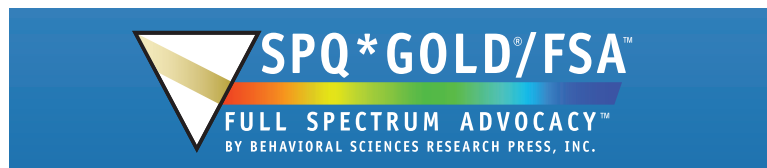




Handbook Interpretation



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THE PROCEEDING DOCUMENT PROVIDES AN EXPLANATION FOR THE FOLLOWING:

- Scales used on the SPQ*GOLD®/Full Spectrum Advocacy™ assessment
- Behaviors to watch for *if scores are in the red range*

This document presumes familiarity with basic Sales Call Reluctance principles (i.e. the difference between Call Reluctance and Call Reluctance Impostors). It **does NOT** address coaching salespeople struggling with Call Reluctance tendencies, nor does it cover correcting Call Reluctance. Most of the Call Reluctance types are further explained in *The Psychology of Sales Call Reluctance* textbook. See the additional resources list at the end of this booklet, or call your BSRP authorized licensee for more information.

Some Things to Keep in Mind:

Because people differ significantly, the way in which they experience call reluctance will vary significantly as well. For instance, you may notice only one or two of the call reluctance behaviors described in this booklet in some people, while others may exhibit almost all of them.

The language you use to describe Call Reluctance types is very important. Call Reluctance is **not** personality; it is learned behavior that can be corrected. Therefore, seemingly permanent labels are inappropriate. For example, you would not say that your colleague *is* the flu. By the same token, you would not say a salesperson *is* a Hyper-Pro. Instead, a salesperson may struggle with Hyper-Pro tendencies, just as your colleague may be afflicted by the flu.

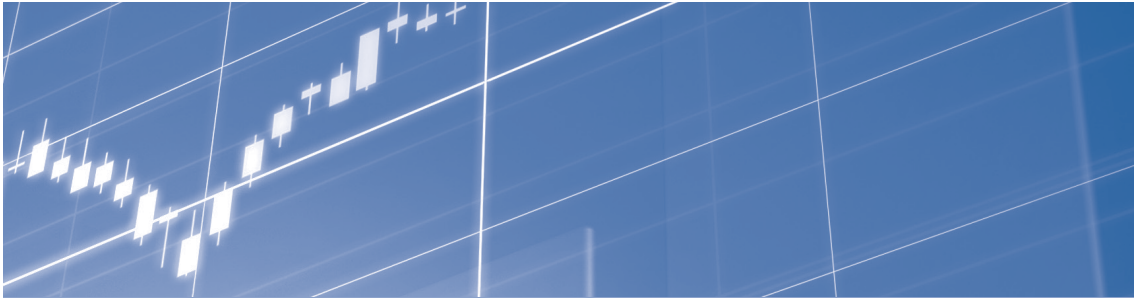
Finally, all psychometric assessments have measurement error. The SPQ*GOLD/Full Spectrum Advocacy is no exception. Therefore, well-intentioned managers and executives will use the scores as hypotheses and not as indisputable truths to be imposed on the lives and careers of others.

HOW TO USE THIS GUIDE

This booklet is divided into two parts:

PART I includes step-by-step instructions for interpreting the assessment. References to the Sample Summary Report included with this handbook are made throughout Part I. This section is only intended to provide a suggested interpretation structure. Therefore, details regarding behaviors associated with each scale are omitted.

PART II includes detailed information about each scale on the assessment, as well as the behaviors you may observe in individuals scoring in the red ranges. Because there is a large volume of material presented in this section, you may find it beneficial to keep this handout as a reference for clarification, as needed, in future interpretations of the results.



PART I

SPQ*GOLD/FSA Interpretation Structure



CHAPTER 1

INTERPRETING THE SPQ*GOLD/FSA

There is no single “correct” approach to interpreting the SPQ*GOLD/FSA . However, the following sequence is recommended by the publisher in order to derive meaningful information from an individual’s profile. Remember, no matter how you “read” the results, the issue is not about the scores, but rather about an individual’s **behavior** . Numbers printed on a page should be the starting point for your own judgment and interviewing techniques, not the final word on a candidate’s suitability .

The Summary Report contains 32 main scales and 16 sub-scales . Please refer to the Sample Summary Report inserted in the back pocket of this handbook as you read through this section . The report is organized into the eight sections discussed below . All of the main scales are scored from 0 to 100 . The optimal score range for each scale differs, and is indicated by the green portion of the spectrum . Scores falling in the yellow range are cautionary, and scores falling in the red range indicate potential barriers to business development activities .

INTERPRETING THE SUMMARY REPORT:

- The individual’s numeric “raw” score is indicated in the first column [A].
- A contrast score is given in the second column [B]. This is not a benchmark, but rather the *average* score for the contrast group.
- The contrast group is identified in the upper right-hand corner of page 3 of the Summary Report [C].

STEP 1: “INTERPRETATIVE CAUTIONS”

The Interpretative Cautions section appears after the cover page [D] (see page 4 of the insert). In the event that a caution is triggered, more emphasis may need to be placed on other sources of information. For more details about which Interpretative Cautions might appear, and what they mean, see Chapter 2.

STEP 2: “ATTITUDE TOWARD QUESTIONNAIRE (FILTERS)”

We recommend starting with the Attitude Toward Questionnaire (Filters) scales located on page 3 of the Summary Report [E]. These scales provide context for interpreting the rest of the report.

If scores on these scales are within an acceptable range, the candidate most likely had a reasonably cooperative attitude toward the questionnaire, and the profile should be an accurate reflection of his/her behavioral tendencies.

If one or more of the scores are outside of the green range, extra care should be taken when interpreting the profile. See Chapter 7 for further clarity regarding the interpretative meaning of the scores in this section.

STEP 3: “SALES CALL RELUCTANCE IMPOSTORS”

After reviewing the filters section, move to the Impostors section located on the same page [F]. Scores falling in the red range indicate other potential barriers to business development activities that are not necessarily fear-based. Details about each Impostor and how they relate to business development activities can be found in Chapter 6.

STEP 4: “SALES CALL RELUCTANCE OVERVIEW”

Next, turn to page 2 of the Summary Report . Check the Sales Call Reluctance Overview section [G] to determine the extent of Sales Call Reluctance the individual may be experiencing .

The prospecting **Brake** and prospecting **Accelerator** are inversely related: **the higher the Brake, the lower the Accelerator, and vice versa** . Together they add up to a raw score of 100 .

Scores in the green range for Brake and Accelerator indicate that the candidate is likely able to prospect for new business on a consistent basis without being hindered by excessive emotional discomfort .

Scores in the yellow range indicate one of two scenarios: (1) the candidate may exhibit consistent moderate levels of emotional discomfort; (2) s/he may experience times of discomfort interspersed with periods of unhindered business development activity .

Scores falling in the red range indicate that prospecting for new business is likely to be uncomfortable for the candidate .

STEP 5: “DIFFUSED SALES CALL RELUCTANCE TYPES”

After reviewing the Overview, proceed to the Diffused Sales Call Reluctance Types [H] . These are call reluctance types that are diffused across all business development methods and target markets . These types tend to be relevant in most sales settings . Individuals scoring within the red range are likely to experience an artificially low ceiling on business development activities regardless of industry, organization, or product . See Chapter 3 for details about the diffused types .

STEP 6: “TARGETED SALES CALL RELUCTANCE TYPES”

Following the Diffused Scales are the Targeted Call Reluctance Types [I] . These types only affect specific target markets or business development methods . These types are not necessarily relevant in all sales settings . See Chapter 4 for details about the targeted types and how they may impact business development activities .

STEP 7: “SECONDARY CALL RELUCTANCE TYPES”

At the top of page 3 you will find the Secondary Call Reluctance Types [J] . These types affect business development activities after first contact has been made . See Chapter 5 for details about the secondary types .

STEP 8: “ADDITIONAL CONSIDERATIONS”

The last page of the Report contains some additional information for your consideration [K]. You will always find an estimate of the candidate’s commitment to the sales role as the first statement in this section. In addition, you’ll always find the amount of time the candidate used to take the assessment [L]. In between these two items you may find some additional information if triggered by the candidate’s responses. See page 52 for more information regarding alerts that may be generated.

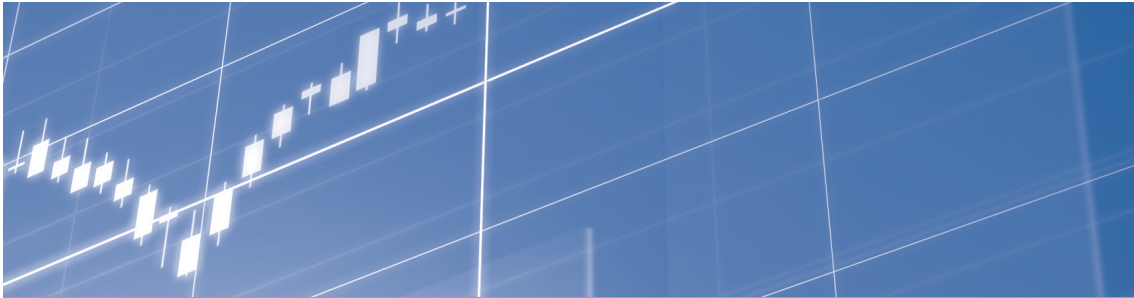
PUTTING IT ALL TOGETHER

After following these eight steps to review an individual’s SPQ*GOLD/FSA, you have an estimate of all of the elements in the “M & G” model (see Chapter 2 in *The Psychology of Sales Call Reluctance* textbook for more information), which should allow you to make a reasonable prediction about how much business development activity you are likely to see in the candidate within your environment.

If you are using the SPQ/FSA as a pre-hire assessment, use these scores **in addition** to other sources of information you have gathered as well as your experience and sound judgment in order to make a well-informed decision.

If you are using the SPQ/FSA for on-boarding or in a developmental capacity, you now have a good indication of areas of strength to optimize for more immediate business development activity while you “shore up” areas of weakness.

The rest of this resource describes each scale in detail and is designed so that you may skip to only those scales you wish to learn more about. Located at the end of this book is a list of other resources that will add value to your understanding of the SPQ*GOLD/FSA. If you need further assistance, you are welcome to contact us or your authorized licensee.



PART II

The SPQ*GOLD/FSA Scales



CHAPTER 2

INTERPRETIVE CAUTIONS AND THE CALL RELUCTANCE OVERVIEW

INTERPRETIVE CAUTIONS

The following items provide additional context for interpreting the results of the SPQ*GOLD/ Full Spectrum Advocacy . These notices do not automatically “invalidate” the assessment . However, limited utility of the results *might* be indicated in some cases . ***Each of these items will only appear if triggered by the candidate’s responses.***

- This assessment may not have been completed in accordance with the instructions . Questions and answers may not have been thoroughly read, may not have been completely understood, or may have been answered with insufficient deliberation . More emphasis on corroborating information is recommended .
- Response patterns suggest an unusually creative approach to problem solving . Unconventional judgment and/or reasoning that could impact prospecting and business building activities might be observed . CONFIRMATION THROUGH OTHER SOURCES IS REQUIRED TO REDUCE POSSIBLE MISUNDERSTANDING AND INACCURATE INTERPRETATION OF SCORES .
- CAUTION: Inadequate compliance with instructions is indicated . Response patterns suggest intentional deviations from instructions sufficient to impair the use of the results . Corroboration of results by observation and discussion is strongly recommended .
- CAUTION: The candidate has indicated that s/he has taken this assessment at least once before . Results should be corroborated with other sources of information .

SALES CALL RELUCTANCE OVERVIEW

BRAKE: Degree of overall discomfort associated with initiating contact with prospective new customers .

- Refer to the individual Call Reluctance scales throughout the rest of the report for detailed information about how this discomfort might be observed based on the responses given when the questionnaire was taken .
- Carefully examine the scores to determine how many scales are elevated, and if the competencies estimated by those scales are likely to impair performance within the prospective or current environment .

ACCELERATOR: Energy directed to initiating contact for business development purposes (inversely related to the Brake Scale) .

CHAPTER 3

DIFFUSED CALL RELUCTANCE TYPES

DIFFUSED CALL RELUCTANCE TYPES

Diffused Call Reluctance Types are typically relevant in most sales environments, and can affect all prospecting methods and target markets . Below is a brief overview of the six Diffused Types . For a more detailed description of any of the groupings listed below, proceed through the handbook .

- 1. DOOMSAYER:** the tendency to fixate on unlikely, “worst case” scenarios .
- 2. OVER-PREPARER:** the tendency to spend more time analyzing and organizing information rather than acting on it .
- 3. HYPER-PRO:** the tendency to be overly-concerned with one’s professional image .
- 4. ROLE REJECTION:** the tendency to feel particularly uncomfortable in the role of a salesperson .
- 5. YIELDER:** the tendency to fear being perceived as “pushy,” presumptuous, forward, etc.
- 6. OPPOSITIONAL REFLEX:** the tendency to react to difficulties by reflexively “finger-pointing .”

“DOOMSAYER”

DEFINITION:

Energy diverted to over-vigilant preoccupation with low-probability, “worst case” scenarios .

INTERPRETATION:

Individuals with scores in the red range are likely to perceive business development, or sales prospecting, to be much more emotionally threatening than most people . S/ he may tend to dwell on worst case prospecting possibilities, become alarmed, then cope by maintaining an unnecessarily high degree of emergency preparedness . This heightened vigilance can drain emotional and physical energy . The result could be an insufficient amount of emotional or physical stamina to consistently initiate contact with prospective new customers .

LOOK FOR:

- Preoccupation with low-probability business development problems
- Limited voluntary social involvement compared to others, despite friendliness
- Low social and/or emotional risk taking ability
- Visible distress if required to make “cold” calls, either in person or on the telephone
- Preference for relying on a few memorized sales scripts
- Tendency to become blindsided when a prospective customer deviates from expected scenarios
- High degree of self-control; may appear rigid

For additional information, refer to the chapter concerning Doomsayer Sales Call Reluctance in *The Psychology of Sales Call Reluctance* textbook .

“OVER-PREPARER”

DEFINITION:

Energy diverted to over-analyzing and organizing instead of developing new business .

INTERPRETATION:

Individuals who score in the red range are likely to engage in habitual over-preparation in order to cope with prospecting or business development distress . Too much time may be spent *preparing* to contact prospective new customers, while too little time is spent actually *doing* it . Excessive physical and mental energy devoted to perfectionistic preparation can exhaust an individual, rendering them unable to support on-going business development activities .

LOOK FOR:

- The need to be absolutely prepared in business development situations
- Repeated requests for additional information and sales support materials that do not result in increased business or sales
- The tendency to over-analyze and under-act
- Sales presentations that tend to stress technical specifications since establishing rapport may be difficult
- Interactions with others that are often conducted through emotionally-safe, information-bound channels
- Preoccupation with meetings, planning, systems, processes, and procedures
- Emotionally reserved, including during sales presentations
- Difficulty in asking for help when needed

For more information, refer to the chapter concerning Over-preparation Sales Call Reluctance in *The Psychology of Sales Call Reluctance* textbook .

“HYPER-PRO”

DEFINITION:

Energy diverted to over investment in mannerisms and appearances of success .

INTERPRETATION:

Individuals who score in the red range are likely to be overly-concerned with the need to be regarded as highly professional . Although these individuals often make extraordinarily strong first impressions, they may find contacting prospective new clients professionally unacceptable . Instead, s/he may become habitually over-invested in “credibility-enhancing” accessories. Normal business development tasks may be considered “beneath” his/her talent, ability, background, or experience . S/he may be more involved in trying to project a competent, successful image rather than actually demonstrating competent performance .

LOOK FOR:

- Refusal to adhere to conventional prospecting/clientele-building methods
- The need to be seen as “special” and distinguished from peers
- Tendency to avoid contacting appropriate prospective new customers in favor of those with higher payoff potential but low probability of closing
- Overly concerned with being treated with dignity and respect at all times
- Possible resistance to evaluations or training that could expose imperfections

Hyper-Pro Sub-scales:

The Hyper-pro scale has two sub scales:

- 1 . Hyper-Pro “Appearance Proud”
- 2 . Hyper-Pro “Voice Proud”

The **main scale score** should be used to estimate how much the Hyper-pro tendency may be impacting the individual’s overall business development performance . The **sub-scale scores** provide additional information related to what the individual’s Hyper-Pro behavior may look like . S/he may be more predisposed toward one sub-scale over the other, or may exhibit a combination of both .

Hyper-Pro “Appearance Proud”

The degree to which overall Hyper-Pro Sales Call Reluctance may be reflected by the amount of energy devoted to maintaining a professional image through outward artifacts of success, such as designer clothing, upscale automobiles, unusually high number of credentials, over-statement of position/authority, etc .

Hyper-Pro “Voice Proud”

The degree to which overall Hyper-Pro Sales Call Reluctance may be reflected by the amount of energy devoted to maintaining a professional image through the use of “intellectual” vocabulary and the projection of exceptional wisdom .

For more information, refer to the chapter concerning Hyper-pro Sales Call Reluctance in ***The Psychology of Sales Call Reluctance*** textbook .

“ROLE REJECTION”

DEFINITION:

Discomfort with the sales role which may be expressed in a rigidly over-positive attitude .

INTERPRETATION:

Individuals who score in the red range are likely to be uncomfortable in the role of a salesperson . This is often due to the belief that selling as a career would be a disappointment to some significant person, such as a parent or spouse . This can result in unexpressed guilt and shame, making it difficult to derive satisfaction from a sales career or to feel good about seizing opportunities to develop new business with genuine, sustained energy and zeal . In experienced salespeople, the result can be an unfocused, general dissatisfaction with sales, regardless of production, which may be accompanied by steadfast, intellectual denial about the existence of a problem, suppression of negative feelings, and habitual reliance upon contrived, over-positive attitudes .

NOTE: This form of call reluctance is highly contagious. It is usually acquired through exposure.

LOOK FOR:

- Passionate denial about being in sales
- Overly cautious or overly cavalier attitude towards prospecting and business development
- Lack of genuine pride in sales accomplishments
- Hesitation to disclose sales role during opportune occasions, such as networking events (copes by using a deflected identity, such as “consultant,” “relationship manager,” etc .)
- Vacillation from highly positive to periodic negative attitudes associated with the career
- Frequent reliance upon platitudes and clichés
- Ritualistic investment of time reading about, listening to, or watching mood-lifting self help programs
- Tendency to frequently change jobs in an effort to attain a feeling of respect

For more information, refer to the chapter about Role Rejection Sales Call Reluctance in ***The Psychology of Sales Call Reluctance*** textbook .

“YIELDER”

DEFINITION:

Energy lost due to reflexive fear of being perceived as pushy, forward, or intrusive .

INTERPRETATION:

Individuals scoring in the red range are likely to experience a high level of emotional discomfort when attempting to assertively increase his/her sales and/or customer base . To avoid an overly ambitious image, contact initiation for business development purposes may be attempted halfheartedly or altogether avoided .

LOOK FOR:

- More importance placed on relationship-building (i.e. rapport-building) than on closed sales
- Over-emphasis on timing (waiting for just the “right” time)
- Considers requests to become more assertive unprofessional and unnecessary
- Difficulty expressing anger and frustration (may take the form of habitual gossiping and complaining)
- Avoidance of conflict for fear of losing approval

For more information, refer to the chapter about Yielder Sales Call Reluctance in ***The Psychology of Sales Call Reluctance*** textbook .

“OPPOSITIONAL REFLEX”

DEFINITION:

Energy diverted to coping with emotional discomfort by reflexively criticizing an organization, its products, and/or its management .

INTERPRETATION:

Individuals scoring in the red range are more likely to habitually and reflexively critique and reject opportunities which might help him or her .

LOOK FOR:

- Tendency to cope with his/her shortcomings by blaming others and denying that a problem exists
- Tendency to react defensively and deflect responsibility when confronted with objective feedback
- Tendency to find fault quickly and show approval slowly
- Tendency to snarl when offended or when in disagreement with someone (negative facial gesturing)
- Tendency to be motivated by fear of being exposed or humiliated
- Potential to use intimidation to control others (often mistaken for “dominance”)

For more information, refer to the section about Oppositional Reflex Call Reluctance in *The Psychology of Sales Call Reluctance* textbook .

CHAPTER 4

TARGETED CALL RELUCTANCE TYPES

TARGETED CALL RELUCTANCE TYPES

Targeted Call Reluctance Types are types that only affect specific prospecting methods and target markets. These types may or may not be relevant in your sales environment. Below is a brief overview of the eight Targeted Types. For a more detailed description of any of the groupings listed below, proceed through the handbook.

- 1. STAGE FRIGHT:** discomfort giving group presentations
- 2. SOCIAL SELF-CONSCIOUSNESS:** discomfort developing business among wealthy, influential, and/or highly educated prospects
- 3. FRIENDSHIELD:** hesitation to include personal friends in one's repertoire of prospective buyers and/or referral sources
- 4. FAMSHIELD:** hesitation to include family members in one's repertoire of prospective buyers and/or referral sources
- 5. REFERRAL AVERSION:** hesitation to ask existing clients for referrals
- 6. TELEPHOBIA:** discomfort with using the telephone for business development
- 7. ONLINE PROSPECTING DISCOMFORT:** discomfort using modern, web-based applications as tools to accomplish sales tasks
- 8. COMPLEX SALES:** discomfort developing new business in multifaceted sales environments

“STAGE FRIGHT”

DEFINITION:

Degree of discomfort associated with conducting group presentations for the purpose of prospecting and business development .

INTERPRETATION:

Individuals who score in the red range are likely to experience greater amounts of emotional discomfort when asked to give group presentations . Although legitimate opportunities to pursue and achieve career goals may exist through presentation platforms, they are likely to be forfeited in favor of other methods of business development .

LOOK FOR:

- Limited history of group, seminar, or party selling experiences
- Preparation and distress weeks before a group presentation
- Overly self-critical when hearing or watching recordings of himself/herself
- Belief that every speaker is better than s/he could ever be
- Hesitance or even refusal to give group presentations
- Over reliance on notes (may read presentations verbatim)

Stage Fright Sub-scales:

The Stage Fright scale has two sub-scales:

- 1 . Image Concern
- 2 . Content Concern

The **main scale score** should be used to determine how much overall discomfort an individual might experience when giving group presentations . The **sub-scale scores** provide further details about the origin of the discomfort .

Image Concern

Degree to which the discomfort related to group prospecting presentations is due to concerns about physical appearance . Coping methods may involve statements such as “I’m not attractive enough” or “Everyone will be looking at me .”

Content Concern

Degree to which the discomfort associated with group prospecting presentations is due to concerns regarding how the information is presented . Typical statements associated with this discomfort may include “My mind might go blank,” “I might lose my place and look foolish,” and “People might think I do not know what I am talking about .”

For more information, refer to the section concerning Stage Fright Sales Call Reluctance in *The Psychology of Sales Call Reluctance* textbook .

“SOCIAL SELF-CONSCIOUSNESS”

DEFINITION:

Discomfort associated with initiating contact with “up-market” buyers .

INTERPRETATION:

An individual scoring in the red range is likely to experience feelings of intimidation while communicating with persons of considerable wealth, prestige, and/or status . To avoid feeling anxious or “inferior,” up-market prospecting contacts may be forgone in favor of persons of equal or lower socioeconomic status .

LOOK FOR:

- History of making sales presentations to non-decision makers (in experienced sales professionals)
- A production plateau which has been fixed at a certain level for an extended period of time (in experienced salespeople)
- History of changing sales organizations in order to avoid “up-market” sales and marketing campaigns (in experienced salespeople)
- Tendency to assume submissive, ingratiating behaviors when in the presence of people perceived to have position, status, higher education, and/or wealth
- Tendency to become abusive, impatient, tyrannical, and intimidating towards people perceived to be lower on the social scale, such as secretarial or administrative personnel
- Tendency to rely on books or workshops

Social Self-Consciousness Sub Scales:

The Social Self-Consciousness scale has three sub-scales:

- 1 . Wealth/Affluence
- 2 . Power/Influence
- 3 . Education

The **main scale score** should be used as an estimate to determine the degree to which Social Self-Consciousness may be inhibiting overall business development with up-market contacts . Refer to the **sub-scale scores** for specific populations of concern .

Wealth/Affluence

The degree of hesitation in contacting prospective customers who are perceived to possess a higher level of wealth and/or affluence .

Power/Influence

The degree of hesitation in contacting prospective customers who are perceived to possess superior amounts of power and/or influence .

Education

The degree of hesitation in contacting prospective customers who are perceived to possess superior levels of education .

For more information, refer to the section concerning Social Self-Consciousness Sales Call Reluctance in *The Psychology of Sales Call Reluctance* textbook .

“FRIENDSHIELD”

DEFINITION:

Energy diverted to concern about whether or not to include personal friends in the repertoire of prospective buyers and/or referral sources .

INTERPRETATION:

Individuals scoring in the red range may experience more hesitation and discomfort when attempting to build his or her sales/customer base via friends . Due to concerns about the perceived exploitation of the relationship, friends, associates, and possibly even acquaintances are likely to be considered emotionally “off-limits” for prospecting and/or networking purposes .

LOOK FOR:

- Concealment of emotional discomfort by arguing that calling on friends, or networking among them, is unethical or unprofessional
- Belief that salespeople who make calls on their friends are unethical and unprofessional
- Tendency to become argumentative or belligerent (emotional) when asked to justify his/her position
- Tendency to take a longer time to develop a stable client base due to resistance in contacting friends for either new business or referrals

For more information, refer to the section concerning Separationist Sales Call Reluctance in *The Psychology of Sales Call Reluctance* textbook .

“FAMSHIELD”

DEFINITION:

Energy diverted to concern about whether or not to include family members in the repertoire of prospective buyers and/or referral sources .

INTERPRETATION:

Individuals scoring in the red range are more likely to be uncomfortable with approaching family members for the purposes of selling, prospecting, or soliciting referrals . This could be due to the fear of parental disapproval and/or the fear that s/he might not be taken seriously . Individuals displaying high Famshield tendencies may have been exposed to negative stereotypes about selling and salespeople held by family members . To avoid the possibility of offending them or losing their approval, these individuals are likely to consider sales related activities among family members to be emotionally “out-of-bounds.”

LOOK FOR:

- Philosophy to “never mix business and family”
- Excuses rooted in moral issues; for instance, s/he may consider salespeople who make sales calls on their own family to be unprofessional
- Tendency to take a longer time to develop a client base due to refusal to use one of the most potent and accessible referral sources
- Regression into emotionalism (anger or belligerence) when asked to justify his/her position
- Refusal to give names of family members to other salespeople to use as referrals

For more information, refer to the section concerning Emotionally Unemancipated Sales Call Reluctance in *The Psychology of Sales Call Reluctance* textbook .

“REFERRAL AVERSION”

DEFINITION:

Hesitation to ask current customers for referrals due to fear of jeopardizing existing relationships .

INTERPRETATION:

Individuals scoring in the red range may experience difficulty or discomfort when asking for referrals . Solicitation of business via referrals is likely to be substantially limited or altogether absent .

LOOK FOR:

- Tendency to wait too long to ask for referrals
- A preference for other, often less effective business development methods
- Apprehension about losing rapport with existing clients due to fear of appearing self-interested or exploitative
- May display less hesitation when making contact with strangers (“cold calls”) than when asking existing clients for a referral
- Discomfort in allowing colleagues to ask his/her clients for names of referrals

For more information, refer to the section concerning Referral Aversion Sales Call Reluctance in *The Psychology of Sales Call Reluctance* textbook .

“TELEPHOBIA”

DEFINITION:

Discomfort associated with using the telephone to develop new business .

INTERPRETATION:

Individuals scoring in the red range are likely to hesitate or resist using the telephone to initiate contact for the purpose of developing new business . Due to discomfort, efforts to conduct sales functions (i .e . prospecting, communicating product-pertinent information, follow-up, etc .) and achieve performance goals could be severely affected (especially if telephone prospecting is the primary means for selling the company’s products).

LOOK FOR:

- Preoccupation with alternative tasks when it is time to make business development phone calls
- Over-reliance on other methods of developing new business
- Physical symptoms of distress accompanying the use of the telephone when making prospecting calls, such as noticeable fluctuations in voice pitch, breath rate, and/or perspiration (especially when calling in the presence of managers or trainers)
- Patterns of taking excessive breaks during times when telephone prospecting is expected
- Fewer number of contacts initiated by telephone per unit of time than peers
- Inadequate telephone follow-up on leads generated from other sources

For more information, refer to the section concerning Telephobia Sales Call Reluctance in *The Psychology of Sales Call Reluctance* textbook .

“ONLINE PROSPECTING DISCOMFORT”

DEFINITION:

Discomfort associated with using modern, web-based applications as tools for prospecting or business development .

INTERPRETATION:

Individuals scoring in the red range are likely to experience elevated levels of discomfort when attempting to use web-based applications (e .g . social media, web conferencing, etc .) for prospecting, presentations, and other sales-related purposes .

LOOK FOR:

- Over-reliance on non-web-based methods of developing business
- Inconsistent or limited online presence
- Avoidance of opportunities to create web-based product presentations/ demonstrations
- Tendency to become frustrated and easily fatigued when using online prospecting/ networking tools
- Insistence that an online presence is unnecessary before making a legitimate effort to test its effectiveness

“COMPLEX SALES”

DEFINITION:

Discomfort associated with prospecting and selling in environments that may contain several moving parts .

INTERPRETATION:

Individuals scoring in the red range are likely to experience a high degree of hesitation in initiating and engaging in complex selling activities, such as selling across geographical regions, developing several proposals for different audiences within the prospective customer’s organization, and selling as part of a sales team . Due to the inherent multifaceted nature of complex sales environments, engagement with these activities may be limited or altogether avoided .

LOOK FOR:

- Lack of contact with senior level executives across multiple departments
- Higher number of contacts that are classified as low-level managers or non-decision-makers
- Tendency to focus business development efforts on smaller accounts
- Investment in multiple one-on-one presentations, despite suggestions that indicate boardroom or group presentations would be more efficient and cost effective
- Lack of follow-through and monitoring of client account status during the sales process

CHAPTER 5

SECONDARY CALL RELUCTANCE TYPES

SECONDARY CALL RELUCTANCE TYPES

Secondary Call Reluctance Types are types of Call Reluctance that affect business development activities *after* first contact has been made . Below is a brief overview of the two Secondary Types . For a more detailed description of either of the types listed below, proceed through the handbook .

- 1. SALES EXTENSIONS:** apprehension about capitalizing on opportunities to make additional sales to clients
- 2. ARRANGING PAYMENT:** hesitation when communicating the cost and requesting payment for a product/service

“SALES EXTENSIONS”

DEFINITION:

Degree to which opportunities to make additional sales to customers are neglected or avoided due to discomfort .

INTERPRETATION:

Individuals scoring in the red range are more likely to shun opportunities to sell additional or upgraded products/services when conducting business with new or existing customers .

LOOK FOR:

- Apprehension about losing rapport with existing customers due to fear of appearing self-interested or exploitative
- Fewer sales extension activities compared to peers
- Visible discomfort in allowing colleagues to sell additional or upgraded products/ services to his/her clients

Sales Extension Sub-Scales

The Sales Extension scale has three sub-scales:

- 1 . Cross-Selling
- 2 . Up-Selling
- 3 . On-Selling

Refer to the **main scale score** for an estimate of the candidate’s overall comfort level with sales extension activities, and the **sub-scale scores** for specific areas of strength or weakness .

Cross-Selling

Discomfort associated with attempting to sell new or additional products/services to a new department or division within an existing client’s organization, or to a partner organization .

Up-Selling

Discomfort associated with introducing and attempting to sell a more expensive or upgraded product/service to an existing client .

On-Selling

Discomfort associated with attempting to sell product/service add-ons, such as warranties, service contracts, accessories, etc .

“ARRANGING PAYMENT”

DEFINITION:

Degree of hesitation experienced when communicating the cost and soliciting payment for a product/service .

INTERPRETATION:

Individuals scoring in the red range are likely to experience difficulty when stating the cost of a product/service or when requesting payment . The closing of sales is likely to be substantially limited and may take much longer than expected .

LOOK FOR:

- Tendency to wait too long to state the price of products/services
- Tendency to delay request for payment
- Apprehension about losing rapport with clients due to fear of appearing self-interested or exploitative
- Tendency to spend excessive amounts of time explaining product/service features and specifications
- Tendency to spend a disproportionate amount of time building rapport

CHAPTER 6

SALES CALL RELUCTANCE IMPOSTORS

Sales Call Reluctance Impostors

Sales Call Reluctance Impostors are factors that can result in impaired business development activity similar to Call Reluctance, but these factors are not necessarily fear-based. Below is a brief overview of the eight Impostors. For a more detailed description of any of the factors listed below, proceed through the handbook.

- 1. PROSPECTING MOTIVATION:** degree of energy an individual has to support prospecting and other business development objectives
- 2. NET MOTIVATION:** total amount of energy available for business development activities after subtracting energy lost to Call Reluctance and other goal-obstructing behaviors
- 3. PROSPECTING GOAL LEVEL:** degree of energy and attention an individual directs toward formulating then achieving business development objectives
- 4. GOAL DIFFUSION:** extent to which an individual's goals are dispersed among competing interests and obligations
- 5. GOAL ALLERGIC:** degree of discomfort an individual experiences with the imposition of sales targets and/or performance requirements
- 6. INFORMATION BRIDGE:** extent to which an individual's performance is limited due to a perceived lack of knowledge, skills, and/or abilities
- 7. SALES ROLE SUPPORT REQUIREMENTS:** degree of importance an individual attaches to receiving continual training, encouragement, and access to upper-level management
- 8. PRINCIPLES BASED EXONERATION:** degree of energy an individual loses due to concerns about the perceived ethics and "worthwhileness" of the organization and/or its products/services

PROSPECTING MOTIVATION

DEFINITION:

Amount of energy available to support prospecting and/or business development objectives .

INTERPRETATION:

Individuals scoring in the red range are likely to personify the notion that “just getting by” is sufficient, resulting in subpar prospecting and/or business development activities . Low motivation may be a by-product of frequent corporate restructurings, changes in policy, or physical or personal difficulties that reduce the amount of energy available for prospecting or clientele building activities .

LOOK FOR:

- Absence of a sense of urgency (see Velocity)
- Lack of follow-through after goal-setting
- Unfinished assignments
- Habitual tardiness to appointments
- Short-lived bursts of energy (see Duration)

For more information, refer to the chapter on Motivation in *The Psychology of Sales Call Reluctance* Textbook .

Motivation Sub-Scales

The Motivation scale includes three sub-scales:

- 1 . Amplitude
- 2 . Duration
- 3 . Velocity

Refer to the **main scale score** for an estimate of the candidate’s overall motivation, and the **sub-scale scores** for areas of strength or weakness .

Amplitude

The amount of energy available to invest in prospecting activities . Insufficient energy often masquerades as Sales Call Reluctance, and can indicate a lack of desire to engage in sales activities . Answers the question: “**How much** energy does this candidate possess?”

Duration

The stability and consistency of the energy source, representing the ability to apply persistent and sustained effort to complete difficult tasks . Answers the question: “**How long** will the candidate have access to his or her energy?”

Velocity

The degree of urgency placed on prospecting or clientele-building activities . Insufficient velocity is most often reflected in an inability to “get started” and a tendency to procrastinate . Answers the question: “**How soon** can the candidate access his or her maximum amount of energy?”

NET MOTIVATION

Total amount of energy available for business development activities after subtracting energy lost to Call Reluctance and other goal-obstructing behaviors . If overall Motivation is in the green range and Net Motivation is in the red range, the candidate may not have enough energy to engage in intentional business development activities .

PROSPECTING GOAL LEVEL

DEFINITION:

Degree of clarity concerning personally meaningful objectives that can be obtained by engaging in business development activities .

INTERPRETATION:

Individuals scoring in the red range are likely to submit to frequent distractions, which can inhibit the achievement of desired prospecting or business-building outcomes .

LOOK FOR:

- Initial production burst that quickly plateaus
- Lack of interest in performance incentives
- High need for frequent supervision and reinforcement
- Lack of personal goals/focus
- Frequent employment changes
- Tendency to be impulsive/easily distracted
- Better response to short-term goals rather than long-term goals

For more information, consult the chapter about the Goal Level Imposter in *The Psychology of Sales Call Reluctance* textbook .

Goal Level Sub-Scales

The Goal Level scale includes three sub-scales:

- 1 . Target
- 2 . Strategy
- 3 . Pursuit

Refer to the **main scale score** for an estimate of overall goal focus, and the **sub-scale scores** for areas of strength or weakness .

Target

Clarity of purpose for engaging in business-building activities .

Strategy

Clarity of action plan required to obtain the target(s) .

Pursuit

Degree of execution of the strategy to obtain the target(s) .

PROSPECTING GOAL DIFFUSION

DEFINITION:

Degree to which available energy is dispersed among competing goals .

INTERPRETATION:

Individuals scoring in the red range are likely to struggle with goals scattered across competing interests and obligations . Interests may change frequently, and the inability to focus on specific goals for a sufficient period of time may lead to problems meeting performance and/or personal objectives .

LOOK FOR:

- Many projects in process, but few completed
- Excessive need for novelty and change
- Tendency to become easily bored
- Frequent change of job/career
- Participation in multiple interests, some of which may conflict with attaining pertinent career objectives
- Lack of follow-through

For more information, consult the Goal Diffusion chapter in *The Psychology of Sales Call Reluctance* textbook .

GOAL ALLERGIC

DEFINITION:

Degree of discomfort with frequently measured, or publicly displayed, performance metrics .

INTERPRETATION:

Individuals scoring in the red range are likely to experience discomfort when emphasis is placed on performance results . The imposition of production targets is likely to divert enough of his/her energy and focus to impact his/her ability to perform the tasks necessary to achieve desired results . For some individuals, posting performance results in a public forum, or in daily accountability reporting, may actually work to *impair* performance instead of helping him/her stay focused . Removing daily performance reporting (or setting very low daily goals) may serve to improve performance in an individual who is not otherwise struggling with fear-based Call Reluctance . ***Refer to the Brake scale before making goal adjustments.***

LOOK FOR:

- Perfectionistic concerns about performance outcomes
- Humiliation following the posting of individual performance charts
- Increased activity when published production targets are removed
- Tendency to become immobilized by production deadlines

For more information, refer to the section on Target Reversal in ***The Psychology of Sales Call Reluctance*** textbook .

INFORMATION BRIDGE

DEFINITION:

Extent to which business development is limited by an actual or perceived lack of skills/knowledge required to perform effectively .

INTERPRETATION:

Individuals scoring in the red range are likely to make repeated requests for additional training, supervision, and/or instruction .

LOOK FOR:

- Immediate improvement in business development activity when the appropriate information is provided (if performance fails to improve, see Over-Preparer score and discussion) .
- Concerns that training consists of too much indoctrination and not enough substance .
- Resistance to call on family, friends, and community contacts due to ethical concerns .

For more information, refer to the chapter on the Information Imposter in *The Psychology of Sales Call Reluctance* textbook .

SALES ROLE SUPPORT REQUIREMENTS

DEFINITION:

Degree of importance attached to receiving on-going training, encouragement, and access to supervisors and management .

INTERPRETATION:

Individuals scoring in the red range are likely to require developmental as well as emotional support in order to remain committed to his/her role .

LOOK FOR:

- High need for frequent access to training, development resources, and key management personnel
- Reinvigorated by public praise/acknowledgement

PRINCIPLES BASED EXONERATION

DEFINITION:

Energy lost due to concerns about the *perceived* ethics and “worthwhileness” of the organization and/or its products/services .

INTERPRETATION:

Individuals scoring in the red range are likely to be conflicted about issues and conditions associated with the organization’s conduct and repute, the intrinsic value of the products/services they represent, and/or the sales process they are expected to employ . When concerns are authentic and based on personally held beliefs, as opposed to being used as mere excuses to avoid undesirable assignments, business development activity may be slowed as energy and attention is diverted to gaining reassurance of a restored, or enhanced, positive, ethical corporate image . To cope, some individuals may constantly search for unrealistic proof that his/her principles are not threatened . Therefore, s/he needs assurance that his/her feelings of concern are unfounded, thereby releasing him/her to comfortably immerse themselves in business building activities .

LOOK FOR:

When concerns are based on personally held beliefs:

- Preoccupation with absolute justification of the value of the company’s products/ services
- Repeated requests for product-value supports and other forms of evidence, such as product endorsements and client testimonials
- Hesitation to disclose concerns to manager and/or supervisor
- Discomfort in having to display a positive, “upbeat” presentation style
- Fear that s/he may be compromising his/her values
- Fear that others will consider him/her unethical or lacking moral strength
- Need for ongoing and repeated reassurance from peers and managers that s/he is doing the “right thing”

When concerns are excuses:

- Wide-ranging and constantly shifting requests for assurance
- Pivoting: when evidence of ethicality is accepted, but then replaced with another request for additional evidence .
- When disclosed, concerns lack sound reasoning and are thus thoughtless, superficial, or based on hearsay, sensationalism, or unfounded stereotypes .

CHAPTER 7

ATTITUDE TOWARD QUESTIONNAIRE (FILTERS) & ADDITIONAL CONSIDERATIONS

Attitude Toward Questionnaire (Filters)

The individual's overall attitude toward the questionnaire and cooperation with instructions is gauged by a set of quality assurance measures, or "filters." These filters are designed to provide context through which to interpret the results. Below is a brief overview of the six filters. For a more detailed description of any of the labels listed below, proceed through the handbook.

- 1. EMBELLISHMENT:** degree of energy an individual devotes to controlling how others perceive him/her
- 2. POSITIVE POSTURING:** extent to which the individual answered questions based on his/her perception of what is "socially acceptable"
- 3. HEDGING:** extent to which the individual selected indecisive or noncommittal responses
- 4. PROBLEM SOLVING:** degree of focused attention the individual displayed in completing the questionnaire
- 5. RESPONSE CONSISTENCY:** extent to which the individual selected answer choices that are logically consistent
- 6. ATTITUDE TOWARD QUESTIONNAIRE:** the individual's overall outlook toward completing the assessment

EMBELLISHMENT

DEFINITION:

Energy devoted to controlling the impression being presented to others by overstating and/or exaggerating .

INTERPRETATION:

Very high red score

Individuals scoring in the high portion of the red range are likely to have exaggerated or embellished excessively as they answered the questions on the assessment . Therefore, the results of the questionnaire may be influenced by their behavior and should be further confirmed by direct observation, interviewing, and/or other assessment procedures .

Very low red score

Individuals scoring in the low portion of the red range are likely to have answered the questions in an overly self-critical manner . This could be due to a number of circumstances, such as a lack of experience with questionnaires, a lack of work experience, recent career-related trauma (e .g . termination, lay-off, company merger/ takeover, etc .), or other situations which could obstruct the development of career self-confidence .

POSITIVE POSTURING

DEFINITION:

Extent to which answers were chosen based on the individual's perception of which response option was the most socially acceptable .

INTERPRETATION:

Scores falling in the red range indicate that the respondent often chose answers considered to be "safe" or "socially acceptable ." Although the contents of the SPQ/FSA report are not necessarily compromised, the results should be corroborated by direct observation, interview questions, and/or other assessment techniques .

HEDGING

DEFINITION:

Extent to which indecisive or noncommittal responses were selected .

INTERPRETATION:

Individuals scoring in the red range often selected the "in-between" answer choices (i .e . options alternative to "true" or "false") . Efforts to hedge answers can reveal:

- An attempt to "neutralize" the questionnaire
- A potentially indecisive personality
- A regularly changing attitude and tendency to be noncommittal
- A negative reaction to the question and answer alternatives, which were either not understood or not agreed with

PROBLEM SOLVING

DEFINITION:

Degree of focused attention and concentration dedicated to completing the questionnaire . Optimum score for this scale is dependent upon the environment and types of tasks required to be performed . ***This scale is NOT a measure of intelligence or problem solving ability .***

INTERPRETATION:

Very low red score

Individuals scoring in the low section of the red range may have given insufficient attention to the questionnaire . They may prefer activity-based tasks rather than analytical tasks .

NOTE: interpret this scale in conjunction with Response Consistency and Individualistic Responding scales for evidence of possible random responding.

Very high red score

Individuals scoring in the high section of the red range took more time responding to the complex questions on the assessments . Results suggest a preference for working on detailed tasks, perhaps to the detriment of concrete, activity-based tasks which may be required to support organizational goals .

RESPONSE CONSISTENCY

DEFINITION:

Extent to which responses are logically consistent with one another .

INTERPRETATION:

Scores falling in the red range indicate a general lack of consistency in responses to the questionnaire . Reasons for inconsistent or contradictory responses could include: lack of deliberation while completing the assessment, non-compliance with instructions, or literacy/language problems . Refer to the Problem Solving scale, and any information presented under the Interpretative Cautions section, to receive additional insights related to the usefulness of other scores on the assessment . Bear in mind, the questionnaire is not necessarily “invalid” if Response Consistency is low, but more emphasis should be placed on other sources of information .

ATTITUDE TOWARD QUESTIONNAIRE

DEFINITION:

Measures the respondent’s overall attitude toward completing assessments in general, and the SPQ/FSA specifically .

INTERPRETATION:

Scores falling in the red range indicate a high level of criticism associated with completing not only the SPQ*GOLD/FSA, but questionnaires in general . This critical attitude toward assessments could be due to a lack of context and/or uncertainty surrounding an organization’s intentions and policies behind the use of questionnaires . In order to corroborate his/her Attitude Toward Questionnaire score, engage in other means of assessment, such as face-to-face communications and/or information mining in order to understand his/her history of reacting to other organizational polices s/he may not understand or agree with .

ADDITIONAL CONSIDERATIONS

In this section, further interpretative information is provided . A statement about the individual's level of commitment to a sales role will appear first, and the number of minutes the candidate took to complete the assessment will appear last . Other items will only appear if triggered .

When a lack of commitment to a sales role is detected, the following will appear:

Results suggest a much lower commitment to working in a sales role in comparison to most people .

- Habitual tendency to engage in non-sales related work activities
- Tendency to avoid new sales opportunities
- Lack of confidence in sales ability
- Tendency to express interest in a non-sales role

Other warnings that may be triggered, if applicable:

- Patterns of responses suggest higher levels of discomfort expressing anger or frustration at work than typically observed . Ambiguous criticism might be employed to channel disapproval through indirect methods of communication while simultaneously avoiding the likelihood of direct confrontation . Exaggerated claims of accomplishments featuring the successful use of assertion, triumphs over adversaries, and expressions of boldness may be made . When direct confrontation is attempted by management, these behaviors may be dismissed by claiming misunderstanding or misinterpretation .
- Response patterns indicate underlying conflict or dislike about prospecting or clientele-building activities . Ongoing commitment to sales or business-building roles may not be optimal .

OTHER RESOURCES:

<i>The Psychology of Sales Call Reluctance Textbook</i>	For anyone who wants more information about Call Reluctance . This book includes information about the Call Reluctance types, Call Reluctance Impostors, and suggested corrective techniques .
<i>SPQ*GOLD/Full Spectrum Advocacy Video Quick Start</i>	For managers, executives, and other users of the SPQ*GOLD/FSA . The video provides a brief overview of the FSA and a suggested interpretation structure . Available to stream or as a DVD .
<i>SPQ*GOLD/Full Spectrum Advocacy Interview Support Questions</i>	For managers and HR professionals . Provides several suggested interview questions for each scale on the FSA to assist with corroborating the FSA results .
<i>SPQ*GOLD/Full Spectrum Advocacy Technical Manual</i>	For academics, psychologists, and HR professionals . Technical information about the SPQ*GOLD/FSA .
<i>The Fear-Free Prospecting & Self Promotion Workshop[®]</i>	For salespeople . Live workshop that addresses what Call Reluctance is, where it comes from, and what to do about it .
<i>Picking the Blue Chips in Sales Training for Managers</i>	For sales managers and other professionals who primarily use the FSA in the recruitment process . In-depth instruction regarding interpreting the FSA . Interpretation accreditation for the FSA and SPQ*GOLD is granted to participants .
<i>Advanced Management Training Workshop for Coaches and Trainers</i>	For managers, trainers, coaches, and consultants . Train-the-trainer program granting accreditation for participants to conduct their own Fear-Free Prospecting & Self-Promotion Workshops . [®]

