



Confidential Sales Management Candidate Screening

THE DAVE KURLAN SALES FORCE PROFILE™

Candidate: SALES MANAGER

Company: Company

Date: 22-Oct-05

HIRING RECOMMENDATION - Yes

NOTE: This screening will indicate the following: whether SALES MANAGER *will effectively manage salespeople, will actually sell*, whether SALES MANAGER is trainable, can be coached, and the kind of help you'll need to provide if you move forward and hire SALES MANAGER. Please understand that while this is not a personality profile, sales aptitude test nor psychological test, those instruments can be useful for other positions.

This screening deals specifically with SALES MANAGER's sales and sales management potential with your company. While this is a very important piece of the puzzle, it is only one piece. It does not measure intelligence, technical knowledge, self-presentation and appearance. It does not check references. However, all of these issues remain quite important. It does uncover what could have been hidden from view, even in a fairly comprehensive series of interviews. Therefore, our recommendations should be interpreted accordingly. Explanations for most of the weaknesses you'll read about can be found in our Corporate Recruiting System or our Sales Force Development Software.

SALES MANAGER

Our Summary and Recommendations

Is SALES MANAGER trainable?

Yes. SALES MANAGER's strong desire indicates that a training program would definitely provide a meaningful avenue for growth.

Does SALES MANAGER have the appropriate strengths to support effective sales management?

Yes. With effective training and proper direction you should expect to see a short term impact on sales.

Does SALES MANAGER have the necessary sales management skills?

Yes. SALES MANAGER should have a real and immediate impact on your sales people. With effective coaching to develop the skills which are still needed (if any) and proper marching orders from you, an impact on overall sales and development should be expected.

Do we believe you should hire SALES MANAGER?

Yes. SALES MANAGER's strengths and skills suggest that hiring this individual will result in a successful outcome.

Conditions For Hiring:

Make sure that SALES MANAGER is willing to overcome Losing Control of Emotions, and the Self-Limiting Record Collection. Before you hire SALES MANAGER, you'll have to make sure that the problem with excuse making have been acknowledged and that SALES MANAGER has agreed to an action plan.

Add some advanced skills training for the sales and management weaknesses and you have a winner.

This candidate departs from the acceptable allocation of time spent on various required sales management activities.

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SUMMARY		
	Strength	Weakness
Crucial Elements		
Desire	✓	
Commitment	✓	
Responsibility		✓
Outlook	✓	
Major Weaknesses		
Need for Approval	✓	
Controls Emotions		✓
Record Collection		✓
Buy Cycle	✓	
Money Weaknesses	✓	
Recommendations		
Trainable	✓	
Will Manage	✓	
Has Necessary Management Skills	✓	
Hirable	Yes	
Potential for Growth	71%	

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Management Compatibility (Candidate Priorities Inconsistent With Your Own)		
Business Area	Your Priority	Candidate's Experience / Preference
** Basis of Accounts	Volume	Volume or Profit
** Profile of Potential Customer	Potential Business	Potential Business or Credit Worthiness
** Business Plan	Follow Plan Without Deviation	Pursue Opportunities Whenever They Appear
Sales Manager's Role	Manager Who Develops Salespeople	Manager Who Develops Salespeople
** Recruiting Strategy	Hire "A" Players	Hire Best Available Candidate
Training	Trainers Come From Within The Company	Trainers Come From Within The Company
Compensation	Salary Plus Bonus	Salary Plus Bonus
Developing Salespeople	Develop The Existing People	Develop The Existing People
Sales Force Automation	Install The Latest And Greatest	Install The Latest And Greatest
Market Strategy	Expand It	Expand It
** Trade Shows	Participate In Targeted Shows	Participate In All Appropriate Shows
Role of Marketing	Generate Sales	Generate Sales
Reaching Customers/Clients	Create New Channels	Create New Channels
** Market Identity	Expertise	Quality
Growth	Find New Business	Find New Business
** Competition	Hold Firm On Our Price	Beat Their Price
Internet Strategy	Use It To Compliment The Business	Use It To Compliment The Business
** indicates Candidate's Experience inconsistent with your priorities		

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Management Time Priorities		
Area of Activity	Candidate's Time %	Benchmark Time %
• Coaching Salespeople	30	25
• Motivating Salespeople	15	25
• Measuring Performance / Accountability	5	25
• Recruiting	8	5
• Crisis Management	5	5
• Internal Company Issues	12	5
• Planning / Managing Compensation	2	1
• Organization / Reorganization	10	1
• Business / Product Strategy	10	3
• Direct Selling	3	5

It is likely that the candidate will not invest enough time motivating the salespeople
 It is likely that the candidate will not invest enough time holding the salespeople accountable
 This candidate may place too much emphasis on areas not directly related to managing salespeople
 This candidate places less importance on managing salespeople than we would recommend.

Interviewing Tips

- ✓ Ask why the candidate is leaving or left a recent job. Listen for excuses. This demonstrates excuse making.
- ✓ Look at the section on self-limiting records. Read one of the candidate's more alarming records aloud and ask him/her what happens as a result of that self-limiting belief. Ask if that's a good thing or not.
- ✓ Tell the candidate that you see too many serious weaknesses and that you don't think that he/she will be able to overcome them all. Watch how the candidate reacts. This should demonstrate the tendency to become emotionally involved.

Important Findings

Ten key attributes and certain combinations of them have a significant influence on the recommendations in this screening. Those that apply to this candidate are indicated below by a "Yes" in the respective column. Control + Click the "YES" to read about the adverse impact of these findings. (A Web Browser and Internet connection are required.)

Desire	Commitment	Outlook	Excuses	Approval	Money	Emotions	Buy Cycle	Records	Incentive
			Issue			Issue		Issue	

Important combinations of the 10 key attributes are listed below. Click a topic to read about the impact of these issues.

[Emotions And Non-Supportive Record Collection](#)

Strengths That Support Selling	Skills That Have Been Developed
<ul style="list-style-type: none"> • A Good Outlook • A Strong Commitment • A Strong Desire • No Need For Approval From Prospects • No Need For Approval From Salespeople • Good Self Image 	<ul style="list-style-type: none"> • Asks Prospects Why They'll Buy • Asks Prospects How They'll Make Buying Decision • Won't Make Many Assumptions • Develops Bonding Early in the Process • Won't Accept Put Offs • Effective Handling People • Gets Plenty of Introductions

SALES MANAGER

<ul style="list-style-type: none">• Has Written Personal Goals• Has a Written Plan to Reach Goals• Has a System to Track Progress• High Money Tolerance• A Decision Maker• Capable of upholding Margins• Has a Supportive Buy Cycle	
SALES MANAGER has 50% of the possible strengths for which we screen, 3 out of the 4 most crucial elements for success and 3 of the necessary 5 major strengths.	SALES MANAGER has 33% of the possible skills for which we screen.

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Sales Management Skills	Weaknesses that will Neutralize Strengths and Skills
<ul style="list-style-type: none"> • Managing the Pipeline Correctly • Giving Recognition Appropriately • Debriefs Regularly and Correctly • Knows What Motivates The Salespeople • Runs Effective Sales Meetings • Flexible Thinker • Being Demanding of Salespeople • Effective Interviewing Criteria 	<ul style="list-style-type: none"> • Makes Excuses for Lack of Results • Not Motivated To Earn More Money • Loses Control of Emotions Somewhat Easily • Difficulty Recovering From Rejection • Satisfied With Current Level of Income • Too Trusting of Prospects • Self-Limiting Record Collection
<p>SALES MANAGER has 57% of the possible sales management skills for which we screen.</p>	<p>SALES MANAGER has 29% of the possible weaknesses for which we screen, 2 out of the 5 major weaknesses (see SUMMARY section) and only lacks 1 of the 4 most crucial elements for success.</p>

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Likely Selling Problems	Likely Sales Management Problems
<ul style="list-style-type: none"> • Likely to be Ineffective With Prospects That Wish To Comparison Shop • Making Inappropriate Presentations • Wasting Time With Prospects Due to Ineffective Selling System • The Games and Lies of Prospects • Calling on Purchasing Agents Too Early in the Process • Not Getting Prospects to Agree to Make a Decision • Inappropriate Follow up • Inappropriate Quotes or Proposals 	<ul style="list-style-type: none"> • Not Being Effective Coaching Salespeople • Managing by the Numbers • Not Spending Enough Time Managing the Salespeople • Not Willing to Let Salespeople Fail - Rescues Them too Quickly • Not Replacing Weakest Salespeople
<p>SALES MANAGER will likely have 31% of the possible problems for which we screen.</p>	<p>SALES MANAGER has 33% of the possible sales management problems for which we screen.</p>

SALES MANAGER

Self-Limiting Record Collection (Beliefs)

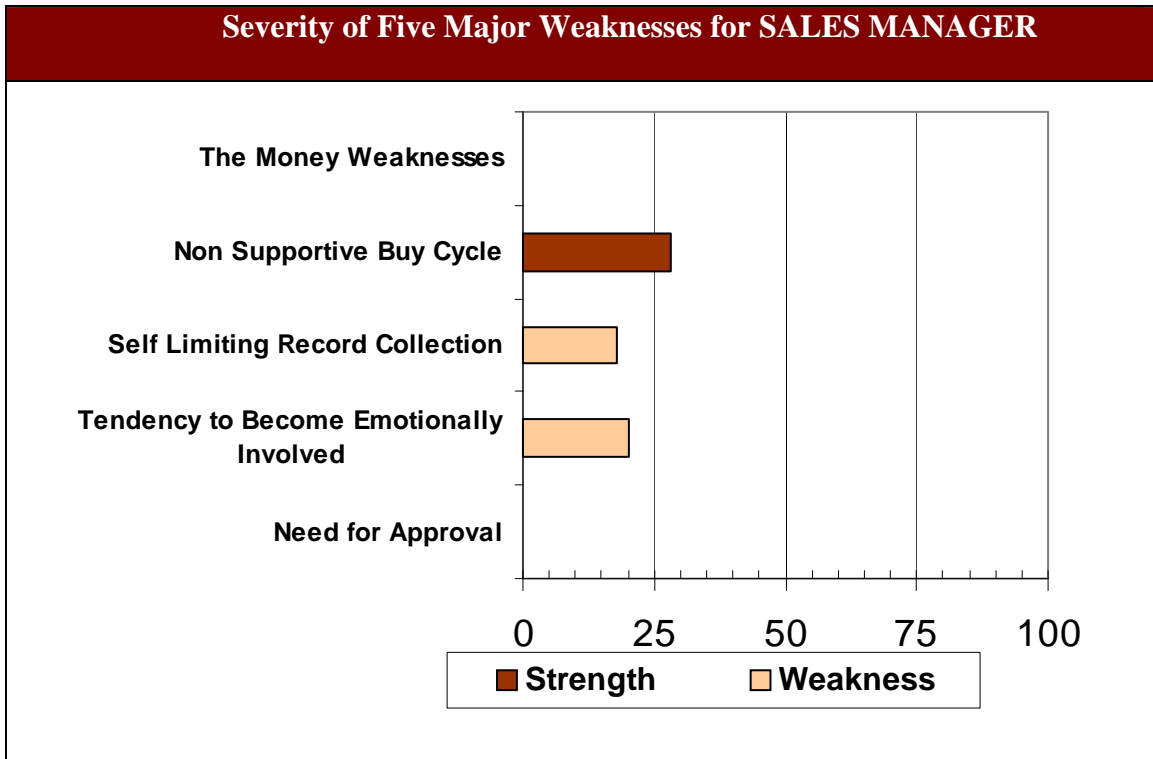
- I don't need to manage my people's behavior
- I don't need to upgrade the sales force
- I don't need to raise my people's self esteem
- I have to call on purchasing agents prior to end users or decision-makers
- Prospects are honest
- Prospects that think it over will buy from me
- It's OK if my salespeople let their prospects shop around
- My salespeople need to present information to their prospects when asked
- Any lack of results is due to the economy or marketplace

SALES MANAGER has 26% of the possible self-limiting records for which we screen.

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Hirable Range For SALES MANAGER (\$US50K To \$US99K)						
This chart shows the ideal range for hiring your candidate, based on the projected income for the position. WHITE is the only acceptable color for an ideal candidate. . A Checkmark in the Gray region indicates a Less Than Ideal hirable candidate, usually because of either lack of commitment or the possession of five major weaknesses.						
LEGEND						
✓		Candidate Recommended for Hire				
✘		Candidate Not Recommended				
Likelihood of Change (in %)	Number of Major Weaknesses (0-5)					
	0	1	2	3	4	5
10	Gray	Gray	Gray	Gray	Gray	Gray
20	Gray	Gray	Gray	Gray	Gray	Gray
30	Gray	Gray	Gray	Gray	Gray	Gray
40	Gray	Gray	Gray	Gray	Gray	Gray
50	Gray	Gray	Gray	Gray	Gray	Gray
60	White	White	White	White	Gray	Gray
70	White	White	White	White	Gray	Gray
80	White	White	White	White	Gray	Gray
90	White	White	White	White	Gray	Gray
100	White	White	White ✓	White	Gray	Gray

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Express Screen Provided by TEST CO.
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