



validity group.



Sales POP7.0™

Report Introduction

Table of Contents.

Sales POP7.0™ Reports:

New Business 4
 Candidate Feedback..... 21
Relationship Manager 24
 Candidate Feedback..... 41



Sales POP7.0™ Report.

The Sales Report – POP 7.0™ – needs no introduction to many as it is the selection assessment of choice for some of the most competitive and successful sales organisations in the world. For those of you who are being introduced to it here, these background points will be of interest.

This assessment has been in constant development and upgrades for over three decades, hence the current version is identified as version number 7.0. Constant development is obviously required as the profession of selling continues to develop, grow, and change. This latest version therefore puts you at the cutting edge of the latest developments.

This report is multifaceted and is normally delivered as a “**live rendition**”. This allows you to toggle between two very different sales roles to determine the best fit of the individual to your requirements.

There are two different sales roles in most organisations. One is as the **new business** salesperson, someone ideally suited to identifying and securing new business opportunities.

The other role is generally required to build, grow and manage the **relationship** with clients, thereby maximising your share of wallet and protecting your share from the opposition.

Two different sales roles that until now have required an individual to undertake 2 different assessments. Now with our POP™7.0 assessment you can evaluate every candidate against both roles in one easy assessment. In a LIVE report you could toggle between the 2 roles but in this example we have provided you copies in PDF of each report.

The following two PDF reports show you how you can evaluate each candidate against each of the two roles.

Also contained within each report is a **Coaching Guide for Managers** to help your sales manager lead, develop and grow their teams – and a **Self-Coaching Guide for Individuals** to help them maximise their own success in their chosen profession.

As with all of our assessments, you also have access to a **free** 3-page Candidate Feedback report which you can share with the candidate. That report has multiple benefits for the company and for the candidate.

For support, please contact us at assessments@validity.group.

***** Sample Reports Follow *****





validity group.

PREDICTOR OF POTENTIAL

POP7.0™

CONTENTS	Page
<input checked="" type="checkbox"/> P.O.P. Science Score	2
<input checked="" type="checkbox"/> Summary of Scores & Cautions	3
<input checked="" type="checkbox"/> P.O.P. Snapshot of Sales Potential	4
<input checked="" type="checkbox"/> Management Preview	5
<input checked="" type="checkbox"/> Selection Considerations	6
<input checked="" type="checkbox"/> Interview Questions	7 - 14
<input checked="" type="checkbox"/> Responses from Opinions Section	15
<input checked="" type="checkbox"/> Training & Coaching Suggestions	16
<input checked="" type="checkbox"/> Retention Prospects	17
<input checked="" type="checkbox"/> Candidate Feedback	18 - 20

Coaching Guide For Managers

Self-Coaching Guide For Individuals

Position: ▼

#6S5CTLXNBR4A
2021/08/06

Name: Test Test

Telephone: 0396539551

Email: reports@validity.group

Requested By: Validity Group Demo

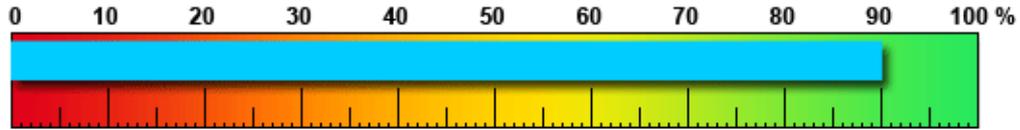
This is the report cover page for the
New Business sales role

OVERALL RECOMMENDATION



PROCEED WITH EXTREME CAUTION
 PROCEED WITH CAUTION
PROCEED

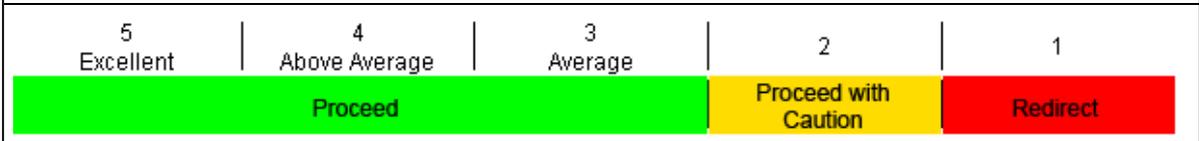
PROBABILITY OF SUCCESS



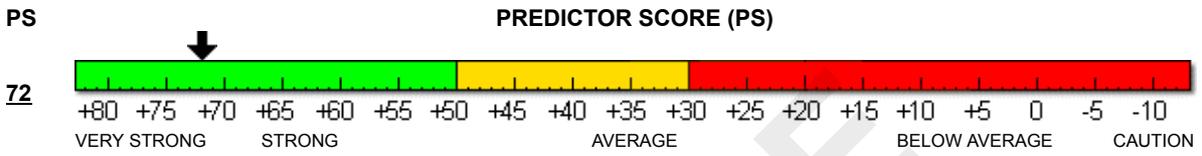
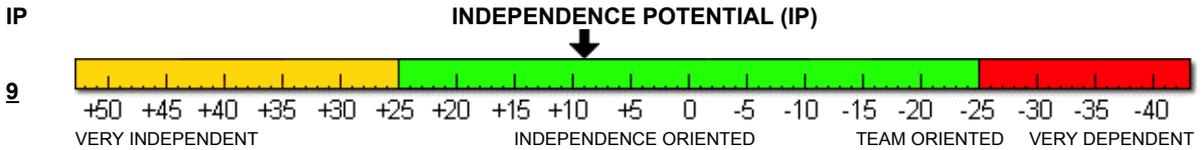
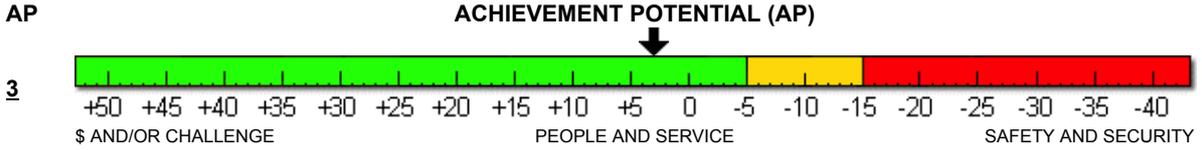
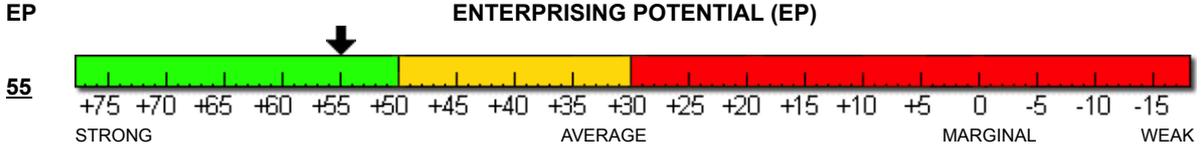
P.O.P. SCIENCE SCORE

	Score		Rating
EP = Enterprising Potential Predicts daily activity and survival	<u>55</u>	If EP 50 or higher 5 If EP 30 – 49 4 If EP is less than 30 3	<u>5</u>
AP = Achievement Potential Describes motivational factors and predicts closing style	<u>3</u>	Subtract 1 if: AP is less than -5 or IP is less than -25	<u>0</u>
IP = Independence Potential Describes the comfort and need for structure and systems	<u>9</u>		
SD = Self Directed Reflects feelings of being in control	<u>53</u>	Subtract 1 if: SD is less than 25 or CR is less than 30	<u>0</u>
CR = Call Reluctance Reflects candidate's attitudes about prospecting, handling rejection and sales as a career.	<u>79</u>		
		FINAL POP7.0™ RATING (min. 1)	<u>5</u>

Science Rating

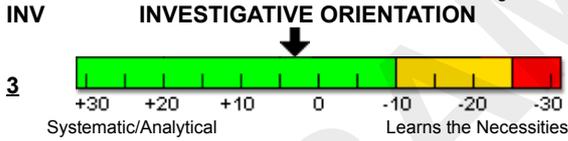
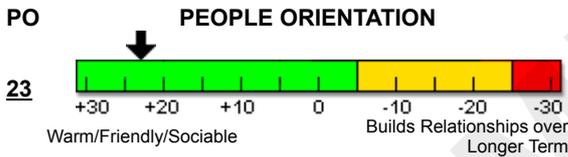


SUMMARY OF SCORES & CAUTIONS



COMMUNICATION STYLE

ATTITUDES



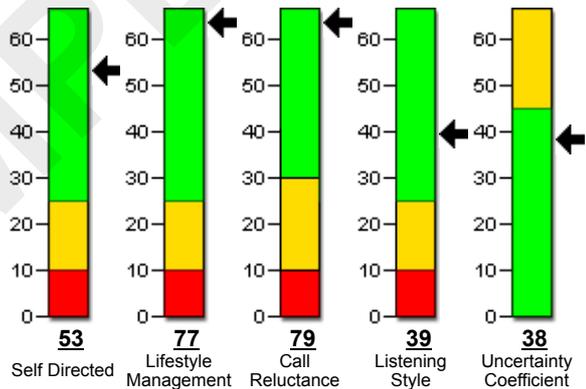
55
EP

124
BL

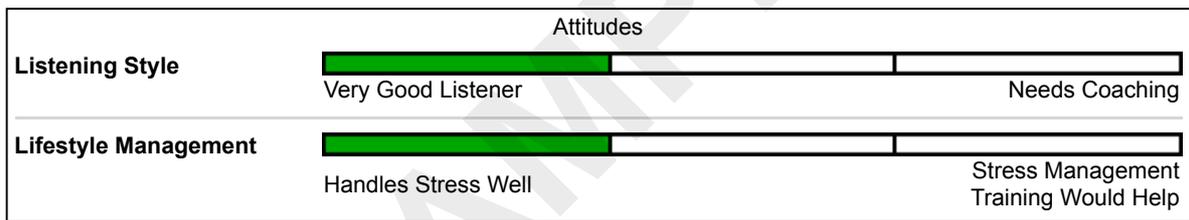
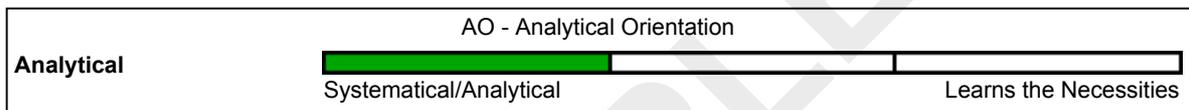
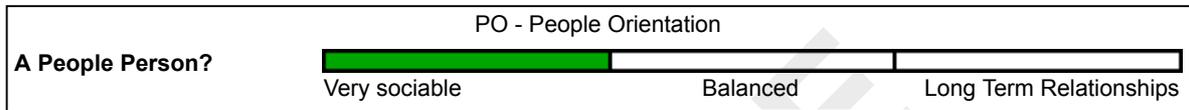
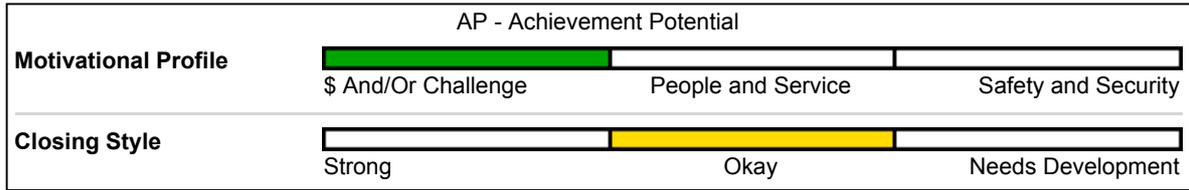
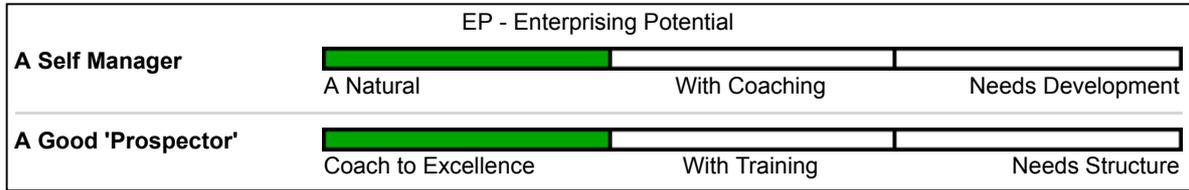
3
AP

9
IP

72
PS



SNAPSHOT OF SALES POTENTIAL



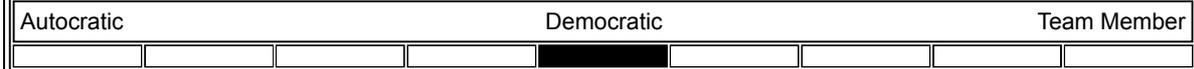
MANAGEMENT PREVIEW

Performance Management



An indicator of performance expectations as they relate to managing a sales force.

Leadership Style



A measurement of natural leadership style and approach with others.

Training & Development



The natural inclination to train and develop new representatives.

Recruiting/Attraction



The potential to attract a high volume of recruits.

OVERALL PREVIEW



An overall assessment of potential as a sales manager.

SELECTION CONSIDERATIONS

Enterprising Potential (E.P.): In competitive business environments, their strength on the E.P. Scale would indicate a strong potential for basic survival. This individual should have a very strong natural inclination towards being a self-manager. Given formal training in planning and time management skills, this individual should be able to make a routine of the daily effort required to maintain the basic contact activities essential for survival in demanding business opportunities.

Achievement Potential (A.P.): There is a basic strength shown on the A.P. Scale that has real meaning and utility primarily when it is found in a self-managing type of person. To make them effective in both the short run and the long run, you will have to find their particular motivational 'hot buttons' and use these to revive their energy and ambition should they start to slip.

Independence Potential (I.P.): This is a moderately high and positive result on the I.P. Scale. Since this is a third level factor in the prediction of survival and eventual performance, this moderately positive result has importance only if the individual is already both a demonstrably good self-manager and a solidly achievement motivated person. If this individual is, then this individual could be seen as easily assuming a self-managing role once their initial training and supervision is completed. This individual should be virtually 'maintenance free' from a supervision point of view once this individual is in the mainstream of work.

People Orientation (P.O.): This is an acceptable result on the P.O. Score. Generally a result like this has no bearing, either positive or negative, on selection recommendations.

Investigative Orientation (INV.): This is an acceptable result on the INV. Score. If you feel that your business offers a real chance for them to continue to grow and develop from a technical and intellectual point of view, this individual will find that a real plus.

Call Reluctance

This person is very comfortable managing call reluctance and this individual would not require much support to deal with call reluctance from an attitudinal perspective.

Managing Rejection: Their above average score on the managing rejection scale indicates that this individual would respond to internal cues rather than focus primarily on how the client was responding during the sales process. This individual would possibly be aware of a client's feelings but does not appear to have an overly strong need to be liked by everyone or a fear of not being liked by everyone. Therefore, this individual is unlikely to confuse a client's feelings about the product with feelings toward them personally.

Prospecting Orientation: This person would enjoy and be quite comfortable in dealing with prospects in their natural market providing this individual has a suitable commitment to the product or service that this individual is presenting. Prospecting in cold markets would provide a positive challenge with appropriate training and joint field work with a mentor or manager.

Commitment to a Sales Career: This individual has a very positive image about salespeople and a sales career. From a motivational perspective, a manager can facilitate very high performance levels by reinforcing this concept during early training and throughout the developmental process. Their self-esteem levels, which will dictate their expectation levels, will be based to a great extent on their career and will not easily be impacted by rejection.



INTERVIEW QUESTIONS

Enterprising Potential (E.P.)

- How would you describe your skills in self-management? How do you plan and organize your day?

- How would you like to improve your skills in self-management?

- Tell me about a task or responsibility that you have had when you needed to take the requirement, convert it into a plan for action and how you managed your time and focused your effort to get the job done.

SAMPLE

Achievement Potential (A.P.)

- What do you see as your important motivating forces? What things have you done that you felt were of real value and were exceptionally demanding and challenging? What motivated you to persist?

- How committed would you be to taking on opportunities which may become available to participate in company sponsored or recommended training programs to increase your skills?

SAMPLE

Independence Potential (I.P.)

- Tell me about a time where you had to operate essentially on an independent basis. Did you succeed at whatever you were trying to do? Did you find it gratifying to do it pretty much on your own? Is that the way that you prefer to accomplish objectives in general?

- Tell me about a time when you had to work in a team. How did it work out? Was it successful and did you find it motivating?

- Have you taken on anything in line with self initiated study, practical work, or company sponsored learning opportunities to develop new skills aimed at enhancing either your independence and self reliance or at making you better able to understand and work in a team with others?

- Tell me about a time when you had difficulty in dealing with an immediate superior. When and under what circumstances? Were the issues those of productivity or personality clash? How did you resolve the issues?

SAMPLE

People Orientation (P.O.)

- How do you feel about meeting new people?

- Can you get along with and work productively with a wide variety of personalities? Please provide an example.

- Would you describe yourself as a 'team' player?

SAMPLE

Investigative Orientation (INV.)

- Tell me about any creative, innovative ideas that you have developed at work. What ideas have you had for your present or most recent job/department that you were not able to develop to the degree that you wanted.

- Have you had any new learning experiences recently? Have you had a significant technical learning experience or practical competence development in the last two years? What do you do to keep abreast of technical or practical developments in your current job?

SAMPLE

Managing Rejection

- In the client building process, how important is matching the product to the client's needs? Why or Why not?

- What strategies do you use to get new acquaintances to like you or buy from you? How important is this in the sales process?

- What actions or behaviors do you dislike in other people?

- How important is it to get a potential buyer to like you?

- Have you ever not bought a product you needed from a salesperson you liked? Why?

- What qualities do you have to change?

- Outline a situation where you adapted to what you felt others expected you to be or do?

Prospecting Orientation

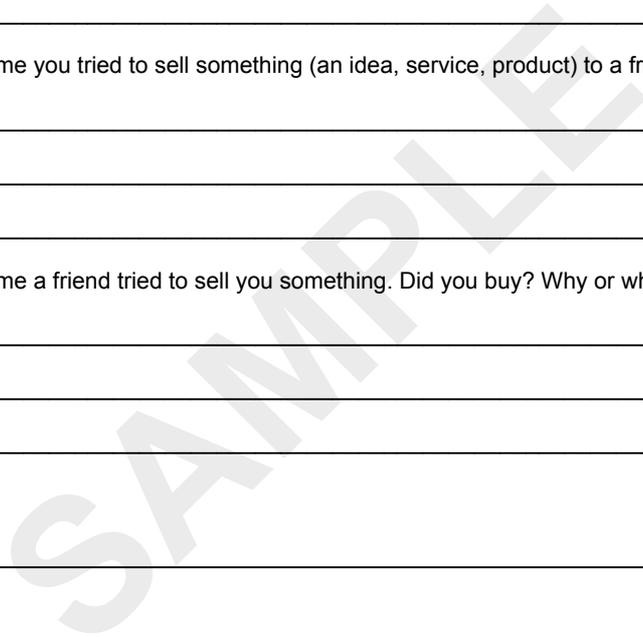
- Have you discussed this sales career with your family? If yes, what was the response? If no, why not?

- When approaching your friends to buy our products and services, would you set a formal interview or do it on an informal basis? Why?

- Are your family and friends a good source of sales? Why?

- Describe the last time you tried to sell something (an idea, service, product) to a friend. What was the result?

- Describe the last time a friend tried to sell you something. Did you buy? Why or why not?



Commitment to a Sales Career

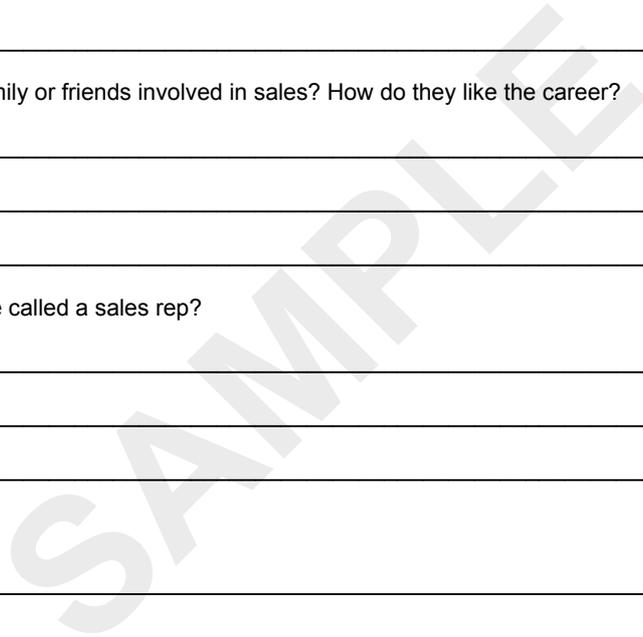
- How would you describe your ideal career? How does this sales career fit into your career planning?

- What have you enjoyed the most about your current or most recent job? What would you change about it if you could?

- When you are considering buying a product, do you seek out a sales person to help you make the decision? Why or why not?

- Are any of your family or friends involved in sales? How do they like the career?

- Would you mind be called a sales rep?



1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree
----------------------	------------------	------------------	--------------------	--------------------

1. Effort gets results (5)
2. I thrive under pressure (5)
3. I rarely interrupt others while they are speaking (5)
4. It is easier to sell to friends than to strangers (4)
5. I am often influenced by others (4)
6. I would have difficulty integrating a demanding career into my lifestyle (1)
7. I have never told lies (1)
8. Aggressive sales people usually make a good income but have less repeat business (3)
9. Most mistakes can be avoided (5)
10. I am comfortable with changes in technology (5)
11. I like to hear people fully explain their point of view (5)
12. I avoid actions that might make people dislike me (4)
13. People's good qualities are seldom recognized (4)
14. I sometimes lack the energy to perform important tasks (1)
15. Most conversations take too long (1)
16. It is important that people approve of me (2)
17. I am good at most things that I try to do (5)
18. I stay focused on my priorities (5)
19. After listening to an interesting anecdote, I like to describe a similar situation involving me (5)
20. Salespeople have a positive public image (5)
21. Success is mostly luck (3)
22. I often allow my attitude to affect my performance negatively (1)
23. All of my habits are good and desirable ones (5)
24. It is very important to push people to buy a product or service after you have established that they need it (5)
25. People get the respect that they deserve (5)
26. I generally have a positive attitude towards work (5)
27. I never envy others their good luck (5)
28. Salespeople make more money than they deserve (1)
29. It is impossible to change company procedures (2)
30. I find it difficult to manage my professional demands (1)
31. I prefer to listen in conversations (1)
32. I find it easy to make new acquaintances (5)
33. Hard work brings success (5)
34. I excel in a dynamic environment (5)
35. I consciously pause before responding to others (4)
36. My first sales should be to my family and friends (5)
37. Plans never work out (1)
38. I often avoid difficult tasks (1)
39. I have never been late for work or for an appointment (1)
40. In a group, I feel uncomfortable if a person does not like me (4)
41. I create opportunities (5)
42. I take care of myself with good daily habits (5)
43. I try to do most of the talking when presenting materials to others (5)
44. I have been successful in developing a large network of people (5)
45. Compliments make me uncomfortable (4)
46. I have difficulty coping with daily job challenges (1)
47. I have never boasted or bragged (1)
48. I adapt to what others expect of me (4)
49. A good plan can avoid mistakes (5)
50. Stress improves my performance (5)
51. After listening to someone talk, I repeat the important points back to them to insure my understanding (5)
52. I often refer people to my family and friends (5)
53. Hard work does not always get results (1)
54. To be effective on the job, I need more energy (1)
55. I make sure others have finished speaking before I respond (5)
56. Informal social events are a good source of sales contacts (5)
57. I find it easy to talk about myself (5)
58. Regular habits are an important part of my success (5)
59. I have never said anything unkind about anyone else (2)
60. I have met very few people whom I did not like (4)
61. I am distracted easily (1)
62. Professional demands often interfere with my lifestyle (1)
63. People take too long to get to the point (3)
64. I get upset when salespeople call me at home (2)
65. I am a confident person (5)
66. I can concentrate on my work for long periods of time (5)
67. I will interrupt other people to provide an answer to their question (4)
68. To be successful at sales, I must change my image (1)
69. My performance depends on the situation. (5)
70. To be effective, I need to make several lifestyle changes (1)
71. No one is ever rude to me (2)
72. I would rather approach a potential new client by telephone than in person (4)
73. I am successful in most aspects of my life (5)
74. Work does not get me down (5)
75. I enjoy listening to other people (5)
76. Most people would prefer not to deal with salespeople any more than necessary (2)
77. I am reluctant to make decisions (1)
78. Lifestyle demands have interfered with my career success (1)
79. I always admit my own mistakes (4)
80. I would not like to be known as a salesperson (1)
81. I take time to reflect on my accomplishments (4)
82. I enjoy pressure on the job (5)
83. I give others my undivided attention when they are speaking to me (5)
84. I have bought a product or service mainly because of the salesperson (5)
85. I let the organization define my training needs (3)
86. People do not understand the pressures of my job (5)
87. I prefer to ask very specific questions that require only a 'yes/no' answer (1)
88. My family and friends are a good source of sales (5)
89. Effort is entirely my responsibility (5)
90. I manage stress effectively (5)
91. I have a tendency to finish other people's sentences (2)
92. Rejection is the most difficult aspect of sales (3)
93. Others have interfered with my success (1)
94. It is difficult to establish job priorities (1)
95. I am not a good listener (1)
96. I feel comfortable promoting myself and my company at social gatherings (5)



TRAINING & COACHING SUGGESTIONS

Based on the Enterprising Potential (E.P.) Results

(Coaching Suggestions) Maximize existing strengths through training in basic personal time management and activity planning skills. Develop specific job related task planning and self management skills. Train them in these areas and monitor their planning and their activities until this individual demonstrates consistency. This individual can and will work best if you focus on the management of their EFFORT.

Based on the Achievement Potential (A.P.) Results

(Coaching Suggestions) Training in closing methods and timing will utilize their strength in this area to the greatest advantage. This individual can probably develop both techniques and style for persistence in closing and learn about the best way to manage themselves through coaching by a manager who has a style and personality which is similar to them.

Based on the Independence Potential (I.P.) Results

(Coaching Suggestions) Their training can be concentrated in areas other than that of training for independence. Keep the course as short and to the point as possible because this individual will want to get into the working situation as soon as possible to try out their new skills and to ease away from supervision. However, don't be misled by this level of strength in independence, this individual must still earn their way out of close supervision by demonstrated performance.

Based on the People Orientation (P.O.) Results

(Coaching Suggestions) This individual will find satisfaction and productivity enhanced by working with a trainer and fellow employees who are similarly people oriented.

Based on the Investigative Orientation (INV.) Results

(Coaching Suggestions) This individual should grasp new technical and practical information very quickly and find an ongoing training experience a very positive opportunity.



RETENTION PROSPECTS

Based on the Enterprising Potential (E.P.) Results

This individual may balk at working within an overly structured work situation as this individual needs continuing opportunities to customize the job structure to make it their own. This individual will likely need little managing in the long run from the standpoint of structuring and organizing the work.

Based on the Achievement Potential (A.P.) Results

This individual would find obvious constant pressure to increase their performance to be quite annoying. Probably this individual would respond far better to persuasion as opposed to the imposition of higher performance requirements in getting them to shoot for higher goals.

Based on the Independence Potential (I.P.) Results

This individual will be a lot more satisfied in the long run if this individual has a good degree of freedom of action in how this individual does business. If this individual is in a group or team situation, this individual will occasionally feel the need to lead the group and if this individual can do so it could make the job sufficiently varied and interesting to capture and retain their interest.

Based on the People Orientation (P.O.) Results

This individual needs and will be motivated in large measure by acceptance and recognition from their boss and fellow employees.

Based on the Investigative Orientation (INV.) Results

Working in a job and in an industry which offers both company and industry sponsored ongoing training would keep them motivated to learn and grow and develop over the long term.

SAMPLE



validity
group.

CANDIDATE FEEDBACK

An Overview of Your Personal Characteristics & Career Strengths

CONTENTS	Page
Personal Strengths/Career Needs	1
What to Seek/What to Avoid in Jobs	2

#6S5CTLXNBR4A for Test Test on 2021/08/06

This is the candidate feedback cover page
for the New Business sales role

In Terms of Enterprising vs Support Role Possibilities

You would be described as extremely competitive, enterprising, assertive, aggressive, tough minded, determined and goal oriented. You may display new and creative ways to reach your personal and work objectives and you will be self-evaluative and sometimes critical of your own performance. Given an aim, objective or requirement, you would be able to develop your own plan, manage your time and focus your effort on a daily basis to reach your goals. Being a self-manager should come very naturally to you and these skills should be refined through formal training and/or on-the-job experience.

In Terms of Your Style & Strength of Various Motivations

You would be described as being motivated both by a genuine concern for the well being of others and by the opportunity to achieve an excellent standard of income for yourself through the application of your talents and effort to the achievement of very demanding goals. To achieve both your 'people-oriented' and your personal goals, you may become somewhat hard driving, eager and active and if delayed, occasionally impatient. There is a balance in your motivational pattern between an orientation towards people or service considerations and towards bettering your own life. This means that you will want to assess each step in your career path in terms of its social merit as well as its payoff to you. If either element is seriously limited in a job, you may have difficulty in committing yourself completely to it.

In Terms of Your Independence vs Your Need to Be in the 'Team'

You would be described as somewhat strong-minded, stubborn, demanding, firm, independent and resolute. You can accept moderate levels of supervision, and in these circumstances, you would develop some practical alternatives for achieving objectives. A great deal of detailed work or work with little inherent responsibility would not be the kind of work to which you would give your greatest commitment and best all-round performance.

In Terms of Your Orientation Towards the 'People' Side of Business

You would be described as quite sociable, enthusiastic, cheerful, genial and outgoing. You would enjoy personal relationships and interactions, and would make a good company representative in terms of customer satisfaction and personal and company public image. You might be very sensitive to rejection in some circumstances.

In Terms of Your Orientation Towards Technical & Practical Concerns

You would be described as quite logical, reflective, analytical, factual and practical. A job requiring the solving of intellectual or conceptual problems would stimulate a person such as you. You would have a flair for technically oriented and detailed work. Taking on challenges to learn and use new information in a field that interests you would be rewarding in itself.

What Should You Look for In a Job/Career that Matches You Best?

+ Look for opportunities to create your own work structure and to develop your self-management skills by training in time management and activity planning. The opportunity to put solid effort into the job each day is a real plus for you as you know that effort invested consistently will produce the results you seek in both productivity and recognition.

+ Look for career opportunities which combine work of genuine social value with an equally genuine opportunity to take on demanding and challenging tasks for which you will receive recognition and good financial compensation.

+ Look for opportunities to work under only moderate supervision so that you may continue to develop your relatively independent approach to your work. In a team situation, expect to be in an occasional leadership role.

+ You should look for employment that provides you with people contact or some public relations opportunities. You derive satisfaction from interaction with other people in both personal and work environments.

+ A job with some learning and technical requirements would be quite satisfying. The opportunity to be creative and to put your new found knowledge into action would also be appealing to you.

What Should You Avoid in Jobs/Careers that Don't Match You?

- Avoid tightly and rigidly structured work situations. If there is no room to put your personal touch to work in organizing and managing yourself, the job may become too constricting for you. Try to avoid jobs that may limit your self-management skills development which is a very strong need in you for your personal productivity and your sense of satisfaction with any job.

- Avoid jobs which you feel do not have any real human merit in them. As well, avoid positions in which everyone is treated alike regardless of their effort and performance. You can use your talents best where both the 'people' element and the challenge element are present.

- Avoid jobs in which you must do the work your supervisor's way indefinitely and which totally lack the opportunity to approach your work in a creative fashion. You need room to exercise some independence and leadership.

- You should avoid employment in jobs that have only limited feedback from others. You should also not be in situations that isolate you from others.

- You should avoid jobs that are not intellectually challenging, creative and those that do not offer a chance for personal growth in a technical or practical sense.



validity group.

PREDICTOR OF POTENTIAL

POP7.0™

CONTENTS	Page
<input checked="" type="checkbox"/> P.O.P. Science Score	2
<input checked="" type="checkbox"/> Summary of Scores & Cautions	3
<input checked="" type="checkbox"/> P.O.P. Snapshot of Sales Potential	4
<input checked="" type="checkbox"/> Management Preview	5
<input checked="" type="checkbox"/> Selection Considerations	6
<input checked="" type="checkbox"/> Interview Questions	7 - 14
<input checked="" type="checkbox"/> Responses from Opinions Section	15
<input checked="" type="checkbox"/> Training & Coaching Suggestions	16
<input checked="" type="checkbox"/> Retention Prospects	17
<input checked="" type="checkbox"/> Candidate Feedback	18 - 20

Coaching Guide For Managers

Self-Coaching Guide For Individuals

Position: Relationship Manager ▼

Create Report

#6S5CTLXNBR4A
2021/08/06

Name: Test Test

Telephone: 0396539551

Email: reports@validity.group

Requested By: Validity Group Demo

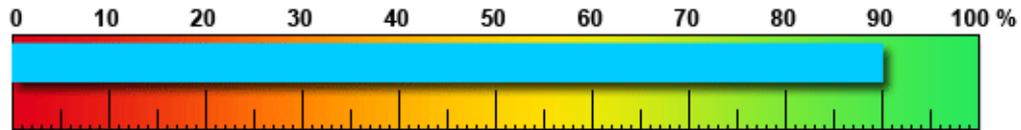
This is the report cover page for the
Relationship Manager sales role

OVERALL RECOMMENDATION



PROCEED WITH EXTREME CAUTION
 PROCEED WITH CAUTION
PROCEED

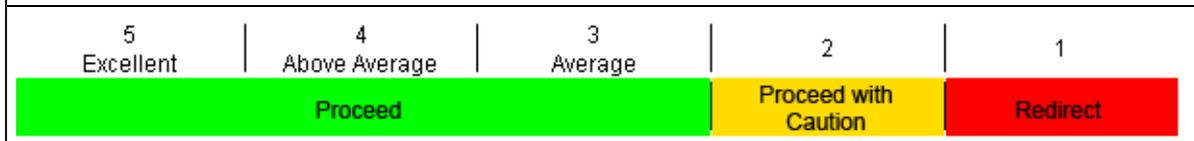
PROBABILITY OF SUCCESS



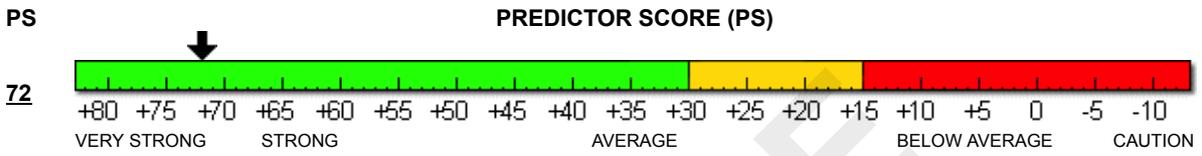
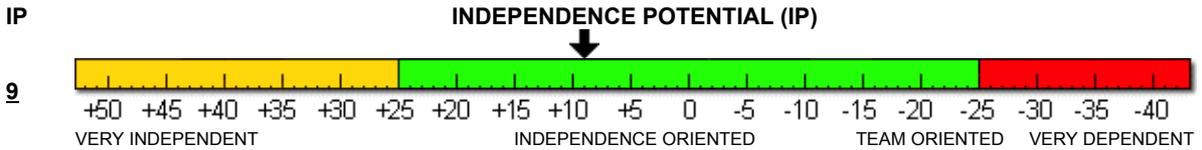
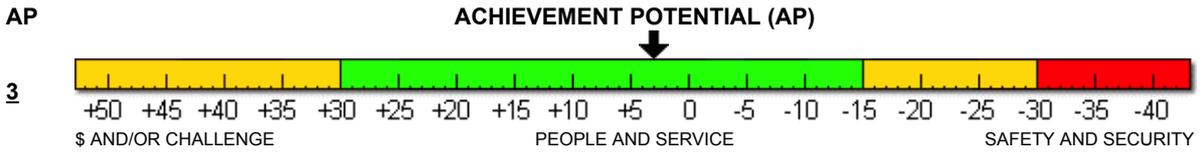
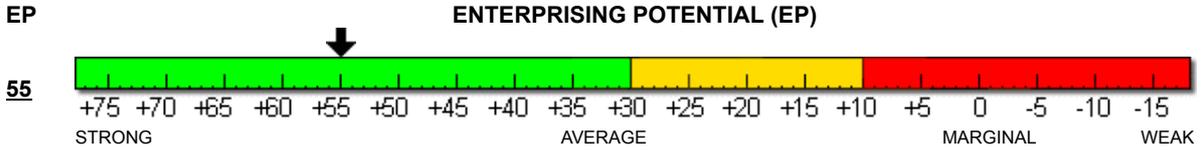
P.O.P. SCIENCE SCORE

	Score		Rating
EP = Enterprising Potential Predicts daily activity and survival	<u>55</u>	If EP 30 or higher 5 If EP 10 – 29 4 If EP is less than 10 3	<u>5</u>
AP = Achievement Potential Describes motivational factors and predicts closing style	<u>3</u>	Subtract 1 if: AP is less than -15 or IP is less than -25	<u>0</u>
IP = Independence Potential Describes the comfort and need for structure and systems	<u>9</u>		
SD = Self Directed Reflects feelings of being in control	<u>53</u>	Subtract 1 if: SD is less than 25 or CR is less than 25	<u>0</u>
CR = Call Reluctance Reflects candidate's attitudes about prospecting, handling rejection and sales as a career.	<u>79</u>		
		FINAL POP7.0™ RATING (min. 1)	<u>5</u>

Science Rating

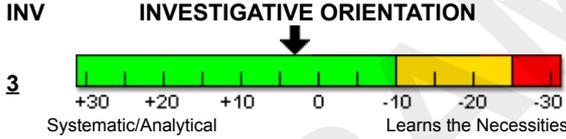
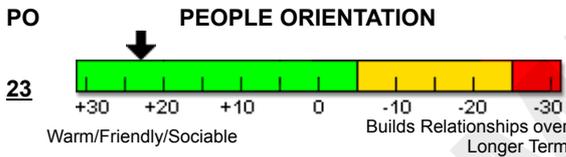


SUMMARY OF SCORES & CAUTIONS



COMMUNICATION STYLE

ATTITUDES



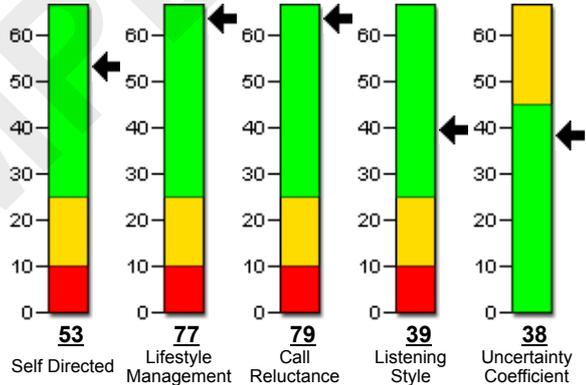
55
EP

124
BL

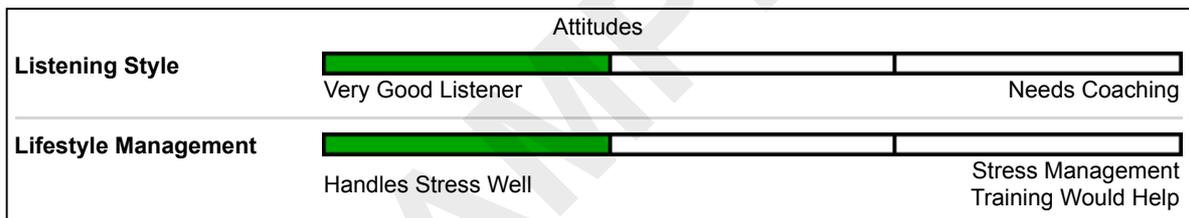
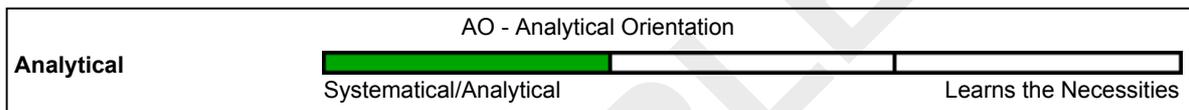
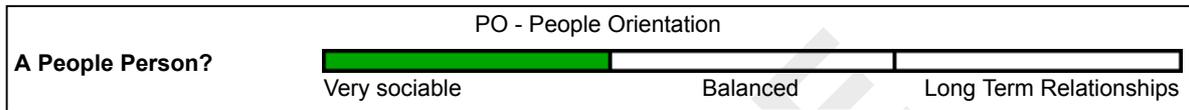
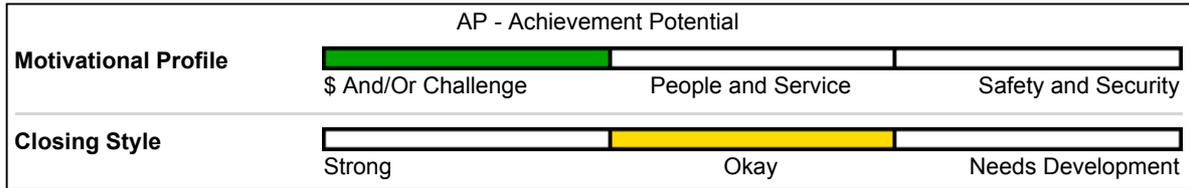
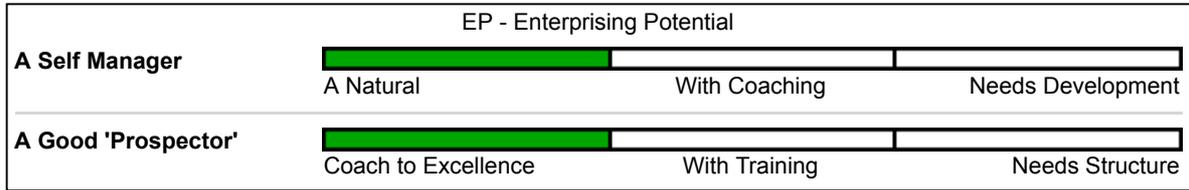
3
AP

9
IP

72
PS



SNAPSHOT OF SALES POTENTIAL



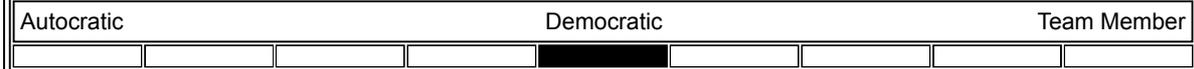
MANAGEMENT PREVIEW

Performance Management



An indicator of performance expectations as they relate to managing a sales force.

Leadership Style



A measurement of natural leadership style and approach with others.

Training & Development



The natural inclination to train and develop new representatives.

Recruiting/Attraction



The potential to attract a high volume of recruits.

OVERALL PREVIEW



An overall assessment of potential as a sales manager.

SELECTION CONSIDERATIONS

Enterprising Potential (E.P.): In competitive business environments, their strength on the E.P. Scale would indicate a strong potential for basic survival. This individual should have a very strong natural inclination towards being a self-manager. Given formal training in planning and time management skills, this individual should be able to make a routine of the daily effort required to maintain the basic contact activities essential for survival in demanding business opportunities.

Achievement Potential (A.P.): There is a basic strength shown on the A.P. Scale that has real meaning and utility primarily when it is found in a self-managing type of person. To make them effective in both the short run and the long run, you will have to find their particular motivational 'hot buttons' and use these to revive their energy and ambition should they start to slip.

Independence Potential (I.P.): This is a moderately high and positive result on the I.P. Scale. Since this is a third level factor in the prediction of survival and eventual performance, this moderately positive result has importance only if the individual is already both a demonstrably good self-manager and a solidly achievement motivated person. If this individual is, then this individual could be seen as easily assuming a self-managing role once their initial training and supervision is completed. This individual should be virtually 'maintenance free' from a supervision point of view once this individual is in the mainstream of work.

People Orientation (P.O.): This is an acceptable result on the P.O. Score. Generally a result like this has no bearing, either positive or negative, on selection recommendations.

Investigative Orientation (INV.): This is an acceptable result on the INV. Score. If you feel that your business offers a real chance for them to continue to grow and develop from a technical and intellectual point of view, this individual will find that a real plus.

Call Reluctance

This person is very comfortable managing call reluctance and this individual would not require much support to deal with call reluctance from an attitudinal perspective.

Managing Rejection: Their above average score on the managing rejection scale indicates that this individual would respond to internal cues rather than focus primarily on how the client was responding during the sales process. This individual would possibly be aware of a client's feelings but does not appear to have an overly strong need to be liked by everyone or a fear of not being liked by everyone. Therefore, this individual is unlikely to confuse a client's feelings about the product with feelings toward them personally.

Prospecting Orientation: This person would enjoy and be quite comfortable in dealing with prospects in their natural market providing this individual has a suitable commitment to the product or service that this individual is presenting. Prospecting in cold markets would provide a positive challenge with appropriate training and joint field work with a mentor or manager.

Commitment to a Sales Career: This individual has a very positive image about salespeople and a sales career. From a motivational perspective, a manager can facilitate very high performance levels by reinforcing this concept during early training and throughout the developmental process. Their self-esteem levels, which will dictate their expectation levels, will be based to a great extent on their career and will not easily be impacted by rejection.



INTERVIEW QUESTIONS

Enterprising Potential (E.P.)

- How would you describe your skills in self-management? How do you plan and organize your day?

- How would you like to improve your skills in self-management?

- Tell me about a task or responsibility that you have had when you needed to take the requirement, convert it into a plan for action and how you managed your time and focused your effort to get the job done.

SAMPLE

Achievement Potential (A.P.)

- What do you see as your important motivating forces? What things have you done that you felt were of real value and were exceptionally demanding and challenging? What motivated you to persist?

- How committed would you be to taking on opportunities which may become available to participate in company sponsored or recommended training programs to increase your skills?

SAMPLE

Independence Potential (I.P.)

- Tell me about a time where you had to operate essentially on an independent basis. Did you succeed at whatever you were trying to do? Did you find it gratifying to do it pretty much on your own? Is that the way that you prefer to accomplish objectives in general?

- Tell me about a time when you had to work in a team. How did it work out? Was it successful and did you find it motivating?

- Have you taken on anything in line with self initiated study, practical work, or company sponsored learning opportunities to develop new skills aimed at enhancing either your independence and self reliance or at making you better able to understand and work in a team with others?

- Tell me about a time when you had difficulty in dealing with an immediate superior. When and under what circumstances? Were the issues those of productivity or personality clash? How did you resolve the issues?

SAMPLE

People Orientation (P.O.)

- How do you feel about meeting new people?

- Can you get along with and work productively with a wide variety of personalities? Please provide an example.

- Would you describe yourself as a 'team' player?

SAMPLE

Investigative Orientation (INV.)

- Tell me about any creative, innovative ideas that you have developed at work. What ideas have you had for your present or most recent job/department that you were not able to develop to the degree that you wanted.

- Have you had any new learning experiences recently? Have you had a significant technical learning experience or practical competence development in the last two years? What do you do to keep abreast of technical or practical developments in your current job?

SAMPLE

Managing Rejection

- In the client building process, how important is matching the product to the client's needs? Why or Why not?

- What strategies do you use to get new acquaintances to like you or buy from you? How important is this in the sales process?

- What actions or behaviors do you dislike in other people?

- How important is it to get a potential buyer to like you?

- Have you ever not bought a product you needed from a salesperson you liked? Why?

- What qualities do you have to change?

- Outline a situation where you adapted to what you felt others expected you to be or do?

Prospecting Orientation

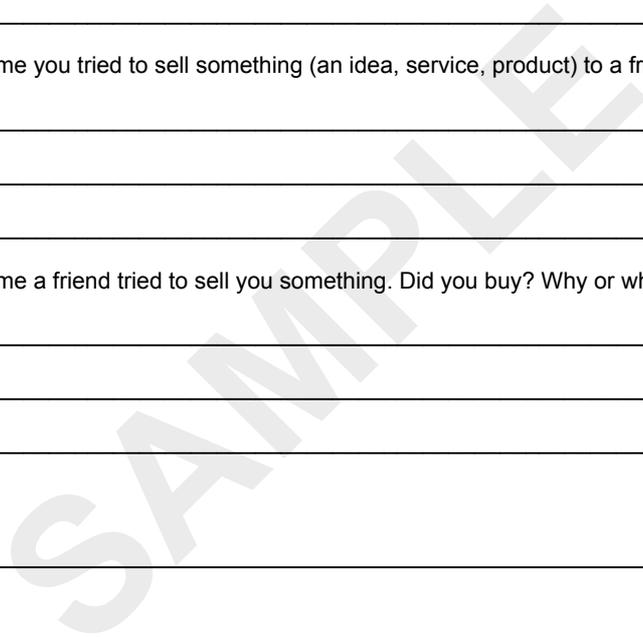
- Have you discussed this sales career with your family? If yes, what was the response? If no, why not?

- When approaching your friends to buy our products and services, would you set a formal interview or do it on an informal basis? Why?

- Are your family and friends a good source of sales? Why?

- Describe the last time you tried to sell something (an idea, service, product) to a friend. What was the result?

- Describe the last time a friend tried to sell you something. Did you buy? Why or why not?



Commitment to a Sales Career

- How would you describe your ideal career? How does this sales career fit into your career planning?

- What have you enjoyed the most about your current or most recent job? What would you change about it if you could?

- When you are considering buying a product, do you seek out a sales person to help you make the decision? Why or why not?

- Are any of your family or friends involved in sales? How do they like the career?

- Would you mind be called a sales rep?

SAMPLE

1=Don't Agree At All	2=Agree A Little	3=Somewhat Agree	4=Moderately Agree	5=Definitely Agree
----------------------	------------------	------------------	--------------------	--------------------

1. Effort gets results (5)
2. I thrive under pressure (5)
3. I rarely interrupt others while they are speaking (5)
4. It is easier to sell to friends than to strangers (4)
5. I am often influenced by others (4)
6. I would have difficulty integrating a demanding career into my lifestyle (1)
7. I have never told lies (1)
8. Aggressive sales people usually make a good income but have less repeat business (3)
9. Most mistakes can be avoided (5)
10. I am comfortable with changes in technology (5)
11. I like to hear people fully explain their point of view (5)
12. I avoid actions that might make people dislike me (4)
13. People's good qualities are seldom recognized (4)
14. I sometimes lack the energy to perform important tasks (1)
15. Most conversations take too long (1)
16. It is important that people approve of me (2)
17. I am good at most things that I try to do (5)
18. I stay focused on my priorities (5)
19. After listening to an interesting anecdote, I like to describe a similar situation involving me (5)
20. Salespeople have a positive public image (5)
21. Success is mostly luck (3)
22. I often allow my attitude to affect my performance negatively (1)
23. All of my habits are good and desirable ones (5)
24. It is very important to push people to buy a product or service after you have established that they need it (5)
25. People get the respect that they deserve (5)
26. I generally have a positive attitude towards work (5)
27. I never envy others their good luck (5)
28. Salespeople make more money than they deserve (1)
29. It is impossible to change company procedures (2)
30. I find it difficult to manage my professional demands (1)
31. I prefer to listen in conversations (1)
32. I find it easy to make new acquaintances (5)
33. Hard work brings success (5)
34. I excel in a dynamic environment (5)
35. I consciously pause before responding to others (4)
36. My first sales should be to my family and friends (5)
37. Plans never work out (1)
38. I often avoid difficult tasks (1)
39. I have never been late for work or for an appointment (1)
40. In a group, I feel uncomfortable if a person does not like me (4)
41. I create opportunities (5)
42. I take care of myself with good daily habits (5)
43. I try to do most of the talking when presenting materials to others (5)
44. I have been successful in developing a large network of people (5)
45. Compliments make me uncomfortable (4)
46. I have difficulty coping with daily job challenges (1)
47. I have never boasted or bragged (1)
48. I adapt to what others expect of me (4)
49. A good plan can avoid mistakes (5)
50. Stress improves my performance (5)
51. After listening to someone talk, I repeat the important points back to them to insure my understanding (5)
52. I often refer people to my family and friends (5)
53. Hard work does not always get results (1)
54. To be effective on the job, I need more energy (1)
55. I make sure others have finished speaking before I respond (5)
56. Informal social events are a good source of sales contacts (5)
57. I find it easy to talk about myself (5)
58. Regular habits are an important part of my success (5)
59. I have never said anything unkind about anyone else (2)
60. I have met very few people whom I did not like (4)
61. I am distracted easily (1)
62. Professional demands often interfere with my lifestyle (1)
63. People take too long to get to the point (3)
64. I get upset when salespeople call me at home (2)
65. I am a confident person (5)
66. I can concentrate on my work for long periods of time (5)
67. I will interrupt other people to provide an answer to their question (4)
68. To be successful at sales, I must change my image (1)
69. My performance depends on the situation. (5)
70. To be effective, I need to make several lifestyle changes (1)
71. No one is ever rude to me (2)
72. I would rather approach a potential new client by telephone than in person (4)
73. I am successful in most aspects of my life (5)
74. Work does not get me down (5)
75. I enjoy listening to other people (5)
76. Most people would prefer not to deal with salespeople any more than necessary (2)
77. I am reluctant to make decisions (1)
78. Lifestyle demands have interfered with my career success (1)
79. I always admit my own mistakes (4)
80. I would not like to be known as a salesperson (1)
81. I take time to reflect on my accomplishments (4)
82. I enjoy pressure on the job (5)
83. I give others my undivided attention when they are speaking to me (5)
84. I have bought a product or service mainly because of the salesperson (5)
85. I let the organization define my training needs (3)
86. People do not understand the pressures of my job (5)
87. I prefer to ask very specific questions that require only a 'yes/no' answer (1)
88. My family and friends are a good source of sales (5)
89. Effort is entirely my responsibility (5)
90. I manage stress effectively (5)
91. I have a tendency to finish other people's sentences (2)
92. Rejection is the most difficult aspect of sales (3)
93. Others have interfered with my success (1)
94. It is difficult to establish job priorities (1)
95. I am not a good listener (1)
96. I feel comfortable promoting myself and my company at social gatherings (5)



TRAINING & COACHING SUGGESTIONS

Based on the Enterprising Potential (E.P.) Results

(Coaching Suggestions) Maximize existing strengths through training in basic personal time management and activity planning skills. Develop specific job related task planning and self management skills. Train them in these areas and monitor their planning and their activities until this individual demonstrates consistency. This individual can and will work best if you focus on the management of their EFFORT.

Based on the Achievement Potential (A.P.) Results

(Coaching Suggestions) Training in closing methods and timing will utilize their strength in this area to the greatest advantage. This individual can probably develop both techniques and style for persistence in closing and learn about the best way to manage themselves through coaching by a manager who has a style and personality which is similar to them.

Based on the Independence Potential (I.P.) Results

(Coaching Suggestions) Their training can be concentrated in areas other than that of training for independence. Keep the course as short and to the point as possible because this individual will want to get into the working situation as soon as possible to try out their new skills and to ease away from supervision. However, don't be misled by this level of strength in independence, this individual must still earn their way out of close supervision by demonstrated performance.

Based on the People Orientation (P.O.) Results

(Coaching Suggestions) This individual will find satisfaction and productivity enhanced by working with a trainer and fellow employees who are similarly people oriented.

Based on the Investigative Orientation (INV.) Results

(Coaching Suggestions) This individual should grasp new technical and practical information very quickly and find an ongoing training experience a very positive opportunity.



RETENTION PROSPECTS

Based on the Enterprising Potential (E.P.) Results

This individual may balk at working within an overly structured work situation as this individual needs continuing opportunities to customize the job structure to make it their own. This individual will likely need little managing in the long run from the standpoint of structuring and organizing the work.

Based on the Achievement Potential (A.P.) Results

This individual would find obvious constant pressure to increase their performance to be quite annoying. Probably this individual would respond far better to persuasion as opposed to the imposition of higher performance requirements in getting them to shoot for higher goals.

Based on the Independence Potential (I.P.) Results

This individual will be a lot more satisfied in the long run if this individual has a good degree of freedom of action in how this individual does business. If this individual is in a group or team situation, this individual will occasionally feel the need to lead the group and if this individual can do so it could make the job sufficiently varied and interesting to capture and retain their interest.

Based on the People Orientation (P.O.) Results

This individual needs and will be motivated in large measure by acceptance and recognition from their boss and fellow employees.

Based on the Investigative Orientation (INV.) Results

Working in a job and in an industry which offers both company and industry sponsored ongoing training would keep them motivated to learn and grow and develop over the long term.

SAMPLE



**validity
group.**

CANDIDATE FEEDBACK

An Overview of Your Personal Characteristics & Career Strengths

CONTENTS	Page
Personal Strengths/Career Needs	1
What to Seek/What to Avoid in Jobs	2

#6S5CTLXNBR4A for Test Test on 2021/08/06

This is the **candidate feedback** cover page
for the **Relationship Manager** sales role

In Terms of Enterprising vs Support Role Possibilities

You would be described as extremely competitive, enterprising, assertive, aggressive, tough minded, determined and goal oriented. You may display new and creative ways to reach your personal and work objectives and you will be self-evaluative and sometimes critical of your own performance. Given an aim, objective or requirement, you would be able to develop your own plan, manage your time and focus your effort on a daily basis to reach your goals. Being a self-manager should come very naturally to you and these skills should be refined through formal training and/or on-the-job experience.

In Terms of Your Style & Strength of Various Motivations

You would be described as being motivated both by a genuine concern for the well being of others and by the opportunity to achieve an excellent standard of income for yourself through the application of your talents and effort to the achievement of very demanding goals. To achieve both your 'people-oriented' and your personal goals, you may become somewhat hard driving, eager and active and if delayed, occasionally impatient. There is a balance in your motivational pattern between an orientation towards people or service considerations and towards bettering your own life. This means that you will want to assess each step in your career path in terms of its social merit as well as its payoff to you. If either element is seriously limited in a job, you may have difficulty in committing yourself completely to it.

In Terms of Your Independence vs Your Need to Be in the 'Team'

You would be described as somewhat strong-minded, stubborn, demanding, firm, independent and resolute. You can accept moderate levels of supervision, and in these circumstances, you would develop some practical alternatives for achieving objectives. A great deal of detailed work or work with little inherent responsibility would not be the kind of work to which you would give your greatest commitment and best all-round performance.

In Terms of Your Orientation Towards the 'People' Side of Business

You would be described as quite sociable, enthusiastic, cheerful, genial and outgoing. You would enjoy personal relationships and interactions, and would make a good company representative in terms of customer satisfaction and personal and company public image. You might be very sensitive to rejection in some circumstances.

In Terms of Your Orientation Towards Technical & Practical Concerns

You would be described as quite logical, reflective, analytical, factual and practical. A job requiring the solving of intellectual or conceptual problems would stimulate a person such as you. You would have a flair for technically oriented and detailed work. Taking on challenges to learn and use new information in a field that interests you would be rewarding in itself.

What Should You Look for In a Job/Career that Matches You Best?

+ Look for opportunities to create your own work structure and to develop your self-management skills by training in time management and activity planning. The opportunity to put solid effort into the job each day is a real plus for you as you know that effort invested consistently will produce the results you seek in both productivity and recognition.

+ Look for career opportunities which combine work of genuine social value with an equally genuine opportunity to take on demanding and challenging tasks for which you will receive recognition and good financial compensation.

+ Look for opportunities to work under only moderate supervision so that you may continue to develop your relatively independent approach to your work. In a team situation, expect to be in an occasional leadership role.

+ You should look for employment that provides you with people contact or some public relations opportunities. You derive satisfaction from interaction with other people in both personal and work environments.

+ A job with some learning and technical requirements would be quite satisfying. The opportunity to be creative and to put your new found knowledge into action would also be appealing to you.

What Should You Avoid in Jobs/Careers that Don't Match You?

- Avoid tightly and rigidly structured work situations. If there is no room to put your personal touch to work in organizing and managing yourself, the job may become too constricting for you. Try to avoid jobs that may limit your self-management skills development which is a very strong need in you for your personal productivity and your sense of satisfaction with any job.

- Avoid jobs which you feel do not have any real human merit in them. As well, avoid positions in which everyone is treated alike regardless of their effort and performance. You can use your talents best where both the 'people' element and the challenge element are present.

- Avoid jobs in which you must do the work your supervisor's way indefinitely and which totally lack the opportunity to approach your work in a creative fashion. You need room to exercise some independence and leadership.

- You should avoid employment in jobs that have only limited feedback from others. You should also not be in situations that isolate you from others.

- You should avoid jobs that are not intellectually challenging, creative and those that do not offer a chance for personal growth in a technical or practical sense.