



Personality Styles Profile

Confidential Report For
Sample Candidate

Featuring
• Selling Styles

Test Version: Personality Styles Profile featuring Selling Styles
Test ID 1309

Questions? Contact your ExSel Coordinator, email exsel@limra.com, or call (0)+1 888-785-4672.



For Sample Candidate

Selling Styles

Primary Selling Style: Dynamic

Sample has a Dynamic primary selling style. Salespeople who are Dynamic generally tend to be energetic, enthusiastic, emotional, driven, ambitious, assertive, persuasive, vigorous, independent, and competitive. For them, making a sale is the ultimate victory. At times, they may come across as pushy and authoritative and may not take time to listen to the client's needs. See the Sales Behaviors section for more information about Sample's Dynamic selling style.

Test Accuracy Interpretation

This report can be interpreted with confidence.

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The Personal Feedback Report can be printed separately by accessing the Reports Tab through the ExSel website.



For Sample Candidate

Selling Styles is designed to help identify an individual's natural approach to selling. It provides insight into the individual's personal qualities and how those personal qualities may determine the individual's performance in a sales career.

Selling Styles assesses an individual on 14 personality characteristics that describe the individual's primary "selling style" - in other words, how the individual uses personal qualities when interacting with others. Although everyone's behavior varies to a certain extent depending on the situation, most people use one of the following primary styles when selling:

Dynamic	Uses energy and drive to make sales
Analytic	Uses logic and facts to make sales
Interpersonal	Uses personal relationships to make sales

Selling Styles may be used to help understand the strengths and weaknesses of potential or existing salespeople. Depending on the situation, awareness of selling style can help managers to:

- Identify individuals with a selling style that fits well with the product, market, and type of sales approach used
- Personalize their recruiting story to the known motivators of each selling style
- Develop an individualized training plan that builds on the strengths of the individual's selling style
- Coach and Manage based on the known communication preferences of each selling style



For Sample Candidate

Part 1 - Sales Performance Indicators

Sample's primary selling style is Dynamic. The information on the following pages will help you determine how Sample will:

- Perform basic sales tasks
- Interact with prospects and clients
- Perform overall in sales

Sales effectiveness	Low	Moderate	High
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People have different levels of sales effectiveness. People who are successful in sales also tend to be very achievement oriented, persuasive, sociable, and energetic. Sample received a High score in sales effectiveness.

Entrepreneurial effectiveness	Low	Moderate	High
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Sales positions differ in the degree to which entrepreneurial effectiveness (running your own business) is important to success. While some of the characteristics of entrepreneurial effectiveness overlap with the characteristics of sales effectiveness, there are some important differences. In addition to being achievement oriented and energetic, most successful entrepreneurs are also innovative, adaptable, and independent. Sample received a High score in entrepreneurial effectiveness.

Overall expected sales performance	Below Average	Average	Above Average
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In general, Dynamic salespeople with High sales effectiveness scores may be very successful in sales positions. You can expect Above Average productivity from this individual. The High entrepreneurial effectiveness score suggests that Sample is capable of working without close supervision.



For Sample Candidate

Sales Behaviors

For most people, there will be areas where developmental activities can lead to improved sales results. In the chart below, a red flag indicates a weakness for this selling style. Interview questions for Red Flag areas are included later on in this report so that you can discuss these areas with Sample.

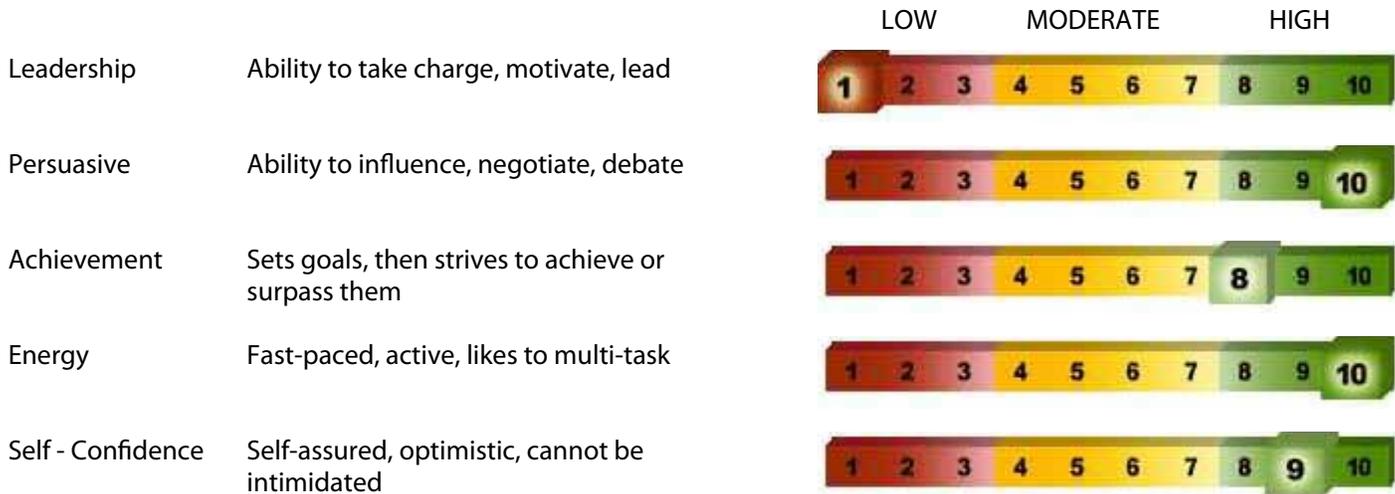
Planning: Generally ignored or performed superficially. The Dynamic salesperson wants to be where the action is. He or she is eager to start selling and quickly gets bored by the level of detail involved in the planning process.		Moderate	High
Prospecting: Easy. The Dynamic salesperson is self-confident and has a natural air of authority. He or she wants to take immediate control of the sales situation. A possible downside: The Dynamic salesperson may not take adequate time to build a rapport with the prospect.	Low	Moderate	High
Needs analysis: Superficial; may not be done at all. The Dynamic salesperson is impatient to get to the sales presentation. He or she may not encourage prospects to open up and talk about their needs. By doing this, the prospect may get the impression that the salesperson does not care about his or her needs.		Moderate	High
Presentations: Short, well-organized, hard hitting. The Dynamic salesperson does not bore the prospect with lots of extraneous details. For their part, prospects perceive the salesperson as authoritative, enthusiastic, and confident. However, since the Needs analysis was poor, the sales presentation may not relate directly to the prospect's needs.	Low	Moderate	High
Closing: Major strength. The Dynamic salesperson will not hesitate to ask for a commitment (again and again, if necessary).	Low	Moderate	High
Handling objections: Objections are rarely analyzed. The Dynamic salesperson's tendency to talk instead of listen means that the Dynamic salesperson may fail to clarify what the prospect's true objections really are. Worse, the Dynamic salesperson may respond to the client's objections with arguments and pressure.	Low	Moderate	High
Follow-up/Service: Rarely done at all. Once the deal is closed, the Dynamic salesperson considers the battle won. He or she is ready to move on to the next sales opportunity.		Moderate	High
Cross-selling: Opportunities may be limited. The Dynamic salesperson will not hesitate to act when a cross-selling opportunity arises. However, because he or she may tend to avoid follow-up activities in favor of winning new sales, opportunities for cross-selling may not readily present themselves.	Low	Moderate	High
Compliance: Weak. Because winning is so important, the Dynamic salesperson may cut corners, ignore rules, or make exceptions - anything to make the sale, which is the only thing that really counts.		Moderate	High

For Sample Candidate

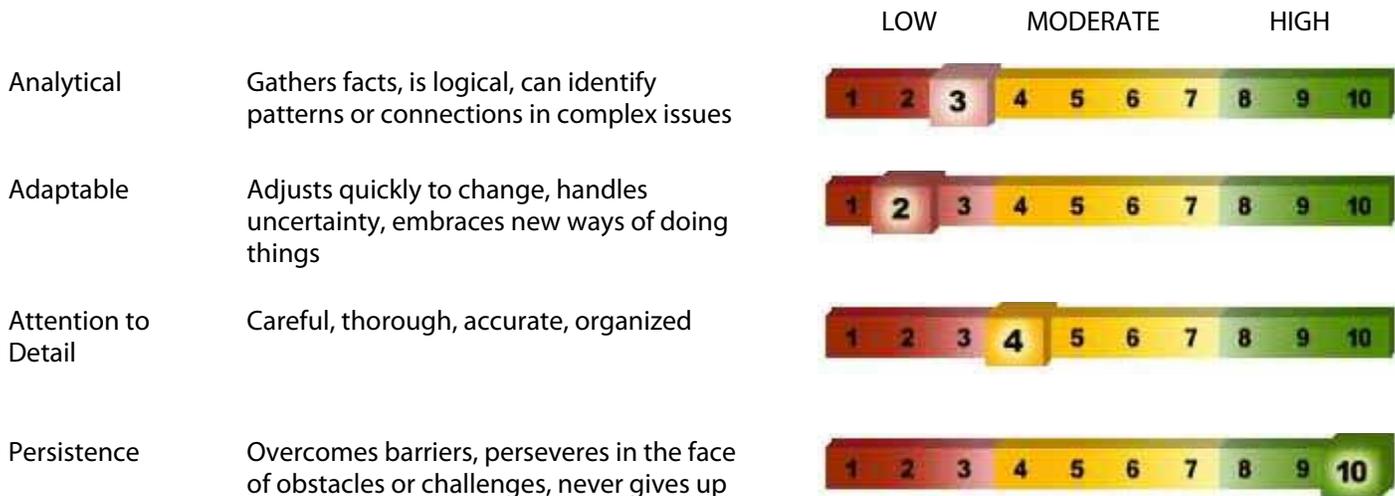
Personality Characteristics

Selling Styles measures 14 personality characteristics. The chart below shows Sample's scores for each personality characteristic.

DYNAMIC



ANALYTIC





Personality Styles Profile

For Sample Candidate

INTERPERSONAL

LOW MODERATE HIGH

Social	Approachable, friendly, easy to communicate with, quickly builds rapport, creates a network of acquaintances	
Cooperative	Collaborates, assists, supports, builds morale, resolves conflicts	
Concern	Sensitive, understanding, helpful, compassionate	
Stress Tolerance	Calm, accepts criticism, recovers quickly from disappointments	
Emotional Awareness	Perceptive, aware of own emotions and how they affect others	



For Sample Candidate

Coaching and Developing the Dynamic Style

People with a Dynamic selling style are largely motivated by a great need for high self-esteem and independence. Their natural talent for selling will be evident. However, other aspects of the sales job may require more active management if the Dynamic selling style is to be successful. Direct your development plan to build on the strengths and manage the weaknesses.

Build on Strengths

- Prospecting
- Presentations
- Closing
- Handling Objections
- Cross-selling

Manage the Weaknesses

- Planning
- Needs Analysis
- Follow-up/Service
- Compliance

What an Individual with a Dynamic Selling Style Wants from His or Her Manager

The drive and determination of the Dynamic selling style may sometimes resist management guidance. You may find it helpful to consider the following preferences.

An individual with a Dynamic selling style wants a manager who:

- Values his or her achievements
- Enhances his or her self-image
- Supports his or her goals
- Gives him or her freedom
- Cooperates with him or her
- Gives the "big picture" instead of details

An individual with a Dynamic selling style gets most upset when his or her manager:

- Gets in the way of his or her goals
- Is too slow when making presentations
- Talks too much
- Tries to be in control
- Wastes too much time

An individual with a Dynamic selling style is best coached by a manager who:

- Is strong
- Deals with the individual's concerns first
- Gets quickly to the bottom line
- Emphasizes esteem and independence

For Sample Candidate

Part 2 - Recruiting and Selection Guide

Next Step: Conduct an Interview

Red Flags



Sample has many qualities that are essential for success in sales. However, low scores on some of the Sales Behaviors indicate some Red Flag areas - areas of concern that you should explore further. A well-conducted interview can provide additional insight that will help you make an informed selection decision. Listed below are some interview questions for each Red Flag area.

Interview Questions



Planning

Think about a recent situation when you had too much to do and too little time to do it. How did you handle this situation? Can you think of any things you should have done differently? Describe a situation where you created a plan that led to a successful outcome. Tell me about your experience.

Listen for: Organizational and time management skills; ability to choose and prioritize tasks; ability to delegate work to others; ability to meet deadlines; ability to create realistic and effective plans

Interview rating for Planning:

①

②

③

④

⑤

Poor

Average

Excellent



Follow-up/Service

Describe the last time you went out of your way to follow up with someone. Was the person appreciative? Have you ever personally experienced a salesperson following up with you to make sure you were satisfied? How did this make you feel? Describe a time when you "went the extra mile" to help someone with a challenge or a problem. What was the situation? What did you do?

Listen for: Interest in seeing something through; willingness to proactively go "above and beyond"; belief that service is an integral part of the salesperson's job; desire to provide excellent service

Interview rating for Follow-up/Service:

①

②

③

④

⑤

Poor

Average

Excellent

For Sample Candidate

Compliance

Tell me about a situation where following the rules got in the way of accomplishing your goals. How did you handle the situation? If you saw a colleague breaking the rules to make a sale, what would you do?

Listen for: Ethical and moral beliefs; assertiveness; ability to recognize inappropriate sales behavior; willingness to do something about it

Interview rating for Compliance:

①

②

③

④

⑤

Poor

Average

Excellent

Needs Analysis

If you were asked to analyze and solve a complicated problem, how would you do it? What steps would you take? Can you think of an example? Tell me about a time when you had to gather detailed information about a specific problem or situation. How did you approach this?

Listen for: Problem-solving skills; ability to ask appropriate questions; information-gathering skills; interpretation skills

Interview rating for Needs Analysis:

①

②

③

④

⑤

Poor

Average

Excellent



For Sample Candidate

Personalizing the Recruiting Experience

If you decide to continue your selection process with Sample, it may be helpful to adapt your recruiting talk to include known drivers of people with a Dynamic selling style. Known drivers and a sample script for the Dynamic selling style are shown below.

Known Drivers:

- Achievement
- Making the sale

Sample Script:

Sample, I am very excited that your results have encouraged us to invest in your future here. Your Dynamic selling style indicates that you have a great potential for making sales and that you can be successful in this industry. By understanding how you approach the sales process, I can now help you adapt and develop your unique sales approach to become even more effective.