

**John Sonville | XXyy Ltd
9 December 2017**

EXPERT

**EXTENDED REPORT (WITH
OVERALL)**

SALES PREFERENCE INDICATOR



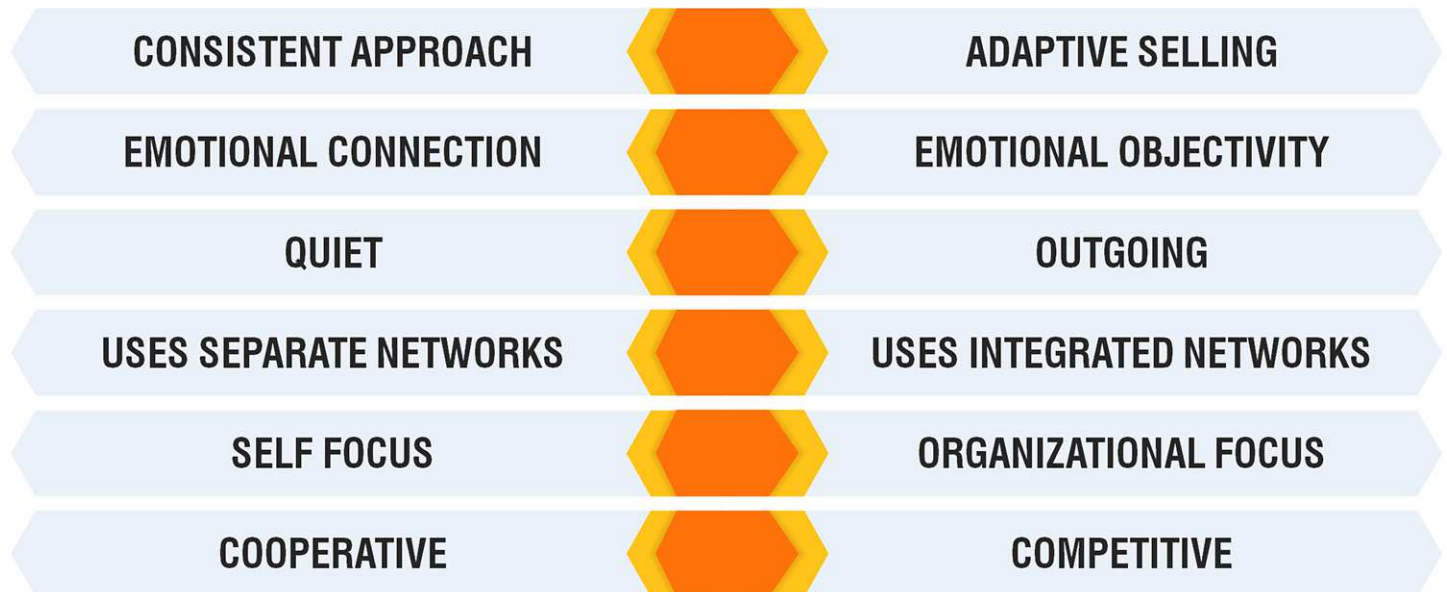


GUIDE TO USING THIS REPORT

INTRODUCTION

The Sales Preference Indicator (SPI) provides an invaluable insight into characteristic behaviours in sales-related environments. Designed to be used as part of an assessment battery, it enables practitioners to identify people best suited to different sales roles.

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



REFERENCE GROUP (NORM) USED

The following norm was used to generate this report:

Test	Norm Used	Sonville Size
Sales Preference Indicator (SPI)	Sales and Customer Contact Applicants old	642

DISCLAIMER

This is a strictly confidential assessment report on John which is to be used under the guidance of a trained professional. The information contained in this report should only be disclosed on a 'need to know basis' with the prior understanding of John.

This profile arises from a self-report questionnaire and must be interpreted in the light of corroborating evidence gained from feedback and in the context of the role in question taking into account available data such as performance appraisals, actual experience, personality preferences, values, motives, interests, abilities and skills. As such the authors and distributors cannot accept responsibility for decisions made based on the information contained in this report and cannot be held directly or indirectly liable for the consequences of those decisions.



RESPONSE STYLE INDICATORS

Social Desirability

This questionnaire contains a measure of the extent to which the respondent has attempted to present himself in a socially desirable or favourable way. An analysis of John's scores suggests that he has answered the questions in an overly favourable manner and may have tried to present himself in a positive light.

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

Central Tendency

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

John has, in the main, opted for mid-range ratings and avoided extreme responses to the questionnaire. This suggests that he may have been disinclined to reveal too much about himself, may have less than usual self-insight, or genuinely has moderate views and attitudes compared to most other people. The margin of error in this profile and report is likely to be elevated.

Acquiescence

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

John used the 'agree' ratings to a greater extent than most people in the reference group. This indicates a possible bias towards agreement or desire for approval. The margin of error in this profile and report is likely to be elevated. This raises a reminder to cross-reference this profile with information from other sources.



SELLING STYLES

OVERALL POTENTIAL

Treat the Overall Potential scale with caution: It pertains to limited circumstances. This scale indicates potential for sales against a generic sales success model. However, specific roles will vary in their requirements, and individuals can develop particular sales approaches that work for them. These factors will qualify the indication given by the Overall Potential rating and on some occasions it will not be accurate.

Overall, John has scored within the middle range for people in the reference group. While other factors do come into play, the areas covered by this questionnaire suggest that John is likely to perform as well as most people in a sales focused role.

CONSISTENT APPROACH - ADAPTIVE SELLING

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.

John's score on this scale suggests he is likely to adopt a structured approach in a sales role. John will probably need to believe in what he is selling if he is to promote it strongly to others.

How to Manage and Motivate

John is ideally suited to working in a role that provides structure and consistency across different selling situations. In order to maximise his success in sales, there is room for John to concentrate on reading the non-verbal cues that a prospective client presents, and to work at being more flexible.

EMOTIONAL CONNECTION - EMOTIONAL OBJECTIVITY

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.

John's mid-range score on this scale suggests that he is likely to be moderately sensitive to the emotional reaction of others. John 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

John 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

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.



John has scored around the mid-point on this scale and as such, should have a reasonable ability to build relationships with others, and should not feel threatened by a role that demands him to liaise and network internally as well as externally. Although John may exercise a degree of caution on first time meeting, he should be quite warm and personable once the relationship has been built.

How to Manage and Motivate

John is the kind of person who will appreciate being managed in a fairly informal manner and, in many things, will prefer to be told face to face as opposed to receiving written or e-mail documentation. Because he is not an extreme extravert, however, he is likely to appreciate the time to reflect over material in advance of sharing his ideas with others.

NETWORKING: SEPARATE - INTEGRATED

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.

John's mid-range score on this scale suggests that he is likely to have a moderate level of comfort with regards to networking inside his personal and professional circle to find new prospects. He is unlikely to consider networking 'unethical' or 'unprofessional', yet may still selectively choose the situations which are 'right' and 'wrong' to engage in sales activity. His 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 his reservations about including certain groups in his selling cycle, you may assist John to maximise his success in a networking role. In line with this, John should be actively encouraged to make full use of his personal and professional network. Encouraging John to list and review his contacts in terms of those that may benefit directly, and those that may refer him to someone else, may assist him becoming more active in this area.

SELF-FOCUS - ORGANISATIONAL FOCUS

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.

John 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

John will want to work for an organisation or team that has a positive standing in the market place, 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

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.

John has scored in the mid-range on this scale and, as such, should be as driven to succeed as the average person in the reference group. Having a reasonably strong drive to excel, John will be prepared to push himself, yet will also like to maintain a balance in his life and have time to relax and switch off. He will value competition to a point, but is also prepared to give help within a team environment.

How to Manage and Motivate

While John will like to succeed and get ahead in his career, he is also prepared to acknowledge others as being equally as competent, and will not be averse to celebrating the successes of his peers.



THE SELLING STYLE PROFILE

SPI PROFILE CHART

Scale	Raw	Description	1 2 3 4 5 6 7 8 9 10	Right Description
OR	221	Modest Potential		High Potential
AS	36	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.		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.
EO	32	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.		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.
SP	33	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.		Outgoing Outgoing and sociable; should enjoy meeting new clients and spending time with people. Should build rapport with client quickly.
IN	40	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.		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.
OF	48	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.		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.
COMP	32	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.		Competitive Typically are very competitive and self-assured. Should find it easy to ask for business and close potential sales.



RESPONSE STYLES CHART

Scale	Raw	Description	1 2 3 4 5 6 7 8 9 10	Right Description
SD	37	<p>Unguarded 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 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>
CT	96	<p>Extreme Responses 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 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>
AQ	222	<p>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.</p>		<p>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.</p>