

tpr

Bill J. Kelm

## Strengths:

1. Good judgment. He is an eminently sensible person with a knack for thinking a situation through realistically and weighing all the factors logically. He has good problem-solving ability and sense of priorities.
2. Efficient with detail and careful.
3. Well-organized. Doesn't enjoy paperwork, but understands the importance of keeping up with it. Plans ahead and gives time to preparation and follow-through.
4. Practical.
5. Tenacious and able to persevere when seeking a long-term goal.
6. Competitive and hungry.
7. Has good interpersonal and supervisory skills.

## Weaknesses:

1. Under major stress, he will show discomfort, and temporarily lose some of his poise and appeal.
2. Seems to rely more on persistence than on out-and-out aggressiveness. More likely to make one - or two - more calls than to try to close what he judges might be prematurely.

## Comments:

He responds very well to a commission structure. If he had his way, he'd put everyone on straight commission. This incentive works for him, and he believes that it screens out those who aren't going to make it. In other ways, too, he may soft-pedal what is usually regarded as an aggressive tactic, but he seems to know how to win over his prospects and turn them into clients, nevertheless. He would keep in close contact with new hires, but would not breathe down their necks. He would teach his people to do their research, fact-find thoroughly, and plan their approach from A to Z. He would be encouraging and supportive, but all his advice would be specific and practical. In addition, he would make sure that his people know their stuff before they make calls.