

ASSESSMENT RESULTS

Manager's Report

PERSONAL & CONFIDENTIAL	
NAME:	Jane Sample
POSITION:	New Business Development
BOTTOM-LINE:	Recommended
DATE:	December 9, 2008
ADDRESS:	The Receiver Your Company PO Box 1234 Anycity, OH 40000-1234

The validity scales from the Self-Descriptive Index suggest that Ms. Sample tried to create a favorable impression by accentuating her strengths and downplaying her limitations. To minimize distortion, scales susceptible to exaggeration were adjusted to approximate her actual work style, motivational needs, and potential.

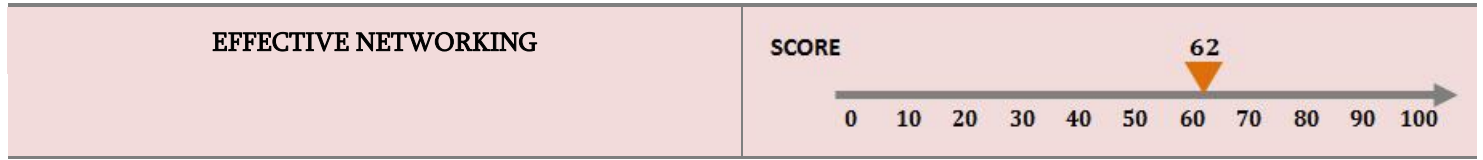
Skills Potential Summary

All scores shown are percentile scores, which range from 1 to 99. These scores indicate how an individual compares to a large sample of professionals who completed the assessment. Do not confuse percentile scores with percentage correct scores. Percentile scores allow you to compare one person's scores with a group of others who took the assessment.

According to Chally's analysis of Your Company position information, we have agreed that the following Sales Skills are most critical to success in this position:

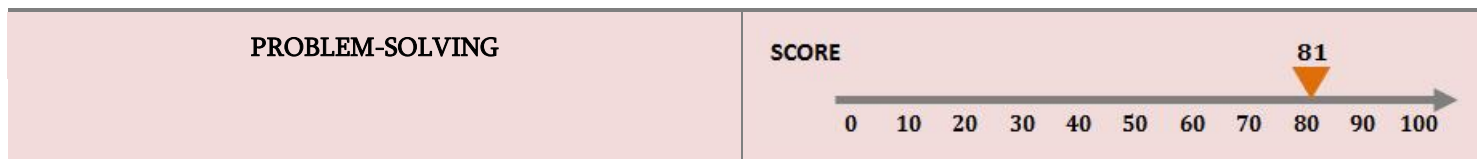
CRITICAL SUCCESS SKILLS	PERCENTILE
EFFECTIVE NETWORKING	62
PROBLEM-SOLVING	81
QUALIFIES PROSPECTS WITH STANDARD PROBES	71
COMMITTS TIME AND EFFORT TO ENSURE SUCCESS	78
CLOSES THROUGH LOGICAL, INCREMENTAL STEPS	81
OPPORTUNISTIC	48

In-Depth Evaluation of Critical Skills Potential for New Business Development



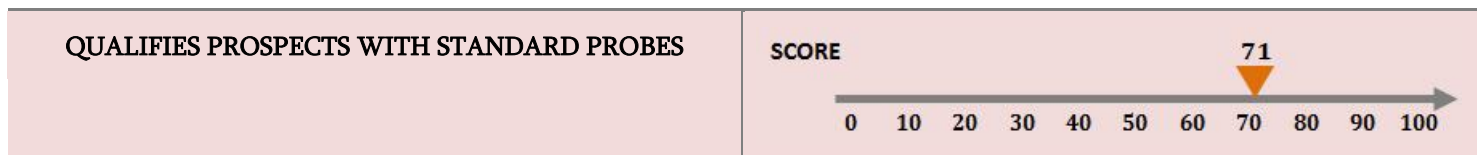
Takes a proactive approach to business/social interactions; will expand contacts consistently; is comfortable meeting new people and stimulating the conversation

Skill/Capability Level: For the most part, Ms. Sample takes a proactive approach to business and social interactions. She generally does not stand back and wait for others to come to her and strike up conversation or show interest, but she steps forward and takes the initiative to begin conversation and hence become associated with her product and services.



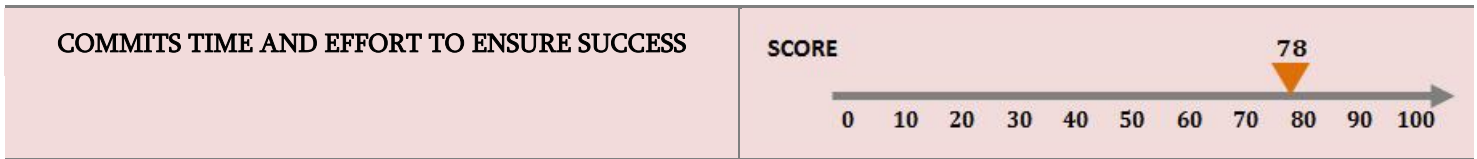
Objectively analyzes a problem situation and takes steps to provide a solution; identifies the root of the problem before pressing for a resolution; remains engaged until a solution is reached; tries to see all sides of the problem and thus understand others' assessment of the issue or response; takes personal responsibility for identifying a resolution

Skill/Capability Level: Ms. Sample is genuinely interested in getting to the root of problems presented to her. She cuts through secondary issues and symptoms to carefully identify the principle issue at hand. She takes responsibility for bringing problems to a successful resolution. Once she fully understands the main issue, she stays involved until a solution is reached and does not try to pass the problem onto a co-worker or an outside party without personal follow-up.



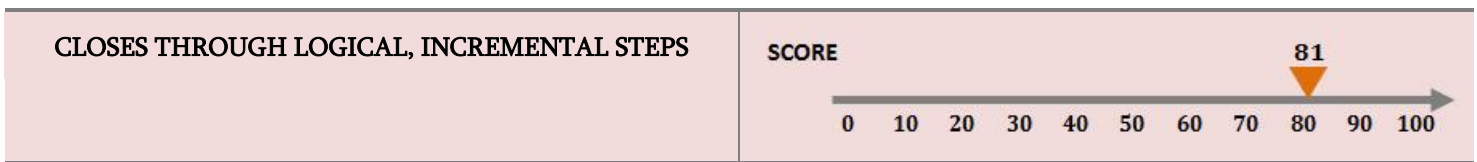
Uses a formula or series of questions to determine the prospect's fit with the product; expects to sell to the majority of prospects since they are known to need the seller's products; reacts quickly and objectively to the answers to standard probes by disqualifying the prospect or proceeding through the selling process

Skill/Capability Level: As a rule, Ms. Sample uses a standard series of questions and follow-up to gather all key information when determining the profit potential of a prospect's business. With the answers she receives, she can typically determine the prospect's fit with the product and her organization's needs. She usually remains objective in assessing the potential for profitable business. She stays emotionally detached from prospects and is able to cut loose those who would not be profitably serviced.



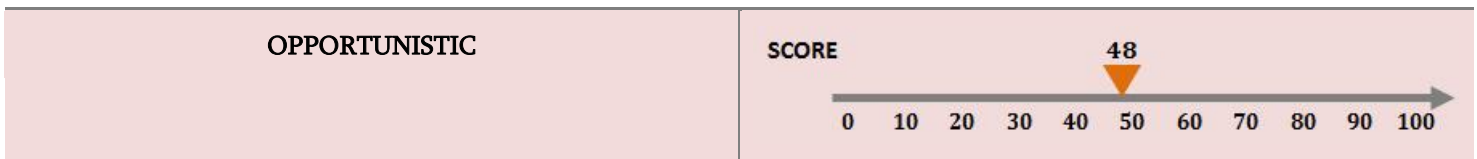
Thrives on working; tends to achieve higher results in direct proportion to the time she is willing to commit to her work; remains focused on the goal and is not easily discouraged or distracted; uses work as an opportunity for interaction and incorporates interpersonal contacts into task accomplishment; sees work as a major source of personal satisfaction

Skill/Capability Level: Ms. Sample thrives on working and finds an enormous amount of enjoyment in her job. As such, she is open to exploring business opportunities after hours or during her personal time. She understands the importance of completing tasks. As such, she remains focused when the commitment to her work is threatened by internal or external distractions. Even after hours, she is always on the lookout for tools, techniques, and processes that will benefit her job and assist her. In those cases where the tools are not provided by the organization, she will work to create her own.



Reinforces the purchase decision with a series of logical reasons that support the sale; moves closer to a purchase decision in a multiphase sale by setting an objective for each encounter and gaining agreement at each of the milestones in the process; provides ammunition for the buyer to justify the cost and defend the purchase within the customer organization; encourages a buying decision by demonstrating future savings and ease of transition to the proposed system; keeps the sales process from stalling by taking control and focusing the customer on the incremental steps leading to a buying decision; remains patient but focused on reaching the end result

Skill/Capability Level: Ms. Sample provides ammunition for the buyer to justify the cost and defend the purchase within the customer organization. She makes logical appeals that focus on the benefits to be gained and the ease of transition to the new system.



Is spontaneous and flexible; tries the untested when standard procedures or methods for satisfying a need will not suffice; takes action so that opportunities will not slip away due to procrastination; offers ideas or suggestions in a timely manner; builds trust through a candid and unguarded approach; is comfortable exploring new areas and experimenting with new ideas

Skill/Capability Level: Because Ms. Sample has a tendency to protect against the downside, she may wait until she has researched all alternatives, making timely action unlikely and increasing the chances of missed sales opportunities. She is not comfortable using new approaches or creating product and service solutions that are outside normal procedures, even if the outcome will accommodate customer needs.

Coaching Suggestions: To increase her effectiveness in sales, she needs to recognize that taking swift action is critical if she is to avoid missing opportunities. Encourage her to act quickly when she needs to do so. Coach her to think of the worst possible result that can happen if she takes this action and, if she can live with that result, go ahead and act. Remind Ms. Sample that customers will warm to her more quickly if she is spontaneous and open in her approach instead of seeking to deliver a well-rehearsed, yet stilted performance. Explain to her that being too slick in a sales situation can sometimes have a negative effect on others. Encourage her to lighten up and to focus more on the customer and less about always being flawless or in control.

Key Motivational Characteristics

The motivational characteristics described below measure Ms. Sample's preferences, wants, or desires. However, they DO NOT necessarily indicate that she currently has developed the habits or skills to satisfy them entirely on her own. A manager may wish to note these specific motivational needs and utilize the suggested tips to enhance Ms. Sample's potential.

MOTIVATIONAL CHARACTERISTICS	MANAGER'S TIPS
She enjoys the status and recognition associated with professional success and enjoys being publicly recognized for her efforts and accomplishments.	Bonuses and visible perks will act as motivators for Ms. Sample. When possible, provide her with public recognition for her efforts. This will inspire her to greater endeavors.
She sometimes enjoys talking so enthusiastically about herself that she does not always listen to others' ideas and concerns.	Help Ms. Sample better manage the limelight by developing an interest in understanding the benefits of active listening skills. Show her how to ask clarifying questions to ensure her understanding of what is being said.
She prefers to be highly controlled and make deliberate decisions. She describes herself as very methodical in her approach and is unlikely to respond impulsively, even in time-urgent situations.	Encourage her to rely more upon her background knowledge when a lack of information or time constraints require that a decision be made before she is comfortable that she will not be wrong. Lost opportunities because she waited too long to act upon them are probably a permanent loss.
She has a strong desire to establish herself as an expert in her field. She wants to develop visible competency in specific areas.	She will need clear guidelines to remain focused on accomplishing tasks outside of her field of interest. Remind her that, from a professional perspective, completing less-important tasks, no matter how well, earns very little credit.
She prides herself on the ability to establish close, personal relationships with selected people. Her desire to do so can sometimes prevent her from objectively evaluating others' ideas.	Counsel her to ensure that her decisions are objectively sound and consistent, rather than inadvertently leaning toward those she may feel are most loyal to her.

We hope this information has been useful. The assessment was developed carefully and represents a scientific method of assessment. The results should be used as a significant tool in the decision process in conjunction with interviewing, background data, and other tools. Where profile information contradicts other sources, neither the profile nor the other sources should be automatically relied on without further investigation. This assessment is valid only for the position noted.



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