

# The SalesKey® Solution

By  
Dr. David K. Barnett

## **The SalesKey® Solution**

**Dr. David K. Barnett**

**SalesKey® is more than an assessment. It is a system that unites selection, training, sales management, customer relationship management and sales organizational development.**

**This article attempts to answer the following critical questions:**

- **What is SalesKey®?**
- **Why You Need SalesKey®?**
- **What Makes SalesKey® Unique in a World of Look-alike Sales Assessments?**
- **What do the various versions of SalesKey® Measure?**
- **What is SalesKey® PreScreen™?**
- **How to Get Started Using SalesKey®?**

SalesKey® (The Barnett Assessment of Sales Behaviors) is a street-smart, validated assessment of key behavioral and personality competencies **proven** to impact productivity at all four levels of Barnett's Job Performance model. Developed by sales professionals, SalesKey® is the most comprehensive high-tech sales performance questionnaire in the marketplace today. Introduced in 1996 as SalesMAP, it was the world's first sales core competency profile available on the Internet. The online instrument takes 20-25 minutes to complete .

SalesKey® was developed by Dr. David K. Barnett. Recognized around the world as a leader in sales selection, Dr. Barnett has more than 30 years of sales and sales management experience He is the author of *Hire Performance: Recruiting a Winning Sales Team* and co-authored the 1995 edition of *Selling What You're Worth? The Psychology of Sales Call Reluctance*. His work has been featured in USA Today, Sales Doctors, and Selling Power magazine. SalesKey® is used by large and small businesses in countries around the world.

## Why You Need SalesKey®

### **You need to minimize the costs and risks of a bad hire.**

By differentiating between who *can* sell and who *will* sell, SalesKey® has been shown in research studies to improve hiring efficiency by 45% and save \$5,711 in bad hire costs for every assessment administered. It costs the average US company about \$28,000 to hire the wrong salesperson (this does *not* include lost opportunity costs). If your costs are higher, SalesKey® will be even more valuable for you.

### **You need to increase sales.**

SalesKey® has a proven track record of helping sales organizations increase sales. One financial services company increased their productivity by 163% in three months. Another publically traded business was able to stop a two year downward trend and begin to grow sales again. Another company found their sales force hitting at or above targets for the first time this century!

In 48 of 50 research studies, SalesKey® is shown to be 80.4% successful at differentiating top performers **from other mediocre salespeople** (93% from the general population!).

### **You need to reduce turnover.**

By hiring smarter, sales organizations using SalesKey® have cut their turnover rate in half.

### **You need to avoid potential legal hassles.**

SalesKey® meets and/or exceeds all EEOC and international guidelines for a selection assessment. Independent studies show no adverse impact.

### **You need a hiring and development tool that is flexible and easy to use.**

SalesKey® is self-validating and easy to use. Customization is available.

Making SalesKey® the basis of your sales platform eliminates the needs for multiple sales assessments and training programs that can conflict with your selection strategy.

### **You need to better integrate hiring and training.**

What good is it to recruit top performing salespeople into a mediocre sales organization? SalesKey® not only predicts performance, but provides tools for managers to spot problems earlier and to coach for improved sales results. SalesKey® includes training for sales teams and sales management.

### **You need to increase recruiter efficiency and standardize a recruitment process.**

Because SalesKey® can be administered 24/7 anywhere in the world, recruiters can effectively pre-screen candidates and avoid wasting valuable interview time attempting to determine if the individual can and/or will sell.

SalesKey® PreScreen™ allows recruiters to add the validated assessment to any recruitment ad. SalesKey® PreScreen™ can pre-qualify candidates on job requirements and seamlessly administer the assessment. High volume recruiters can administer *unlimited* numbers of assessments and pay only for those that meet or exceed pre-determined success metrics (see below)

The SalesKey® Behavioral Interview Guide turns test scores into a complete behavioral interview platform. Managers are able to ask the most relevant questions.

### **What Makes SalesKey® Unique?**

#### **SalesKey® is proven to predict sales performance and potential.**

We correlate test scores to actual dollars and cents production. This means our instrument actually can forecast those individuals who have the potential to sell the most. No other sales instrument currently makes this claim. We make it and can share the research.

#### **SalesKey® is more accurate than other questionnaires and surveys because it's targeted specifically to sales behaviors at all four developmental levels of sales career development.**

Most sales tests are interesting but have no shelf life beyond the hiring decision. SalesKey® will not only supply the diagnosis of sales ability but actually prescribe action plans to target training and improve productivity throughout the salesperson's career. It's not enough to know if someone can sell. SalesKey® lets you know if someone will sell and how you can help them sell more.

#### **SalesKey® is validated by research.**

Read the small print on other tests. DiSC Achiever actually says, "Not recommended for selection." SalesKey® is a validated sales assessment rooted in research. Other sales assessments claim extensive research but are seldom statistically validated against dollars and cents production as SalesKey® is.

## **SalesKey® knows what peak-performing salespeople are really like.**

Top producing salespeople are not necessarily more "Dominant" or more "Analytical" or more "Relational." Research clearly demonstrates successful reps are a balance of all these social attributes. SalesKey® is different. It doesn't look for "race horses" or "hunters." SalesKey® measures the degree of balance within the individual. The Harvard Business Review states that over 40% of sales take longer than 3 months of sustained contact. Top producers must be both a hunter *and* someone who knows how to harvest.

## **SalesKey® is prescriptive as well as descriptive.**

Most sales assessments classify people, label them, and teach them to cope with what God/fate/nature has made them. Personality doesn't change. So, personality assessments assume great salespeople are born that way. With its focus on behaviors, SalesKey® helps explain not only why people do what they do, but provides simple, effective methods of motivating individuals to change.

SalesKey® seeks to avoid labelling people. Identifying a selling style isn't pronouncing a life sentence to which one must adapt. Knowing one's preferences can help the individual change and empower managers with the information they need to build and motivate teams.

## **SalesKey® is a sales forensics tool.**

Most old-fashioned sales assessments assume salespeople always tell the truth. SalesKey® uses sophisticated new techniques to detect the truth behind individuals who may exaggerate, fake, or sabotage results.

## **What SalesKey® Measures**

SalesKey® is a robust roadmap to higher productivity. Each SalesKey® profile measures behaviors at all four of Barnett's Four Levels of Sales (Individual Readiness, Training and Management, Selling Style, and High Productivity). Each version of the assessment measures different key components.

### **Direct Sales**

Level 1—Individual Readiness

**Energy Issues**  
**Goal Orientation**  
**Sales Identity**  
**Sales Initiative**  
**Standards (Ethics)**  
**Risk Sensitivity**

Level 2 — Training and Management Issues

**Focus**  
**Attribution (Locus of Control)**  
**Problem Solving**  
**Sales Aptitude**  
**Coachability**  
**Turnover Potential**

Level 3 — Communication Style

**Controlling**  
**Attention-seeking**  
**Analytical**  
**Approval-seeking**

Level 4 — Contact Approaches

**Telephone**  
**Asking for Referrals**  
**Making Presentations**  
**Networking**  
**UpMarket Potential**  
**Cold Calling**

## Strategic Sales

In strategic selling, the questionnaire asks more questions related to relationship building rather than prospecting.

### What is SalesKey® PreScreen™?

Instead of giving the assessment after you have already invested time and money interviewing, SalesKey® PreScreen (SKPS) determines if candidates meet basic job requirements and administers the SalesKey assessment prior to the first interview.

SKPS™ is tied to success metrics uncovered in a preliminary validation study. Each candidate's scores are compared to the success profile developed for the company. This means your recruiters only interview candidates pre-screened to succeed in your unique sales environment.

You may customize the web application with your company logo.

## How to Get Started Using SalesKey®

### Step One: Preliminary Validation Study

Since every selling environment can be different and one size sales assessment definitely does not fit all organizations, PsyMetrics Global recommends that all clients with at least 100 salespeople do a validation study with SalesKey®. This entails giving the assessment to the current sales team or a sample of reps if you have more than 400 salespeople. You supply

production data and PsyMetrics Global prepares a statistical study with correlations and predictive modelling for maximum company impact.

The Validation Study is critical.

1. It provides important documentation for your files.
2. It allows us to build a template of true success behaviours against which you may confidently recruit candidates.
3. It highlights organizational development issues, such as recruitment bias and partiality in training programs to unseen productivity hazards.
4. It supplies valuable business intelligence on your current sales force. Companies detect how top producers can be even more effective and receive specific, objective coaching recommendations help for under-performing individuals. One company found two of its five top producers evidenced a low Intentions score indicating they were seriously thinking about leaving the company. The profile prevented a very costly turnover crisis.

### Step Two: Train Front-line Sales Managers and Recruiters

The tool is only as good as those who use it. The key to revitalizing a sales team is getting the front-line manager energized about coaching and recruiting. You can recruit top quality talent into a poorly led sales group and lose whatever competitive edge SalesKey® might have otherwise provided. Although reading and interpreting SalesKey® reports is easy and intuitive, there's more to a selection decision than looking at a number.

Recruiters and managers complete certification training in the latest skills of

developing a winning sales team.

### **Step Three: Implementation through the organization**

Assessments are assigned to various test administrators. When an individual completes SalesKey® an email is sent notifying the administrator that the individual has completed the assessment along with a link to the recruiter's log-in page where results may be viewed. Managers may view the profiles of all their individual recruiters. Directors have access to all managers and C&V level officers can review all profiles associated.

### **Step Four: Periodically review the success metrics**

Implementing the SalesKey Solution changes the sales organization. This means we must review the success metrics and adjust them to reflect a more dynamic sales organization.

## **Summary**

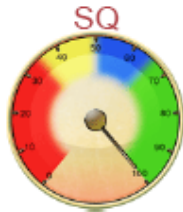
SalesKey® is unlike any other sales assessment instrument because it's more than just another me-too assessment. It's a flexible tool that unites selection, training, and organizational development into a proven system of sales leadership, effectiveness, and accountability.

# Sample Report

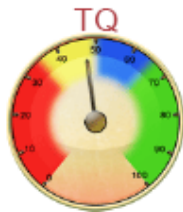
Candidate  
Sample  
Hiring Profile

BARNETT ASSESSMENT  
**SalesKey**  
OF SALES BEHAVIORS

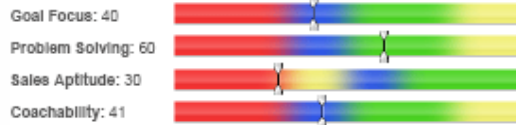
- Test Date: 12-19-2006
- Time to complete: 35 min 53 sec
- Administrator: BC=HireDirect
- Company: Test Drive
- Test Type: Direct Sales



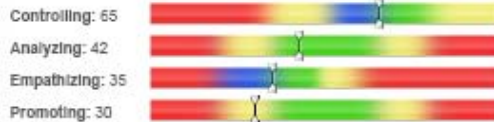
Sales Quotient Score: 100



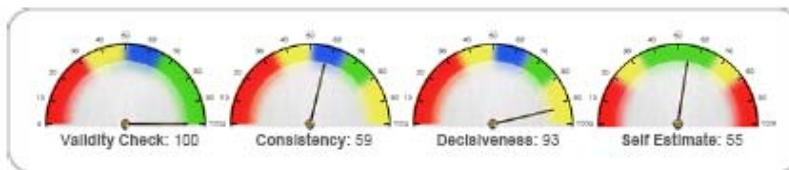
Training Quotient Score: 47



Customer Quotient Score: 79



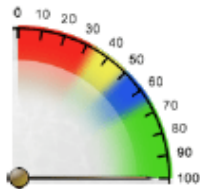
Productivity Quotient Score: 91



# Sample Report

**SQ Performance Indicators**

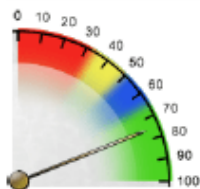
Energy Score: 100



**High range (Energy > 65)**

Sample appears to be a vigorous person who is likely to work harder than other team members. A lot of meetings and paperwork will likely frustrate Sample. He/she is an active individual and putting him/her into situations that demand passivity will undermine his/her productivity. Sample will not hesitate to work longer hours in pursuit of sales goals. He/she is likely to energize others on the team.

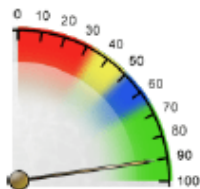
Goal Orientation Score: 75



**High range (Goal Orientation > 65)**

High Goal Orientation scores mean Sample takes a proactive stance toward setting and achieving sales goals. He/she is likely to have written down personal and professional goals and consults them regularly to self-monitor progress. Sample is likely to achieve sales targets and will accept most coaching to improve performance as long as it is perceived as not micromanaging.

Sales Identity Score: 90



**High range (Sales Identity > 65)**

Sample positively and personally identifies with a sales career. He/she views sales as a valuable profession and will actively dispute negative stereotypes about salespeople. Sample has probably been positively influenced by successful salespeople.

Risk Sensitivity Score: 55

**Average range (Risk Sensitivity 35 - 65)**

Sample demonstrates slightly above average Risk Sensitivity. This means he/she is careful but not craving stability to such an extent that it should hinder his/her ability to make sales contacts. This is an optimal score if your industry is regulated or requires exceptional security.