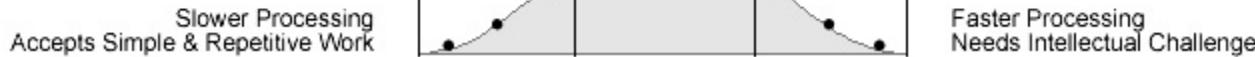


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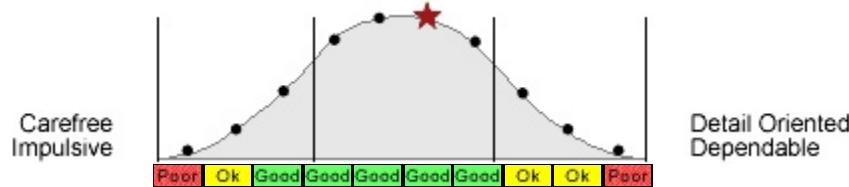
Date: 09/26/2011

Name: Cindy Smith
ID: 921861

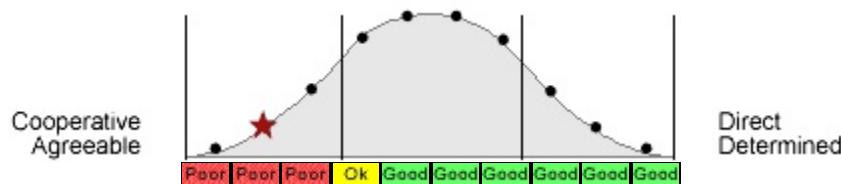
Good
Ok
Poor

Sales Manager Summary
General Reasoning
(Cognitive)


- Cindy learns new information and solves problems at an average rate of speed which can be a good match for many Sales Manager roles within the auto industry
 - Usually has the balance to think strategically when necessary and at the same time manage the day-to-day issues of a Sales Manager role
 - More complex problem solving may be a little more difficult and require additional time
- Question: Tell me about a time when you were able to solve a complex efficiency problem for your company. What did you do?

Conscientious
(Organization)


- Cindy has a good balance between planning ahead and being able to react to Sales Management situations as they arise
 - Can be thorough with planning and details unless the situation calls for extreme detail orientation
- Question: Tell me about a time when you had to totally rework a plan for your team because of changes in corporate strategy. What was that like?

Tough Minded

- Cindy may have difficulty handling confrontational situations which can be difficult in many Sales Manager roles where Cindy would be managing assertive sales reps
- Prefers a cooperative environment and believes that everything can be worked out

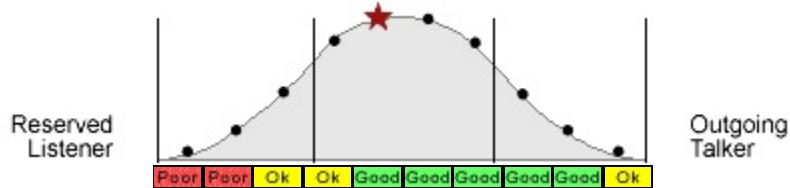
- Will be viewed by sales reps as likeable and agreeable
 - Eager to cooperate, Cindy may fail to push sales reps hard enough to be successful
- Question: Give me an example of a time when you needed to discipline an employee but waited to see if the situation would improve on its own. What happened?
-

Conventional (Rules)



- Cindy enjoys variety and change even to the point of changing a sales process that is already working
 - Better suited for management positions where the ability to deal with unusual situations is more important than consistently managing a process or group of people
- Question: Tell me about a situation when you bent the rules to get something done but it didn't work out as well as you would have hoped. What did you do?
-

Extroversion



- Most people will find Cindy to be friendly and sociable
 - Tends to be balanced between wanting to talk and to listen to others
 - In times when employees need a highly energetic and motivational talk, Cindy will need to stretch from the normal comfort zone in order to be more outgoing and expressive
- Question: Describe a time when you had to sell something to your team that you knew would be greatly resisted. How did you do it?
-

Stable

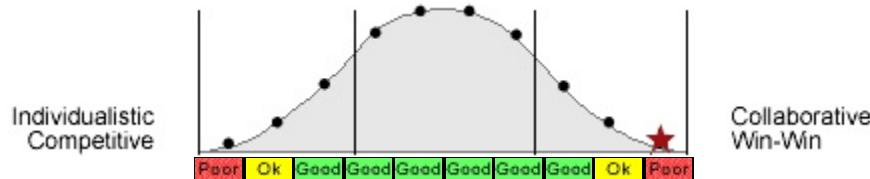


- Cindy is typically calm under pressure and able to handle difficult sales reps and situations with poise
- Generally able to handle the stress that can be a regular part of sales management positions
- Sales reps and customers may see Cindy's relaxed nature as lacking a sense of urgency or interest in their problems
- It is important to be clear with Cindy about deadlines and objectives to avoid

procrastination

Question: Tell me about a time when you missed a deadline because you didn't realize it was a priority. What happened?

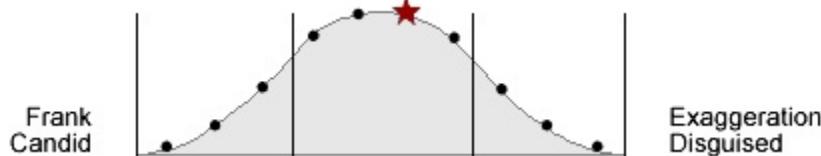
Team



- Cindy tends to be very team oriented and interested in creating a win for sales reps and customers
- Prefers to create an environment where they are seen less as a manager and more as a team member themselves
- May be too quick to try and make reps and customers happy even when it is not warranted or productive
- May not recognize that some of their employees may not be motivated by the team approach therefore failing to give these employees the individual recognition they need to be motivated

Question: Tell me about a time when you managed a group of highly successful individuals. How did you keep them motivated?

Good Impression (Social Desirability)



- Cindy has responded with a moderate level of exaggeration, but still within acceptable levels

*The participant has scored in the "red zone" in 2 areas.

Overall 64% *

Note: This report represents only a small part of the factors that can be helpful in determining job performance. It is not designed to specifically recommend or not recommend any individual for employment and the ultimate employment decision rests with the Employer.

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Sales Manager Interview Questions

General Reasoning

Question: Describe a time when you had to deal with a tough problem, but had not been trained on the issue yet. What did you do?

Question: Give me an example of a time when you helped an employee learn a task and as a result you were able to delegate that task to them permanently. What was it like?

Question: Tell me about a time when you were able to solve a complex efficiency problem for your company. What did you do?

Conscientious

Question: Describe a time when you had an employee who wasn't dependable and you had to pick up their slack. How did you handle the situation?

Question: Give me an example of a time when you had to work on a really detailed project for a long period of time. How did you do it?

Question: Tell me about a time when you had to totally rework a plan for your team because of changes in corporate strategy. What was that like?

Tough Minded

Question: Give me an example of a time when you needed to discipline an employee but waited to see if the situation would improve on its own. What happened?

Question: Tell me about a time when you trusted someone on your team to do something important and it didn't work out. What did you do?

Question: Describe a time when your ability to compromise with an employee over a performance issue actually paid off in the end. What happened?

Conventional

Question: Describe a situation when you got into hot water because you allowed an employee to do something against corporate policy.

Question: Give me an example of a time when your creative approach to a problem made all the difference in coming up with a solution. What was the problem and how did you solve it?

Question: Tell me about a situation when you bent the rules to get something done but it didn't work out as well as you would have hoped. What did you do?

Extroversion

Question: Tell me about a time when you had to be very assertive with an employee in order to correct a performance issue. How did you do it?

Question: Give me an example of a time when you had to give an important presentation to your boss or co-workers in order to get their buy-in to something. What was the situation?

Question: Describe a time when you had to sell something to your team that you knew would be greatly resisted. How did you do it?

Stable

Question: Give me an example of how your ability to stay calm helped you deal with an employee who needed to be disciplined over and over again for the same issue.

Question: Describe a time when you were accused of not having a sense of urgency to solve a problem. What did you do?

Question: Tell me about a time when you missed a deadline because you didn't realize it was a priority. What happened?

Team

Question: Tell me about a situation when you had become too close to an employee and because of that you were having a difficult time managing them effectively. What did you do?

Question: Give me an example of how you have rewarded your employees in the past for good performance. What worked and what would you change in the future?

Question: There are often times when you need to quickly bring a group of subordinates together to work on a project as a team. Tell me about a time when you did this.

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