



INTRODUCTION

These days when it so easy to duplicate products and undercut prices, the key strategic advantage for most companies is the performance of their employees. Employees who are well matched to their position have higher attendance records, less turnover, higher job satisfaction and superior job performance. Both the employee and the employer share the benefits of enhanced person-job fit.

As part of The Profile International, Inc., line of products for employers, The Profiles Sales Indicator is designed to facilitate achieving the best possible job fit. Our clients use The Profiles Sales Indicator to make effective job placements, develop effective sales teams, to help supervisors determine which approach will work best when working with a particular sales person, to help develop succession plans, etc.

More than twenty-five thousand job applicants and incumbents have participated in the development of The Profiles Sales Indicator. These sample groups represent a diverse cross section of ages, ethnic groups, income levels, educational levels, job titles, companies and industries. The Profiles Sales Indicator is the product of the collaboration of several test development psychologists and specialists coordinated by Profiles International, Inc.

The Profiles Sales Indicator investigates Sales Success Qualities as a part of evaluating how an individual fits into a particular sales position. By examining each of the five Sales Success Qualities and how they interact, we enhance the opportunity to identify the factors that will lead to the best job fit.

USING JOB MATCH PATTERNS

The Profiles Sales Indicator job match process represents an effective approach that minimizes the time required to efficiently describe jobs, people, and their degree of match. The descriptive process usually starts by examining the score pattern of those who are most successful within a position at a particular organization. This pattern of scores across the various dimensions measured by The Profiles Sales Indicator serves as the “sales profile” upon which the job matching is based.

The job patterns developed for The Profiles Sales Indicator each consist of a range along each scale where the scores of the most effective performers tend to fall. Because they are not absolute, the typical pattern will be three to five units wide. The more outside this range (job pattern) a score falls, the less likely there will be a good fit of that individual to the job in regard to that particular factor. In the reports, job match is reported as a percent match to a specific job pattern. This allows for a variation between persons who may still share a good job fit to a position.

By using a job pattern, it becomes easy to quickly identify where individuals will tend to fit well into positions, and where they might have adjustments to make. This information

EXECUTIVE SUMMARY of The Profiles Sales Indicator™ Technical Manual

is important for matching individuals to careers, and is the basis for the overall percent match used by The Profiles Sales Indicator report.

The scores on each scale of The Profiles Sales Indicator are reported on a STEN scale starting with a one at the low end and going to a ten on the high end. The raw scores have been normed so that the distribution of scores for the typical working population will fall on each scale with a normal distribution. In other words, on each scale about 2/3rds of the scores will fall at 4, 5, 6 or 7, and as you move toward either end of the scale, the frequency of scores will taper off.

The range of reported job matches will be from 25% to 95%. The higher the match reported, the higher the expectancy that individual will fit well into the job under consideration.

Because the interpretations generated by The Profiles Sales Indicator are provided in reports written in common business language, they require no psychological interpretation by the user. This allows The Profiles Sales Indicator to be effectively used by all executives.

THE SALES QUALITIES AND BEHAVIORS

Sales Success Qualities

Description

The development of the Profiles Sales Indicator began with the definition of relevant sales qualities that could be measured by a psychometric instrument. This was done both through expert observation and statistical analysis.

The first process (expert collaboration) established a number of relevant qualities that have been measured by reliable scales from among our earlier psychometric designs. A panel, composed of psychologists and sales professionals, contributed their insight to propose potential qualities for investigation. Research with a representative sample of salespersons suggested that four qualities available from the existing research in our item database were the most relevant toward the proposed objective.

The second process utilized sophisticated statistical tools to observe mathematical correlations between the proposed items and the responses of a sample group of successful sales executives. Factor analytic techniques were used to extract a fifth personality dimension that was shown to have significant relationships with successful sales qualities and motivations. This process revealed a strong combination of questions that suggested a reliable scale that had not been previously utilized. These items appeared to work well together, and analysis of their content yielded a compelling description of

EXECUTIVE SUMMARY of The Profiles Sales Indicator™ Technical Manual

common sales drive and motivation. This new scale, Sales Drive, shared a few items with the other scales, but was primarily unique in its question content.

Therefore, through the utilization of professional observation and complex statistical analyses, our team derived five scales that clearly define unique qualities associated with successful sales behaviors that are also readily observable and measurable by a psychometric instrument. Altogether these five scales include:

- Competitiveness
- Self-Reliance
- Persistence
- Energy
- Sales Drive

Reliability

No measure can be of much value unless it measures in a reliable or consistent manner. Reliability refers to the consistency of test scores obtained by the same person when re-tested with the same test on different occasions. Since all types of reliability are concerned with the degree of consistency between two independently derived sets of test scores, they can all be expressed in terms of a correlation coefficient.

A correlation coefficient expresses the degree of relationship between two variables. This relationship is expressed as a decimal number ranging from .00 to 1.00 where 1.00 indicates perfect reliability and .00 indicates the absence of reliability. Although no test is a perfectly reliable instrument, test reliability correlation coefficients should be in the .70's, .80's and .90's.

The internal consistency of The Profile Sales Indicator was determined by calculating coefficient alpha reliability. This analysis indicates that the five Sales Success Qualities are reliable and produce consistent results. Because the Critical Sales Behaviors (explained on page 5) are derivative scales based upon the Sales Success Qualities, their consistency is assured by the same reliability studies just mentioned.

Validity

With regard to the internal validity of The Profiles Sales Indicator, an analysis of the correlation among the assessment's scales indicated a pattern of significant relationships that are clearly consistent with expectations based on the constructs being measured.

EXECUTIVE SUMMARY of The Profiles Sales Indicator™ Technical Manual

Studies have shown that The Profiles Sales Indicator scales are effective in making placements for a good job fit. To summarize the results of some of the studies reported in the technical manual:

- Good positive correlation between related scales from other assessments
- Good correlation between scale scores and measures of job performance

The Profiles Sales Indicator Technical Manual summarizes the results of several validation projects which examined the relationship between The Profiles Sales Indicator scales and a diverse range of criteria. The results of these projects provided consistent and substantial support for the predictive validity of The Profiles Sales Indicator. Correlations between The Profiles Sales Indicator scale scores and measures of sales success are significant and valid.

In summary, statistical analyses of The Profiles Sales Indicator clearly indicate that it consists of five Sales Success scales that provide a highly reliable and accurate measure of various dimensions of normal adult personality that are useful for predicting success and positive motivation in a fast-paced and competitive sales environment.

The Critical Sales Behaviors

Description

Several areas considered to be fundamental for accomplishment in a sales environment are relevant, in light of the Sales Success Qualities measured by The Profiles Sales Indicator. A team of psychologists, sales professionals and other experts collaborated to derive seven Critical Sales Behaviors. In general, these Critical Sales Behaviors may be seen as the manifestation of the Sales Success Qualities. The panel calculated the sundry levels of competence one may find in a potential sales candidate and provided information to help describe such an individual.

The seven Critical Sales Behaviors include:

- Prospecting
- Closing the sale
- Call Reluctance
- Self-starting
- Working with a team
- Building and maintaining relationships
- Compensation preference

EXECUTIVE SUMMARY of The Profiles Sales Indicator™ Technical Manual

These Critical Sales Behaviors are an observable pattern based upon Sales Success Qualities. While the latter are analogous to concepts, the former are perceptible and directly related to objective behavior on the job.

SUMMARY AND CONCLUSIONS

In conclusion, the concurrent and predictive validity data summarized in the technical manual consistently confirm the proposal that employees well-matched with their careers and with the companies in which they are employed are inclined to be satisfied, to remain with their employer, and to be productive salespeople.

Work outcome measures such as turnover and work performance have also been demonstrated to be significantly related to scale scores. The Profiles Sales Indicator provides accurate and useful information for pre-employment screening and placement, and for occupational and career guidance.

The Profiles Sales Indicator is designed to facilitate placing persons in the best jobs by building Job Match Patterns and using an Overall Match percentage when reviewing an individual for possible placement. A valid job pattern may be developed by building Job Match Patterns with either actual top performers (concurrent study method) or by analysis of a job by those who know the job well.

Because the overall match to a Job Match Pattern blends information about an individual's fit in the various Sales Success Qualities, the impact of any one scale is only a portion of the total. This helps protect against introducing any disparate impact into the placement process.

Taken all together, the full process used with The Profiles Sales Indicator is designed to understand what is required for success in a sales environment, and then know how well a given individual will fit into that position. Those who use The Profiles Sales Indicator to know what is relevant for success in sales, and to measure those things well, enjoy success in making good job placements. As was said in the introduction of this summary, the key strategic advantage for most companies is the performance of their employees.

While The Profiles Sales Indicator has demonstrated great value to many organizations in the placement of sales persons in a wide variety of sales positions, remember that the results from any test should count for no more than a third of the final decision.