

The logo consists of a blue rounded rectangle with a white 'PSA' text inside. The rectangle has a gradient from light blue at the top to a darker blue at the bottom.

Report designed for

**Jill Sample**

# Profiles Sales Assessment™ Performance Model Comparison

Performance Model: Sales Rep New to Industry

Performance Model Date: 01/16/2013

Assessment Taken: 01/11/2013 Printed: 01/15/2013

**CONFIDENTIAL**

Sales Manager Now  
PO Box 7775  
Auburn, CA 95604

Profiles  International  
imagine great people®

## Introduction

Every employable person will match some positions better than other positions. This report provides information about Jill 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 Jill 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 Jill scored. If the enlarged segment is dark, Jill is in the Performance Model. If it is lighter, she is not. Information about Jill 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 Jill as a person and how to most effectively maximize her potential.

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

If Jill is being considered for this position and her results fall outside the Performance Model, you should print the companion Interview Guide for Jill. This Guide provides appropriate interview questions for each instance where Jill 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 Jill. 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 the role of Sales Rep New to Industry. 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 of Sales Rep New to Industry, the top three interests, presented in order, are Financial/Administrative, People Service, and Enterprising. The top three interests for Jill are Enterprising, People Service, and Creative. Ms. Sample shares two of these interest areas: People Service and Enterprising

### Top Interests for Jill Sample Performance Model



#### 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.

 = Match

### Top Interests for this



#### Financial/Administrative

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



#### People Service



#### Enterprising

## The Total Person

This part of the report discusses the results for Jill 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 Sales Rep New to Industry model. If her score falls outside the model for a particular scale, Additional Considerations will be listed as suggestions to help Jill Sample adapt her behavior to better fit the job.

### Learning Index

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



### Behavioral Considerations

- Jill generally learns by paying attention to detail.
- Her assimilation of new sales information will be better than most individuals in the general population.
- Ms. Sample handles fairly complex tasks with relative efficiency; she has strong problem-solving abilities.
- Ms. Sample is an effective learner in most situations.

### Management Considerations

- Ms. Sample is highly responsive to training at many levels of complexity. However, this efficient pattern of assimilating information can be the cause of frustration for her if there is little challenge in the sales training process. Maintain challenging opportunities in sales training so that she may achieve even higher goals.
- Encourage her input in sales discussions as she is inclined to apply good number and verbal sense to problem solving. However, consider the effectiveness of her communication of ideas to others as she may "talk over the heads" of her prospects.
- In the sales training experience, she may initially excel, but a drop in performance can set in if the experience is not sufficiently challenging. A self-paced training program that adapts to the abilities of each participant will not only challenge her, but also make efficient use of her training time.
- Jill will attain sales skills more readily than most of her coworkers. Offer a challenging sales training experience to avoid boredom. Adapt the training experience so that high achievers are rewarded with early completion or granted extra training opportunities to achieve higher success ratings.

## Verbal Skill

A measure of verbal skill through vocabulary.



### Behavioral Considerations

- Ms. Sample is able to use a diverse vocabulary.
- Her analysis of communication related concepts should be sharp and on target.
- Jill is capable of precise communication even under the pressure of closing a sale.
- Ms. Sample excels in a sales situation that requires strong communication skills in order to make the sale.

### Management Considerations

- Although capable of expressing herself with an advanced vocabulary, suggest that she actively listen to her clients and prospects so that she may appropriately communicate at their verbal level.
- Ms. Sample communicates above the level of most individuals in this sales position. Monitor her ability to communicate with clients, prospects, and coworkers, giving feedback and examples of adaptive communication styles that speak to the level of others.
- If she appears frustrated with the simplicity of the verbal ability of some clients, encourage a more facilitative attitude that adapts to her sales prospects.
- While capable of communicating verbal information quite well, Jill may require feedback concerning her ability to make that information simple and understandable for some of her sales prospects.

### Additional Considerations

On the Verbal Skill scale, Ms. Sample scored above the Performance Model for this sales position. This suggests that her command of vocabulary is greater than the position typically requires and that she may experience frustration when communicating with others. Discussions with her should explore the possibility that the position may not be sufficiently challenging to maintain her interest and/or level of performance.



## Verbal Reasoning

Using words as a basis in reasoning and problem solving.



### Behavioral Considerations

- She likely prefers selling and interacting with clients, with verbal proficiency being one of her primary tools.
- Ms. Sample should communicate thoughts and ideas to prospects and clients effectively.
- Jill is proficient in information gathering and the expression of thoughts and ideas to prospects.
- Ms. Sample assimilates verbal information rapidly when compared to most of the general population.

### Management Considerations

- Proficient in verbal reasoning, Ms. Sample may require training on communicating her ideas to prospects whose verbal proficiency is less than hers.
- If she experiences frustration in expressing ideas to clients, suggest that she should "say it in plain English" or make her meaning clearer. Provide sales training as needed in adapting communication to fit the listener.
- While very capable of processing verbal information and making decisions based on that information, be aware of any frustration Jill may experience when communicating with clients of lesser ability. Coach her on appropriate techniques that can facilitate good rapport with her customers.
- Ms. Sample may become frustrated by the attempts of others to understand the implications of the complex verbal information she states. Provide advice for how to communicate ideas in a manner consistent with the verbal level of the prospects and clients with whom she deals.

## Numerical Ability

A measure of numeric calculation ability.



### Behavioral Considerations

- She needs assistance with complex mathematics or technical calculations.
- Jill 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 express frustration with clients who are not as proficient as she is in calculating numerical information. Provide your attention to her feelings but relate the necessity of adapting to the needs and characteristics of the client.
- Under stress, Ms. Sample will calculate numerical information with sufficient accuracy and speed. However, it may be necessary to observe her level of patience with clients and prospects when their proficiency proves lower than required to understand such sales data.
- Proficient in numerical calculation, Ms. Sample should have little difficulty in her sales duties, but observe the potential for downward trends in motivation, if she requires more challenges in this area.
- Jill will be proficient calculating complex data related to this sales position but may experience frustration if unable to convey this information to prospects of lesser ability.

## 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.
- Jill grasps numerical concepts readily.
- Ms. Sample demonstrates a strong ability to solve problems of a numerical nature.
- Ms. Sample works well with numbers and numerical concepts.

### 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 Jill 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.
- When making budgetary decisions, Jill 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.
- 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.

## Energy Level

Tendency to display endurance and capacity for a fast pace.



## Behavioral Considerations

- Ms. Sample generally focuses on timely results. However, her pace may lag when attending to several clients at once.
- She is moderately energetic; her work pace will be stable and methodical for the most part. However, when the workload reaches extremes, you may notice an increase in her response to stress.
- On occasions that require extra hours of work, she may feel more stress as the duties of this sales position make demands on her personal time.
- Ms. Sample acts with a sense of urgency if she takes time to reenergize on occasion.

## Management Considerations

- Maintain open communication and observe her energy level, providing opportunities when possible, for her to gather her reserves. Congratulate her efforts to stay driven and energized in her sales activities.
- Provide a structured environment in which to work and maintain short-term goals to help her monitor her effectiveness for achieving long-term sales goals.
- Discussions with her should explore the possibility that the pace of this sales position may sometimes lead to frustration and an eventual reduction in satisfaction and performance.
- Coach her on effective time management techniques and provide occasional rewards for efficient and timely sales results.

## Assertiveness

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



## Behavioral Considerations

- Jill is highly motivated by situations in which she must achieve aggressive results.
- 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.
- She is strongly motivated by influence and authority.

## Management Considerations

- 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.
- 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.
- While talking with Jill, determine her ability to practice greater diplomacy when negotiating sales.
- To supplement her sales and negotiation potential, give Ms. Sample the opportunity to share goals with others.

## Sociability

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



### Behavioral Considerations

- Ms. Sample is fairly sociable. She tends to be aware of the necessity for keeping lines of communication open with clients.
- She prefers to maintain contact and keep up with the issues of common concern with clients.
- Jill prefers sociable interactions with clients. In situations of high stress, she may become frustrated if interactions with clients become too impersonal.
- Ms. Sample is generally inclined to promote the benefits of interacting with others in the process of achieving sales goals.

### Management Considerations

- Guide Jill to adapt a less socially-oriented work style for occasions that require solitary work.
- Build upon her social strengths to address those sales opportunities that require a personal touch. Assign such tasks as often as possible, assuming she is also able to attend to other responsibilities that require less socializing.
- To facilitate her adaptation to the cultural climate of your organization, provide structured tasks that require the appropriate level of interpersonal behavior. Provide positive feedback as she achieves success in this area.
- Guide her, as appropriate, by modeling the best manner for interacting with others in your organization, especially when a more formal interpersonal style is required.

## Manageability

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



## Behavioral Considerations

- Jill 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.
- Ms. Sample prefers to be generally compliant and traditional. However, Jill may bend procedures when sales goals truly need a creative perspective.
- 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.

## Management Considerations

- Discussions with her should determine the level of frustration she may experience working in a sales environment that stresses creative thinking over procedures.
- Encourage freedom from procedural thinking by providing leading questions that challenge her to create her own solutions.
- 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.
- Redirect her tendency to rely upon specific procedures by involving her in group discussions that require creative brainstorming and developing unique options.

## Attitude

Tendency to have a positive attitude regarding people and outcomes.



### Behavioral Considerations

- Jill may become impatient or fault-finding with negotiators, clients, or prospects who do not clarify their objectives in a frank manner.
- Her assessment of prospects will generally be more critical than optimistic.
- She tends toward greater trust and acceptance when the relationships involved have established an atmosphere of trust in the past.
- Her attitude is compatible with assessing the intentions of a negotiator or client in order to protect her sales goals.

### Management Considerations

- Reinforce her value to the sales team and redirect her attention to her primary sales objectives in order to build her sense of trust for clients, peers, and team members.
- Allow her the time to regroup if she should express doubts about the outcome of her current sales goals. Concentrate on her motivations. Ask her whether this is a real problem or her way of venting frustration.
- Help her to focus on what immediate responsibilities she may have in order to achieve her goals in selling and avoid a cautious attitude about others.
- If trusting others becomes an issue for Jill, distance yourself initially, observing her behavior and waiting until any conflict or trust issues dissipate. If the issue escalates, remain impartial and arbitrate with authority, reminding Jill and others involved of how individual needs should reflect the group's objectives.

### Additional Considerations

Ms. Sample achieved an Attitude score that is outside the Performance Model for this sales position. This suggests that her outlook is outside that of most individuals in this position and that she may benefit from team-building exercises to enhance trust in the sales group and clients.



## Decisiveness

Uses available information to make decisions quickly.



### Behavioral Considerations

- She is not inclined to delay important sales decisions.
- Ms. Sample is capable of responding to a customer query and solving problems in a timely manner, gathering information only as long as it is done in a timely fashion.
- Ms. Sample can make decisions about a sale with minimal preparation and may not be inclined to worry unnecessarily about the consequences once a decision is made.
- Ms. Sample is decisive and quick to close a deal. She is likely to enjoy sales opportunities that require immediate action.

### Management Considerations

- On occasion, it may be important that the concept of patience in decision-making be stressed to Ms. Sample. Ask for more deliberate and analytical processes in her sales decisions.
- Ms. Sample may require training to be more deliberate and risk-averse in sales related decision-making. Emphasize the importance of investigating information more thoroughly so that each decision can be more objective.
- Stress the importance of caution to her in order to avoid unnecessary risks in decision-making. Stress that a balance of timely decision-making can be made with deliberate and thoughtful analysis to enhance the overall sales process.
- Jill may occasionally appear too spontaneous in her decision-making when risks are not necessary to close a sale. Guide her on avoiding unnecessary risk with cautious and conscientious decision-making.

## Accommodating

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



### Behavioral Considerations

- Ms. Sample is not particularly inclined to hide her opinions about a product, client, or other situation.
- Ms. Sample is inclined to tell clients what she thinks in a direct and uncompromising manner.
- She is probably quite uncomfortable avoiding an issue or having to misrepresent a particular aspect of a product or service. It is better to be frank than to appear manipulative from her perspective.
- Jill demonstrates a tendency for frankness concerning her opinions. While this can be a benefit in a competitive sales setting, it may cause difficulties if subtlety is required during a sales call or negotiation.

### Management Considerations

- Reinforce her cooperation with the sales team by encouraging Jill to coordinate her personal goals with those of the team.
- Set goals for her that reward cooperative acceptance of the sales team's perspective.
- If necessary, provide training to improve her ability to accept others at face value or at least express tolerant behavior for the benefit of her sales goals.
- If her level of accommodation creates conflict, training in team building and tolerance may provide Ms. Sample with the skills necessary to tone down this characteristic.

### Additional Considerations

On the Accommodating scale Ms. Sample is below the Performance Model for this sales position. This suggests that her patience with the opinions and feelings of prospects is less than the position typically requires and that she may need to adapt to the culture of your sales organization.

## Independence

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



### Behavioral Considerations

- Ms. Sample prefers to be trusted to meet her sales commitments without close supervision. On such an occasion, particularly under stress, Ms. Sample may resist managerial intrusion.
- Ms. Sample usually prefers freedom from controls, close supervision, and organizational constraints but can accept the guidance of a sales manager when the situation demands it.
- She usually prefers to achieve sales goals independently.
- Jill appreciates the opportunity to conduct sales in a self-reliant fashion while avoiding a seriously individualistic stance.

### Management Considerations

- If supervisory control over how things are done is important to your organizational culture, listen objectively to her viewpoint while stressing your concerns over the practical need for structure.
- If more openness to a sales manager's attention is required, deliver the basics of your directives and procedures in well-outlined and direct language. Then allow her to check the bounds of this structure with some independent ideas.
- Discussions with Jill should explore the possibility that this sales position may occasionally frustrate her desire for greater independence.
- If her approach to being supervised does not fit well with the organization's sales culture, direct her appropriately while allowing independent expression in areas that do not warrant as much structure.

## Objective Judgment

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



### Behavioral Considerations

- Her judgment and decisions should indicate highly consistent usage of her objectivity.
- She is highly inclined to make objective judgments, applying experience to current sales situations.
- Jill consistently takes an objective stance, based on available data, when solving problems for a client.
- Ms. Sample consistently utilizes objective judgment when creating solutions for a client.

### Management Considerations

- She may need to enhance her willingness to gather information related to a sales process and create solutions based on her impressions of the available data. Reward efforts to be more subjective and to follow her intuition more often.
- To enhance her problem-solving style, encourage her to rely more on intuition in order to make both timely and informed decisions.
- Provide instruction that allows Jill to make a generalized assessment of the information available in a timely manner so as not to miss the sale.
- Coach Ms. Sample on relying more on intuition when creating solutions to problems. Provide the opportunity to enhance her potential for making subjective, sales-related judgments.

## Interests

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

### Jill Performance Model



#### 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.



#### Financial/Administrative


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



#### People Service



#### Enterprising

 = Match

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

Ms. Sample will usually pursue prospects until she has them appropriately qualified. Jill understands the need for prospecting and is willing to invest some of her energy in doing so. Trusting her own ability to develop an approach, she will tend to display innovation in developing a list of prospects and qualifying them for a sales call.

### 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. 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. Jill is also willing to adapt her closing approach to fit the situation, demonstrating good perseverance in the need to make the sale.

### Call Reluctance

Typically, call reluctance will be only an occasional hurdle rather than a real problem for Ms. Sample. Her moderate level of energy will feed her sales drive and allow her to do what needs to be done with some effort. Because of her resistance to rejection, Ms. Sample does not typically appear to experience much call reluctance. 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**

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

### **Working With a Team**

It is often easy for Ms. Sample to lead others and direct the course of action, yet she can also be perceived as rather dominant by some. When competition takes form, she should be ready for the challenge and may be interested in directing others toward competitive goals. Her drive and individualism are high, and this may occasionally 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. Rarely does it take an outside motivation, like the inspiration of the team, to get her going. Ms. Sample derives motivation from within and may be willing to take the lead as a source of encouragement to others within the limits of her relatively high self-reliance.

### **Building and Maintaining Relationships**

Possessing a good level of self-reliance, Ms. Sample should have the initiative required to create a variety of client relationships within the limits of her moderate energy level. There is plenty of persistence available to her, but she occasionally needs help getting her energy replenished. Her pace is somewhat measured and deliberate, establishing and maintaining relationships in a one-step-at-a-time fashion when necessary. However, time pressures or minor setbacks rarely break down her resolve. This tenacity can be an effective tool in maintaining relations with clients. Her resilience has limits of course; she will require some opportunities to revitalize and recuperate.

### **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 higher than average which should 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.