



**STRICTLY CONFIDENTIAL  
INDIVIDUAL ASSESSMENT REPORT**

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The purpose of the assessment has been to provide further information to  
assist with the recruitment of:

**Mr. Joe Sample**

*On: Wednesday, 26<sup>th</sup> of July 2006*

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# Sales Behaviour Profile

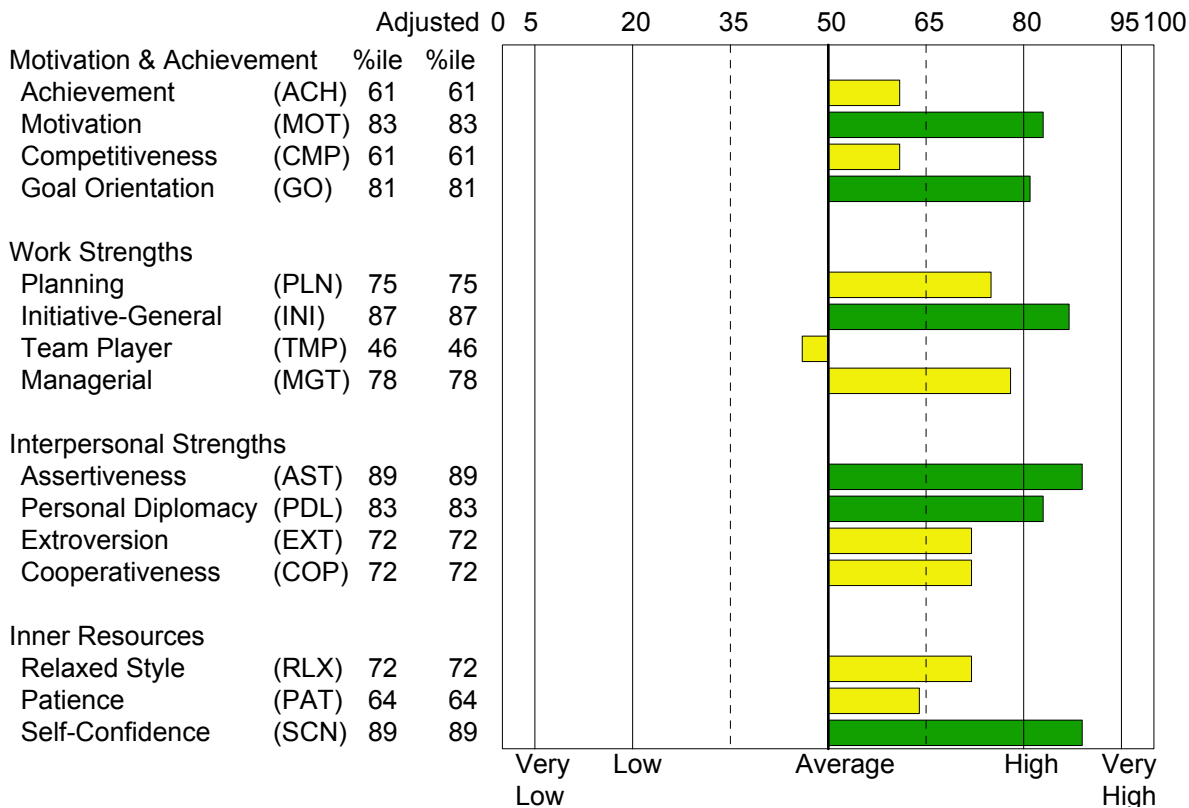
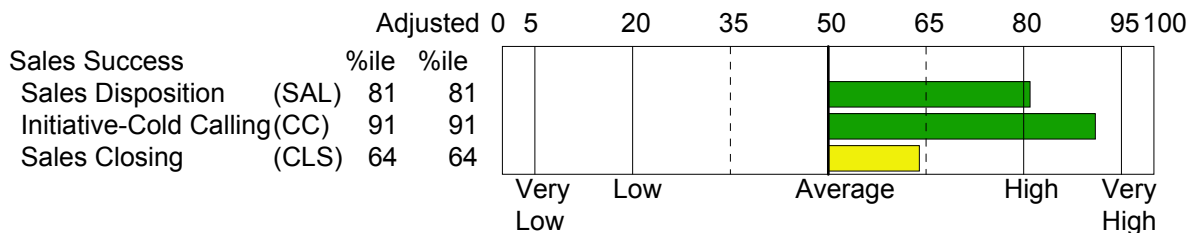
## Report Summary

■ = Low or Very Low

■ = Average

■ = High or Very High

BASICALLY RECOMMENDED FOR SALES, BUT WITH IMPORTANT AREAS THAT COULD BE IMPROVED. Mr. Sample's basic sales strengths include a strong sales disposition and the ability to make cold calls. He may have difficulties in some areas essential for sales performance, such as closing sales and following through in completing tasks. He may not be motivated to be competitive. More detailed information is provided in the body of this report.



## Validity and Response Style

The Validity and Response Style scales represent Mr. Sample's level of attention to the meaning of sales' statements (Inconsistent Responding) and tendency toward positive (Self-Enhancing) or negative (Self-Critical) self-presentation.

The Inconsistent Responding (INC) score of 3 indicates that Mr. Sample paid appropriate attention to the meaning of sales' statements when giving responses, and is not likely to have responded carelessly or in a completely random fashion.

Mr. Sample obtained a Self-Enhancing score (ENH) in the 35th percentile. This suggests a style of self-presentation that may often be modest, minimizing accomplishments, special skills, or other strengths. Others are likely to describe Mr. Sample as modest. In addition, the Self-Critical (CRT) score below the 2nd percentile suggests that he may be less likely than most to make statements that are highly self-critical or reflect weaknesses.

## Sales Related Characteristics

**Sales Disposition.** The Sales Disposition score (SAL) indicates the degree to which an individual's results are similar to those observed for people who are successful in sales careers. This SAL score in the 81st percentile suggests that this individual's responses are similar to those of successful salespersons. The obtained Relaxed Style score in the 72nd percentile suggests that Mr. Sample is likely to be especially effective in handling stress in sales situations. The Self-Confidence score in the 89th percentile is typical of a person who will project self-confidence in a sales situation.

**Cold Calling.** The Initiative-Cold Calling (CC) score summarizes an individual's responses to statements from the Initiative-General scale that reflect characteristics necessary for success in cold calling activities. The obtained CC score in the 91st percentile for Mr. Sample suggests that he has the characteristics required to be consistently effective in making cold calls. With a Self-Confidence score in the 89th percentile, he is likely to feel self-confident and self-assured when making cold calls.

**Sales Closing.** The Sales Closing (CLS) score indicates the degree to which an individual's results are similar to those observed for people who are successful in closing sales. The CLS score in the 64th percentile for Mr. Sample suggests that he may have difficulty closing sales in certain situations or for some types of sales.

**Customer Service/Inside Sales.** Individuals with this profile will be more diplomatic than most people, which can be a real asset in a customer service or inside sales role. Mr. Sample is likely to be patient in some situations but not in others. He is likely to be relaxed in most customer service and inside sales situations.

Additional consideration of the Sales Success characteristics reflected by Mr. Sample's responses is provided in the following detailed interpretation of the general sales' scale scores.

### **Motivation and Achievement Characteristics**

The Motivation and Achievement scales describe a person's orientation toward achievement and inner drive to achieve.

The Achievement (ACH) scale score reflects an individual's ability to follow through and complete tasks and to achieve specific goals. It is also related to the amount of interest that a person has in intellectual or conceptual work. The ACH score in the 61st percentile for Mr. Sample indicates his or her achievement level may be average, but he will probably perform at a higher level in areas of high interest. He is likely to perform at least at an average level in most areas, including sales, and has at least an average level of attention or energy available for intellectual reasoning or conceptual work. His achievement in academic areas is likely to be low or moderate but he may achieve at a higher level in subjects of particular interest to him. The ability to perform and follow through is likely to be apparent at work or in this individual's career history.

The Motivation (MOT) scale score is intended to represent a person's inner drive, commitment to achieve, and the strength of inner emotions, needs, and values. This MOT score in the 83rd percentile indicates a person whose motivation or inner drive is relatively high for certain personally important goals and not for others.

The Competitiveness (CMP) score is closely related to all aspects of sales performance. It reflects the need to win, to perform better than others, or to surpass standards of achievement or performance. This individual's CMP score in the 61st percentile suggests that he is likely to value competitiveness, but only in areas that are particularly important to him. He may give a high priority to competitiveness in some sales situations and not in others.

The Goal Orientation (GO) scale describes the extent to which an individual sees himself as having clear goals and objectives. Mr. Sample's GO score in the 81st percentile indicates that he consistently has clear goals and objectives. He is likely to focus attention on goals and objectives in all areas, including sales, to a greater degree than do most people.

## **Work Strengths**

The Work Strengths scales describe actual work habits and attitudes towards working alone and with others.

The Planning (PLN) scale score reflects a person's tendency to use time-management, scheduling, and organizing and planning strategies to achieve goals. The PLN score in the 75th percentile suggests that he will plan, organize, and apply effective work habits in areas of high interest. He may attend to details and plans enough to succeed in projects or tasks of high interest, but may not apply this same level of concentration to tasks that are uninteresting, boring, or unrelated to major goals. This may affect Mr. Sample's performance in general.

The Initiative-General (INI) scale indicates a person's level of comfort in taking independent action. The INI score in the 87th percentile suggests that he is likely to display a high level of initiative and is willing to be a self-starter in sales as well as other areas.

The Team Player (TMP) scale score relates to a person's level of comfort in working together as part of a team or interdependent work group. This TMP score in the 46th percentile suggests Mr. Sample is likely to be equally comfortable in an independent sales role or working as part of a sales team or work group.

The Managerial (MGT) score represents the degree to which a person's work strengths combine with achievement, motivation, interpersonal strengths, and inner resources in a pattern similar to that of individuals in managerial and supervisory roles. This individual's MGT score in the 78th percentile suggests that his or her general characteristics are moderately similar to those of individuals in sales management or supervisory roles. Mr. Sample is likely to be able to delegate authority and to have some ability to inspire and motivate others. He may be seen as having moderately good overall management potential.

## **Interpersonal Strengths**

The Interpersonal Strengths scales describe ways in which a person is likely to engage in interactions with others in the work environment.

The Assertiveness (AST) scale score provides a gauge of an individual's directness in expressing himself and in dealing with others. Mr. Sample's AST score in the 89th percentile indicates an individual who is likely to be consistently more assertive than most other people.

The Personal Diplomacy (PDL) scale score reflects a person's tendency to use tact and diplomacy in dealing with others and to display sensitivity to the feelings and ideas of others. For this person, the PDL score in the 83rd percentile suggests that he is generally very diplomatic, tactful, and highly aware of the reactions of others.

The Extroversion (EXT) scale score indicates the degree to which a person sees himself as socially outgoing. For this individual, the EXT score in the 72nd percentile indicates a person who is moderately extroverted. Mr. Sample may be seen to be as extroverted and outgoing as the average person in business, sales, or social situations.

The Cooperativeness (COP) score indicates a person's level of comfort in working closely with others and in taking the lead from others. A low COP score does not necessarily indicate uncooperativeness, but may indicate independence or aggressiveness in dealing with others. This may be an asset in some sales situations. This COP score in the 72nd percentile suggests that Mr. Sample is likely to be cooperative. He is likely to consistently display an effective balance between aggressively pursuing his or her own priorities and adapting to others in a sales situation. He is likely to use an optimal level of aggressiveness when working with others.

### **Inner Resources**

The Inner Resources scales describe the kind of work-related inner resources that a person brings to the work environment.

The Relaxed Style (RLX) scale score describes the ability to remain free of tension and unworried in the face of stress. This RLX score in the 72nd percentile describes a person who is generally relaxed.

The Patience (PAT) scale indicates a person's ability to effectively cope with frustration encountered in completing tasks or in conflict-laden situations. This individual's PAT score in the 64th percentile suggests that he may be described as moderately patient. Mr. Sample is likely to display an effective balance of patience and impatience in pursuing sales opportunities.

The Self-Confidence (SCN) score is an indicator of the level of confidence and self-assurance an individual brings to his or her work. The SCN score in the 89th percentile suggests Mr. Sample is, in general, self-confident and self-assured.

## **Additional Profile Characteristics**

In addition to the interpretation of single scores on the sales' scales, some specific combinations of Sales Success Characteristics, Motivation and Achievement Characteristics, Work Strengths, Interpersonal Strengths, and Inner Resources are associated with particular approaches to the work environment.

Often, individuals with this combination of scores are seen as relaxed and outgoing, and they reach out to relate to others in most business, academic, or social situations.

## **Career Interest Areas**

Some clusters of sales' items are often observed to be associated with the traditional Realistic, Investigative, Artistic, Social, Entrepreneurial, and Conventional occupational interest areas.

Mr. Sample is likely to have a moderate level of interest in:

- Activity-oriented occupational areas such as skilled trades, engineering, armed services, police, and firefighting, or similar technical and service occupations.
- Investigative or academic, scientific, and technical occupational areas such as medicine, education, computers, science, and similar areas.
- Artistic or aesthetic areas such as graphic arts, writing, advertising, music, fine arts, or similar areas having a strong aesthetic or craft component.
- Social or educational and social service areas such as teaching, social work, social service direction and recreation, or counseling.
- Entrepreneurial or legal, political, and business endeavors such as marketing, management, or merchandising.
- Conventional business areas such as accounting, banking, office work, and office management.

## **Sales Recommendations – Can be offered as feedback to candidate**

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These recommendations, based on the sales' test profile, are for the purpose of enhancing specified sales skills and attitudes. The recommendations can be used for self-improvement by salespersons either on their own, or together with their supervisors, sales managers, or colleagues.

### **Sales Disposition**

Your high level of interest in sales is similar to that of successful sales people. This is a strength that will help you perform well in meeting the challenges and demands of a productive sales career. When you encounter obstacles to your sales achievement, you can fuel your efforts by recalling the things that you like about sales and remembering that the enjoyment itself will be a prominent feature of your success.

### **Initiative-Cold Calling**

You are likely to be successful at making cold calls. This is a key area for success in sales, and a very difficult one for most people. Therefore it is a strength that you should continue to cultivate. However, you may discover a tendency to escape into this activity when there are other things that need your attention. Stick to appropriate cold-calling goals and once you have met them be sure to move on to the other essential activities such as closing and securing sales.

### **Sales Closing**

It is particularly important for you to develop patience to call upon in sales closing situations. This will help keep you from giving up early and will keep you involved long enough to attempt several different closing strategies with a prospective customer. Exerting more patience in the closing situation will also help to keep you from rushing into the sales close before the prospect appears ready.

You should become sensitive to times when you make excuses for yourself or for your prospective customer. Such excuses keep you from taking action to close sales. If you are convinced that the prospect can use and can afford the product or service, be sure you follow through in closing and do not settle for a “no”.

You will close sales more consistently if you keep in mind a successful sales person you respect who is a superior sales closer. Carry that image into the closing situation, along with a promise to equal or outperform that person.

You may feel uncomfortable about taking the risk of trying to ask for the sale or otherwise close the sale. You need not worry. Your openness to the needs of others and adroitness at maintaining pleasant relationships will naturally keep you from alienating others. Your best ally in a successful sales career will be practice and feedback about ways you can take a more aggressive or independent stand in sales closing situations.

### **Motivation and Achievement**

Work your sales plan, even if it is not perfect. Use challenges, deadlines, and other motivational techniques related to actual sales accomplishment. Reward yourself for tangible, bottom-line results. When you are faced with resistance, rejection, or some other sales impasse or roadblock, do not give up, but rather look for solutions or strategies to overcome or work around them.

Focus on what can actually be accomplished at any given time. Do what is “do-able.” Do one small task at a time. Do the best that can be done at this time—no worse, but also no better. Focus on achieving actual sales goals, not simply being active.

Reward small achievements and concrete improvements as well as major goals. Challenge any reasons for giving up or not achieving. Do not count on becoming inspired, waiting for the right mood to work, or for the right conditions - **CHOOSE TO DO IT NOW.**

Do not let your enthusiasm flag. Use self-motivational techniques on a regular basis. Consider a wide range of sales objectives, not only those that currently appear to have the highest priority. Generate and focus on a feeling of excitement in thinking about these goals. You will benefit by associating with successful sales persons who have high levels of enthusiasm, energy, and confidence.

### **Work Strengths**

Procrastination may be a problem for you in important areas. Try breaking up large tasks into smaller, more manageable tasks that can be done in small units of time. You should make an extra effort to schedule and set priorities carefully and to decide what is the most productive goal to accomplish at a given time.

Your sales performance will benefit if you make priority lists of important sales goals. Use to-do lists, reminders, and other planning and scheduling methods on a regular basis.

### **Interpersonal Strengths**

There are no specific sales-related recommendations for you in this area based on your responses.

### **Inner Resources**

There are no specific sales-related recommendations for you in this area based on your responses.

### **Goal Orientation**

Remember to keep your sales priorities and objectives in mind in ALL situations, not just formal sales situations.