

Every job has a personality.

If that wasn't true then everyone would be capable of doing every job equally as well.

PERSONALITY AND PERFORMANCE

In every sales job, demonstrating the necessary behaviours to effectively carry out the job activities and responsibilities is a critical (at least 50%) factor in meeting company goals and objectives. Given that in sales roles most people have some degree of sales experience, a person's behavioural fit will have even more significance (75%+) on whether they'll achieve those goals.

Our clients have learned through the years that no amount of training or coaching seems to turn their below average performers into above average performers. This is because people can have an intellectual understanding of what their job requires, but that doesn't mean they can regularly or consistently demonstrate the behaviours required to be effective.

JOBS HAVE A PERSONALITY

Our Consulting experience with hundreds of organizations and thousands of people has shown that almost all jobs in an organization have a "personality"—a combination of behaviours that are most effective for carrying out the required daily activities.

Most employers don't want an employee to come to work every day and feel that they need to "change their personality" in order to carry out their work. They would prefer that an employee's personality more closely aligns with the range of work activities for which they're responsible. The employee will have a higher likelihood of being more motivated and engaged in their work, and be more effective and productive.

THE PRO.FILE TOOL

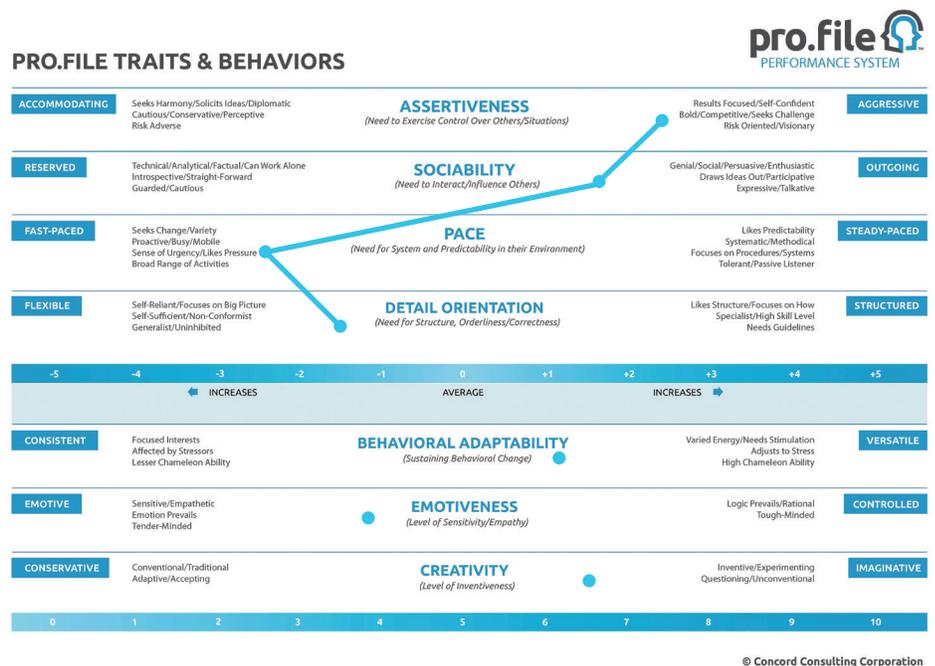
We've constructed scales to identify the degree and combination of behaviours that are most important for above average performance in a job. As jobs have to be built for human beings, the scales can be interchanged to either describe a job or a person. For instance, an outside sales role would require a higher level of confidence and resiliency in order to constantly prospect, deal with rejection, and close deals. All of the above dimensions correlate to a characteristic called "Assertiveness".

How assertive an individual must be depends on the amount of rejection they would encounter on a daily basis within their role. For an outbound sales person, it would be high, from making cold calls to finding the decision maker, to closing deals. For an account manager, they would require less assertiveness because there's less rejection. More emphasis is placed on keeping accounts happy, taking orders and suggesting new products or services to people with already established relationships.

THE BEHAVIOURAL JOB MODEL

There are seven traits (behavioural orientations) that are most important for work related activities. It's critical that an organization determine the degree and combination of characteristics that are most important for the sales role they're hiring for. This is a critical step in recruiting the right person and where most organizations fail. We've outlined a model in the chart below that shows a combination of traits that are very effective in an outside, hunter sales position (**Figure 1**).

→ FIG. 1: An Outside Sales Job Model



Now let's say that a candidate applies for our outside sales position above. They've got a great resume and seem to have had some success in sales in the past. We profile them as part of the interview process, and their traits look like **Figure 2**.

→ FIG. 2: An Outside Sales Candidate

PRO.FILE TRAITS & BEHAVIORS

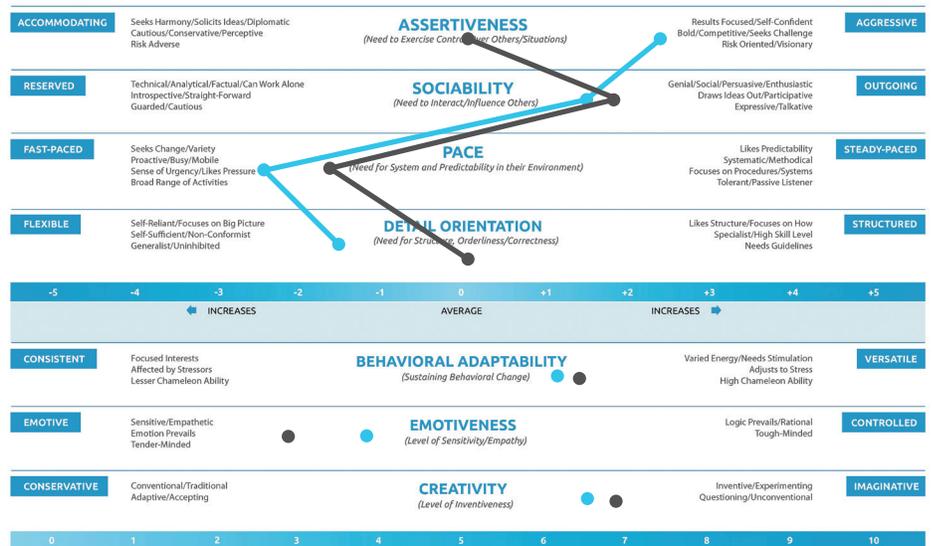


© Concord Consulting Corporation

Then we overlay the graphs to assess their fit and the risk of putting them in the role (Figure 3).

→ FIG. 3: Overlaid Traits

PRO.FILE TRAITS & BEHAVIORS



© Concord Consulting Corporation

The candidate will certainly “interview well” with their higher Sociability and talkativeness and may even “stick out” against other candidates who are lower on Sociability and applying for the same position. Should the employer select this candidate for the position, it would not take long to see that the employee will not be assertive enough to be constantly kicking down doors and closing deals at the rate that would be expected to meet quota month after month. The employer would start getting annoyed that the individual wouldn’t be as comfortable making cold calls as someone who is higher on assertiveness. They’d notice that their sales person has become too quickly satisfied with simply managing existing clients instead of searching out new ones.

FIND THE RIGHT PERSONALITY

Concord has developed a sophisticated software system, Pro.File, that easily and quickly calculates the combination and degree of traits necessary for any job in any organization, and then assesses a candidate’s traits through a brief online survey.

Pro.File’s unique Auto Compare software then allows organizations to compare dozens or even hundreds of applicants against your ideal model and then rank those candidates on their fit to the role.

→ [Try it with your next recruitment.](#)