

SPI-Q User Guide
2010



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UNDERSTANDING PERSONALITY

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What is Personality?

Typing this question into any search engine yields a plethora of responses; highlighting that, while we use the term every day, there is no precise definition. In general, personality can be regarded as the attributes that characterise an individual—their preferences, behaviour, temperament, character, and ways of thinking and feeling.

It is important to remember, however, that environment also plays an important role in determining how we behave. As a very simple example: I may have a preference to be sociable, lively and talkative, but my behaviour is likely to be more reserved and quiet if I am in an environment that demands this, such as a library or place of worship.

Personality naturally has relevance in the world of work. Our personality influences what type of work we prefer to do and the behaviour we display, and this influences our success, job satisfaction and engagement; as well as the relationships we form with colleagues, subordinates, managers and clients.

Personality Questionnaires

Personality Questionnaires are generally designed to provide a structured and objective assessment of an individual's personality. They typically present the individual with a range of statements pertaining to the elements of personality being measured, and ask the respondent to rate or rank the statements. These results are then scored and often benchmarked to provide a comparison to a representative benchmark or 'norm' group, so that the individual's preferences can be compared to that of a similar population.

There are generally two main methods of asking individuals to rate their preferences on a personality questionnaire:

- a **normative** format, where the individual is asked to rate each statement separately, using a Likert type scale (where the typical response format goes from '*Strongly Disagree*' to '*Strongly Agree*' on a five-point scale). This style of questionnaire gives you a sense of the individual's absolute preferences, but can be subject to problems such as central tendency (people only using the middle of the scale) and social desirability (a tendency to rate oneself in a socially desirable way, whether consciously or unconsciously). These types of response bias can limit the usefulness of the results from normative format questionnaires.
- an **ipsative** format, where the individual is given blocks of three or four statements and asked to decide which statement is '*Most Like*' and which is '*Least Like*' them. The forced choice format means that individuals are required to prioritise the different attributes relative to one another. This means it is impossible to achieve 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.

It should be remembered that personality questionnaires are almost always self-report measures of preference and style—not ability. They indicate what an individual prefers to do, rather than what they can do. However, research in the field of organisational psychology demonstrates that responses to well researched personality questionnaires can be used as an effective predictor of behaviour in work contexts¹, hence their suitability for use in selection and development contexts.

The Sales Performance Insights Questionnaire is a personality questionnaire that focuses only on those personality attributes that are essential within a sales or business development context. It is a purpose-built questionnaire designed to enhance the insights gained about an extremely important professional role within commercial organisations.

¹ Personnel selection, *Journal of Occupational and Organisational Psychology* (2001), 74, 441-472, Robertson, I.T. & Smith, M.

THE CATALYST FOR DEVELOPING THE SPI-Q

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Context

Sales performance plays a crucial role in the success of any commercial organisation. Therefore, the importance of selecting and developing sales professionals with the capacity to deliver tangible business results and contribute to organisational success is a critical activity.

However, in many instances the approaches employed to select and develop sales professionals lack relevance, substance or meaningful insights. In a sales scenario, making the wrong selection decision can be disastrous, and sending an individual on an expensive training course or to a sales coach, without knowing what areas to focus on, can be a waste of money.

This context provided the catalyst for the creation of SPI-Q.

Purpose

The SPI-Q was developed to enable organisations to gain meaningful and relevant insights regarding an individual's sales style. These insights can be leveraged to make more informed selection and promotion decisions, or to help individuals develop their sales effectiveness to greater levels (see [Applications Guide](#) for further information on applications of the SPI-Q).

Prior to launching the SPI-Q, there were four main approaches to the assessment of sales professionals:

1. **Unstructured Interviews** – these types of interviews are notoriously prone to interview bias and are often influenced by an individual's interpersonal style (either that of the interviewer or the candidate). This effect is exaggerated within a sales context, as sales professionals are usually quite effective at selling themselves and so present well at interviews. Unfortunately, this does not mean they will perform well across a range of other important sales activities.

Note: When an interview process involves a more structured approach to assessing a candidate, the robustness of the evaluation increases. However, our research suggests that these types of interviews are not conducted as frequently as they could be.

2. **Simple Sales Assessment Questionnaires** – these questionnaires are frequently dated, lacking strong psychometric qualities; or only measure a small component of the sales cycle.
3. **Sales Simulation Exercises** – these are simulated activities where the individual is required to demonstrate the type of sales behaviours that they would be required to utilise in the role. Whilst there is a high degree of surface relevance for these types of assessments, their effectiveness is frequently reduced due to subjective evaluation; with many not being supported by rigorous and objective evaluation criteria. They also often focus on a specific element of the sales role only, and do not provide information on the individual's strengths and suitability across the role as a whole.

- 4. Generic Personality Assessments** – these tools often use bland or vanilla language, and frequently capture redundant information that is not related to a sales environment. Whilst generic personality assessments have an important place in the broader world of assessment, they often lack the necessary specificity and relevance to particular roles, and the sales reports produced frequently draw inferences about a sales style, without specifically measuring the attributes being described.

Considering the limitations of the above approaches to the assessment of sales potential within the context of the criticality of the sales role within an organisation, the need for a new, targeted sales assessment tool seemed logical and obvious. Thus, in 2009 the research leading to creation of the SPI-Q commenced.

The initial research for the SPI-Q occurred during the Global Financial Crisis (GFC). This timing had two consequences.

Firstly, the subject matter experts interviewed had a heightened awareness of the characteristics of their sales teams. They were able to clearly articulate what attributes and behaviours were supporting successful sales professionals in challenging times; and the attributes and behaviours evident in those who were struggling to retain clients and make sales.

The second consequence was an enormously positive response from sales leaders for the creation of such a tool. It appeared that the GFC had put a stronger lens on the importance of the sales function within an organisation, and thus the need to select high-performing sales professionals became more critical than ever.

Critical Features & Benefits of the SPI-Q

1. Developed specifically for the sales profession
2. Measures a comprehensive range of complex attributes underpinning sales performance
3. Appropriate for 'business to business' selling or complex 'business to consumer' type selling
4. Uses language that resonates with sales professionals
5. Only asks questions that are relevant within a sales context—no redundant information is captured
6. Uses a model that is consistent with the latest external research targeting successful sales professionals (Corporate Executive Board)
7. Delivers a pragmatic, user-friendly and individually interpreted report relevant for sales managers, HR and L&D (without the need for lengthy accreditation programs)
8. Is supported by robust research and boasts strong psychometric properties
9. Provides an excellent return on investment—a small outlay provides rich, pragmatic and useful insights
10. Can be used in selection, development and coaching applications
11. Has a questionnaire format that incorporates controls for high 'social desirability' responses
12. Has an extensive benchmark group that comprises only sales and business development professionals, with the norm group data to be updated annually
13. Is administered online, only takes 40 minutes to complete, and the report is generated—and thus available—immediately
14. A number of supporting reports are currently under development to help maximise the value of the profile (namely an Interview Guide [planned release late 2010], a Coaching Report [planned release early 2011] and a Manager's Report [planned release early 2011])
15. The self-insight tool will be complemented with a completely synergistic 360° assessment tool (planned release 2011)
16. An easy access validation process is offered to clients to enable new hires to be evaluated against the SPI-Q attributes before their probation period ends.

APPLICATIONS OF THE SPI-Q

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Introduction

The following section is designed to provide you with guidance on ways in which the SPI-Q can be applied. The SPI-Q provides insights into an individual's preferred way of working, and as such can be applied within a wide range of contexts across the employee lifecycle. It will add value in any situation where understanding an individual's preferences—and how these affect behaviour and outcomes—is important.

The SPI-Q offers a *language* for discussing sales behaviour—an exercise which many leaders, managers and other professionals find challenging. It is particularly useful in guiding questioning, exploration and discussion in both selection and development contexts. By offering a framework of Sales Attributes, the SPI-Q supports both the individual and the interviewer, manager or other stakeholder in using a common set of terms around the topic of behaviour and approach to selling.

Understanding preferred behaviour helps predict how someone is likely to perform. By using the SPI-Q it is possible to identify whether the individual's preferences are likely to support or hinder them in demonstrating the behaviours required for success in a given sales role. This allows informed decisions to be made and/or action taken to both leverage strengths and address gaps, rather than waiting for the 'lag' measure of results on the job to identify issues. The SPI-Q can also be useful for exploring why a given result was achieved, allowing individuals and their managers to use this information to build success or address challenges in the future.

Selection

In providing information on 25 unique Sales Attributes, the SPI-Q is a highly efficient tool with which to gather information to support selection decisions. Invitations to complete the questionnaire online can be emailed to candidates and reports generated as soon as they have completed their assessment.

Given that the SPI-Q measures preferred style, not ability; it is most suitable for 'selecting in' rather than 'screening out'. It is particularly effective when used before interviewing to provide a basis for probing and exploration. Typically, sales candidates are effective at self-presentation during an interview, and the use of the SPI-Q can assist interviewers to get past the selling messages and develop a more accurate and comprehensive understanding of the candidate's sales style.

The SPI-Q's application in selection is supported by an interpreted Interview Guide (planned release late 2010) which provides questions based on the individual's profile to validate high scores, understand how low scores are managed, and explores the impact of moderate scores on the individual's sales performance.

Agree on the Attributes

Different sales roles require different attributes for success. When using the SPI-Q for selection, it is important that there is a sound understanding on the part of the hiring manager and other stakeholders regarding what is required, desirable, and less relevant in the role. Gathering input from subject matter experts (such as the hiring manager and current incumbents), so that there is agreement on the attributes that are critical for success, is an important step in maximising the value of the SPI-Q.

Validate the Profile

The SPI-Q provides insights into the individual's preferred style, not their ability; so it is important to combine it with other sources of information about the individual when making decisions, particularly in selection settings. The process of validating an individual's profile is best accomplished through a targeted interview, using the SPI-Q profile to question and probe the individual's preferences—and the implications of these in sales roles.

The following types of questions are likely to be helpful in exploring job-relevant attributes in interview:

Strong preferences

- Can they provide examples that illustrate their approach and provide evidence of skill and mastery to match their style?
 - Example: (**High Score - Rational**) Can you tell me about a time where you have successfully used logic and facts to sell to a client? What was your approach?
- Are there times when their preference becomes a disadvantage or a 'double-edged sword'?
 - Example: (**High Score - Rational**) Can you tell me about a time where using logic and facts failed to persuade the client? What did you do?

Moderate preferences

- How would they describe their approach?
 - Example: (**Moderate Score - Credibility**) Tell me about your approach to establishing credibility with clients.
- Under what circumstances would they display more or less of this sales attribute?
 - Example: (**Moderate Score - Credibility**) In what situations have you been most successful in promoting your capability to clients?

Lower preferences

- How would they describe their approach in relation to this attribute?
 - Example: (**Low Score - Initiation**) How comfortable are you in generating completely new business? What is your approach?
- How do they manage when they are required to display these behaviours as part of their role?
 - Example: (**Low Score - Initiation**) Tell me about a time where you were required to generate new leads. How did you approach this? How successful were you?

A full composite of questions against all 25 Sales Attributes is provided in the Interview Guide (planned release late 2010)—with targeted questions based on the individual's actual profile.

Selecting Individuals with No Sales Experience

While the SPI-Q can be used for selection of individuals with no sales experience into sales roles, there are a number of factors that should be taken into account when interpreting the results for selection.

The SPI-Q was developed so that the questions are relevant to sales people. Consequently, if using the tool with candidates who have no sales experience, they may find some of the terms and references unfamiliar; or may be less confident regarding how they really prefer to behave in sales situations. As such, the profile should be used with caution, and a thorough exploration of other supporting evidence is important.

Asking the candidate to provide examples from their more general experiences that relate to the specific sales attributes can be a useful approach. For example, in exploring their preference for Initiation, asking questions about the extent to which they are generally comfortable meeting new people, introducing themselves and making small talk—and examples of where they have done this in the past—will provide evidence that can be used to validate the profile.

Induction

The SPI-Q profile can be used to facilitate the process of inducting and on-boarding new sales professionals. This is achieved through enabling a discussion about not only the *tasks and activities* required in the role, but also the *behaviours*. A number of examples of the value of utilising the SPI-Q profile as part of the on-boarding process are listed below:

- Discussing which attributes are seen as important for the role, and why, can support a new employee in understanding the expectations of their manager and the organisation.
- Helping the individual understand why they were selected, and the elements of their style that are most valued by the organisation, can result in a positive and affirming start for the individual during the often challenging first weeks in a new role.
- Exploring where the new employee's style is likely to offer some 'quick wins' in the role can also help to enhance the transition.
 - For example, a new employee with strong preferences for Initiation and Social Leverage could be provided with additional opportunities to network and follow up on new leads in their first weeks, whereas one with a strong orientation towards Research and Specialist is likely to benefit from being given opportunities to learn about the best information sources and develop their product or service knowledge.
- Identifying elements of the new employee's style that may present challenges in the role, and exploring how to manage these in advance, can also ease the transition into the new role.

For example, a new employee with a low preference for Impact is likely to be more successful working with clients who respond well to a low-key style. If their new territory includes clients where a high-energy style is required, providing them with additional support on these accounts, particularly at first, will help to avoid early setbacks. As a minimum, taking the time to sit down with the individual and discuss their profile with the line manager will help to build mutual understanding of their sales style and preference, as well as confirm the use of the tool as part of the selection process. It provides the individual with some useful and interesting insights, whilst also recognising the time investment they devoted to completing the questionnaire.

Management

When working with both new and established sales professionals, the SPI-Q can be used to support managers in understanding how to get the best out of their team. Managers can genuinely help individuals reach their potential and maximise their success when they understand their preferred way of working.

Strong Preferences

Strong preferences can generally be seen as the individual's comfort zone, and their engagement and success is likely to be maximised if they are given opportunities to leverage these preferences as a regular part of their role. For example, individuals with strong preferences for Impact, Initiation and Social Leverage are likely to enjoy being high profile, working the room at events, networking, and prospecting for new contacts and leads. Having lead generation as a key element of their role is likely to enhance their engagement and motivation, as well as bring benefit to the business.

Strong preferences can become a derailer if they are used poorly or overused. In the example above, there is a risk that the individual will be perceived as brash and overzealous in their networking if they approach a discerning client base in an unsophisticated manner. Helping individuals leverage and grow their strengths by encouraging self-reflection—as well as providing constructive feedback, skill development and coaching—is important for success, as is the process of helping the individual understand the impact of over-reliance on a strong preference.

Moderate Preferences

Moderate preferences typically represent areas where the individual is reasonably comfortable. They will generally enjoy having these behaviours called on to a moderate degree, but having to display them constantly, or under more demanding circumstances, may be a less positive experience. There are likely to be situational factors that influence the extent to which the individual will display the behaviours. For example, an individual with a moderate preference for Negotiation may be happy to engage in typical, everyday discussions on terms and price; but have difficulty with highly demanding or challenging clients, or extremely complex and tense negotiations.

In order to maximise success in an area of moderate preference, it is important to explore with the individual how they like to operate, and the circumstances under which they are more or less comfortable utilising a particular behaviour. Once this is established, it is possible to create an environment where the individual can best capitalise on their more moderate preferences.

Lower Preferences

Low preferences can generally be seen as the behaviours that are outside the individual's comfort zone. While they may be capable of displaying these behaviours, asking the individual to draw on these behaviours as a major part of their role is likely to limit their engagement and success, and may lead to burnout over time. For example, individuals with lower preferences for Influence, Negotiation and Self Belief are likely to find the process of having to persuade and bargain with demanding clients uncomfortable, and dealing with tough negotiations and conflict is likely to be stressful for them.

If the individual is required to draw on areas of lower preference in some elements of their role, it is likely that they will benefit from additional practical assistance. Exploring whether the individual already has some learned behaviours that support them when they are required to operate in these areas is also important to successfully managing areas of lower preference. For example, an individual with a lower preference for Credibility may dislike having to promote themselves, but may find it far less difficult if they have a prepared set of examples that they can draw on when they recognise that this behaviour is required.

Development

The SPI-Q can be used to enhance self-awareness as part of development discussions and development planning. When exploring the topic of development planning, there is often a challenge involved in articulating change at a behavioural level. Many managers are comfortable in discussing outcomes and performance against targets, and express a reasonable degree of confidence in exploring skill and knowledge gaps. Discussing behavioural change, however, is more difficult—yet this is often where the development opportunities are greatest, particularly in mid and senior level sales roles. The SPI-Q offers a language and structure that can be used to articulate the behaviours that underpin performance, helping managers and individuals to identify the best approach to development planning and choosing appropriate development opportunities.

As explored in the section on Management, the SPI-Q can assist in identifying and clarifying natural strengths that can be leveraged and enhanced to maximise performance. Ensuring that development plans are structured to capitalise on the individual's preferences and strengths represents a practical way of maximising their performance, and may offer more return on investment than investing high levels of development effort into areas that are unlikely to become a strength².

The SPI-Q also offers insight into those areas that are likely to represent a development challenge for the individual. Where there is a need to address blocks to success, the SPI-Q can help individuals and their managers to understand why they are experiencing challenges, and explore the type of support and development activity required to overcome these issues.

Undergoing an insight exercise with SPI-Q prior to attending a sales training course can be incredibly powerful. It will help individuals to identify parts of the course where they will gain most value, whilst enabling them to share their knowledge and techniques with others in areas where they have a natural or developed mastery.

² For an example of research in this area, see Zenger, J & Folkman, J, 2002, *The Extraordinary Leader: Turning Good Managers into Great Leaders*.

Career Development and Succession Planning

The SPI-Q can offer a means by which the requirements of the individual's current role can be compared to the requirements of future roles, and areas of difference highlighted and explored. Identifying which attributes are most frequently called upon in the current role—and exploring the attributes most likely to be called on in other roles of interest—can help individuals to reflect on the development they may wish to focus on for their career, and whether a particular career move is likely to be a positive experience given their preferences. It can also support the business in identifying individuals with the potential to succeed in other roles, and will assist in mapping the current talent pool or bench strength of the sales force.

Team Development

The SPI-Q can be used as part of team development as a means of providing insight into the strengths and gaps in the team. Understanding the profile of the team by combining their SPI-Q results can assist managers and HR / support functions to understand the trends in the group and relate these to the current patterns of performance. This can help to ensure that group training and development interventions are appropriately targeted. In addition, understanding the profile of the group can support the rollout of change programs by providing advance insights into the elements of the program that are likely to be adopted easily, and those that may come less naturally to the group.

ATTRIBUTE INTERPRETATION GUIDE

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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	
<ul style="list-style-type: none"> • 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
<p>MODERATE POSITIVE CORRELATION WITH</p> <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

FEEDING BACK SPI-Q RESULTS

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Importance

Providing candidates with feedback on their SPI-Q profiles is strongly recommended—irrespective of whether the questionnaire was used to assist in making a selection decision or to support in the development of an existing staff member.

Feedback Applications

Feeding Back SPI-Q Results used for Selection

When the SPI-Q has been used to assist in selection decisions, providing feedback to both successful and unsuccessful candidates shows the organisation's appreciation of the time the individual invested into completing the questionnaire as part of the selection process. This also reinforces the employee branding and reputation of the organisation as professional and enlightened in terms of the way it manages people.

Feedback can either be delivered whilst the selection process is ongoing, for example as part of subsequent interviews where the individual's responses are validated and probed (see [Applications of SPI-Q](#)), or after the selection decision has been made and candidates informed of the appointment. In this instance, it is important to emphasise to the individual that the SPI-Q was one of several pieces of information that fed into the final decision, and that the decision to select / not select an individual for a role is never made using one source of data only.

Many organisations manage feedback to successful and unsuccessful candidates differently—with unsuccessful candidates offered a shorter, more cost-effective solution than successful candidates. The preferred way of managing this process is to provide unsuccessful candidates with a phone feedback session. If this is not a viable option, then the individual could be provided with a copy of their profile report; however, this may then lead to seeking further clarification as to the reason for the decision not to select them for the role.

For successful candidates, a face-to-face feedback session is strongly recommended, and can form the beginnings of a development action plan and on-boarding process for the individual (see [Applications of SPI-Q](#)).

Feeding Back SPI-Q Results for Development

When the SPI-Q is being used to support an individual's development, the feedback process naturally becomes even more important. Whether the development program is focused just on the individual, or part of a larger development initiative, a structured discussion around styles and preferences adds valuable insights into how best to leverage and deploy strengths, and how best to manage areas of lower preference or skills gaps. The discussion can also provide valuable insights into the factors that are motivating for the individual, and hence encourage the individual to invest greater effort and energy in their role.

General Considerations for Giving SPI-Q Feedback

Who Should Deliver SPI-Q Feedback?

The SPI-Q was developed to be accessible to line managers and business professionals without the requirement of lengthy training and accreditation. The attributes measured in the questionnaire, and the way that an individual's preferences are conveyed, are expressed in simple, pragmatic language which should be easy for business professionals to grasp and understand.

The process of interpreting an individual's responses and understanding their profile is further supported by the adaptive nature of SPI-Q reporting outputs—each report is tailored to the individual's preferences, thereby ensuring that the more challenging task of interpreting the profile is provided to the user.

For these reasons, anyone who is experienced with the SPI-Q can provide feedback to individuals on their profiles, especially when supported by the material contained in this Manual.

Timing of SPI-Q Feedback

As a general guide, feedback on the SPI-Q should be delivered as soon as possible after the individual completes the questionnaire. This applies both when the SPI-Q has been used for selection as well as for development purposes. Close proximity between questionnaire completion and feedback reinforces the use of the questionnaire in the particular application, as well as ensuring that the individual derives some benefit from the process in a timely manner.

Best practice approaches to feeding back personality questionnaire results suggest that about one hour is an ideal timeframe for working through a profile with the individual. This allows for a proper two-way conversation to occur, enabling the individual to fully explore their profile, as well as discuss the implications of their preferences for the role or application.

Of course, a shorter timeframe can be utilised to feed back SPI-Q results, although reducing the time for feedback runs the risk of moving the process away from a two-way conversation to a one-sided description of results. With 25 different Sales Attributes to present, reducing SPI-Q feedback to less than a half-hour is extremely difficult.

Confidentiality & Access to SPI-Q Results

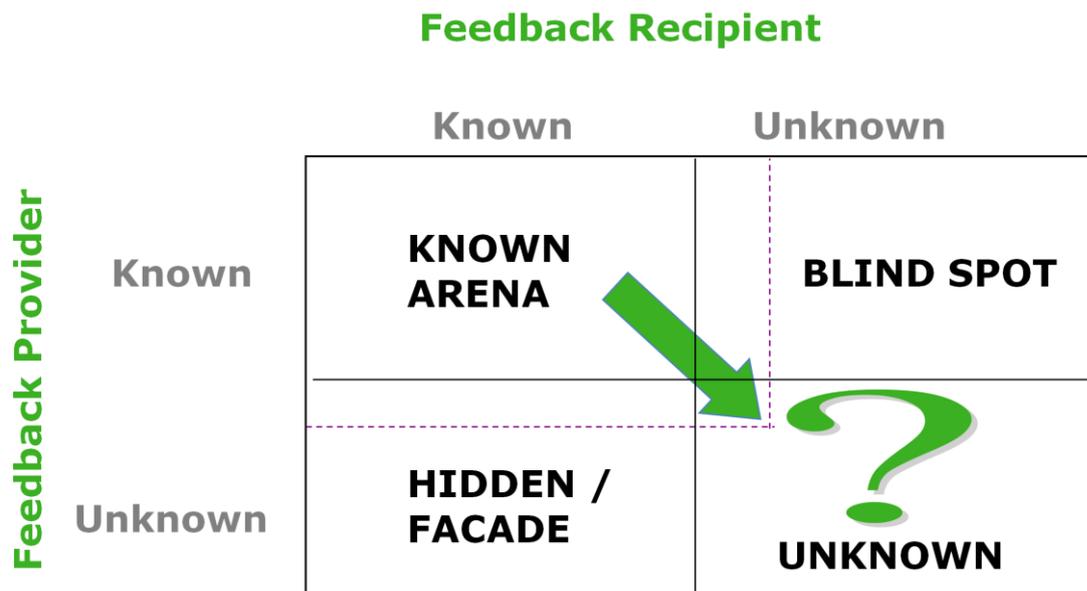
When individuals complete a personality questionnaire of any kind, they are providing very sensitive information about their preferences and motivations, leading to insights into their perceived strengths and areas of development opportunity. Having access to this type of information is highly privileged and should be treated as such.

The confidentiality of an individual's SPI-Q results and access to the report outputs should be carefully considered, and individuals should be informed of the persons who have access to their information, as well as how the information will be stored prior to being asked to complete the instrument. This information should be reinforced during the feedback discussion, particularly with incumbent staff.

The Purpose of Feedback

The purpose of any feedback session is to provide the individual with greater insights into themselves. Using a structured personality questionnaire such as the SPI-Q provides the individual with insights into their behavioural preferences, and the implications of these which are raised during the feedback discussion.

Many people find the approach described in the Johari Window³ as useful when thinking about the purpose of a feedback discussion.



The Johari Window is a model for self-awareness, personal development, group / team development and understanding relationships that is often used to help prepare for and understand the feedback process.

It is especially relevant when feeding back personality questionnaire results, due to its emphasis on interpersonal skills, behaviour, empathy, cooperation and inter-group / team development.

It is often referred to as a 'disclosure / feedback model of self-awareness'.

The Known Arena

The **Known Arena** refers to areas about the individual that both the individual and other people know about that person. It generally contains those areas of self-insight that the individual willingly shares when asked to describe their style and preferences, and may focus on the more extreme (high or low) scores on a personality profile.

³ Luft, J.; Ingham, H. (1955). *The Johari window, a graphic model of interpersonal awareness*. Proceedings of the western training laboratory in group development (Los Angeles: UCLA).

People tend to be most effective, productive and satisfied when their work is aligned with the behaviours and preferences from their Known Arena, and teams tend to be most productive in this area, where good communication and cooperation occur based on a mutual understanding of team members.

The Blind Spot

The **Blind Spot** refers to areas that other people know about the individual, but that are unknown to that individual. In some instances, the individual may be aware of the area to a degree, but have little knowledge or insight of the impact and consequences of their behaviour.

The Blind Spot may contain areas that the individual is deliberately withholding, or does not want to confront, and so feedback around these areas needs to be handled particularly sensitively. The nature of the questionnaire will force people to make choices about their preferences, and this can highlight certain areas of their personality that may not emerge from a traditional questionnaire format. It is important to acknowledge that some of the profile descriptions may surprise people somewhat, as they have been forced to make a choice and their responses have been compared to a benchmark of other sales professionals. This means that someone may have a perceived orientation when they compare themselves to the general population, but this becomes moderated when compared to people in very similar roles. This is often where the richness of the discussion can occur and subtle unknown areas can emerge. Furthermore, if a manager is providing feedback to one of their team members, they can contribute their own views and observations about a person's style and behaviour, and this can help reinforce some of the key themes being discussed.

The Hidden Area / Façade

Areas contained in the **Hidden Area / Façade** are those things that the individual knows about him / herself but others do not. It may represent areas that the individual wants to keep hidden as it can contain the closest of feelings, insecurities and less than positive experiences, but it may also contain areas of untapped interest or potential that the individual is not currently utilising or demonstrating.

The purpose of discussing these areas in a feedback discussion is to get these areas of hidden potential into the Known Arena, along with relevant hidden information through the process of self-disclosure and exploration. How the feedback session is handled, expectations around confidentiality and the culture of the organisation all have a major influence on an individual's preparedness to disclose their hidden selves.

In any feedback session the purpose is to expand the Known Arena and discuss the implications of any additional insights gained.

Managing Feedback Gullibility

Research into feedback has shown that individuals have a tendency to accept what is presented to them by perceived 'experts', to the point of accepting feedback that does not relate to them or their responses on a personality questionnaire. This is particularly pronounced when the feedback given is bland or mainly positive, and is referred to as the *Barnum Effect*⁴.

The impact of the Barnum Effect means that the feedback provider has to be particularly careful that they do not lead the individual to accept the feedback simply because they perceive it to be coming from a valid source (a sophisticated personality questionnaire). To avoid this, the feedback provider should ensure that the language used is focused and descriptive, that a balanced view of strengths and possible development opportunities is presented, and that the individual is asked to reflect on their results and provide context to validate the findings in current and previous roles.

General Feedback Skills

Any successful feedback session requires the use of a number of general feedback skills. These include:

- building trust with the individual
- showing empathy to their responses
- confronting issues sensitively
- questioning and probing to uncover insights

Building trust and *showing empathy* is communicated through the feedback provider's actions as well as what he / she says. Being clear about confidentiality, acknowledging the individual's feelings (including any frustration they may have experienced in completing the questionnaire), and giving the individual time to reflect on their profile is important for doing this, as is being mindful of non-verbal behaviours such as facial expression, tone and pitch of voice, and showing signs of attentiveness and interest in the individual's responses.

Confronting issues sensitively does not mean omitting to discuss any challenging findings or implications, but rather exploring these in an unbiased, non-judgemental and non-threatening manner. Encouraging self-insight and reflection through questioning, encouraging the individual to identify possible consequences of their style and behaviour, and being non-defensive if the individual questions or challenges the feedback will all help facilitate a far more productive discussion.

⁴ Forer, B. R. (1949). *The fallacy of personal validation: a classroom demonstration of gullibility*. Journal of Abnormal Psychology, 44, 118-121.
Stagner, R. (1958). *The gullibility of personnel managers*. Personnel Psychology, 11, 347-352.

Questioning and probing is key to any feedback discussion and coaching session, and allows the individual to absorb the implications of the message by putting the feedback in their own words and in the context of their environment. Combining general 'checking questions' (e.g. How do you feel about that?', 'Does that make sense to you?') with more open and exploratory questions (e.g. 'What's the impact of that in your current role?', 'What feedback have you had about this before?') will help uncover the individual's responses to their profile, as well as facilitate a discussion about the impact of their preferences and style.

In any feedback discussion, the balance of the talking should be pretty evenly spread, with the ideal being that the individual receiving feedback talks more than the feedback provider.

Preparing for Feedback

Adequate preparation is essential for the success of any feedback session. This involves ensuring familiarity with the tool, the Attributes measured, and understanding the individual's specific profile.

Being able to describe what the SPI-Q measures, and being able to define the 25 Sales Attributes in your own words, including the Attribute Clusters, helps you to make the feedback session relevant and meaningful. (See [Attribute Interpretation Guide](#)).

Developing a number of hypotheses about the individual's results (through linking Attributes, considering their current role, etc.) with the idea of testing these out in the actual feedback session can be a useful way to help you prepare for the feedback session.

Structuring the Feedback Session

Planning the structure of the feedback session helps ensure that all areas are covered appropriately.

Introduction

The introduction to the feedback session should include the following:

Purpose of the assessment and objectives for the session – why the individual completed the SPI-Q (e.g. as part of a selection process, to assist in development planning, etc.), what will be covered in the session, and any particular goals that the individual has for the session.

Timing and confidentiality – how long the session will last, and who will have access to information discussed in the session (this is also a good time to reinforce who has access to the actual SPI-Q results).

Nature of the SPI-Q and personality assessment – the SPI-Q is a self-report personality questionnaire specifically looking at those behaviours required for sales and business development roles. There are no right or wrong answers to the questionnaire and no ideal sales profile—and the questionnaire measures behavioural preference, not ability. The questionnaire provides insights into the behavioural preferences and sales styles of the individual, and its accuracy is linked to the openness and honesty with which the individual completed the questionnaire.

Format of the SPI-Q – the 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 judgements 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.

Composition of the questionnaire - each of the 25 Attributes has 11–14 different items which are combined into quads, where the individual is asked to select which item in the quad is 'Most Like Me' and which is 'Least Like Me'. This results in 78 quads with 312 items.

Reference to a comparison group – the profile compares 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:

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

The comparison group used for the SPI-Q is a composite group of sales professionals from a variety of different industries and organisations, and individuals should remember that they are being compared against sales and business development professionals when reviewing their results.

Discussion of participant experiences – asking the individual how they felt completing the SPI-Q is a good way to get them talking and to gain some additional insights that may assist in managing the feedback session. Be aware that a number of individuals may comment that they found the questionnaire frustrating to complete, and the requirement to choose one 'Most Like Me' and one 'Least Like Me' statement quite hard for a number of the quads. This is quite a typical reaction to this type of questionnaire format, and is best dealt with by acknowledging that some of the choices can be hard to make, especially since all of the behaviours measured related to sales and business development; therefore will be highly relevant to those individuals with sales experience. Further reassurance can also be provided by letting the individual know that this type of questionnaire format is recognised as being one of the most effective ways of collecting meaningful personality measurement, and allowing the individual to really differentiate their sales preferences.

It can also be useful to ask the individual what experience they have had with other psychometric or assessment tools. If an individual has undergone other forms of assessment and found them useful, they will generally be more familiar with the process and more open to the feedback. However, if they have never been exposed to assessment tools or have had a negative experience in the past, you may need to provide a little more reassurance and explanation about the process and its value.

Working through the Profile

The bulk of the feedback session should consist of working through the profile with the individual, discussing their reactions and exploring the implications of their preferences.

For simplicity's sake, it makes sense to work through the Attributes sequentially, summarising the main themes at the end of each of the three Attribute Clusters, and then doing a final summary of main themes once all Attributes have been worked through.

As feedback recipients can get overly concerned about their sten scores, and as a result not concentrate on the actual behaviour being described by the sten score, it can be useful to walk the individual through all 25 Attribute definitions (on page 3 of the Profile Report) before sharing their actual profile with them. Utilising this approach, you can also ask them to predict the Attributes where they would expect to see either high or low preferences. This can provide with useful information about their degree of self-insight, as well as areas where they may be confronted by their profile.

Useful questions to use to explore the profile are listed below:-

- How do you feel about that result?
- Can you give me some examples of what that preference looks like at work?
- Why is this such a high / low preference for you?
- How does that impact on your current role?
- What feedback have you had about this in the past?
- In what circumstances do you find yourself more comfortable utilising this preference? (For moderate stens)
- How do you work around this? (For low stens)
- What support do you need to deliver your role given your preferences here? (For low stens)
- How can we further leverage these areas? (For high preferences)

More sophisticated interpretation involves linking Attributes and exploring the implications of these.

Concluding the Feedback Session

A final summary of the key themes, focusing on the high and low preferences and the implications of these, should be used to conclude the feedback session.

If the feedback session has been conducted as part of a development journey, it can be useful to ask the individual to summarise the key themes emerging from the profile and the discussion, and encourage them to make links to their on-going development plans and activities. Whilst the initial feedback session is not a coaching session, it can be a useful segue into a development planning discussion.

Reinforcing confidentiality—who will have access to the results and next step—should also be covered in the conclusion of the feedback session.