

# SPQ\*GOLD®

## The Call Reluctance® Scale

### Development Report

Test Date: 12:21:14 PM Oct 20, 2015 to 1:26:22 PM Oct 20, 2015 GMT Standard Time

For

# Simon 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™		63	67
Prospecting Goal Level™		40	61
Prospecting Goal Diffusion™		80	64
Problem Solving		40	71

**Sales Call Reluctance® Overview**

Prospecting Brake™		40	34
Prospecting Accelerator™		60	66

**Sales Call Reluctance® Types**

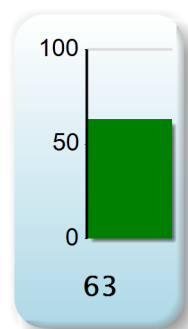
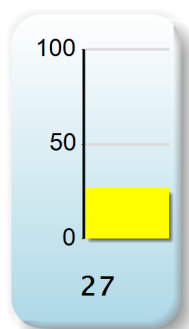
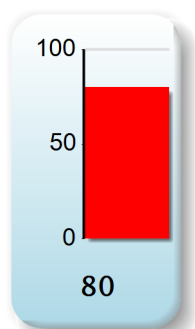
Doomsayer SalesCR™		20	11
Over-Preparer SalesCR™		56	40
Hyper-Pro SalesCR™		60	48
Stage Fright SalesCR™		25	29
Role Rejection SalesCR™		23	28
Yielder SalesCR™		17	27
Social Self-Consciousness SalesCR™		70	18
Separationist SalesCR™		90	56
Emot. Unemancipated SalesCR™		75	54
Referral Aversion SalesCR™		40	19
Telephobia SalesCR™		13	32
Oppositional Reflex SalesCR™		8	16

**Attitude Toward Questionnaire (Filters)**

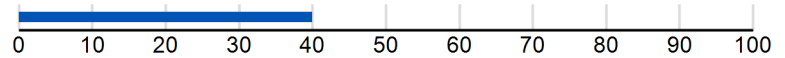
Impression Mgmt

Hedging

Response Consistency



See assessment documentation for a detailed explanation of test results.

**Sales Call Reluctance® Overview****Prospecting Brake™: 40****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.

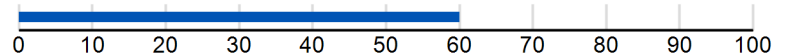
**Management Tips:**

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™: 60****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:**

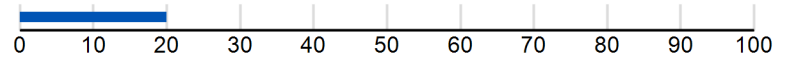
Contact initiation for self-promotional or prospecting purposes may be somewhat more difficult for this individual than for the typical salesperson. A review of the individual call reluctance® types will provide an indication of specific contact initiation problems which are likely to occur.

PROSPECTING ACCELERATOR™ CODE: RED

**Outlook:**

Review individual types for specific outlooks.

## Sales Call Reluctance® Types

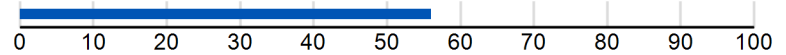
Doomsayer SalesCR™: 20

**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™.

DOOMSAYER SalesCR™ CODE: GREEN

**Outlook:** Very difficult to prevent and correct.

Over-Preparer SalesCR™: 56

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

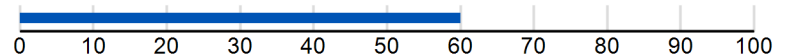
**Management Tips:** Scores suggest this individual is likely to approach the task of prospecting very cautiously, because it is important that he or she be perceived as a serious and knowledgeable professional. Consequently, this individual may procrastinate and spend more time planning and preparing than prospecting. LOOK FOR...

- \* Repeated requests for more information and additional sales support materials
- \* Tendency to over-analyze
- \* Emotionally reserved, does not express feelings easily.

For additional information see THE PSYCHOLOGY OF SALES CALL RELUCTANCE®.

OVER-PREPARER SalesCR™ CODE: RED

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

Hyper-Pro SalesCR™: 60

**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:** Scores suggest this individual may become over-concerned with issues of image and credibility. LOOK FOR...

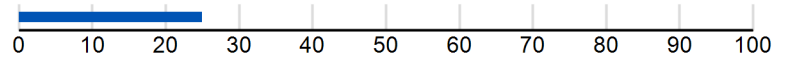
- \* Pretentious, affects cultured mannerisms
- \* Exclusively works on high dollar, low probability prospective sales
- \* Often feels slighted, insulted, unappreciated or taken for granted

For more information see THE PSYCHOLOGY OF SALES CALL RELUCTANCE®.

HYPER-PRO SalesCR™ CODE: RED

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

## Sales Call Reluctance® Types

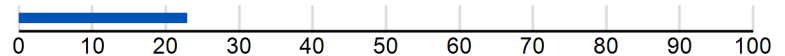
Stage Fright SalesCR™: 25

**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 has no more or less hesitation to make group prospecting presentations than the average salesperson. For more information see THE PSYCHOLOGY OF SALES CALL RELUCTANCE®.

STAGE FRIGHT SalesCR™ CODE: YELLOW

**Outlook:** Easy to prevent and correct.

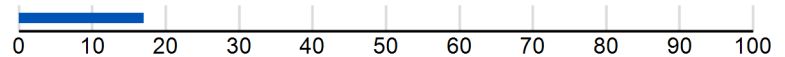
Role Rejection SalesCR™: 23

**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®.

ROLE REJECTION SalesCR™ CODE: YELLOW

**Outlook:** Easy to prevent and correct.

Yielder SalesCR™: 17

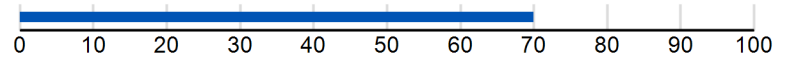
**Capsule Summary:** Fears doing anything which might be considered pushy or intrusive. Always waiting for the 'right time' to call; hesitates to close.

**Management Tips:** This candidate scored below average and should not be fearful of being perceived as too pushy, forward or intrusive.

YIELDER SalesCR™ CODE: GREEN

**Outlook:** Moderately difficult to prevent and correct.

## Sales Call Reluctance® Types

Social Self-Consciousness SalesCR™: 70

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

**Management Tips:** This individual may be easily intimidated by persons of wealth, prestige or power. To avoid being intimidated, 'up-market' contacts may be excluded and efforts directed to persons of equal or lower socioeconomic status. LOOK FOR...

\* With experienced salespeople, look for a history of changing sales organizations to avoid 'up-market' sales and marketing campaigns

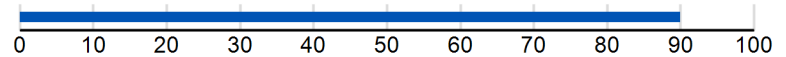
\* Tendency to assume submissive, ingratiating behaviors when in presence of people perceived to have position, status or wealth

\* A history of making sales presentations to non-decision makers

NOTE: THIS FORM OF CALL RELUCTANCE® IS HIGHLY CONTAGIOUS. For additional information, read THE PSYCHOLOGY OF SALES CALL RELUCTANCE®.

SOCIAL SELF-CONSCIOUSNESS SalesCR™ CODE: RED

**Outlook:** Moderately easy to prevent and correct.

Separationist SalesCR™: 90

**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

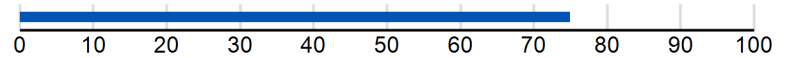
\* Hesitates to give names of friends to other salespeople as referrals

For additional information, read THE PSYCHOLOGY OF SALES CALL RELUCTANCE®.

SEPARATIONIST SalesCR™ CODE: RED

**Outlook:** Easy to prevent and correct.

## Sales Call Reluctance® Types

Emot. Unemancipated SalesCR™: 75

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

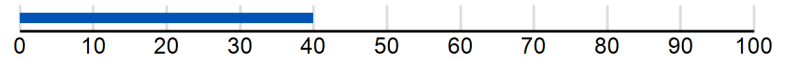
**Management Tips:** This individual may be uncomfortable approaching family members for the purpose of selling, prospecting or soliciting referrals or contacts. LOOK FOR...

- \* 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®.

EMOTIONALLY UNEMANCIPATED SalesCR™ CODE: RED

**Outlook:** Easy to prevent and correct.

Referral Aversion SalesCR™: 40

**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.

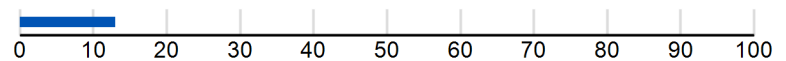
**Management Tips:** This individual may experience difficulty asking for referrals. Often, this can be due to a fear that existing business might be threatened. LOOK FOR...

- \* Tendency to wait too long to ask for referrals
- \* A preference for other (and often ineffective) prospecting methods over asking for referrals

See THE PSYCHOLOGY OF SALES CALL RELUCTANCE®, for more information.

REFERRAL AVERSION SalesCR™ CODE: RED

**Outlook:** Easy to prevent and correct.

Telephobia SalesCR™: 13

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

**Management Tips:** Scores suggest this individual is less likely than most salespeople to hesitate or resist using the telephone to prospect for new sales.

TELEPHOBIA SalesCR™ CODE: GREEN

**Outlook:** Easy to prevent and correct.

Sales Call Reluctance® Types



**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.

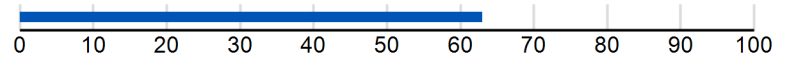
OPPOSITIONAL REFLEX SalesCR™ CODE: GREEN

**Outlook:**

Easy to prevent and very difficult to correct.



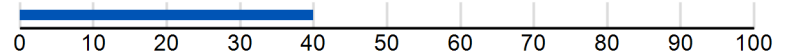
## Sales Call Reluctance® Imposters

Prospecting Motivation™: 63

**Capsule Summary:** General level of motivation or energy available to invest in goal-supporting behaviors. Does not give up easily when faced with difficult or frustrating tasks.

**Management Tips:** Scores suggest the motivation this individual brings to a career or difficult task should be average to high. For additional information, read THE PSYCHOLOGY OF SALES CALL RELUCTANCE®.

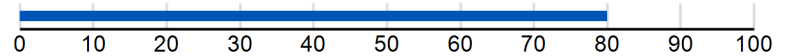
**Outlook:** PROSPECTING MOTIVATION™ CODE: YELLOW

Prospecting Goal Level™: 40

**Capsule Summary:** Degree of goal clarity or focus. Willingness to commit to long-term goals and work single-mindedly to accomplish them.

**Management Tips:** Scores suggest this individual should be able to set and pursue long-term career-related goals. However, to keep this individual on track, may need reinforcement from time to time for short-term goals achieved. For more information, see THE PSYCHOLOGY OF SALES CALL RELUCTANCE®.

**Outlook:** PROSPECTING GOAL LEVEL™ CODE: YELLOW

Prospecting Goal Diffusion™: 80

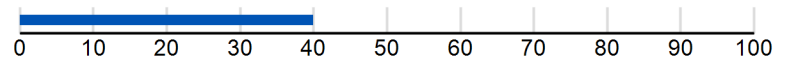
**Capsule Summary:** Tends to commit to too many goals simultaneously. Interests can change quite frequently, making it difficult to meet job and performance requirements.

**Management Tips:** Scores suggest this individual's interests may change frequently. Inability to focus on specific goals for a sufficient amount of time could lead to problems in meeting performance requirements. LOOK FOR...

- \* Contributing demands/elements of corporate culture
- \* Strong distractions in personal life
- \* Easily bored (needs novelty, stimulation and change)
- \* Frequent change of jobs/careers

For additional information, see THE PSYCHOLOGY OF SALES CALL RELUCTANCE®.

**Outlook:** PROSPECTING GOAL DIFFUSION™ CODE: RED

Problem Solving: 40

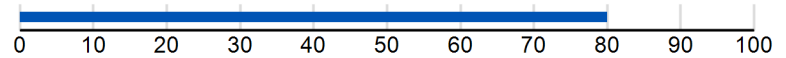
**Capsule Summary:** Ability to focus attention and concentration on the completion of frustrating and complex tasks.

**Management Tips:** Scores suggest a complex mixture of interest in working on detailed, complex tasks which may require extended periods of time and concentration, as well as tasks which are more applied or activity-based.

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.

## Attitude Toward Questionnaire (Filters)

Impression Mgmt: 80**Capsule Summary:**

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

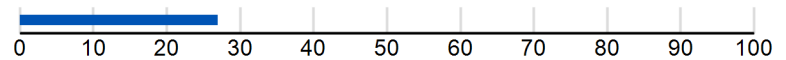
**Management Tips:**

Above-average score suggests this individual may have attempted to influence the results of the questionnaire by embellishing or exaggerating certain answers. Some of the answers may have been 'slanted' in an effort to project a positive impression. Therefore, prudent users should verify the contents of this report by direct observation, interviewing and other assessment procedures.

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 MANAGEMENT CODE: RED

Hedging: 27**Capsule Summary:**

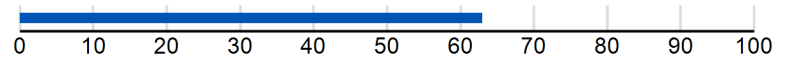
Tends to choose in-between or non-committal responses.

**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

Response Consistency: 63**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:**

Higher than average score suggests this individual completed the questionnaire with a sufficient amount of cooperation, care and attention.

**Outlook:**

RESPONSE CONSISTENCY CODE: GREEN

# 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.