



# SPI

## SALES PREFERENCE INDICATOR

**Fred Sample**

**Arabian Assessment &  
Development Centre**

**16/09/2010**

*N.B. This is a CONFIDENTIAL report, containing personal information to be used under the guidance of a trained manager or professional. It should be shown only to decision makers on a 'NEED-TO-KNOW' basis. If you are not authorised to read this report, please return it immediately to a qualified person.*

## INTRODUCTION

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### WAIVER

The SPI is an indicator only, and cannot predict sales performance with certainty. OPRA accepts no responsibility for selection or other decisions made using this tool and cannot be held liable for the consequences of doing so.

### CONTEXT

This profile arises from a self-report questionnaire and must be interpreted in the context of other relevant factors, such as actual experience, vocational interests, training, personality, motivation, skills and aptitudes. The SPI is **not** a test of ability.

### NORM GROUP

The ratings and commentary in this report are relative to a comparison group of 642 Sales and Customer Contact Applicants.

## SALES PREFERENCE SCORES

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### 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. Fred appears to have answered the questions realistically and is likely to have presented an accurate picture of himself.

#### **Central Tendency**

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

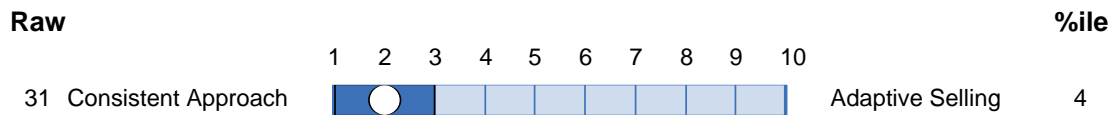
Fred has, in the main, opted for mid-range ratings and avoided extreme responses to the questionnaire. This suggests that he may have been disinclined to reveal too much about himself, may have less than usual self-insight, or genuinely has moderate views and attitudes compared to most other people.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

#### **Acquiescence**

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

Fred opted for a disproportionate number of positive responses. This may reflect a higher than average need for approval or less than normal self-insight. Because this profile may not provide a particularly accurate picture of Fred's selling preferences, these results will need to be interpreted in light of other relevant information such as actual experience, vocational interests, motivation and skills.

## 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.

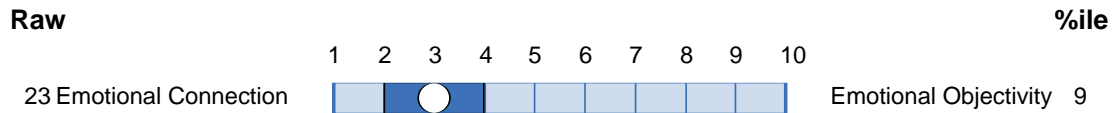
### Result

Fred has scored at the highly structured end of this scale, which suggests a strong preference for dealing with all people the same way, across a range of situations and contexts. Fred's focus on structure and procedure may mean that he attends less to the impact he is having on others. His responses also suggest that if Fred does not personally believe in what he is selling, he is apt to have difficulty convincing others of its benefit.

### How To Manage And Motivate

Fred is ideally suited to working in a role where he is faced with a finite number of selling situations which do not require him to significantly adjust his sales approach. Fred will appreciate having guidelines, procedures and routines to follow. In order to build his level of responsiveness to others, there is scope for Fred to spend more time attending to the verbal and non-verbal cues presented by the prospective client, and considering the impact of what he says and does on this person.

## 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.

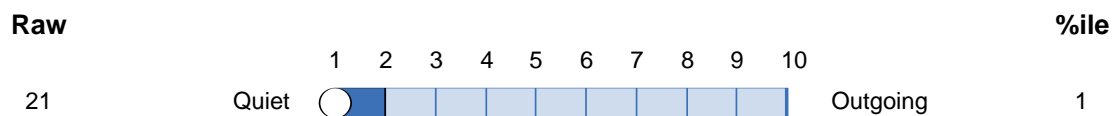
### Result

Fred 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 Fred 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

Fred 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.

## 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.

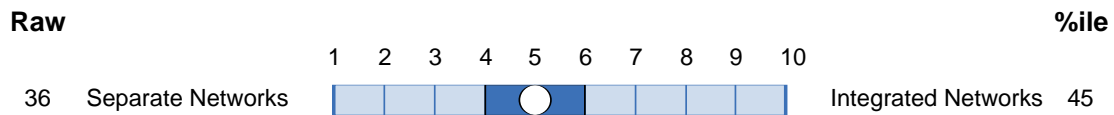
### Result

Fred's score on this scale suggests that he is likely to enjoy his own company and, as such, may prefer to take his time when it comes to building relationships with people he does not know. In a sales role, Fred may be more often found behind the scenes or being drawn back to familiar clients, and may shy away from situations that require constantly meeting new people.

### How To Manage And Motivate

Fred is the kind of person who will like to be well prepared before contacting prospective or existing clients, and may not relish being thrown into the limelight without prior warning. Often, people with this profile are better suited to account management or customer care roles.

## 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.

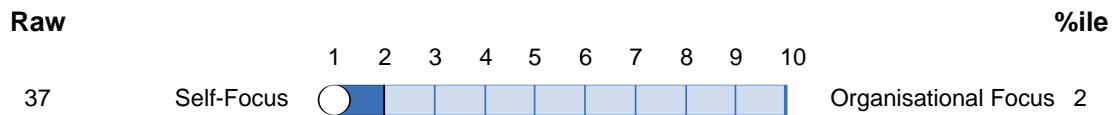
### Result

Fred'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 Fred to maximise his success in a networking role. In line with this, Fred should be actively encouraged to make full use of his personal and professional network. Encouraging Fred 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



### 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

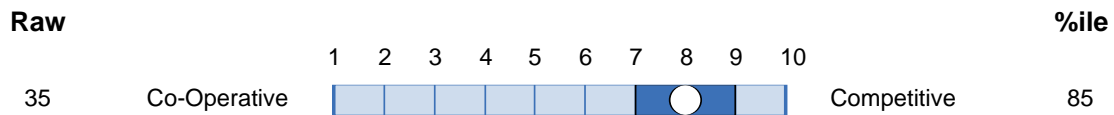
Fred's score on this scale suggests that he is more self-focused than organisation focused, and probably has well-defined personal goals in place. Often, people with this profile tend to believe that, to be successful, you need to 'go it alone', and are often at risk of discounting the wider needs of the organisation in the process.

### How To Manage And Motivate

Fred is unlikely to be particularly concerned about the reputation of the organisation, so long as there is profit or career progression in his relationship with it. Further, he may prefer a role that rewards individual effort rather than the achievement of team-based goals. Selling Fred on what is in it for him will be a powerful motivator.



## CO-OPERATIVE - 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

Fred has scored on the competitive side of this scale and, as such, should have quite a competitive nature and a higher than average focus on achieving his individual targets. People with this profile tend to have little difficulty asking for business, and will tend to close a sale with reasonable speed. He is likely to come across as quite a compelling talker if his score on the Adaptive Selling scale is also to the right.

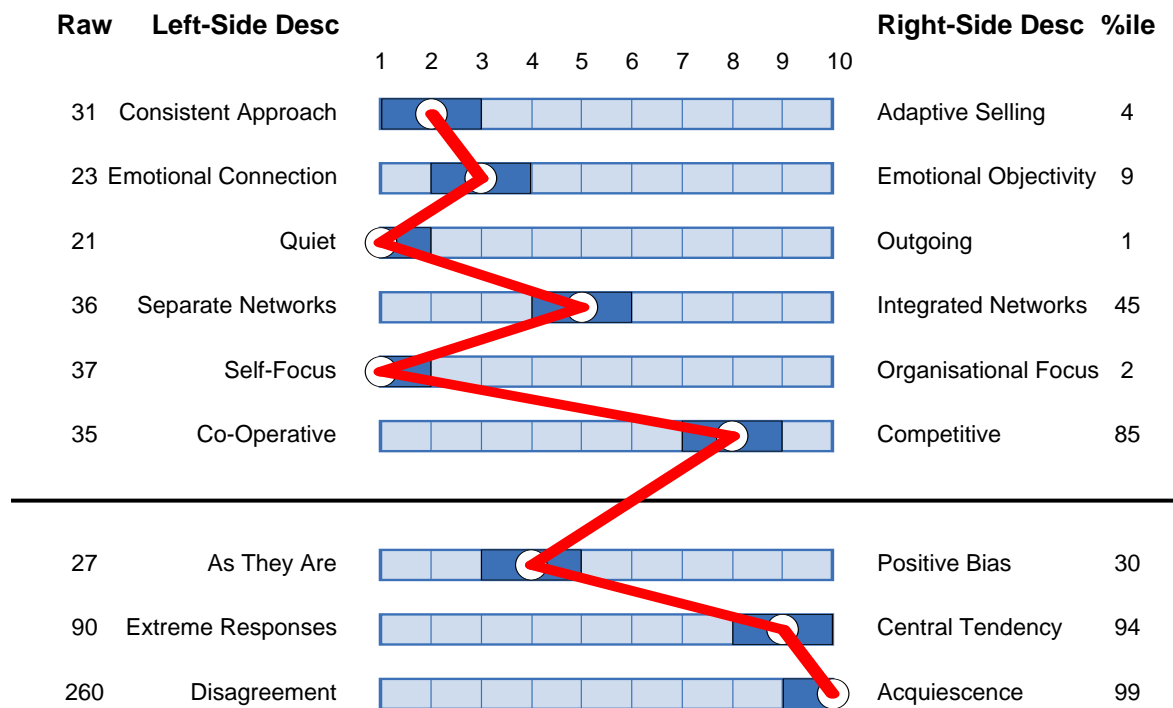
### How To Manage And Motivate

Through being more competitive than co-operative, Fred is likely to stay focused in a system that allows him to compare himself against others. He is likely to enjoy an element of stretch and challenge in his role.

## SALES PREFERENCE INDICATOR (SPI) PROFILE CHART

Fred Sample

16/09/2010



Scores based on sten values with Mean=5.5 and SD=2.

%ile=percentile, i.e., percentage of sample below respondent's score.

Norms based on a sample of 642 Sales and Customer Contact Applicants.