



**Report for: Ian George**

**Tested: 11/17/2005 7:49:18 AM**

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## About the SalesMax Report

Ian George  
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SalesMax provides three types of information to help you evaluate the candidate for a professional sales position.

- **Sales Personality** - Relatively stable characteristics that do not change easily over time. Eight of these predict sales performance, while three others will help you to manage the candidate. All are work-related and have direct applicability to sales positions
- **Sales Knowledge** - The candidate's understanding of effective behaviours and strategies at key stages of the sales cycle. The emphasis is on consultative and relationship-oriented sales.
- **Sales Motivations** - The relative strength of eight sources of personal motivation to help you to manage and motivate the candidate, if you hire him.

### Using SalesMax Results:

- **Sales Personality**

We recommend you first consider the candidate's sales personality. Using the Standard Success Profile, look at the number of scores inside the success zones (shaded areas). At a minimum, try to hire candidates who have personality scores that fall somewhere inside most of these success zones. If possible, look for candidates who have scores in the higher end of these ranges. In general, higher potential candidates will have personality scores that will fall in all or almost all of the shaded ranges. Further, the best candidates will most often have scores that fall in the high ends of the shaded ranges.

The Sales Personality Success Index is a weighted scoring of the strength of these desirable personality characteristics. Possible scores vary from 0 to 48. From our research using earned sales compensation as a criterion, we recommend you avoid candidates with index scores below 19 and recommend you pursue candidates with scores of 24 or higher.

- **Sales Knowledge**

Next, we recommend you consider the candidate's knowledge of effective consultative sales strategies. His scores in this section of SalesMax are an indication of how well he knows what to do in various selling situations. If he is an experienced salesperson, this may be very important information. However, if he has little or no experience and you expect to put him through a good sales training program, low scores in this area may not influence your decision to hire him but may help you to target areas for his training.

- **Sales Motivations**

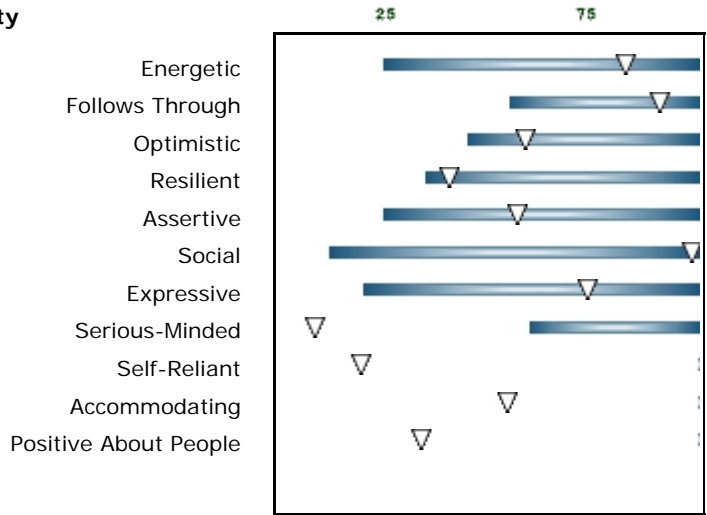
If you decide, based on his sales personality and knowledge results and your interview, that you want to hire the candidate, the results of this section may be helpful in deciding if his motivational needs are a good fit for the job and your supervisory style. Are the things most important to him available as rewards? Can you effectively manage him given his needs and the potential rewards you have under your control?

**Selection Profile**

**Ian George**

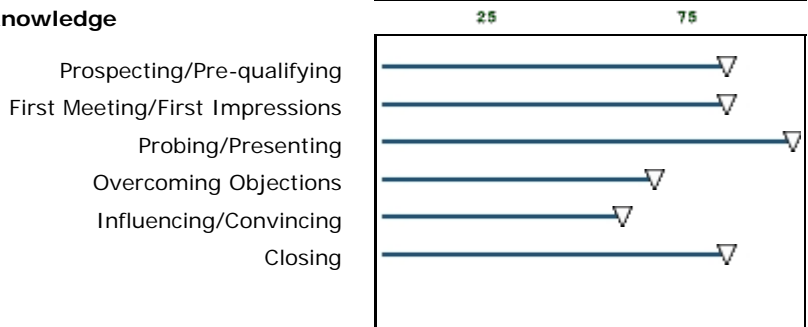
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**Sales Personality**



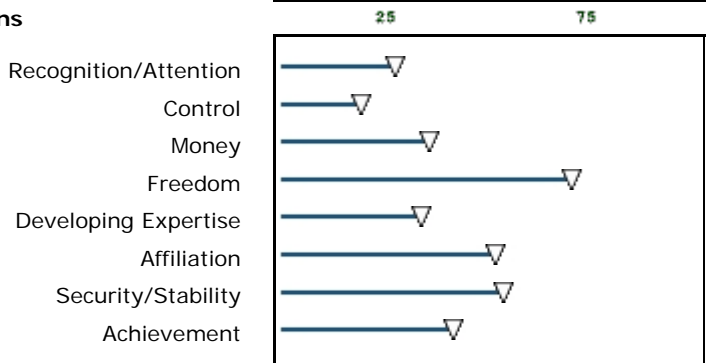
Look for a candidate who has a personality that will be effective in sales.

**Sales Knowledge**



Evaluate his or her knowledge of consultative selling strategies.

**Sales Motivations**



Consider the candidate's motivational needs and how they fit with your organisation and your management style.

## SalesMax Advice

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### Potential Sales Success:

The candidate's Sales Personality Index score was 28 out of a possible score of 48. This score falls in the fourth range of possible scores (Better). Our research indicates that candidates with scores in this range have a good probability of becoming successful. (About 7 out of 10 salespeople with scores in this range earned sales compensation in the top half and, as a group, these people had average performance levels 7% above the norm.)

Score	Range	Advice
---	00-18	Avoid
---	19-23	OK
---	24-26	Good
28	27-33	Better
---	34-48	Best

### Personality Insights:

The following potential strengths (+) and potential weaknesses (-) may help you to understand how the candidate's personality may impact his sales performance.

- + His high energy level should contribute to hard work, enthusiasm and a willingness to do the things necessary to be successful in sales.
- + He prides himself on completing his tasks and following through on his commitments in a dependable manner.
- + He should be a very outgoing person who will enjoy the social aspects of meeting new clients or prospects and working with them in a sales role.
- He appears to be less serious-minded than the typical salesperson. He may be prone to making decisions very quickly and taking risks.
- He appears to be somewhat less self-reliant than most salespeople. When faced with new problems or difficult situations, he may look to others for assistance or guidance.

### Sales Knowledge:

The candidate appears to have a good understanding of effective consultative sales techniques in the following areas:

- + Identifying sales prospects and pre-qualifying them.
- + Recognising the importance of first impressions in initiating positive and productive sales relationships.
- + Developing a clear understanding of the customer's specific needs.
- + Problem solving and overcoming objections.
- + Negotiating and closing the sale.

*SalesMax identified no strong sales training needs (on all of the scales he scored at least 40 percent correct).*

### Sales Motivations:

The candidate appears to be most motivated by:

- Opportunities for increased autonomy and responsibility.

- Increased opportunity to expand his network of contacts, help others, and generally socialise.
- Security or job stability.

The following motivators do not appear to be important to the candidate:

- Opportunities to lead, manage, or control others.

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## Interview and Reference Probe Suggestions

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The next section of this report provides interview and reference probes for following up and obtaining more information regarding this candidate's potential problem characteristics. For each identified topic, SalesMax suggests several questions to assist you in interviewing the candidate. SalesMax also generates several questions to facilitate discussion of potential problem characteristics with his references.

### Low Serious-Minded

The candidate appears to be less serious-minded than the typical salesperson. People who are low on this attribute can be fun-loving and, in some cases, creative; unfortunately, they also may be impulsive in their decisions and actions. Some of them take unnecessary risks.

#### *Interview Probes:*

- Ask him to describe how he makes important decisions. Listen for indications of wisdom and maturity in his decision-making process. Probe for indications of composure under stress or time deadlines (e.g., forcing himself to think things through or "sleep on it" before making a decision).
- During the interview, attempt to assess his ability to think before he speaks or to show self-control in his actions. Ask him to describe what he does when a customer makes an unreasonable request or makes him angry.
- Ask him to describe the biggest risk he has taken in his career. Ask him to describe how he made his decision and what the result of his decision was. Probe whether he would do things differently in hindsight.
- If the candidate is young or has a limited job history, you may be able to assess his maturity by asking questions about how he selected the jobs he has had or how he decided to apply for this job. Also, if he went to college, ask him how he chose his college major or how he selected the college that he attended. Listen for maturity and thoughtfulness in his selection and decision processes versus a more haphazard approach.

#### *Reference Probe Questions:*

When talking with his references ask the following types of questions.

- "Compared to his peers, to what extent does he show maturity in his judgement? (e.g., does he act impulsively, without much thought about the impact his decisions and actions may have on others?)"
- "Compared to the typical salesperson, how would you describe his professionalism?"
- "How well does he control the expression of his emotions? (e.g., does he lose his composure easily or does he tend to stay calm in difficult situations?)"

### Low Self-Reliance

The candidate scores somewhat low on the measure of self-reliance. People who score low on this measure sometimes over rely on other people for advice, support, direction or favours.

## *Interview Probes:*

- During the interview, attempt to assess his willingness to take care of things on his own versus tending to rely on others. Ask him what types of assistance and support he needs to do his job well. Probe for what types and the extent of help he needs from his boss, peers and support staff.
- Ask for descriptions of some recent responsibility he has assumed. Listen for indications of active pursuit of increased responsibility versus passive acceptance.
- Ask him to describe an ideal boss and a bad boss. Probe for indications of independence and self-reliance versus dependence on his superior for decisions and direction.
- Information regarding early career experiences can sometimes be useful. For example, ask questions about his first job (this would include teenage employment): how he found the job, why he was working, how he felt about it. Listen for responses that suggest initiative and a take-charge attitude versus a tendency to wait to be told.

## *Reference Probe Questions:*

When talking with references ask the following types of questions.

- "Compared to the typical salesperson, how would you describe him in terms of showing initiative and taking care of his responsibilities?"
- "Would you say he requires more or less of his manager's time to provide direction or support?"
- "Can he be relied upon to take charge of situations and make decisions without excessive support? -- In normal, day-to-day situations? -- In unusual situations where no clear guidelines exist?"

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## Management Suggestions

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The remainder of this report suggests ways to effectively manage this person. In some cases the management suggestion identifies a potential problem area in his personality results and recommends an approach for optimising his effectiveness on the job. In other cases, his motivations are discussed and suggestions for how to best motivate the candidate are highlighted.

***Tempering Impulsiveness (Becoming More Serious-Minded):*** He may make decisions on the spur of the moment without adequate thought and analysis. He should be encouraged to Stop, Think and Evaluate the possible consequences, before he Proceeds (STEP). At least initially, his decision making could require monitoring, especially when he is dealing with key customers. As he improves, suggest that he play "devil's advocate" for himself to critique his ideas or plans (and thereby improve them).

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