

# MANAGING FOR SUCCESS®

INTERVIEWING INSIGHTS™

Sales Version

*"He who knows others is learned.  
He who knows himself is wise."  
-Lao Tse*

**Dennis Fratella**

Sales

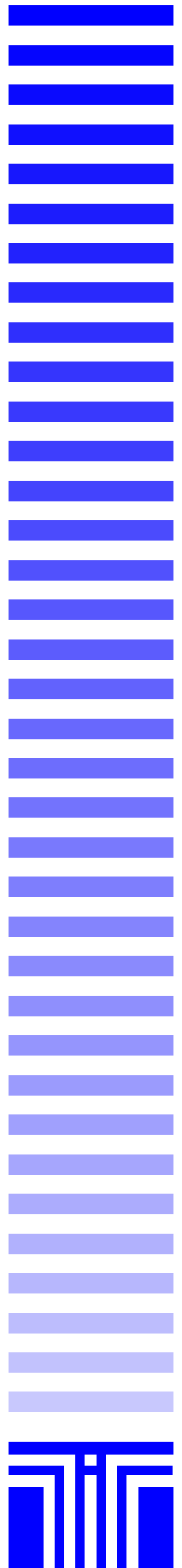
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3-29-2010

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# INTRODUCTION

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

This report analyzes behavioral style, that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements which are true or areas of behavior in which tendencies are shown. This valuable information will enable you to thoroughly prepare and conduct the selection/interview process by providing you with a deeper understanding and knowledge of how the candidate can best fit the position you have to offer.

# SALES CHARACTERISTICS

*Based on Dennis' responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the job. Eliminate or modify any statement that is not true based on sales training or sales experience.*

Dennis sets high sales goals for himself and others. Being optimistic, he may set them too high. However, if he develops a plan and follows that plan, he usually will deliver the results. He maintains a high trust level; that is, he trusts that people will make good on their promises. He prefers to sell a new client on himself first rather than his product or service. This reflects his natural approach. When he buys, he also prefers to be sold in this manner. He consistently meets the challenge of persuading people to his point of view. Some buyers may desire less talk and more facts. Dennis may be seen as somewhat impulsive. He likes new products and often is the first in his neighborhood to buy the latest things. He prefers to sell new, innovative products or services. In fact, he often uses creative ways to sell his products or services. Socially and verbally aggressive, he loves to meet strangers and begin conversations. This is a great attribute when new territory is opened, or new accounts are dictated by business conditions.

Dennis may not answer objections completely. He often treats them lightly and may "tap dance" around the objections or use sales puffery to answer them. He may promise how his product will solve the prospect's problems. Sometimes he becomes overly optimistic about the actual results his products will deliver. He doesn't necessarily do this intentionally, but reflects his optimistic view of the product. Some see him as a natural born salesperson but what they really see is his ability to talk smoothly and readily on most subjects. He quickly shares his opinion on most topics. His presentation may not be logical enough for some buyers. He has good intentions, but

# SALES CHARACTERISTICS

may become excited and jump around in the presentation. This may cause buyers to ask questions or raise objections to support the need for a logical presentation. If he gets into one of his "oversell" modes, he may cause the objections to be raised. However, he will welcome the objections and answer them to the best of his ability. He may use humor in his presentation, which may help or hinder, based on the style of the buyer. Excessive humor may cause him to ramble and not provide sufficient time for the presentation.

Dennis can be guilty of overservicing the accounts he feels are personal friends. To him, friendship is important and he may overlook certain requests to maintain the friendship. He probably has several favorite closes. He needs to evaluate the way he is using them and if they are appropriate to the sales situation. Dennis' listening skills may cause him to miss some closing opportunities. He may be thinking about what he is going to say next and miss the buying signal. He can be seen as a good closer. However, he may postpone the close until giving the complete sales pitch. Observers have actually seen him sell the product and then buy it back. He should guard against excessive talking and close at the appropriate time. Dennis may promise more than he can deliver to close a sale. He does intend to deliver what he says, but he has difficulty finding the time to provide what he promises. His optimism makes him believe he can deliver. Sometimes he tries too hard to accommodate the buyer with service. He will resent his effort if the account doesn't live up to its potential.

## IDEAL ENVIRONMENT

*This section identifies the ideal work environment based on Dennis' basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Dennis enjoys and also those that create frustration.*

- Work tasks that change from time to time.
- Freedom from long, detailed reports.
- Tasks involving motivated groups and establishing a network of contacts.
- Democratic supervisor with whom he can associate.
- Works for a manager who makes quick decisions.
- Freedom of movement.
- Assignments with a high degree of people contacts.
- New products and new ideas to sell.
- Support team with sense of urgency.

## VALUE TO THE ORGANIZATION

*This section of the report identifies the specific talents and behavior Dennis brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.*

- Optimistic and enthusiastic.
- People-oriented.
- Ability to handle many activities and customers at one time.
- Motivates others towards goals.
- Good mixer.
- Sense of urgency.
- Negotiates conflicts.

# INTERVIEW QUESTIONS

Dennis Fratella

1. What is the most appealing aspect of selling?
2. What is the least appealing aspect of selling?
3. Describe your career goals:
4. How do you plan to achieve these goals?
5. What factor do you feel may hinder your success?
6. List the personal goals you would like to achieve:
7. What do you expect from your manager?

# STYLE ANALYSIS™ GRAPHS

**Dennis Fratella**

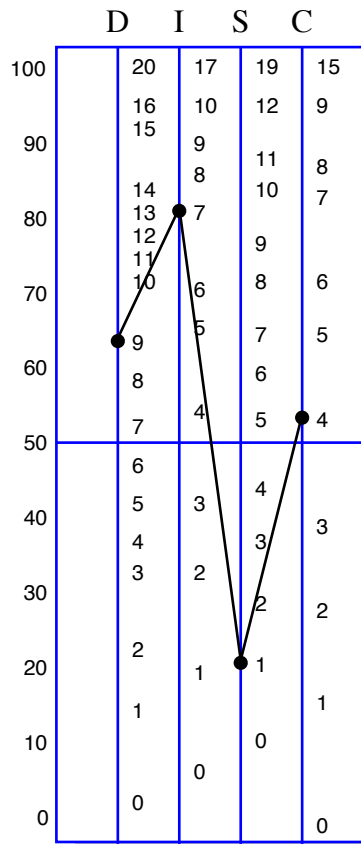
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**MOST**

**Graph I**

**Adapted Style**



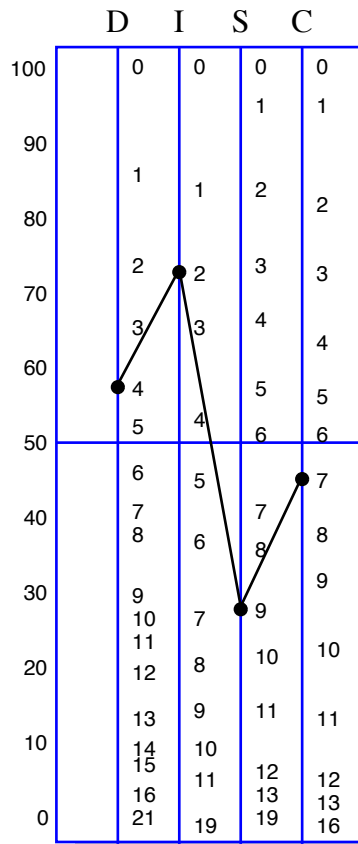
Score  
%

9	7	1	4
64	81	22	54

**LEAST**

**Graph II**

**Natural Style**



4	2	9	7
58	73	29	46

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# THE SUCCESS INSIGHTS® WHEEL

The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

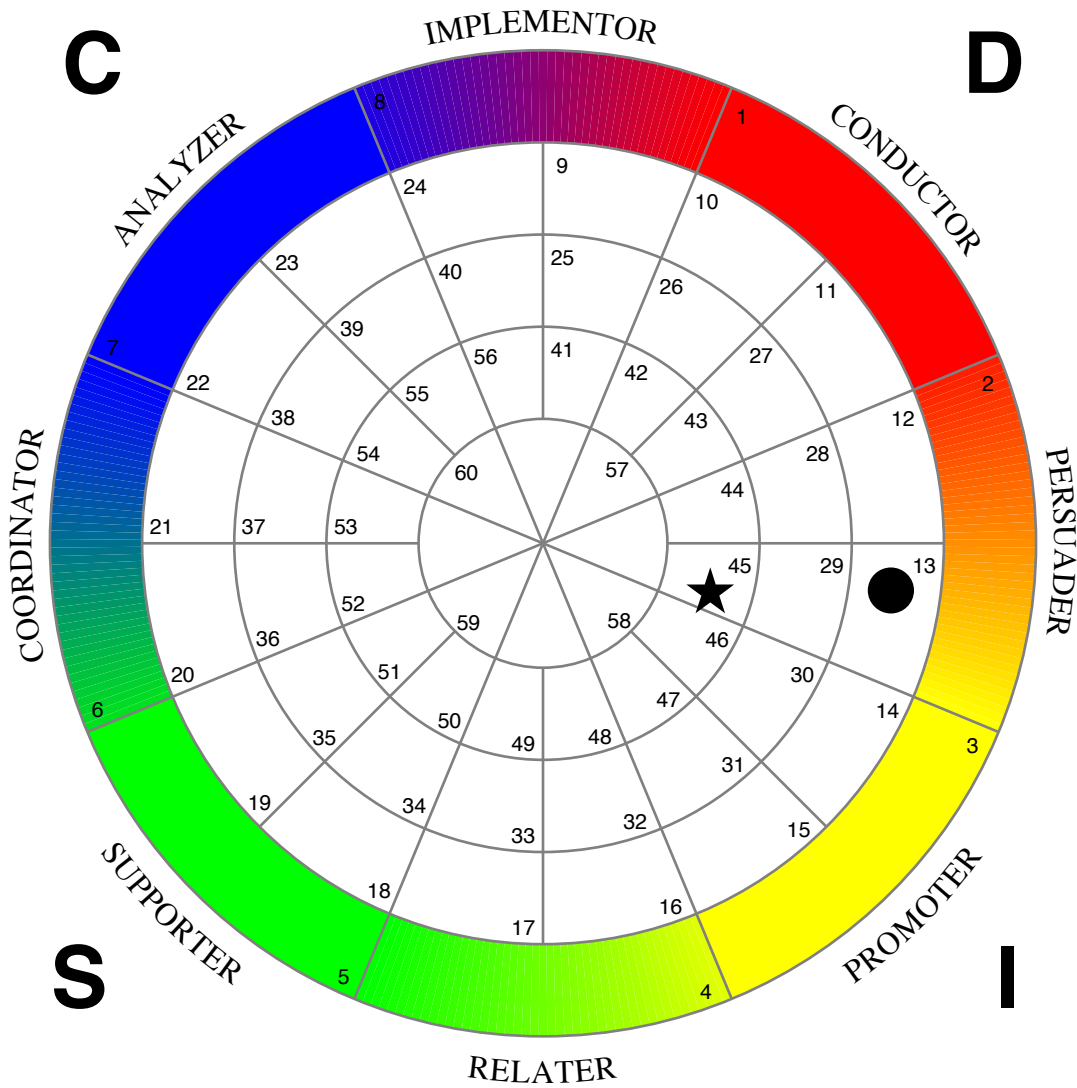
- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.
- If you filled out the Work Environment Analysis, view the relationship of your behavior to your job.

Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.

# THE SUCCESS INSIGHTS® WHEEL

**Dennis Fratella**  
 Gazette Communications  
 3-29-2010



Adapted: ★ (45) PROMOTING PERSUADER (ACROSS)  
 Natural: ● (13) PROMOTING PERSUADER

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