

Interests

His interests show a strong preference for the scientific field, along with a high interest in working with people and being of help to others. He enjoys reading, particularly science and business, and he is now taking a correspondence course through Alexander Hamilton Institute and enjoys this very much. He possesses an intellectual curiosity and is motivated by material gain and by positions of prestige and influence. The pattern is generally consistent with his present position and his desire to move toward more managerial assignments.

Personality

Personalitywise, Mr. Smith shows above-average physical drive and energy and is highly ambitious for advancement. At the same time, he is a serious-minded person and is not likely to make impulsive decisions. In many respects, he appears to be more of a problem solver than a salesman and would probably seldom if ever resort to high-pressure sales methods.

He has considerable confidence in meeting and dealing with people and while he wants people to like him, he is to a large extent socially independent. He is not a "gladhander," is quite capable of working by himself, and is not inclined to lean heavily upon other people. He is independent in his thinking, will argue for what he believes to be right, and will not be easily dominated by others. Although he likes to help people, he sets high standards of performance both for himself and for others and may be a little "hard nosed" in working with people who do not produce. Although not a particularly thin-skinned person, he does have feelings and consequently has some perception of the feelings of others.

He is not detail minded and finds it difficult to complete some of the clerical aspects of his work. He does not appear to require a great deal of praise and encouragement but rather gets his greatest satisfaction in accomplishment on the job and by the money he is able to make. He is not likely to be easily satisfied unless there are continued advancement possibilities ahead.

POTENTIAL FOR DEVELOPMENT

Conclusions and recommendations

Mr. Smith has a number of assets for sales and sales management in the chemical field. His intellectual capabilities suggest that he can learn fairly easily and he is particularly outstanding in ability to reason through problems of a technical or logical nature. His interests are typical of people in sales and sales management jobs in this industry and are very similar to the pattern shown by your most successful sales management people that we have seen in the past. Although interested in people and in personal contact situations, he is not a high-pressure salesman but is primarily oriented to problem solving and service. He makes a very favorable appearance, expresses himself easily, and should be generally acceptable to customers at all levels. He can take the leadership role and would not hesitate to direct other people or to supervise their activities. He is a hard-working person and is ambitious for advancement.

There are several possible limitations. Mr. Smith is not as strong in the verbal area as might be desirable for higher level management positions, and while he is attempting to broaden his general fund of information, he is now largely restricted to the area of chemistry and plastics and, to a lesser extent, to general business. Mr. Smith is not strong on detail and tends to avoid this type of activity as much as possible. At the same time, he is not as strongly persuasive a person as one might like to have in this situation and would not be a good risk in a situation requiring high-pressure methods. He may tend to be a little too independent for some situations and may not be the easiest man to control. He will argue fairly strongly if he believes he is right, but when the decision is made, will apply himself diligently to carrying it out whether it is his plan or someone else's. Being a little sensitive, he should be handled as diplomatically as possible, but on the whole, he should accept instruction and criticism in the way it is intended.

To be most effective, Mr. Smith should have good clerical help and as he advances, even an administrative assistant might be considered. He will set a very rapid pace for the salesmen who work with him and may need to be cautioned not to set unrealistic standards for them. While he would be willing to accept a job as a salesman with your company, he is definitely interested in the opportunity for sales management and would probably leave the company if he does not see this opportunity fairly soon. He should be capable of training and developing salesmen but has had no experience along this line and would be most effective if given some assistance in the early stages. In view of the above