



# Confidential Sales Candidate Screening

## THE DAVE KURLAN SALES FORCE PROFILE™

Candidate: Christine Doe

Company: ABC Company

Date: 21-Jun-04

### HIRING RECOMMENDATION - Hirable

NOTE: This screening will indicate whether Christine ***will actually sell***, whether Christine is trainable, can be coached and the kind of help you'll need to provide if you move forward and hire Christine. 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 Christine'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 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.

**SUMMARY OF FINDINGS**

	<b>Strength</b>	<b>Weakness</b>
<b>Crucial Elements</b>		
Desire	✓	
Commitment	✓	
Responsibility	✓	
Outlook	✓	
<b>Major Weaknesses</b>		
Need for Approval		✓
Controls Emotions	✓	
Record Collection	✓	
Buy Cycle		✓
Money Weaknesses	✓	
<b>Recommendations</b>		
Trainable	✓	
Compatible	✓	
Will Sell	✓	
<b>Hirable</b>		<b>Yes</b>
Potential For Growth		<b>31%</b>
Sales Quotient		<b>149</b>

## OUR SUMMARY AND RECOMMENDATIONS

Is Christine trainable?

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

Is Christine's specific sales experience compatible?

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

Will Christine 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 Christine?

Yes. Christine's strengths suggest that hiring this person should result in a successful outcome in an upper income sales position. Christine is also capable of performing at a higher level.

Conditions For Hiring:

Make sure that Christine is willing to overcome the non-supportive way she buys things and the need for approval.

## INTERVIEWING TIPS

- ✓ If the candidate thinks things over before buying (vulnerable to "think it overs" 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.
- ✓ 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.

## 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
				<a href="#">Issue</a>			<a href="#">Issue</a>		

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

[Approval And Buy Cycle](#)

[Shopper 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 additional explanation of skill sets click [here](#).

## SPECIAL SKILL SETS DETAIL

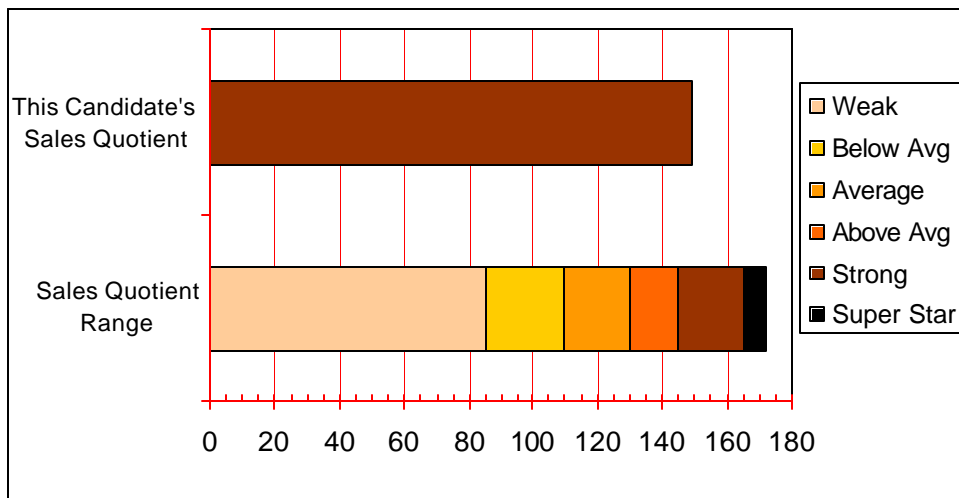
Hunter	Present	Account Manager	Present
Prospects Consistently	✓	Develops Bonding and Rapport	✓
Gets Past Secretaries	✓	Gets To Decision Makers	
Gets To Decision Makers		Uncovers Actual Budget	✓
Gets Appointments When Prospecting	✓	Knows How To Handle People	✓
Receives Plenty of Introductions		Effective Time Management	✓
Will Prospect		Lacks Killer Instinct	
Has No Need For Approval		Has Need For Approval	✓
Recovers From Rejection	✓	Won't Prospect	
<b>% of Traits</b>	<b>50%</b>	Believes – "I should be their friend"	
		Inappropriate Follow Up Calls	✓
		<b>% of Traits</b>	<b>60%</b>
Closer		Intellectual	
Gets Prospect To Agree To Make Decision	✓	Attempts To Close	✓
Won't Make Inappropriate Quotes		Uncovers Budget	✓
Gets to Decision Makers		Gets To Decision Makers	
Attempts to Close	✓	Learns Why Prospects Buy	
Has Killer Instinct		Learns How Prospects Buy	
Won't Accept PutOffs		Has At Least 10 Skills	
Has Supportive Buy Cycle		Has Need For Approval	✓
Has No Need For Approval		Has Non-Supportive Buy Cycle	✓
Controls Emotions	✓	Has Self Limiting Record Collection	
<b>% of Traits</b>	<b>33%</b>	Has Money Issues	
		Has Difficulty Controlling Emotions	
		<b>% of Traits</b>	<b>36%</b>
Qualifier		Ambassador	
Uncovers Actual Budget	✓	Develops Bonding and Rapport (skill)	✓
Gets To Decision Makers		Gets Referrals and Introductions (skill)	
Learns Why Prospects Would Buy		Knows How To Handle People (skill)	✓
Learns How Prospects Would Buy		Enjoys Selling	✓
Does NOT Assume		Inappropriate Follow Up Calls	✓
Comfortable Talking About Money	✓	Wasting Time – Selling System	✓
Has High Money Tolerance	✓	Believes – "I should be their friend"	
Has No Need For Approval		Skills Limited To Those 3 Above	
Controls Emotions	✓	<b>% of Traits</b>	<b>62%</b>
Has Supportive Record Collection	✓		
<b>% of Traits</b>	<b>50%</b>	Timid	
		Has Low Self Esteem	
Farmer		Has Need For Approval	✓
Has Killer Instinct		Has Difficulty Recovering From Rejection	
Attempts To Close	✓	Uncomfortable Talking About Money	
Controls Emotions	✓	Has Outlook Problem	
Won't Accept PutOffs		Is Not Money Motivated	
Has Supportive Buy Cycle		<b>% of Traits</b>	<b>17%</b>
Has Difficulty Recovering From Rejection			
Has Need For Approval	✓		
Won't Prospect			
<b>% of Traits</b>	<b>38%</b>		

## COMPATIBILITY WITH YOUR PROFILE

Match	Key	Topic	Your Requirements	Candidate's Experience
YES		Primary Market	<ul style="list-style-type: none"> <li>Corporate/Industrial</li> </ul>	<ul style="list-style-type: none"> <li>Corporate/Industrial</li> <li>Small Business / Professional Office</li> <li>Institutional</li> </ul>
YES	*	Prospects by Title	<ul style="list-style-type: none"> <li>President or Owner</li> <li>VP or top administrator</li> </ul>	<ul style="list-style-type: none"> <li>President or Owner</li> <li>VP or top administrator</li> <li>Technical end user</li> </ul>
YES		Need vs Want	<ul style="list-style-type: none"> <li>Need and want</li> <li>Need but don't want</li> </ul>	<ul style="list-style-type: none"> <li>Need and want</li> <li>Need but don't want</li> </ul>
YES		Competition	<ul style="list-style-type: none"> <li>Three to five</li> </ul>	<ul style="list-style-type: none"> <li>Three to five</li> </ul>
YES		Pricing	<ul style="list-style-type: none"> <li>Higher than the competition</li> <li>On par with the competition</li> </ul>	<ul style="list-style-type: none"> <li>Higher than the competition</li> <li>On par with the competition</li> <li>Lower than the competition</li> </ul>
YES	*	Money	<ul style="list-style-type: none"> <li>Between \$25K and \$250K</li> </ul>	<ul style="list-style-type: none"> <li>Between \$1K and \$25K</li> <li>Between \$25K and \$250K</li> </ul>
YES		Product Sold	<ul style="list-style-type: none"> <li>Conceptual services</li> <li>Commodities</li> </ul>	<ul style="list-style-type: none"> <li>Custom engineered solutions</li> <li>Conceptual services</li> </ul>
NO	*	Sell Cycle	<ul style="list-style-type: none"> <li>A one to two call close</li> <li>A two to three call close</li> </ul>	<ul style="list-style-type: none"> <li>Three to six months</li> <li>More than 6 months</li> </ul>
YES		Customer Development	<ul style="list-style-type: none"> <li>Sold them and moved on</li> <li>Sold them and renewed annually</li> </ul>	<ul style="list-style-type: none"> <li>Sold them and moved on</li> <li>Sold them on a regular basis</li> <li>Sold them and renewed annually</li> </ul>
YES	*	Priorities	<ul style="list-style-type: none"> <li>60% new and 40% current</li> </ul>	<ul style="list-style-type: none"> <li>50% new and 50% current</li> <li>60% new and 40% current</li> </ul>
YES	*	Closing	<ul style="list-style-type: none"> <li>Salesperson closes</li> </ul>	<ul style="list-style-type: none"> <li>Salesperson closes</li> </ul>
YES		Presentations	<ul style="list-style-type: none"> <li>Present once to the decision maker</li> <li>Present once to a group</li> <li>Present several times to individuals</li> <li>Present several times to a group</li> </ul>	<ul style="list-style-type: none"> <li>Present several times to individuals</li> <li>Present several times to a group</li> </ul>
YES		Product Quality	<ul style="list-style-type: none"> <li>Top of the line</li> <li>Middle of the pack</li> </ul>	<ul style="list-style-type: none"> <li>Top of the line</li> <li>Middle of the pack</li> <li>Different</li> </ul>
YES		Pressure	<ul style="list-style-type: none"> <li>Medium</li> </ul>	<ul style="list-style-type: none"> <li>High</li> <li>Medium</li> </ul>
NO		Supervision	<ul style="list-style-type: none"> <li>Seldom Managed</li> </ul>	<ul style="list-style-type: none"> <li>Micro Managed</li> </ul>
YES		Company	<ul style="list-style-type: none"> <li>Large business</li> </ul>	<ul style="list-style-type: none"> <li>Large business</li> <li>Major corporation</li> </ul>
YES		Compensation	<ul style="list-style-type: none"> <li>Mostly commission</li> </ul>	<ul style="list-style-type: none"> <li>Mostly salary</li> <li>Mostly commission</li> </ul>
YES		Environment	<ul style="list-style-type: none"> <li>Rapid growth</li> </ul>	<ul style="list-style-type: none"> <li>Turbulent and changing</li> <li>Rapid growth</li> </ul>

Christine is compatible with 89 % 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** Christine **will sell**, it will **impact** Christine'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 149.

<b>STRENGTHS</b> <b>These Strengths Support Sales</b>	<b>WEAKNESSES</b> <b>These Weaknesses Can Neutralize Strengths and Skills</b>
<ul style="list-style-type: none"> <li>• Takes Responsibility For Lack of Results (No Excuses)</li> <li>• Good Outlook</li> <li>• Strong Commitment</li> <li>• Strong Desire</li> <li>• High Money Tolerance</li> <li>• Capable of Upholding Margins</li> <li>• Able to Talk About Money</li> <li>• Doesn't Have a Need to Educate Unnecessarily</li> <li>• Very Motivated To Earn More Money</li> <li>• Controls Emotions Effectively</li> <li>• Good Self Image</li> <li>• Has Written Personal Goals</li> <li>• Has a Plan for Reaching Goals</li> <li>• Has a System to Track Progress</li> <li>• Enjoys Selling</li> <li>• Supportive Record Collection</li> </ul>	<ul style="list-style-type: none"> <li>• Non-Supportive Buy Cycle</li> <li>• Some Need for Approval</li> <li>• Too Trusting of Prospects</li> </ul>
<p>Christine has 62% of the possible strengths for which we screen, all of the 4 most crucial elements for success and 3 of the necessary 5 major strengths.</p>	<p>Christine has 12% of the possible weaknesses for which we screen, 2 out of the 5 major weaknesses and doesn't lack any of the 4 most crucial elements for success.</p>

<p style="text-align: center;"><b>SKILLS</b> Learned Skills</p>	<p style="text-align: center;"><b>PERFORMANCE ISSUES</b> Likely Problems the Candidate will Experience</p>
<ul style="list-style-type: none"> <li>• Good Time and Organizational Ability</li> <li>• Questions (if asked) Will Be Effective</li> <li>• Gets Prospects to Agree to Make Decisions</li> <li>• Prospects Consistently</li> <li>• Develops Bonding and Rapport Early in the Process</li> <li>• Consistently Uncover the Real Budget</li> <li>• Gets Past Secretaries</li> <li>• Gets Appointments When Prospecting</li> <li>• Knows How to Handle People</li> </ul>	<ul style="list-style-type: none"> <li>• Likely to be Ineffective With Prospects That Wish To Comparison Shop</li> <li>• Likely to be Ineffective With Prospects That Wish To Think it Over</li> <li>• Too Much Talking And Not Enough Questions</li> <li>• Wastes Time Due to Ineffective Selling System</li> <li>• The Games and Lies From Prospects</li> <li>• Not Being Able to Control the Selling Process</li> <li>• Takes Too Many Put Offs</li> <li>• Inappropriate Follow Up</li> <li>• Not Getting Referrals</li> <li>• Wasting Time With Unqualified Prospects</li> <li>• Too Many Unqualified Quotes or Proposals</li> </ul>
<p>Christine has 43% of the possible skills for which we screen.</p>	<p>Christine will likely have 42% of the possible problems for which we screen.</p>

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

- I don't like making cold calls
- If they're happy with their present vendor then I can't help them
- Prospects are honest
- Prospects that think it over will eventually buy from me
- I should spend measurable time with prospects that don't buy from me

Christine has 14% of the possible self-limiting records for which we screen.

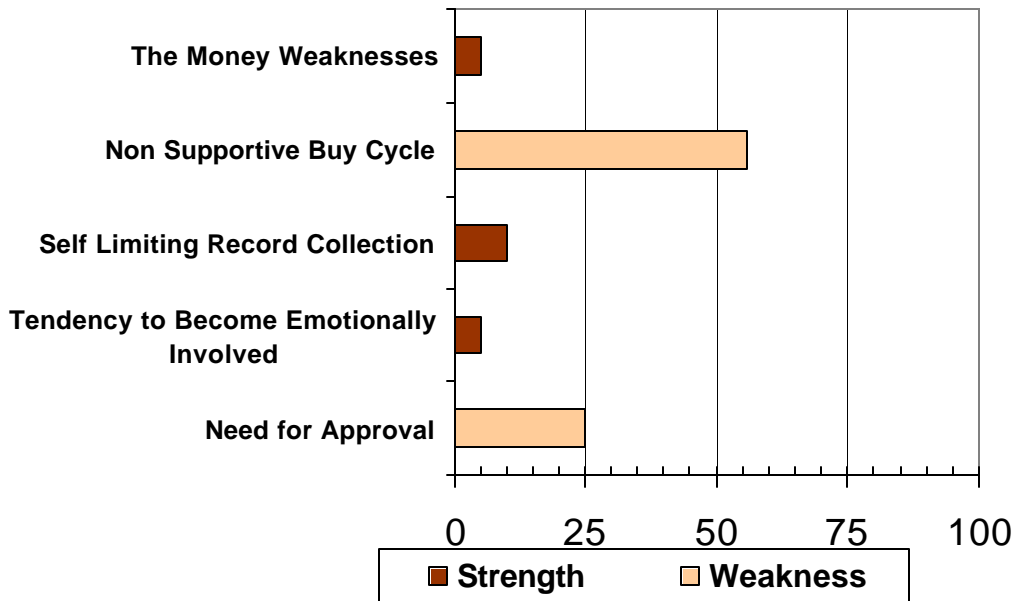
**HIRABLE RANGE FOR Christine  
(\$50K - \$99K)**

This chart shows the ideal range for hiring your candidate, based on the projected income for the position. WHITE is the only acceptable color for an ideal candidate. A Checkmark in the Gray region indicates a **Less Than Ideal** hireable candidate, usually because of either lack of commitment or the possession of five major weaknesses.

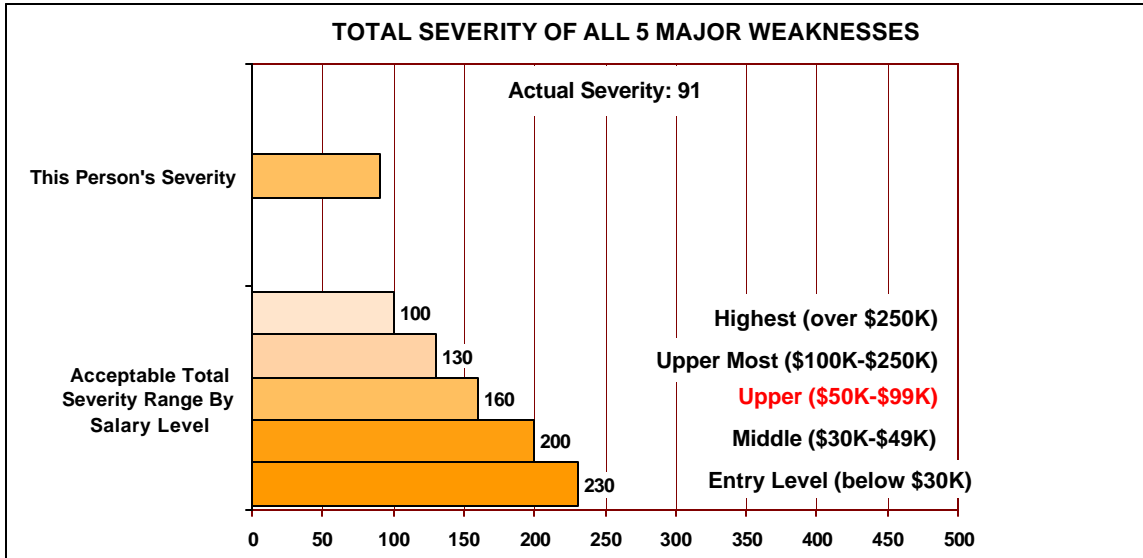
**LEGEND**

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

## Severity of Five Major Weaknesses For Christine Kerns



## 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.

Express Screen Provided by the Distributor

© Copyright 1994-2003 Objective Management Group, Inc.