



## Summary Report (Sales)

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**Name:** Jane Doe

**Date:** 2/23/2004 6:36:29 PM

**Compatibility Rating:** High

**Position:** Account Manager (Farmer)

This report provides detailed information relating to an individual based on responses to the Craft Personality Questionnaire (CPQ). The information contained in this report should not be used as the sole criterion to hire, promote, or terminate employees. It is the end user's sole responsibility to maintain compliance with company policy and applicable regulations in the use of this report.

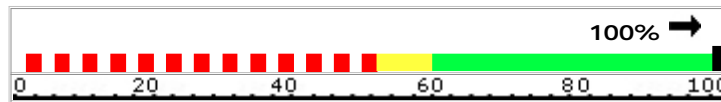
### CPQ "Basic 8" Traits

The following "Basic Eight" personality traits are each independent factors that have resulted from the individual's responses to the CPQ. Scores which are either too high or too low can produce "not in ideal range" results due to the incompatibility of the individual's results with the job requirements.

**Goal-orientation (Go): 100%**

**Coaching Hours: 0**

- More even-paced/relaxed
- Educates buyers vs. sells
- **Emphasize "sense of urgency"; monitor # of closing attempts**



- More impatient/goal-oriented
- Can be distracted/bored
- **Emphasize consistent # of openers; monitor focus and follow-through**

**Need for Control (Nc): 78%**

**Coaching Hours: 0**

- Seeks peace and harmony
- Rather work as a team
- **Motivate as "part of the team"; consider mentoring programs**

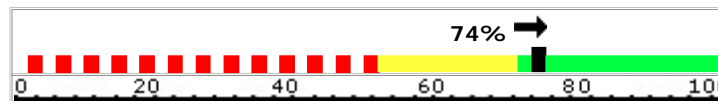


- Seeks control/independence
- Would rather "be the boss"
- **Motivate by awarding independence from supervision/accountability**

**Social Confidence (Sc): 74%**

**Coaching Hours: 0**

- Asks (rather than tells)
- Can yield control to buyer
- **Train to answer objections and to use "power phrases"**

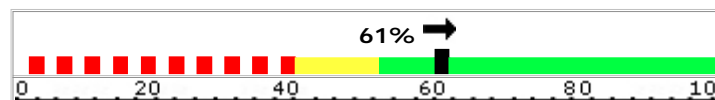


- Tells (rather than asks)
- Controls the sales presentation
- **Train to ask questions and to use "counselor selling" techniques**

**Social Drive (Sd): 61%**

**Coaching Hours: 0**

- More private/reserved
- Prospecting is unnatural
- **Match personal/private needs to prospecting goals/rewards**



- More outgoing/talkative
- Prospecting is natural
- **Motivate via public recognition and group/peer competition**

**Detail-orientation (Do): 8%**

**Coaching Hours: 0.5**

- Sells benefits/needs
- Can avoid activity reports
- **Emphasize call/activity reports; monitor efficiency/compliance**

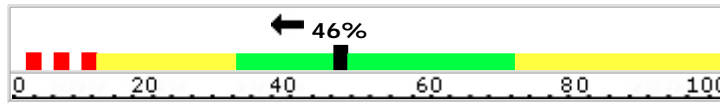


- Sells features/facts/figures
- Can have "analysis paralysis"
- **Emphasize selling the need; monitor office/computer time**

**Good Impression (Gi): 46%**

**Coaching Hours: 0**

- Has weak ego defenses
- May fear criticism
- **Reinforce mission/purpose and de-personalize criticism**



- Has strong ego defenses
- May not see faults/failures
- **Point-out examples of excuses and inability to admit mistakes**

**Need to Nurture (Nn): 3%**

**Coaching Hours: 2**

- More serious/task-oriented
- May lack tact or discretion
- **Emphasize customer service; encourage business market**



- More polite/sensitive
- May lack time management
- **Emphasize time management; encourage family market**

**Skepticism (Sk): 89%**

**Coaching Hours: 1.5**

- More positive and trusting
- Can be naïve and gullible
- **Train to recognize unqualified prospects and hidden objectives**



- More skeptical/distrusting
- Can be too formal/rigid
- **Encourage a positive attitude and open/honest communication**

Ego Drive and Empathy each results from an interaction between four of the "Basic Eight" personality traits. This report describes general behaviors which can be used for training and development purposes.

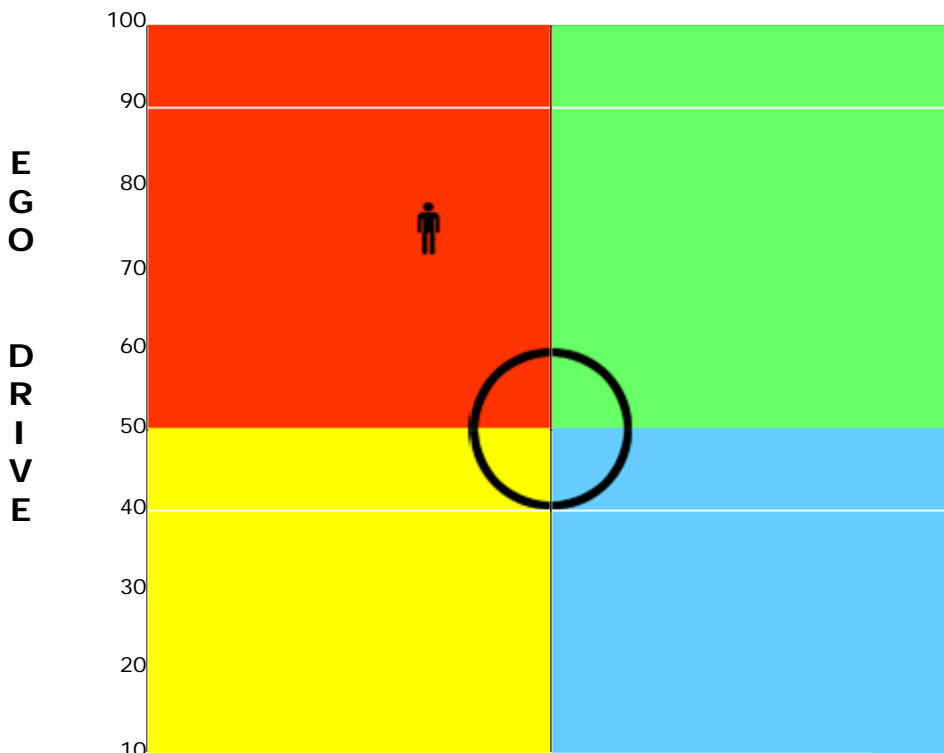
**Ego Drive** is the proactive dynamic behind human behavior. When it comes to completing their job duties or overcoming obstacles, individuals with high Ego Drive are risk-takers who place an emphasis upon the end result and "back into" the systems or relationships required to achieve it. On the other hand, individuals with low Ego Drive are more cautious and consistent and depend upon traditional systems or relationships to achieve results.

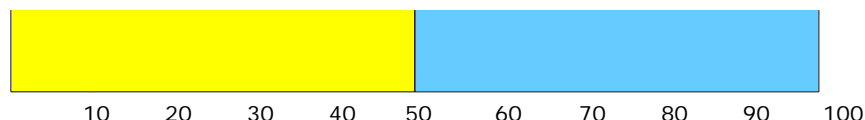
**Empathy** is the emotional/intuitive insight to perceive the needs of others. When it comes to completing job duties or overcoming obstacles, individuals with high Empathy are more relationship-centered and emphasize social skills and personal insight, while individuals with low Empathy are more task-oriented and emphasize self-discipline and efficiency.

Trait Name	0	10	20	30	40	50	60	70	80	90	100
Ego Drive (78)	[Progress bar showing 78%]										
Empathy (38)	[Progress bar showing 38%]										

**Authoritative**  
(Authoritative Driver)

**Persuasive**  
(Expressive Motivator)





## EMPATHY

**Administrative**

(Analytical Thinker)

**Participative**

(Amiable Supporter)

### Follow-Up Questions

The following probing questions are designed to be used to cross-validate the CPQ results. Managers use these follow-up questions during the first few minutes of the In-depth Interview when they review the candidate's Compatibility Chart. If you have concerns about the candidate's scores, please ask the following questions that best represent your specific concerns.

The following interview (probing) questions are provided for each of the "Basic Eight" personality traits for which the candidate scored outside of the "Ideal Range" (see pages 1-2). For example, if the candidate scored outside of the "Ideal Range" on just the Goal-orientation (Go) trait, you will only receive follow-up questions for that trait.

#### Nc (Need for Control)

- Give an example of a time when you have delegated responsibilities for a project. Would you say that the project may have been more successful had you completed the task yourself? Why or why not?
- What did you learn from the project (above) that would enable you to delegate tasks differently for more success in the future?

#### Do (Detail-orientation)

- Describe your formal education in terms of your grade point average and the courses you liked and disliked. (If the job description requires analysis of performance data or the sale of complex products/services, use probing questions to uncover the candidate's intelligence. Low Detail-orientation with low intelligence produces a reluctance to handle the analytical job duties that are required to be successful.)
- Describe any experience you have had where you analyzed data to assess your performance or the performance of others. (The individual's response here should tell you if they have the ability and the self-discipline to handle detail in spite of the fact that they dislike doing it.)
- What methods do you use to manage your time and prioritize your daily goals? (Look for a response that indicates the regular use of a formal time management system.)

#### Nn (Need to Nurture)

- What are five adjectives that describe you most accurately? (Low Nn individuals will usually validate their low score by giving you adjectives that reflect their task-oriented efficiency and avoiding words that reflect their need to nurture, compassion, or relationship-centered behaviors.)
- Describe any situation or position where you had to play a supportive role or you were responsible for working with a team toward a common goal. What did you like most? What did you like least? (Candidates with lower Nn scores have a difficult time working in supportive or service-oriented job descriptions. Look for historical evidence that this low Need to Nurture has not negatively impacted productivity.)
- When under pressure to accomplish our goals, we can often be so "on task" that we fail to be sensitive to the needs of others, especially customers. What information could you provide to show us that you are able to work effectively with customers? (If this position requires that your candidate provide customer service, make sure he or she can take the "unnatural stretch" to do what does not come naturally. The best evidence is a proven track record of customer service experience.)

#### Sk (Skepticism)

- What would you say are your previous employer's (or most immediate supervisor's) greatest strengths? Greatest weaknesses? (High Sk individuals should cross-validate the high score by showing some negativity towards previous employers. The more positive the candidate, the more likely that the high Sk will not impact his or her attitude, outlook, or productivity in the future.)