



**ABC Company Sales Candidate: Sabrina Sample**

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**Overall Assessment Grade\*: 2.5**

\*Assessment should count for less than 30% of any hiring or management decision

\*Scale: 1 = poor fit/higher risk      2 = fair fit/high risk      3 = satisfactory fit/some risk  
4 = good fit/less risk      5 = excellent fit/minimal risk

<b>ABC Company – Sales Candidate Comparison to Position Benchmark</b>	
Top Items for Superior Performance:	Candidate's Degree of Match:
<b>Core Skills/Key Talents Area:</b>	
Customer Focus	Yellow
Self-Management	Green
Resiliency	Green
Results Orientation	Green
Personal Accountability	Green
Teamwork	Yellow
Flexibility	Green
<b>Values and Workplace Motivators:</b>	
Utilitarian/Economic	Yellow
Theoretical/Knowledge	Green
Individualistic/Political	Red
<b>Communication and Interaction Style:</b>	
Frequent Interaction w/ Others	Blue
Versatility	Green
Competitiveness	Red
Match Key:	
Blue – Exact Match	Green - Good Match
Yellow – Fair Match	Red – Poor Match



## Overall Summary:

### **Greatest Strengths:**

Sabrina matches some areas of the benchmark. She is friendly and finds it easy to meet and interact with others. She's passionate about coaching others and planning and organization.

- Sabrina is a proactive and practical thinker---she tends to be efficient and realistic.
- Her #2 motivator/drive matches the Benchmark---she values and is motivated by learning, attaining knowledge and being a product expert.
- She tends to be policy, procedure and company loyal---she will respect company guidelines and rules.
- She has a strong internal drive & desire to improve herself.
- She got 100% of the Sales Knowledge demonstration questions correct.

### **Key Areas for Follow Up:**

Sabrina did not match some key areas of the Benchmark.

- She scored below the norm in two of your Benchmark Core Skill/Talent Areas: Customer Focus and Teamwork
- She does not match your #1 Motivator (and what 72% of all top sales performers have...): Utilitarian/Economic. It is NOT a key motivator/driver. Will she like/stay motivated in a sales-focused environment?
- Her Core Skills list shows key areas below population mean: Initiative, Role Confidence, Sense of Mission---all areas that can impact a person's energy, drive and motivation on the job.

## Recommended Follow Up Areas:

- **Follow up with References;** ask them to rate the candidate on a scale of 1-5 (poor to fantastic) in each one of these areas. Ask for specific examples for each rating.
  - i. Customer Focus
  - ii. Teamwork
  - iii. Initiative & Sense of Drive/Mission day-in and day-out
- **Sales Knowledge Scores – Additional Information:** Sabrina has lower scores in her sales knowledge – 48 answers (out of 67) were 1<sup>st</sup> or 2<sup>nd</sup> best choices, as compared to top sales performers. Please note that Sabrina scored below top performers (did not give the 1<sup>st</sup> or 2<sup>nd</sup> best answers) in the following areas: **First Impression/Greeting, Influence, Close, General Sales Knowledge/Interest.** If she is hired I recommend additional training in these areas.
- **FOLLOW UP INTERVIEW FOCUS AREAS & QUESTIONS:** Ask candidate all of the questions, below. **Press for specifics.** Listen for multiple examples and depth of answers – when someone is strong in an area they are clear and should be able to provide clear and rich examples.

### **Customer Focus**

- Give me an example of a time when you knew the customer was wrong but you had to accommodate their wishes. How did you handle it? What did you say? What did you do? How did

8/21/2012



you feel about it?

- Tell me about a situation where you were able to anticipate a customer's needs before the customer even brought up what they wanted.
- Describe a situation where you went over and above what was expected to exceed a customer's expectations. How did you feel about that? How comfortable would you feel about doing that regularly?
- In your view, what makes some customers more valuable than others? Should all customers be treated the same?
- Give me an example of when you had to go the extra mile to meet a commitment that someone else had made to a customer. What, specifically, did you do? How did you feel about having to meet a commitment made by someone else?

#### **Teamwork**

- Describe a team in which you have participated that you feel was effective. What made it a good team? Describe a team that was less effective. What was the difference between the two?
- What, in your opinion, is the most important thing to always remember when you are on a team? What is the worst mistake a person on a team can make?
- Have you ever seen someone violate a trust relationship with another team member? What was the trust issue that was violated? What was the result? How could it have been avoided?
- Give me an example of a group or team decision that was made and you felt that it was wrong or was something you disagreed with. How did you handle it? Were there others who agreed with you? What was the end result?
- List some things you think are important to remember in order to be a productive team member?
- What would you do if you were on a team and one of the members failed to meet the promises and commitments they had made to the others and did this consistently?

#### **Utilitarian/Economic**

- How important is earning a lot of money to you? What do you consider to be a "lot of money"?
- Where would you like to be, financially, in 5 years? 10 years? Why?
- What role does earning a significant income play in your job choices? In staying in a job?
- Would you consider yourself to be a bottom line, practical thinker or are you more theoretical or philosophical? Why do you say that?

#### **Competitiveness**

- How demanding are you of yourself and others? Do you think you are sometimes too demanding? Give me an example of a job situation where being demanding helped achieve the goal. Did it lead to other problems? Would others ever describe you as aggressive? Pushy? Why?
- How important is winning to you? How do you define winning? Give me an example of a situation where you felt you were going to lose. How did it feel? How did you handle it?

8/21/2012