GMA becomes increasingly important as jobs become more complex and ambiguous. Thus, a high score is generally necessary to perform well in highly complex jobs, is an advantage in moderately complex jobs, but provides less of an advantage in very simple and routine work.

### SPI-S Aptitude Scores

The SPI-S makes use of two subtests, **Verbal** and **Quantitative**, to measure General Mental Ability. The Verbal subtest of the SPI-S measures general verbal aptitude (e.g. knowledge of words and verbal concepts), and the Quantitative subtest measures math ability, reasoning ability, and problem solving skills. The Verbal and Quantitative subtests are combined to derive an **Overall Score** of General Mental Ability.

### Results:

	Raw Score	Percentile Score	Average									
			Low 0	10	20	30	40	50	60	70	80	90
<b>Verbal Subtest</b>	<b>33</b>	<b>99</b>										
<b>Quantitative Subtest</b>	<b>17</b>	<b>99</b>										
<b>Overall Score</b>	<b>50</b>	<b>99</b>										

**Explanation of scores:** Each raw score indicates the number of questions this job candidate answered correctly. Each percentile score indicates the percentage of people in a comparison group of job applicants who received lower scores than this job candidate. A percentile score of 50 reflects an average level of performance.

## C. SPI-S Attribute Scores

The attribute component of the SPI-S is a unique, empirically-based system that analyzes the strengths and weaknesses of sales and sales manager job candidates on 28 dimensions of expected job performance. It has been designed to serve as an aid in the selection and placement of sales professionals. A large number of research studies have found personality to be a useful predictor of job performance across a wide range of organizations and sales positions.

This section of the SPI-S report is divided into three parts: (1) an executive summary featuring three summary scores, (2) a set of profiles of performance characteristics divided into two broad skill categories, and (3) a detailed analysis of each of the aspects of sales performance.

### 1. Executive Summary

The Executive Summary contains an **Overall Sales Performance** score as well as two other summary scores: **Interpersonal Sales Skills** and **Task Orientation**.

### 2. Profiles

This segment presents Mr. Sample's scores on the 28 sales performance characteristics measured by the attribute component of the SPI-S. These scores are divided into two broad categories: **Cognitive and Interpersonal Sales Skills** and **Personal Sales Skills**.

### 3. Detailed Analysis

For each performance characteristic, the report contains a definition, a description of Mr. Sample's expected level of performance, and a set of statements describing the particular factors in his personality, interpersonal style, and method for organizing work that influence his level of performance on that sales skill.

All of the data and interpretations in this section of the SPI-S report are based on professionally supervised statistical studies of personality and performance in a wide variety of organizations. There is substantial evidence supporting the general accuracy of this report. Nevertheless, it should be recognized that 100 percent accuracy is not attainable in predicting human behavior. Accordingly, some statements will be more applicable to the respondent than will others. Where multiple interpretations and explanations are present, all explanations are helpful, but some will be more important than others, depending on the individual's particular situation and the requirements of his position. Some of the comments may appear to be excessively negative, but it is important to remember that a salesperson is usually not called upon to engage in activities requiring every skill analyzed in this report and that each position will emphasize a different pattern of sales skills.

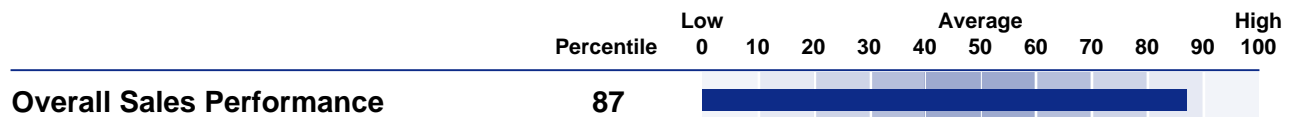
Occasionally, some interpretations might appear to be in conflict with others for related skills. These apparent inconsistencies are usually due to the imprecision of language, or to nuances of meaning attached to related aspects of personality. Try to focus on the overall pattern of interpretations, rather than on single interpretations.

## SPI-S Executive Summary

This page provides an overview of Mr. Sample's results. It begins with a chart based on the sum of all 28 sales effectiveness dimensions assessed by the survey section of the SPI-S. A second chart divides Mr. Sample's overall results into two broad dimensions, his *Interpersonal Sales Skills*, and his *Task Orientation* (his focus on completing the sales tasks for which he has responsibility). Finally, Mr. Sample's scores on these two broad dimensions are plotted on a performance grid with *Interpersonal Sales Skills* as the vertical axis and *Task Orientation* as the horizontal.

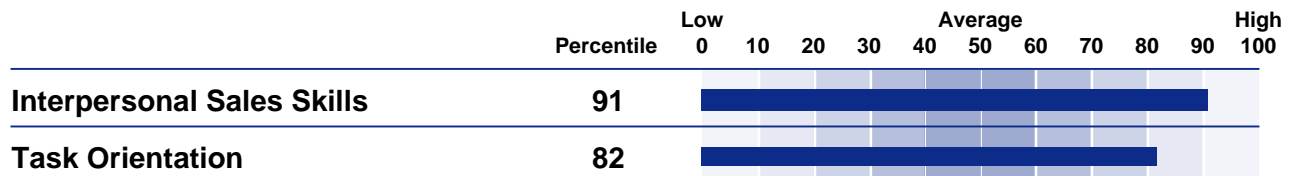
All scores in this report are expressed in terms of percentiles, which differ from percentages in that they compare Mr. Sample's expected sales performance with that of a large reference group. By definition, a score at the 50th percentile is average. For more information on percentiles and how to properly interpret this report, please refer to the 3SP manual.

### Overall Expected Sales Performance



The percentile score is the percentage of persons in the comparison group receiving a lower test score. A percentile score of 50 is average.

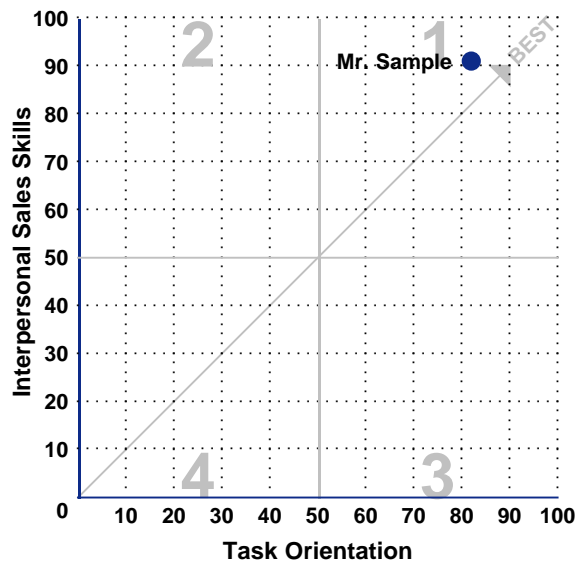
### Interpersonal and Task Orientation



The percentile score is the percentage of persons in the comparison group receiving a lower test score. A percentile score of 50 is average.

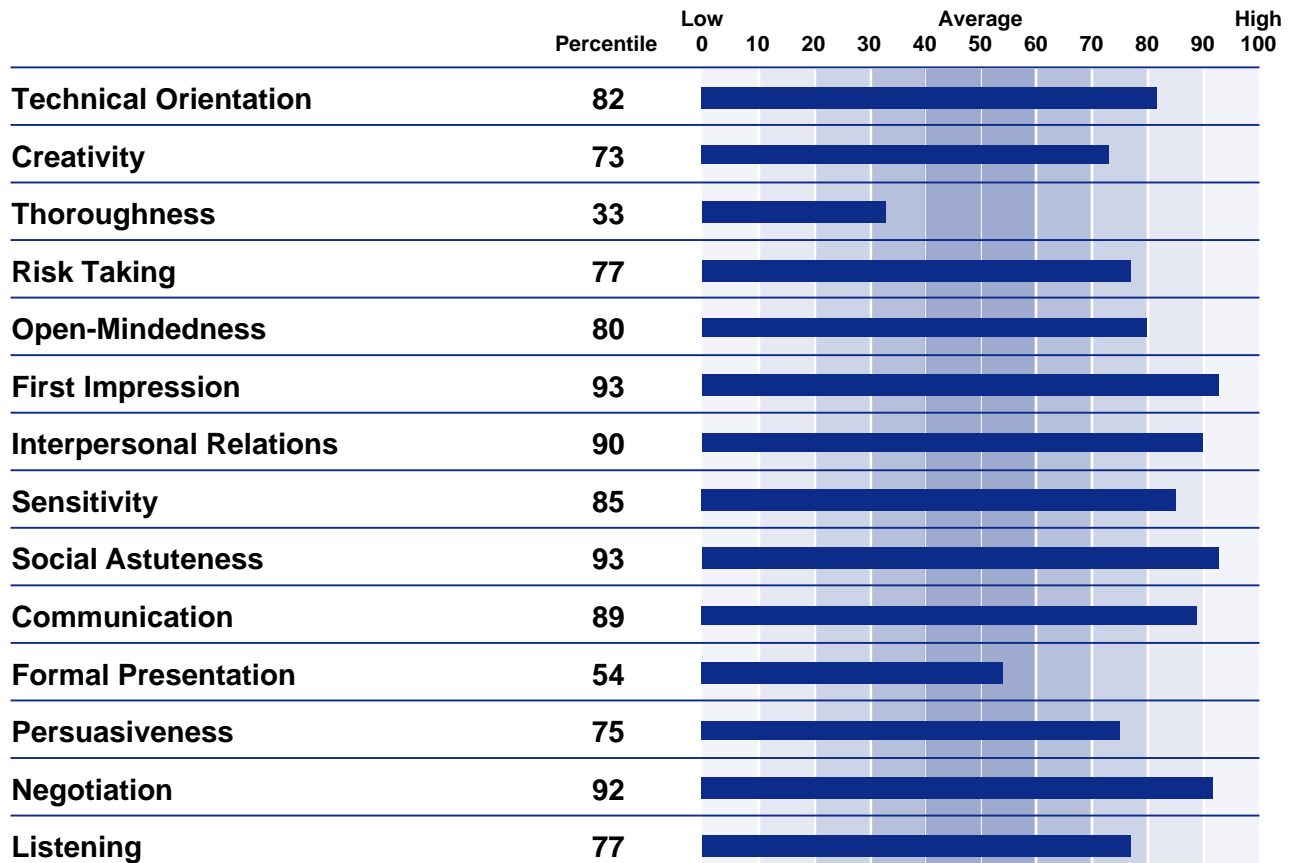
### Performance Grid

*Explanation:* Candidates falling in quadrant 1 have scored above average on both measures and have the greatest potential to succeed in the job role. Candidates falling in quadrants 2 and 3 are below average on one of the measures. Candidates falling in quadrant 4 have scored below average on both measures and have the least potential to succeed in the job role.



## SPI-S Profiles

### Cognitive and Interpersonal Sales Skills



*The percentile score is the percentage of persons in the comparison group receiving a lower test score. A percentile score of 50 is average.*

## Personal Sales Qualities

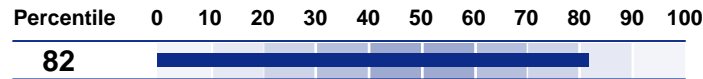
	Percentile	Low	Average										High
		0	10	20	30	40	50	60	70	80	90	100	
Achievement and Motivation	60												
Self-Discipline	49												
Flexibility	88												
Independence	71												
Self-Esteem	83												
Emotional Control	90												
Dependability	67												
Ambition	80												
Assuming Responsibility	82												
Vision	69												
Organizational Spokesperson	87												
Short Term Planning	83												
Strategic Planning	74												
Productivity	33												

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# SPI-S Detailed Analysis

## Cognitive and Interpersonal Sales Skills

### Technical Orientation

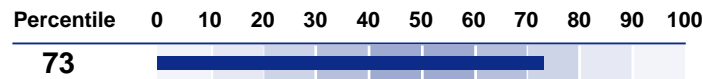


Specific proficiency or expertise acquired through education, training, or experience. Useful for acquiring information about technical products requiring in-depth knowledge, and presenting that information to potential customers.

*Mr. Sample's expected performance for TECHNICAL ORIENTATION is in the **HIGH** range.*

- Mr. Sample demonstrates not only technical orientation, but also a willingness to discuss technical issues with customers in a manner that others readily accept.
- Mr. Sample values innovation. He is therefore inclined to remain informed about new technical developments and to take the initiative to use this knowledge to increase his sales.
- Curious and investigative by nature, Mr. Sample enjoys becoming quietly proficient in technical matters.

### Creativity



The ability to initiate original and innovative ideas, products, and marketing approaches.

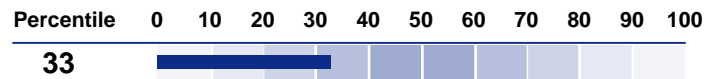
*Mr. Sample's expected level of CREATIVITY is in the **ABOVE AVERAGE** range.*

- Mr. Sample can be enterprising and resourceful. This inspires him to work towards finding new approaches when dealing with difficult marketing issues.
- Mr. Sample can be entertaining, and often seeks attention. He is therefore not afraid to promote his ideas.
- Advice and support-seeking individuals, such as Mr. Sample, communicate their creative ideas informally to team members. This allows them to refine ideas.
- Mr. Sample has a knack for presenting ideas in a positive manner, and developing a favorable impression of himself. This increases the probability that his new ideas will be championed by others.
- A preference for imaginative and original thinking helps Mr. Sample to find creative solutions.

## Creativity (continued)

- Daring and enterprising individuals, such as Mr. Sample, are likely to take the necessary risks to find inventive alternative approaches to marketing problems.
- Individuals who have self-confidence, like Mr. Sample, will find it easier to offer their creative ideas.
- This individual is, by nature, reflective and focuses his attention on probing beyond the obvious.

## Thoroughness

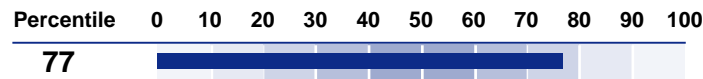


The ability to attend to detail and develop a comprehensive approach to marketing and sales.

*Mr. Sample's anticipated level of THOROUGHNESS is in the **BELOW AVERAGE** range.*

- Mr. Sample is entertaining and dramatic. His focus on being noticed sometimes causes him to overlook important details.
- High-energy people, like Mr. Sample, require a number of outlets to channel their energies. This might interfere with their ability to follow through with any particular task in a thorough manner.
- A creative flair in Mr. Sample detrimentally affects his ability to consider the details necessary to follow a selling plan completely.
- Daring and impetuous people, such as Mr. Sample, are likely to overlook details.
- Individuals who are confident in their own abilities, such as Mr. Sample, are less likely to worry about making mistakes and do not check and criticize their work as often as they should.
- Being outgoing and sociable may help Mr. Sample to make sales, but might hurt his ability to complete complex sales without taking the time to check for mistakes or oversights.
- Mr. Sample feels little need to focus his time on his work. His casual use of time might interfere with his thoroughness.
- Extroverted, sociable people, such as Mr. Sample, are distracted from paying attention to work details by a tendency to spend time engaged in conversations with others.
- People who are unconcerned with danger or catastrophe, like Mr. Sample, bulldoze their way through difficulties rather than meticulously attending to the fine points of marketing and sales.

## Risk Taking

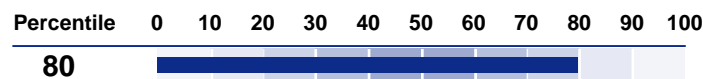


The willingness to take sound, calculated risks, based on good judgment, in situations where the outcome is uncertain.

*Mr. Sample's expected level of RISK TAKING performance is in the **HIGH** range.*

- Competitive and ambitious individuals, such as Mr. Sample, will often undertake reasonable risks in uncertain situations.
- Exhibitionistic and dramatic individuals, such as Mr. Sample, tend to be risk takers, especially in social situations.
- Astute and investigative, Mr. Sample makes sure he understands the problem so that his propositions reflect carefully considered, calculated risks.
- Mr. Sample will likely try to convey an image of a decisive spokesperson because it is a favorable image in our society and he wants to be well regarded.
- Individuals with a wide range of interests, such as Mr. Sample, are more likely to take risks than are more insular people.
- Mr. Sample is imaginative and creative and is accordingly likely to engage in risk taking behaviors when needed.
- Confident individuals, such as Mr. Sample, are willing to take the risks necessary for contacting sales prospects.
- Mr. Sample is a team player. He will effectively collaborate with others and take reasonable risks to further the goals of his group.
- Mr. Sample is by nature a daring risk taker who does not hesitate to seek out new opportunities.
- This individual's social astuteness makes him willing to go out on a limb when it comes to risk taking, because he believes that he can "read" people well.

## Open-Mindedness



Willingness to consider new ideas and approaches, as well as input from others. Open to suggestions from colleagues and client, and willing to adapt sales presentations to meet the clients needs.

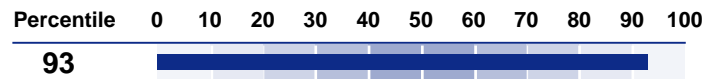
*Mr. Sample's expected level of OPEN-MINDEDNESS is in the **HIGH** range.*

- Individuals, such as Mr. Sample, who enjoy being dramatic, witty, and socially outgoing, are more likely to consider a wide variety of viewpoints.

## Open-Mindedness (continued)

- This individual is a sophisticated person who is skilled at persuading others. He will, therefore, probably be regarded as open-minded because he is prone to accommodating the wishes of others. He rarely expresses a negative opinion if it interferes with maintaining critical business relationships.
- Mr. Sample is comfortable with his own ideas and is not threatened by the proposals of others. He is willing to incorporate the feedback of clients and customers into his final sales proposals.
- This person's even-tempered, optimistic approach to life leads him to accept others' ideas with composure and a positive outlook.

## First Impression

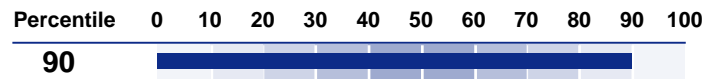


Ability to create a positive impact through social confidence, sincerity, dress, and verbal fluency. Making a good first impression will contribute to increased sales and recommendations.

*Mr. Sample's FIRST IMPRESSION score is expected to be in the **VERY HIGH** range.*

- Colorful, entertaining people, like Mr. Sample, tend to make a memorable first impression. This will likely contribute to future sales.
- Mr. Sample is motivated to think about and monitor how his behavior affects others. He is concerned with saying the right thing to make a favorable impression on clients. This helps him to create a positive first impression.
- Dependable and responsible individuals, such as Mr. Sample, are likely to be seen positively.
- Adventurous and bold individuals, like Mr. Sample, are likely to capture the interest of customers, thereby creating a good first impression.
- His social astuteness, savvy, shrewdness, and social boldness contribute to his effectiveness at creating a positive impression.
- Mr. Sample is a confident individual. Consequently, he probably finds it easy to create a definitive first impression on others.
- This individual's sociable, caring nature causes him to try to make a constructive impression on others.
- Mr. Sample is self-controlled and even-tempered. This contributes to his ability to win over others in an initial meeting.

## Interpersonal Relations

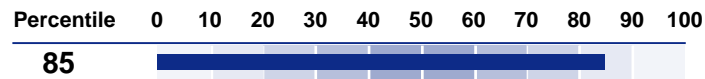


The ability to relate to others in an outgoing, friendly, warm, and personable manner enabling the person to enter into and maintain, over time, effective interpersonal relationships with business contacts.

*Mr. Sample is expected to demonstrate performance relevant to INTERPERSONAL RELATIONS in the **VERY HIGH** range.*

- Mr. Sample's socially bold, expressive style helps him to easily approach strangers and turn them into friends and customers.
- Enterprising individuals, such as Mr. Sample, do not shy away from approaching others to establish and maintain business contacts.
- Individuals, like Mr. Sample, who express themselves in a way that is seen as desirable, are likely to have few problems approaching and socializing with potential clients.
- This individual's social charm makes it easy for him to project an outgoing and friendly demeanor.
- This person's conscientious, considerate personality causes him to put the needs of others ahead of his own agenda.
- His positive outlook and social confidence make him a pleasant person to be with.
- Amicable and neighborly individuals, like Mr. Sample, naturally seek out positive business relationships.
- Mr. Sample's even-tempered and stable personality prevents him from damaging business relationships with emotional outbursts and tactless comments.
- Mr. Sample's self-assurance and poise helps sell his ideas and products.

## Sensitivity



The extent to which the individual is considerate, sensitive, and truly cares about the needs, concerns, moods, agendas, interests, and aspirations of others. Sensitivity is important in projecting a message to clients that they are understood and valued.

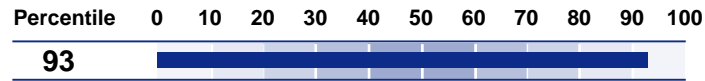
*Mr. Sample's predicted score on SENSITIVITY is in the **HIGH** range.*

- This person's patient, non-competitive disposition and non-demanding nature contributes to his reputation for being considerate of others.

## Sensitivity (continued)

- He is constantly vigilant about the effects that his comments and behavior have on colleagues and clients. Accordingly, he is likely to be regarded as sensitive.

## Social Astuteness

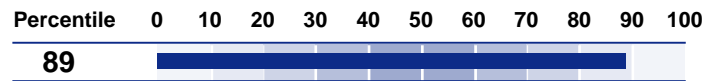


The ability to read accurately and respond astutely and diplomatically to customers.

*Mr. Sample's anticipated level of performance on SOCIAL ASTUTENESS is in the **VERY HIGH** range.*

- Mr. Sample readily shares his reasoning with clients. He will actively seek out the advice of more experienced people. Furthermore, he can convey the impression that he needs and values the customer. This contributes to him being regarded as socially astute.
- Mr. Sample is hard working and aspiring. He sets high goals for himself and recognizes that social astuteness will help him achieve these goals.
- Good natured and friendly people, such as Mr. Sample, are likely to understand the importance of diplomacy in achieving goals.
- An entertaining individual, like Mr. Sample, knows how to keep a client interested by playing on their needs and aspirations.
- Mr. Sample demonstrates high self-confidence. This permits him to focus attention on the customer's needs rather than on feeling uncomfortable or awkward. The result is that he is better able to "read" the customer more accurately.
- This person's shrewdness, charm, diplomacy, and subtlety make him an astute observer of the agendas of others. This helps him to increase his influence over them and to sell his ideas.
- Mr. Sample enjoys collaborating and seeking others' input and help with marketing proposals. They, in turn, tend to see him as effective, shrewd, and diplomatic.
- People who naturally portray themselves in a positive light, like Mr. Sample, are generally perceived as more socially astute.
- His understanding, conciliatory approach prevents him from making enemies or taking unpopular stands.

## Communication

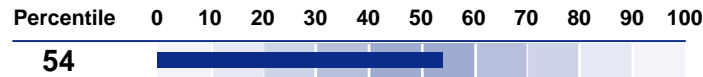


Keeping clients up to date with new products and services. Is able to communicate in a clear manner.

*Mr. Sample's predicted COMMUNICATION score is in the **HIGH** range.*

- Planful individuals, like Mr. Sample, schedule time to keep others apprised of product and service developments.
- This person's enjoyment of informal interaction with others provides ample opportunities for communication with clients and colleagues.

## Formal Presentation

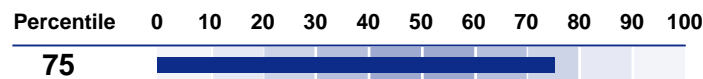


Ability to deliver an interesting, informative, and organized sales presentations.

*Mr. Sample's FORMAL PRESENTATION score is in the **SLIGHTLY ABOVE AVERAGE** range.*

- His social astuteness helps him to gauge the needs of the clients and to tailor his sales presentation appropriately.
- His preference for taking risks enables him to express unexpected ideas and interpretations to clients. In his presentations he is not averse to risk a negative response, but this venturesomeness can be viewed as a way of better appraising a client's interest, an approach that will likely increase their interest level, and Mr. Sample's sales.
- His showmanship and relish for being center stage makes a positive impact on an audience or customer.

## Persuasiveness



Ability to sell others on ideas, approaches, products, services.

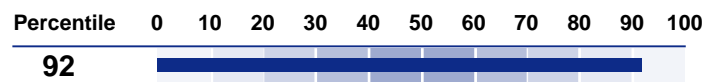
*Mr. Sample's level of performance on the dimension of PERSUASIVENESS is expected to be in the **ABOVE AVERAGE** range.*

- Mr. Sample has a knack for presenting himself and his marketing proposals in a favorable light, which helps to persuade customers that the product is sound.

## Persuasiveness (continued)

- Shrewdness and subtlety are traits that help Mr. Sample persuade others.
- Mr. Sample is persuasive in part because he truly enjoys others' attention and strives to be noticeable.
- His self-confidence makes him particularly effective at promoting ideas, products, or services.
- Mr. Sample is competitive, and can be demanding if his goals require it. These characteristics significantly impact his ability to sell his ideas and influence others to adopt his way of thinking.
- He is willing to take risks to influence others.
- Mr. Sample has a knack for winning others over and wanting to help him. This can be a useful strategy in persuading others.

## Negotiation



Ability to negotiate sales outcomes that satisfy both the needs of the client, and of the organization.

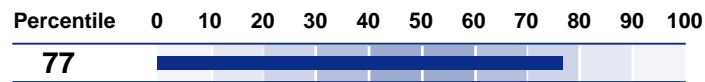
*The expected level of performance for Mr. Sample in NEGOTIATING places him in the **VERY HIGH** range.*

- Friendliness and warmth are qualities of an effective negotiator. Mr. Sample is sufficiently high on these qualities to employ them successfully in negotiation.
- Mr. Sample is not overly individualistic. His willingness to depend on others facilitates his entering into collaborative relationships with them, which in turn facilitates finding a common ground upon which both parties can agree.
- Mr. Sample is attentive to getting the job done well. This motivation helps him achieve positive negotiating outcomes, even under difficult conditions.
- Negotiators need to put marketing proposals forward in a positive light. Mr. Sample's ability to present ideas in a favorable manner facilitates his ability to be a successful negotiator.
- In negotiation situations, Mr. Sample is able to take calculated risks in order to resolve competing perspectives.
- Self-assurance helps Mr. Sample achieve positive outcomes in negotiation.
- Mr. Sample is an insightful, socially savvy person who is able to be charming and diplomatic, or assertive and forceful, as the negotiation requires.
- Mr. Sample is able to maintain his composure and self-control under the pressure of stressful negotiation. His composure contributes to achieving mutually satisfactory negotiation outcomes.

## Negotiation (continued)

- Because this individual is open, outgoing, and not shy about taking the initiative, he can create an atmosphere in which the trust and communication necessary for effective negotiation can develop.

## Listening



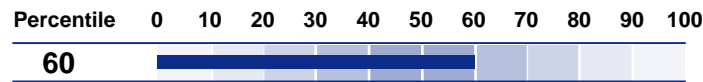
Ability to attend closely to the verbal communication of clients. Able to pick out relevant information and convey this information back to the clients, showing an understanding of the overall meaning of their message.

*Mr. Sample's score on LISTENING SKILL places him in the **HIGH** range.*

- Mr. Sample is composed and even-tempered and is likely to be seen as a good and patient listener. His optimism, tact, and discretion inspire the trust of customers and clients who feel he has heard them.

## Personal Sales Qualities

### Achievement and Motivation

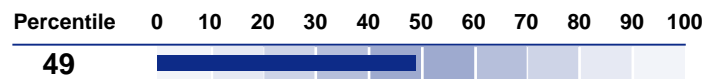


The energy and motivation to work hard, strive to be successful, attain ambitious goals, and complete difficult tasks. Highly motivated individuals are more likely to undertake challenging projects and to bring them to completion.

*The expected level of performance for Mr. Sample on ACHIEVEMENT AND MOTIVATION places him in the **ABOVE AVERAGE** range.*

- People who are charismatic and lively, like Mr. Sample, are often regarded by others as enterprising and motivated.
- An enterprising individual who likes to take chances, Mr. Sample is not afraid to "go out on a limb" in working towards difficult accomplishments.
- This person is hard driving, competitive, and goal directed. He is single minded in pursuing his objectives.
- Mr. Sample enjoys social activities. This helps him approach potential customers.
- His willingness to be drawn into a team and organizational goals facilitates his individual achievements.
- Mr. Sample is very concerned about the impression he makes on others. He strives to maintain his reputation as a motivated salesperson.

### Self-Discipline



The ability to resist impulse, maintain focus and see a project through to completion. Self-disciplined individuals are not easily distracted, are self-starters, and are able to adhere to a marketing plan.

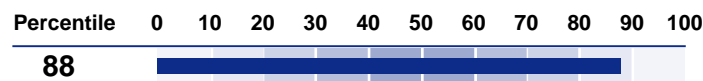
*Mr. Sample's SELF-DISCIPLINE score is in the **SLIGHTLY BELOW AVERAGE** range.*

- Individuals who are adventurous and bold in life, like Mr. Sample, are less likely to resist distractions.
- One needs to show a certain degree of caution and conservatism to maintain focus on completing a marketing proposal. This may be a problem for Mr. Sample.
- Self-assured individuals are more prone to barge ahead with a sales presentation without regard for preparation and potential difficulties. This may be true of Mr. Sample.

## Self-Discipline (continued)

- Highly sociable individuals, such as Mr. Sample, are more likely to become distracted by idle interactions with others and lose focus on closing a sale.
- Although warmth and friendliness in a salesperson are usually regarded as positive qualities, they do not always contribute to completing essential work assignments.
- A tendency to be preoccupied with gaining the attention of others can be a distraction for Mr. Sample. This might prevent him from focusing on completing sales in a timely, efficient manner.

## Flexibility

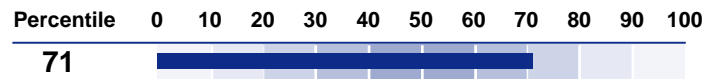


Ability to change and modify one's style or approach in order to adjust to changing circumstances or to attain an objective. Useful when trying to adapt one's sales presentation to customer's needs and expectations.

*Mr. Sample's expected performance level on FLEXIBILITY places him in the **HIGH** range.*

- Projects that have an element of peril appeal to Mr. Sample. Thus, it is not surprising that he shows flexibility in accepting risk when required.
- Self-assured individuals, such as Mr. Sample, are more likely to enjoy challenges. They remain confident of success even when they are assigned to a difficult sales job, on that requires that they adapt to the changing requirements of the situation.
- Mr. Sample is an outgoing person who is willing to assume novel roles to achieve his sales goals.
- Mr. Sample is an imperturbable person who copes effectively with everyday frustrations. This allows him to deal effectively with various customers and to change directions without becoming frustrated or rattled.
- He keeps his focus on the customer, seeking information about likes and dislikes and what is necessary to achieve a sale. With this information he is flexible regarding the means to achieve it.

## Independence

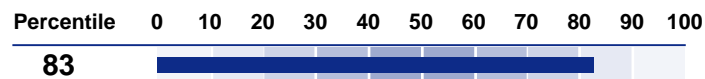


Ability to be self-starting and work independently of others when necessary. Useful particularly when the work is unstructured and the accomplishment of goals depends on one's ability to take initiative.

*The INDEPENDENCE score for Mr. Sample indicates that he is expected to perform in the ABOVE AVERAGE range.*

- Mr. Sample maintains high standards and is willing to work towards difficult goals. His desire to be successful is a strong impetus to independent task accomplishment.
- Mr. Sample is motivated to understand many areas of work and knowledge. This increases his independence, as he prefers to think through a problem by himself.
- Mr. Sample is likely to display the creativity and innovation that one would expect from an effective salesperson.
- A risk taker will likely learn to fend for himself on his sometimes daring business ventures. This is true of Mr. Sample.

## Self-Esteem



A high level of feelings of self worth and self-confidence. Self-assured people are often perceived as more convincing and credible.

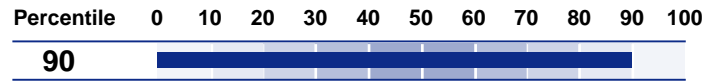
*The projected level of performance for Mr. Sample on SELF-ESTEEM places him in the HIGH range.*

- Mr. Sample is aware of his status and actively resists external threats to it. These characteristics discourage others from taking advantage of him and cause him to be seen as high in self-esteem.
- People with the ability and motivation to present themselves in a favorable light are more likely to be seen as self-confident.
- Mr. Sample is comfortable with people and has a high regard for his own social skills and abilities. Others generally perceive such people as self-confident.
- This person is a highly motivated, ambitious individual who has a clear idea of what his goals are. This impresses others as a sign of confidence.
- Mr. Sample realizes that he needs other people in his work, and cannot do everything himself. His assurance in asking others for their help contributes to him being seen as self-confident.

## Self-Esteem (continued)

- He is not afraid of entering uncertain situations or venturing optimistically into uncharted waters.

## Emotional Control

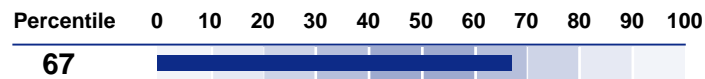


Ability to maintain personal composure during times of stress or pressure, when things are uncertain, or when faced with conflict or disagreement.

*The expected level of performance by Mr. Sample on EMOTIONAL CONTROL is in the **VERY HIGH** range.*

- A calm, contented and easygoing manner helps Mr. Sample avoid stress and conflict with co-workers and clients.
- Mr. Sample is unlikely to allow his on-the-job composure to be fractured. In the work situation he avoids strong personal feelings or emotional reactions to persons or events.
- Mr. Sample is successful at controlling feelings and frustrations at work. Even if displeased, one would not expect strong expressions of anger from him.
- Agreeable salespeople, like Mr. Sample, are more likely to be regarded as emotionally stable than are people who are aggressive or argumentative.
- This individual is diplomatic, tactful, and polite, even under stress. He is insightful, understands people, and avoids indiscreet comments. Customers will find this type of salesperson as emotionally stable and credible.
- Mr. Sample's steady, controlled style helps him avoid saying things he might later regret.

## Dependability



The ability to be counted on to meet commitments and deadlines. Dependability engenders customers' trust and contributes to future sales.

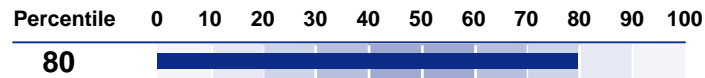
*Mr. Sample's DEPENDABILITY score is in the **ABOVE AVERAGE** range.*

- His organized, planful approach to meeting commitments ensures that he will be seen as dependable.
- Mr. Sample feels a strong sense of kinship with others in the organization. This leads him to take his obligations seriously.

## Dependability (continued)

- His ability to work on one thing at a time helps him complete jobs on schedule.
- Mr. Sample cares a great deal about conforming to client's expectations of his work. This motivates him to be dependable.

## Ambition

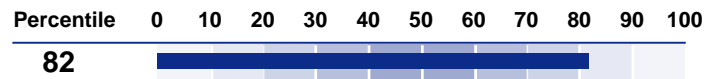


The desire for higher sales, more clientele, increased influence, and for promotion in the organization.

*The anticipated level of performance on AMBITION for Mr. Sample is in the **HIGH** range.*

- Ambitious people are more likely to be active, spirited, and eager, traits that describe Mr. Sample.
- Mr. Sample is in touch with customers' feelings and needs. He uses this understanding and their loyalty to him to implement his ambitious designs.
- Mr. Sample presents a favorable picture of himself to clients. This is consistent with his motivation to succeed.
- Mr. Sample displays a motivation to develop novel solutions to problems. This is likely to be noticed by those who are in a position to assign increased responsibility.
- Mr. Sample enjoys the risks that come with added responsibility.
- Mr. Sample is competitive and works hard to achieve his goals. As a result, he will likely strike others as highly ambitious.
- Mr. Sample is a social, affable person who will draw on his friendships to further his goals and increase his influence.
- This person is strong and energetic under stress. Tiredness or the possibility of illness does not interfere with his pursuit of additional responsibilities and clientele.
- Being outgoing and sociable creates an impression of the "go-getter" attitude that is associated with ambitious people.
- Organized individuals, like Mr. Sample, are more likely to seek and to obtain additional responsibility.
- Mr. Sample enjoys socializing with others. This helps his self-promotion.

## Assuming Responsibility

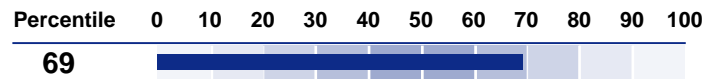


The willingness to take charge and exert influence, without being asked to do so. This is important to team-oriented sales initiatives and to sales management.

*Mr. Sample's expected level of performance in ASSUMING RESPONSIBILITY is in the **HIGH** range.*

- This person is concerned with excellence and is competitive. He will not hesitate to move to the foreground.
- His sociable nature and efforts to maintain associations with others, help Mr. Sample to take charge and influence others.
- He enjoys the company of others and seeks them out. Accordingly, Mr. Sample has no problem with assuming responsibility in a social situation.
- When placed in unstructured situations with uncertain outcomes, Mr. Sample is not afraid of assuming responsibility.
- A strong sense of teamwork facilitates this individual's willingness to take on the burden of leadership.
- His interest in change and improvement causes him to take charge and challenge the status quo.
- Mr. Sample is confident in dealing with others, making it easier for him to take charge than it would be for a shy or socially awkward person.
- Mr. Sample enjoys being the center of attention. Therefore, he has the inclination to take on additional responsibilities.
- Workers who like to present a favorable impression of themselves, such as Mr. Sample, are more willing to assist customers and take initiative.

## Vision



Seeing the "big picture." Having a sense of personal purpose and commitment to the organization and its products, and providing customers with a compelling vision they can believe in.

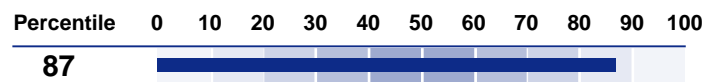
*Mr. Sample's expected performance exercising VISION is in the **ABOVE AVERAGE** range.*

- Mr. Sample's social savvy and ability to influence others help him to promote his vision and rally a group.

## Vision (continued)

- Mr. Sample feels secure and confident enough to pursue his vision.
- Mr. Sample's idealism about achieving excellence promotes a long-term vision of the future.
- Mr. Sample is a risk taker who is open to change and new experiences. Such individuals enjoy proposing visionary goals.
- Mr. Sample is a confiding individual who frequently seeks out others. As such, he is more likely to have long-term aspirations for the organization.
- Individuals such as Mr. Sample, who typically "put their best foot forward" in social situations, can effectively communicate their vision of the future.
- Mr. Sample's innovative and imaginative style helps him to develop an inspiration about future organizational directions and goals.

## Organizational Spokesperson

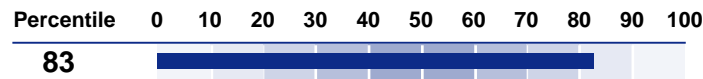


Serving as figurehead and spokesperson for one's organization, and effective in promoting their products and services.

*As an ORGANIZATIONAL SPOKESPERSON, Mr. Sample projected level of performance is in the **HIGH** range.*

- Mr. Sample is motivated to seek excellence. This contributes to him being a good representative in seeking maximum sales for his organization.
- His strong demeanor and composure under stress allow him to project a confident image that effectively represents his organization.
- A flair for the dramatic is an effective means for Mr. Sample to engage in dialogue that portrays a positive picture of the organization.
- Salespeople who find it easy to find the words to present themselves and their agendas well, such as Mr. Sample, are more likely to market their company's products and services effectively.
- Mr. Sample frequently looks to co-workers for ideas and support, which seems to help his ability to serve as a representative of the organization.
- A willingness to express himself in uncertain circumstances is the earmark of a dynamic and energetic spokesperson.
- Sophistication and persuasiveness are two traits that help Mr. Sample in representation.

## Short Term Planning

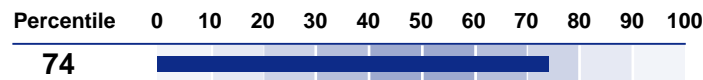


The ability to establish short-term action plans, sales goals, and marketing objectives, and to develop the steps needed to achieve them.

*Mr. Sample is expected to demonstrate performance relevant to **SHORT-TERM PLANNING** at the **HIGH** range.*

- A strong sense of duty and responsibility leads Mr. Sample to plan carefully in order to meet his commitments.
- This individual is organized, structured, and planful. He strives to ensure that work is completed.
- By seeking advice from co-workers Mr. Sample is able to build realistic sales plans and gain commitments to those plans.
- Mr. Sample's willingness to follow rules and direction helps his focus on setting priorities directed to achieving his sales goals.

## Strategic Planning

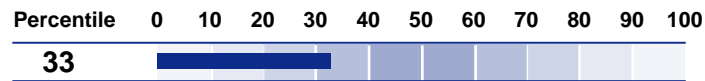


The ability to plan long-range sales objectives.

*Mr. Sample's projected level of performance in **STRATEGIC PLANNING** is in the **ABOVE AVERAGE** range.*

- Mr. Sample has a great deal of creative motivation. This helps him to create an insightful, compelling vision for long-term organizational effectiveness.
- Competitive individuals, such as Mr. Sample, appreciate the need to keep up with long-term marketing trends and competitive threats to the organization.
- Mr. Sample often seeks feedback from clients. This puts him in a better position to foresee long-term organizational trends, opportunities, and threats.
- Mr. Sample is motivated to explore topics in great depth. His reflective personality aids in making definitive, long-term plans.
- Daring individuals, such as Mr. Sample, are more willing to go where future outcomes are uncertain.

## Productivity



Accomplishing an above average quantity and quality of work.

*The projected level of performance of Mr. Sample on PRODUCTIVITY places him in the **BELOW AVERAGE** range.*

- Mr. Sample does not have a strong sense of urgency about time management. This has a negative impact on his productivity.
- Mr. Sample has a tendency to be dissatisfied with his work situation. Such people are inclined to be less productive.