

Sales Personnel Report 2.0



Sales Personnel Report 2.0



- What is the SPR 2.0?
- How do you interpret it?
- Case Studies

How do you interpret it?



- User's Manual Sales Personnel Report 2.0
- Consultation available with Rick Tiemann by appointment. Hourly consulting rate applies \$150/hr.
- Chalk Talk www.theeg.com

The Sales Personnel Report 2.0



There is **NO** Single Score
on the Sales Personnel Report 2.0
that tells you to hire or not to hire.

Four Step Process for Interpretation



- ✓ 16PF Primary Personality Factors or PSG
- ✓ Sales Performance Factors
- ✓ Areas of Potential Concern
- ✓ Work-Related Personality

Primary Personality Factors Graph



Shaded Areas are Desirable Ranges

- How many characteristics fall outside the suggested sales ranges?
- Are these characteristics “must haves” for success in the position?
- First seven factors should be 6 or greater.

PRIMARY PERSONALITY FACTORS (SALES)

		1	2	3	4	5	6	7	8	9	10			
A	RESERVED Unengaging, distant						X						SOCIABLE Engaging, friendly	A
B	LOW VERBAL FACILITY Poor grasp of concepts			X									HIGH VERBAL FACILITY Good grasp of concepts	B
C	EASILY UPSET Job should fit needs		X										MANAGES FRUSTRATION Can adapt to job	C
E	SUBMISSIVE More passive, humble					X							ASSERTIVE Confident, competitive	E
F	SERIOUS Sober, somber										X		ENTHUSIASTIC Happy, energetic	F
G	UNCONVENTIONAL Ignores expectations					X							CONVENTIONAL Follows rules	G
H	SOCIALLY RESTRAINED Shy, avoids spotlight										X		SOCIALLY BOLD Needs to impress others	H
I	TOUGH-MINDED Realistic, no-nonsense		X										SENSITIVE Susceptible to feelings	I
L	TRUSTING Accepting, naïve											X	SUSPICIOUS Skeptical, blaming	L
M	PRACTICAL Focus on solutions							X					IMPRACTICAL Focus on ideas	M
N	DIRECT WITH OTHERS Self-disclosing, open					X							INDIRECT WITH OTHERS Discreet, diplomatic	N
O	UNCONCERNED Casual, untroubled									X			WORRYING Fear of mistakes	O
Q1	RESISTS CHANGE Prefers the familiar			X									OPEN TO CHANGE Experimenting	Q1
Q2	WORKS IN GROUPS Collaborative					X							WORKS ALONE Not a team player	Q2
Q3	LESS ORDERLY Can be undisciplined					X							MORE ORDERLY Perfectionistic	Q3
Q4	PATIENT Relaxed, calm						X						IMPATIENT Tense, driven	Q4

Scores in the generally most desirable range for sales positions fall in the shaded areas. Scores outside the shaded areas may indicate a mismatch with the sales position.

Primary Personality Factors (PSG)

S H Sample's scores fall outside recommended ranges in 6 of 16 areas.

3 of those 6 scores fall in ranges that create potential concern about performance.

Performance Factors Sales



4.5 and above is recommended for Workplace Coping Skills and Self Control - other Factors see graphs for desirable ranges and cutoff scores.

- How many performance factors fall outside the desirable ranges?
- For those that do, are they necessary for success in the position/territory you are offering?

Performance Factors Sales



Helps Predict Candidate's Learning Curve

- Will they be able to handle the demands of the job/territory?
- What areas will they need coaching and development in?
- What kind of investment will you have to make? Time? Cost?

PERFORMANCE FACTORS (SALES)

Problem-Solving Ability: More Concrete More Abstract

Score = 4

potential concern				desirable						
1	2	3	↓	5	6	7	8	9	10	

Problem-Solving Ability reflects the salesperson's approach to solving problems. It measures a person's ability to quickly grasp verbal concepts and ideas and work through data and information. High scores usually equate to people who grasp things quickly and enjoy being intellectually challenged. Low scores usually equate to people who learn in a hands on fashion. In roles that are more challenging, complex or even highly technical in nature, people with low scores may have trouble conceptualizing and even getting up to speed in areas where they may be unfamiliar. This performance factor has a high correlation with school grades and education. His concrete thinking may make it difficult for him to convert objections into opportunities. There may be a tendency to counter objections head-on rather than to unpack them and understand alternative paths to meeting the customer's needs. Verbal problem solving may not be a significant strength. If scores are low explore levels of education, grades, GPA, favorite subjects in school, type and depth of education (community college vs. Ivy League school or Associate's Degree vs. MBA).

Self-Control: More Casual More Constrained

Score = 3.9

potential concern			question	desirable						question
1	2	3	↓	5	6	7	8	9	10	

Self-Control measures a person's behavior related to planning, organizing, goal-setting and following through with commitments. It measures their consistency of behavior-will they do what they say they will do? It also measures their consistency regarding follow-through and follow-up. People in pure Business Development roles (Hunters) tend to score in the middle to lower range on this dimension and people in Account Management roles (Farmers) tend to score middle to higher. Mr. Sample scored in the questionable range on this composite estimate of behavioral self-control and reliability.

His enthusiasm and optimism can be engaging, and his energy is probably an asset in sales, but he may occasionally need assistance in tempering his presentation to the customer's pace. The combination of liveliness and impracticality may make it difficult for him to follow through on things. He may get caught up in the delight of new ideas and thinking outside the box and then find that seeing things through is comparatively dull. Follow-through may be a problem, as his low degree of orderliness and dislike of rules suggest a preference for leeway and autonomy that can keep him from planning and prioritizing effectively. Getting back to customers right away needs to be a priority, but may not always appeal to him. He may need to be reminded that sometimes it's important to sweat the small stuff. His propensity to "wing it" may work in many ways but when it comes to delivering a formal presentation, he will need to organize his thoughts and provide the necessary data to support his position. Prospecting will be enhanced by efforts to create organized lists of potential contacts, which may not come naturally to him, so that early disappointments can be overcome by plowing ahead.

Workplace Coping Skills: Less Resilient More Resilient

Score = 1.9

potenti	concern	question	desirable						
1	2	↓	4	5	6	7	8	9	10

Workplace Coping Skills reflects a person's resilience, including how well they manage the stress and rigor of being faced with frustration and disappointment. It is related to how well they remain cool under fire and bounce back from setbacks. People who score higher tend to be less inclined to get upset easily and are likely to bounce back quicker from setbacks or challenging situations. People who score lower tend to be more emotional and may not always handle stress or bounce back as quickly as they should. His score on this global factor is below average, implying potential concerns in his capacity to adjust to job demands. There may be gaps in his ability to function in a stable, predictable manner.

As noted under Areas of Potential Concern, Mr. Sample may be susceptible to stress because of a shortage of coping skills. In his case, too many areas for development may signal a mismatch with sales, as he may need a job particularly well-suited to him. He might benefit from training directed at improving his stress management and conflict management strategies.

As noted under Areas of Potential Concern, his vigilance can be a problem when it puts others off. He might benefit from reminders to act good-natured even when frustrated. Also, his external focus may sometimes lead him to avoid responsibility for not making sales, which in turn can undermine his efforts to improve.

His worrying, as described under Areas of Potential Concern, can distract him from using his energy wisely. He may benefit from efforts to learn how to convert his worrying into deliberate action and productive thinking.

Performance Factors

Optimum Scores are indicated by the desirable range in the graphs

SH Sample has 3 Performance Factors below desirable ranges

Problem Solving Ability 4.0

Self-Control Score 3.9

Workplace Coping Skills Score 1.9

PERFORMANCE FACTORS (SALES)

Drive/Influence:

Score = 6.7

More Accommodating					More Independent				
potential concern			question	desirable			questionable		
1	2	3	4	5	6	7	8	9	10

Drive/influence relates to the competitive attitude with which people approach tasks. It includes how comfortable they are in social situations and how they will approach, persuade and influence others. It also speaks to how oriented to change they are, and whether they will be innovative and willing to challenge conventional wisdom. People in pure Business Development roles (Hunters) tend to score higher on this dimension, and people in Account Management roles (Farmers) tend to score in the middle to lower range. Individuals with too low scores may be better suited in customer service or inside sales roles as they may not be comfortable moving the sales process along faster. He presents a reasonable and useful degree of sales competitiveness.

Although his subdued approach may keep him from rubbing others the wrong way, he may need assistance developing assertiveness in the sales process.

Social boldness is surely an asset in sales, even in extremes. Possibly, though, Mr. Sample could benefit from ideas about sharing the spotlight and making others feel important.

His preference for tried and true experiences may mean that he needs to learn to put more emphasis on developing new sales opportunities rather than just maintaining his route.

Tough-Mindedness:

Score = 6.9

More Intuitive					More Practical				
questionable			desirable			questionable			
1	2	3	4	5	6	7	8	9	10

This performance factor identifies whether they will be more comfortable and inclined to enjoy selling concepts, ideas and intangibles or are more comfortable with facts, figures, numbers and data and gravitate to features and benefits. High scorers tend to enjoy dealing with facts, figures, numbers, and data and are more analytical. Low scorers prefer to use their imagination and tend to be more creative and interested in feelings. He may be reasonably comfortable with both concrete and abstract products.

He might benefit from exercises designed to heighten his awareness of the emotional component of interactions.

He may need training in tailoring his sales approaches to the practical demands of his and his customers' actual situations. He may want to tone down his enthusiasm on the phone, since the other person may not have the engaging cues that face-to-face contact provides.

Interpersonal Skills:

Score = 7.7

More Introverted					More Extraverted				
potential concern			questionable	desirable					
1	2	3	4	5	6	7	8	9	10

Interpersonal Skills measures a salesperson's approach to people and relationships. It also measures how comfortable they are in social settings and assesses their communication style. It presents a basis for how likely they are to listen and ask questions or more inclined to tell and sell. Very high scores represent individuals who are so social they may not always push back on the customer for fear of jeopardizing the relationship, and low scores may be too detached from building the relationships necessary to grow the business. He is extraverted and outgoing when he is with others, implying solid interpersonal skills for a sales position.

Performance Factors

Optimum Scores are indicated by the desirable range in the graphs

S H Sample has 3 Performance Factors within desirable ranges

Drive/Influence 7.0

Tough-Mindedness 7.0

Interpersonal Score 8.0

Areas of Potential Concern



2 or More Suggests You Look Further

- How many areas of potential concern does your candidate have?
- Will these areas be critical in the position you are considering?

AREAS OF POTENTIAL CONCERN

This section is designed to help you spot certain behaviors that could impact productivity and bring into question someone's ability to perform ANY job. This profile yielded 4 areas of potential concern that need to be evaluated and understood before making a decision. More than one area of concern is quite unusual in successful employees, so these should be considered carefully, especially in light of the demands and responsibilities of this particular job. There should be supportive material from other sources (e.g., background investigation, second interviews, and reference checks) to validate a positive hiring decision.

1. Factor C (Score = 3) **Low frustration tolerance**

He may become easily overwhelmed by the challenges of the day, and sometimes unable to function effectively under moderate levels of stress or frequently changing priorities. He can get upset over relatively small issues at the office, and may have difficulty "bouncing back" the next day after being upset.

2. Factor L (Score = 10) **Suspiciousness**

There is a potential for him to be questioning, blaming, mistrustful, and irritable to co-workers in the work environment. He may assume he is being taken advantage of.

3. Factor O (Score = 8) **Worrying (above average)**

Excessive worrying about inconsequential issues is suggested, as well as a fear of making mistakes. He may feel compelled to share his poorly defined worries with co-workers. A fear of being blamed may keep him from voicing his ideas.

Areas of Potential Concern

Salesman for a National Waste Hauler. Put on probation for poor performance and ultimately terminated.

We recommend no more than 1 or 2. 3 you should look elsewhere

Factor C 3 indicates low frustration tolerance

Factor L 9 indicates suspiciousness and anger, may blame others

Factor O 8 indicates excessive worrying

AREAS OF POTENTIAL CONCERN

Areas of Potential Concern

4. Factor IM (Score = 5) **Poor impression management**

He is so little concerned with what others think of him, especially under the circumstances of the testing, that his motivation and judgment must be questioned.

Factor IM 5 low impression management

Work-Related Personality



More Detailed Description of Performance Potential

- Highlight any areas that raise concern for you to investigate further.
- Formulate questions to probe deeper into these problem areas to confirm job fit.

Response Style Indices

Designed to flag "test taking mentality"



- **Impression Management (IM)**
 - A person's slant on themselves.
 - Low scores (1-8) may indicate self esteem issues.
 - High scores (20-24) may indicate person is trying to make a favorable impression or has an unrealistic view of themselves.
- **Infrequency (INF)**
 - Involves the "B" or "?" response on 32 response indices
 - High scores (10+) suggest candidate may be trying to hide something or is indecisive.
- **Acquiescence (ACQ)**
 - Tendency to answer "true" to an item regardless of content.
 - High scores 71+ may indicate disinterest in taking the assessment or problems comprehending the questions.

Impression Management (IM)



Reasons for High Scores:

- accurate self-portrayal
- unconscious distortion
- conscious distortion
(faking good)

Reasons for Low Scores:

- life stressors and/or inability to cope
- negative self-picture
- conscious distortion
(faking bad)

Integrate Assessment Data



- Test results should confirm and validate key considerations.
- Test results should **NOT** be used to make hire / don't hire decisions.
- Assessment data should have a weighted value of no more than 25% of the selection decision.



Another piece to the puzzle

Use a Balanced Scorecard Approach

Review of Interpretation Strategy



1. Review response style indices
2. Evaluate reasoning skills
3. Do global analysis of performance factors
4. Review profile summary graph
5. Evaluate any potential areas of potential concern
6. Review work-related personality description
7. Consider other data: background, education, resume, interview, references, other test data

Thank you for coming!

Contact Information

The Executive Group

219-477-6378

assessment@theeg.com

Office Hours

M - F 8am–5pm Central

Resources Available

- ✓ Request for Assessment
- ✓ User's Manual for SPR