

## Case Study

# PeopleClues helps identify 100% of poor performers in sales position

### At-A-Glance:

- **Challenge:** To create a statistical benchmark of core traits and cognitive abilities for use in selection as well as to create a custom coaching and development report for use with Resale Sales Representatives and their direct Managers to improve sales performance.
- **Solution:** All sales personnel were asked to complete the assessment. Management was asked to break down sales performance of current personnel into 3 categories (Above Standard “A”, At Standard “B” or Below Standard “C”).
- **Results:** If the current benchmark had been utilized in selecting current sales reps, it would have accurately identified 100% of the struggling or “C” performers.

### The Challenge:

To create a statistical benchmark of core traits and cognitive abilities for use in selection as well as to create a custom coaching and development report for use with Resale Sales Representatives and their direct Managers to improve sales performance.

### Steps to creating the benchmark:

1. All current sales personnel were asked to take a personality and cognitive assessment online in order to assess their core behavioral traits and cognitive speed.
2. Management was asked to break down sales performance of current personnel into 3 categories (Above Standard “A”, At Standard “B” or Below Standard “C”).
3. The assessment data along with the job descriptions were analyzed in order to create a “benchmark” for top performance.
4. All personnel were then compared to this benchmark in order to create an overall “percentage” score to that benchmark.
5. Excel spreadsheets were created showing the breakdown of each individual according to the benchmark.
6. We attended some of the sales training sessions being held for current personnel whereby we could hear and see the expectations of current sales personnel
7. Using the data from the assessment and the knowledge from the training sessions, a custom report was created to be used for coaching and development and current and future sales reps.
8. Using the data from the assessment, a benchmark was created to be used in the selection process of future sales reps.

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### PeopleClues helps identify 100% of poor performers in sales position

“ *If the current benchmark had been utilized in selecting current sales reps, it would have accurately identified 84% of top versus bottom performers.* ”

#### **About the Client:**

The client is one of North America's leading providers of visual communications with 85 facilities and 10,000 employees. The company ranks second in the printing and publishing category as Fortune Magazine's Most Admired Companies and ranked number five of the Russell 3000 companies on Corporate Governance Quotients by Institutional Shareholder Services.

#### **Results of the process:**

- If the current benchmark had been utilized in selecting current sales reps, it would have accurately identified 100% of the struggling or “C” performers.
- If the current benchmark had been utilized in selecting current sales reps, it would have accurately identified 84% of top versus bottom performers.
- A custom report has been built that can be used for current or future reps to identify “tips” for coaching them to higher performance.
- A custom benchmark has been built that can be used in the selection process to help identify prospects that may not fit the position.

#### **Data provided with study results:**

- A spreadsheet showing all the individuals in the study sorted by their overall % fit from 100% to 21% being the lowest. This spreadsheet shows which “critical zones” they hit indicating a significant trait that is missing. It also shows their actual scores from 1-10 on each trait measured including cognitive speed.
- A recap spreadsheet showing where “T” top performers versus “B” bottom performers fell on each scale. This is the beginning of the development of the benchmark (Red is critically bad zone, Yellow is Ok and Green is ideal).
- A sample of the Custom designed Coaching and Development report that has been given to each of the current reps to help in their development.
- A sample of a hiring report that can be used for future applicants (whether internal or external) to make sure they actually fit the position.