

SPI: SALES PREFERENCE INDICATOR

STANDARD REPORT

Sam Sample

Date

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podium

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Introduction

The Sales Preference Indicator (SPI) provides an insight into characteristic behaviours in sales-related environments, enabling practitioners to identify people best suited to different sales roles required within the organisation.

The SPI measures 6 core dimensions of sales activity which have been developed from an extensive literature review and empirical validation of objective sales success. The 6 dimensions of sales activity are:



In addition to providing an individual's selling preferences, this report also includes recommendations on how to manage and motivate the participant.



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. OPRA 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)

Sam Sample's results are compared to a sample of 1541 New Zealand Participants



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 a given 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

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

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

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



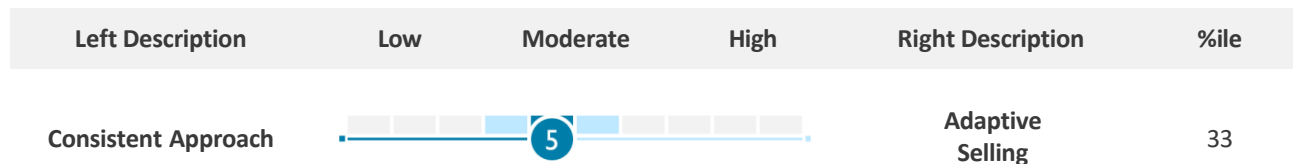
Consistent Approach - Adaptive Selling

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.



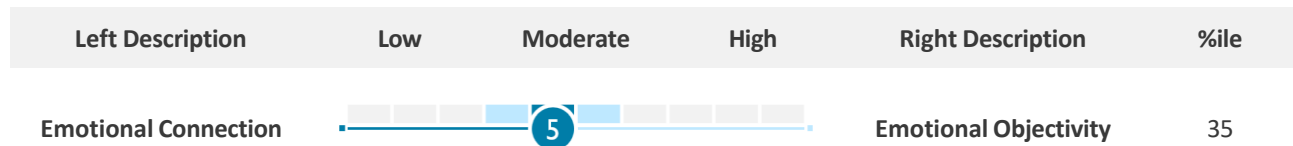
Emotional Connection - Emotional Objectivity

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's mid-range score on this scale suggests that he is likely to be moderately sensitive to the emotional reaction of others. Sam will tend to expect success more than failure, yet prolonged signs of disinterest from the prospective client may discourage him and dampen his perseverance.



How to Manage and Motivate

Sam is likely to be reasonably motivated by his performance data and sales results, and should respond well to training or coaching in sales tactics and techniques to deal with buyer reluctance.



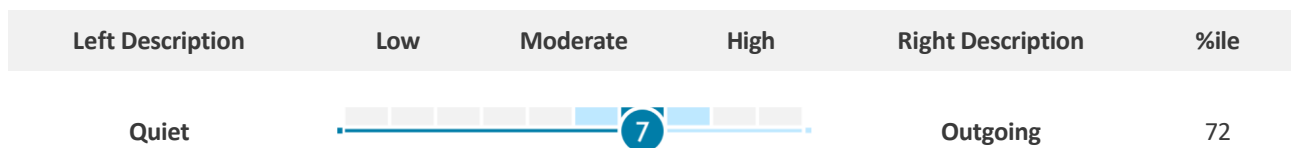
Sales Persona: Quiet – Outgoing

Definition

Sales Persona is a personality trait that reflects an individual's general level of sociability and extraversion. People who score to the right on the Sales Persona scale are likely to achieve greater sales success through their enjoyment of spending time with people. They are more outgoing and have a more spontaneous nature. Alternatively, individuals who are quiet and reserved may struggle to build relationships with people they do not know and, consequently, may take longer to build a client base. Their strength tends to lie in maintaining fewer, close contacts and in behind-the-scenes sales support roles.

Result

Sam has scored on the outgoing side of this scale and is likely to be somewhat more sociable than the average person in the reference group. He will enjoy spending time with others, and should experience little discomfort at the prospect of contacting people he does not know (subject to his networking score). Sam will make himself accessible to clients and will probably be prepared to keep in touch on a regular basis.



How to Manage and Motivate

Sam is likely to work productively in a role where there is a reasonably strong emphasis on initiating contact with others and liaising across groups. He is likely to appreciate being managed by fairly informal face-to-face contact, and being verbally kept informed of anything that might affect him.



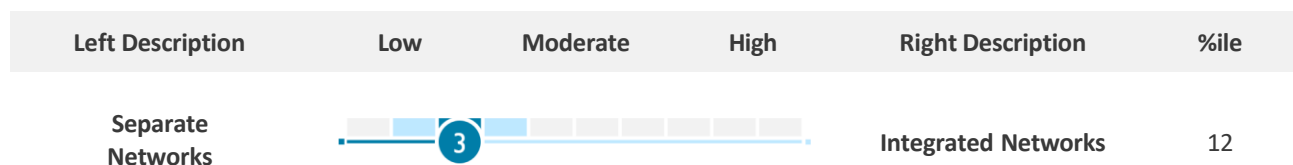
Networking: Separate – Integrated

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 likely to keep a degree of separation between his personal and work life and, as such, may find reasons not to actively approach friends and family for work opportunities. He will also probably be selective in choosing the situations which are 'right' and 'wrong' to engage in sales activity. Sam may also find it easier engaging in face-to-face contact than actively prospecting using the telephone.



How to Manage and Motivate

By talking through his reservations about including certain groups in his selling cycle, a manager or coach may assist Sam to find an approach that is not threatening to him. Pairing him alongside someone who does not have any networking or telephone reluctance may also be worth pursuing. Sam may be motivated by being shown the 'win-win' benefits of integrating more of his personal and professional networks.



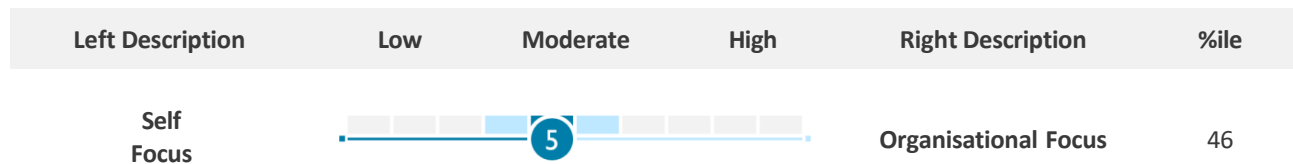
Self-Focus - Organisational Focus

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's score on this scale suggests that he places as much importance on the reputation of the organisation as the average person in the reference group, and will make an effort to abide by the organisation's values in his day-to-day dealings with clients. Sam is likely to think of the good of the organisation as a whole - yet will like to know there is going to be something in it for him too. His sharing of information is likely to be on the basis of mutual advantage gained.



How to Manage and Motivate

Sam shows some concern for the success of the wider team, yet is equally concerned that his relationships with the organisation will yield some individual gain. Highlighting the ways in which a team focus can help achieve individual success is likely to benefit people with this profile.

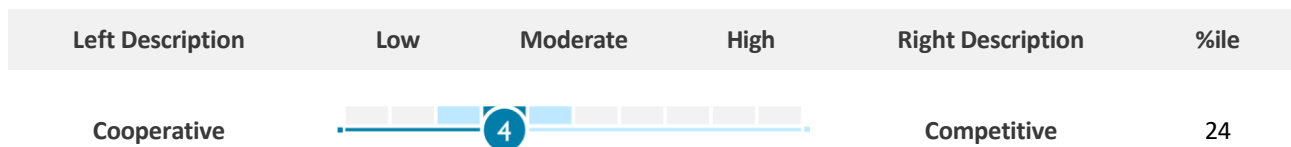
Cooperative – Competitive

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.

SPI Profile Chart

Left Description	Low	Moderate	High	Right Description	Raw
<p>Consistent Approach</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>Adaptive Selling</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>	36
<p>Emotional Connection</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>Emotional Objectivity</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>	32
<p>Quiet</p> <p>Tends to be quiet and reserved. May lack social confidence and be slow to build rapport with a potential client. May prefer working behind the scenes.</p>				<p>Outgoing</p> <p>Outgoing and sociable; should enjoy meeting new clients and spending time with people. Should build rapport with client quickly.</p>	35
<p>Separate Networks</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>Integrated Networks</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>	31
<p>Self Focus</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>Organisational Focus</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>	45
<p>Cooperative</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>Competitive</p> <p>Typically, are very competitive and self-assured. Should find it easy to ask for business and close potential sales.</p>	28

Response Style Indicators

Left Description	Low	Moderate	High	Right Description	Raw
<p>Unguarded</p> <p>Honest; Willing to convey accurate picture of themselves; Accepts the presence of minor failings and idiosyncrasies; Possibly tough on self.</p>				<p>Positive Bias or Principled</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>	17
<p>Extreme Responses</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>Central Tendency</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>	91
<p>Disagreement</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>Acquiescence</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>	192