



Presented by **Apex Talent Partners**

INDIVIDUAL DEBRIEF REPORT

Karan Shah

EMAIL ADDRESS

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JOB LISTING

Sales Manager: Q3 2026

DESIGNATION ASSESSED FOR

Regional Sales Manager

SIMULATION

Key Account Negotiation: Regional Sales Manager Simulation

CANDIDATE PERCENTILE RANK

13%

Karan performed above 13% of candidates in the Sales Manager: Q3 2026 job listing.

Low Fit

Not Ready

Readiness for the Regional Sales Manager role, based on this simulation

Readiness assessment

Taking the composite Fitment Score and the Job Responsibilities/competency pattern together, Karan's overall readiness for the Regional Sales Manager role at this time is limited chiefly by Decision Making and Manage Stakeholder Pushback.

Sales Manager: Q3 2026 job listing (80 candidates)

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KEY METRICS AT A GLANCE

Simulation Score

45 / 100

Outperformed 13% of the job listing.

Fitment Score

41.4 / 100

Outperformed 13% of the job listing.

Avg Competency

2.00 / 5

Outperformed 13% of the job listing.

Avg JR Score

37.5 %

Outperformed 13% of the job listing.

CURRICULUM VITAE

Candidate CV

Karan Shah**Karan Shah**

Regional Sales Professional

CONTACT**Email**

karan.shah@gmail.com

Phone

Not provided

Location

Not provided

SKILLS

Sales & Negotiation

Key Account Management

Client Relationship
Management

Stakeholder Management

Planning

ABOUT

Sales professional with experience relevant to regional and key-account environments.

WORK EXPERIENCE**Professional Experience**

Details from candidate CV

Company, designation, tenure, responsibilities and achievements.

EDUCATION**Academic Qualifications**

Details from candidate CV

PROJECTS**Selected Projects**

Projects and relevant accomplishments from candidate CV.

INTERESTS

Candidate interests from submitted CV.

WHAT WAS ASSESSED**Job Responsibilities and competencies covered in this simulation**

The simulation placed each candidate inside a realistic regional key-account negotiation: prioritising a client's real needs, structuring a commercially sound proposal, handling stakeholder pushback in a live multi-party conversation, and closing with a concrete next step. Choices at each stage were scored against four job-specific objectives and five underlying decision-making competencies.

● Diagnose Client Priorities

Correctly reads what the client actually needs before proposing anything.

● Balance Margin & Value

Structures a commercial offer that protects margin without under-selling value.

● Manage Stakeholder Pushback

Handles objections and competing stakeholder interests without early concessions.

● Close With Clear Next Step

Brings the conversation to a concrete, actionable next step rather than a vague close.

● Problem Solving

Breaks down a complex account situation into a workable plan of action.

● Critical Thinking

Questions assumptions and tests logic before committing to a course of action.

● Decision Making

Commits to a call under time pressure and incomplete information.

● Planning

Sequences activity and resources across a multi-stage deal.

● Cognitive Flexibility

Adjusts approach when the deal's context shifts mid-negotiation.

EXECUTIVE SUMMARY

How Karan performed, in brief

Karan Shah completed the Key Account Negotiation: Regional Sales Manager Simulation on 2026-07-07. Results are benchmarked against the 8 candidates in the Sales Manager: Q3 2026 job listing.

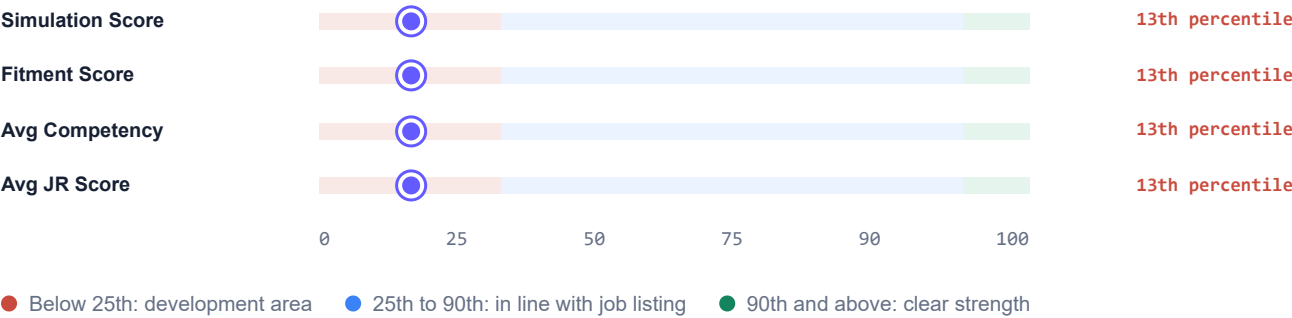
On the four headline measures, Karan lands at roughly the 13th percentile of this job listing. Across the 9 job responsibilities and competencies measured, Karan scores at or above the job listing average on 0 and below it on 9. The clearest strength is **Planning**; the most significant gap is **Decision Making**.



Percentile rank shown for each measure. See "How percentiles work" at the end of this report for how to read these.

Where each score lands on the job listing scale

A percentile shows how many of the 8 candidates Karan outperformed. Each dot below marks where Karan's score falls on a 0–100 scale.



JR & COMPETENCY DETAIL

Job Responsibilities and competencies vs. job listing

On the 9 items measured, Karan lands at or above the job listing average on 0 and below it on 9. The clearest strength is **Planning**; the most significant gap is **Decision Making**.

■ This Candidate ■ job listing Average



Diagnose Client Priorities

2.50 vs 3.63 -1.13

Scores 31% lower than the job listing average on this item.

Balance Margin & Value

1.50 vs 2.81 -1.31

Scores 47% lower than the job listing average on this item.

Manage Stakeholder Pushback

1.00 vs 2.25 -1.25

Scores 56% lower than the job listing average on this item.

Close With Clear Next Step

2.50 vs 3.50 -1.00

Scores 29% lower than the job listing average on this item.

Problem Solving

2.00 vs 3.50 -1.50

Scores 43% lower than the job listing average on this item.

Critical Thinking

2.00 vs 2.75 -0.75

Scores 27% lower than the job listing average on this item.

Decision Making

1.00 vs 2.38 -1.38

Scores 58% lower than the job listing average on this item.

Planning

3.00 vs 3.13 -0.13

Scores 4% lower than the job listing average on this item.

Cognitive Flexibility

2.00 vs 3.25 -1.25

Scores 38% lower than the job listing average on this item.

DEVELOPMENT SNAPSHOT**SWOT**

Strengths and Weaknesses read Karan's own scores in isolation. Opportunities and Threats read where those same items sit relative to the job listing average. The top items per quadrant are shown below.

STRENGTHS

Top 2 scoring items for this candidate

Planning

A strong candidate to plan and sequence the account's more complex deals.

Diagnose Client Priorities

Well suited to lead discovery on the most complex or ambiguous accounts.

WEAKNESSES

Bottom 2 scoring items for this candidate

Decision Making

Time-critical decisions may stall waiting for more certainty than is available.

Manage Stakeholder Pushback

Pushback may lead to early concessions rather than a negotiated path forward.

OPPORTUNITIES

Mid-band items, at or above the job listing average

THREATS

Mid-band items, trailing the job listing average

Problem Solving

Complex problems may need more support to work through fully.

Balance Margin & Value

Deals may lean too far toward margin or too far toward discounting without this balance.

Cognitive Flexibility

May need support adjusting approach when a situation changes unexpectedly.

INTERVIEW GUIDE

Suggested interview questions

Pulled from the Interview Question Library for every JTBD/competency where Karan scored Average or Below Average against this job listing. Use these to probe the gaps directly in the interview.

JTBD / COMPETENCY	TIER	SCORE	JOB LISTING AVG	SUGGESTED QUESTION
Problem Solving	Below Average	40.0	70.0	Tell me about a time a complex problem got the better of you. What did you learn?
Decision Making	Below Average	20.0	47.5	Tell me about a time you hesitated too long on a decision. What was the cost?
Balance Margin & Value	Below Average	30.0%	56.2%	Describe a negotiation where the client pushed hard on price. How did you decide how much margin you were willing to give up?
Cognitive Flexibility	Below Average	40.0	65.0	Tell me about a deal where the context changed suddenly: client priorities shifted, a stakeholder left, timelines moved. How did you adapt?
Manage Stakeholder Pushback	Below Average	20.0%	45.0%	Describe a time pushback caught you off guard and you had to concede more than you wanted to. What would you change?
Diagnose Client Priorities	Below Average	50.0%	72.5%	Tell me about a deal where you initially misjudged what the client actually wanted. What tipped you off, and how did you course correct?
Close With Clear Next Step	Below Average	50.0%	70.0%	Describe a time you left a client meeting without a clear next step. What happened as a result?
Critical Thinking	Below Average	40.0	55.0	Tell me about a time you challenged your own initial read on a deal before committing to a proposal.
Planning	Average	60.0	62.5	Tell me about how you planned a complex, multi-stage deal from start to finish.

REFERENCE

How percentiles work

Every score in this report is shown alongside a percentile: where Karan lands relative to the other candidates in this Job Listing. Higher is better throughout.

- **90th percentile or above:** a clear strength relative to the job listing.
- **25th to 89th percentile:** broadly within the middle range.
- **Below the 25th percentile:** an area that may need focused development.

Prepared for client review by Apex Talent Partners. HireQuo provides the simulation and structured assessment evidence. This proof pack is intended to complement the candidate CV and interview process, not replace the hiring decision.