



ZERORISK
Hiring System

RORY SAMPLE

POSITION: **BENCHMARK:** SALESPERSON

COMPLETED DATE: 5/26/2022

RORY SAMPLE

Extremely aware of the unique needs and wants of others; very intuitive. Proficient in reading, evaluating, and connecting personally with people. This person knows when it is appropriate to be direct and when to be more sensitive when communicating with prospects and customers. May be cautious about taking action, making decisions, responding to change, acting on new opportunities, or handling buying objections, especially when a situation is new to them. They prefer to plan, organize, and think long term. They can take action more quickly and respond to buying objections once they have assurances on the outcomes and/or how to overcome the buying objections. Attentive to the value of rules, order, policies, and plans. They have ideas and concepts about how things and other people should be, but are usually open to considering new ideas and concepts. Sensitive enough to feel rejection or correction but resilient enough not to be decimated by it. They possess a healthy level of courage to handle sales rejection in stride and not take it personally. Confident in their ability to perceive how and where they can influence outcomes. They are motivated when acknowledged for their accomplishments, challenged in their work, and given opportunities for advancement and more responsibility. This level of general confidence manifests itself in competitive, persuasive, and initiating behavior. They are motivated by individual recognition, such as bonuses and commissions. Accurate self-concept and image. They are attentive to meeting their responsibilities and commitments. They are self-directed and motivated when seen as someone who fulfills commitments. They have the ability to persevere through setbacks in the sales cycle. An analytical, linear, and logical thinker. They communicate and solve problems using this linear logic. Balanced in their ability to focus on others as well as themselves. They can juggle their focus between other people's needs and interests as well as their own.

NOTES:



INTUITION & EMPATHY

Focusing on the unique, individual aspects of people and the world. The ability to see the differences in individuals, their personalities, and uniqueness. Attention to personal matters, feelings, others' concerns, and aesthetics. Ability and desire to empathize and relate personally. Intuitive abilities and personal identification with one's work.



STRENGTHS

Highly intuitive; can work effectively with prospects and customers; difficult to deceive; able to read others' intentions and desires; objective when dealing with prospects, customers and coworkers. Able to build strong relationships.



WEAKNESSES

May be too direct at times, especially when under stress; may seem distant from people.



BEST WORKING ENVIRONMENT

A workplace that maintains a clear focus on the importance of its employees while still being serious about business progress and success.



DECISIVENESS

Focusing on the relative, comparative aspects of things and people. The ability to see practical differences, political means, how to get people into action. Attention to how things change and compare. Ability and desire to see things through to get results. Political and practical orientation (what works).

5



STRENGTHS

Somewhat cautious in unfamiliar or new selling situations; prefers to gather all of the facts first before making decisions; not easily persuaded; not politically motivated; able to stay focused on detail; will be more decisive and deliberate in making decisions in familiar situations.



WEAKNESSES

Can be somewhat indecisive in unfamiliar selling situations; needs time to become supportive of new ideas or selling processes; needs assurance that new approaches and processes will work before fully adopting them.



BEST WORKING ENVIRONMENT

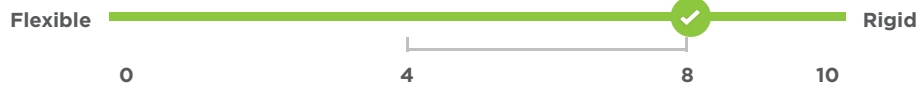
Works well when internal systems and selling processes are already in place. Most comfortable in an environment where there is minimal change, no surprises, and few political dynamics.



ADHERENCE & ORGANIZATION

Focusing on the absolute, black and white nature of things. The ability to plan, structure, and analyze ideas. Attention to rules, order, agendas, strict logic, contracts, and structured plans. Ability and desire to submit to rules, policies, and processes. Tendencies toward preset ideas, standards, and systems.

8



STRENGTHS

Planner; organizer; deadline-oriented; problem solver; passionate about what they believe in. Comfortable with clear rules and processes and will push for order and logic. Can be patient with processes and complex problems. Can be flexible and accept new rules when they expect them and have time to adjust.



WEAKNESSES

Can be stubborn or overly focused on rules, clear definitions, or the way they think things should be done. May prejudge another person's effectiveness when that person does not meet certain minimum standards. Disinclined to be spontaneous and may resist change when surprised by it.



BEST WORKING ENVIRONMENT

An environment and culture providing clearly defined company mission, purpose, and organizational chart, in addition to clearly defined sales roles and responsibilities. They work best when tasks are clearly defined and work well with deadlines. They prefer consistency and predictability.



SELF VIEW

Focusing on the candidate's unique, individual, internal self. One's attention to his/her own feelings, opinions, and inner-value. One's imagination, passion, and spiritual attentiveness. One's ability to handle rejection, get up after repeated failures, and inner courage. Desire to be included just because of who he/she is.

4

Sensitive
to Critique

0

4

7

10

Unaffected
by Critique



STRENGTHS

Team player; grateful for opportunities; driven to achieve; often makes sacrifices for the sake of the team, company, or customers. They feel rejection but they learn from it and are typically not overcome by it. They will often work hard to prove themselves worthy and are strong enough to bounce back when they fail or face rejection.



WEAKNESSES

Can be defensive at times; perfectionistic; can take criticism personally; may avoid selling situations where they fear rejection or confrontation; may be discouraged by constant rejection and/or criticism.



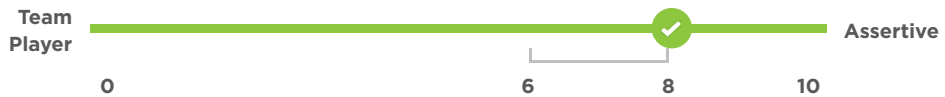
BEST WORKING ENVIRONMENT

This thinking orientation is so common that it works well in most environments.



SELF AWARENESS

Focusing on the abilities and characteristics of the candidate. One's attention to how he/she compares, is viewed by others, and presents him/herself. One's own sense of competence and tendency to do good work. One's own desire for recognition, for accolades, and a need to win. Tendencies towards being energetic, involved, and fun-loving.



STRENGTHS

Will initiate action; naturally confident and willing to compete. They are motivated by individual recognition and very focused on how they appear to others. Comfortable promoting the company's products and services when appropriate.



WEAKNESSES

May be too hands-on. They may also be overly focused on their individual contributions as well as status and recognition. They may compete with their peers and may be defensive when challenged.



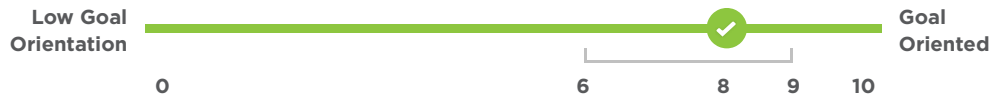
BEST WORKING ENVIRONMENT

Performs best where work can be fun, where self-initiative is rewarded, where one's efforts are recognized, where sociability and social confidence are needed, and companies and organizations of high status or prestige.



SELF EXPECTATIONS

Focusing on the candidate's own rules, principles, and goals. One's attention to personal goals, commitments, and expectations. One's own values, principles, and non-violatable rules. One's self-definition, self expectations, and standards of self-judgment. Tendencies towards openness or stubbornness, courage or fear, drivenness or lack of direction.



STRENGTHS

Highly motivated to be viewed as responsible, reliable, and trustworthy in the eyes of customers and their manager; self-directed; strong sense of personal duty and purpose; somewhat sensitive to correction when trying to do the right thing; confident in their area of expertise.



WEAKNESSES

May have a false image of themselves (either better or worse than they actually are); can be stubborn when they think they are doing the right thing. May be too focused on doing things according to their own high standards.



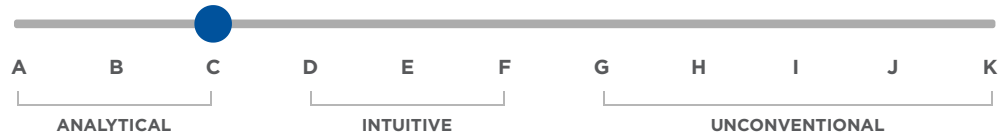
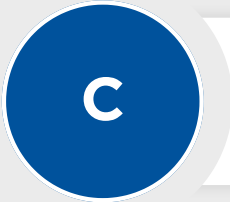
BEST WORKING ENVIRONMENT

This thinking orientation drives a person to be self-initiating, self-policing, and self-judging. Consequently, the best environment is one where the individual's and the company's values and principles match closely and their initiative and self-direction is valued and relied upon. This ranges all the way from the products or services the company provides to the way management treats employees.



TYPES OF REASONING

Focusing on the different types of reasoning and ways of being logical. The tendency to think in definable, correct steps or less defined patterns. The need to have one's process of thinking be as "right" as the conclusion. The ability to work with routine or be unable to do routine work. The need to bring creative, novel thinking to one's work.



STRENGTHS



A score of "C" indicates the Adherence and Organization thinking is optimistic. It is common for this thinking to be associated with high intelligence. They will bring a positive, optimistic orientation toward rules, order, policies, and logic, while also needing these to be provided to them so they know exactly what is expected. This person processes logic in a conventional manner, demanding that things make sense by following a logical A - B - C process. They will need to be satisfied that both the conclusions and the process of arriving at the conclusions make sense.

WEAKNESSES



This individual may lack the motivation or focus needed when tasks require attention to planning, procedures, or processes. They want and need consistent, linear reasoning to be provided by their manager and company.

BEST WORKING ENVIRONMENT

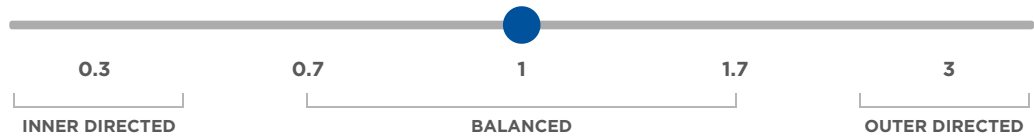


An environment and role with flexibility regarding changing or updating the selling process.



ATTENTION BALANCE

The ability to balance one's own concerns with others' concerns. One's willingness and ability to function effectively under stress. The balance between one's own perspectives and those of others.



STRENGTHS

This candidate is as comfortable dealing with other people's priorities as with their own. This balanced thinking essentially indicates that they have the ability and tendency to juggle their own interests with others' interests.



WEAKNESSES

They may be drained of energy and more prone to errors in judgment if they have to focus constant attention on others' needs and interests.



BEST WORKING ENVIRONMENT

This type of thinker will respond best to a management style that balances the freedom to set their own course and manage themselves, against a style that also provides some boundaries and direction.

The following interview questions are written with your candidate's scores and role in mind. Choose at least one question from each section to ask during the interview. Pay close attention to the candidate's answers in areas where they are out of range based on their EQ Job Fit report.



INTUITION & EMPATHY

JOB FIT:

Interview Questions:

1. "Give me an example of when you were too trusting of a prospect in a selling situation. How did it work out?"

2. "Give me an example of a time when a more direct approach with a prospect was needed. Describe a time when you took a more direct approach and it was not successful."

3. "Tell me about a time when you had to interact with a difficult prospect. Did you win them over? What did you do to influence the situation?"

4. "Describe a time when you had to adjust your communication style with a prospect. What was your original approach? How did you recognize it was not working and how did you adjust?"

LOOK FOR:

- Personal honesty about being direct and sometimes blunt with people.
- Is the candidate too business-focused and not people-focused enough for this position, team, or culture?
- Does their natural directness fit in with the company culture?
- Is this candidate's natural directness compatible with the manager of this role?
- Will this candidate's interpersonal style work with your prospects and/or customers?



DECISIVENESS

JOB FIT:

Interview Questions:

1. "Give me an example of a time when you had to make an important decision about a sales situation or take a critical action before you had all the facts. What was the situation and what did you do?"

2. "Describe a time when you needed to be flexible in your sales role. What was the situation and how were you flexible?"

3. "Give me an example of a time when your usual approach to finding or engaging prospects did not work. How did you change your tactics? What was the outcome?"

4. "Give me an example of a situation with a prospect where the details of the deal changed. Describe the situation and what you did to address it."

LOOK FOR:

- Is the candidate flexible enough for this position?
- Can this candidate make critical prospect or customer decisions and take action when needed?
- Does your company culture require more political skills than this candidate is comfortable with?



ADHERENCE & ORGANIZATION

JOB FIT: ✓

Interview Questions:

1. "Did you ever see examples of this person being too rigid or overly focused on their own ideas of how things should be or how people should act?"

2. "Has a prospect ever made a request you had not dealt with before? How did you respond and what was the outcome?"

3. "Tell me about a time when a person or group disagreed with you on a key sales issue, and describe how you addressed the situation."

4. "Tell me about the most changeable or unpredictable sales environment you have worked in. Was this challenging? If so, why?"

LOOK FOR:

- Personal honesty about their tendency to think in black-and-white terms and overly focus on rules, logic, data, or processes.
- Is this candidate too opinionated to work in your environment?
- Can this candidate function effectively if your environment is constantly changing or unpredictable?



SELF VIEW

JOB FIT: ✓

Interview Questions:

1. "Tell me about a negative interaction with a prospect or customer. How did you feel and what did you do?"

2. "Give me an example of a time when you avoided contact with a customer because you were afraid you might not achieve your objective?"

3. "Describe a time when you had to exhibit a high level of courage and/or thick skin to work through a difficult sales situation. How did you feel afterward?"

4. "Describe a situation where your feelings were hurt by a colleague, and describe what you did to recover."

LOOK FOR:

- Can this candidate realistically assess their own accomplishments and contributions?
- How sensitive is this candidate? Is this person too sensitive to work in your environment and/or with your prospects and customers?
- How resilient is this candidate when facing criticism, rejection, or possible failure?
- Does this candidate have the required courage or thick skin for this role in your organization?



SELF AWARENESS

JOB FIT: ✓

Interview Questions:

1. "Give me an example of a time when you had to promote a product or service. Explain the situation, the person you were dealing with, and the outcome."

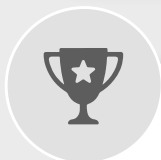
2. "Give me an example of a sales situation where you disagreed with your manager and/or peers about what was best or what was standard procedure. What did you do, and what was the outcome?"

3. "Give me an example of a time when you did not receive proper credit for your ideas or accomplishments in a sales situation. Tell me about it. What did you do to get the credit you felt you deserved?"

4. "Describe a time when you spent extra energy and resources and still did not make the sale. How did you feel? What did you do?"

LOOK FOR:

- Is this candidate at ease talking about their abilities and accomplishments?
- How much individual recognition does this candidate need to stay motivated?
- Will this candidate share credit with other team members?



SELF EXPECTATIONS

JOB FIT: ✓

Interview Questions:

1. "Tell me how this position and our company fit with your current career goals."

2. "What accomplishments in your present position give you the most pride?" [Note: Choose one the candidate mentions and ask them to elaborate.]

3. "Give me an example of a time when you went 'beyond the call of duty' and exceeded the requirements or expectations of a prospect, customer or your manager."

4. "Give me an example of a time when you set an unrealistic sales goal or expectation for yourself."

LOOK FOR:

- Are the candidate's goals reasonable? Do they match the goals of your organization?
- Will the candidate be happy over the long term?
- How self-demanding is this person? How demanding of others will they be?



STYLE SCORE: TYPES OF REASONING
ANALYTICAL

JOB FIT: N/A

Interview Questions:

1. "Can you think of a recent sales situation where you were required to use analytical thinking? Tell me what was involved."

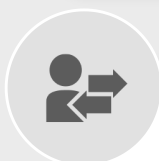
2. "In your current or previous sales position, how much of your role involved routine tasks? Which tasks did you like most and which did you like the least and why?"

3. "Have you experienced a sales situation in which an innovative course of action was needed? What did you do in this situation?"

4. "Tell me about a time when you needed to use a more creative or out-of-the-box perspective in your role. Was it difficult to adjust your thought process?"

LOOK FOR:

- Confirmation that they think in a linear, logical way.
- Can this candidate think outside the box when required?
- Can they make decisions and act without a governing process or guideline in place?



STYLE SCORE: ATTENTION BALANCE
BALANCED

JOB FIT: N/A

Interview Questions:

1. "There are times when we are placed under extreme pressure on the job. Describe a situation where you were under high pressure and how you handled it."

2. "When was the last time you were in a crisis at work? What was the situation? How did you react?"

3. "Give me an example of a time when you had to focus on helping a teammate or your manager. How did this affect your ability to stay on top of your sales tasks and responsibilities? What was the outcome?"

4. "Tell us about some demanding situations in which you managed to remain calm and composed."

LOOK FOR:

- Does this candidate's view of team orientation fit with the team they will be working with?
- Is this candidate compatible with the manager for this role?

Use the information below to guide you on what to look for in the candidate's resume, and to help you determine which questions to ask references. Pay close attention to areas where the candidate is out of range based on their EQ Job Fit report.

RESUME REVIEW

REFERENCE QUESTION

JOB FIT: 

INTUITION & EMPATHY

Has this candidate worked mainly in positions where they had a lot of interpersonal interaction? What was the company culture like at the positions where they stayed the longest? Is it similar to your company culture?

"Did you ever see that this person was highly intuitive or accurate in reading people? Did this ability make this person more effective in working with prospects and customers, motivating them, or reading their particular needs and wants?"

JOB FIT: 

DECISIVENESS

Has this candidate worked mainly in roles where they functioned as part of a system that produced results, rather than having to make things happen individually?

"Did this person struggle when the situation called for them to be decisive and take action before they had all of the facts? Did they have a tendency to be ineffective in situations where the prospect, customer or details of the deal changed suddenly or were unpredictable?"

JOB FIT: 

ADHERENCE & ORGANIZATION

Look for quantifiable accomplishments with past employers. Is this candidate likely to have gained some of the skills, knowledge, and competencies related to the role?

"Did you ever see examples of this person being too rigid or overly focused on their own ideas of how things should be or how people should act?"

JOB FIT: 

SELF VIEW

Has this candidate mainly worked in positions where they did not have to face business rejection or constant criticism from their manager, prospects or customers?

"Was this person so sensitive to criticism and/or rejection that they had difficulty performing? Did they have problems working with coworkers, prospects or customers who challenged or confronted them?"

Use the information below to guide you on what to look for in the candidate's resume, and to help you determine which questions to ask references. Pay close attention to areas where the candidate is out of range based on their EQ Job Fit report.

RESUME REVIEW

REFERENCE QUESTION

JOB FIT: 

SELF AWARENESS

Has this candidate mainly worked in sales roles where they received recognition for their individual contributions?

"Did this person frequently seem to be looking for individual recognition to stay motivated?"

JOB FIT: 

SELF EXPECTATIONS

Has this candidate mainly worked in roles that required little supervision and that gave them a lot of responsibility?

"Did you ever see evidence that this person is too hard on themselves or on coworkers? How did this affect their work and/or their relationships with teammates?"

JOB FIT: N/A

TYPES OF REASONING

Check to see if this candidate has held previous roles that required linear thought and had consistent, predictable sales responsibilities.

"Was this person able to think outside the box and come up with creative sales solutions when the situation called for it?"

JOB FIT: N/A

ATTENTION BALANCE

Has this candidate mainly worked in roles that balanced self-management and guidance or direction from their manager?

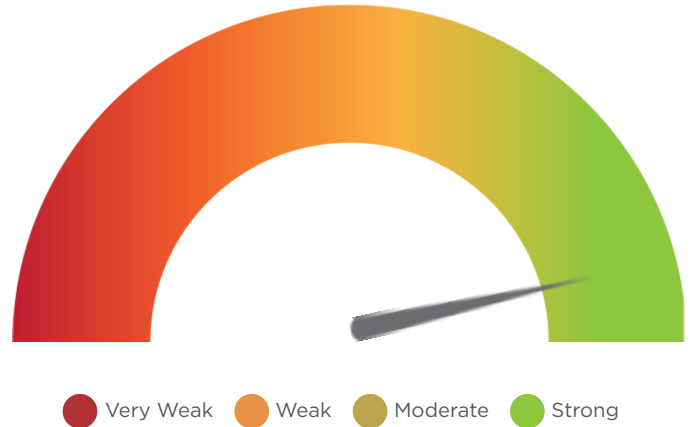
"Has this person shown the ability to stay on top of multiple tasks and responsibilities while being able to assist others on the team?"

CANDIDATE SUMMARY

RORY SAMPLE

BENCHMARK:
Salesperson

This candidate is a **STRONG** fit for the position based on the Thinking Facets below.



Desired range for Salesperson Benchmark



More about Rory Sample:



TYPES OF REASONING: Analytical



ATTENTION BALANCE: Balanced

WARNING: You should not use this or any other test or assessment as the sole basis for making a hiring decision. Doing so may result in legal liability. In making your decision, you should consider all relevant factors regarding an applicant's qualifications, such as but not limited to prior work experience, education, special skills, and training.

