



Report designed for

Michelle Parker

Profiles Sales Indicator[®] Management Report

Performance Model: Outside Sales Pattern

CONFIDENTIAL

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Introduction

The Profiles Sales Indicator Management Report presents the following information you will find helpful for managing Michelle Parker:

- **Summary Graph** - This chart provides a snapshot of the Sales Success Qualities Michelle Parker 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 Michelle Parker.
- **Critical Sales Behaviors** - This section describes Michelle Parker with regard to seven Critical Sales Behaviors considered important for success in selling.

This Performance Model 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 model of Preliminary Pattern. A continuing review of the impact and effectiveness of this Performance Model is important to ensure that it reflects your company's needs and culture.

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

When viewing the scales on this page, the darker shading represents the Performance Model for the role of Preliminary Pattern. The larger box indicates the individual's score.

Competitiveness



Self-reliance



Persistence



Energy



Sales Drive



Distortion for this assessment is within the acceptable range.

Michelle Parker has an Overall Job Match of **74%** for the position of Preliminary Pattern.

Sales Success Qualities

This section further details the results for Ms. Parker. For each quality, you will see the Performance Model and the score obtained. Following this, the bulleted statements from the individual's report are shown, along with comments directed toward her supervisor. Should the score fall outside of the Performance Model, additional comments are provided.

Competitiveness

Reserved • Non-confrontational
• Cooperative



Persuasive • Confident •
Assertive

Behavioral Considerations

- She does not usually find it challenging to communicate her ideas or defend her opinions to others, but she can also be more diplomatic than other more forceful individuals. She will only rarely require your support to negotiate with others.
- She usually takes pleasure in the prospect of being prominent in a group. Unless a high level of dominance is required, she will lead others in a fair and authoritative manner.
- She is sometimes one of the first to accept a leadership role, yet rarely finds following others irritating. Only in rare occasions will she need your coaching to effectively work with an authoritative individual.
- Her self-assurance in expressing herself may rarely be misunderstood as gratuitous pride. She is usually able to assert herself without bruising the egos of others.

Self-reliance

*Welcomes support •
Appreciates the need for
procedures*



Independent • Individualistic

Behavioral Considerations

- The challenge of making judgments on her own can be motivational for her, but her traits do not prevent her from working cooperatively, as needed. You should be able to expect her to share responsibilities with others at a level typical for most in her profession.
- She is willing to turn to another salesperson for advice when she encounters a unique problem at work, but tends to favor a reasonable level of self-sufficiency. Try to ascertain her present or ongoing need for independence and make yourself available when needed.
- Her above-average autonomy and individualism may often lead to innovative goal setting and accomplishment. You may have to occasionally define what works creatively in your sales environment and what is too improbable.
- The solitary aspect of some sales careers (doing her best on her own) can be fun for her but she also appreciates the occasion to work with others cooperatively. Try to mix the requirements of her work so that both cooperative and independent tasks call for her attention.

Persistence

Flexible • Good sensitivity

1

2

3

4

5

6

7

8

9

10

Persevering • Unwavering

Behavioral Considerations

- She has the will to work hard for a goal, even if personal sacrifices are required. Her high level of persistence will probably be taken as a great asset for the team, but you may need to monitor long-term effects of stress, as she may overlook the detrimental effects that sometimes occur.
- If accomplishing a goal is creating stress among team members, she usually persists without hesitation. Her steadfastness can be used as a motivational tool with your direction.
- When unusual demands of her time and effort are made, she tends to move forward with determination. Rewarding this kind of effort may encourage others to mirror her performance.
- She is willing to accept a challenge, even if failure is a potential result. Rewarding her resolve enhances her healthy respect for accepting risk.

Additional Considerations

On the Persistence scale Ms. Parker is above the profile for this Performance Model. This suggests that her ability to see something through to the very end is greater than the position typically requires and that she may become frustrated by the adjustment and adaptation typical of this position. Discussions with her should explore the possibility that the needs of this position may not be focused enough to maintain her motivation and/or level of performance.

Energy

Systematic • Steady paced



High endurance • Spontaneous

Behavioral Considerations

- She may choose to have the chance to give attention to a moderate number of tasks so that her complete concentration can be applied in the most effective way. Methodical responsibilities may be best suited for her working style.
- A reliable schedule may be more desired by her than one that disrupts her focus often, but she possesses more reserves than some. Rewarding her tendency to respond in a timely fashion may help to develop this pattern in her work.
- Individuals who are in a persistent rush can create hassles for her if they insist she follow their lead at all times. Encourage her patient tendencies so that she can move forward at the group's pace as much as possible.
- When her situation offers only occasional interruptions, she is at her most effective. Creating a work environment that offers few distractions may help to maintain her effectiveness.

Additional Considerations

While Ms. Parker achieved an Energy Level score comparable with most people, it is below the profile for this Performance Model. This suggests that her 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 Ms. Parker, the position may be too challenging and could lead to frustration and a reduction in her level of performance.

Sales Drive

Relaxed • Unassuming

1

2

3

4

5

6

7

8

9

10

*Success oriented • Outcome
focused*

Behavioral Considerations

- She tends to call attention to individual merits over group results when applauding the work of others.
- She is capable of making unpopular decisions when necessary, willing to force results in conflict-ridden conditions.
- She is able to state her outlook decisively and with conviction. Try to also build her ability to listen closely and take into account the views of others when appropriate.
- Although the service she provides to customers and clients is essential, the winning aspects of successful sales are the true reward of this profession for her.

Additional Considerations

On the Sales Drive scale Ms. Parker is above the profile for this Performance Model. She could have a problem with the capability to work in a patient and deliberate manner. Interview questions should explore the possibility that for Ms. Parker, the position may be unchallenging and could lead to frustration and a reduction in her level of performance.

Critical Sales Behaviors

This section describes what kind of sales behavior Ms. Parker could demonstrate if properly trained for the position under consideration. If she is a good match to the position this information is very important.

If Ms. Parker is not a good match to the Performance Model you have developed for this position, you should disregard the comments made in this section. However, if you have other sales positions available you should re-run the Profiles Sales Indicator with the Performance Models developed for those positions. Should she be a good match for any of these other positions, then use this section of the report to support your decision.

Prospecting

Ms. Parker understands the need for prospecting and is willing to invest some of her energy in doing so. Trusting her own ability to develop an approach, she will tend to display innovation in developing a list of prospects and qualifying them for sales calls. She should stay with the task consistently, gathering as much information as necessary from each potential prospect.

Closing The Sale

Ms. Parker will not easily take “no” for an answer. In fact, she will stay with a prospect and ask for the sale as often as it takes to get a definite answer. She can also balance her need to be competitive by maintaining the understanding that the prospect’s perspective may have merit. 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

Ms. Parker has a good potential to overcome the call reluctance that she may experience from time to time. Her moderate level of energy will feed her sales drive and allow her to do what needs to be done with some effort. She may enjoy the opportunity to establish and meet goals and to compete for rewards. Additionally, 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

When competition takes form, she will usually be ready for the challenge. Ms. Parker is often 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. Parker 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.

Working With A Team

It usually comes easy for Ms. Parker to lead others and direct the course of action, yet she can also be more diplomatic than others. When competition takes form, she should be ready for the challenge and is probably interested in directing others toward competitive goals. Her autonomy and individualism are moderately high, and this may occasionally overshadow her willingness to coordinate the team and encourage cooperative efforts. She may occasionally prefer to set her own direction and establish personal methods rather than doing so as part of a consensus. Ms. Parker derives motivation from within, taking the lead as a source of encouragement to others. It rarely takes an outside motivation, like the inspiration of her managers, to get her going.

Building And Maintaining Relationships

Ms. Parker demonstrates a pace that is more measured and deliberate than some, performing best in a methodical fashion. Ms. Parker will usually work out the details of how she completes tasks on her own. Her drive and individualism are higher than most which often leads to unique goal setting and accomplishment. This drive and independence should become apparent when she uses resources to maximize her initiative. Ms. Parker derives motivation from within, occasionally taking the lead as a source of encouragement to others. However, it may be necessary to monitor her level of energy, as she appears to have some reserves that may require occasional replenishing.

Compensation Preference

Possessing a relatively high level of self-reliance, Ms. Parker usually has the initiative required to maintain a variety of client relationships within the limits of her moderate energy level. There is plenty of persistence available to her, but she may occasionally need help getting started. Her pace is measured and deliberate, establishing and maintaining relationships in a one-step-at-a-time fashion. Her autonomy and individualism are relatively strong, so support may need to be subtle, allowing a shared level of responsibility. Time pressures or minor setbacks rarely break down her resolve. This persistence can be an effective tool in maintaining relations with clients so long as she has opportunities for revitalizing her energy supply.