

# SALES PERSPECTIVES

## DEVELOP REPORT

Sam Sample

Date

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## Introduction

This report combines results from the Perspectives Personality questionnaire and the Sales Preference Indicator to provide an insight into characteristic behaviours in sales-related environments and enables practitioners to identify people best suited to different sales roles.

### Perspectives

The Perspectives Personality Profile is a measure of tendencies and preferences and has been developed specifically for online testing.

The Perspectives test is based on one of the most widely accepted models of personality today; namely, the 'Big Five' model of personality. Perspectives measures personality in terms of Openness, Extraversion, Agreeableness, Conscientiousness and Emotional Stability. It does so by examining two related traits within each broad factor. Perspectives has been developed to support recruitment, development, and talent management conversations.

### Sales Preference Indicator

The Sales Preference Indicator (SPI) adds five core dimensions of sales activity to the assessment. These dimensions have been developed from an extensive literature review and empirical validation of objective sales success. The five dimensions of sales activity are:

Consistent Approach	●	Adaptive Selling
Emotional Connection	●	Emotional Objectivity
Uses Separate Networks	●	Uses Integrated Networks
Self-Focus	●	Organisational Focus
Cooperative	●	Competitive



### Private and Confidential

This is a confidential assessment report on Sam Sample. This report was requested for a specific purpose and has influenced the information and conclusions drawn. The information contained in this report should only be interpreted by a trained professional, and in the context of other relevant information (i.e., actual experience, interests, skills, and aptitudes).



### Waiver

The SPI is an indicator only. This report must be interpreted in the context of other relevant factors. Podium accepts no responsibility for selection or other decisions made using this tool and cannot be held liable for the consequences of doing so.



### Comparison Group (Norm)

Norm

Assessment	Norm Name	Sample Size
Perspectives	New Zealand Participants	2811
Sales Preference Indicator	New Zealand Participants	1541



### Understanding the Charts

Raw Score	is the sum of correct responses the individual received.
Percentile Score (%ile)	is the percentage of people in a sample who score below the participant's score. It is presented as a numerical value between 0 and 100.
Sten Score	is a standardised measure presented on a 10-point scale from 1 to 10 and used to compare results of individuals to groups.



## Response Style Indicators

### Social Desirability (Perspectives):

This questionnaire contains a measure of the extent to which Sam attempted to manage the impression others have of him. Results suggest that Sam did not appear to be concerned about influencing others' perceptions of himself. These results can therefore be treated as an **accurate** representation of Sam's strengths and potential areas for development.

### Social Desirability

This questionnaire contains a measure of the extent to which the participant has attempted to present himself in a socially desirable or favourable way. Sam appears to have answered the questions as realistically as possible and is likely to have presented an accurate picture of himself. To some degree, Sam may also be quite tough on himself.

### Central Tendency

This scale measures the extent of opting for the central responses in completing the questionnaire.

Sam has tended to opt for mid-range ratings and avoid extreme responses to the questionnaire. This may indicate a degree of caution about revealing too much about himself. Some aspects of his profile may be less accurate than others. However, it may also mean that Sam genuinely has moderate views and attitudes compared to other people.

### Acquiescence

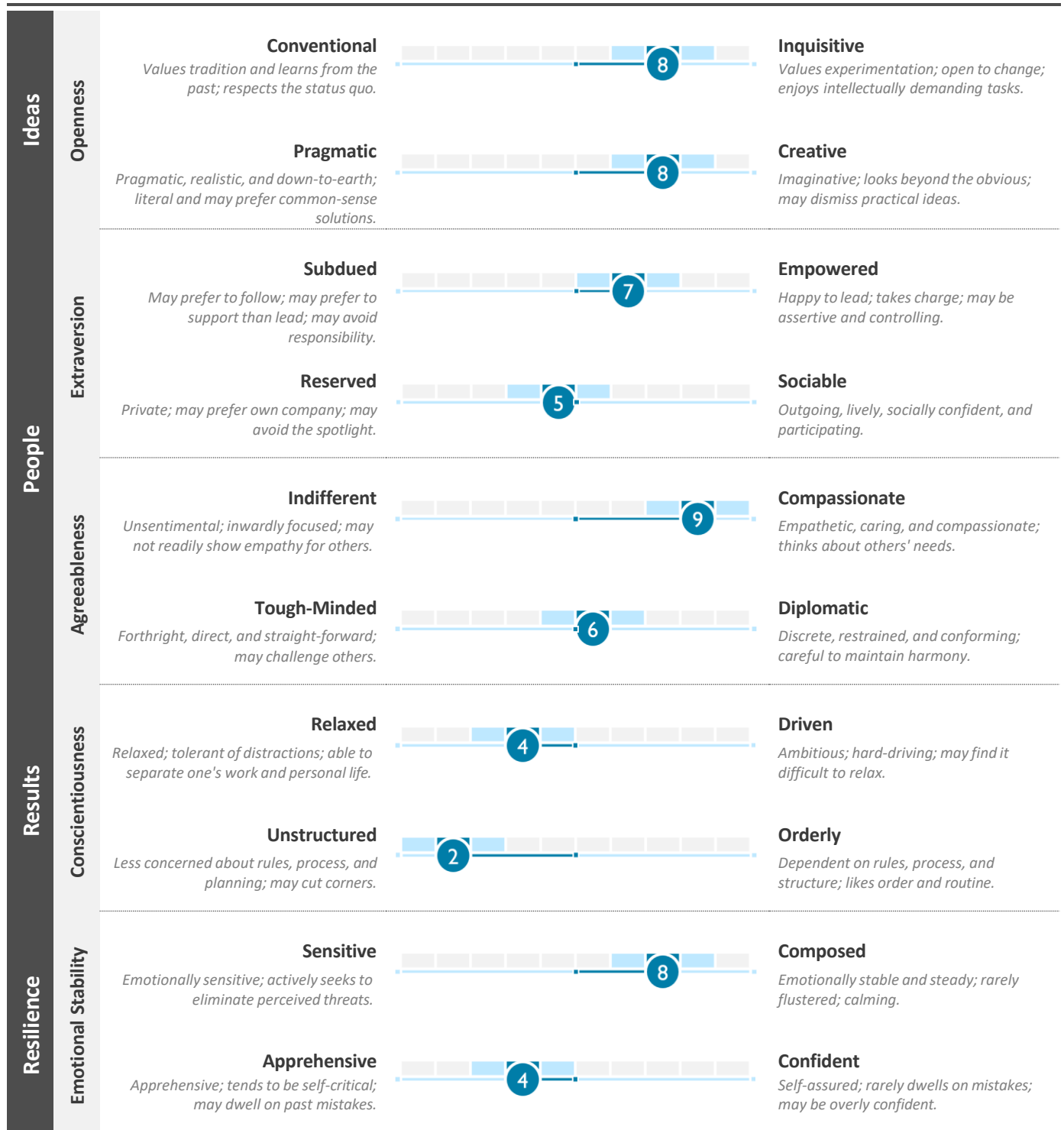
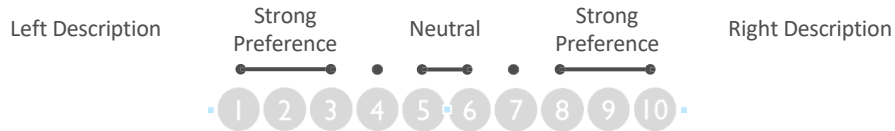
This is the tendency to select the "agree" option in the questionnaire.

Sam used the 'disagree' rating to a greater extent than most people in the reference group. Therefore, the profile and analysis in this report may be less valid than normal and may contain inaccuracies as a result. Follow-up could be warranted on whether this response style reflects a tendency for Sam to challenge or disagree in the workplace.



# Personality Profile

Detailed below is a summary of Sam's underlying trait scores. What this means on-the-job is detailed more fully in the remainder of this report.



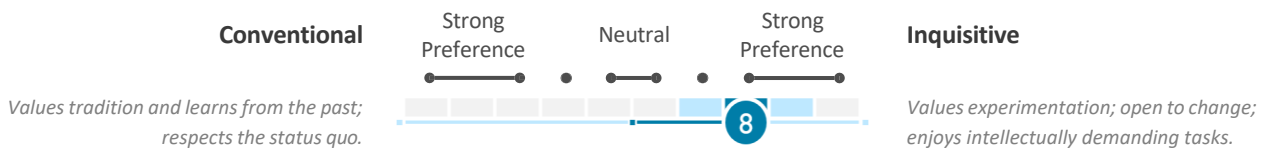


## Sales Profile

Left Description	Low	Moderate	High	Right Description	Raw
<p><b>Consistent Approach</b></p> <p>Tends to take a structured 'one size fits all' approach to engaging with potential or existing clients. May see sales activity as routine and repetitive and treat all clients the same way.</p>				<p><b>Adaptive Selling</b></p> <p>Can adjust selling style to suit the specific needs of the client and each selling situation. Should focus on 'reading' client's needs. Has an adaptive approach.</p>	37
<p><b>Emotional Connection</b></p> <p>May find it difficult to distance themselves from client emotion. May struggle to turn an initially non-receptive client around. Can take things personally when a sale does not eventuate.</p>				<p><b>Emotional Objectivity</b></p> <p>Can push ahead in the face of difficulties and accept any resistance as a motivator for finding another sales approach. Tends not to take things personally when a sale does not eventuate; does not take 'no' as an answer.</p>	30
<p><b>Separate Networks</b></p> <p>Tends not to mix business with pleasure and keep work and personal life separate. May consider networking to friends unethical. May not have comfort in sales as a career.</p>				<p><b>Integrated Networks</b></p> <p>Should be able to conduct business with friends and family and use referrals to help open doors. Should not fear the loss of approval from others by engaging in sales as a career.</p>	20
<p><b>Self-Focus</b></p> <p>Tends to focus on personal reward for sales success. Are concerned about doing what is in their own best interests. May work well with a lot of autonomy yet keep a lot of information to themselves.</p>				<p><b>Organisational Focus</b></p> <p>Places importance on trust and being supportive of others. Is concerned about the reputation of the organisation. Focus is on group and sharing information with colleagues.</p>	47
<p><b>Cooperative</b></p> <p>May prefer to build client relationship in a gradual manner. May not respond well to specific sales targets, and struggle to assertively ask for business.</p>				<p><b>Competitive</b></p> <p>Typically, are very competitive and self-assured. Should find it easy to ask for business and close potential sales.</p>	27

## Ideas: Openness

Openness reflects cognitive stimulation. Higher scorers are curious, value creativity, and seek novelty and variety.

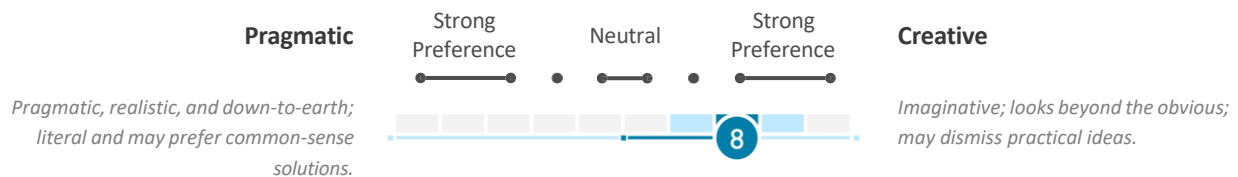


### Potential Strengths

- Sam may be suited to a role that provides significant latitude to experiment.
- He is likely to be constantly on the lookout for new ways of working.
- He is likely to feel at ease in dynamic environments that are constantly evolving.

### Potential Challenges

- Sam may be overly quick to reject the old in favour of the new.
- He may be quick to lose motivation if a project lacks the scope for experimentation.
- He may frustrate others with his need for change.
- His need for change may be interpreted as indecision.



### Potential Strengths

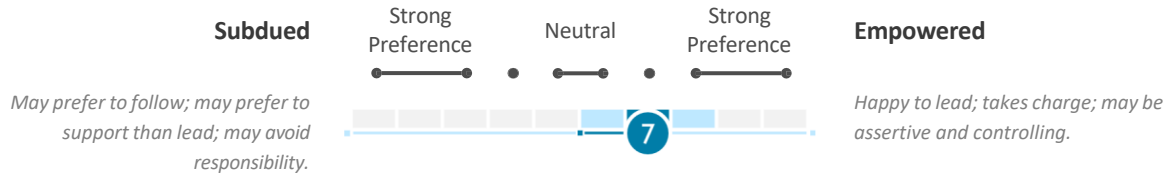
- Sam is likely to have a stronger interest than most in abstract/creative ideas.
- He is likely to have a stronger preference than most others for thinking outside the square.
- He is likely to make a valuable contribution to brainstorming sessions.

### Potential Challenges

- Sam is likely to have little interest in mundane, practical matters.
- In his pursuit of creative ideas, he may lose sight of what is realistic and practical.
- He may be absent-minded.
- His ideas may be too theoretical to put into practice.

## People: Extraversion

Extraversion reflects one's need for social and behavioural stimulation. Extroverted individuals tend to be socially confident and may seek influence over others.

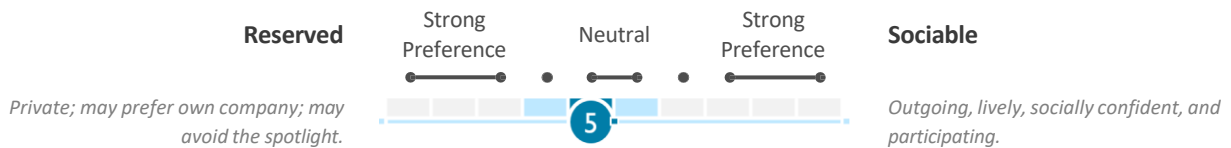


### Potential Strengths

- Sam may be more willing than most others to take charge in a situation and make his own decisions.
- He is likely to find comfort in a role that offers scope for some influence and responsibility over others.

### Potential Challenges

- Sam may need to step back so that other less assertive individuals can have their say.
- He may not enjoy having his authority or scope of influence restricted.



### Potential Strengths

- Sam may be no more or less sociable than the average person.
- While able to work independently, he should still appreciate the chance to check his thinking with others.
- He should have enough social confidence to make a positive first impression.

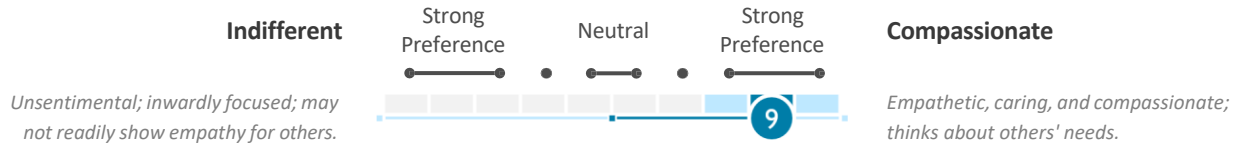
### Potential Challenges

- Sam may relate more smoothly to some people and groups than others.
- He may feel uncomfortable if unexpectedly made the centre of attention.



## People: Agreeableness

Agreeableness relates to one's concern for social stability or social harmony. Agreeable individuals value cooperation over conflict and are compassionate towards others.

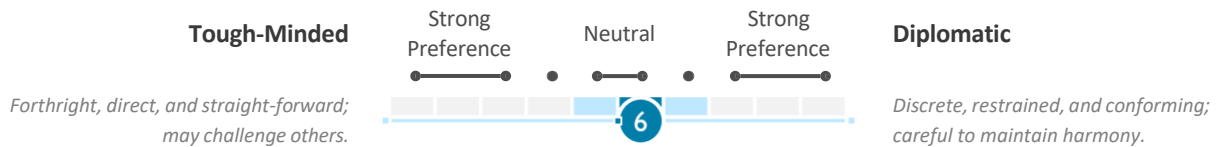


### Potential Strengths

- Much more compassionate than the average person, Sam is likely to genuinely care about people.
- With this profile, he should consider the feelings and needs of others when making a decision.
- He may be the one others turn to for emotional support.
- He is likely to put others' needs ahead of his own.

### Potential Challenges

- Sam may get overly focused on what people think and lose sight of the result he needs to achieve.
- He may come across as being too 'soft'.
- His concern for others may result in him making too many concessions.



### Potential Strengths

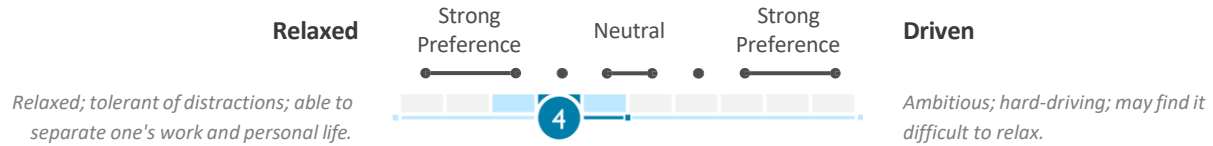
- Sam should be reasonably direct in his communication.
- He should speak his mind openly without being intimidating.
- He should be reasonably confident when it comes to voicing any disagreements.
- While he should appreciate a harmonious workplace, Sam should still recognise conflict as a normal part of day-to-day interactions.

### Potential Challenges

- Sam may not always let people know where they stand with him.
- He may sometimes hold back in tough feedback situations.
- He may need to continually work at retaining a balance between diplomacy and directness as required.

## Results: Conscientiousness

Conscientiousness describes motivational stability or persistence in the pursuit of long-term goals and adherence to rules. High scorers have a strong preference for planning, structure, attention to detail, and goal setting.

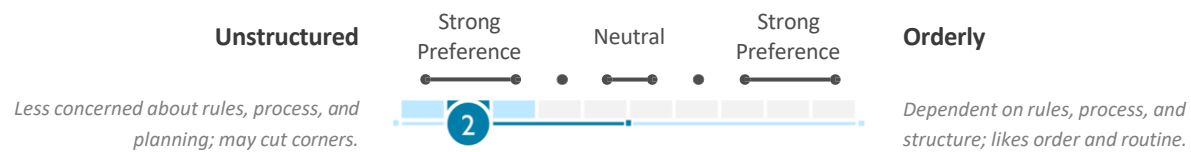


### Potential Strengths

- He may try to balance work tasks so that they do not dominate his personal life.
- He should find it reasonably easy to relax at the end of a demanding day.
- He may be reasonably tolerant of interruptions.

### Potential Challenges

- Sam may not always deliver results in a timely fashion.
- He may get distracted and waste time pursuing non-essential goals.
- He may sometimes do just enough to get by.



### Potential Strengths

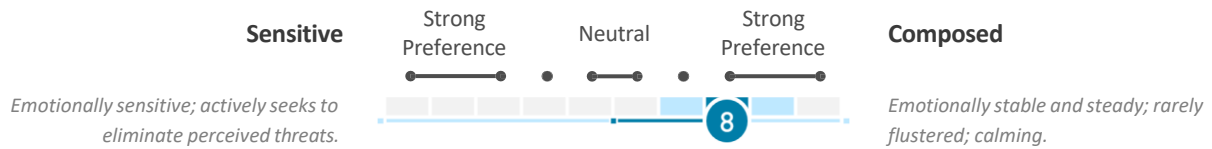
- Sam should take a relaxed approach to scheduling and planning.
- He may prefer to solve problems as they arise or at the last minute.
- He is likely to tolerate clutter.
- He may prefer looking at a situation from a broad perspective, rather than get bogged down by process and rules.

### Potential Challenges

- Sam may be a more in-the-moment planner.
- He may disregard well-established rules and systems.
- He may be untidy and disorganised.
- He may be confusing to work for, and with.
- He may lose effectiveness if things don't go to plan.

## Resilience: Emotional Stability

Emotional Stability refers to how people maintain emotional defences in response to uncertainty and threats. It includes concepts of resilience, composure, confidence, and freedom from self-doubt.

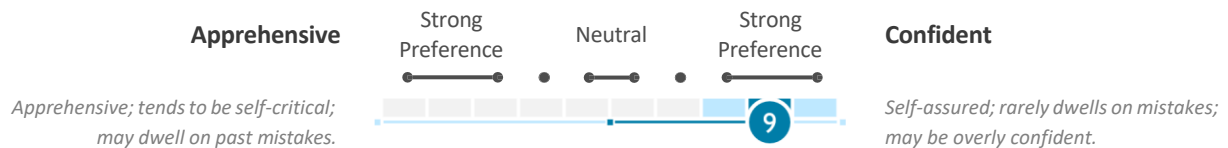


### Potential Strengths

- Sam is likely to maintain composure, even in high pressured situations.
- Emotionally stable, he is unlikely to let criticism and upset throw him off balance.
- He should have sufficient energy to meet most challenges.

### Potential Challenges

- Far less likely to show emotion, it may be difficult to know what Sam is thinking or feeling.
- He may have less insight into others' emotions when overloaded with work.
- He may struggle to relate to people whose actions are based on feelings.
- He may seem emotionally flat in some situations.



### Potential Strengths

- Sam may downplay his strengths in some situations.
- He may possess a clearer insight into his shortcomings than some others.
- Even though he may experience some feelings of self-doubt, this may prompt Sam to strive harder.

### Potential Challenges

- Sam describes himself as being slightly more self-doubting than the average person.
- He may downplay his achievements.
- He is more likely than some others to worry about what could go wrong.
- He may lose confidence when things get tough.



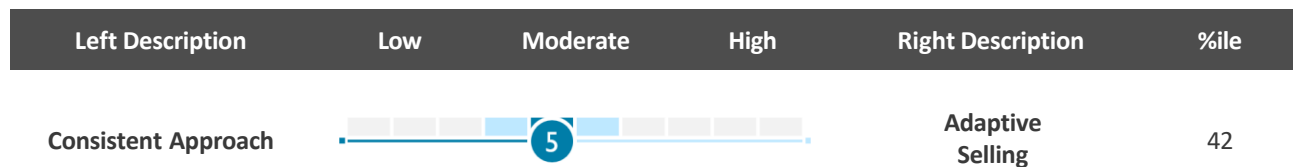
## Consistent Approach - Adaptive Selling

### Definition

This scale focuses on the degree to which the individual prefers to adjust their selling style to suit the specific needs of the client and each selling situation as opposed to taking a structured approach. It measures the ability to 'read' the client's needs and the perceptiveness to monitor and modify one's behaviour in a way that will benefit their position.

### Result

Sam has scored around the mid-range on this scale which implies that he does have a preferred approach to dealing with clients yet is open to modifying this to a degree. He is the kind of person who shows some responsiveness to the client's views yet will need to personally believe in what he is selling in order to promote it strongly to others.



### How to Manage and Motivate

Sam shows an aptitude for adjusting his style to suit the changing needs of his clients yet will also appreciate a role that provides some degree of structure and clarity around sales processes and procedures.



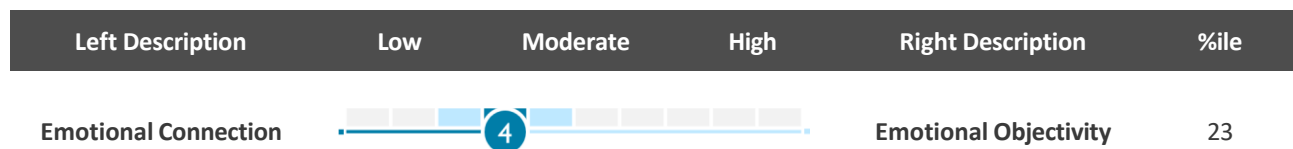
## Emotional Connection - Emotional Objectivity

### Definition

This scale looks at the way in which an individual reacts to the mood of the client and the extent to which they will let a client's emotion affect their ability to sell. It measures the ability to push ahead in the face of difficulties and accept any resistance as a motivator for finding another sales approach. People who score to the right on this scale will tend to respond to criticism or negativity in a constructive manner and not see it as a personal attack.

### Result

Sam has scored on the left-hand side of this scale, indicating that he is inclined to connect with others' emotions. As such, he may find it difficult to remain positive if faced with prolonged negativity from the buyer. While Sam will initially expect success more than failure, prolonged disinterest from the prospective client will probably discourage him and dampen his self-confidence and perseverance.



### How to Manage and Motivate

Sam will work the most productively with clients who are apt to see the positives of what he is offering, as opposed to working in a market which is particularly critical or negative. Training in techniques for handling negative reactions should also prove helpful to him.



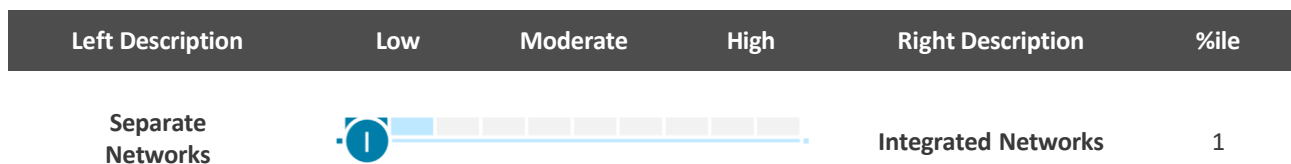
## Networking: Separate – Integrated

### Definition

This scale focuses on the willingness of the individual to use their own personal and professional contacts to help open doors and advance their career in sales. A right-hand score on this scale implies that the person has a strong belief in sales as a worthwhile and respectable career. People who find it difficult or are reluctant to prospect among both business and personal contacts may ultimately struggle in a role based heavily on selling and may also have a general reluctance to use the phone as a sales tool.

### Result

His results show that Sam is unlikely to be strong at networking and will be very selective in choosing the situations which are 'right' and 'wrong' to engage in sales activity. Given his far-left score on this scale, Sam is also likely to shy away from using the telephone as a client-building tool, and may compensate by finding networking opportunities that do not require using the phone.



### How to Manage and Motivate

Exploring with Sam how to represent the company in a way that is non-threatening to him personally may be of use. Additional supporting mechanisms include helping him construct a presentation dialogue, which he can rehearse, and teaming him with someone who is not reluctant to use the telephone. As a final option, you may need to explore alternative career paths that do not require Sam to 'cold call' or network directly with unknown players in the market.



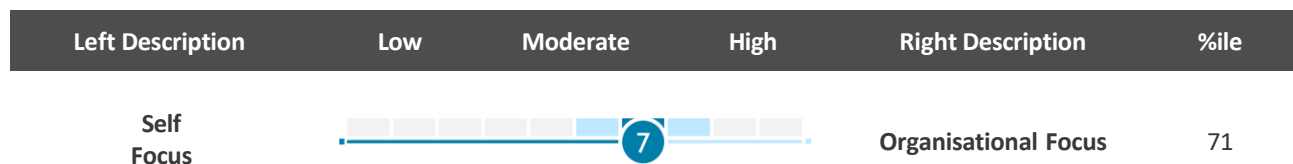
## Self-Focus - Organisational Focus

### Definition

This scale focuses on the extent to which the company's reputation is important to an individual and encompasses the degree to which they value such traits as respect and trust. People who score on the right-hand side of this scale tend to think of the group when decision making and share information to assist the group's success. People who score to the left tend to be more self-focused and interested in their own gain and career progression.

### Result

Sam has scored on the right-hand side of this scale and, as such, is likely to appreciate working in an organisation with a good reputation. He will tend to subscribe to the view that people benefit from mutual support, and can generally be trusted to consider selling opportunities for other parts of the business when meeting with a client. He will tend to share information where it benefits the organisation to do so, and will expect this from others.



### How to Manage and Motivate

Sam will want to work for an organisation or team that has a positive standing in the marketplace, and will need to feel that he is a valued member of the group. Acknowledgement for sales achievements in the form of privileges, gifts, dinner vouchers and the like will also normally appeal to someone with this profile.



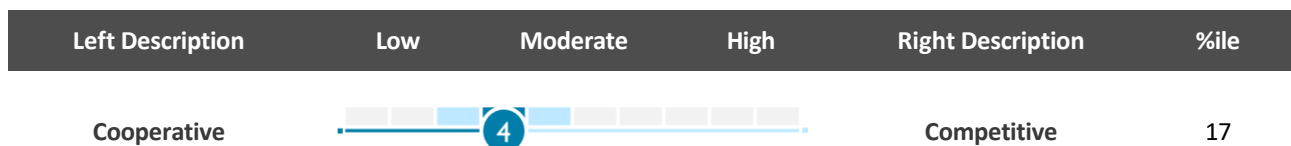
## Cooperative – Competitive

### Definition

This scale focuses on the extent to which an individual is competitive and focused on their own targets. It also measures the degree of risk they are comfortable with taking and their assertiveness when it comes to closing a sale. It measures the amount of drive someone brings to a role and their persistence in striving to be 'the best'. People who score to the left tend to be team players, are likely to be less pushy and are more prepared to share information and to help others.

### Result

Sam profiles as being a little more co-operative than competitive in his sales approach and, as such, may be low-key in assertively asking the client for the business. Sam will not want to jeopardise the client relationship by coming across as being excessively pushy. Some evidence also suggests that work is not the be all and end all for Sam, and that he is the kind of person who will want to have time to relax and switch off.



### How to Manage and Motivate

Sam is likely to be motivated more by a co-operative than competitive team structure and should work the most productively with the input of others at the point of closing the sale. Encouraging him to assertively ask for the business and close a sale may be initially met with resistance since he is likely to see this as being pushy and aggressive. Coaching in the finer points of 'win-win' assertiveness may help.





## Response Style Indicators

Left Description	Low	Moderate	High	Right Description	Raw
<p><b>Unguarded</b></p> <p>Honest; Willing to convey accurate picture of themselves; Accepts the presence of minor failings and idiosyncrasies; Possibly tough on self.</p>				<p><b>Positive Bias or Principled</b></p> <p>Tendency to present self in favourable light; May reflect deliberate distortion or a highly over-idealised self-image. Alternatively, may have a highly moral or ethical upbringing.</p>	21
<p><b>Extreme Responses</b></p> <p>Answered the questionnaire decisively by avoiding middle or non-committal answers. May have clear preferences and a high level of self-awareness.</p>				<p><b>Central Tendency</b></p> <p>Tended to opt for mid-point or moderate ratings; May be genuinely moderate in respect to many personality traits and dispositions. Alternatively, may have poorly defined self-concept or be unwilling to reveal too much about themselves.</p>	81
<p><b>Disagreement</b></p> <p>Have opted disproportionately for the "disagree" answer on the questionnaire. This may indicate a general tendency to disagree when uncertain of the appropriate or accurate response to a question.</p>				<p><b>Acquiescence</b></p> <p>Have opted disproportionately for the "agree" answer on the questionnaire. This may indicate a general tendency to agree when uncertain of the appropriate or accurate response to a question.</p>	209