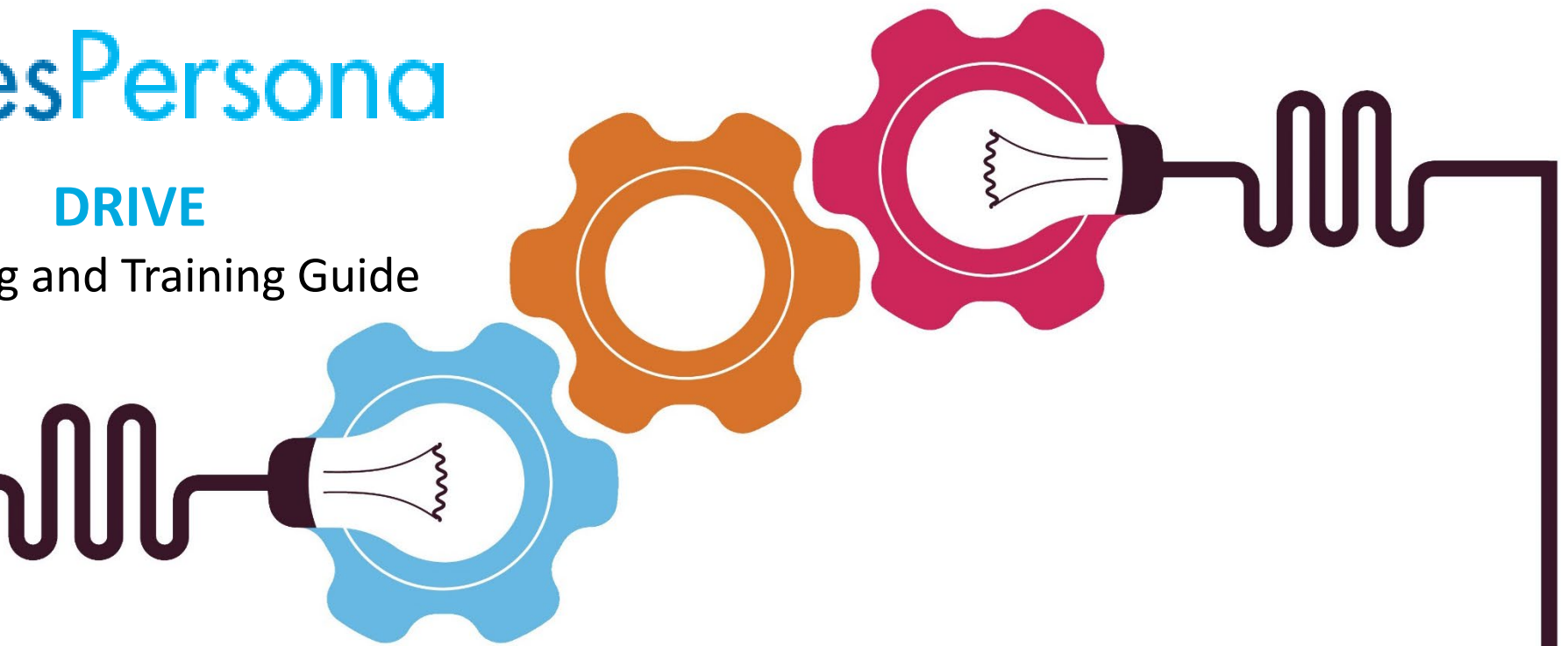


# SalesPersona

## DRIVE

### Coaching and Training Guide



Generally, candidates with low drive underperform in closing sales and provide low return on the investment of management time. Schedule frequent updates that require the candidate to give details on how he or she is attempting to reach goals. Use a "job sample" activity to present realistic job previews and ask the candidate to evaluate whether this is a position that he or she will be successful in, given the high amount of drive needed to be a successful representative.

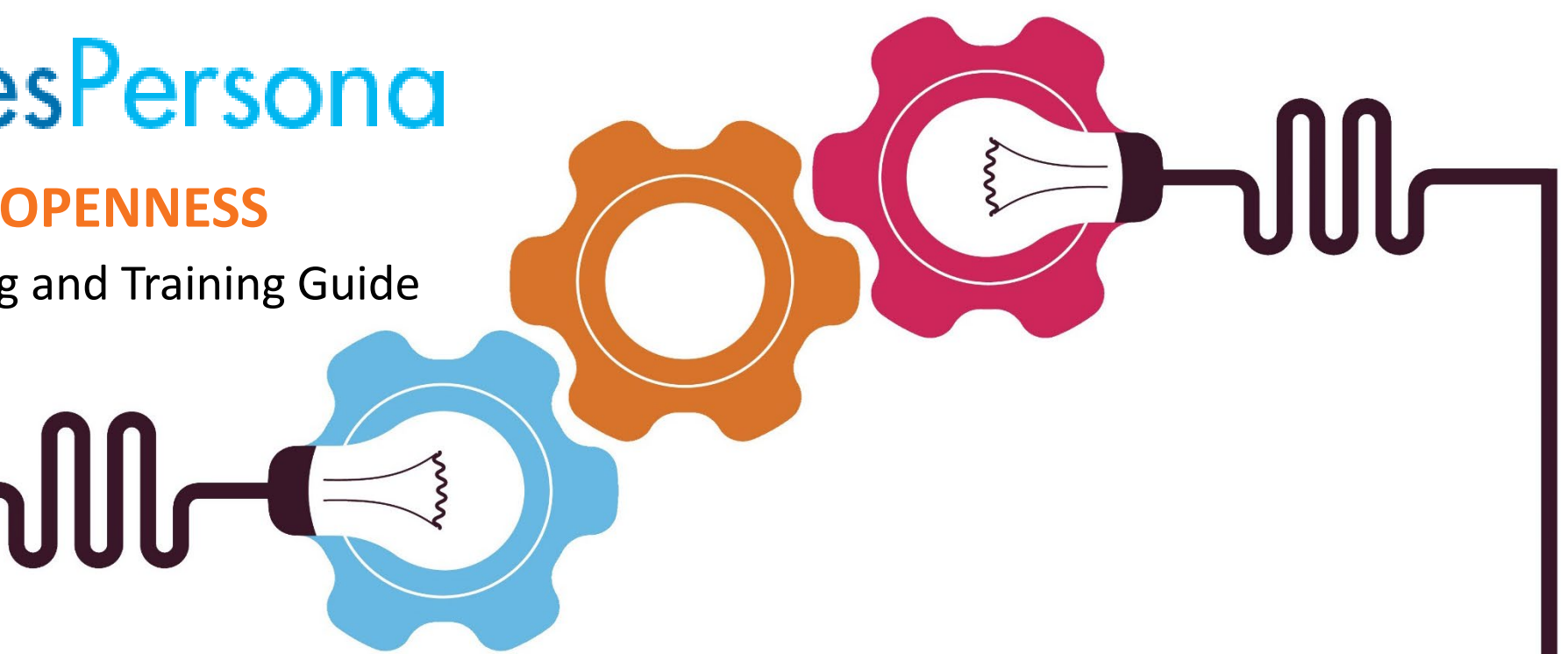
Commonly, candidates with moderate drive underperform in closing sales. Actively engage this candidate in the goal-setting process so that he or she will truly "adopt" objectives. Maintain consistent communication and ensure that goals become progressively more difficult. Provide clear expectations on sales practices, compliance, and product suitability. It is important to remember that he or she will often perform best when managers set clear expectations for his or her performance.

Generally speaking, candidates who score high on drive can succeed in sales if other critical competencies are present. They perform best when provided with the freedom to pursue their goals. The following items should be considered if you continue with the candidate: Adopt a hands-off approach to goal setting, as this candidate will likely set challenging personal goals. Make sure the candidate has the necessary resources to realize his or her potential to succeed at a high level.

# SalesPersona

## OPENNESS

### Coaching and Training Guide



In general, candidates with low openness have difficulty succeeding in sales positions that require adaptability and resourcefulness. Clearly discuss why certain actions need to be taken and direct those behaviors that are necessary for this candidate to perform at a satisfactory level by outlining, step by step, what objective must be met to reach goals. Use a "job sample" activity to present realistic job previews and ask the candidate to evaluate whether this is a position that he or she will be successful in, given the high level of openness required of successful representatives.

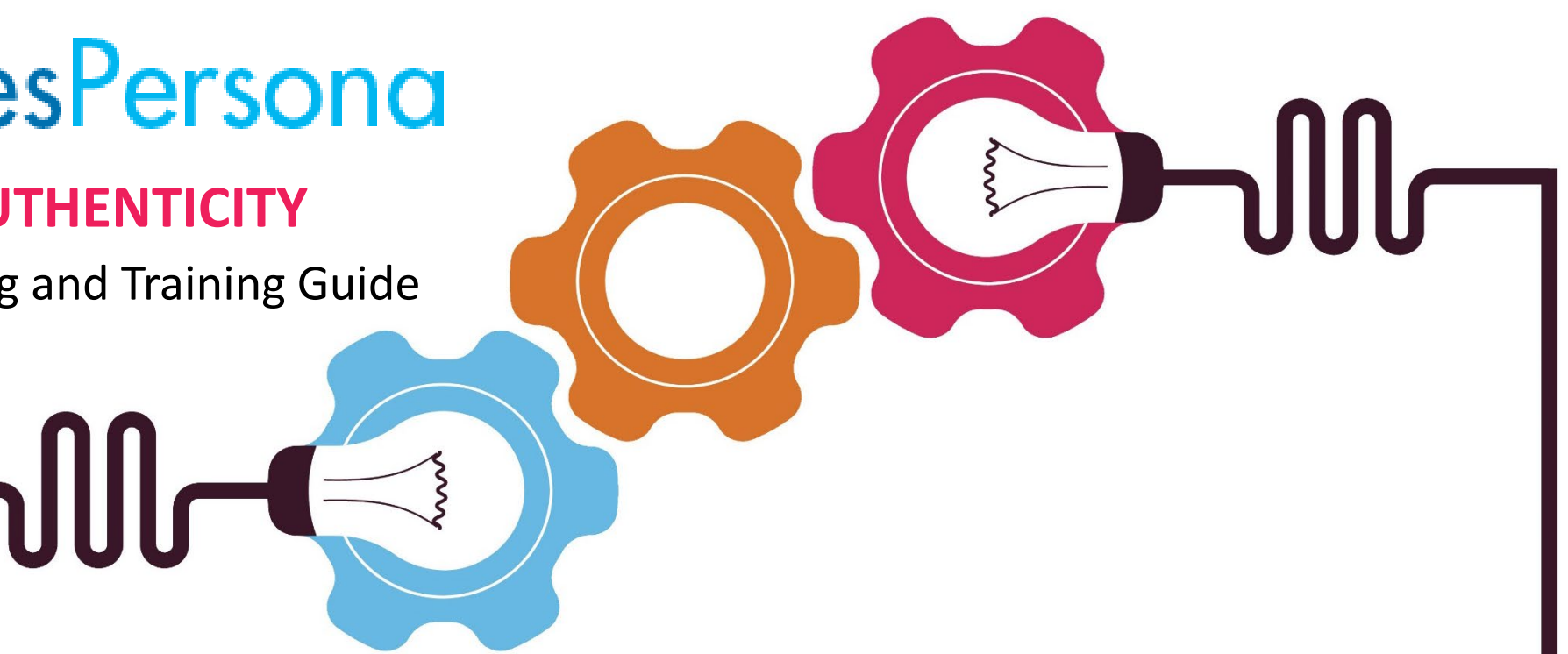
Commonly, candidates with moderate openness perform best when they know the expectations of the job. The following should be taken into consideration if you continue with this candidate: Conduct regular meetings for the candidate to discuss problems they may have dealt with and to update you on their progress, as procrastination may be an issue if not confronted early. Demonstrate for the candidate how seeking out different viewpoints can improve the quality of a proposed solution.

Generally speaking, candidates high on openness can succeed in sales positions. The following should be taken into consideration if you proceed with this candidate: Empower the candidate to set personal objectives, as he or she may resent unnecessary restrictions. Allow the candidate to be somewhat flexible regarding selling style, even if it is different from conventional approaches. Do not over-script him or her. Assign a wide variety of tasks/cases with increasingly challenging deadlines.

# SalesPersona

## AUTHENTICITY

### Coaching and Training Guide



In general, candidates with low authenticity have difficulty succeeding in sales positions that require an honest, trustworthy approach. Clearly discuss why certain parameters need to be followed and direct those behaviors that are necessary for this candidate to perform at a satisfactory level. The candidate may run the risk of pressuring people to buy or stretching the truth to get a sale. Use a "job sample" activity to present realistic job previews and ask the candidate to evaluate whether this is a position that he or she will be successful in, given the high degree of scrutiny the candidate's behavior will be subject to.

Commonly, candidates with moderate authenticity perform best when their behavior is explicitly evaluated against the standards of the job. The following should be taken into consideration if you continue with this candidate: Conduct regular meetings to provide clear expectations on sales practices, compliance, and product suitability. Monitor prospect follow-through and assess realistic perception of activity level required for success.

Generally speaking, candidates with high authenticity can succeed in sales positions. They tend to perform best when they believe in the value of the product or service they are providing. Provide in-depth product training. It is important that the candidate fully believe in a product before he or she is able to successfully market it. Allow the candidate the independence to use the skills he or she brings to the table.