



assessment
associates
international

Selling Styles Inventory

SSI-S

Selection Report

Susan Sample

FYWUEOKU

2016-05-10



Introduction

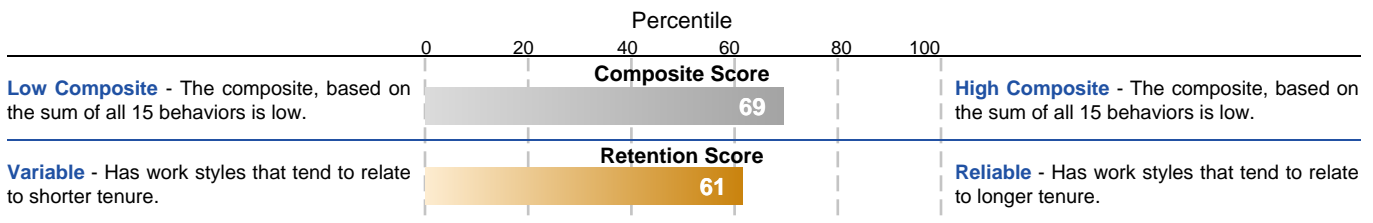
Interpretation

Different personality styles are needed for different types of sales roles. The better a person fits with the customer and sales situation, the more likely a sale will be closed. This report provides insights on an individual's selling style and fit with selling situations.

The individual's responses have been compared to a large sample of sales professionals. Scores are presented in terms of percentile standing in comparison to this Norm Group. In the charts that follow, descriptions to the right and left provide a brief summary of the characteristics of high and low scores. If scores are between the 25 and 75, behaviors are a blend of both descriptions.

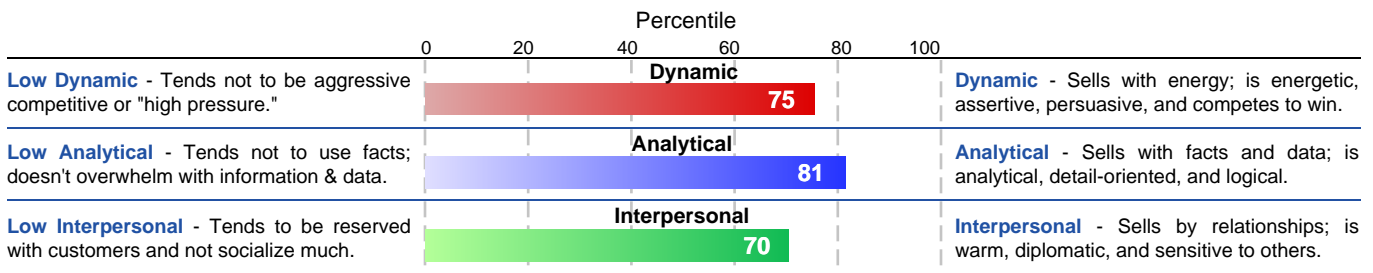
Susan Sample's Composite Score, Retention Score, & Selling Styles

The individual's Composite Score is a combination of all 15 Sales personality attributes and identifies the likelihood of using all three selling styles. The Retention Score identifies the likelihood of staying with an organization over time.



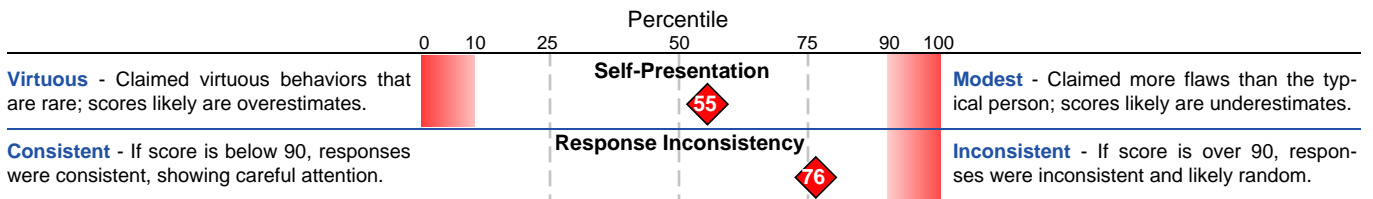
In sales situations, people can relate to each other in three basic ways. These ways of relating to others translate into three distinct Selling Styles, the **Dynamic Style**, the **Analytical Style**, and the **Interpersonal Style**.

Many sales people can act in all three ways, but most have one or two styles that come most naturally to them. Every buyer also has a natural, most comfortable style. Each of the three Selling Styles has both strengths and challenges associated with it. Understanding an individual's preferred Selling Styles will help improve sales performance.



Susan Sample's Response Fidelity

The following scores help identify whether this report is an accurate description of the individual. If the scores for Accurate Self-Presentation and Response Inconsistency are in the white zone, then the report is likely to be accurate. However, if scores are in the red zones, caution should be used in interpreting this report. The respondent may have been extremely modest or virtuous in comparison to the Norm Group. Or, responses may have been inconsistent because of a misunderstanding of the instructions.



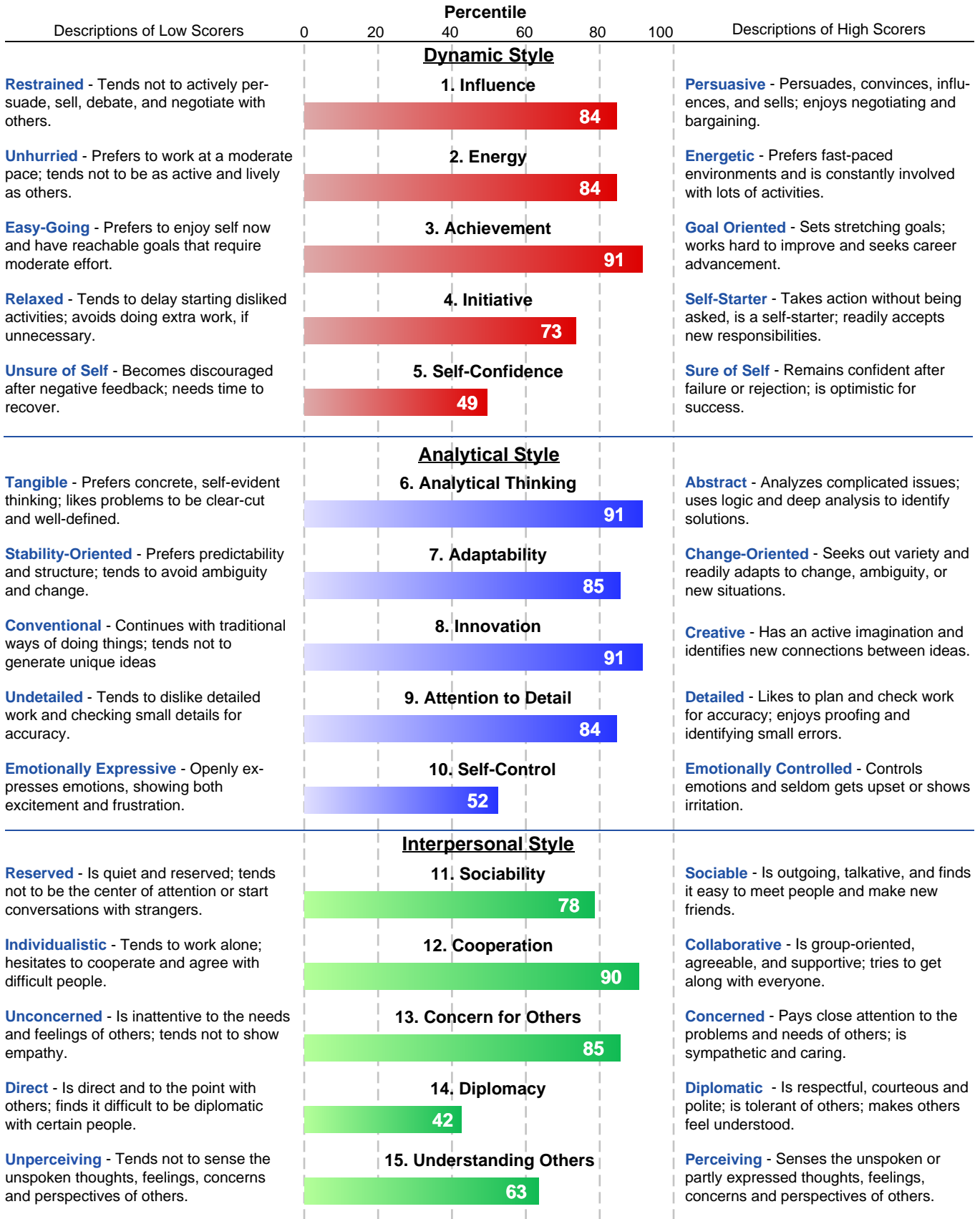
Response Percentage Breakdown

Response Percentage Breakdown shows the percent of responses for each questionnaire response alternative. This should be relatively balanced, with similar proportions of responses above and below neutral. The respondent's breakdown of responses are as follows:

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
13 %	30 %	5 %	35 %	17 %



Graphic Profile

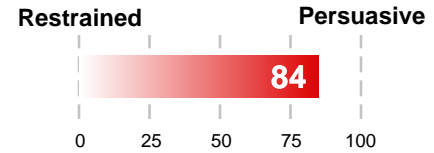




1. Influence Relates to: Communication & Influencing and Inspiring Others

Is this one of the 5-10 most important competency areas for the position?

Influence reflects individual's likelihood of changing the opinions of others, selling ideas or products, negotiating and debating issues, and deploying strategies to influence individuals or groups.



The candidate's score on Influence suggests that he/she is more **Persuasive** than others. Their strengths and cautions include:

Strengths

- Tends to be effective at influencing the decisions of others.
- Likely to be good at negotiating and bargaining.
- Likely to be quite influential in debates.
- Likely to be successful in sales roles.

Cautions for Underuse/Overuse

- Strong influence skills may be perceived as too argumentative.
- May be perceived as influencing others too much.
- May be too prone to negotiate and debate issues.
- May be perceived as too pushy or aggressive.

Behavioral, Competency-Based Questions:*

1. Describe a talk or presentation of a new concept or idea that that you have given recently.

- Who was the audience? How did you “read” the reactions of this audience?
- How did you tailor your presentation to suit the audience? What were the results?

Interviewer Notes:

2. Tell me about a time when you had to persuade someone inside your company to get resources or approval to meet a customer opportunity.

- What was the situation? Specifically, what did you do?
- Why did you do it this way? What were the results?

Interviewer Notes:

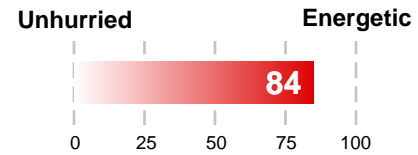
* More interview questions can be obtained from AAI's Selecting Talent Interview Questions Database.



2. Energy Relates to: Drive for Results and Inspiring Others

Is this one of the 5-10 most important competency areas for the position?

Energy reflects an individual's likelihood of working quickly and energetically, preferring a fast-paced work environment, becoming involved in many activities, and sustaining a rapid mental or physical pace over extended periods of time.



The candidate's score on Energy suggests that he/she is more **Energetic** than others. Their strengths and cautions include:

Strengths

- Will not be intimidated by fast paced workloads.
- Feels comfortable in highly active settings.
- Has the stamina to work long hours.
- Gets things done quickly.

Cautions for Underuse/Overuse

- May become frustrated in slow-paced work environments.
- May become restless if not constantly active.
- May work too quickly and make mistakes.
- High energy may disrupt others.

Behavioral, Competency-Based Questions:*

1. *Describe a time when you were against a deadline and your colleagues did not have the energy or motivation.*
 - How did you get them to pick up the pace? Was the deadline met?
 - What was your relationship like with the participants afterwards?

Interviewer Notes:

2. *Describe a situation where you needed a lot of stamina to get the job done.*

- What was the situation? What did you do?
- What did you NOT do? How did that turn out?

Interviewer Notes:

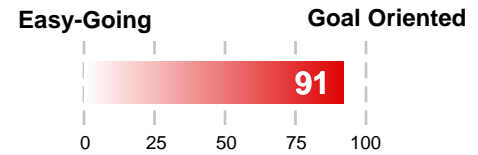
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3. Achievement Relates to: Learning Agility & Self Development and Leading Courageously

Is this one of the 5-10 most important competency areas for the position?

Achievement reflects an individual's likelihood of setting stretching goals and working diligently to reach them, continually trying to improve one's skills and performance, having a willingness to work long and hard toward goals, and striving for career advancement.



The candidate's score on Achievement suggests that he/she is more **Goal-Oriented** than others. Their strengths and cautions include:

Strengths

- Typically puts in extra effort to ensure high-quality results.
- Usually works hard to reach goals and achieve results.
- Is willing to take calculated risks to achieve results.
- Is likely to set many stretch goals.

Cautions for Underuse/Overuse

- May be too focused on work and become a "workaholic."
- May be perceived as too demanding by colleagues.
- May sacrifice personal life by working too much.
- May be too competitive with coworkers.

Behavioral, Competency-Based Questions:*

1. **Describe a time when you achieved results that far exceeded the expectations of the organization.**
 - What are your strengths in terms of getting things done? How does this relate to your example?
 - What motivates you? Give me an example and what you achieved because of it.

Interviewer Notes:

2. **Tell me about a time when you got results in a situation where others had tried and failed.**

- What was the situation? Why did your strategy work when the others' did not?
- How did it turn out? What did you learn?

Interviewer Notes:

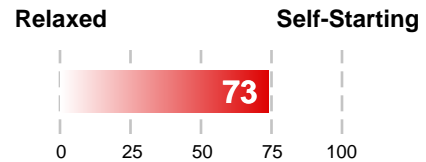
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4. Initiative Relates to: Initiative & Risk Taking

Is this one of the 5-10 most important competency areas for the position?

Initiative reflects an individual's likelihood of being a self-starter and initiating activities without being asked, volunteering for new assignments, starting activities right away rather than procrastinating, and doing more than is typically expected.



The candidate's score on Initiative suggests that he/she is more **Self-Starting** than others. Their strengths and cautions include:

Strengths

- Likely to assume additional responsibilities.
- Likely to volunteer for assignments.
- Tends to start tasks right away.
- Is motivated to get things done.

Cautions for Underuse/Overuse

- May be frustrated when tasks are not done immediately.
- May underestimate the time it takes to complete tasks.
- May start tasks too quickly without approval of others.
- May take on too many tasks at once.

Behavioral, Competency-Based Questions:*

1. *Provide a few recent examples of how you made cold calls.*

- How do you go about determining which prospects to call on?
- What did you do for each? How many of them turned out to be productive calls?

Interviewer Notes:

2. *Tell me about some of your most successful prospecting calls.*

- How did you determine which prospects to call on?
- What outcomes did they result in? What made them successful?

Interviewer Notes:

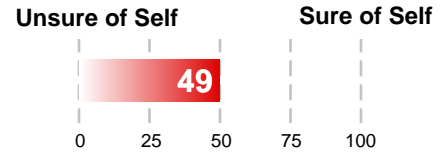
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5. Self-Confidence Relates to: Leading Courageously and Inspiring Others

Is this one of the 5-10 most important competency areas for the position?

Self-Confidence reflects an individual's likelihood of being optimistic and confident of success, consistently believing in one's ability to succeed, being self-assured in new or challenging situations, and not being intimidated by negative feedback.



The candidate's score on Self-Confidence suggests that he/she is more **Unsure of Self** than others. Their strengths and cautions include:

Strengths

- Is likely to be receptive to assertiveness from others.
- Is unlikely to take unnecessary stands on issues.
- Is likely to refrain from taking unnecessary risks.
- Tends not to impose their will on others.

Cautions for Underuse/Overuse

- May refrain from speaking up and sharing his/her perspective.
- May underestimate personal skills and abilities.
- May have difficulty dealing with criticism.
- May be easily intimidated by others.

Behavioral, Competency-Based Questions:*

1. *Give me a recent example of a sales call that went quite well because of your self-confidence.*
 - What was the situation? What did you do?
 - How did you know that would work? How did it turn out?

Interviewer Notes:

2. *Describe a situation where a competitor seemed to have better product, service, or price and seemed to have the customer's loyalty and commitment.*
 - Why did you think you could overcome the competitor? What did you do?
 - How long did it take to resolve the competitive disadvantage? How did it turn out?

Interviewer Notes:

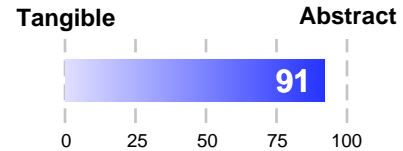
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6. Analytical Thinking Relates to: Problem Analysis & Critical Thinking and Business Acumen

Is this one of the 5-10 most important competency areas for the position?

Analytical Thinking reflects an individual's likelihood of systematically analyzing issues to get to the root of a problem, identifying connections or patterns in complex data, and analyzing abstract or conceptual issues through logical analysis.



The candidate's score on Analytical Thinking suggests that he/she is more **Abstract** than others. Their strengths and cautions include:

Strengths

- Tends to gather and carefully analyze data to make decisions.
- Excels at using logic and analysis to examine a problem.
- Anticipates problems and identifies rational solutions.
- Tends to enjoy handling and solving complex issues.

Cautions for Underuse/Overuse

- May spend too much time analyzing before making decisions.
- May treat issues as more complicated than they really are.
- May be perceived as too technical or theoretical.
- At times, may over-analyze problems.

Behavioral, Competency-Based Questions:*

1. **Tell me about a recent time when you had to get to the root of a complex or poorly understood sales problem.**
 - What was the problem? Why was it poorly understood?
 - What did you do? What was the outcome?

Interviewer Notes:

2. **Give me an example of when you had to gather data to support your recommendation to a customer.**
 - What was the situation? What did you do?
 - How did that work out? What kind of feedback did you get?

Interviewer Notes:

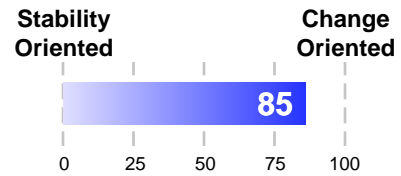
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7. Adaptability Relates to: Adaptability & Change Management

Is this one of the 5-10 most important competency areas for the position?

Adaptability reflects to an individual's likelihood of adjusting quickly to changes at work, embracing new ways of doing things, continually trying new approaches, and readily adapting to environments with great ambiguity and uncertainty.



The candidate's score on Adaptability suggests that he/she is more **Change Oriented** than others. Their strengths and cautions include:

Strengths

- Likely to be an "early adapter" and try emerging approaches.
- Readily adapts to a changing market or environment.
- Likely to push for change and be a "change agent."
- Enjoys having to learn new ways of doing things.

Cautions for Underuse/Overuse

- May abandon working procedures for new, untested methods.
- Uncomfortable in steady and unchanging work environments.
- Others may have difficulty adjusting to inconsistent routines.
- May seek unnecessary change.

Behavioral, Competency-Based Questions:*

1. **Describe a situation involving one of your customers where the expectations of you were ambiguous.**
 - What was the situation? How did you determine what to do?
 - What did you do? How did it turn out?

Interviewer Notes:

2. **Describe a time when a customer made a mistake and needed you to solve their problem.**
 - What was the situation? How did it happen?
 - What did you do? How did that turn out?

Interviewer Notes:

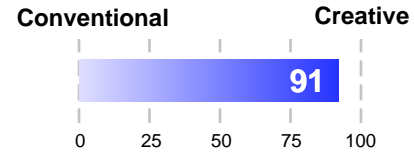
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8. Innovation Relates to: Innovation & Strategic Thinking

Is this one of the 5-10 most important competency areas for the position?

Innovation reflects an individual's likelihood of generating new and creative ideas, having an inventive imagination, generating lots of alternative approaches for addressing an issue, and offering original thoughts to arrive at inventive solutions.



The candidate's score on Innovation suggests that he/she is more **Creative** than others. Their strengths and cautions include:

Strengths

- Likely to have a vivid imagination that generates unique ideas.
- Likely to come up with inventions or new product ideas.
- May identify new connections between differing ideas.
- Typically produces multiple ideas and solutions.

Cautions for Underuse/Overuse

- May spend too much energy exploring new ways of doing things.
- May experiment with untested ideas that do not work.
- May be too creative for static work environments.
- May be uncomfortable in rigid work settings.

Behavioral, Competency-Based Questions:*

1. **Provide an example of suggestions that resulted in “bundling” several products or services for your customers.**
 - What made you suggest this? Why did you think it would be successful?
 - How did it turn out?

Interviewer Notes:

2. **Please describe the biggest obstacle to achieving your sales goals that you have had to address in the last year.**

- How did you identify it as an obstacle? What did you do?
- How much help did you get from your boss? How did this work out?

Interviewer Notes:

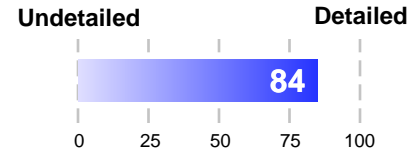
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9. Attention to Detail Relates to: Planning & Organizing

Is this one of the 5-10 most important competency areas for the position?

Attention to Detail reflects an individual's likelihood of carefully planning work activities, double checking work products for accuracy and quality, preventing errors and omissions, being meticulous and tidy, and maintaining careful records.



The candidate's score on Attention to Detail suggests that he/she is more **Detailed** than others. Their strengths and cautions include:

Strengths

- Easily identifies errors or omissions and double checks work.
- Plans work carefully with many details before starting.
- Tends to be good at preventing careless mistakes.
- Tends to spot errors in work documents.

Cautions for Underuse/Overuse

- May have difficulty shifting from details to strategic issues.
- May be perceived as spending too much time planning.
- May focus on the details and miss the big picture.
- May spend too much time on minor details.

Behavioral, Competency-Based Questions:*

1. **Tell me about a time where a mistake was made with a customer because of a simple communication error.**
 - What was the mistake? Who made you aware of this? What happened as a result?
 - What have you done differently as a result of this?

Interviewer Notes:

2. **Give me an example of what you have to do to verify accuracy of communications with a customer.**
 - Why did you do it this way? How have people reacted to this approach?
 - How did that turn out? Were all inaccuracies resolved?

Interviewer Notes:

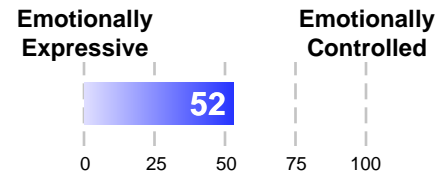
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10. Self-Control Relates to: Managing Differences/Conflict and Emotional Resilience

Is this one of the 5-10 most important competency areas for the position?

Self-Control reflects an individual's likelihood of restraining emotions and not letting others know how they are feeling, controlling emotions and avoiding emotional outbursts, and refraining from making decisions based on emotions or impulses.



The candidate's score on Self-Control suggests that he/she is more **Emotionally Controlled** than others. Their strengths and cautions include:

Strengths

- Tends to be good at controlling impulses.
- Controls emotions in stressful situations.
- Rarely expresses anger or frustration.
- Tends to be calm in crisis situations.

Cautions for Underuse/Overuse

- May be perceived as unenthusiastic because of little emotion.
- May find it difficult to excite the emotions of others.
- May be perceived as hiding emotions.
- May be seen as cold and unfeeling.

Behavioral, Competency-Based Questions:*

1. Tell me about a situation where you had to be thick-skinned and responded positively to rude or negative people.

- What was the hardest part of this situation?
- How did it turn out?

Interviewer Notes:

2. Describe a situation at work which you found very frustrating, where it was hard to contain your frustration.

- What was the situation? How did you feel? How did you handle your emotions?
- How did you react to the person or the situation? What was the result?

Interviewer Notes:

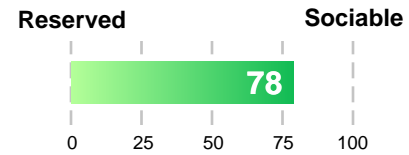
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11. Sociability Relates to: Interpersonal Skills & Relationship Building

Is this one of the 5-10 most important competency areas for the position?

Sociability reflects an individual's likelihood of being approachable and easy to communicate with, quickly building rapport with others, building work relationships with a wide range of people, using humor in building relationships, and creating a network of contacts.



The candidate's score on Sociability suggests that he/she is more **Sociable** than others. Their strengths and cautions include:

Strengths

- Easily builds a large network of contacts and colleagues.
- Likely to be comfortable with lots of customer contact.
- Likely to invest in relationships with coworkers.
- Easily starts and sustains conversations.

Cautions for Underuse/Overuse

- Socialization may distract others from accomplishing tasks.
- May socialize too much and not focus on tasks.
- May feel uncomfortable when working alone.
- May seek too much attention from others.

Behavioral, Competency-Based Questions:*

1. Describe a time when you encountered an issue that was uncomfortable to talk about with others and how you communicated it to them.

- What was the situation? What tasks needed to be accomplished?
- What actions did you take? What were the results?

Interviewer Notes:

2. Describe a situation where you had to handle a difficult customer issue and had to think carefully about who to approach and how.

- What was the situation? How did you deal with the situation? Why did you do it this way?
- What help did you get from your company? How did that turn out?

Interviewer Notes:

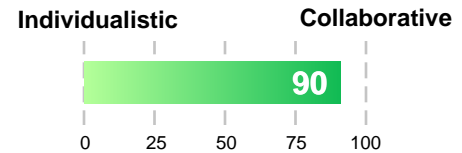
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12. Cooperation Relates to: Teamwork & Team Building

Is this one of the 5-10 most important competency areas for the position?

Cooperation reflects an individual's likelihood to actively collaborate with a wide range of people, assist and support both team members and disagreeable people, help build group participation, and agree with and support the decisions of others.



The candidate's score on Cooperation suggests that he/she is more **Collaborative** than others. Their strengths and cautions include:

Strengths

- Tends to be effective in working with disagreeable people.
- Prefers to be collaborative and support teamwork.
- Likely to have few conflicts with team members.
- Likely displays a high level of teamwork.

Cautions for Underuse/Overuse

- May be too cooperative and not question team behaviors.
- May be too inclined to avoid disagreements.
- May spend too much time helping others.
- May be too trusting of others.

Behavioral, Competency-Based Questions:*

1. Describe how you have fostered teambuilding in your current organization.

- What have you done? Why did you do it this way?
- What was the outcome?

Interviewer Notes:

2. Describe a situation where you created or sponsored a cooperative and productive team.

- What did you do to strengthen the work of the group? Why?
- To what extent were you successful?

Interviewer Notes:

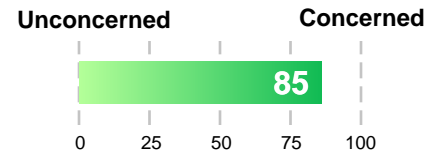
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13. Concern for Others Relates to: Customer Focus, Attracting, Coaching & Developing Talent

Is this one of the 5-10 most important competency areas for the position?

Concern for Others reflects an individual's likelihood of being sympathetic and compassionate with unfortunate people, being sensitive to the needs and feelings of others, and being motivated to help or provide care to strangers.



The candidate's score on Concern for Others suggests that he/she is more **Concerned** than others. Their strengths and cautions include:

Strengths

- Takes time to understand personal problems of others.
- Works to improve the welfare of less fortunate people.
- Strongly motivated to help and care for others.
- Comfortable in settings focused on care-giving.

Cautions for Underuse/Overuse

- May spend too much emotional energy trying to help the needy.
- May be perceived as too sensitive to the feelings of others.
- May be perceived as too involved in the troubles of others.
- Some people might take advantage of sympathy.

Behavioral, Competency-Based Questions:*

1. *Describe a time when a customer didn't know what they needed and you were able to define their needs.*
 - What was the situation? What did you do? Why?
 - What were your defined needs for them? What were the results? What did you learn from this?

Interviewer Notes:

2. *Tell me about a time when you provided a customer service role model for other employees.*

- What in particular did you model? Why did you do this?
- What were the reactions of others? How did it turn out?

Interviewer Notes:

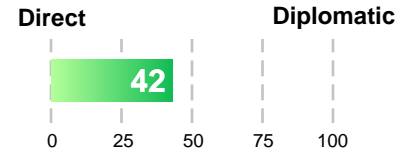
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14. Diplomacy Relates to: Cross-Cultural Agility and Managing Differences/Conflict

Is this one of the 5-10 most important competency areas for the position?

Diplomacy reflects an individual's likelihood of interacting with others in a tactful and courteous manner, being respectful with difficult people, being diplomatic when sharing a disagreeing opinion, and being forgiving with disrespectful people.



The candidate's score on Diplomacy suggests that he/she is more **Direct** than others. Their strengths and cautions include:

Strengths

- Stance on issues tends to be directly communicated to others.
- Typically does not feel guilty about being direct with others.
- Is inclined to let others know when they are being impolite.
- Is inclined to be quite open and direct with people.

Cautions for Underuse/Overuse

- May have difficulty handling rude people diplomatically.
- May be slow to show respect toward difficult people.
- May come across as lacking tact and courtesy.
- May be too blunt when sharing information.

Behavioral, Competency-Based Questions:*

1. *Describe a time that you had to deliver bad news or negative feedback to a colleague or customer.*
 - What was the situation? What did you do and say?
 - What was their reaction? How did things turn out?

Interviewer Notes:

2. *Describe a situation in which you were able to turn a negative person around.*
 - What was the issue? How did you recognize the issue?
 - How did you react? What did you attempt to do? How did that turn out?

Interviewer Notes:

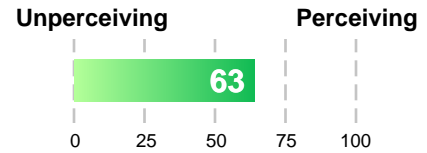
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15. Understanding Others Relates to: Interpersonal Skills & Relationship Building

Is this one of the 5-10 most important competency areas for the position?

Understanding Others refers to an individual's ability to understand why people react the way they do, which includes reading people and sensing their underlying feelings, motives, and objectives as well as their unexpressed concerns, thoughts, and perspectives.



The candidate's score on Understanding Others suggests that he/she is more **Perceiving** than others. Their strengths and cautions include:

Strengths

- Recognizes what motivates each unique customer.
- Senses when a person is ready to make a decision.
- Understands people's underlying feelings and motives.
- Reads "body language" of others and knows their meaning.

Cautions for Underuse/Overuse

- May spend too much time trying to read people.
- May be too aligned with customers and sell at a loss.
- May fail to close orders because of focus on unstated needs.
- May be so sensitive to others that he/she doesn't ask for the order.

Behavioral, Competency-Based Questions:*

1. Tell me about a situation in which you were able to "read" a prospect and his colleagues and present information in a way that was highly appealing to them.

- What was the situation? What motivational factors did you identify? How did you identify these?
- What was the prospect's reaction to your approach? How did the sales situation turn out?

Interviewer Notes:

2. Give me an example of how you have made a customer feel that they made the right decision.

- What was the situation? How did you go about this? How receptive was the customer to your suggestions?
- How do you know they felt good about their decision? What was the result of doing this?

Interviewer Notes:

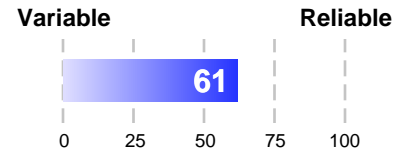
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Retention Relates to: Initiative & Risk Taking and Drive for Results

Is this one of the 5-10 most important competency areas for the position?

Retention reflects an individual's likelihood of being a longer-term employee, being motivated to consistently attend work, feeling commitment to the current employer, having stamina for work, and having few personal issues that may interfere with work.



The candidate's score on Understanding Others suggests that he/she is more **Reliable** than others. Their strengths and cautions include:

Strengths

- Likely to have a long period of tenure
- Likely to be able to commute to and from work.
- Likely to have a strong commitment to an employer.
- Likely to have few personal issues that interfere with work.

Cautions for Underuse/Overuse

- May stay too long in a job or role.
- May prefer an employer that no record of layoffs.
- May be resistant to working on a temporary basis.
- May want work where there are clear growth opportunities.

Behavioral, Competency-Based Questions:*

1. **Please describe a time that you invested extraordinary effort to finish a project or meet the needs of a customer.**
 - What was the situation? What did you do?
 - Why did you do it this way? Did you get recognition for this effort?

Interviewer Notes:

2. **Tell me how you have purposefully attempted to strengthen your skills, knowledge, and capabilities for the job.**
 - What approaches did you use? Why?
 - What has resulted from these efforts?

Interviewer Notes:

* More interview questions can be obtained from AAI's Selecting Talent Interview Questions Database.



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