

## Leisure & Hospitality Sales Representatives

**Challenge:** An international leader in fragrances, aroma molecules, cosmetics ingredients, and flavoring agents wanted to improve the selection of successful sales representatives. Sales representatives are responsible for contacting new and existing customers to answer questions about products, pricing and availability.

**Solution:** To select high quality sales representatives Hogan conducted a criterion-related validation study in conjunction with a standard job analysis. First, Hogan asked 28 incumbent sales representatives to complete the Hogan Personality Inventory (HPI), Motives, Values, Preferences Inventory (MVPI), and the Hogan Development Survey (HDS). The HPI measures personal characteristics essential for the job. The MVPI reveals a person's core values, goals and interests. The HDS assesses eleven behavioral tendencies that impede work relationships or limit overall career potential. Next, Hogan distinguished “high” and “low” performers based on critical dimensions of work behavior identified by the sales leadership.

**Result:** Research in conjunction with job analysis information revealed that successful sales representatives are even-tempered and confident (High Adjustment), competitive and driven to win (High Ambition), enjoy social interaction (High Sociability), interested in solving problems (High Inquisitive), and are concerned with building job-related knowledge (High Learning Approach). In addition, successful sales representatives value being creative (High Aesthetics) and enjoy working in team environments (High Affiliation) that are fun and pleasurable (Hedonistic). Sales representative performance declined when individuals were overly impulsive (Mischievous), easily distracted (Colorful), and unconventional (Imaginative). Individuals meeting this profile had annual sales revenue of \$4,000,000 compared to \$875,000 by those not fitting the recommended profile (as seen in the table below).

