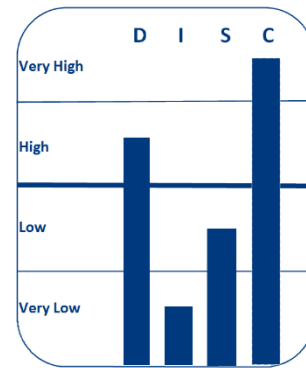# Example Technical Sales Candidate - Aaron Wallis Profile Report

Profile Ref: C/I 3

Overview of the Sales Profile Assessment

This work style questionnaire has been created to assist with the selection of sales staff. It is based on DiSC® personality theory of psychologist William Marston which is used by thousands of organisations around the world. This sales specific theory has been developed and tested by over five thousand sales people, prior to its commercial release. DiSC® assessment is used in many fields to gauge things like work habits, management potential, conflict resolution, and leadership style.

This profile was generated by an online questionnaire where the applicant has made choices between adjectives and how these describe themselves in the workplace. The resulting report is based on these choices and the data on the profile focuses on four different areas - Dominance, Influence, Steadiness (or pace) and Conscientiousness (or compliance). The report suggests characteristics, traits, styles and motivators commonly associated with this profile.

This tool should be used as an aid for interviewing and always deployed in association with other selection tools such as application forms, a CV, interviews and references. The conclusions in the report are based upon a methodical comparison against previous respondents and the validation criteria. You should always consider that the results could have been influenced by the environment in which the questionnaire was undertaken, or through previous experience. Therefore, the tool should never be solely used as a basis for your recruitment decisions.

Primary Characteristics

This candidate has a predominately logical, precise and systematic style. Providing they are completely knowledgeable about the product or service, they will feel comfortable communicating complex or technical ideas in a sales meeting. They are often viewed by others as being a bit direct, serious and sometimes a bit suspicious. They will tend not to come across as being overly positive or persuasive. They also like to have rules and robust procedures in their working environment.

Sales Style:

Opening: Relatively direct, serious and potentially self-conscious in style, both in a face to face or telephone based selling situation. This could prove to be an obstacle to establishing a quick customer rapport. This profile does not find it easy to generate polite conversation for the sake of it.

Fact finding: Will be very structured and precise at obtaining the required information from customers. If a rapport has not been successfully established, their serious style could appear uncaring or even abrupt or rude. It could also be seen as not understanding the customer's needs.

Presenting: This candidate will be confident in presenting, but they are unlikely to come across as being friendly or persuasive in style. Their presentation will be carefully thought-out, well prepared and accurate in content.

Closing: This part of the sales process will come quite naturally to this candidate particularly if they are satisfied the customer really does want the product or service. They will not have a personal problem with the rejection if they don't get the order.

Sales Role: This would not normally be considered as a natural face to face sales profile, but could be well suited to a telephone based role. They could also be invaluable in a behind the scenes technical support function.

Environment: A medium to high paced working environment is ideal for this candidate. It is also important that this candidate is able to devote time to ensuring that the required detail and planning is achieved. They will also work well or even prefer working in a quiet or remote working location. A demanding face to face sales environment may be unsettling and too challenging to this candidate and therefore is likely to become very stressful.

Key Motivator:

They will seek and be motivated by logical procedures and rule adherence in their working environment.

Basic Fears:

This candidate's basic fear and dislike is conflict. They will deal with it when necessary for short periods of time, but will not continue for long if that environment persists.

Management Style:

Rule enforcement is at the core of this profile. They are very structured and prefer to communicate in writing which can sometimes be quite lengthy. They could come across as being overly assertive and capable of becoming quite forceful when involved in something they are an authority in. There will be very little empathy with those they manage and are unlikely to care too much about the people side of management.

Communication Suggestions for Manager and Colleagues:

- Try to support their organised and thoughtful approach
- Be systematic, exact, organised and prepared
- List advantages and disadvantages of any plan you propose and viable alternatives for dealing effectively with the disadvantages
- They like things in writing, so follow up your discussion with a memo or letter
- Provide solid tangible evidence (not someone's opinion) that what you say is true and accurate
- Do not rush the decision making process
- They like guarantees that their action cannot backfire

How this person may appear:

- Prepared for your visit, unhurried, organised, and punctual
- Time disciplined and systematic
- Detailed, logical, precise and cautious phasing of questions
- Looks for precedents or policy to support a decision or action
- Loose, brief, possible even nervous handshake
- Very neat orderly, almost impersonal office
- Conservative, neat and smart business cloths
- Tends to avoid lots of eye contact
- Can get defensive when threatened. May yield position to avoid conflict but if/when certain they are right will quote facts/policy/rules and be authoritative.

Interview Questions:

This profile likes process and detail. They may want to spend an unreasonable amount of time on unnecessary detail. Questions 1 – 3 are designed to test this.

1. How would you feel about being asked to do a presentation to a prospect without being given time to prepare?
   a. How would you deal with that situation?

2. If you had a situation whereby you could obtain an order but it meant going against the company policy, what would your decision be?

3. How important do you think it is to inform your prospect or customer about the technical details of the product or service?

This profile tends to be very reserved and may not mix with others. Questions 4 - 5 are designed to help uncover this.

4. How would your current sales peers describe you as part of the sales team?
   a. Would you be happy to provide two of them as a reference?

5. Can you give me with an example of something you have done as part of a team?

Sales Character Trait Grid:

C/I 3   Natural Profile

The "Natural" profile report presents a view of the person's core behavioural character traits. Matching a job role to these traits means a person is operating in a working environment that feels natural to them. This generates less stress and dramatically increases the likelihood of success.

Character Trait	Definition	Very Low	Low	High	Very High
Drive	Self-motivated, strong client meeting control, work-focused, ambitious, needs to achieve and be successful.	█	█	█	
Competitive	Very competitive and works hard to be the best.	█	█	█	
Communication	Excellent rapport builder, good at relationship management, a naturally influential and persuasive style, good communicator.	█			
Positive Attitude	Has very positive and optimistic attitude.	█			
Support	Likes dealing with customer problems and issues, very amiable and a good listener.	█	█		
Pace	Can be quite restless at times. Prefers a high paced work environment. Has high activity levels.	█	█	█	
Attention to Detail	Suited to technical/complex sales, tends to have a systematic approach, accurate paperwork, likes structure and process.	█	█	█	█
Independence	A firm, independent style, has the ability to work autonomously and could be a bit strong-willed at times.	█			

Sales role	Definition	Very Low	Low	High	Very High
New Business	Good at prospecting and identifying new business opportunities, confident in closing, enjoys the win, positively manages rejection.	█	█	█	
Account Management	Develops good customer relationships, enjoys maintaining existing revenue and growing business steadily.	█			
Technical Sales	Good at selling or supporting the sales of a product or service with a high technical or complex element.	█	█	█	█
Sales Support	Enjoys the management and completion of sales paperwork and processes. Supports and coordinates the sales team activity.	█	█		

Modified – This shows the person's current behavioural traits in their working environment. Therefore, the following changes between the Modified and Natural graphs are an indication that the person is currently modifying their behaviour and should be investigated.

"D" = possible change in assertiveness. Lower = less, higher = more.

"I" = possible change in communication style. Lower = less outgoing, higher = more.

"S" = possible changes in pace. Significant changes here can also indicate stress.

"C" = possible changes in attention to detail. Lower = less, higher = more.

Core – how the person reacts under pressure

Modified	Core	Natural
D I S C	D I S C	D I S C