

Job Match Executive Report

for

Clyde Johnson

in the position of

Sales

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JCM
175 W 200 South, Suite 3006, Salt Lake City, UT 36041
Phone: 801.322.3700

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JOB MATCH REPORT

The following report is an analysis of how Clyde matches this position, based on one or more benchmarks or "target profiles" from PREP and 's knowledge base.

The report includes:

1. Executive Summary
2. Comparison of the Target and Individual profiles
Strengths and Potential Challenges
Match and Mismatch areas
3. Characteristics of the Individual
4. Key Interview Questions
5. Supervisor - Individual Match

No instrument can predict success with 100% accuracy. In any hiring decision, please also consider:

*The individual's career objectives, and how those objectives align with the position and future potential positions within your organization.

*How the individual's values match with your organization.

*The individual's career pattern: job history, what they have learned from it, as well as their formal education.

*The individual's related education/experience, including direct President experience, experience in the same industry, experience in related areas, and overall life experience.

*The individual's skill competency level and other preparation as minimum expectations for the position, including any prerequisite for trainings you offer.

THE JOB MATCH SUGGESTIONS CONTAINED IN THIS REPORT ARE GENERATED BY COMPARING STATISTICAL NORMS FOR A PARTICULAR JOB TYPE WITH THE SPECIFIC EXPERIENCE AND SKILL COMPETENCY NEEDS IDENTIFIED BY THE EMPLOYER. DUE TO VARIANCE INHERENT IN THE NORMING PROCESS AND UNCONTROLLABLE EMPLOYEE VARIABLES INCLUDING BEHAVIORAL MOTIVATION AND CHANGE RESISTANCE, PREP PROFILE SYSTEMS, INC. CANNOT AND DOES NOT GUARANTEE OR WARRANT THAT SUCH SUGGESTIONS ARE AN ACCURATE FORECAST OF JOB COMPATIBILITY OR FUTURE JOB PERFORMANCE.

Code #:1630S-SA

EXECUTIVE SUMMARY

Report Guide

The Executive Summary gives an overview to the individual's match from several perspectives:

Overall match focuses on the personality match, and also includes summary scoring of motivation, energy, stress and when appropriate, education/experience and technical competence.

Current Motivation graph is a composite of all the individual's motivation factors for the job, which often indicates the "change readiness" and attitude for moving into the new position.

Energy Reserve indicates how well the individual matches the minimum Energy Reserve that the job requires.

Stress Coping indicates how good the individual's stress resilience currently is, which is another factor in determining a individual's "change readiness" for the job.

Individual Match with Job Profile graphs the range of the ideal trait patterns for the job. The individual's profile is overlaid on top of the Target Job Profile for easier viewing of the match and mismatch areas. The direction of the arrows indicates the individual's current motivation.

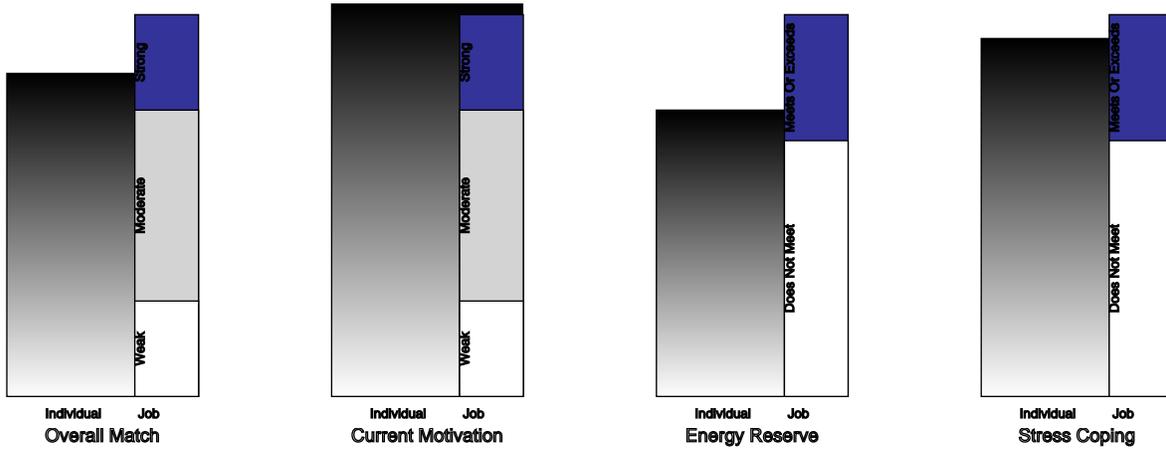
Communication Style indicates both the desired range and the Candidate's own style of communicating.

Problem Solving Style indicates both the desired range and the Candidate's own style of decision-making and problem solving.

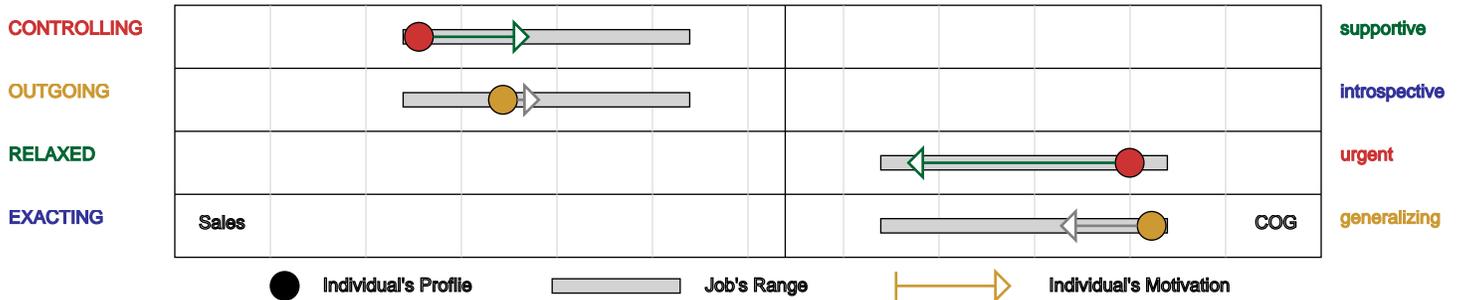
Approach to Environment indicates both the desired range of autonomy and proactiveness for the job and the Candidate's preference for being more proactive or responsive.

Activity Focus indicates the task or people focused nature of the position and which the candidate prefers.

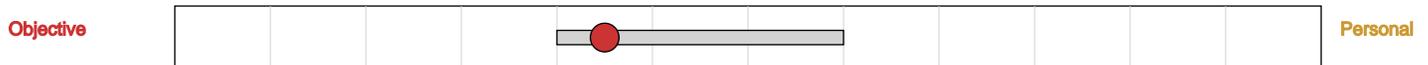
EXECUTIVE SUMMARY Sales



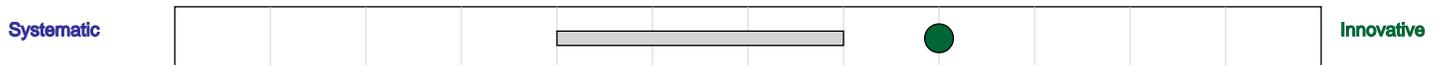
Individual's Match With Job Profile



Communication Style



Problem Solving Style



Approach to the Environment



Activity Focus



Code #:1630S-SA

COMPARISON OF JOB PROFILE WITH INDIVIDUAL

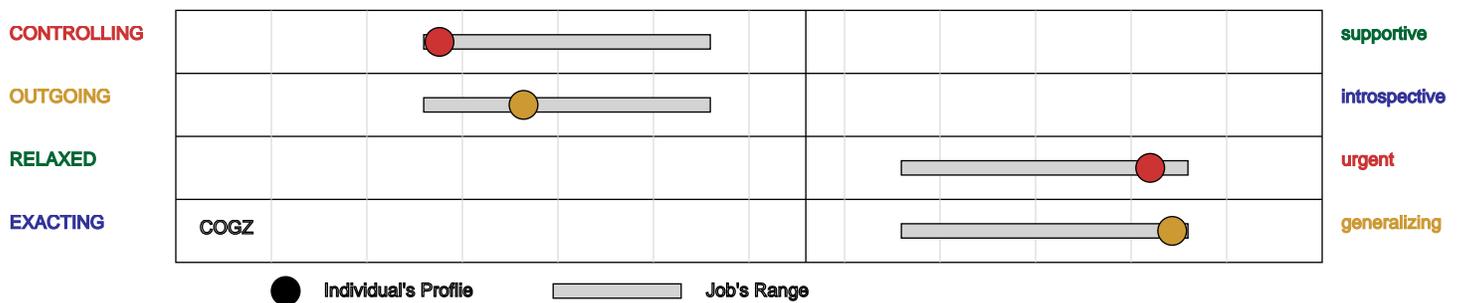
The Target Profile ranges are based on an "Ideal individual's" behavioral style preferences or personality: how they make decisions, react under pressure, respond to different environments, and are handling current life events. Comparing the Job Profile ranges with the Individual can help better understand where the individual will most naturally excel, which situations would most likely be challenging, and provide clarity about how best to motivate the individual, if hired.

COMPARISON OF JOB PROFILE WITH INDIVIDUAL

Report Guide

Comparison of Job Profile with Individual section offers a summary of the individual's strengths/match and potential friction in the following areas: Personality, Energy Reserve, Stress Coping, Current Motivation and the optional sections for Education/Experience Level and Skills Competencies Level.

Individual's Match With Job Profile



For the most accurate insight, pay particular attention to the individual's most extreme left and extreme right markings. These represent the individual's most consistent personality traits. Traits closer to the center line are more flexible and adaptive, therefore, not as predictive.

AREAS OF STRONG MATCH

PERSONALITY

PERSONALITY

Report Guide

Personality areas show how the person's personality traits match (or do not match) the Job Profile personality traits. These personality traits give the basic nature of job and person who is probably "naturally suited" to a particular position. The job may not be of interest to the individual, but it may be likely that at some point in his or her life, it was considered as a do-able possibility, fallback or dream.

Clyde's ability to control, influence the customer's decisions, and take risks match the position's requirements.

Clyde is as people-oriented and as good a communicator as is necessary.

Clyde moves at the same fast, action-oriented pace as the target profile in dealing with customers.

Clyde appears to match the position's requirements for customer follow-up and attention to detail.

Clyde will be adaptable to communicate either personably or objectively in various situations.

Clyde is goal-oriented towards bringing customer inquiries and activities to closure with definite results.

Clyde appears to be as strong of a self-starter and of an initiator of action as the target profile.

ENERGY RESERVE

ENERGY RESERVE

Report Guide

Energy Reserve shows the basic level of intensity the job demands, and on the individual's side, how much battery charge is available. Different jobs require differing energy levels, hence matching the individual's current energy and "charge" with the Target Benchmark is very important to the individual's orientation, if hired, the on-the-job learning curve and long-term success.

Further, not all of the individual's energy can be assumed to go into the job, so interviewing for what percent of their attention the job will have is important. Often, when a person loves his or her work, it is easy and natural to devote a lot of attention to the job. If the job is a "filler", or a "have-to-do", typically less attention and energy is devoted to work, which may be fine if the individual has plenty of energy. While each of us probably has a "typical" energy reserve, research has shown that this measurement can change as our stress level or energy requirement changes.

Clyde has plenty of energy for handling sales and prospecting and could even take on additional related or energizing tasks, once familiar with and competent in everyday requirements and expectations of this position.

STRESS COPING

STRESS COPING

Report Guide

Stress Coping reflects the individual's stress resilience based on the past few months. If the job is one that is a very good match for the candidate, even a moderately strong stress level may be acceptable--especially if the job requires very little new learning. Often, the greater the stress level, the less focus or energy the individual may have for the training period. How the orientation to the new position and how well the individual relates to the supervisor are also important factors that can either support the individual's stress coping, or create a more difficult situation. A stronger score predicts a greater ability to thrive in change, especially for the initial orientation and learning curve of the job.

Clyde probably will have adequate coping skills to adjust to the position's demands.

CURRENT MOTIVATION

CURRENT MOTIVATION

Report Guide

Current Motivation summarizes here the general motivation trends and how the individual's education/experience and technical competency impacts the predicted performance and motivation.

Clyde's motivation appears to be a strong match for moving into this sales position at the present time. Please interview to verify his specific motivation for this position.

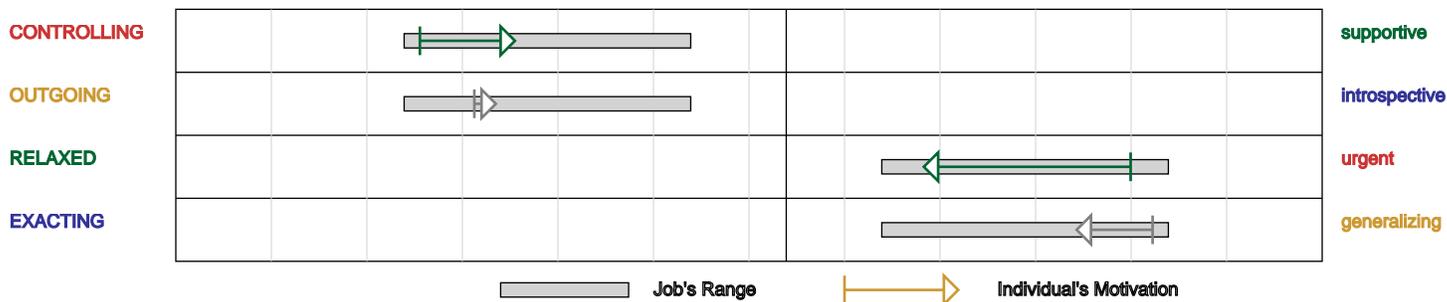
AREAS OF POTENTIAL FRICTION

PERSONALITY

Clyde tends to be a big-picture person. At times, he may make errors of detail or be less attentive to the system than necessary for the position.

CURRENT BEHAVIORAL MOTIVATION

Job Benchmark-Motivation Match



CURRENT BEHAVIORAL MOTIVATION

Report Guide

Current Behavior Motivation factors are reflected in the graphing of the Target Benchmark profile trait ranges, both the direction and intensity of the individual's current behavioral changes. The Current Behavior Motivation indicates the changes the individual has been making over the past few weeks or couple of months, which also correlates strongly to motivation and "job readiness".

Notice if these areas are pointed toward the range (or inside the range), this is considered positively motivated toward the job.

If the arrows are pointing away from the target range, this is considered not motivated toward the job. Our research and individual tracking indicate that when the individual is motivated to behave more in line with the job for which they are being hired, the easier the match, orientation and the better the outcome and probability of success. If the motivation does not match the job, the individual may have a strong rationale for their behavior that may have no bearing on performance. By thoroughly interviewing the individual and references about how things have been, attitude and expectations, actual job readiness can be more specifically assessed.

Currently Clyde is working to be more adaptive in his approach. This may be in response to needing or wanting to be more diplomatic, versatile, or a more cooperative team player. In a high pressure situation, or where he feels comfortable to just be himself, Clyde will probably have a stronger presence than he comes across with currently.

Clyde is probably trying to be more persuasive, personable and develop initial rapport skills. He is making an effort to pay attention to the customer's needs and situation more than trying to close more quickly, which is probably Clyde's more natural instinct. This may indicate that he is becoming more diplomatic and currently working on the balance of the sales process. In times of high pressure, stress or frustration, Clyde would likely chose a more direct and straightforward "close", over further fine-tuning of the customer relationship.

Being more cooperative and agreeable is probably important to Clyde currently. He is probably letting others drive the decision process -- whether being more supportive and participative of his customer, colleague or staff member. He is probably stepping back, being a better listener, and not being as forceful and assertive as he could be. This may be

reflective of trying to be a more cooperative team player and developing better rapport and long term relationships. Others probably see Clyde as being less dominant than is perhaps more natural for him, sharing the decision making process with others and lowering the personal risk factor for himself and others. His supervisor may at times have concerns that Clyde may miss closing a few customers, when he is probably trying to focus on building the longer term relationship.

At present Clyde may find himself watching his words more carefully and even being a bit skeptical of others' optimism or commitment without checking their "stories" out thoroughly. He may also be reflecting or even taking the time to think more about what is important to him than at other times.

Clyde may be taking time for planning or stepping back to gain a broader perspective on his activities. He could be either slowing down, waiting for things to happen or trying to be more tolerant and easy-going, not pressuring himself or others as hard as he otherwise might. Clyde may even experience the current time period as a time of being "on hold", delaying actions and decisions for a later date. Closing sales may not be as quick as he and others might like, as Clyde is focusing more on developing a longer term relationship at present. Others may think he is relaxed or tending to procrastinate, when he actually is trying to be deliberate, before taking action.

Analyzing situations, following up with work or customers may be his focus currently. Clyde is probably paying more attention to systems, protocol and procedures than he might ordinarily. This often indicates calculating risks carefully and exercising caution in his interactions, so that prospecting and closing would emphasize doing things right the first time. He may be less inclined to prospect new customers and be spontaneous in his interactions than he would be to do follow up and market research. Clyde is probably being more conservative and detail oriented than he would be naturally, which could come across as, at times, playing the skeptic role to balance potentially unrealistic expectations either in goal setting or estimating customer response.

PREDICTED JOB PERFORMANCE

PREDICTED JOB PERFORMANCE

Report Guide

Predicted Job Performance summarizes the candidate's temperament in the job, and emphasizes the strengths and interactions with others. This should be used for more understanding and insight into how the candidate will probably go about the tasks and interactions involved in the job on a daily basis.

Clyde is entrepreneurial and competitive with a wide network of associates. He has naturally well developed people skills. Clyde communicates in a very convincing, direct, personable, and goal-oriented style. He is known for his lively, contagious enthusiasm. Clyde solves problems intuitively and is not tied to traditional ways of doing things. He may interpret rules and procedures creatively to achieve his results and goals and then ask for changes in procedures to legitimize his actions. Clyde enjoys trouble-shooting for his customers. Clyde is probably a nonconformist, taking bold risks. He is often impatient with details and machines. Clyde may not consistently turn in routine reports unless he perceives them as related to his bottom line. Clyde will leave details and highly technical matters for others or will refer to printed matter. He enjoys outwitting standardized methods and analyzing complex problems.

In dealing with others, he has a knack for sensing good opportunities and what customers will respond to positively. He tends to be a self-starter with an instinctive ability to lead others, sensing how to validate his customers and build trust. Clyde has a very powerful, almost charismatic, influence on his environment and has naturally strong customer management and motivational skills. He is usually known for his strong initiation or start-up talents.

LEAST DESIRABLE ENVIRONMENT

- Having too many outside controls or interferences.
- Incompetent people making decisions.
- Too much structure of repetition of the same activity.
- Boredom.
- Bureaucracy.

THE INDIVIDUAL'S MOTIVATING ENVIRONMENT

Report Guide

Individual's Motivating Environment elements are listed here in comparison with the Target Benchmark for the Job being evaluated. The motivating environment is one in which a person naturally thrives and has positive reinforcement from regular activities and tasks. It's helpful to realistically evaluate how closely this environment description matches the actual work environment. If they don't match, it may be very helpful to align the activities of the position quickly, before the individual starts, to have a more integrated, high-probability success environment for the job.

Should the individual and the target benchmark environment be very different from each other, it is important to consider how much flexibility there could be in the environment to accommodate the individual. It would be advisable to discuss how the individual would match with either the position or career path for this job on a long-term basis. If the career path job environment matches the individual, the short-term environment would not be as critical--provided the individual understands expectations and timeframes. Pay particular attention to the least desirable situations, as these represent significant de-motivators for the individual.

Career Motivation Chart

CONTROLLING ← **GOAL ACHIEVEMENT ORIENTATION** → **supportive**

	STRONG TRAIT	TRAIT	Adaptive	COUNTER TRAIT	STRONG COUNTER TRAIT
Career Advancement	Jump-shift job advancement	Upward mobility	<i>Career ladder options</i>	Standardized career ladder with calm working atmosphere	Established and contractual career path, no surprises, predictable environment
Performance Feedback	Autonomous, self-evaluation for achievement of personal goals and work outcomes	Tangible results and performance feedback	<i>Regular performance reviews</i>	Written expectations with guidelines for improvement and praises for work well done, respect for self and job done	Being discovered and merit or loyalty promotions
Work Environment	Power position	Chance to prove competence	<i>Established job expectations and job description</i>	Support and training for unfamiliar areas	Assurance of competence and good work, being defended by superiors when challenged or confronted on work done with good intentions
Decision-Making	Control over organization goals	Influence and decision-making authority	<i>Having input during initial decision-making phases, kept in the informed-loop</i>	Being backed up by superiors in decision-making	Others being accountable or responsible for high-impact final decisions
Compensation	Leveraged bonus or risk/reward pay, stock options/ownership	Incentive pay	<i>Fair, comparative wage and benefits</i>	Established wages, good benefits	Merit pay increases with no surprises, good benefits, retirement, job security

OUTGOING ← **INTERPERSONAL COMMUNICATION** → **introspective**

	STRONG TRAIT	TRAIT	Adaptive	COUNTER TRAIT	STRONG COUNTER TRAIT
Career Advancement	High visibility and upward mobility advancement	Opportunity of people-interactive position/s	<i>Variety of work situations: from autonomous to group and public interactive</i>	Focused work with minimal interruptions	Established and contractual career path, no surprises, predictable environment
Performance Feedback	Association and direct representation to top management	In the loop communications	<i>Regular updates for work areas</i>	Written progress reports or summaries	Written organizational charts, following the logical flow and hierarchical chain of command
Work Environment	Broad people interaction and affiliation	Wide team or group socializing activities	<i>Team work opportunities</i>	Small, closely knit group of co-workers	One-on-one interactions with others
Decision-Making	Input into and recognition with key action plans	Exciting assignments	<i>Change of scenery or multi-tasking for ongoing stimulation</i>	Involvement in final stages of decision-making, after brain-storming and broad-brush idea generation	Technical or highly specialized assignment areas
Compensation	Lifestyle gains and benefits as perks	Public recognition or approval from superiors bonus pay for extra effort	<i>Recognition and bonus as part of whole team efforts</i>	Straightforward feedback and tangible, practical recognition	Personal time honored, with no intrusions on family life and commitments

RELAXED ← **PREFERRED PACE** → **urgent**

	STRONG TRAIT	TRAIT	Adaptive	COUNTER TRAIT	STRONG COUNTER TRAIT
Career Advancement	Predictable, commensurate job promotions	Planned change with preparation time	<i>Close communication and input on assignments that are working or not working</i>	Immediate rewards for good performance	Tangible, near-term outcome based promotions and planning
Performance Feedback	Established protocol for performance evaluation	Cooperation and even pace	<i>Regular staff meetings with an agenda and discussion timeframes</i>	Fast pace and action on decision items	Ability to change decisions midstream to take advantage of changing conditions in environment/markets, etc.
Work Environment	Calm, routine working environment, no outbursts or unjustified pressure, inclusion without asking or having to beg for it	Simple, non-pressured directions, respect	<i>Variety in assignments, acknowledgment for contributions</i>	Spontaneity and unplanned activity to relieve monotony or sameness of task	Hot reactor or crisis level responsiveness
Decision-Making	Logical and methodical decision-making, with input and notice of impact and effective dates	Stability, no surprises, especially not adverse or embarrassing	<i>Facilitating role in decisions, being able to adjust timing for self or group</i>	Instinctively being able to move on opportunities that arise, especially from timing	Change the environment, if it hasn't moved by itself, sometimes for the sake of change
Compensation	Planned promotion path, solid benefits, retirement	Predictability in pay, benefits	<i>Open to bonuses for early completion, consequences for late delivery</i>	Short term gains preferred over lower risk rewards for longer term	Commission and bonus on performance, control over own financial matters

EXACTING ← **DETAIL ORIENTATION** → **generalizing**

	STRONG TRAIT	TRAIT	Adaptive	COUNTER TRAIT	STRONG COUNTER TRAIT
Career Advancement	Seniority ladder system of rewards	Standardization and systems	<i>General guidelines for organizational expectations</i>	Limited written documentation	No routine, assignments, inventing, trying new paths
Performance Feedback	Standard operating procedures for all work activities	Quality controls Strong training prior to commencing work activities	<i>Informal, team-oriented, frequent feedback on performance and improvement areas</i>	Unencumbered ability to explore and try new methods	Independent work
Work Environment	Statistical feedback to measure performance effectiveness	Predictable and fair leadership	<i>Individual development plan for progressing optimally in organization</i>	Brainstorming, unusual and curiosity-oriented assignments	Adventure, never-been-done, high risk activities
Decision-Making	Employee handbook specifying expectations and new employee orientation	Written protocol and lists to work from to know when an activity or task is complete	<i>HR Staff and handbooks to understand benefits, expectations</i>	Minimal supervision and maximum autonomy	Big picture perspective, with someone else handling the details and implementation
Compensation	Established benefits focused on job and personal security	Guaranteed wages, hours, benefits	<i>Fair wages, in line with comparables in field and geographic area</i>	Commission with high reward opportunities	Speculative rewards for risks taken

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Individual's Profile



Job's Range

COMMUNICATION STYLE

COMMUNICATION STYLE

Report Guide

Communication Style indicates how a person expresses himself or herself outwardly. Communication style requirements for a job range from personal and "feeling" to objective and "thinking". Matching how a person naturally expresses himself or herself is important in both customer and internal staff relationships, developing rapport and clarity of expression.

This indicates the preferred style of expressing oneself and assessing a situation, whether in a direct, straightforward fashion or in a more personal diplomatic manner.

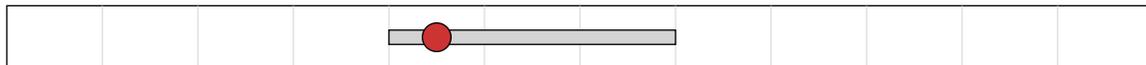
Those with an objective style of communication use a logical, objective manner of expressing themselves. They usually do not avoid sensitive subjects; they prefer to deal with tangible elements. They can express difficult emotionally charged situations in a non-personal factual manner. This style is skillful with factual assessment of a situation.

On the personal side of the continuum, individuals take great care to express themselves in an empathetic fashion. They are careful to protect a person's feelings and opt to edit a communication or express it in small doses over time if it could have potentially adverse consequences. This style is quick to represent the people side of an issue. They may use subtle persuasion skillfully or at times may not be able to get a point across.

Those on the center of this continuum are usually at home with both personal and objective/factual communications and assessment. For example, they may be more factually oriented at work and personally oriented in other situations or vice versa. At times this quick ability to change from fact to feeling orientation may appear as having inconsistent priorities.

"Development Opportunities" represent the predicted underdeveloped nature of the individual in this position. Training programs for the position and coaching the individual are key to a longterm successful match between the individual, position and organization. Human nature exhibits both strengths and weaknesses. Strengths in one situation are limitations in a different environment.

Objective



Personal

Strengths

Nearly Matches Job

Individual

Is probably known to be a proactive, strong communicator with an outcome to achieve.

Job

Is probably known to be a proactive, strong communicator.

Individual	Job
Can convincingly express [r]self in developing an initial relationship, making a convincing goal-oriented presentation and closing without delay.	Can convincingly express himself in virtually all situations: relationship development, presentation and closing.
Can convincingly and straightforwardly express goals and direct others to buy. May be comfortable meeting a variety of clients and helping them meet their outcomes specifically through what is being represented.	Can convincingly and straightforwardly express goals and motivate others to buy. May be comfortable in a wide variety of social settings and easily relate to different clients.
Enjoys selling products and services that offer high monetary rewards, challenge and opportunity to meet interesting, goal-oriented customers who know what they want and are open to reaching the sale efficiently and amicably.	Prefers having options and flexibility in communication, instead of just one set sales approach.
Will clear up misunderstandings promptly and in a matter-of-fact way, especially to reach a goal. Communicates without extra words or intense emotionality.	Will facilitate to clear up misunderstandings, especially to be sure all sides have been heard. Is likely "at home" in diverse groups where a wide variety of feelings and thoughts are expressed.

Development Opportunities

- May unintentionally step on toes or feelings when making an important point and could start the "close" earlier than the client is prepared to respond.
- When frustration sets in, may back off from being as sure of himself and trusting that the prospective client's word will be honored and resort to forcefully closing the sales, perhaps at the expense of the relationship's best long term development.
- Could surprise and potentially disappoint others when friendly interactions are replaced by abrupt or firmer pressure communications to "get the job done".

PROBLEM SOLVING STYLE

PROBLEM SOLVING STYLE

Report Guide

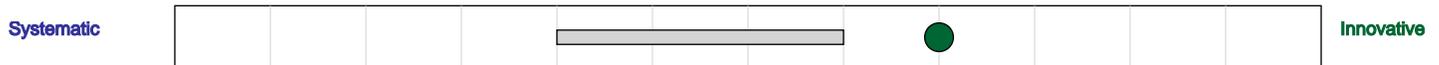
Problem Solving Style reflects how we process information and arrange our thoughts. The range is from innovative and "broad brush" to systematic and tangible. How a person makes decisions tells us how to present information and how much "think time" is necessary for an accurate response. It is important organizationally to have a diverse set of problem solving styles, so the individual's style needs to be assessed in conjunction with how the whole team fits together.

On the one end of the continuum is the systematic problem-solving approach, which organizes and understands information in a systematic, linear fashion. This style is usually adept at handling or sorting detail or highly specific information. They often need tangible proof to feel documentation is complete. This style is known for its pragmatic sense of realism and dealing with the known. These individuals can make an activity more efficient and productive by analyzing and perfecting the procedure to reach a consistent outcome.

On the other side of the continuum is the innovative problem-solving style, which takes in many facets of information at once and uses a more, intuitive approach to sorting and organizing for a solution. Often, this style has a big picture perspective and is not as concerned for specific detail placement unless it destroys or distorts the overall concept. This style characteristically enjoys looking for new and better ways in doing things, avoiding repetition or boredom and even identical outcomes.

When the indicator falls in the middle, the person can usually move easily from being more systematic to being more innovative and intuitive, depending on the situation. They will probably prefer some variety and innovation within overall standards operating procedures, yet not to the point of not feeling organizational or systems stability.

"Development Opportunities" represent the predicted underdeveloped nature of the individual in this position. Training programs for the position and coaching the individual are key to a longterm successful match between the individual, position and organization. Human nature exhibits both strengths and weaknesses. Strengths in one situation are limitations in a different environment.



Strengths

Potential Mismatch

Individual

Uses an inventive logic that broadens possibilities and solutions for presentations and developing leads.

Job

Probably has an enthusiastic approach to selling, being open to the most efficient and effective solution to bring the customer to a close.

Individual	Job
May scan and could miss details, especially when being time-pressured to prepare for making a call or report.	May be known for swift, decisive closing.
Can work on several sales projects at one time, effectively keeping "many irons in the fire".	Probably takes a pragmatic approach to presenting features and benefits and can adjust to different client timeframes appropriately.
Probably has good rapport and relationship developing skills.	May incorporate past, present and future consequences--adapted to the client's business--in the sales presentation.
Prefers having a handle on the "big picture", generating new ideas and more effective ways for presenting features and benefits, and providing the client with a unique solution.	Prefers to control the scope and timeframe of the sales call process.
Keeps a broader perspective of activities, overall patterns and generally maintains an easy-going sense of humor.	Naturally will take on a leadership position to accomplish own sales goals.
May remind and encourage others to think of alternatives to accomplish goals.	May function as a strong influence to facilitate the sales team's forward progress.

Development Opportunities

- May bring up so many options to the client, that staying focused becomes a challenge in order to bring the client to a simple and effective close.
- Could offer interesting or creative solutions without initial close scrutiny for implementation by the company.
- May expect clients to buy-in when the "better" idea is presented, when they may need time to reflect or assimilate the solution in a more systematic fashion.

APPROACH TO ENVIRONMENT

APPROACH TO ENVIRONMENT

Report Guide

Approach to Environment offers a detailed table to compare the proactive versus responsive elements in the target benchmark and the individual's profile results. When the Individual and Job align in the Approach to Environment, the long-term natural flow of expectations from the position to and from the rest of the organization are usually better met. If they are different, the individual may be viewed as "overstepping boundaries" or "not pulling his or her weight".

The Approach to Environment indicates how much action or force an individual exerts in his or her environment. The proactive end of the continuum indicates a strong action preference in response to the environment, short-term, visible goal attainment. This is an externally assertive person. These individuals are usually quick to take initiative or leadership in a situation.

Those on the responsive side prefer to inwardly reflect and evaluate consequences of their involvement before they take action. They are attuned to long term goals and at times, delayed gratification. These individuals outwardly appear to have a more subtle influence on their environment.

Those who fall in the center area will probably prefer a moderate stance towards taking action. In some cases they may be moved towards outward leadership and in other situations they may be inclined to ponder prior to action. The key to their action-initiative is usually reflected in their instinctive value system; areas highly valued call them into action. They probably focus on trying to relate short-term goals within a long-term framework before commencing action.

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Strengths

Individual Matches The Job Profile

- Self starter who probably enjoys taking risks and trying new things.
- May jump into the sales call with a big picture approach and miss some of the critical steps, such as taking the time to explain the details, but may be so enthusiastic, rapport is established.
- Tends to be growth and potential oriented.
- Motivates clients to update areas that have become "routine" and consider new methods to do things better.

- Likes the autonomy to pursue own client development and break new ground without a lot of rules.
- Initiator of projects, brainstorming and questioning accepted protocol.
- Brings up the potential "upsides" of change and new ideas.

Development Opportunities

- May act independently and not make communicating own actions to others a priority.
- May be so convinced of the particular sales approach or prospect to call upon, that other input is not heard and learning is by "the school of hard knocks".
- May lose interest in following up slow-moving calls initiated, not because they are not important, but that boredom or routine has set in.

ACTIVITY FOCUS ON THE JOB

ACTIVITY FOCUS ON THE JOB

Report Guide

Activity Focus on the Activity indicates what part of an activity a person emphasizes. The job's emphasis can range from strong outcome- to process-orientation. This measurement also gives the degree of closure with which a person is comfortable and effective when interacting with others and activities. When the individual and Benchmark align in the Activity Focus, there is usually good clarity of goal setting and implementation. If they are different, the candidate may be viewed as being "too arbitrary" or "fuzzy" in defining outcomes at the beginning of a project or goal and in monitoring process.

The outcome end of the spectrum reflects a high closure preference. These individuals place a strong emphasis on making and sticking with a decision.

The process side reflects a preference to keep options and alternatives readily, imminently available. These individuals emphasize being open and flexible to new information and methods and not committing to a non-revocable decision. They prefer an evolution that emphasizes process and gathering input with more tentative, changeable decisions.

Those individuals who fall in the middle part of the spectrum prefer to balance their adaptability with a pragmatic make-the-decision-anyway. These individuals may switch occasionally from being more definite in their decision-making to weighing the changing environment that may influence final decisions.

"Development Opportunities" represent the predicted underdeveloped nature of the individual in this position. Training programs for the position and coaching the individual are key to a longterm successful match between the individual, position and organization. Human nature exhibits both strengths and weaknesses. Strengths in one situation are limitations in a different environment.



Strengths

Individual Matches The Job Profile

- Is usually deadline sensitive and goal oriented.
- May be well-focused and self-disciplined in sales approach.
- Can be very efficient in producing outcomes and accomplishing sales goals.
- Probably is accountable and reliable, doing what was initially agreed upon when setting targets.
- Prefers to be evaluated and given feedback with objective criteria that can easily be measured to determine sales performance.
- Often can judge others in a fair and unbiased manner.
- May be good at monitoring others' performance and motivating them with objective standards.

Development Opportunities

- May not focus sufficiently on developing the relationship with the client to understand the underlying client needs.
- May not be diplomatic when feeling personally criticized or if client begins to take advantage of the sales situation.
- Might be seen as being blunt when correcting others, not just offering neutral feedback to correct an error, as probably was intended—even with customers.

KEY INTERVIEW AND REFERENCE QUESTIONS

The following key interview questions should be asked of the candidate, their references, former employers, educators and other personal references. They target the mismatches between the candidate's personality and the target profile for this position. The capitalized responses are the approximate "target performer" behavioral response.

KEY INTERVIEW AND REFERENCE QUESTIONS

Report Guide

Key Interview and Reference Questions give an array of questions that should be asked in interviews and/or reference checks (work, personal, education) to determine the individual's probability of success on the job. Areas where there are mismatches between the job, individual's style and energy should be verified before making a final decision, either through interviewing or reference checking.

The "acceptable" range responses suggested in all capital letters after the question should help to verify a potential mismatch or indicated from the individual's responses a different approach that you may find also appropriate to the job.

At times, an individual may have an effective, but different style from one that has been identified as successfully performing job responsibilities. It is important to give actual situations or cases that illustrate the Key Interview and Reference Questions to get a complete picture of how this individual will respond to a required job situation.

1. What did you dream about doing when you were a child?

Should relate to this position either by industry, activity in the job, or common interest - even if in general likeness. If not clear, ask the following question.

2. What specifically did you like about what you dreamed about doing as a child?

Should be more behaviorally specific, which should translate better into the position match or mismatch. If mismatched or unclear, ask the following question.

3. What in this position do you think will satisfy some of those strong desires? Is there anything you are not familiar or comfortable with, in what you think this job takes?

Should be very familiar with the pro's and con's of the position and have long term interest-consistency with the majority of the position required activities.

7. What do you enjoy most about repeating activities or having a daily routine?

Should enjoy repeating activity in a consistent pattern, innovating and refining each time to make gradual improvements on the sales presentation, prospecting or follow-through.

8. What have you learned most from listening to your customers?

Should enjoy and have examples of observing, soliciting, planning and implementing customer suggestions to improve products or services.

9. How do you handle unscheduled time in your day?

Should have an idea list or plan that is perhaps reviewed and tasks selected to begin implementation, or might suggest that is long term planning time or making calls to lower priority prospects.

10. What system do you have for completing routine sales report forms?

Should have a system that is almost automatic for both completion and accuracy, so these forms don't build up and create a "log jam".

11. How do you follow up on prospecting and sales calls you instigate? What method have you developed that is successful?

Should have several examples of follow-up and organized systems to carry through.

12. How do you feel about routinely and perhaps frequently keeping your supervisor copied on your activities?

Should be experienced with and appreciate importance of close communication, especially in initial stages and on activities that would affect others' work and schedules.

13. What are the most successful sales situations you have had, where you needed to coordinate a number of either players or variables?

Should have several experiences and enjoyed playing the coordinator; solicits input from all parties skillfully to address the customer's needs from several perspectives.

14. How do you handle objections?

Should be able to get involvement from customer and respond in an educational non-pressured manner.

INDIVIDUAL'S REPORT

Report Guide

Individual's Report is designed to offer feedback to the individual. We feel it is good business and common courtesy to offer results to the person who has taken the survey. *Individuals will be more honest and less intimidated in responding to the survey if they know they can receive their results.* We suggest that you let them know that they can come back to review the results in two weeks. Using this approach, the burden of feedback is not on you.

Individual's Report covers:

Likely Performance (please refer to previous definition)

Trait Summary Chart, which indicates a brief description of the individual's natural style profile traits. There is a "situation" column on the far left side of the Trait Summary Chart and to the right are the trait behaviors of the candidate in each of the four trait continuums:

Controlling - Supportive
Outgoing - Introspective
Relaxed - Urgent
Exacting - Generalizing

This report may also be useful for those who will work with the individual on a daily basis. The individual taking the survey should validate this report prior to sharing it with new co-workers and colleagues. Some employers only share the Trait Summary Chart with the individual, which is sufficient, yet good feedback for an individual.

It is ordinarily not appropriate to hand out the Job Match Report or the Supervisor Matching Report to an applicant. You may wish to consider sharing these reports with current staff or new hires for development purposes. These results are inappropriate for salary reviews.

INDIVIDUAL'S REPORT

The PREP Profile measures a person's strengths and preferred communication and problem-solving styles. The PREP Profile does not determine whether a person is hired, but rather offers insight as to the match between the individual, the position and, as applicable, the supervisor. Based on your survey responses, the following report describes your strengths and overall basic nature. While the PREP Profile is fully validated, it is important for you to verify the results. Please review this and if it does not appear to accurately represent you, please contact your survey administrator as soon as possible. Thank you for your cooperation and interest.

Clyde is entrepreneurial and competitive with a wide network of associates. He has naturally well developed people skills. Clyde communicates in a very convincing, direct, personable, and goal-oriented style. He is known for his lively, contagious enthusiasm. Clyde solves problems intuitively and is not tied to traditional ways of doing things. He may interpret rules and procedures creatively to achieve his results and goals and then ask for changes in procedures to legitimize his actions. Clyde enjoys trouble-shooting for his customers. Clyde is probably a nonconformist, taking bold risks. He is often impatient with details and machines. Clyde may not consistently turn in routine reports unless he perceives them as related to his bottom line. Clyde will leave details and highly technical matters for others or will refer to printed matter. He enjoys outwitting standardized methods and analyzing complex problems.

In dealing with others, he has a knack for sensing good opportunities and what customers will respond to positively. He tends to be a self-starter with an instinctive ability to lead others, sensing how to validate his customers and build trust. Clyde has a very powerful, almost charismatic, influence on his environment and has naturally strong customer management and motivational skills. He is usually known for his strong initiation or start-up talents.

TRAIT SUMMARY CHART

SITUATIONS:				
	Decision-making:	authoritative	assertive	
	Communication:	blunt	to-the-point	
	Leadership:	commanding	confident	
	Follower Role:	rebellious	strong-willed	
	Approach to Change:	uncompromising	positive	
	Best Environment:	need complete control	need a challenge	
	Under Pressure:	steam-roller	commanding	
	Worst Environment:	too many bosses	indecision	
	Pet Peeves:	compromise	incompetence	
Decision-making:	convincing	enthusiastic		
Communication:	eloquent	persuasive		
Leadership:	inspirational	team-oriented		
Follower Role:	eager	cooperative		
Approach to Change:	trusting	optimistic		
Best Environment:	need opportunity	need to be with friends		
Under Pressure:	make biting remarks	sarcastic		
Worst Environment:	isolation	rejection		
Pet Peeves:	being left out	non-communication		
Decision-making:		quick	instantaneous	
Communication:		fast speaking	hurried	
Leadership:		action-oriented	bustling	
Follower Role:		active	demanding	
Approach to Change:		swift	rushed	
Best Environment:		need variety	need frequent changes	
Under Pressure:		abrupt	short-tempered	
Worst Environment:		slow-downs	delayed gratification	
Pet Peeves:		waiting in lines	complications, delays	
Decision-making:		overview priorities	big picture perspective	
Communication:		unrestrained	informal	
Leadership:		delegators	free-wheeling	
Follower Role:		self-reliant	independent	
Approach to Change:		open-minded	challenge tradition	
Best Environment:		need independence	need no restrictions	
Under Pressure:		generalize	disregard details	
Worst Environment:		bureaucracy	detailed accountability	
Pet Peeves:		structured settings	perfectionists	