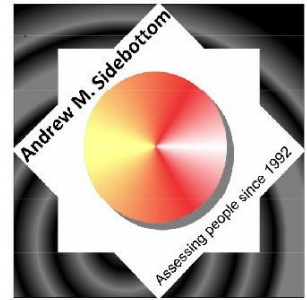# Andrew M. Sidebottom Ltd

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23 Jul 2017

DECISION MAKER

SALES ROLES

SOLUTIONS
SELECTION

GUIDE TO USING THIS REPORT

INTRODUCTION

The sales function is the lifeblood of most organisations. It can exponentially grow revenue and cement a business' success. Studies have consistently shown that the calibre of the sales force is directly related to sales success and organisational growth. Fortunately, sales effectiveness is a skill that can be identified and developed. The sales questionnaire assesses a range of personality and motivational characteristics that represent a tendency towards effective sales behaviour.

This report uses Simon's profile results to investigate the likelihood he may exhibit certain types of sales related behaviour. The report is intended as a tool to inform and support selection decisions, it can be used as a starting point to facilitate behavioural interviews and help elicit evidence of Simon's sales competence based on the dimensions used in this report.

REPORT SECTIONS

The "Selection" report presents Simon's profile results in the following sections:

Sales Process Overview
Provides a summary of Simon's results against the sales process. This section also highlights Simon's potential strengths and areas of potential risk within the sales process phases.

Behavioural Interview Guide
Provides more detailed information regarding Simon's performance on each of the profile's dimensions. The section also provides interview questions which can be used to probe his tendency to exhibit effective sales behaviour and to form a better understanding of the potential risks and whether they pose a real risk.

Sales Culture Fit Overview
Provides a summary of Simon's fit to different types of roles or work environments.

DISCLAIMER

This assessment is only an indicator. Therefore, it is recommended that decisions on recruitment, promotion, career guidance and development are made in conjunction with other relevant information and not solely on the information in this report. The authors and distributors accept no responsibility for decisions made using this tool and cannot be held directly or indirectly liable for the consequences of those decisions.

CONTEXT

The profile arises from a personality questionnaire. It must be interpreted in the context of other relevant factors such as experience, training, and wider skills. For example, Simon's past performance can be assessed through a critical review of references, his work history and previous qualifications, and via a structured interview. His level of job specific knowledge can be assessed via the use of work sample tests and simulations, and behavioural interviews. Finally, his skills can be assessed in greater detail through behavioural observation, role-plays and assessment centre exercises. The profile should also be considered in light of the organisation's sales process and culture.

DIMENSIONS

The behaviours/dimensions used in the questionnaire are derived from a typical sales process framework. This particular model was selected to provide a clear picture of respondents' capabilities within a framework familiar to most sales professionals and trainers.

SALES PROCESS PHASES

Building Contacts (Prospecting)
Investigates the individual's ability to build contacts. It includes the following dimensions:
Looks for opportunities - The ability to seek opportunities and take advantage of them.
Outgoing and engages others - The ability to approach others and initiate contact in order to build a network of sales contacts and leads.
Builds close personal relationships - The ability to build close personal relationships with clients.

Needs Assessment (Qualifying)
Investigates the individual's ability to assess customer needs. It includes the following dimensions:
Seeks to understand needs - The ability to be attentive to the needs of his clients when qualifying leads.
Seeks to find value - The ability to create value by linking clients' needs to relevant products and services.
Qualifies opportunities - The ability to categorise leads according to practical sales outcomes and identify when to disqualify leads which are not likely to yield results.

Style and Presentation (Pitching)
Investigates the individual's ability to present ideas and concepts to others. It includes the following dimensions:
Social presence - The ability to gain and hold the attention of others.
Persuasive - The ability to be a persuasive speaker and convincing others of his point of view.
Adaptive and conforming - The ability to adapt his selling style to closely fit the sales situation and buyer expectations.

Negotiation (Closing)
Investigates the individual's ability to negotiate with customers and close sales. It includes the following dimensions:
Assertive - The ability to move sales situations forward without being aggressive or coercive.
Conflict handling - The ability to deal with customer objections in a professional and constructive manner.
Diligent and persevering - The ability to pursue a sale until all avenues have been explored and exhausted.

Follow-up (Supporting)
Investigates the individual's ability to follow-up on the sale after closure. It includes the following dimensions:
Service and support - The ability to show dedication to customer satisfaction and provide after-sales support to customers.
Process oriented - The ability to work with sales processes and procedures, complete sales related paperwork and track sales results.
Stress management - The ability to overcome difficulties and face challenges with confidence and optimism.

In addition to describing Simon's likelihood to perform against the sales process model, the report also provides insights into the types of roles or environments he is more likely to be comfortable working in.

Roles which require salespeople to work under pressure

Roles which require salespeople to exercise diplomacy

Roles which require salespeople to address the public and give presentations

Roles which require salespeople to work with each other

Roles which require salespeople to work in a competitive environment

Roles which require salespeople to work long hours

Roles which require salespeople to maintain high standards

Roles which require salespeople to work under constantly changing conditions

Roles which provide salespeople with financial rewards and incentives

RESULTS SCALE

A reference group is used to evaluate Simon's results and determine his tendency to exhibit effective sales behaviours in the workplace compared to others. His results are presented as standardised scores on a scale of 1 to 10.

The following chart represents a distribution of individuals on a particular scale, where high scores represent greater tendency to behave in a particular manner and low scores represent a reduced likelihood of behaving in a particular manner. An overall level ranging from a "Low" to a "High" tendency is provided to help highlight areas of concern.

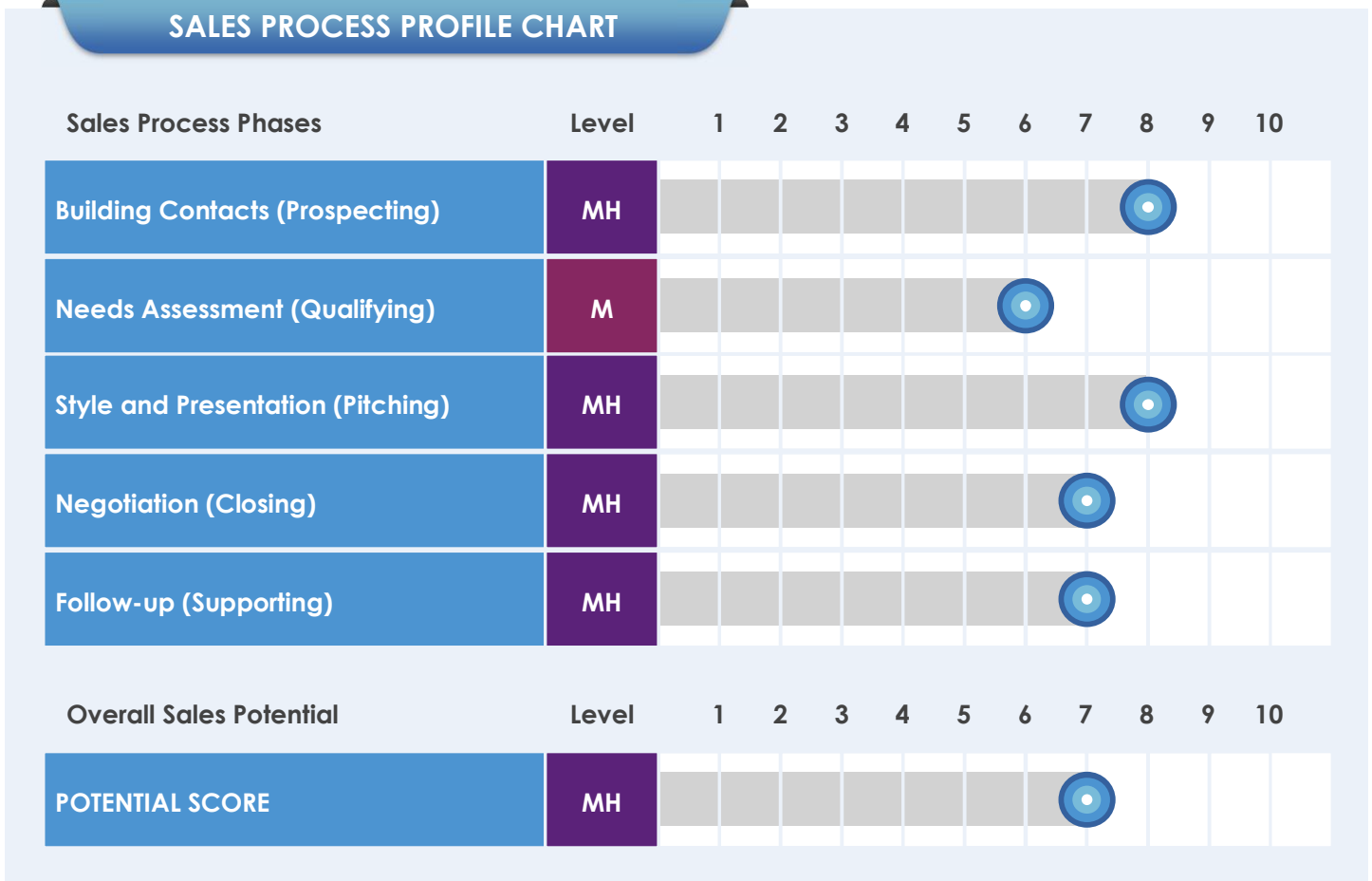| Scores (1-2)	Scores (3-4)	Scores (5-6)	Scores (7-8)	Scores (9-10)
L	ML	M	MH	H
Low	Moderate-Low	Moderate	Moderate-High	High

RESPONSE STYLE

The pattern of responses Simon obtained on the assessment indicates that he may have only been relatively motivated to adjust his behaviour to fit in with social expectations. As a result, his personality profile is not that likely to have been biased by a desire to present himself in an unrealistically favourable light.

SALES PROCESS OVERVIEW

The overall sales potential score estimates Simon's tendency to exhibit effective sales behaviours in the workplace. It reflects a combination of personality and motivational characteristics related to sales performance within the various phases of the sales process.

SALES PROCESS PROFILE CHART

Sales Process Phases	Level	1	2	3	4	5	6	7	8	9	10
Building Contacts (Prospecting)	MH								●		
Needs Assessment (Qualifying)	M						●				
Style and Presentation (Pitching)	MH								●		
Negotiation (Closing)	MH							●			
Follow-up (Supporting)	MH							●			

Overall Sales Potential	Level	1	2	3	4	5	6	7	8	9	10
POTENTIAL SCORE	MH							●			

PROFILE HIGHLIGHTS

The following tables list the major strengths and potential areas of concern that can be inferred from Simon's responses to the questionnaire. Further details are available in the Behavioural Interview Guide.

POTENTIAL STRENGTHS

- He is a little more likely than most to seek opportunities and take advantage of them.
- Simon is likely to approach others and initiate contact in order to build a network of sales contacts and leads. In addition to this, he should be well suited to selling to cold prospects.
- He is likely to be good at building close personal relationships with clients. In addition to this, others are likely to recognise his friendly nature and are likely to warm to him quite quickly.
- Simon is likely to be quite attentive to the needs of his clients when qualifying leads.
- He is likely to have a strong social presence and is more likely than most to seek to gain and hold the attention of others.
- Simon is likely to be a persuasive speaker.
- Simon is likely to be keen to move sales situations forward and close deals, though is not as prone as some sales people to using aggressive sales tactics to coerce clients into agreeing with him.
- He is more likely than most to provide after-sales support.
- Simon is quite inclined to ensure that sales related paperwork is completed properly and he is likely to closely track the progress of sales.

POTENTIAL RISKS

- While Simon is likely to strive towards completing a sale, he is more prone than most to give up on difficult sales, especially if he faces strong rejection from the customer.
- While he is less likely than most to become particularly irritable when faced with difficult targets, he is more likely than most to doubt his ability to overcome challenges and may not strive to persevere in such situations.

BEHAVIOURAL INTERVIEW GUIDE

The report provides structured behavioural interview questions to attempt to help elicit information about a respondent's past behaviour. Such a technique is based on the premise that past behaviour is seen as the best predictor of future behaviour. Interviewees' responses are generally considered reliable because they are based on what they actually did, as opposed to offering opinions or hypothetical responses.

INTERVIEW MODEL

The interview model follows the STAR behavioural interviewing method in which evidence must be gained to indicate the context of the behaviour, the nature of the behaviour and the consequences of the behaviour. STAR is an acronym for:

Situation	Task	Action	Result
What was the context of the behaviour?	What needed to be achieved?	What behaviour resulted from the situation?	What was the outcome?

PROBING

The STAR interview questions are used to probe the individuals' responses from multiple angles. However, in most situations interviewers need only ask the "Situation" question as it is the main question which attempts to elicit examples from past behaviour. Interviewers are only encouraged to use the other questions if the response to the "Situation" is unclear or incomplete. In such cases interviewers can use the remaining STAR questions to further probe respondents and gain a better understanding of their behaviour, context of the behaviour and outcomes.

Two lines of questions are provided for each dimension of the sales process framework. Each line provides a full list of questions to complete the STAR interview model. Interviewers are encouraged to use both lines of questions as they attempt to elicit evidence from different sources and often complete each other.

While the STAR interviewing method provides valid interview questions as well as further structure to how interviews are conducted and how responses are evaluated, interviewers are encouraged to:
- Identify which dimensions listed in the report are related to the organisation's sales roles.
- Develop their own list of questions and not rely solely on the interview questions provided.
- Determine what other job related factors are not covered in the report and prepare additional questions to cover those areas.
- Gather additional information about respondents from other sources such as background checks, references, sales role plays, past sales performance, etc.
- Utilise the evidence gathered from all the sources in order to make a decision.

SCORING

Scoring forms are provided as part of the interview guide. Interviewers are encouraged to use the forms to take notes and are advised to score responses using the following 5-point scale:

1	2	3	4	5
Only circumstantial evidence gained, or evidence gained which supports a low ability.	No explicit evidence gained, or little evidence gained which supports a low ability.	Explicit evidence gained which supports a moderate ability.	Explicit evidence gained which supports a strong ability.	Detailed evidence gained which supports a strong ability.

MH	**INTERVIEW GUIDE: BUILDING CONTACTS (PROSPECTING)**			

MH	**A. Looks for opportunities** - The ability to seek opportunities and take advantage of them.			

The pattern of results Simon obtained on the assessment suggests that he is a little more likely than most to seek opportunities and take advantage of them. This preference is likely to stem from his need for achievement and his lively and enthusiastic nature.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Can you give me an example of working to acquire new sales leads?	■ Why did you work to acquire new leads?	■ What sources did you rely on and how did you utilise these sources?	■ What were the best sources and why? ■ Were there any sources that you felt you overlooked or that you could have utilised better and why?
Q2	■ Give me an example of contacting a list of prospects.	■ Where did you get the list from and why did you use it?	■ What did you do to ensure you were able to contact everyone on the list?	■ Did you enjoy contacting the leads? ■ How many leads were you able to contact and how many were you able to convert to sales?

MH	**B. Outgoing and engages others** - The ability to approach others and initiate contact.			

Having obtained a pattern of results that indicates that he is more outgoing and socially bold than most, Simon is likely to approach others and initiate contact in order to build a network of sales contacts and leads. In addition to this, he is not at all expected to be disheartened by rejection, which should make him well suited to selling to cold prospects.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Tell me of a situation where you used your networks to generate sales leads.	■ How did you decide who to contact and why?	■ How did you approach people?	■ How effective was your network in generating more leads/sales? ■ Give me an example.
Q2	■ Tell me of a time when you faced rejection while contacting leads.	■ Why were you rejected?	■ What did you do to overcome the rejection?	■ How does constant rejection affect you in the long-term and how do you handle it?

H	**C. Builds close personal relationships** - The ability to build close personal relationships with clients.			

His profile indicates that he is likely to project a friendly and personable nature and to show concern for others. Consequently, Simon is likely to be good at building close personal relationships with clients. In addition to this, others are likely to recognise his friendly nature and are likely to warm to him quite quickly.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Tell me of some of the closest relationships you have developed with clients.	■ How did the relationships start?	■ What did you do to establish rapport and build the relationships?	■ How have these efforts helped with your sales objectives?
Q2	■ Are there any special "types" of clients who are easier to approach and sell to? ■ Please give me an example.	■ Can you try to paint a picture of what these clients are like?	■ How do you generally approach such clients? ■ Can you give me an example?	■ What about difficult types of customers? ■ How do you approach them and build rapport?

M	INTERVIEW GUIDE: NEEDS ASSESSMENT (QUALIFYING)			

MH	**A. Seeks to understand needs** - The ability to be attentive to the needs of his clients when qualifying leads.			

Simon's responses on the questionnaire indicate that he has a genuine interest in others. As a result, he is likely to be quite attentive to the needs of his clients when qualifying leads.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Can you give me an example of trying to better understand your client's needs?	■ Explain what you aimed to achieve.	■ How did you define their needs?	■ How did you use the information you gained from the client?
Q2	■ Can you give me an example of using open-ended questions in initial sales calls?	■ Explain what you were trying to achieve.	■ What were the open-ended questions you used in in this situation? ■ Are there other question you like to use? What are they?	■ What do you gain generally from using such questions?

M	**B. Seeks to find value** - The ability to create value by linking clients' needs to products and services.			

While his profile indicates that he is likely to be very interested in understanding his client's needs, his profile also indicates that he may not be as driven as most by the material value of things. As a result, while Simon is likely to seek to serve his clients, he may not always be successful in identifying relevant products and services which cater to their needs and ultimately provide a greater perceived value.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Tell me about catering products, services or solutions to different types of customers.	■ How did the clients' needs differ?	■ What did you offer each customer?	■ Can you tell me why your offered these and what impact it had?
Q2	■ What other products, services or solutions do you have to compete against?	■ Why do you have to compete against these?	■ Do the products, services or solutions you offer have any benefits over what your competitors offer? ■ What are they?	■ How and when do you get into feature and benefit comparisons with clients? ■ Give an example.

M	**C. Qualifies opportunities** - The ability to categorise leads according to practical sales outcomes.			

Simon's results suggest that he is as likely as most to adopt a calculating and Machiavellian approach to qualifying his leads, whereby he is as likely as most to categorise his leads according to practical sales outcomes. In addition to this, his preference to be relatively practical and shrewd should enable him to be as capable as most of realising when to disqualify leads which are not likely to yield results in order to focus his resources on leads with more potential.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Give me an example of qualifying leads.	■ Why do you qualify your leads?	■ How do you categorise and qualify your leads?	■ What abilities do you think are essential to being able to properly qualify leads?
Q2	■ Can you give me an example of where you couldn't justify spending more time and effort on a prospect who wasn't likely to buy?	■ Why did decide to give up on the prospect?	■ What did you cover with the prospect before deciding they weren't worth your time of effort?	■ Was there anything you feel you could have done more? ■ What positive results can you draw from this example?

MH	INTERVIEW GUIDE: STYLE AND PRESENTATION (PITCHING)			

H	**A. Social presence** - The ability to gain and hold the attention of others.			

The results of the questionnaire indicate that Simon is likely to have a strong social presence as he is likely to be seen by others as being relatively self-assured and lively in social settings. Consequently, he is more likely than most to seek to gain and hold the attention of others.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Give me an example of presenting to a large group.	■ Why did you have to present and what was the size of the group?	■ How did you prepare for the presentation and how confident did you feel while presenting?	■ How did your audience respond to your presentation?
Q2	■ Give me an example of making a sales pitch to a client.	■ What were you pitching? ■ And how did you decide the time was right?	■ How did you make your pitch and how did you grab and hold the attention of the client?	■ Can you describe your general presentation style and how it works with what you sell?

MH	**B. Persuasive** - The ability to be a persuasive speaker and convincing others of his point of view.			

Simon's profile suggests that he is likely to enjoy convincing others of his point of view. Consequently, he is likely to be a persuasive speaker.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Describe the sales pitch you are most proud of.	■ What were you pitching and why?	■ What did you do especially well to make this pitch stand out?	■ What was the outcome of the pitch?
Q2	■ Give me an example of selling a product or service you weren't fully convinced of.	■ What was the product or service and why were you not fully convinced of it?	■ Give me an example of how you pitched this product or service to clients.	■ How did you overcome your inhibitions?

M	**C. Adaptive and conforming** - The ability to adapt his selling style to closely fit buyer expectations.			

His profile indicates that he is inclined to be adaptable. In addition to this, he is likely to be reasonably sensitive to the nuances of social settings and motivated to conform to others' social expectations of him. As a result, Simon is likely to be as diplomatic and tactful as most and is likely to adapt his selling style to fit the sales situation he finds himself in. He is also likely to be relatively concerned to present himself to others in a positive light and as keen as most not to say things which others might find offensive or consider to be odd or out of place.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Tell me of a situation where you were able to accurately read the customer's cues.	■ What were the cues?	■ How did you respond to the cues?	■ What was the outcome of the pitch?
Q2	■ Give me an example of having to adapt and change your approach with a customer.	■ Why did you have to adapt your approach?	■ How did you adapt your approach?	■ What affect did this have on your pitch?

MH	INTERVIEW GUIDE: NEGOTIATION (CLOSING)

H | **A. Assertive** - The ability to move sales situations forward without being aggressive or coercive.

Inclined to be fairly assertive and as competitive as most, Simon is likely to be keen to move sales situations forward and close deals, though is not as prone as some sales people to using aggressive sales tactics to coerce clients into agreeing with him. Consequently, his style is likely to be assertive without crossing the boundary into being overly aggressive or intimidating.

	Situation	Task	Action	Result
Q1	■ How competitive do you consider yourself to be? ■ Give me an example of a sales situation that best characterises your answer.	■ What was the situation and what were you required to do?	■ How were you competitive?	■ Keeping your previous responses in mind, how do you think your clients would describe you as a sales person?
Q2	■ Tell me of the most assertive/aggressive you have had to be with an uncertain client.	■ Why was the client uncertain?	■ How were you assertive?	■ What affect did your actions have on the client?

M | **B. Conflict handling** - The ability to deal with customer objections in a constructive manner.

The results Simon obtained on the assessment indicate that he is, by nature, likely to be relatively calm and collected. As a consequence, he is more likely than most to be patient when dealing with customer objections. As his results suggest that he is as tactful and diplomatic as most, he is as likely as most to face conflict in a constructive manner.

	Situation	Task	Action	Result
Q1	■ Describe one or two of the most difficult interactions you have had with aggressive or reproachful clients.	■ What happened? ■ Do you know why the client was being so aggressive?	■ How did you respond and remain calm?	■ How do such incidents affect you in the long run?
Q2	■ Tell me of a situation in which you had to compromise while negotiating with a client.	■ What did the client want?	■ What did you compromise and how did you present it?	■ Did the client accept the deal? ■ Who got the most from the deal?

ML | **C. Diligent and persevering** - The ability to pursue a sale until all avenues have been exhausted.

While his profile indicates that he is inclined to be fairly achievement orientated, his profile also indicates that he is quite pessimistic. While he is likely to strive towards completing a sale, he is more prone than most to give up on difficult sales, especially if he faces strong rejection from the customer.

	Situation	Task	Action	Result
Q1	■ Have you ever had to do more than you felt was strictly necessary in order to close a deal? ■ Please give me an example of this.	■ Why did you feel what you did was more than strictly necessary?	■ What did you have to do?	■ How did this make you feel? ■ Were your efforts justifiable?
Q2	■ Tell me about having to work against sales targets.	■ How do you track your achievement against your sales targets?	■ How often do you follow-up on clients and how do you follow-up? ■ Can you give me an example?	■ How does all this help you with your targets?

MH	**INTERVIEW GUIDE: FOLLOW-UP (SUPPORTING)**			
H	**A. Service and support** - The ability to show dedication to customer satisfaction.			

Simon's responses to the questionnaire indicate that he is more likely than most to provide after-sales support to customers in order to ensure they are happy with the products or services provided.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Do you have many regular customers? ■ Can you tell me of one such customer?	■ How did the relationship begin?	■ What did you do to help make them regular customers?	■ Is there anything you do to benefit from such relationships? ■ Please explain.
Q2	■ Tell me of a situation where you were able to persuade a customer to buy more then they originally intended.	■ What did they originally intend to buy?	■ What did you further offer them and how did you present it?	■ Has a customer ever complained over a product or service you sold them? ■ How did you deal with that?

MH	**B. Process oriented** - The ability to deal with customer objections in a constructive manner.			

His responses to the questionnaire suggest that he is likely to believe it is very important to work with sales processes and procedures. As a consequence, he is quite inclined to ensure that sales related paperwork is completed properly and he is likely to closely track the progress of sales.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ Give me an example of working with sales processes or procedures.	■ What processes or procedures do you like the most? ■ What processes or procedures do you dislike the most?	■ How do you manage to work with them? ■ How do you manage to work in spite of them?	■ Please list some of the benefits of the sales processes and procedures you work with.
Q2	■ What sales reports or paperwork do you have to complete as part of your job?	■ Why do you have to complete these?	■ How do you go about completing such tasks?	■ What benefits are there to completing the reports/paperwork?

ML	**C. Stress management** - The ability to face challenges with confidence and optimism.			

His profile indicates that he is likely to be fairly relaxed and composed. As a consequence, he is less likely than most to become particularly irritable if things go wrong or when faced with difficult targets. Having said this, his results also indicate that he is more likely than most to doubt his ability to overcome challenges and may not strive to persevere in such situations.

	Situation	**T**ask	**A**ction	**R**esult
Q1	■ What sales targets do you have to work with?	■ How are they established?	■ How do you work towards them? ■ Please give an example.	■ Have you ever struggled with achieving your target? ■ What were the reasons and what did you do?
Q2	■ Tell me of some of the biggest mistakes or failures you made as a salesperson.	■ How did the mistakes/failures occur?	■ Were you able to overcome them? ■ How?	■ What did you learn from them?

INTERVIEW SCORING

Use the following forms to calculate the overall interview score. Check (✓) the box corresponding to the appropriate score for each competency/dimension being assessed.

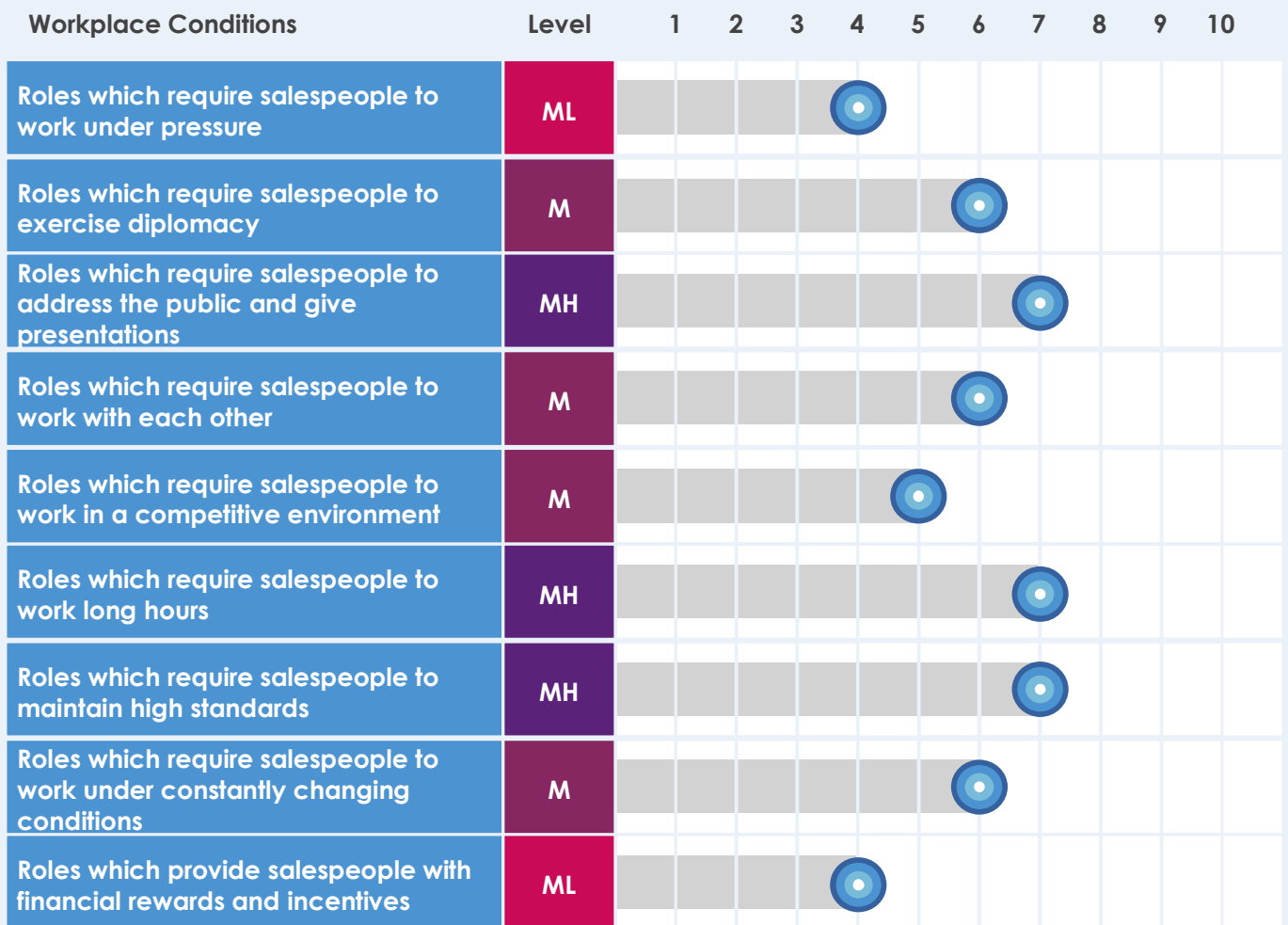| Dimension	Score				
	1	2	3	4	5
Scores measured through the behavioural interview guide:					
1 BUILDING CONTACTS (PROSPECTING)	☐	☐	☐	☐	☐
2 NEEDS ASSESSMENT (QUALIFYING)	☐	☐	☐	☐	☐
3 STYLE AND PRESENTATION (PITCHING)	☐	☐	☐	☐	☐
4 NEGOTIATION (CLOSING)	☐	☐	☐	☐	☐
5 FOLLOW-UP (SUPPORTING)	☐	☐	☐	☐	☐
Scores from additional measures not included as part of the behavioural interview guide:					
6	☐	☐	☐	☐	☐
7	☐	☐	☐	☐	☐
8	☐	☐	☐	☐	☐
9	☐	☐	☐	☐	☐
10	☐	☐	☐	☐	☐
OVERALL SCORE	☐	☐	☐	☐	☐

Comments

SALES CULTURE FIT OVERVIEW

The culture fit scores estimate Simon's preference to work under certain workplace conditions. Not all the conditions provided are relevant to all organisations, which is why it is recommended to identify which conditions best fit the culture of the organisation before exploring Simon's specific workplace preferences.

The results of the culture fit profile can help determine the types of motivators and environments that stimulate Simon and which, in turn, can help him perform at his best.

SALES CULTURE PROFILE CHART

Workplace Conditions	Level	1	2	3	4	5	6	7	8	9	10
Roles which require salespeople to work under pressure	ML				●						
Roles which require salespeople to exercise diplomacy	M						●				
Roles which require salespeople to address the public and give presentations	MH							●			
Roles which require salespeople to work with each other	M						●				
Roles which require salespeople to work in a competitive environment	M					●					
Roles which require salespeople to work long hours	MH							●			
Roles which require salespeople to maintain high standards	MH							●			
Roles which require salespeople to work under constantly changing conditions	M						●				
Roles which provide salespeople with financial rewards and incentives	ML				●						

SALES CULTURE PROFILE DESCRIPTIONS

ML Roles which require salespeople to work under pressure

While Simon's results suggest that he is likely to handle the stress of working in a pressured environment better than most, he is not expected to enjoy working in a setting that presents him with a lot of challenges to overcome and problems to resolve, and may not strive to overcome challenges.

M Roles which require salespeople to exercise diplomacy

He likely to be as well suited as most to settings which demand degree of tact and diplomacy.

MH Roles which require salespeople to address the public and give presentations

He would be expected to be more comfortable than most in roles which require public speaking and giving presentations to large groups of people.

M Roles which require salespeople to work with each other

His profile suggests that he is likely to feel more comfortable and at ease than most in work settings which require him to work with others and where there is a relatively high level of trust and support between colleagues.

M Roles which require salespeople to work in a competitive environment

He is likely to be as content as most to work in relatively competitive environments.

MH Roles which require salespeople to work long hours

Simon's profile suggests that his work ethic is in the above average range. He is likely to believe work is fairly important, and he would be expected to be more committed to work than many other people are. As a result, he is likely to fit fairly well in a working environment that has a long-hours culture. He is likely to prefer settings where there is a lot to do and where he is kept reasonably busy.

MH Roles which require salespeople to maintain high standards of accuracy

Simon's profile suggests that he is more achievement orientated than many people and would be expected to be fairly motivated to produce work of a high standard. He is likely to gain a sense of satisfaction from knowing others consider him to be good at his job. As a result, he is likely to function better than most in settings where fairly high standards of accuracy are expected.

M Roles which require sales to people to be able to work in a changing environment

Being as unconventional as most people and having relatively strong levels of drive and energy, Simon is as likely as most to welcome variety and change in his work.

ML Roles which provide salespeople with financial rewards and incentives

He would be expected to be less comfortable than most in a culture where the primary motivation for employees is financial rewards.