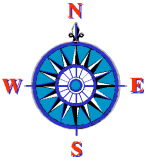
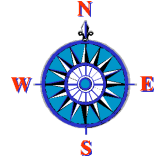


A Selection Strategies Case Study



A Second Chance at J.D. Edwards



Selection Strategies evaluation method uses a unique instrument called a Sales In-Depth Interview to measure a candidate's fitness for sales in a specific client firm. We typically use the IDI in two ways.

First, we interview top performers in the client company to create a position profile, or benchmark. The interview scores the subjects along 16-18 critical behavioral traits, and the resultant profile defines the current conditions for success in the company.

Second, we apply the same IDI to selected candidates for the position and present a detailed report of our results to the client. Typically, the closest match to the profile gets inside track for the position.

More and more often, however, our clients are asking us to evaluate non-performers to see if there's an alternative to termination. Here's an example of an IDI used as a diagnostic tool at J.D. Edwards Worldwide Solutions Company. Names have been deleted.

Over several years, a sporadically successful salesman at J.D. Edwards was passed from manager to manager with little change in performance. One year would be a quota year, the next a significantly bad year. Finally, the salesman ended up in a group headed by a manager of our acquaintance. When he asked the salesman's previous managers what was up with this man, they were vague and said mainly that there was "something just not right" about him.

J.D. Edwards had been using our services as an interviewer for several years, and the manager in question had been using us in the company he worked for prior to coming to JDE. At his request, we administered an IDI to the salesperson.

We found (summary abbreviated) that the salesperson had talent and inclination as a prospector, arranger, and competitor, but scored low as an assertor. At that point, the picture significantly clarified. Armed with the IDI results, our manager spoke to the salesperson and developed a plan to work together. The salesperson would handle prospecting and set-up of the deal, and the manager would join him to bring those deals to closure. Far from being at risk, the salesperson today is performing at about 200% of quota.

We were happy to have provided enough insight into this specific problem to allow JDE to protect their investment in this salesperson, and to avoid the huge costs associated with dismissal, recruiting and replacement of the man.