

PSA

Report designed for

Sally Sample

Profiles Sales Assessment™

Interview Guide - Total Person

Performance Model: Widget Bender ***SAMPLE FOR PSA***

Performance Model Date: 02/04/2010

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Introduction

The interview is an important part of the selection process; however, studies show that most interviews are poorly done. Using a stock list of interview questions to ask every candidate will not lead the interviewer to the important areas necessary for the effective placement of each individual. This Interview Guide, coupled with the Profiles Sales Assessment Performance Model Comparison, will help make each interview a valuable tool.

The scientifically developed Performance Model for this position reflects a solid understanding of what the job requires. The Total Person information related to this model allows us to create interview questions that will allow you to get the information you need to make the best possible decision about each candidate.

This report reflects the responses provided by Sally Sample when she completed the Profiles Sales Assessment. A Summary Graph is included that shows her scores and how she fits to the Performance Model for this position. It gives a quick overview of where she is in or out of the model and also shows her overall percentage match. The result for each characteristic is illustrated on a scale from 1 to 10. The darker area on each scale represents the best Job Match for the position. The enlarged segment of the scale shows where Sally scored. If the enlarged segment is dark, Sally is in the Job Match model. If it is lighter, she is not.

The interview questions provided are based on how well Ms. Sample fits the Performance Model. Where she is outside the model the questions will take the interviewer into areas where potentially important information will be addressed. The questions provided where she is in the model provide you with confirmation that she is right for the job. Each question should be considered for use in her placement interview. A space is provided to record the interviewer's thoughts when the response to a question provides important information regarding placement in the position for which Ms. Sample is being considered.

Please consult the User's Guide for additional information on using these results when working with Sally. As discussed in the User's Guide for this product, the results from this or any assessment should never make up more than a third of the final decision in placements.

Summary Graph

Overall Job Match - 69%

Learning Index



Verbal Skill



Verbal Reasoning



Numerical Ability



Numeric Reasoning



Thinking Style
82% Match

Energy Level



Assertiveness



Sociability



Manageability



Attitude



Decisiveness



Accommodating



Independence



Objective Judgment




Behavioral Traits
54% Match


Distortion for this assessment is within the acceptable range.

Top Interests for Sally Sample

-  Enterprising
-  People Service
-  Creative

Top Interests for this Performance Model

-  Financial/Administrative
-  People Service
-  Enterprising

 = Match

Interests
71% Match

Interview Questions

Interview questions are provided for Sally to facilitate an effective interview process. Behavioral Considerations for each scale relate to her actual scores. Where the scores for Ms. Sample fall within the Performance Model, one interview question is provided. Should she fall outside of the model, additional questions are provided.

Thinking Style

Learning Index

An index of expected learning, reasoning, and problem solving potential.



Interview Question

- Describe a past situation in which you successfully learned a new skill, even under pressure to perform quickly.

[Interviewer's Notes](#)

Verbal Skill

A measure of verbal skill through vocabulary.



Behavioral Considerations

On the Verbal Skill scale, Ms. Sample scored below the Performance Model for this sales position. This suggests that her ability to use a thorough vocabulary is less than the position typically requires and that she could have a problem with communicating ideas and concepts to prospects. Discussions with her should explore the possibility that for Ms. Sample, the position may be overly challenging and could lead to frustration and a reduction in effective, well-communicated sales.

Interview Questions

- How often do you read instructions or memos and have difficulty understanding what they mean? Give some examples.
[Interviewer's Notes](#)
- Some people read well but don't always remember what they have read. Do you ever experience this type of situation? How do you deal with it?
[Interviewer's Notes](#)
- Have you ever had someone become upset because you needed instructions repeated? How have you dealt with such a situation?
[Interviewer's Notes](#)

Verbal Reasoning

Using words as a basis in reasoning and problem solving.



Interview Question

- When you are reading directions or a memo, how do you come to a conclusion as to what was expressed?
[Interviewer's Notes](#)

Numerical Ability

A measure of numeric calculation ability.



Interview Question

- When asked to determine total times, distances or prices, how do you solve the problems? Some people use a calculator, some pencil and paper, some do it in their heads, etc. How do you manage?

[Interviewer's Notes](#)

Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



Behavioral Considerations

On the Numerical Reasoning scale, Ms. Sample scored outside the Performance Model for this sales position. This suggests that her proficiency in making sales decisions based on numerical analysis is different than the position typically requires. Discussions with her can identify the level of challenge this position may or may not provide her and the effect of this on her motivation.

Interview Questions

- Describe a situation in which you had to prove to a superior that there was a mistake in their calculations.
[Interviewer's Notes](#)

- How do you insure the accuracy of your mathematical work and the work of your coworkers?
[Interviewer's Notes](#)

- Describe a recent experience you had in adapting to new methods in numerical processes at work.
[Interviewer's Notes](#)

- Tell me about your experience with achieving timely results with numerical computations.

[Interviewer's Notes](#)

Behavioral Traits

Energy Level

Tendency to display endurance and capacity for a fast pace.



Interview Question

- In what ways have you made sacrifices of your time to motivate others to accomplish more work for a deadline?

[Interviewer's Notes](#)

Assertiveness

Tendency to take charge of people and situations. Leads more than follows.



Behavioral Considerations

Ms. Sample scored above the Performance Model for this sales position on the Assertiveness scale. She may find aspects of this position overly challenging when deciding how much control is appropriately exerted over peers and clients.

Interview Questions

- Describe a time in which you negotiated a compromise with a prospect or client. How did you assert yourself while addressing their needs?

[Interviewer's Notes](#)

- Tell me about a situation in which you had to alter a decision you made, even though it meant compromising your opinions or goals.

[Interviewer's Notes](#)

- Tell me about a time in which you were successful in collaborating with a prospect to his or her satisfaction. What does this say about your ability to negotiate when closing a sale?

[Interviewer's Notes](#)

- Tell me about a time when you had to suppress your thoughts and be quiet about a problem even though you believed you had a better solution.

[Interviewer's Notes](#)

Sociability

Tendency to be outgoing, people-oriented, and participate with others.



Behavioral Considerations

Ms. Sample achieved a Sociability score that is outside the Performance Model for this sales position. This suggests that her orientation for working closely with others is different than the position typically requires which implies that some adjustments may be necessary for her to succeed.

Interview Questions

- If one person had to remain in the office while the rest went to a meeting, would you volunteer to stay and how would you make the best use of that time?

[Interviewer's Notes](#)

- What is the perfect level of client contact for you? What are your feelings about that?

[Interviewer's Notes](#)

- How do you typically create a network of contacts and sales prospects?
[Interviewer's Notes](#)

- Describe the usefulness of "small talk" with clients and prospects, if any.
[Interviewer's Notes](#)

Manageability

Tendency to follow policies, accept external controls and supervision, and work within the rules.



Interview Question

- When is it better to do things in the conventional manner? Explain.
[Interviewer's Notes](#)

Attitude

Tendency to have a positive attitude regarding people and outcomes.



Behavioral Considerations

On the Attitude scale, Ms. Sample is below the Performance Model for this sales position. This suggests that her general response to others will be more cautious when compared to most individuals in this position. Discussions with her should center on developing trust for her team and clients.

Interview Questions

- What role have you played, in the recent past, when your sales team was unmotivated and you were able to point out the possibilities for success?
[Interviewer's Notes](#)

- Describe a specific time when your attitude had an effect on the outcome of a sales opportunity.
[Interviewer's Notes](#)

- Describe the last time you experienced a big change in the workplace, like a new set of procedures for selling, for example. How did you feel about those changes?
[Interviewer's Notes](#)

- Tell me about a high stress situation in which it was desirable for you to keep a positive attitude. What happened?
[Interviewer's Notes](#)

Decisiveness

Uses available information to make decisions quickly.



Behavioral Considerations

On the Decisiveness scale, Ms. Sample is above the designated Performance Model for this position. This suggests that she may act without a thorough understanding of the related details. Discussions with her should determine the extent of her spontaneity in decision-making and consider if her effectiveness could be enhanced by more deliberation.

Interview Questions

- Describe a previous sales situation, if any, in which you had to take immediate action in a crisis involving severe financial consequences.
[Interviewer's Notes](#)
- Tell me about a decision you made that you regret. How long did you deliberate before you made that decision?
[Interviewer's Notes](#)
- What was the toughest sales-related decision you ever had to make? What were the circumstances involved and the consequences afterward?
[Interviewer's Notes](#)
- Many situations, when making a sales presentation, will require fast thinking and speed in making decisions. Give me an example of a recent situation, like a sales call with a prospect, in which you were especially skillful in making a decision quickly.
[Interviewer's Notes](#)

Accommodating

Tendency to be friendly, cooperative, agreeable. To be a team person.



Behavioral Considerations

Ms. Sample achieved an Accommodating score that is outside the Performance Model for this sales position. This suggests that her willingness to settle conflicts of opinion with clients is different from others in the position. On the job training could enhance her effectiveness in this area.

Interview Questions

- In the work situation, we must all compromise to make things happen. Tell me about a time when you felt it necessary to compromise your own immediate interests in order to be tolerant of another person's needs.
[Interviewer's Notes](#)
- What is it like for you when it seems a prospect or negotiator is trying to manipulate you?
[Interviewer's Notes](#)
- When, if ever, is it appropriate to be frank and direct with a sales prospect?
[Interviewer's Notes](#)
- What roles, if any, do conflict and cooperation play in sales?
[Interviewer's Notes](#)

Independence

Tendency to be self-reliant, self-directed, to take independent action, and make own decisions.



Behavioral Considerations

On the Independence scale Ms. Sample is above the Performance Model for this sales position. This suggests that her self-reliance is greater than the position typically requires and that she may become frustrated by the level of supervisory attention inherent in this role.

Interview Questions

- What is the best thing about clearly defined objectives and goals?
[Interviewer's Notes](#)

- Give me an example of a time in which you openly accepted the advice of a superior and how you implemented his or her suggestions.
[Interviewer's Notes](#)

- Describe your preferences concerning the amount of supervision with which you are comfortable receiving from a sales manager. Explain the ideal situation that produces the best sales you can achieve.
[Interviewer's Notes](#)

- Just about anybody can give a routine, standard answer to common problems; however, the payoff is often in the development of unique solutions to a prospect's objection. Give me an example of one of your unique and novel solutions related to this kind of selling experience.
[Interviewer's Notes](#)

Objective Judgment

The ability to think clearly and be objective in decision-making.



Behavioral Considerations

On the Judgment scale Ms. Sample is below the Performance Model for this sales position. This suggests that her decision-making process is less objective than the position typically requires and that she may not appreciate the practical planning aspects associated with a higher level of objective judgment.

Interview Questions

- Describe the process involved when you have to make a decision under pressure.
[Interviewer's Notes](#)

- What kinds of information do you typically use for reaching a sales decision? Hard facts? Intuition? Explain.
[Interviewer's Notes](#)

- Describe a high-pressure selling situation you have handled. What happened, who was involved and what did you do in terms of your problem solving approach?
[Interviewer's Notes](#)

- It can be helpful to use a logical approach in making some sales decisions. Tell me about a time in which your practicality paid off for you.
[Interviewer's Notes](#)

Critical Sales Behaviors

This section describes the characteristics of Ms. Sample related to seven Critical Sales Behaviors. The descriptions in this section are based solely on her Behavioral Traits and do not consider her match to the position, Thinking Style or Interests.

These are sales behaviors shared by most people who have similar Behavioral Traits scores. It is, however, important to remember that there can be differences in salespersons and sales positions depending on a variety of factors such as: type of sales organization, product or services sold, geographic region, etc. These differences are evidenced by the wide variety of performance models found in the sales industry. For these reasons, you should incorporate her fit to this position (i.e. Job Match Percent) into your decision-making process.

Prospecting

More often than not, Ms. Sample has the energy to hunt for opportunities. She tends to be most effective in prospecting when it is done in brief spurts of activity rather than over an extended period of time. She tends to enjoy a great deal of self-sufficiency and flexibility in her approach to developing a list of prospects.

Closing The Sale

Ms. Sample is usually willing to move toward a close from the very beginning of the presentation. Her confidence and competitiveness are quite high. With an average level of persistence and a high level of sales drive, she should consistently demonstrate the motivation to present her product in the most favorable perspective and use a variety of approaches to help the prospect appreciate their need for the product.

Call Reluctance

Typically, call reluctance will be only an occasional hurdle rather than a real problem for Ms. Sample. Because of her resistance to rejection, Ms. Sample should show a consistent level of confidence when placing sales calls. She should be willing to pursue the sales process to completion in a consistent manner. Her high sales drive serves her well in pushing through any periods of doubt that may occur.

Self-Starting

If given the opportunity to add excitement to her daily events, Ms. Sample accepts it with interest. The bustle and stress of a fast paced profession is very motivational for her. Very energetic and driven, Ms. Sample should prove to be an individual who takes initiative, gets things going during lull periods and uses resources to maximize such initiative. Ms. Sample will work out the details of how she will complete tasks on her own and is likely to accept additional challenges in order to satisfy her drive and energy. Her autonomy and individualism are higher than most others which leads to unique goal setting and accomplishment. Ms. Sample derives motivation from within, occasionally taking the lead as a source of encouragement to others. She may need greater competitive challenges in order to maintain satisfaction in what she does.

Working With a Team

It often comes easy for Ms. Sample to lead others and direct the course of action. When competition takes form, she will often be ready for the challenge and probably interested in directing others toward competitive goals. Her autonomy and individualism are higher than most others, demonstrating her high competitiveness and independence; this may overshadow her willingness to coordinate the team and encourage cooperative efforts. She may prefer to set her own direction and establish personal methods rather than doing so as part of a consensus. Ms. Sample derives motivation from within, taking the lead as a source of encouragement to others.

Building and Maintaining Relationships

Ms. Sample is balanced in terms of her approach to building relationships. She has relatively high energy and autonomy under the right conditions. This should encourage her when initiating relations with clients, but it may create boundaries for how much individualism she is willing to sacrifice. A relationship that suffers only an occasional snag when initiated is most favorable for her interpersonal style.

Compensation Preference

When competition takes form, she will often be ready for the challenge. Ms. Sample is primarily motivated by winning and the chase that concludes with a successful sale. She has a highly developed drive for sales and a focus on getting results. She has a self-reliance that is strong and will further add to her motivation and compensation needs. Ms. Sample derives motivation from within, occasionally taking the lead as a source of encouragement to others. Although the service she provides to customers and clients is essential, the winning aspects of successful sales are the greatest reward for her.