



Report designed for

**Sally Sample**

**CONFIDENTIAL**

# Profiles Sales Assessment™ Performance Model Comparison

Performance Model: Widget Bender

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Profiles International  
5205 Lake Shore Dr.  
Waco, TX 76710

Profiles International  
imagine great people®

## Introduction

Every employable person will match some positions better than other positions. This report provides information about Sally Sample presented in a manner to help you understand how she matches with this selected position within your organization.

This report reflects the responses provided by Sally Sample when she completed the Profiles Sales Assessment. Results are illustrated on a scale from 1 to 10. The darker area on each scale represents the best Performance Model for the position. The enlarged segment of the scale shows where Sally scored. If the enlarged segment is dark, Sally is in the Performance Model. If it is lighter, she is not. Information about Sally is reported in these four categories:

- **Profile for Thinking Style** – Learning Index, Verbal Skill, Verbal Reasoning, Numerical Ability, and Numeric Reasoning.
- **Profile for Behavioral Traits** – Energy Level, Assertiveness, Sociability, Manageability, Attitude, Decisiveness, Accommodating, Independence, and Objective Judgment.
- **Profile for Interests** – Enterprising, Financial/Administrative, People Service, Technical, Mechanical, and Creative.
- **The Total Person & Management Considerations** – Description of Sally as a person and how to most effectively maximize her potential.
- **Critical Sales Behaviors** – Covers expected behavior for seven behaviors.

**Note:** Additional considerations are displayed when Sally falls outside your Performance Model.

If Sally is being considered for this position and her results fall outside the Performance Model, you should print the companion Interview Guide for Sally. This Guide provides appropriate interview questions for each instance where Sally is outside the model. These interview questions will guide the interviewer in exploring important areas where information from the interview will effectively assist the interviewer in making an informed decision about her placement.

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

## Profile for Thinking Style

When viewing the scales on this page and the next, the darker shading represents the Job Performance Model for this position. The larger box indicates the individual's score.

### Learning Index

An index of expected learning, reasoning, and problem solving potential.



### Verbal Skill

A measure of verbal skill through vocabulary.



### Verbal Reasoning

Using words as a basis in reasoning and problem solving.



### Numerical Ability

A measure of numeric calculation ability.



### Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



## Profile for Behavioral Traits

### Energy Level

Tendency to display endurance and capacity for a fast pace.



### Assertiveness

Tendency to take charge of people and situations.  
Leads more than follows.



### Sociability

Tendency to be outgoing, people-oriented, and participate with others.



### Manageability

Tendency to follow policies, accept external controls and supervision, and work within the rules.



### Attitude

Tendency to have a positive attitude regarding people and outcomes.



### Decisiveness

Uses available information to make decisions quickly.



### Accommodating

Tendency to be friendly, cooperative, agreeable. To be a team person.



### Independence

Tendency to be self-reliant, self-directed, to take independent action, and make own decisions.



### Objective Judgment

The ability to think clearly and be objective in decision-making.



Distortion for this assessment is within the acceptable range.

## Profile for Interests

The Interests section assesses the relative interests between the six interest areas: Enterprising, Financial/Administrative, People Service, Technical, Mechanical, and Creative. For the Job Match Performance Model for this position the top three interests, presented in order, are Financial/Administrative, People Service, and Enterprising. The top three interests for Sally are Enterprising, People Service, and Creative. Ms. Sample shares two of these interest areas: People Service and Enterprising.

### Top Interests for Sally Sample



#### Enterprising

Indicates interest in activities associated with persuading others, sales, and presenting ideas.



#### People Service

Indicates interest in activities such as helping people and promoting the welfare of others.



#### Creative

Indicates interest in activities using imagination, creativity, and original sales ideas.

### Top Interests for this Performance Model



#### Financial/Administrative

Indicates interest in activities such as organizing information or business procedures.



#### People Service



#### Enterprising

 = Match

## The Total Person

This part of the report discusses the results for Sally Sample on each of the scales in all three sections. The Behavioral and Management Considerations for each scale relate to her scores without reference to the model for this position. If her score falls outside the model for a particular scale, Additional Considerations will be listed as suggestions to help Sally Sample adapt her behavior to better fit the job.

### Learning Index

An index of expected learning, reasoning, and problem solving potential.



### Behavioral Considerations

- Upon completing a new sales training program, Ms. Sample should pick up new selling concepts and techniques easily.
- Overall, Ms. Sample may be expected to complete a typical sales training program with adequate success.
- She is generally adaptive in an intellectual sense.
- Her overall learning index is above average and suggests a good potential for quickly learning new sales information.

### **Management Considerations**

- Ms. Sample acquires and understands general information well but may find highly complex or ambiguous training methods overly challenging. Her ability to conceptualize and utilize ideas is above average but not significantly beyond the norm.
- During basic sales training experiences, encourage persistent participation by Ms. Sample to avoid boredom on her part. Sally will respond best to challenges in her sales training and daily sales activities.
- During fundamental sales training, use creative participation to maintain her motivation which may lapse if not particularly challenged.
- While capable of meeting the challenge of advanced sales training, Ms. Sample may become frustrated during the more fundamental portions. Generate as much enthusiasm as is possible during these phases by emphasizing the responsibility to participate.

## Verbal Skill

A measure of verbal skill through vocabulary.



### Behavioral Considerations

- She demonstrates a level of verbal skill slightly below that of some people in the general population.
- With training and experience, Ms. Sample should be able to develop a higher level of verbal ability.
- Sally may initially need extra time when using verbal and written information.
- Ms. Sample may not have had much recent opportunity to use verbal skills in selling.

### Management Considerations

- To achieve the best results from communications with Sally, review instructions after they have been given, focusing on a step-by-step understanding of the information.
- Do not become overly ambiguous and obscure when providing instructions to her, rather follow a straightforward and structured line of communication.
- When giving verbal instruction to her, do not make the communication too lengthy. Break down complex plans into individual sales goals. Have her report back to you after accomplishing one goal to receive the next one. Be very brief and straightforward.
- Moderate the complexity of your language when communicating directives, procedures, and sales goals with Ms. Sample who may prefer that sales goals be stated in a concrete and applied fashion.

### **Additional Considerations**

On the Verbal Skill scale, Ms. Sample scored below the Performance Model for this sales position. This suggests that her ability to use a thorough vocabulary is less than the position typically requires and that she could have a problem with communicating ideas and concepts to prospects. Discussions with her should explore the possibility that for Ms. Sample, the position may be overly challenging and could lead to frustration and a reduction in effective, well-communicated sales.

## Verbal Reasoning

Using words as a basis in reasoning and problem solving.



### Behavioral Considerations

- Ms. Sample is proficient in the use of words and language.
- Sally would not be expected to have any difficulty in effectively communicating thoughts and ideas to prospects or clients.
- She demonstrates adequate, and in some areas good, verbal reasoning ability; certain techniques and complexities will need training before she will be comfortable using them in a sales presentation.
- Ms. Sample probably will assimilate new information with success, commensurate with the general population.

### **Management Considerations**

- In some situations, especially with complex sales ideas, Ms. Sample may require additional time to understand the implications. Offer applied explanations of the information as needed.
- Maintain close observation to be certain that verbal information is clearly understood by Ms. Sample to help overcome any weaknesses in verbal problem solving.
- Ms. Sample requires additional time to process verbal information. She should limit verbal communications to highly structured and direct content. Review information and ask for clarity in her communications.
- Understanding the deeper meaning of complex ideas may require deliberation and consideration on her part. Observe her effectiveness in solving sales problems verbally and offer assistance through appropriate training.

## Numerical Ability

A measure of numeric calculation ability.



### Behavioral Considerations

- She needs assistance with complex mathematics or technical calculations.
- Sally is comfortable analyzing basic numerical material and performing some mathematical functions without relying on a calculator.
- Ms. Sample should be able to grasp simple mathematical principles that apply to selling.
- Ms. Sample should be capable of learning basic mathematical principles as necessary.

### Management Considerations

- She may become frustrated by tasks involving the calculation of complex data common to this sales position. Provide training in appropriate mathematical areas and give consistent feedback.
- Ms. Sample may occasionally require additional time to calculate complex numerical information typically associated with this sales position. Provide assistance through any available tools to aid in calculations.
- Observe her performance in calculating complex data associated with this sales position. Aid her with a mentor or formalized training as needed.
- To facilitate her development, you may need to have Sally trained in advanced mathematics relevant to her sales work.

## Numeric Reasoning

Using numbers as a basis in reasoning and problem solving.



### Behavioral Considerations

- She completes numerical problems with greater success than the general population.
- Ms. Sample demonstrates a strong ability to solve problems of a numerical nature.
- Ms. Sample works well with numbers and numerical concepts.
- Sally grasps numerical concepts readily.

### Management Considerations

- Ms. Sample is capable of assimilating data to make sales decisions but may occasionally be frustrated by a lack of challenge in this area. Address frustrations and provide ways to challenge her abilities.
- When Sally is expressing sales or pricing information of a numerical nature, coach her on proper communication techniques that emphasize communications with clients that focus on a common level of understanding.
- Ms. Sample is more proficient in interpreting numerical information than may be required for this sales position. She may experience frustration if not sufficiently challenged, but if little opportunity exists to exercise this skill, then focusing on her motivational level may be more appropriate.
- When making budgetary decisions, Sally appears capable of observing where resources may be allocated or distributed based on the numerical data provided. She may require outside assignments to challenge her skills and avoid a lack in motivation.

### **Additional Considerations**

On the Numerical Reasoning scale, Ms. Sample scored moderately above the Performance Model for this sales position. This suggests that her proficiency in making sales decisions based on numerical analysis is greater than the position typically requires, but she should have no problem with the capability to perform in this area. Discussions with her can identify the level of challenge this position may or may not provide her and the effect of this on her motivation.

## Energy Level

Tendency to display endurance and capacity for a fast pace.



### Behavioral Considerations

- Her typical work pace should be consistently productive. On occasion, Ms. Sample may demonstrate frustration with sedentary sales responsibilities.
- She can act with a sense of urgency, usually even under pressure from multiple sales prospects and clients, so long as she pays attention to her energy reserves and occasionally revitalizes.
- Ms. Sample can be relied upon to complete sales assignments in a timely manner.
- Ms. Sample possesses a work pace that is responsive to deadlines and quotas. However, she may experience a drop in efficiency if her recuperative needs are ignored in this sales environment.

### Management Considerations

- Coach her on how to pace herself and how to make use of an occasional lag time with spontaneous projects that help her work with others in a paced manner.
- Listen to her complaints or feelings about being bored, and provide additional responsibilities in order to maintain her motivation.
- Give her the opportunity to occasionally take on multiple projects involving a timely resolution.
- When extra work becomes available, delegate her for the job. This will maintain her motivation, so long as she demonstrates the energy needed for such assignments.

## Assertiveness

Tendency to take charge of people and situations. Leads more than follows.



### Behavioral Considerations

- Sally is highly motivated by situations in which she must achieve aggressive results.
- She is strongly motivated by influence and authority.
- Leading a sales team and commanding the course of a negotiation is quite appealing to Ms. Sample.
- Ms. Sample enjoys the opportunity to influence prospects and win sales. She is quite willing to aggressively guide a negotiation toward the desired result.

### Management Considerations

- While talking with Sally, determine her ability to practice greater diplomacy when negotiating sales.
- Encourage her participation as a peer within the group and foster the willingness to be accepting of the opinions, needs and influence of others. Training in active listening may enhance her ability to negotiate with clients.
- To supplement her sales and negotiation potential, give Ms. Sample the opportunity to share goals with others.
- If her sales style is too forceful for prospects, a sales manager may act as a role model, demonstrating an authoritative yet democratic interpersonal style. Provide feedback concerning the effectiveness of your preferred sales style.

**Additional Considerations**

Ms. Sample scored above the Performance Model for this sales position on the Assertiveness scale. She may find aspects of this position overly challenging when deciding how much control is appropriately exerted over peers and clients.

## Sociability

Tendency to be outgoing, people-oriented, and participate with others.



### Behavioral Considerations

- Ms. Sample prefers an impersonal sales style and may tend to avoid spending time on small talk and social amenities before engaging in the business at hand.
- She expresses only moderate enjoyment of salesmanship involving contact with the public, focusing rather on a detached, task-oriented style of sales service.
- Her sociability is best suited for sales tasks that do not involve a great deal of socializing and relationship building.
- Ms. Sample is not particularly motivated by sales assignments that require interpersonal contact, rather preferring to accomplish sales in an impersonal, "strictly business" fashion.

### **Management Considerations**

- To develop her ability to interact with prospects, especially for building social relationships with clients, engage Sally in casual conversation often. Breaking down barriers of interpersonal distance between her and others may encourage better performance overall.
- In an effort to develop her social confidence and expressiveness, include Sally in as many sales team discussions as possible. Maintain a casual demeanor with her, encouraging a more open and relaxed way of communicating with others.
- Encourage social participation in sales meetings and make a point of initiating her involvement. As time passes, she could become more comfortable with the sales team and provide her fair share of social contributions.
- To achieve an increase in her sociability, support her efforts to interact with fellow salespeople, prospects, and clients, maintaining your rewards consistently.

### **Additional Considerations**

Ms. Sample achieved a Sociability score that is outside the Performance Model for this sales position. This suggests that her orientation for working closely with others is different than the position typically requires which implies that some adjustments may be necessary for her to succeed.

## Manageability

Tendency to follow policies, accept external controls and supervision, and work within the rules.



### Behavioral Considerations

- Ms. Sample is typically willing to accept guidance and follow procedures dictated by her sales manager. Only occasionally will she feel that procedures are too restrictive.
- Ms. Sample prefers to be generally compliant and traditional. However, Sally may bend procedures when sales goals truly need a creative perspective.
- Sally demonstrates a fairly positive attitude concerning organizational constraints and procedures. However, when her reliance on procedure fails to deliver solutions, Ms. Sample may try to utilize a more creative approach to selling.
- She should be willing to conform to company policies about the sales process without often feeling a loss of personal freedom.

### **Management Considerations**

- Redirect her tendency to rely upon specific procedures by involving her in group discussions that require creative brainstorming and developing unique options.
- When procedures cannot answer a problem, decrease her reliance on procedural norms by demonstrating how to make an exception within the rules of your organizational culture. Provide assistance, initially, until she gains the confidence to make creative decisions responsibly.
- Encourage freedom from procedural thinking by providing leading questions that challenge her to create her own solutions.
- Discussions with her should determine the level of frustration she may experience working in a sales environment that stresses creative thinking over procedures.

## Attitude

Tendency to have a positive attitude regarding people and outcomes.



### Behavioral Considerations

- She is inclined to doubt the objectives of others when dealing with a negotiator.
- Ms. Sample tends to take a defensive stance when negotiating a deal, rarely backing down without a critical review of the situation.
- Sally is slow to accept the motives of those with whom she is dealing in a sales negotiation, possibly questioning the agendas of those concerned.
- Ms. Sample is inclined to question the motives of others in a negotiation.

### Management Considerations

- If Ms. Sample begins to hesitate about accepting change, suggest discussion for a later time in order to redirect some of her distress. Give feedback on her performance to make positive steps toward more productive behavior.
- Discussions with her should explore the possibility that this sales position may require a level of trust from her that requires adaptation and training to develop.
- While maintaining a considerate demeanor, a sales manager could confront her on alternative solutions concerning her apparent low level of interpersonal trust and how she may contribute to sales successes.
- Provide her with an appropriate amount of time to discuss her feelings about a change process, but redirect her by providing a calm and cooperative expression in your behavior. Stress the necessity to focus on immediate sales goals.

### **Additional Considerations**

On the Attitude scale, Ms. Sample is below the Performance Model for this sales position. This suggests that her general response to others will be more cautious when compared to most individuals in this position. Discussions with her should center on developing trust for her team and clients.

## Decisiveness

Uses available information to make decisions quickly.



### Behavioral Considerations

- Ms. Sample can stand firm on decisions and is not inclined to back down once a decision is made.
- Sally is capable of responding to emergencies and resolving problems.
- Ms. Sample is decisive and quick to act. She is likely to enjoy positions which require immediate action.
- She is inclined to take decisive action, to move decisions forward.

### Management Considerations

- Stress the importance of caution to Ms. Sample in order to avoid risk in decision-making. Stress that the importance of deadlines is often outweighed by the level of consequence inherent with making uninformed decisions.
- Ms. Sample requires training in how to be more deliberate in decision-making. Emphasize the importance of analyzing information more thoroughly so that each decision can be more objective.
- It is important that the concept of patience in decision-making be stressed to Ms. Sample. Ask for deliberate and analytical processes in her decisions.
- Sally may appear too spontaneous in her decision-making. Counsel her on the necessity to avoid unnecessary risk with cautious and deliberate decisions.

### **Additional Considerations**

On the Decisiveness scale, Ms. Sample is above the designated Performance Model for this position. This suggests that she may act without a thorough understanding of the related details. Discussions with her should determine the extent of her spontaneity in decision-making and consider if her effectiveness could be enhanced by more deliberation.

## Accommodating

Tendency to be friendly, cooperative, agreeable. To be a team person.



### Behavioral Considerations

- Ms. Sample may accept the use of an accommodating approach. She will not cooperate, however, at the sacrifice of her personal sales goals.
- Sally may be slower than others to avoid arguments, disagreements, and/or conflict even if this is not what would make the client happy.
- She can be agreeable, cooperative, and good-natured with clients and coworkers as well as competitive and aggressive. However, Sally is also willing to defend her point of view and priorities when she feels that she must.
- Ms. Sample may become defensive if someone tries to take advantage of her during a negotiation.

### Management Considerations

- Reinforce a cooperative sales style and reward her ability to seek out common ground with prospects as needed.
- Make yourself available to listen to her frustrations and then make authoritative decisions that bring the sales team together.
- Redirect her frustration if a negotiation becomes stressful, providing feedback that helps her realize the positive effect of being more adaptable.
- If she becomes frustrated by working with clients who hold opinions contrary to her own, provide individual goals that satisfy the team's needs while allowing her the room to breathe.

### **Additional Considerations**

Ms. Sample achieved an Accommodating score that is outside the Performance Model for this sales position. This suggests that her willingness to settle conflicts of opinion with clients is different from others in the position. On the job training could enhance her effectiveness in this area.

## Independence

Tendency to be self-reliant, self-directed, to take independent action, and make own decisions.



### Behavioral Considerations

- She is highly independent and may require some refocusing in a sales environment that does not encourage this level of autonomy.
- Ms. Sample prefers to pursue prospects on her own and will resist being micro-managed. She can become impatient with a sales manager or executive that demands constant progress updates.
- Sally is an independent salesperson who prefers minimal guidance and coaching. However, her high level of independence may create frustrations for an exceptionally attentive sales manager.
- Ms. Sample prefers to undertake new sales projects independently, seeking support only when absolutely necessary to complete the deal.

### **Management Considerations**

- Reinforce her acceptance of a structured sales environment. Reward her efforts to concede to this structure by allowing some independence in areas of lesser concern.
- Discussions with Sally should explore the possibility that this sales position may frustrate her independence and lead to a lowered sense of autonomy and freedom.
- When possible, allow Ms. Sample some breathing room to let off the pressure she experiences from supervisory attention. Remain authoritative without becoming authoritarian so that she may adapt more readily, focusing more on salesmanship than her ability to appreciate your office traditions.
- Maintain open communication with her to foster a closer supervisory relationship. Listen to her when she appears frustrated by the attentions of a supervisor and recognize her positive performance.

### **Additional Considerations**

On the Independence scale Ms. Sample is above the Performance Model for this sales position. This suggests that her self-reliance is greater than the position typically requires and that she may become frustrated by the level of supervisory attention inherent in this role.

## Objective Judgment

The ability to think clearly and be objective in decision-making.



### Behavioral Considerations

- Ms. Sample avoids objective decision-making, following her intuition to determine a solution for a client.
- Ms. Sample is comfortable identifying sales solutions with intuition rather than hard facts and specific data for support.
- Her problem-solving emphasizes the use of intuition about sales opportunities rather than relying on sales statistics or other objective data.
- Ms. Sample has a tendency to be a subjective thinker, emphasizing intuition more than technical sales data.

### Management Considerations

- Coach her on the investigation of a greater variety of information sources. Emphasize dealing with facts and other objective data before making any assumptions about a selling situation.
- Discuss with Ms. Sample her subjective problem-solving style, guiding her to avoid following hunches and focus on more objective thinking in the future.
- Encourage her to avoid making assumptions and to be more thorough in gathering appropriate information in order to make a more informed plan of action.
- Coach Sally on how to be more objective when solving problems. Training should emphasize a step-by-step process of logical reasoning.

### **Additional Considerations**

On the Judgment scale Ms. Sample is below the Performance Model for this sales position. This suggests that her decision-making process is less objective than the position typically requires and that she may not appreciate the practical planning aspects associated with a higher level of objective judgment.

## Interests

The Interests section assesses the relative interests between the six interest areas. The top three interests for Sally and the Performance Model are presented below in ranked order. The interests shared by both are circled.

### Sally



#### Enterprising

Indicates interest in activities associated with persuading others, sales, and presenting ideas.



#### People Service

Indicates interest in activities such as helping people and promoting the welfare of others.



#### Creative

Indicates interest in activities using imagination, creativity, and original sales ideas.

### Performance Model



#### Financial/Administrative

Indicates interest in activities such as organizing information or business procedures.



#### People Service



#### Enterprising

Ms. Sample scored highest in the Creative, Enterprising, and People Service themes on the inventory. She is attracted to sales positions in which she can use her creative side in a competitive environment that includes a high degree of service for prospects and clients. She appears to be drawn toward opportunities to sell in an innovative way. The chance to serve the needs of customers also relates to this interest pattern.

With Enterprising as her primary area of interest, Ms. Sample is likely to seek out activities that involve entrepreneurial pursuits and leadership. Her focus, above all other areas of interest, lies in pursuing sales objectives in a competitive environment. These kinds of activities motivate her sales style most effectively. Secondly, she is motivated by the facilitation of clients that is associated with the sales relationship, as demonstrated by her interest in People Service activities. Helping clients and

prospects or providing them with services may help to energize her sales performance. Finally, her interest in Creative activities rounds out her profile of interests. It promotes a concentration in creative expression, trying novel approaches to selling, and highlighting the aesthetic appeal of a product. Although this interest area is not as crucial to overall job satisfaction as her stronger interests, it does play a role in establishing her sales style.

### **Additional Considerations**

Ms. Sample does not show Financial/Administrative activities as one of her top three interest areas. She may not find activities associated with this theme as motivating as those individuals who have been successful in this position.

## Critical Sales Behaviors

This section describes the characteristics of Ms. Sample related to seven Critical Sales Behaviors. The descriptions in this section are based solely on her Behavioral Traits and do not consider her match to the position, Thinking Style or Interests.

These are sales behaviors shared by most people who have similar Behavioral Traits scores. It is, however, important to remember that there can be differences in salespersons and sales positions depending on a variety of factors such as: type of sales organization, product or services sold, geographic region, etc. These differences are evidenced by the wide variety of performance models found in the sales industry. For these reasons, you should incorporate her fit to this position (i.e. Job Match Percent) into your decision-making process.

### Prospecting

More often than not, Ms. Sample has the energy to hunt for opportunities. She tends to be most effective in prospecting when it is done in brief spurts of activity rather than over an extended period of time. She tends to enjoy a great deal of self-sufficiency and flexibility in her approach to developing a list of prospects.

### Closing The Sale

Ms. Sample is usually willing to move toward a close from the very beginning of the presentation. Her confidence and competitiveness are quite high. With an average level of persistence and a high level of sales drive, 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

Typically, call reluctance will be only an occasional hurdle rather than a real problem for Ms. Sample. Because of her resistance to rejection, Ms. Sample should show a consistent level of confidence when placing sales calls. 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**

If given the opportunity to add excitement to her daily events, Ms. Sample accepts it with interest. The bustle and stress of a fast paced profession is very motivational for her. Very energetic and driven, Ms. Sample should prove to be an individual who takes initiative, gets things going during lull periods and uses resources to maximize such initiative. Ms. Sample will work out the details of how she will complete tasks on her own and is likely to accept additional challenges in order to satisfy her drive and energy. Her autonomy and individualism are higher than most others which leads to unique goal setting and accomplishment. Ms. Sample derives motivation from within, occasionally taking the lead as a source of encouragement to others. She may need greater competitive challenges in order to maintain satisfaction in what she does.

### **Working With A Team**

It often comes easy for Ms. Sample to lead others and direct the course of action. When competition takes form, she will often be ready for the challenge and probably interested in directing others toward competitive goals. Her autonomy and individualism are higher than most others, demonstrating her high competitiveness and independence; this may overshadow her willingness to coordinate the team and encourage cooperative efforts. She may prefer to set her own direction and establish personal methods rather than doing so as part of a consensus. Ms. Sample derives motivation from within, taking the lead as a source of encouragement to others.

### **Building And Maintaining Relationships**

Ms. Sample is balanced in terms of her approach to building relationships. She has relatively high energy and autonomy under the right conditions. This should encourage her when initiating relations with clients, but it may create boundaries for how much individualism she is willing to sacrifice. A relationship that suffers only an occasional snag when initiated is most favorable for her interpersonal style.

### **Compensation Preference**

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