

# SPQ\*GOLD®

## The Call Reluctance® Scale

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### Sales Development Report

for

*Jane Sample*

***Strictly confidential***

All measurements are inexact. Some errors are made by the most technically advanced measurement instruments. Formally constructed, rigorously developed instruments are technically sophisticated measurement devices, and as such, are also subject to error. The test upon which this SPQ\*GOLD® Sales Development Report is based is no exception. Although it represents a long tradition of research and development, it still remains vulnerable to error. 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.



**Section 1: Sales Call Reluctance® Overview**

Prospecting Brake™: 30

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Hesitation to initiate contact in a variety of situations. This could translate into job-related emotional distress, and an insufficient number of contacts to sustain personal or career objectives.

**Management Tips:** Contact initiation for self-promotional or sales prospecting purposes should be much easier for this individual than for the typical salesperson. Call reluctance® is not a problem at the present time.

PROSPECTING BRAKE™ CODE: GREEN

**Outlook:** Review individual types for specific outlooks.

Prospecting Accelerator™: 70

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Tendency to initiate contact in a variety of situations. This could translate into a sufficient number of contacts to sustain personal or career objectives.

**Management Tips:** Contact initiation for self-promotional or sales prospecting purposes should be much easier for this individual than for the typical salesperson. Call reluctance® is not a problem at the present time.

PROSPECTING ACCELERATOR™ CODE: GREEN

**Outlook:** Review individual types for specific outlooks.

**Section 2: Sales Call Reluctance® Types**

Doomsayer SalesCR™: 0

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Slow to take risks, invests considerable energy in anticipating and worrying about low probability catastrophes.

**Management Tips:** This individual is less inclined to suffer from Doomsayer SalesCR™ Call Reluctance®.

DOOMSAYER SalesCR™ CODE: GREEN

**Outlook:** Very difficult to prevent and correct.

Over-Preparer SalesCR™: 33

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Always preparing, organizing and getting ready to prospect. Tends to over-analyze and underact.

**Management Tips:** Scores suggest this individual may occasionally become over-invested in preparing to prospect at the expense of actually prospecting. For additional information see THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 80-86.

OVER-PREPARER SalesCR™ CODE: YELLOW

**Outlook:** Easy to prevent, and moderately easy to correct.

Hyper-Pro SalesCR™: 40

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Places great importance on image and prestige. Likely to remove self quickly from any situation considered beneath him/her or that does not serve to promote image.

**Management Tips:** This individual may occasionally become distracted by over-concern with image and credibility issues. For more information see THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 86-93.

HYPER-PRO SalesCR™ CODE: YELLOW

**Outlook:** Moderately easy to prevent and correct if individual is able to admit they might have Hyper-Pro SalesCR™

Stage Fright SalesCR™: 25

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Fears making group presentations. May perform well in initiating one-on-one contacts, but will avoid group presentations at all costs.

**Management Tips:** Scores suggest this individual has no more or less hesitation to make group prospecting presentations than the average salesperson. For more information see THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 93-98.

STAGE FRIGHT SalesCR™ CODE: YELLOW

**Outlook:** Easy to prevent and correct.

Role Rejection SalesCR™: 20

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Feels ashamed of career choice. May have accepted some of the negative stereotypes typically used to describe salespeople and assumes that everyone else has as well.

**Management Tips:** Scores suggest this individual is not likely to experience prospecting difficulties due to Role Rejection SalesCR™ Call Reluctance®.

ROLE REJECTION SalesCR™ CODE: GREEN

**Outlook:** Easy to prevent and correct.

Yielder SalesCR™: 22

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Fears doing anything which might be considered pushy or intrusive. Always waiting for the 'right time' to call; hesitates to close.

**Management Tips:** This individual may occasionally experience prospecting slow-downs in reaction to fears of being considered pushy, forward or intrusive. For more information, read THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 113-118.

YIELDER SalesCR™ CODE: YELLOW

**Outlook:** Moderately difficult to prevent and correct.

Social Self-Cons. SalesCR™: 20

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Intimidated by up-market prospects with wealth, power, prestige or education.

**Management Tips:** This individual may be less inclined to be intimidated by persons of wealth, prestige or power than most salespeople. NOTE: THIS FORM OF CALL RELUCTANCE® IS HIGHLY CONTAGIOUS. ALTHOUGH THIS INDIVIDUAL TENDS TO BE NATURALLY RESISTANT, PASSIVE EXPOSURE TO SMALL TOXIC DOSES OF THIS FORM OF CALL RELUCTANCE® CAN RESULT IN CAREER-LIMITING ATTITUDES.

SOCIAL SELF-CONSCIOUSNESS SalesCR™ CODE: GREEN

**Outlook:** Moderately easy to prevent and correct.

Separationist SalesCR™: 25

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Hesitates to use friends as prospects or as a source of referrals. Fears that relationships might be jeopardized and believes it is unprofessional to mix business with friendship.

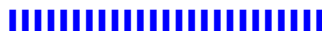
**Management Tips:** This individual scored below average and should have little difficulty networking and prospecting among personal friends.

SEPARATIONIST SalesCR™ CODE: GREEN

**Outlook:** Easy to prevent and correct.

Emot. Unemancipated SalesCR™: 50

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Similar to Separationists, but hesitates to use family/relatives as prospects or as a source of referrals.

**Management Tips:** Score suggests this individual has no more hesitation to make sales calls on accessible family members than the typical salesperson. For additional information, see THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 130-134.

EMOTIONALLY UNEMANCIPATED SalesCR™ CODE: YELLOW

**Outlook:** Easy to prevent and correct.

Referral Aversion SalesCR™: 15

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Hesitates to ask for referrals. Fears that asking for referrals will threaten just-closed sale, damage rapport with customers, or appear grasping and exploitative.

**Management Tips:** Scores suggest this individual has no more hesitation to ask for referrals than the typical salesperson. See THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 134-138, for more information.

REFERRAL AVERSION SalesCR™ CODE: YELLOW

**Outlook:** Easy to prevent and correct.

Telephobia SalesCR™: 88

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Uncomfortable using the telephone to prospect or sell.

**Management Tips:** This individual may hesitate or resist using the telephone to prospect for new business. LOOK FOR...

- \* Preoccupation with alternative tasks when it is time to prospect on the phone
- \* Over-reliance on non-telephone prospecting methods
- \* Physical symptoms accompanying use of the phone to prospect, such as noticeable changes in voice pitch, breath rate or perspiration.

For more information, see THE PSYCHOLOGY OF SALES CALL RELUCTANCE® - pp. 139-143.

TELEPHOBIA SalesCR™ CODE: RED

**Outlook:** Easy to prevent and correct.

Oppositional Reflex SalesCR™: 0

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Highly critical of self and others. Unable to allow self to be coached, advised, instructed, managed or trained.

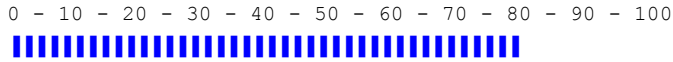
**Management Tips:** This individual's score is below average and suggests that Oppositional Reflex SalesCR™ should not be a problem.

OPPOSITIONAL REFLEX SalesCR™ CODE: GREEN

**Outlook:** Easy to prevent and very difficult to correct.

**Section 3: Sales Call Reluctance® Impostors Profile**

Prospecting Motivation™: 80

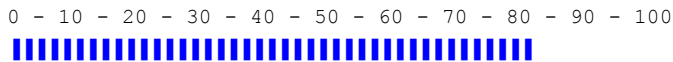


**Capsule Summary:** General level of motivation or energy available to invest in goal-supporting behaviors. Does not give up easily when faced with difficult or frustrating tasks.

**Management Tips:** Scores suggest the motivation this individual brings to a career or difficult task is projected to be above average. This individual should have few problems applying persistent effort to complete difficult tasks.

**Outlook:** PROSPECTING MOTIVATION™ CODE: GREEN

Prospecting Goal Level™: 83

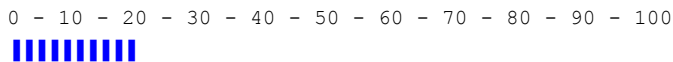


**Capsule Summary:** Degree of goal clarity or focus. Willingness to commit to long-term goals and work single-mindedly to accomplish them.

**Management Tips:** This individual should be able to set and pursue long-term career-related goals.

**Outlook:** PROSPECTING GOAL LEVEL™ CODE: GREEN

Prospecting Goal Diffusion™: 20



**Capsule Summary:** Tends to commit to too many goals simultaneously. Interests can change quite frequently, making it difficult to meet job and performance requirements.

**Management Tips:** This individual's scores are lower than average and suggest that goals should remain fairly focused and steady.

**Outlook:** PROSPECTING GOAL DIFFUSION™ CODE: GREEN

Problem Solving: 80

0 - 10 - 20 - 30 - 40 - 50 - 60 - 70 - 80 - 90 - 100



**Capsule Summary:** Ability to focus attention and concentration on the completion of frustrating and complex tasks.

**Management Tips:** Scores suggest this individual is comfortable working on detailed or complex tasks which may require extended periods of time and concentration.

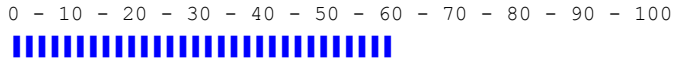
Note: Generalizations about overall intelligence should not be made from this or any other single source of information.

**Outlook:** PROBLEM SOLVING CODE: Code will vary and is dependent upon company's training program, products and technical requirements.



**Section 4: Attitude Toward Questionnaire (Filters)**

Impression Mgmt.: 60



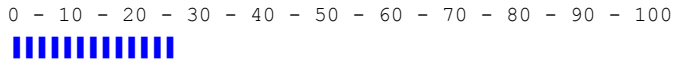
**Capsule Summary:** Desire to create a positive impression through the use of exaggeration and embellishment.

**Management Tips:** Score suggests a complex mixture of the desire to create a positive impression through the use of exaggeration and embellishment, as well as a willingness to let others know there may be gaps in product or technical knowledge.

Note: Use caution when interpreting this scale. Some of the items used to measure this scale are culture-specific (U.S.) and may not be applicable in all countries.

**Outlook:** IMPRESSION MANAGEMENT CODE: YELLOW

Hedging: 27

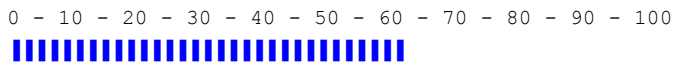


**Capsule Summary:** Tends to choose in-between or non-committal responses.

**Management Tips:** This individual selected some of the 'in-between' answers on the test. However, scores are within the range of the typical salesperson.

**Outlook:** HEDGING CODE: YELLOW

Resp. Consistency: 63



**Capsule Summary:** Level of attention, effort and/or cooperation applied when completing the questionnaire. Low scores sometimes reflect ambiguity in sense of self.

**Management Tips:** Higher than average score suggests this individual completed the questionnaire with a sufficient amount of cooperation, care and attention.

**Outlook:** RESPONSE CONSISTENCY CODE: GREEN

**Section 5: Interview Support Guide : Critical Items**

13. If you were in sales (or if you are presently in sales), do you think you would tend to be more comfortable prospecting for new business on the telephone or face-to-face?

2. I would probably be more comfortable prospecting face-to-face.

52. How uncomfortable would you be selling products or services by telephone to people who did not know you and who were not expecting you to call?

3. Uncomfortable - but I could probably learn to do it easily once I was trained and made up my mind to do it.

107. Overall, which best describes your attitude towards this questionnaire?

4. It was probably worthwhile.

**The Call Reluctance® Scale**

Test Date: 09/14/01

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Contrast Group  
General: Direct Sales

*Strictly confidential*

Presence / Degree	0	10	20	30	40	50	60	70	80	90	100	<b>Raw Score</b>	<i>Contrast Score</i>
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**Sales Call Reluctance® Overview**

Prospecting Brake™												<b>30</b>	30
Prospecting Accelerator™												<b>70</b>	70

**Sales Call Reluctance® Types**

Doomsayer SalesCR™												<b>0</b>	14
Over-Preparer SalesCR™												<b>33</b>	41
Hyper-Pro SalesCR™												<b>40</b>	44
Stage Fright SalesCR™												<b>25</b>	40
Role Rejection SalesCR™												<b>20</b>	27
Yielder SalesCR™												<b>22</b>	33
Social Self-Cons. SalesCR™												<b>20</b>	25
Separationist SalesCR™												<b>25</b>	45
Emot. Unemancipated SalesCR™												<b>50</b>	46
Referral Aversion SalesCR™												<b>15</b>	21
Telephobia SalesCR™												<b>88</b>	31
Oppositional Reflex SalesCR™												<b>0</b>	8

**Sales Call Reluctance® Impostors**

Prospecting Motivation™												<b>80</b>	71
Prospecting Goal Level™												<b>83</b>	67
Prospecting Goal Diffusion™												<b>20</b>	60
Problem Solving												<b>80</b>	58

**Attitude Toward Questionnaire (Filters)**

Impression Mgmt.												<b>60</b>	56
Hedging												<b>27</b>	18
Resp. Consistency												<b>63</b>	60

See the SPQ\*GOLD® Sales Development Report for a detailed explanation of test results.

