viewpoint

Sales SJT

A recruitment report for:

Sam Sample

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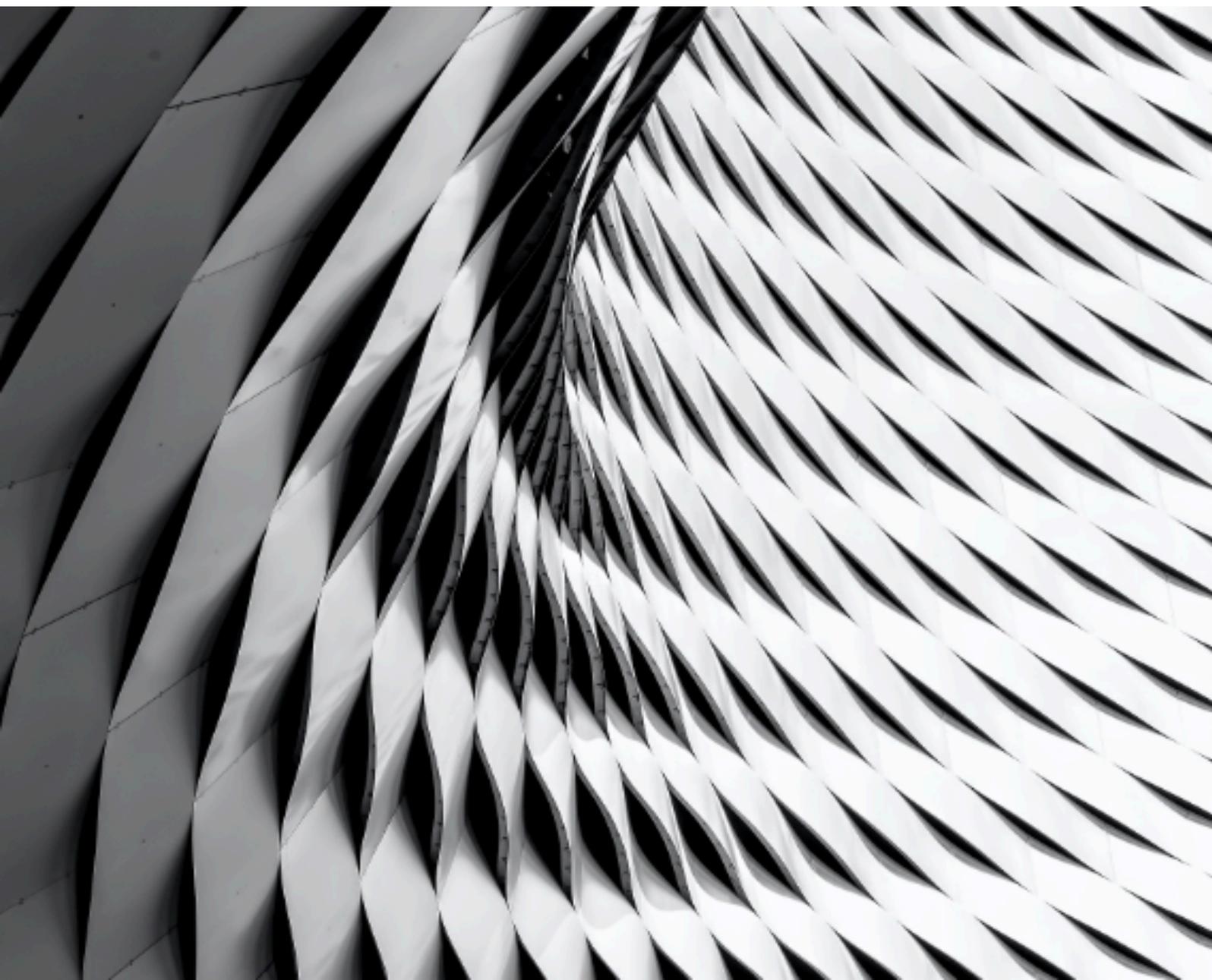
Introduction

This report is confidential and is intended solely for the person responsible for assessing Sam Sample, who completed the Sales SJT on 11/02/2022.The test is designed to assess areas of critical importance for success in the role of a Sales Executive, Business Development Executive or Relationship Manager. The competencies assessed are defined below.

Sales Competencies

Purposeful Collaboration Building & maintaining key relationships.

1. Building trust and confidence with clients, through personal engagement and professional credibility
2. Establishing a network of fluent relationships internally & externally
3. Communicating clearly and confidently (i.e., being clear, precise & timely)
4. Negotiate fluently and calmly, esp. with clients & brokers

Business Understanding: Understanding & establishing the market and different company requirements, including own company.

1. Be familiar with the company (strategies/policies & team/products/brands etc)
2. Demonstrate genuine interest & understanding in client's business/industry
3. At all times being aware of (and focused on) opportunities & risks (for own company and clients)
4. Understand the market & market trends (and thus opportunities to provide additional services)

Driving Peak Performance: Driving sales growth in a systematic, sustainable, & scalable manner.

1. Setting ambitious targets for self (& others), monitoring & adapting as required
2. Being proactive at all times, in dealing with responsibilities & challenges, esp. business development activities
3. Being resilient, having effective strategies for dealing with work-related pressures and setbacks
4. Maintaining an organised & calm approach, esp. under pressure / operating independently

The results of the test are valid for 12 months and should be kept confidential.

How To Use This Report

This report contains 'percentile scores', 'behavioural interpretation' and 'interview questions' that can be used to explore a candidate's results in more detail:

Percentile Scores

Percentile scores represent how a candidate's performance on a test (i.e., their score) compares to the performance of other candidates that have also taken the same test (i.e., the comparison group or norm group). Percentile scores range from the 1st to 99th percentile, where 1 is a very low score and 99 is very high.

The overall percentile score is the most predictive of a candidate's likely performance in a job. The report also contains percentile scores for each competency assessed, and these should be considered as a guide to help you identify where a candidate has excelled or might need to improve a specific behavioural skill. It is not a score, in isolation, that should drive your final recruitment decision. This is because the competency percentile scores are produced by a subset of the test questions, whereas the overall percentile score is produced from all of the test questions.

Behavioural Interpretation

For each competency, an interpretation (four bullet points) has been provided to help you better understand the decisions a candidate has made on the assessment. Not every bullet point may apply equally to all candidates, but you should consider them all to be relevant as they are based on the specific choices a candidate has made on the assessment.

Interview Questions

For each competency, interview questions are provided to help you explore a candidate's results in more detail. You can select the question you believe is most appropriate and you should use the relevant "four behavioural indicators" to guide your evaluation of a candidate's response. Note, you do not need to ask all four questions - usually one is sufficient, but more are provided if needed.It is also good practice to follow up with additional questions. To help with this you may wish to use the STAR method. This is described below with some additional probing questions you can use.

- **S = Situation:** What was the situation? What were the circumstances or context?
- **T = Task:** What were you trying to achieve? What was your task?
- **A = Actions:** How did you approach it? What did you do? Who did you involve? What challenges did you face, and how did you overcome these? What else did you do?
- **R = Results:** What was the outcome? How did you establish the benefit of what you did?

You should aim to spend more time asking 'Action' questions as these are the ones that typically produce behavioural responses.

Rating Scale

The Rating Scale below can be used to evaluate a candidate's responses to the competency questions provided in this report. During the interview you should aim to establish a pattern of positive & negative evidence for each competency. The final rating you give should be a 'weighted' decision, based on the collective evidence you obtain for each competency.

| 1 - Significant Development	2 - Development	3 - Mixed	4 - Strength	5 - Significant Strength
A strong and dominant pattern of negative behaviour (in relation to the indicators)	A clear pattern of negative behaviour (in relation to the indicators), and little evidence of positive behaviour to weigh against this – none significant	Balanced evidence of both positive and negative behaviour (in relation to the indicators)	A clear pattern of positive behaviour (in relation to the indicators), and little evidence of negative behaviour to weigh against this – none significant	A strong and dominant pattern of positive behaviour (in relation to the indicators)

Profile

The following summarises Sam's performance on the Sales SJT. It provides:

- An overall score, expressed as a percentile based on an individual's responses to all questions.
- A percentile score for each of the competencies assessed

99

Sales SJT Competencies

The scores shown below are Sam's percentiles for each of the competencies.

	<< Unskilled	Skilled >>
Purposeful Collaboration		97
Business Understanding		94
Driving Peak Performance		93
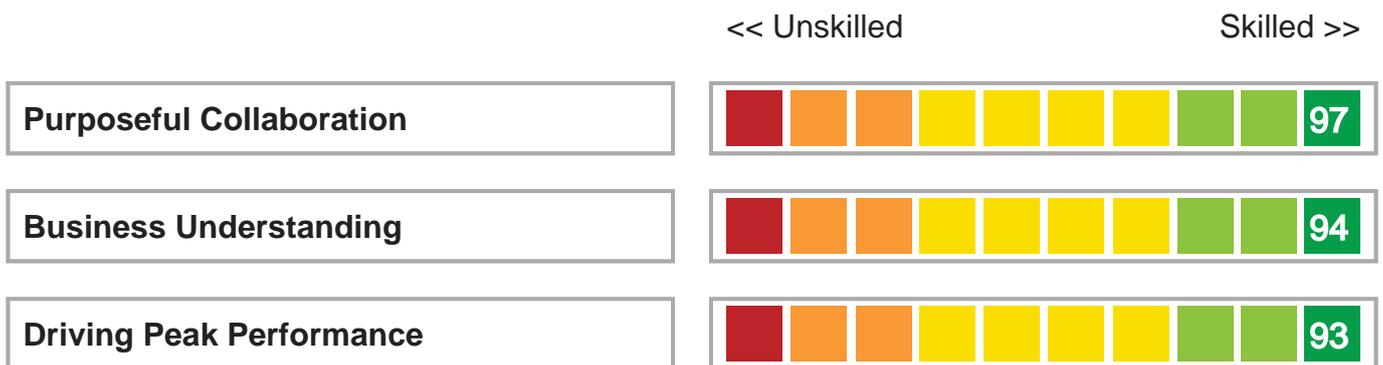
Performance

The following provides a detailed description of Sam's performance, evaluating his responses for each competency as skilled, proficient or unskilled.

Purposeful Collaboration

Sam is highly skilled at **Purposeful Collaboration**. Sam's score suggests he:

- Carefully and professionally communicates the main features of products & services he is selling, while also being mindful not to discredit competitor offerings
- Proactively and thoughtfully seeks to build a strong network of useful client and partner contacts, sustaining his relevance in the market as a key player
- Clearly and confidently communicates the value of his offering to clients, before considering discounting or cheaper alternatives as a means to close a deal
- Carefully and fully explores the needs of clients to establish a clear negotiating and selling strategy

Exploring the Results

The questions below are designed for interviewers to explore Sam's results in more detail.

- Tell me about a time when you have built a strong relationship with a client or partner. Describe the approach you took.
- Give me an example of an occasion when you have successfully made a sale with a challenging client.
- How do you typically handle clients or customers that are looking for a discount before they buy? Can you share a specific example?
- What are some of the qualities or approaches that you could learn from others, that would help you connect or sell more effectively with clients?

Business Understanding

Sam is highly skilled at **Business Understanding**. Sam's score suggests he:

- Sensitively and confidently handles sales 'objections' and different types of 'buyer behaviour', to close a sale
- Carefully prioritises client needs, considering what he needs to do to prepare for and maximise the value of client meetings
- Establishes efficient and effective strategies for marketing relevant products & services to new clients
- Fully analyses market trends and client requirements to establish what needs to change or be adapted to drive greater sales

Exploring the Results

The questions below are designed for interviewers to explore Sam's results in more detail.

- Tell me about a time when a customer raised a sales 'objection' with you. How did you respond to the customer?
- Can you tell me about a time when a customer compared your products or services with that of a competitor? How did you respond?
- How do you typically establish the buying criteria of a customer? Can you share a specific example for us to explore in more detail?
- Describe a time when you have worked on a successful marketing campaign. How did you approach it?

Driving Peak Performance

Sam is highly skilled at **Driving Peak Performance**. Sam's score suggests he:

- Carefully manages own time, demonstrating ambition and tenacity to meet challenging targets
- Proactively tackles challenges, addressing risks and challenges that might hinder business performance
- Proactively addresses issues that impact own performance and works with all relevant stakeholders to plan an effective solution
- Calmly and carefully addresses company mistakes, quickly taking clear ownership for providing a solution

Exploring the Results

The questions below are designed for interviewers to explore Sam's results in more detail.

- Can you share an example of how you sustain your drive and motivation when you are very busy?
- Can you give me an example of a challenging target you have set for yourself? How did you tackle it?
- What strategies do you have for dealing with work-related pressures and setbacks? Can you share a specific example of a time when you have dealt with pressure or a setback?
- Tell me about a time when you have taken ownership for resolving something that was not your fault. What was the situation?