



Sales Representative  
Selection Report  
by Psychological Consultancy Ltd

SAMPLE ORGANISATION  
Sophie Sample

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## Performance Focused Assessment

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This PROFILE:MATCH® report is based on the competencies identified as being important for high performance in the role of Sales Representative at SAMPLE ORGANISATION. The rating for each of these competencies is based on Sophie Sample's responses to the PROFILE:MATCH® questionnaire. This is a psychometric questionnaire designed to assess the personality characteristics underpinning the competencies addressed by this report.

### The Roots of High Performance

PROFILE:MATCH® assesses a person's underlying temperament; whether, for example, they are outgoing or shy, risk-taking or cautious, passionate or unemotional. Such characteristics explain the consistencies in a person's behaviour and, ultimately, determine their suitability for particular kinds of employment. Of course, an individual's competence in their current role is based on many factors, including training and experience, but this assessment indicates to what extent an applicant's natural temperament matches the requirements of the job, and to what extent they might need to moderate, control or develop their natural temperament in order to succeed.

### PROFILE:MATCH® in Context

It is important to appreciate that there are just THREE sources of information on which to evaluate levels of competence for 'people decisions' such as hiring, promotion or team building; these are **observation**, **documentation** and **formal assessment**.

#### 1. OBSERVATION

This includes any opportunity for direct observation of the candidate. Examples might be interviews, assessment/development centres and, in respect of internal candidates, the accumulated experience of that person in their present post.

#### 2. DOCUMENTATION

This includes any written material about the candidate. Examples are CVs, application forms, job history, references and proof of qualifications.

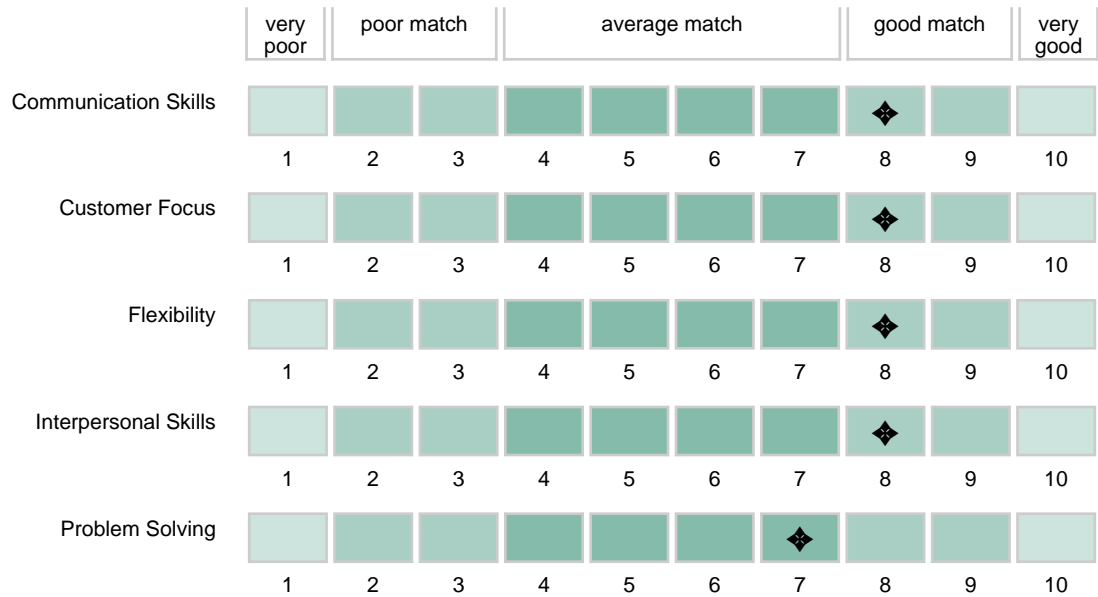
#### 3. FORMAL ASSESSMENT

PROFILE:MATCH® falls into this category. This source of information would also include psychometric tests of ability such as Critical Reasoning, other personality questionnaires, and skills tests to assess, for example, keyboard skills or literacy.

All three of these categories of information about candidates are important and compliment one another to build a robust picture of the individual under consideration, but none are 100% reliable. The best way to ensure that people decisions are well informed is to take care to achieve the best available information from each of these three types of enquiry.

PROFILE:MATCH® is an automated expert system based on state-of-the art personality assessment. The interpretation of each candidate's questionnaire responses is based on accumulated research findings and the expertise of personality psychologists. The content of this report will be consistent with that typically provided by assessment professionals, and in some respects, it will be superior. This is because the process of profile interpretation used in PROFILE:MATCH® is based on mathematical algorithms. These capture the complex relationships between personality and competency, an approach that makes these ratings **100% consistent**, **objective** and **precise**. A PROFILE:MATCH® report will generally be true for most individuals but, given the extraordinary variability of our species, there will always be occasional exceptions. For this reason it is important to take all three of the available sources of information described above into consideration when making selection decisions.

### Sales Representative profile



**Validity of these results**

Sophie Sample endorsed 10 items on the PROFILE:MATCH® Consistency scale. This score indicates that the profile is valid and interpretable.

## Competencies

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### Communication Skills

Being able to engage and communicate effectively and with confidence, showing an appreciation of the needs of different audiences, structuring one's communications in logical and accessible ways and expressing oneself with clarity.

### Customer Focus

Concerned with the desire to deal with customers in an engaging, professional and courteous way and having the temperament to achieve this. Those with high ratings will recognise the importance and significance of customer relationships to the success of any organisation.

### Flexibility

The ability to adapt to the unexpected and to welcome variety and change in one's work. Having an awareness of the need for change when the established procedures are not working and to welcome the views of others and to be open to advice from a wide range of sources.

### Interpersonal Skills

Having the capacity to relate effectively with others in the organisation, to build and maintain relationships and be interpersonally sensitive to staff, colleagues and clients and being aware of one's own impact on others.

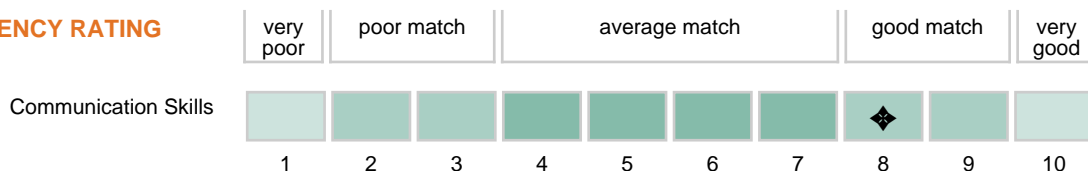
### Problem Solving

Considering oneself to be capable of delivering solutions to problems, having a good practical understanding of the issues and being innovative. High scorers should be alert to the wider implications and prepared to consider both conventional and unconventional ways to overcome difficulties.

**COMPETENCY DEFINITION**

This competency is concerned with the ability to engage with others, to appreciate the needs of different audiences, to hold their attention and to interest them. High scorers will communicate purposefully, having the confidence to address groups and to make presentations. They should also have the ease and informality appropriate to networking and social situations. Being able to engage with others and to communicate ideas, they should relish the opportunity to be the centre of attention and will enjoy the performance aspect of any role.

**COMPETENCY RATING**



**SOPHIE'S PROFILE**

**Gregarious:** Sophie will be more extrovert and talkative than most. Preferring to be with others, her ability to work in isolation may be limited. Such people are gregarious and enjoy being the centre of attention. Sophie will feel comfortable communicating with others and should welcome assignments that have a significant social aspect.

**Confident:** Sophie is probably no more sure of herself than the next person. People with this kind of profile tend to be realistic about their communication skills, neither over-confident nor too self-doubting. Like most other people, the quality of their delivery will depend on preparation and on the familiarity of their material.

**Engaging:** Whether or not Sophie has a desire or need for the company of others, she should seem as warm and engaging as most other people. She is likely to appear approachable, receptive and concerned about the welfare of others, but also realistic and purposeful.

**Independent:** So far as her style of communication is concerned, acceptance and popularity seem to be very important to Sophie. Such people prefer to steer around any conflicts or confrontations that they fear may adversely affect relationships. For this reason, Sophie may tend to avoid sensitive issues or contentious points of view in order to preserve harmony and rapport.

**AREAS TO EXPLORE FURTHER**

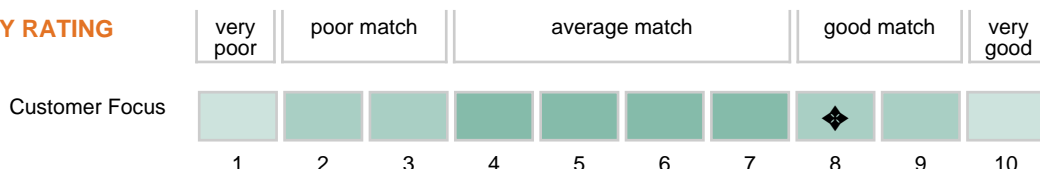
Is she so self-doubting that her anxieties interfere with her performance, especially when tasks call for spontaneity?

**Further reassurance on these points may be needed from other sources, such as interview, work history or CV.**

**COMPETENCY DEFINITION**

This competency is concerned with the capacity to deal with customers in an engaging, professional and courteous way. High ratings suggest individuals who are warm, friendly and averse to confrontation or tension. Such people should be approachable, attentive and sufficiently sociable to enjoy the person-to-person aspects of their role, but not so gregarious that they lose sight of their objectives and responsibilities. They also need to be compliant enough to recognise their role as a representative of the organisation and its values.

**COMPETENCY RATING**



**SOPHIE'S PROFILE**

**Composed:** The emotional control of customer-facing staff will influence a customer's experience significantly, the ideal usually being a calm consistency coloured by warmth and enthusiasm. Sophie is probably no more emotional than most people and should be reasonably consistent in her moods, rarely reaching the extremes of seeming either unduly emotional or so calm that she appears formal and impersonal.

**Approachable:** Concerning her manner and general demeanour, Sophie should seem as warm, friendly and approachable as the next person. Although she may not be especially sensitive to interpersonal issues, Sophie should recognise the importance of appearing attentive in her dealings with customers, while remaining purposeful and focused on outcomes.

**Sociable:** Whether or not she easily engages with customers, Sophie will probably have a need for company and be motivated to socialise and to seek attention. She is typically gregarious and talkative. Consequently, she should be attracted to customer-facing roles and will be happy dealing with others on a regular basis; an important requirement for this competency.

**Conforming:** Sophie is likely to be quite an impulsive and spontaneous person who prefers variety to routine. When dealing with customers or clients, she may therefore find it tiresome to adhere rigidly to routines or guidelines. As a result, her performance may be personal and spontaneous on some occasions but controlled and professional on others, so the customer experience offered by Sophie may depend on the impulse of the moment.

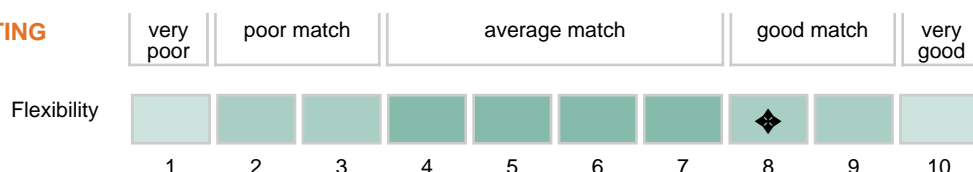
**AREAS TO EXPLORE FURTHER**

Sophie met each of the requirements for this competency to some degree and no particular concerns were identified.

**COMPETENCY DEFINITION**

This competency is concerned with having the capacity to cope with the unexpected. Candidates receiving a high rating are likely to appreciate when established or traditional approaches no longer work and may be due for review. Such people will recognise the need for re-organisation, whether they are a proponent or are on the receiving end of change. They welcome the views of others and are receptive to learning and to new ideas from a wide range of sources. They have the ability to adapt and welcome variety in their work.

**COMPETENCY RATING**



**SOPHIE'S PROFILE**

**Imaginative:** Imagination makes a contribution to flexibility through one's curiosity and the vision to consider how things might be different. Sophie is an imaginative person. She will seem bright and interesting and is likely to be viewed as an innovative ideas person. She seems curious, prepared to question established approaches and very flexible about change.

**Needs Variety:** Sophie is likely to have wide interests and to be experience seeking. She may be more easily bored than others, and should view variety and innovation positively. Her need for experience and stimulation would contribute towards her flexibility and ability to initiate or embrace change.

**Predictable:** Sophie is likely to be a bit unpredictable. She is quite impulsive and spontaneous and may be somewhat erratic in her performance. She will probably enjoy any diversions and changes from routine but may push the limits in challenging the particular change of course required.

**Individualistic:** Sophie will readily confront established procedures when she feels they are ineffective or unjust. Her unconventional approach will work best within environments or roles where individualism is appreciated. Although willing to challenge convention, her flexibility may be restricted by this personal agenda.

**Resilience:** Sophie is generally even-tempered, and likely to remain as calm and steady as the next person in the face of change and uncertainty. She is unlikely to over-react to disappointment or the unexpected, or to be unduly bothered by uncertainty. However, like most other people, Sophie will sometimes respond to alterations in the work routine with a degree of emotion or passion.

**AREAS TO EXPLORE FURTHER**

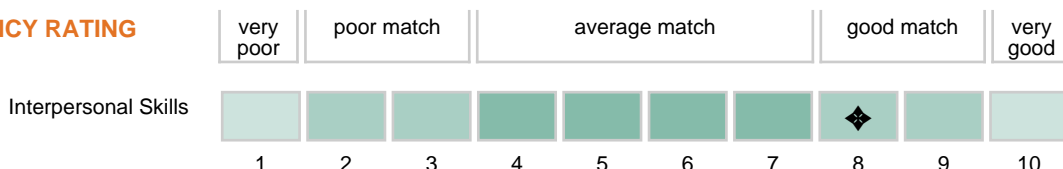
Sophie met each of the requirements for this competency to some degree and no particular concerns were identified.



**COMPETENCY DEFINITION**

This competency is concerned with the chemistry of interpersonal relationships and an awareness of the way that one comes across to others. It involves interpersonal sensitivity and the ability to appreciate another person's motivational and emotional needs. Whether as a leader, a colleague or a subordinate, high scorers on this competency are likely to develop effective working relationships with others both within and beyond their own area of responsibility. They will also be concerned to maintain harmonious relationships and to defuse conflict.

**COMPETENCY RATING**



**SOPHIE'S PROFILE**

**Engaging:** Sophie appears to be as sensitive towards others as most. She should seem as warm, open and approachable as the next person. She will probably achieve a balance between being focused on the task at hand and being sympathetic and emotionally sensitive towards others.

**Sociable:** Whether or not she is engaging, Sophie seems to be very sociable. She will probably have a need for company and enjoy social interaction and the attention of others. Such people are typically seen as talkative, outgoing and gregarious. They enjoy being the centre of attention and are likely to think of themselves as entertaining. Whether she is perceptive about others or not, Sophie will seek out occasions to interact with colleagues and be intent on building relationships.

**Assertive:** Sophie seems to be quite unassertive and may not make an especially strong first impression. Her profile suggests that, however she comes across, her objectives are likely to be mainly personal and social rather than working to other agendas or seeking personal advantage. In a work or team situation, she may not make the most of opportunities to achieve goals through networking or collaboration.

**Independent:** Sophie's manner probably illustrates her concern about other people's opinions of her. She seems to be someone for whom popularity and consensus are important - someone who views her popularity as an essential aspect of her influence. In terms of her interpersonal skills, Sophie will be more concerned than most about building and maintaining relationships.

**AREAS TO EXPLORE FURTHER**

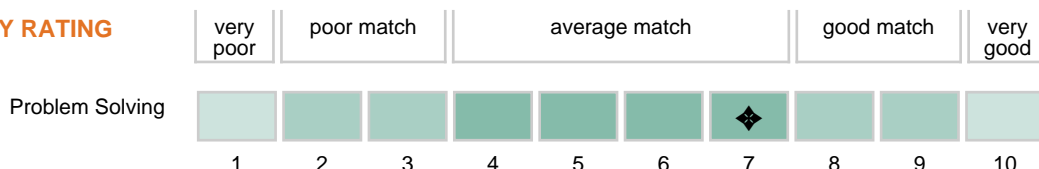
Does her modest ambition mean that she puts little effort into effectively engaging with others or taking the initiative socially?

**Further reassurance on these points may be needed from other sources, such as interview, work history or CV.**

**COMPETENCY DEFINITION**

This competency is concerned with delivering effective solutions and having a good practical understanding of issues. High scorers will be imaginative and open to a wide range of ideas and influences and will consider both traditional and innovative options before committing to a solution. They should also be driven and concerned to quickly and successfully resolve any problems for which they have taken responsibility. Finally, high scorers should also have the confidence and self-belief to implement their ideas or put them forward for others to do so.

**COMPETENCY RATING**



**SOPHIE'S PROFILE**

**Innovative:** Sophie will seem imaginative and interested in ideas. She is likely to be viewed as innovative and capable of an effective contribution to workplace solutions. Such people question convention and are capable of considering a range of different scenarios and alternative strategies. Their ideas and solutions should be concerned with the bigger picture, without being so imaginative that they lack practical value. From this point of view, Sophie should have a lot to contribute.

**Self-confident:** Sophie is likely to have a balanced and realistic view of herself. She is not likely to overstate her talents, but will have a reasonable level of self-esteem and will generally feel confident about expressing a point of view. Sophie is likely to feel comfortable putting forward her ideas and solutions, but may be a little more apprehensive once she is outside the comfort zone of familiar territory.

**Enthusiastic:** Sophie seems leisurely, rather than assertive, and may be quite modest in her ambitions. The main implications of this kind of profile for problem solving are: firstly, that she may not readily take responsibility for the situation, or may be slow to take the initiative. Secondly, Sophie may not act with sufficient urgency or, faced with setbacks, she may tend not to persevere. This aspect of her profile would limit the fruitfulness of any natural talent she has in this area.

**AREAS TO EXPLORE FURTHER**

Does she lack the energy and determination to take responsibility for a problem and see it through to a successful conclusion?

**Further reassurance on these points may be needed from other sources, such as interview, work history or CV.**

## Interview Guide

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The following questions were raised by this PROFILE:MATCH® assessment, although some may not be particularly relevant for the specific job you have in mind. Where they are, however, you are encouraged to take any other available information into account and to use this summary as a prompt for competency based interview questions.

### Communication Skills

Is she so self-doubting that her anxieties interfere with her performance, especially when tasks call for spontaneity?

### Interpersonal Skills

Does her modest ambition mean that she puts little effort into effectively engaging with others or taking the initiative socially?

### Problem Solving

Does she lack the energy and determination to take responsibility for a problem and see it through to a successful conclusion?