



Confidential
Job Match Management Report

for

Steve Sample

Monday, January 22, 2001

Profiles International, Inc.

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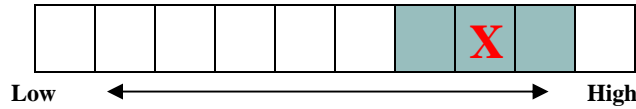
Sales Indicator Summary

Job Match Pattern: Sample Widget Sales

Job Match Percent  **81%**

Competitiveness

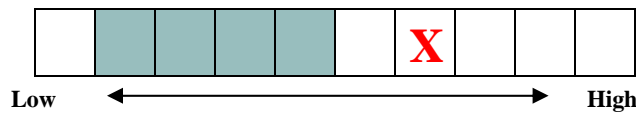
- Reserved
- Non-confrontational
- Cooperative



- Persuasive
- Confident
- Assertive

Self-Reliance

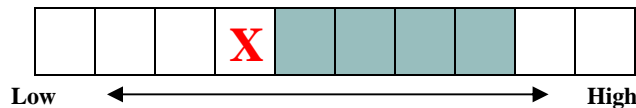
- Welcomes support
- Appreciates the need for procedures



- Independent
- Individualistic

Persistence

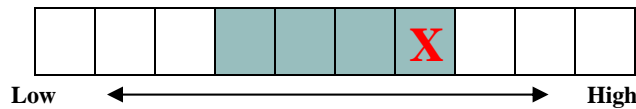
- Flexible
- Good sensitivity
- Limited follow-through



- Persevering
- Unwavering
- Emotionally tough

Energy

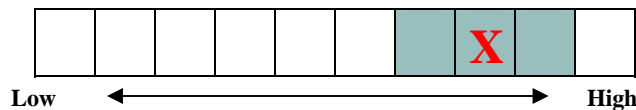
- Systematic
- Steady paced
- Patient



- 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.

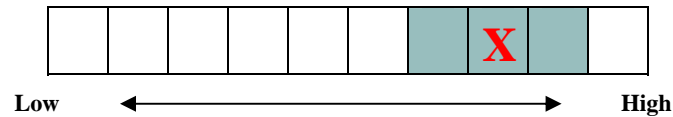
The Distortion Scale deals with how candid and frank the respondent was while taking this assessment. The range for this scale is 1 to 9, with higher scores suggesting greater candor.

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

Sales Success Qualities

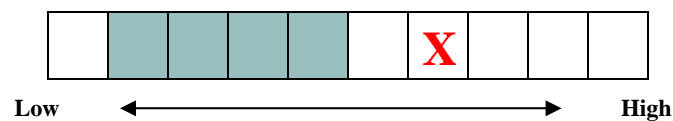
This section further details the results for Mr. Sample. For each quality, you will see the Job Match Pattern and the score obtained. Following this, the bulleted statements from the individual's report are shown, along with comments directed toward his supervisor. Should the score fall outside of the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

Competitiveness



- He rarely finds it difficult to express his ideas or defend his opinions to others. You may need to mediate, however, when his opinions are stated too forcefully.
- His confidence in expressing himself may occasionally be misinterpreted as unwarranted pride. Overconfidence may come into play depending on his skill at being objective about his abilities and personal strengths.
- When competition takes form, he is often ready for the challenge. He should be willing to accept any level of challenge, but you may need to determine if his experience and abilities match the confidence he expresses.
- Some individuals express themselves less enthusiastically than he does, which may be a cause for some frustration for him. When his patience with others wears thin, you may have to mediate between the players in such a situation.

Self-Reliance



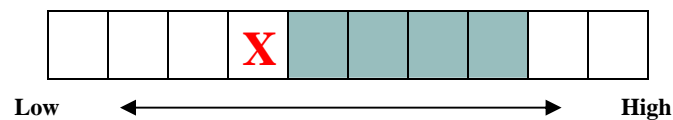
On the Self-Reliance scale Mr. Sample scored comparably with most people. However, his score is above the designated profile for this particular Job Match Pattern. This suggests that his self-reliance is greater than the position typically requires but that he should have no problem with the capability to work under supervisory guidance. Interview questions should explore the possibility that the position may not be sufficiently self-directed to maintain his interest and/or 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 is capable of performing well when he is allowed to determine the process toward a goal in a self-reliant fashion. Encourage as much of this as possible, noting for him what elements of this behavior work best in your organization.
- If too much routine conformity is expected of him in the workplace, he may occasionally refuse to give in, choosing to try his own way to achieve objectives. If at all possible, allow for the space he needs. Even so, you may occasionally find it necessary to clearly define the limits of his freedom.
- The solitary aspect of some sales careers (doing his best on his own) can be fun for him but he also appreciates the occasion to work with others cooperatively. Try to mix the requirements of his work so that both cooperative and independent tasks call for his attention.
- His 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.

Persistence



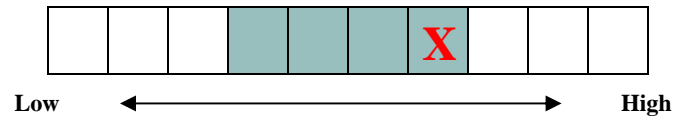
While Mr. Sample achieved a Persistence score comparable to most people, it is below the job profile of this position. This suggests that his perseverance is moderately less than the position typically requires but that he may not have a problem with the ability to focus on moderately stressful work. Interview questions should explore the possibility that for Mr. Sample, the position may be too challenging under more stressful conditions.

- Failure may be difficult for him from time to time, but he does seem to have the traits needed to accept occasional risk. Encourage his moderate acceptance of risk in order to enhance his overall sales effectiveness.
- He may occasionally suggest that a project cannot be completed with limited resources and propose trying a new plan. This slight tendency for doubt is related to his average level of persistence, and may represent prudence more than actual self-doubt.
- Other people may test his tolerance, especially when he is under great tension. This intolerance refers to emotional toughness. You may need to provide him with ways to blow off steam, as appropriate.
- He may sometimes work at what he is most successful with, but sidestep risking failure in additional undertakings. Providing support and encouragement may build his ability to hazard potential failure in the pursuit of success.

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

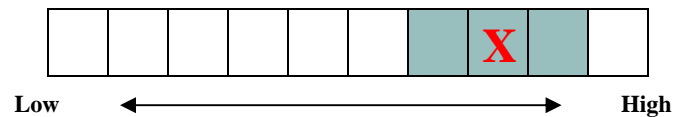
The "X's" indicate this individual's scores.

Energy



- The hustle and bustle of a dynamic profession can be motivational for him, but he can appreciate the opportunity to relax and catch his breath. Provide opportunities to regroup and prepare for the next challenge.
- His moderate level of determination and enthusiasm can be motivational to others, yet he is equally capable of turning to others for his motivational needs. He should, in other words, be open to working closely with others to build and share enthusiasm and encouragement.
- Working behind a desk, with little or no change in the routine, can sometimes be rather annoying for him. His ability to respond with enthusiasm may be encouraged with spontaneous goal setting and impromptu sessions of brainstorming with you or team members.
- Coping with numerous responsibilities at the same time can create a moderate challenge for him.

Sales Drive



- He is able to state his outlook decisively and with conviction. Try to also build his ability to listen closely and take into account the views of others when appropriate.
- Although the service he provides to customers and clients is essential, the winning aspects of successful sales are the true reward of this profession for him.
- Success is the primary motivation for him in most situations. If team members do not share this positive attitude about winning, some form of understanding may be needed, emphasizing the differences in team players and the strength that diversity provides the team.
- He is capable of making unpopular decisions when necessary, willing to force results in conflict-ridden 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.

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

There is a slight lack of persistence portrayed in his profile. He appears to need only minimal structure and outside focus to accomplish his work. He may occasionally “throw in the towel” when prospecting, preferring to take the path of least resistance. His above average energy level and self-reliance may contribute to compensating for this potential limitation.

CLOSING THE SALE

High sales drive exists in this pattern, along with high competitiveness, good indicators of closing ability. His high competitive strivings could show themselves if Mr. Sample is properly managed. Use all of his readily available motivators to keep him on track.

CALL RELUCTANCE

The potential to overcome call reluctance is here. Mr. Sample has the drive, energy and basic need to win. He can use this, and apply it fairly consistently, in a broad range of business. When times get tough, play to his high levels of drive and competitiveness. Put more goals, competitive opportunities, etc., in front of him and this will set his performance higher.

SELF-STARTING

The general pattern here shows that the raw materials required for self-starting behavior are present in his profile. He has a strong drive level that can be used in ways that push his taking initiative in service of meeting sales objectives. Add competitive challenges in order to fully utilize these traits. Additionally, Mr. Sample has an energy and self-reliance level that exceeds the average; once again, utilize these as the raw material for fueling growth in the area of initiative and self-starting behavior.

WORKING WITH A TEAM

Mr. Sample will play as part of the larger team only when there is some recognizable benefit for him individually. He is highly competitive and wants to win. His self-reliance is fairly high and suggests that he is just as willing to strike out on his own as he is to become part of a consensus. Mr. Sample is motivated to succeed, so looking to the team as a fallback rarely provides a great deal of interest for him.

BUILDING AND MAINTAINING RELATIONSHIPS

Mr. Sample is balanced in terms of his approach to building relationships. He has good energy and enthusiasm under the right conditions. One relative weakness is his persistence level, something that may be seen as he is maintaining the relationship over time. Mr. Sample can bring a sense of enthusiasm, albeit short-lived, in an effort to establish contacts. He may or may not be open to your direction in relationship maintenance.

COMPENSATION PREFERENCE

Mr. Sample is primarily motivated by winning and the chase that concludes with a successful sale. He has a highly developed sales drive and a focus on getting results. Money and cash reward may be secondary: important, but taking a back seat to the win. He has a self-reliance that is also above average and may further add initiative to the mix. Keep the competitive challenge high.

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.