



Confidential
Job Match Management Report

for
Justin Sample

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GUIDE TO THE JOB MATCH MANAGEMENT REPORT

The *Profiles Sales Indicator Job Match Management Report* presents the following information you will find helpful for managing Justin Sample:

- **Sales Indicator Summary** – This chart provides a snapshot of the Sales Success Qualities Justin Sample brings to the job. It shows the overall match to the job and individual scores. You will also see how the scores match the target pattern.
- **Sales Success Qualities** – This section of the report has a more complete description of the Sales Success Qualities you can expect from Justin Sample.
- **Critical Sales Behaviors** – This section describes Justin Sample with regard to seven Critical Sales Behaviors considered important for success in selling.

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

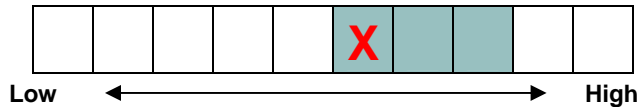
Sales Indicator Summary

Job Match Pattern: Associate

Job Match Percent  71%

Competitiveness

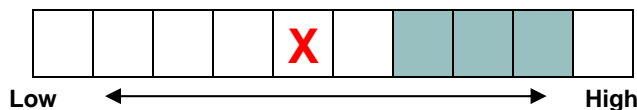
- Reserved
- Non-confrontational
- Cooperative



- Persuasive
- Confident
- Assertive

Self-Reliance

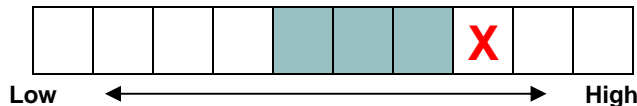
- Welcomes support
- Appreciates the need for procedures



- Independent
- Individualistic

Persistence

- Flexible
- Good sensitivity
- Limited follow-through



- Persevering
- Unwavering
- Emotionally tough

Energy

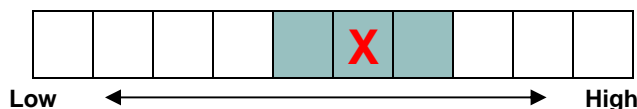
- Systematic
- Steady paced
- Patient



- High endurance
- Spontaneous
- Fast paced

Sales Drive

- Relaxed
- Unassuming
- Process focused



- Success oriented
- Outcome focused
- Internally driven

The shaded areas represent the range of characteristics provided by your organization for this job pattern.

The "X's" indicate this individual's scores.

The Distortion Scale deals with how candid and frank the respondent was while taking this assessment.

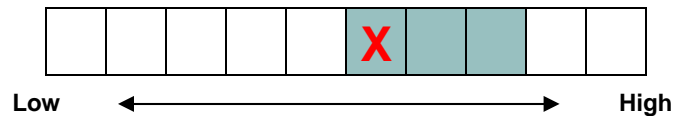
The range for this scale is 1 to 9, with higher scores suggesting greater candor.

The Distortion Scale score on this assessment is 9

Sales Success Qualities

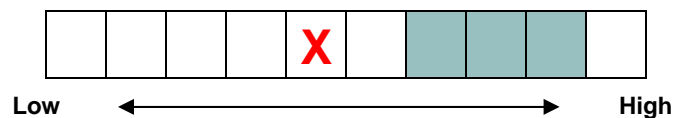
This section further details the results for Mr. Sample. For each quality, you will see the Job Match Pattern and the score obtained. Following this, the bulleted statements from the individual's report are shown, along with comments directed toward his supervisor. Should the score fall outside of the Job Match Pattern, additional comments are provided.

Competitiveness



- His assertiveness is well suited for effective negotiations. You may find his level of assertiveness most appropriate when a negotiation requires some give and take.
- When competition arises, he is typically prepared for the challenge. You should rarely be required to motivate him to seek opportunities on his own.
- His self-assurance in expressing himself may rarely be misunderstood as gratuitous pride. He is usually able to assert himself without bruising the egos of others.
- He is sometimes one of the first to accept a leadership role, yet rarely finds following others irritating. Only in rare occasions will he need your coaching to effectively work with an authoritative individual.

Self-Reliance



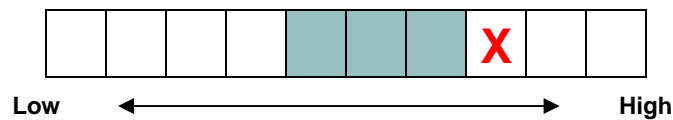
While Mr. Sample achieved a Self-Reliance score comparable with most people, it is below the job profile of this position. This suggests that his resourcefulness is moderately less than the position typically requires but that he may not have a problem with the capability to meet objectives on his own. Interview questions should explore the possibility that for Mr. Sample, the position may be too challenging under more stressful conditions.

- Now and then, he may need to practice a sales call with a script. Over time, however, his confidence should increase. You may only have to coach him through the sales process during the early phases of his improvement.
- He probably performs best when a supervisor sets occasional goals for him to attain, while also fostering his self-reliance. At this moderate level of self-reliance, he is likely to keep up with what is expected of a salesperson.
- It can be annoying for him to relate to an excessively distant supervisor, but at moderate levels he may appreciate a little autonomy. He accepts a balance of autonomy and organized procedures.
- A sales environment that rewards his conformity is generally suited with his performance style, but he may feel the occasional need to try individualized approaches. Applaud his

The shaded areas represent the range of characteristics provided by your organization for this job pattern.
The "X's" indicate this individual's scores.

independent successes, but coach him as needed on how a failure may have been avoided with more structure.

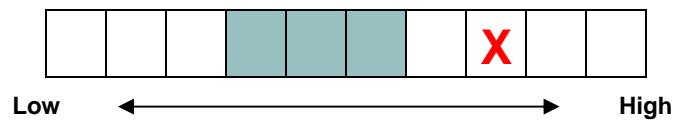
Persistence



On the Persistence scale Mr. Sample is above the profile for this Job Match Pattern. This suggests that his ability to see something through to the very end is greater than the position typically requires and that he may become frustrated by the adjustment and adaptation typical of this position. Discussions with him should explore the possibility that the needs of this position may not be focused enough to maintain his motivation and/or level of performance.

- He often takes pride in exceeding the expectations of his supervisors in getting things done, despite the long hours required. He may be willing to accept additional assignments often, even demonstrating a drop in motivation if not sufficiently challenged by the workload.
- There are often times when he may keep working toward a goal, even if the workday has ended. His independence may also effect this situation, with higher independence suggesting a tendency to maintain resolve when working alone.
- He is willing to accept a challenge, even if failure is a potential result. Rewarding his resolve enhances his healthy respect for accepting risk.
- Emotionally tough, time pressures or minor setbacks rarely break down his resolve. This tenacity can be an effective tool in encouraging others in the team during minor holdups.

Energy

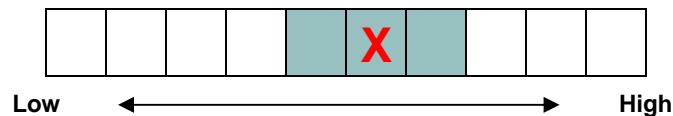


On the Energy Level scale Mr. Sample is above the profile for this Job Match Pattern. This suggests that his focus and determination is greater than the position typically expects of its successful people. Discussions with him should explore the possibility that the position may not challenge his need for numerous responsibilities and demands to maintain his interest and/or level of performance.

The shaded areas represent the range of characteristics provided by your organization for this job pattern. The "X's" indicate this individual's scores.

- His drive and enthusiasm can be motivational to others, yet there is also the possibility that they are incapable of keeping up with his fast pace. You may have to occasionally mediate when his fast pace disrupts those who are more methodical.
- Working behind a desk, with little variation in the workday, can be rather frustrating for him. You may need to keep him on the go as much as possible rather than oblige him to attend to slow paced work behind a desk.
- Juggling several tasks at once creates many more positives than negatives for him. His overall motivational drive likely thrives on such responsibilities.
- He would probably much rather be on the road than attending to routine details in the office. If his independence is also high, he will usually be very willing to take on responsibilities away from the office.

Sales Drive



- He has a tendency to juggle many tasks at one time with minimal distress. This is clearly an advantage in a fast paced environment, but can be cause for frustration if he is not adequately challenged.
- When the risks are balanced by the opportunities, he is usually willing to pursue a particular prospect. You may even encourage him, on occasion, to accept higher risks by thinking objectively about the potential rewards.
- It rarely takes an outside motivation to get him going. Rather, he usually finds enthusiasm from within. There may be times in which his self-motivated style can effectively enhance the incentive of others, as well.
- He enjoys being influential in his relationships, but this could occasionally cut short the sharing of information by others. Try to mediate any of his dominant tendencies when appropriate, while fostering his ability to influence clients in a method pleasing to others.

The shaded areas represent the range of characteristics provided by your organization for this job pattern.
The "X's" indicate this individual's scores.

Critical Sales Behaviors

This section presents seven sales behaviors that were developed from a combination of Sales Success Qualities. They are typically considered important for success in most selling situations. The statements provided should be considered when working with Mr. Sample.

PROSPECTING

Mr. Sample will invest a great deal of energy into prospecting. He can be creative in his approach to prospecting, but appreciates the structure provided by a supervisor or another member of the team. He should stay with the task consistently, gathering as much information as necessary from each potential prospect, thus allowing him to move directly into the sales mode.

CLOSING THE SALE

Mr. Sample can be competitive while maintaining the understanding that the prospect's perspective may have merit. He will, however, not easily take "no" for an answer. In fact, he will stay with a prospect and ask for the sale as often as it takes to get a definite answer. He also has the relatively high level of drive to be motivated by the process of making a sale.

CALL RELUCTANCE

Typically, call reluctance will rarely be a real problem for Mr. Sample. His high level of energy suggests that he prefers to act quickly, rather than wait for something to happen. He tends to enjoy the opportunity to establish and meet goals and to compete for rewards. Part of his motivation to overcome call reluctance originates in his level of drive.

SELF-STARTING

If given the opportunity to add excitement to his daily events, Mr. Sample usually accepts it with interest. The bustle and stress of a fast paced profession is very motivational for him as long as a supervisor provides moderate structure and support. Mr. Sample probably performs best when a supervisor sets short-term goals for him to attain. It is generally not a problem for him to deal with an attentive supervisor. Mr. Sample usually derives motivation from within, occasionally taking the lead as a source of encouragement to others. Largely based on a high energy level and a strong sales drive, Mr. Sample moves ahead through difficult times, just to keep some activity in the works. To maintain his initiative, be sure to support his moderate need for structure.

WORKING WITH A TEAM

Mr. Sample will usually be able to hand over leadership to others. On the other hand, when needed it comes easy for Mr. Sample to lead others and direct the course of action. This balance should ensure good relations with team members and he can also be more diplomatic than others. The source of his motivation is very likely from the challenge to win. It usually does not take an outside motivation, like the inspiration of his managers, to get him going and this can have a positive effect when he is working with a team.

BUILDING AND MAINTAINING RELATIONSHIPS

Establishing and maintaining client relationships will be relatively easy for Mr. Sample since he has the high energy and persistence to keep him going. However, Mr. Sample probably performs best when a supervisor sets occasional goals for him to attain, including a plan for keeping up with clients. This particular level of self-reliance may cause him to seek out a boost from a supervisor in order to develop the initiative needed to create relationships with clients independently. His tenacity can be an effective tool in engaging others and should be utilized to balance his moderate need for structure.

COMPENSATION PREFERENCE

When competition takes form, he will usually be ready for the challenge. His relative strength is a need for compensation in the form of recognition and public accolades for effective performance, balanced occasionally with practical compensations. Reward him through chances to succeed on a level playing field and provide the structure he occasionally needs to move forward. Mr. Sample derives motivation from within, taking the lead as a source of encouragement to others. Although the service he provides to customers and clients is essential, the winning aspects of successful sales are a greater reward for him.

NOTE: This job match pattern should reflect your expectations and/or how your top performers responded to the Profiles Sales Indicator. The report indicates how this individual's results compared with the job match pattern. A continuing review of the impact and effectiveness of this job match pattern is important to ensure that it reflects your company's needs and culture.

When using this report for decision-making, its contents should not be used as the basis for more than one-third of any decision. Profiles International, Inc. is only responsible for the contents of this report and is not liable for any unauthorized disclosure or misuse of the information contained herein.