

RESOURCES SECTION

SAMPLE IDEAL CANDIDATE PROFILE

PROFILE: BUSINESS SERVICE SALES REPRESENTATIVE

Job Summary

This profile was developed for a company who was an industry leader experiencing heavy competition and market erosion. The job required the salesperson to:

- Sell services to new accounts
- Service existing accounts
- Salvage accounts who responded favorably to approaches from the competition

Critical Job Dimensions	Description/ Standard
KNOWLEDGE Key account management	➤ Understands steps in developing strategies for key accounts.
SKILLS Communication skills New business development Organization Telephone skills	<ul style="list-style-type: none"> ➤ Ability to make successful presentations to individuals and groups. ➤ At least three years of increasing business through independent prospecting activities. ➤ Ability to provide effective account coverage to a large customer base (at least 50 accounts) spread over a large geographic area (at least 10 provinces). ➤ Ability to establish rapport and build relationships by telephone. Has been successful selling over the phone.
ATTRIBUTES Confidence Emotionally objective Helping people-motivated Optimistic	<ul style="list-style-type: none"> ➤ Ability to call on senior executives and technical buyers. Has demonstrated success calling on different levels of organizations. ➤ Can accept criticism, complaints and rejection without losing personal effectiveness. Can accept responsibility even when things are outside his/her control. ➤ Ability to develop and retain long-term business relationships (3-5 years) providing services to businesses. ➤ Maintains positive outlook during adversity and highly competitive situations.
KNOWLEDGE Competitive knowledge Customer/account knowledge Industry knowledge Knowledge of company policies	<ul style="list-style-type: none"> ➤ Understands the features, applications and differences of competitors' products/services. ➤ Knows the business and personal needs of customers. ➤ Understands current issues, activities and concerns of the industry. ➤ Understands the current company policies and procedures and procedures.

Critical Job Dimensions	Description/ Standard
<p>KNOWLEDGE</p> <p>Competitive knowledge</p> <p>Customer/account knowledge</p> <p>Industry knowledge</p> <p>Knowledge of company policies</p> <p>Knowledge of law</p> <p>Knowledge of market/territory</p> <p>Product knowledge</p> <p>Technical knowledge</p> <p>Vocabulary</p>	<ul style="list-style-type: none"> ➤ Understands the features, applications and differences of competitors' products/services. ➤ Knows the business and personal needs of customers. ➤ Understands current issues, activities and concerns of the industry. ➤ Understands the current company policies and procedures and procedures. ➤ Is aware of legal issues and regulations that impact business. ➤ Knows what is happening in the marketplace; keeps abreast of activities that affect sales. ➤ Understands the features and applications of products and/or services being sold. ➤ Thoroughly understands technical nature of job and is able to use that knowledge to solve the customer's problems. ➤ Ability to understand the meaning of words.
<p>SKILLS</p> <p>Ability to learn</p> <p>Answering objections</p> <p>Arithmetic</p> <p>Closing</p> <p>Creativity (Innovation)</p> <p>Developing new business</p> <p>Expanding existing business</p> <p>Grammar, spelling, and word use</p> <p>Handling administrative duties</p> <p>Interpersonal relationships</p> <p>Listening</p> <p>Negotiating</p> <p>Observing policies and procedures</p> <p>Organization (Detail ability)</p> <p>Persuasiveness</p>	<ul style="list-style-type: none"> ➤ Assimilates and applies information necessary to performing the job. ➤ Responds to objections in a persuasive and productive manner. ➤ Ability to correctly carry out common arithmetical needs encountered in the workplace. ➤ Obtains customer's commitment. ➤ Generates, recognizes and/or accepts imaginative solutions and innovations in sales situations. ➤ Creates new accounts through prospecting, selling and territory development. ➤ Increases revenue from existing accounts. ➤ Ability to correctly use grammar, spelling, and words to communicate in writing. ➤ Maintains accurate records and handles paperwork efficiently. ➤ Establishes productive relationships with others. ➤ Listens effectively, does not interrupt. Absorbs and retains information provided. ➤ Obtains consistently high prices and favorable terms while maintaining effective customer relations. ➤ Complies with policies and procedures in accomplishing job objectives. ➤ Gets the "right things" done. Accomplishment of day-to-day details reflects ability to set priorities independently while responding to external structure of the job. ➤ Uses appropriate interpersonal styles and methods of communication; gains agreement or acceptance of an idea, activity, or product from a prospect.

Critical Job Dimensions	Description/ Standard
Presenting Problem analysis Problem solving Questioning Quick thinking Reasoning ability Servicing accounts Small detail speed and accuracy Strategic influence Telephone work Writing	<ul style="list-style-type: none"> ➤ Speaks clearly and articulates properly; thoughts are well organized and accurate. Uses appropriate delivery to meet the needs of the audience. ➤ Identifies problem situations; sees the underlying cause of the problem. ➤ Develops and/or implements solutions that are appropriate to the problem. ➤ Applies appropriate questioning techniques to retrieve accurate information and build relationships. ➤ Thinks well on his/her feet and interprets signals from the customer to diagnose the buying situation. ➤ Ability to think through problems in a clear and correct manner. Use of logic and reasoning to understand, analyze, and solve problems. ➤ Maintains regular and productive account retention and ensures proper service and follow-up. ➤ Ability to handle small details in an efficient and effective manner. ➤ Builds a network of relationships in order to influence key people. ➤ Uses telephone effectively and appropriately to achieve sales objectives. Writes clearly, concisely, and in a well-organized manner.
PERSONAL ATTRIBUTES Achievement-motivated Adaptability Administrative orientation Affiliation-motivated Analytical Anxiety level Assertiveness (Courage) Attention to detail Belief	<ul style="list-style-type: none"> ➤ Defines self around achievements and accomplishments. Self-esteem is directly linked to what they have done that day, that week, etc. Internally push themselves to improve. ➤ Maintains effectiveness in different situations. Handles change responsibly. Accepts new methods of doing things. ➤ Achieves personal satisfaction from performing administrative tasks well. Enjoys setting up or adhering to well-defined procedures. ➤ Realizes the power of relationships within the business environment, and deliberately tries to cultivate relationships with both clients and associates. Is willing to invest in others in the hope that they will receive a return on their investment sometime in the future. ➤ Thinks logically and determines the causal relationships in a problem situation. ➤ Measures a person's uneasiness and concern about fixture events, as well a one's energy level. ➤ Willing to express opinions and confront people and issues. Takes charge; speaks with authority. ➤ Accomplishments total task through concern for all areas involved, no matter how small. ➤ Instinctively customer-oriented. Needs to believe in product in order to sell it.

Critical Job Dimensions	Description/ Standard
Career-minded	➤ Desires to advance to higher job levels with active efforts toward self-development and achievement.
Competitiveness	➤ Views life as an opportunity to compete. Enjoys winning.
Cooperation	➤ Works in a productive and congenial manner with co-worker.
Creativity-motivation	➤ Seeks opportunities to innovate, uses imagination, expresses originality and devises new products, services and techniques.
Decisiveness	➤ Readily makes decisions, renders judgements, takes actions or commits him-/herself.
Diversity of attention	➤ Exhibits broad scope and mixture of individual personal interests and activities. Demonstrates knowledge and interest in many fields.
Ego drive (sales motivation)	➤ Desires to convince and get commitment from others to use a service or product.
Emotional maturity	➤ Demonstrates an appropriate balance of emotional tolerance and patience.
Empathy (Interpersonal)	➤ Demonstrates the ability to accurately sense the reactions of others and adjust his/her own behavior to deal effectively with other people. Shows ability to perceive accurately and objectively another person's feelings without necessarily agreeing with them.
Energy	➤ Maintains a high work-related activity level. Remains productive when working long hours.
Fact-focused	➤ Enjoys dealing with factual matters. Seeks out and responds to hard data, bottom-line, issues and situations where there are right and wrong answers.
Focused achievement	➤ Keeps his/her attention on the sale.
Friendliness (Rapport)	➤ Outgoing and enjoys contact with people. Likes working in an environment that values cordial relationships. Enjoys and actively seeks out working relationships with a variety of people.
Goal-oriented (Focus)	➤ Self-directed. Sets and works towards self-imposed goals. Their goals provide a frame of reference for distinguishing relevant from irrelevant activities.
Helping people-motivated	➤ Seeks out and enjoys situations in solving prelims, providing service and participating in collaborative endeavors.
Impact (Appearance)	➤ Creates a good impression. Commands attention. Shows an air of confidence.
Independence (Prefers solo work)	➤ Seeks out and enjoys working on one's own without interactions with others.
Integrity (follows rules, policies, and procedures)	➤ Maintains high personal and moral standards in actions, judgement, and decisions. Feels compelled to adhere to established guidelines.
Judgement	➤ Makes high-quality decisions that accurately reflect the circumstances and variables in a situation. Functions effectively in situations that fall outside stated policies.

Critical Job Dimensions	Description/ Standard
Knowledge-motivated	➤ Enjoys doing research acquiring knowledge for its own sake, thinking analytically, and paying close attention to facts and details.
Leadership	➤ Takes charge and achieves results through others; causes others to act.
Loyalty (Dedicated)	➤ Is committed to the job and company.
Money-motivated	➤ Adjusts sales activities to maximize financial gain. Enjoys being paid for performance. Does not feel threatened by incentive pay, even if compensation is put at risk.
Organizational sensitivity	➤ Perceives the impact of the implication of decisions and actions on others within the organization.
Optimistic	➤ Expects things to go well. Concentrates more on solutions and opportunities than on problems and drawbacks.
Personal responsibility	➤ Actively seeks opportunities where he/she is responsible for the success or failure of a project.
Power-motivated (Dominance)	➤ Has expressed need to influence situations and have things done in a prescribed manner. Exhibits self assertiveness and forcefulness.
Proactive (Drive)	➤ Makes active efforts to influence events rather than passively accepting them; takes actions beyond what is necessarily called for. Originates actions rather than just responding to events.
Recognition-oriented	➤ Likes to be acknowledged or rewarded by others for actions and accomplishments.
Resilience (Emotionally objective)	➤ Handles disappointments and rejections while maintaining effectiveness. Takes criticism as constructive feedback.
Risk taking	➤ Takes or initiates actions that involve a deliberate gamble in order to achieve a recognized benefit or advantage.
Results-oriented	➤ Identifies, works towards, accomplishes end results.
Self-assurance (Confidence)	➤ Exhibits personal confidence in handling situations and dealing with people. Rarely second-guesses him-/herself.
Self-development	➤ Initiates actions to further improve skills and performance proficiency. Makes an active effort towards self-development.
Self-organization (Disciplined and well-organized)	➤ Self-organization Efficiently schedules own time and activities. Lays out steps to reach a goal.
Service-minded	➤ Makes service a priority. Anticipates customer needs and seeks ways to meet or exceed customer satisfaction after the sale.
Sophistication	➤ Shrewdly evaluates own motives and those of others.
Strategic outlook	➤ Shows concern for long-term results, issues, and activities.
Stress tolerance	➤ Maintains performance under pressure and opposition.
Tactical ability	➤ Shows concern for short-term tangible results and activities.
Task-oriented	➤ Gets to the business at hand purposefully and directly.

Critical Job Dimensions	Description/ Standard
<p>Team-oriented</p> <p>Tenacity (Perseverance)</p> <p>Urgency</p> <p>Work ethic</p>	<ul style="list-style-type: none"> <li data-bbox="513 180 1346 327">➤ Prefers/Likes to work on projects with others. Enjoys teamwork, collaboration and looks to others to help make decisions and complete work correctly and adhere to established guidelines. <li data-bbox="513 327 1346 401">➤ Tends to stay with a problem or line of thought until the matter is settled. <li data-bbox="513 401 1346 474">➤ Demonstrates the need to move the action now, to attack a situation rather than sit back and evaluate. <li data-bbox="513 474 1346 585">➤ Values the traditional work ethic of "an honest day's work for an honest day's pay." Feels compelled to complete a job as assigned.