



**Report for: Sam Example**  
**Tested: 9/4/2002 11:32:59 AM**

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**Contents:**

[About the SalesMax Report](#)

[Selection Profile](#)

[SalesMax Advice](#)

[Interview and Reference Probe Suggestions](#)

[Management Suggestions](#)

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**[Print](#)**    **[Close](#)**

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## About the SalesMax Report

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Sam Example  
Surveyed: 9/4/2002 11:32:59 AM

SalesMax provides three types of information to help you evaluate Sam Example for a professional sales position.

- [Sales Personality](#) -- Relatively stable characteristics that do not change easily over time. Eight of these predict sales performance, while three others will help you to manage Mr. Example. All are work-related and have direct applicability to sales positions.
- [Sales Knowledge](#) - Mr. Example's understanding of effective behaviors and strategies at key stages of the sales cycle. The emphasis is on consultative and relationship-oriented sales.
- [Sales Motivations](#) - The relative strength of eight sources of personal motivation to help you to manage and motivate Mr. Example, if you hire him.

### Using SalesMax Results:

#### Sales Personality

We recommend you first consider the candidate's sales personality. Using the Standard Success Profile, look at the number of scores inside the success zones (shaded areas). At a minimum, try to hire candidates who have personality scores that fall somewhere inside most of these success zones. If possible, look for candidates who have scores in the higher end of these ranges. In general, higher potential candidates will have personality scores that will fall in all or almost all of the shaded ranges. Further, the best candidates will most often have scores that fall in the high ends of the shaded ranges.

The Sales Personality Success Index is a weighted scoring of the strength of these desirable personality characteristics. Possible scores vary from 0 to 48. From our research using earned sales compensation as a criterion, we recommend you avoid candidates with index scores below 19 and recommend you pursue candidates with scores of 24 or higher.

#### Sales Knowledge

Next, we recommend you consider Mr. Example's knowledge of effective consultative sales strategies. His scores in this section of SalesMax are an indication of how well he knows what to do in various selling situations. If he is an experienced salesperson, this may be very important information. However, if he has little or no experience and you expect to put him through a good sales training program, low scores in this area may not influence your decision to hire him but may help you to target areas for his training.

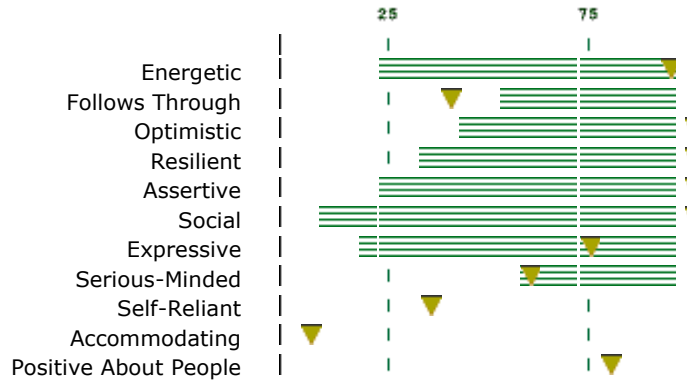
#### Sales Motivations

If you decide, based on his sales personality and knowledge results and your interview, that you want to hire Mr. Example, the results of this section may be helpful in deciding if his motivational needs are a good fit for the job and your supervisory style. Are the things most important to him available as rewards? Can you effectively manage him given his needs and the potential rewards you have under your control?

## Selection Profile

Sam Example  
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### Sales Personality



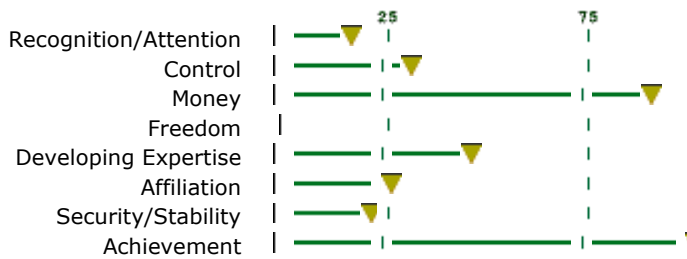
Look for a candidate who has a personality that will be effective in sales.

### Sales Knowledge



Evaluate his or her knowledge of consultative selling strategies.

### Sales Motivations



Consider the candidate's motivational needs and how they fit with your organization and your management style.

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**SalesMax Advice**Sam Example  
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**Potential Sales Success:**

Mr. Example's Sales Personality Index score was 38 out of a possible score of 48. This score falls in the highest range of possible scores (Best). Our research indicates that candidates with scores in this range have a high probability of becoming successful. (About 7 out of 10 salespeople with scores in this range earned sales compensation in the top half and, as a group, these people had average performance levels 21% above the norm.)

**Score Range Advice**

---	00-18	Avoid
---	19-23	OK
---	24-26	Good
---	27-33	Better
38	34-48	Best

**Sales Personality:**

The following potential strengths (+) and potential weaknesses (-) may help you to understand how Mr. Example's personality may impact his sales performance.

- + His high energy level should contribute to hard work, enthusiasm and a willingness to do the things necessary to be successful in sales.
- + He appears to have a very positive, optimistic outlook. He should be able to see the good in bad situations.
- + He appears to be a very resilient, thick-skinned person who should be undaunted by rejection, missed sales or criticism about his performance. He should bounce back quickly from adversity.
- + He should have a confident sales presence.
- + He is assertive and forceful. He should be able to deal with difficult, challenging or powerful customers and will be capable of asking for the sale.
- + He should be a very outgoing person who will enjoy the social aspects of meeting new clients or prospects and working with them in a sales role.
- He appears to be a very competitive, aggressive, winner-take-all person whose style will tend to be "I win, you lose."

**Sales Knowledge:**

Mr. Example appears to have a good understanding of effective consultative sales techniques in the following areas:

- + Recognizing the importance of first impressions in initiating positive and productive sales relationships.
- + Developing a clear understanding of the customer's specific needs.
- + Problem solving and overcoming objections.

*SalesMax identified no strong sales training needs (on all of the scales he scored at least 40 percent correct).*

**Sales Motivations:**

Mr. Example appears to be most strongly motivated by:

- Money.
- A desire to succeed and overcome difficult challenges.

The following motivators do not appear to be important to Mr. Example:

- Attention, recognition or "pats on the back."
- Opportunities for increased autonomy and responsibility.
- Security or job stability.

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**Interview and Reference Probe Suggestions**

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The next section of this report provides interview and reference probes for following up and obtaining more information regarding this candidate's potential problem characteristics. For each identified topic, SalesMax suggests several questions to assist you in interviewing Mr. Example. SalesMax also generates several questions to facilitate discussion of potential problem characteristics with his references.

**Low Accommodation**

Mr. Example scores low on the measure of cooperativeness or agreeableness (low accommodation to others). People who score low on this measure are sometimes quick to confront others or find it very easy and natural to respond to situations in an aggressive, competitive fashion. If they do not moderate their competitive style, they can be seen as unnecessarily disagreeable, difficult, and may fail to put customer needs first.

*Interview Probes:*

- During the interview, attempt to assess Mr. Example's ability to get along with others and maintain reasonably amicable work relationships.
- Ask him to describe those situations where it is very important for him to win. Then ask him to describe those situations where he works toward compromise and a win-win outcome. It may be helpful to ask for specific examples.
- Ask him to describe a team of which he has been a member. How did he accomplish his goals within the team? How did other team members react to him? Ask him to describe interactions with specific team members. Try to determine his attitudes and general feelings about them.
- Ask him to describe his general style in dealing with people. Listen for responses that suggest friendliness, agreeableness and a concern for getting along with others versus responses that imply excessive competitiveness or a "me first" style.
- Ask him to describe a situation where he has "gone the extra mile" to meet a customer's needs. Why did he do so?

What was the result? Would he do it again under the same circumstances?

*Reference Probe Questions:*

When talking with his references ask the following types of questions.

- "Compared to other salespeople, how would you describe Mr. Example's ability to get along with people in a pleasant manner?"
- "How would you describe his ability to work with co-workers in a cooperative rather than competitive manner?"
- "Compared to other salespeople you have known, would you say he has a notably strong need to win or is he willing to work with others toward win-win outcomes?"
- "In general, how would you describe his style in dealing with customers and co-workers?"

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## Management Suggestions

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The remainder of this report suggests ways to effectively manage this person. In some cases the management suggestion identifies a potential problem area in his personality results and recommends an approach for optimizing his effectiveness on the job. In other cases, his motivations are discussed and suggestions for how to best motivate the candidate are highlighted.

***Becoming More Accommodating:*** His competitive nature could cause him some difficulty in a consultative sales role. He may tend to trade off long-term relationships for short-term gains. If this happens, he may need coaching to develop a more win-win style in dealing with customers. Encourage him to identify and work towards long-range goals rather than short-term goals (e.g., percentage revenue increases over a time period rather than the size of today's sale). Further, courses or readings in conflict resolution and teambuilding could be useful to him.

***Recognition Motivation:*** Recognition and attention do not appear to be important to him, relative to other potential motivators. Typical sales contests, recognition programs, etc. may be of little value to him. He may shy away from public recognition and prefer to be recognized for his efforts in a more personal or one-on-one manner.

***Money Motivation:*** Financial rewards are important to him. Be sure to make clear the relationship between effort and financial reward. Whenever possible tie economic incentives to performance achievements.

***Achievement Motivation:*** The opportunity to succeed and overcome difficult challenges is motivating to him. Look for opportunities where he can break into and develop new markets, sell new products or services, overcome challenges with difficult customers, grow market share, etc.