

SPI-Q
Attribute Interpretation Guide
2010



Contents

| | |
|--|-----------|
| General Interpretation Guidelines | 3 |
| Understanding the Clusters | 4 |
| Compelling Relationships | 5 |
| Impact..... | 5 |
| Credibility..... | 6 |
| Insight | 7 |
| Attentiveness | 8 |
| Initiation..... | 9 |
| Influence | 10 |
| Social Leverage | 11 |
| Client Engagement..... | 12 |
| Negotiation | 13 |
| Perceptive Reasoning | 14 |
| Research | 14 |
| Exploration..... | 15 |
| Agility..... | 16 |
| Pursues Learning..... | 18 |
| Creativity..... | 19 |
| Structure | 20 |
| Quality Orientation | 21 |
| Rational..... | 22 |
| Specialist..... | 23 |
| Judgement | 24 |
| Channelled Energy..... | 25 |
| Authenticity | 25 |
| Resilience | 27 |
| Motivation | 30 |
| Sales Drive..... | 31 |

General Interpretation Guidelines

The Sales Performance Insights Questionnaire (SPI-Q) has been developed in Australia by Performance Insights, and focuses on the attributes that are uniquely relevant to sales. It is designed to predict the behaviours required by today's sales professionals, and measures the subtle but critical characteristics that differentiate successful sales people.

The SPI-Q is a self-report questionnaire, and the accuracy of this profile depends on how honest the individual has been when completing the questionnaire, as well as their self-awareness. It reflects their preferred style, rather than their ability. However, research shows that people's responses to personality questionnaires can act as a good predictor of how they are likely to behave on the job.

There is no one 'perfect profile'. Different sales roles in different industries require different attributes for success, and this profile should be interpreted with reference to a specific role and its requirements.

Given that this is a self-report questionnaire that measures preferred style and not ability, it is important that the data from the questionnaire is combined with other sources of information about the individual when making decisions, particularly in selection settings.

This report has a shelf life of 18–24 months and should be treated confidentially. If there are major changes in the individual's life or work, they should complete the SPI-Q again.

The forced choice format of the SPI-Q means that individuals are required to prioritise the different attributes relative to one another. This means it is impossible to get all high scores, and there will always be a spread of scores in the profile. The results should be interpreted as the individual's relative preferences.

The profile has been created by comparing the individual's responses to that of a large relevant comparison group. This provides information on the individual's preferred sales style. In general, the individual's scores in relation to the relevant comparison group can be interpreted as follows:

- 1 – 3** They have a distinctly lower preference for these behaviours than is typical of the comparison group
- 4** They have a slightly lower preference for these behaviours than is typical of the comparison group
- 5 – 6** Their level of preference is typical of the comparison group
- 7** They have a slightly higher preference for these behaviours than is typical of the comparison group
- 8 – 10** They have a distinctly higher preference for these behaviours than is typical of the comparison group

Understanding the Clusters

SPI-Q measures 25 different Sales Attributes, broken into three broad clusters:

Compelling Relationships

The preferences the individual has when working with clients and developing relationships. These attributes measure how individuals interact with clients, how they communicate and influence them, and how they develop relationships and engage them.

Perceptive Reasoning

How the individual processes information and makes judgments relating to client issues and solutions. These attributes measure how the individual understands clients' markets, businesses and issues, how they analyse problems and how they develop solutions.

Channelled Energy

The motivators and levers which drive the individual to succeed. These attributes measure what's important for the individual to sustain effort and energy.

Correlations - Definitions

STRONG POSITIVE

Those who have a strong preference for a specific behaviour often show a stronger preference for the listed attributes (and vice versa).

STRONG NEGATIVE

Those who have a strong preference for the specific behaviour often show a weaker preference for the listed attributes (and vice versa).

MODERATE POSITIVE

Those who have a strong preference for the specific behaviour also tend to show stronger preferences for the listed attributes (and vice versa).

MODERATE NEGATIVE

Those who have a strong preference for the specific behaviour tend to have weaker preferences for the listed attributes (and vice versa).

Compelling Relationships

Impact

Has high impact, comes across confidently and enjoys being the focus of attention. Projects energy and passion in their interactions, and takes an enthusiastic approach to opportunities.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|--|---|
| Injects energy and passion into a sales meeting | <ul style="list-style-type: none"> • Enthusiasm • Excitement • Impact • Confidence • Energy • Passion • Centre of attention |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for IMPACT place a priority on using energy and enthusiasm in their sales approach, and will typically bring high levels passion and exuberance to interacting with others. They are likely to have a high impact and enjoy attracting attention, and this approach can help to create enthusiasm and energy in others. | <i>'In a sales environment you're competing, and so you need to stand out'</i> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for IMPACT are likely to bring a low-key, more reserved sales style to bear. They are unlikely to come across as highly enthusiastic or energetic, and igniting passion or enthusiasm in their clients may be a challenge as a result. They are inclined to feel uncomfortable drawing attention to themselves. | <i>'I don't enjoy being the centre of attention and having people focused on me'</i> <i>'I'll do what's required to get things moving, but generally tend to be quite passive. I'm generally a quiet and understated person'</i> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for IMPACT are likely to have a moderate degree of impact, bringing some enthusiasm and energy to bear, without this necessarily being the most notable feature of their selling style. There may be situational factors that influence the extent to which they show passion and enthusiasm. | <i>'I believe I convey reasonable levels of impact and enthusiasm, but I'm not someone who bounces into a room full of energy'</i> |

| CORRELATIONS: IMPACT | |
|--|---|
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Influence • Initiation • Agility | <ul style="list-style-type: none"> • Quality Orientation • Structure • Rational • Attentiveness • Specialist • Research |

Credibility

Projects authority and promotes own capability and expertise convincingly. Conveys high levels of credibility when interacting with clients and impresses as knowledgeable and business savvy.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|---|---|
| Will cite past successes to help establish my credibility | <ul style="list-style-type: none"> • Credible • Authoritative • Self-promoting • Referencing past success • Gravitas • Knowledgeable |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for CREDIBILITY are very comfortable promoting their expertise and capability and citing past successes. They are likely to project authority and confidence as part of their sales style, and seek to appear knowledgeable on business issues as a means of establishing their credibility. | <p><i>'I speak with confidence, using past successes to show clients that I know what I am talking about'</i></p> <p><i>'I think the content and substance of what I say to clients is important in establishing my credibility'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for CREDIBILITY are inclined to allow others to come to their own conclusions, rather than actively promoting their own expertise and capability. They are less inclined to cite past successes to establish credibility, and drawing on an authoritative and knowledgeable tone is unlikely to be a key element of their sales style. | <p><i>'I rarely promote my strengths or abilities—I figure that people should be able to see these from what I deliver'</i></p> <p><i>'I don't care what other people think about me. I recognise that I need to build a profile in the market, but am not good at self-promoting'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for CREDIBILITY are likely to promote their credibility to a moderate degree. They are likely to undertake some self-promotion of their authority, expertise and past success, without this being a key feature of their sales style. There may be situational factors that influence the extent to which they are comfortable projecting authority. | <p><i>'Where I think the client needs to hear about me and my achievements, I'll refer to them, but I won't proactively do this as part of my normal sales style'</i></p> <p><i>'My credibility stems more from my ability to talk with authority about broader business issues than from me actively credentialising myself'</i></p> |

CORRELATIONS: CREDIBILITY

Credibility shows no strong or moderate correlations with other attributes

Insight

Is skilful in observing emotional cues and is alert to the motives, feelings and emotions of others. Reads the nuances in people's behaviour and reflects on how they are perceived by others.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|---|---|
| Picks up on subtle cues and behaviours conveyed by clients and colleagues | <ul style="list-style-type: none"> • Subtle cues • Emotions • Behavioural cues • Observing dynamics • Observing reactions • Thinks about how a message is delivered |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for INSIGHT invest energy in observing behavioural cues. They prioritise paying attention to the dynamics of an interaction and the way people say things, and enjoy reflecting on what drives people's behaviour. They are likely to be quite sensitive to subtle reactions and have insight into others' emotions. | <p><i>'I observe client and peer reactions; it supports you in gathering requirements, a "sense" of what's required'</i></p> <p><i>'Sometimes people don't mean what they say—how people say things tells you more than what'</i></p> <p><i>'Watch their face—there's so much more than what is being said'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for INSIGHT place a lower priority on observing and responding to subtle behavioural cues. They are more inclined to focus on the content of what is said than how it is said or the emotional reactions involved. They are disinclined to invest a lot of energy in thinking about others' motives, and may be less likely to pick up on unspoken sensitivities or issues. | <p><i>'I may not be the most perceptive person'</i></p> <p><i>'I work in a factual, tangible industry'</i></p> <p><i>'I do occasionally misread a situation because I haven't picked up on some of those subtle cues'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for INSIGHT place some emphasis on observing and responding to emotional cues, without seeing this as a dominant element of their style. There may be situational factors that influence the extent to which they attend to others' more subtle reactions and behaviour. | <p><i>'I enjoy sitting down and getting a feel for the other person. It's good to sit back and watch how people respond to the message delivered'</i></p> <p><i>'Sometimes you learn from what's not said'</i></p> <p><i>'You have to be attentive to it, but what you do is important'</i></p> |

CORRELATIONS: INSIGHT

MODERATE POSITIVE CORRELATION WITH

- Sales Drive

Attentiveness

Is attentive and listens carefully to others. Shows patience and avoids interrupting or speaking over people. Pays close attention to what clients are saying and allows them to do most of the talking.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|---|---|
| Rarely interrupts when others are talking | <ul style="list-style-type: none"> • Listening • Attentiveness • Avoids interrupting • Listens patiently |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for ATTENTIVENESS are strongly inclined to listen carefully when other speak. They tend to be attentive and let others speak without interrupting. It is likely that they will allow clients the majority of the 'air time' in most interactions. | <p><i>'I give the client as much time as they need'</i></p> <p><i>'I can be seen as quite intense because I don't respond and interact'</i></p> <p><i>'The less speaking I do the better— the objective is for me to learn about the client'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for ATTENTIVENESS enjoy doing a lot of the talking and are likely to take up much of the 'air time' in interactions with clients. They may have difficulty listening carefully to others and become impatient for people to finish, interrupting when they have a point to make. | <p><i>'I get excited about ideas and I have to really practice not interrupting'</i></p> <p><i>'I naturally do a lot of the talking'</i></p> <p><i>'Patience is an issue'</i></p> <p><i>'Sometimes I know what the client is going to say, and it can be challenging to stay focused or not interrupt in these scenarios'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for ATTENTIVENESS are likely to balance an inclination to talk with an inclination to listen. They may occasionally interrupt others, but this is unlikely to be a highly noticeable feature of their style. There may be situational factors which influence how much of the 'air time' they take up. | <p><i>'How much I listen depends on whether I'm dealing with an internal or external audience'</i></p> <p><i>'I tend to interrupt when I'm in a rush'</i></p> |

| CORRELATIONS: ATTENTIVENESS | |
|---|--|
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Quality Orientation | <ul style="list-style-type: none"> • Impact • Influence • Self Belief • Negotiation • Agility |

Initiation

Enjoys calling prospective clients and is comfortable asking for introductory meetings. Finds conversation with unfamiliar people easy and actively pursues new contacts. Initiates follow-up rather than waiting for the client to get in touch.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|---|--|
| Enjoys calling new people to request an introductory meeting | <ul style="list-style-type: none"> • Initiation • Prospecting • Cold calling • Introducing self to new people |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for INITIATION enjoy initiating contact with new clients and feel at ease asking for meetings. They are likely to be comfortable starting up conversations with people they don't know and asking for business opportunities. They are inclined to enjoy prospecting. | <p><i>'I enjoy calling new clients and get a buzz when they agree to meet me'</i></p> <p><i>'It's often part of selling, so you have to be prepared to make the calls and introduce yourself to prospective leads'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for INITIATION generally feel uncomfortable cold calling and having to pursue new prospects, particularly where there is no specific opportunity to discuss. They are unlikely to feel at ease starting up conversations with strangers or asking for business opportunities. | <p><i>'I feel much more comfortable identifying opportunities than straight origination'</i></p> <p><i>'I hate cold calling. I have a preference for working with clients that I already have a relationship with, and feel that calling to drum up business is more like an intrusion'</i></p> <p><i>'I only talk to clients when I know they have a need I can meet. I hate speculating whether they might want what I offer'</i></p> <p><i>'I'd rather be referred'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for INITIATION are moderately comfortable initiating contact with new prospects and asking for business opportunities with unfamiliar people, although they are unlikely to enjoy having these activities as a dominant part of their role. | <p><i>'I'm indifferent to it'</i></p> <p><i>'If I don't feel it's relevant to the client, that's hard'</i></p> <p><i>'I've been in sales quite a while, so it is something I've got used to doing and am pretty comfortable doing it when necessary'</i></p> |

| CORRELATIONS: INITIATION | |
|---|--|
| STRONG POSITIVE CORRELATION WITH | STRONG NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Social Leverage | <ul style="list-style-type: none"> • Rational |
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Impact • Agility • Client Engagement • Sales Drive | <ul style="list-style-type: none"> • Specialist • Authenticity • Quality Orientation • Structure |

Influence

Has a sophisticated influencing style and successfully changes others' views through skilful persuasion. Convinces others and gets their ideas accepted.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|---|--|
| Is considered to be highly persuasive | <ul style="list-style-type: none"> • Persuasive • Influential • Convincing • Selling ideas • Debating issues |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for INFLUENCE are highly inclined to engage in persuasive behaviours. They are comfortable in working to influence others' views and in getting people to change their opinions. They are likely to be effective in convincing people and gaining acceptance of their ideas. | <p><i>'It's about being able to sell the story'</i></p> <p><i>'I like getting people to see things from a different perspective, preferably mine!'</i></p> <p><i>'I enjoy trying to get the client to change their mind about an issue by talking through the issue'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for INFLUENCE dislike putting pressure on people to change their views and may find it difficult to influence others' opinions. They are less inclined to engage in persuasive behaviours ,and may not enjoy having to present and defend their ideas. | <p><i>'I think that the facts should be able to speak for themselves'</i></p> <p><i>'I ask the questions and let others draw out the facts. I don't express my views'</i></p> <p><i>'I tend to have to repeat myself a lot more than I would like to'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for INFLUENCE are moderately inclined to engage in persuasive behaviours and fairly comfortable trying to change others' opinions. There may be situational factors that influence the extent to which they seek to influence others' views. | <p><i>'I'm more effective at influencing when I really believe in what I'm selling'</i></p> <p><i>'I do have my views accepted, but equally there are times when I change my position based on a better argument'</i></p> |

| CORRELATIONS: INFLUENCE | |
|--|---|
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Impact • Judgement • Self Belief | <ul style="list-style-type: none"> • Quality Orientation • Attentiveness • Structure • Specialist |

Social Leverage

Maintains an extensive network and leverages relationships to generate referrals and introductions. Is effective at expanding their contacts within a client, and capitalises on networking tools and events.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|--|---|
| Is prepared to tap into their personal networks to sell a product or service | <ul style="list-style-type: none"> • Networking • Referrals • Recommendations • Requesting introductions |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for SOCIAL LEVERAGE enjoy networking and will generally use a variety of tools and opportunities to develop their network. They are inclined to be comfortable expanding their network and gathering sales leads by asking their contacts (both personal and professional) for introductions and referrals, and are prepared to tap into their contacts for business development purposes. They are likely to be effective at expanding their range of contacts within a client organisation. | <p><i>'I play a lot of networks to get introductions to the right people'</i></p> <p><i>'The industry talks a lot and referrals are an important part of the business'</i></p> <p><i>'I get a lot of my leads through the networks I have built'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for SOCIAL LEVERAGE are unlikely to see themselves as networkers, and are unlikely to tap into their networks for leads and referrals. They may be particularly uncomfortable leveraging their personal networks for leads and referrals. | <p><i>'I take the view that there are no friends in business. I'd hate for a friendship to be torn apart by a desire to do business together, and that's why I have an aversion to the whole idea of using social networks to leverage business advantage'</i></p> <p><i>'I need to know people quite well and have a purpose for a conversation'</i></p> <p><i>'I tend to prefer developing a few deep relationships with clients, rather than going for quantity'</i></p> <p><i>'I don't want to "burn out" my contacts by constantly asking for leads'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for SOCIAL LEVERAGE are likely to have some interest in networking, and should be reasonably comfortable drawing on their networks for leads and referrals. There may be some networking activities that they prefer over others, and situational factors may influence the extent to which they are willing to draw on their networks for leads and introductions. | <p><i>'Building networks is OK, but I don't like leveraging them'</i></p> <p><i>'I tend to network within my own industry, but don't expand much beyond that area'</i></p> <p><i>'I think carefully before I ask a contact for a lead, as I don't want to be beholden to everyone'</i></p> |
| CORRELATIONS: SOCIAL LEVERAGE | |
| STRONG POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Initiation | <ul style="list-style-type: none"> • Rational • Judgement |

Client Engagement

Builds rapport and maintains strong, deep and enduring relationships with clients that last beyond the original sale. Genuinely engages with client needs and is valued as a trusted advisor or strategic partner.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|--|---|
| Develops deep and lasting relationships with clients | <ul style="list-style-type: none"> • Deep relationships • Enduring relationships • Strong connections • Rapport • Ongoing partnerships |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for CLIENT ENGAGEMENT are likely to develop rapport and close connections with clients, and tend to be interested in engaging with clients on issues and topics beyond the sale at hand. Their client relationships are likely to be deep and enduring, rather than transactional, and based on ongoing contact and discussion on client issues. | <p><i>'For us business development is a marathon—we're building long-term confidence'</i></p> <p><i>'Many of my clients have moved organisations and have been strong advocates of mine in their new company'</i></p> <p><i>'I really enjoy the relationship part of working with my clients and having them build their trust in me'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for CLIENT ENGAGEMENT show less inclination to build long-term client relationships that go beyond the sale. Their client relationships are more likely to last over the life of the transaction, or project without extending into a more general relationship, and they are less inclined to develop rapport and close ongoing connections with clients. | <p><i>'My relationships with clients are based on transactions—they're more deal-specific than long term'</i></p> <p><i>'I have no interest whatsoever in the relationship side. I find it really boring and not at all stimulating'</i></p> <p><i>'Our transactions are a marriage of convenience'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for CLIENT ENGAGEMENT are reasonably inclined to build deep and lasting client relationships. They may either develop most of their client relationships to a reasonable depth, or have deep and enduring relationships with a particular set of clients. | <p><i>'I draw a professional versus friendship line'</i></p> <p><i>'I can't afford long ongoing relationships with everyone'</i></p> <p><i>'While I get along with them well, their relationship is with my company'</i></p> |

| CORRELATIONS: CLIENT ENGAGEMENT | |
|--|--|
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Initiation | <ul style="list-style-type: none"> • Rational |

Negotiation

Enjoys negotiating and is comfortable handling discussions on value, terms and price. Deals confidently with objections and is willing to push to close the deal.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|--|--|
| Addresses price objections with confidence | <ul style="list-style-type: none"> • Negotiation • Pushing to close • Terms and price • Objection handling • Handling demands |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for NEGOTIATION tend to be very comfortable dealing with the specific elements of negotiation, such as discussion on terms and price, and with handling price objections. They are also likely to be quite comfortable pushing to close a deal and maintaining a firm stance in the face of client requests or demands. | <p><i>'I like strategising—thinking about what we can trade, what the client can trade, what's important for us and what's important for them'</i></p> <p><i>'I'm not intimidated by people's threats. I'm happy to hold the line'</i></p> <p><i>'You've got to cut a deal. I love closing a deal. You're always negotiating with someone'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for NEGOTIATION tend to dislike handling intense negotiations and disagreement on terms and price, and find handling objections uncomfortable. Pushing to close deal is unlikely to come naturally to them, and they may experience difficulty maintaining a firm stance in the face of client requests or demands. | <p><i>'I do feel a little uncomfortable if there is tension within a negotiation'</i></p> <p><i>'There are definitely times when I compromise on my original position to keep the relationship in a positive place'</i></p> <p><i>'I know I cave in too easily at times, especially if it's a client I have a good relationship with'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for NEGOTIATION are likely to be reasonably comfortable negotiating on terms and price. They are moderately inclined to push to close the deal. They may find intense negotiations uncomfortable, and situational factors may influence how comfortable they are maintaining a firm stance in relation to client requests or demands. | <p><i>'I'm pretty comfortable closing the deal, but I'm not necessarily the person who is wheeled in to help others close or negotiate difficult deals'</i></p> <p><i>'I don't mind pushing clients to make up their minds on a deal, or justifying our price and terms, but I'm just as happy not to have to do this'</i></p> |

| CORRELATIONS: NEGOTIATION | | |
|---|---|---|
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH | DEMOGRAPHIC: MODERATE POSITIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Self Belief • Resilience | <ul style="list-style-type: none"> • Structure • Quality Orientation • Authenticity • Specialist • Attentiveness | <ul style="list-style-type: none"> • Sales Experience <p>i.e. those with more sales experience are more likely to show a strong preference for Negotiation (and vice versa).</p> |

Perceptive Reasoning

Research

Likes to be well-informed and capitalises on a variety of sources to investigate industry and business trends. Stays up-to-date and thoroughly researches clients and competitors to support their sales approach.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|---|---|
| Reads business media daily and tracks client and industry activity | <ul style="list-style-type: none"> • Research • Business media & literature • Historical data • Industry trends • Client activity • Information gathering |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for RESEARCH tend to undertake research using business media and other resources, and apply this knowledge in their sales approach. They value being up-to-date on general business issues, client history and current matters, and take pride in their knowledge of industry trends and competitor information. | <p><i>'I carry around every day a cheat sheet on what's happening with my clients—how they're rated, what's in the press about them'</i></p> <p><i>'I read the Financial Review daily and watch all the business news—I take a real interest in understanding what's going on—both with my clients and with business generally'</i></p> <p><i>'I don't waste my clients' time by asking questions where I can easily find what I need by doing a little research'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for RESEARCH are unlikely to invest time in researching and information gathering in regard to general business issues, client and industry trends, or competitor information. They are less inclined to follow business media or track and monitor client or industry news. | <p><i>'I use informal channels rather than research'</i></p> <p><i>'All of my research is on the fly; often I'm doing a quick review minutes before I meet the client'</i></p> <p><i>'I don't want to make assumptions about my clients and what they need, which can happen if you research all aspects of their business'</i></p> <p><i>'I know I should do more research, but I never have time, and think I can find out what I need from the client'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for RESEARCH are reasonably inclined to research information about clients, relevant industries, competitors and trends. They may conduct a moderate level research, or they may only focus on a specific range of clients or media. There may also be situational factors that influence the extent to which they undertake research. | <p><i>'I tend to use some of the obvious research methods like Google and latest press releases, but I don't get immersed in my client's business'</i></p> <p><i>'I do enough research to help ask some informed questions'</i></p> |

CORRELATIONS: RESEARCH

MODERATE NEGATIVE CORRELATION WITH

- Impact
- Agility

Exploration

Probes and questions to gain a deeper understanding of the client. Explores and challenges assumptions through questioning and discussion. Asks for information on needs, priorities and drivers.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|--|--|
| Questions and probes the client's assumptions and priorities | <ul style="list-style-type: none"> • Questioning • Exploring • Probing • Challenging • Clarifying |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for EXPLORATION enjoy using questioning and exploration as part of their sales style. They are likely to probe and challenge the client's perspective, assumptions, needs and requirements; and uncover a great deal of information and increase their understanding through interaction with the client. | <p><i>'I'm fascinated by a whole range of issues and I love unravelling things with clients—what are their challenges; how do they see things?'</i></p> <p><i>'I tend to be the questioning type—I sometimes make people feel like they're being interrogated!'</i></p> <p><i>'I ask lots of questions around an issue to make sure the client and I have considered it from every angle'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for EXPLORATION are unlikely to use an exploratory approach as part of their sales style, and may avoid asking a lot of questions in sales meetings. They are inclined to rely on the client to volunteer information, and may not probe or broaden their investigation beyond the immediate issues presented by the client. | <p><i>'I only ask questions where I know the answer'</i></p> <p><i>'I'm not a big fan of asking general questions, or questions that I can't justify to the client why I am asking it in relation to the matter being discussed'</i></p> <p><i>'I only question on direct issues; I'm focused on the task at hand not a general fact-finding approach—it's got to be related to the solution we're discussing'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for EXPLORATION are inclined to engage in a moderate degree of exploration in their sales approach. Situational factors, such as the nature of the client and the stage of the sales cycle, may influence the extent to which they probe and question. | <p><i>'I will dig into clients on a specific issue, but don't ask as many lateral questions as I should. I have been focused lately on asking broader questions'</i></p> <p><i>'I try to balance questions with an element of my own knowledge of the client's business or broader business insights'</i></p> |

| CORRELATIONS: EXPLORATION | |
|---|--|
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Judgement | <ul style="list-style-type: none"> • Motivation |

Agility

Adopts a range of selling styles, and responds to situations and people in a flexible manner. Adapts approach and thinks on their feet to identify the best positioning for ideas and propositions.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|--|--|
| Easily adapts my sales approach to suit the style of the client | <ul style="list-style-type: none"> • Range of styles • Adapt • Adjust • Flexible • 'On the fly' • Situational style • A toolkit of different sales styles and approaches • Thinking on your feet |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for AGILITY are likely to draw on a flexible range of sales styles, adapting their approach based on the situation or the client. They are less inclined to have a dominant style and are likely to be comfortable adapting their approach 'on the fly', being equally at home with a range of styles. | <p><i>'Things pop up—you have to deal with them on the journey'</i></p> <p><i>'I think about the client I am going to see and consciously try to match my approach to what I think will work best'</i></p> <p><i>'If a client is sociable, then I'll invite them for a coffee; if they want facts, then I'll present them with data—you've got to mirror your clients' needs'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for AGILITY are likely to have a preferred sales style and will tend to be consistent in their application of that style. They are unlikely to be comfortable if required to adapt their approach 'on the fly', and when their usual style is unsuccessful, they may find it challenging to adjust their approach to suit the client. | <p><i>'I've certainly got strong preferences—I try, but it's fair to say I have a certain style'</i></p> <p><i>'I need lots of practice and preparation'</i></p> <p><i>'I have a high degree of consistency in my approach and like to think of myself as reliable and predictable'</i></p> <p><i>'If things don't pan out how I expect they will, I will go quiet. I tend to go back and think about my response rather than reacting on the spot. I often think about what I'd like to say only after the meeting has finished'</i></p> <p><i>'It's like changing your personality—you are what you are'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for AGILITY show a reasonable inclination towards having a flexible sales style. They may have a preferred approach, but will be comfortable adapting it to some degree as required; or they may be reasonably comfortable adjusting their style within a range, but will be uncomfortable if they are required to take on a very unfamiliar style. | <p><i>'I'm happy to adapt—to each their own—but I do have a core style'</i></p> <p><i>'I've gone through some training that shows the importance of adapting your style, so I do try to do this, but it doesn't necessarily always come naturally'</i></p> <p><i>'I can flex my approach to a certain degree—but only so much, otherwise it just does not feel genuine'</i></p> |

Agility continued next page

Agility (continued)

| CORRELATIONS: AGILITY | |
|--|---|
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Impact • Initiation | <ul style="list-style-type: none"> • Rational • Structure • Quality Orientation • Research • Attentiveness |

Pursues Learning

Regularly looks to improve and enhance their approach to selling. Pursues opportunities to learn and develop, and sources a range of methods to enhance capability. Seeks feedback and uses mistakes as an opportunity to learn.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|---|---|
| Enjoys attending workshops and seminars to improve their knowledge and skills | <ul style="list-style-type: none"> • Learning • Knowledge & skill development • Learning experiences • Feedback • Self-reflection • Constructive criticism |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for PURSUES LEARNING eagerly seek out opportunities to improve their knowledge and skills, and enjoy expanding their skill set through experiences and more formal learning. They tend to seek feedback and constructive criticism, and look to learn from mistakes. | <p><i>'I'm always interested in absorbing new information through talking to people; I jump on any opportunity to do a course or find ways to strengthen my understanding of what I do'</i></p> <p><i>'I'm a learning junkie; I love going on courses and acquiring new skills and knowledge'</i></p> <p><i>'I'm quite deliberate in building my skills and use a range of formal and informal development to do this'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for PURSUES LEARNING are unlikely to actively seek out learning opportunities, and tend not to place a strong priority on expanding their skills and knowledge through experience or formal learning. They may be disinclined to invest energy in actively seeking feedback or reflecting on mistakes as a way of identifying areas for self-improvement. | <p><i>'You can't teach an old dog new tricks. I'm past it and I don't have time'</i></p> <p><i>'I don't seek feedback. It comes down to your results'</i></p> <p><i>'I find I'm learning new things all the time, but I don't actively or consciously try to develop my skills through courses and reading'</i></p> <p><i>'I haven't read a self-help book in years and frankly I'm not that interested'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for PURSUES LEARNING are moderately inclined to pursue self-development and opportunities to learn through experience, and may tend to take a pragmatic approach to participating in formal learning opportunities. They are reasonably inclined to ask for feedback, although there may be situational factors that influence when and where they will seek constructive criticism. | <p><i>'On-the-job learning is the most rewarding and useful'</i></p> <p><i>'You learn on the job'</i></p> <p><i>'You need to do it, if you don't you fall behind, but it has to be targeted and relevant'</i></p> <p><i>'I'm happy to learn, but I don't necessarily seek feedback'</i></p> <p><i>'I do pursue feedback, but learning is a little more limited'</i></p> <p><i>'I do selectively attend professional development, but we're all time poor. It's got to be really relevant'</i></p> |

| CORRELATIONS: PURSUES LEARNING | |
|---|--|
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Structure | <ul style="list-style-type: none"> • Sales Experience • Professional Experience • Age |

Creativity

Takes an innovative approach, considers a range of possibilities and generates new ideas. Develops new and different solutions and thinks creatively to overcome roadblocks.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|---|--|
| Is regarded as innovative by clients and colleagues | <ul style="list-style-type: none"> • Innovative • Creative • Radical • New ideas • Different perspective • Thinks outside of the square |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for CREATIVITY see themselves, and are likely to be seen by others, as innovative. They identify as creative and enjoy developing new and potentially radical solutions. They find they have lots of new ideas, and enjoy coming up with new and different approaches to a situation or problem. | <p><i>'I get a buzz out of looking at a problem differently and coming up with something completely new'</i></p> <p><i>'I think that's what clients are looking for; someone who can provide a fresh perspective on a problem'</i></p> <p><i>'Being able to try different approaches and experiment with solutions is a core part of what I enjoy in this role—I'd be driven mad if I could not do this'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for CREATIVITY are unlikely to label themselves innovative, or believe that they are perceived as innovative by others. They do not see themselves as particularly creative and may experience difficulty in coming up with a wide range of new or more radical ideas when faced with a problem or situation. | <p><i>'I don't really see myself as creative—I enjoy problem-solving, but I'm not creative'</i></p> <p><i>'I'm not creative where it's not technical'</i></p> <p><i>'I don't feel there's any avenue for creativity in my role, and I don't really value it'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for CREATIVITY tend to see themselves as moderately innovative. They believe they have a reasonable capacity to bring creativity to bear when generating ideas or developing solutions. They may feel they are more creative in some circumstances than others. | <p><i>'In some instances I think I can produce a creative solution, but I'm not the one always generating innovative ideas'</i></p> <p><i>'I'm more likely to build on and improve ideas, rather than think of completely novel ones'</i></p> <p><i>'I tend to be better at evolving ideas, as opposed to creating totally new solutions'</i></p> |

| CORRELATIONS: CREATIVITY | |
|---|---|
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Judgement • Resilience | <ul style="list-style-type: none"> • Quality Orientation |

Structure

Is methodical and organised, and uses systems and processes to carefully plan their approach. Uses processes in a disciplined way and takes a structured approach to work.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|--|---|
| Likes to work with processes and systems | <ul style="list-style-type: none"> • Process • Systems • Systematic • Efficiency • Planned • Structured • Methodical |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for STRUCTURE enjoy using systems and processes to organise their work. They like to operate in a structured way and are inclined to use diaries, agendas, 'to do' lists and other planning techniques to support them in this. | <p><i>'I'm logical and structured; I like to make sure we're addressing all the issues in a presentation'</i></p> <p><i>'I write everything down and like to follow a very planned and ordered approach; chaos leads to mistakes'</i></p> <p><i>'I like having a system for doing things'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for STRUCTURE are likely to feel constrained by having to work with a lot of systems and processes, and they are unlikely to take a highly methodical, organised or planned approach to their work. | <p><i>'I work around process if it doesn't serve my needs'</i></p> <p><i>'I feel confined by too many processes; it dilutes my ability to pursue leads and close deals'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for STRUCTURE have a reasonable inclination towards taking a planned and systematic approach to their work, and bring a reasonably structured style to bear. They are inclined to make some use of planning tools and techniques, and there may be situational factors influencing the extent to which they are methodical in their approach. | <p><i>'Some sense of order is important, but I'm not obsessed with having a structure for everything'</i></p> <p><i>'I think you need to have a balance of relevant processes to avoid mistakes, but not so many that it becomes bureaucratic'</i></p> |

| CORRELATIONS: STRUCTURE | | | |
|---|--|---|---|
| STRONG POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH | | |
| <ul style="list-style-type: none"> • Quality Orientation | <table border="0"> <tr> <td> <ul style="list-style-type: none"> • Negotiation • Impact • Self Belief • Influence </td> <td> <ul style="list-style-type: none"> • Agility • Initiation • Resilience </td> </tr> </table> | <ul style="list-style-type: none"> • Negotiation • Impact • Self Belief • Influence | <ul style="list-style-type: none"> • Agility • Initiation • Resilience |
| <ul style="list-style-type: none"> • Negotiation • Impact • Self Belief • Influence | <ul style="list-style-type: none"> • Agility • Initiation • Resilience | | |
| MODERATE POSITIVE CORRELATION WITH | DEMOGRAPHIC: MODERATE NEGATIVE CORRELATION | | |
| <ul style="list-style-type: none"> • Pursues Learning • Rational | <ul style="list-style-type: none"> • Sales Experience <p>i.e. those with more sales experience are less likely to show a strong preference for Structure (and vice versa).</p> | | |

Quality Orientation

Monitors standards and takes pride in the quality of their work. Emphasises detail and accuracy in approach and is unwilling to compromise on quality, even under pressure.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|--|---|
| Is thorough and meticulous when checking work | <ul style="list-style-type: none"> • Detail • Quality • Meticulous • Perfectionist • Checking |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for QUALITY ORIENTATION place a high value on dealing with detail and see themselves as meticulous. They are inclined to be quality-oriented and perfectionist, and may be unwilling to cut corners to achieve deadlines. | <p><i>'Detail is in my DNA'</i></p> <p><i>'Mistakes reflect on me, I like to ensure I'm right'</i></p> <p><i>'It's got to be 100% right or it's not worth doing at all'</i></p> <p><i>'I triple check everything'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for QUALITY ORIENTATION are very likely to take a broad-brush approach and can become impatient with detail. They are unlikely to see themselves as meticulous or perfectionist; and they are likely to take a highly pragmatic approach to managing the balance of quality against deadlines. | <p><i>'I'm not bothered about being meticulous'</i></p> <p><i>'I am an 80% person. If its 80% right, I'm comfortable with it'</i></p> <p><i>'I need to keep an eye on the bigger picture, and only focus on the critical details'</i></p> <p><i>'If I can delegate the detail, then I'm very happy to do so'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for QUALITY ORIENTATION give a moderate degree of attention to detail. They may see themselves as fairly quality oriented, and there may be situational factors that influence the extent to which they take a meticulous approach. | <p><i>'You need the details covered, but you can't let yourself get analysis paralysis by trying to make everything perfect'</i></p> <p><i>'I make errors, but not central ones'</i></p> <p><i>'I value the importance of detail and quality, but I wouldn't want to have to spend all of my time doing the detail stuff'</i></p> |

| CORRELATIONS: QUALITY ORIENTATION | |
|---|--|
| STRONG POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Structure | <ul style="list-style-type: none"> • Impact • Negotiation • Self Belief • Influence • Initiation • Agility • Resilience • Recovery • Creativity |
| MODERATE POSITIVE CORRELATION WITH | |
| <ul style="list-style-type: none"> • Specialist • Rational • Attentiveness | |

Rational

Takes a logical and factual approach to discussions and opportunities. Relies on objective data to support their position, and prefers using hard data and facts to make a sale.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|--|---|
| Uses logic and the facts as a major part of my sales approach | <ul style="list-style-type: none"> • Logic • Rational • Rigour • Facts • Data • Figures |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for RATIONAL have a strong preference for using a logical and fact-based approach to selling. They are inclined to employ data and promote the rigour of a solution, rather than seeking to leverage the connection with the client. | <p><i>'I like a black and white solution'</i></p> <p><i>'Clients can see through you if you don't have the necessary facts, so they are an important part of my sales approach'</i></p> <p><i>'I present all of the relevant facts to clients logically and sequentially—they need to know what the evidence is'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for RATIONAL are less inclined to use data and logic in their sales style. They may feel that clients are not overly interested in facts and figures, and rely more on connecting with the client than the rigour of the solution. | <p><i>'There are many ways to cut a deal; it comes back to not shutting things down, being open to possibilities'</i></p> <p><i>'We deal with an imperfect world with imperfect information. We don't always have all the facts'</i></p> <p><i>'I don't believe there are facts or logic. There are opinions and they may not be right'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for RATIONAL are likely to have a moderate inclination towards using logic as part of their sales style, and are reasonably likely to use facts and data in their approach, while still giving attention to more subjective approaches. | <p><i>'It's not all about the numbers and facts—how does the CEO feel about this?'</i></p> <p><i>'I use facts, data and logic in decisions, but not necessarily in the sale'</i></p> <p><i>'For most clients the facts are one part of the equation—it's also about what the organisation will tolerate and what's been done before'</i></p> |

| CORRELATIONS: RATIONAL | |
|--|---|
| STRONG POSITIVE CORRELATION WITH | STRONG NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Specialist | <ul style="list-style-type: none"> • Initiation |
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Quality Orientation • Structure • Authenticity | <ul style="list-style-type: none"> • Impact • Agility • Social Leverage • Client Engagement • Resilience • Recovery |

Specialist

Has a deep understanding of the product or service. Understands its technical details and conveys these to the client, taking pride in using product or service knowledge to make a sale.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|---|--|
| Is good at using sound product or service knowledge to convert a sale | <ul style="list-style-type: none"> • Technical features • Product or service knowledge • Technical sale • Product or service specialist |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for SPECIALIST value developing and using technical knowledge of the product or service to make a sale. They enjoy promoting the technical elements of a solution and being able to speak on all aspects of it. They may enjoy educating others about the product or service. | <p><i>'I really enjoy being able to show the client the important features of the product and how they are different to other products'</i></p> <p><i>'People often bring me along to their meetings so I can "lift up the bonnet" so to speak, and promote the actual technical details of the solution'</i></p> <p><i>'I love knowing all the nitty gritty details about the technical properties of our offering'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for SPECIALIST are unlikely to prioritise developing a deep knowledge of the product or service, and are less likely to draw on the technical aspects of the product or service when making a sale. They may believe that clients are less interested in the technical features. | <p><i>'Someone else does that part'</i></p> <p><i>'To be across everything is impossible'</i></p> <p><i>'I am capable of operating at 30,000 feet, but at 10,000 feet I need to bring the product specialists in'</i></p> <p><i>'I cannot keep up-to-date with every nuance. I have a working knowledge and I know who to contact'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for SPECIALIST are reasonably inclined to develop some technical knowledge of the product or service they are selling, and are likely to draw on this to a moderate degree when making a sale. There may be situational factors that influence the extent to which they focus on and utilise specialist knowledge. | <p><i>'It (product knowledge) has a role, but there's a limit'</i></p> <p><i>'The industry is my specialisation—the product is not'</i></p> <p><i>'You can't be across it all; I know the key areas'</i></p> <p><i>'I know more than the client does, but I wouldn't consider myself a boffin'</i></p> <p><i>'I know enough to have an intelligent conversation with the client, but if it gets really detailed then I'll call in the specialists'</i></p> |

| CORRELATIONS: SPECIALIST | |
|---|---|
| STRONG POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Rational | <ul style="list-style-type: none"> • Initiation • Impact • Resilience • Self Belief • Negotiation • Recovery • Influence |
| MODERATE POSITIVE CORRELATION WITH | |
| <ul style="list-style-type: none"> • Quality Orientation | |

Judgement

Enjoys the challenge of a complex problem and analyses information to draw accurate conclusions and reach appropriate solutions. Demonstrates good judgement and a capacity to make the right call.

It is important to note that this questionnaire does not test the individual's actual skill and capability in problem-solving; rather it examines whether they have a preference for engaging in complex problem-solving.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|---|--|
| Is regarded as a strong problem-solver by clients and colleagues | <ul style="list-style-type: none"> • Problem-solving • Complexity • Conflicting information • Quantitative and qualitative data • Intellectual challenge |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for JUDGEMENT enjoy the challenge of solving complex problems and tend to believe that they are perceived as strong problem-solvers by clients and colleagues. They are inclined to integrate information from a range of sources, and look to make the right call in a timely manner, even when faced with conflicting information. | <p><i>'It's a lot less cookie-cutter—it's about tailoring to the deal'</i></p> <p><i>'Part of my satisfaction comes from having to solve complex issues; I enjoy the intellectual stimulation when the client has a real tough problem they're facing'</i></p> <p><i>'I love solving client problems that no-one else can fix'</i></p> <p><i>'It's all about the problem-solving for me—the harder the challenge, the more I enjoy it'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for JUDGEMENT tend to dislike dealing with complex problems and do not tend to identify as a strong problem-solvers. They may be disinclined to draw on and integrate a wide range of data, and find it challenging if called on to make timely judgements where there is conflicting information. | <p><i>'It [being too complex] clutters the deal process. You want to simplify the structure to move the deal ahead'</i></p> <p><i>'Many of the products we sell are pretty straight forward and address pretty common issues, so high levels of problem-solving are not needed'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for JUDGEMENT are moderately inclined to enjoy dealing with complex problems, and tend to feel that they are seen as reasonable able in this regard by their clients and colleagues. Their comfort with drawing on and integrating a wide range of data and reaching conclusions may be influenced by situational factors. | <p><i>'I often resolve issues and problems by drawing on past experience, there aren't that many completely unique problems that need solving'</i></p> <p><i>'There is always an element of problem-solving in a sale, in some form or another, but you shouldn't over-engineer the problem or the solution; focus on what is important'</i></p> |

| CORRELATIONS: JUDGEMENT | |
|--|---|
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Influence • Exploration • Creativity | <ul style="list-style-type: none"> • Social Leverage |

Channelled Energy

Authenticity

Is selective about the type of clients they work with and the product or service they are selling. Seeks alignment between their values and the values of the client, and is willing to walk away from a sale if there is a misalignment of values, principles or intent.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|--|--|
| Will walk away from an opportunity if they feel the client's intent is not aligned with their values | <ul style="list-style-type: none"> • Values • Alignment • Belief in the product/service • Principles • Moral stance |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for AUTHENTICITY tend to be uncomfortable working with clients whose values are in conflict with their own, and feel that their capacity to sell is influenced by their alignment with the client and their belief in the product or service they are selling. They are likely to communicate their values and they may be willing to walk away from a sale if there is a misalignment. | <p><i>'I talk about my values fairly early on in developing a relationship with clients'</i></p> <p><i>'My credibility is important. I want to be seen to be making good engagements'</i></p> <p><i>'If I think the service or solution I am offering is going to be used for the wrong purpose, then I'll table that concern early with the client so we can resolve any possible conflict or misuse'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for AUTHENTICITY tend to be pragmatic, open to working with clients whose values conflict with their own, and do not have a strong need to believe in the product or service they are selling. They are less inclined to communicate their values as part of the sales interaction, and likely to be comfortable selling to clients regardless of the level of values alignment. | <p><i>'I try really hard not to be judgmental—I may not like or agree with my clients' approach, but I still need to work with them'</i></p> <p><i>'I wouldn't work for <company>, but I'm happy to sell to them'</i></p> <p><i>'You don't have to be strictly aligned—everyone has to do business'</i></p> <p><i>'As long as it's legal...'</i></p> <p><i>'I'm a pragmatist—the client has a need and if my product or service addresses that need, then why do we need to discuss ethics?'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for AUTHENTICITY have a moderate level of concern about the alignment between their values and those of the client, and have some inclination to be concerned about the types of product or service they are selling. It may be that they seek a reasonable level of alignment, or they may have a some particular values that they are concerned about. | <p><i>'I wouldn't work with a client who I found out was behaving illegally or unethically, but beyond that it's not my place to judge'</i></p> <p><i>'I'm pretty pragmatic'</i></p> <p><i>'I don't have to like the client—but I do need to feel comfortable with how they are going to use our solution'</i></p> |

Authenticity continued next page

Authenticity (continued)

| CORRELATIONS: AUTHENTICITY | |
|--|---|
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Rational | <ul style="list-style-type: none"> • Resilience • Recovery • Initiation • Negotiation • Self Belief • Sales Drive |

Resilience

Takes a positive and optimistic view and generally faces challenges and pressure with confidence. See the attributes SELF BELIEF and RECOVERY for further detail on self-confidence and recovery from setbacks.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|---|---|
| Conveys high levels of optimism | <ul style="list-style-type: none"> Resilient Optimistic Confident Composed Controlled |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for RESILIENCE see themselves, overall, as optimistic and resilient in the face of challenges and pressure. The extent to which they are specifically characterised by confidence and SELF BELIEF and/or a tendency to quick RECOVERY after a setback can be investigated by reviewing their results in those areas. | <p><i>'You've got to believe in yourself, even when you're being criticised or rejected, otherwise you won't last'</i></p> <p><i>'You don't stay in sales if you are not comfortable being rejected'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for RESILIENCE see themselves as taking a less optimistic view and may find dealing positively with challenges or pressure more difficult. The extent to which they are specifically characterised by lower levels of SELF BELIEF and/or a tendency to have challenges with RECOVERY after a setback can be investigated by reviewing their results in those areas. | <p><i>'I'm definitely one of the more sensitive ones in sales, I don't like conflict and I tend to take a rejection quite personally'</i></p> <p><i>'I do get tired of all the rejections and pressure after a while'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for RESILIENCE see themselves as taking a moderately optimistic view and are reasonably likely to deal positively with challenges or pressure. Their tendency to see themselves as characterised by SELF BELIEF and/or a tendency to easy RECOVERY after a setback can be investigated by reviewing their results in those areas. | <p><i>'Sometime's a client rejection affects me much more than at other times'</i></p> <p><i>Generally I'm OK, but sometimes it all really gets to me'</i></p> |

| CORRELATIONS: RESILIENCE | |
|---|--|
| STRONG POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> Recovery (sub-component of Resilience) Self Belief (sub-component of Resilience) | <ul style="list-style-type: none"> Authenticity Specialist Quality Orientation Structure Rational |
| <th>MODERATE POSITIVE CORRELATION WITH</th> | |
| <ul style="list-style-type: none"> Negotiation Creativity | |

Resilience: Self Belief

Has strong self-belief and is convinced of own ability to succeed. Deals confidently with disagreement and conflict, and is self-assured regarding own value and worth.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|--|---|
| Believes in their ability to deal with almost any situation | <ul style="list-style-type: none"> • Self-confident • Self-assured • Dealing with disagreement • Self-worth |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for SELF BELIEF tend to have a strong sense of self-worth and confidence, and they are generally willing to put themselves in situations where they might be outside their comfort zone. They feel comfortable dealing with disagreement or even conflict, and their self-confidence is less influenced by what others think or say about them. | <p><i>'Robust debate is seen as quite healthy in our sector'</i></p> <p><i>'People are entitled to have their own opinions about me, but that doesn't impact on my self-confidence'</i></p> <p><i>'I think the views I have are worth voicing and I'm happy to defend them if people disagree'</i></p> <p><i>'I do back myself and am prepared to stand up for myself'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for SELF BELIEF tend to feel less self-assured and their self-confidence is likely to be influenced by what others think or say about them. They may tend to avoid situations where they will encounter conflict or disagreement, and may experience self-doubt about their capacity to cope with a situation or achieve their goals. | <p><i>'I do get a lot of push back in my role and that can cause me to second guess what I do—have I covered off all bases? Have I made the right interpretation? Have I missed something?'</i></p> <p><i>'I dislike the feeling of being under-prepared'</i></p> <p><i>'I ask a lot of internal questions'</i></p> <p><i>'I'm always thinking—could I have done it better? If I don't have self-doubt, I'm always going to be running into some pretty serious collateral damage.'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for SELF BELIEF tend to feel reasonably self-assured and have a moderate degree of self-confidence. They have a reasonable level of belief in their capacity to cope with a situation or achieve their goals. There may be situational factors which influence the degree of self-confidence they feel. | <p><i>'Generally I feel pretty confident about myself, but like most I guess I have my moments of doubt'</i></p> <p><i>'Confidence is important, but sometimes you need to show some humility so that you don't come across as arrogant'</i></p> |

| CORRELATIONS - RESILIENCE: SELF BELIEF | |
|---|---|
| STRONG POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Resilience (Self Belief is a sub-component of Resilience) | <ul style="list-style-type: none"> • Quality Orientation • Structure • Specialist • Authenticity • Attentiveness |
| MODERATE POSITIVE CORRELATION WITH | |
| <ul style="list-style-type: none"> • Negotiation • Recovery • Influence | |

Resilience: Recovery

Bounces back after setbacks, persists in the face of challenges, and sustains a positive approach in the face of rejection. Copes well with criticism.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|---|---|
| Bounces back easily after criticism or setbacks | <ul style="list-style-type: none"> • Recover • Coping with setbacks • Moving on • Dealing with rejection • Persistence • Positive |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for RECOVERY are inclined to focus on the positive, recover quickly after setbacks, and persist when things are not going well. They are unlikely to take offence easily and generally bounce back without difficulty in the face of negative feedback or rejection. | <p><i>'It comes with the territory; you will inevitably lose a few sales or clients, and that's what makes winning a sale feel so good'</i></p> <p><i>'A lost sale is history; focusing on the next challenge is the important thing in our business'</i></p> <p><i>'You've got to be tough in this industry—you can invest so much time on a client and still not get anywhere, and you just need to get on with it'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for RECOVERY are likely to take time to recover after a setback, and tend to become discouraged when faced with ongoing problems. They may take criticism and rejection to heart, and find it difficult to remain composed and persistent under pressure. | <p><i>'It's more personal for me'</i></p> <p><i>'I go more into my shell and won't deal with the issue'</i></p> <p><i>'It does take me a little while to pick myself up from a lost sale or client; I read it as a rejection of me or my approach'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for RECOVERY see themselves as fairly able to cope with setbacks and remain positive when faced with ongoing problems. They are reasonably likely to manage criticism or rejection well. There may be situational factors that impact their capacity for recovery, such as the magnitude of the setback or the duration of ongoing challenges. | <p><i>'As long as you understand why you lost the deal. You have to have a bit of a thick skin'</i></p> <p><i>'Nobody likes to lose a deal, it always stings, but at the end of the day you need to move on'</i></p> |

| CORRELATIONS - RESILIENCE: RECOVERY | |
|--|---|
| STRONG POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> • Resilience (Recovery is a sub-component of Resilience) | <ul style="list-style-type: none"> • Authenticity • Specialist • Quality Orientation • Rational |
| MODERATE POSITIVE CORRELATION WITH | |
| <ul style="list-style-type: none"> • Self Belief | |

Motivation

Is motivated by financial gain and responds well to public recognition and reward. Is energised by winning and achieving career success.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|---|---|
| Is motivated by earning a high salary | <ul style="list-style-type: none"> Financial reward Recognition Financial success Public acknowledgement Winning Career success |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for MOTIVATION tend to be strongly motivated by factors relating to financial reward, recognition and success. It is likely that all of these factors are important to their motivation, although they may place a higher priority on one over the others (this should be uncovered through further questioning). | <p><i>'Part of the thrill of making a sale is knowing it directly impacts on my situation—through my commission or some other kind of bonus'</i></p> <p><i>'It's very motivating when you close a deal or bring in a new client and the organisation recognises that in some way'</i></p> <p><i>'I do like to be seen as successful and all the trappings associated with that'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for MOTIVATION indicate that they are not particularly motivated by factors relating to financial reward, recognition and success. It is likely that none of these factors are deeply important to their motivation, and it is likely that there are other, more important factors influencing their motivation to work. They may still have a stronger inclination towards one of these motivators over the others (this should be uncovered through further questioning). | <p><i>'I'm not here for the money'</i></p> <p><i>'I am a motivated person, but it's less about the bells and whistles for me and more about the client interaction'</i></p> <p><i>'I'd never tell the organisation this, but there are so many things that are more important than money. I would never stay in a role just for the money'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for MOTIVATION indicate that factors relating to financial reward, recognition and success are moderately motivating for them. They may be moderately motivated by all three, or they may have a strong preference for one and a weaker preference for another that has created a moderate result overall (this should be uncovered through further questioning). | <p><i>'Of course I'm motivated by money, but it's not the only thing that I enjoy about my role'</i></p> <p><i>'I'm probably more motivated by achieving success in my role than just the dollars'</i></p> |

| CORRELATIONS: MOTIVATION | |
|---|---|
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> Sales Drive | <ul style="list-style-type: none"> Exploration |

Sales Drive

Is motivated by sales targets and strives towards their achievement. Enjoys working towards challenging goals and is energised by pursuing, developing and winning sales opportunities.

| EXAMPLE ITEM | KEY WORDS AND PHRASES |
|---|--|
| Constantly monitors how they are performing against sales targets | <ul style="list-style-type: none"> Highly driven by targets Deal closing Pipeline tracking Competitive drive Excited by a sales lead Tracking targets Highly driven by targets |
| HIGH SCORERS | EXAMPLE QUOTES |
| Those with a strong preference for SALES DRIVE tend to be motivated by stretching sales targets and pay close attention to how they are tracking against their targets. Factors such as pursuing a lead and winning a sale are likely to be energising for them, and they are inclined to enjoy working in a competitive sales environment. | <p><i>'Doing deals—you get a kick out of it'</i></p> <p><i>'I enjoy tracking how I am going against my target; it helps focus my efforts on closing the right deals'</i></p> <p><i>'Nothing gets the adrenalin going like closing a big deal or landing a new client'</i></p> <p><i>'I know exactly where I am with all my clients, and how I'm going against my targets and compared to others'</i></p> |
| LOW SCORERS | EXAMPLE QUOTES |
| Those with a lower preference for SALES DRIVE are unlikely to find stretching targets motivating, and tracking their progress against targets is not likely to be a priority. They are less inclined to get excited by pursuing leads and closing deals, and may not be motivated by a competitive sales environment. | <p><i>'I wasn't that driven by the actual sales target per se. I'm not motivated purely by numbers'</i></p> <p><i>'I don't think having a target changes how I behave at all, I'd behave in the same way regardless of whether I had a target'</i></p> <p><i>'It's the part of sales I least like; I don't like leader boards and I'd prefer not to have lots of conversations about my sales figures'</i></p> |
| MODERATE SCORERS | EXAMPLE QUOTES |
| Those with a moderate preference for SALES DRIVE are reasonably inclined to be motivated by stretching sales targets, and tend to give some attention to tracking their progress against targets. Pursuing leads and closing a deal is likely to energise them to a fair degree, as is working in a competitive sales environment. | <p><i>'If you do all the other things, the targets take care of themselves. I monitor on a monthly basis'</i></p> <p><i>'I understand why the organisation needs to have them and it's useful to use as a check, but there are other indicators of success that I monitor'</i></p> <p><i>'I like to know how I'm going, but I'm not tracking my progress religiously'</i></p> <p><i>'I focus on closing the right deal; not just any deal in order to make my numbers'</i></p> |

| CORRELATIONS: SALES DRIVE | |
|--|---|
| MODERATE POSITIVE CORRELATION WITH | MODERATE NEGATIVE CORRELATION WITH |
| <ul style="list-style-type: none"> Motivation Initiation | <ul style="list-style-type: none"> Authenticity Insight |