RPMG Professional Sales Profile

Benchmark Report

◇◇ STRICTLY CONFIDENTIAL

This report has been prepared by a qualified Psychologist of **PROVA Profiling Pty Ltd.** The data presented in this report has been benchmarked against a sample group of in excess of 5,000 Australian Sales and Business Development professionals.

This report is based on the data provided by the participant and has been prepared for **(Client's Name)**. The information contained in this report is based solely on the responses and information provided by the participant and it should always be used in conjunction with other information obtained from biodata or performance appraisals etc.

Further, it should be treated in confidence and only used by you and/or individuals in the organisation, duly authorised to receive this report. This is a private and confidential document and should be treated and stored as such. At all times, the ethical responsibilities as detailed by the Australian Psychological Society and the Psychologist's Registration Board must be maintained by those reading and using this report.

The **RPM Group International Executive Professional Profile** requested aims to evaluate and report on the most recognised key criteria required of skilled business development professionals. The report is based on information provided by the participant.

While **PROVA** has taken all professional care in undertaking the analysis and evaluation of the data presented by this participant and the resulting preparation of this report, neither Prova Profiling Pty Ltd nor RPM Group International assume any responsibility for decisions made relating to the outcome of the profiling.

◇◇ NON-DISCLOSURE STATEMENT

At no time may any party disclose or release the overall result of this profile or the information contained on page (3) of this report to the participant or any other third party.

◇◇ Profile prepared for: **Mark Sample**
◇ Profile prepared date: **January 2017**

◇ **Prepared by Prova Profiling Pty Ltd in partnership with:**
   RPM Group International (RPMGI)
   www.prova.com.au

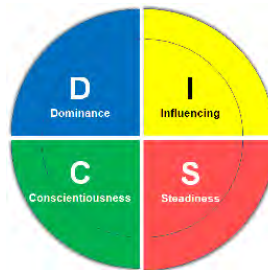*"Building Success through People"*

◇◇ PROFILE ASSESSMENT DESCRIPTIONS

Mark Sample completed the following assessments:

1. **DISC Behavioural Profile -** based on the four quadrant behavioural model originating from the work of William Moulton Marston Ph.D. to examine the behaviour of individuals in their environment or within a specific situation. The DISC Behavioural Profile looks at behavioural styles and behavioural preferences and is an acronym for:

Dominance relating to control power and assertiveness		**Influencing** relating to social situations and communication
Conscientiousness relating to structure and detail		**Steadiness** relating to patience, persistence, and thoughtfulness

2. **5 + 2 Personality Dimensions Profile -** measures 5 main personality dimensions, Emotional Intelligence and Optimism:

   Factor I: Extraversion - this trait reflects preference for, and behaviour in, social situations
   Factor II: Agreeableness - this trait reflects how we tend to interact positively with others
   Factor III: Diligence - this trait reflects how organised and persistent we are in pursuing our goals and tasks
   Factor IV: Emotional Stability - this trait reflects the tendency to have stable thoughts and feelings
   Factor V: Open-Mindedness & Flexibility - this trait reflects open-mindedness & flexibility
   Factor VI: Emotional Intelligence - measures the emotional maturity of the participant
   Factor VII: Optimism - measures the participant's disposition to expect the best possible outcome from any given situation

3. **Prova Profile Competency Strength Indicator -** measures the following competencies that are most recognised as key criteria required of skilled consulting professionals: Achievement Orientation; Goal Clarity; Persuasion & Influencing; Revenue Generation Drive; Revenue Generation Focus; Democratic/Teamwork, and; Attention to Detail

4. **Business Development Strength Indicator**

   i. **Business/Entrepreneurial Orientation Indicator -** measures business acumen, levels of energy and entrepreneurial spirit
   ii. **RPMGI Strength Indicator -** measures the following business development traits & lead conversion skills:
   Prospect Engagement   Credential Positioning   Needs Identification   Solution Proposal
   Concept Validation   Overcoming Objections   Closing   Following-up
   iii. **Networking & Prospecting Ability (Call Reluctance Score Reversed) -** measures ability to initiate contact with prospective clients and referral partners in sufficient numbers to be successful
   iv. **Stakeholder Engagement Orientation Indicator -** provides an indication of the participant's orientation and focus to meet and satisfy stakeholder and client needs
   v. **Revenue Generation Experience -** provides an overall evaluation by the psychologist of the participant's experience in relation to revenue generation
   vi. **Perception of Effectiveness** - provides an overall evaluation by the psychologist of the participant's self-perception of likely effectiveness

5. **Leadership Style -** provides an indication of the leadership style of the participant – Directive, Consultative or Laissez-Faire

6. **Conflict Management Style -** provides an indication of the conflict management style of the participant – Collaborating, Competing, Avoiding, Harmonising or Compromising

7. **Stress Resilience Indicator -** measures the participant's level of resiliency and how they handle stress and adversity

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Mark Sample's RPM Group International
Executive Professional
Summary Report

Development/Training Required	Overall, has Potential & Further Evaluation Required	Overall, is Competent Meets/Exceeds Benchmark

0	20	50	60	70	80	90	100

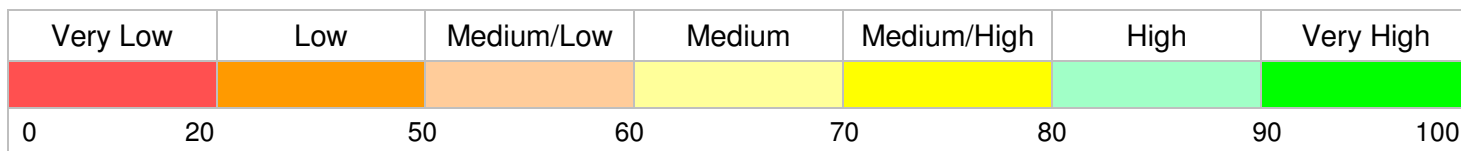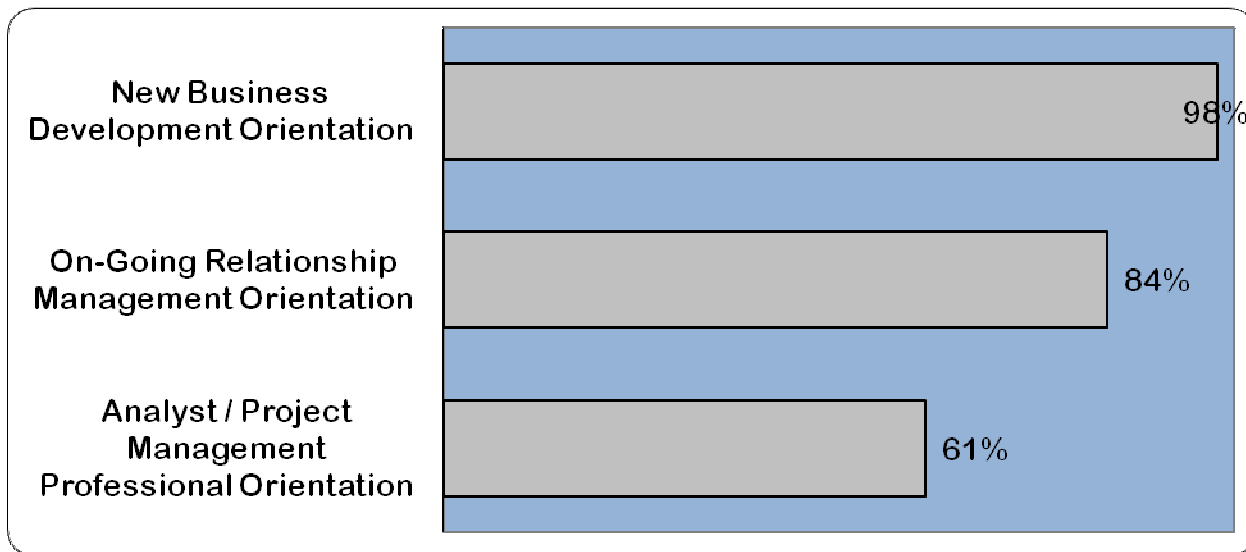|	Prova Benchmark Indicator	Participant's Results	Benchmark	Indicator
DISC Behavioural Style	Dominance = *(Results)*	90%		Results Orientation – Extremely High
	Influencing = *(People)*	5%		People Orientation – Low
	Steadiness = *(Process)*	0%		Process Orientation – Very Low
	Conscientiousness = *(Detail)*	5%		Detail Orientation – Low
5+2 Personality Dimensions	Extraversion	56%	*75+%*	Does Not Meet
	Agreeableness	72%	*80+%*	Further Evaluation
	Diligence (Goals & Tasks)	76%	*80+%*	Further Evaluation
	Emotional Stability/Control	78%	*70+%*	Meets/Exceeds
	Open-Mindedness/Flexibility	86%	*75+%*	Meets/Exceeds
	Emotional Intelligence	73%	*75+%*	Further Evaluation
	Optimism	76%	*75+%*	Meets/Exceeds
Prova Profile Competency Strength Indicator	Achievement Orientation	95%	*80+%*	Meets/Exceeds
	Goal Clarity	75%	*80+%*	Has Potential
	Persuasion & Influencing	85%	*80+%*	Meets/Exceeds
	Revenue Generation Drive	100%	*80+%*	Meets/Exceeds
	Revenue Generation Focus	100%	*90+%*	Meets/Exceeds
	Democratic & Teamwork	35%	*60+%*	Development Required
	Attention to Detail	35%	*60+%*	Development Required
Business Development Strength Indicator	Business/Entrepreneurial Orientation	85%	*80+%*	Meets/Exceeds
	RPMGI Sales Capability Indicator	75%	*75+%*	Meets/Exceeds
	Networking & Prospecting Ability	78%	*75+%*	Meets/Exceeds
	Stakeholder Engagement Orientation	100%	*80+%*	Meets/Exceeds
	Relevant Revenue Generation Experience	90%	*70+%*	Meets/Exceeds
	Perception of Effectiveness	90%	*70+%*	Meets/Exceeds

New Business Development Professional Primary Orientation Indicator	**98%**	Overall, is Competent Meets/Exceeds Benchmark
On-Going Relationship Management Professional Primary Orientation Indicator	**84%**	Overall, has Potential & Further Evaluation Required
Analyst / Project Management Professional Primary Orientation Indicator	**61%**	Development/Training Required

Psychologist comment: *(if required)*

RPM Group International

Professional Role Orientation

It is widely acknowledged that the role of the Business Development professional has the following core expertise, in varying degrees. All professionals are required to demonstrate elements of new business generation, ongoing client relationship management and data analysis.

The results of **Mark Sample**'s Prova Profile indicate that he demonstrates the following role orientation:

Very Low	Low	Medium/Low	Medium	Medium/High	High	Very High

| 0 | 20 | 50 | 60 | 70 | 80 | 90 | 100 |

◇◇ **New Business Development Oriented Professional** ◇◇
The more sales focused, externally facing professional whose primary role is to independently identify and generate new client relationships and secure new business opportunities.

◇◇ **Relationship Management Oriented Professional** ◇◇
the more established relationship focused professional whose primary role is to manage and continue to develop existing client relationships and through these relationships, encourage new business opportunities.

◇◇ **Analyst / Project Management Oriented Professional** ◇◇
the participant's primary role is to ensure accuracy and compliance; working within rules and guidelines

Note: The participant's orientation towards the noted role functions was assessed in the above indicator, not their specific skills. The accuracy of the profile is determined by the accuracy of the information provided by the participant.

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Mark Sample's
RPMGI Sales Capability Indicator

Development/Training Required	Overall, has Potential & Further Evaluation Required	Overall, is Competent Meets/Exceeds Benchmark

0	20	50	60	70	80	90	100

Benchmark Indicator		Participant's Results	RPMGI Benchmark	RPMGI Indicator
RPMGI Sales Capability Indicator	Prospect Engagement	75%	*70+%*	Meets/Exceeds
	Credential Positioning	50%	*70+%*	Development Required
	Need Identification	60%	*70+%*	Has Potential
	Solution Proposal	78%	*70+%*	Meets/Exceeds
	Concept Validation	90%	*70+%*	Meets/Exceeds
	Overcoming Objections	90%	*70+%*	Meets/Exceeds
	Closing	100%	*70+%*	Meets/Exceeds
	Following-Up	60%	*70+%*	Has Potential
Mark's RPMGI Sales Capability Indicator		**75%**	*75+%*	Overall, is Competent Meets/Exceeds Benchmark

Psychologist comment: *(if required)*

The **RPMGI Sales Capability Indicator:** is a behavioural based questionnaire that indicates how effective the participant's revenue generation traits & business conversion skills are against the following dimensions:

- **Prospect Engagement -** The ability to proactively network and or prospect and initiate goal-directed discussions with key prospective decision makers in a self-motivated way; along with the discipline to perform the necessary activities to support high activity levels

- **Credential Positioning -** The ability to quickly establish one's credentials and trust and comfort level with different styles of individuals, understanding their verbal and non-verbal behaviours

- **Need Identification -** The ability to accurately identify, position or understand a prospective client's needs, to listen non-defensively, to paraphrase and provide feedback so as to assist the prospect acknowledge and or understanding their own wants or needs more clearly

- **Solution Proposal -** The ability, once a client's needs are agreed, to effectively position product or service solutions and the associated benefits, demonstrating how the prospective client's needs or wants can be satisfied

- **Concept Validation -** The ability, through one's own sincerity, to show concern, provide feedback and reinforcement of their personal and corporate value to the prospective client, establishing trust and confidence.

- **Overcoming Objections -** The ability to put one's ego aside, obtain feedback and accurately isolate any potential concerns, evasiveness or problems that may deter the prospective client from committing to proceed with the business opportunity

- **Closing -** The ability to understand when all concerns or hesitations are clarified and then to confidently ask the prospective client to proceed with the business concept

- **Following Up -** The willingness to show concern and value after an opportunity has been secured and to demonstrate professionalism in strengthening relationships and assisting clients further, even when no more monetary benefits may be received by the business development professional

DISC Behavioural Style
Mark Sample

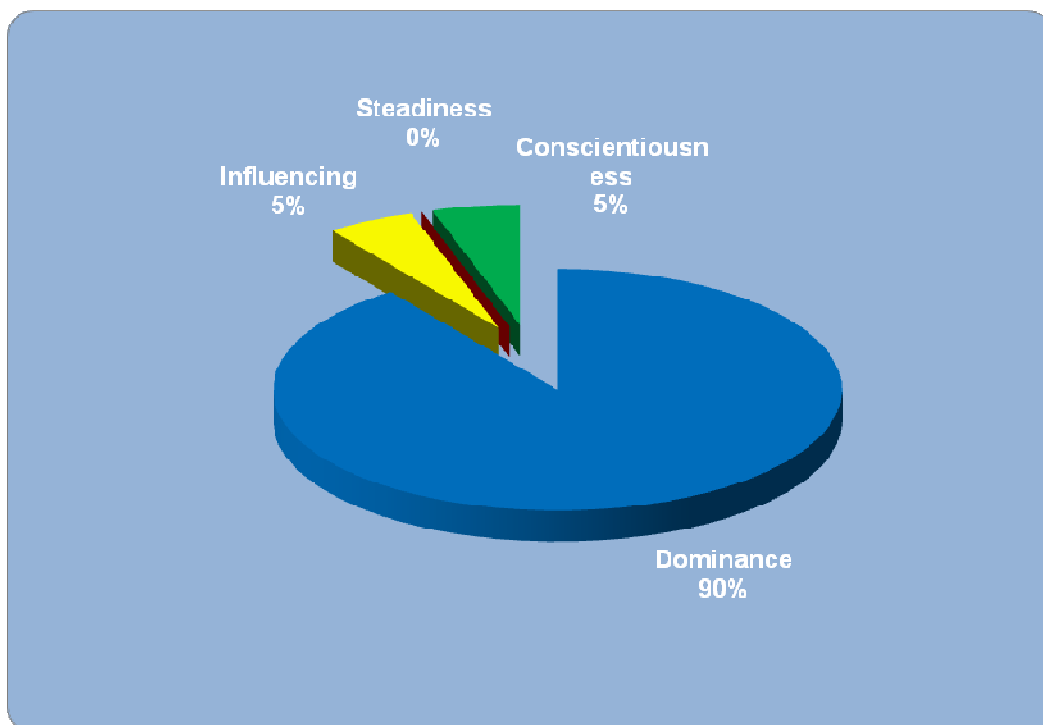| DISC Behavioural Profile		Dominance / Influencing	
Dominance **Extremely High**	**Influencing** **Low**	**Steadiness** **Very Low**	**Conscientiousness** **Low**

Mark has a combination of all of the DISC Profile Dimensions. Mark's results indicate that he is highest in Dominance with Influencing being his secondary dimension.

Dominance (D) - People with high 'D' styles are described as results orientated, high achievers, demanding, forceful, strong willed, driving, determined, ambitious, and pioneering. High 'D' People enjoy competition and challenges, are goal orientated and want to be recognised for their efforts.

Influencing (I) - People with high 'I' styles influence others through talking and activity and tend to be emotional. They are described as convincing, magnetic, political, enthusiastic, persuasive, warm, demonstrative and trusting. High 'I' people are strongly interested in meeting and being with people.

Steadiness (S) - People with high 'S' styles scores are stable and loyal team players. They like a steady pace and security. High 'S' people are calm, relaxed, patient, possessive, predictable, deliberate, stable and consistent. High 'S' and have a high willingness to help others.

Conscientiousness (C) - People with high 'C' styles adhere to rules, regulations, and structure. They like to do quality work and do it right the first time. High 'C' people are careful, cautious, exacting, neat, systematic, diplomatic and accurate, High 'C' people are usually peaceful and adaptable.

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Mark's DISC Behavioural Profile Style is the 'Motivator'(DI)

Intuitive - Integrating - Visionary	Thinker - Logical - Performance

To provide with an incentive; move to action; impel; ambitious; determined; energetic; encouraging

Dominance - Influencing

Mark is inspirational and readily motivates others with his clear vision of the way that things should be. He is generally self-confident and assertive. He likes to have fun and spend time with others, especially those who share his interests. He is loyal, hard working and likes to be in charge. He is exceptionally capable in organising activities. He enjoys interacting with people. He puts a lot of effort in almost everything that he does. He is highly energetic and never lose vigour when performing duties and fulfilling obligations. He gets involved with many activities at the same time.

He could be described as conscientious, practical, realistic, and dependable. He is also frank and honest. Others who share similar characteristics tend to be enthusiastic, sharp, and witty. They are highly valued by their friends for being dependable and cheerful. They place importance on a person's status, and will respect others who they feel have achieved a high level of success in society.

Mark is an ideas person and his perceptive abilities allow him to see possibilities everywhere. He gets excited and enthusiastic about ideas, and is able to spread his passion to others. He inspires others and gets their support to assist to fulfil his dreams.

He is visionary, inventive, and enterprising. He is a conversationalist, mentally quick, and a person who sometimes enjoys verbal sparring with others. He may love to debate issues, and may even change sides sometimes just for the excitement.

He is quick to accurately understand a situation and act upon it objectively and logically. He is extremely talented at developing systems and action plans and can see what steps need to be taken to complete a specific task.

In many respects Mark lives in the present, while constantly scanning his personal environment to make sure that everything is running smoothly and systematically. He values competence and efficiency and likes to see quick results for his efforts.

Typically good-natured, upbeat and laid-back, Mark can be a delightful person to be around. He gets a lot of enjoyment and satisfaction from interacting with others.

People with similar profiles are described as results orientated, high achievers, demanding, forceful, strong willed, driven, determined, ambitious and pioneering. They are very active in dealing with problems and changes. They enjoy competition and changes, are goal orientated and want to be recognised for their efforts. They are usually direct and positive with people.

People with similar profiles are also 'people people'. They influence others through talking and activity and tend to be emotional. They are described as convincing, magnetic, political, enthusiastic, persuasive, warm, friendly and trusting. They are strongly interested in meeting and being with people and are quick at establishing relationships. They are generally optimistic, outgoing and socially skilled.

Strategies for Further Developing Mark's Potential

Mark's influencing approach is a combination of:

D = Direct, Results-oriented:

- telling in a strong, direct manner
- expecting others to quickly decide based upon key data and perceived benefits and results

I = Expressive, Relationship:

- telling in an expressive, accepting manner
- expecting others to be quickly influenced by the relationship

Mark's KEY DRIVERS are . . . .

- power, authority, prestige and position
- money and material things
- challenge and growth opportunities
- accomplishments - results, results, results!
- to know "bottom line" pay-offs
- a wide range of room to operate within
- popularity - social recognition
- freedom of speech, control and detail
- approval and friendliness

Others may see the following limitations in Mark . . . .

- may come across as unapproachable
- can be insensitive to others
- may show impatience with others
- may try to move others to a decision before they are ready
- can be disorganised, lack follow-through
- may be superficial in your approach

Mark's "DI" strengths are . . . .

- inspirational and motivate others easily
- provides others with incentive
- skilled at moving people to action
- results orientated and a high achiever
- self motivated and independent
- makes quick decisions when others cannot
- confronts tough issues or situations
- accepts change as a personal challenge
- keeps the client focused and on task
- spreads enthusiasm and positive attitude to others
- gives positive feedback to colleagues and clients

To be more effective with others, Mark may need to . . . .

- slow down, be more patient, be more friendly
- involve others in making decisions give room and space
- allow time for others to process information
- not be so controlling
- develop more patience
- tone down directness and ask more questions
- work on body language to seem more approachable and offer more encouragement in conversation
- listen more carefully
- be more organised and providing more detail

Strategies to Best Interact with Mark

◇◇ Mark's "WANTS" are . . . .

- Power and authority
- Prestige and position
- Money and material things
- Challenge and growth opportunities
- Accomplishments - results, results, results!
- To know "bottom line" pay-offs
- A wide range of room to operate within
- Direct answers to his concerns
- Efficiency as related to his objectives
- New and varied activities, preferably "the first ever"

◇◇ With Mark "DO" . . . .

- Be clear, specific, brief and to the point
- Stick to business unless he chooses to do otherwise
- Present the facts: plan your presentation efficiently
- Ask specific questions preferably, "What do you . . .?
- Provide facts and figures about probabilities of success and benefits from these new results
- If you must disagree, take issue with facts, not with him personally
- If you agree, support the results you both "want" to see achieved, not him personally
- Be supportive where possible, emphasise that you want to work with him
- After completing business, depart graciously

◇◇ With Mark "DO NOT" . . . .

- Ramble on or waste his time
- Try to build personal relations unless he wants to do so
- Leave loopholes or cloudy issues
- Ask rhetorical questions, or useless ones
- Come with a ready-make decision and make the decision for him
- Speculate wildly or offer guarantees and assurances
- Direct or order
- Do an "epilogue" bit after finishing business.
- If you disagree, don't let it reflect on his personally
- If you agree, don't reinforce with "I'm with you."

5 + 2 Personality Dimensions

Very Low	Low	Medium/Low	Medium	Medium/High	High	Very High

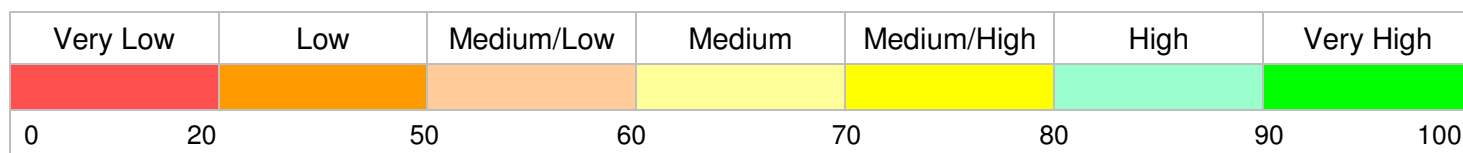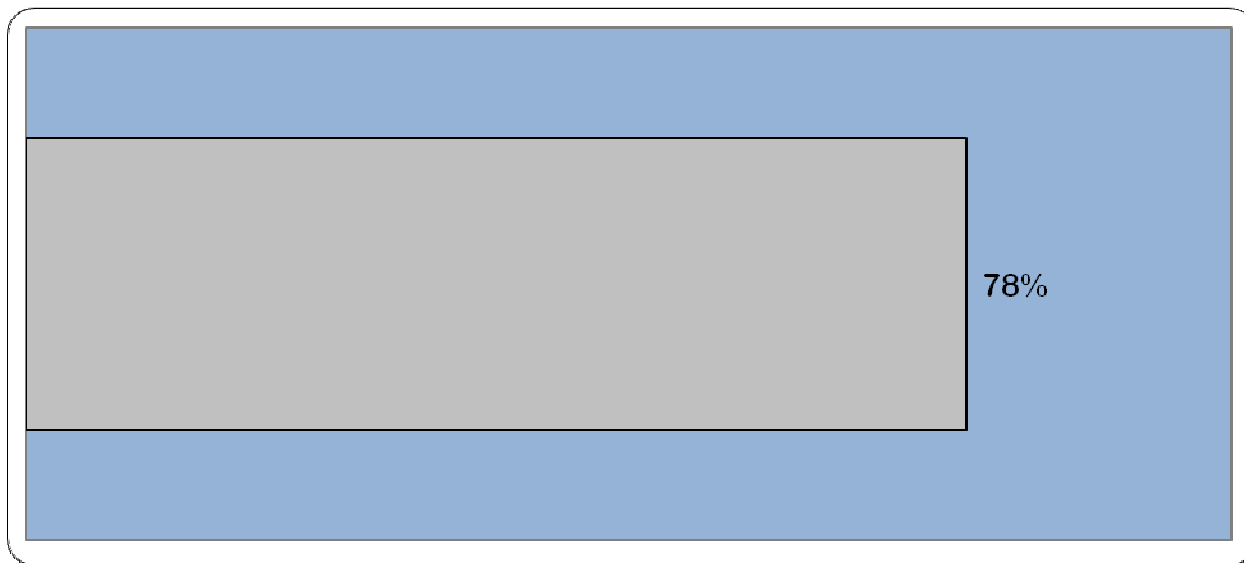| 0 | 20 | 50 | 60 | 70 | 80 | 90 | 100 |
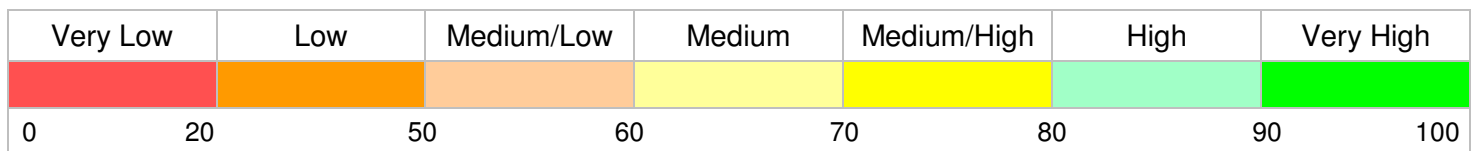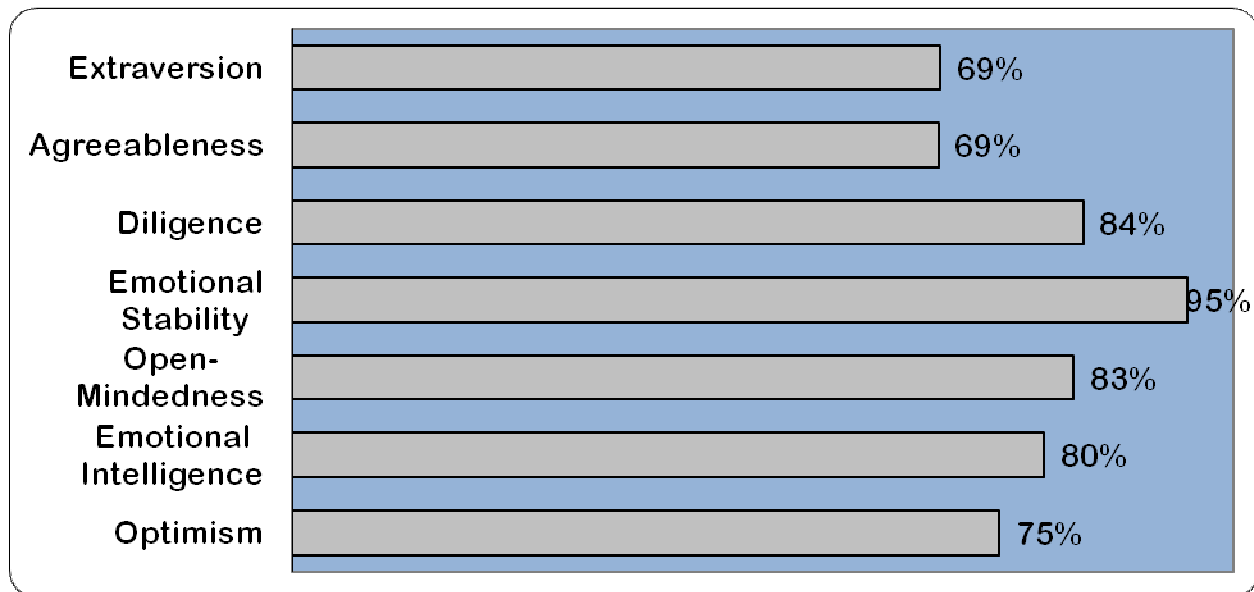
- **Extraversion -** This trait reflects preference for, and behaviour in, social situations. People high in extraversion are energetic and seek out the company of others. Low scorers (introverts) tend to be more quiet and reserved

- **Agreeableness -** This trait reflects how we tend to interact with others. People high in agreeableness tend to be trusting, friendly and cooperative. Low scorers tend to be more aggressive and less cooperative

- **Diligence -** This trait reflects how persistent we are in pursuing our goals. High scorers are methodical, organised and dutiful. Low scorers are less careful, less focussed and more likely to be distracted from goals and tasks

- **Emotional Stability -** This trait reflects the tendency to have stable thoughts and feelings. Low scorers are prone to insecurity and emotional distress. High scorers tend to be more relaxed, less emotional and less prone to distress

- **Open-Mindedness & Flexibility -** This trait reflects 'open-mindedness' and 'flexibility". High scorers tend to be imaginative, creative, and accept change. Low scorers are more down-to-earth and less prone to accept change

- **Emotional Intelligence -** Being aware of one's own emotions and being able to assess and express emotions. Being able to manage emotions and behaviour effectively in the environment. Being aware of others emotions and an understanding what is appropriate behaviour. Being able to manage the emotional interactions between oneself and others

- **Optimism -** Having "hopefulness and confidence about the future or successful outcome of something; a tendency to take a favourable or hopeful view." Being optimistic, in the typical sense of the world, ultimately means one expects the best possible outcome from any given situation

Prova Profile Competency Strength Indicator

Very Low		Low	Medium/Low	Medium	Medium/High	High	Very High
0	20	50	60	70	80	90	100
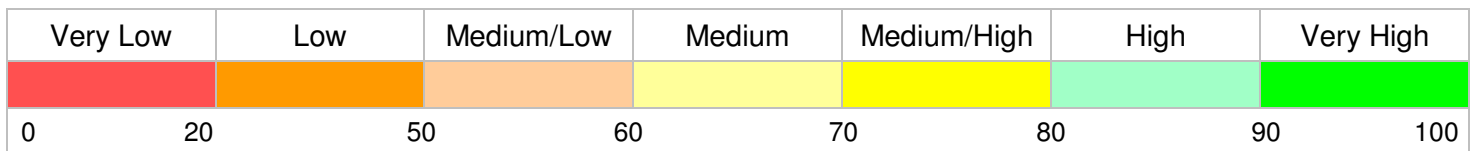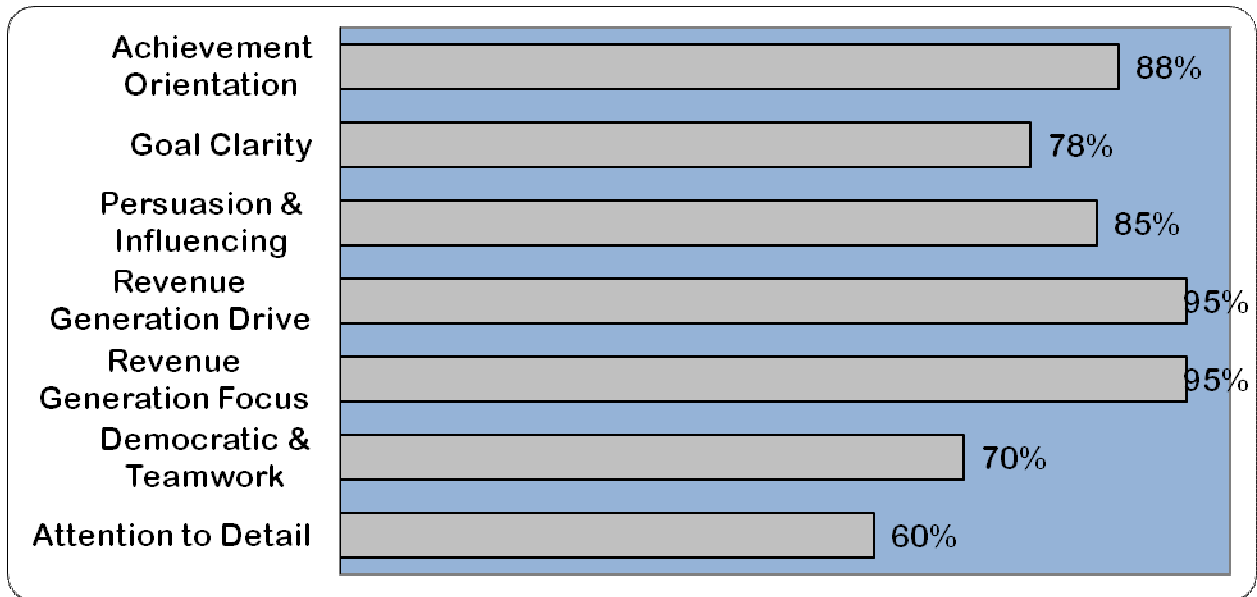
- **Achievement Orientation -** To set clear measureable and difficult goals, have high aspirations, competitive and driven to succeed

- **Goal Clarity -** To have clear, measurable goals that are realistic, observable and changing

- **Persuasion & Influencing Skills -** enjoys meeting the changes of free enterprise. Can persuade and influence others to achieve objectives and goals

- **Revenue Generation Drive -** Has high sales aspirations, competitive and driven to succeed to drive sales

- **Revenue Generation Focus -** The ability to stay focussed on the sales process to achieve objectives and goals

- **Democratic & Teamwork -** Prefers work that involves social interaction, likes getting others involved. Makes decisions through consultation

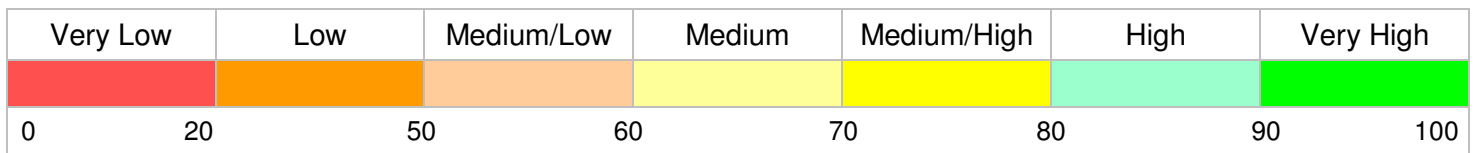- **Attention to Detail -** Well organised, methodical, enjoys detailed work
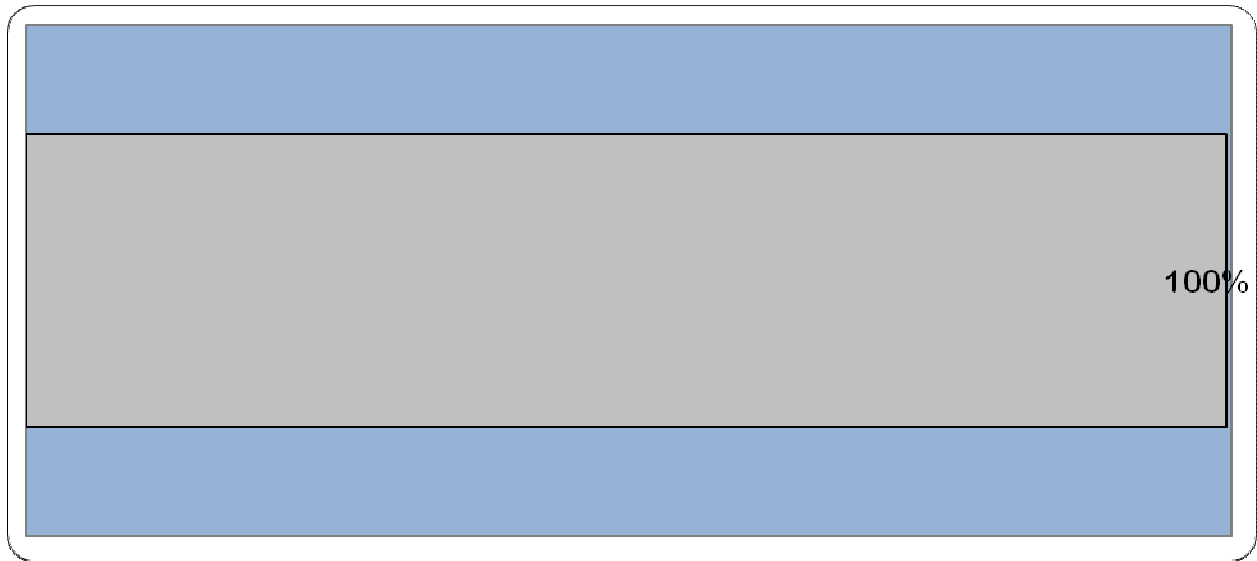
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Networking & Prospecting Ability Indicator

78%

Very Low	Low	Medium/Low	Medium	Medium/High	High	Very High

| 0 | 20 | 50 | 60 | 70 | 80 | 90 | 100 |

Networking & Prospecting Ability Indicator (Call Reluctance Score Reversed) - measures the participant's ability to initiate contact with prospective clients and referral partners in sufficient numbers to be successful.

- **61-100% -** indicates that the participant is like many other business development professionals. The fear of self-promotion may be present but only at low levels. It should be manageable by the participant concentrating on the markets, networking and prospecting techniques they are most comfortable with and avoiding those that are the most threatening.

- **51-60% -** indicates the participant has minor amounts of call reluctance that may limit networking and prospecting activities. This may keep them from achieving high sales targets and earning potential. It is possible that these problems can be corrected through assessment and coaching.

- **41-50% -** indicates the participant has moderate amounts of call reluctance that will limit networking and prospecting activities to levels that are beneath their ability. This very likely will keep them from developing the potential available in the market and significantly restricts sales and earning potential. It is possible that these problems can be corrected through assessment and training.

- **31-40% -** indicates the participant has a considerable amount of call reluctance at this time and may need training specifically designed to help them overcome their call reluctance.

- **0-30% -** indicates the participant has a high amount of call reluctance and is not suitable for a business development oriented role.

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Stakeholder Engagement Orientation

100%

Very Low	Low	Medium/Low	Medium	Medium/High	High	Very High

| 0 | 20 | 50 | 60 | 70 | 80 | 90 | 100 |

Stakeholder Engagement Orientation Indicator - provides an indication of the participant's orientation and focus to meet and satisfy stakeholder and client needs.

- **High/Very High -** The participant has a very strong stakeholder orientation. They are highly effective in communicating with the client, problem solving, turning around client issues, positively resolving client requirements and managing emotions.

- **Medium/Medium High -** The participant has a moderate stakeholder orientation. They are moderately effective in communicating with the client, problem solving, positively resolving client complaints and managing emotions.

- **Medium -** The participant is not suited to a role that requires stakeholder and client interaction.

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Mark Sample's Leadership Style
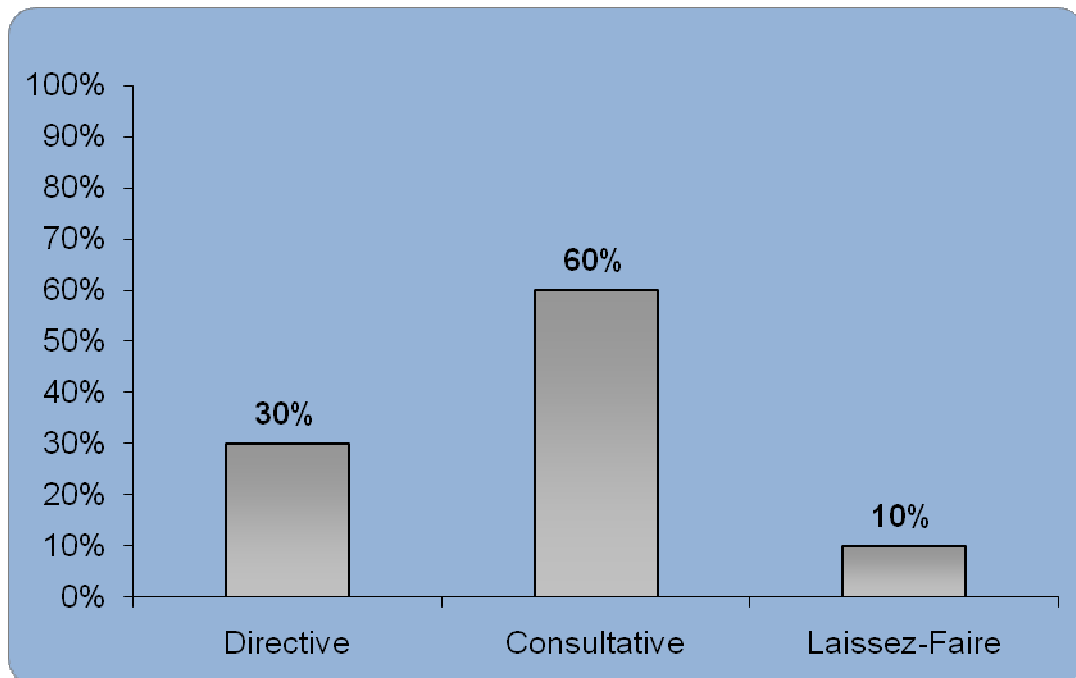
◊◊ Authoritarian Leadership (Directive)

Authoritarian leaders provide clear expectations for what needs to be done, when it should be done, and how it should be done. There is also a clear division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the balance of the group.

Directive leadership is best applied to situations where there is little time for group decision -making or where the leader is the most knowledgeable member of the group.

◊◊ Participative Leadership (Consultative)

Participative leadership is generally the most effective leadership style. Consultative leaders offer guidance to group members, but they also participate in the group and allow input from other group members.

Participative leaders encourage group members to participate, but retain the final say over the decision - making process. Group members feel engaged in the process and are generally more motivated and creative.

◊◊ Free-Rein Leadership (Laissez-Faire)

Free - Rein (laissez-faire) leadership is the least productive. Free-Rein leaders offer little or no guidance to group members and leave decision-making up to group members. While this style can be effective in situations where group members are highly qualified in an area of expertise, it often leads to poorly defined roles and a lack of motivation.

Mark Sample's Conflict Management Style
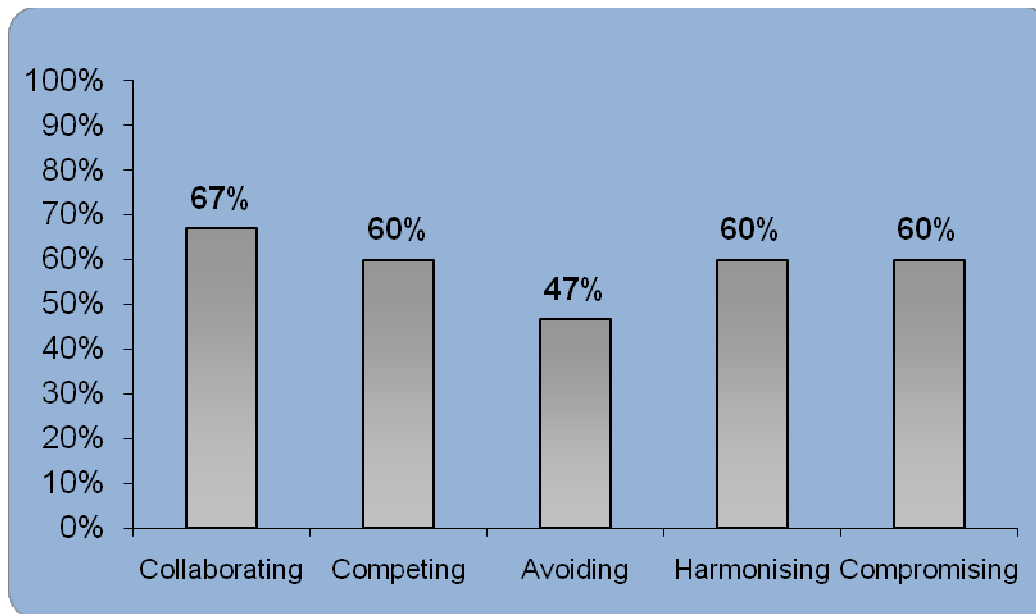
The key to managing conflict well is choosing and executing the strategy that best fits the situation. Research on conflict management styles has found that each of us tends to use one or two of the above five strategies more than the others. Professionals who are very skilled at conflict management are able to:

- understand interpersonal conflict situations &
- use the appropriate conflict management strategy for each situation.

◇ **Collaborating -** Participants who use this style highly value their own goals and relationships. They view conflict as a problem to be solved and to seek solution that achieves both their goals and the goals of the other person. They try to begin a discussion that identifies the conflict as a problem. By seeking solutions that satisfy both themselves and the other person, they maintain the relationship. They are not satisfied until a solution is found that achieves their goals and the other person's goals.

◇ **Competing -** Participants who use this style try to overpower opponents by forcing them to accept their solution to the conflict. Their goals are highly important to them, and relationships are of minor importance. They seek to achieve their goals at all costs. They are not concerned with the needs of others and do not care if others like or accept them. They try to win by attaching, overpowering, overwhelming, and intimidating.

◇ **Avoiding -** Participants who use this style withdraw into themselves to avoid conflicts. They give up their goals and relationships, they stay away from the issues over which the conflict is taking place and from the persons they are in conflict with. They believe it is easier to withdraw from a conflict than to face it.

◇ **Harmonising /Accommodating -** For participants who use this style, the relationship is of great importance while their own goals are of little importance. They want to be accepted and liked by others. They think that conflict should be avoided in favour of harmony and that people cannot discuss conflicts without damaging relationships. They try to smooth over the conflict out of fear of harming the relationship.

◇ **Compromising -** Participants who use this style seek a compromise; they give up part of their goals and persuade the other person in a conflict to give up part of their goals. They seek a conflict solution in which both sides gain something; the middle ground between two extreme positions. They are willing to sacrifice part of their goals and relationships in order to find agreement for the common good.

Stress Resilience Indicator

86%

Very Low	Low	Medium/Low	Medium	Medium/High	High	Very High
0 20	50	60	70	80	90	100
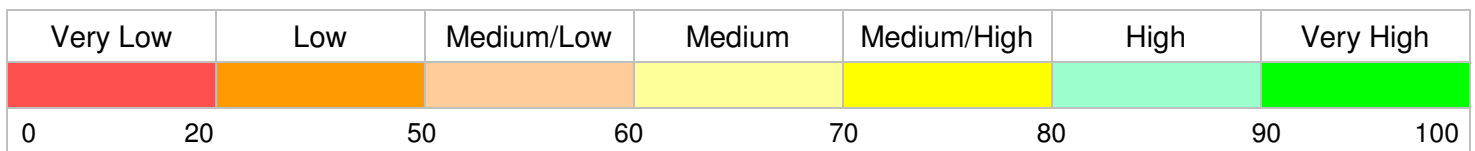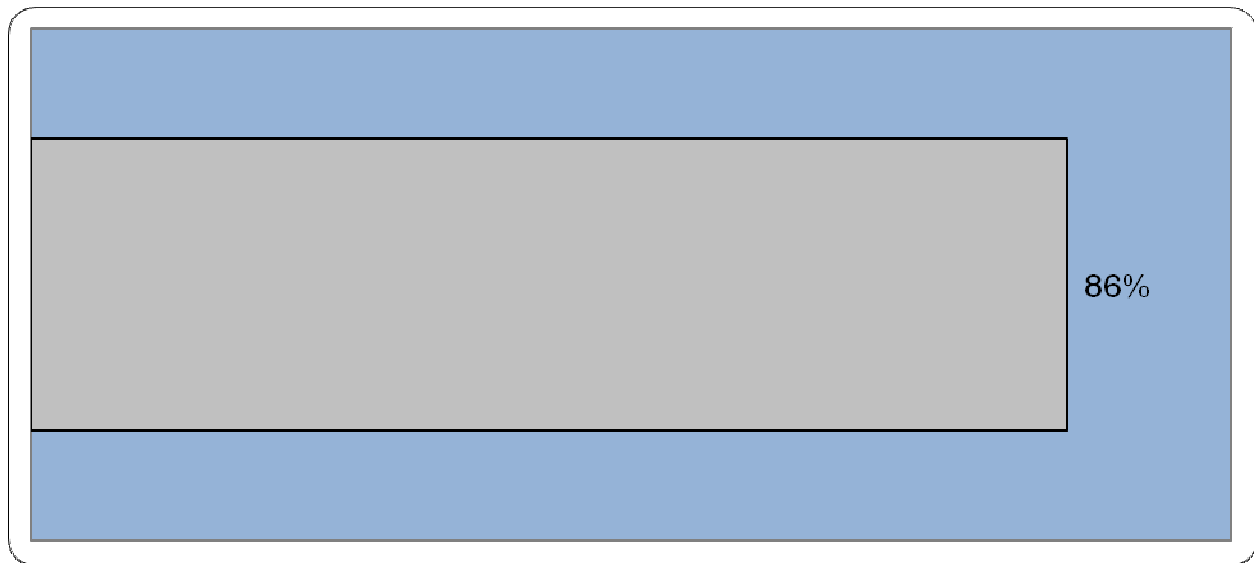
Hardiness is a personality characteristic that enables individuals to take stress and adversity in stride. It is based on how we approach and interpret life experiences. Understanding hardiness is useful in predicting how someone maintains their sense of well-being under difficult circumstances. In other words, hardiness is a measure of the internal processes that lead to resilience. Indicators of resilience include how we perceive and value ourselves, our sense of purpose and adaptability, our influence on the world and those around us, and our passion and excitement for life. Resilience is the result of numerous factors and life experiences so it tends to change as our experiences change.

- **Highly Resilient -** When faced with crisis or a vexing problem the participant engages, not retreats. They see the possibilities in difficult situations that others often miss. They are comfortable with who they are, believe that there is a purpose for their life, and seldom let past mistakes weigh them down or keep them from pursuing their goals. They have at least one special relationship in which they can trust and confide when the going gets tough. They feel that their opinions count and that they can make a difference. Under stress they adapt and maintain a sense of well-being.

- **Moderately Resilient -** The participant likes working and living in an environment that is more organised and predictable, but when faced with crisis or a vexing problem they take it on rather than retreat. They are tough minded and look for ways to improve difficult circumstances. They have at least one relationship in which they can trust and confide when the going gets tough but they are just as likely to keep their feelings to themselves. They believe that their opinions count and that their life has a purpose. Under stress they endure, buckle down and keep going.

- **Low Resilience -** The participant's resilience is low. They dislike change, which makes them less resilient to the effects of stress and pressure. They perceive that those in power call the shots so they quite often look to others to solve problems. When faced with a crisis or complex problem they tend to avoid dealing with it directly and may seek relief by some means of escape.

Free Text Profile Response Questions	Participant Response
Why are you interested in the business development/ sales profession?	
How do you feel about working to revenue and KPI targets? How do you go about achieving these goals?	
Please provide an example of when you have developed a strong and profitable ongoing relationship with a client. *How did you go about this and what results did you achieve?*	
Please provide an example of a time when your skills in prospecting or networking resulted in securing a new client. How did you identify the client? What approach did you use? What results/outcomes did you achieve?	
What are your five (5) personal attributes that you believe contribute to you being successful in a new business generating role?	
Please provide an example of when you needed to overcome a client's objection to your offer/solution. How did you address this? Were you successful and if so why?	
What do you believe are the most important attributes of a successful leader in an organisation and why? *How have you demonstrated these in your experience to date?*	
Considering your business development career to date, what do you see as your particular strengths?	
What aspect or areas of your skills do you believe you need to develop?	

Note: The above information relating to the profile free text questions was provided by the participant and has been reported without editing by Prova Profiling Pty Ltd.

Participant's Profile Notes

To contact 𝒫ROVA for assistance relating to the information provided in this report – please email us at **rpmgroupinternational@prova.com.au**