



Report designed for

Sally Sample

CONFIDENTIAL

Profiles Sales Assessment™

Interview Guide – Challenge Areas

Performance Model: Widget Bender

Performance Model Date: 2/4/10

Assessment Taken: 3/25/10 Printed: 5/20/10

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Introduction

The interview is an important part of the selection process; however, studies show that most interviews are poorly done. Using a stock list of interview questions to ask every candidate will not lead the interviewer to the important areas necessary for the effective placement of each individual. This Interview Guide, coupled with the Profiles Sales Assessment Performance Model Comparison, will help make each interview a valuable tool.

The scientifically developed Performance Model for this position reflects a solid understanding of what the job requires. The Total Person information related to this model allows us to create interview questions that will allow you to get the information you need to make the best possible decision about each candidate.

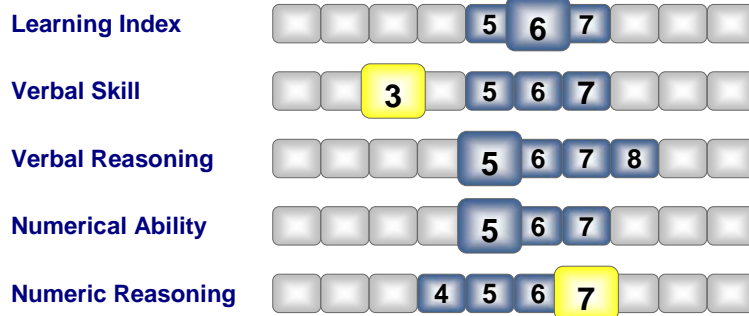
This report reflects the responses provided by Sally Sample when she completed the Profiles Sales Assessment. A Summary Graph is included that shows her scores and how she fits to the Performance Model for this position. It gives a quick overview of where she is in or out of the model and also shows her overall percentage match. The result for each characteristic is illustrated on a scale from 1 to 10. The darker area on each scale represents the best Job Match for the position. The enlarged segment of the scale shows where Sally scored. If the enlarged segment is dark, Sally is in the Job Match model. If it is lighter, she is not.

The interview questions provided are based on how well Ms. Sample fits the Performance Model. Where she is outside the model the questions will take the interviewer into areas where potentially important information will be addressed. Each question should be considered for use in her placement interview. A space is provided to record the interviewer's thoughts when the response to a question provides important information regarding placement in the position for which Ms. Sample is being considered.

Please consult the User's Guide for additional information on using these results when working with Sally. As discussed in the User's Guide for this product, the results from this or any assessment should never make up more than a third of the final decision in placements.

Summary Graph

Overall Job Match – 69%



Thinking Style
82% Match



Behavioral Traits
54% Match

Distortion for this assessment is within the acceptable range.

Top Interests for Sally Sample

- Enterprising
- People Service
- Creative

Top Interests for this Performance Model

- Financial/Administrative
- People Service
- Enterprising

Interests
71% Match

= Match

Interview Questions

Interview questions are provided for Sally to facilitate an effective interview process. Behavioral Considerations for each scale relate to her scores without reference to the Widget Bender model.

Thinking Style

Verbal Skill

A measure of verbal skill through vocabulary.



Behavioral Considerations

On the Verbal Skill scale, Ms. Sample scored below the Performance Model for this sales position. This suggests that her ability to use a thorough vocabulary is less than the position typically requires and that she could have a problem with communicating ideas and concepts to prospects. Discussions with her should explore the possibility that for Ms. Sample, the position may be overly challenging and could lead to frustration and a reduction in effective, well-communicated sales.

Interview Questions

- How often do you read instructions or memos and have difficulty understanding what they mean? Give some examples.
[Interviewer's Notes](#)
- Some people read well but don't always remember what they have read. Do you ever experience this type of situation? How do you deal with it?
[Interviewer's Notes](#)

- Have you ever had someone become upset because you needed instructions repeated? How have you dealt with such a situation?
[Interviewer's Notes](#)

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



Behavioral Considerations

On the Numerical Reasoning scale, Ms. Sample scored moderately above the Performance Model for this sales position. This suggests that her proficiency in making sales decisions based on numerical analysis is greater than the position typically requires, but she should have no problem with the capability to perform in this area. Discussions with her can identify the level of challenge this position may or may not provide her and the effect of this on her motivation.

Interview Questions

- Describe a situation in which you had to prove to a superior that there was a mistake in their calculations.
[Interviewer's Notes](#)
- How do you insure the accuracy of your mathematical work and the work of your coworkers?
[Interviewer's Notes](#)
- Describe a recent experience you had in adapting to new methods in numerical processes at work.
[Interviewer's Notes](#)
- Tell me about your experience with achieving timely results in numerical computations.
[Interviewer's Notes](#)

Behavioral Traits

Assertiveness

Tendency to take charge of people and situations. Leads more than follows.



Behavioral Considerations

Ms. Sample scored above the Performance Model for this sales position on the Assertiveness scale. She may find aspects of this position overly challenging when deciding how much control is appropriately exerted over peers and clients.

Interview Questions

- Describe a time in which you negotiated a compromise with a prospect or client. How did you assert yourself while addressing their needs?
[Interviewer's Notes](#)
- Tell me about a situation in which you had to alter a decision you made, even though it meant compromising your opinions or goals.
[Interviewer's Notes](#)
- Tell me about a time in which you were successful in collaborating with a prospect to his or her satisfaction. What does this say about your ability to negotiate when closing a sale?
[Interviewer's Notes](#)
- Give me an example of a time in which you confronted a client's negative attitude successfully which resulted in building a stronger professional relationship with them.
[Interviewer's Notes](#)

Sociability

Tendency to be outgoing, people-oriented, and participate with others.



Behavioral Considerations

Ms. Sample achieved a Sociability score that is outside the Performance Model for this sales position. This suggests that her orientation for working closely with others is different than the position typically requires which implies that some adjustments may be necessary for her to succeed.

Interview Questions

- How do you typically create a network of contacts and sales prospects?
[Interviewer's Notes](#)
- Describe the usefulness of "small talk" with clients and prospects, if any.
[Interviewer's Notes](#)
- What is the perfect level of client contact for you? What are your feelings about that?
[Interviewer's Notes](#)
- If one person had to remain in the office while the rest went to a sales meeting, would you volunteer to stay and how would you make the best use of that time?
[Interviewer's Notes](#)

Attitude

Tendency to have a positive attitude regarding people and outcomes.



Behavioral Considerations

On the Attitude scale, Ms. Sample is below the Performance Model for this sales position. This suggests that her general response to others will be more cautious when compared to most individuals in this position. Discussions with her should center on developing trust for her team and clients.

Interview Questions

- Tell me about a high stress situation in which it was desirable for you to keep a positive attitude. What happened?
[Interviewer's Notes](#)
- What role have you played, in the recent past, when your sales team was unmotivated and you were able to point out the possibilities for success?
[Interviewer's Notes](#)
- Describe the last time you experienced a big change in the workplace, like a new set of procedures for selling, for example. How did you feel about those changes?
[Interviewer's Notes](#)
- Describe a specific time when your attitude had an effect on the outcome of a sales opportunity.
[Interviewer's Notes](#)

Decisiveness

Uses available information to make decisions quickly.



Behavioral Considerations

On the Decisiveness scale, Ms. Sample is above the designated Performance Model for this position. This suggests that she may act without a thorough understanding of the related details. Discussions with her should determine the extent of her spontaneity in decision-making and consider if her effectiveness could be enhanced by more deliberation.

Interview Questions

- Many situations, when making a sales presentation, will require fast thinking and speed in making decisions. Give me an example of a recent situation, like a sales call with a prospect, in which you were especially skillful in making a decision quickly.
[Interviewer's Notes](#)
- Describe a previous sales situation, if any, in which you had to take immediate action in a crisis involving severe financial consequences.
[Interviewer's Notes](#)
- What was the toughest sales-related decision you ever had to make? What were the circumstances involved and the consequences afterward?
[Interviewer's Notes](#)
- When a surprise or unforeseen crisis occurs when you are with a prospect, what is your typical plan of action?
[Interviewer's Notes](#)

Accommodating

Tendency to be friendly, cooperative, agreeable. To be a team person.



Behavioral Considerations

Ms. Sample achieved an Accommodating score that is outside the Performance Model for this sales position. This suggests that her willingness to settle conflicts of opinion with clients is different from others in the position. On the job training could enhance her effectiveness in this area.

Interview Questions

- In a sales situation, we sometimes compromise to make things happen. Tell me about a time you felt it was necessary to compromise your immediate interests in order to be tolerant of a prospect's needs.
[Interviewer's Notes](#)
- What is it like for you when it seems a prospect or negotiator is trying to manipulate you?
[Interviewer's Notes](#)
- When, if ever, is it appropriate to be frank and direct with a sales prospect?
[Interviewer's Notes](#)
- What roles, if any, do conflict and cooperation play in sales?
[Interviewer's Notes](#)

Independence

Tendency to be self-reliant, self-directed, to take independent action, and make own decisions.



Behavioral Considerations

On the Independence scale Ms. Sample is above the Performance Model for this sales position. This suggests that her self-reliance is greater than the position typically requires and that she may become frustrated by the level of supervisory attention inherent in this role.

Interview Questions

- Just about anybody can give a routine, standard answer to common problems; however, the payoff is often in the development of unique solutions to a prospect's objection. Give me an example of one of your unique and novel solutions related to this kind of selling experience.
[Interviewer's Notes](#)
- Describe your preferences concerning the amount of supervision with which you are comfortable receiving from a sales manager. Explain the ideal situation that produces the best sales you can achieve.
[Interviewer's Notes](#)
- Describe a situation in your experience when you required more freedom (less supervision than was offered) to achieve sales success.
[Interviewer's Notes](#)
- Give me an example of a time in which you openly accepted the advice of a superior and how you implemented his or her suggestions.
[Interviewer's Notes](#)

Objective Judgment

The ability to think clearly and be objective in decision-making.



Behavioral Considerations

On the Judgment scale Ms. Sample is below the Performance Model for this sales position. This suggests that her decision-making process is less objective than the position typically requires and that she may not appreciate the practical planning aspects associated with a higher level of objective judgment.

Interview Questions

- It can be helpful to use a logical approach in making some sales decisions. Tell me about a time in which your practicality paid off for you.
[Interviewer's Notes](#)
- Describe the process involved when you have to make a decision under pressure from a prospect.
[Interviewer's Notes](#)
- What kinds of information do you typically use for reaching a sales decision? Hard facts? Intuition? Explain.
[Interviewer's Notes](#)
- Describe a high-pressure selling situation you have handled. What happened, who was involved and what did you do in terms of your problem solving approach?
[Interviewer's Notes](#)