

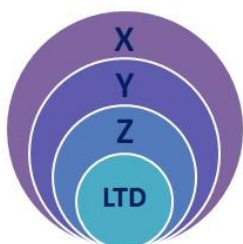


*Professionally Developed
and Validated Assessment Systems*

Sales Report

Candidate Name	SAM SMITH
Remote/In-House	Remote Candidate
Company	XYZ, Limited
Position	Sales Director
Hiring Manager	John Jones
Phone #	999-999-9999
Date	November 5, 2019
File #	19110028Sp

Created for:



This **Sales Report** is based on Mr. Smith's responses to the items on the eTest® personality inventory, an assessment instrument intended specifically for use in business organizations. It was developed and validated by licensed psychologists. It is used to help organizations select the right people for a wide range of jobs, and to help people realize their full potential by providing useful feedback for growth and positive behavior change.

This report was computer-generated and should be used in conjunction with other relevant information. It is based on natural personality traits which are relatively stable over time, and which influence behavior consistently in a wide range of situations, including the sales function. However, personality is not destiny. People can learn new skills and behaviors to modify the expressions of their fundamental personality traits.

Of course, there is no one best sales profile for all jobs. However, there are certain traits and behaviors that increase the chances for success in most sales jobs, and certain types of sales jobs require different approaches and behaviors.

Sales Type Scales. Our research indicates that salespeople can be described along four major dimensions:

1. General Sales Similarity (a broad scale indicating how similar the person is to people in a wide range of sales jobs)
2. Account Acquisition (the traditional hunter-farmer factor)
3. Strategic Selling (important in developing complex solutions for clients)
4. Team Coordination (necessary for marshaling an array of resources for the client)

Big Five Personality Factors. A person's general personality characteristics offer insights into how he or she might thrive in various sales roles. A consensus in personality research is that people can be described effectively using five major traits (often referred to as the Big Five):

1. Extraversion (the orientation towards people and the external world)
2. Emotional Reactivity (the tendency to be anxious, high strung or frustration prone)
3. Behavioral Control (which includes discipline, conscientiousness and detail orientation)
4. Agreeableness (the inclination to be affable, harmonious and cooperative)
5. Complexity (the orientation towards strategic, conceptual and complex ideas)

General Observations. The General Observations section includes statements about interpersonal style, motivational makeup, problem-solving approach, and leadership style and potential.

Development Summary. Developmental Summary presents observations about most the individual's likely strengths and potential gaps as applied to the sales function.

Additional Information. This page provides background about the development of the report and suggestions for using it.

General Sales Similarity - 61 2 3 4 5 **6** 7 8 9 10

This scale was empirically developed by comparing the profiles of people in sales roles to those in other business roles (technical, customer service, administrative, etc.). High scorers describe themselves as having many of the typical characteristics of salespeople (e.g., persuasiveness, high energy, sociability). Low scorers may be able to succeed in sales, but may find it necessary to develop unique approaches and to be successful with those parts of the job that may not come naturally. People with higher scores may find greater long-term success and career satisfaction in sales.

Account Acquisition - 61 2 3 4 5 **6** 7 8 9 10

At the high end of this scale, we find people who are aggressively active, who enjoy cold-calling and who like to push for quick and measurable results. They are often referred to as Hunters. On the low end, the Farmers are generally better suited for positions that require comfort with ambiguity, patience, maintenance activities and the opportunity to deal with a limited base of established clients.

Strategic Selling - 21 **2** 3 4 5 6 7 8 9 10

Strategic selling demands a thorough, multi-faceted and broad-vision approach. It requires the ability to deal with a longer, more complex sales cycle and to craft unique solutions. People in these jobs usually need stronger technical knowledge, more creativity, more political savvy and more sustained patience and attention. Their contacts are usually at a high organizational level. The tactical sale is generally characteristic of the smaller customer, of the less complex sale and the shorter cycle. People who are successful here are usually focused, quick, energetic and single-minded. Tactical sales positions often reward activity and impatience.

Team Coordination - 31 2 **3** 4 5 6 7 8 9 10

Team coordination skills facilitate the often difficult internal sale. They help people bring together the sometimes widely spread resources from his/her organization to meet the customer's needs. This may involve project management skills, political savvy in securing help and the ability to inspire or cajole support. Jobs low in team coordination generally require relatively little follow-up by the sales person. Delivery/installation mechanisms are routine and usually run by others, allowing the person to focus entirely on selling and relationship building.

EXTRAVERSION



Low Score Meaning

Introverted, socially reserved
 Shy, preference for working alone
 Private and self-sufficient

High Score Meaning

Extraverted, sociable
 Gregarious, expressive
 Prefers to work with people

EMOTIONAL REACTIVITY



Low Score Meaning

Calm, relaxed, unemotional
 Stress-tolerant, not easily frustrated
 Even-tempered, complacent

High Score Meaning

Tense, anxious
 Impulsive, high-strung
 Emotional, expressive

BEHAVIORAL CONTROL



Low Score Meaning

Spontaneous, adaptable
 Impulsive, undisciplined
 Low detail-orientation, careless

High Score Meaning

Disciplined, tenacious
 Conscientious, detail-focused
 Controlled, stubborn, inflexible

AGREEABLENESS



Low Score Meaning

Blunt, driven, intense
 Direct, independent, abrupt
 Little need for harmonious relationships

High Score Meaning

Cooperative, likable, approachable
 Soft-hearted, easygoing, passive
 Motivated to please people and get along

COMPLEXITY



Low Score Meaning

Focused interests, tactical, practical
 Hands-on, active, not introspective
 Little interest in intellectual issues

High Score Meaning

Broad intellectual and academic interests
 Free-thinking, reflective, strategic
 Open to new ideas and complexity

His profile suggests a reasonably good fit for sales. People with such patterns of results see themselves as similar to other sales people and are likely to understand what it takes to perform successfully on the job. They should be able to hunt effectively, but also take care of existing accounts. People with similar results are likely to show many of the following characteristics and to be perceived in the following ways.

Interpersonal Style

- Balance between people and task orientation
- Likable and low-key manner
- Builds relationships gradually, but generally well
- Accommodates others' needs
- Not likely to have a big ego
- Comes across as likable once others get to know him/her

Motivational Makeup

- Most dependable with clear tasks and incentives
- Benefits from some external reinforcement
- Sustains performance more effectively when tangible rewards are forthcoming
- External displays of enthusiasm are likely to be variable
- May not initiate things directly
- Usually reliable when given a task

Problem-Solving Approach

- Highly structured and focused
- May have perfectionistic standards
- Generally most effective in well-defined environments
- Strong with routine and procedure
- May be a stronger implementer than innovator
- May need help seeing shades of gray

Leadership Style and Potential

- Obedient and responsive to direction
- Reluctant to take charge
- Not likely to be an influencer of peers
- May not be ready for broader roles
- Benefits from supervision and encouragement
- May function best as individual contributor

The most effective developmental strategy for most people is usually to leverage and fine-tune their strengths rather than to try to fix everything they may think is a problem. Of course, if one's potential liabilities are central to success in a particular role, they should be addressed. If it proves too difficult to make adequate progress on potentially limiting factors, a reassessment of career choices and direction may be in order. A good counselor or coach who understands business in general and sales in particular may be of invaluable assistance to help focus on developmental options and to facilitate further growth and development. The following points should help focus on developmental opportunities. Although not all of them may apply, most people find them to be accurate and helpful.

PROBABLE ASSETS

Practical and tactical.

His approach to sales is likely to be focused, hands-on and practical. He is probably more at home with clearly defined objectives than with ambiguity or academic exercises. People with similar profiles are typically more oriented towards tactical, focused and real-time activities rather than philosophical or theoretical issues. They tend to be more practical than strategic in their sales style.

Sense of duty.

He will typically conform to the expectations of his role, his superiors and the organization. People with similar profiles are usually seen as dependable, responsible and duty-oriented. They usually handle the administrative details of a sales role effectively.

Discipline.

He is probably task-focused and disciplined in his approach to sales. He should be able to add a sense of organizational structure and definition to his efforts. He is likely to be organized and procedure-oriented, and to have a consistent approach to his work.

Action-focused.

He is likely to be more strongly oriented towards action than planning and reflection. People with similar profiles typically push for immediate results and show little inclination towards slower step-by-step methods. They are usually quick to respond to customer needs.

POTENTIAL LIABILITIES

Overly tactical.

His results suggest that he needs to pay greater attention to big-picture, strategic issues. Left to his own devices, he may be overly practical, conventional and tactical in a sales role. People with similar profiles tend to have little patience with complex issues or with problems they feel are overly academic. He may need occasional assistance and seasoned second opinions when dealing with new, strategic, intellectually complex or ambiguous sales problems.

Overly conforming.

People with similar scores usually conform tightly and approach sales in a conventional manner. This sometimes interferes with their ability to respond to changing or unusual customer needs in a spontaneous and flexible fashion. They tend to rely too heavily on structured, by-the-book approaches. He may need reminders of the importance of flexibility, appropriate rule-bending and non-traditional solutions.

Possible stress-proneness.

He had a relatively low score on a measure which is correlated with supervisory ratings of stress management skills. Although this doesn't necessarily indicate major problems, it may mean that he is more worrisome, anxious and tense than is immediately apparent. He may benefit from training and coaching on productive stress management techniques and coping skills.

Development of the Profile. The Sales Report was designed by licensed psychologists from Management Psychology Group. It was designed to help select successful sales people and to help people assess their own unique combinations of personality characteristics and preferences as they relate to the sales role. The factors presented in this report were developed empirically from an analysis of real companies, real jobs and real performance data on real people. We analyzed over 100 sales jobs to determine their underlying dimensions, then examined the responses of over 3,000 sales people from 47 companies to identify recurring themes. In addition to scales developed from the analysis of actual performance data, the report includes insights gained from extensive experience in assessment and test construction/validation in business organizations.

Normative Database. The people in the database upon which this report was developed are mostly college-educated. They are above average in terms of general intelligence and are more socially outgoing and dominant than a randomly selected group. This means that this person completing this personality measure is being compared to a relatively strong sample of people, so the bar is high.

Use for Selection and Placement. If this report is used to help in the placement decision, it should be only one data point to be considered in combination with your own interview observations, reference checks, background screens and other relevant sources of information. When used properly, it can be a powerful addition to the selection process, but it should not be the sole basis for hiring decisions. The eTest personality inventory upon which this report is based has been validated in a wide range of jobs, but it should also be validated in your own environment and culture if it is part of the selection process. Be sure you also consider the unique nature and needs of your organization, especially this particular sales job. Although we can provide an estimate of this candidate's capacity in each of these areas, you need to determine how important these factors are in your organization.

To what extent will the candidate need to maintain existing accounts vs. acquire new business?

Will he/she need to coordinate resources within the company?

Is this a tangible commodity sale or will the person be required to develop unique solutions for each customer?

Do you have a short sales cycle, or is it longer and more complex?

Use for Self-Development or Coaching. If you are using these results to assess your own readiness for a sales position or if you are focused on the further development of your skills in your current role, it may help to get one or more outside opinions. This report reflects the way you described yourself but others may see you differently. The more extreme a particular score, the more likely it is to reflect a key attribute of your makeup and sales style. There are several validity checks built into the interpretive system, but the accuracy of these results depends on how well you know yourself and on your motivation to describe yourself accurately.