



## Sales Achiever® Assessment Report

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Report prepared on: **Joe Dogre**  
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Acme Pharmaceuticals, Inc.  
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Report Type: Sales Representative

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## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 1

### Mental Aptitudes

#### Mental Acuity



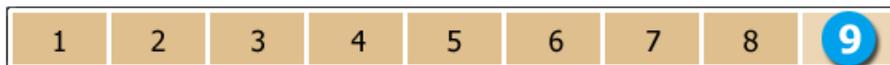
Mr. Dogre is low in Mental Acuity, indicating he is a slow thinker. He needs to fully understand more difficult, complex problems before arriving at a solution or making a decision, especially if the situation is unfamiliar to him. Some repetitive training and close supervision needs to take place until he can exhibit proficiency in the job.

#### Business Terms



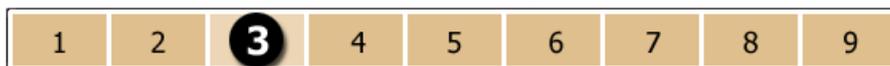
Joe has some knowledge of the specialized language of business, although limited. He may have had some prior exposure to business terminology, acquired either on the job or in a business class. As a sales rep, he will need to learn the specialized business language associated with his business to more intelligently communicate with customers and prospects.

#### Memory Recall



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

#### Vocabulary



Mr. Dogre's vocabulary is limited, which can be a liability when effectively communicating with prospects or customers. It is possible that English is his second language.



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 2

### Numerical Perception



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

### Mechanical Interest



Mr. Dogre's level of interest in mechanical devices is average and he should be willing to put forth effort to learn any technology necessary in his sales position.

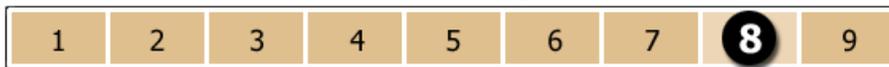
## Personality Dimensions

### Energy



Mr. Dogre has a low energy and drive level. He handles work-related pressure well and tension usually does not cause a problem, but he may not prospect or pursue new business as energetically as is needed to increase sales. This score should be checked against the distortion score, as individuals who distort often depict themselves as being more calm than they actually are.

### Flexibility



Joe is a very quality-minded, reliable sales rep with a high degree of integrity and strong ethics. He has a strong interest in providing quality service and products to customers and prospects, but is not flexible or adaptable to change. This could cause him to experience difficulty handling multiple job demands and assignments. He tends not to be an innovative, free-thinking person who creates new sales techniques, nor will he be one who promotes new uses for existing products or services, but rather will be one who sticks with proven applications as much as possible. He is likely to agree to change only when he is convinced the change is necessary. Even though the company can trust him and know he will be concerned that customers' needs are being met, they cannot expect frequent, imaginative or fresh ideas from him.



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 3

### Organization



Mr. Dogre is extremely organized and oriented to planning his time and activities. He generally plans everything in advance and makes the best use possible of the time and resources he has available to him to reach sales goals. When scheduling his work, Joe often assigns a specific time for each appointment or job task and works best within this frame of time.

### Communication



Joe enjoys working with people and is a very open, sharing collaborator. He can easily and comfortably share his own feelings, ideas and knowledge with customers and prospects, and would not be happy in an environment where he has no opportunity to interact with others.

### Emotional Development



Mr. Dogre has very high self-esteem and an extreme degree of self-confidence. He believes in himself and is very self-reliant. He has the ability to handle a great deal of pressure and seldom loses his patience with customers or prospects, even if they appear to take forever to make a buying decision. This score should be checked against the distortion score, as individuals who distort often portray themselves as more patient than they actually are.

### Assertiveness



Joe is not highly assertive, but will usually express his opinions to customers or prospects when necessary. He will attempt to influence and direct others to make a positive buying decision, but if faced with a much more assertive buyer, could just as easily give in and relinquish control to avoid a confrontation.



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 4

### Competitiveness



Mr. Dogre is more concerned with maintaining harmony than participating in individual competition. He views sales contacts and presentations as opportunities to develop relationships, rather than increase sales. Since he lacks a strong sense of competitiveness, he will be very service-oriented, but may not be concerned about developing new business.

### Mental Toughness



Joe is a mentally tough individual who can persevere in the face of obstacles. Quotas, long hours, etc., do not negatively affect him, but he may not easily exhibit empathy towards customers, prospects or others.

### Question/Probing



Joe tends to accept most information at face value, seldom questioning or probing to better understand the prospect's or customer's needs. He may accept excuses for not buying too easily, and fail to question or probe to determine alternatives he could present in order to close the sale. He appears to have a very positive, enthusiastic working attitude and is trusting of others, but could enhance sales performance by developing stronger probing skills.

### Motivation



As a sales rep, Joe is easily motivated when the right rewards are offered. He has good initiative and will take risks when the potential for profit and recognition exists. He is always looking for a chance to obtain recognition for his efforts. He will be willing to put in extra hours and exert greater effort to increase sales, provided he feels he will be rewarded for his efforts. Status and recognition are more important than a steady job or a stable paycheck, even if it means long hours or frequent travel.



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 5

### Validity Scales

#### Distortion



Mr. Dogre is not willing to reveal a number of his personality traits. Accuracy of the Personality Dimensions is diminished to approximately 80%. Results must be considered accordingly.

#### Equivocation



He 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

Sales Representative

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 6

**Mental Aptitudes**

		1	2	3	4	5	6	7	8	9		
<b>Mental Acuity</b>	Slow to Learn			3		[	○	○	○	○	○	Fast to Learn
<b>Business Terms</b>	Uninformed				4	[	○	○	○	○	○	Knowledgeable
<b>Memory Recall</b>	Unaware						[	○	○	○	9	Aware
<b>Vocabulary</b>	Limited			3		[	○	○	○	○	○	Strong
<b>Numerical Perception</b>	Imprecise						6	[	○	○	○	Accurate
<b>Mechanical Interest</b>	Indifferent						6					Interested

**Personality Dimensions**

		1	2	3	4	5	6	7	8	9		
<b>Energy</b>	Restless					[	○	○	○	○	8	Calm
<b>Flexibility</b>	Flexible			[	○	○	○	○	○	○	8	Rigid
<b>Organization</b>	Disorganized					[	○	○	○	○	9	Planful
<b>Communication</b>	Reserved					[	○	○	6	○	○	Interactive
<b>Emotional Develop.</b>	Impatient					[	○	○	○	○	9	Tolerant
<b>Assertiveness</b>	Cooperative				4	[	○	○	○	○		Authoritative
<b>Competitiveness</b>	Team Player	1				[	○	○	○	○	○	Individualist
<b>Mental Toughness</b>	Sensitive					[	○	○	○	7		Tough
<b>Questioning/Probing</b>	Trusting	1				[	○	○	○	○		Skeptical
<b>Motivation</b>	Security						[	○	○	○	8	Recognition

**Validity Scales**

		1	2	3	4	5	6	7	8	9		
<b>Distortion</b>	Frank Answer	[	○	○	○	○	○	○	○	○	8	Exaggerates
<b>Equivocation</b>	Chose Alternate	[	○	○	○	○	5	○	○	○		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.



**Sales Achiever**

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 7

## **Leadership Traits Assessment**

### **Introduction**

This report section evaluates Joe'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.

Joe may or may not be one of the better people employed in a specific organization. If Joe 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.



**Sales Achiever**

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 8

## **Leadership Potential Summary Report**

**for: Joe Dogre**

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

- Planning
- Organizing
- Staffing

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

- **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.
- **Facilitating** - learn how to better monitor the achievements of others versus the plan, job description and/or job functions and requirements.



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 9

# Sales Traits Assessments

## Introduction

This report section evaluates Joe'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.

Joe may or may not be one of the better people employed in a specific organization. If Joe 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.



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 10

## Sales Potential Summary Report

**Joe's sales potential includes the following strength(s):**

- Persistence and Consistency
- Ability to meet and communicate effectively with people
- 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:**

- Learning speed and Efficiency
- Ability to command respect
- Setting goals to win, excel and achieve



**Sales Achiever**

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 11

## **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.



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 12

### Interview Questions for Mental Acuity

**Mental Acuity** - Measurement of how quickly an individual comprehends information and is able to reason through and solve problems.



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, in a prior job, when you found yourself engaged in a project or undertaking which became too complex to complete, based on the information and resources you had available to you at the time. What did you do? Describe the situation.

Tell me about a time when you were confronted with a difficult, unexpected set of circumstances for which you lacked the answers. How did you deal with the circumstance?

When learning a new job, describe for me the best way you learn. Do you like to read and follow written instructions, or watch someone else and then perform the task yourself?

Describe for me the most difficult situation you've encountered in which you, alone, had to derive a solution for the problem. How did you arrive at the solution?

#### Interpretive Guides

Did the candidate exhibit initiative and resourcefulness in handling the problem? Was the candidate willing to discuss problems and ask for others' input and ideas? Does it appear the candidate is willing to admit his/her limitations?

Did the candidate exhibit team spirit and a willingness to share the problem with others in order to obtain valuable input? Does it appear the candidate knows when to admit that he or she does not know what to do and ask for help?

Does the candidate have an understanding of his or her learning style? Does the candidate admit any weaknesses as far as learning? Did the candidate mention reading as a leisure activity and if so, does it appear the candidate reads material which is business-related?

Does it appear the candidate used logic and sound principals to arrive at the solution? Does it appear the candidate can "think on his or her feet" in crisis situations? Did the candidate react impulsively, or exercise caution?



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 13

### Interview Questions for Energy

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



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, in your former job, when you were late for an appointment or failed to show up to make a sales presentation. What were the circumstances and what was the outcome? What did you learn from this situation?

Describe for me a stressful sales situation in your last job which you handled better than others. Why do you feel you handled the pressure better? Do you tend to handle most stress and pressure in this manner?

How much of the time, in your former sales position, did you stay in the office handling paperwork, calls, etc., versus time you spent away from the office making sales calls? Which do you prefer?

Tell me how you were best motivated to reach sales goals in a timely manner in your previous position. Are you usually able to discipline yourself to reach goals, or do you appreciate outside pressure?

#### Interpretive Guides

Did the candidate admit to ever having a problem due to procrastinating? Was the candidate able to resolve the issue without losing the sale? Does it appear the candidate learned from his or her mistake?

Did the candidate disclose coping skills he or she possesses in order to deal with pressure? Does the candidate claim to typically handle pressure better than most? Regarding the situation the candidate described, was it a good example of exemplary stress-coping skills? Did the candidate mention that he or she is involved in action-oriented activities such as sports, exercise, etc., which would help control stress?

Did the candidate admit to wanting to stay in the office more than being out and about? What steps does the candidate appear to take to stay action-oriented?

Does the candidate require pressure from others in order to reach sales goals? Is the candidate able to set personal goals and reach them? Does the candidate appear to be "laidback?"



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 14

### 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 a time in a previous sales position you had to make a quick decision without guidelines or precedents to follow. Describe the circumstances and how you dealt with them.

Tell me about a time in a previous sales role a customer, prospect or someone within your company asked you to do something unethical. How did you handle the matter and what was the outcome?

Describe how you typically closed a new account. Did you tend to stick with the "tried and true" closes, or did you sometimes deviate and try new closings? Give an example of a way you handle closing differently.

Tell me about a time when one of your customers or prospects wanted to purchase a product or service you felt was not in his or her best interest. How did you handle the situation and what was the outcome?

#### Interpretive Guides

Did the candidate exhibit good judgment in his or her decision-making? Was the decision based on facts or emotions? Did the final decision exhibit good leadership skills?

Did the candidate take a firm stand on personal values and principles? Did the candidate take appropriate, mature action? Did the candidate exhibit good judgment in the method in which he or she handled the situation? Was there any indecision on the part of the candidate?

Does it appear the candidate has the flexibility to make changes or try new ways of doing things? Does the candidate admit to being hesitant about changing his or her approach to selling? Does the candidate exhibit the ability to make decisions independently?

Does it appear the candidate was stubborn and unwilling to accept his or her customer's purchasing decision, or does it appear the candidate was justified in believing the product or service would not meet the customer's needs? Did the candidate handle the situation tactfully and in a manner which led to a favorable close?



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 15

### 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

How did you keep yourself organized in your previous sales position? Did you plan on a daily, weekly or monthly basis? What planning tools, if any, did you utilize?

Tell me about a sales presentation you prepared for and then discovered you needed to present a different product or service upon arriving for the appointment. What did you do and what was the outcome?

Describe for me a time when you arrived for an appointment on time, and found out at the last minute that your customer or prospect was running extremely late or had to cancel altogether. How did that last-minute change make you feel?

In your previous sales position, did you tend to sell by developing friendly rapport with the prospect, or by having exact facts and figures to present to him or her?

#### Interpretive Guides

Does the candidate tend to plan daily, leaving little room for changes, interruptions or other situations which might alter his or her plans? Does the candidate utilize a variety of planning tools which might result in his or her being inflexible towards changing plans?

Was the candidate able to adapt to the situation and present another product or service? Does it appear that this was difficult for the candidate? Was the outcome favorable? Does the candidate admit to being a little inflexible at times?

Do changes to his or her schedule frustrate the candidate? Is the candidate able to adapt his or her schedule to deal with unforeseen circumstances? Did the candidate appear angry when he or she described this situation?

Does it appear the candidate is more detail-oriented than people-oriented? In this sales position, is it more important that the sales rep have his or her facts straight, or that the sales rep interact comfortably with strangers?



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 16

### Interview Questions for Emotional Development

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

  
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

In your previous sales position, tell me about a time you waited too long before encouraging the prospect to make a decision and lost the sale. Did that cause you to change your approach any? If so, explain.

We all procrastinate from time to time. Tell me what steps you took, in your previous sales job, to avoid procrastinating. What specific types of tasks did you find yourself more likely to procrastinate on?

What trait or traits do you believe accounted for the majority of your success in your previous sales position? What, if anything, would you improve upon to enhance your sales ability?

Describe the most frustrating situation you've encountered thus far in your sales career. Do you believe you handled the situation better than most? Why or why not

#### Interpretive Guides

Did the candidate deny ever having lost a sale due to being overly tolerant or patient? Does it appear the candidate understands the necessity of pushing the prospect, albeit gently, towards making a timely decision? Does it appear the candidate learned from the experience?

What type of tasks is the candidate the most likely to put off handling? Will it be important, in this position, that the candidate complete similar tasks in a timely manner? Does it appear the candidate has developed steps to take to help him or herself avoid procrastinating?

Does the candidate have high self-esteem? Did the candidate quickly name two or more successful traits which led to his or her success? When discussing this particular question, did the candidate become more animated and boastful when discussing strengths? Did the candidate also have reasonable weaknesses he or she knows should be worked on?

Does it appear the candidate handles stress and frustration better than most? Does it appear the candidate thrives under pressure, or avoids it whenever possible?



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 17

### Interview Questions for **Competitiveness**

**Competitiveness** - Measurement of the individual's desire to compete against others and win, versus desire to work as part of a team.

  
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 when you competed for a major account, sale or other type of competitive endeavor, and lost. How did that make you feel?

In your sales career, give me an example of a sacrifice you have had to make in order to be successful. Do you believe the sacrifice was worth it? Would you make that sacrifice again?

If making a major sales presentation which could result in a large sale, would you prefer to work on the presentation alone, or as part of a team?

What did you enjoy the most in your prior sales position - servicing accounts or prospecting to develop new business? About what percentage of each did you typically do?

#### Interpretive Guides

Does the candidate get easily discouraged over failure?  
Does the candidate appear to take failure too personally?  
Does the candidate appear to have a realistic, mature outlook on trying and failing versus trying and succeeding?

Do the candidate's ideas of what it takes to be successful fit in with the company's corporate viewpoints? Does the candidate appear to be appropriately goal-oriented, yet also realistic and mature in his or her viewpoints?

Does it appear the candidate avoids tackling tasks alone, preferring to work on team-oriented projects? If so, does this approach fit into the corporate sales strategies.

Does the candidate exhibit a greater preference for servicing existing accounts than developing new business? Regarding the percentage of service versus new sales activity the candidate is accustomed to, does this percentage reflect sales activity within your company?



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 18

### 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

Describe the toughest sale you've made to date. How long did it take you to make the sale and what were the circumstances?

Think back to a tough sale you worked on and didn't succeed in closing. How did that make you feel?

There are times, in sales, when emotional issues enter into the buying decision as much as solid facts. Tell me about a time you went into a sales presentation and overlooked the emotional issues, later regretting your decision. What was the outcome of the sales endeavor? Do you believe you would have been more successful had you considered the emotional issues?

Describe for me a person you've worked with in the past, either a sales manager or another salesperson, who was overly sensitive or emotional. Did you consider this person's sensitivity to be a weakness? How did you react to this person?

#### Interpretive Guides

Is the candidate capable of persevering in the face of strong obstacles? Did the candidate overcome a great deal of adversity in order to close the sale?

Does the candidate tend to place blame on others for failure? Does it appear the candidate is able to deal with failure and move on?

Is the candidate willing to admit that emotions play a part in some buying decisions? If not, is it likely that the product or service he or she will be selling will involve emotions, or will facts generally be the factor which closes the sale?

Is the candidate quick to criticize those who are more sensitive? Is the candidate capable of working with all types of customers, including those who are more sensitive? Can the candidate incorporate empathy into his or her approach with others?



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 19

### 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?



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 20

# 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.



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 21

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

You handle work-related pressure well and tension usually does not cause a problem, but being calm, you may not approach projects or assignments with as much of a sense of urgency as is needed to complete the job within the prescribed timeframe.

Your self-affirmation sentence:

***"I vigorously undertake each task."***

### Steps to Effect Change

1. If you desire more achievement-oriented behavior, start making up an itinerary one week in advance and begin activities as early in the day as possible. Then, monitor yourself to see that you are following the plan as closely as possible.
2. If you are in a non-changing, lack-of-activity situation for the majority of your day, you may need to create a pattern to force activity on a consistent basis. This arrangement will create greater momentum toward a more active life.



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 22

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

You are a very quality-minded, reliable individual with a high degree of integrity and strong ethics. You have a strong interest in living up to your promises, and expect the same from others. Since you are, at times, a little inflexible, you could experience difficulty changing direction in your life, even if such a change appears necessary. You prefer to stick with the "tried and proven" ways of doing things, rather than attempting to handle tasks or resolve problems a new way. You are likely to agree to change only when you are convinced the change is necessary.

Your self-affirmation sentence:

***"I am flexible and can adapt to change."***

### Steps to Effect Change

1. You need to learn that handling life's ever-changing demands requires that you become more flexible and expedient. This enables you to handle sudden, critical demands placed on you. Outlining "what if" emergency events and role-playing can start you thinking about alternative solutions to common problems or sudden changes in your personal environment.
2. You need reinforcement discussions when changes occur in your life. You should constantly remind yourself of the need to maintain a flexible, less rigid approach to life.
3. To develop the confidence to create and implement change, commit to making one minor change in your life each month. For instance, if you always follow a certain routine in the mornings when getting ready for work, reverse two activities. Once you see that minor changes do not cause major problems and may actually be beneficial, you will become more willing to make significant changes when necessary.



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 23

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

You are extremely organized and oriented to planning your time and activities. You generally plan everything in advance and make the best use possible of the time and resources you have available to you to reach goals. When scheduling your activities, you often assign a specific time to each assignment and work best within this frame of time.

Your self-affirmation sentence:

***"I am flexible."***

### Steps to Effect Change

1. Keep a mental plan of daily activities and the time allotted for them. When allotting specific times to activities, build in enough leeway to handle interruptions, unforeseen contingencies which might arise, etc.
2. Role playing exercises which teach and encourage extemporaneous thought and action should be entered into as frequently as feasible.
3. A weekly or monthly schedule of your objectives should be created, reviewed, and items crossed off when accomplished. Learn to accept schedule interruptions.



**Sales Achiever**

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 24

## Online Courseware

### Flexibility

If your work requires interaction with others, your flexibility level may be affecting those relationships. You may benefit from the following development suggestions:

#### Seminars / Workshops:

- Models for Management™ by Teleometrics International

#### Self-paced e-Learning:

- [Models For Management](#) - Module 6: Empowerment should be of particular interest for those wanting to explore how flexibility or lack thereof relates to the empowerment of others and power dynamics.

To access recommended online courseware, visit [www.lmiuniversity.com](http://www.lmiuniversity.com).



## Sales Achiever

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 25

## Online Courseware

### Organization

When working with others, your organizational preferences level may be affecting how effectively you work them. You may benefit from the following development suggestions.

#### Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 1: The Nature of Productivity.
- [Effective Personal Productivity](#) - Lesson 2: Goals Achievement Through Time Management

To access recommended online courseware, visit [www.lmiuniversity.com](http://www.lmiuniversity.com).



**Sales Achiever**

Name: Joe Dogre  
Company: Acme Pharmaceuticals, Inc.

Date: 4/23/2014  
Page: 26

## Online Courseware

### Emotional Development

When working with others, your ego level may impact your relationships and your success in achieving desired results with them. You may benefit from the following development suggestions:

#### Seminars / Workshops:

- Models for Management <sup>TM</sup> by Teleometrics International

#### Self-paced e-Learning:

- [Effective Personal Productivity](#) - Lesson 5: Empowering the Team
- [Effective Personal Productivity](#) - Lesson 6: Improving Production of the Team

To access recommended online courseware, visit [www.lmiuniversity.com](http://www.lmiuniversity.com).