

Chally Assessment™

How to use our Selection Tools

Selection Reports, Interview Guides, and Profile Interpretation Manuals

Getting Sales Talent Right Matters to Your Bottom Line

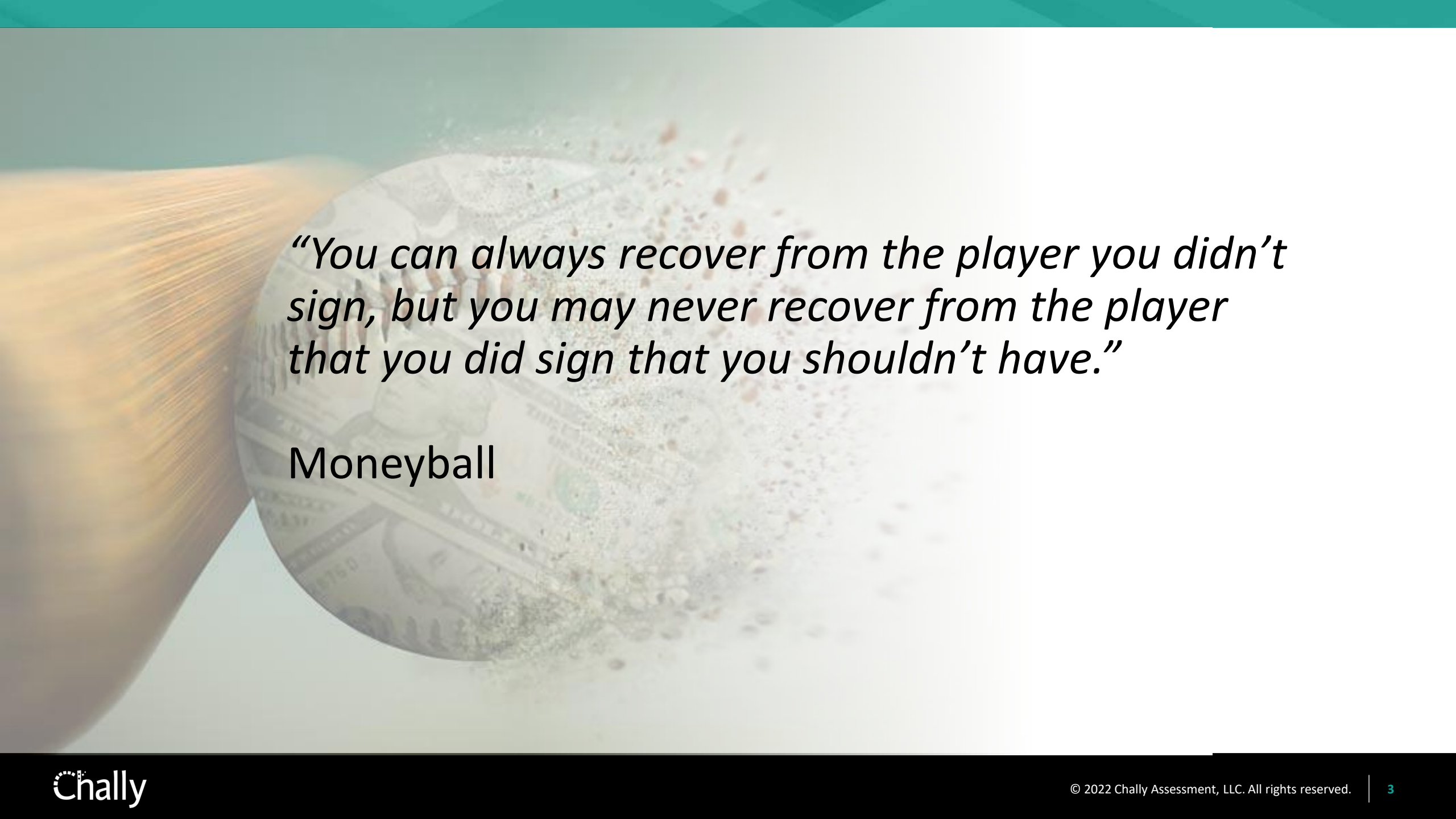
Sales leaders report that fewer than **1 out of 5** new sales hires added over the past 24 months have successful

In recent years, **43%** or more of all sellers failed to make quota

Each wrong hiring decision can add up to a **million dollars** or more in direct and indirect costs

Typically, **20%** of the sales organization produces **80%** of results

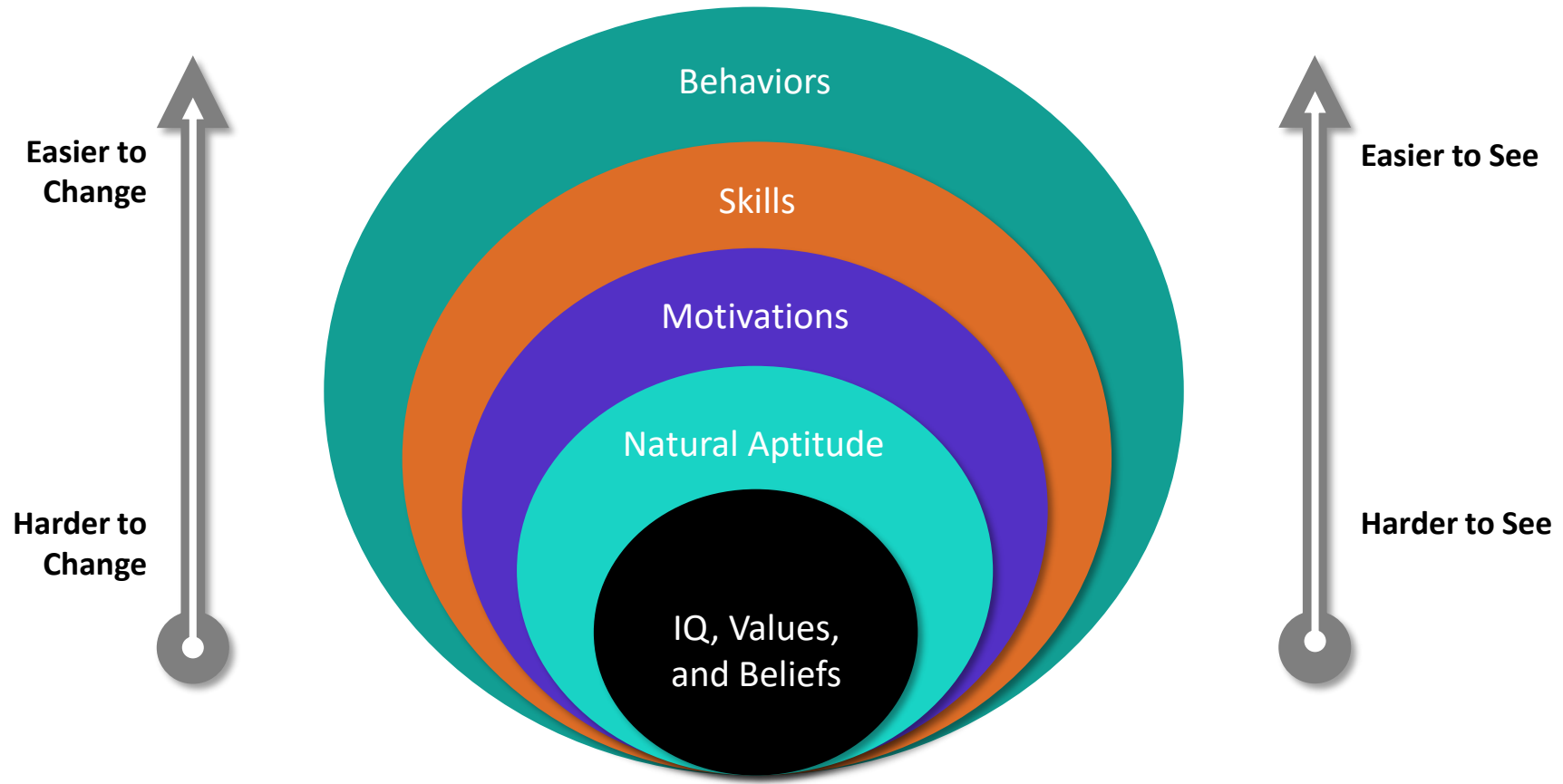
Sales high performers are responsible for **67%** more revenue than average performers



“You can always recover from the player you didn’t sign, but you may never recover from the player that you did sign that you shouldn’t have.”

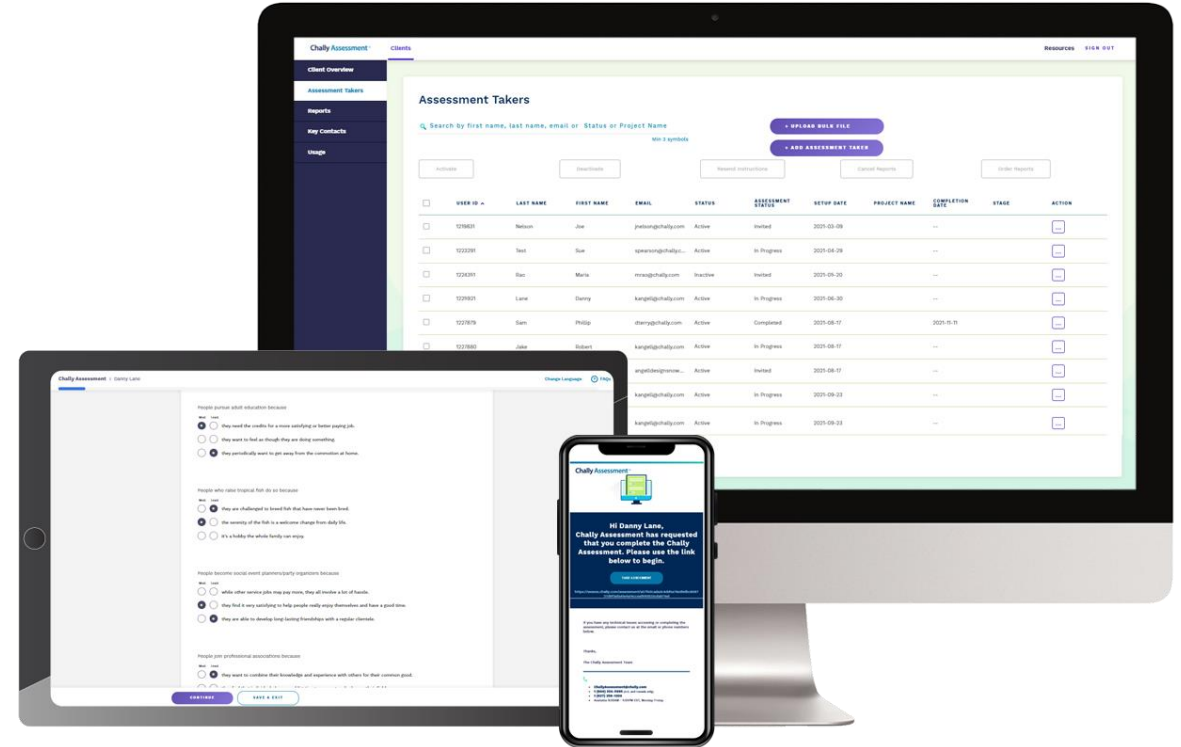
Moneyball

Why Hiring is Hard



Supporting Decisions with Data

The Chally Assessment™ helps you take the guesswork out of hiring by giving you insight into what you can't easily see – the motivations and natural aptitudes of each candidate.



Selection Report

October 26, 2020

Assessment Results

Name	Position
Jane Smith	New Business Development Benchmark

Profile Fit

New Business Development BenchmarkPossible Fit

Summary

This section provides results for the competencies that are most critical for success in this type of role. All scores shown are percentile scores which range from 1 to 99. Percentile scores allow you to compare this individual's scores with a group of others who took the assessment. A score of 67, for example, indicates that the person scored better than 67% of other respondents.

New Business Development Benchmark Competencies	Percentile Score
Networks Effectively	50
Analyzes and Resolves Customer Problems	98
Uses Standard Discovery Questions to Qualify Prospects	14
Commits Extra Effort to Ensure Success	63
Closes Through Incremental Steps	75
Seizes New Opportunities	71

Validity Score

The validity scales within the assessment indicate that this individual was open and candid in answering the questionnaire.

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Selection Report
Jane Smith

Prepared for:
Chally Assessment, LLC



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Jane Smith 2

In-depth results for New Business Development Benchmark

COMPETENCY 1/6

Networks Effectively

Takes a proactive approach to business/social interactions; will expand contacts consistently; is comfortable meeting new people and stimulating the conversation



Score Interpretation

This individual is typically comfortable moving between people or groups both familiar and unfamiliar as this is an opportunity for potential business dealings in the future. For the most part, they have little difficulty expanding a contact list because they enjoy meeting new people and they will greet these people in an enthusiastic and friendly manner.

COMPETENCY 2/6

Analyzes and Resolves Customer Problems

Objectively analyzes a problem situation and takes steps to provide a solution; identifies the root of the problem before pressing for a resolution; remains engaged until a solution is reached; tries to see all sides of the problem and thus understand others' assessment of the issue or response; takes personal responsibility for identifying a resolution



Score Interpretation

This individual remains focused on solving the main problem and will not simply provide temporary solutions or quick fixes. They are eager to determine the true nature of the issue and interested in understanding others' perspectives and determining a root cause. Once they have isolated and defined the problem, they take ownership of it. Even if they draw on the expertise of others to help solve the issue, they will remain involved until a satisfactory resolution is reached.

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Jane Smith 3

Key Motivational Characteristics

The motivational characteristics described below measure this individual's preferences, wants, or desires. However, this DOES NOT necessarily indicate that they currently have developed the habits or skills to satisfy these preferences. A manager may wish to note these specific motivational needs and utilize the suggested discussion points to commence a meaningful dialogue about potential with this person. These characteristics will also provide you with an indication of this individual's fit to your organization's culture.

Motivational Characteristics	Manager's Tips
They enjoy coming up with new processes and take pride in developing unique solutions. They would prefer a fresh approach with an eye toward substantial long-term results as opposed to refining a well-tested system already in place. They will become restless and tempted to redesign processes rather than work to make incremental improvements.	Encourage them to consider how much time has been allowed to deal with unexpected barriers to new plans. They may prefer to spend time on breakthrough solutions, but these innovations could be blocked by unforeseen obstacles that could render the new system less efficient than the old. Be sure there are back-up plans in place and that the advantages of taking a new route versus modifying existing processes have been weighed. If nothing can be gained, encourage them to save their creative energy for more valuable projects.
This person is highly self-satisfied and not distracted by the need for approval of others. They are confident in their ability to complete tasks and may not objectively evaluate how their actions could impact results because they truly don't expect to be the cause, even indirectly, of any potential downfalls. As a result, they could dismiss constructive criticism.	Make it clear to them that in order to ensure that goals are attained, it is critical for everyone to perform regular self-analysis. Although they may not believe that their behavior could jeopardize results, they need to realize that even the strongest employees have behavior patterns that could impact goal accomplishment. Get them into the habit of taking an objective look at their actions and the possible ramifications if they do not make needed adjustments.
This individual does not appear to be bothered by stressful situations. They are able to function effectively, even under large amounts of pressure, because they're able to maintain perspective. This attitude helps them to achieve goals, but it could also give the impression that they don't care enough about the situation to be worried.	When stressful circumstances arise, be sure that they address the worries of others, but also explain that not everyone reacts to pressure in the same manner. They should convey that they understand and even share others' concerns, but believe that by keeping the goal achievement in focus, the crisis will soon pass and original objectives will still be met.
This individual will offer assistance to others and strives to present themselves as a professional resource. A good deal of their satisfaction comes from sharing expertise and experience with those who are less knowledgeable, so they tend to give advice to everyone, whether it is requested or not. If forced to limit the amount of help they give, they could lose motivation and find the job less satisfying.	Since their professional image is important to them and they enjoy educating people, they need a work environment that provides opportunities to share knowledge. However, they must learn the limits of offering help or sharing knowledge. Be sure they are aware of their responsibilities and know when to draw the line on sharing expertise. Encourage them to limit the unsolicited advice and focus on teaching those who truly need and desire help.

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Chally Assessment Selection Tools



Selection Report



Profile Interpretation Manual



Interview Guide

← Chally Assessment Talent Role Profile →

Profile Interpretation Manual (PIM)

Chally Assessment™

Profile Interpretation Manual

Indirect Sales Benchmark

Signature Profile

Chally

Indirect Sales Benchmark

Profile Interpretation Manual | 2

Benchmark Profile Description

The Indirect Sales role is responsible for supporting a network of distributors, agents, value added resellers, or manufacturer’s representatives. They have little direct authority over these sales forces except in rare cases where they are under contract to sell only their products or services. As a result, they are tasked with training and motivating distribution partners through joint calls, promotions, and/or special bonuses.

Predictive Competencies

- Ensures Coverage and Responds to Customers
- Expands Business Through Cross Selling
- Prepares and Delivers Effective Presentations
- Closes Through Personal Identification with the Product
- Engages Others in Learning and Assesses Understanding
- Coaches Others and Provides Timely Feedback
- Leverages Expertise to be Recognized as Subject Matter Expert

Indirect Sales Benchmark

Profile Interpretation Manual | 3

Predictive Competencies

Ensures Coverage and Responds to Customers

Organizes time to cover ongoing priorities and will make arrangements to cover whenever absence is unavoidable; understands that rewards are commensurate with effort and invests the time to get the job done; uses time efficiently during regularly scheduled hours so that extra hours are not inevitable, but is responsive to additional requirements or demands when necessary

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none">Believes personal time is off-limits and may resist interrupting leisure activities to deal with work demandsLoses control of their action list and can become overwhelmed by ongoing prioritiesMay not feel a need to put forth more effort, but will accept delays insteadAllows outside distractions, commitments or time demands to consistently take priority and prevent an efficient use of time and resourcesFails to put into place systems or resources to cover account needs if they are unprepared or unavailable, creating delays in response time	<ul style="list-style-type: none">Available after hours to respond to the needs of both internal and external customersOrganized and efficient in how time is spent during the day so that the need to work unscheduled hours is the exception rather than the ruleResists the distraction of nonwork-related issues that can interfere with the coverage of ongoing prioritiesAccepts that a strong sense of duty to those who are counting on them cannot always be met during regular working hoursPrepares a back-up system to cover unpredictable or unpreventable overloads in any absence

Lower scores may indicate:

- A higher need for short-term, personal gratification from one’s activities or the tendency to use one’s mood to determine the amount of time to devote to a specific outcome
- A tendency to place a higher value on non-work endeavors
- A preference for personally handling customer interactions even if that forces delays in response time

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Profile Interpretation Manual (PIM)

Indirect Sales Benchmark

Profile Interpretation Manual | 3

Predictive Competencies

Ensures Coverage and Responds to Customers

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Interview Guide

Chally Assessment™

Interview Guide

Indirect Sales Benchmark

Signature Profile

Chally

Indirect Sales Benchmark

Interview Guide | 2

Interview Guide

Indirect Sales Benchmark

Predictive Competencies:

- Ensures Coverage and Responds to Customers
- Expands Business Through Cross Selling
- Prepares and Delivers Effective Presentations
- Closes Through Personal Identification with the Product
- Engages Others in Learning and Assesses Understanding
- Coaches Others and Provides Timely Feedback
- Leverages Expertise to be Recognized as Subject Matter Expert

Applicant Name:

Interview Date:

Interviewed By:

Overall Comments:

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Indirect Sales Benchmark

Interview Guide | 3

Ensures Coverage and Responds to Customers

Question 1: Tell me about the time demands in your last job; how did they vary from week to week?

Look for:

- recognition that external demands drive the number of hours invested

Notes:

Question 2: How did you cope with excessive demands on your time?

Look for:

- organized in controlling their to-do list
- resistance to outside distractions or commitments that will interfere with ongoing priorities
- willingness to interrupt leisure activity or respond after hours when they are needed
- a proactive approach in which they step up to the challenge of working through a difficult situation

Notes:

Question 3: How did you cover customer requests when you were unavailable?

Look for:

- prepares a back-up system to cover overloads in their absence
- demonstrates going the extra mile at the expense of personal time when necessary
- a sense of duty that makes them responsive to off-hour needs

Notes:

☐ Excellent

Always matched the points to look for

☐ Average

Matched some of the points to look for

☐ Poor

Did not match any of the points to look for

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Inside the Interview Guide

Questions and suggestions on what to look for in the candidate's response

One page for each competency in the profile

Indirect Sales Benchmark Interview Guide | 3

Ensures Coverage and Responds to Customers

<p>Question 1: Tell me about the time demands in your last job; how did they vary from week to week?</p> <p>Look for:</p> <ul style="list-style-type: none">recognition that external demands drive the number of hours invested	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 2: How did you cope with excessive demands on your time?</p> <p>Look for:</p> <ul style="list-style-type: none">organized in controlling their to-do listresistance to outside distractions or commitments that will interfere with ongoing prioritieswillingness to interrupt leisure activity or respond after hours when they are neededa proactive approach in which they step up to the challenge of working through a difficult situation	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<p>Question 3: How did you cover customer requests when you were unavailable?</p> <p>Look for:</p> <ul style="list-style-type: none">prepares a back-up system to cover overloads in their absencedemonstrates going the extra mile at the expense of personal time when necessarya sense of duty that makes them responsive to off-hour needs	<p>Notes:</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

<input type="checkbox"/> Excellent	Always matched the points to look for
<input type="checkbox"/> Average	Matched some of the points to look for
<input type="checkbox"/> Poor	Did not match any of the points to look for

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The Cone Approach to Behavioral Interviewing

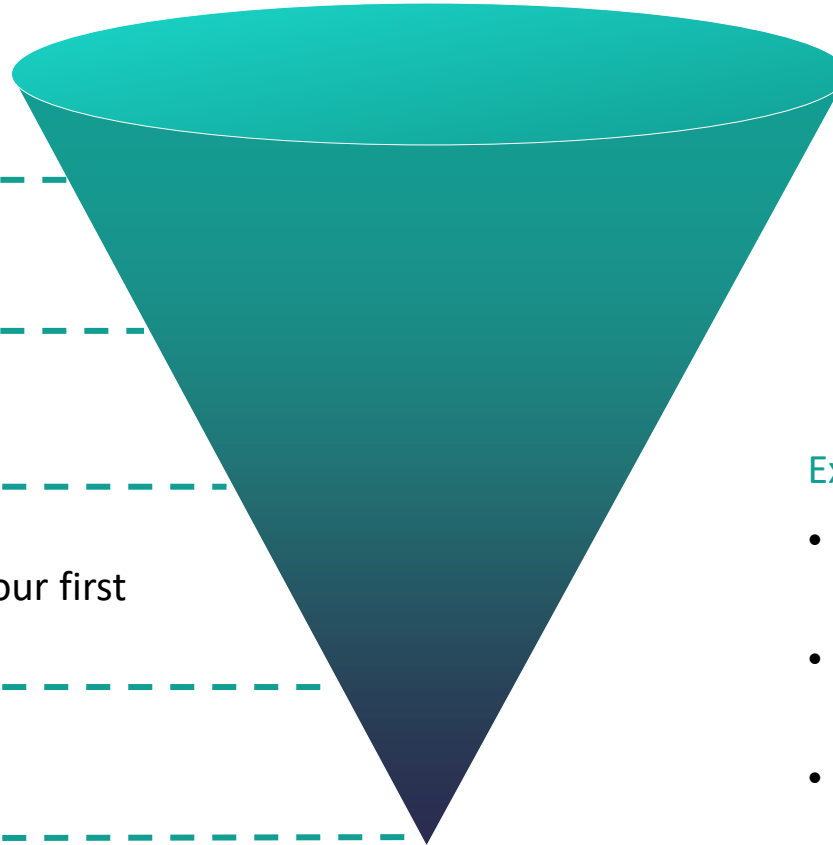
General open-ended questions

Focus on areas of interest

Specific questions

Tell me about...It's interesting that your first job...tell me more

What did you learn from...?



Example:

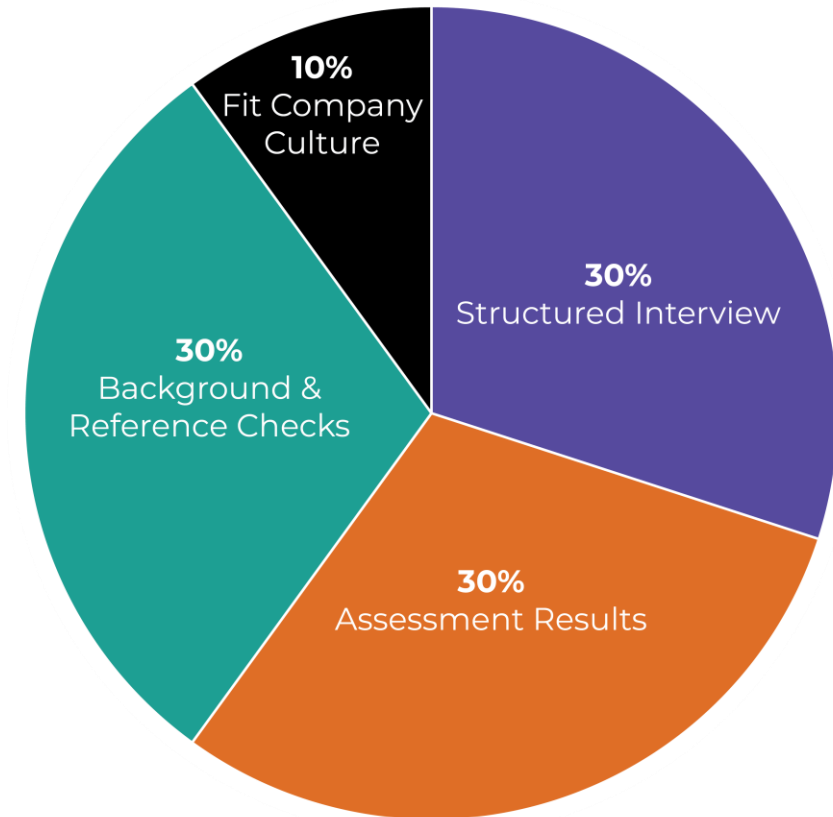
- Describe a long-standing customer relationship you've had.
- What tactics have worked well to help maintain the relationship?
- On a scale of 1-10 where 10 is high, how would you rate your ability to nurture customer relationships...and why?

#NOPERFECTION

PERFECTION does not exist!



Assessment Results are Just One Piece of the Hiring Decisions!



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Preparing for an interview

Expert Tips

Chally's Triple Fit Framework



Natural aptitude or ability

Personal preferences and
motivations

Demonstrated mastery
of critical behaviors

Preparing for an Interview



1. Review the job description
2. Review the candidate's résumé
3. Review any prior interview or screening notes
4. Read and interpret the Chally Assessment selection report
5. Refer to the Profile Interpretation Manual (PIM) for descriptions of high and low scoring behaviors
6. Review the Interview Guide and choose relevant interview questions

Overall Profile Fit Statement

Not a Natural Fit

Profile Fit score between 1-49

1. Determine if the candidate has the required knowledge and experience (aka table stakes)
2. Seek evidence to confirm or contradict assessment results via targeted interview questions
3. Consider other possible roles

Possible Fit

Profile Fit score between 50-65 with 1 or more competencies scoring 30 or below

1. Confirm the candidate has the required knowledge and experience (aka table stakes)
2. Use competency-based interviewing questions to explore any areas of concern (competency scores of 30 and below)
3. Explore whether motivation may overcome areas of concern

Good Fit

Profile Fit score between 66-99, or between 50-65 with no competencies scoring 30 or below

1. Confirm the candidate has the required knowledge and experience (aka table stakes)
2. Use competency-based interviewing questions to seek confirming or contradictory evidence
3. Consider using simulations, case studies, assignments, etc. for further evaluation of good fit candidates

Competency Scores

Remember competency scores reflect natural aptitude – not acquired skill.

Clear Strength (75+): Assessment results indicate that you possess the highest potential to successfully demonstrate this competency. Associated behaviors will be natural to you, and you should excel in this area.

Emerging Strength (50-74): Assessment results indicate you possess the potential to successfully demonstrate this competency. It is likely that you can achieve (or have achieved) excellence in this area with deliberate learning & practice.

Area for Development (25-49): Assessment results indicate that you possess the potential to successfully demonstrate this competency. However, in order to develop, you will likely benefit from focused training and must be willing to accept coaching.

Not Natural Strength (below 25): Assessment results indicate that you don't possess the natural tendency to demonstrate this competency. This doesn't mean you can't or aren't performing. More likely, ongoing support and coaching will be required along with "work arounds" in order to maximize effectiveness in this area. The individual may also have clear natural strengths in other competencies that counteract the areas of non-natural strength.

Competency Scores

Which competencies are high scoring (50 and above)?

- What questions will you ask to confirm the candidate has the skill and is motivated to use it?

Are there scores between 25 and 49?

- What question(s) will you ask to assess current skill?
- Do you have the time & resources to coach to these?

Are there any scores at or below 24?

- What question(s) will you ask to assess current skill?
- If assessment and interview scores are low, can you work around these gaps?

Suggested Tutorial



Questions? Contact Us!

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