



SPI: SALES PREFERENCE INDICATOR

Sample Report

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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:

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

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 Sample Report. 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)

Sample Report'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 respondent has attempted to present themselves in a socially desirable or favourable way. An analysis of Sample's scores suggests that they may have answered the questions in an overly favourable manner and may have tried to present themselves in a positive light.

An alternative explanation to explore is that Sample may be very conscientious. In that case, Sample may demonstrate some of the following attributes to a high level. They may be an assertive, competitive or outgoing person with good adaptive selling, networking or closing techniques and is reflecting this in their responses to the questionnaire.

Central Tendency

Sample has responded with a normal spread of ratings, suggesting a normal degree of openness versus caution.

Acquiescence

Sample 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 Sample to challenge or disagree in the workplace.



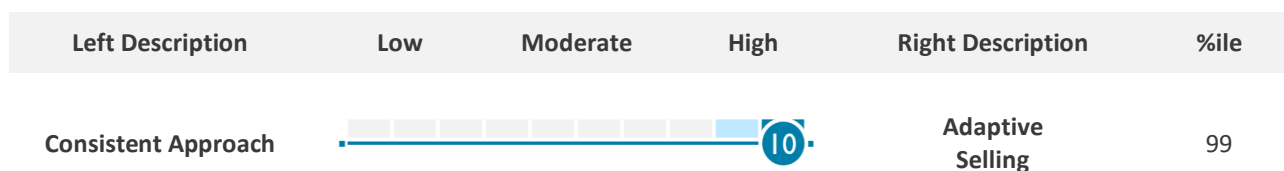
Consistent Approach - Adaptive Selling

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

Sample has obtained a score to the far right of the adaptive scale and appears to have a natural aptitude for modifying their behaviour to suit the needs of the client. They should be extremely good at 'reading' a situation and will think quickly on their feet. Often, people with this profile are careful about what they say and when, and are unlikely to get off-side with the client.



How to Manage and Motivate

Sample looks to be extremely good at adjusting their presentation style to suit the needs of their clients, and is likely to derive satisfaction from a role in which there are constantly changing and varied requests which need to be addressed.



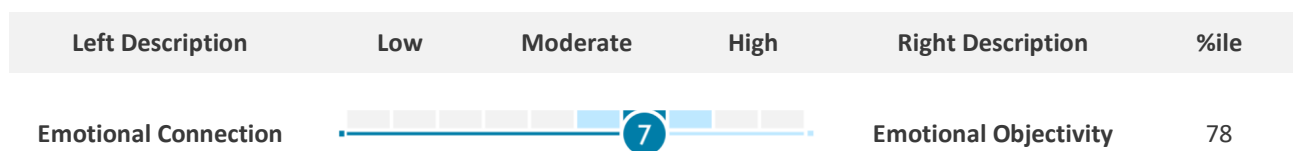
Emotional Connection - Emotional Objectivity

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

Sample has scored on the right-hand side of this scale and, as such, will show some willingness to persevere in the face of buyer resistance, and is likely to adjust their approach according to the emotions of their prospective clients. Sample will generally expect success more than failure.



How to Manage and Motivate

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



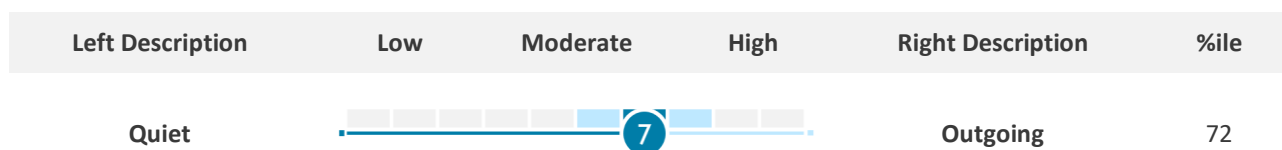
Sales Persona: Quiet – Outgoing

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

Sample 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. They will enjoy spending time with others, and should experience little discomfort at the prospect of contacting people they do not know (subject to their networking score). Sample will make themselves accessible to clients and will probably be prepared to keep in touch on a regular basis.



How to Manage and Motivate

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



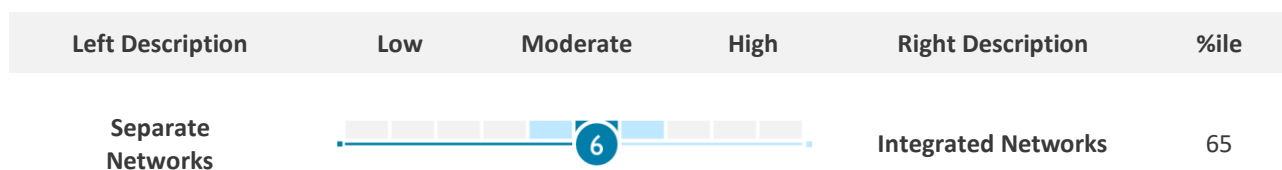
Networking: Separate – Integrated

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

Sample's mid-range score on this scale suggests that they are likely to have a moderate level of comfort with regards to networking inside their personal and professional circle to find new prospects. They are unlikely to consider networking 'unethical' or 'unprofessional', yet may still selectively choose the situations which are 'right' and 'wrong' to engage in sales activity. Their level of comfort and active prospecting by telephone may fluctuate, but is likely to fall within the normal range for the reference group.



How to Manage and Motivate

By talking through their reservations about including certain groups in their selling cycle, you may assist Sample to maximise their success in a networking role. In line with this, Sample should be actively encouraged to make full use of their personal and professional network. Encouraging Sample to list and review their contacts in terms of those that may benefit directly, and those that may refer them to someone else, may assist them becoming more active in this area.



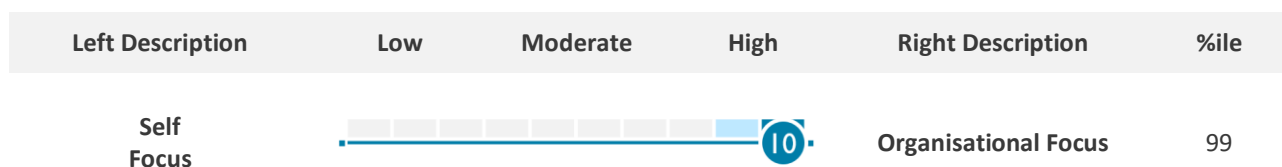
Self-Focus - Organisational Focus

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

Sample has obtained a score to the far right of this scale, which suggests that they will appreciate working in an organisation with a good reputation, and will seek to build on this in all their dealings with external others. They are likely to consider the good of the organisation as a whole. To this end they will tend to share information with their colleagues and expect the same in return.



How to Manage and Motivate

Sample will want to work for an organisation or team that is highly regarded in the market place, and will need to feel that they are 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.



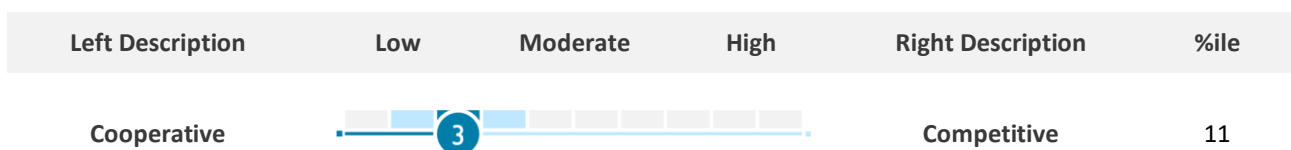
Cooperative – Competitive

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

Sample profiles as being a little more co-operative than competitive in their sales approach and, as such, may be low-key in assertively asking the client for the business. Sample 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 Sample, and that they are the kind of person who will want to have time to relax and switch off.



How to Manage and Motivate

Sample 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 them to assertively ask for the business and close a sale may be initially met with resistance since they are 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	%ile
Consistent Approach 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.			10	Adaptive Selling 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.	99
Emotional Connection 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.		7		Emotional Objectivity 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.	78
Quiet 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.		7		Outgoing Outgoing and sociable; should enjoy meeting new clients and spending time with people. Should build rapport with client quickly.	72
Separate Networks 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.		6		Integrated Networks 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.	65
Self Focus 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.			10	Organisational Focus 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.	99
Cooperative 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.		3		Competitive Typically, are very competitive and self-assured. Should find it easy to ask for business and close potential sales.	11



Response Style Indicators

Left Description	Low	Moderate	High	Right Description	%ile
Unguarded Honest; Willing to convey accurate picture of themselves; Accepts the presence of minor failings and idiosyncrasies; Possibly tough on self.				Positive Bias or Principled 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.	
Extreme Responses Answered the questionnaire decisively by avoiding middle or non-committal answers. May have clear preferences and a high level of self-awareness.				Central Tendency 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.	
Disagreement 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.				Acquiescence 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.	