



3.0
SCORE

Good Match

- The Overall Match Score highlights the fit between the individual and the job.
- On the left, view the components of the assessments and their specific scores.
- Scores can range from 0.5 (lowest score) to 5 (highest score).

INDIVIDUAL HAS SCORED IN THE **30th** PERCENTILE
COMPARED TO OTHER RECENTLY COMPLETED ASSESSMENTS FOR THIS JOB



5 People have completed an assessment for this job in the last 60 days.

Match Ranking: Compares this candidate's score to all applicants for this job in the ***last 60 days***.

- For example, 80th percentile ranking means this candidate scored higher than 80% of all candidates assessed within the last 60 days
- Use this information to create a "short list" of your most recent best candidates



Leading Strengths

These traits emerged as behavioral strengths for this individual. Review the "Key Insights" tab for more details on these.



Potential Weaknesses

These traits emerged as behavioral limitations for this individual. Review the "Key Insights" tab for more details on these.

Multitasking: The extent to which individuals prefer variety and handling multiple tasks, as opposed to predictability and focusing on one thing at a time.

Preference for Structure: The extent to which individuals prefer to be provided with direction and structure in their work environment as opposed to a more loosely defined work setting.

Follow Through: The extent to which individuals can be relied on to follow through and demonstrate commitment rather than being flexible with priorities.

Criticism Tolerance: The extent to which individuals interpret criticism objectively versus being sensitive to feedback from others.

Sociability: The extent to which individuals seek out and enjoy social interactions as opposed to a preference for being alone or one-on-one interactions.

Assertiveness: The extent to which individuals take the initiative with people or situations, rather than allowing others to take the lead.

Cautious Thinking: The extent to which individuals have a deliberate and serious style when deciding on a course of action as opposed to making decisions quickly.

Objective Thinking: The extent to which individuals view information and situations factually, as opposed to viewing situations from a more personal frame of reference.

Detail Interest: The extent to which individuals enjoy engaging

Positive View of People: The extent to which individuals are trusting and optimistic in their outlook toward people, as opposed to being critical or cynical.

in detail-oriented tasks as opposed to disliking them.

Key Insights

Job Match



3.0

GOOD

Relevance 93.75 %

BEHAVIORAL MATCH

A measure of behavioral traits and their impact on the key competencies for the role.



2.9

GOOD

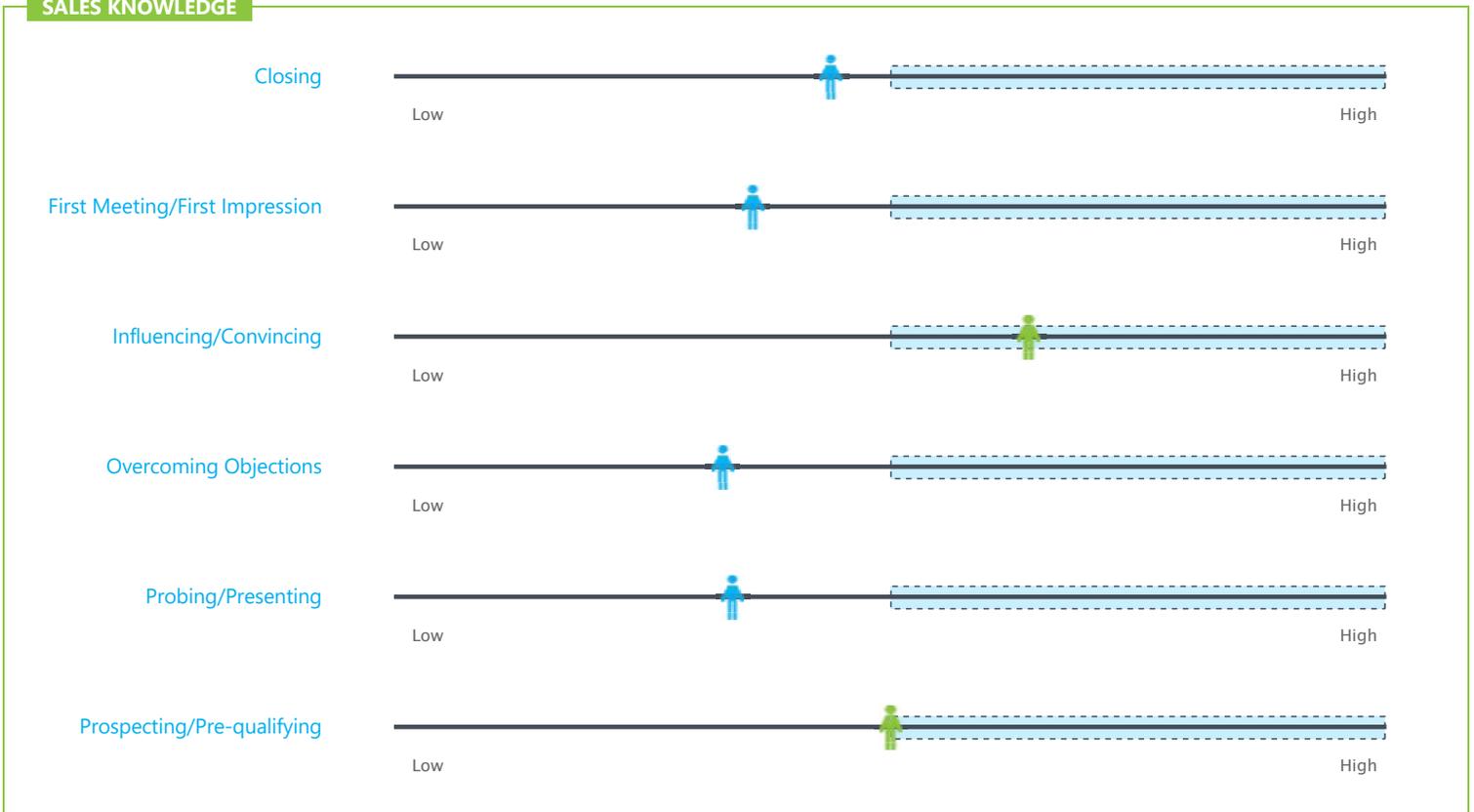
Relevance 6.25 %

SALES KNOWLEDGE

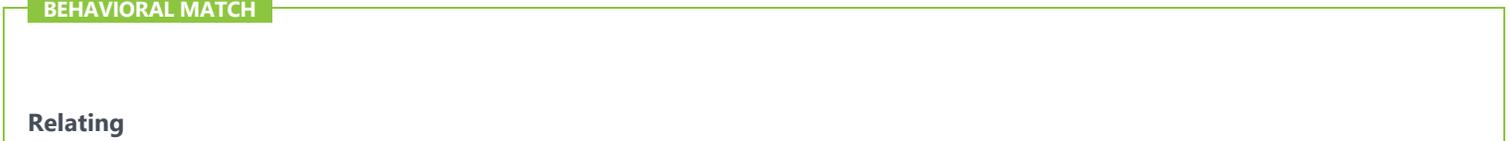
A measure of an individual's ability to respond effectively to typical sales scenarios.

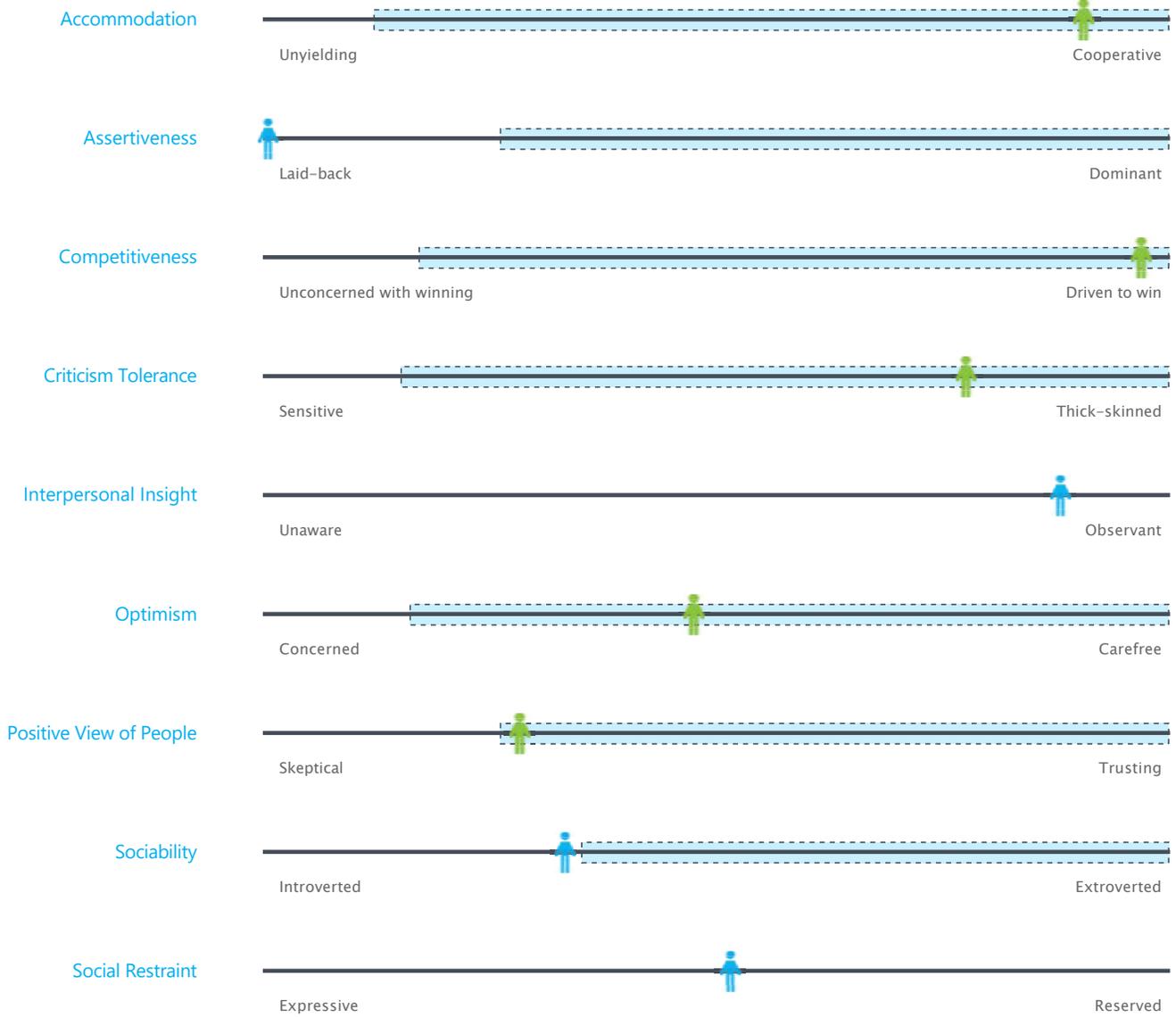
Match Area =

SALES KNOWLEDGE

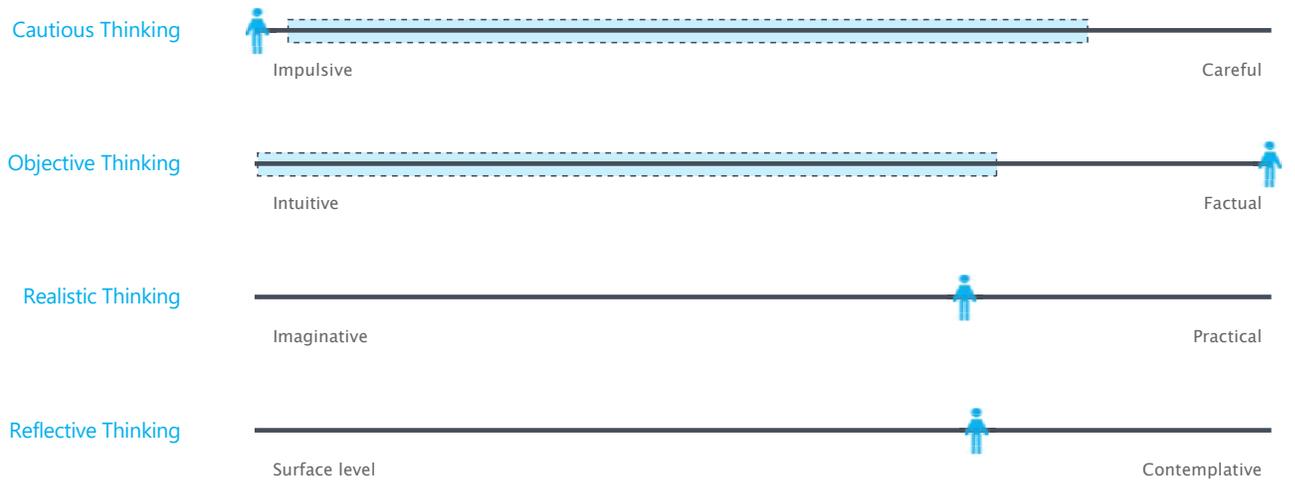


BEHAVIORAL MATCH





Thinking

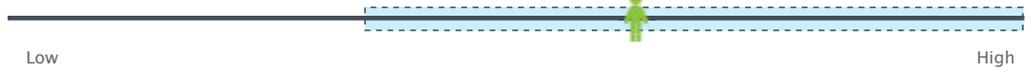


Working

Detail Interest



Follow Through



Multitasking



Preference for Structure



Process-Focused



Work Independence



Work Intensity



COMMUNICATING EFFECTIVELY



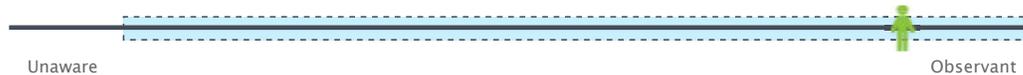
The extent to which one expresses thoughts and ideas in a clear and effective manner.

- Assertiveness - Is more likely to listen rather than dominating the conversation.
- Interpersonal Insight - Makes a concerted effort to understand the styles and preferences of target audiences and adjusts the content and delivery of messages accordingly.
- Positive View of People - Balances trust with skepticism; should be able to communicate effectively in both positive and difficult interactions with others.
- Social Restraint - Should be able to balance expressiveness and restraint when communicating with others.

Assertiveness



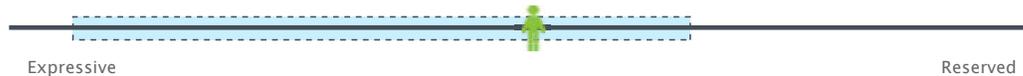
Interpersonal Insight



Positive View of People



Social Restraint



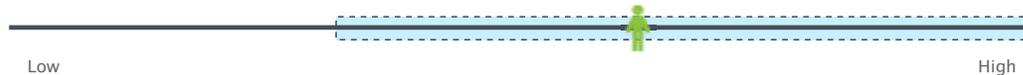
DELIVERING RESULTS



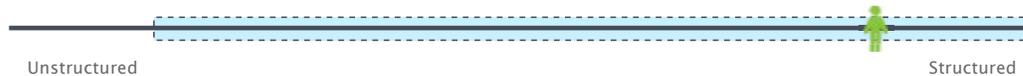
The extent to which one commits to achieving objectives; holds self accountable and follows through.

- Follow Through - Is likely to persist and place high importance on completing all tasks assigned.
- Process-Focused - Will approach projects in an orderly fashion with defined objectives and goals.
- Realistic Thinking - Should take a pragmatic approach to work and focus on achieving tangible results.
- Work Intensity - Is likely to demonstrate a sufficient level of urgency to complete work.

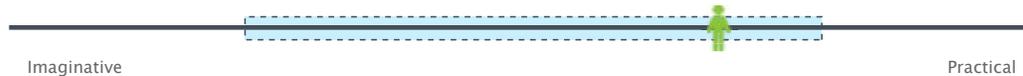
Follow Through



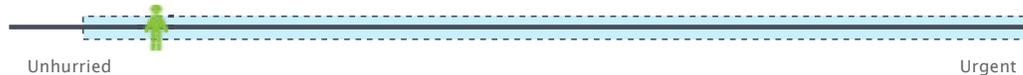
Process-Focused



Realistic Thinking



Work Intensity

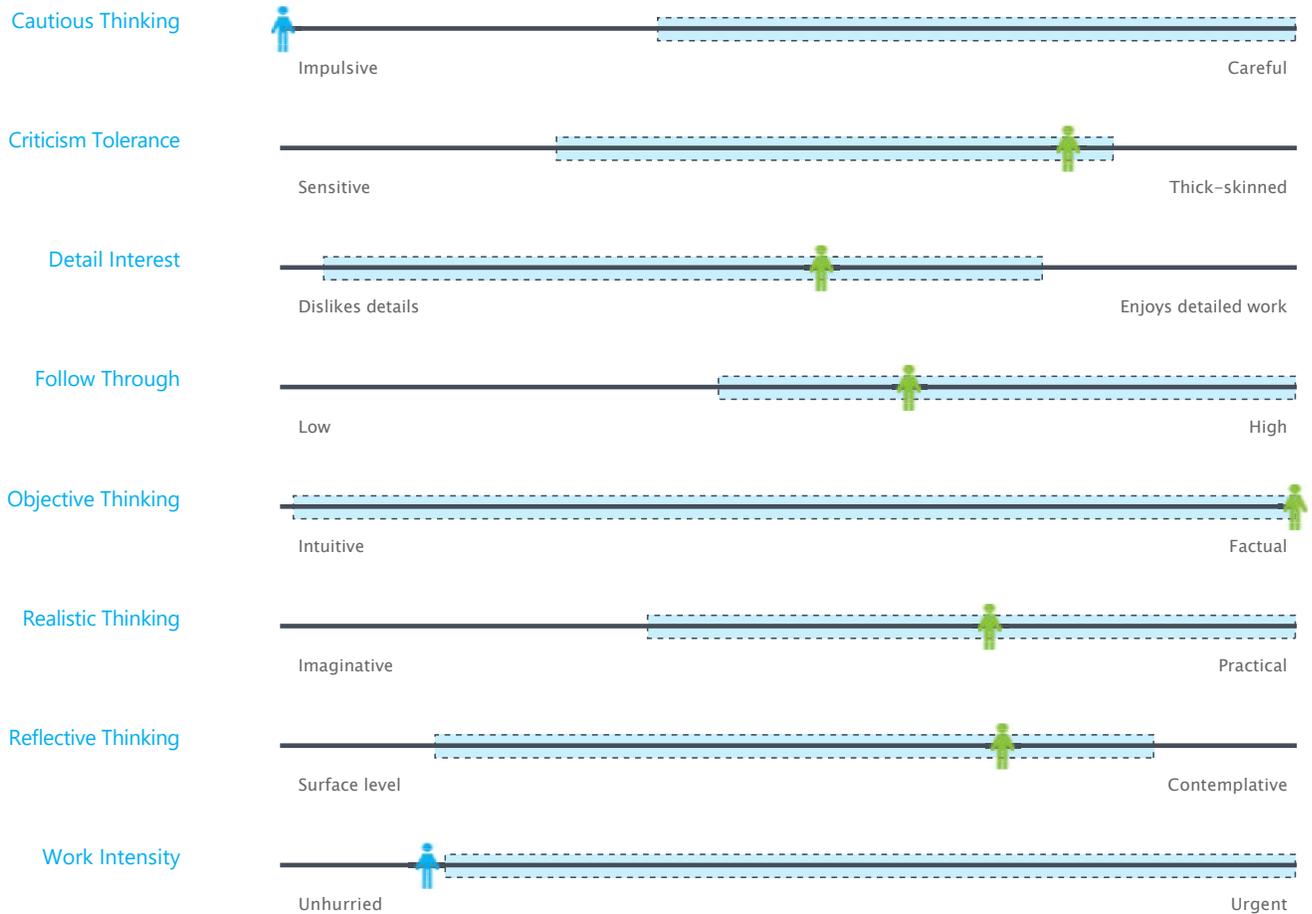


MAKING SOUND DECISIONS



The extent to which one makes sound decisions in a timely and confident manner.

- Cautious Thinking - May take unnecessary risks when making decisions.
- Criticism Tolerance - Should be able to maintain objectivity without allowing personal feelings to affect decision making.
- Detail Interest - Is likely to take time to consider the relevant details before moving forward with a decision.
- Follow Through - Recognizes the importance of following up with key stakeholders on critical decisions.
- Objective Thinking - Relies heavily on facts and data when making decisions.
- Realistic Thinking - Is likely to consider the practicality of solutions when making decisions.
- Reflective Thinking - Should anticipate the long-term consequences of a decision by investing the time necessary to understand the issue.
- Work Intensity - Prefers to work slowly, which may limit the ability to make decisions in a timely manner.

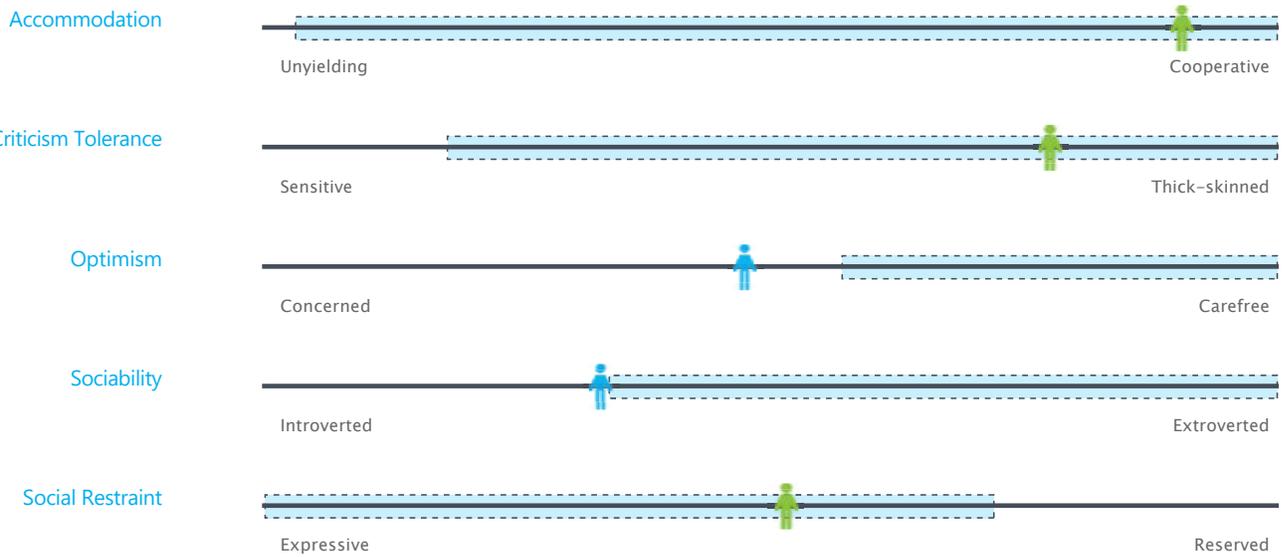


RELATIONSHIP MANAGEMENT



The extent to which one builds and maintains meaningful and positive connections with others inside or outside of the organization.

- Accommodation - Makes a concerted effort to be positively received by others; may be viewed as easy-going and easy to work with.
- Criticism Tolerance - Interacts with others without becoming defensive or overly sensitive.
- Optimism - May not be as optimistic in outlook as desired, which could hamper the development of meaningful business relationships.
- Sociability - May avoid social situations which will likely inhibit building relationships.
- Social Restraint - Is able to convey a professional yet genuine demeanor, which may facilitate relationship building.

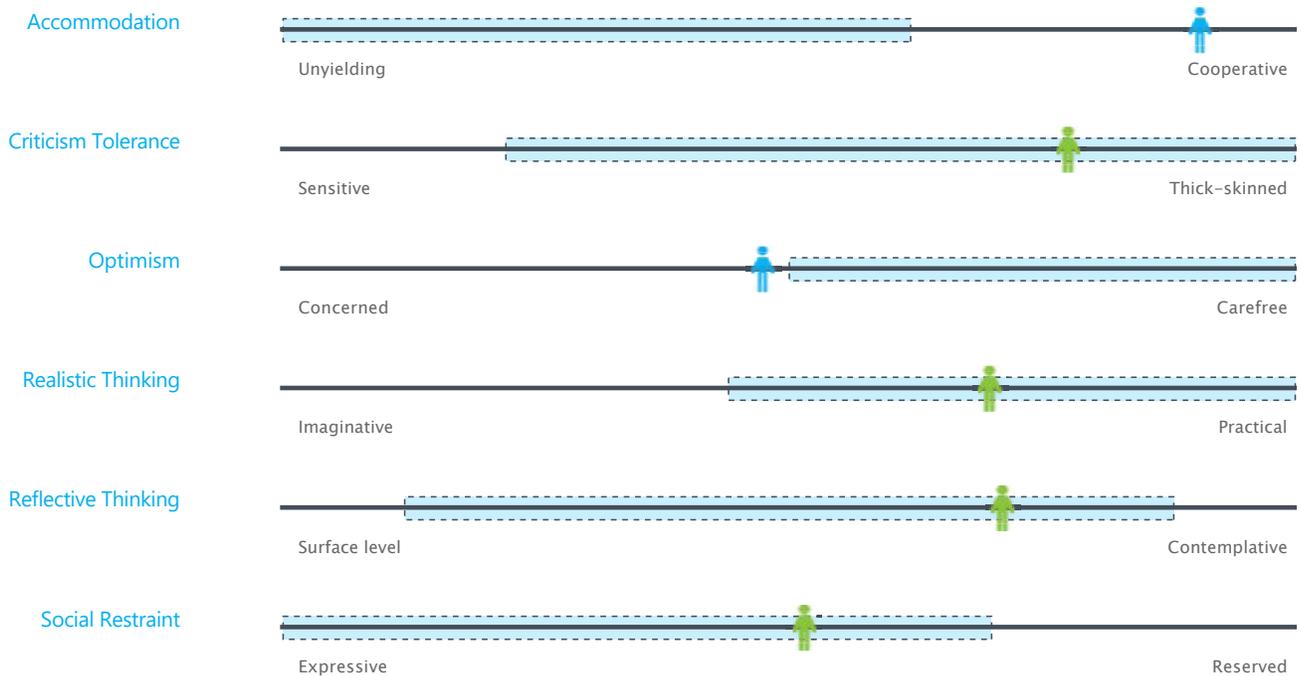


RESILIENCE



The extent to which one responds to challenges with composure, optimism and hardiness; perseveres and exhibits healthy stress management strategies.

- Accommodation - May avoid saying "no" to others and overcommit to work, potentially leading to stressful situations and difficulty in meeting expectations or deadlines.
- Criticism Tolerance - Open to constructive criticism, and is unlikely to take feedback personally.
- Optimism - May be overwhelmed by challenging situations and may worry unnecessarily.
- Realistic Thinking - Tends to view stress and frustration from a practical perspective; is likely to channel energy to implement constructive solutions.
- Reflective Thinking - Is able to identify and understand the root cause of issues and consider potential solutions.
- Social Restraint - Should be able to express frustration appropriately and vent in a healthy manner.

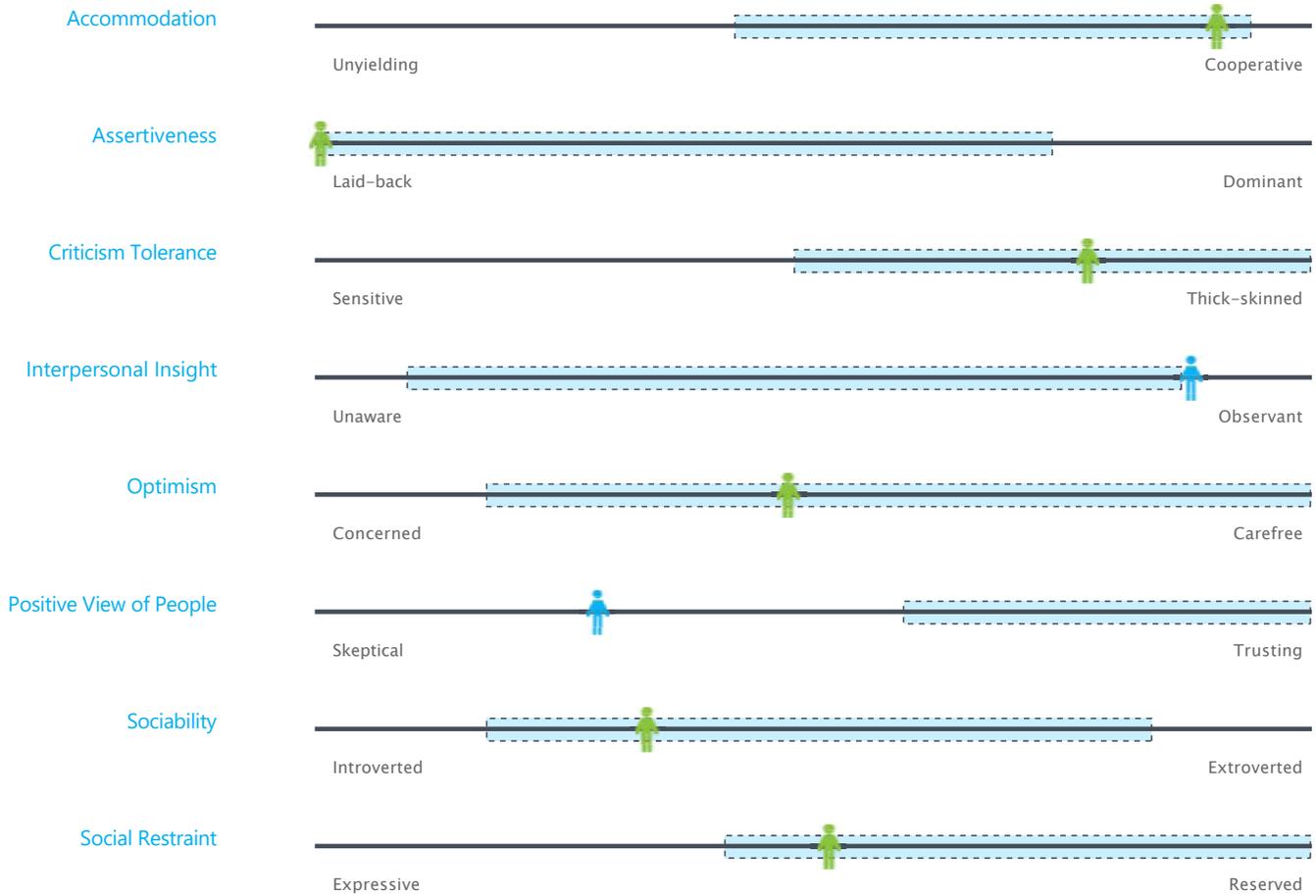


NEGOTIATING CONFLICT



The extent to which one addresses conflict quickly and effectively; facilitates a mutually agreeable resolution.

- Accommodation - Is likely to facilitate resolutions with the intent to address each party's needs.
- Assertiveness - Is likely viewed as a good listener in conflict situations.
- Criticism Tolerance - Is likely to remain objective in most conflict situations rather than personalize issues.
- Interpersonal Insight - May over-interpret, overanalyze, or make assumptions about other's motivations or perspectives in conflict situations.
- Optimism - Should take a positive, optimistic approach when mediating conflict.
- Positive View of People - Is skeptical by nature and may be cautious of others' motives or intentions when managing conflict.
- Sociability - Is likely to focus personal interactions on the situation at hand.
- Social Restraint - Is not likely to do or say things in haste, which should be an asset in a conflict situation.

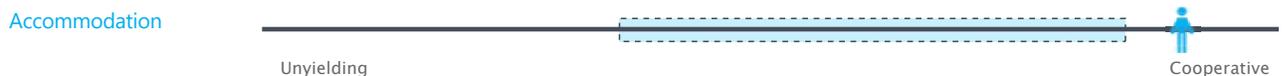


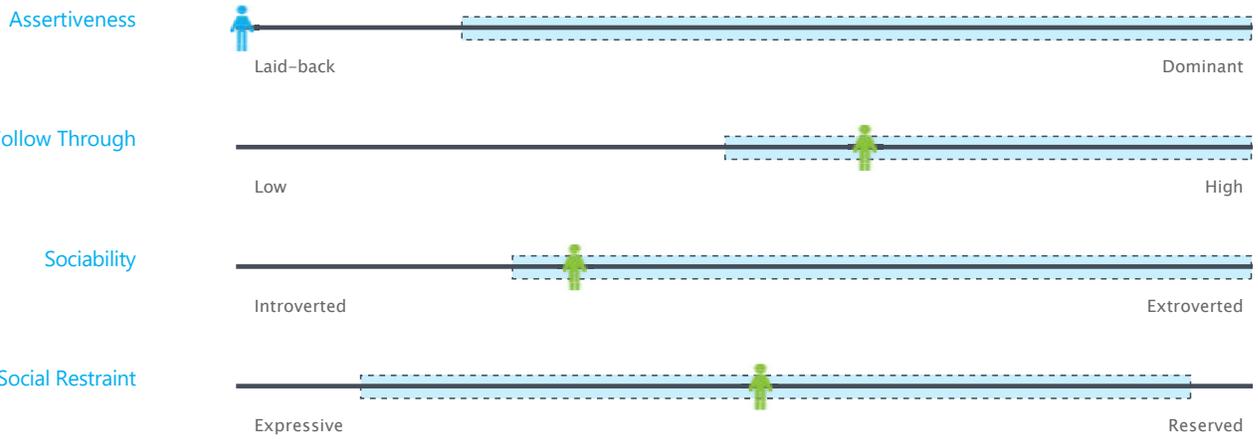
INFLUENCING



The extent to which one convinces others to take a specific position or action through the effective communication of ideas.

- Accommodation - May give-in too easily when faced with resistance when trying to influence others.
- Assertiveness - May be hesitant to speak up and may struggle to convince others to adopt a course of action.
- Follow Through - Is comfortable following up with others to reinforce their commitment to an idea.
- Sociability - Is moderately social, which will help to influence and understand the needs of others.
- Social Restraint - Demonstrates consistent and controlled reactions regardless of pushback from others.



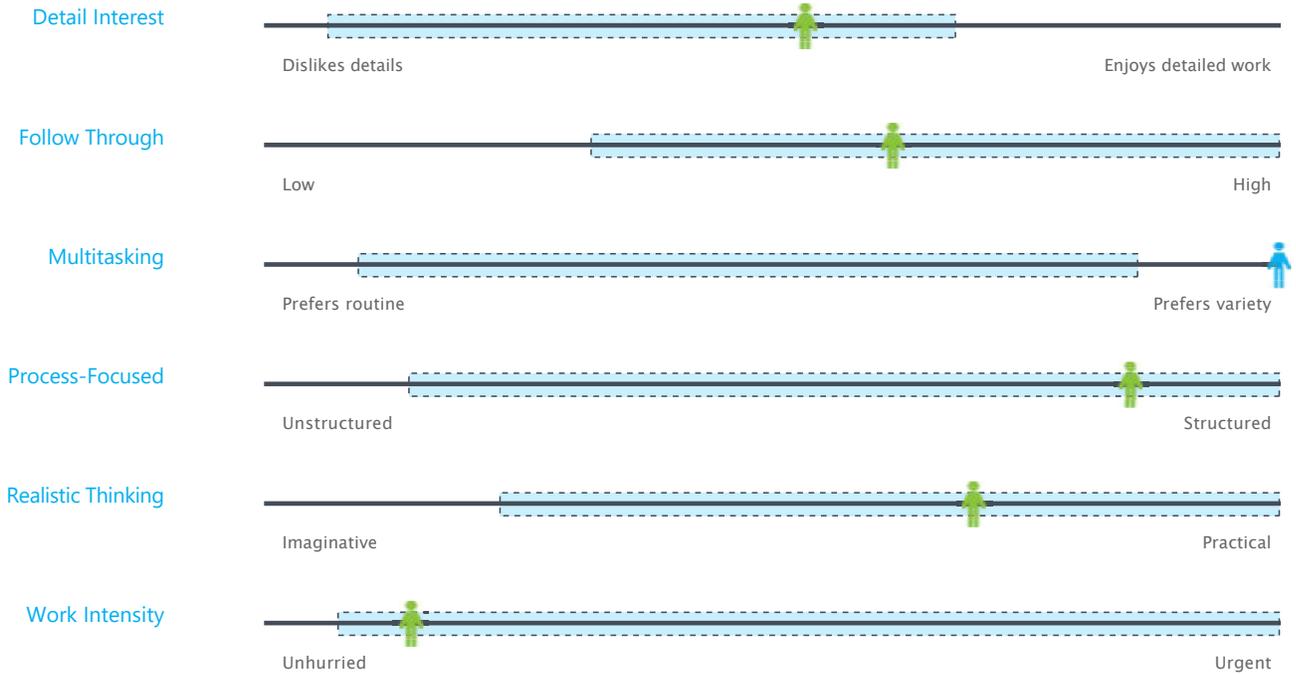


WORK ORGANIZATION



The extent to which one approaches work in an orderly manner; prioritizing tasks and managing time effectively.

- Detail Interest - Should be capable of attending to details when needed to developing plans.
- Follow Through - Should emphasize closing out steps and meeting timelines to ensure projects are completed as planned.
- Multitasking - May become bored or distracted when having to organize and plan ahead.
- Process-Focused - Is likely to emphasize organization and structure in day-to-day activities.
- Realistic Thinking - Is likely to emphasize realistic plans and tangible goals.
- Work Intensity - Is not likely to rush through tasks and projects.



ANSWER:

Tell me about a time when you had a miscommunication with someone. What happened? How did you become aware of the miscommunication? What was the final outcome?

ANSWER:

DELIVERING RESULTS

Tell me about a time when you were assigned an important task at work. How did you hold yourself accountable to ensure the task was completed on-time and up to standards? How did you approach the task? What was the result?

ANSWER:

Tell me about a time when you were assigned responsibility for a work project, and you did not achieve your desired objective. What was the project? What did you do to accomplish it? Why do you think the project was not completed or fell short?

ANSWER:

MAKING SOUND DECISIONS

Describe a time when you had an important decision to make, but had several alternatives to choose from. What criteria went into your decision? What was the result?

ANSWER:

Tell me about a time when you implemented a solution to a problem and then discovered later that the problem was not fixed. What actions did you take? What was the result?

ANSWER:

RELATIONSHIP MANAGEMENT

Give me several examples of important business relationships you have developed with people from other parts of your organization or with people outside the organization that have helped you to meet your business objectives.

ANSWER:

What is your strategy for developing business relationships? How do you go about developing these relationships? What do you do to sustain and maintain them over time?

ANSWER:

RESILIENCE

Describe a stressful situation at work that you experienced. What was the situation? How did you react to it? How did this impact your work performance?

ANSWER:

Tell me about the last significant setback you had at work. What was the situation? What happened? How did you react?

ANSWER:

NEGOTIATING CONFLICT

Tell me about a time when you handled a disagreement among coworkers. What were the opposing points of view? How did you approach the situation? What was the outcome?

ANSWER:

Tell me about a time when you disagreed with a direction or idea that your boss suggested. How did you approach the disagreement with your boss? What was the end result of the discussion?

ANSWER:

INFLUENCING

Have you ever had to persuade a coworker or manager to accept an idea that you knew they would not like? What was the issue? How did you go about convincing them? How successful were you in getting them to change their mind?

ANSWER:

Tell me about a recent work experience when you tried to persuade a colleague or customer of something and were unsuccessful. What was the situation? What did you do? What would you do differently next time?

ANSWER:

WORK ORGANIZATION

Tell me about a recent time when you had to plan a project or some work you had been assigned. What was the assignment or project? Describe your approach.

ANSWER:

Tell me about a project that you were responsible for planning that did not go as smoothly as you would have liked. What did you do? If you could redo the planning of the project, what would you do differently?

ANSWER:

FOLLOW-UPS

For the following scale: **Assertiveness**, the candidate scored **below** the match area.

Tell me about a work project where you led an initiative or were in charge of the project. How did you influence others to gain their support? What was the outcome?

(Listen for the ability to be forceful or influential when needed.)

For the following scale: **Cautious Thinking**, the candidate scored **below** the match area.

Tell me about a time when you took a risk at work and it paid off. What about a time when you took a risk that you later regretted? How did those experiences influence your approach to decisions going forward?

(Listen for indications of wisdom and maturity in the individual's decision-making process.)

For the following scale: **Detail Interest**, the candidate scored **below** the match area.

Tell me how you feel about working with details. Give me examples from your previous jobs of details you think were important and others you thought were unimportant. How did you decide which to pay attention to?

(Listen for a tendency to overlook or avoid the tedious or mundane details that may be important for the role.)

For the following scale: **Objective Thinking**, the candidate scored **above** the match area.

Give me an example of a decision you made at work that did not work out as well as you hoped. What was the situation? How did you decide to take the action that you took? How has that situation impacted your decision-making process today?

(Listen for whether the individual tends to make decisions purely based on fact rather than considering the interpersonal or subjective aspects of the situation.)

For the following scale: **Sociability**, the candidate scored **below** the match area.

Tell me about work situations where it is easy for you to initiate conversation with people and those where it is difficult. What makes these situations different? How does this impact your approach to interacting with others?

(Listen for the ability to engage others socially when needed.)

For the following scale: **Work Intensity**, the candidate scored **below** the match area.

Describe a time when you were responsible for a project at work that required a fast response or had a really short deadline. What did you do? How did you feel working under these circumstances? What was the result?

(Listen for a tendency to work more deliberately and slower than is ideal. Can the individual adjust their work intensity to meet the demands of the situation? What impact does this have on the individual?)

For the following scale: **Closing**, the candidate scored **below** the match area.

Describe a tough recent negotiation you experienced. How did you close the sale? Tell me about a situation where you had to invest time and effort and still were not able to close the sale. How would you handle the situation differently today?

(Listen for the individual's ability to effectively negotiate to achieve a positive sales outcome.)

For the following scale: **First Meeting/First Impression**, the candidate scored **below** the match area.

Tell me how you typically spend your first five minutes of a sales call, and why you take that approach. How do you determine whether you made a positive first impression?

(Listen for the individual's ability to make an appropriate first impression. Also, note the initial impression the individual makes in the interview.)

For the following scale: **Overcoming Objections**, the candidate scored **below** the match area.

Describe typical objections from customers that you have faced in the past. How did you overcome each objection?

(Listen for the individual's ability to problem solve. Also, take note of the individual's ability to overcome customer objections.)

For the following scale: **Probing/Presenting**, the candidate scored **below** the match area.

Tell me about a time when you had difficulty understanding exactly what the customer wanted. What did you do? How did you overcome the situation? What are the most important issues to address at the start of the customer relationship?

(Listen for the individual's ability to clearly identify the specific needs of the prospect.)

DARLENE SALESPERSON

Professional Sales - General

ONBOARDING AND DEVELOPMENT

Getting Started

Understanding how your unique characteristics match the job is an important step in your development. Use this Development Guide to help leverage your strengths and close behavioral gaps.

Keep the following in mind as you review the guide:

- Don't worry, this isn't a general how-to guide for your life. The development feedback is specific to you in relation to the behaviors needed for job success.
- Strengths and gaps were uncovered by your assessment responses, and as such, may reflect your self-perceptions. Others may see you differently.
- Remember, everyone has strengths and gaps. Treat the suggestions below as a friend giving you tips for success.

Take notes as you read, to help create an action plan to accelerate your development.

Leveraging Strengths

Leveraging Your Accommodation Skills

You are naturally helpful, so look for ways to help others daily. Helping someone complete a task or offering advice goes a long way to building lasting work relationships.

Leverage your natural tendency to accommodate others by connecting with new people every day to make them feel welcome.

Try to connect people that have things in common. Make introductions when people do not know each other.

Leveraging Your Competitiveness Skills

Your competitive style is ideal for this role. Leverage your competitive style by competing with yourself, not with others. Take a moment to identify your best work to date and make a goal to top it.

Identify how you differ from your peers or competition and see how you can leverage those differences to get ahead. Figure out what makes you indispensable to the organization and leverage that. Look to those who excel and identify what makes them successful.

Use your style to motivate others to develop. Share your tips and best practices. Be cognizant of what others do well and be open to modifying your approach to leverage their strengths.

Leveraging Your Criticism Tolerance Skills

Your ability to tolerate criticism and feedback is ideal for this role. You are likely to interpret feedback appropriately, and focus on the message, rather than having an emotional reaction to the information (or discounting it altogether). Use this to your advantage by applying the lessons learned from criticism or suggestions from others to improve your work performance.

Many coworkers get discouraged when they receive criticism. However, sometimes some of the best lessons you learn at work will come from observations from others or performance improvement suggestions from a boss or mentor. Leverage your objective outlook to take feedback to heart and consistently work to improve your skill set.

Help others see the value of feedback and critical discussions. If you can help to establish a positive feedback culture at work, and react in a positive way to criticism from others, you can help create a culture of accountability and open communication. Your willingness to hear what

others have to say will go a long way towards improving work performance.

Leveraging Your Follow Through Skills

Your ability to follow through is ideal for this role. Leverage this strength by committing to work tasks in which completion is critical to the organization.

Help others who may struggle with follow through by motivating and encouraging them to complete work.

Leveraging Your Multitasking Skills

Your ability to multitask is ideal for this role. Leverage this strength by multitasking smartly. Group together tasks that require a similar skill, mindset, or level of concentration. By streamlining your process, you can complete tasks with greater efficiency and ease.

To maximize your productivity, differentiate between those projects that require focus and those you can multitask. There are some tasks that you can easily dip in and out of without sacrificing quality. However, other tasks require your undivided attention for a solid period of time.

Because you are comfortable multitasking, you can use down time wisely by saving small, easy tasks for those brief windows of extra time you may find throughout the day. For example, if a meeting ends early or a task takes less time than expected, use that ten minutes to send an e-mail or organize your calendar.

Leveraging Your Optimism Skills

Your optimism is ideal for this role. You are able to see opportunity where others cannot. Utilize this ability by taking risks and trying novel approaches.

Some coworkers might become discouraged when faced with a challenge. Leverage your positive outlook to encourage your coworkers. Share your belief that the obstacle is surmountable! Redirect negativity towards productive conversations.

Use your optimism to help others see the big picture. Some coworkers may have difficulty seeing past recent downturns. However, your positive outlook can help your team move on from setbacks and focus on the future.

Leveraging Your Positive View of People Skills

Your positive view of people is ideal for this role, as others will respond favorably to your open and trusting style. Use this to your benefit by establishing mutually-beneficial work relationships that you can leverage to grow your career.

Because you feel comfortable trusting other people, find ways to delegate wisely. Let others try tasks that you have mastered, so you are free to try new challenges. Or conversely, delegate more difficult tasks to those who may be more capable than you.

Help others see the positive in customers and coworkers. Find opportunities to show recognition and express appreciation. Set an example by giving second chances.

Leveraging Your Preference for Structure Skills

Your preference for structure is ideal for this role. Your flexibility allows you to adapt to a changing work environment while maintaining an appropriate level of structure. Leverage this strength by finding areas within your responsibility that will allow you to make an impact. Take on new, uncharted initiatives that others may be hesitant to tackle and help others who struggle to adapt.

Leveraging Your Knowledge of Sales: Influencing/Convincing

You have a solid insight of how to influence and convince customers using persuasion during the sales process.

Look for ways to share your persuasive techniques with your colleagues. Also, seek opportunities that allow you to practice your persuasion techniques in a wide variety of topics and situations.

Leveraging Your Knowledge of Sales: Prospecting/Pre-qualifying

It appears that you have a solid understanding of how to effectively identify prospects, prequalify them as viable customers, and transition to the next stage of the sales process.

To keep these techniques sharp, look for ways to practice effective prospecting techniques. Consider keeping a log of which strategies work

most effectively and what the details of each situation are, so that you can refine your approach over time and become even more effective. Also, consider how you can benefit your organization or team more broadly by training others in this area.

Closing Gaps

Improving Your Assertiveness Skills

Practice asserting yourself by actively participating in meetings or group settings. Take time to prepare in advance, listen attentively, ask and respond to questions and request clarification when needed. This will help you feel more comfortable when you need to take the lead or express your opinion.

Show assertiveness through your body language and speech. Stand or sit up straight, shake hands firmly, make eye contact, and convey confidence. Remember that your thoughts, ideas, and opinions are as valid as anyone else's so be confident in what you say and do.

Avoid using language that devalues your ideas or opinions. Take out filler words and qualifying phrases, such as "I could be wrong, but..." and "I just think that..."

Improving Your Cautious Thinking Skills

Avoid making snap decisions or quick assumptions. Think through critical situations before you commit to an approach. Force yourself to take time to consider alternatives and to carefully evaluate your options before taking action.

To really understand an issue, ask questions and do your research. Make a list of what you need to know and who you need to speak with in order to make an informed decision. Don't come to a final conclusion until you have the answers.

When making critical decisions, include those who are more inclined to recognize and mitigate risks. Specifically, identify 2-3 great decision makers to run your ideas by.

Improving Your Detail Interest Skills

Use to-do lists to organize your work. Listing everything you need to accomplish will prevent you from overlooking important tasks. It may also be beneficial to allocate time to review your work for accuracy.

Identify those areas of your work in which quality and attention to detail are critical. Set aside time to review your work and check for accuracy. If possible, ask a coworker to double check your work.

Avoid distractions such as checking e-mail and talking to peers when working on tasks that require attention to detail.

Improving Your Objective Thinking Skills

Things aren't always black and white. Make a conscious effort to look for the subtleties in situations and use this information in conjunction with the facts to form a more thoughtful opinion or conclusion.

Others may perceive your objectivity as stubbornness or indifference. To mitigate this, consider who will be impacted by your decisions or actions and ask for their input. If someone feels strongly about an issue, take the time to consider their point of view.

Make an effort to be open to new possibilities and ideas. There are many truly innovative concepts which have yet to be proven or supported by data. Rather than dismiss the idea out of hand, try testing the theory.

Improving Your Sociability Skills

Push yourself to move beyond your comfort zone socially. Set a goal to initiate social interactions with coworkers or subordinates, such as having lunch with someone new at least once a week. Make a special effort to show up to voluntary work events, such as happy hours or holiday parties.

Recognize the importance of building authentic relationships with coworkers and set a goal to get to know people as individuals. Ask questions and show genuine interest, but be cognizant to respect your coworker's privacy by avoiding invasive or overly personal questions.

If you have trouble thinking of things to talk about, make a list of topics that can encourage conversation. Sports, movies, and current events are subjects that can break the ice with people. However, stay away from political or controversial issues.

Improving Your Work Intensity Skills

Set deadlines and stick to them. For longer term assignments, identify small, intermediary steps and assign a deadline to each one. Track your progress as you complete each step.

If you find yourself lacking energy during the day, try to determine why and address the cause. Do you get enough sleep or exercise? Is there something on your mind that is draining your energy?

Don't jump back and forth between tasks. It's easier to maintain your focus when it isn't divided. Finish the most important tasks first and then be purposeful in your intent to complete the rest.

Improving Your Knowledge of Sales: Closing

You may benefit from refreshing your knowledge around the closing phase of the sales process and how to effectively communicate product value.

Effectively guide the customer through the purchase process before asking the customer to make a decision. When talking with the customer, make sure to add value to each conversation by actively listening to their business needs and provide enough insight about the product so they can make an informed decision. Make sure to have meaningful conversations with the customer and focus on trying to meet their business needs instead of solely focusing on the close.

Investigate internal company resources (i.e., trainings, or courses available in an LMS) to improve your understanding of effective strategies for closing sales deals successfully. Also, look for a 'role model' who you think is particularly effective in this area, and ask them for tips and guidance so you can refine your approach.

Improving Your Knowledge of Sales: First Meetings/First Impressions

You may benefit from focusing on effective strategies for initial sales meetings and how to make a positive first impression. You can focus on practical interpersonal tips to improve in this area.

For example, in a first meeting with prospects, spend time developing the relationship. Demonstrate sincere interest in the person with whom you are meeting. Jumping right into the sales pitch can come across as self-serving. Also, make sure to ask questions so that you can understand your potential customer's situation and needs. This allows you to direct your pitch to what will be of interest (rather than a broad overview of all your products or solutions). Also, make sure to ask about the differentiators that matter most to them. How will they make a decision? What factors will be weighted heaviest? Finally, make sure to identify a concrete follow-up step at the end of your first meeting or interaction. How will you continue the relationship? Sharing a follow-up piece of information (e.g., white paper, news article) or coming together for another discussion with other parties that will be involved in the sales decision are options.

You may also find resources available within your organization on how to conduct effective first meetings and make a favorable first impression. Consider company training materials, seminars, learning management systems or other resources to further your development.

Improving Your Knowledge of Sales: Overcoming Objections

You may benefit from refreshing your knowledge around how to most effectively manage and resolve customer objections and complaints.

One way to increase your effectiveness in this area is to enhance your conflict resolution skills. Understanding a variety of common types of objections such as price, timeline, authority, and need, can be important when trying to find a solution to your customer's concerns. Having drafted responses will allow you to be prepared with the most effective ways to address the concerns.

You may also find it useful to find a mentor who is a more seasoned salesperson. Ask them for advice on what approaches they have found most effective in overcoming typical objections. If possible, sit in on sales meetings with them so that you can observe their approach.

Improving Your Knowledge of Sales: Probing/Presenting

You may benefit from spending some time practicing or reading up on effective probing strategies and how to present information most effectively in the sales process.

Ask targeted questions to identify your prospect's key needs. This will help you pitch your solution in the most effective way, making a direct tie between what the customer has highlighted as a pain point and how your product or service can be a relief to this. Touching on budget restrictions, or discussing what they like and dislike about a current product or service they use can also serve as probing opportunities to uncover potential needs.

Ask probing questions about what the prospect's objectives are and how they plan to achieve them. As they talk through these steps, you can find natural opportunities where you can offer assistance. Getting your prospect to elaborate on the 'who, what, when, where, why' of their needs should help uncover significant opportunity to present information about your potential solution.