



Sales Achiever

Jane Applicant

Route Sales

ABC

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Report Type: Sales



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Mental Aptitudes



The Achiever Performance Assessment correlates six cognitive learning skills to create a comprehensive, multi-faceted profile for your candidate or employee to better assist you in determining job fit, training and development needs, and leadership ability with a better coaching tool to improve performance.

Mental Acuity

5-9



- How an Individual Learns
- Learning Speed
- Ability to Critically Think and Solve Problems

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.

6
Fit

Business Terms



- Understanding of Business Language
- Evidence of Business Experience

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.

6

Memory Recall



- Knowledge of Current Events
- Observation Skills
- Retention of Information

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.

9

Vocabulary



- Ability to Communicate Orally/Written
- Effectively Convey Thoughts and Ideas

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.

7

Numerical Perception

4-8



- Visual Acuity Dealing with Numbers and Symbols
- Skill with Detail Work

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



- Desire to Understand How Things Work
- Willingness to Learn Technical Language
- Skill Operating Equipment

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.



Performance Scales



Performance Scales are the values and behaviors that are consistent with successful on job performance in the specific job being assessed. These key values and behaviors not only determine job fit, but also identify areas of need for training, development and coaching to engage employees more effectively for better overall job performance.

Energy

4-6



- Energy Level
- Level of Internalized Tension
- Physical Activity

Ms. Applicant is an energetic individual who approaches prospecting and developing new business in a vigorous manner. Because of her high drive level, she will tackle tasks energetically, but could become less productive and lose her focus in sales calls if tension mounts to an extreme level.

3

Flexibility

4-7



- Adherence to Precedent, Rules, and Policies
- Adaptability to Change
- Reliability and Consistency

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.

1

Organization

4-7



- Planning and Organizational Habits
- Time Management
- Ability to Multi-task

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.

1

Communication

5-8



- Need for Social Interaction
- Ability to Focus on Listening
- Communication Style

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.

9

Emotional Development

4-7



- Sense of Urgency
- Ability to Adjust to Emotional Stress
- Level of Self-esteem

Ms. Applicant expects a great deal from herself and others, and can become frustrated or impatient if sales do not close as quickly as she desires or other situations arise which hamper her progress. At the extreme, she can begin to lose self-confidence due to expecting too much, too soon. It should be noted that scores will normally become higher as individuals advance in age.

3

Assertiveness

5-7



- Desire for Authority and Control
- Decision Making Style
- Attitude Towards Confrontation

Jane is an assertive, take-charge person. She enjoys control and responsibility, and will attempt to influence the decisions of customers and prospects, and direct their activities to achieve higher sales. She does, at times, consider the ideas of others, but will not hesitate to debate objections and ask for the sale.

7

Fit

Competitiveness

5-9



- Need for Individual Achievement
- Team Compatibility
- Response to Incentives

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.

7

Fit

Mental Toughness

5-8



- Attitude Towards Criticism
- Level of Empathy
- Stamina and Endurance Levels

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.

1

Question/Probing

4-7



- Willingness to Ask Questions
- Degree of Shrewdness
- Level of Trust in Others

Jane is basically trusting, and usually positive and accepting, but not to the point of being gullible. She will probe and look further into the needs or desires of her customers or prospects, but will not appear unnecessarily cynical or questioning.

5
Fit

Motivation

6-9



- Motivated by Security vs. Recognition
- Willingness to Take Risks
- Desire for Change

Jane needs some job security and will take risks only when she is convinced that she is unlikely to make a mistake or fail. She still requires some feeling of security in sales, such as having a draw against commission, but is also motivated by the opportunity to increase her income based on her personal efforts.

5

Validity

Distortion

1-6



- Willingness to be Candid About Strengths and Weaknesses
- Desire for Social Conformity

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.

3
Fit

Equivocation

1-6



- Ability to Follow Instructions
- Indicates the Ability to Commit to an Opinion or Viewpoint

She has scored within our acceptable equivocation range.

4
Fit



Mental Aptitudes

Provides distinct measurements of cognitive ability assessing how an individual will approach job functions from a mental standpoint.

	Mental Acuity	Slow To Learn						5	6	7	8	9	Fast to Learn	
	Business Terms	Uninformed							6					Knowledgeable
	Memory Recall	Unaware											9	Aware
	Vocabulary	Limited									7			Strong
	Numerical Perception	Imprecise					4	5	6	7	8			Accurate
	Mechanical Interest	Indifferent					4							Interested

Performance Scales

Provides measurements of behavior representing an individual's primary personality traits and how they typically behave.

	Energy	Restless			3	4	5	6						Calm
	Flexibility	Flexible	1			4	5	6	7					Rigid
	Organization	Disorganized	1			4	5	6	7					Planful
	Communication	Reserved					5	6	7	8		9		Interactive
	Emotional Development	Impatient			3	4	5	6	7					Tolerant
	Assertiveness	Cooperative					5	6	7					Authoritative
	Competitiveness	Team Player					5	6	7	8	9			Individualist
	Mental Toughness	Sensitive	1				5	6	7	8				Tough
	Question/Probing	Trusting					4	5	6	7				Skeptical
	Motivation	Security						5	6	7	8	9		Recognition

Validity Scales

Provides measurements of internal validity providing insight into the accuracy of the individual's responses to the Performance Scales.

	Distortion	Frank Answer	1	2	3	4	5	6					Exaggerates
	Equivocation	Chose Alternate	1	2	3	4	5	6					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.*

NOTE: Blue blocks are of primary importance as they represent the desired range for that characteristic. Scores within that range, or with no range identified, have a white circle. Scores outside the desired range will have a gray circle.

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.

Summary Report



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.

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.

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
- 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
- Changing, growing and learning new concepts and ideas

Introduction



Success in any business will largely be determined by how wisely an organization invests in its Human Capital Infrastructure.



When hiring a new employee or promoting a current employee, investing in a well thought out interviewing process is a critical point of action in terms of impacting the productivity and profitability of your organization!

Utilizing these assessment results enables all who are involved in the interviewing process to better evaluate the candidate's cognitive traits and knowledge, as well as their performance traits to more effectively determine job and cultural fit, as well as training and development needs.

In hiring the right person, success hinges on determining the FIT with the job. Therefore, it is recommended that a majority of the interviewer's time be spent on probing key behaviors and values that drive successful performance in the specific job being assessed. When using a behavioral interviewing methodology, a candidate's past behavior is the best predictor of current and future behavior.

Following are the interview questions which an interviewer may choose to use in the candidate interview process. These interview questions are generated to assist the interviewer to probe the aptitude and performance traits that are consistent with successful job performance. You will note that the questions are written in a way that probe past behaviors in previous employment experiences to better determine job fit.

NOTE: 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. Rather than pursuing behaviors that are rooted in past work experience, the interviewer can probe life experiences that may enable them to probe relevant behaviors and values in performing the job.

Energy

Measurement of the individual's energy and drive as it relates to handling assignments and projects.



Tell me about the most frustrating sales situation you've been involved with in a job. How did you handle the pressure of that situation?

Interpretive Guide: Is the candidate aware of the problems which can be associated with sales-related stress? Does the candidate appear to thrive under pressure?



Tell me about coping skills you have developed to control the stress associated with sales. How did you learn these skills and how have they been effective?

Interpretive Guide: Does the candidate have good coping skills? Does the candidate practice specific methods of controlling stress, or are such coping skills used sporadically? Did the candidate fidget and move around a lot during the interview?



Describe for me what steps you take to meet a quota which initially seems impossible to meet.

Interpretive Guide: Are the steps the candidate takes to meet sales quotas logical and consistent? Is the candidate able to handle the pressure of a high quota appropriately?

Flexibility

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



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?

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



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

Interpretive Guide: 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?



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.

Interpretive Guide: 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?

Organization

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



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.

Interpretive Guide: 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?



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?

Interpretive Guide: 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?



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?

Interpretive Guide: 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?

Communication

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



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?

Interpretive Guide: 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?



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?

Interpretive Guide: 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?



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.

Interpretive Guide: 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?

Emotional Development

Measurement of the individual's level of patience, self-esteem and confidence.



Tell me about a time in a previous sales position you lost your patience with a customer or prospect. What precipitated your action?

Interpretive Guide: Does the candidate admit that he or she tends to be impatient with others? Did the candidate use sound judgment and maturity to resolve the problem caused by his or her impatience? Does it appear the candidate learned anything from the experience?



Describe a time when you pushed for a decision too quickly and lost the sale. How did that make you feel and what did you learn from the situation?

Interpretive Guide: Does it appear the candidate expects too much, too soon? Has the candidate learned to allow others a reasonable amount of time to make a decision?



Regarding sales goals and quotas, tell me about a time when you set a specific goal for yourself and failed to reach that goal. How did that make you feel and what did you do to rectify the situation? Do you tend to set high goals which are difficult to reach, or lower goals which are more easily attainable?

Interpretive Guide: Can the candidate handle the frustration of failing to reach goals? Does the candidate set goals which appear to be unattainable, thus setting him or herself up for failure?

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.



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?

Interpretive Guide: 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?



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

Interpretive Guide: 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?



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?

Interpretive Guide: 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?

Introduction



Investing in training and development is not what is ultimately important, PERFORMANCE is! What is learned through training and development will yield a higher return on investment, resulting in improved job performance!



The pressure on organizations to improve training and development continues to intensify. Advances in technology, shifts in demographics, and the constant competitive necessity to upgrade workforce skills are challenging every organization.

Utilizing these assessment results provides leadership with credible behavioral information that enables them to take an objective and systematic approach to analyzing and managing the training and development needs of individuals to improve their performance in the workplace. For example, the information provided in the assessment results can assist management in developing and executing a plan to train a new hire during the onboarding process, thereby accelerating their learning curve. It can also prove to be an invaluable tool for management to evaluate and coach current employees to reach their potential.

Engagement is the key. These assessment results can be used as an effective tool to assist management in learning more about their people in their effort to build better employee relationships and employee engagement.

Introduction



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 offer the following suggestions where the person assessed could benefit from growth and development. We trust you will find these suggestions helpful.

Energy

Measures drive, energy, stress level and tension, and how an individual copes with stress or pressure.



You are an energetic individual who approaches tasks in a vigorous manner. Due to your high drive level, you will tackle projects energetically, but could lose your ability to concentrate if tension mounts to an extreme level. Because of your tension level, you need opportunities during the day to move around and expend excess energy.

Your self-affirmation sentence:

"I am relaxed so I achieve more."

Steps to Effect Change

Consider a medical examination to learn whether your tension level needs medical attention. If physically able, beginning a daily exercise program involving the following or similar activities would be wise, if you are not already involved in any of these activities on a regularly scheduled basis:

Running or jogging, aerobic dance, exercise or walking.

Tennis, badminton, volleyball, racquetball

Swimming, golf, bicycling.

If your physical activity is severely limited, schedule breaks for yourself, exercise or use other tension-reducing relaxation techniques. In addition, refraining from stimulants such as tobacco, refined sugar, caffeine, etc., will be helpful.

Other approaches you might consider to deal with tension are biofeedback and/or hypnosis relaxation or meditation therapies of all types, under the guidance of a professional.

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

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.

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.

You should maintain an attitude of working to always follow through on what you say, or commit yourself to, without vacillating.

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.

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

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.

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.

Daily, weekly and monthly planning - even yearly planning - will help keep you on an organized and productive basis. Set goals and reach them.

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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