OPQ
Sales Report

Name
Mr Sample Candidate

Date
01 October 2018

INTRODUCTION

The SHL Sales Report helps you understand Mr Sample Candidate's potential fit in a sales role. This report is based on the results of the Occupational Personality Questionnaire (OPQ32) and the MQ. This information is also suitable for identifying both strengths and development areas for Mr Candidate in areas related to sales effectiveness.

SHL researched thousands of sales people in a variety of industries to isolate factors that are important to sales. Although each of these factors is shown to influence sales effectiveness, you will need to determine which are most important in a specific situation. The information in this report can be applied without specific training or knowledge.

When used for selection this report requires appropriate knowledge of effective selection techniques and of the details of the job. The report assumes that the user has sufficient knowledge of the job and job requirements to make appropriate decisions with the information in this report. Further evidence from interviews and other relevant assessments should be sought during the selection process to determine the applicant's suitability.

When used for development purposes this report requires a good understanding of development techniques and interventions.

USING THIS REPORT

This report has three main sections: **Sales Foundations, Motivation** and the **Sales Cycle**. At the end of the report you will find a **Sales Profile** section that provides an overall view.

The **Sales Foundations** section focuses on factors that are important to sales effectiveness in most sales situations. While the relevance of these factors may vary from job to job, these are key factors that apply to most sales roles.

The **Motivation** section focuses on motivators that can influence sales effectiveness. Motivation is the force that drives an individual to perform. Motivation determines how much energy someone will channel into a job and what can help someone maintain this energy. Motivation can have a significant impact on output and success.

The **Sales Cycle** section focuses on factors that are important in a typical sales process. Understanding an individual's natural strengths in the sales cycle can help to determine the type of sales environment in which s/he can be most effective. It can also identify areas where development or training can improve overall effectiveness.

The last section of this report presents all data: Sales Foundations, Motivation, and Sales Cycle on one page. This **Sales Profile** section makes it convenient to match this individual profile with factors required for specific sales situations or roles.

SALES FOUNDATIONS

The **Sales Foundations** are factors that are important to sales effectiveness in most sales situations. The bar chart indicates Mr Candidate's level of strength in each area. The definition for each factor is shown immediately below the bar graph. Descriptions of high and low scores are presented below each definition.

Each of these factors has been shown to influence sales success across a variety of sales situations. As a general rule, a high level in any factor is preferred for most sales roles. However, some factors may be more or less relevant in different sales situations. You should determine which factors are more and less relevant for your specific situation.

These ratings can identify areas of strength that can be harnessed to improve sales effectiveness. They can also identify key areas where targeted development and/or training may improve sales performance.

Sales Confidence
Low | High

Definition: Projects an air of confidence when dealing with others and portrays outstanding personal capabilities and talents.

- People with higher scores tend to be very self-confident even in challenging and stressful situations.
- People with lower scores may be shy or reserved. They may seem to be intimidated or uncertain in some situations.

Sales Drive
Low | High

Definition: Has drive and enthusiasm, seems hungry for success, and propels oneself to meet tough targets.

- People with higher scores are full of energy, determined to take on any goal and any competitor.
- People with lower scores show less energy and determination.

Sales Resilience
Low | High

Definition: Is full of optimism and very resilient, perseveres in the toughest situations, is on the lookout for new opportunities.

- People with higher scores are optimistic and relaxed even when the going gets rough.
- People with lower scores can be discouraged when things do not go so well.

Adaptability
Low | High

Definition: Identifies and adopts the most appropriate style to maximise success in sales situations. Is able to relate to clients or prospects.

- People with higher scores are sensitive to others and very flexible and deliberate in the way they behave in front of customers.
- People with lower scores do not as readily adjust their style or approach based on specific situations or people.

Listening
Low | High

Definition: Listens sympathetically to others and vigilantly observes and interprets peoples' behaviour.

- People with higher scores listen attentively and relate well to others.
- People with lower scores tend to come across as poor listeners.

Embracing Change
Low | High

Definition: Has the ability to quickly adapt to dramatic and continued changes in the workplace or environment or changes in the way things are done.
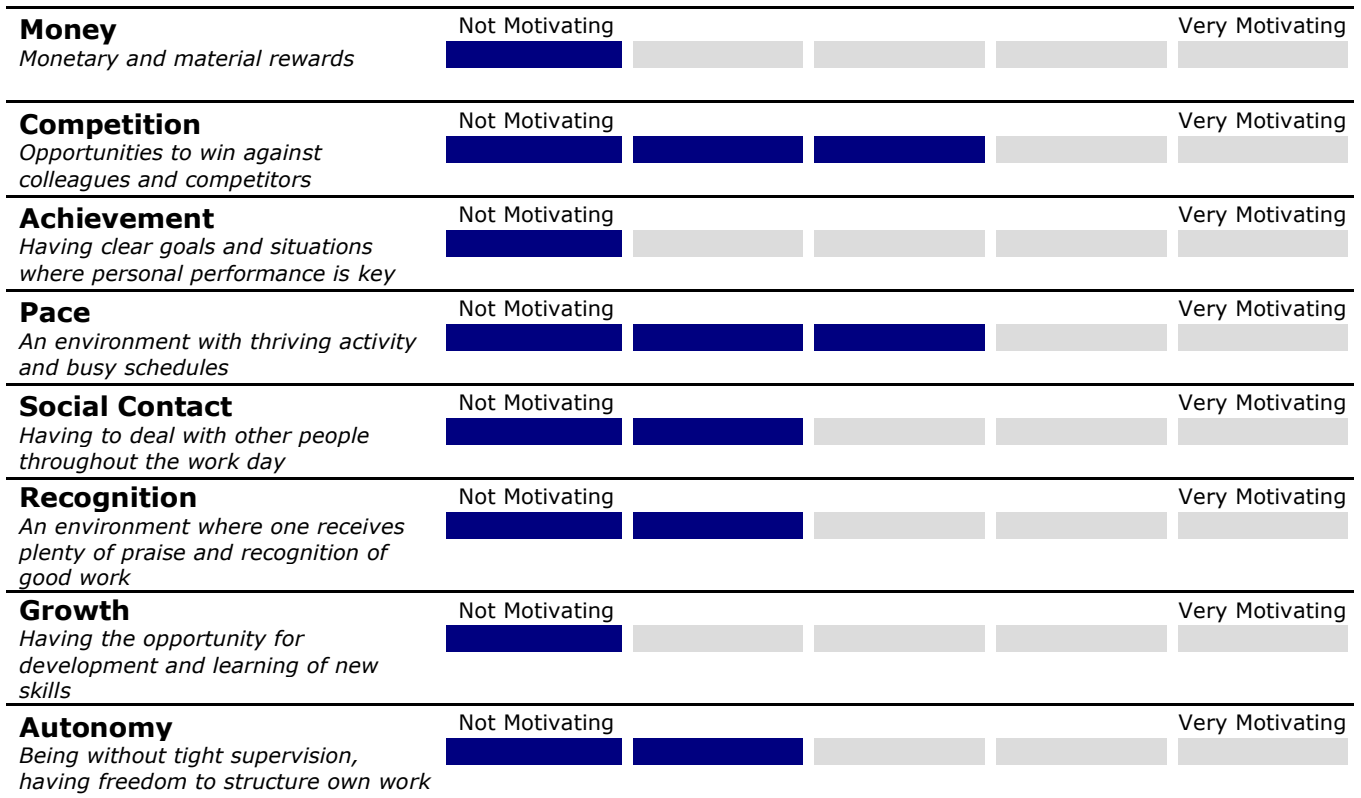
- People with higher scores deal effortlessly with changes of policy and workflow, showing the ability to quickly adapt to changing work conditions.
- People with lower scores don't react as efficiently or positively to situational or organisational changes.

MOTIVATION

The conditions present at work that drive an individual's motivation are called motivators. Motivators describe what influences an individual's drive and determination to succeed. The bar charts below indicate how effective each motivator can be in driving Mr Candidate's behaviour. The definition for each motivator is also presented.

This report identifies specific motivators and the extent to which they are likely to drive Mr Candidate. They do not represent a measure of overall motivation. (The level of Sales Drive in the Sales Foundations section is a better indicator of overall sales motivation).

Identifying motivators that are effective for an individual provides an opportunity to understand what is likely to drive his sales performance. For example, knowing that an individual is very motivated by Money may encourage a focus on jobs and sales situations that provide high earnings potential. Someone highly motivated by Growth is well suited for positions that offer ongoing development and training opportunities.

Motivator	Definition	Rating (Not Motivating → Very Motivating)
Money	Monetary and material rewards	1 of 5
Competition	Opportunities to win against colleagues and competitors	3 of 5
Achievement	Having clear goals and situations where personal performance is key	1 of 5
Pace	An environment with thriving activity and busy schedules	3 of 5
Social Contact	Having to deal with other people throughout the work day	2 of 5
Recognition	An environment where one receives plenty of praise and recognition of good work	2 of 5
Growth	Having the opportunity for development and learning of new skills	1 of 5
Autonomy	Being without tight supervision, having freedom to structure own work	2 of 5

SALES CYCLE

The **Sales Cycle** displays the individual's preferences using factors that are important in a typical sales cycle. It indicates the likely effectiveness of an individual in eight critical stages of the sales process and helps to determine where in a typical sales cycle this person will be most effective. The bold line inside the sales cycle diagram is the Sales Cycle Profile. Points towards the outside perimeter of the circle represent higher scores. Points towards the centre represent lower scores. In general, scores towards the outside of the circle are preferred in each area that is critical to sales success for a particular sales role. Scores closer to the centre of the circle highlight areas for development and/or training.
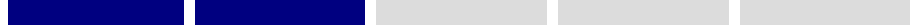
The definitions of each factor in the Sales Cycle and a bar graph display are shown below the Sales Cycle diagram.
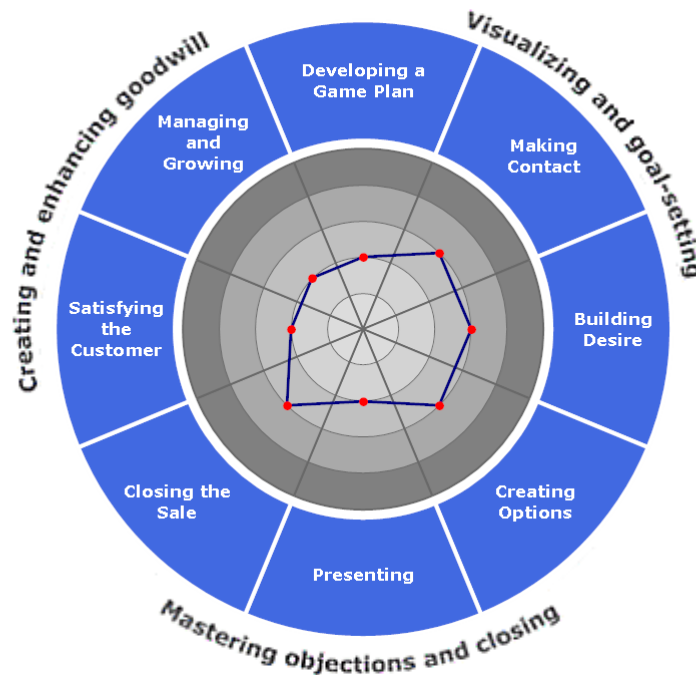
Developing a Game Plan	Low					High

Analysing the market in depth, putting effort into positioning products and effective sales activities.

Making Contact	Low					High

Contacting prospects, 'breaking the ice' and making people feel comfortable, taking the initiative to establish new relationships.

Building Desire	Low					High

Engaging the customer emotionally, creating a preference to buy and a feeling of fondness about the product or service.

Creating Options	Low					High

Understanding the customer's needs and producing innovative solutions.

Presenting	Low					High

Presenting products and/or solutions engagingly and confidently to individuals and customer groups; feeling free of stress and worries.

Closing the Sale	Low					High

Bringing the business home, managing the customer for timely decisions, dealing with objections, negotiating final price and conditions of sale.

Satisfying the Customer	Low					High

Delivering post sales care persistently, relating to the customer and taking all steps necessary to satisfy the customer.

Managing and Growing	Low					High

Maintaining the customer relationship after the sale is completed, continuously looking to identify new needs and business opportunities.

SALES PROFILE

This section provides an overview of Mr Sample Candidate's results in a summary format.

If this information is used to match against the ideal profile for specific sales jobs or situations, it is important that you determine which factors are critical to success in that specific role. Typically, before a comparison between an individual's profile and an ideal sales job profile is made, information from a job analysis is used to differentiate between factors that are essential, important and nice-to-have. (The "Important for Success" column in the chart below can be used to record these findings).

Because Motivators help to drive success on an individual basis, they should not be compared against an ideal profile specific to a job or situation. Instead, they should be reconciled against motivators likely to be available to the individual and those that are not.

Although the information in this report represents an accurate assessment of the individual's sales factors and motivations, it is important to remember that all information presented here is based on a self-report questionnaire. There are many other factors that can also have an impact on sales effectiveness. Therefore, if this report is used to match an individual with an ideal job profile, it is important that additional information on experience, knowledge, and ability is considered when evaluating the fit.

	1	2	3	4	5	Important for Success?* (Rank or check)
Sales Foundations						
Sales Confidence	■	■	■			
Sales Drive	■	■	■			
Sales Resilience	■	■	■			
Adaptability	■	■	■	■		
Listening	■	■				
Embracing Change	■	■	■	■		
Motivation						
Money	■					n/a
Competition	■	■	■			n/a
Achievement	■					n/a
Pace	■	■	■			n/a
Social Contact	■	■				n/a
Recognition	■	■				n/a
Growth	■					n/a
Autonomy	■	■				n/a
Sales Cycle						
Developing a Game Plan	■	■				
Making Contact	■	■	■			
Building Desire	■	■	■			
Creating Options	■	■	■			
Presenting	■	■				
Closing the Sale	■	■	■			
Satisfying the Customer	■	■				
Managing and Growing	■	■				

* THE USER OF THIS REPORT IS RESPONSIBLE FOR DETERMINING THE RELEVANCE OF THESE SCALES FOR THE TARGET JOB.

ASSESSMENT METHODOLOGY

This Profile is based upon the following sources of information for Mr Sample Candidate:

Questionnaire / Ability Test	Comparison Group
OPQ32r Russian v1 (Std Inst)	OPQ32r Russian General Population 2012 (INT)
MQ UK English v1 (Std Inst)	MQM5 UKE UK General Population 2000

PERSON DETAIL SECTION

Name	Mr Sample Candidate
Candidate Data	RP1=5, RP2=4, RP3=4, RP4=8, RP5=5, RP6=5, RP7=5, RP8=4, RP9=4, RP10=3, TS1=5, TS2=3, TS3=5, TS4=3, TS5=5, TS6=5, TS7=6, TS8=8, TS9=4, TS10=4, TS11=2, TS12=4, FE1=7, FE2=7, FE3=7, FE4=3, FE5=4, FE6=4, FE7=5, FE8=6, FE9=3, FE10=4, CNS=1. X1=1, E3=6, E2=2, E1=6, S1=4, S2=3, S5=1, I3=3
Report	Sales Report v2.0 ^{RE}

ABOUT THIS REPORT

This report was generated using SHL's Online Assessment System. It includes information from the Occupational Personality Questionnaire™ (OPQ32). The use of this questionnaire is limited to those people who have received specialist training in its use and interpretation.

The report herein is generated from the results of a questionnaire answered by the respondent(s) and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

This report has been generated electronically - the user of the software can make amendments and additions to the text of the report.

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