



Confidential
Job Match Management Report

for

John Sample
Sales Representative

Friday, August 20, 2004

This sample report provided by:



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GUIDE TO THE JOB MATCH MANAGEMENT REPORT

The *Profiles Sales Indicator Job Match Management Report* presents the following information you will find helpful for managing John Sample:

- **Sales Indicator Summary** – This chart provides a snapshot of the Sales Success Qualities John Sample brings to the job. It shows the overall match to the job and individual scores. You will also see how the scores match the target pattern.
- **Sales Success Qualities** – This section of the report has a more complete description of the Sales Success Qualities you can expect from John Sample.
- **Critical Sales Behaviors** – This section describes John Sample with regard to seven Critical Sales Behaviors considered important for success in selling.

Please consult the User's Guide for additional information on using these results in working with Mr. Sample

Sales Indicator Summary

Job Match Pattern: Sales Representative

Job Match Percent  86%

Competitiveness

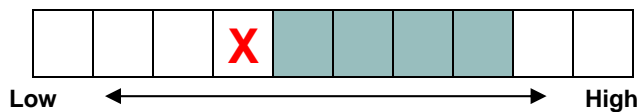
- Reserved
- Non-confrontational
- Cooperative



- Persuasive
- Confident
- Assertive

Self-Reliance

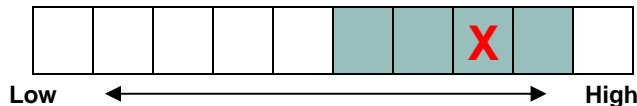
- Welcomes support
- Appreciates the need for procedures



- Independent
- Individualistic

Persistence

- Flexible
- Good sensitivity
- Limited follow-through



- Persevering
- Unwavering
- Emotionally tough

Energy

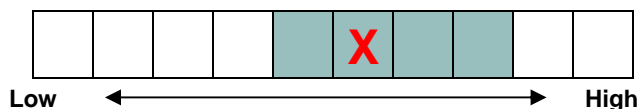
- Systematic
- Steady paced
- Patient



- High endurance
- Spontaneous
- Fast paced

Sales Drive

- Relaxed
- Unassuming
- Process focused



- Success oriented
- Outcome focused
- Internally driven

The shaded areas represent the range of characteristics provided by your organization for this job pattern.

The "X's" indicate this individual's scores.

The Distortion Scale deals with how candid and frank the respondent was while taking this assessment.

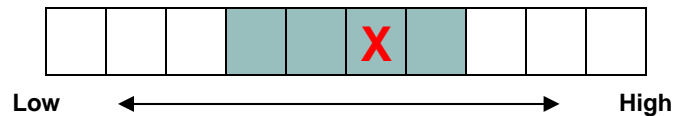
The range for this scale is 1 to 9, with higher scores suggesting greater candor.

The Distortion Scale score on this assessment is **9**

Sales Success Qualities

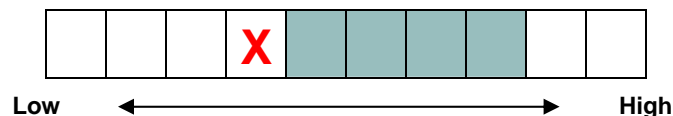
This section further details the results for Mr. Sample. For each quality, you will see the Job Match Pattern and the score obtained. Following this, the bulleted statements from the individual's report are shown, along with comments directed toward his supervisor. Should the score fall outside of the Job Match Pattern, additional comments are provided.

Competitiveness



- Most individuals in a sales environment express themselves as enthusiastically as he does. He should be able to stand up for himself in most cases without being overbearing or exceedingly egotistical.
- His assertiveness is well suited for effective negotiations. You may find his level of assertiveness most appropriate when a negotiation requires some give and take.
- He is sometimes one of the first to accept a leadership role, yet rarely finds following others irritating. Only in rare occasions will he need your coaching to effectively work with an authoritative individual.
- His self-assurance in expressing himself may rarely be misunderstood as gratuitous pride. He is usually able to assert himself without bruising the egos of others.

Self-Reliance

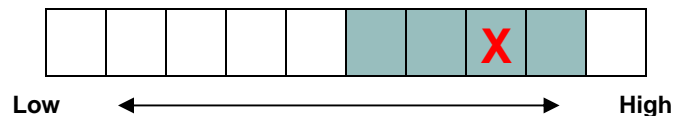


While Mr. Sample achieved a Self-Reliance score comparable with most people, it is below the job profile of this position. This suggests that his resourcefulness is moderately less than the position typically requires but that he may not have a problem with the capability to meet objectives on his own. Interview questions should explore the possibility that for Mr. Sample, the position may be too challenging under more stressful conditions.

The shaded areas represent the range of characteristics provided by your organization for this job pattern.
The "X's" indicate this individual's scores.

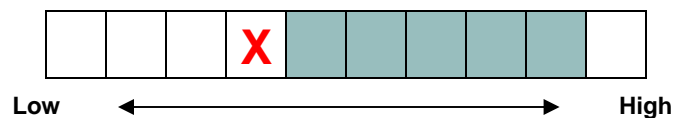
- It is sometimes a hindrance for him to deal with a hands-on kind of boss. Maintaining awareness of his structure needs will help in this area, so that you may provide enough structure to get him going on his own.
- He probably performs best when a supervisor sets occasional goals for him to attain, while also fostering his self-reliance. At this moderate level of self-reliance, he is likely to keep up with what is expected of a salesperson.
- For him, a little predictability can go a long way toward personal satisfaction if balanced with a moderate level of spontaneity. He should be able to approach a novel situation with interest and try new ways of dealing with unexpected outcomes, but he needs some support from his superiors.
- It can be annoying for him to relate to an excessively distant supervisor, but at moderate levels he may appreciate a little autonomy. He accepts a balance of autonomy and organized procedures.

Persistence



- If accomplishing a goal is creating stress among team members, he usually persists without hesitation. His steadfastness can be used as a motivational tool with your direction.
- There are often times when he may keep working toward a goal, even if the workday has ended. His independence may also effect this situation, with higher independence suggesting a tendency to maintain resolve when working alone.
- He often takes pride in exceeding the expectations of his supervisors in getting things done, despite the long hours required. He may be willing to accept additional assignments often, even demonstrating a drop in motivation if not sufficiently challenged by the workload.
- He is willing to accept a challenge, even if failure is a potential result. Rewarding his resolve enhances his healthy respect for accepting risk.

Energy

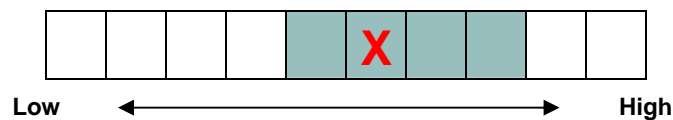


While Mr. Sample achieved an Energy Level score comparable with most people, it is below the profile for this Job Match Pattern. This suggests that his capacity to keep up a fast pace of work is moderately less than the position typically requires. Discussion questions should explore the possibility that for Mr. Sample, the position may be too challenging and could lead to frustration and a reduction in his level of performance.

The shaded areas represent the range of characteristics provided by your organization for this job pattern. The "X's" indicate this individual's scores.

- He probably appreciates an occasional break, in order to regain his strength in the middle of a tough workday. In most common situations, you should be able to rely upon him to respond with the appropriate level of energy.
- When the task burden allows for a fair share of his attention, he tends to achieve more. Maintaining an organized pattern of goal setting should be effective for him.
- He may prefer to work behind a desk rather than changing locations often, but he possesses the energy needed to adapt to most common obligations. His average level of energy should adapt for most common situations, but he may require your support in stressful situations.
- Individuals who are in a persistent rush can create hassles for him if they insist he follow their lead at all times. Encourage his patient tendencies so that he can move forward at the group's pace as much as possible.

Sales Drive



- It rarely takes an outside motivation to get him going. Rather, he usually finds enthusiasm from within. There may be times in which his self-motivated style can effectively enhance the incentive of others, as well.
- He is sometimes impatient with the belief that tried and true methods are always the best ones. If his innovative style is proven to be effective, he should do quite well in this area.
- He enjoys being influential in his relationships, but this could occasionally cut short the sharing of information by others. Try to mediate any of his dominant tendencies when appropriate, while fostering his ability to influence clients in a method pleasing to others.
- Although generally able to work out "a plan", he has a tendency to favor immediate issues. More deliberate thinkers may be needed for planning, but he is apt to excel in situations that call for quick answers.

The shaded areas represent the range of characteristics provided by your organization for this job pattern.
The "X's" indicate this individual's scores.

Critical Sales Behaviors

This section presents seven sales behaviors that were developed from a combination of Sales Success Qualities. They are typically considered important for success in most selling situations. The statements provided should be considered when working with Mr. Sample.

PROSPECTING

Mr. Sample understands the need for prospecting and is willing to invest some of his energy in doing so. He can be creative in his approach to prospecting, but appreciates the structure provided by a supervisor or another member of the team. He should stay with the task consistently, gathering as much information as necessary from each potential prospect.

CLOSING THE SALE

Mr. Sample can be competitive while maintaining the understanding that the prospect's perspective may have merit. He will, however, not easily take "no" for an answer. In fact, he will stay with a prospect and ask for the sale as often as it takes to get a definite answer. 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 occasional distractions, Mr. Sample should demonstrate some effectiveness in self-starting performance, assuming supervision and guidance are typically available. His pace is somewhat measured and deliberate, performing best in a one-step-at-a-time fashion. Mr. Sample may perform well when a supervisor sets short-term goals for him to attain. It is usually not a problem for him to deal with an attentive supervisor. His level of drive is good and may be utilized to help motivate additional self-starting behavior.

WORKING WITH A TEAM

Mr. Sample will usually be able to hand over leadership to others. On the other hand, when needed it comes easy for Mr. Sample to lead others and direct the course of action. This balance should ensure good relations with team members and he can also be more diplomatic than others. The source of his motivation is very likely from the challenge to win. It usually

does not take an outside motivation, like the inspiration of his managers, to get him going and this can have a positive effect when he is working with a team.

BUILDING AND MAINTAINING RELATIONSHIPS

Mr. Sample may need a reliable system and specific goals set when establishing client relationships and his energy will need occasional replenishing. His pace is somewhat measured and deliberate, initiating and maintaining relationships in a one-step-at-a-time fashion. However, while maintaining consistent relations with clients may create stress among his team members, Mr. Sample persists steadfastly. Time pressures or minor setbacks rarely break down his resolve, even though he may prefer to move at an even pace, thus avoiding mistakes or overextending his energy supply.

COMPENSATION PREFERENCE

When competition takes form, he will usually be ready for the challenge. His relative strength is a need for compensation in the form of recognition and public accolades for effective performance, balanced occasionally with practical compensations. Reward him through chances to succeed on a level playing field and provide the structure he occasionally needs to move forward. Mr. Sample derives motivation from within, 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 a greater reward for him.

NOTE: This job match pattern should reflect your expectations and/or how your top performers responded to the Profiles Sales Indicator. The report indicates how this individual's results compared with the job match pattern. A continuing review of the impact and effectiveness of this job match pattern is important to ensure that it reflects your company's needs and culture.

When using this report for decision-making, its contents should not be used as the basis for more than one-third of any decision. Profiles International, Inc. is only responsible for the contents of this report and is not liable for any unauthorized disclosure or misuse of the information contained herein.