



CoreCheck™ Report

Name: Patty Prospector
Organization: Sandler Sales Institute
Job: UV Sales
Date: 7/26/2007



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Using Patty Prospector's CoreCheck™ Report

Since 1970, The Devine Inventory has helped thousands of clients strengthen their organizations by skillfully assessing their existing and prospective employees' behavioral competencies against the requirements for success in a specific job within their organization.

What is being measured? The degree of strength in a variety of behavioral competencies, each of which reveals proficiency in performing duties and addressing challenges requiring that competency. For example, a person with a high score in Relationship Effectiveness will naturally be good at bonding and establishing rapport with prospects and clients. They will make it a priority to establish good personal relationships and can easily learn and use new techniques which help them in this cause. A person with a low score in Relationship Effectiveness finds it takes a great deal of effort to bond and establish rapport. As a result, it is difficult for them to make time for it, and they will be uncomfortable learning and using new techniques. New techniques will seem "mechanical" until they practice and own them. This requires dedication and diligence and may not be sustainable over the long term. The same line of thinking applies to all of the behavioral competencies presented in this report.

Overall Job Fit

Patty Prospector's results are designated with an Overall Job Fit score, based upon scores in the applicable primary competencies of the job.

The Overall Job Fit score should not be used as the sole discretionary decision criterion for hiring a candidate. Close attention and consideration should be given to the candidate's resume, job application, references, education and/or training, drug screen, job interview, previous applicable job experience(s) and personal performance during the interview process. Job Fit scoring should be considered as one data point in a well constructed and consistently applied hiring process.

Primary Competencies

Each job category has a number of applicable competencies, some of which are considered primary to a specific job within that category. Primary competencies are determined in a number of ways, including job analysis and behavioral competency benchmarking of job incumbents in the organization. The Primary Competencies factored into the Overall Job Fit Score are indicated in this report.

Contributing Competencies

Supporting Competencies are indicators of behavioral proficiency which would impact specific areas and duties of the job. Low scores in a number of the supporting competencies would have an adverse effect on job duties and/or relationship with supervision. These could derail performance and cause unsatisfactory results even when the Primary Competency scores and Overall Job Fit are favorable. Low scores in some Supporting Competencies will have more impact than others, depending on the job, organizational culture and severity. They are presented as additional reference points upon which to assess risk.

Suggested Interview Questions

Interview Questions are suggested to investigate all Primary Competency areas, regardless of the score. Questions are suggested for Supporting Competency areas where the score is below average.

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OVERALL JOB FIT

Overall Job Fit is **Excellent**. Any Primary Competency factors which fall below the desired ranges should be carefully evaluated in the interview process.

Poor	Questionable	Good	Excellent						
10	20	30	40	50	60	70	80	90	
84									

PRIMARY COMPETENCIES

	Poor	Below Average	Above Average	Superior					
	10	20	30	40	50	60	70	80	90
<input checked="" type="checkbox"/> Ambition & Drive Salespeople with high scores in Ambition & Drive expect to win and will strive to be the best they can be. They rebound quickly from adversity and have persistence to do whatever it takes to get the job done.	98								
<input checked="" type="checkbox"/> Control & Close Salespeople with high scores in Control & Close will naturally steer the sales process and move it toward a decision. This shortens the sales cycle by having the person lead rather than follow.	95								
<input checked="" type="checkbox"/> Problem Solving The aptitude to assess a situation and envision solutions which meet the client's unique needs.	36								
Relationship Effectiveness Salespeople with moderately high scores in Relationship Effectiveness place a high priority on personal relationships with their customers. They aim to rely on their relationships to give them competitive advantage.	9								
Process Orientation Salespeople with moderate to high scores in Process Orientation have the organizational skills to effectively work a territory or group of accounts and can efficiently service the customer.	63								

Factored Into Overall Job Fit Score
 Suggested Range

JOB FIT MATCHES

66	50	66
Consultative Sales	Account Sales	Commodity Sales

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CONTRIBUTING COMPETENCY ALERT

■ Poor ■ Below Average

- ✘ **Accepts Rules & Direction** ✘ **Reading the Situation**

CONTRIBUTING COMPETENCIES	Poor		Below Average			Above Average			Superior		Score
	10	20	30	40	50	60	70	80	90		
Lacks Need for Approval Salespeople low in this competency have a high need to be liked and place an unjustified level of importance on positive feedback from the prospect. This jeopardizes their ability to effectively qualify and close.											99
Resists Think It Overs Salespeople low in this competency may allow "think-it-overs." They are empathetic with a prospect's stated need to gather more information to justify their buying decision. They don't recognize it as a "stall" or "slow no."											98
Sales Prospecting Salespeople low in this competency may suffer from call reluctance and lack the drive/self-confidence to handle the rejection inherent in prospecting. They find it difficult to put forth effort and will often avoid and procrastinate activity.											97
Positive Outlook Salespeople low in this competency have a negative outlook and believe no matter what they do, things won't get better. They think of why something won't work or won't happen. The glass is half empty.											96
Takes Action A salesperson low in this competency is often slow to take action and can default to a "not my job" mentality. They often see the effort to act as not worth the benefit.											94
Effective Questioning & Qualifying Salespeople low in this competency engage in "professional visiting" and may confuse activity with productivity. Their call objective is often only to be invited back and the prospect is often in charge.											93
Self-Awareness Salespeople who are low in self awareness do not clearly understand their strengths and weaknesses. This causes them to not ask for help when they need it.											89

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CONTRIBUTING COMPETENCIES	Poor		Below Average			Above Average			Superior	
	10	20	30	40	50	60	70	80	90	
<p>Accepts Responsibility Salespeople low in this competency may engage in excuse making and typically believe they have limited control over their results. They will offer excuses when being held accountable for those results.</p>	86									
<p>Addresses Conflict Salespeople low in this competency have some degree of conflict avoidance and do not typically view conflict as constructive and useful. They proceed very cautiously when they find themselves in conflict.</p>	84									
<p>Travel Willingness Salespeople low in this competency often have travel reluctance and will avoid necessary local or out-of-town business travel. A strong emphasis on staying home or in the office may lead to missed opportunities.</p>	70									
<p>Emotionally Objective Salespeople low in this competency become emotionally involved in the sales call rather than following a structured sales process. They may also depart from rational problem solving and engage in negative self-talk.</p>	69									
<p>Challenge/Growth/Change Salespeople low in this competency may have difficulty stepping out of their comfort zone and would rather operate in the status quo. Their growth may be limited if they fail to take responsibility to capitalize on learning opportunities and change.</p>	61									
<p>Reading the Situation Salespeople low in this competency will tend to come into a sales call with their normal course of action ready to go. They often miss changes in the situation or nuances which should affect their agenda.</p>	50									
<p>Accepts Rules & Direction Salespeople low in this competency will tend to resist direction and ask "why" when receiving instruction. They want freedom from supervision and want to be judged only upon results, not adherence to protocol and policy.</p>	9									

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Ambition & Drive
 Salespeople with high scores in Ambition & Drive expect to win and will strive to be the best they can be. They rebound quickly from adversity and have persistence to do whatever it takes to get the job done.

General Characteristics of Under Developed	General Characteristics of Well Developed
<ul style="list-style-type: none"> • Will avoid personal goal setting • More motivated by doing good for others • More easily satisfied with income • May not consistently show high energy • Can be discouraged by adversity; sometimes questions self & capabilities • Job priorities are typically shaped by the “commongood” rather than personal goals • Seeks to minimize occurrence of unpredicted change and problems 	<ul style="list-style-type: none"> • Will set ambitious personal goals • Motivated by personal gain • Income and money are priority • Energetically attacks challenges • Rebounds well from adversity, exhibits self confidence • Job priorities are driven by personal goals • Views unpredicted change and problems as opportunities to perform • Readily takes on additional responsibilities

Tell me about your current goals.
 Do you have them written down?
 How often do you review them?
 What is your financial goal for this year?
 Do you have goals for other areas of your life?

Tell me about a time when you were especially engaged and motivated in your sales job.
 What was the strong motivator for you to work hard?
 What skills and abilities did you use to stay engaged?
 How do you maintain your energy for long sustained effort?
 What turns you off and de-motivates you?

Tell me about the top 5 priorities in your current or most recent sales job.
 How do you know these are the right priorities?
 Are they the same priorities your boss would list?
 How do you go about setting your job priorities?
 How often do/can these top priorities change?

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Control & Close

Salespeople with high scores in Control & Close will naturally steer the sales process and move it toward a decision. This shortens the sales cycle by having the person lead rather than follow.

General Characteristics of Under Developed	General Characteristics of Well Developed
<ul style="list-style-type: none"> • Comfortable with others in charge of situations • Desires input of others before proceeding • Likes to be part of a team approach • May withhold ideas if unsure of acceptance • Goes to great length to make methodical, conservative, fact-justified decisions • Wants to remove self from conflict-laden situations 	<ul style="list-style-type: none"> • Naturally wants to be in charge of situations • Will ask for forgiveness rather than permission • Desires to make individual impact & leave "imprint" • Passionate about ideas and opinions • Takes risks, decides quickly • Comfortable managing conflict-laden situations

Tell me about a time when a customer or prospect was very mistaken about what they thought they wanted.

Was it easy for you to exert influence and re-direct the customer?
How do you approach such a situation?
Do you have techniques or a system you find helpful in this regard?
Have you ever declined to participate rather than redirect the process?
How do you feel about the phrase "The customer is always right?"

Describe a time you acted to shorten the sales cycle, making it much shorter than the prospect originally described.

What was the key thing you did to accomplish this?
How did the prospect feel about this?
Was the sale dollar volume larger or smaller than originally discussed?
Did the prospect resist or delay at any time?
Do you often shorten the sales cycle? How so?

Describe a time when an important prospect was irritated with you or your company on a significant point of negotiation.

How did you manage the conflict?
Did you get the sale? Without "caving in"?
Can you have conflict without damaging the relationship? How?

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Problem Solving

The aptitude to assess a situation and envision solutions which meet the client's unique needs.

General Characteristics of Under Developed	General Characteristics of Well Developed
<ul style="list-style-type: none">• Reacts to situations, “band-aids” problems• Studies prospect’s situation only enough to insert standard solution• Listens for opportunity to present standard features & benefits• Emotions may either “clam up” or “spill out” during times of crisis• Looks at problems as things to be avoided	<ul style="list-style-type: none">• Conceptual thinking, plans ahead• “Quick study” mentality, enjoys learning• Thinks “out of the box”, not restricted by current methodology• Listens to understand, clarifies customer viewpoint• Maintains appropriate emotional composure during times of crisis• Looks at problems as stimulating challenge

Tell me about a time you were able to address the “root cause” of a prospect’s problem when everybody else was proposing Band-aids on the symptoms.
Why was really solving the root cause of the problem challenging?
How did you identify the cause?
Did it take more time and effort?
How did you solve the problem? Describe the results.
What lessons did you learn?

Describe a sales situation where you were a “quick study.”
What is the advantage of quickly “coming up to speed”?
How do you put yourself in the position where this is advantageous?
Have you changed careers or industries successfully? Describe.
What skills did you use to make this transition?

How do you “sharpen the saw” / challenge yourself intellectually?
Is your learning always related to your work?
What knowledge and learning do you seek unrelated to work?
What training have you taken which was not required?
Describe situations where you find yourself in sales call discussions on subjects outside of your area of expertise or knowledge

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Relationship Effectiveness
Salespeople with moderately high scores in Relationship Effectiveness place a high priority on personal relationships with their customers. They aim to rely on their relationships to give them competitive advantage.

General Characteristics of Under Developed	General Characteristics of Well Developed
<ul style="list-style-type: none">• Private, keeps business separate from personal relationships• Direct and business-like in communications• Concerned with facts, not with emotions and feelings• Presents information factually, primarily mindful of correctness of content• Treats sharing information based upon the need to know	<ul style="list-style-type: none">• Seeks new relationships, enjoys social events• Friendly and approachable, good conversationalist• Nurturing, cares about the feelings of others• Presents information with flair, primarily mindful of (and caring that) others “get it”• Enjoys sharing information and teaching others

Tell me about a situation where you worked to build a strong relationship with a prospect.
Why was the relationship important?
How did you go about developing the relationship?
Did you make the sale?
If it was successful, how much was due to the relationship?
Could the relationship have gotten in the way of the sale? How so?

What makes it difficult to relate well to certain prospects?
What type of prospect or client do you find it difficult to establish a meaningful relationship with?
Can you give me a specific example where you struggled in this regard?
What have you done to improve poor relationships with other people in the past?
How are those relationships now?

How consistently do you seek to learn about a prospect’s job duties, experience, interests, and background?
Do you have a systematic approach? Describe.
Can you easily remember the information from sales call to sales call?
Do you have a system to record the information?

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Process Orientation

Salespeople with moderate to high scores in Process Orientation have the organizational skills to effectively work a territory or group of accounts and can efficiently service the customer.

General Characteristics of Under Developed	General Characteristics of Well Developed
<ul style="list-style-type: none"> • Must be equipped with process and discipline to avoid inconsistent “seat of pants” approach • Easily distracted, maintaining focus is an effort • Will let follow-up items “slip through the cracks” • Pragmatic at best with scheduling, needs system • Disdains details, will have trouble with paperwork 	<ul style="list-style-type: none"> • Naturally follows consistent, organized sales process (good or bad, but consistent) • Focuses well, avoids distractions • Follows through on all committed tasks without fail • Extremely punctual, schedules everything • Pays attention to details, checks for correctness • Will pay attention to paperwork and reporting

Describe the last time you prepared a sales call plan and what the plan included.
 Describe your format for a sales call agenda.
 How often is your sales call agenda written?
 Do you share all or part of this with the prospect?
 Do you have a written agenda for this interview?
 Do you pre-plan all your sales calls?

If I wanted to schedule a meeting with you next week, could we do that right now?
 Do you have your schedule with you right now?
 How do you keep track of your schedule?
 What do you put on your schedule?
 Do you schedule blocks of time for “important, but not urgent” or longer term things?

Do you have a plan to work your territory and accounts?
 Is it short-term, long-term or both?
 Is it driven by your goals and objectives? Describe?
 How would you plan to work this opportunity if you were hired?
 Do you ever disrupt or change your work plan? If so, give me an example of a reason?

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Accepts Rules & Direction

Salespeople low in this competency will tend to resist direction and ask "why" when receiving instruction. They want freedom from supervision and want to be judged only upon results, not adherence to protocol and policy.

General Characteristics of Under Developed	General Characteristics of Well Developed
<ul style="list-style-type: none"> • Wants to do things their own way • Will resist following company protocol unless they see value in it • Do not like to be managed, will resist input • Dislikes strict role definition, wants to be judged only upon results, not methods • Will view management directives with suspicion • Will always ask "why" when given direction 	<ul style="list-style-type: none"> • Wants to understand "how things are done here" • Will comply with protocol in almost all cases • Welcomes direction from manager, accepts input • Seeks role clarity, wanting to understand how efforts fit into the bigger picture • Will be advocate for management directives • Wants to be a team player, may be uncomfortable moving autonomously

Give an example from a past job where you considered some sales policies or procedures to be a waste of time.
 Did you follow them anyway?
 Did you point out the ineffectiveness to management?
 How did you go about this?
 Did you ever take any heat for failing to comply with certain policies or procedures? Which ones?

Like all of us, sales leaders and managers sometimes make bad decisions. Describe a time when you disagreed with authority and challenged the orders/decision of someone in authority.
 Why did you disagree with the orders/decision?
 How did you let management know of your disapproval?
 What was the result?
 Describe your relationship with management following this.

Tell me about a manager who attempted to closely supervise you when you just wanted to be left alone to do your job the way you knew best.
 What happened?
 What did that manager say about you?
 Describe a manager that you respected and trusted. What was his/her management style?
 Were you open to management's suggestions even if you didn't fully "buy in"?

Describe how you keep your manager fully informed of your sales pipeline.
 Is it a chore or do you find it helpful?
 At what point can it become a chore?
 Have you ever received helpful input as a result of giving status updates?
 Give me an example of how you seek help from your manager or others on sales strategy?