



ALC

Analyst-Link Commentary tm

Examinee: - **ERIC JAMES**

Company: - ABC Industries

Job Title: - Sales Representative

Sales/Reliability

INSTRUCTIONS:

The information contained in this report is designed to assist in understanding and interpreting traits necessary for success in Sales. Read the header information atop each page.

This report comments on multiple behavioral dimensions including:

- ◆ Analyst-Link Commentary (*Job Suitability Ranking*)
- ◆ Behavioral Hierarchy
- ◆ Ideal work environment
- ◆ Sales Work-style Characteristics (*Approach to the job*)
- ◆ Keys to Motivating
- ◆ Keys to Managing
- ◆ Checklist & Communication Receptors.
- ◆ Areas for Improvement
- ◆ Action Plan
- ◆ Reliability Register

SAMPLE REPORT

ANALYST INSIGHTS

INFORMATION:

Behavioral research suggests that the most effective salespeople are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent) and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

BEHAVIORAL HIERARCHY:

The Examinee's key traits are shown on this page starting with their greatest strengths and ending with traits that may require additional development.

- ◆ *Ratings of 9.0 to 10. Indicate Superior levels of competency*
- ◆ *Ratings of 7.0 to 8.5 are Above Average*
- ◆ *Ratings of 6.0 to 6.5 are Average*
- ◆ *Ratings of 5.5 to 5.75 are Marginal/Trainable*
- ◆ *Ratings of 5.0 to 5.5 are Marginal*
- ◆ *Ratings of 4.0 to 4.75 are considered to be Below Average*
- ◆ *Ratings of 3.0 to 3.75 are Poor*
- ◆ *Ratings of less than 3.0 are areas of concern.*

ANALYST-LINK COMMENTARY - Workstyle Insights & Development

To better understand the importance of work-styles

go to: www.analyst-link.net

Enter the following user name: understanding

Enter the following password in lower case type: workstyles

FOR A FREE TRAINING & DEVELOPMENT PROGRAM

Go to: www.analyst-link.net

*Enter the following user name: **success***

*Enter the following password in lower case type: **guide***

Select the ALC Success Discovery Process workbook (11)

ANALYST-LINK COMMENTARY

Overall Job Ranking as: **Outside Sales**

Examinee: **Eric James**

Overall Job Suitability: **79% Above Average**

If examinee's work history were more stable; overall rank would be: **85% Excellent**

NOTE: Sales knowledge not a contributing part of this assessment. Administer the Sales Strategy Index.

Pre-Hire Standard:	Examinee/Comparison to Standard:		
Achievement Factors: 8.68	9.07	SUPERIOR	-Higher
Task/Detail Factors: 6.22	5.50	Marginal	-Lower
Selling Factors: 7.86	7.73	Above Average	-Lower
Merged Reliability Factors: 5.00	4.32	Below Average	-Lower
COMPENSATING FACTORS: 6.94	6.65	Good	-Lower

Turnover Propensity:

Possible Risk

Ability to work on commission:

Years of Education: 14

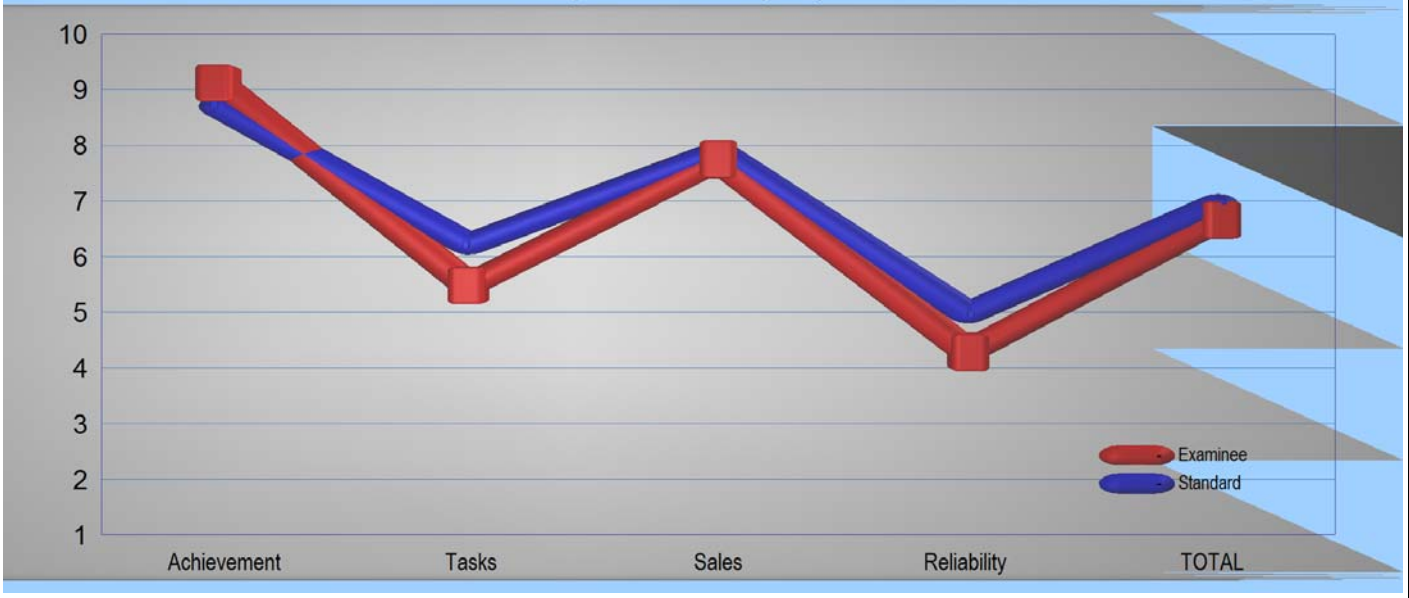
Number of Jobs in last 10 years: 6

Number of years in the workplace: 4

Examinee job turnover exceeds normal range. Verify References.

Comparison: Examinee/Standard

Examinee represented by square markers



WORK-STYLE ANALYSIS: Natural = **Persuading Conductor**

Adapted = **Conductor**

NOTES:

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Territory Development Sales

Analyst Comments & Custom Training Guide

Eric James

Overall Behavioral Inventory (Strength) : 75.00%

Job Title: **Outside Sales**

Merged Reliability Register Rating: 71.43%

Achievement standard for this job: **High**

Natural Work - Style: **Persuading Conductor**

Adapted Work-Style: **Conductor**

Traits & Propensities	Standard	Examinee	TRAINING RECOMMENDATIONS
SELLING PROPENSITIES:			
Closing	5.50	9.33	
Handling Objections	9.25	7.50	- Focused effort necessary.
Empathy/Listening Skills	9.50	8.00	- Focused effort necessary.
Preparation/Thoroughness	6.75	6.00	- Some training recommended.
Presentations/Communication	9.17	8.00	- Focused effort necessary.
Prospecting/rejection	9.25	9.00	- Minor review helpful.
Follow-up/Thoroughness	5.50	6.75	
Servicing after the sale	8.00	7.25	- Some training recommended.
Sales Propensity Averages->	7.86	7.73	- None
ACHIEVEMENT PROPENSITIES:			
Challenge/Competitiveness	9.25	10.00	
Persuasiveness	9.21	7.75	- Focused effort necessary.
Results/Goal Orientation	8.00	9.50	
Self Confidence	8.50	8.75	
Motivation/Self Directed	8.42	9.33	
Achievement Averages->	8.68	9.07	- None
TASK RELATED PROPENSITIES:			
Client Relations/Sociable	9.00	7.00	- SUBSTANTIAL training required.
Information/Fact Gathering	5.67	5.50	- Minor review helpful.
Paper Work/Reports	4.00	4.00	
Task Propensity Averages->	6.22	5.50	- Overall training recommended.
RR & A-L RELIABILITY->	5.00	4.32	- Some training recommended.

Interviewer
Comments:

Development Notes:

PRE-HIRE

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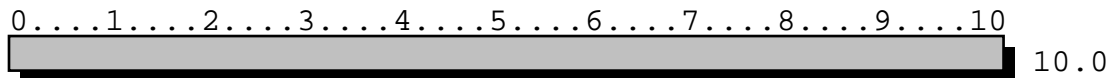


BEHAVIORAL HIERARCHY

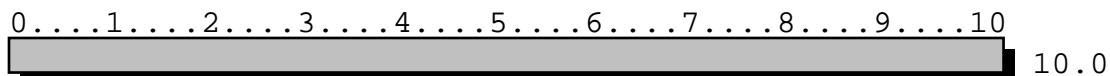
The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

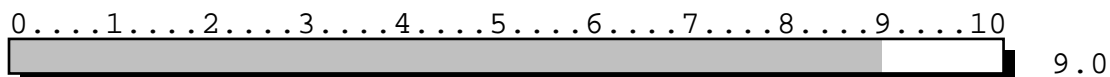
1. URGENCY



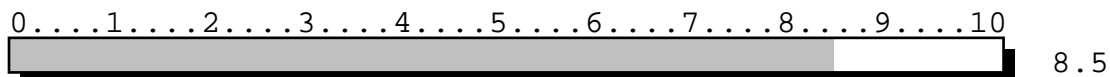
2. COMPETITIVENESS



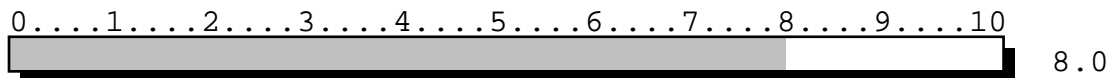
3. VERSATILITY



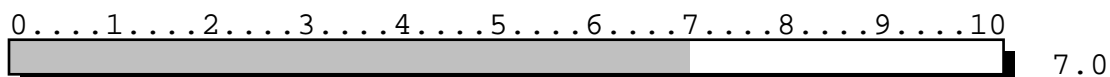
4. FREQUENT CHANGE



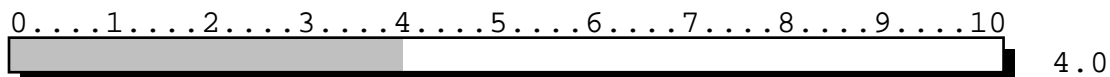
5. FREQUENT INTERACTION WITH OTHERS



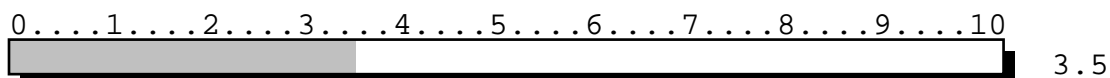
6. CUSTOMER ORIENTED



7. ANALYSIS OF DATA



8. ORGANIZED WORKPLACE





IDEAL ENVIRONMENT

This section identifies the ideal work environment based on Eric's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Eric enjoys and also those that create frustration.

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

- Works for a manager who makes quick decisions.
- Support team with sense of urgency.
- Activities, and more activities.
- Freedom from controls, supervision and details.
- New products and new ideas to sell.
- Forum to express ideas and viewpoint.
- An innovative and futuristic-oriented environment.
- Nonroutine work with challenge and opportunity.



SALES CHARACTERISTICS

Based on Eric's responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the job. Eliminate or modify any statement that is not true based on sales training or experience.

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Eric is the type of individual who, when under pressure, displays a tremendous sense of urgency to meet his sales goals. He will want to sell new and unusual products or services. Motivated by his many interests, he prefers an ever-changing work environment. He is a self-starter, generally resourceful and readily adaptable to many sales situations. He finds the actual sales process much more rewarding than completing all the paperwork involved. He may be so self-confident about this ability to sell to anyone he may fail to qualify the prospect adequately. Eric sets high sales goals for himself. He sees the benefit of joining organizations as a way to meet his sales goals. He loves the challenge presented by sales. He sees it as a great opportunity to compete with himself and others. He is comfortable in a sales environment that contains variety and/or high pressure situations.

Eric may display his impatience if the buyer raises too many objections. He wants to close the sale and get on to the next challenge. He may become defensive if he hears objections to a service or product he helped to develop. He doesn't always take the time to anticipate the outcome of a sales call. He may be intent on making an efficient presentation and unintentionally omit details and supporting information. Eric's usage of



SALES CHARACTERISTICS

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

sales aids may be higher if he participated in developing them. Eric usually dominates the sales presentation. He prefers a fast and to-the-point approach, which may be too fast and blunt for some buyers. He may not use enough facts to overcome objections; that is, he likes the challenge presented by the objection, and may attempt to answer, whether he has all the facts or not.

Eric will be direct and positive with his closes. He can be persistent and friendly at the same time. He prefers to service his accounts using one of two methods: excellent service for those accounts he likes, or those with potential; adequate or poor service for those accounts he doesn't like, or with little potential. He often promises more service than he can deliver, especially if he must be the person to deliver. He usually has too many activities going on to fulfill all he promises. He generally concentrates on selling new accounts as compared to servicing his present accounts. New accounts represent a challenge, while servicing old accounts may be dull and too routine. Eric usually closes soon and often. He will close many sales the competition has sold but failed to close. Eric's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach.



KEYS TO MOTIVATING

This section of the report was produced by analyzing Eric's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with Eric and highlight those that are present "wants."

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Eric wants:

- A wide scope of activities.
- New challenges and problems to solve.
- Prestige, position and titles so he can control the destiny of others.
- Generalized work with few, lengthy and detailed projects or reports.
- More time in the day.
- Opportunity to verbalize his ideas and demonstrate his skills.
- Changing environments in which to work/play.
- Support troops to follow through with his part or detail work.
- Power and authority to take the risks to achieve sales results.
- Freedom from routine work.
- Control of his own destiny.



KEYS TO MANAGING

In this section are some needs which must be met in order for Eric to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Eric and identify 3 or 4 statements that are most important to him. This allows Eric to participate in forming his own personal management plan.

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Eric needs:

- An awareness of the parameters or rules in writing.
- Consistency.
- Annual physicals because of his activity level and work intensity.
- To adjust his intensity to match the situation.
- Budgets to help prioritize his expenses.
- To be confronted when in disagreement or when he breaks the rules.
- Systems to follow.
- To understand his role on the team--either a team player or the leader.
- To know results expected and to be evaluated on the results.
- To negotiate commitment face-to-face.
- Deadlines for completion of work.
- A work environment with many activities.



CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Eric. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Eric most frequently.

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Do:

- Understand his sporadic listening skills.
- Stick to business--let him decide if he wants to talk socially.
- Be specific and leave nothing to chance.
- Provide questions, alternatives and choices for making his own decisions.
- Provide facts and figures about probability of success, or effectiveness of options.
- Expect acceptance without a lot of questions.
- Come prepared with all requirements, objectives and support material in a well-organized "package."
- Provide systems to follow.
- Give strokes for his involvement.
- Use his jargon.
- Motivate and persuade by referring to objectives and results.
- Support the results, not the person, if you agree.



AREAS FOR IMPROVEMENT

In this area is a listing of possible limitations without regard to a specific job. Review with Eric and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

Eric has a tendency to:

- Take objections lightly.
- Dislike routine work--call reports, etc.
- Talk too fast for the logical and detail-oriented buyer.
- Become defensive and overreact to certain objections.
- Use fear as motive for buying.
- Represent himself with more authority than he may have.
- Be weak at providing follow-up service if client has little potential for future sales.
- Be a situational listener--hears only what he wants to hear.
- Dominate a sales presentation.



ACTION PLAN

COMPLIMENTARY REPORT - NOT FOR SALE OR SEMINAR USE

The following are examples of areas in which Eric may want to improve. Circle 1 to 3 areas and develop action plan(s) to bring about the desired results. Look over the report for possible areas that need improvement.

- | | |
|--|--|
| <input type="checkbox"/> Customer Service | <input type="checkbox"/> Closing |
| <input type="checkbox"/> Prospecting | <input type="checkbox"/> Product Knowledge |
| <input type="checkbox"/> Preparation | <input type="checkbox"/> Personal Goals |
| <input type="checkbox"/> Presentation | <input type="checkbox"/> Other |
| <input type="checkbox"/> Handling Objections | |

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Area: _____

- 1.
- 2.
- 3.

Date to Begin: _____ Date to Review: _____

Reliability Register

INFORMATION:

The Reliability Register (RR) measures Reliability, Work-ethic, Integrity, and response to supervision. It is often used in Non-management positions where high turnover is an issue.

Below Statistical Standard
71.43% Reliability

- Caution !

RELIABILITY REGISTER

01/24

* The Reliability Register is intended to assess what might be called the dependability factor. It is not intended to measure any attribute other than reliability, work - ethic, and integrity.

Examinee: **Eric James**
 Company: ABC Corporation
 Job: Sales

Reliability **Normal Range with some Negative Reliability Tendencies.**

Persons with this score can often be described as, or exhibit the following traits:

Appreciative, moderate, can be moody and temperamental, exhibits positive & negative traits.

Comparative Data: Job Standard/ 84% Examinee/ 71% Shortfall: -12.36

Analyst comment: **Caution! Significant Shortfall. Verify references and job history.**

Note: Requires supportive supervision, monitoring, & direction until acclimated to the job.

APPLICABLE NORMS:

1. High School Students	Male: 76%	Female: 82%
2. College Students	Male: 80%	Female: 83%
3. All non-delinquents	Male: 78%	Female: 83%
4. All Delinquents	Male: 60%	Female: 58%
5.> Sales Personnel	Average: 84%	

General Range:	Males	Females
Superior	86 - 100	88 - 100
Above Avg.	79 - 85	81 - 87
Normal	71 - 78	74 - 78
Borderline	61 - 70	63 - 73
Doubtful	60	62

The RR on the basis of present evidence measures a factor more relevant to job performance in routine, non-management situations than in settings where executive decision making, risk taking, and innovation are predominant functions. In such areas the RR should be combined with a behavioral assessment. The RR can be used with literate subjects aged 15 years and over. Scores may be interpreted in two different ways. One emphasizes the negative, asocial pole of the responsibility continuum (low scores on the test) and the other stresses the positive, conforming end (high scores). If the testing problem is to identify a small number of highly conscientious diligent persons, then attention should be centered on the subjects with the highest scores. If the problem is to screen out slipshod, and indifferent persons, emphasis should be on the lowest scores. Results indicate that it is possible for intelligent subjects to increase their scores by faking. Scores for males can rise about 7 percent on the average, and those for females about 5 percent. Norms presented above are based on testing in different cities and states. It can be inferred from these norms that, in work settings, about two-thirds of the male subjects can be expected to score between 74 and 88%, and two-thirds of female subjects between 74 and 90%. It should be noted, any evaluation has a margin for error. Scores should be interpreted in conjunction with other information including biographical data, prior work record, interviewers impressions, etc. Arbitrary rejection of an applicant on the basis of failing by a point or two on a single, specific test is never a justified procedure.

SALES INTERVIEW QUESTIONS

1. *What aspect of sales do you find most enjoyable?*
2. *What do you like least about being a salesperson?*
3. *Why do you want to work for this company?*
4. *Have you taken any sales training courses recently?*
5. *What do you expect from your sales manager?*
6. *Have you ever been mis-managed? - How did it affect you?*
7. *In your last job, what was your most significant accomplishment?*
8. *Do you use the internet or contact management software?*
9. *What are your career goals?*
10. *How do you plan to achieve these goals?*
11. *How do you handle obnoxious prospects or clients?*
12. *Of all the jobs you've had; which did you like least? - Why?*
13. *Why should we hire you?*