



Summary Report (Sales)

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Name: John Sample **Date:** November 13, 2001
Overall Rating: High **Position:** Account Executive

This report provides detailed information relating to your candidate based on responses to the Craft Personality Questionnaire (CPQ). The information contained in this report should not be used as the sole criterion to hire, promote, or terminate employees. It is the end user's sole responsibility to maintain compliance with company policy and applicable regulations.

CPQ "Basic 8" Traits: 3 out of 8 matches

The following "Basic Eight" personality scales are each independent factors that have resulted from your candidate's responses to the Craft Personality Questionnaire (CPQ). Scores which are either too high or too low can produce "not in ideal range" results due to the incompatibility of the candidate's results with the job description.

Goal-orientation (Go): 84% (not in ideal range)

Coaching Hours: 1

This very high score is consistently characterized by a natural restlessness, a constant need to be creative, and a profound need to be constantly pursuing short-term goals. John has so much dynamic energy and excitability that John will either be highly successful or become restless and frustrated, especially if John's sales success is obstructed or delayed by uncontrollable factors. If John is not given adequate coaching and training to achieve immediate success, John will become quickly discouraged and seek employment elsewhere.

- More even paced/ relaxed
- Educates buyers vs. sells
- **Emphasize "sense of urgency"; monitor # of closing attempts**



- More impatient/goal-oriented
- Can be distracted/ bored
- **Emphasize consistent # of openers; monitor focus and follow-through**

Need for Control (Nc): 91% (not in ideal range)

Coaching Hours: 1

Very high scores on this scale indicate a profound desire to work alone and directly control the outcome with minimal supervision or accountability. Due to John's intense entrepreneurial spirit, John can become easily frustrated if someone else is involved in the control or outcome of the sales process or the compensation/rewards. John will find it difficult "splitting commissions" in a team-selling situation or deferring to a manager or mentor's control. On the other hand, John can easily handle working conditions that have minimal support and supervision such as a detached office.

- Seeks peace and harmony
- Rather work as a team
- **Motivate as "part of the team"; consider mentoring programs**



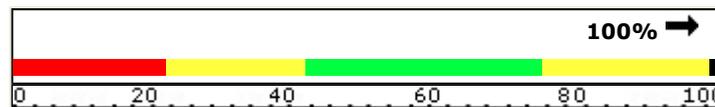
- Seeks control/ independence
- Would rather "be the boss"
- **Motivate by awarding independence from supervision/accountability**

Social Confidence (Sc): 100% (not in ideal range)

Coaching Hours: 1

John's unusually high score is an asset in any sales or management position that requires direct communication or confrontation. There is, however, the possibility that John's penetrating eye contact and strong body language may, at times, "come on too strong" and intimidate prospective buyers who have less confidence. John can compensate by being sensitive to the needs of others and being aware of this intimidation factor. If the negative side (aggressiveness) of this trait is minimized, John's decisiveness and confidence should produce leadership opportunities.

- Asks (rather than tells)
- Can yield control to buyer
- **Train to answer objections and to use "power phrases"**

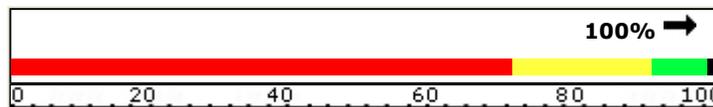


- Tells (rather than asks)
- Controls the sales presentation
- **Train to ask questions and to use "counselor selling" techniques**

Social Drive (Sd): 100% (MATCHED ideal range)**Coaching Hours: 0**

This unusually high score is positively related to both the need to socialize and the need for public recognition. If the sales position requires active prospecting for new leads, John will thrive on the process of joining organizations or finding creative ways to meet prospective buyers. However, John's profound need for constant affirmation and feedback will demand the attention of staff and management. Without these relationships that help to feed John's need for public recognition, productivity will suffer.

- More private/reserved
- Prospecting is unnatural
- **Match personal/private needs to prospecting goals/rewards**

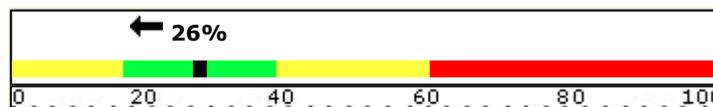


- More outgoing/ talkative
- Prospecting is natural
- **Motivate via public recognition and group/peer competition**

Detail-orientation (Do): 26% (MATCHED ideal range)**Coaching Hours: 0**

John Sample may have the intelligence to handle facts, figures, and detailed analysis, but John does not enjoy spending much time or energy in this area. Instead, John will choose to spend more time in the actual selling process, relying upon John's intuition, feelings, and experiences to make the sale. It should be noted, this low "Do" score is an asset when combined with high intelligence. However, low "Do" scores can cause problems with individuals who have lower intelligence who tend to avoid detailed analysis because they are incapable of handling complex processes.

- Sells benefits/needs
- Can avoid activity reports
- **Emphasize call/activity reports; monitor efficiency/compliance**

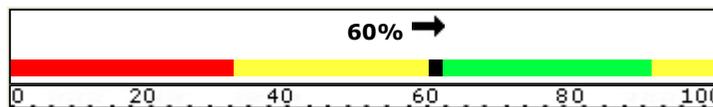


- Sells features/facts/figures
- Can have "analysis paralysis"
- **Emphasize selling the need; monitor office/computer time**

Good Impression (Gi): 60% (MATCHED ideal range)**Coaching Hours: 0.5**

John's strong ego-defenses help protect against criticism, but also help to inhibit self-disclosure. When rejected or criticized by a prospect, John may blame the prospect or simply allow the criticism to "roll off the back." This resiliency against criticism can be a strength, especially when John must make "cold calls." John may be less "coachable" due to the inability to admit shortcomings and the need for improvement. These exaggerations are not intentional acts of dishonesty, but simply John's desire to leave a favorable impression.

- Has weak ego defenses
- May fear criticism
- **Reinforce mission/purpose and de-personalize criticism**

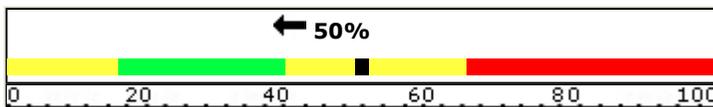


- Has strong ego defenses
- May not see faults/failures
- **Point-out examples of excuses and inability to admit mistakes**

Need to Nurture (Nn): 50% (not in ideal range)**Coaching Hours: 1**

John's score on this scale indicates a moderately high Need to Nurture client relationships. Sales personnel in personal/family markets benefit from their emotional involvement and sensitivity to the needs of others. This is not usually the case when selling to business and professional markets. To be more effective, John may need to focus more on efficiency and product knowledge and less on warm/endearing relationships. John can compensate by pursuing professional designations and mastering job related competencies that increase professionalism.

- More serious/task oriented
- May lack tact or discretion
- **Emphasize customer service; encourage business market**

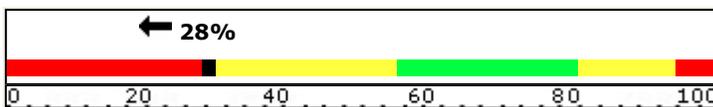


- More polite/ sensitive
- May lack time management
- **Emphasize time management; encourage family market**

Skepticism (Sk): 28% (not in ideal range)**Coaching Hours: 1.5**

John has a trusting attitude toward nearly everyone, including strangers, and gives them the "benefit of the doubt" until the trust is violated. John is seldom judgmental or skeptical of the intentions of others. Managers report that representatives with this low Skepticism are more positive/optimistic and are less prone to criticize or question the intentions of the manager. However, John's productivity can be negatively impacted by an inability to perceive the prospect's hidden objections and false promises, especially early in John's career.

- More positive and trusting
- Can be naïve and gullible
- **Train to recognize unqualified prospects and hidden objectives**



- More skeptical/ distrustful
- Can be too formal/ rigid
- **Encourage a positive attitude and open/ honest communication**

Selling Style Profile

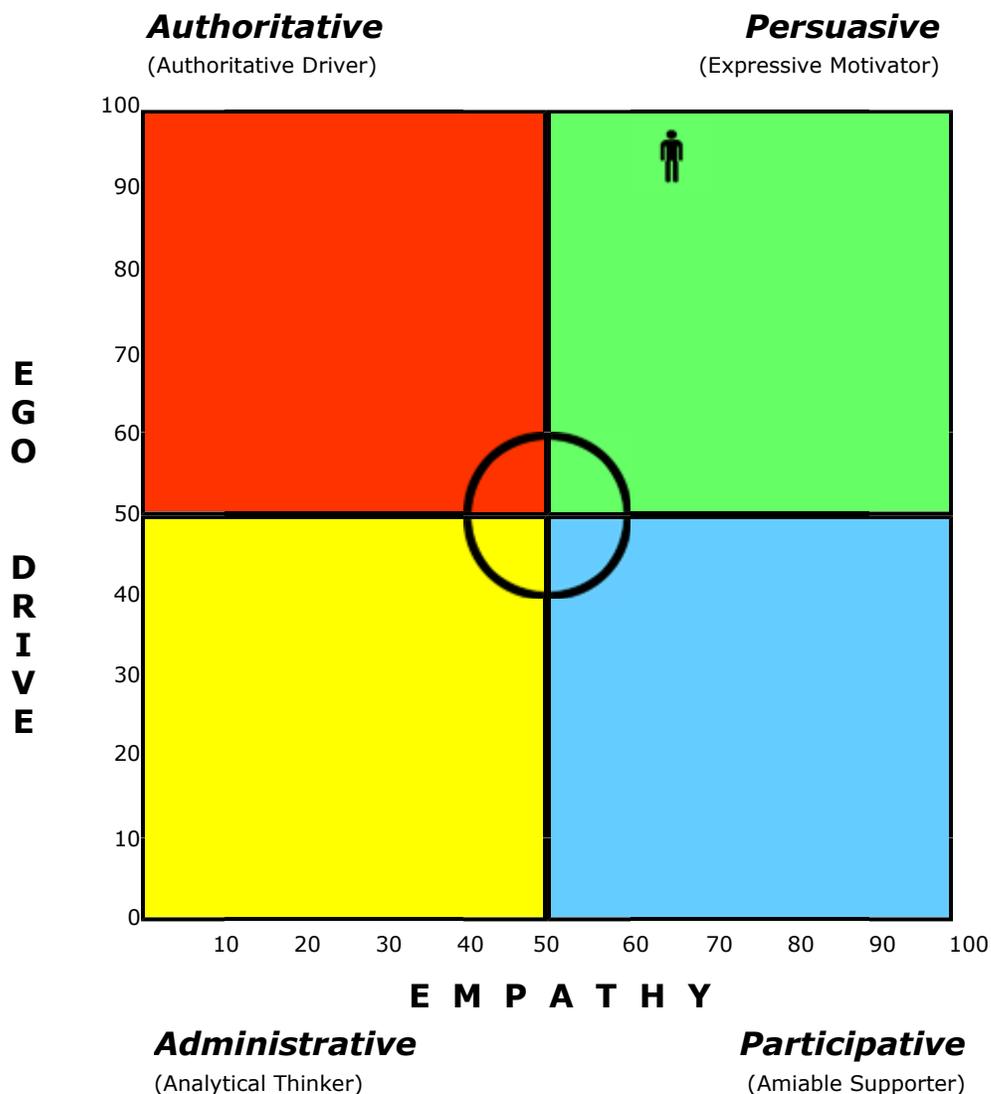
Empathy and Ego Drive each results from an interaction between four of the "Basic Eight" personality traits. This report describes general behaviors which can be used for training and development purposes.

Empathy is the emotional/intuitive insight to perceive the needs of others. When it comes to completing job duties or overcoming obstacles, individuals with high Empathy are more relationship-centered and emphasize social skills and personal insight, while individuals with low empathy are more task-oriented and emphasize self-discipline and efficiency.

Ego Drive is the proactive dynamic behind human behavior. When it comes to completing their job duties or overcoming obstacles, individuals with high Ego Drive are risk-takers who place an emphasis upon the end result and "back into" the systems or relationships required to achieve it. On the other hand, individuals with low Ego Drive are more cautious and consistent and depend on traditional systems or relationships to achieve results.

Trait Name	0	10	20	30	40	50	60	70	80	90	100
Empathy (64)											
Ego Drive (94)											

The indicator's location (see graph below) denotes your unique Selling Style. If your indicator falls between two styles (Example: Authoritative/Persuasive), your selling style will be described by both sets of phrases but without the extremes. If your indicator falls in the center of all four styles, you will be described by all four sets of phrases but without the extremes. This is commonly referred to as the "hub" style, and is represented by the circle in the middle of the grid.



Follow-Up Questions

The following probing questions are designed to be used to cross-validate the results. Managers use these follow-up questions during the first few minutes of the In-depth Interview when they review the participant's Compatibility Chart. If you have concern about your participant's scores, please ask the following questions that best represent your concern.

The following interview (probing) questions are provided for each of the "Basic Eight" personality traits for which your participant scored outside the "Ideal Range" (see pages 1-2). For example, if your participant scored outside the "Ideal Range" on just the Goal-orientation (Go) scale, you will only receive follow-up questions for that scale.

Go (Goal Orientation)

- If we measured motivation based upon your personal income, your commissions, or bonuses over the past five years, what information could you provide us that shows you are highly motivated? Could you be more specific? (If this is primarily a commissioned sales position that requires entrepreneurial drive/motivation, beware of candidates who have only average earnings and modest increases in income over the past five years. Previous income is often the best predictor of future sales success.)
- If our job description requires a history of proven motivation, what specific evidence would you offer that shows you are highly driven to succeed? (Beware of candidates who fail to provide you with concrete evidence of a dynamic, proactive level of motivation and accomplishment.)

Nc (Need for Control)

- Give an example of a time when you have delegated responsibilities for a project. Would you say that the project may have been more successful had you completed the task yourself?
- What did you learn from the project (above) that would enable you to delegate tasks differently for more success in the future?

Sc (Social Confidence)

- If we called your references and they told us that you were a little too assertive, how would you respond to their claim? (The candidate should agree with you but say that he or she seldom offends others.)

Nn (Need to Nurture)

- What are five adjectives that describe you the most? (High Nn individuals will usually validate their high scores by giving you adjectives that reflect their warmth, compassion and sensitivity to the needs of others and avoiding words that reflect a task-oriented efficiency such as "organized, efficient, highly motivated".)
- If we called one of your references and they said you had poor time management skills, what information could you provide us to refute their observation? (Candidates who score high on this Nn scale are typically so nurturing that they will drop what they are doing to help others. This behavior produces poor time management and poor prioritization. Look for a proven track record of good time management discipline to compensate for their natural tendencies to value relationships over efficiency.)

Sk (Skepticism)

- What did you like most about your previous employer's management style? Like least? (Low Sk individuals should be quite positive about previous employers. Beware of candidates who speak negatively of previous employers/supervisors.)