

Production Builder!

A Diagnostic Platform for Developing and Coaching Salespeople

Bill Sample

January 3

Interpretation Guidelines

This report is generated from information gathered through a self-report questionnaire. Users must recognize the limitations of any assessment instrument in their interpretation of this data. **This profile is not intended to be used as the sole basis for a hiring decision.**

The core competencies in this report have been shown to predict sales performance in most sales positions. Results are normed against a large comparison group of sales professionals in various industries. Use and interpretation of the Production Builder™ is limited to personnel who have been trained to do so.

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Important - About the Production Builder™ Program

The purpose of the SalesDrive, LLC Production Builder™ platform is to provide sales managers and trainers with a foundation from which to develop and motivate sales athletes, while also matching certain personality characteristics with the work at hand.

It all starts with Drive . . .

Research shows that most high-performing salespeople share the innate (non-teachable) characteristic of Drive. Drive is composed of three personality traits:

1. Need for Achievement
2. Competitiveness
3. Optimism

Most classic rainmakers, or “hunters,” score high in all three of these traits. If any one of these is missing, while the salesperson may succeed through other means (for example, being part of a team or growing existing accounts), the chances are that he/she will not reach his/her full potential by being cast as a pure hunter, that is, devoted to stand-alone, classic new business acquisition.

The *DriveTest*®: For new sales candidates . . .

Since the correlation between Drive and success as a hunter-salesperson is so high, we have developed The DriveTest® for new candidates to specifically identify the three, key Drive traits. Employers are encouraged to administer the online DriveTest® prior to the very first interview, substantially increasing their chances of investing their time with candidates who have the potential to be developed as producers. If a candidate scores high in Drive, he or she makes the first cut, so to speak. If he or she scores low in Drive, the employer should move on, or think about the candidate in terms of complementing a high-Drive hunter.

Sales Incumbents: A different dynamic . . .

An employer might be tempted to administer the candidate DriveTest® to her/his current sales force, keeping those who are high in Drive, and weeding out those who are low. However, in reality, most established sales forces are not just composed of pure “hunters.” Furthermore, over time, certain salespeople may have become highly productive by leveraging skills that are uniquely matched to the organization’s culture. (For example, a mature producer with a well-established client base might best be utilized by serving as a methodical relationship builder than a more driven account acquisition specialist.)

Therefore, rather than throwing the proverbial baby out with the bathwater through an intense “pass/fail” rubric, SalesDrive, LLC has developed a derivative of the DriveTest® for sales incumbents. This version not only measures for Drive, but also identifies potentially valuable attributes that a given employee may be (or could be) applying to the overall sales system. This version also provides a match between the sales athlete’s personality characteristics, and the coach’s choices for development or motivation.

In summary . . .

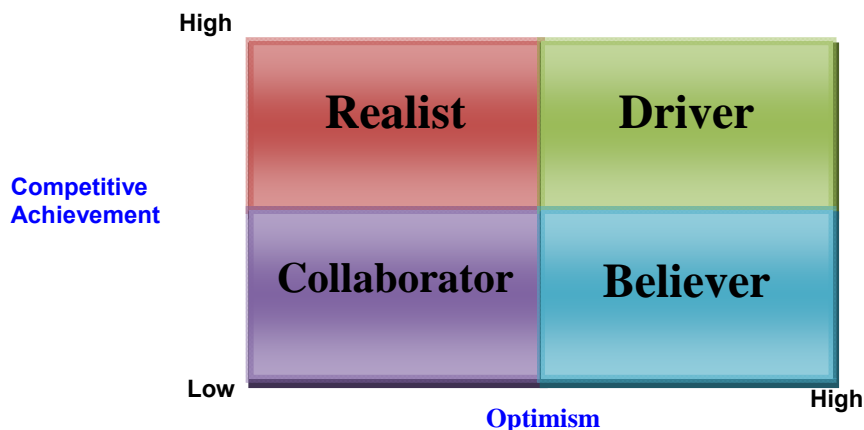
In a perfect world, a salesperson would test high on all of the key indicators of the Production Builder™, particularly Drive, which is the strongest indicator of hunter/rainmaker potential. Still, there is plenty of room in great sales organizations for people with complementary skill sets. The real key is placing them in the right positions to succeed, for themselves, and for the organization. The Production Builder™ provides a foundation from which to build their success.

Interpretation Guide

The SalesDrive, LLC Production Builder™ provides a development and coaching platform based upon Bill Sample's strengths and potential. SalesDrive, LLC has analyzed over 80 years of research on the characteristics of successful salespeople, and has applied this knowledge and data to the development and validation of these diagnostics.

The SalesDrive, LLC Production Builder™ features two sections:

- **The Results Summary**, which provides an overview of Bill Sample's scores for each of the five core skills, as well as the Hunter and Farmer scales. The Hunter scale is a weighted composite of scores on the Drive, Confidence and Persuasiveness scales. The Farmer scale is a composite of scores on the Relationship and Organization scales.
- **The Development Suggestions** section, which provides a Sales Type profile, based on Bill's score on the Drive scale. This profile provides valuable data for managing Bill effectively. There are four Sales Types to consider in this context:
 - **Driver** – Individuals with a strong need for achievement, competitiveness and optimism. These individuals have the innate motivation and resiliency essential for effectiveness in intense account acquisition roles.
 - **Realist** – Achievement-oriented, competitive individuals with medium to low optimism. These salespeople generally need encouragement through mentoring, or being teamed with high optimism partners.
 - **Collaborator** – Focused on attaining a good work-life balance, these individuals can make effective contributions when paired up with a more highly Driven "hunter," or asked to manage existing customer accounts.
 - **Believer** – These individuals show strong optimism, which can help them overcome psychological challenges that others would not be able to handle. These salespeople can be useful, for example, in maintaining the team's morale, but may not be able to sustain enough Drive to individually convert high hopes to closed sales.



- The **Development Suggestions** section also includes specific action steps for Bill's manager to help him/her develop each core skill rated as "Average" or below.



Results Summary

Key

1 – Low Fit	2 – Partial Fit	3 – Average Fit	4 - Good Fit	5 - Excellent Fit
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		Fit				
Drive	Total level of Drive: Weighted combination of Need for Achievement, Competitiveness and Optimism.	1	2	3	4	5
		[Bar chart showing fit scores for Drive]				
Elements of Drive	Description	Fit				
Need for Achievement	Sets demanding personal goals. Is ambitious. Strives for excellence. Willing to work hard to get things done.	1	2	3	4	5
		[Bar chart showing fit scores for Need for Achievement]				
Competitiveness	Thrives on competition and winning. Determined to be the top producer. Takes challenges head on. Works to outperform others.	1	2	3	4	5
		[Bar chart showing fit scores for Competitiveness]				
Optimism	Expects to succeed. Remains resilient in the face of rejection.	1	2	3	4	5
		[Bar chart showing fit scores for Optimism]				

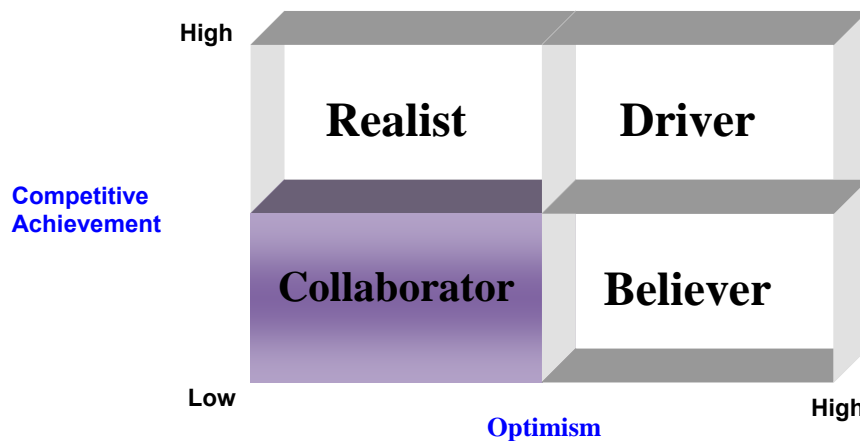
Other Core Skills	Description	Fit				
Confidence	Is unfazed by rejection. Not offended by difficult buyers. Feels self-assured. Freely expresses opinions or concerns.	1	2	3	4	5
		[Bar chart showing fit scores for Confidence]				
Persuasion	Builds a good case, taking customer needs into account. Closes compellingly. Enjoys selling, negotiating and changing others' point of view. Stays calm under pressure.	1	2	3	4	5
		[Bar chart showing fit scores for Persuasion]				
Relationship	Easily establishes and maintains relationships with prospects and customers. Enjoys social interaction and building rapport. Freely expresses enthusiasm.	1	2	3	4	5
		[Bar chart showing fit scores for Relationship]				
Organization	Is disciplined and methodical. Detail-oriented. Is organized and orderly. Checks thoroughly to avoid mistakes. Tracks opportunities and contacts. Task-oriented. Follows up.	1	2	3	4	5
		[Bar chart showing fit scores for Organization]				

Sales Roles	Description	Fit				
Hunter	Develops leads and new business opportunities. Closes new accounts.	1	2	3	4	5
		[Bar chart showing fit scores for Hunter]				
Farmer	Develops and resells existing opportunities. Follows up diligently. Grows business steadily.	1	2	3	4	5
		[Bar chart showing fit scores for Farmer]				

Testing Consistency	The candidate responded consistently across the questionnaire, showing appropriate motivation and understanding of the items.
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Sales Type: *Collaborator*

Bill Sample's results indicate that his potential for success is highest as a Collaborator. Collaborators can be critical members of a sales team. They can often maintain and grow relationships with existing customers, ensuring their customers' satisfaction and continued patronage. Collaborators can also be crucial for maintaining an organized approach to each customer, and can be especially effective when teamed up with Driven colleagues.



Based on his sales type, Bill has a few areas that could benefit from a manager/coach's attention. These areas, including development suggestions, are noted below:

Drive

- Bill's contribution to the company would probably be maximized by teaming him up with highly-Driven, account acquisition colleagues. Bill should probably be positioned to help service and grow existing customers and manage new customers as deals are acquired by Hunter teammates.

Confidence

- Bill may tend to focus on the negative aspects of a situation, perhaps fearing the worst case scenario. As a manager, one way to help increase Bill's confidence can be to surface and challenge his negative predictions. For example, before an important customer call, ask him to give the worst case and best case scenarios, and then ask him to honestly appraise the likelihood of each from 0 to 100%. This will help him learn to challenge his own tendency to assume a negative outcome.
- The test results indicated that Bill can be thin-skinned at times, and overly sensitive to criticism. When you see Bill reacting to criticism, gently encourage him to step back and

evaluate his negative initial reactions. For example, if he is criticized by a customer when he is not at fault, reassure him that the remark was not directed at him personally, and that the best salespeople use every bit of criticism, however unfair, to improve their game.

Persuasion

- This is likely one of Bill's strengths. Make sure his job allows him to use this trait to the fullest, and perform to the peak of his potential.

Relationship

- Bill shows a preference for working alone. Although this is not necessarily a problem, the best salespeople know how to reach out and bond with colleagues and customers when applicable. Monitor Bill to make sure he is spending adequate time with customers to reach his potential.
- Bill occasionally feels uneasy meeting strangers. Mentoring can have a positive impact on this. Ask him to accompany a socially skilled colleague to the next trade show or customer social event. Encourage him to approach new customers with his extraverted colleague. After 2-3 such events, suggest he attends the next event on his own, and bring back 4-5 business cards from the new people he meets.

Organization

- Bill's organization and attention to detail may occasionally slip. Make sure he understands the importance of organization to reaching his potential as a salesperson. Ask him to observe and copy the habits of an organized colleague who is a top performer. Also, make sure he has the organizational tools necessary for managing his time effectively.