

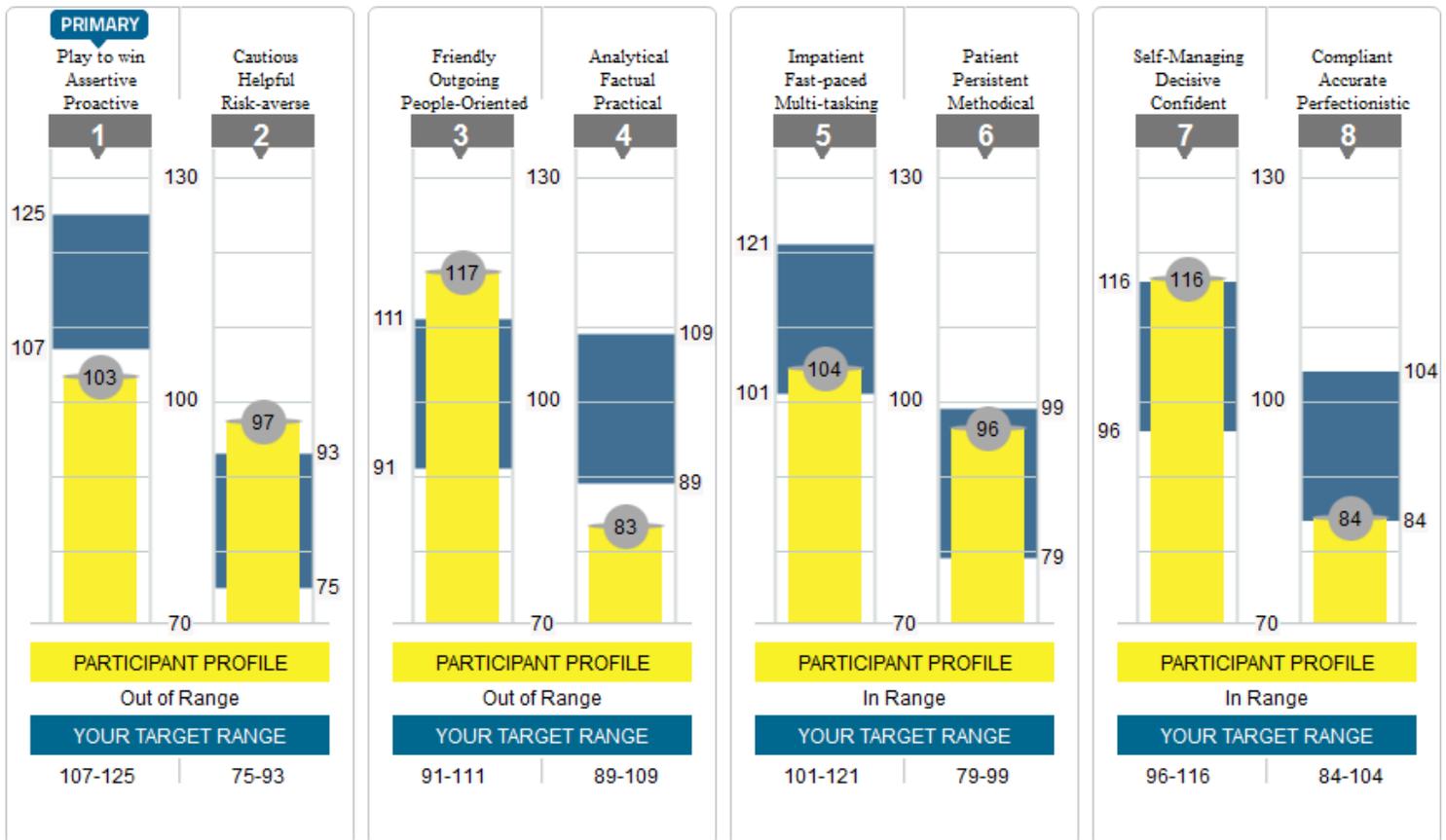
Client Name: **The Omnia Group, Inc.**
 Client Number: **111-10-0883**

Participant Name: **Chris Sample**
 Job Target: **Promo Products Outside Sales**
 Target Number: **20028**
 Profile Number: **829341WB**

Report Date: **2013-03-15 11:35:08**
 Dept./Div.:
Compatibility Rating: Low
 Primary Behavioral Col. **1**

Rating Summary:

This participant scored Low against your target profile. A Low rating occurs when behavioral and/or performance measurements do not fall within your target range. A low also occurs when the primary behavioral column drops below the target range even if all other measurements are in range. Significant management concerns may exist; for more information see the "Comparison to Target" section.





Client Name: The Omnia Group, Inc.

Client Number: 111-10-0883

Participant Name: Chris Sample

Job Target: Promo Products Outside Sales

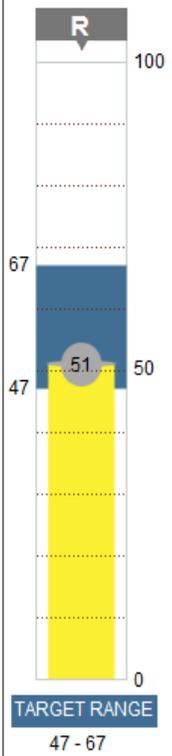
Profile Number: 829341WB

Target Number: 20028

COMPARISON TO TARGET

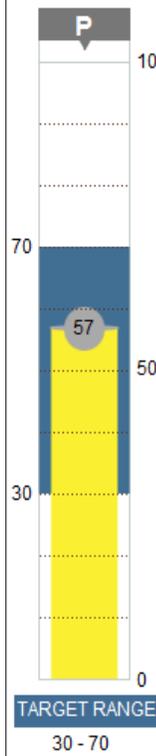
ENERGY is In Range

An in-range Energy score suggests an ability to efficiently process information and adequate stamina for a typical workweek. The participant should provide a productive effort during the hours you require.



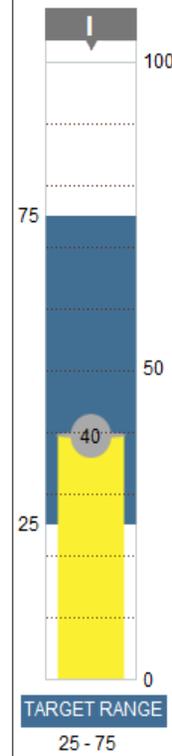
PERSPECTIVE In Range

An in-range Perspective score suggests considerate, consistent and predictable behavior. The participant's performance should reflect appropriate reactions to stress and decisions that demonstrate considered forethought.



INTENSITY is In Range

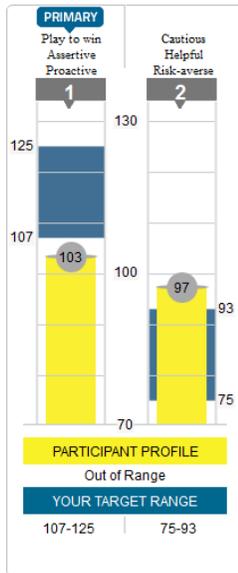
Intensity measures the strength of a personality. An in-range score indicates the participant has a clearly defined personality and good focus. It should be possible to identify effective motivational strategies.



Client Name: The Omnia Group, Inc.
 Participant Name: Chris Sample
 Profile Number: 829341WB

Client Number: 111-10-0883
 Job Target: Promo Products Outside Sales
 Target Number: 20028

COMPARISON TO TARGET

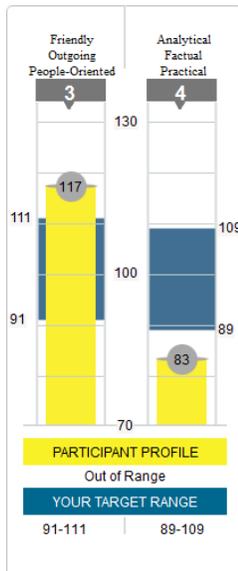


There is less assertiveness, less proactive behavior and less of a need to win than the target.

Strengths: Helpful, supportive, nonconfrontational, considerate. Working cooperatively with co-workers and customers; focusing on the customers' needs; handling service responsibilities.

Potential Challenges: Exerting enough initiative to get good, consistent outcomes; being assertive and persistent to close new business; showing leadership. A possibly inconsistent or less-than-stellar track record of results; a no-pressure sales style that fails to convince people who are undecided; a low tolerance for risks, such as commission-based compensation.

How to Manage: Provide clear direction through mentoring and training. Focus coaching on how to generate leads and respond to objections. Accompany the individual on initial calls and role-play effective tactics. Meet often to ensure proper follow-up is being done and to review strategies and steps. Start the individual off with conservative goals and allow for a gradual build up to more challenges.



There is even more verbal expressiveness and need to build relationships than the target, but less of a tendency to focus on tasks or analyze information.

Strengths: Outgoing, verbal, inspirational, emotive, persuasive. Proactively participating in trade shows and networking opportunities; achieving and maintaining rapport; appealing to prospects' emotions to drive points home; leveraging conversational dynamics to maintain influence; maximizing time in front of customers/prospects; positively representing the organization in social situations; reassuring the client.

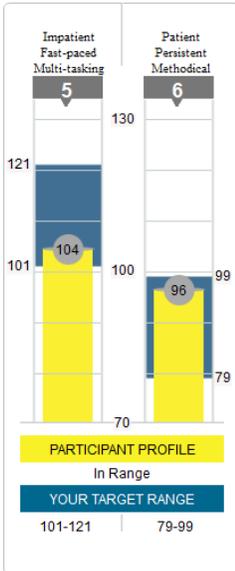
Potential Challenges: Being task focused to complete the background work and preparation for a presentation; relating to no-nonsense personalities; analyzing information to enhance needs assessment with the prospect; paperwork. Excessive reliance on charm; a generalized, one-size-fits-all approach; being too talkative or using too much hype to foster credibility.

How to Manage: Focus coaching on how to use analysis and be more consultative with prospects in order to develop a planned program for maximum impact. Go over problem-solving strategies and make sure the individual develops comprehensive product knowledge. Role-play to develop the ability to listen and ask pertinent questions to uncover needs. Motivate with public recognition for successes and awards.

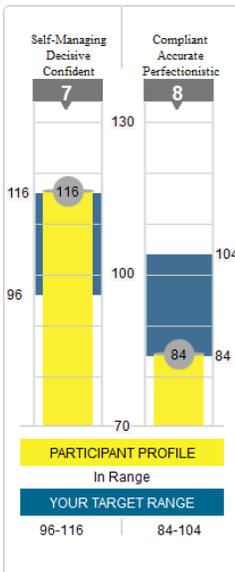
Client Name: The Omnia Group, Inc.
 Participant Name: Chris Sample
 Profile Number: 829341WB

Client Number: 111-10-0883
 Job Target: Promo Products Outside Sales
 Target Number: 20028

COMPARISON TO TARGET



Column 5 should be taller than column 6. This indicates:
 A fast pace, an adaptable outlook and a multi-tasking approach to task accomplishment.
 Should work productively under high deadline stress.
 Quick, flexible responses in time-sensitive situations.
 Looks for efficient ways to get the job done.



Column 7 should be taller than, equal to, or almost as tall as column 8.

1) A tall column 7 indicates:
 Resilience for handling the stress of rejection; Likely to see rejection as just a step in the process, nothing personal.
 A results-oriented outlook, Self-direction and an ability to think on their feet.
 The ability to create solutions for customers' promotional needs independent of a manager's specific guidance.
 A big-picture perspective, and self-assurance for making and executing decisions.
 Work resourcefully and think creatively to help customers plan and develop unique ways to promote their business or recognize customers/employees.

2) Similar columns 7 and 8 indicate:
 A balance of self-reliance and compliance.
 Greater awareness of details.
 Increased tolerance for structured management.
 More focus on the quality of a customer's service experience.
 Want to be successful every time but can be coached to take rejection in stride.
 Can focus on getting results while being equally mindful of issues such as the accuracy of orders and the satisfaction of the client with the end product.



Client Name: The Omnia Group, Inc.

Client Number: 111-10-0883

Participant Name: Chris Sample

Job Target: Promo Products Outside Sales

Profile Number: 829341WB

Target Number: 20028

COLUMN 3 GREATER THAN COLUMN 1

Column 3 is significantly higher than column 1 in this individual's Profile. This means that his/her need to maintain friendly relations with other people is greater than his/her competitiveness, ability to behave assertively in difficult situations, and determination to do what it takes to reach ambitious business goals.

In a sales role, this suggests the individual may be uncomfortable asking a reluctant prospect for the sale or exerting buying pressure in order to get the close. In a management position, the candidate might have difficulty making unpopular but necessary decisions, evaluating worker performance objectively, and confronting under-productive personnel when less direct tactics do not get results.

In some cases, an individual may fall within all ranges, but still have a taller column 3 than column 1. This reduces the compatibility rating.

You may choose to proceed with this individual if you can independently verify previous hard negotiation or sales success.



Client Name: The Omnia Group, Inc.

Client Number: 111-10-0883

Participant Name: Chris Sample

Job Target: Promo Products Outside Sales

Profile Number: 829341WB

Target Number: 20028

PARTICIPANT'S KEY TRAITS

This summary is based on the highest of the 8 columns. This page is **ideal for use with employee coaching.**

Shows a balance of assertiveness and caution. Comfortable showing initiative in relatively safe or familiar situations, and capable of dealing with moderate conflict on his/her own. Not highly aggressive or confrontational, but able to ask for what he/she needs. The type who can make suggestions, but does not want to seem pushy. Generally puts equal priority on team and individual goals. Tends to set realistic objectives and looks for reasonable advancement in career or responsibility.

A very outgoing and upbeat individual. Has a strong need to interact with other people; may have to make an extra effort to focus on tasks requiring a solitary effort. Very enthusiastic communication style; tends to use emotion, rather than detailed or technical information, when trying to persuade. Probably a good networker, promoter, and motivator, as well as a better speaker than listener. Has a strong need to project and maintain a favorable image. Not naturally technically-minded or analytical; relies primarily upon instincts when evaluating situations/devising strategies. Appreciates public praise.

A relatively fast-paced individual who prefers variety and change to routine and repetition. Can handle some time-consuming tasks, but may need to break each down into a series of short-term goals in order to gain a sense of accomplishment. Strives to get things done quickly; should be comfortable with pressing deadlines, new priorities, and change. More likely to stay motivated when handling multiple responsibilities than when having to focus on and finish one thing at a time. Routine and repetition will eventually frustrate this person.

Very independent decision-maker who likes doing things his/her way. Not necessarily a rules-bender, but does not want to feel controlled. Has a strong preference for general guidelines as opposed to strict, explicit rules. May be good at envisioning new ways for reaching goals. Need for regular management guidance is likely to be low unless he/she has a significant lack of knowledge about a particular situation. Deals relatively well with criticism. Much more concerned about results than processes; not naturally attentive to details or organized. May have to make an extra effort to maintain quality and motivation when handling tasks such as paper/processing work. Prefers an informal/unstructured work environment.



Client Name: The Omnia Group, Inc.

Client Number: 111-10-0883

Participant Name: Chris Sample

Job Target: Promo Products Outside Sales

Profile Number: 829341WB

Target Number: 20028

MANAGEMENT INSIGHT

According to the needs you have identified for the named position above, the following Target Profile Pattern Analysis provides an overview of the behavioral characteristics to look for in a candidate for this job.

Communication Style:

Assertive, bold, convincing, personable. Can improvise, sell ideas and get customers interested.

If column 3 is predominant: expressive, animated, enthusiastic, upbeat, personable and emotionally persuasive.

If columns 3 and 4 are similar, both factually convincing and emotionally persuasive. Practical with all-business types or relationship directed with friendly, outgoing people.

If column 4 is predominant: clear and concise, with a focus on gathering specific information about the customer's objectives and needs.

Strengths:

Responds to effort-based compensation; should work hard for individual recognition.

Maximizes time in front of prospects.

Adapts strategy to changing conditions.

Can be creative in devising promotional solutions for customers.

Comfortable networking and representing your products and services in front of key decision makers.

Able to get in the door, make a persuasive presentation and ask for the business.

Manages time efficiently.

Focuses on growth and wants to be the best.

Solves problems resourcefully.

Can handle the production pressure of sales.

High tolerance for risks; self-motivation to get results.

Can work remotely with limited supervision and set their own schedule.

Can analyze needs successfully to execute a planned program and achieve maximum impact for customer.

Possible Weaknesses:

Could put needs of self above needs of the customer; may need to work at being a team player if column 1 is toward the top of the range.

If column 3 is at the top of the range, there may be reduced task focus for researching information and preparing paperwork.

If column 4 is at the top of the range, there may be some need for time away from people or off the phone, a more serious/less enthusiastic manner, and a more reserved approach to building relationships.

If column 5 is at its tallest, there could be challenges with organization, and impatience could take away from persistence and focus for lengthy sales.

When column 7 is at its tallest, you may see some compliance issues and limited precision with detail.

Preferred Pace:

Time sensitive, responsive, flexible, efficient, multi-tasking, productive.

The more column 5 you see, the greater the sense of urgency.

~~Should juggle numerous leads, prospects and clients.~~

Strong comfort in a dynamic, fast-paced sales environment and a good ability to contend with a high degree of interruption.

Attention to Detail:

Adequate relative to a typical salesperson who must be results oriented, but not at the strong level typically seen in support staff who deal with a high degree of administration.

These individuals have to be time sensitive and focused on results, so there may be some sacrifice in attention to service and administrative details.

However, if columns 7 and 8 are equal or nearly equal, then attention to service details, sales paperwork, database maintenance and order entry is likely to be relatively good.



Client Name: The Omnia Group, Inc.

Client Number: 111-10-0883

Participant Name: Chris Sample

Job Target: Promo Products Outside Sales

Profile Number: 829341WB

Target Number: 20028

MANAGEMENT INSIGHT

According to the needs you have identified for the named position above, the following Target Profile Pattern Analysis provides an overview of the behavioral characteristics to look for in a candidate for this job.

Motivators:

Results-based incentives: sales contests, commission, performance bonuses and other individual rewards.

Earning status, with a high column 3, especially when the reward is something visually impressive to peers.

Earning respect for what they know, if column 4 is high, and having opportunities to deepen their product knowledge.

Short-term goals, timely feedback and being able to set their own schedules.

Informal management and having input into the goal-setting process.

De-Motivators:

A set salary with infrequent (annual) evaluations, especially if everyone gets the same adjustment in compensation.

Limited opportunities to keep score or show leadership.

If column 3 is tall, an impersonal boss, a very serious environment, and feeling anonymous or isolated.

If column 4 is tall, popularity contests, favoritism and flattery (which may sound insincere to them).

A lack of change; a predictable environment. Having to wait for results.

Structured rules; a controlling manager. Having minor mistakes pointed out frequently; having to get approval instead of being able to use independent judgment.

Best Way to Manage:

Set challenging but realistic action plans with them.

If column 3 is high, help them set specific objectives with clients and understand how to develop programs customized to individual clients' needs and goals. Recognize them publicly, and get to know them as people.

If column 4 is tall, give them practical input and communicate factually with them. Be discreet with feedback, and respect their privacy. Evaluate them based on quantifiable results.

Have them chart priorities and coach them on planning their time realistically.

Coach on awareness of protocol, but in elective areas set flexible guidelines that can evolve over time.

Recognize and reward innovative behavior.

Establish measurable, concrete objectives with a focus on results rather than the day-to-day details that accompany them.



Client Name: The Omnia Group, Inc.

Client Number: 111-10-0883

Participant Name: Chris Sample

Job Target: Promo Products Outside Sales

Profile Number: 829341WB

Target Number: 20028

SUGGESTED INTERVIEW QUESTIONS

The following behaviorally-based questions are a possible supplemental interview tool we provide to help you better interview this candidate. They are not a substitute for a standard set of interview questions you ask all candidates but can provide additional, helpful information.

Describe a time you had to think outside the box in order to meet the customer's needs.

Describe the last time you had a disagreement with a co-worker and explain how you handled it.

Describe the most difficult sale you ever made. What resistance did you face and how did you finally close the sale?

Explain how you plan your day and decide which clients/prospects to see.

How do you get up-to-date information on clients or prospects and what do you do with it?

How long have you been looking for a new job?
