

SPQ*GOLD®

The Call Reluctance® Scale

Summary Report

Test Date: 10:21:01 AM Oct 8, 2015 to 12:16:46 PM Oct 8, 2015 GMT Standard Time

For

Sarah Sample

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 assessment upon which this 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.



Psychscore® Product Group

Reed Global (PP)

Contrast Group: General: Recruiting

Presence/Degree













*Strictly Confidential*Raw
Score*Contrast Score***Sales Call Reluctance® Imposters**

Prospecting Motivation™		91	67
Prospecting Goal Level™		83	61
Prospecting Goal Diffusion™		60	64
Problem Solving		100	71

Sales Call Reluctance® Overview

Prospecting Brake™		26	34
Prospecting Accelerator™		74	66

Sales Call Reluctance® Types

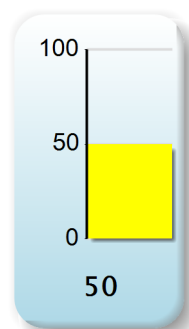
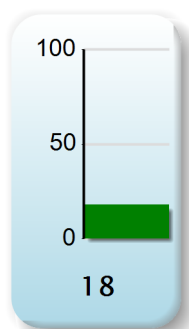
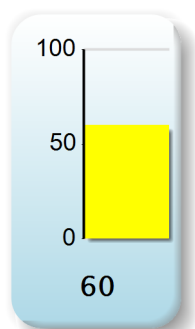
Doomsayer SalesCR™		0	11
Over-Preparer SalesCR™		11	40
Hyper-Pro SalesCR™		60	48
Stage Fright SalesCR™		13	29
Role Rejection SalesCR™		27	28
Yielder SalesCR™		22	27
Social Self-Consciousness SalesCR™		50	18
Separationist SalesCR™		28	56
Emot. Unemancipated SalesCR™		50	54
Referral Aversion SalesCR™		0	19
Telephobia SalesCR™		25	32
Oppositional Reflex SalesCR™		0	16

Attitude Toward Questionnaire (Filters)

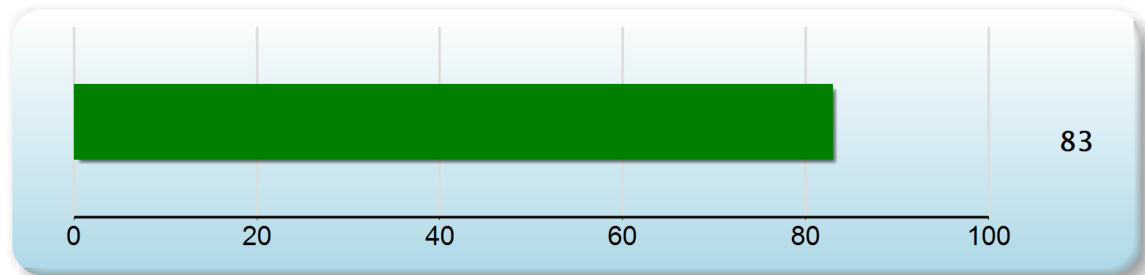
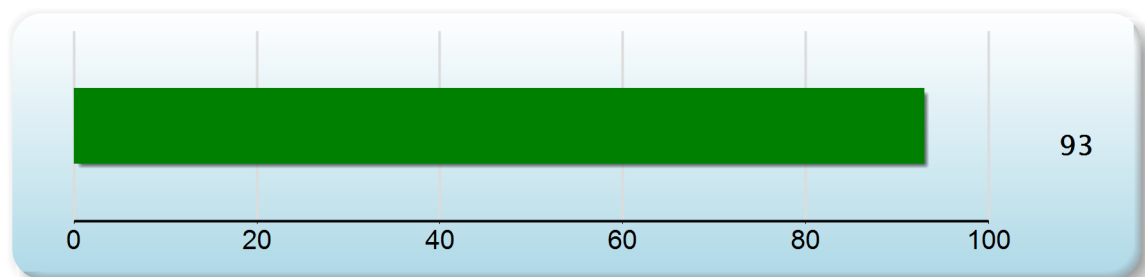
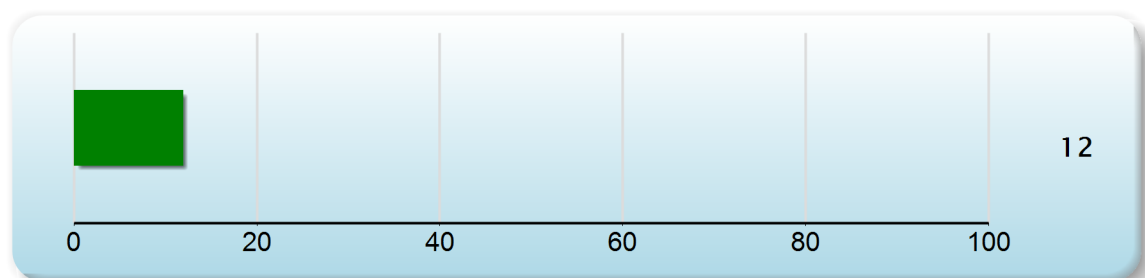
Impression Mgmt

Hedging

Response Consistency



See assessment documentation for a detailed explanation of test results.

Assist™ Report**How Much?****How Soon?****What Cost?**

Interview Support Guide: Critical Items

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

2: I would probably be more comfortable prospecting face-to-face

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.

2: More true than false

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

3: It was interesting

SPQ*GOLD Sales Recruitment Report for Sarah Sample - ADDITIONAL INTERPRETATION

Hi Jane,

Please find the SPQ*GOLD Sales Recruitment Report for Sarah Sample attached (she entered her first name incorrectly on the questionnaire); you will see the SPQ*GOLD Graphical Report and the overall summary SPQ*ASSIST Report on pages 2 & 3 followed by interpretation guides for both. I have also attached a copy of the Interview Support Questions guide which, when used in conjunction with the report, is an extremely useful tool for exploring any areas of concern further - not only at interview but also as an ongoing line management tool with Sarah should you decide to recruit her.

This is a good profile, albeit with a couple of areas that would certainly be worth exploring further with her. Firstly, Sarah has a lower than average overall level of discomfort about selling, as indicated by her 'green' **Brake** (how much of a person's ability to sell is held back by a discomfort to seek opportunities) score of 26% versus the Recruiting Industry normative average of 34%. She is nevertheless likely to display a few of the twelve different types of individual unproductive selling behaviour to some extent, although only one of them to a strong (i.e. 'red') degree: **Hyper-Professional** (overly concerned with image and looking good; acquiring business becomes secondary to cultivating an image of professionalism and credibility).

To a lesser (i.e. 'yellow') extent she is likely to display the following five unproductive behaviours: **Role Rejection** (a discomfort or sometimes denial about considering oneself to be in a sales role), **Yielder** (the most important of the 12 unproductive behaviours - the fear of closing business / overcoming objections), **Social Self-Consciousness** (a reluctance to sell to high-level contacts), **Emotionally Unemancipated** (a discomfort about selling to or through one's closer circle of friends and family) and **Telephobia** (fear of selling on the phone).

I recommend that you explore these 'red' and 'yellow' areas with Sarah further using the Interview Support Questions guide, although there are no major concerns here.

Sarah has little or no discomfort at all in the remaining six types of unproductive selling behaviour, namely **Doomsayer** (taking a negative approach towards sales opportunities), **Over-Preparer** (a tendency to spend too much time planning and preparing at the expense of time spent selling), **Stage Fright** (a fear of selling to or in front of more than two or three people), **Separationist** (a discomfort about selling to or through friends and acquaintances - or clients one has become close to), **Referral Aversion** (a discomfort about asking for referrals) and **Oppositional Reflex** (a tendency to blame/argue/obstruct).

Moving on to the equally important non-behavioural scores, Sarah has a strong level of **Motivation** (the most important score of all - the amount of energy one has available to bring to the selling role) and a good **Goal Level** (degree of clarity or focus on sales-related outcomes, i.e. *where one's motivational energy is actually*

going) score. Finally, her **Goal Diffusion** (degree to which this energy is simply 'scattered' across too many goals) score is fine but her seemingly perfect **Problem Solving** (how likely one is complete complex or frustrating procedural tasks) score of 100% suggests she was actually over-analytical when it came to tackling the puzzles and logic exercises built into the questionnaire. I recommend you use page 21 of the Interview Support Questions Guide to explore to what extent she will be in danger of spending too much time planning and not enough time 'doing'.

In overall terms these non-behavioural scores combine with the behavioural scores above to produce a good summary profile - the SPQ*ASSIST Report. As you can see from the all Green-zone 'How Much?', 'How Soon?' and 'What Cost' scores it is likely that a reasonable amount of Sarah's on-paper potential will be translated into day-in, day-out proactive selling action and she is likely to reach this level of activity quickly and without being difficult to manage or work with.

We can't tell you of course how much potential Sarah has in the first place as so many factors such as skills, intelligence and personality determine this but in selling behavioural terms (i.e. how much of her potential you're likely to see translated into actual day-to-day selling action) it's a good profile.

INTERPRETATION GUIDE



SPQ*GOLD®
The Call Reluctance® Scale



This Interpretation Guide contains brief descriptions of the 21 scales measured by SPQ*GOLD®. For more detailed information on the 12 types of Sales Call Reluctance® and Call Reluctance Impostors, please consult Dudley and Goodson's *The Psychology of Sales Call Reluctance®*.

SUMMARY MEASURES

BRAKE **Category:** Overall **Score Direction:** The lower the better
A general measure of energy devoted (and therefore diverted) to *coping with* selling. Higher scores indicate a greater discomfort about proactively generating selling opportunities. This score incorporates, but is not limited to, the 12 different unproductive selling behaviours.

ACCELERATOR **Category:** Overall **Score Direction:** The higher the better
A general measure of energy available to *support* selling. Higher scores indicate greater willingness to proactively generate sales opportunities. Together, Brake and Accelerator scores represent the *proportion* of coping versus selling and always add up to 100.

THE 12 BEHAVIOURAL MEASURES

DOOMSAYER **Category:** CR Types **Score Direction:** The lower the better
Selling energy habitually diverted to maintaining perpetual red-alert status. Contact initiation takes a back seat to anticipating low-probability catastrophes and worrying about worst-case scenarios.

OVER-PREPARER **Category:** CR Types **Score Direction:** The lower the better
Selling energy habitually over-invested in analysing at the expense of selling. Information-gathering, organisation and preparation become crutches instead of tools. Fear of seeming unprepared and/or superficial outweighs practical need to present accurate information.

HYPER-PRO **Category:** CR Types **Score Direction:** The lower the better
Selling energy squandered on acquiring and projecting the *appearance* of success. Acquiring new business becomes secondary to cultivating an image of professionalism, polish, credibility and sophistication. High scores may be accompanied by overuse of jargon, name-dropping, "flashing" expensive accessories, educational degrees or professional affiliations.

STAGE FRIGHT **Category:** CR Types **Score Direction:** The lower the better
Selling energy routinely diverted from opportunities to prospect before groups of people. Group presentations, when unavoidable, may suffer from stiffness and hesitation not typically present during one-on-one contacts.

ROLE REJECTION **Category:** CR Types **Score Direction:** The lower the better
Selling energy lost to coping with unresolved guilt, shame or discomfort about being in sales. Contributing factors may include over-identification with negative stereotypes about salespeople, or feelings that choosing a sales career has disappointed a significant other. Energy may be diverted to expressing a rigidly over-positive attitude or using a “deflected identity” to disguise the sales function.

YIELDER **Category:** CR Types **Score Direction:** The lower the better
Selling energy diverted to coping with the fear of being considered pushy or intrusive by prospective buyers. High scorers may cope by waiting for “just the right time” to call, or elevate rapport-building above closing. Desire to avoid conflict may interfere with assertive selling behaviors such as naming a price or answering objections.

SOCIAL SELF-CONSCIOUSNESS **Category:** CR Types **Score Direction:** The lower the better
Selling energy may be unimpeded, except when it comes to contacting *up-market prospective buyers*. Discomfort due to pre-intimidation leads to avoiding persons of wealth, prestige, education or power. Selling efforts may be inefficient, targeting only lower-level individuals or non-decision-makers.

SEPARATIONIST **Category:** CR Types **Score Direction:** The lower the better
Selling energy lost to hesitation to mix business with *friendship*. Contacting personal friends to sell, network or get referrals may be emotionally off-limits, even if friends are an available, appropriate part of the target market.

UNEMANCIPATED **Category:** CR Types **Score Direction:** The lower the better
Selling energy lost to hesitation to mix business with *family*. Contacting relatives to sell, network or get referrals may be emotionally off-limits, even if family members are an available, appropriate part of the target market.

REFERRAL AVERSION **Category:** CR Types **Score Direction:** The lower the better
Selling energy may be unimpaired when making initial contact with prospective buyers, but hesitation sets in when asking current contacts for referral names. Potential referrals are sacrificed due to fear of jeopardizing current relationships or offending clients.

TELEPHOBIA **Category:** CR Types **Score Direction:** The lower the better
Selling energy diverted to coping with fear associated with using the telephone as a selling tool. Energy typically over-invested in less efficient forms of contact that do not require using the phone.

OPPOSITIONAL REFLEX **Category:** CR Types **Score Direction:** The lower the better
Selling energy squandered on arguing, blaming, criticizing and fault-finding. Emotional needs for power, control and non-dependence lead to reflexive nay-saying and rejection of constructive criticism and feedback. Oppositionals are unable to allow themselves to be managed, coached, trained or advised.

NON-BEHAVIOURAL MEASURES

MOTIVATION **Category:** Impostors **Score Direction:** The higher the better
Total amount of energy present that *could be used* to support goal-directed behaviors like selling. (Brake and Accelerator represent the *proportion* of this energy currently devoted to coping vs. selling.)

GOAL LEVEL **Category:** Impostors **Score Direction:** The higher the better
Degree of clarity, intention or focus on sales-related outcomes. Not simply having a “to-do” list, Goal Level represents *where motivational energy is actually going*.

GOAL DIFFUSION **Category:** Impostors **Score Direction:** The lower the better
Degree to which available energy is dispersed or “scattered” across multiple, competing goals (which individually are clear and focused).

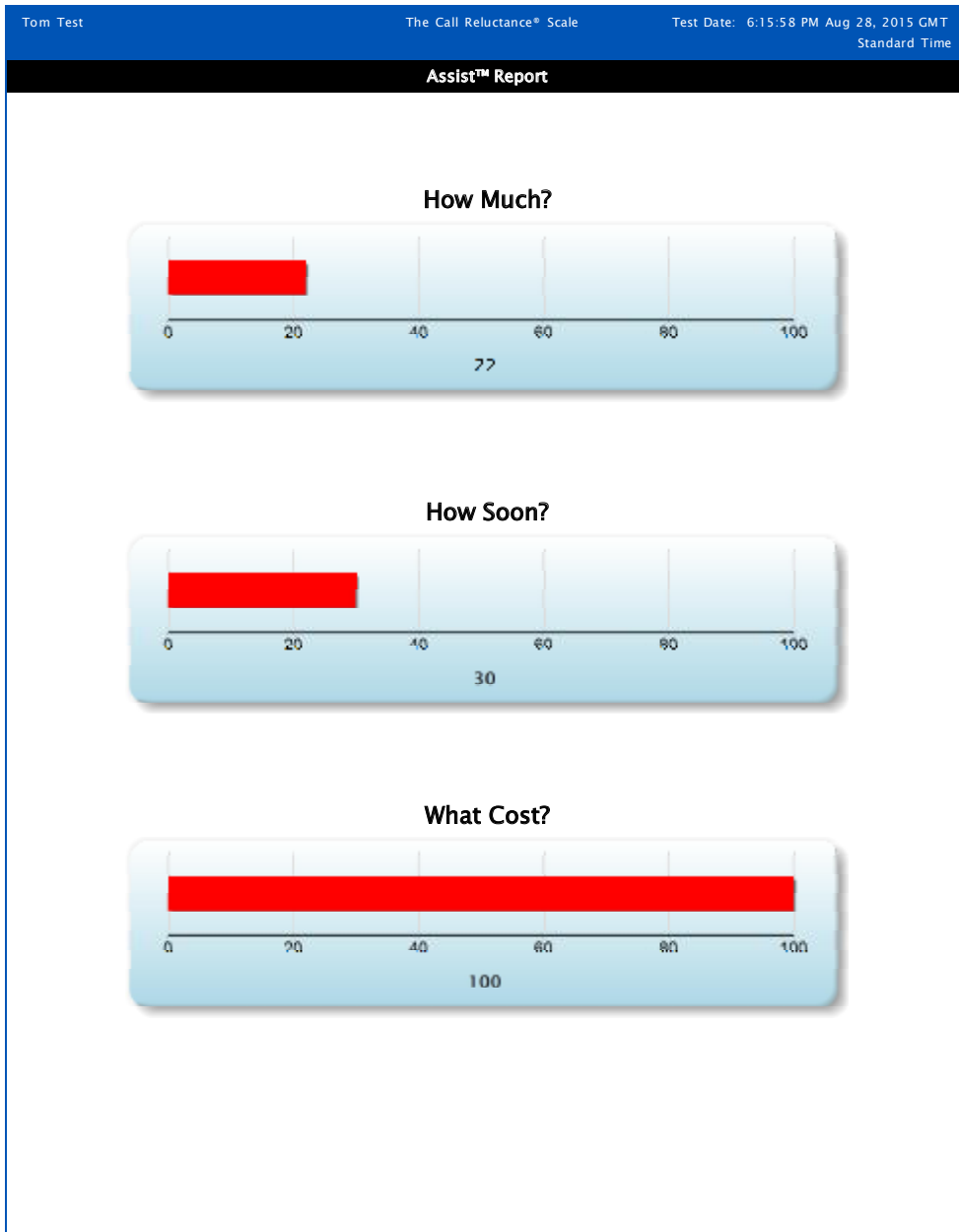
PROBLEM SOLVING **Category:** Impostors **Score Direction:** Optimal range
Ability to focus attention on the completion of complex or frustrating procedural tasks. *Not* a measure of intelligence or raw problem-solving ability. Extreme scores may indicate either excessive or insufficient inclination to work through procedural challenges. Optimal range can vary with setting or industry.

FILTERS

IMPRESSION MANAGEMENT **Category:** Filters **Score Direction:** Optimal range
Energy devoted to over-controlling the image being presented to others. Typically includes over-statement or over-claiming. The utility of self-reported information may be questionable when high scores (exaggeration) or very low scores (overly self-critical) are recorded.

HEDGING **Category:** Filters **Score Direction:** The lower the better
Degree of reliance on “in-between” questionnaire responses such as “I don’t know” or “Sometimes.” May reflect self-protective, indecisive non-committal or an attempt to “freeze out” the test by restricting the flow of objective information.

RESPONSE CONSISTENCY **Category:** Filters **Score Direction:** The higher the better
Degree of energy invested in providing logical, meaningful information on the questionnaire. May reflect the level of care and attention given to completing the test, the appropriateness of testing conditions, or ability/willingness to respond coherently to the questions.



HOW TO INTERPRET THE SPQ*ASSIST™ REPORT

The SPQ*ASSIST™ Report can be used as a supplemental guide, specifically to assist management in making sales selection decisions. It is essentially a summarised version of the full 21-scale SPQ*GOLD® Graphical Report in a format designed to help you in a recruitment situation to determine how much of a candidate's on-paper sales potential is likely to be translated into actual day-to-day selling action. The results are summarised under three main headings:

HOW MUCH?

This bar graph provides an estimated prediction, on a scale of 0-100, of how much of the salesperson's potential will actually be translated into business development activity. The range is between **Low** and **High**. A high score is desirable and the horizontal bar will be **Green**; a lower score is less desirable and the bar will be **Yellow** or **Red**.

HOW SOON?

Estimates, on a scale of 0-100, how quickly the salesperson will achieve his/her predicted level of productivity. The range is between **Slowly** and **Quickly**. Again, high score is desirable and the horizontal bar will be **Green**; a lower score is less desirable and the bar will be **Yellow** or **Red**.

WHAT COST?

Provides, on a scale of 0-100, an estimated prediction of the resource investment required (e.g. training and management costs) before the salesperson can achieve his/her predicted level of productivity. The range is between **High** and **Low**. With this scale a low score is desirable and the horizontal bar will be **Green**; a higher score is less desirable and the bar will be **Yellow** or **Red**.

THE BETTER REPORTS WILL THEREFORE BE **GREEN** IN ALL THREE OF THESE SCALES,
THE WEAKEST REPORTS WILL BE **RED**.

INTERVIEW SUPPORT QUESTIONS



SPQ*GOLD®

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PAUL WATERS
Associates

SELLING SOCIAL SELF-CONSCIOUSNESS™

Corroborating statements/behaviours to watch for if Social Self-Consciousness score is HIGH:

- Reports feeling intimidated by people with wealth, prestige, education or power
- Does not call on up-market professionals
- Claims to exclude up-market prospects because of **their** attitude (not the salesperson's)
- Makes insupportable claims that up-market professionals are not appropriate buyers of his/her product or service
- Places excessive emphasis on presenting to gatekeepers, assistants, and other non-decision makers
- Exhibits condescending or rude behavior toward support people while waiting to be interviewed

Sample Clarifying Questions:

What kinds of prospects are you least comfortable selling to?

(If Business to Business, look for: Discomfort with Directors or other senior-level decision makers.)

(If Business to Consumer, look for: Discomfort with doctors, lawyers, community leaders, or other up-market contacts.)

Is there any type of person you typically avoid dealing with? If so, why?

(Look for: Insupportable reasons for excluding up-market prospects, such as "They're too hard to work with," "I don't get along with people like that," or "I don't need them to hit my target.")

Who do you enjoy selling to most? Why?

(Look for: Excessive reliance on "gatekeepers" or prospects of lesser status, wealth, etc., along with insupportable belief that they are more likely prospects than more senior or up-market prospects.)

What percentage of your customer base would be considered senior / up-market?

(Look for: A number significantly below the potential or desired market for your product or service.)

How do you think highly successful professionals feel about being contacted by a salesperson?

(Look for: Exaggerated belief in the negative attitude of upscale prospects towards salespeople.)

Given your background, education, etc. to what extent do you feel qualified to contact people with wealth, education or power?

(Look for: Belief that the individual is "not in their league" (or vice versa), and/or indications that status or social class dictates the way people treat and are treated by others.)

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HYPER-PROFESSIONAL™

Corroborating statements/behaviours to watch for if Hyper-Professional score is **HIGH**:

"Body-Proud" Hyper-Pros:

- Excessive emphasis on importance of appearance and image
- Drops names (or makes trendy references)
- Presents a highly polished, "designer" appearance
- Selling style emphasizes issues of credibility, status, and professionalism

"Word-Proud" Hyper-Pros:

- Speaks in an overly stylised and sophisticated way
- Uses unnecessarily obscure or complex language
- Heavy use of metaphors, analogies, and/or rhetorical questions
- Tends to give complex answers to simple questions

Either Type:

- Attempts to impress interviewers rather than communicate in the most understandable way
- Rejects challenges/objections as attacks on personal worth or professionalism
- Tends to avoid responsibility for past failures
- Denies any significant weaknesses, imperfections or failures
- Considers some tasks of selling "menial" and "unprofessional"

Sample Clarifying Questions:

Describe the management style of your last (or current) Manager. What did he or she do effectively? Ineffectively? To what extent did you feel management appreciates your skills?

(Look for: Stated or implied belief that this individual has been mismanaged, misunderstood, under-appreciated, or otherwise not treated "right" in the past.)

In your opinion, what are your strengths/weaknesses?

(Look for: Tendency to articulate strengths in great detail, while avoiding or denying having any weaknesses.)

In what areas are you average?

(Look for: Defensiveness or denial of "averageness.")

How important is your "professional image" to you in your career? How do you maintain it?

(Look for: Excessive emphasis on image [physical or intellectual], as well as ability to discuss own image in great detail.)

Which aspects of your job do you feel should be delegated to support personnel? Why?

(Look for: Belief that the individual has "better things to do" [such as wooing important clients], and/or that some tasks are "menial" or "beneath" him/her.)

SELLING TELEPHOBIA™

Corroborating statements/behaviours to watch for if Telephobia score is **HIGH**:

- Currently makes few or no telephone prospecting calls
- Reports discomfort with using the telephone to sell
- Relies on indirect prospecting techniques such as mail, advertising
- Goes out of his/her way to set up face-to-face appointments rather than use the telephone
- Makes insupportable claims that the telephone is an inappropriate or ineffective tool for his/her situation

Sample Clarifying Questions:

How many sales phone calls do you make each day?

(Look for: A number that is significantly lower than the desired or required number, and/or awareness that telephone prospecting levels are below average.)

How much of your business results from telephone sales? How does this compare to others in your office or industry?

(Look for: A number that is below personal, organisational, or industry standards.)

Are you more comfortable selling face-to-face than on the telephone?

(Look for: Belief that the individual is more "effective," "confident," or "in control" in face-to-face encounters. NOTE: If other forms of sales reluctance are present, the individual may admit to being uncomfortable with either type of selling.)

Have you ever received bad news over the telephone? Do you have any negative memories associated with the telephone?

(Look for: Past or present negative associations with the phone that may affect current attitudes towards selling.)

Do you think you've ever lost sales by avoiding the telephone?

(Look for: Agreement that productivity has been negatively affected, OR insupportable belief that the telephone is not a valuable tool for "my kind of selling.")

How would you feel if I asked you to make a telephone sales call right now?

(Look for: Verbal and nonverbal indications of discomfort.)