

CONFIDENTIAL

The McQuaig Job Survey®

Sales Representative
by: V.P. Sales
Graphic Technologies Inc.

The McQuaig Job Survey® Reports *Sales Representative*

**Completed by: V.P. Sales
Graphic Technologies Inc.**

Recruiting/Promoting/Team Building

The Profile

A

A visual picture of the specified temperament/behavior pattern for this position.

Interpretation Report

B

An overview of expectations for high performance in this job along with specific behavioral factors, potential considerations for managers and some résumé screening tips.

Selling Style

C

An overall summary of the behavioral requirements for this sales position, followed by a breakdown of how candidates should approach prospecting, presenting and closing.

Interviewing Questions – Sales

D

Behavior-based questions, specifically relating to your Sales Representative position, designed to elicit responses that will help the candidate describe how s/he has behaved in similar situations in the past.

Reference Checking Questions – Sales

E

Behavior-based questions, specifically relating to your Sales Representative position, designed to elicit responses from a Reference Giver which will illustrate how the candidate has behaved in similar situations in the past.

The McQuaig Job Survey®

Company: Graphic Technologies Inc.

Job: Sales Representative

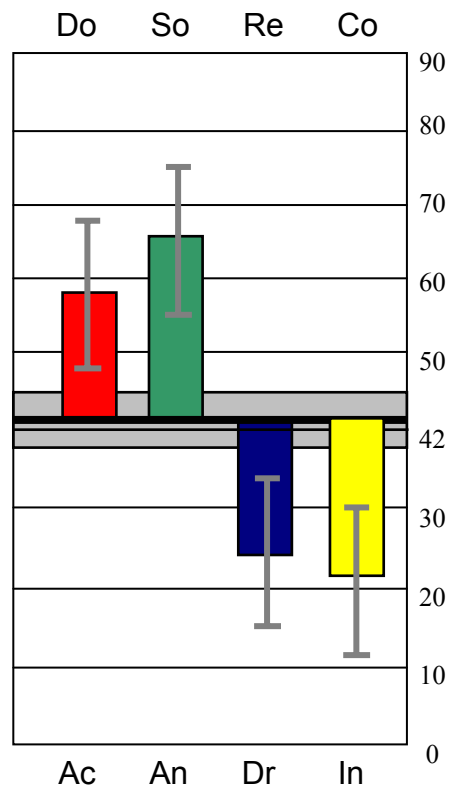
By: V.P. Sales

Do: 58

So: 65

Re: 24

Co: 21



Key to Behavioral Scales

DOminant <> ACcepting:

SOciable <> ANalytical:

RElaxed <> DRiving:

COmpliant <> INdependent:

COmpetitive, GOal Oriented <> DEliberate, CAutious

EMpathetic, EXtroverted <> LOgical, WOrk-Oriented

PAtient, REliable <> REstless, PRessure-Oriented

COnscientious, DEtail-Oriented <> STrong-Minded, PErsistent

The McQuaig System™ – Interpretation Report

Job Surveyed: *Sales Representative
Graphic Technologies Inc.*

Completed By: *V.P. Sales*

Overview: The candidate for this position must have the following key behavioral characteristics: An ability to assume a role of a generalist nature, possibly with leadership or selling responsibilities, along with a predisposition towards persuasiveness, able to sell his/her own ideas to others in a diplomatic manner; a preference for initiating and setting own direction; an orientation towards achieving results and sense of urgency to set and realize goals; an aptitude for keeping a wide variety of tasks on stream; and a need for autonomy and authority.

Behavioral Factors

This job requires an individual who:

- is very friendly, sociable and out-going
- enjoys working with and selling ideas to people
- is a good communicator, optimistic, tending to see the positive side of things
- is independent, persistent and decisive
- wants to take charge and show initiative
- has the strength to follow through and keep at it until s/he gets results
- is restless, driving and energetic
- has a sense of urgency to get things done quickly
- works well under pressure and deadlines
- is competitive, goal oriented and reasonably ambitious
- wants some responsibility for and authority over people
- enjoys taking on difficult assignments occasionally

Potential Management Considerations

Here are some points for the Manager of this position to keep in mind when selecting an individual who matches these requirements as this job is also being described as requiring an individual who:

- is more oriented towards working with people than with ideas and methods
- requires plenty of people stimulation on the job and will not perform well in situations where there is little or no people contact
- will prefer to avoid detail work although may be good at it

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- will dislike routine work, although can adjust to it
- wants challenge and opportunity for advancement

Résumé Screening Tips

In reviewing résumés for this position, search for examples of:

- interpersonal skills demonstrated with internal and external contacts
- situations where autonomous decisions have been made and implemented
- handling various high pressure situations
- most challenging assignments undertaken and the results
- types of people problem situations encountered and resolved
- results of major and minor projects undertaken using own initiative
- ability to work effectively in a constantly changing environment
- setting and achieving short- and long-term goals
- work situations where tasks have been performed isolated from others
- situations where resistance and obstacles had to be overcome
- coping with projects requiring long-term, high energy levels and the outcome
- problem solving, motivation and delegation skills
- interactive participation within a work group

Summary

This position calls for some persuasive leadership characteristics. Special attention should be paid to the consistency of past behavior patterns relating to these characteristics in addition to the specific skills, experience and other attributes the candidate may have which would impact job fit.

The McQuaig System™ – Selling Style Report

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Summary

For this position, you are looking for candidates who are suited to generating new business in most markets as well as to handling existing account management activities.

- They should be very outgoing, extroverted, innately persuasive, enjoying networking and clearly favoring relationship building over a just-the-facts approach.
- They should be strong minded, determined to bring the sale to a positive conclusion. They should enjoy autonomy and prefer unstructured selling roles.
- They should be pressure oriented and push to move the sale along quickly, preferring short-term sales cycles. In long-term sales, they should have the drive to keep the sale moving forward, but expect them to be impatient if the pace is too slow, shifting their focus to more immediate opportunities.

Prospecting

- They should be proactive and competitive, able to be an effective prospector; however, without the high level of competitiveness found in many top prospectors, they may not respond too well if met with hostility.
- They should prefer responding to referrals and, most of all, networking rather than performing high-rejection activities such as cold calling, yet they should be able to cold call when necessary.
- They should be independent and tenacious in their prospecting activities and be good objection handlers.
- They should be energetic, prospecting actively and thriving under the pressure of meeting their quotas.

Presentation

- They should be goal-oriented, setting direction, maintaining control of the sales interview and showing confidence in moving the presentation to a desired outcome.
- They should be able to deal with facts and emotions – capable of working presentations geared to one-off sales – yet their key focus during presentations should be on strengthening rapport, moving forward when they feel they have built a strong relationship with the client.

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- They should state their ideas and recommendations firmly, resolved to have the customer buy into and accept their point of view. They should present a big picture overview to their customer, leaving the details to someone else.
- They should be driving, delivering a fast-paced presentation, imparting a sense of urgency in their message.

Closing

- They should be success oriented and show above average strength in asking for the order.
- They should understand the subtleties of a prospect's emotions, capitalizing on the personal relationship they have built with their customer, trying to minimize anxiety and pressure when closing.
- They should be doggedly persistent and not afraid to ask for the order repeatedly and try new approaches if rejected. Note, candidates with this profile can show an occasional lack of attention to detail which may result in after-sale problems.
- They should need to close early and often, even to the extent of growing frustrated and bored with long delays.

Note: It is important that this report be considered in combination with an examination of what attitudes, self-motivation, emotional maturity, intelligence – as well as skills and abilities – candidates will bring to the job as these, too, will have a strong influence on an individual's potential for success in this position. In probing into each candidate's history during your first interview, be sure to use this report in combination with The McQuaig Job Survey® Interviewing Questions for this job.

The McQuaig System™ – Interviewing Questions – Sales

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Based on your description of the behaviors required for this job, here are some questions to help you assess whether/how your candidate has exhibited these behaviors in the past, especially if you elaborate with open-ended probes which solicit who, what, when, where, why and how responses.

Sociable

This job calls for a salesperson with a high level of sociability.

(positive examples)

has proven an effective networker; has used interpersonal skills to overcome customer hesitation; has handled client problems tactfully; has been involved without losing perspective; has built good rapport with customers and inspired a strong customer loyalty.

(vs. too sociable)

has become too close to customers to close; has confused client contact with actual sales; relied too much on friendship.

(or not sociable enough)

has not developed good customer relations; has expected the product to do the selling; has missed signals.

- Tell me about the biggest presentation you've ever had to make. How did it go?
- Tell me about how you go about developing business contacts.
- Some customers are more difficult to sell to than others. Tell me about a customer who required extra effort.

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Independent

This job calls for a salesperson who is independent.

(positive examples)

has achieved targets despite strong obstacles; has overcome customer resistance; has managed to get his/her own way without alienating others; has come up with innovative solutions to client concerns; has disciplined self to follow through; has a history of closing.

(vs. too independent)

has persisted to the point of being inflexible; has pride in forcing opinions on all; has had follow-through issues.

(or not independent enough)

has gone along too easily, even when right; has been distracted, focusing too much on detail.

- In sales, we have some tough decisions to make. Tell me about the toughest one you had to make in the last year.
- Tell me about a Sales Manager you worked for who was too restrictive.

Driving

This job calls for a salesperson who is driving.

(positive examples)

has displayed a restless, driving sense of urgency that excites the customer to action; has a history of acting quickly and energetically to move the sale forward; has consistently recognized the need for fast action; has responded well to intense pressure situations; has adapted well to change.

(vs. too driving)

has abandoned long-term sales prospects for more exciting, new ones; has put too much pressure on.

(or not driving enough)

has missed opportunities by not recognizing priorities; has been slow to respond to customer requests.

- Can you give me an example where you've really had to push to make a sale?
- What's the most routine part of your job? Tell me about it.

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Competitive

This job calls for a salesperson who is competitive.

(positive examples)

has shown a desire to compete and achieve better results than others; has set ambitious, challenging targets; has solved problems self-confidently; has taken calculated risks to achieve sales; has worked effectively and persuasively with customers and co-workers.

(vs. too competitive)

has not been a team player; has been too aggressive; has had a "win at all costs" attitude.

(or not competitive enough)

has been unassertive with customers; has avoided risks; has given up when the going got tough.

- Do you think that your current quota is a realistic one? If you had to set your own how would it compare?
- What's the most frustrating thing about being in sales? Tell me about it.
- Tell me about your least favorite customer.

Note: While the above questions assess the temperament requirements as described by The McQuaig Job Survey®, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity and intelligence must be probed thoroughly to understand the candidate's capabilities fully. The following are some suggested interviewing questions to use to probe all or a selection of these important areas.

Attitudes and Beliefs

(positive examples)

has seen the best in difficult situations and in clients; positive viewpoint and confidence in abilities shows through in achievements; believes the customer is always right; has been enthusiastic and client focused; has handled problems ethically.

(negative examples)

has had doubts in own abilities; low record of achievement; openly critical of customers; has demonstrated little resourcefulness when customer problems arise; has been worrisome and pessimistic, focused on what went wrong rather than right.

- Tell me about a recent assignment or project at work that demonstrated standards you've set for yourself and your work.
- Tell me about a time when you had to stay positive to close a sale?

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Self Motivation

(positive examples)

demonstrated hard-worker; has tried to beat sales targets; attacked previous work assignments with energy; passionate about company and product; has shown a strong, inner driving force; does not wait to be told; has taken the initiative in many situations.

(negative examples)

did minimum required; little dedication or intensity demonstrated; thinks targets are a waste of time; has shown little initiative; has been bored easily and lost interest; has relied on others for stimulation; indifferent towards clients, products and "selling".

- Tell me about a sales situation where you had to push hard to get the order.
- Tell me about a time when you were really excited by a project or sale.

Stability and Persistence

(positive examples)

has a history of consistent interests, goals and activities over time; has worked with difficult customers to get results; has maintained morale despite obstacles; has viewed turndowns as learning opportunities; has consistently overcome resistance.

(negative examples)

has backed away from tough customers; has not stayed the course; has given up when going got tough; has not completed tasks; has gone for the easy sale; has switched from one sales opportunity to another; has many excuses for not following through.

- Would you tell me about a time when you really had to be tenacious to reach your quota?
- Can you tell me about a time when you faced a number of setbacks in your job? How did you handle it?

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Maturity and Judgment

(positive examples)

has used good judgment in the past; has offered a common sense approach; has taken personal responsibility; has accepted constructive criticism; has been willing to forego short-term commissions for a bigger sale long term; has shared credit.

(negative examples)

has acted with little forethought; has lacked self discipline or control; has avoided responsibility; has blamed the client, the market, the product – never his/her fault; closed minded; inflexible; rationalizes; has totally rejected criticism.

- Can you tell me about a time when you've had to make a sacrifice that had little reward in the short-term?
- Tell me about a time when you received criticism that you felt was unjust. What did you do?

Aptitudes/Capacity to Learn

(positive examples)

has easily understood new products or specs and explained same to clients; has absorbed information readily; has solved complex problems for clients; progress and achievements are significant; actively participated in on-going learning.

(negative examples)

has had difficulty learning new skills and concepts; uncomfortable with complex issues; limited progress and achievement; has done little outside reading; has been reluctant to advise clients of developments; has not kept pace with technology.

- When you started your last job, what things came to you naturally and what areas did you really have to apply yourself to understand?
- Can you give me an example of a time you had difficulty grasping a new concept?

The McQuaig System™ – Reference Checking Questions – Sales

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Note: You will want to ask specific background/technical information questions before broaching these behaviorally based questions. Review the results of your McQuaig Job Survey® and, since your time will be limited, we suggest you select a few questions that are particularly key to the job and concentrate on fleshing them out thoroughly. Remember, to gain richer information, elaborate with open-ended probes which solicit who, what, when, where, why and how responses.

We have analyzed some of the behaviors needed for this job and would appreciate your cooperation in helping us to understand how this candidate may have demonstrated these behaviors in the past.

Sociable

This job calls for a salesperson with a high level of sociability.

(positive examples)

has proven an effective networker; has used interpersonal skills to break down customer hesitation; has handled client problems tactfully; has been involved without losing perspective; has built good rapport with customers and inspired a strong customer loyalty.

(vs. too sociable)

has become too close to customers to close; has confused client contact with sales; relied too much on friendship.

(or not sociable enough)

has not developed good customer relations; has expected the "facts" to sell; has missed signals.

- Tell me about how s/he went about developing business contacts.
- Tell me about a time when people issues clouded his/her judgment.

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Independent

This job calls for a salesperson who is independent.

(positive examples)

has achieved targets despite strong obstacles; has overcome customer resistance; has managed to get his/her own way without alienating others; has come up with innovative solutions to client concerns; has disciplined self to follow through; has a history of closing.

(vs. too independent)

has persisted to the point of being inflexible; has pride in forcing opinions on all; has had follow-through problems.

(or not independent enough)

has backed off, even when right; has been distracted, focusing too much on detail.

- Describe a difficult decision s/he had to make
- Did s/he ever feel hindered by rules? Why do you say that?

Driving

This job calls for a salesperson who is driving.

(positive examples)

has displayed a restless, driving sense of urgency that excites the customer to action; has a history of diving in quickly and energetically to move the sale forward; has consistently recognized the need for fast action; has responded well to pressure-cooker situations; has adapted well to change.

(vs. too driving)

has abandoned long-term sales prospects for more exciting, new ones; has put too much pressure on.

(or not driving enough)

has missed opportunities by not recognizing priorities; has been slow to respond to customer requests.

- Was s/he an energetic salesperson? Can you give me an example to illustrate why you say that.
- What was the most routine part of his/her job? Tell me about it.

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Competitive

This job calls for a salesperson who is competitive.

(positive examples)

has shown a desire to compete and achieve better results than others; has set ambitious, challenging targets; has solved problems self-confidently; has taken calculated risks to achieve sales; has worked effectively and persuasively with customers and co-workers.

(vs. too competitive)

has not been a team player; has been too aggressive; has had a "win at all costs" attitude.

(or not competitive enough)

has been unassertive with customers; has shunned risks; has given up when going got tough.

- Did s/he think that his/her quota was a realistic one?
- Salespeople get frustrated at times. What in his/her job turned him/her off?
- How did s/he handle a particularly difficult customer?

Note: While the above questions assess the temperament requirements as described by The McQuaig Job Survey®, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity and intelligence must be probed thoroughly to understand the candidate's capabilities fully. The following are some suggested reference-checking questions to use to probe all or a selection of these important areas.

Attitudes and Beliefs

(positive examples)

has seen the best in difficult situations and in clients; positive viewpoint and confidence in abilities shows through in achievements; believes the customer is always right; has been enthusiastic and client focused; has handled problems ethically.

(negative examples)

has had doubts in own abilities; low record of achievement; openly critical of customers; has demonstrated little resourcefulness when customer problems arise; has been worrisome and pessimistic, focused on what went wrong rather than right.

- How would you describe his/her attitude? How did that show up in his/her sales role?
- Tell me about a time when s/he was particularly confident about a possible sale.

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Self Motivation

(positive examples)

demonstrated hard-worker; has tried to beat sales targets; attacked previous work assignments with energy; passionate about company and product; has shown a strong, inner driving force; does not wait to be told; has taken the initiative in many situations.

(negative examples)

did minimum required; little dedication or intensity demonstrated; thinks targets are a waste of time; has shown little initiative; has been bored easily and lost interest; has relied on others for stimulation; indifferent towards clients, products and "selling".

- Would you describe him/her as a self-motivated salesperson? Can you give me some examples to illustrate why you say that.
- Tell me about a time when s/he was really excited by a project or sale.

Stability and Persistence

(positive examples)

has a history of consistent interests, goals and activities over time; has worked with difficult customers to get results; has maintained morale despite obstacles; has viewed turndowns as learning opportunities; has consistently overcome resistance.

(negative examples)

has backed away from tough customers; has not stayed the course; has given up when going got tough; has not completed tasks; has gone for the easy sale; has switched from one sales opportunity to another; has many excuses for not following through.

- Would you describe him/her as being a tenacious salesperson? Can you explain.
- Can you tell me about a time when s/he faced a number of setbacks? How did s/he handle them?

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(positive examples)

has used good judgment in the past; has offered a common sense approach; has taken personal responsibility; has accepted constructive criticism; has been willing to forego short-term commissions for a bigger sale long term; has shared credit.

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- Tell me about a time when s/he had to make a sacrifice despite little short-term gain.
- Tell me about a time when s/he received criticism that s/he felt was unjust. What did s/he do?

Aptitudes/Capacity to Learn

(positive examples)

has easily understood new products or specs and explained same to clients; has absorbed information readily; has solved complex problems for clients; progress and achievements are significant; actively participated in on-going learning.

(negative examples)

has had difficulty learning new skills and concepts; uncomfortable with complex issues; limited progress and achievement; has done little outside reading; has been reluctant to advise clients of developments; has not kept pace with technology.

- When s/he started his/her last job, how quickly did s/he get up to speed? Can you elaborate?
- Tell me about a time when s/he had trouble grasping a new concept.