

Confidential Sales Candidate Screening

THE DAVE KURLAN SALES FORCE PROFILE™

Candidate: Jane Doe

Company: Sample Corporation

Date: 7/11/2007

HIRING RECOMMENDATION - Not Hireable

NOTE: This screening will indicate whether Jane ***will actually sell***, whether Jane is trainable, can be coached and the kind of help you'll need to provide if you move forward and hire Jeff. 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 Jeff's sales potential with your company, as well as industry compatibility. While this is a very important piece of the puzzle, it is only one piece. It does not measure intelligence, technical knowledge, self-presentation, appearance nor does it check references and all of those 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 in this document can be found in our Corporate Recruiting System.

Emerson Swan Requirements Based Upon Your Profile

This document is filled with important findings, some based on OMG's Criteria for sales success in the designated experience level, others based on your criteria for sales success in your business. These findings tend to be scattered throughout the document, making it difficult to capture the essence of the reason for a particular recommendation.

In the table below, we have included the important requirements for this position using both sets of criteria; yours and ours. The candidate must be trainable, not exceed the number of major weaknesses allowed for the designated experience level and have a major weaknesses severity that does not exceed the limit for that level. The candidate must also meet certain criteria of yours that we identified as crucial to success in your business. Finally, there are some important skill sets that success in your position requires. While it is helpful when a candidate exceeds 65% in these skill sets, it is not required.

Your Requirements	Finding
Meets OMG Hire Criteria for Income Level	Yes
Combined Severity Less Than 160	146
Candidate is Trainable	Yes
Closer Skills (above 65% is desirable)	22%
Qualifier Skills (above 65% is desirable)	40%
Competition Resistant	No
High Ticket Seller	Yes
Value Seller	No

SUMMARY OF FINDINGS		
	Strength	Weakness
Crucial Elements		
Desire	✓	
Commitment	✓	
Responsibility		✓
Outlook	✓	
Other Important Findings		
Enjoys Selling	✓	
Money Motivated		✓
Major Weaknesses		
Need for Approval		✓
Controls Emotions	✓	
Record Collection		✓
Buy Cycle		✓
Money Weaknesses	✓	
Recommendations		
Trainable	✓	
Compatible	✓	
Will Sell	✓	
Hirable		No
Potential For Growth		102%
Sales Quotient		100

OUR SUMMARY AND RECOMMENDATIONS

Is Jane trainable?

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

Is Jeff's specific sales experience compatible?

Yes. Jane matches up in more than half of the areas you specified, indicating that Jane will have a shorter ramp up time to Jeff's level of capability.

Will Jane sell?

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

Do we believe you should hire Jeff?

No. While this candidate meets the OMG criteria for selling at your required experience level, your profile for this position calls for a salesperson who could sell products/services at prices higher than the competition and this individual would likely have difficulty accomplishing that because Jane is also a price shopper.

While this candidate meets the OMG criteria for selling at your required experience level, your profile for this position (item 4 - Competition) calls for a salesperson who could sell in a highly competitive market and this individual would likely have difficulty accomplishing that because Jane is also a comparison shopper. More information is available through the hyperlinks in the Important Findings section.

INTERVIEWING TIPS

We don't recommend interviewing non-hirable candidates although some managers do this anyway. If you are interviewing a non-hirable candidate, use the following interviewing tips to validate the candidate's weaknesses. In time, you'll learn to accept the findings at face value without taking the time to conduct an unnecessary interview.

- ✓ Ask why the candidate is leaving or left a recent job. Listen for excuses. This demonstrates excuse making.
- ✓ If the candidate thinks things over before buying (vulnerable to "think it over" from the weaknesses section) ask why he/she lets prospects think it over. An understanding of the prospect's need to think demonstrates non-supportive buy cycle.
- ✓ 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.
- ✓ Ask the candidate if he/she likes people. From a sales perspective, ask which is more important, making someone happy or getting the business. You'll probably hear either "both" or "making someone happy." This demonstrates need for approval.
- ✓ Ask the candidate why he/she says most of time is spent asking questions but reasons to buy are related to the prospect by him/her.

IMPORTANT FINDINGS

Ten key attributes and certain combinations of them have an adverse and significant influence on the recommendations in this screening. Those that apply to this candidate are indicated below by an "Issue" in the respective column. Control + Click the "Issue" to read about the adverse impact of these findings. (A Web Browser and Internet connection is required.) Click [here](#) for an index of all key findings.

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

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

[Shopper Finding](#)
[Low Baller Finding](#)

SPECIAL SKILL SETS MASTERED

Special Skill Sets:

Please review the skill set detail on the page below to understand the relative strength of this candidate in each skill set.

The information on the next page presents the candidate's attributes for each skill set. Shaded attributes represent negative traits within each skill set. For skill set definitions click [here](#).

SPECIAL SKILL SETS DETAIL

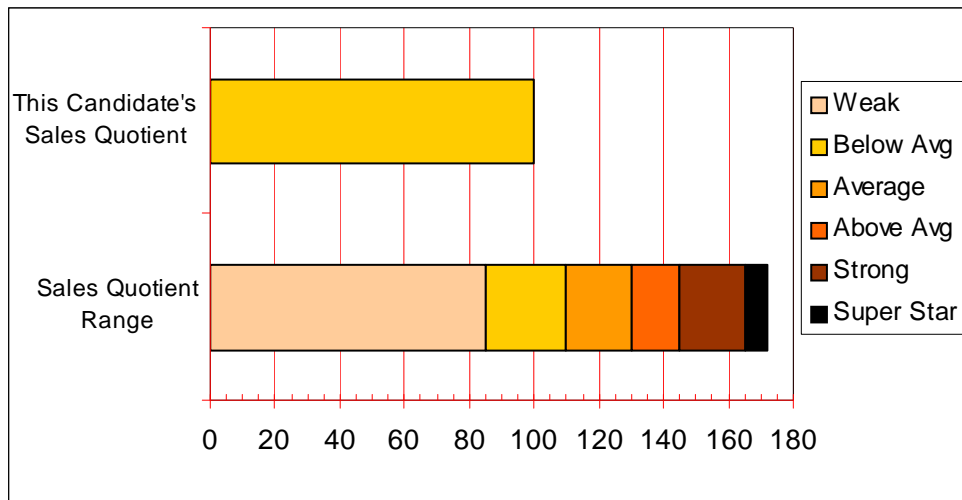
Hunter	Present	Account Manager	Present
Prospects Consistently	✓	Develops Bonding and Rapport	✓
Gets Past Secretaries	✓	Gets To Decision Makers	✓
Gets To Decision Makers	✓	Uncovers Actual Budget	✓
Gets Appointments When Prospecting	✓	Knows How To Handle People	✓
Receives Plenty of Introductions	✓	Effective Time Management	✓
Will Prospect	✓	Lacks Closing Urgency	✓
Has No Need For Approval	✓	Has Need For Approval	✓
Recovers From Rejection	✓	Won't Prospect	✓
% of Traits	50%	Believes – "I should be their friend"	✓
Closer		Inappropriate Follow Up Calls	✓
Gets Prospect To Agree To Make Decision	✓	% of Traits	60%
Won't Make Inappropriate Quotes	✓	Intellectual	
Gets to Decision Makers	✓	Attempts To Close	✓
Attempts to Close	✓	Uncovers Budget	✓
Has Closing Urgency	✓	Gets To Decision Makers	✓
Won't Accept PutOffs	✓	Learns Why Prospects Buy	✓
Has Supportive Buy Cycle	✓	Learns How Prospects Buy	✓
Has No Need For Approval	✓	Has At Least 10 Skills	✓
Controls Emotions	✓	Has Need For Approval	✓
% of Traits	22%	Has Non-Supportive Buy Cycle	✓
Qualifier		Has Self Limiting Record Collection	✓
Uncovers Actual Budget	✓	Has Money Issues	✓
Gets To Decision Makers	✓	Has Difficulty Controlling Emotions	✓
Learns Why Prospects Would Buy	✓	% of Traits	36%
Learns How Prospects Would Buy	✓	Ambassador	
Does NOT Assume	✓	Develops Bonding and Rapport (skill)	✓
Comfortable Talking About Money	✓	Gets Referrals and Introductions (skill)	✓
Has High Money Tolerance	✓	Knows How To Handle People (skill)	✓
Has No Need For Approval	✓	Enjoys Selling	✓
Controls Emotions	✓	Inappropriate Follow Up Calls	✓
Has Supportive Record Collection	✓	Wasting Time – Selling System	✓
% of Traits	40%	Believes – "I should be their friend"	✓
Farmer		Skills Limited To Those 3 Above	✓
Has Closing Urgency	✓	% of Traits	50%
Attempts To Close	✓	Timid	
Controls Emotions	✓	Has Low Self Esteem	✓
Won't Accept PutOffs	✓	Has Need For Approval	✓
Has Supportive Buy Cycle	✓	Has Difficulty Recovering From Rejection	✓
Has Difficulty Recovering From Rejection	✓	Uncomfortable Talking About Money	✓
Has Need For Approval	✓	Has Outlook Problem	✓
Won't Prospect	✓	Is Not Money Motivated	✓
% of Traits	25%	% of Traits	33%

COMPATIBILITY WITH YOUR PROFILE

Match	Key	Topic	Your Requirements	Candidate's Experience
YES		Primary Market	<ul style="list-style-type: none"> • Corporate/Industrial • Institutional 	<ul style="list-style-type: none"> • Corporate/Industrial • Institutional
YES		Prospects by Title	<ul style="list-style-type: none"> • VP or top administrator 	<ul style="list-style-type: none"> • President or Owner • VP or top administrator • Technical end user
YES		Need vs Want	<ul style="list-style-type: none"> • Need and want 	<ul style="list-style-type: none"> • Need and want
YES		Competition	<ul style="list-style-type: none"> • Usually three to five 	<ul style="list-style-type: none"> • Usually three to five
NO		Pricing	<ul style="list-style-type: none"> • We are usually higher 	<ul style="list-style-type: none"> • We are usually competitive
YES		Money	<ul style="list-style-type: none"> • Between \$25K and \$250K 	<ul style="list-style-type: none"> • Between \$1K and \$25K • Between \$25K and \$250K • Above \$250K
YES	*	Product Sold	<ul style="list-style-type: none"> • Custom engineered solutions 	<ul style="list-style-type: none"> • Custom engineered solutions • Products one can demonstrate • Commodities
NO		Sell Cycle	<ul style="list-style-type: none"> • Three to six months 	<ul style="list-style-type: none"> • A two to three call close
NO	*	Customer Development	<ul style="list-style-type: none"> • Sold them and moved on 	<ul style="list-style-type: none"> • Sold them and serviced them
YES		Priorities	<ul style="list-style-type: none"> • 20% new and 80% current 	<ul style="list-style-type: none"> • 20% new and 80% current
YES	*	Closing	<ul style="list-style-type: none"> • Salesperson closes 	<ul style="list-style-type: none"> • Salesperson closes • Salesperson planted seeds • Inside people close
NO	*	Presentations	<ul style="list-style-type: none"> • Present several times to individuals 	<ul style="list-style-type: none"> • Present once to the decision maker
YES		Product Quality	<ul style="list-style-type: none"> • Top of the line 	<ul style="list-style-type: none"> • Top of the line
YES	*	Pressure	<ul style="list-style-type: none"> • Medium 	<ul style="list-style-type: none"> • Medium
YES		Supervision	<ul style="list-style-type: none"> • Closely Managed 	<ul style="list-style-type: none"> • Closely Managed
YES		Company	<ul style="list-style-type: none"> • Small to medium sized business 	<ul style="list-style-type: none"> • Small to medium sized business • Large business
YES		Compensation	<ul style="list-style-type: none"> • Mostly salary 	<ul style="list-style-type: none"> • Mostly salary • Mostly commission
NO		Environment	<ul style="list-style-type: none"> • Turbulent and changing 	<ul style="list-style-type: none"> • Rapid growth
YES		Location	<ul style="list-style-type: none"> • Your location or one staffed by a sales manager 	<ul style="list-style-type: none"> • Your location or one staffed by a sales manager • Remote or home office with no other staff

Jane is compatible with 74% of your company's additional criteria for an ideal salesperson. When the percentage of compatibility is high, the ramp up time is reduced considerably. While compatibility should not be confused with whether Jane will sell, it will impact Jeff's performance. (Items with an asterisk '*' are your key criteria.).

SALES QUOTIENT



How to Read the Sales Quotient: The Sales Quotient is derived from 21 Core Competencies, weighted according to impact on the selling process. A perfect score of 173 is seldom achieved. It is not an exact science and depending upon your company's profile, it's possible, in certain circumstances, to have a higher Sales Quotient for certain non-hirable candidates than for certain hirable candidates.

How to Use the Sales Quotient: We strongly recommend that you use the Sales Quotient as a guideline for ranking HIRABLE candidates only.

This candidate's Sales Quotient is 100.

STRENGTHS These Strengths Support Sales	WEAKNESSES These Weaknesses Can Neutralize Strengths and Skills
<ul style="list-style-type: none"> • Good Outlook • Strong Commitment • Strong Desire • High Money Tolerance • Able to Talk About Money • Controls Emotions Effectively • Rejection Proof • Self Image Not As Strong As It Could Be. • Has Goals But Needs to Set a Date • Has a Plan for Reaching Goals • Enjoys Selling • Self Starter 	<ul style="list-style-type: none"> • Makes Excuses for Lack of Results • Non-Supportive Buy Cycle • Some Need for Approval • Not Motivated To Earn More Than His/Her Current Income • Lacks Closing Urgency • Too Trusting of Prospects • No System For Tracking Progress • Self-Limiting Record Collection • Doesn't Work Independently • Unlikely To Be Successful Working Remotely Without Supervision
<p>Jane has 43% of the possible strengths for which we screen, three out of the four most crucial elements for success and two of the necessary 5 major strengths."</p>	<p>Jane has 40% of the possible weaknesses for which we screen, 3 out of the 5 major weaknesses and only lacks 1 of the 4 most crucial elements for success."</p>

<p style="text-align: center;">SKILLS Learned Skills</p>	<p style="text-align: center;">PERFORMANCE ISSUES Likely Problems the Candidate will Experience</p>
<ul style="list-style-type: none"> • Asks for the Business • Good Time and Organizational Ability • Gets to Decision-Makers • Gets Past Gatekeepers • Gets Appointments When Prospecting • Knows How to Handle People 	<ul style="list-style-type: none"> • Likely to be Ineffective With Prospects That Wish To Comparison Shop • Likely to be Ineffective With Prospects That Wish To Think it Over • Likely to be Ineffective With Prospects That Wish To Price Shop • Making Unqualified Presentations • Wastes Time By Not Executing His/Her Selling System • Not Being Able to Control the Selling Process • Not Asking Prospects Why They'd Buy • Assumes Too Much • Not Asking Prospects How They'll Reach Buying Decisions • Calls On Purchasing Agents Before End User or Decision-Maker • Not Getting Prospects to Agree to Make a Decision • Not Prospecting Enough • Not Developing Bonding and Rapport Early Enough • Not Uncovering the Real Budget • Takes Too Many Put Offs • Inappropriate Follow Up • Not Getting Referrals • Too Many Unqualified Quotes or Proposals
<p>Jane has 29% of the possible skills for which we screen.</p>	<p>Jane will likely have 69% of the possible problems for which we screen.</p>

Record Collection (Self-Limiting Beliefs That Will Influence Outcomes)

- It's OK if they think it over
- I should have the best price
- I must educate the prospect
- I don't like making cold calls
- I have to call on purchasing agents before end users or decision-makers
- Prospects are honest
- Prospects that think it over will eventually buy from me
- Any lack of results are due to the economy or marketplace
- I'm able to live comfortably on my income
- I should tell my prospects why they should buy from me

Jane has 29% of the possible self-limiting records for which we screen.

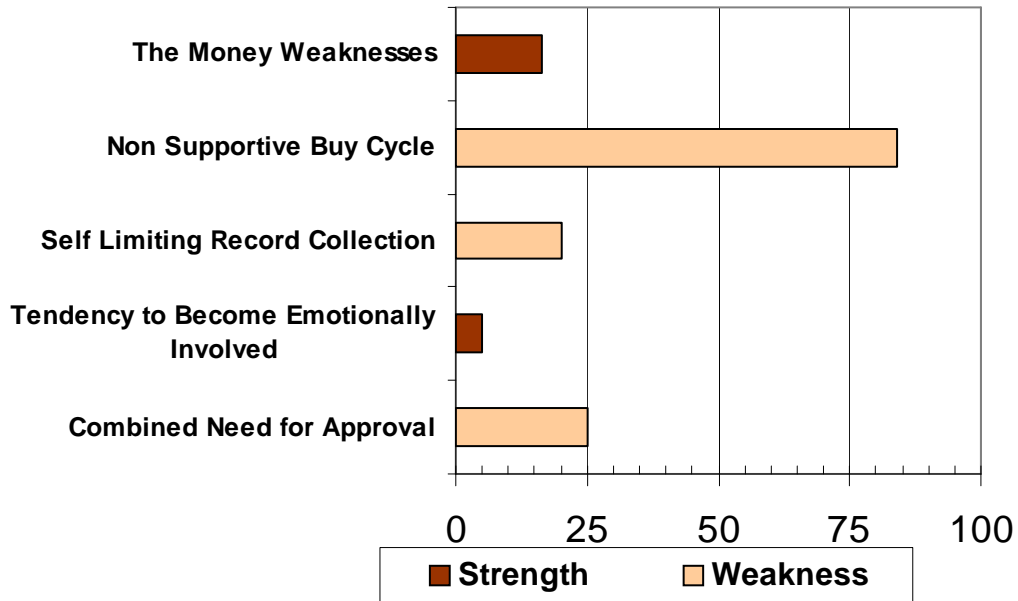
Hirable Range For Jeff
Selling Challenge: Experienced

This chart shows the ideal range for hiring your candidate, based on the required experience level 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.

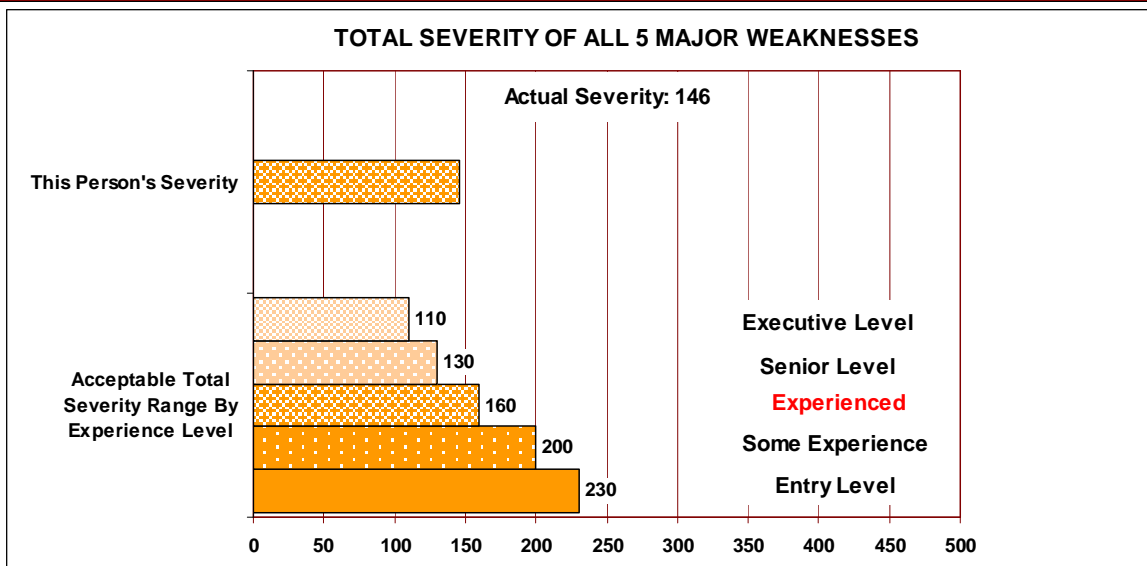
LEGEND

✓	Candidate Recommended for Hire					
x	Candidate Not Recommended					
Likelihood of Change (in %)	Number of Major Weaknesses (0-5)					
	0	1	2	3	4	5
10						
20						
30						
40						
50						
60						
70						
80						
90						
100				x		

Severity of Five Major Weaknesses For Jane Doe



Combined Major Weaknesses

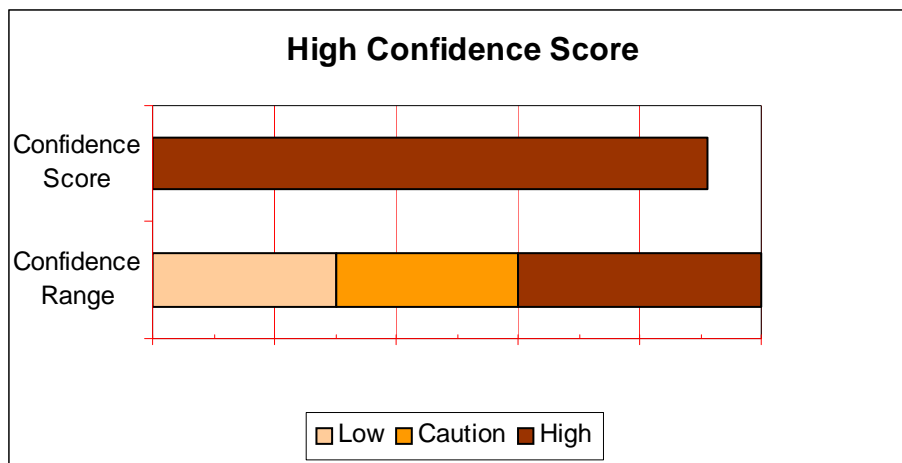


How to Read the Combined Major Weaknesses Chart: The chart above depicts not the number of major weaknesses but rather the combined level of all five weaknesses. The top bar represents the total severity for this candidate. The actual severity value is noted above that bar. The lower 5 bars depict the acceptable range of severity for each of the 5 possible salary ranges. The range specified for this screening is denoted with "red" text next to the appropriate bar.

Confidence Score

One of the questions that clients sometimes ask is, "Can I trust that this candidate didn't "fool the test"? Despite a predictive validity in the 95 percent range, clients often wonder if their candidate falls into that scary 5% range. Our Confidence Score should help you determine whether you can trust the honesty and consistency of the candidate's answers. Each candidate is assigned a confidence rating of either high (very confident), caution (proceed with caution) or low (little confidence), based on how the candidate answered the questions in the assessment.

We compiled scores in three separate categories; Self Ratings (positive variance from the norm in the candidate's eleven self-ratings), Congruency (candidate's consistency in answering 11 carefully selected sets of questions), and Ideal Answers (the percentage of answers that were ideal). A high confidence rating is produced when the candidate has realistic self-ratings, answers questions consistently and falls within the normal range of ideal answers.



A high Confidence Score on this candidate indicates that we are very confident in the candidate's answers.

We ask candidates to self-rate themselves on eleven elements. Jane indicated less need for improvement than we expect for just one of those elements.

Among the assessment questions excluding the 11 self-ratings, we have identified one set of inconsistent answers.

We have included questions related to this in the interviewing tips section of this assessment.

Express Screen Provided by Your Sales Development Expert
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