

SPQ*GOLD[®]

The Call Reluctance[®] Scale

Sales Development Report

Strictly Confidential

*All measurements are inexact. Some errors are made by the most technically advanced measurement instruments. Formally constructed, rigorously developed instruments are technically sophisticated measurement devices, and as such, are also subject to error. The test upon which this SPQ*GOLD[®] Sales Development Report is based is no exception. Although it represents a long tradition of research and development, it still remains vulnerable to error. Therefore, well-intentioned managers will use the results wisely... as training and development hypotheses, and not as hard-and-fast impersonal conclusions to be imposed upon the lives and careers of other people.*



Section 1: Sales Call Reluctance[®] Overview

Prospecting Brake[™]: 46

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



Capsule Summary: Hesitation to initiate contact in a variety of situations. This could translate into job-related emotional distress, and an insufficient number of contacts to sustain personal or career objectives.

Management Tips: Contact initiation for self-promotional or prospecting purposes may be somewhat more difficult for this individual than for the typical salesperson. A review of the individual call reluctance[®] types will provide an indication of specific contact initiation problems which are likely to occur.

PROSPECTING BRAKE[™] CODE: RED

Outlook: Review individual types for specific outlooks.

Prospecting Accelerator[™]: 54

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



Capsule Summary: Tendency to initiate contact in a variety of situations. This could translate into a sufficient number of contacts to sustain personal or career objectives.

Management Tips: Contact initiation for self-promotional or prospecting purposes may be somewhat more difficult for this individual than for the typical salesperson. A review of the individual call reluctance[®] types will provide an indication of specific contact initiation problems which are likely to occur.

PROSPECTING ACCELERATOR[™] CODE: RED

Outlook: Review individual types for specific outlooks.

Section 2: Sales Call Reluctance® Types

[Doomsayer SalesCR™: 10](#)

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



Capsule Summary: Slow to take risks, invests considerable energy in anticipating and worrying about low probability catastrophes.

Management Tips: This individual is less inclined to suffer from Doomsayer SalesCR™ Call Reluctance®.

DOOMSAYER SalesCR™ CODE: GREEN

Outlook: Very difficult to prevent and correct.

[Over-Preparer SalesCR™: 44](#)

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



Capsule Summary: Always preparing, organizing and getting ready to prospect. Tends to over-analyze and underact.

Management Tips: Scores suggest this individual may occasionally become over-invested in preparing to prospect at the expense of actually prospecting. For additional information see THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 80-86.

OVER-PREPARER SalesCR™ CODE: YELLOW

Outlook: Easy to prevent, and moderately easy to correct.

[Hyper-Pro SalesCR™: 40](#)

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



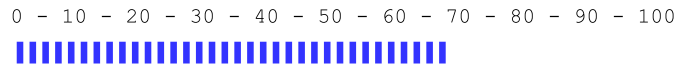
Capsule Summary: Places great importance on image and prestige. Likely to remove oneself quickly from any situation considered beneath him/her or that does not serve to promote image.

Management Tips: This individual may occasionally become distracted by over-concern with image and credibility issues. For more information see THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 86-93.

HYPER-PRO SalesCR™ CODE: YELLOW

Outlook: Moderately easy to prevent and correct if individual is able to admit they might have Hyper-Pro SalesCR™.

Stage Fright SalesCR™: 69



Capsule Summary: Fears making group presentations. May perform well in initiating one-on-one contacts, but will avoid group presentations at all costs.

Management Tips: Scores suggest this individual may experience considerable discomfort when speaking before groups of people and may avoid these situations altogether. LOOK FOR...

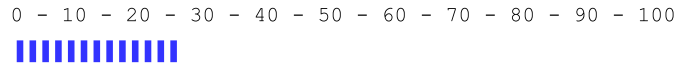
- * Limited history of group or seminar selling experiences
- * May dread role-playing in sales training situations
- * Starts preparing and worrying weeks before giving a group presentation

For more information see THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 93-98.

STAGE FRIGHT SalesCR™ CODE: RED

Outlook: Easy to prevent and correct.

Role Rejection SalesCR™: 27



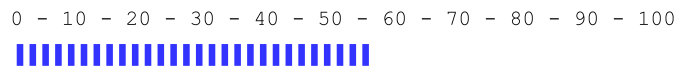
Capsule Summary: Feels ashamed of career choice. May have accepted some of the negative stereotypes typically used to describe salespeople and assumes that everyone else has as well.

Management Tips: Scores suggest this individual may have some nagging doubts about the validity of a sales career, but only about as much as the typical salesperson. For more information see THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 99-112.

ROLE REJECTION SalesCR™ CODE: YELLOW

Outlook: Easy to prevent and correct.

Yielder SalesCR™: 56



Capsule Summary: Fears doing anything which might be considered pushy or intrusive. Always waiting for the 'right time' to call; hesitates to close.

Management Tips: This individual may experience greater than usual amounts of emotional discomfort related to Yielder SalesCR™. To avoid being considered pushy, forward or intrusive, prospecting activities may be evaded or attempted halfheartedly. LOOK FOR...

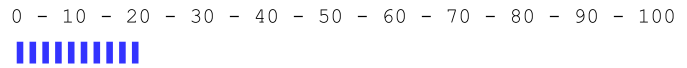
- * Has difficulty saying 'No'
- * May consider requests to become more assertive unprofessional and unnecessary
- * May spend more time 'developing relationships' than closing sales

For more information, read THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 113-118

YIELDER SalesCR™ CODE: RED

Outlook: Moderately difficult to prevent and correct.

Social Self-Cons. SalesCR™: 20



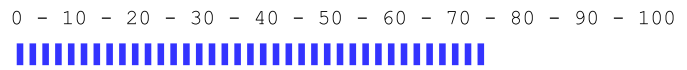
Capsule Summary: Intimidated by up-market prospects with wealth, power, prestige or education.

Management Tips: This individual may be less inclined to be intimidated by persons of wealth, prestige or power than most salespeople. NOTE: THIS FORM OF CALL RELUCTANCE® IS HIGHLY CONTAGIOUS. ALTHOUGH THIS INDIVIDUAL TENDS TO BE NATURALLY RESISTANT, PASSIVE EXPOSURE TO SMALL TOXIC DOSES OF THIS FORM OF CALL RELUCTANCE® CAN RESULT IN CAREER-LIMITING ATTITUDES.

SOCIAL SELF-CONSCIOUSNESS SalesCR™ CODE: GREEN

Outlook: Moderately easy to prevent and correct.

Separationist SalesCR™: 75



Capsule Summary: Hesitates to use friends as prospects or as a source of referrals. Fears that relationships might be jeopardized and believes it is unprofessional to mix business with friendship.

Management Tips: This individual's score is higher than average and suggests that he or she may hesitate to utilize friends as contacts for prospective customers or referrals. LOOK FOR...

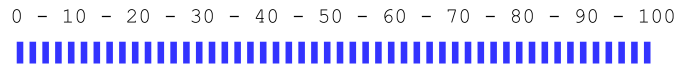
- * Concealment of emotional discomfort by arguing that calling on friends is unethical or unprofessional
- * Possible tendency to become argumentative or belligerent (emotional) when asked to justify this position
- * Hesitates to give names of friends to other salespeople as referrals

For additional information, read THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 126-130.

SEPARATIONIST SalesCR™ CODE: RED

Outlook: Easy to prevent and correct.

Emot. Unemancipated SalesCR™: 100



Capsule Summary: Similar to Separationists, but hesitates to use family/relatives as prospects or as a source of referrals.

Management Tips: This individual may be uncomfortable approaching family members for the purpose of selling, prospecting or soliciting referrals or contacts. LOOK FOR...

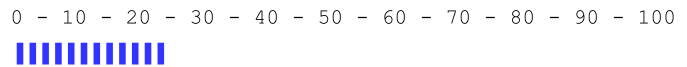
- * Never mixes business and family
- * May take longer to develop a client base due to refusal to use one of the most potent and accessible referral sources
- * May refuse to give names of family members to other salespeople as referrals

For additional information, read THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 130-134.

EMOTIONALLY UNEMANCIPATED SalesCR™ CODE: RED

Outlook: Easy to prevent and correct.

Referral Aversion SalesCR™: 25



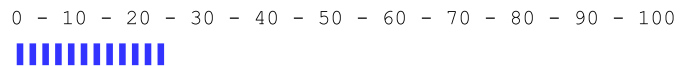
Capsule Summary: Hesitates to ask for referrals. Fears that asking for referrals will threaten just-closed sale, damage rapport with customers, or appear grasping and exploitative.

Management Tips: Scores suggest this individual has no more hesitation to ask for referrals than the typical salesperson. See THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 134-138, for more information.

REFERRAL AVERSION SalesCR™ CODE: YELLOW

Outlook: Easy to prevent and correct.

Telephobia SalesCR™: 25



Capsule Summary: Uncomfortable using the telephone to prospect or sell.

Management Tips: This individual's score is no higher or lower than for the typical salesperson. For more information, see THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 139-143.

TELEPHOBIA SalesCR™ CODE: YELLOW

Outlook: Easy to prevent and correct.

[Oppositional Reflex SalesCR™: 0](#)

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



Capsule Summary: Highly critical of self and others. Unable to allow oneself to be coached, advised, instructed, managed or trained.

Management Tips: This individual's score is below average and suggests that Oppositional Reflex SalesCR™ should not be a problem.

OPPOSITIONAL REFLEX SalesCR™ CODE: GREEN

Outlook: Easy to prevent and very difficult to correct.

[Problem Solving™: 60](#)

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



Capsule Summary: Ability to focus attention and concentration on the completion of frustrating and complex tasks.

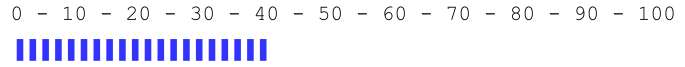
Management Tips: Scores suggest this individual is comfortable working on detailed or complex tasks which may require extended periods of time and concentration.

Note: Generalizations about overall intelligence should not be made from this or any other single source of information.

Outlook: PROBLEM SOLVING CODE: Code will vary and is dependent upon company's training program, products and technical requirements.

Section 4: Attitude Toward Questionnaire (Filters)

Impression Mgmt.: 40



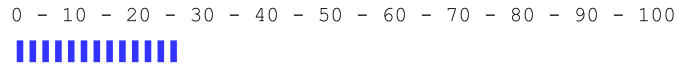
Capsule Summary: Desire to create a positive impression through the use of exaggeration and embellishment.

Management Tips: Average score suggests this individual is no more or less likely to try to influence the results of the questionnaire through the use of embellishment or exaggeration than the typical salesperson.

Note: Use caution when interpreting this scale. Some of the items used to measure this scale are culture-specific (U.S.) and may not be applicable in all countries.

Outlook: IMPRESSION MANAGMENT CODE: GREEN

Hedging: 27

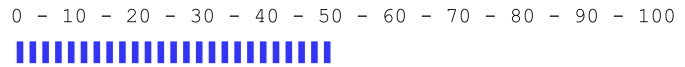


Capsule Summary: Tends to choose in-between or non-committal responses.

Management Tips: This individual selected some of the 'in-between' answers on the test. However, scores are within the range of the typical salesperson.

Outlook: HEDGING CODE: YELLOW

Resp. Consistency: 50



Capsule Summary: Level of attention, effort and/or cooperation applied when completing the questionnaire. Low scores sometimes reflect ambiguity in sense of self.

Management Tips: This individual's score is similar to that of the typical salesperson, which suggests an average amount of care and attention was used to complete the questionnaire. Additional sources of information, such as the SPQ*GOLD® Interview Guide, should be utilized to qualify and confirm SPQ*GOLD® results.

Outlook: RESPONSE CONSISTENCY CODE: YELLOW

Section 5: Interview Support Guide: Critical Items

36. Some people think that to succeed in sales you have to be aggressive. What do you think?

2. False - worthwhile products and services rarely need aggressive presentations to sell them because they are usually able to sell themselves.

52. How uncomfortable would you be selling products or services by telephone to people who did not know you and who were not expecting you to call?

3. Uncomfortable - but I could probably learn to do it easily once I was trained and made up my mind to do it.

73. I personally don't like being intruded upon by salespeople, and therefore would - if I were in sales - appreciate a professional sales training program which recognized that when people say 'No' to a salesperson they generally mean 'No.'

1. True

80. Personally, I am not very comfortable with aggressive salespeople and think that sales organizations should reward their salespeople more for the quality of the services they provide and less for the quantity of sales they close.

1. Very true

107. Overall, which best describes your attitude towards this questionnaire?

5. It was challenging.

13. If you were in sales (or if you are presently in sales), do you think you would tend to be more comfortable prospecting for new business on the telephone or face-to-face?

3. I would probably be more comfortable prospecting on the telephone.

The Call Reluctance® Scale

Test Date: 01-21-2007

*PDI Australia
Level 4 / 398 Lonsdale Street
Melbourne VIC 3000*

Contrast Group

*Level 2 / 32 Martin Place
Sydney NSW 2000*

Australia: Direct Sales

Strictly Confidential

Presence / Degree

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100

Raw Score

Contrast Score

Sales Call Reluctance® Overview

Prospecting Brake™		46	31
Prospecting Accelerator™		54	69

Sales Call Reluctance® Types

Doomsayer SalesCR™		10	13
Over-Preparer SalesCR™		44	40
Hyper-Pro SalesCR™		40	46
Stage Fright SalesCR™		69	37
Role Rejection SalesCR™		27	27
Yielder SalesCR™		56	38
Social Self-Cons. SalesCR™		20	23
Separationist SalesCR™		75	53
Emot. Unemancipated SalesCR™		100	53
Referral Aversion SalesCR™		25	27
Telephobia SalesCR™		25	29
Oppositional Reflex SalesCR™		0	7

Sales Call Reluctance® Impostors

Prospecting Motivation™		63	72
Prospecting Goal Level™		57	60
Prospecting Goal Diffusion™		80	60
Problem Solving		60	61

Attitude Toward Questionnaire (Filters)

Impression Mgmt.		40	47
Hedging		27	18
Resp. Consistency		50	60

See the SPQ*GOLD® Sales Development Report for a detailed explanation of test results.

