



*Professionally Developed
and Validated Assessment Systems*

Sales Report

Created for:



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Remote/In-House	Remote Candidate
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The MPG (Management Psychology Group) Sales Report was developed by licensed psychologists with extensive experience in assessment and test construction/validation. It is the result of rigorous research using real-world data from a wide variety of organizations and sales jobs. It is based on the standard eTest profile, a professionally developed and validated business-oriented personality inventory. There is no one best sales profile for all jobs. However, there are certain traits and behaviors that increase the chances for success in most sales jobs.

Our research indicates that sales people and sales jobs themselves can be described along four major dimensions:

General Sales Similarity (a very broad overall scale indicating how similar the person is to people in a very wide range of sales jobs)

Account Acquisition (the traditional hunter-farmer factor)

Strategic Selling (important in developing complex solutions for clients)

Team Coordination (necessary for marshaling an array of resources for the client)

A person's general personality characteristics can also offer insights into how he or she might thrive in various sales jobs. A broad consensus is that people can be described effectively using five major dimensions of personality (the Five Factor Theory, or Big Five):

Extraversion (the orientation towards people and the external world)

Emotional Reactivity (the tendency to be anxious, high strung or impatient)

Behavioral Control (which includes discipline, conscientiousness and detail-orientation)

Agreeableness (the inclination to be affable, harmonious and cooperative)

Complexity (the orientation towards the world of strategic, conceptual and complex ideas)

The following pages present this person's scores on these dimensions and predictions about their interpersonal style, motivational factors, problem-solving approach, general fit for various sales environments and potential for management/leadership.

General Sales Similarity - 61 2 3 4 5 **6** 7 8 9 10

This scale was empirically developed by comparing the profiles of people in sales roles to those in other business roles (technical, customer service, administrative, etc.). High scorers describe themselves as having many of the typical characteristics of salespeople (e.g., persuasiveness, high energy, sociability). Low scorers may be able to succeed in sales, but may find it necessary to develop unique approaches and to be successful with those parts of the job that may not come naturally. People with higher scores may find greater long-term success and career satisfaction in sales.

Account Acquisition - 51 2 3 4 **5** 6 7 8 9 10

At the high end of this scale, we find people who are aggressively active, who enjoy cold-calling and who like to push for quick and measurable results. They are often referred to as Hunters. On the low end, the Farmers are generally better suited for positions that require comfort with ambiguity, patience, maintenance activities and the opportunity to deal with a limited base of established clients.

Strategic Selling - 51 2 3 4 **5** 6 7 8 9 10

Strategic selling demands a thorough, multi-faceted and broad-vision approach. It requires the ability to deal with a longer, more complex sales cycle and to craft unique solutions. People in these jobs usually need stronger technical knowledge, more creativity, more political savvy and more sustained patience and attention. Their contacts are usually at a high organizational level. The tactical sale is generally characteristic of the smaller customer, of the less complex sale and the shorter cycle. People who are successful here are usually focused, quick, energetic and single-minded. Tactical sales positions often reward activity and impatience.

Team Coordination - 41 2 3 **4** 5 6 7 8 9 10

Team coordination skills facilitate the often difficult internal sale. They help people bring together the sometimes widely spread resources from his/her organization to meet the customer's needs. This may involve project management skills, political savvy in securing help and the ability to inspire or cajole support. Jobs low in team coordination generally require relatively little follow-up by the sales person. Delivery/installation mechanisms are routine and usually run by others, allowing the person to focus entirely on selling and relationship building.

EXTRAVERSION



Low Score Meaning

Introverted, socially reserved
 Shy, preference for working alone
 Private and self-sufficient

High Score Meaning

Extraverted, sociable
 Gregarious, expressive
 Prefers to work with people

EMOTIONAL REACTIVITY



Low Score Meaning

Calm, relaxed, unemotional
 Stress-tolerant, not easily frustrated
 Even-tempered, complacent

High Score Meaning

Tense, anxious
 Impulsive, high-strung
 Emotional, expressive

BEHAVIORAL CONTROL



Low Score Meaning

Spontaneous, adaptable
 Impulsive, undisciplined
 Low detail-orientation, careless

High Score Meaning

Disciplined, tenacious
 Conscientious, detail-focused
 Controlled, stubborn, inflexible

AGREEABLENESS



Low Score Meaning

Blunt, driven, intense
 Direct, independent, abrupt
 Little need for harmonious relationships

High Score Meaning

Cooperative, likable, approachable
 Soft-hearted, easygoing, passive
 Motivated to please people and get along

COMPLEXITY



Low Score Meaning

Focused interests, tactical, practical
 Hands-on, active, not introspective
 Little interest in intellectual issues

High Score Meaning

Broad intellectual and academic interests
 Free-thinking, reflective, strategic
 Open to new ideas and complexity

His results suggest that he may develop better account maintenance than account acquisition skills. People with such patterns of scores are likely to be happy in sales, but will benefit from continued coaching and training in prospecting, structuring a sales call and asking for the order. They tend to be most effective with existing accounts. People with similar results are likely to show many of the following characteristics and to be perceived in the following ways.

Interpersonal Style

- Usually has a good balance between people and task focus
- Likable and low-key manner
- Should be able to read people well and to work effectively with them
- Likely to be diplomatic and articulate
- May be slower to speak up in novel environments
- Able to get along with a variety of personality types

Motivational Makeup

- Motivated by internal standards and a sense of duty
- More steady and tenacious than urgent or intense
- Follows up on commitments but not particularly enthusiastic
- May appear disinterested or unexcited at times
- Persists with routines
- Conscientious and consistent

Problem-Solving Approach

- Likely to be precise and craftsmanlike
- Able to bring structure to tasks
- Detail oriented, but can understand strategic issues
- Prefers structure and clear expectations
- Able to translate general guidelines into specific steps
- Disciplined but may be a bit rigid

Leadership Style and Potential

- Obedient and responsive to direction
- Reluctant to take charge
- Not likely to be an influencer of peers
- May not be ready for broader roles
- Benefits from supervision and encouragement
- May function best as individual contributor

The most effective developmental strategy for most people is usually to leverage and fine-tune their strengths rather than to try to fix everything they may think is a problem. Of course, if one's potential liabilities are central to success in a particular role, they should be addressed. If it proves too difficult to make adequate progress on potentially limiting factors, a reassessment of career choices and direction may be in order. A good counselor or coach who understands business in general and sales in particular may be of invaluable assistance to help focus on developmental options and to facilitate further growth and development. The following points should help focus on developmental opportunities. Although not all of them may apply, most people find them to be accurate and helpful.

PROBABLE ASSETS

Technical orientation.

He shows signs of having a technical orientation. He may have much in common with technologists and others with a professional base of expertise. People with similar results are often seen as good practical and technical problem solvers. Providing they have the appropriate knowledge and information, they can be seen as valuable resources for their customers.

Tolerance.

He is likely to be seen as tolerant, good-natured and warm-hearted. In sales, people with similar profiles typically seek to build and maintain harmonious and supportive relationships with customers and also with people inside their own organizations. He is probably trusting, generous, flexible, gentle and forgiving.

Focus on planning.

People with similar patterns of results are often seen as intellectual, reflective, planful and methodical in their analyses. He shows signs of being thinking-oriented and precise when handling complex problems. He is likely to be deliberate and focused in his sales style.

Good interpersonal skills.

He is likely to get good ratings on measures of interpersonal skills. This has obvious advantages for the sales function. He is likely to try to build rapport and to seek consensus rather than being insensitive in pushing for the sale. His clients will probably see him as open, approachable and willing to help.

POTENTIAL LIABILITIES

Too agreeable and accepting.

People with similar profiles are often flexible, warm and forgiving when dealing with customers and with people inside their own organizations. They may be overly accepting and hesitant to push people, even when it is appropriate to do so. They can be too soft and forgiving. He may need occasional counsel to monitor tendencies to be overly accepting and generous, and to try to be more critical and demanding. In a sales job, he may be too quick to roll over or to give away the store.

Overly technical.

He had a high score on a measure which indicates similarity with people in technical roles. Although this isn't related to technical proficiency or ability, it does suggest that he enjoys a certain amount of technical complexity, analysis and detail. People with similar patterns are rarely impulsive or emotionally expressive. They sometimes need encouragement to be more talkative, assertive and outgoing. They also need reminders to be less procedural and detail-minded upon occasion.

Too much emphasis on planning.

His profile suggests that he is more oriented towards planning and reflection than towards quick action. People with similar patterns tend to be precise and to gravitate towards detailed planning and intense study of complex problems. They sometimes don't push for results quickly enough, tending to spend too much time gathering information. In a sales role, he may need coaching and counsel concerning the times when action is more important than the detailed plan.

Development of the Profile. The MPG Sales Report was designed by licensed psychologists from Management Psychology Group. It was designed to help select successful sales people and to help people assess their own unique combinations of personality characteristics and preferences as they relate to the sales role. The factors presented in this report were developed empirically from an analysis of real companies, real jobs and real performance data on real people. We analyzed over 100 sales jobs to determine their underlying dimensions, then examined the responses of over 3,000 sales people from 47 companies to identify recurring themes. In addition to scales developed from the analysis of actual performance data, the report includes insights gained from extensive experience in assessment and test construction/validation in business organizations.

Normative Database. The people in the database upon which this report was developed are mostly college-educated. They are above average in terms of general intelligence and are more socially outgoing and dominant than a randomly selected group. This means that this person completing this personality measure is being compared to a relatively strong sample of people, so the bar is high.

Use for Selection and Placement. If this report is used to help in the placement decision, it should be only one data point to be considered in combination with your own interview observations, reference checks, background screens and other relevant sources of information. When used properly, it can be a powerful addition to the selection process, but it should not be the sole basis for hiring decisions. The eTest personality inventory upon which this report is based has been validated in a wide range of jobs, but it should also be validated in your own environment and culture if it is part of the selection process. Be sure you also consider the unique nature and needs of your organization, especially this particular sales job. Although we can provide an estimate of this candidate's capacity in each of these areas, you need to determine how important these factors are in your organization.

To what extent will the candidate need to maintain existing accounts vs. acquire new business?

Will he/she need to coordinate resources within the company?

Is this a tangible commodity sale or will the person be required to develop unique solutions for each customer?

Do you have a short sales cycle, or is it longer and more complex?

Use for Self-Development or Coaching. If you are using these results to assess your own readiness for a sales position or if you are focused on the further development of your skills in your current role, it may help to get one or more outside opinions. This report reflects the way you described yourself but others may see you differently. The more extreme a particular score, the more likely it is to reflect a key attribute of your makeup and sales style. There are several validity checks built into the interpretive system, but the accuracy of these results depends on how well you know yourself and on your motivation to describe yourself in positive or negative terms.