



Remap Recruitment



**Helping To Select
Sales People
For Your Business**

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Introduction

Remap provides Recruitment Interviewers with a unique insight into a candidate's **emotional propensity** to survive and succeed in sales.

Your current recruitment process will, no doubt, already seek to establish their professional competency by exploring their existing Skills and Knowledge through a Competency Based Interview (CBI) and / or Assessment Centre process. Our face-to-face interview, normally conducted at the same time as the CBI, only looks to explore the candidate's feelings towards Selling and Self Promotion; the premise behind this is that no matter how skilful and knowledgeable a candidate may appear, this is of little commercial use for any business if they are uncomfortable actually using these abilities in front of a customer. This emotional discomfort, which restricts a sales person's performance and effectiveness, is known as Sales Call Reluctance (SCR).

There are many causes of emotional discomfort (known as SCR traits), and these are briefly described later in this document, however all of them cause the individual to exhibit certain 'marker behaviours'. These marker behaviours are an attempt to protect themselves from their emotional discomfort in certain sales situations. 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.

By identifying these behaviours at interview, this will help you understand the potential impact their SCR traits may have on their future performance, and thereby help you to make informed choices about their suitability for your sales role.

Predictive validity studies on the profiling tool have shown an **80% correlation** between a non Sales Call Reluctant score and High Producers. Similarly, studies have discovered a **75% correlation** between a Sales Call Reluctant score and marginal producers.

Marker Behaviours

Avoiding: A natural tendency; if someone is uncomfortable in certain situations, then they will try to avoid them! They may try to keep themselves very busy with 'safe' tasks that they feel comfortable with (perhaps seeing nurses and non prescribers rather than KOL's and 'difficult challenging' Doctors). Alternatively they may prefer spending their valuable time at meetings; talking to colleagues on the phone; tidying their office; travelling long distances in the car rather than making appointments by telephone; waiting around hospital corridors hoping to bump into customers etc etc.

Blaming: They blame someone, or something, for their lack of activity or success in specific areas of their sales role. Common justifications may be the NHS Policy; Corporate Strategies; Marketing failures; Difficult Access; Geographic issues of Territory; Management demands; Competitors etc etc. By remaining comfortably reliant on these to excuse their poor performances, they then fail to actually challenge or change the situations they find themselves in. The status quo remains, and they can then tend to lean on some of the other marker behaviours described here to try to emotionally protect themselves.

Coping: Usually only able to be demonstrated over the short term. They actually do what is required of them, but find it emotionally draining and uncomfortable by forever 'coping' with the emotional demands of particular aspects of the role. Over time this often leads to burn out, exhaustion and dissatisfaction with a sales career. Regular job moves tend to be specific signs of this marker behaviour.

Denying: They internally and / or externally refuse to accept that they have any problems in the areas highlighted by their Remap profile. This refusal to face up to an issue and deal with it means it will remain intact and may be reinforced over time. This then leads to some of the other marker behaviours being exhibited to, once again, try to emotionally protect themselves.

The 12 Sales Call Reluctance or Self Promotion Reluctance Traits

Yielder

A preference to back off rather than pursue a matter until a satisfactory result is achieved. Often justified by using "perceived" third party discomfort or potential conflict as the driving rationale behind their caution. The actual cause is personal discomfort or fear.

Role Rejection

An unresolved feeling of dissatisfaction, discomfort or guilt about their career choice. These feelings are often fuelled by their concerns about what significant others think about the career they have chosen or a personal feeling of wasted potential.

Over Preparer

A tendency to be hooked into unnecessary tasks, disproportionate amounts of detail allocated to preferred tasks or over amplified amounts of analysis. This allows more important but uncomfortable tasks to be sidelined or ignored completely.

Hyper Professional

Needs to manage people's perceptions of them in order to look above average; often used to disguise self-doubt and proficiency gaps. The effort to 'spin doctor' their image at all times lowers production and achievements to a mediocre level at best

Stage Fright

A debilitating dislike of presenting to groups that can, in extreme cases, cause physical illness, stress or absenteeism.

Social Self-conscious

A self-imposed rule engine, which prevents effective interaction with certain target groups. In extreme cases it prevents meeting them at all. Triggers tend to be perceived status, wealth, education or reputation differences or inadequacies.

Telephobia

The inability to use the telephone as a promotional tool to move their business objectives forward. Their use of the telephone for social purposes or tasks perceived, as 'emotionally low risk' will be unimpaired.

Doomsayer

An extremely over amplified form of pessimism that dominates thought processes and decision-making. Often undetectable as it is internalised and hidden from sight. Extremely corrosive in terms of the ways it shapes mindset and activity.

Oppositional Reflex

A need to retain control of their career and treatment at all times. This inability to share control, be supported or coached often manifests itself through contradictory or difficult stances being taken in most situations to facilitate them being left alone.

Referral Aversion

The dislike or reluctance to ask clients to help them extend their network or influence due to worries of conflict or rejection.

Separationist

The dislike or reluctance to ask friends or peers to help extend their network or influence due to worries of conflict or rejection

Emotionally Un-emancipated

The dislike or reluctance to ask family members to help extend their network or influence due to worries of conflict or rejection.



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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 not be your only source of information on an individual.*