

Confident Approach
Bäck 148
SE-893 92 Bjästa
Sweden
+46-8-446 4940
www.confidentapproach.com

SPQ*GOLD® / FSA

Development

Test Date: 24/2/2026 10:08:21 AM to 24/2/2026 12:13:51 PM W. Europe Standard Time

FULL SPECTRUM ADVOCACY™

For Sales Prospecting and Clientele Building

Dani Test

Strictly Confidential

All measurements are inexact. Formally constructed, rigorously developed instruments are technically sophisticated measurement devices, and as such, are also subject to error. Although it represents a long tradition of research and development, the assessment upon which this report is based is no exception. Therefore, well-intentioned managers will use the results wisely -- as training and development hypotheses, and not as hard-and-fast impersonal conclusions to be imposed upon the lives and careers of other people.

Interpretive Cautions

This assessment appears to have been completed in accordance with the instructions. Special interpretive considerations are not required.

Sales Call Reluctance® Overview



Capsule Summary:

Degree of overall emotional discomfort associated with initiating first contact with prospective buyers across a variety of contact dependent settings such as sales prospecting *at the time the assessment was taken*. This scale is an aggregate measure of overall energy diverted from sales-related activities due to prospecting distress. **NOTE: For the most accurate interpretive guidance and to insure proper and responsible use of the SPQ*GOLD®/FSA, please refer to the support materials you received at BSRP's Advanced Management Training Course or seek the assistance of an accredited SPQ*GOLD®/FSA representative.**

Interpretation:

Responses suggest that sales prospecting or initiating contact in support of career objectives is likely to be more uncomfortable than it is for most people. The profile below contains detailed information about how this discomfort might be observed based on the responses given when the questionnaire was taken. Carefully examine the following 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.

Brake code: RED

Outlook:

Review scales below for specific outlooks.



Capsule Summary:

Extent to which business development activities are completed without hesitation or distress at the time the assessment was taken. The Prospecting Accelerator is the inverse of the Prospecting Brake described above.

Interpretation:

Although responses suggest that this individual may experience more resistance to prospecting activities than most people, see the "green" scores in the section below entitled "Targeted Call Reluctance Types" for the best way to maximize performance and minimize frustration for him/her during times when prospecting is required.

Accelerator code: RED

Outlook:

Review scales below for specific outlooks.

Diffused Sales Call Reluctance® Types



Capsule Summary:

Degree of energy diverted from prospecting to over-vigilant preoccupation with low-probability possibilities and/or catastrophes. While judicious anticipation of things that could go wrong may be somewhat helpful, this anticipation can become the ends rather than the means when prospecting. When this happens, prudence ceases to be helpful and can start to become a performance-limiting problem.

Interpretation:

Scores suggest that this individual is not inclined to develop the habit of dwelling on low probability prospecting catastrophes. If prospecting efforts become obstructed in the future, it is not likely that it will be due to Doomsayer call reluctance.

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

Doomsayer call reluctance code: GREEN

Outlook:

Very difficult to prevent and correct.

Diffused Sales Call Reluctance® Types



Capsule Summary:

Degree of energy habitually over-invested in analyzing at the expense of prospecting. Being prepared is certainly important. However, when preparation becomes the objective rather than a means to achieve higher performance, it limits sales effectiveness.

Interpretation:

Scores suggest that this individual may occasionally become over-invested in preparing to prospect at the expense of actually prospecting. During these times, prospecting activity may substantially decline. Episodes, when or if they occur, may be in response to subtle, internal cycles, or an emotional reaction to a specific prospecting experience.

LOOK FOR:

- Repeated requests for more information and additional sales support materials that do not result in increased business or sales
- Preoccupation with meetings, planning, systems, and procedures

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

Over-Preparer call reluctance code: YELLOW

Outlook:

Easy to prevent. Moderately easy to correct.

Diffused Sales Call Reluctance® Types

 Hyper-Pro : 25



Capsule Summary:

Degree of energy lost to habitual over-investment in the mannerisms and appearances of success at the expense of goal-supporting behaviors such as prospecting or clientele-building. See specific ways that energy may leak for this individual (sub-scales) below. **NOTE:** Not all of the questions used to measure the overall Hyper-Pro score were linked to a specific sub-scale. Therefore, it is possible to have high sub-scale scores and an average or low level of overall Hyper-Pro call reluctance, and vice versa.

Interpretation:

Concern regarding the need to be seen as professional is not likely to impair business development activities. If prospecting should become limited by emotional issues associated with the need to rigidly project and protect a professional image, the episodes should be low in intensity, short in duration, and should occur infrequently. For more information, refer to the chapter about Hyper-Pro Sales Call Reluctance in *The Psychology of Sales Call Reluctance* textbook.

Hyper-Pro call reluctance code: GREEN

Outlook:

Moderately easy to prevent and correct if individual is able to acknowledge the presence of Hyper-Pro Call Reluctance.

 Appearance Proud

Capsule Summary:

The degree to which overall Hyper-Pro Sales Call Reluctance may be reflected by energy devoted to maintaining a professional image through designer clothing, upscale automobiles, and/or other outward affectations of success (unusually high number of credentials, over-statement of position/authority, etc.).

Outlook:

Appearance Proud code: YELLOW

 Voice Proud

Capsule Summary:

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

Outlook:

Voice Proud code: GREEN

Diffused Sales Call Reluctance® Types



Capsule Summary:

Degree of energy lost to feelings of discomfort and concerns related to the individual's role as a salesperson. Despite level of experience, success or technical skill, nagging doubts (expressed or unexpressed) about career identity may limit sales activities – especially prospecting.

Interpretation:

Scores suggest that this individual is unlikely to experience emotional difficulty identifying with the sales career. If prospecting problems should occur in the future, it is not likely to be due to emotional discomfort associated with being in sales.

Role rejection call reluctance code: GREEN

Outlook:

Easy to prevent and correct.



Capsule Summary:

Degree of prospecting energy lost due to reflexive fears of being considered intrusive or pushy. May compensate by developing over-stylized, consultative selling skills which overemphasize relationship-building, sometimes at the expense of closing sales.

Interpretation:

Scores suggest that this individual is likely to experience a highly elevated level of emotional discomfort when attempting to assertively increase his/her sales and/or customer base. To avoid being considered pushy, forward or intrusive, sales prospecting situations may be avoided altogether or attempted halfheartedly.

LOOK FOR:

- More importance placed on relationship-building (or rapport-building) than on closed sales
- Over-emphasis upon timing (waiting for just the "right" time)
- Consideration of 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.

Yielder call reluctance code: RED

Outlook:

Moderately difficult to prevent and correct.

Diffused Sales Call Reluctance® Types



Capsule Summary:

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

Interpretation:

This individual is very unlikely to lose energy by opposing and rejecting career and prospecting opportunities. If slow-downs in prospecting do occur, they should not be due to Oppositional Reflex Call Reluctance.

Oppositional Reflex call reluctance code: GREEN

Outlook:

Easy to prevent. Very difficult to correct.

Targeted Sales Call Reluctance® Types



Capsule Summary:

Opportunities to prospect by making presentations before groups of people are neglected or by-passed due to emotional discomfort. Highly targeted form of fear, and other forms of contact initiation may be unaffected.

NOTE: Not all of the questions used to measure the overall Stage Fright score were linked to a Stage Fright sub-scale. Therefore, it is possible to have high sub-scale scores and an average or low level of overall Stage Fright, and vice versa. The overall Stage Fright score is the best indicator of the extent of hesitation (or lack of hesitation).

Interpretation:

Scores suggest that this individual is likely to experience elevated levels of emotional discomfort when asked to make group presentations. Legitimate opportunities to pursue career goals by making presentations are very likely to be forfeited in favor of other methods of prospecting.

LOOK FOR:

- Limited history of group, seminar or party selling experiences
- Preparation and distress weeks before a group presentation
- Overly self-critical when hearing audio recordings of his/her voice or seeing himself/herself on video
- 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)

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

Stage-Fright call reluctance code: RED

Outlook:

Easy to prevent and correct.

Image Concern

Capsule Summary:

Degree to which the discomfort related to group prospecting presentations is due to concerns about physical self-presentation. Coping might include verbalizations such as "I'm not attractive enough," or "People will be looking at me."

Outlook:

Image Concern code: YELLOW

Targeted Sales Call Reluctance® Types

Content Concern

Capsule Summary:

Degree to which the discomfort associated with group prospecting presentations is due to concern regarding content. Typical reasons for this discomfort may include statements such as, "My mind might go blank," "I might lose my place and look foolish," and "People might think I don't know what I am talking about."

Outlook:

Content Concern code: YELLOW

Social Self-Consciousness : 34



Capsule Summary:

Degree of energy lost to emotional discomfort and hesitation to contact up-market prospective buyers. Habitually intimidated by persons of wealth, prestige, power and/or education. **Note:** This form of sales call reluctance is highly contagious. Passive exposure to small toxic doses of this form of call reluctance can result in career-limiting attitudes. See specific areas of hesitation (sub-scales) for this individual below. **Note:** A very high or very low sub-scale score may not impact the overall Social Self-Consciousness score.

Interpretation:

Scores suggest that this individual is likely to experience a moderate amount of discomfort when trying to contact persons of wealth, prestige, power or education. There may be occasional reluctance to pursue "up-market" contacts but these episodes, when they occur, should not be particularly severe, frequent or long lasting.

LOOK FOR:

- Production plateau which has been fixed at the current level for a long time (in experienced salespeople)
- Tendency to assume submissive, ingratiating behaviors when in presence of people perceived to have position, status, higher education or wealth

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

Social Self-Consciousness call reluctance code: YELLOW

Outlook:

Moderately easy to prevent and correct.

Wealth / Affluence

Capsule Summary:

Degree of hesitation to contact prospective customers who are perceived to possess a higher level of wealth and/or affluence.

Outlook:

Wealth / Affluence code: YELLOW

Targeted Sales Call Reluctance® Types

Power / Influence

Capsule Summary:

Degree of hesitation to contact prospective customers who are perceived to possess superior amounts of power and/or influence.

Outlook:

Power / Influence code: RED

Education

Capsule Summary:

Degree of hesitation to contact prospective customers who are perceived to possess superior levels of education.

Outlook:

Education code: GREEN

Friendshield : 68



Capsule Summary:

Prospecting energy lost to emotional hesitancy to mix business with friendship. Difficulty building sales or customer base among personal friends or asking friends to help establish contact with prospective buyers in the friend's social network.

Interpretation:

Scores suggest that this individual is highly likely to experience hesitation and discomfort when attempting to build his or her sales/customer base through friends. Friends, associates and possibly 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 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 to contact friends

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

Friendshield call reluctance code: RED

Outlook:

Easy to prevent and correct.

Targeted Sales Call Reluctance® Types



Capsule Summary:

Degree of emotional discomfort experienced when attempting to initiate contact with accessible family members for prospecting and/or networking purposes. This individual may have difficulty prospecting for new business among family members or asking them to help establish contact with prospective buyers in the family member's social network.

Interpretation:

Scores suggest that this individual may experience an elevated level of hesitation when approaching family members for the purpose of selling, prospecting or possibly even soliciting referrals or contacts. This could be due to a fear of parental disapproval and/or a fear that he or she might not be taken seriously. This individual may have been exposed to negative stereotypes about selling and salespeople held by family members. To avoid the possibility of offending family members or risking the loss of their approval, sales related activities may be considered emotionally "out-of-bounds."

LOOK FOR:

- Philosophy to "never mix business and family"
- Excuses rooted in moral issues; may consider salespeople who can and do make sales calls on their own family unprofessional
- Tendency to take longer 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 for use as referrals

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

Famshield call reluctance code: RED

Outlook:

Easy to prevent and correct.

Targeted Sales Call Reluctance® Types



Capsule Summary:

Degree of conflict, hesitation or avoidance experienced when asking current customers/clients for referrals. Often, this discomfort is due to a fear that existing business might be threatened.

Interpretation:

Scores suggest that this individual may experience a highly elevated level of difficulty when asking for referrals. Solicitation of business from 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 (and often ineffective) prospecting methods over asking for referrals
- Apprehension about losing rapport with existing clients due to fear of appearing self-interested or exploitative
- Less hesitation making contact with strangers ("cold calls") than asking existing clients for a referral
- Discomfort allowing colleagues to ask his/her clients for names of referrals

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

Referral Aversion call reluctance code: RED

Outlook:

Easy to prevent and correct.

Targeted Sales Call Reluctance® Types



Capsule Summary:

Degree of discomfort using the telephone as a means to prospect or generate new business. This is a highly targeted fear. Face-to-face forms of contacting prospective clients may be unimpaired.

Interpretation:

Scores suggest that this individual may experience a highly elevated level of hesitation or resistance to using the telephone to prospect for new business. Due to discomfort, efforts to use the phone to generate sales or follow-up leads acquired from alternative sources (advertising, convention exhibit's, computer telephone campaigns) could severely affect this individual's performance (especially if telemarketing is the primary means for selling the company's products).

LOOK FOR:

- Preoccupation with alternative tasks when it's time to prospect on the telephone
- Over-reliance on other methods of developing business
- Physical symptoms of distress accompanying the use of the telephone to prospect such as noticeable changes in voice pitch, breath rate or perspiration (especially when calling in the presence of managers or trainers)
- Patterns of 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 about Telephobia Sales Call Reluctance in *The Psychology of Sales Call Reluctance* textbook.

Telephobia call reluctance code: RED

Outlook:

Easy to prevent and correct.

Targeted Sales Call Reluctance® Types



Capsule Summary:

Energy diverted from prospecting activities due to emotional discomfort when using internet-based networking techniques (i.e. web conferencing, social media, etc.) as a prospecting or visibility management tool. Particularly salient in settings where sales personnel are expected to project and maintain a sales presence online using social media resources.

Interpretation:

Scores suggest that this individual may experience an elevated level of discomfort when attempting to use internet-based social media applications for prospecting, presentations and other sales-related purposes.

LOOK FOR:

- Over-reliance on non-internet-based methods of developing business
- Inconsistent or limited online presence
- Avoidance of opportunities to make 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

Online Prospecting Discomfort call reluctance code: RED

Outlook:

Easy to prevent and correct.



Capsule Summary:

Degree of hesitation to initiate and engage in the complex selling activities often required to close larger corporate accounts. These activities can include (but are not limited to): contacting and selling to senior level executives and multiple decision-makers, making boardroom or formal group presentations to key decision-makers, preparation of professionally written proposals, and patiently and methodically managing complex, long-term negotiations. **Note:** This type of sales call reluctance may not be applicable for individuals or companies who primarily market their products and services to individuals and/or small businesses.

Interpretation:

Scores suggest that this individual has little hesitation to initiate and engage in complex selling activities. Prospecting to accounts requiring complex selling strategies may be avoided occasionally, but these episodes should be rare.

Complex Selling call reluctance code: GREEN

Outlook:

Moderately easy to prevent and correct.

Secondary Sales Call Reluctance® Types



Capsule Summary:

Degree to which opportunities to make additional or upgraded sales to customers are neglected or avoided due to the fear that the customer's existing business might be threatened.

This discomfort can assume one or more of the following three forms:

Cross-Selling

Discomfort associated with contact specifically initiated to sell new or additional products and/or services to a new department or division within the customer's organization, or to a partner organization.

Up-Selling

Discomfort associated with initiating contact (or conversation during the sales presentation) to introduce and sell a more expensive or upgraded product and/or service to an existing customer.

On-Selling

Discomfort associated with contact initiated to sell product and/or service add-ons (such as warranties, service contracts, accessories, etc.) to an existing customer.

Interpretation:

This individual is likely to experience a moderate level of discomfort when contacting new or existing customers to sell additional or upgraded products and/or services. Periods of sales extension activities are likely to be interspersed with periods of hesitation.

LOOK FOR:

- Apprehension about losing rapport with existing customers due to fear of appearing self-interested or exploitative

Outlook:

Sales Extensions call reluctance code: YELLOW

Cross-Selling

Capsule Summary:

Discomfort associated with contact specifically initiated to sell new or additional products and/or services to a new department or division within the customer's organization, or to a partner organization.

Outlook:

Cross-Selling code: YELLOW

Secondary Sales Call Reluctance® Types

Up-Selling

Capsule Summary:

Discomfort associated with initiating contact (or conversation during the sales presentation) to introduce and sell a more expensive or upgraded product and/or service to an existing customer.

Outlook:

Up-Selling code: YELLOW

On-Selling

Capsule Summary:

Discomfort associated with contact initiated to sell product and/or service add-ons (such as warranties, service contracts, accessories, etc.) to an existing customer.

Outlook:

On-Selling code: GREEN

Arranging Payment : 79



Capsule Summary:

Degree of hesitation or avoidance experienced when stating product/services costs and/or when asking for payment. Often due to fear of threatening the sale by appearing too pushy or greedy.

Interpretation:

Scores suggest that this individual may experience a very highly elevated level of difficulty when stating product/service costs or when asking for payment. The closing of sales is likely to be substantially limited and may take much longer than usual.

LOOK FOR:

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

Outlook:

Arranging Payment code: RED

Sales Call Reluctance® Impostors



Capsule Summary:

Estimate of mental and physical energy available to support individual and/or organizational prospecting or clientele building objectives. Overall prospecting motivation is a combination of measures of Amplitude, Duration, and Velocity as well as additional general measures of prospecting energy.

Interpretation:

Amount of energy available to support prospecting or business building objectives is much lower than for most people. Lower prospecting activity may be frequently observed as well as a general attitude that "just getting by" is sufficient. Low motivation can be a by-product of frequent corporate re-organizations or changes in policy, or physical and/or personal difficulties that reduce the amount of energy available for prospecting or business building activities.

LOOK FOR:

- A lack of sense of urgency (see Velocity)
- Little follow through after goals are set
- Unfinished assignments
- Tendency to frequently be late for appointments
- Short-lived bursts of energy (see Duration)

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

Outlook:

Prospecting Motivation code: RED

Amplitude

Capsule Summary:

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.

Outlook:

Amplitude code: RED

Duration

Capsule Summary:

The stability and consistency of the energy source. Represents the ability to apply persistent and sustained effort to complete difficult tasks.

Outlook:

Duration code: RED

Sales Call Reluctance® Impostors

Velocity

Capsule Summary:

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.

Outlook:

Velocity code: RED

Net Motivation : 15



Capsule Summary:

Total amount of energy available for prospecting activities minus energy lost to Call Reluctance or other goal-obstructing behaviors.

Outlook:

Prospecting Motivation code: RED

Prospecting Goal Level : 17



Capsule Summary:

Degree to which energy and attention is directed to specific prospecting or business building related activities. The Goal Level score represents a combination of Target, Strategy, and Pursuit as well as additional general measures of goal focused prospecting behaviors.

Interpretation:

Energy and attention focused on prospecting-related activities is much lower than for most people. Frequent distractions may be experienced which are likely to 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.

Outlook:

Prospecting Goal Level code: RED

Sales Call Reluctance® Impostors

Target

Capsule Summary:

Clarity of desired sales-related outcomes to which behaviors are focused.

Outlook:

Target code: RED

Strategy

Capsule Summary:

Specific plans required to obtain desired sales-related outcome.

Outlook:

Strategy code: RED

Pursuit

Capsule Summary:

Degree to which energy is actually invested in the strategy to obtain the target.

Outlook:

Pursuit code: RED

Sales Call Reluctance® Impostors



Capsule Summary:

Degree to which energy and attention available for prospecting is dispersed across multiple interests and goals which are simultaneously competing for time and attention.

Interpretation:

Scores suggest that energy and attention available for prospecting is 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 requirements or personal objectives.

LOOK FOR:

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

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

Outlook:

Prospecting Goal Diffusion code: RED

Sales Call Reluctance® Impostors



Capsule Summary:

Degree of discomfort experienced by the imposition of sales targets and/or performance requirements.

Interpretation:

This individual is likely to experience more discomfort than most people 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 the targets. Posting of performance results in a public forum, or daily accountability reporting may actually work to *impair* performance instead of helping him/her stay focused.

Look For:

- Perfectionistic concerns about performance outcomes
- Humiliated with publicly posted individual performance charts
- Increased activity when explicit production targets are removed
- Tendency to become immobilized by production deadlines

For more information, consult the section about Target Reversal in *The Psychology of Sales Call Reluctance* textbook.

Outlook:

Goal Allergic code: RED

Sales Call Reluctance® Impostors



Capsule Summary:

Extent to which prospecting is limited by actual or perceived absence of skills or knowledge required to perform effectively.

Interpretation:

Actual or perceived lack of skills and/or knowledge required to perform effectively is higher than for most people. Repeated requests for additional training, supervision, or instruction may occur.

LOOK FOR:

- Immediate improvement in business development activity when the appropriate information is provided. (If prospecting fails to improve, see Over-Preparer score and discussion.)
- Concerns that training consists of too much indoctrination and not enough substance

Most effective preventive/corrective technique:

- Product/Service and/or Sales Training

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

Outlook:

Information Bridge code: RED



Capsule Summary:

This measure estimates the importance attached to receiving on-going training, encouragement, consistency, fair treatment, frequent rewards and easy access to supportive people, supervisors and top management – and the degree to which these needs are desired and required for sustained commitment to perform at his/her best.

Interpretation:

Scores suggest this individual is much more likely than most people to require developmental and emotional support in order to remain committed to his/her career and to perform at his/her best. Ready access to training and development resources, trainers, supervisors, and key management personnel may be necessary to achieve optimal performance.

Outlook:

Sales Role Support Requirements: RED

Sales Call Reluctance® Impostors



Capsule Summary:

Estimates the degree of energy allocated to suppressing clientele building efforts due to concerns about the perceived ethics and "worthwhileness" of his/her organization (company), and the products and/or services represented. These concerns may be real or imagined. They may be based on genuine, personally held beliefs or merely used as excuses for sub-standard performance. Either way, once sufficiently amplified, they can interfere with personal and/or organizational clientele and other business-building activities dependent on frequency and consistency of contact initiation with prospective buyers.

NOTE: This scale can not be used to make judgments about the ethics or integrity of an individual or an organization.

Interpretation:

Scores suggest that this individual may be considerably more likely than most people to be sufficiently conflicted about issues and conditions associated with perceived organizational conduct and reputé, and/or the perceived value of the products or services they represent to impair performance.

When concerns are authentic and based on personally held beliefs (and not just used as excuses), prospecting activities may be weighed down by matters of conscience and the anticipation of being seen by others as morally suspect, unethical or exploitative. To cope, some individuals may constantly search for unrealistic proof that his/her principles are not threatened. 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 perfectly justifying the value of the company's products and/or services
- Frequent and 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 having to display positivity and an "upbeat" presentation style
- Concern that s/he may be compromising his/her values
- Concern that others will consider him/her as unethical or lacking moral strength
- Need for ongoing and repeated reassurance from peers and managers that s/he is doing the "right thing"

When used as an excuse:

- Wide ranging and constantly shifting requests for assurance
- "Pivoting" (Evidence of ethicality is accepted but then replaced with another request for a different kind of evidence from an entirely different line of questioning.)
- Concerns disclosed may be thoughtless and superficial, perhaps based on hearsay, tabloid type thinking and unfounded stereotypes, rather than carefully reasoned and persuasive personally held beliefs.

Principles Based Exoneration: RED

Sales Call Reluctance® Impostors



Outlook:

Moderately difficult to prevent and correct.

Attitude Toward Questionnaire (Filters)



Capsule Summary:

Energy devoted to controlling the impression being made on others. Characterized by exaggeration and embellishment.

Interpretation:

Energy devoted to over-controlling the image being presented to others by over-claiming and/or embellishing is no higher or lower than for most people.

Outlook:

Embellishment code: GREEN



Capsule Summary:

This scale estimates the degree to which an individual is willing to alter his/her behavior in order to make a favorable or "socially desirable" impression.

Interpretation:

When completing the questionnaire, this individual chose answers considered to be 'good' or 'socially desirable' less frequently than most people. Assessment results are likely to be accurate and balanced.

Outlook:

Positive Posturing code: GREEN



Capsule Summary:

Hedging consists of quantifiable attempts to "freeze out" the assessment and may indicate an individual's habitual inability or unwillingness to accept objective information about him/herself.

Interpretation:

This individual selected "in-between" answers (answers other than "true" or "false") very rarely and answered most of the questions in accordance with the instructions given.

Outlook:

Hedging code: GREEN

Attitude Toward Questionnaire (Filters)



Capsule Summary:

Estimate of focused attention and concentration dedicated to completing the questionnaire. **NOTE: THIS SCALE IS NOT A MEASURE OF INTELLIGENCE OR PROBLEM SOLVING ABILITY.**

Interpretation:

Level of attention and concentration dedicated to completing the questionnaire is much higher than for most people. Results suggest a potential preference for working on detailed tasks – perhaps to the detriment of concrete or activity-based tasks that may be required to support organizational goals. Optimum score for this scale is dependent upon the environment and types of tasks required to be performed. *As noted above, this is NOT a measure of intelligence or problem solving ability.*

Outlook:

Problem Solving code: GREEN



Capsule Summary:

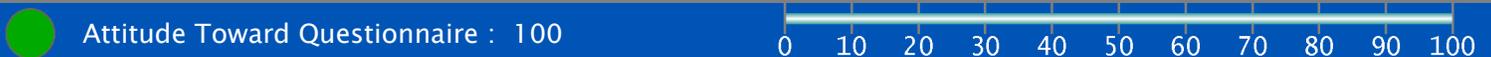
Level of attention, effort and/or cooperation applied when completing the questionnaire.

Interpretation:

Responses to the questions were logically consistent. Appropriate consideration and deliberation was likely given.

Outlook:

Response Consistency code: GREEN



Capsule Summary:

This scale is an assessment quality control measure. It is positioned near the end of the assessment, and reflects attitude toward completing this questionnaire (and possibly the requirement to complete assessments, tests, rating scales and questionnaires in general). It is designed to detect certain critical and over-critical orientations that might constrain the utility of the results which would require further exploration using non-psychometric resources such as face-to-face corroborative interviews.

Interpretation:

Response patterns suggest a highly favorable attitude toward completing the questionnaire.

Outlook:

Attitude Toward Questionnaire code: GREEN

Critical Items Listing

#8- I will hesitate to try to sell to prospective buyers until I get to know them.

2: True – some of the time

#29- I will be less relaxed when using the telephone to make first contact with prospective buyers than I would be using other means of contact.

2: True – I would be somewhat uncomfortable using the telephone to prospect

#30- When selling, it is difficult for me to ask for payment.

2: True – some of the time

#34- Regardless of how successful I might be in sales, I may have to leave at some point to realize my true career ambition.

1: True – this describes me

#53- When selling, having to ask for money makes me uneasy.

2: True – some of the time

#72- When selling, I get concerned as the need to disclose the actual cost approaches.

2: True – some of the time

#80- When selling, I could prospect more if the methods I am expected to use don't make me feel phony.

1: True – most of the time

#109- Regardless of how successful I become or how much I enjoy being in sales, I am not likely to find personal satisfaction in a sales career.

1: True – this describes me

#111- When selling, I feel uncomfortable when I'm about to disclose the cost of my products or services.

2: True – some of the time

#157- I will not be comfortable trying to enlarge the size of sales by trying to sell add-ons, accessories or enhancements.

1: True – most of the time

#162- When it is time to prospect, it will be hard for me to get started.

2: True – some of the time

#170- If you could generate more sales exclusively by asking for referrals, would you still use other methods to generate sales leads instead?

2: Yes – because I am somewhat uncomfortable asking for referrals

#187- No matter how productive I become, I am not likely to realize my career ambitions in sales.

1: True – this describes me

Critical Items Listing

#197- To keep from losing a sale, I will put off asking for payment as long as I can.

2: True – some of the time

#222- I will not be comfortable using online social networking as a sales prospecting tool.

1: True – most of the time

#246- I completed the entire questionnaire at one time without interruption as instructed.

3: No, I had other interruptions

Presence/Degree	<i>Strictly Confidential</i>	Scores	
Sales Call Reluctance® Overview		Raw	Contrast
Brake		45	33
Accelerator		55	67
Diffused Sales Call Reluctance® Types		Raw	Contrast
Doomsayer		13	8
Over-Preparer		45	52
Hyper-Pro		25	39
<i>Appearance Proud</i>	○ ● ○ Average		
<i>Voice Proud</i>	● ○ ○ Low		
Role Rejection		28	30
Yielder		81	48
Oppositional Reflex		0	14
Targeted Sales Call Reluctance® Types		Raw	Contrast
Stage Fright		53	37
<i>Image Concern</i>	○ ● ○ Average		
<i>Content Concern</i>	○ ● ○ Average		
Social Self-Consciousness		34	28
<i>Wealth / Affluence</i>	○ ● ○ Average		
<i>Power / Influence</i>	○ ○ ● High		
<i>Education</i>	● ○ ○ Low		
Friendshield		68	31
Famshield		52	33
Referral Aversion		62	32
Telephobia		65	30
Online Prospecting Discomfort		38	36
Complex Sales		38	35

Presence/Degree		<i>Strictly Confidential</i>		Scores	
Secondary Sales Call Reluctance® Types				Raw	Contrast
Sales Extensions				30	26
<i>Cross-Selling</i>	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> Average				
<i>Up-Selling</i>	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> Average				
<i>On-Selling</i>	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> Low				
Arranging Payment				79	44
Sales Call Reluctance® Impostors				Raw	Contrast
Prospecting Motivation				34	68
<i>Amplitude</i>	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> Low				
<i>Duration</i>	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> Low				
<i>Velocity</i>	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> Low				
Net Motivation				15	43
Prospecting Goal Level				17	69
<i>Target</i>	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> Low				
<i>Strategy</i>	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> Low				
<i>Pursuit</i>	<input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> Low				
Prospecting Goal Diffusion				65	46
Goal Allergic				67	36
Information Bridge				62	30
Sales Role Support Requirements				79	54
Principles Based Exoneration				93	61
Attitude Toward Questionnaire (Filters)				Raw	Contrast
Embellishment				46	40
Positive Posturing				33	49
Hedging				2	6
Problem Solving				60	77
Response Consistency				97	94
Attitude Toward Questionnaire				100	87

Additional Considerations

The overall pattern of responses suggests a much lower long-term commitment to a sales role compared to most people. While it is possible for this individual to do moderately well in sales in the short term, they may still have a desire to pursue other career interests in the future for various reasons. The estimate of long-term commitment to sales may change depending upon the implementation of training or coaching. Other changes in circumstances and/or environment could also positively impact the individual's long-term commitment to sales. However, based on the current pattern of responses, one or more of the following behaviors may be observed over time.

LOOK FOR:

- May develop a tendency to avoid new sales opportunities
- May begin to feel a lack of confidence in their sales ability
- May become interested in a non-sales role

Time to complete assessment (in minutes): 125

*NOTE: For the most accurate interpretive guidance and to insure proper and responsible use of the SPQ*GOLD®/FSA, please seek the assistance of an accredited SPQ*GOLD®/FSA representative.*

