



# Sales People

Driving sales starts with top sales people



PSYCH PRESS  
Talent Management Psychologists

## Psych Press

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# Introduction

## Confidentiality

This is a highly confidential document. It is provided to the company or executive named on the coversheet on the basis that it is accepted and recognised as confidential and that such confidentiality will be strictly maintained.

It should therefore only be read by senior staff specifically involved with the selection, promotion or development of the person named, and stored securely with minimum access.

If such responsibility is not accepted, or the need for the report or the organisational relationship with the individual concerned ceases, the report should be returned to Psych Press or destroyed. In a recruitment context, reports on unsuccessful candidates should be deleted.

Should a report be required at a later date, it can be obtained without further cost from Psych Press archives.

## Purpose

The report has been written specifically for a sales related role and this purpose has determined the manner in which information has been conveyed, the interpretation provided and the conclusions drawn. Therefore it should not be used for any other purpose as the information and results are likely to be inaccurate and misleading within a new context.

Therefore it is a condition of the provision of this report that it will not be provided to the individual concerned. The risk of its misinterpretation and the possible consequences for those involved require that the information be provided in an appropriate form and context.

For further information on understanding and interpreting this report, please refer to the section headed 'General Information for Interpreting this Report' at the end of this document.

## Feedback

Psych Press recognises the ethical responsibilities to both candidate and client and will always provide appropriate feedback to the individual concerned. Either telephone or face-to-face discussion can provide informed professional feedback on the assessment results within the context of personal and career development.

## Cross validation of Outcomes

This assessment report provides objective and independent information on a candidate's personality attributes in relationship to a sales related role, which may not be available from other sources. However such data should always be used to complement and not substitute for information obtained from other sources. Best practice and legal obligations require that decisions be made from a synthesis and assessment of information acquired from different sources and not on this report alone. Psych Press can assist and advise in the development of other data sources such as structured interviews, referee reports, bio-data and the validation of this data against competencies relevant to job performance or role development.

## Ongoing Support

Psych Press offers continuing support in the use of psychometric information. Clients are invited to discuss the issues flowing from this report at either an individual or organisation level.

# Rationale

Current theory supports the observation that success metrics in a business can be approached through three sources of competitive advantage: financial, technological or human resources. The intellectual capital of human resources is the primary and most valuable asset for an organisation (Cook, 1988). As sales are the lifeblood of any revenue-seeking organisation (Subhani et al., 2011) it is imperative to understand the psychological factors impacting upon sales success, and to predict sales performance, reduce selection error and increase profit and revenue. Reviews of the psychological literature have identified personality as one of five effective predictors of sales performance (personality, bio-data, demographics, sales knowledge and sales attitude) (Charan, 2008; Barrick & Mount, 1991; Shippman, Switzer and Roth, 1988).

Thus for any organisation, the selection of the candidate that is the 'best fit' is of critical importance. Studies have demonstrated that valid selection practices are also crucial in contributing to considerable financial savings for an organisation (Hunter & Hunter, 1984; Compton & Nankervis, 1991). Such selection practices can impact directly on output quality and quantity at the individual, group and organisational level.

Sales are related to wealth and opportunity creation at both a commercial/organisational level as well as a personal/career development level. At the organisational level, understanding sales drivers contributes toward the commercial success of an organisation – in both revenue and profitability. At an individual level such insights and predictive ability will assist an organisation to appropriately develop the careers of their salespeople with initiatives firmly based on applied behavioural research.

The Saleable™™ profile provides personality data to understand Mr. Sample's potential for success in a sales context. Both strengths and development needs are identified and related to effectiveness in a sales role.

The Saleable™ profile is based upon research examining the link between personality traits and sales success. Relevant research has been examined to indicate which personality traits are most often associated with sales success. Results for these traits are clearly defined and explained in the context of a universally recognised sales cycle (Dubinsky, 1980), in order to be easily interpretable - in commercial terms. The sales cycle consists of seven stages from prospecting to making the sale to gaining referrals from valued customers.

The relationship between the identified traits and sales success has been explored with individual companies in different industries, and in general terms across all industries for respondents involved in sales in order to ensure its practical value.

These seven stages have been condensed into three activities:



# Executive Summary

## PROSPECTING

### SETTING A STRATEGY

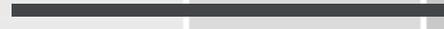
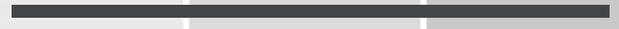
GOAL ORIENTATION

PLANNING

LOW

AVERAGE

HIGH



### INITIATING CONTACT

EXTROVERSION

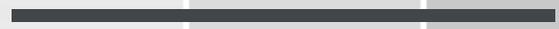
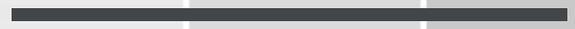
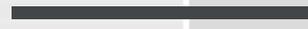
PROACTIVITY

SELF-CONFIDENCE

LOW

AVERAGE

HIGH



### DISCOVERING RESPONDING TO NEEDS

AWARENESS

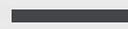
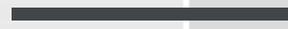
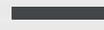
MOTIVATION

SUCCESS FOCUSED

LOW

AVERAGE

HIGH



## SELLING

### MANAGING OBJECTIONS

ASSERTIVENESS

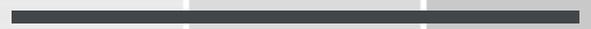
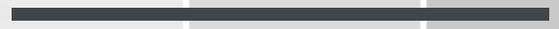
COLLABORATIVE

PERSISTENCE

LOW

AVERAGE

HIGH



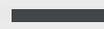
### CLOSING

COMPETITIVENESS

LOW

AVERAGE

HIGH



## GROWTH

### ENSURING SATISFACTION

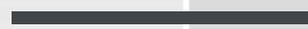
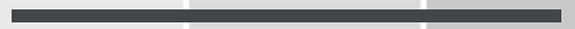
RELAXED STYLE

TEAM PLAYER

LOW

AVERAGE

HIGH



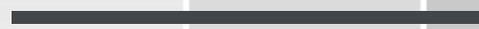
### MANAGEMENT GROWTH AND REFFERALS

MANAGERIAL

LOW

AVERAGE

HIGH



# Response Style Index

Unusual results on any of these scales may suggest that candidates are responding randomly, attempting to present themselves in an artificially favourable light, entering artificially moderate responses or otherwise failing to complete the assessment in a complete and accurate manner. Conscious and unconscious distortions in self-report data may be grouped into several categories, each of which is addressed by the scales interpreted below.

## RESPONSE STYLE INDEX

### SOCIAL DESIRABILITY

Social Desirability Score

LOW

AVERAGE

HIGH



### INFREQUENCY

Infrequency Score

LOW

AVERAGE

HIGH



### CENTRAL TENDENCY

Central Tendency Score

LOW

AVERAGE

HIGH



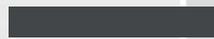
### EXTREME SCORES

Extreme Scores Score

LOW

AVERAGE

HIGH



### SOCIAL DESIRABILITY

#### SCORE : 8 %ILE

Mr. Sample ranked in the lower range on the Social Desirability measure. This suggests that he responded to the questionnaire items with little consideration for what he thought other people would expect him to say.

### INFREQUENCY

#### SCORE : 1 %ILE

Mr. Sample ranked in the lower range on the Infrequency measure. This indicates that he appears to have considered each question and responded thoughtfully, as his response pattern is quite consistent with the norm, and shows little evidence that he may have been responding to items in a random fashion.

### CENTRAL TENDENCY

#### SCORE : 11 %ILE

Mr. Sample ranked in the lower range on the Central Tendency measure. This indicates that his response pattern shows very little tendency towards constantly selecting the 'middling' response, such as 'sometimes', 'yes and no', or 'no more or less'. This suggests that he is likely to have been decisive and committed in his response patterns, with little or no fence-sitting.

### EXTREME SCORES

#### SCORE : 35 %ILE

Mr. Sample ranked in the average range on the Extreme Scores measure. This indicates that his response patterns showed some evidence of selecting 'extreme' scores (e.g. ones or fives on a five-point scale) more often than might normally be expected. This suggests that he may have sometimes chosen stronger responses than he actually believes, but no more so than average respondents might.

# Personality Profile Index

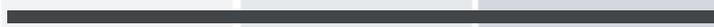
Personality assessments measure the candidate's relatively stable preferences for certain behaviours and give insight into how their dispositions will fit into your sales team and how much of a benefit they will be to your organization's goal of increasing revenue and growth. Personality scores should be interpreted as the individual's preferred style of action in the sales environment.

The following graphs represent the individual's scores on a continuum from low to high. The characteristic corresponding with a low score is listed to the left of the graph, whilst the characteristic corresponding with a high score is listed to the right of the graph. If an individual scores high, the bar will be approaching the characteristic on the right, indicating the individual's preference for that type of strategy or behaviour. If the individual scores low, their scores reflect an individual preference for the characteristic on the left, and the bar will end closer to the left side of the continuum.

# PROSPECTING

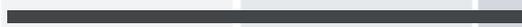
## SETTING A STRATEGY

SHORT TERM FOCUS



GOAL ORIENTATION

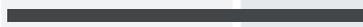
SPONTANEITY



PLANNING

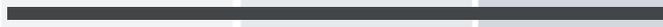
## INITIATING CONTACT

INTROVERSION



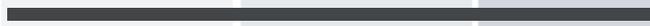
EXTROVERSION

HESITANCE



PROACTIVITY

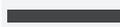
UNCERTAINTY



SELF-CONFIDENCE

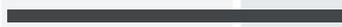
## DISCOVERING RESPONDING TO NEEDS

BLUNTNES



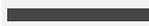
AWARENESS

RELAXED APPROACH



MOTIVATION

DISTRACTIBLE



SUCCESS FOCUSED

### SETTING A STRATEGY

#### GOAL ORIENTATION : 99 %ILE

Mr. Sample has scored in the high range on the Goal Orientation scale, suggesting that he is a highly goal-oriented individual who knows what he is working towards and strives for it. It is also likely that he is able to keep the goals of prospective customers in mind, and provide a clear and persuasive framework that fits the goals of both customer and supplier. Such scores tend to indicate an individual who is not easily distracted from their objectives, whether they be surpassing an annual sales target or convincing a prospect to take a product catalogue.

#### PLANNING : 72 %ILE

Mr. Sample scored in the high range on the Planning scale, suggesting that he is able to effectively plan his approach to prospecting and how he will approach each potential customer. A high planning score indicates that he will be highly organized and prepared for presentations or sales pitches most of the time, and he should be viewed as someone who can follow through on their commitments.

### INITIATING CONTACT

#### EXTROVERSION : 50 %ILE

Mr. Sample obtained an average score on the Extraversion scale, indicating that he will display his highest levels of confidence in sales when dealing with familiar colleagues and clients. Mr. Sample is likely to possess a reasonable level of energy when it comes to interacting with clients and colleagues. He is likely to perform well in sales roles where there is a moderate degree of interaction with clients and colleagues.

#### PROACTIVITY : 92 %ILE

Mr. Sample has scored in the high range on the Initiative scale, which indicates that he is an enterprising individual who is quite capable of building new client contacts from scratch. He is likely to devise and act on new and inventive approaches to prospecting, and should be motivated to contact prospective buyers with a minimum of prompting. Whatever the project or product, he may be expected to get out there and make the product (and themselves) known in the marketplace.

#### SELF-CONFIDENCE : 90 %ILE

Mr. Sample scored in the high range on the Self-Confidence scale, which indicates that he is quite certain of his ability to influence sales outcomes when given the chance to do so. Highly self-confident individuals like Mr. Sample see themselves as effective individuals who are able to direct sales situations, and this confidence is communicated to prospective clients through their certain and reassuring manner. He should be able to make good contact with customers, and speak credibly and convincingly throughout the sales process.

### DISCOVERING RESPONDING TO NEEDS

#### AWARENESS : 16 %ILE

A low score on the Personal Diplomacy scale indicates that Mr. Sample will experience difficulty in managing his emotions, and adapting his approach to suit various customers. He is likely to be perceived as very direct in his communication, and while some customers will appreciate this, others may find it somewhat confronting. He may lack insight into modifying his own behaviours to suit the client, which may have a negative impact on his engagement with customers. Mr. Sample may particularly struggle to maintain a polite demeanour when working with difficult or belligerent customers.

#### MOTIVATION : 47 %ILE

Mr. Sample has scored in the average range on the Motivation scale, suggesting that he is reasonably well-motivated to perform well in his work. As prospecting often gives little in the way of reinforcement, his moderate levels of motivation should be enough to see him through most challenging times, while maintaining the drive to work hard and achieve objectives. While his motivation is likely to suffer in particularly challenging prospecting situations, he should generally be able to deal with the challenges of the role, and remain enthused enough to interact effectively with prospective buyers.

#### SUCCESS FOCUSED : 20 %ILE

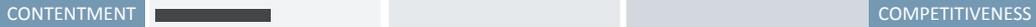
Mr. Sample scored in the low range for the Success Focus scale, which suggests that he may face difficulties with keeping his sales goals in mind. He may tend to focus more on the process of selling, or engaging with new customers, and sometimes forget to single-mindedly pursue the end goal of successfully making a sale. He may be particularly susceptible to distractions, and would benefit from regular reminders about his sales and performance goals.

# SELLING

## MANAGING OBJECTIONS



## CLOSING



### MANAGING OBJECTIONS

#### ASSERTIVENESS : 89 %ILE

Mr. Sample's high score on the Assertiveness scale indicates that he is a forthright person, who is able to communicate effectively in a variety of sales environments. As an assertive salesperson, he should be able to efficiently share ideas and information with others, and provide feedback without being aggressive or upsetting customers. He is also unlikely to be intimidated by aggressive or belligerent customers, and should be capable of holding his ground in a calm and level-headed manner.

#### COLLABORATIVE : 11 %ILE

A low score on the Collaboration scale indicates that Mr. Sample may prefer to give directions to clients and colleagues rather than work in conjunction with them. A low score does not necessarily imply uncooperativeness, but may instead indicate a need for independence in his work. Being quite individualistic, Mr. Sample may not give as much weight to the suggestions of clients/colleagues. He may be a tough negotiator, willing to argue for his desired outcomes and less willing to settle for a win-win solution. He should be very capable of making decisions independently, and should enjoy working in sales roles that promote autonomy. He may be less satisfied working in sales environments requiring extensive cooperation and compromise.

#### PERSISTENCE : 94 %ILE

A high score on the Persistence scale, as obtained by Mr. Sample, indicates that he should remain calm, relaxed and resolved regardless of any stressful situations encountered during the course of the sales process. He should cope well with various setbacks, persevere despite resistance from customers, and manage to maintain concentration and remain focused on changing a 'no' into a 'yes'. Mr. Sample should also be able to handle higher levels of frustration than most others.

### CLOSING

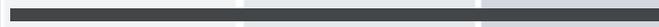
#### COMPETITIVENESS : 16 %ILE

A low score on the Competitiveness scale indicates that Mr. Sample is more likely to hold more of a preference for job security, reliability, and a healthy work-life balance than for prestige and advancement in his work. He is likely to be satisfied with managing sales opportunities in a satisfactory fashion rather than fulfilling the sales role in a way that exceed expectations. He may sometimes show low levels of drive to fulfil requirements of the sales role, and may avoid competitive situations. Mr. Sample would be best suited to sales roles which involve responding to customer requests, or otherwise do not require a competitive edge to perform effectively.

# GROWTH

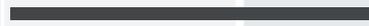
## ENSURING SATISFACTION

TENSENESS



RELAXED STYLE

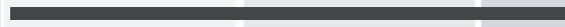
WORKS ALONE



TEAM PLAYER

## MANAGEMENT GROWTH AND REFFERALS

SUBORDINATE



MANAGERIAL

### ENSURING SATISFACTION

#### RELAXED STYLE : 91 %ILE

Mr. Sample scored in the high range on the Relaxed Style scale, suggesting that he should remain calm and perform effectively even when faced with stressful situations. He should be able to choose his words carefully when dealing with difficult clients or other stakeholders, and retain a degree of calmness even when customers are being rude or offensive, which will serve him well in developing positive relationships with clients.

#### TEAM PLAYER : 50 %ILE

An average score on the Team Player scale indicates that Mr. Sample shows some flexibility in his desire to work with others. He may prefer to work with a group for some sales projects/tasks, and prefer to work alone for others. He does not ordinarily experience any difficulty working alongside others, and is likely to perform equally well in a group context as alone. In situations where there is pressure to complete tasks quickly, he may prefer to work alone.

### MANAGEMENT GROWTH AND REFFERALS

#### MANAGERIAL : 78 %ILE

Mr. Sample scored in the high range on the Managerial scale, meaning he should be comfortable with taking on roles of leadership and management within the sales team. This could involve effectively directing the sales activities of others, or simply managing his own time and resources to perform efficiently in the sales role. He is likely to be able to gain the support of co-workers, and use this to help accomplish organizational goals and objectives.

## Further Information

For additional information regarding the practicality, theoretical background, administration, and scoring Saleable™ assessment, refer to the Saleable™ manual. This resource should also assist you in further interpreting the candidate's results detailed in this report. Additionally, do not hesitate to contact a Psych Press representative via email [info@psychpress.com.au](mailto:info@psychpress.com.au) phone +61 3 9670 0590 or fax +61 3 9642 3577.

# General Information for Interpreting this Report

This report provides objective self-report information on the candidate's suitability for sales roles. It is based on research examining the link between personality and sales success. The information provided gives an understanding of the candidate's preferred approach to sales within a universally recognised sales cycle and enables an objective comparison with other candidates and a normative group. The results can promote useful discussion and consideration of suitability when compared and contrasted with other selection data.

Individuals do not "pass or fail" on personality dimensions - preferences are simply compared with a relevant population group to assist selection, performance management or career development decisions.

The results presented in this report are expressed in terms of a percentile (%) score for each test or questionnaire administered. A percentile is a score below which a certain percentage of the members of a selected sample group fall. For example, when using an Australian adult sample as a comparison group, the 78th percentile is that score below which 78 percent of the total group falls.

## Specific Population Comparisons

A general adult sample is only one reference group against which an individual's scores can be compared. Since client companies often need or may wish to compare individual performance to their own company data or to an industry or specific sales sample, Psych Press can build or provide such normative data for comparison purposes wherever possible.

## Interpretation

Percentile scores can be misleading if small differences between individuals' scores are interpreted as implying significant differences in suitability or work performance.

## Score Ranges

To avoid misinterpretation, score ranges are used to group scores and relate them to a "normal curve of distribution". Put simply, this means that on any assessment where an individual is compared with a large comparison group, a greater number of people will fall in the "middle" or average range than at either end of a particular scale. This is reflected in the percentile ranges as shown below.

The contents of this confidential report are designed to be read by managers who are either experienced or trained in the use of psychologically based decision support tools.

The report is based upon objectively derived information and is expressly intended to be used in conjunction with other elements of recruitment or development information such as information derived from resumes or CV's indicating previous work history and achievements, interview data, reference checking, and perhaps assessment centre and/or bio-data information. Such sources of data, combined with professional judgement, allow the statements contained in this report to be viewed as professional opinion which can be compared and validated against other relevant sources of information. Interpretive statements should not be considered in isolation to this complementary information and the purpose for which the report was written.

Here it can be seen that the spread of scores within each range moves from a narrow band at each end of the scale through to a broader central 'average' band as scores approach the Average category. When used to interpret certain occupational interests and personality scales scores do not refer to a specific aptitude or ability, but rather are an indicator of preference, liking or opinion in comparison to a group of people.

Psych Press uses a basic score range for ability percentile scores:

91st - 99th percentile	- Superior performance
63rd - 90th percentile	- Above Average performance
37th - 62nd percentile	- Average performance
10th - 36th percentile	- Below Average performance
1st - 9th percentile	- Poor performance

## About this Sample Report

This document is intended for example purposes. For enquiries or to organise a permanent branded platform to be setup for your upcoming hiring campaigns speak to Dr. Gavin Didsbury on +61 3 9670 0590 or email [info@psychpress.com.au](mailto:info@psychpress.com.au)

