

## MPG Sales Report

Candidate Name: **JANE DOE**  
Company: ABC STORAGE  
Position: Facility Manager (Good)  
Hiring Manager: Bob Smith  
Phone #: 999-999-9999-  
Date: 09/02/15                      File #: 373346

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

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

- General Sales Similarity (a very broad overall scale indicating how similar the person is to people in a very wide range of sales jobs)
- Account Acquisition (the traditional hunter-farmer factor)
- Strategic Selling (important in developing complex solutions for clients)
- Team Coordination (necessary for marshaling an array of resources for the client)

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

- Extraversion (the orientation towards people and the external world)
- Emotional Reactivity (the tendency to be anxious, high strung or impatient)
- Behavioral Control (which includes discipline, conscientiousness and detail-orientation)
- Agreeableness (the inclination to be affable, harmonious and cooperative)
- Complexity (the orientation towards the world of strategic, conceptual and complex ideas)

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

# MPG Sales Type Similarity Scales

JANE DOE

## General Sales Similarity 5



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

## Account Acquisition 5



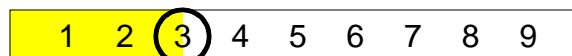
At the high end of this scale, we find people who are aggressively active, who enjoy cold-calling and who like to push for quick and measurable results. They are often referred to as Hunters. On the low end, the Farmers are generally better suited for positions that require comfort with ambiguity, patience,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

## Strategic Selling 5



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

## Team Coordination 3



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

# Big 5 Personality Factors

JANE DOE

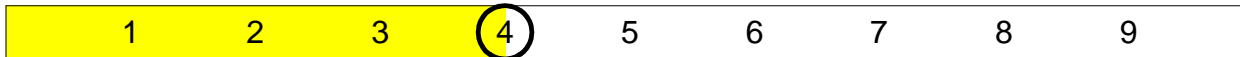
## Extraversion



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

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

## Emotional Reactivity



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

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

## Behavioral Control



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

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

## Agreeableness



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

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

## Complexity



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

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

# General Observations

## JANE DOE

There is evidence that she possesses some of the characteristics of sales people although she may lack some of the social confidence, presence and competitiveness of top performers. People with similar results tend to need coaching and training to help them develop their skills in account acquisition roles. People with similar results are likely to show many of the following characteristics and to be perceived in the following ways.

### Interpersonal Style

- Balance between people and task orientation*
- Likable and low-key manner*
- Builds relationships gradually, but generally well*
- Accommodates others' needs*
- Not likely to have a big ego*
- Comes across as likable once others get to know him*

### Motivational Makeup

- Most dependable with clear tasks and incentives*
- Benefits from some external reinforcement*
- Sustains performance more effectively when tangible rewards are forthcoming*
- External displays of enthusiasm are likely to be variable*
- May not initiate things directly*
- Usually reliable when given a task*

### Problem-Solving Approach

- Likely to be precise and craftsmanlike*
- Able to bring structure to tasks*
- Detail oriented, but can understand strategic issues*
- Prefers structure and clear expectations*
- Able to translate general guidelines into specific steps*
- Disciplined but may be a bit rigid*

### Leadership Style and Potential

- Obedient and responsive to direction*
- Reluctant to take charge*
- Not likely to be an influencer of peers*
- May not be ready for broader roles*
- Benefits from supervision and encouragement*
- May function best as individual contributor*

# Development Summary

**JANE DOE**

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

## **Probable Assets**

### **Technical orientation.**

She is likely to have many common interests with technologists and others with a professional base of expertise. This particular pattern of scores suggests that she will be seen as a good practical and technical problem solver. As long as she has the appropriate base of information and knowledge, her customers should see her as resourceful.

### **Conscientiousness.**

She has a profile that suggests high conscientiousness. She is likely to approach her duties in a controlled and disciplined manner. As a result, she should be able to handle the mundane details and organizational chores of territory management effectively.

### **Easygoing relationships.**

She is likely to be seen as accepting, approachable and affable. This should help her establish herself effectively with clients and to build supportive, non-threatening relationships. People with similar profiles are usually patient, easygoing and laid-back. This facilitates their success in low-pressure sales environments.

### **Discipline.**

Her approach to her job is likely to be disciplined, task oriented and organized. She probably enjoys structure and definition. People with similar patterns of scores are usually procedure-oriented, organized and consistent.

# Development Summary (cont.)

JANE DOE

## Potential Liabilities

### Overly technical.

People with similar results are typically not impulsive or emotionally expressive. They tend to be technically oriented and to enjoy technical analysis, detail and complexity. They sometimes need coaching and encouragement to be less procedural and detail oriented. She may benefit from trying to convey a more outgoing, assertive and talkative social style.

### Overly conforming.

People with similar patterns of scores typically conform tightly and operate in an overly conventional manner. This sometimes interferes with their ability to respond in a spontaneous and flexible fashion. They shy away from the unconventional and tend to rely too heavily on structured, by-the-book sales approaches. She may need reminders of the importance of flexibility, rule-bending and non-traditional methods.

### Too easygoing.

She has a profile that indicates an easygoing, patient and accepting sales approach. While this can help her maintain good relationships with customers and people inside the company, it can hinder her ability to push people beyond their comfort zones and to demand the highest standards of performance. People with similar patterns are often too nice and easygoing in a sales role. They sometimes lack the drive and intensity necessary to demand maximum results.

# Appendix to Sales Report

**Development of the Profile.** The MPG Sales Report was designed by licensed psychologists from Management Psychology Group. It was designed to help select successful sales people and to help people assess their own unique combinations of personality characteristics and preferences as they relate to the sales role. The factors presented in this report were developed empirically from an analysis of real companies, real jobs and real performance data on real people. We analyzed over 100 sales jobs to determine their underlying dimensions, then examined the responses of over 3,000 sales people from 47 companies to identify recurring themes. In addition to scales developed from the analysis of actual performance data, the report includes insights gained from extensive experience in assessment and test construction/validation in business organizations.

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

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

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

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

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

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

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