



Sample Scott Sales Sales Personnel – Narrative Report

Career Drives

Achievement – Primary

Green Responses indicate that Scott likes to achieve results, and this is a vital characteristic for success in sales, particularly in a tough market. During negotiations he is conscious of getting the outcomes needed. **SHADOW SIDE** – Because of a high desire for results, some people with similar scores can be seen by clients as too pushy if relationship skills are not developed, especially if possessing a dominant personality.

Remuneration – Primary

Green Despite the myth that sales people are most motivated by money, Scott is similar to other successful sales-people in that he rates remuneration as less important than other factors at work. The reality in sales is that financial returns follow selling results. However, Scott would require his remuneration arrangement to be fair in his eyes, relative to what other people inside and outside the organisation are being paid. **SHADOW SIDE** – Because remuneration is not the major consideration, such people can perplexingly leave an organisation if other motivating factors are not met.

Ambition – Primary

Green Responses indicate that Scott currently has driving ambition, and would be passionate about his job and business. Scott would work long and hard, be dynamic, and have a lot of emotional involvement with the job. However, Scott could have unrealistic expectations of himself, and of others, and be too demanding and competitive at times. People with the ambitions of Scott often operate their own business, and if they have sales skills, can be powerful and top performing sellers. **SHADOW SIDE** – Some people with similar scores may use jobs and people as stepping-stones to achieve personal ambitions, and can be intolerant and vengeful of others who obstruct them.

Independence – Secondary

Green Responses indicate that Scott is generally independent, but willing to comply with organisation requirements. In many sales roles independence is important in setting up networks, and for prospecting for new business without relying on excessive support or leads from the company. People with similar scores are also likely to have original ideas, and try to do things in new ways. Usually willing to see the other side in negotiations, and willing to compromise to get what they want.

Recognition – Secondary

Green Responses indicate that Scott has normal need to be recognised for his work, and will respond positively to this. Scott will therefore work for results to obtain recognition of his talents. Conversely, if Scott does not get the recognition he feels he earns, he is likely to be somewhat demotivated. It would be important for Scott to believe in his company and products.

Coping

Security – Primary

 Whilst security is more valued by many people in today's workforce, most successful sales people are confident in their ability to do well, and therefore have a lesser need for security, as does Scott. This confidence often projects well when dealing with customers. Scott would be willing to take risks and even incur some disapproval in order to obtain goals. SHADOW SIDE – Sales personnel with low security needs may rock the corporate boat, and be willing to criticise shortcomings as they see them. They are also more willing to leave employers if their career goals are not being met.

Responsibility – Primary

 Responses indicate that Scott tends to be an over-responsible person, and could have difficulty in saying 'no' to more work or challenges when already stretched. This can lead to taking on more work than he can manage, which can result in over load and under-performance. One of the secrets of success in sales is to focus on getting results, not on trying to get ahead by accepting too much responsibility.

Stress Resilience – Primary

 Responses indicate that Scott seems to be coping with his job to the degree that some stress is evident, but not enough to compromise productivity as a salesperson. Scott probably gets adrenalin from challenges, and enjoys some pressure. Scott would generally be able to relax and deal with day to day sales pressures.

Sensitivity – Secondary

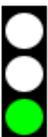
 Responses indicate that Scott is generally sensitive to the needs of others, and does not get upset easily. As such, he would tend to be a pleasant person to work with, and a good sounding board.

Negotiation Style

Innovation – Secondary

 Responses indicate that Scott probably sees himself as a creative salesperson, and would always be looking for opportunities for newer, bigger, better and brighter. As such, he can make a special contribution to most sales campaigns and to ideas on marketing. Scott is likely to be a fast thinker, and think on his feet, and would be excellent where that ability is required. Future opportunities motivate Scott and he would be trying to look over the horizon. SHADOW SIDE – Creative ideas people may sometimes lose sight of the practical, and be so involved with the future that they fail to fully serve the present. Care needs to be taken to complete tasks once started, as boredom may set in quickly. Attention to detail, and thorough preparation, rather than relying on an ability to think on feet is often necessary. May be frustrated with red tape, and go too far in bending the rules, especially if personal gain is perceived as the motivation.

Analysing – Secondary

 Responses indicate that Scott brings analytical and problem solving abilities with him, which would help him deal with the day to day complexities of professional selling. This aids in creating solutions for clients and the company, and in coming up with original ideas.

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Assertive – Secondary

 Responses indicate that Scott is very willing to be assertive and face conflict, and may come across to clients as too argumentative or overconfident. Whilst these characteristics can be useful in adversarial negotiations or in high-pressure markets, they can lose goodwill over the long term, especially if clients feel they have lost out.

Competitive – Secondary

 Responses indicate that Scott enjoys verbal competitiveness more than most successful sales people, and whilst this may suit some high pressure selling and negotiating environments, if used inappropriately can cause long term loss of business. It may help Scott to seek more win-win outcomes, rather than to leave a client feeling beaten.

Collaborative – Secondary

 Being more collaborative and establishing long term relationships is an observable trend in today's sales environment. Responses indicate that Scott appreciates the value of win-win outcomes, and usually tries to be collaborative in dealings with others. This tends to generate long term goodwill and trust, as well as optimising gains for all parties.

Compromising – Secondary

 There seems to be more need in today's marketplace for salespeople to compromise more in order to do deals. Responses indicate that Scott understands compromising and making sensible concessions when trying to do a deal. He realises that we can't always get our own way, and is willing to trade concessions with the other party. This can build up trust and long term relationships, and is a cornerstone of negotiating.

People Orientation

Agreeable – Primary

 There is an increased requirement in today's marketplace for successful sales people to have well developed social skills for relationship building. However, responses indicate that Scott has a very low need to establish social relationships with others at and through work. This can indicate a lack of warmth to the feelings and needs of people Scott is dealing with, which can be an impediment to a sale when the other person regards relationships as important. Scott may benefit by consciously trying to be more friendly with clients on occasions. However, where aggressive selling is required, his/her ability to be detached may be appropriate. Scott would be effective where tough and impersonal negotiations are required.

Teamwork – Secondary

 Responses indicate that Scott likes to be part of a team, but also appreciates his own individuality. Scott would probably be willing to concede his agenda for the greater good of the team, and understands the value of consultation and group involvement. Scott is likely to help new staff, and enjoy training others. In negotiations he should combine well with other team-members and support their efforts rather than compete with them. Scott is also likely to create empathy with opponents in negotiations, which can be useful in gaining concessions.

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Extraversion – Primary

 Responses indicate that Scott would enjoy socialising to a degree, but also needs quiet and reflective periods. He would be comfortable in most social situations, and enjoy working with people and some networking. This enables him to form appropriate selling relationships with a range of people, including obtaining the confidence of more introspective types if he tries. Scott would generally be open, and willing to listen to client's problems, which would help make him quite popular with some people.

Intimacy – Secondary

 Responses indicate that Scott does not believe in getting close to people at work, and would probably resist forming friendships with fellow co-workers, and probably not be suited to relationship selling. Clients or others with a higher need for such acceptance may take this as rejection or aloofness. People who feel rejected may not cooperate as much, and Scott may benefit by allowing some personal relationships to develop to a higher degree.

Power and Influence

Power – Secondary

 Responses indicate that Scott enjoys the use of power, and would be a forceful salesperson and negotiator. SHADOW SIDE – Some people who like to use power to achieve their goals are often seen as too pushy and self-interested, and unless they have well developed people skills can alienate others.

Decisive – Secondary

 Responses indicate that Scott is a quick decision maker, and may not think things over in adequate detail before deciding. People with similar scores often make better decisions if they obtain more data first, and then think through the consequences of decisions in more detail. In the sales arena failing to think things through can result in the company having difficulty delivering sales promises, and client disillusionment if promises are not met. People with similar scores can have a high sense of urgency, and over-emphasise deadlines in their minds, and are likely to needlessly stress other people as well as themselves. Whilst these dynamic characteristics seem to pay dividends, the reality in the long term is often burnout, and sometimes a highly reactive workstyle.

Persuasive – Primary

 Responses indicate that Scott enjoys being persuasive and influencing other people, which is a prime requisite for a successful sales person. This makes him comfortable in the selling role, and tends to give clients confidence that he knows what he is talking about.

Values

Altruism – Secondary

 Responses indicate that Scott is a generally caring person, but can usually remain objective when selling. When negotiating, he would listen to the other point of view and consider meeting their needs when possible. Scott probably enjoys helping people, and is likely to get the trust of others.

Trust – Secondary

Green Trust and openness has emerged as quite an important issue to many people in today's workforce. In relation to others, Scott has a normal score for Trust. This is likely to mean that Scott regards trust and openness at work as important.



Loyalty – Secondary

Amber Issues of loyalty have generally increased for salespeople in today's workforce. However, in relation to others Scott has a low score for loyalty. This is likely to mean that issues of loyalty at work are of little importance to him.



Conforming – Secondary

Amber In relation to other sales people, Scott has a low score for this category. This is likely to mean that Scott places pragmatism ahead of necessarily conforming to the views of society, and is likely to be more willing to break the rules than to be conservative.



Workplace Management

Goalsetting – Secondary

Green Today's sales environment shows increasing importance of using goals, and responses indicate that Scott is conscious of goals and targets, and would normally strive to achieve them. Having clear goals usually leads to good planning and prioritising and achieving sales objectives. As a negotiator, Scott would remain clear in the goals needed to be attained.



Conscientious – Secondary

Green Responses indicate that Scott has a low need for structure, rules and regulations at work, and may frequently do things in an unorthodox way if he believes it will help get a sale. Some people with similar scores often regard company rules and policies only as a guideline, but this characteristic may help to find new solutions to old problems. Scott probably places a low priority on attending to detail and doing paperwork, which may be tolerable if getting results. **SHADOW SIDE** – However Scott is probably not very persistent, and may benefit by being more persistent in his selling efforts. Research continually shows that strong persistence is a common characteristic of successful sales people, as it helps them chase hard for business, and deal with rejection. Some people with similar scores are likely to be outspoken and criticise the product and the company and the way things are done if they do not agree. May be difficult to manage, and need to be careful to know where the line of unorthodoxy changes to being unacceptable.



Self Organisation – Secondary

Green The multiplicity of demands in today's workplace requires sales people to be more highly self-organised than in the past. Responses indicate that Scott would be adequately organised in his job, and unlikely to let the company or clients down through lack of organisation. Scott would generally be aware of priorities, and be self-contained in his personal management systems.



Proactive – Secondary

 Today's salesperson is more highly proactive than in the past, indicating that it is now more important to be time conscious, to plan, and be goal focused. Responses indicate that Scott generally plans his day and work, then tries to work to the plan. Scott probably considers quality as well as quantity when he schedules his work, and would try to get the priorities right. This style provides a form of independence and efficiency which would help him service clients and deal with paperwork to good effect.

Unusual Answers Score

Unusually Low Answers – 'Primary'

 Answers to the low scoring questions are in the normal range, and consistently agree with what most people choose.

Unusually High Answers – 'Primary'

 Answers to a number of high scoring questions are in the normal range, and consistently agree with what most people choose.

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