



Report designed for

Michael Sample

Profiles Sales Assessment™ Performance Model Comparison

Performance Model: Sales Executive (ABC Company)

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Introduction

Every employable person will match some positions better than other positions. This report provides information about Michael Sample presented in a manner to help you understand how he matches with this selected position within your organisation.

This report reflects the responses provided by Michael Sample when he completed the Profiles Sales Assessment. Results are illustrated on a scale from 1 to 10. The darker area on each scale represents the best Performance Model for the position. The enlarged segment of the scale shows where Michael scored. If the enlarged segment is dark, Michael is in the Performance Model. If it is lighter, he is not. Information about Michael is reported in these four categories:

- **Profile for Thinking Style** - Learning Index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioural Traits** - Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgement.
- **Profile for Interests** - Enterprising, Financial/Administrative, People Service, Technical, Mechanical, and Creative.
- **The Total Person & Management Considerations** - Description of Michael as a person and how to most effectively maximise his potential.

Note: Additional considerations are displayed when Michael falls outside your Performance Model.

If Michael is being considered for this position and his results fall outside the Performance Model, you should print the companion Interview Guide for Michael. This Guide provides appropriate interview questions for each instance where Michael is outside the model. These interview questions will guide the interviewer in exploring important areas where information from the interview will effectively assist the interviewer in making an informed decision about his placement.

Please consult the User's Guide for additional information on using these results when working with Michael. 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.

Profile for Thinking Style

When viewing the scales on this page and the next, the darker shading represents the Job Performance Model for the role of Sales Executive (ABC Company). The larger box indicates the individual's score.

Learning Index



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

Verbal Skill



A measure of verbal skill through vocabulary.

Verbal Reasoning



Using words as a basis in reasoning and problem-solving.

Numerical Ability



A measure of numeric calculation ability.

Numeric Reasoning



Using numbers as a basis in reasoning and problem-solving.

Profile for Behavioural Traits

Energy Level



Tendency to display endurance and capacity for a fast pace.

Assertiveness



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

Sociability



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

Manageability



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

Attitude



Tendency to have a positive attitude regarding people and outcomes.

Decisiveness



Uses available information to make decisions quickly.

Accommodating



Tendency to be friendly, co-operative, agreeable. To be a team person.

Independence



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

Objective Judgement



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

Distortion for this assessment is within the acceptable range.

Profile for Interests

The Interests section assesses the relative interests between the six interest areas: Enterprising, Financial/Administrative, People Service, Technical, Mechanical, and Creative. For the Job Match Performance Model of Sales Executive (ABC Company), the top three interests, presented in order, are Enterprising, Technical, and People Service. The top three interests for Michael are Enterprising, Mechanical, and Technical. Mr. Sample shares two of these interest areas: Enterprising and Technical

Top Interests for Michael Sample



Enterprising

Indicates interest in activities associated with persuading others, sales, and presenting ideas.



Mechanical

Indicates interest in working with tools, equipment, and machinery.



Technical

Indicates interest in scientific activities, technical data, and research.

Top Interests for this Performance Model



Enterprising



Technical



People Service

Indicates interest in activities such as helping people and promoting the welfare of others.

 = Match

The Total Person

This part of the report discusses the results for Michael Sample on each of the scales in all three sections. The Behavioural and Management Considerations for each scale relate to his scores without reference to the Sales Executive (ABC Company) model. If his score falls outside the model for a particular scale, Additional Considerations will be listed as suggestions to help Michael Sample adapt his behaviour to better fit the job.

Learning Index

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



Behavioural Considerations

- Michael generally learns by paying attention to detail.
- His assimilation of new sales information will be better than most individuals in the general population.
- Mr. Sample handles fairly complex tasks with relative efficiency; he has strong problem-solving abilities.
- Mr. Sample is an effective learner in most situations.

Management Considerations

- Encourage his input in sales discussions as he is inclined to apply good number and verbal sense to problem-solving. However, consider the effectiveness of his communication of ideas to others as he may "talk over the heads" of his prospects.
- Michael will attain sales skills more readily than most of his co-workers. Offer a challenging sales training experience to avoid boredom. Adapt the training experience so that high achievers are rewarded with early completion or granted extra training opportunities to achieve higher success ratings.
- In the sales training experience, he may initially excel, but a drop in performance can set in if the experience is not sufficiently challenging. A self-paced training program that adapts to the abilities of each participant will not only challenge him, but also make efficient use of his training time.
- Mr. Sample is highly responsive to training at many levels of complexity. However, this efficient pattern of assimilating information can be the cause of frustration for him if there is little challenge in the sales training process. Maintain challenging opportunities in sales training so that he may achieve even higher goals.

Verbal Skill

A measure of verbal skill through vocabulary.



Behavioural Considerations

- Mr. Sample should be competent in understanding written and verbal data.
- He has a sound understanding of basic communication processes.
- Michael can build on his basic foundation as the particular communication skills required in selling become familiar.
- Mr. Sample shows strong potential for developing his existing verbal skills more fully.

Management Considerations

- Mr. Sample communicates above the level of most individuals in this sales position. Monitor his ability to communicate with clients, prospects, and co-workers, giving feedback and examples of adaptive communication styles that speak to the level of others.
- If he appears frustrated with the simplicity of the verbal ability of some clients, encourage a more facilitative attitude that adapts to his sales prospects.
- Although capable of expressing himself with an advanced vocabulary, suggest that he actively listen to his clients and prospects so that he may appropriately communicate at their verbal level.
- While capable of communicating verbal information quite well, Michael may require feedback concerning his ability to make that information simple and understandable for some of his sales prospects.

Verbal Reasoning

Using words as a basis in reasoning and problem-solving.



Behavioural Considerations

- Mr. Sample assimilates verbal information rapidly when compared to most of the general population.
- He likely prefers selling and interacting with clients, with verbal proficiency being one of his primary tools.
- Michael is proficient in information gathering and the expression of thoughts and ideas to prospects.
- Mr. Sample should communicate thoughts and ideas to prospects and clients effectively.

Management Considerations

- If he experiences frustration in expressing ideas to clients, suggest that he should "say it in plain English" or make his meaning clearer. Provide sales training as needed in adapting communication to fit the listener.
- Proficient in verbal reasoning, Mr. Sample may require training on communicating his ideas to prospects whose verbal proficiency is less than his.
- While very capable of processing verbal information and making decisions based on that information, be aware of any frustration Michael may experience when communicating with clients of lesser ability. Coach him on appropriate techniques that can facilitate good rapport with his customers.
- Mr. Sample may become frustrated by the attempts of others to understand the implications of the complex verbal information he states. Provide advice for how to communicate ideas in a manner consistent with the verbal level of the prospects and clients with whom he deals.

Numerical Ability

A measure of numeric calculation ability.



Behavioural Considerations

- Mr. Sample is capable of precise numerical accounting even under the pressure of strict time constraints.
- He excels in a job that requires the accurate application of mathematical procedures in order to make correct decisions.
- Michael is quick in mentally determining correct mathematical solutions to problems.
- His computations using business-related numbers should be sharp and on target.

Management Considerations

- Highly proficient in numerical calculation, Mr. Sample should have no difficulty in his sales duties; observe the potential for downward trends in motivation if he requires a challenge in this area.
- He may express frustration with those who are not as proficient in solving numerical data. Pay attention to his feelings but relate the necessity of being diligent and understanding of the client's needs.
- Mr. Sample calculates numerical information with accuracy and speed. However, it may be necessary to encourage greater patience with clients whose mathematical proficiency is less than his.
- In calculating complex figures, he is quite proficient. However, Michael may require guidance on the best manner of communication appropriate to convey clear meaning to those prospects with less mathematical proficiency than he possesses.

Additional Considerations

On the Numerical Ability scale, Mr. Sample is above the Performance Model for this sales position. This suggests that his ability to compute data is higher than the position typically requires. He may not be sufficiently challenged to maintain his interest and/or level of motivation if this issue is a genuine concern for him.

Numeric Reasoning

Using numbers as a basis in reasoning and problem-solving.



Behavioural Considerations

- Mr. Sample should effectively solve numerical problems and mathematical applications.
- Mr. Sample is certainly adaptive when handling complex numerical decisions.
- He will likely have little difficulty in assimilating new sales information of a numerical nature.
- Michael rapidly grasps numerical information.

Management Considerations

- Mr. Sample may be far more proficient in processing numerical information than is required for this sales position. He may experience frustration if not sufficiently challenged, but if little opportunity exists to practice this skill, then focusing on his motivational level may be appropriate.
- To avoid miscommunications when Michael is expressing complex numerical information to prospects, encourage him to utilise proper communication techniques that emphasise a common level of understanding between the client and himself.
- When making budgetary decisions, Michael can rapidly see where resources may be re-allocated or re-distributed but may require additional or advanced assignments to make use of this ability and avoid a lack in motivation.
- Mr. Sample is very capable of assimilating numerical data to make sales decisions but may be frustrated by a lack of challenge in this sales position. Address frustrations and provide ways to challenge his abilities.

Additional Considerations

On the Numerical Reasoning scale, Mr. Sample is above the Performance Model for this sales position. This suggests that his ability to analyse data as part of the decision making process is greater than the position typically requires and that he may not be sufficiently challenged to maintain his interest and/or level of performance.

Energy Level

Tendency to display endurance and capacity for a fast pace.



Behavioural Considerations

- Mr. Sample acts with a sense of urgency if he takes time to re-energise on occasion.
- On occasions that require extra hours of work, he may feel more stress as the duties of this sales position make demands on his personal time.
- Mr. Sample generally focuses on timely results. However, his pace may lag when attending to several clients at once.
- He is moderately energetic; his work pace will be stable and methodical for the most part. However, when the workload reaches extremes, you may notice an increase in his response to stress.

Management Considerations

- Consistently reward his initial efforts to maintain a fast-pace, eventually increasing the time between rewards for his extensive hours and energetic performance. If his motivation and energy happen to falter, step back to more repetitive rewards until he adjusts.
- Coach him on effective time management techniques and provide occasional rewards for efficient and timely sales results.
- Discussions with him should explore the possibility that the pace of this sales position may sometimes lead to frustration and an eventual reduction in satisfaction and performance.
- Maintain open communication and observe his energy level, providing opportunities when possible, for him to gather his reserves. Congratulate his efforts to stay driven and energised in his sales activities.

Additional Considerations

While Mr. Sample achieved an Energy Level score in the mid-range, it is outside the Performance Model for this sales position. This suggests that his capacity to demonstrate intensity may be somewhat different from most people in this position. Discussions with him should ascertain how much energy he tends to demonstrate in highly stimulating sales environments.

Assertiveness

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



Behavioural Considerations

- Michael appears to be a fairly assertive individual who achieves sales through leadership. In most cases, he will contribute well in a sales team's discussions, but occasionally his leadership tends to be aggressive.
- Mr. Sample is motivated by situations in which he determines the objectives of a sales team.
- He seems to enjoy the opportunity to lead a sales team. However, when he feels strongly about an issue, Mr. Sample may attempt to persuade others in a dominating manner.
- Mr. Sample is willing to take command of a sales situation more often than relenting to an aggressive negotiator.

Management Considerations

- When he is engaging in co-operative team efforts, present the appropriate ground rules and state clearly how each member may contribute to the team as peers, rather than followers or leaders.
- Discussions with him should explore the potential for training in diplomatic interactions to enhance his current proficiencies.
- A training course that focuses on managing his assertiveness could provide Michael the skills necessary to negotiate a sale more easily in high stress situations.
- Provide a model of effective group dynamics to guide him through high stress sales negotiations.

Sociability

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



Behavioural Considerations

- Michael prefers a detached, impersonal, and business-like approach to selling.
- He demonstrates limited concern for sales duties that require a high degree of interpersonal contact and the opportunity to interact with others.
- Mr. Sample is slow to involve others in the pursuit of sales goals.
- Mr. Sample may not often seek out the opportunity to network with contacts. He may focus on the task at hand rather than the interpersonal elements of sales.

Management Considerations

- Discussions with Michael should explore the reasons why it appears that an interpersonal and social sales approach may lead to frustration for him.
- Possibly, his team and team leaders could encourage him to become more engaged in the group dynamic or with clients. Reward the team as a unit for improvement in their overall co-operation and inclusiveness.
- To enhance his willingness to socialise with teams or clients, provide opportunities for him to work in small groups. As time passes and his comfort level improves, get him involved with larger and more informal groups.
- To engage his participation, give him assignments that require teamwork, beginning with relatively routine tasks. Reward his initial successes.

Additional Considerations

On the Sociability scale, Mr. Sample scored below the Performance Model for this sales position. This suggests that his willingness to work closely with clients and his sales team is below what is common for this position. Discussions with him should address his willingness to adapt to the style of this organisation.

Manageability

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



Behavioural Considerations

- He could balk when sales procedures are seen as too intrusive and limiting.
- Michael tends to relate to a procedure-oriented sales manager in a wary, defensive manner.
- Mr. Sample expresses a generally negative opinion regarding inflexible procedures. His aversion to conformity could be a challenge for his sales manager if Michael cannot adapt.
- Mr. Sample appears to feel that procedural compliance is more harmful than helpful to the process of selling. He could be difficult to lead if his sales manager insists that procedures be followed precisely and consistently.

Management Considerations

- While some compromises may be possible to confront an attitude of opposition to organisational policies or procedures, a manager may need to clarify the options available to Michael in order to conform and thus concentrate on sales.
- Discussions with him should determine his potential for frustration within the procedural constraints of this sales organisation.
- Assimilation into the organisation's culture could be challenging, since conformity may be contrary to his basic perspective. Encourage as much adherence to your sales policies as is reasonable.
- As you direct him in following procedural guidelines, reward his compliance with occasional opportunities to express his personal freedom in other areas. Focus on primary sales goals and allow room for adaptation in secondary areas.

Attitude

Tendency to have a positive attitude regarding people and outcomes.



Behavioural Considerations

- Michael is slow to accept the motives of those with whom he is dealing with in a sales negotiation, possibly questioning the agendas of those concerned.
- He is inclined to doubt the objectives of others when dealing with a negotiator.
- Mr. Sample tends to take a defensive stance when negotiating a deal, rarely backing down without a critical review of the situation.
- Mr. Sample is inclined to question the motives of others in a negotiation.

Management Considerations

- Provide him with an appropriate amount of time to discuss his feelings about a change process, but re-direct him by providing a calm and co-operative expression in your behaviour. Stress the necessity to focus on immediate sales goals.
- Building his basic trust with informal group activities can ease his doubts about the motivations of others. These activities can be as simple as lunchtime office meetings and informal sales goal meetings.
- If Mr. Sample begins to hesitate about accepting change, suggest discussion for a later time in order to re-direct some of his distress. Give feedback on his performance to make positive steps toward more productive behaviour.
- Discussions with him should explore the possibility that this sales position may require a level of trust from him that requires adaptation and training to develop.

Additional Considerations

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

Decisiveness

Uses available information to make decisions quickly.



Behavioural Considerations

- Mr. Sample can make decisions about a sale with minimal preparation and may not be inclined to worry unnecessarily about the consequences once a decision is made.
- He is not inclined to delay important sales decisions.
- Mr. Sample is decisive and quick to close a deal. He is likely to enjoy sales opportunities that require immediate action.
- Mr. Sample is capable of responding to a customer query and solving problems in a timely manner, gathering information only as long as it is done in a timely fashion.

Management Considerations

- Provide training in risk management as well as how to handle stress. This should improve the time necessary for Mr. Sample to make snap decisions under pressure.
- If Michael responds poorly to making quick decisions, encourage him by saying that we have to take risks when decisions are required in a timely manner. Build this risk acceptance by providing low risk situations and then building the potential for risk as he adapts.
- Build his enthusiasm to be more decisive by example of your own capacity to act with a sense of urgency, even when under stress.
- When under stress, Mr. Sample tends to make decisions patiently, so emphasise the importance of deadlines and making decisions without extended analysis.

Additional Considerations

Mr. Sample achieved a Decisiveness score that is outside the Performance Model for this particular position. This suggests that his ability to make quick decisions confidently may be different than the position typically requires, and that he could encounter some frustration under high stress situations. Discussions with him should explore his potential for making decisions in a more appropriate manner after adequate training is applied.

Accommodating

Tendency to be friendly, co-operative, agreeable. To be a team person.



Behavioural Considerations

- Mr. Sample is not particularly inclined to hide his opinions about a product, client, or other situation.
- He is probably quite uncomfortable avoiding an issue or having to misrepresent a particular aspect of a product or service. It is better to be frank than to appear manipulative from his perspective.
- Mr. Sample is inclined to tell clients what he thinks in a direct and uncompromising manner.
- Michael demonstrates a tendency for frankness concerning his opinions. While this can be a benefit in a competitive sales setting, it may cause difficulties if subtlety is required during a sales call or negotiation.

Management Considerations

- If necessary, provide training to improve his ability to accept others at face value or at least express tolerant behaviour for the benefit of his sales goals.
- Set goals for him that reward co-operative acceptance of the sales team's perspective.
- Reinforce his co-operation with the sales team by encouraging Michael to co-ordinate his personal goals with those of the team.
- If his level of accommodation creates conflict, training in team building and tolerance may provide Mr. Sample with the skills necessary to tone down this characteristic.

Additional Considerations

On the Accommodating scale Mr. Sample is below the Performance Model for this sales position. This suggests that his patience with the opinions and feelings of prospects is less than the position typically requires and that he may need to adapt to the culture of your sales organisation.

Independence

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



Behavioural Considerations

- He is highly independent and may require some re-focusing in a sales environment that does not encourage this level of autonomy.
- Mr. Sample prefers to pursue prospects on his own and will resist being micro-managed. He can become impatient with a sales manager or executive that demands constant progress updates.
- Michael is an independent salesperson who prefers minimal guidance and coaching. However, his high level of independence may create frustrations for an exceptionally attentive sales manager.
- Mr. Sample prefers to undertake new sales projects independently, seeking support only when absolutely necessary to complete the deal.

Management Considerations

- Discussions with Michael should explore the possibility that this sales position may frustrate his independence and lead to a lowered sense of autonomy and freedom.
- Handle with care when collaboration and structure are required, but remain authoritative. Encourage a consultative relationship when his independence is contrary to the organisation's sales objectives.
- When possible, allow Mr. Sample some breathing room to let off the pressure he experiences from supervisory attention. Remain authoritative without becoming authoritarian so that he may adapt more readily, focusing more on salesmanship than his ability to appreciate your office traditions.
- Maintain open communication with him to foster a closer supervisory relationship. Listen to him when he appears frustrated by the attentions of a supervisor and recognise his positive performance.

Objective Judgement

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



Behavioural Considerations

- Mr. Sample emphasises the benefits of a product utilising his investigative capabilities to detail the objective advantages he has identified but is open to using a more intuitive approach if necessary.
- Michael generally prefers to sell in a fact-based, well-researched fashion. Mr. Sample may spend most of the time emphasising the facts rather than making an emotional appeal.
- When discussing the advantages of a product to a prospect, Mr. Sample utilises logical reason more than personal, emotional appeals.
- When determining ways to address a client's needs, Mr. Sample utilises a problem-solving style that reflects a balance of intuition and objectivity.

Management Considerations

- He may need practice and guidance in using a more intuitive approach in his sales decisions. Focus training on looking at information in a more holistic and general way, emphasising a more personal approach to closing the deal.
- As a complement to his method of decision-making, train him on how to gather information in a subjective manner, seeking the opinion of a sales team, for instance, in order to approach the sale in a more intuitive way.
- He may benefit by attending to the general consensus of available opinions. Reward efforts to be more subjective and to follow his intuition as needed.
- Offer him more opportunities to drive sales utilising his intuition. Begin with low risk opportunities and allow time for him to gain more confidence for intuitive thinking.

Interests

The Interests section assesses the relative interests between the six interest areas. The top three interests for Michael and the Performance Model are presented below in ranked order. The interests shared by both are circled.

Michael



Enterprising

Indicates interest in activities associated with persuading others, sales, and presenting ideas.



Mechanical

Indicates interest in working with tools, equipment, and machinery.



Technical

Indicates interest in scientific activities, technical data, and research.

Performance Model



Enterprising



Technical



People Service

Indicates interest in activities such as helping people and promoting the welfare of others.

 = Match

His interest results are focused in the Mechanical, Enterprising, and Technical themes on the inventory. This indicates that he enjoys the applied side of sales, emphasizing product utility, and wants to engage in activities that allow him to serve the client's needs, possibly in a consultative fashion. The more opportunity for creativity and technical expertise in terms of design aesthetics, administrative efficiency, and the excitement of the sale, the better his fit for this sales position.

With Enterprising as his primary area of interest, Mr. Sample is likely to seek out activities that involve entrepreneurial pursuits and leadership. His focus, above all other areas of interest, lies in pursuing sales objectives in a competitive environment. These kinds of activities motivate his sales style most effectively.

Secondly, he is motivated by the hands-on nature of some sales as shown by his Mechanical interests. This kind of sales often involves promoting the utility of products, which contributes to his overall motivational satisfaction.

Finally, his interest in Technical activities rounds out his interest profile. Other interest areas may be more motivating, but his interest in the technical aspects of what he sells plays a part in maintaining his overall enthusiasm during the sale.

Additional Considerations

Mr. Sample does not show People Service activities as one of his top three interest areas. He may not find activities associated with this theme as motivating as those individuals who have been successful in this position.

Critical Sales Behaviours

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

These are sales behaviours shared by most people who have similar Behavioural 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 organisation, 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 his fit to this position (eg. Job Match Percent) into your decision-making process.

Prospecting

Mr. Sample understands the need for prospecting and is willing to invest some of his energy in doing so. He tends to be most effective in prospecting when it is done in brief spurts of activity rather than over an extended period of time. He tends to enjoy a great deal of self-sufficiency and flexibility in his approach to developing a list of prospects.

Closing The Sale

Mr. Sample can be competitive while maintaining the understanding that the prospect's perspective may have merit. With an average level of persistence, he is willing to try a few different approaches to close the sale. He also has the relatively high level of drive to be motivated by the process of making a sale.

Call Reluctance

Mr. Sample has a good potential to overcome the call reluctance that he may experience from time to time. His moderate level of energy will feed his sales drive and allow him to do what needs to be done with some effort. He may enjoy the opportunity to establish and meet goals and to compete for rewards. Part of his motivation to overcome call reluctance originates in his level of drive.

Self-Starting

When the workplace offers only the occasional distraction, Mr. Sample will perform more productively. His pace is moderately paced and deliberate, yet Mr. Sample will work out the details of how he will complete tasks on his own. It rarely takes an outside motivation, like the inspiration of his managers, to get him going. His autonomy and individualism are higher than most others which leads to unique goal setting and accomplishment. His drive and independence should become apparent when he uses resources to maximise his initiative. Mr. Sample derives motivation from within, occasionally taking the lead as a source of encouragement to others. It may be necessary to monitor his level of energy, as he appears to occasionally have reserves that may require replenishing.

Working With a Team

It usually comes easy for Mr. Sample to lead others and direct the course of action, yet he can also be more diplomatic than others. When competition takes form, he should be ready for the challenge and is probably interested in directing others toward competitive goals. His autonomy and individualism are high, and this may overshadow his willingness to co-ordinate the team and encourage co-operative efforts. He usually prefers to set his own direction and establish personal methods rather than doing so as part of a consensus. Mr. Sample usually derives motivation from within, occasionally taking the lead as a source of encouragement to others. Rarely does it take an outside motivation, like the inspiration of his managers, to get him going.

Building and Maintaining Relationships

Mr. Sample expresses an autonomy and individualism that are higher than most others which could help in establishing confidence for relationship-building. On the other hand, he may be most comfortable in establishing relationships that do not deprive him of his desired level of independence. Some coaching could enhance the level of energy he utilises when building relationships with co-workers and clients, so long as he feels personally responsible for defining the method by which he proceeds. A relationship that suffers only occasional snags when initiated is most favourable for his interpersonal style.

Compensation Preference

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