



Job Benchmark

Job Profile Report VP Sales

"Those who build great companies understand that the ultimate throttle on growth for any great company is not markets, or technology, or competition, or products. It is one thing above all others; the ability to get and keep enough of the right people."

Jim Collins, "Good to Great"



VP Sales Personal Skills Report

Imp	Skill Group	Personal Skill	Description	Core Skills
Very	Achieving	Goal Achievement	The ability to: set, pursue and attain achievable goals, regardless of obstacles or circumstances; identify actions necessary to achieve task completion; set achievable goals; maintain direction in spite of obstacles; stay on course in times of difficulty.	<ul style="list-style-type: none"> • Results Orientation • Realistic Personal Goal Setting • Project and Goal Focus • Persistence
Very	Achieving	Personal Accountability	The ability to be responsible for the consequences of one's own actions and decisions: taking responsibility for these decisions and not shifting focus or blame or poor performance somewhere else or on others.	<ul style="list-style-type: none"> • Personal Accountability
Very	Achieving	Results Orientation	The ability to identify actions necessary to achieve task completion and to obtain results: the ability to meet schedules, deadlines, quotas, and performance goals.	<ul style="list-style-type: none"> • Results Orientation
Very	Achieving	Self Management	The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.	<ul style="list-style-type: none"> • Self Management
Very	Managing	Leading Others	The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.	<ul style="list-style-type: none"> • Leading Others
Very	Thinking	Conceptual Thinking	The ability to identify and evaluate resources and plan for their utilization throughout the execution of comprehensive, long-range plans.	<ul style="list-style-type: none"> • Conceptual Thinking
Very	Thinking	Decision Making	The ability to: analyze all aspects of a situation to gain thorough insight to make decisions; identify and evaluate resources; apply problem solving abilities; develop an inner strength; be objective and fairly evaluate the different aspects of a situation.	<ul style="list-style-type: none"> • Conceptual Thinking • Theoretical Problem Solving • Role Confidence • Balanced Decision Making



VP Sales Personal Skills Report

Imp	Skill Group	Personal Skill	Description	Core Skills
Very	Thinking	Planning And Organization	The ability to: establish a process for activities that lead to the implementation of systems, procedures or outcomes; identify long range goals and design plans to attain them; understand the needs of a situation and establish effective action plans; evaluate future implications of current decisions and actions.	<ul style="list-style-type: none"> • Long Range Planning • Concrete Organization • Proactive Thinking
Imp	Achieving	Flexibility	The ability to: readily modify, respond to and integrate change with minimal personal resistance; identify elements of a problem situation and understand which components are critical.	<ul style="list-style-type: none"> • Surrendering Control • Integrative Ability • Understanding Motivational Needs
Imp	Achieving	Self Starting	The ability to initiate and sustain momentum without external stimulation.	<ul style="list-style-type: none"> • Initiative
Imp	Managing	Accountability For Others	Being responsible for the consequences of the actions of those whom you manage.	<ul style="list-style-type: none"> • Accountability For Others
Imp	Relating	Customer Focus	The ability to: be open to people and willingness to hear what other people are saying; “read between the lines” in understanding body language and emotions; not allow unfair implications of prejudged information to enter into and effect an interpersonal relationship.	<ul style="list-style-type: none"> • Evaluating What is Said • Empathetic Outlook • Freedom from Prejudices
Imp	Relating	Diplomacy And Tact	The ability to: treat others fairly, regardless of personal biases or beliefs; place oneself "in the shoes" of another and to view a situation from their perspective; be objective and fairly evaluate the different aspects of a situation; not allow unfair implications of prejudged information to enter into and effect an interpersonal relationship.	<ul style="list-style-type: none"> • Empathetic Outlook • Balanced Decision Making • Freedom from Prejudices



VP Sales Personal Skills Report

Imp	Skill Group	Personal Skill	Description	Core Skills
Imp	Relating	Influencing Others	The ability to: personally affect others' actions, decisions, opinions or thinking; instill a sense of value for the task at hand; develop and invoke a self-starting attitude in others; understand the needs and desires of others.	<ul style="list-style-type: none"> • Conveying Role Value • Gaining Commitment • Understanding Motivational Needs
Imp	Relating	Interpersonal Skills	The ability to: interact with others in a positive manner; understand others objectively; connect with others on a personal level; persuading others to a given point of view.	<ul style="list-style-type: none"> • Evaluating Others • Personal Relationships • Persuading Others
Imp	Relating	Objective Listening	A person's openness to people and willingness to hear what other people are saying and not what they think they should say or are going to say.	<ul style="list-style-type: none"> • Evaluating What is Said
Imp	Thinking	Continuous Learning	The ability to take personal responsibility and action toward self-improvement and learning; a measure of how strongly a person feels the need to achieve.	<ul style="list-style-type: none"> • Self Improvement • Personal Drive
Imp	Thinking	Problem Solving	The ability to identify alternative solutions to a problem and to select the best option; the ability to identify the system component that is causing the error, as well as the options available for resolving it and completing the task.	<ul style="list-style-type: none"> • Problem Solving
Some Achieving		Resiliency	The ability to: quickly recover from adversity; stay on course in times of difficulty; handle rejection on a personal level based on self-esteem; direct one's energies towards the completion of a goal without an external catalyst.	<ul style="list-style-type: none"> • Persistence • Handling Rejection • Initiative
Some Managing		Developing Others	The ability to understand the needs, interests, strengths, and weaknesses of others, and to utilize this information for contributing to the growth and development of others.	<ul style="list-style-type: none"> • Developing Others



VP Sales Personal Skills Report

Imp	Skill Group	Personal Skill	Description	Core Skills
Some	Relating	Empathetic Outlook	The ability to perceive and understand the feelings and attitudes of others: the ability to place oneself "in the shoes" of another and to view a situation from their perspective.	<ul style="list-style-type: none"> • Empathetic Outlook
Not	Relating	Conflict Management	The ability to: resolve different points of view; confront controversial or difficult issues in an objective manner; identify alternate solutions and to select the best option; be sensitive and aware of the feelings of others	<ul style="list-style-type: none"> • Correcting Others • Problem Solving • Sensitivity to Others
Not	Relating	Teamwork	The ability to surrender control of a given situation; the ability to coordinate personal insights and knowledge to others into effective actions; how motivated a person is by feeling like part of a group; the ability to be sensitive and aware of the feeling of others.	<ul style="list-style-type: none"> • Surrendering Control • Relating to Others • Sense of Belonging • Sensitivity to Others



VP Sales Personal Skills Interview Questions

Goal Achievement (Achieving): The overall ability to set, pursue and attain achievable goals, regardless of obstacles or circumstances.

- Describe the most complex project you ever worked on. How did you establish action steps and milestones for that project? What was the most difficult part of that project for you?
- Share with me 5 goals you have previously set for yourself in your career. How many have you accomplished? What have been the reasons for your successful completion of them? How about those you have not completed?
- Give me an example of a time when you really procrastinated before getting started on something. How did you get started? Did you complete that goal or project?
- Is there one thing in your life that you have accomplished that gives you the most satisfaction? What is it? How tough was it to accomplish?
- What is the one thing in your life that you have not been able to accomplish or complete that gives you the most frustration? Why didn't you complete it? How could you complete it?
- Give me an example of a time when you were really able to focus your efforts on a single goal. How were you able to do that?

Personal Accountability (Achieving): A measure of the capacity to be answerable for personal actions.

- Tell me about a time when it was necessary to admit to others that you had made a mistake. How did you handle it?
- Give an example of a situation where others had made an error or mistake and you had to take the blame for their actions. How did you feel about doing that?
- What is the worst business decision you ever made? What made it the worst? Would knowing what you do now have helped you to avoid making that decision?
- Give me an example of a lesson you have learned from making a mistake. What did you do differently going forward?
- Give me an example of someone you know whose personal actions led to disastrous results. How answerable is that person for what happened? What advice would you give to that person?



VP Sales Personal Skills Interview Questions

- What person from history do you most admire for taking the blame for a failure? What did taking the blame do for that person?

Results Orientation (Achieving): The ability to identify actions necessary to complete tasks and obtain results.

- Give me an example of one thing in your life that you have worked on for what you consider to be a very long time with no distraction or break. What did you dislike most about that? How successful were you in completing it? How long a time did you work it?
- Give me an example of a time when someone didn't follow-through on a commitment to you. What did you do about it? How do you make sure that others around you follow through on their commitments? How do you ensure that you do?
- Give me an example of a project that you have completed and the outcome. Please give me the most essential components of that project that played the biggest role in its completion.
- Describe a plan you've developed for something you are currently working on. What are the most essential components of that plan...the things that must be accomplished or the plan won't work?
- Tell me about a time when you missed a deadline. What were the consequences?
- What did you do differently the next time you faced a deadline?
- Have results ever been less than stellar for a project you've worked on? What caused the results to be less than great? How did it happen?

Self Management (Achieving): The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.

- Give me a specific example of a project that you were responsible for organizing from beginning to end. How did you go about it? How did you deal with changes that arose? How did you ensure that the project stayed on track? What was the final outcome? What did you learn from this experience?
- Have you ever faced a day in which you just couldn't get everything done that you had planned? How did you handle it? (If the position sometimes requires extra hours, simply ask the candidate if they are able to fulfill that requirement). Do you consider yourself to be a good time manager? Share with me the planning system you use and show me how you use it.



VP Sales Personal Skills Interview Questions

- We have all had times where it was necessary to balance work and personal or family time. Give me an example of a time when you had too many things to do in both areas of your life and describe how you went about prioritizing your time.
- How much time do you spend getting organized on a daily basis? When do you do it? What impact do you think this habit has on your results?
- What is the difference between activity and results? How do you personally define this difference?

Leading Others (Managing): The ability to organize and motivate people to accomplish goals while creating a sense of order and direction.

- Who is the most effective leader you have ever seen? What made that person so effective?
- Would you consider yourself to be a leader? What is your philosophy of leadership?
- What do you believe are the attributes of an effective leader? How have you demonstrated these qualities? Where would you like to grow?
- Who was the worst leader you have ever encountered? What did they do that made them the worst?
- Who is a role model you have had in your life? What did that person do to justify being a role model? Would you do the same? How would you do it?
- If we asked your immediate subordinates to describe your leadership style, what would they say? In what areas would they make positive comments? Negative comments?

Conceptual Thinking (Thinking): The ability to analyze hypothetical situations or abstract concepts to compile insight.

- Describe a situation where you formulated a hypothetical outcome of a situation and developed a tangible plan to make that outcome a reality.
- Give me an example of a conceptual idea you had. Walk me through how you implemented it.
- What will your industry look like in five years? Who will your biggest competitors be and why? Describe our competition as you see it. Point out strengths and weaknesses of the competitors.



VP Sales Personal Skills Interview Questions

- What is the biggest strategic opportunity you have successfully identified and accomplished in your life? Describe the largest strategic opportunity you have ever missed. What did you fail to see? Why do you think you missed it?
- Give me an example of a specific plan you developed that was deemed successful or improved a situation.
- How have your career plans changed over the past few years?

Decision Making (Thinking): The ability to analyze all aspects of a situation to gain thorough insight to make decisions.

- How much of your decision making is based strictly on data? What other input do you use for making decisions? What role does "gut instinct" play?
- What is the most unpopular decision you ever made? How did you prepare yourself to communicate that decision? What was the reaction of those affected?
- Give me an example of a decision you made quickly? Why were you able to make it so quickly? Give me an example of a decision that took a very long time to make. How long did it take and why?
- Describe a decision you had to make where you put the needs of the organization before your personal preferences.
- What decision have you made that had the most strategic impact on others or an organization? What were those implications? Which were good? Bad?
- Describe a situation when you had to explain the rationale for a decision you made to other people? How did you communicate your rationale? What were the reactions of others? How did you handle any negative reactions?

Planning And Organization (Thinking): The ability to establish a process for activities that lead to the implementation of systems, procedures or outcomes.

- How much time do you normally spend planning on a weekly basis? Daily basis? Specifically, when do you plan for a specific week? For a day? How does your weekly planning differ from your daily planning?
- Tell me about your personal organization system. How do you organize your work area?
- What system do you have in place to ensure that longer-term projects and goals are accomplished within the time frame that you have set?



VP Sales Personal Skills Interview Questions

- When you find yourself losing focus on a project, how do you get back on track?
- Give me an example of a specific plan that you personally had established and then had to totally restructure it. How did you do it? Was it done on time?
- Give me an example of how you planned a specific event, project or activity.



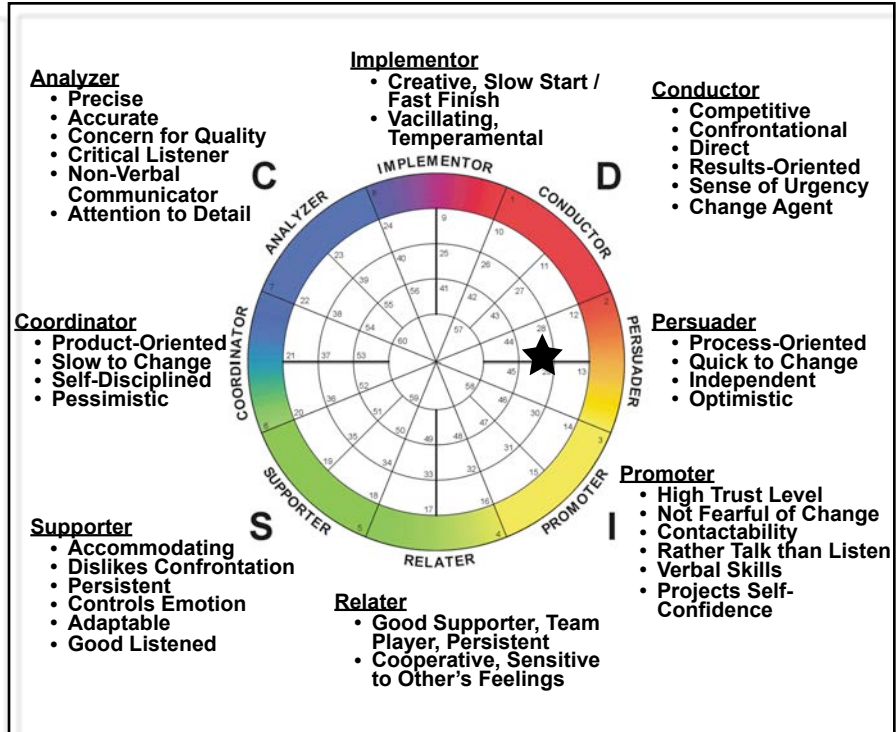
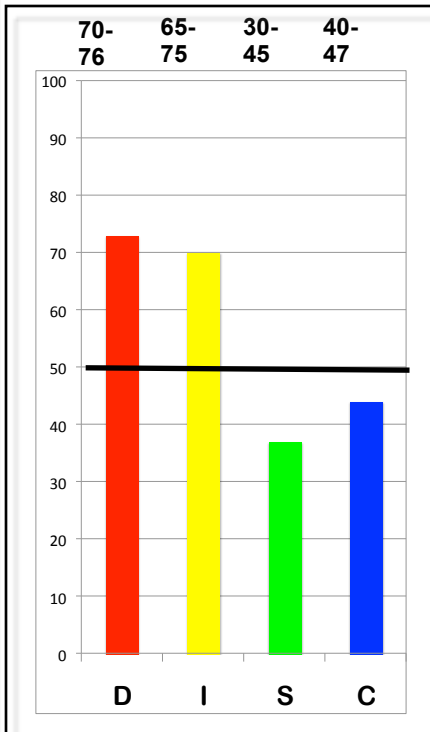


VP Sales DISC Results

DISC - A Common Behavior Methodology

- 4 Behavior Categories Measured
 - Problem Solving – Dominance (D)
 - People – Influence (I)
 - Pace/Predictability – Steadiness (S)
 - Perfection/Procedural – Compliance/Conscientious
- DISC
 - Dominating - ambitious, forceful, decisive, strong-willed, independent and goal-oriented
 - Influencing - magnetic, enthusiastic, friendly, demonstrative
 - Steady - patient, predictable, reliable, steady, relaxed and modest
 - Conscientious/Compliant - neat, conservative, perfectionist, careful, worrisome

Graphs



VP Sales Job DISC Profile

High D Characteristics

D DOMINANCE	VALUE TO THE TEAM: <ul style="list-style-type: none"> •Bottom-line organizer •Forward-looking •Challenge-oriented •Initiates activity •Innovative 	TENDENCY UNDER STRESS: <ul style="list-style-type: none"> •Demanding •Nervy •Aggressive •Egotistical
	IDEAL ENVIRONMENT: <ul style="list-style-type: none"> •Freedom from controls, supervision and details •An innovative and futuristic-oriented environment •Forum to express ideas and viewpoints •Non-routine work •Work with challenge and opportunity 	POSSIBLE LIMITATIONS: <ul style="list-style-type: none"> •Overuse of position •Set standards too high •Lack tact and diplomacy •Take on too much, too soon, too fast
DESCRIPTORS: Adventurousome Competitive Daring Decisive Direct Innovative Persistent Problem Solver Result-oriented Self-starter		EMOTION OF THE HIGH D: Anger

High D Interview Questions

- Describe a situation in which you became impatient with someone's ability or willingness to deliver what you had requested.
- Describe a situation in which you were required to respond to an emergency or extremely urgent situation. How did others nearby react? In hindsight, were there other ways in which the situation could have been handled with a positive outcome?
- Describe a business situation in which you lost your temper and eventually had to apologize or rebuild bridges. What led to the situation? How did you repair relationships?
- Please give me an example where your drive and determination were the primary factors in your ability to accomplish a goal.
- Describe a situation in which you needed to accomplish objectives through others. What specifically did you do to gain support and increase engagement?
- Describe direct reports who work best for you.
- Describe direct reports who make you crazy.
- Describe supervisors for whom you most enjoy working.
- Describe supervisors with whom you have experienced frustrations.

High I Characteristics

I INFLUENCE	VALUE TO THE TEAM: <ul style="list-style-type: none"> •Optimism and enthusiasm •Creative problem solving •Motivates others toward goals •Team player •Negotiates conflicts 	TENDENCY UNDER STRESS: <ul style="list-style-type: none"> •Self-promoting •Overly optimistic •Gabby •Unrealistic
	IDEAL ENVIRONMENT: <ul style="list-style-type: none"> •High degree of people contacts •Freedom from control and detail •Freedom of movement •Forum for ideas to be heard •Democratic supervisor with whom he can associate 	POSSIBLE LIMITATIONS: <ul style="list-style-type: none"> •Inattentive to details •Be unrealistic in appraising people •Trust people indiscriminately •Situational listener
DESCRIPTORS: Charming Confident Convincing Enthusiastic Inspiring Optimistic Persuasive Popular Sociable Trusting		EMOTION OF THE HIGH I: optimism

High I Interview Questions

- Describe a situation in which you needed to gain the cooperation of someone who did not like you.
- Describe a situation in which you had to persuade someone to change an opinion or position.
- Describe a situation in which you found yourself talking too much and needed to re-group or re-establish credibility.
- Describe a situation in which you needed to motivate others in an otherwise frustrating or depressing situation.
- Describe a situation in which you had to get creative to meet someone of importance to you. What did you do? How did they respond to your initiative?
- Describe a situation in which you first tried to gain cooperation toward a common goal but eventually needed to "lay down the law." How did you know it was time to change tactics? What worked well? What did not work so well? In hindsight, what could you have done differently?



VP Sales Job DISC Profile

Low S Characteristics

S STEADINESS	VALUE TO THE TEAM: <ul style="list-style-type: none"> • Dependable team player • Work for a leader and a cause • Patient and empathetic • Logical step-wise thinker • Service-oriented 	TENDENCY UNDER STRESS: <ul style="list-style-type: none"> • Non-demonstrative • Unconcerned • Hesitant • Inflexible
	DESCRIPTORS: Amiable Friendly Good Listener Patient Relaxed Sincere Stable Steady Team Player Understanding	IDEAL ENVIRONMENT: <ul style="list-style-type: none"> • Stable and predictable environment • Environment that allows time to change • Long-term work relationships • Little conflict between people • Freedom from restrictive rules
EMOTION OF THE HIGH S: Non-emotional		

Low S Interview Questions

- Describe a situation in which your ability to shift gears quickly made a positive difference.
- Describe a situation at work in which you became bored.
- Describe a situation in which you became impatient with others at work due to their lack of urgency. How did you create more responsiveness from your colleague(s)?
- Describe a situation in which you needed to follow a comprehensive or inflexible process? What were the pros and cons of this process?
- Describe a situation in which your ability reprioritize allowed you to meet several competing deadlines effectively.

Low C Characteristics

C Compliance	VALUE TO THE TEAM: <ul style="list-style-type: none"> • Maintains high standards • Conscientious and steady • Defines, clarifies, gets information and tests • Objective – “the anchor of reality” • Comprehensive problem solver 	TENDENCY UNDER STRESS: <ul style="list-style-type: none"> • Pessimistic • Picky • Fussy • Overly critical
	DESCRIPTORS: Accurate Analytical Conscientious Courteous Diplomatic Fact-finder High Standards Mature Patient Precise	IDEAL ENVIRONMENT: <ul style="list-style-type: none"> • Where critical thinking is needed • Technical work or specialized areas • Close relationship with small group • Familiar work environment • Private office or work area
EMOTION OF THE HIGH C: Fear		

Low C Interview Questions

- Describe a situation in which you came up with a new solution to an old problem.
- Describe a situation in which you were expected to comply with a policy with which you did not necessarily agree.
- Describe a situation in which you needed to respond to someone who said, “because that’s the way we’ve always done it?”
- Describe a situation in which your push for change may have been too soon and/or too fast. How did you re-group, re-position, or regain your credibility.
- Describe a situation in which your very creative solution or option required much persuasion or persistence to gain support or cooperation.



VP Sales Workplace Motivator Results

Common Workplace Motivator Methodology

- **6 Value Categories Measured**
 - Theoretical
 - Utilitarian
 - Aesthetic
 - Social
 - Individualistic
 - Traditional
- **Workplace Motivators**
 - **Aesthetic** - Value balance in their lives, creative self-expression, beauty and nature.
 - **Individualistic** - Value personal recognition, freedom, and control over their own destiny and others.
 - **Social** - Value opportunities to be of service to others and contribute to the progress and well being of society.
 - **Theoretical** - Value knowledge for knowledge's sake, continuing education and intellectual growth.
 - **Traditional** - Value traditions inherent in social structure, rules, regulations and principles.
 - **Utilitarian** - Value practical accomplishments, results and rewards for their investment of time, resources and energy.

Ranking

Job Rank	Motivator	Description	Nat'l Rank
1	Utilitarian	Value practical accomplishments, results and rewards for their investment of time, resources and energy.	1
2	Theoretical	Value knowledge for knowledge's sake, continuing education and intellectual growth.	3
3	Individualistic	Value personal recognition, freedom, and control over their own destiny and others.	4
4	Aesthetic	Value balance in their lives, creative self-expression, beauty and nature.	6
5	Social	Value opportunities to be of service to others and contribute to the progress and well being of society.	2
6	Traditional	Value traditions inherent in social structure, rules, regulations and principles.	5





VP Sales Workplace Motivators Interview Questions



Utilitarian Characteristics

Utilitarian Interview Questions

UTILITARIAN ATTITUDE

FOCUS ON:

•Return on an investment of time, energy or money

BASIC ATTITUDE:

Every investment I make will have a greater return in time and resources.

GOAL: To discover utility and what is useful or practical.

VALUE TO TEAM:

- Practicality in all areas of life
- Utilizing resources to accomplish results
- Gaining a measurable return on all investments
- Creative application of resources
- Producing goods, materials, services and marketing them for economic gain
- Capitalism

TENDENCY UNDER STRESS:

- Workaholic
- Self-preservation; little or no concern for others
- Wasted resources, time materials and/or services
- Investments with inadequate or no return

- How important is earning a lot of money to you? What do you consider to be a "lot of money"?
- Describe a situation in which you were tempted to explore a new alternative but realized the payback to the company was not sufficient? What led you to that conclusion?
- Would you consider yourself to be a bottom line, practical thinker or are you more theoretical or philosophical? Why do you say that?
- Describe a situation in which you personally decided on what to focus your attention/efforts based on the financial impact to the company for which you worked. How did you reach that conclusion? How did you determine the amount of your own research or effort was sufficient given the impact on the company?

Individualistic Characteristics

Individualistic Interview Questions

INDIVIDUALISTIC ATTITUDE

FOCUS ON:

- How presentation will increase power
- Advancement of person's position or company's position

BASIC ATTITUDE:

I will achieve the highest position and wield the greatest power or influence.

GOAL: To assert self and have his/her causes be victorious.

VALUE TO TEAM:

- Leading others
- Achieving position
- Advancing position (forming strategic alliances)
- Attaining and using power to accomplish purpose
- Planning and carrying out a winning strategy
- Tactics and positioning

TENDENCY UNDER STRESS:

- Position of self may be more important than others
- Absolute power corrupts absolutely
- Actual or perceived threatening, diminishing or loss of power or position
- Inability to advance, lack of opportunity for individual advancement

- What role does being in control of a situation play in your job satisfaction? How important is it for you to control your own destiny?
- How important is independence to you? Power? Influencing others? What would be your level of satisfaction with a job if you had none of these?
- How good are you in taking directions from others? How much do you like doing so?
- How do you go about influencing others to act? Give me a concrete, real-world example of a time when you were able to move a group of people to action and exactly how you did it.

Theoretical Characteristics

Theoretical Interview Questions

THEORETICAL ATTITUDE

FOCUS ON:

- Discovery of Truth and Knowledge
- Solving a problem
- Hard, cold facts and research

BASIC ATTITUDE:

I will use my cognitive ability to understand, discover, and systemize the truth.

GOAL: To discover truth and knowledge.

VALUE TO TEAM:

- Solving problems
- Objectivity in all areas
- Identifying, differentiating, generalizing, systemizing
- Pursuit of knowledge, identifying truth and untruth
- Knowledge for sake of knowing

TENDENCY UNDER STRESS:

- Pursuit of knowledge is so primary that practical matters are neglected or ignored (home, family, children, money)
- Discovery of truth may be placed higher than personal safety
- Inability to know, learn or discover
- Emotional, subjective experience with no rational justification

- Which is more important, action or knowledge?
- Would you consider yourself to be an expert in something? What is it? How did you go about gaining the knowledge?
- Tell me what you especially like or enjoy about learning things. What topics or subjects do you enjoy?
- How comfortable are you in taking the time, energy and effort required to master a subject or topic you currently know very little about? How about one in which you have very little interest?