

Profiles Sales Indicator™

CONFIDENTIAL

MANAGEMENT REPORT

Friday, January 4, 2008


Sally Sample

Demonstration Pattern-NOT FOR ACTUAL USE

Profiles International, Inc.

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Pattern Date: 6/6/2002 12:19:16 PM



*Building and Retaining
the
High-Performance
Company*

GUIDE TO THE JOB MATCH MANAGEMENT REPORT

The *Profiles Sales Indicator Job Match Management Report* presents the following information you will find helpful for managing Sally Sample:

- **Sales Indicator Summary** – This chart provides a snapshot of the Sales Success Qualities Sally Sample brings to the job. It shows the overall match to the job and individual scores. You will also see how the scores match the target pattern.
- **Sales Success Qualities** – This section of the report has a more complete description of the Sales Success Qualities you can expect from Sally Sample.
- **Critical Sales Behaviors** – This section describes Sally Sample with regard to seven Critical Sales Behaviors considered important for success in selling.

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

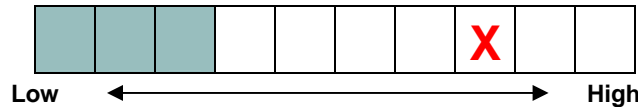
Sales Indicator Summary

Job Match Pattern: Demonstration Pattern-NOT FOR ACTUAL USE

Job Match Percent  69%

Competitiveness

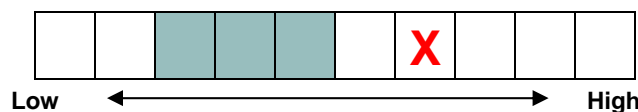
- Reserved
- Non-confrontational
- Cooperative



- Persuasive
- Confident
- Assertive

Self-Reliance

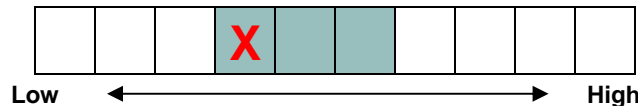
- Welcomes support
- Appreciates the need for procedures



- Independent
- Individualistic

Persistence

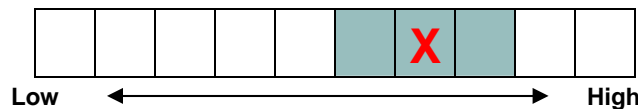
- Flexible
- Good sensitivity
- Limited follow-through



- Persevering
- Unwavering
- Emotionally tough

Energy

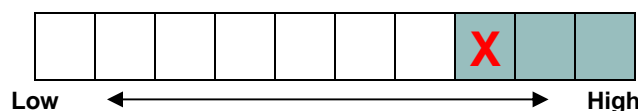
- Systematic
- Steady paced
- Patient



- High endurance
- Spontaneous
- Fast paced

Sales Drive

- Relaxed
- Unassuming
- Process focused



- Success oriented
- Outcome focused
- Internally driven

The shaded areas represent the range of characteristics provided by your organization for this job pattern.

The "X's" indicate this individual's scores.

The Distortion Scale deals with how candid and frank the respondent was while taking this assessment.

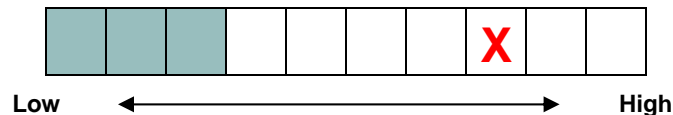
The range for this scale is 1 to 9, with higher scores suggesting greater candor.

The Distortion Scale score on this assessment is 9

Sales Success Qualities

This section further details the results for Ms. Sample. For each quality, you will see the Job Match Pattern and the score obtained. Following this, the bulleted statements from the individual's report are shown, along with comments directed toward her supervisor. Should the score fall outside of the Job Match Pattern, additional comments are provided.

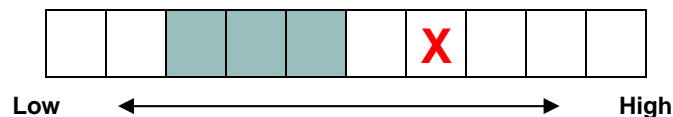
Competitiveness



On the Competitiveness scale Ms. Sample is above the profile for this Job Match Pattern. This suggests that her willingness to influence others and desire to win are greater than the position typically expects of its successful people. Discussions with her should explore the possibility that the position may not challenge her need for influence and competition, leading to a drop in her interest and/or level of performance.

- She rarely finds it difficult to express her ideas or defend her opinions to others. You may need to mediate, however, when her opinions are stated too forcefully.
- When competition takes form, she is often ready for the challenge. She should be willing to accept any level of challenge, but you may need to determine if her experience and abilities match the confidence she expresses.
- Her confidence in expressing herself may occasionally be misinterpreted as unwarranted pride. Overconfidence may come into play depending on her skill at being objective about her abilities and personal strengths.
- The assertiveness and competitiveness needed to pursue sales with confidence come naturally for her. She should express himself well with clients, if only rarely too forcefully.

Self-Reliance



On the Self-Reliance scale Ms. Sample scored comparably with most people. However, her score is above the designated profile for this particular Job Match Pattern. This suggests that her self-reliance is greater than the position typically requires but that she should have no problem with the capability to work under supervisory guidance. Interview questions should explore the possibility that the position may not be sufficiently self-directed to maintain her interest and/or level of performance.

The shaded areas represent the range of characteristics provided by your organization for this job pattern. The "X's" indicate this individual's scores.

- The challenge of making judgments on her own can be motivational for her, but her traits do not prevent her from working cooperatively, as needed. You should be able to expect her to share responsibilities with others at a level typical for most in her profession.
- Her above-average autonomy and individualism may often lead to innovative goal setting and accomplishment. You may have to occasionally define what works creatively in your sales environment and what is too improbable.
- She is willing to turn to another salesperson for advice when she encounters a unique problem at work, but tends to favor a reasonable level of self-sufficiency. Try to ascertain her present or ongoing need for independence and make yourself available when needed.
- If too much routine conformity is expected of her in the workplace, she may occasionally refuse to give in, choosing to try her own way to achieve objectives. If at all possible, allow for the space she needs. Even so, you may occasionally find it necessary to clearly define the limits of her freedom.

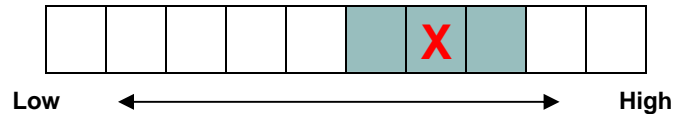
Persistence



- She could sometimes enjoy a project that did not demand great amounts of her private time. From a motivational perspective, it may be advantageous to provide room for personal time when you would rather request extra time of her.
- She may sometimes work at what she is most successful with, but sidestep risking failure in additional undertakings. Providing support and encouragement may build her ability to hazard potential failure in the pursuit of success.
- Other people may test her tolerance, especially when she is under great tension. This intolerance refers to emotional toughness. You may need to provide her with ways to blow off steam, as appropriate.
- Failure may be difficult for her from time to time, but she does seem to have the traits needed to accept occasional risk. Encourage her moderate acceptance of risk in order to enhance her overall sales effectiveness.

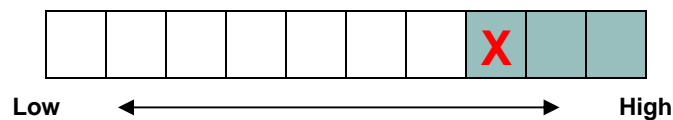
**The shaded areas represent the range of characteristics provided by your organization for this job pattern.
The "X's" indicate this individual's scores.**

Energy



- Coping with numerous responsibilities at the same time can create a moderate challenge for her.
- The hustle and bustle of a dynamic profession can be motivational for her, but she can appreciate the opportunity to relax and catch her breath. Provide opportunities to regroup and prepare for the next challenge.
- A place of work that is low in unplanned challenges can sometimes be monotonous for her; she may try to find fresh and stimulating objectives to keep her interested. Provide the extra stimulus needed if she shows signs of frustration or burnout.
- If given the opportunity to balance excitement with consistency in her everyday procedures, she usually accepts with interest. Too much of either may upset her balanced level of energy.

Sales Drive



- For her, the means to an end can usually be justified by successful accomplishment. This shouldn't imply conniving attitudes, but it is clear that she takes pride in the final product of success more than in the process.
- Although the service she provides to customers and clients is essential, the winning aspects of successful sales are the true reward of this profession for her.
- She is capable of making unpopular decisions when necessary, willing to force results in conflict-ridden conditions.
- She tends to call attention to individual merits over group results when applauding the work of others.

The shaded areas represent the range of characteristics provided by your organization for this job pattern. The "X's" indicate this individual's scores.

Critical Sales Behaviors

This section presents seven sales behaviors that were developed from a combination of Sales Success Qualities. They are typically considered important for success in most selling situations. The statements provided should be considered when working with Ms. Sample.

PROSPECTING

More often than not, Ms. Sample has the energy to hunt for opportunities. She tends to be most effective in prospecting when it is done in brief spurts of activity rather than over an extended period of time. Trusting her own ability to develop an approach, she will tend to display innovation in developing a list of prospects and qualifying them for a sales call.

CLOSING THE SALE

Ms. Sample is usually willing to move toward a close from the very beginning of the presentation. Her confidence and competitiveness are quite high. With an average level of persistence and a high level of sales drive, she should consistently demonstrate the motivation to present her product in the most favorable perspective and use a variety of approaches to help the prospect appreciate their need for the product.

CALL RELUCTANCE

Typically, call reluctance will be only an occasional hurdle rather than a real problem for Ms. Sample. Because of her resistance to rejection, Ms. Sample should show a consistent level of confidence when placing sales calls. She should be willing to pursue the sales process to completion in a consistent manner. Her high sales drive serves her well in pushing through any periods of doubt that may occur.

SELF-STARTING

If given the opportunity to add excitement to her daily events, Ms. Sample accepts it with interest. The bustle and stress of a fast paced profession is very motivational for her. Energetic and driven, Ms. Sample should prove to be an individual who takes initiative, gets things going during lull periods and uses resources to maximize such initiative. Ms. Sample tends to work out the details of how she will complete tasks on her own and is likely to accept additional challenges in order to satisfy her drive and energy. Her autonomy and individualism are higher than many of her peers, which leads to unique goal setting and accomplishment. Ms. Sample derives motivation from within, taking the lead as a source of encouragement to others. She may need greater competitive challenges in order to maintain her initiative and satisfaction.

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 perceived as rather dominant by some. When competition takes form, she should be ready for the challenge and is may be interested in directing others toward competitive goals. Her drive and individualism are high and this may occasionally overshadow her willingness to coordinate the team and encourage cooperative efforts. She may prefer to set her own direction and establish personal methods rather than doing so as part of a consensus. Rarely does it take an outside motivation, like the inspiration of the team, to get her going. Ms. Sample derives motivation from within, and may be willing to take the lead as a source of encouragement to others within the limits of her relatively high self-reliance.

BUILDING AND MAINTAINING RELATIONSHIPS

Ms. Sample is balanced in terms of her approach to building relationships. She has relatively high energy and autonomy under the right conditions. This should encourage her when initiating relations with clients, but may occasionally create boundaries for how much individualism she is willing to sacrifice. A relationship that suffers only an occasional snag when initiated is most favorable for her interpersonal style.

COMPENSATION PREFERENCE

When competition takes form, she will often be ready for the challenge. Ms. Sample is primarily motivated by winning and the chase that concludes with a successful sale. She has a highly developed drive for sales and a focus on getting results. She has a self-reliance that is higher than average, which should add to her motivation and compensation needs. Ms. Sample derives motivation from within, occasionally taking the lead as a source of encouragement to others. Although the service she provides to customers and clients is essential, the winning aspects of successful sales are the greatest reward for her.

NOTE: This job match pattern should reflect your expectations and/or how your top performers responded to the Profiles Sales Indicator. The report indicates how this individual's results compared with the job match pattern. A continuing review of the impact and effectiveness of this job match pattern is important to ensure that it reflects your company's needs and culture.

When using this report for decision-making, its contents should not be used as the basis for more than one-third of any decision. Profiles International, Inc. is only responsible for the contents of this report and is not liable for any unauthorized disclosure or misuse of the information contained herein.