

MPG Sales Report

Candidate Name: **JOHN DOE**

Company: ABC Company

Position: Sales

Hiring Manager: Bob Jones

Phone #: -

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The MPG (Management Psychology Group) Sales Report was developed by licensed psychologists with extensive experience in assessment and test construction/validation. It is the result of rigorous research using real-world data from a wide variety of organizations and sales jobs. It is based on the standard eTest profile, a professionally developed and validated business-oriented personality inventory. There is no one best sales profile for all jobs.

However, there are certain traits and behaviors that increase the chances for success in most sales jobs.

Our research indicates that sales people and sales jobs themselves can be described along four major dimensions:

- General Sales Similarity (a very broad overall scale indicating how similar the person is to people in a very wide range of sales jobs)

- Account Acquisition (the traditional hunter-farmer factor)

- Strategic Selling (important in developing complex solutions for clients)

- Team Coordination (necessary for marshalling an array of resources for the client)

A person's general personality characteristics can also offer insights into how he or she might thrive in various sales jobs. A broad consensus is that people can be described effectively using five major dimensions of personality (the Five Factor Theory, or Big Five):

- Extraversion (the orientation towards people and the external world)

- Emotional Reactivity (the tendency to be anxious, high strung or impatient)

- Behavioral Control (which includes discipline, conscientiousness and detail-orientation)

- Agreeableness (the inclination to be affable, harmonious and cooperative)

- Complexity (the orientation towards the world of strategic, conceptual and complex ideas)

The following pages present this person's scores on these dimensions and predictions about their interpersonal style, motivational factors, problem-solving approach, general fit for various sales environments and potential for management/leadership.

MPG Sales Type Similarity Scales

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General Sales Similarity 9



This scale was empirically developed by comparing the profiles of people in sales roles to those in other business roles (technical, customer service, administrative, etc.). High scorers describe themselves as having many of the typical characteristics of salespeople (e.g., persuasiveness, high energy, sociability). Low scorers may be able to succeed in sales, but may find it necessary to develop unique approaches and to be successful with those parts of the job that may not come naturally. People with higher scores may find greater long-term success and career satisfaction in sales.

Account Acquisition 9



At the high end of this scale, we find people who are aggressively active, who enjoy cold-calling and who like to push for quick and measurable results. They are often referred to as Hunters. On the low end, the Farmers are generally better suited for positions that require comfort with ambiguity, patience, maintenance activities and the opportunity to deal with a limited base of established clients.

Strategic Selling 6



Strategic selling demands a thorough, multi-faceted and broad-vision approach. It requires the ability to deal with a longer, more complex sales cycle and to craft unique solutions. People in these jobs usually need stronger technical knowledge, more creativity, more political savvy and more sustained patience and attention. Their contacts are usually at a high organizational level. The tactical sale is generally characteristic of the smaller customer, of the less complex sale and the shorter cycle. People who are successful here are usually focused, quick, energetic and single-minded. Tactical sales positions often reward activity and impatience.

Team Coordination 6



Team coordination skills facilitate the often difficult internal sale. They help people bring together the sometimes widely spread resources from his/her organization to meet the customer's needs. This may involve project management skills, political savvy in securing help and the ability to inspire or cajole support. Jobs low in team coordination generally require relatively little follow-up by the sales person. Delivery/installation mechanisms are routine and usually run by others, allowing the person to focus entirely on selling and relationship building.

Big 5 Personality Factors

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Extraversion



Low Score Meaning
Introverted, socially reserved
Shy, preference for working alone
Private and self-sufficient

High Score Meaning
Extraverted, sociable
Gregarious, expressive
Prefers to work with people

Emotional Reactivity



Low Score Meaning
Calm, relaxed, unemotional
Stress-tolerant, not easily frustrated
Even-tempered, complacent

High Score Meaning
Tense, anxious
Impulsive, high-strung
Emotional, expressive

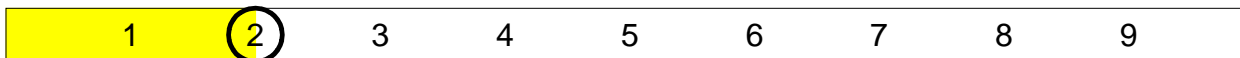
Behavioral Control



Low Score Meaning
Spontaneous, adaptable
Impulsive, undisciplined
Low detail-orientation, careless

High Score Meaning
Disciplined, tenacious
Conscientious, detail-focused
Controlled, stubborn, inflexible

Agreeableness



Low Score Meaning
Blunt, driven, intense
Direct, independent, abrupt
Little need for harmonious relationships

High Score Meaning
Cooperative, likable, approachable
Soft-hearted, easygoing, passive
Motivated to please people and get along

Complexity



Low Score Meaning
Focused interests, tactical, practical
Hands-on, active, not introspective
Little interest in intellectual issues

High Score Meaning
Broad intellectual and academic interests
Free-thinking, reflective, strategic
Open to new ideas and complexity

General Observations

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His results suggest that he will be a good fit for account acquisition roles. People with similar patterns of scores usually present themselves strongly, sell effectively and push for the close. They are likely to be persistent and, at times, overly assertive. They often have big egos, but their satisfaction is typically tied to actual sales success. People with similar results are likely to show many of the following characteristics and to be perceived in the following ways.

Interpersonal Style

- Outgoing and intense; may be pushy*
- Fast-paced and direct manner*
- Could be abrasive at times*
- Able to project some charm when necessary*
- Likely to communicate at a rapid tempo*
- Vocal and driven; could be demanding*

Motivational Makeup

- Driven and goal-oriented*
- May be relentless in pursuing goals which are personally important*
- Typically seeks to outperform others*
- Usually prepares in advance for opportunities*
- Strong needs for rewards*
- Can be counted on to push hard for results*

Problem-Solving Approach

- Likely to enjoy complex problems*
- Moves comfortably from overview to detail*
- Quick study in unfamiliar areas*
- Disciplined and planful problem solver*
- Likely to display prudent judgment in most circumstances*
- Can handle strategic issues as well as follow procedure*

Leadership Style and Potential

- Appears to have potential for growth in management roles*
- Probably seen as influential in peer group*
- Strives to be popular leader*
- May be more skilled with the carrot rather than the stick*
- Readily takes charge*
- Could be stronger on the people than task side of leadership*

Development Summary

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The most effective developmental strategy for most people is usually to leverage and fine tune their strengths rather than to try to fix everything they may think is a problem. Of course, if one's potential liabilities are central to success in a particular role, they should be addressed. If it proves too difficult to make adequate progress on potentially limiting factors, a re-assessment of career choices and direction may be in order. A good counselor or coach who understands business in general and sales in particular may be of invaluable assistance to help focus on developmental options and to facilitate further growth and development. The following points should help focus on developmental opportunities. Although not all of them may apply, most people find them to be accurate and helpful.

Probable Assets

Intense task focus.

He is likely to show a high level of intensity and task orientation in a sales function. He is driven, achievement oriented and energetic. He likes to see quick results and should be able to push to achieve them.

High motivation.

He is likely to be enthusiastic and to maintain a high level of motivation in a sales role. People with similar profiles often have the ability to generate enthusiasm with their customers. They are typically seen as active, energetic sales people, not as passive or reserved.

General sales profile.

His results are similar to those of many sales people. While this may not indicate that he will be persuasive, it does suggest that he will be comfortable in the role of influencer and persuader. People with similar profiles are typically alert to opportunities to communicate their ideas and to set the agenda when they have a chance to do so.

Talkativeness.

People with similar profiles enjoy talking to and relating with other people. They usually have little difficulty establishing themselves and interacting with others. This works to their advantage in sales positions.

Development Summary (cont.)

JOHN DOE

Potential Liabilities

Impatience with technical detail.

He had a low score on a measure which indicates similarity with people in technical roles. Although this isn't related to technical proficiency or ability, it does suggest that he has little interest in analytically complex, technical or scientific details. People with similar patterns are sometimes impulsive and overly emotionally expressive. They sometimes need to guard against emotional volatility and they often need to be more patient with complex technical details.

Overly impatient and intense.

His results suggest energy, intensity and impatience. While this can help him achieve results, it can also cause him to be overly demanding and intense in a sales role. He may need a little help controlling his intensity and impatience. People with similar patterns often push for results too quickly and too forcefully. They usually don't make sufficient allowances for individual differences in capacity, ability or motivation in customers and in others inside their own organizations.

Prone to over-communicate.

He has a profile which is typically seen in people who are outgoing and talkative when dealing with others. They sometimes have trouble when they must respond in a more controlled and reserved manner. As a result, their customers and support staff may feel overwhelmed by their volume of communication and may have difficulties sorting out the most important priorities.

Appendix to Sales Report

Development of the Profile. The MPG Sales Report was designed by licensed psychologists from Management Psychology Group. It was designed to help select successful sales people and to help people assess their own unique combinations of personality characteristics and preferences as they relate to the sales role. The factors presented in this report were developed empirically from an analysis of real companies, real jobs and real performance data on real people. We analyzed over 100 sales jobs to determine their underlying dimensions, then examined the responses of over 3000 sales people from 47 companies to identify recurring themes. In addition to scales developed from the analysis of actual performance data, the report includes insights gained from extensive experience in assessment and test construction/validation in business organizations.

Normative Database. The people in the database upon which this report was developed are mostly college-educated. They are above average in terms of general intelligence and are more socially outgoing and dominant than a randomly selected group. This means that this person completing this personality measure is being compared to a relatively strong sample of people, so the bar is high.

Use for Selection and Placement. If this report is used to help in the placement decision, it should be only one data point to be considered in combination with your own interview observations, reference checks, background screens and other relevant sources of information. When used properly, it can be a powerful addition to the selection process, but it should not be the sole basis for hiring decisions. The eTest personality inventory upon which this report is based has been validated in a wide range of jobs, but it should also be validated in your own environment and culture if it is part of the selection process. Be sure you also consider the unique nature and needs of your organization, especially this particular sales job. Although we can provide an estimate of this candidate's capacity in each of these areas, you need to determine how important these factors are in your organization.

To what extent will the candidate need to maintain existing accounts vs. acquire new business?

Will he/she need to coordinate resources within the company?

Is this a tangible commodity sale or will the person be required to develop unique solutions for each customer?

Do you have a short sales cycle, or is it longer and more complex?

Use for Self-Development or Coaching. If you are using these results to assess your own readiness for a sales position or if you are focused on the further development of your skills in your current role, it may help to get one or more outside opinions. This report reflects the way you described yourself but others may see you differently. The more extreme a particular score, the more likely it is to reflect a key attribute of your makeup and sales style. There are several validity checks built into the interpretive system, but the accuracy of these results depends on how well you know yourself and on your motivation to describe yourself in positive or negative terms.