

Identifying Salespeople Who Try Harder

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E ARE INTERESTED IN SALESPEOPLE who will

test their limits, go beyond their safety net, and surpass goals,” according to Ted Heller, a Vice President for Avis Rent A Car. “To succeed in sales at Avis takes a very special kind of individual,” Heller notes. “It takes someone who thrives on challenges, who wants to be on a proving ground—day-in and day-out.”

This is quite a balancing act. Because while nobody has more freedom than a successful salesperson, in the same breath, nobody is more accountable.

“Determining who has the talent and potential to make it in sales at Avis is where Caliper comes into the picture,” he adds. “Caliper started out by developing a profile of our very best salespeople. This is a comprehensive assessment of their strengths, motivations and any areas of concern. So, Caliper is able to measure each of our serious candidates’ abilities and talents against the profile of our ideal salespeople.”

What are some of the qualities that distinguish the very best salespeople at Avis? Heller explains, “For us, the make-or-break quality is listening closely enough. While salespeople have been glibly described as having golden tongues, I

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honestly feel that the very best salespeople have golden ears. And that is exactly the kind of insight into an individual that Caliper can provide. They can tell us whether a person is empathic enough to be able to truly listen and understand where prospects are coming from.”

Beyond assessing the potential of applicants, Caliper also plays a pivotal role in coming up with

formal developmental plans for each of Avis’ salespeople. According to Heller, “Caliper helps our managers relate most effectively with each salesperson by truly understanding what motivates each individual. By having a clear grasp of improvement opportunities for each salesperson, we gain perspective and become much more productive. That is how it all adds up for us.” ■