



Sales Achiever® Assessment Report

Report prepared on: **Jane Bishop**
Sales Representative
Acme Sales Company
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Report Type: Sales Representative



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Sales Achiever

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 1

Mental Aptitudes

Mental Acuity



Ms. Bishop is high in Mental Acuity, indicating she is a very fast thinker with a high degree of critical thinking ability. She has excellent problem solving capabilities; therefore, she can comprehend customer or prospect needs quickly, and present a product or service which will meet those needs effectively. She will not only enjoy, but will require, mentally challenging work for job satisfaction.

Business Terms



Jane has an above-average understanding of business terminology, indicating she has had some exposure to business matters either on the job or in a business class. She should experience little difficulty discussing business-related matters with customers and prospects.

Memory Recall



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

Vocabulary



Ms. Bishop's language skills are average and her vocabulary should be adequate for most communication with prospects or customers. Highly complex information which needs to be relayed to others may be a little more difficult for her to communicate effectively.



Sales Achiever

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 2

Numerical Perception



Jane's exemplary Numerical Perception score indicates that she can process data quickly and accurately; therefore, she should effectively handle tasks such as calculating orders and writing up contracts.

Mechanical Interest



Jane is extremely interested in machines and the inner workings of mechanical devices. She probably enjoys working with machines and because of this, would be willing to put forth effort to understand information regarding new technology, etc., which she could use to enhance her sales ability. This aptitude, however, measures only interest, not mechanical ability.

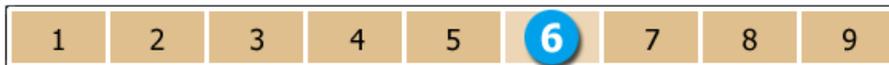
Personality Dimensions

Energy



Ms. Bishop has a balanced energy and drive level. She can energetically prospect and develop new business, but is unlikely to become unfocused or tense when making sales presentations or handling detail-oriented tasks.

Flexibility



Jane has a good sense of integrity and is an ethical sales rep who is focused on what she wants to accomplish. She will also be flexible and adaptable to change, as well as able to handle multiple job demands and assignments. She is also interested in obtaining customer satisfaction by providing good service. When presenting solutions to customers or prospects, she can be creative or stick with the "tried and true," depending on the circumstances. Even though she will try to generate new solutions to problems, and new ways to use existing applications of products or services, she will be concerned about quality prior to implementing a change. She can be inventive, but will test her new ideas and concepts to be certain any risks involved are minimal.



Sales Achiever

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 3

Organization



Even though Ms. Bishop understands the importance of good organizational habits, she is also a good improviser who can adapt her schedule to unforeseen contingencies. She is usually focused on sales and strives to make good use of the time and resources she has available to her to reach sales goals, but may occasionally lose sight of priorities.

Communication



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

Emotional Development



Ms. Bishop is a self-assured individual with a healthy self-esteem. She believes in herself and is not easily frustrated with slow-moving events such as a customer or prospect taking time to make a buying decision. She is self-reliant, but may at times be overly tolerant.

Assertiveness



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



Sales Achiever

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 4

Competitiveness



Ms. Bishop enjoys competition and is most successful when she is contributing to a group competitive effort. She has a competitive spirit and desire to win, and will work hard to help the team achieve its sales goals, but may avoid competition against other sales team members feeling that this type of competition could ruin good relationships.

Mental Toughness



Jane is a very tough individual who seldom becomes discouraged. Mentally, she can handle working long hours under stressful conditions in order to reach sales goals without becoming negatively affected. Since she is so tough-minded, however, she may not be able to empathize with customers, prospects or others.

Question/Probing



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.

Motivation



In sales, Jane needs some job security, but can be motivated by recognition for her achievements when the rewards are sufficient. Even though she will be willing to put forth extra effort in order to increase sales, job security is still the primary incentive. She will, however, usually respond to the promise of a bonus, incentive or reward for improved performance.



Sales Achiever

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 5

Validity Scales

Distortion



Ms. Bishop is reasonably fair in assessing her strengths and weaknesses. She has some characteristics that she is not completely happy with and tends not to show others. The validity may be slightly affected by her indirect answers.

Equivocation



She has scored within our acceptable equivocation range.

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



Sales Achiever

ScoreSheet

Sales Representative

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 6

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

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

| Validity Scales | | | | | | | | | | | | |
|---------------------|-----------------|---|---|---|---|---|---|---|---|---|---|--------------|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | | |
| Distortion | Frank Answer | [| ○ | ○ | ○ | ○ | 6 | ○ | ○ | ○ |] | Exaggerates |
| Equivocation | 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: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 7

Leadership Traits Assessment

Introduction

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

- Planning
- Organizing
- Staffing
- Coaching
- Facilitating

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

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



Sales Achiever

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 8

Leadership Potential Summary Report

for: Jane Bishop

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

- Planning
- Coaching
- Facilitating

Jane's Training & Development Needs are:

- **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.



Sales Achiever

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 9

Sales Traits Assessments

Introduction

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

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

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

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



Sales Achiever

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 10

Sales Potential Summary Report

Jane has excellent sales potential. Strengths Include:

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



Sales Achiever

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
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: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 12

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: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 13

Interview Questions for Assertiveness

Assertiveness - Measurement of the individual's cooperativeness versus the tendency to be opinionated. Also measures the person's ability to take charge, direct others or handle confrontations.

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

Assertive people sometimes like to "debate" simply for the enjoyment. Tell me about a time when you "debated" an issue with a customer or prospect and lost. How would you handle the situation differently?

Give me an example of a time your sales manager asked you to do something with which you especially disagreed. Did you do as you were asked? Given the chance, how would you now handle the situation?

Tell me about the last time in a sales role you regretted standing up for yourself and your personal opinions. What were the circumstances and what was the outcome?

Tell me about the toughest sale you've ever closed. Did you stick to your original plan or did you find yourself having to compromise in order to make the sale?

Interpretive Guides

Does it appear the candidate lost his or her temper with the customer or prospect. Was the issue important enough to debate, in your opinion? Does it appear that the candidate enjoys "arguing" simply for the sake of "arguing?" Does it appear the candidate is impetuous?

Does it appear the candidate is willing to do what is asked of him or her, or does it appear the candidate can be stubborn and hardheaded? Is the candidate defensive of his or her position? Does the candidate raise his or her voice when describing situations?

Can the candidate remember a time when he or she was overly aggressive or opinionated? Does it appear the candidate learned from this situation, or can a degree of aggression be viewed in the candidate? Most assertive people, at one time or another, act overly aggressive and later regret it. Does it appear the candidate understands the problems which can arise due to aggression?

Can the candidate compromise when such action is necessary or appropriate? Does it appear the candidate badgered the prospect to make the sale, or used appropriate techniques such as reasoning, compromise and persuasion to obtain the business?



Sales Achiever

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 14

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: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 15

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: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 16

Emotional Development - Measures ego, self-esteem and emotional maturity compared to chronological age (age from date of birth).

You are a self-assured individual with healthy self-esteem. You believe in yourself and are not easily frustrated when things do not happen as quickly as you desire. You are self-reliant, but may at times be overly tolerant and fail to take action as quickly as you should, believing everything will "work out okay."

Your self-affirmation sentence:

"I am an action-oriented person."

Steps to Effect Change

1. Your biggest problem lies in your tolerance level and possible procrastination when action is called for. You must learn what you can achieve if you try harder and reach for greater achievement through established goals and objectives.
2. You need to mentally stress the daily and weekly process of planning time and activities to make the right things take place for timely accomplishment. Avoid becoming complacent over any unmet goals.
3. You can seek regular counseling with others to make sure that you are not being slack about reaching your goals; ask "significant others" in your life to apply pressure, when necessary, to help you meet set goals.
4. Goal setting is highly important - write goals down and evaluate your progress daily. Tell someone close to you that you are working toward a goal; let that person urge you on!



Sales Achiever

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 17

Assertiveness - Measures an individual's desire to cooperate versus the desire to be in charge.

You are an assertive individual who does not hesitate to express your own opinions and stand up for your beliefs. You like control and responsibility, and will attempt to influence others and direct activities. Since you can forcefully express your opinions and viewpoints, you can appear overly aggressive, at times.

Your self-affirmation sentence:

"I do not always demand my own way."

Steps to Effect Change

1. You'll certainly need practice not to take over every situation in your life; modification of your high assertiveness level will help you think things through before speaking or acting.
2. Reconsider decisions you may have made too rapidly and too assertively. Unless the situation means a great deal to you personally, learn to give in or at least compromise if the ultimate outcome is not that critical. By giving in or compromising on less important issues, you will eventually become more adept at seeing things from the other person's point of view on more important issues.
3. Be aware that, in more instances than not, teamwork is the most effective way to get things done. The tendency to "go it alone" must be fought and you need to avoid looking at compromise as a sign of weakness.



Sales Achiever

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 18

Mental Toughness - Evaluates emotional strength

You are a mentally tough individual who can persevere in the face of obstacles. Critical deadlines, long hours, etc., do not negatively affect you, but you may not easily exhibit empathy towards customers, group members, peers, family or others.

Your self-affirmation sentence:

"I will trust people and show understanding."

Steps to Effect Change

1. When dealing with personal relationships, you'll need to develop instinct and understanding to place yourself in another person's shoes temporarily. This may take considerable conditioning, but it's mandatory in developing good relationships with others.
2. An over-developed stamina level can often indicate a lack of trust in others. Reinforcing "strokes" from "significant others" in your life, as well as acknowledgment from these individuals that "we all have bad days" will help you let the barriers down that stand between you and other people.
3. Work on friendly interaction with others and remember that not all people are as tough as you mentally.



Sales Achiever

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 19

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 TM 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.



Sales Achiever

Name: Jane Bishop
Company: Acme Sales Company

Date: 4/19/2014
Page: 20

Online Courseware

Assertiveness

When interacting with others in your work, your assertiveness level can dramatically impact these 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 3: Communication and Interpersonal Relationships should be of particular interest for those wanting to explore how assertiveness or lack thereof relates to communication style and effective relationships.
- [Models For Management](#) - Module 6: Empowerment should be of particular interest for those wanting to explore how assertiveness or lack thereof relates to the sharing of power and power dynamics.

To access recommended online courseware, visit www.lmiuniversity.com.