

The McQuaig Job Survey[®] Report

Software Sales Director

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Rockstar Selection[®]

Assessment Date: 2019-07-01



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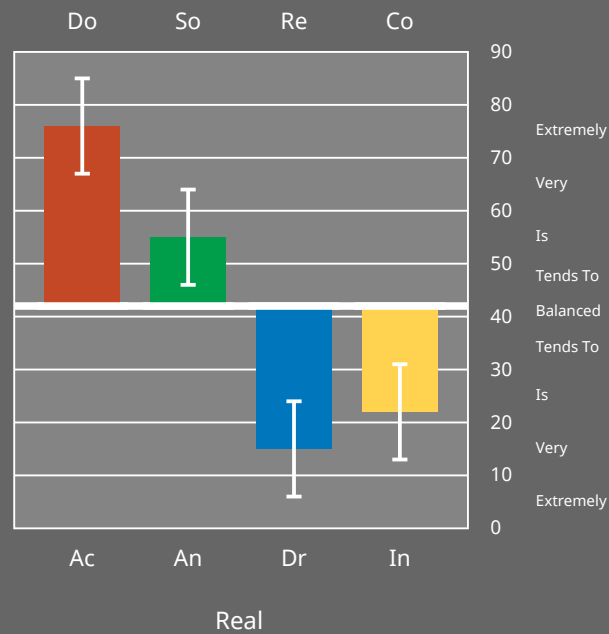
Behaviour-based questions, specifically relating to your Software Sales Director position, designed to elicit responses that will help the candidate describe how s/he has behaved in similar situations in the past.



The Profile

**The Software Sales
Director
McQuaig
profile
type
is —**

Generalist



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76	55	15	22

BEHAVIOURAL SCALES

- Dominant** ↔ **Accepting**
- Sociable** ↔ **Analytical**
- Relaxed** ↔ **Driving**
- Compliant** ↔ **Independent**

(Competitive, Goal Oriented ↔ Deliberate, Cautious)

(Empathetic, Extroverted ↔ Logical, Task Oriented)

(Patient, Reliable ↔ Restless, Pressure Oriented)

(Conscientious, Detail Oriented ↔ Strong Minded, Persistent)

Interpretation Report

SUMMARY

This position calls for strong leadership characteristics. Special attention should be paid to the consistency of past behaviour patterns relating to these characteristics in addition to the specific skills, experience and other attributes the candidate may have which would impact job fit.



Behavioral Factors

This job requires an individual who:

- Is extremely competitive, ambitious and goal-oriented.
- Tackles projects and situations aggressively.
- Wants responsibility for and authority over people.



Potential Management Considerations

Here are some points for the manager of this position to keep in mind when selecting an individual who matches these requirements, as this job is also being described as requiring an individual who:

- Needs constant challenges and opportunities.



Résumé Screening Tips

In reviewing résumés for this position, search for examples of:

- Most challenging assignments undertaken and the results.
- Handling various high pressure situations.
- Situations where

Enjoys overcoming objections/resistance and achieving goals in the face of obstacles.

Is very restless, driving and energetic.

Has a strong sense of urgency to get things done quickly.

Works well under pressure and enjoys meeting tight deadlines.

Is independent, persistent and decisive.

Wants to take charge and show initiative.

Has the strength to follow through and keep at it until they get results.

Is friendly, sociable and outgoing.

Enjoys working with and selling ideas to people.

Is a good communicator, quite optimistic, tending to see the positive side of things.

Resents being supervised.

May take chances to get ahead.

Will definitely dislike routine work although may be capable of accepting some of it.

Will be impatient from time to time.

Will prefer to avoid detail work, although may be good at it.

autonomous decisions have been made and implemented.

Interpersonal skills demonstrated with internal and external contacts.

Setting and achieving short- and long-term goals.

Ability to work effectively in a constantly changing environment.

Results of major and minor projects undertaken using own initiative.

Types of people problem situations encountered and resolved.

Problem solving, motivation and delegation skills.

Coping with projects requiring long-term, high energy levels and the outcome.

Situations where resistance and obstacles had to be overcome.

Work situations where tasks have been performed isolated from others.

Steps undertaken to fulfill aspirations.

Situations where the candidate's drive and energy have proven contagious.

The best and the worst relations with past managers.

Interactive participation within a work group.



Note: This form has been designed to elicit very strong responses so that key behavioural requirements are spelled out clearly. This report calls for exceptionally strong competitiveness. The degree of strength described may be more extreme than is actually needed. Obviously, though, this is a key factor in describing this particular job and the incumbent should have definite strengths in this area.

Leadership Profile

INTRODUCTION

It is important that this report be considered in combination with an examination of what attitudes, self-motivation, emotional maturity, intelligence, as well as skills and abilities, candidates will bring to the job as these, too, will have a strong influence on an individual's success in this position.

In probing into your candidate's history during your first interview, be sure to use this report in combination with The McQuaig Job Survey® Interview Questions for this position.

SUMMARY

For this position, you are looking for candidates who are highly results oriented and adopt an assertive leadership style. They should be very focused and unwavering in their desire to achieve, stepping up to take charge. They should demonstrate the strong leadership characteristics required to face challenging situations.

- They should be very energetic and hard driving, responding with quick solutions, cultivating a fast-paced, change-oriented workplace.

- They should take a fairly non-structured leadership approach, delegating the particulars, open to different opinions and new methods for getting things done.

- They should be naturally outgoing and persuasive, favouring a participative leadership approach.



Motivating and Teambuilding

They should be strongly focused on winning, promote internal competition and set genuinely ambitious, challenging goals with short timeframes. They should be very energetic, influencing those around them toward immediate action. With a focus on the outcome rather than the process, they should maintain a more-or-less hands-off approach generally comfortable with delegating the "how" to their staff. They should gather input from those around them and builds consensus. They should share their knowledge, encourage others to do the same, mentor their team, and provide positive feedback when needed.



Decision Making and Problem Solving

They should be completely self-assured and decisive, expecting to make the key decisions, seeing themselves as resourceful, influential problem solvers who:

- Know that delay can mean lost opportunities and are quick to rush in to deal with situations while they are hot.
- Focus on the big picture, searching out inventive solutions, firmly believing in their convictions.
- Rely on their intuitive abilities, believing that the best decisions should take the people factor into account.



Leading Change

They should be risk takers who believe they can make it happen and embrace opportunities to shape change. They should use their innate sense of urgency to keep the momentum going forward quickly. They should be innovative in their approach, comfortable with putting a non-traditional spin on things. They should have a positive outlook about change, present this viewpoint to their team, involving them in the change process and addressing their concerns early on whenever possible.

DEVELOPMENTAL CONSIDERATIONS

While the previous sections have provided key information on the behaviours candidates should bring to this leadership role, below are some potential Developmental Considerations which may be associated with these behaviours. Care should be taken during the interview process to determine if some of these potential concerns are significant and/or whether your candidates have adopted strategies to overcome them.

Of course, for a fuller understanding of their leadership effectiveness, other personal characteristics (attitudes, self-motivation, emotional maturity, intelligence, skills, abilities, etc.) must be considered as well since these may have a major impact on their ability to overcome these potential Developmental Considerations.

On the other hand, in a leadership role, these behaviours are typical of people whose:

Strong confidence, self-absorption and aggressive, challenging nature can be intimidating, inhibiting input from their team, leading their people to feel that their minds are made up before they ask for their team's opinions. They want to control their environment and can set unrealistic goals, possibly instilling a crisis mentality in their staff.

Need for an immediate resolution can sometimes lead to hasty decisions and too much pressure on their team, while their desire to move to new frontiers may result in unfinished projects. They may overlook the long-term ramifications of change initiatives.

Determination to get their own way would not be followed up by the high-powered approach needed to bring others on side. Given their natural dislike of administrative concerns, problems can occur during the implementation phase of their initiatives because of a lack of a clear and specific plan of action.

Concern for their team and naturally supportive leadership stance can make it difficult for them to make unpopular decisions or cause them to delay disciplinary actions.

A silhouette of a person in a business suit talking on a mobile phone, set against a purple background. The person is holding a document and looking towards the left.

Selling Style

SUMMARY

For this position, you are looking for candidates who are particularly suited to generating new business in very tough markets. They should be very assertive, even aggressive on occasion, enjoying the challenge of opening up new territories. When dealing with existing customers, they should concentrate more on up-selling activities than on-going account maintenance or technical problem solving.

They should thrive on pressure, pushing to move the sale along quickly and preferring short-term sales cycles. In long-term sales, they should have the drive to keep the sale moving forward, but expect them to be very impatient if the pace is too slow and to shift their focus to opportunities for more immediate success.

They should be strong minded, determined to bring the sale to a positive conclusion. They should enjoy autonomy and prefer unstructured selling roles.

They should be outgoing and friendly, enjoying networking and making new contacts, favouring relationship building over a just-the-facts approach.



Note: It is important that this report be considered in combination with an examination of what attitudes, self-motivation, emotional maturity, intelligence—as well as skills and abilities—candidates will bring to the job as these, too, will have a strong influence on an individual's potential for success in this position. In probing into each candidate's history during your first interview, be sure to use this report in combination with The McQuaig Job Survey® Interview Questions for this job.



Prospecting

They should be extremely competitive, prospecting proactively in the toughest sales territories, using all the resources at their disposal. However, this strong competitiveness can mean they sometimes do not listen as well as they should.

They should be quick and energetic, focusing on many prospects at once, pushing to meet their call quotas. Candidates with this profile, though, will have a need for constant action which can sometimes result in activity for its own sake.

They should be independent, able to be tenacious and methodical in their prospecting activities and be good objection handlers.

They should focus on referrals and networking but it should be noted that candidates with this profile may suffer call reluctance when met with resistance from new prospects.



Presentation

They should be very goal-oriented, setting direction, maintaining control of the sales interview and working their presentation to achieve their desired outcome. Note, candidates with this profile have such a firm belief in their own solutions that they can sometimes discount dissenting signals from their customer.

They should be driving, delivering a fast-paced presentation, imparting a sense of urgency in their message, cutting to the bottom line quickly, even impatiently.

They should state their ideas and recommendations firmly, resolved to have the customer buy into and accept their point of view. They should present a big picture overview to their customer, leaving the details to someone else.

They should concentrate on building rapport and establishing good customer relations, but, note that candidates with this profile may try to avoid situations where they might be confronted or presentations where they are likely to face a non-receptive audience.



Closing

They should be exceptionally success oriented and be an aggressive closer.

They should need to close early and often, even to the extent of growing very frustrated and bored with long delays.

They should be doggedly persistent and not afraid to ask for the order repeatedly and try new approaches if rejected. Note, candidates with this profile can show an occasional lack of attention to detail which may result in after-sale problems.

They should understand the subtleties of a prospect's emotions, capitalising on the personal relationship they have built with their customer, trying to minimise anxiety and pressure when closing, even to the extent of avoiding asking for the order until the customer is ready.



Interview Questions

INTRODUCTION

Based on your description of the behaviours required for this job, here are some questions to help you assess whether/how your candidate has exhibited these behaviours in the past, especially if you elaborate with open-ended probes which solicit who, what, when, where, why and how responses.

DOMINANT

This job calls for someone with a very high level of dominance and competitiveness.

Positive Examples

Has shown a desire to compete and achieve better results than others.

Has set ambitious, challenging targets.

Has solved problems.

Has taken calculated risks to achieve.

Has worked effectively with customers and co-workers.

Vs. Too Dominant

Has not been a team player.

Has been too aggressive.

Has had a "win at all costs" attitude.

Or Not Dominant Enough

Has been unassertive with customers.

Has avoided risks.

Has given up.

INTERVIEW QUESTIONS

Can you tell me about a time when you had to put everything on the line to close a big sale? What was the result?

Sometimes it takes more to sell a deal back at the office than it does to sell the customer. Tell me about a situation like that.

Tell me about the last time you were in a sales slump.

Tell me about your most demanding customer.

REFERENCE CHECKING QUESTIONS

- What was the biggest risk s/he took while in your employ and what was the result?
- Tell me about a sale that proved especially challenging to him/her. How did s/he do?
- What would you say s/he considered the least attractive part of the job?
- How did s/he deal with difficult customers? Can you give me a recent example.

DRIVING

This job calls for someone with a high degree of drive.

Positive Examples

Has displayed a driving sense of urgency that excites the customer to action.

Has a history of acting quickly.

Has consistently recognised the need for fast action.

Has responded well to pressure and adapted well to change.

Vs. Too Driving

Has abandoned long-term sales prospects for new ones.

Has applied too much pressure.

Or Not Driving Enough

Has not recognised priorities.

Has been slow to respond to customer requests.

INTERVIEW QUESTIONS

- Tell me about a recent sale that required you to create urgency in the customer's mind.
- Tell me about the most significant change you had to deal with last year.
- Can you give me example of a time when you challenged the status quo?
- Tell me about a customer who seemed to take forever to make up his/her mind.

REFERENCE CHECKING QUESTIONS

- Tell me about a sale that required him/her to push hard to get to the close.
- Salespeople have to adapt to change—in procedures, products, etc. Tell me about the most significant change s/he had to deal with last year.
- How did s/he respond to customers who were slow to act? Can you give me an example?
- Can you describe how s/he responded to routine?

INDEPENDENT

This job calls for someone who is independent.

Positive Examples

Has achieved targets despite strong obstacles.

Has managed to get their own way without alienating others.

Has come up with innovative solutions to client concerns.

Has shown self-discipline.

Has a history of closing.

Vs. Too Independent

Has been too opinionated, inflexible and forceful.

Has had follow-through issues.

Or Not Independent Enough

Has gone along too easily.

Has been distracted, focusing too much on detail.

INTERVIEW QUESTIONS

- Tell me about the toughest client decision you had to make in the last year.
- Tell me about a Sales Manager you worked for who was too restrictive.

REFERENCE CHECKING QUESTIONS

- Describe a difficult decision s/he had to make.
- Did s/he ever feel hindered by rules? Why do you say that?

SOCIABLE

This job calls for someone who is sociable.

Positive Examples

Has proven an effective networker.

Has used interpersonal skills to develop relationships.

Has handled client problems tactfully.

Has been involved without losing perspective.

Has inspired strong customer loyalty.

Vs. Too Sociable

Has confused client visits with sales.

Has been a customer advocate at the expense of sales.

Or Not Sociable Enough

Has not developed good customer relations.

Has expected the product to sell itself.

INTERVIEW QUESTIONS

- Tell me about a time recently where your relationship with the customer was the key factor in making a sale.
- Tell me about a time when you felt left out of a key project or decision.

REFERENCE CHECKING QUESTIONS

- Tell me about a time his/her personality was the key factor in making a sale.
- Tell me about a time when s/he, as a salesperson, felt left out of things back at the office.

INTRODUCTION

While the above questions help you, through specific examples from their past history, to understand more fully how they have exhibited their temperament (behaviour pattern) in relation to the McQuaig Job Survey®, other personal characteristics such as attitudes, self-motivation, stability, emotional maturity and intelligence must be probed thoroughly to understand their capabilities fully. The following are some suggested interviewing questions to use to probe all or a selection of these important areas.

ATTITUDES AND BELIEFS

Positive Examples

Have they maintained a positive outlook in slow times?

Do they present their company and its products in a good light?

Have they set high standards?

Have they handled problems ethically?

Do they like selling?

Negative Examples

Do they doubt their own abilities?

Are they openly critical of customers, operations, etc?

Have they had difficulty being resourceful when customer problems arose?

Have they been focused on what went wrong?

INTERVIEW QUESTIONS

Tell me about a recent assignment or project at work that demonstrated standards you've set for yourself and your work.

Tell me about a time when you had to stay positive to close a sale.

Sometimes it is tough to keep our spirits up in sales. Tell me about a time when you felt really down in your job.

How would you assess your current boss (or company)?

Sometimes we have to bend the rules to get the order. Tell me about your experience in this regard.

REFERENCE CHECKING QUESTIONS

- How would you describe his/her attitude? How did that show up in his/her sales role?
- Tell me about a time when s/he was particularly confident about a possible sale.
- Sometimes it is tough to keep our spirits up in sales. Tell me about a time when s/he seemed really down on the job.
- How would you describe his/her views on his/her manager, company or customers?
- Sometimes we have to make compromises to get the order. Tell me about some of the compromises s/he had to make.

SELF MOTIVATION

Positive Examples

Have they pulled themselves out of slumps?

Have they up-sold customers?

Have they tried to beat their sales targets?

Are they passionate about their company, its products and industry?

Have they shown initiative in closing sales?

Negative Examples

Have they done the minimum required?

Do they believe targets are unreasonable?

Have they had difficulty prospecting?

Have they lost interest when they hit a snag?

Have they depended on a good economy?

INTERVIEW QUESTIONS

- Tell me about a sales situation where you had to push hard to get the order.
- Tell me about a time when you were really excited by a project or sale.
- Can you describe a sales situation where you felt you went above and beyond the call of duty?
- How about a sales situation when you felt you were stretched to the limit?
- Do you think of yourself as more internally driven than most? Why do you say that?

REFERENCE CHECKING QUESTIONS

- Would you describe him/her as a self-motivated salesperson? Can you give me some examples to illustrate why you say that.
- Tell me about a time when s/he was really excited by a project or sale.
- Can you describe a sales situation where you felt s/he went above and beyond the call of duty.
- Can you give me an example of a sales situation where you felt s/he was stretched to the limit?
- Did s/he seem to be more internally driven than most? Why do you say that?

STABILITY AND PERSISTENCE

Positive Examples

Have they stuck with it during good times and bad?

Have they worked successfully with difficult customers?

Have they viewed rejection as a learning opportunity?

Have they overcome rejection or resistance?

Negative Examples

Have they backed away from tough customers?

Have they gone for the easiest solution?

Have they had difficulty closing large accounts?

Do they give excuses for not following through?

Have they given up?

INTERVIEW QUESTIONS

- Would you tell me about a time when you really had to be tenacious to reach your quota?
- Can you tell me about a time when you faced a number of setbacks in your job? How did you handle it?
- Tell me about a time when others around you were not pulling their weight. How did you react?
- Tell me about some important sales goals you set. How did you do?
- Can you tell me about a time when things got to be too much for you? How did that come out?

REFERENCE CHECKING QUESTIONS

- Would you describe him/her as being a tenacious salesperson? Can you explain?
- Can you tell me about a time when s/he faced a number of setbacks? How did s/he handle them?
- How did s/he respond when others around were experiencing morale problems?
- Tell me about some important sales goals s/he set. How did s/he do?
- Can you describe a time when, despite a very good effort, s/he finally had to give up?

MATURITY AND JUDGEMENT

Positive Examples

Have they used a common sense approach?

Have they accepted responsibility for their successes and failures?

Have they been willing to forego short-term commissions for a bigger sale long term?

Have they shared credit?

Negative Examples

Have they shown poor judgement?

Have they lacked self discipline?

Do they blame the client, the market, the product, the economy—never themselves?

Have they rationalised their failures?

Have they rejected constructive criticism?

INTERVIEW QUESTIONS

- Can you tell me about a time when you've had to make a sacrifice that had little reward in the short-term?
- Tell me about a time when you received criticism that you felt was unjust. What did you do?
- Sometimes we make mistakes. Can you give me an example of such a situation?
- Can you describe a situation where you exercised particularly good judgement?
- Tell me about a recent success, or failure.

REFERENCE CHECKING QUESTIONS

- ▮ Tell me about a time when s/he had to make a sacrifice despite little short-term gain.
- ▮ Tell me about a time when s/he received criticism that s/he felt was unjust. What did s/he do?
- ▮ All of us make mistakes. What was his/her reaction when s/he made one? Can you give me an example.
- ▮ Can you describe a situation where s/he exercised particularly good judgement.
- ▮ Tell me about a recent success? Or failure?

APTITUDES/CAPACITY TO LEARN

Positive Examples

Have they demonstrated the ability to explain new products or specs to their clients?

Have they absorbed information readily?

Have they been able to solve complex problems for their clients?

Do they participate in on-going learning?

Negative Examples

Have they a history of limited progress and achievement?

Have they done little outside reading?

Have they been reluctant to advise clients of developments?

Have they been unable to keep pace with technology?

INTERVIEW QUESTIONS

- ▮ When you started your last job, what things came to you naturally and what areas did you really have to apply yourself to understand?
- ▮ Can you give me an example of a time you had difficulty grasping a new concept?
- ▮ What efforts do you make to keep yourself up to date?
- ▮ Tell me about a complex problem you had to resolve. How did it go?
- ▮ Can you tell me about a project that you worked on where it was a struggle to keep the "big picture" in mind?

REFERENCE CHECKING QUESTIONS

- When s/he started his/her last job, how quickly did s/he get up to speed? Can you elaborate?
- Tell me about a time when s/he had trouble grasping a new concept.
- What efforts did s/he make to keep up to date?
- Tell me about a complex problem s/he had to resolve. How did it work out?
- Was s/he a "big picture" thinker? What makes you say that?