



**OBJECTIVE
MANAGEMENT
GROUP, INC.**

Confidential Sales Management Candidate Screening

THE DAVE KURLAN SALES FORCE PROFILE™

Candidate: The Candidate

Company: The Company

Date: 06-May-03

HIRING RECOMMENDATION - No

NOTE: This screening will indicate the following: whether The Candidate ***will effectively manage salespeople, will actually sell***, whether The Candidate is trainable, can be coached, and the kind of help you'll need to provide if you move forward and hire The Candidate. 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 The Candidate's sales and sales management potential with your company. While this is a very important piece of the puzzle, it is only one piece. It does not measure intelligence, technical knowledge, self-presentation and appearance. It does not check references. However, all of these issues remain quite important. It does uncover what could have been hidden from view, even in a fairly comprehensive series of interviews. Therefore, our recommendations should be interpreted accordingly. For your convenience we have provided a simple summary on the last page. Explanations for most of the weaknesses you'll read about can be found in our Corporate Recruiting System or our Sales Force Development Software.

Our Summary and Recommendations

Is The Candidate trainable?

No. Because The Candidate doesn't possess the combination of both strong desire and commitment, it is not realistic for you to expect significant sales growth from participating in a sales training program.

Does The Candidate have the appropriate strengths to support effective sales management?

No. Generating short term, bottom line sales management results should not be expected from The Candidate because of the weaknesses we identified in section four.

Does The Candidate have the necessary sales management skills?

Yes. The Candidate has the necessary sales management skills, but as noted, lacks the complimentary supporting strengths.

Do we believe you should hire The Candidate?

No. Existing weaknesses prevent us from recommending The Candidate at this time.

SUMMARY		
	Strength	Weakness
Crucial Elements		
Desire		✓
Commitment	✓	
Responsibility	✓	
Outlook		✓
Major Weaknesses		
Need for Approval	✓	
Controls Emotions		✓
Record Collection		✓
Buy Cycle		✓
Money Weaknesses	✓	
Recommendations		
Trainable		✓
Will Manage		✓
Has Necessary Management Skills	✓	
Hirable		No
Potential for Growth		10%

Management Compatibility (Candidate Priorities Inconsistent With Your Own)		
Business Area	Your Priority	Candidate's Experience / Preference
Basis of Accounts	Volume	Volume or Profit
Profile of Potential Customer	Potential Business	Potential Business or Credit Worthiness
Business Plan	Pursue Opportunities Whenever They Appear	Pursue Opportunities Whenever They Appear
Sales Manager's Role	Manager Who Develops Salespeople	Manager Who Develops Salespeople
Recruiting Strategy	Hire "A" Players	Hire "A" Players
Training	Trainers Come From Within The Company	Trainers Come From Within The Company
Compensation	Salary Plus Bonus	Salary Plus Bonus
** Developing Salespeople	Develop The Existing People	Replace All The Non-Performers
Sales Force Automation	Install The Latest And Greatest	Install The Latest And Greatest
Market Strategy	Expand It	Expand It
Trade Shows	Participate In Targeted Shows	Participate In Targeted Shows
** Role of Marketing	Generate Sales	Create Visibility
** Reaching Customers/Clients	Develop Existing Channels	Create New Channels
** Market Identity	Quality	Expertise
Growth	Grow Existing Accounts	Grow Existing Accounts
** Competition	Hold Firm On Our Price	Beat Their Price
Internet Strategy	Use It To Compliment The Business	Use It To Compliment The Business
** indicates Candidate's Experience inconsistent with your priorities		

Management Time Priorities		
Area of Activity	Candidate's Time %	Benchmark Time %
• Coaching Salespeople	10	25
• Motivating Salespeople	10	25
• Measuring Performance / Accountability	10	25
• Recruiting	10	5
• Crisis Management	5	5
• Internal Company Issues	3	5
• Planning / Managing Compensation	2	1
• Organization / Reorganization	20	1
• Business / Product Strategy	15	3
• Direct Selling	15	5
<p>It is likely that the candidate will not invest enough time coaching the salespeople</p> <p>It is likely that the candidate will not invest enough time motivating the salespeople</p> <p>It is likely that the candidate will not invest enough time holding the salespeople accountable</p> <p>This candidate may place too much emphasis on areas not directly related to managing salespeople</p> <p>This candidate places less importance on managing salespeople than we would recommend.</p>		

Interviewing Tips

- ✓ Ask the candidate why success in sales management (being the best, earning a lot of money, etc.) isn't more important. You'll probably hear one or more reasons and if you do, that explains the "lack of desire" finding.
- ✓ Ask the candidate whether he/she has felt discouraged or frustrated, whether experiencing any personal problems, personality clashes, resentment or anger toward anyone at a prior job. This should demonstrate an outlook problem.
- ✓ If the candidate is vulnerable to "think it overs" ask how he/she would coach a salesperson who came back with a think it over. An understanding of the prospect's need to think demonstrates non-supportive buy cycle.
- ✓ Look at the section on self-limiting records. Read one of the candidate's more alarming records aloud and ask him/her what happens as a result of that self-limiting belief. Ask if that's a good thing or not.
- ✓ Tell the candidate that you see too many serious weaknesses and that you don't think that he/she will be able to overcome them all. Watch how the candidate reacts. This should demonstrate the tendency to become emotionally involved.

Important Findings

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

Desire	Commitment	Outlook	Excuses	Approval	Money	Emotions	Buy Cycle	Records	Incentive
<u>Issue</u>		<u>Issue</u>				<u>Issue</u>	<u>Issue</u>	<u>Issue</u>	<u>Issue</u>

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

- [Desire And Outlook](#)
- [Emotions, Buy Cycle and Non-Supportive Record Collection](#)

Strengths That Support Selling	Skills That Have Been Developed
<ul style="list-style-type: none"> • Takes Responsibility for any Lack of Results (No Excuses) • A Strong Commitment • No Need For Approval From Prospects • No Need For Approval From Salespeople • Good Self Image • Has Written Personal Goals • Has a Written Plan to Reach Goals • Has a System to Track Progress • High Money Tolerance • Capable of upholding Margins 	<ul style="list-style-type: none"> • Asks Prospects How They'll Make Buying Decision
<p>The Candidate has 38% of the possible strengths for which we screen, just 2 out of the 4 most crucial elements for success and 2 of the necessary 5 major strengths.</p>	<p>The Candidate has 5% of the possible skills for which we screen.</p>

Sales Management Skills	Weaknesses that will Neutralize Strengths and Skills
<ul style="list-style-type: none"> • Managing the Pipeline Correctly • Giving Recognition Appropriately • Debriefs Regularly and Correctly • Knows What Motivates The Salespeople • Runs Effective Sales Meetings • Flexible Thinker • Spending Enough Time Managing the Salespeople • Being Demanding of Salespeople • Effective Interviewing Criteria • Will Replace Ineffective Salespeople 	<ul style="list-style-type: none"> • Has Outlook Problem • Lacks the Desire That He/She Thinks is There • Could Be More Motivated To Earn More Money • Loses Control of Emotions Somewhat Easily • Difficulty Recovering From Rejection • Too Trusting of Prospects • Has a Non Supportive Buy Cycle • Self-Limiting Record Collection
<p>The Candidate has 71% of the possible sales management skills for which we screen.</p>	<p>The Candidate has 33% of the possible weaknesses for which we screen, 3 out of the 5 major weaknesses (see SUMMARY section) and is lacking 2 of the 4 most crucial elements for success.</p>

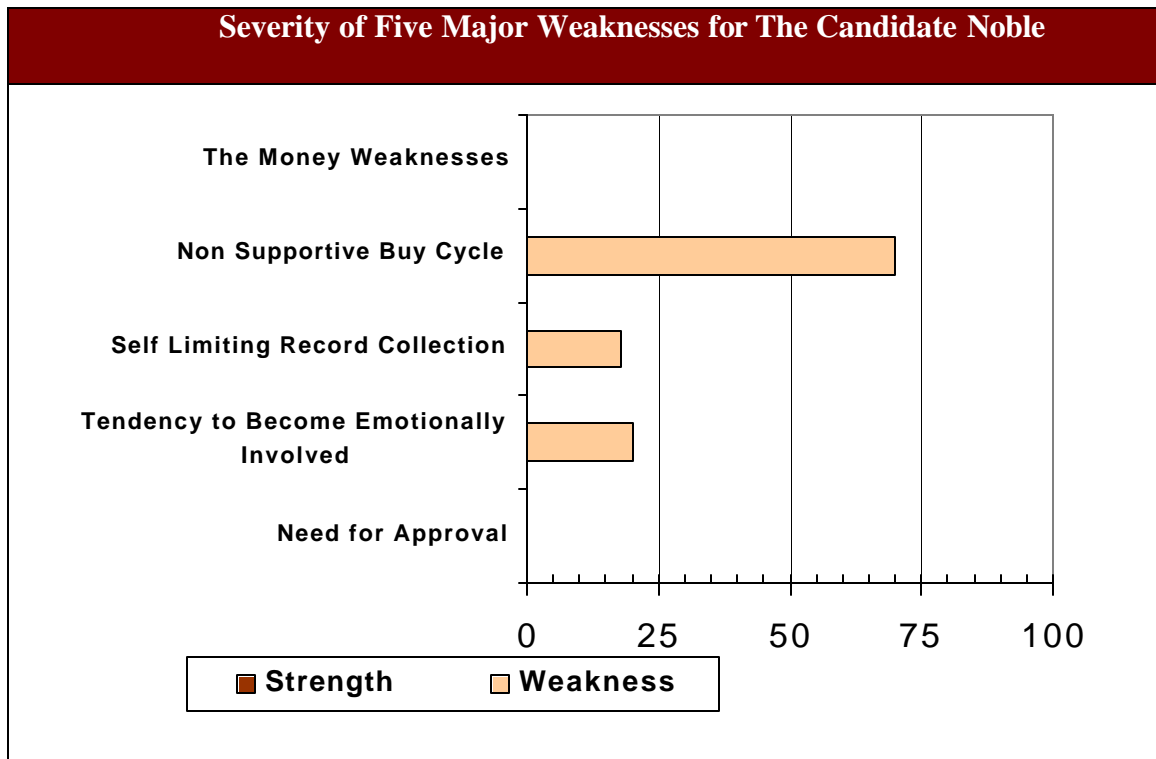
Likely Selling Problems	Likely Sales Management Problems
<ul style="list-style-type: none"> • Likely to be Ineffective With Prospects That Wish To Comparison Shop • Likely to be Ineffective With Prospects That Wish To Think It Over • Making Inappropriate Presentations • Wasting Time With Prospects Due to Ineffective Selling System • The Games and Lies of Prospects • Not Asking Prospects Why They'll Buy • Assuming Too Much • Calling on Purchasing Agents Too Early in the Process • Not Getting Prospects to Agree to Make a Decision • Not Developing Bonding Early Enough in the Process • Accepting Putoffs • Not Handling People Effectively • Inappropriate Follow up • Not Getting Enough Referrals • Inappropriate Quotes or Proposals 	<ul style="list-style-type: none"> • Not Being Effective Coaching Salespeople • Not Willing to Let Salespeople Fail - Rescues Them too Quickly
<p>The Candidate will likely have 58% of the possible problems for which we screen.</p>	<p>The Candidate has 13% of the possible sales management problems for which we screen.</p>

Self-Limiting Record Collection (Beliefs)

- I don't need to raise my people's self esteem
- I have to call on purchasing agents prior to end users or decision-makers
- Prospects are honest
- Prospects that think it over will buy from me
- It's OK if my salespeople let their prospects shop around
- It's OK if my salespeople let their prospects think it over
- Prospects that think it over will eventually buy from us
- My salespeople need to present information to their prospects when asked
- I should tell my prospects why they should buy from me

The Candidate has 26% of the possible self-limiting records for which we screen.

IDEAL RANGE FOR The Candidate						
<p>This chart shows the range for hiring the ideal candidate, based on the projected income for the position. WHITE is the only acceptable color for an ideal candidate in the \$250K+ income range; WHITE and GRAY are the only acceptable colors for an ideal candidate in the \$100K-\$250K income range. WHITE, GRAY and PINK are the ONLY acceptable colors for an ideal candidate in the \$50K-\$100K income range.</p>						
LEGEND						
Your Target Colors Are:			If Your Position Will Pay :			
			Over \$250K			
			\$100K - \$250K			
			\$50K - \$99K			
✓			Candidate Recommended for Hire			
✗			Candidate Not Recommended			
Likelihood of Change (in %)	Number of Major Weaknesses (0-5)					
	0	1	2	3	4	5
10				✗		
20						
30						
40						
50						
60						
70						
80						
90						
100						



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