



## **Sales Achiever® Assessment Report**

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Report prepared on: **Jane Applicant**

ABC Company  
japplicant@some-isp.org  
555-555-5555

Report Type: Outside Sales

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## Sales Achiever

Name: Jane Applicant  
Company: ABC Company

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### Mental Aptitudes

#### Mental Acuity



Ms. Applicant is above-average in Mental Acuity, indicating she is a fast thinker with above-average comprehension skills. She has good reasoning and problem-solving capabilities and is able to determine a customer or prospect's need and present solutions to meet that need within a reasonable period of time.

#### Business Terms



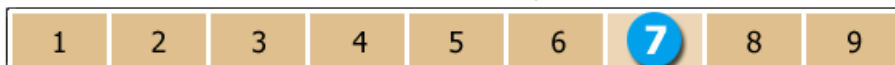
Jane has an average understanding of business terminology obtained either on the job or in a business class. This should enable her to understand the specialized language associated with her business, thus being able to communicate business matters with customers and prospects.

#### Memory Recall



Ms. Applicant has a superior knowledge of events happening in the world around her and should be strongly aware of competitive trends, as well as the economy's affect on her sales.

#### Vocabulary



Ms. Applicant's language skills are above average, enabling her to communicate effectively with customers, prospects and others. She is capable of highly complex interchanges and will exhibit confidence in her ability to interact with others.



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### Numerical Perception



Jane's average Numerical Perception score indicates that she can handle detail work such as writing up contracts and orders, but her work should be checked for mistakes. A vision problem, tension, or carelessness may affect the Perception score. Generally, she will pay close attention to her work and follow directions carefully.

### Mechanical Interest



Jane shows some interest in machines and is probably willing to devote extra time to learn any technology associated with her sales position. Please note that this mental aptitude measures interest, not mechanical ability.

## Personality Dimensions

### Energy



Ms. Applicant has a good level of energy and takes an energetic approach to prospecting and developing new business. She has a high drive level, but is generally able to control her energy level sufficiently to concentrate and remain focused during sales presentations.

### Flexibility



Jane is free-thinking, innovative and highly creative. As a sales rep, she likes to promote new and exciting applications to existing products or services, and may at times overlook the customer or prospect's real needs in order to increase sales. At times, her sense of integrity and ethics may not be as high as desired, and it is important that she avoid making promises to customers which she may be unable to keep. It is also important that she understands the company's policies regarding pricing and other matters, as well as how far outside the boundaries she is allowed to go. If she understands the rules and guidelines she must work within, the likelihood that she will be careless and unfocused in her activities will be greatly reduced.



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### Organization



Ms. Applicant does not place an emphasis on organization. She prefers to react to circumstances as they present themselves, and may not make good use of the time and resources she has available to keep herself organized. Even though she can adapt to interruptions, appointment and schedule changes and other unforeseen situations with ease, she can also lose sight of priorities and overlook appointments. A high score in Mental Acuity may compensate for a low score in this dimension.

### Communication



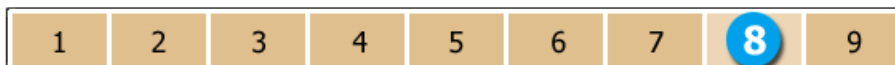
Jane is a very interactive communicator who seldom tires of sharing ideas and information with customers and prospects. She may not listen to, or take seriously, what other people are saying, however. She can comfortably express herself to people, genuinely enjoys being around people and would be unhappy working alone.

### Emotional Development



Ms. Applicant has a good level of self-confidence and self-esteem, but not so much as to be unrealistic. She is willing to wait a reasonable time for sales to close or other results to occur without becoming upset or frustrated.

### Assertiveness



Jane is a forceful, assertive individual who does not hesitate to express her own opinions. She likes control and responsibility, and will attempt to influence customers' and prospects' decisions in order to increase sales. Since she can forcefully express her opinions and viewpoints, she may appear overly aggressive and demanding, at times.



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### Competitiveness

1	2	3	4	5	6	7	8	9
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Ms. Applicant has a strong competitive drive and desire to compete, and takes pride in winning. Although she will participate in a team competitive effort, she particularly enjoys sales situations where she competes on her own. She will be a strong competitor, always prepared to meet or exceed her sales goals and win.

### Mental Toughness

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Jane is a very sensitive individual who has a great deal of empathy for customers, prospects and others. As a salesperson, she could take sales rejection too personally, and could become discouraged if she has to go out into inclement weather to make sales presentations or otherwise handle her job responsibilities. She likes comfortable work surroundings and a position where stress, rejection and discouragement are the exception, rather than the rule.

### Question/Probing

1	2	3	4	5	6	7	8	9
---	---	---	---	---	---	---	---	---

Jane is a trusting individual who accepts most information at face value. Even though she usually exhibits a positive, enthusiastic attitude, she can accept excuses for not buying too easily, rather than asking questions to find alternatives to offer.

### Motivation

1	2	3	4	5	6	7	8	9
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Being motivated by recognition for her achievements, Jane is willing to take risks if the potential for profit and recognition exists. She will work to increase sales if she believes rewards for doing so will be made available to her.



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### Validity Scales

#### Distortion



Ms. Applicant is a secure person who is not afraid to admit her weaknesses. She is also good at assessing her strengths. She tends to be open and frank.

#### Equivocation



She has scored within our acceptable equivocation range.

**This report is confidential and is an opinion based on assessment results only. Its contents should contribute approximately 1/3 to developmental discussions since it is only one of several evaluatory and feedback resources.**



**Sales Achiever**  
ScoreSheet  
Outside Sales

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Mental Aptitudes											
		1	2	3	4	5	6	7	8	9	
<b>Mental Acuity</b>	Slow to Learn						6				Fast to Learn
<b>Business Terms</b>	Uninformed						6				Knowledgeable
<b>Memory Recall</b>	Unaware									9	Aware
<b>Vocabulary</b>	Limited							7			Strong
<b>Numerical Perception</b>	Imprecise						6				Accurate
<b>Mechanical Interest</b>	Indifferent				4						Interested
Personality Dimensions											
		1	2	3	4	5	6	7	8	9	
<b>Energy</b>	Restless				4						Calm
<b>Flexibility</b>	Flexible	1									Rigid
<b>Organization</b>	Disorganized	1									Playful
<b>Communication</b>	Reserved									9	Interactive
<b>Emotional Develop.</b>	Impatient					5					Tolerant
<b>Assertiveness</b>	Cooperative								8		Authoritative
<b>Competitiveness</b>	Team Player							7			Individualist
<b>Mental Toughness</b>	Sensitive	1									Tough
<b>Questioning/Probing</b>	Trusting			3							Skeptical
<b>Motivation</b>	Security							7			Recognition
Validity Scales											
		1	2	3	4	5	6	7	8	9	
<b>Distortion</b>	Frank Answer			3							Exaggerates
<b>Equivocation</b>	Chose Alternate				4						Chose Middle

**STANINE:** The STANINE is a system of measurements which divides the population into nine parts.

**AREAS OF CONCERN** - Scores of 1 OR 2 in any of the following dimensions:  
*Energy, Flexibility, Emotional Development OR Mental Toughness* are areas of concern.

**NOTE:** Areas with dots and brackets [ ● — ● — ● ] are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual. Scores within this range are shown with a number inside a blue circle. Those outside the desired range, or with no range identified, will have a number inside a black circle.



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## **Leadership Traits Assessment**

### **Introduction**

This report section evaluates Jane's traits in five key areas of leadership:

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

Areas with good leadership traits are identified on the following pages as well as those where training or development would be beneficial.

Jane may or may not be one of the better people employed in a specific organization. If Jane is a top performer in your organization, when compared to top performing leaders across America and Canada, this report segment may still highlight areas where development could make the individual a still better leader. Therefore, this Leadership Traits assessment should be reviewed in light of "what could make a good leader even better," with understanding that within human beings, there is always room for improvement.





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## Leadership Potential Summary Report

for: Jane Applicant

**Jane has good leadership potential in the following area(s):**

- Facilitating

**Jane's Training & Development Needs are:**

- **Planning** - learn how to better plan and organize required job functions, activities and requirements.
- **Organizing** - learn how to organize and make better use of time and assets required to successfully perform the job or job requirements.
- **Staffing** - learn how to make better staffing selections as well as how to train, motivate and lead others.
- **Coaching** - learn how to better lead others to achieve what they are capable of as well as fulfilling the requirements of the job or job functions.



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## **Sales Traits Assessments**

### **Introduction**

This report section evaluates Jane's traits in key areas of sales:

- Persistence and consistency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Developing rapport
- Identifying need or desire
- Presenting product/service to fill prospect's needs
- Dealing with objections
- Closing the sale
- Learning speed & efficiency
- Changing, growing and learning new concepts and ideas

Areas with good sales traits are highlighted with traits identified in which training or development would be beneficial.

Jane may or may not be one of the better people employed in a specific organization. If Jane is a top performer in your organization, when compared to top performing salespeople across America and Canada, this report segment may still highlight areas where development could make the individual a still better salesperson. Therefore, this Sales Traits Assessment should be reviewed in light of "what could make a good salesperson even better," with understanding that within human beings, there is always room for improvement.



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## **Sales Potential Summary Report**

**Jane has good sales potential. Strengths Include:**

- Learning speed and Efficiency
- Ability to meet and communicate effectively with people
- Ability to command respect
- Setting goals to win, excel and achieve
- Changing, growing and learning new concepts and ideas
- Developing Rapport
- Identifying need or desire
- Presenting Product/Service to fill prospect's needs
- Dealing with objections
- Closing the sale

**Yet, further development in the following critical area(s) will be beneficial:**

- Persistence and Consistency



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## **Interview Questions**

### **Introduction**

Following are the interview questions which an interviewer may choose to use in the candidate interview process.

These interview questions are generated to establish basic traits critical for all employees.

The interview questions that follow are for a candidate who has prior work experience. In the event the candidate does not have prior work experience, the questions may need to be modified by the interviewer to fit the situation.




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### Interview Questions for Flexibility

**Flexibility** - Measurement of the individual's level of flexibility, creativity, integrity and adaptability to change.

  
Very strong  
evidence of skill  
is not present

  
Strong  
evidence of skill  
is not present

  
Some  
evidence of  
skill is present

  
Strong  
evidence of  
skill is present

  
Very strong  
evidence of  
skill is present

#### Probes

Tell me about the most creative sales approach you have ever taken. Were there company guidelines you had to work within, or did you have total freedom when making sales presentations. What was the outcome?

Give an example of a time you experienced problems because a customer felt they had purchased something different than what you presented to them.

Tell me about a time you made a promise to a customer which, because of circumstances beyond your control, you were unable to keep. Describe how you handled the situation and the outcome.

Tell me how you typically handle the issue of pricing with customers. Do you work strictly within the pricing policies of the company, or do you slightly "bend the rules" when you feel it is appropriate and necessary to make the sale? Do you believe sales reps should be allowed the freedom to make their own decisions on certain matters?

#### Interpretive Guides

Did the candidate show initiative in his/her actions? Was the approach the candidate took mature and professional? Was the outcome favorable?

Did the candidate take a firm stand and handle the situation in an ethical fashion? Did the candidate place blame on others, or was the candidate willing to assume at least part of the responsibility? Did the candidate exhibit good judgment in rectifying the situation?

Did the candidate make quick decisions based on a quick review of the facts and basic knowledge of the process? Did the candidate find a way to satisfy the customer and if so, were the methods he or she used ethical and honest?

Does it appear the candidate can justify "bending the rules?" Will such flexibility and freedom be allowed in this position? Does it appear the candidate rebels against authority, or does the candidate appear to understand the need for some guidelines?



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### Interview Questions for **Organization**

**Organization** - Measurement of the individual's desire to organize assignments and projects to better utilize time and resources.

Very strong  
evidence of skill  
is not present

Strong  
evidence of skill  
is not present

Some  
evidence of  
skill is present

Strong  
evidence of  
skill is present

Very strong  
evidence of  
skill is present

#### Probes

Tell me about a time you missed an appointment, were late for a meeting or experienced other problems because you did not plan well enough in advance.

Describe how you typically kept yourself organized, and prioritized sales calls, follow-ups, etc., in your former sales position. Did you use any planning tools to help keep yourself organized and if so, what were they?

Tell me about a time, in a previous sales position, you went into a sales presentation unprepared and had to "wing it." What was the final outcome of the sales call? Do you believe the outcome would have been different had you been better organized?

Describe your office or work area in your former sales position. Was everything neatly put in place, or did you tend to function better in chaotic surroundings?

#### Interpretive Guides

Was the candidate on time for this interview? If not, was the excuse justifiable? Does it appear the candidate learned from the experience he or she described in this first question?

Does the candidate have specific steps he or she takes to stay organized? Does the candidate appear to understand how to prioritize tasks? Does the candidate use planning tools to help stay organized, i.e., a daily planner, computerized schedule, etc?

Has the candidate been able to capitalize on his or her ability to improvise? Does the candidate appear to understand the importance of planning, yet also have the ability to be flexible and change plans, when necessary? Does it appear the candidate takes pride in his or her ability to "change horses in mid-stream?" Is the candidate sharp enough to keep priorities in his or her head without losing sight of them?

Is the candidate fairly tidy, or does the candidate thrive on chaos and disarray? How important is tidiness in this position? Will others come into or see the candidate's office or work area, or is it secluded?




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### Interview Questions for **Communication**

**Communication** - Measurement of the individual's ability to communicate and willingness to share knowledge and team with others to achieve common goals.

  
Very strong  
evidence of skill  
is not present

  
Strong  
evidence of skill  
is not present

  
Some  
evidence of  
skill is present

  
Strong  
evidence of  
skill is present

  
Very strong  
evidence of  
skill is present

#### Probes

Thinking back over your sales career, describe a time when you talked too much when making a sales call and failed to pick up on "buying signals." As an outgoing person, how have you controlled this problem in your sales career?

Describe a situation, in a prior sales position, when problems or misunderstandings arose due to failure to listen either on your part or on the part of the customer. How did you resolve the problem?

Tell me how you developed rapport in the past with a quieter, more reserved customer. Do you tend to adjust your selling style based on whether the prospect or customer is outgoing or shy? Explain.

Tell me about your communication style. How have you made it serve you? Would you change or improve on your ability to communicate if it were possible?

#### Interpretive Guides

Does the candidate have a firm understanding of the importance of listening? During the interview, did the candidate interrupt or appear to not listen to what you were saying?

Did the candidate admit that failure to listen has, sometime in the past, been a problem for him or her? Does the candidate appear to understand the possibility of problems arising if listening skills are poor?

Does the candidate appear to have a skill in developing rapport with strangers, even if they are difficult to talk to? Is the candidate interesting and someone who exhibits interest in others? Does the candidate appear outgoing and enthusiastic, or just loud and boisterous?

Does the candidate understand his or her own communication style? Does this style fit into the corporate culture of the company? Does the candidate feel any need to change or improve on his or her communication skills? Are these desired changes logical, mature and do they show good judgment?



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### Interview Questions for Mental Toughness

**Mental Toughness** - Measurement of the individual's ability to work long hours in a high-pressure environment meeting critical deadlines, as well as the individual's sensitivity and ability to exhibit empathy towards others.



Very strong  
evidence of skill  
is not present



Strong  
evidence of skill  
is not present



Some  
evidence of  
skill is present



Strong  
evidence of  
skill is present



Very strong  
evidence of  
skill is present

#### Probes

Tell me about a time you became very disappointed or discouraged with sales in your past job. What caused these feelings and how did you get past them?

Describe a time, in your prior sales position, when you were unjustly criticized. What were the circumstances and how did you react?

Tell me about the most unpleasant sales environment you've worked in thus far. What made the working environment so unpleasant? Were the rewards of the job worth the stress?

Tell me about a time when you allowed emotions or empathy to play too large a part in a sale you made. What was the outcome of the situation? What did you learn from this experience?

#### Interpretive Guides

Does it appear the candidate is easily discouraged or disappointed? What coping skills did the candidate exhibit in order to deal with this situation? Is this type of scenario likely to occur in the sales position for which the candidate is applying?

Can the candidate handle criticism appropriately? Were the steps the candidate took when unjustly criticized mature and appropriate? Was the criticism aimed towards the salesperson, personally, or towards the company and/or product or service he or she was promoting? Does it appear the candidate tends to take things too personally?

Was the work environment unpleasant because of certain people, or because of the sales territory or job itself? Are these factors likely to be present in this position?

Does it appear the candidate is overly emotional? Does the candidate understand the problems associated with becoming too close to a customer or too sensitive to problems the customer or prospect may be having?





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### Interview Questions for Questioning & Probing

**Questioning/Probing** - Measurement of the individual's desire to question and probe, rather than accept instructions, directives and information at face value.

Very strong  
evidence of skill  
is not present

Strong  
evidence of skill  
is not present

Some  
evidence of  
skill is present

Strong  
evidence of  
skill is present

Very strong  
evidence of  
skill is present

#### Probes

Describe the most difficult objection you can remember having to overcome in your sales career. How did you initially respond to the objection and how did you turn it into a sale?

Tell me what steps you took, in prior sales positions, to gather information necessary to understand a prospect or customer's true need or desire.

We all assume more than we should, from time to time. Tell me about a time when you assumed too much and problems arose due to your not asking enough questions of your customer or prospect.

How did you maintain a positive attitude in past sales positions? Do you typically go to a sales call with a positive attitude, or do you tend to fear you won't make the sale?

#### Interpretive Guides

Does the candidate have specific steps he or she takes in order to deal with an objection? Was the candidate's approach to making the sale logical and mature? Was the objection the candidate encountered a difficult one, from your point of view, or one in which he or she is likely to encounter time and time again?

Does the candidate appear to understand the importance of understanding the customer's need or desire? Does the candidate have knowledge of how to determine these factors and if so, does he or she apply this knowledge to the process?

Does it appear the candidate is overly assuming? Since assuming people can sometimes tell more than they should, did the candidate talk extensively about personal matters which had little relevance to the interview or job?

Does the candidate appear to have a positive working attitude? Does he or she come across positive and enthusiastic? Does the candidate have certain actions to follow if he or she begins to feel negative?



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## **Development Suggestions**

### **Introduction**

The behavior of each individual is influenced by genetics, biochemistry and environment. The individual's scores related in this assessment depict the individual as of the date and time the individual took the assessment.

Major changes in biochemistry and/or environment can change the scores on the assessment. Effective training and/or development that the individual is exposed to can and should also affect scores.

Consequently, for those individuals who seek to achieve higher levels of productivity and success in their jobs and life, and for those employers who desire such for the people they employ, we have carefully reviewed the training and development materials available in the marketplace and have selected for recommendation those that we deem appropriate to suggest in areas where the person assessed could benefit most from growth and development.

We trust that you will find these suggestions helpful.



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**Flexibility** - Measures the flexibility and integrity orientation of the person compared to rules, laws, guidelines, etc.

You are a highly flexible individual who adapts easily to change and is able to handle a multitude of different demands or assignments. You are a free-thinker who likes to generate different ways of accomplishing objectives, as well as new ideas. Being flexible, however, you do not like someone else telling you what to do or how to do it, especially if you are under pressure and deadlines. Since you may, at times, sacrifice quality in order to get the job done, it is important that you understand the reasons behind rules and guidelines. If you understand the boundaries you must work within, you will be more likely to stay focused on your goals.

Your self-affirmation sentence:

***"I am flexible, but will work within necessary boundaries."***

### Steps to Effect Change

1. You will be more willing to adhere to certain policies, procedures, practices and regulations if you "buy" into them. To accomplish this, you must understand the reasons behind the rules in order to see how they will ultimately benefit you.
2. From a career or leisure activity standpoint, you should seek activities which allow you the freedom to make your own decisions and avoid rigid, rule-oriented settings.
3. You should maintain an attitude of working to always follow through on what you say, or commit yourself to, without vacillating.
4. Disciplining yourself through controls such as developing and sticking to a budget, keeping a list of things you must accomplish each day, etc., will ensure you are not overly lenient and liberal with yourself.



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**Organization** - Measures a person's attitude about organization, planning, how tasks are performed and how one's life is lived.

Planning your time and activities in advance does not come naturally to you. Since your plans are not always thorough, you may not take full advantage of the time and resources you have available to you to reach goals and objectives. A high score in Mental Acuity may help you compensate for a low score in this dimension.

Your self-affirmation sentence:

***"I am organized in my life so I achieve more."***

### Steps to Effect Change

1. Good time and space management calls for a specific activity plan to identify priorities by the day or week. For sixty days, list daily plans on paper, then mentally list the six most important things to be done the following day, ranking them by priority, and the time allotted to each item. You will then have a good grasp of what must be done, prior to beginning each day.
2. To avoid losing track of important details you might need for certain tasks, such as filing your income tax, good recordkeeping is mandatory. Select a certain place to keep important records and discipline yourself to always put important papers in that one location.
3. Daily, weekly and monthly planning - even yearly planning - will help keep you on an organized and productive basis. Set goals and reach them.
4. Avoid any distractions which take you off track. If necessary, tell people around you what you are attempting to accomplish, so you will be less likely to be interrupted.



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**Communication** - Measures introversion vs. extroversion and the ability to meet and deal with people.

You are a very interactive communicator who seldom tires of sharing ideas and information with others. You may not listen to, or take seriously, what other people are saying, however. You comfortably articulate thoughts to people, genuinely enjoy being around people and would be unhappy working alone.

Your self-affirmation sentence:

***"I listen well."***

### Steps to Effect Change

1. Your priority is to learn not to be overly talkative at any time, especially at the wrong time.
2. Role playing can take place to stress the need for allowing others to take their turn communicating. An overly talkative individual should especially take heed not to divulge confidential information to others.
3. People who are too sociable can over talk at the expense of others and true communication can suffer because of it. When in a discussion with someone, periodically ask yourself if you are responding to everything the other person is saying with a "story" of your own. If you are, there's a good chance you're thinking about what you want to say next, rather than really listening to what the other person is saying.
4. Pay close attention to your actions to see if you find yourself interrupting others or monopolizing the conversation. One clue that you are not a good listener is when misunderstandings frequently occur when the other person says they told you something, but you don't remember. Developing good listening skills begins by admitting that such skills are needed.