



# Remap Recruitment



## Interview Support Guide



64 High Street  
Weston Favell  
Northampton  
NN3 3JX  
Tel 01604 784444  
Email: [info@remap.co.uk](mailto:info@remap.co.uk)  
Web: [www.remap.co.uk](http://www.remap.co.uk)

## **Appropriate Use, Copyright and Permissions**

This Interview Support Guide must only be used by those individuals who have received formal Remap training on its appropriate use. Remap accepts no responsibility for ANY misuse, or inappropriate use, of the Interview Support Guide, whether by trained or untrained persons, and will accept no liability for any damages sought or incurred at any time.

The SPQ\*GOLD® Sales Development Report provides the basis for a comprehensive evaluation of a job candidate's attitude towards prospecting. It should be used in conjunction with personal interviews, references, and other information to provide an indication of a candidate's likelihood to engage in productive selling behaviours. The SPQ\*GOLD® report should never be your only source of information on which you make a recruitment decision.

**© 2007 Remap Ltd, Northampton, England. ALL RIGHTS RESERVED. No part of the SPQ\*GOLD® Interview Support Guide may be reproduced in any form without permission in writing from the copyright owner.**

**Portions of the texts in this work are taken from the SPQ\*GOLD® Interview Support Questions © 2007 Behavioral Sciences Research Press, Inc., Dallas, Texas and are used by permission of the copyright owner. ALL RIGHTS RESERVED. No part of the SPQ\*GOLD® Interview Support Questions may be reproduced in any form without permission in writing from the copyright owner.**

## Contents Page

Page	
3 - 5	Using The Remap Recruitment Report
6	<i>Imposter</i> : Motivational Energy Level
7	<i>Imposter</i> : Goal Level
8	<i>Imposter</i> : Goal Diffusion
9	Doomsayer
10	Over-Preparer
11	Hyper-Pro
12	Stage Fright
13	Role Rejection
14	Yielder
15	Social Self Conscious
16	Separationist
17	Referral Aversion
18	Telephobia
19	Oppositional Reflex
20	Emotionally Unemancipated – <i>Information Only</i>
21	<i>Filter</i> : Impression Management
22	<i>Filter</i> : Hedging
23 – 24	<i>Filter</i> : Response Consistency

## Using The Remap Recruitment Report

### Introduction

The Remap Recruitment Report provides Interviewers with unique insight into a Candidates 'Emotional Propensity' to survive and succeed in sales. You will have already begun to establish their professional competency by exploring their Skills and Knowledge and may explore this further if they are invited to an Assessment Centre. Therefore this part of the face-to-face interview only looks to explore the Candidates feelings towards Selling and Self Promotion. You should expect the Interview to take between 30 and 40 minutes.

### Appropriate Use

The questions contained in this publication may be used to help confirm and clarify the Sales Preference Questionnaire (SCR) Scores that suggest the presence of Sales Call Reluctance, Call Reluctance Impostors or performance related issues that may arise from Motivation and Goal level score estimates.

The questions are designed to elicit further information about areas of possible discomfort indicated on the SPQ profile. Many questions may be applicable to more than one of the scales. Not all questions will be applicable to every candidate, and the interviewer's judgment is essential in ensuring a thorough and meaningful follow up interview.

This information should be used along with all other information available when making decisions. Additional questions, role-plays or work simulations will be useful in supplementing the information acquired by the questions contained in this publication.

### Interview Objectives

During this part of the interview it is important to understand that the candidate may well change their behaviour and perhaps become more defensive as you will be probing areas that may be emotionally sensitive. This is different to asking them about situations where they have demonstrated skill and knowledge competency. Your objective is to explore the 'Hotspots' highlighted in the Remap Recruitment Report to understand further how restrictive they may be to the candidate whilst they are selling.

It may be useful to consider that when someone suffers from Sales Call Reluctance they may consciously or sub-consciously adopt one or more of the marker behaviours listed below in order to hide how they feel about certain aspects of selling from either themselves and/or you. Alternatively they may use these marker behaviours to try to explain or justify how they feel about certain aspects of selling which they understand are either uncomfortable or counterproductive. If you can identify these behaviours when interviewing this may help consolidate the profile's results and explain the impact that their Sales Call Reluctance may have on their performance.

### Marker Behaviours

**Coping:** They do what is required of them, but find it emotionally draining and uncomfortable. This may lead to either a below par performance or exhaustion. Over time this often leads to burn out or dissatisfaction with a sales career.

**Avoiding:** They will keep themselves very busy with 'safe' tasks that they feel comfortable with. This either helps them avoid something that they don't enjoy doing, or it compensates for something that they know they should do more of.

**Blaming:** They find someone or something to take the blame for their lack of activity or success in a specific area of their sales role. Common reasons used may be: NHS Policy, Corporate Policy and Competitors.

**Denying:** They internally and/or externally refuse to accept that they have any problems in the areas that are highlighted in red or yellow on their profile. This refusal to face up to an issue means it will remain intact and may be reinforced over time.

**NB:** It is important that you do not use Sales Call Reluctance terminology with a candidate as they will not know what it means and this could lead to confusion.

## Evidence Gathering

As with all other stages of the Recruitment Process it is vital that you collect clear, concise and accurate evidence of a candidates responses to your questioning, as this information will form part of the overall file on the candidate. There will be evidence sheets included at the back of the Remap Recruitment Report PDF that will be emailed to you once your candidate has completed the online questionnaire.

## Positioning

It is important that every candidate is talked through the move from the competency section of the face-to-face interview, to the Remap interview in the same manner. This is in order to provide standardisation so that all candidates are treated the same and also to signal to the candidate that you are moving on to a different section in the interview. This will help to avoid any misunderstandings, which might confuse the candidate or compromise the quality of the information and insight gained from the interview. Therefore please ensure that the following points are conveyed to the candidate prior to commencing the Remap part of the interview:

- Thank you for your responses so far – they have been very helpful.
- I would now like to ask you a few questions about your views and feelings towards your sales career; this section is linked to the Sales Preference Questionnaire, which you completed online.
- It is used simply to help broaden our understanding of your preferences within a sales role. There are no right or wrong responses and, as such, we are unable to provide individual specific feedback or interpretation of results.
- This information is used along with all the other information available to us when making decisions, and it is only used as a part of the complete recruitment process; never in isolation.

## Exploring Test Filters and The Sales Call Reluctance Imposters

Additional pages are provided at the back of each Remap Interview Report to enable you to probe the Test Filter or Imposter results. There are 2 situations, which might necessitate such action:

### 1. Information From The Decision Support Matrix (DSM)

If the DSM indicates that the Candidate's results are outside of the acceptable range for either Impression Management, Motivation or Goal Level you should **always** probe for potential reasons using the questions contained within this document.

If the DSM indicates an unacceptable score for the Oppositional Reflex trait, then you should **always** probe using the questions contained on page 19 of this document.

**n.b.** If the DSM shows a Response Consistency score of 24 or below, then the Candidate should have already been asked to retake the questionnaire. Please contact your HR support to confirm that you are using the correct report.

## **2. Interviewer Preference**

If you are personally concerned about any of the scores in any of the Imposters and / or Filters, you are able to call upon the questions contained within this document. Please note, however, that this should be done in only exceptional cases and not as the norm.

Your findings for both situations should be recorded in the same way as the Hotspots.

## Motivation Level

This is a measure of the total amount of energy available, which could be used to support goal directed behaviours such as prospecting and selling.

### Higher Score Better

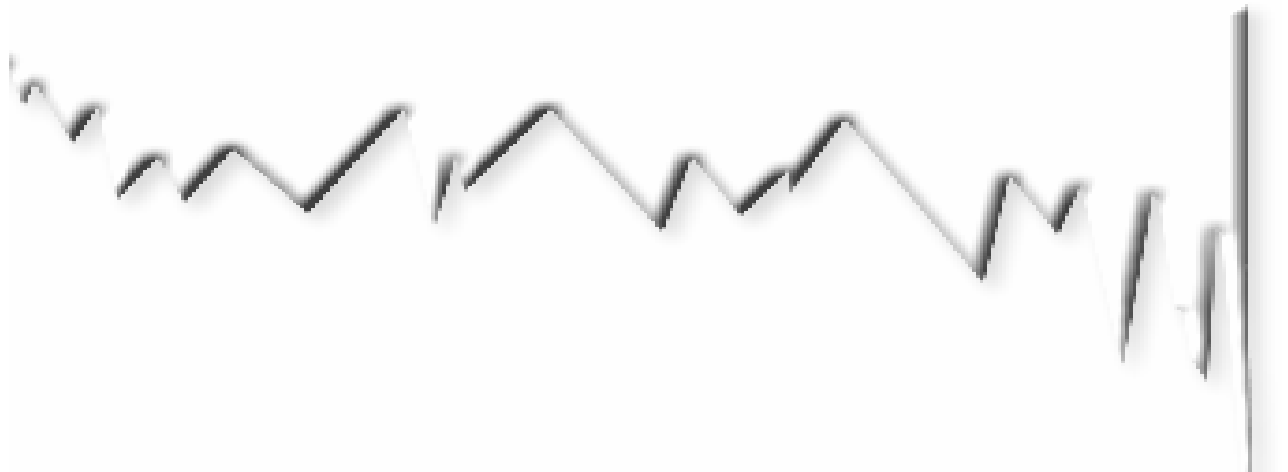
When discussing Low Prospecting Motivation Levels with the candidate corroborating statements or behaviours might include:

- Lack of genuine interest and energy when discussing career
- Admits to difficulty maintaining energy at work
- Projects false over-enthusiasm about career
- History of frequent job changes
- Experiences periods of excitement about projects or ideas which are later dropped due to lack of interest
- Presence of physical, emotional or career- related 'stressors' which may explain reduced energy for career activities
- Limited history of credible career accomplishments such as promotions, raises or awards
- Arrives late or unprepared for the interview
- Verbal and body language inconsistent with statements

### Motivation Level Interview Questions

**M1:** *To what extent do you have difficulty summoning up enough energy to do your best when selling?*

**Look for:** Reports or admissions of periodic 'ruts', 'cycles' or low energy days.



Distilled Version

## Goal Level

This is the degree of clarity, intention or focus on sales related activities or outcomes. This is more than simply having a to do' list. Goal level represents where the Motivational energy is actually going i.e. the Behavioural Objectives.

### Higher Score Better

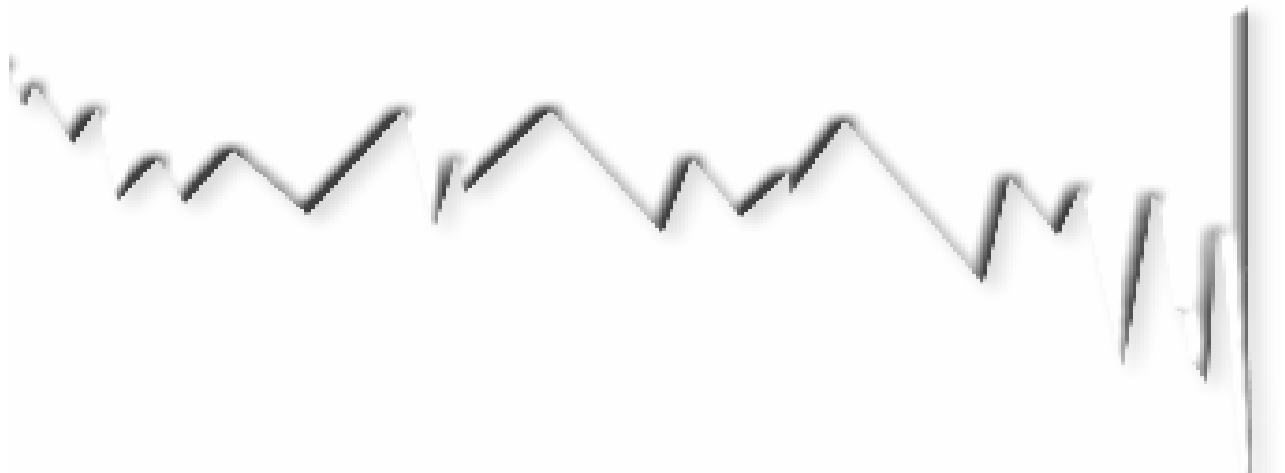
When discussing Low Goal Levels with the candidate corroborating statements or behaviours might include:

- Does not readily articulate clear and precise goals
- Excessive hesitation when describing goals
- Lack of enthusiasm about the goals described
- Verbal and body language inconsistent with statements
- Goals inconsistent with sales career or those of your company
- History of frequent job changes (particularly in different industries)
- Prefers short-term commitments of projects to long term ones.

### Goal Level Interview Questions

**G1:** *Can you give some examples of how you have worked toward accomplishing your goals in sales?*

**Look for:** Vague, unclear, unenthusiastic or unconvincing answers



Distilled Version

## Goal Diffusion Level

This is a measure of the degree to where available energy is dispersed or 'scattered' across multiple and competing goals (which individually are clearly defined and focused)

**Lower Score Better**

When discussing High Goal Diffusion Levels with the candidate corroborating statements or behaviours might include:

- Has multiple competing goals or responsibilities at work or in personal life
- Professes strong need for novelty in the work environment
- History of frequent job changes
- Habitual lack of follow through on past work projects
- Gives long list of hobbies, interests and career based 'extras'
- Admits tendency to 'take on too much'
- Verbal and body language inconsistent with statements

### Goal Diffusion Level Interview Questions

**GD1:** *How do you handle competing responsibilities in your current (or most recent) position?*

**Look for:** Terms such as 'hectic', 'juggling' or 'demanding' to describe current situation



Distilled Version

## Doomsayer Trait

Prospecting energy and focus is habitually diverted to maintaining a perpetual red alert status. Contact initiation and actual selling can take a back seat to anticipating low probability catastrophes and worrying about worst-case scenarios.

### Lower Score Better

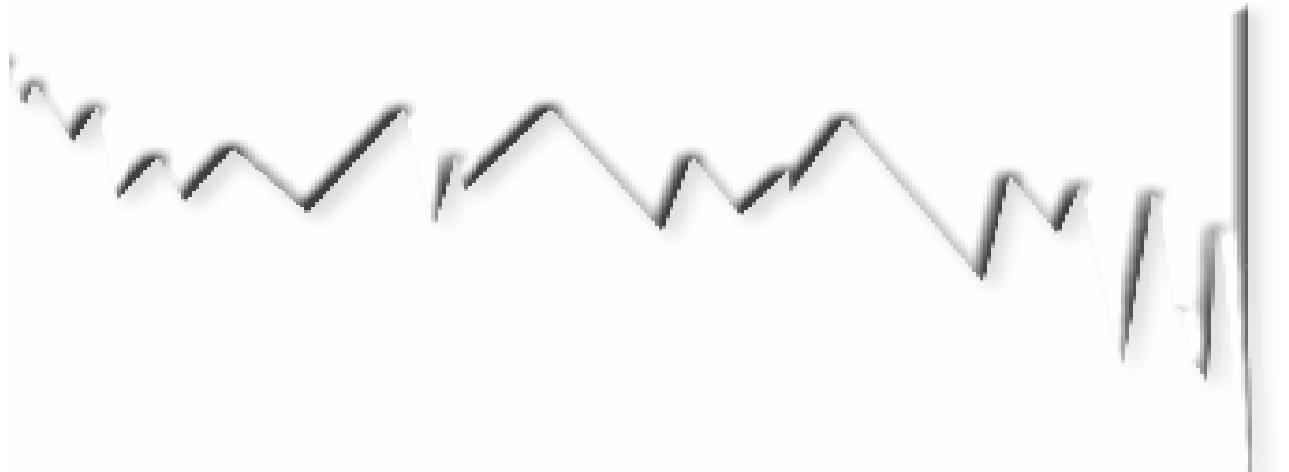
When discussing the Doomsayer trait with the candidate corroborating statements or behaviours might include:

- Tends to expect the worst when prospecting and selling
- Admits to hesitation/ avoidance/delaying when prospecting
- Habitually relies on scripted sales presentations or set patterns of working
- Relies on familiar, low risk scripted prospecting and sales activities
- Emphasises the importance of avoiding negative outcomes rather than creating positive outcomes or opportunities
- Tends to be deliberate and cautious when answering questions
- More interested in security than growth or achievement from a sales position

### Doomsayer Interview Questions

**D1:** *How do you feel just before making a typical prospecting/sales call?*

**Look for:** Amplified themes of worry, doubt, or trepidation.



Distilled Version

## Over-Preparer Trait

Prospecting energy and focus is habitually over-invested in analyzing at the expense of prospecting. Information gathering, organisation and preparation become crutches instead of tools. Fear of seeming unprepared and/or superficial outweighs the practical need to present accurate information.

### Lower Score Better

When discussing the Over-Preparer trait with the candidate corroborating statements or behaviours might include:

- Typically spends a significant amount of time planning and preparing for prospecting or sales presentations
- Relies heavily on scripts (or set patterns of words/phrases), brochures and other sales support materials during presentations
- Insists on complete product knowledge before commencing prospecting
- Overly emphasises the importance of technical detail over emotion in sales
- Describes personal selling style as organised, thorough, knowledgeable and/or objective
- Uncomfortable with requests to role-play or improvise

### Over-Preparer Interview Questions

**OP1:** *What percentage of your time do you spend preparing and organising your prospecting materials (lists, support materials, scripts, etc.) each day?*

**Look for:** An extended set daily schedule for preparing and organising that seldom varies.



Distilled Version

## Hyper-Pro Trait

Prospecting energy squandered on acquiring and projecting the appearance of success. Acquiring new business becomes secondary to cultivating an image of professionalism, polish, credibility and sophistication. High scores may be accompanied by over use of jargon, name-dropping, 'flashing' expensive or high tech accessories, degrees or professional affiliations /qualifications.

### Lower Score Better

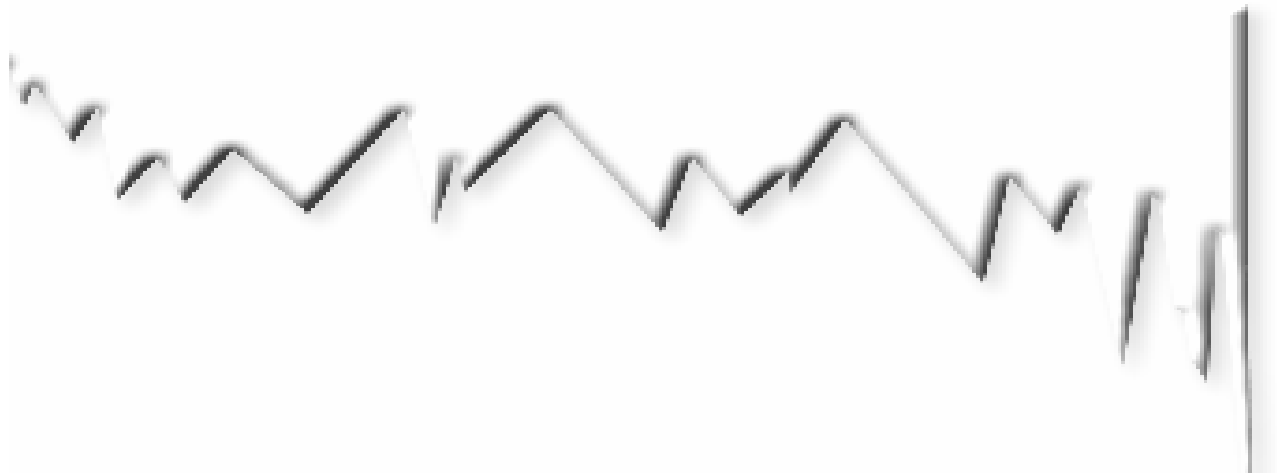
When discussing the Hyper-Pro trait with the candidate corroborating statements or behaviours might include:

- Excessive emphasis on importance of appearance or image
- Drops names or makes trendy references
- Presents a highly polished 'designer' appearance
- Selling style emphasises issues of status, credibility and professionalism
- Speaks in an overly stylised and sophisticated way
- Uses unnecessary obscure or complex language
- Heavy use of metaphors, analogies and or rhetorical questions
- Tends to give complex answers to simple questions
- Attempts to impress interviewers rather than communicate in the most effective way
- Rejects challenges/objections as attacks on personal worth or professionalism
- Tends to avoid responsibility for past failures
- Denies any significant weaknesses, imperfections or failures – Any given are safe and only given in an attempt to ingratiate themselves with you
- Considers some tasks of selling "menial" and "unprofessional"

### Hyper-Pro Interview Questions

**HP1:** *Describe the management style of your last (or current) supervisor. What did he or she do effectively or ineffectively?*

**Look for:** Stated or implied belief that this individual has been mismanaged, misunderstood, under-appreciated, or otherwise not treated "right" in the past.



Distilled Version

## Stage Fright Trait

Prospecting energy routinely diverted from opportunities to prospect and/or present before groups of people. Group presentations, when unavoidable, may suffer from stiffness and hesitation not typically present when presenting during one to one contacts.

### Lower Score Better

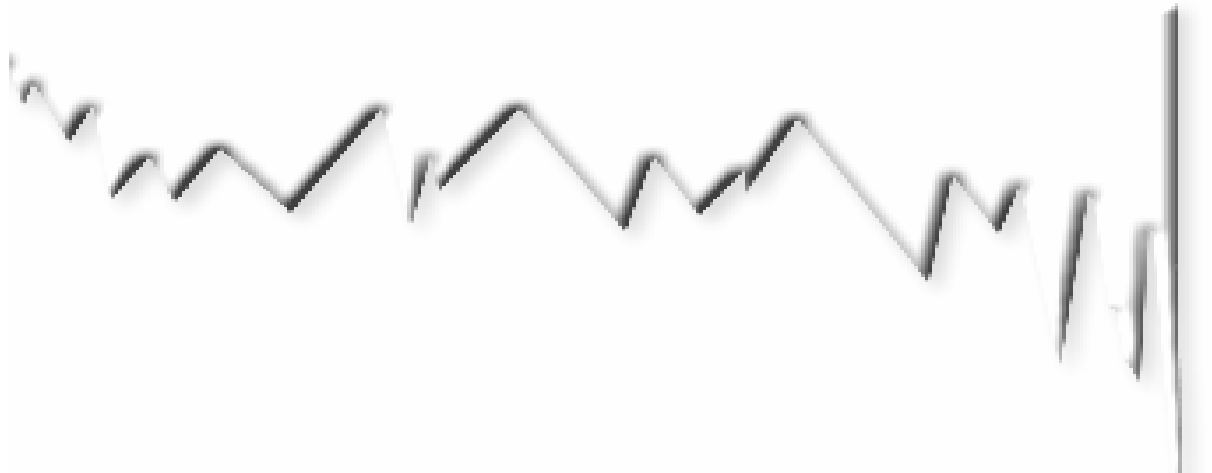
When discussing the Stage Fright trait with the candidate corroborating statements or behaviours might include:

- Reports discomfort speaking before groups
- Avoids group presentations
- Voice or body language indicates discomfort when asked about speaking to groups
- Currently gives no, or very few, group presentations
- May make insupportable claims that group sales are inappropriate for current sales position, client bank or product

### Stage Fright Interview Questions

**SF1:** *How frequently do you make group presentations?*

**Look for:** Indications of discomfort with the idea of group presentations, whether the individual has actually made any or not. May also try to justify low numbers of examples.



Distilled Version

## Role Rejection Trait

Prospecting energy lost to coping with unresolved guilt, shame or discomfort about some aspect of being in sales. Contributing factors may include over-identification or sensitivity with negative stereotypes about sales people, or feelings that choosing a sales career has disappointed a significant other. Energy may be diverted to expressing a rigidly over positive attitude or a 'deflected identity' to disguise their sales function (Executive Account Manager etc)

### Lower Score Better

When discussing the Role Rejection trait with the candidate corroborating statements or behaviours might include:

- Reports some embarrassment, discomfort, guilt or shame about their sales role
- Believes strongly that society distrusts and dislikes sales people in general
- Believes that family and/or friends disapprove of sales profession

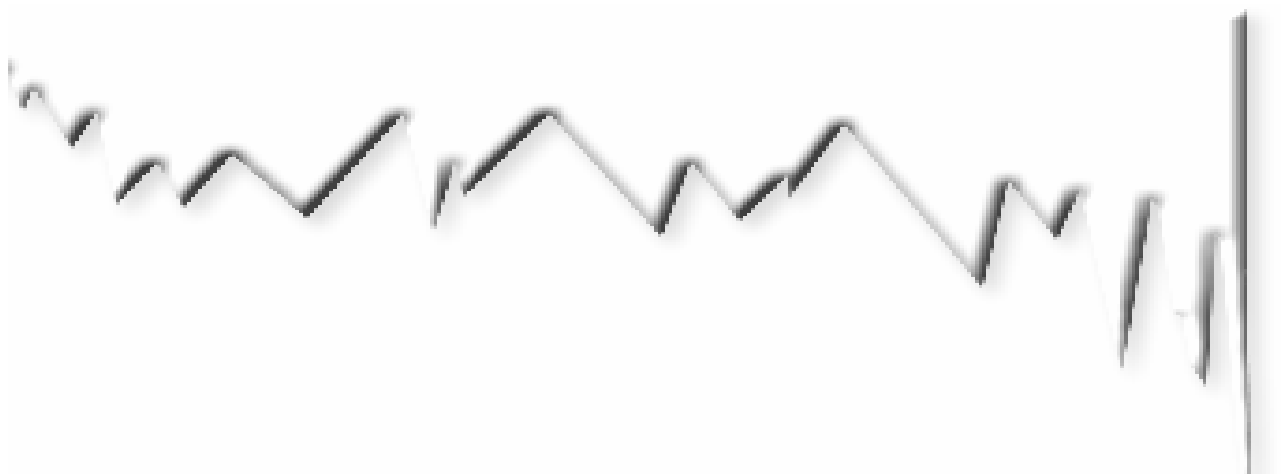
***(Note: Many sales people with Role Rejection will not readily admit to these feelings. Pay close attention to voice and body language as well as vehement denials that these feelings may exist)***

- Often resent sales people who call on them personally
- Prefers to disguise their role by not using 'sales' in their job title
- Places unrealistic emphasis on importance of attitude/motivation to be successful career
- Relies heavily on platitudes or quotations from experts when asked to describe personal selling style

### Role Rejection Interview Questions

**RR1:** *If you were to join our sales department today, what title would you prefer Salesperson, Medical Rep, Account Manager, Specialist Representative etc.?*

**Look for:** Desire to avoid the term "sales," and/or belief that an alternative title is more accurate, dignified, or palatable than "salesperson."



Distilled Version

## Yielder Trait

Prospecting energy diverted to coping with the fear of being considered pushy or intrusive by prospective buyers. High scorers may cope by waiting for just the right time to call or close, and may elevate rapport building above gaining commitment or closing. Desire to avoid conflict may interfere with assertive selling behaviours such as asking for a Doctor to begin product usage or numbers of patients to try the product on.

### Lower Score Better

When discussing the Yielder trait with the candidate corroborating statements or behaviours might include:

- Fears being seen as pushy, intrusive or rude when making sales calls
- Considers many other sales people as pushy, intrusive or rude
- Believes assertive sales techniques are unprofessional and/or unnecessary
- Habitually waits for the 'right time' to call
- Emphasises timing and relationship building over commitment building and closing
- Emphasises being liked over making sales
- Habitually avoids conflict, even if it could be productive such as challenging an outdated prescribing rationale
- Prefers consensus and team building to authoritative, decisive management
- Dislikes rigid performance standards based on objective measures (Sales) prefers intangible measures of attitude and personality (Activity and Access)
- May be indecisive, non committal or excessively subjective
- Tends to agree with everything during the interview, hesitates to challenge or contradict in most situations

### Yielder Interview Questions

**Y1:** *What do you need to have achieved with your clients before you are ready to ask them for business?*

**Look for:** Belief that good relationships are necessary rather than desirable.



Distilled Version

## Social Self Consciousness Trait

Prospecting energy may be unimpeded, except when it comes to contacting and/or selling to up market prospective buyers. Discomfort is due to pre-intimidation which leads to avoiding people of wealth, prestige, status, education or power. Prospecting and sales efforts may be inefficient, targeting only lower level individuals or non-decision makers.

### Lower Score Better

When discussing the Social Self Consciousness trait with the candidate corroborating statements or behaviours might include:

- Reports feeling intimidated by people with wealth, prestige, status, education or power
- Does not call on or sell to up market clients
- Claims to exclude up market prospects because of *their* attitude (not the sales persons)
- Makes insupportable claims that up market professionals are not appropriate prospects for them to sell to - they just need information and service.
- Places excessive emphasis on presenting to gatekeepers, assistants and other non decision makers
- May exhibit condescending or rude behaviours towards support staff while waiting to be interviewed by you

### Social Self-Consciousness Interview Questions

**SSC1:** *Whom do you enjoy calling on most? Why?*

**Look for:** Excessive reliance on "gatekeepers" or sales prospects of lesser status, wealth, etc., along with insupportable belief that they are more likely prospects than up-market customers.



Distilled Version

## Separationist Trait

Prospecting energy lost due to hesitation to mix business with **Friendship**. Contacting personal friends to sell to, network with or get referrals from may be emotionally off limits, even if friends are an available, appropriate part of their target market. When selling within the Pharmaceutical Industry the focus of this trait is best aimed at how a sales person's ability to sell to, or network through long standing clients who have become 'professional friends', is limited by emotions.

### Lower Score Better

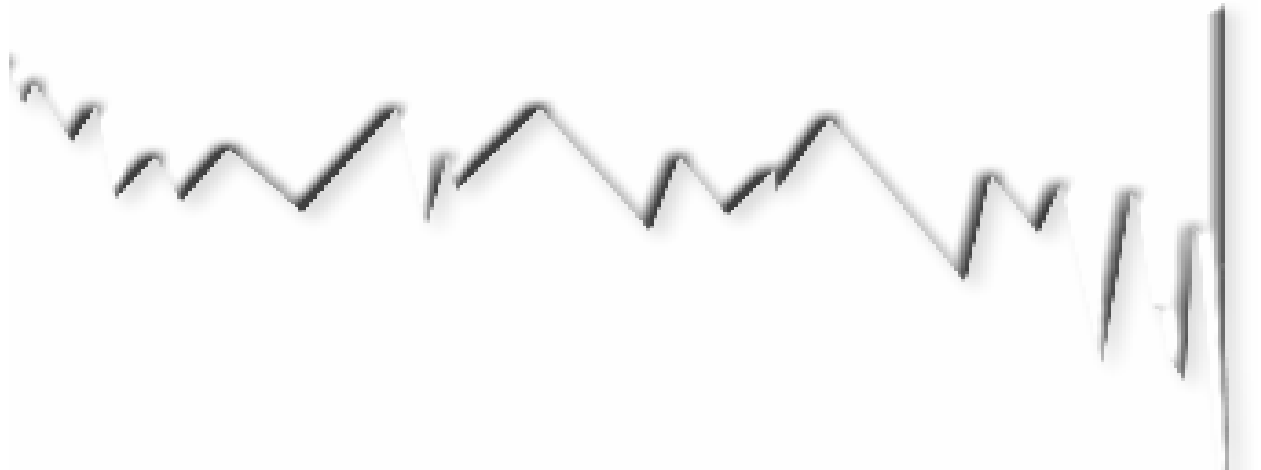
When discussing the Separationist trait with the candidate corroborating statements or behaviours might include:

- Uses words such as 'unprofessional' or 'unethical' to describe any expectations from others for them to network through or sell to 'friends'
- Believes it is presumptuous and exploitative to sell to or network through people they are friendly with
- Believes friendships would suffer if he or she tried to sell to them
- Makes insupportable claims that friends are not potential buyers of his/her products or services
- Indicates resentment when personally asked for a rationale for the above

### Separationist Interview Questions

**S1:** *How often do you discuss sales related topics with customers who you have friendships with? How do these relationships vary to customers you don't know so well?*

**Look for:** Stated strong desire/belief that these 'special' clients know what he/she does for a living and there is less need to sell overtly to them. A strong reliance on the mantra that 'Being



Distilled Version

## Referral Aversion Trait

Prospecting energy may be unimpaired when making initial contact with prospective buyers, but hesitation sets in when asking current customers for referral names or introductions. Potential referrals are sacrificed due to fear of jeopardising current business relationships or offending clients.

### Lower Score Better

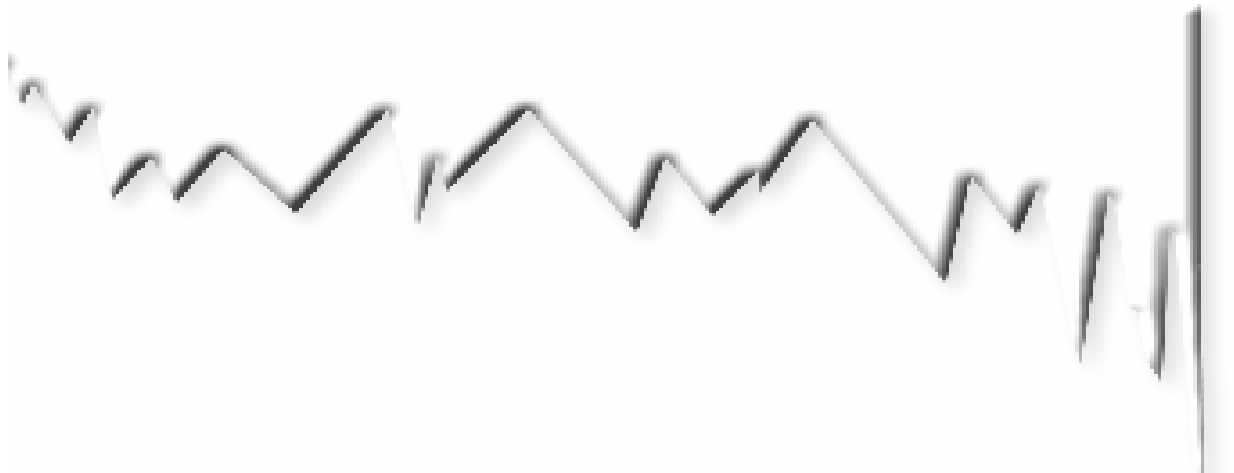
When discussing the Referral Aversion trait with the candidate corroborating statements or behaviours might include:

- Is uncomfortable / hesitates to ask current clients for referrals or introductions
- Believes that asking for referrals jeopardises existing relationships
- Believes that providing a quality service will encourage customers to offer referrals without being asked
- Relies upon less effective methods of acquiring new business rather than ask for referrals
- Makes insupportable claims that referrals are unnecessary or inappropriate in his/her line of work

### Referral Aversion Interview Questions

**RA1:** *What percentage of your sales, result from referrals made by existing doctors/consultants?*

**Look for:** A number that is significantly lower than the opportunities available.



## Telephobia Trait

Prospecting energy diverted to coping with the fear of using the telephone (and pager systems) as a prospecting tool. Energy typically over invested in less efficient forms of contact that does not require using the phone.

### Lower Score Better

When discussing the Telephobia Aversion trait with the candidate corroborating statements or behaviours might include:

- Currently makes few or no telephone prospecting calls
- Reports discomfort with using the telephone to prospect
- Relies on indirect prospecting techniques such as mail, advertising or email
- Goes out of his/her way to set up face to face appointments rather than use the telephone –even if this inconveniences the client
- Makes insupportable claims that the telephone is an inappropriate or ineffective tool for his/her situation
- Often blames client preferences for his/her low phone usage without any proof

### Telephobia Interview Questions

**T1:** *How many sales appointments do you make by phone each day?*

**Look for:** A number that is significantly lower than the desired or required number, and/or awareness that telephone-prospecting levels are below average.



## Oppositional Reflex Trait

Prospecting energy squandered on arguing, blaming, criticizing and faultfinding. Emotional needs for power, control and non-dependence lead to reflexive use of the word 'No', or other forms of disagreement, towards any constructive criticism, feedback or new ideas. People who suffer with this trait are unable to allow them to be managed, coached, trained or advised – even if the help and/or support would be perfect for them.

### Lower Score Better

When discussing the Oppositional Reflex trait with the candidate corroborating statements or behaviours might include:

- Tends to blame, criticise, avoid responsibility in general
- Criticises and blames past employers
- Rejects attempts to be coached or trained as attacks on his/her personal worth or professionalism
- Becomes defensive when challenged or questioned
- Denies any significant 'weaknesses', imperfections or failures. Any admitted to are either safe or given to pacify you, and therefore control the interview
- Often belittles others or minimizes their worth or contribution
- Reflexively disagrees with others and argues persistently even if this ends up putting themselves at a disadvantage (reputation, impact etc)
- Makes subtle attempts to manipulate, control or intimidate interviewers. This behaviour is often explained away as just being strong, professional and assertive if challenged.

### Oppositional Reflex Interview Questions

**QR1:** *How many other companies have you worked for? Why did you leave them?*

**Look for:** Defensiveness or denial of personal responsibility for past actions.