



Objective  
Management  
Group®

# **SALES EFFECTIVENESS & IMPROVEMENT ANALYSIS™**

## **ABC Company (sample updated March 31, 2016)**

Introduction .....	2
People and Skills .....	6
Infrastructure .....	44
Development and Training.....	68
In Summary.....	79
Appendix .....	81

# Introduction

An Analysis of the Sales Force is no easy task. We have reviewed, analyzed and presented our results as answers to approximately 25 very difficult to answer business questions. We have supported our answers with accurate and insightful data, based on answers to the questions we presented to your sales organization. The data is all validated for accuracy against our vast database of past sales, sales management and sales leadership assessments.

Your part in reading and accepting our answers as truth is even more difficult than the analysis. As anxious as you might be to receive and review this evaluation, human nature may cause you to resist some parts of it.

Resistance may occur when findings differ from your own expectations and/or experiences. For example, when your salespeople review their own evaluations, you may observe them resisting as well. This is typical when someone reads what they believe to be a "discrepancy" with some aspect of the findings.

According to a Fast Company Magazine feature, Tom Kasten, of Levi-Strauss, has three rules about resistance. His first is that, "You must expect it because human beings inevitably exaggerate the joys of the past, the pain of the present and the risks of the future. It's perfectly natural." Second, he says, "Don't take it personally." Third, he suggests that resistance comes in code. An example might sound like, "This doesn't really apply to our business."

According to Fortune Magazine, Mike Hammer says, "People's resistance to change is the most perplexing, annoying, distressing and confusing part of re-engineering. The key to the success of any new strategy is implementation, and that comes from people. People have to execute. They must support and embrace new ideas and processes or they won't move forward. Processes aren't so hard but people are difficult. People naturally resist change."

Andrew Grove, former CEO at Intel, told Fast Company Magazine that there is at least one point in the history of any company when you have to change dramatically to rise to the next performance level. "Miss that moment and you start to decline."

So don't be concerned if you begin to feel some resistance. On some occasions, close-minded managers will attempt to discredit the findings they don't agree with. If you encounter resistance of this type, you may want to ask the following question in your own words: "I get the feeling that you are resisting these findings and defending your turf. How can that behavior possibly help us to move forward?"

Lastly, **all of our findings are observable**. If you question even a single finding or insight, a simple 90-day window of observance will likely support any findings we have reported in this evaluation.

We hope that you are thrilled with the quality and thoroughness of our work and the experts that chose Objective Management Group® to conduct this analysis. If you have any questions, please feel free to call us at 800-221-6337.

Our analysis is presented in several sections, defined here.

- 1) You are reading the introduction where we will define your opportunity, the possibilities for future growth and predict how much more business this group of salespeople can produce.
- 2) People and Skills– Answers to questions about-performance, skill gaps, and your personnel. (page 6)
- 3) Infrastructure – Answers to questions about strategies, alignment, systems and processes. (page 44)
- 4) Development and Training – Answers to What to Focus on, who to develop, and a plan for the next 12 months. (page 68)
- 5) In Summary – Reasonable Expectations for the future. (page 79)

We expect our analysis to answer four critical questions:

- Can we be more effective?
- How much more effective can we be?
- What will it take to accomplish that?
- How long will it take to accomplish that?

In order to do that we will answer the following questions:

- How Does Sales Leadership Impact Our Sales Force? (page 7)
- Do We Have the Right People in the Right Roles? (page 17)
- What Are Our Current Sales Capabilities? (page 18)
- How Motivated Are Our Salespeople and How Are They Motivated? (page 26)
- Why Aren't We Generating More New Business? (page 28)
- Are We Reaching the Actual Decision Makers? (page 32)
- Why Isn't Our Sales Cycle Shorter? (page 33)
- Are We Selling Consultatively? (page 35)
- Are We Selling on Price and Who Can Become a Value Seller? (page 38)
- Is Our Value Proposition Consistent? (page 39)
- Can We Close More Sales? (page 40)
- Do Our Systems and Processes Support a High Performance Sales Organization? (page 45)
- Are We Being Consistent with Our Sales Process? (page 54)
- How Well Are Our Sales Leadership Strategies Aligned? (page 56)
- Do We Need to Change Our Selection Criteria? (page 59)
- Is Our Ramp-Up of New Salespeople Fast Enough? (page 61)
- Can We Improve Our Pipeline and Forecasting Accuracy? (page 63)
- Can We Improve Our Sales Culture? (page 69)
- Who Can Become More Effective in Their Roles? (page 74)
- What Are the Short-term Priorities for Accelerated Growth? (page 78)

## The Opportunity

Quite a lot of science has been used to support the data, findings, answers and recommendations contained in this evaluation. We also have empirical data to support our estimation of the size of your opportunity, although it should be noted that a projection of increased revenue is not as accurate as everything else you will read in this evaluation.

The opportunity we present to you here consists of two elements:

1. Estimated increase in sales;
2. Timeline for your increase.

We use several sources of data to compute these two findings:

- **Trainable** - We include only those individuals that are trainable. The people that are not trainable will either be maintained without an expectation of improvement or redeployed.
- **Specific Weaknesses** – We use empirical data, first published in Inc. Magazine in 1994 (<http://omgqlink.com/inc>), by Objective Management Group founder and CEO, Dave Kurlan, that provides the estimate of likely increase in sales when specific weaknesses are overcome and skill gaps are filled.
- **Sales Process** – It is estimated that on its own, sales increase, on average, by 15% when a formal, structured, customized sales process is created, introduced, embraced, followed and properly executed.

- **Salesperson Growth Potential** – This finding projects the amount by which we believe individuals can improve their effectiveness. We use it here to determine the approximate timeline for our projected improvement. When the overall growth potential is high (meaning they are currently quite weak and it will take longer to overcome their many weaknesses) it will take longer than when the overall growth potential is low (meaning they have fewer weaknesses to overcome), leading to a shorter timeline.
- **Sales Management Growth Potential** – an important component to growth in sales is the readiness and capabilities of sales management, reflected in the sales management growth potential finding. While this doesn't impact the estimated increase in sales, it does impact the timeline.

**\$2,870,100**  
17 months

Based on the revenue numbers provided to us, our calculations indicate that you can organically increase revenue if you implement the recommended changes and provide the appropriate training, development and coaching to the individuals in your organization that need it.

For additional information on how we arrived at this calculation, please refer to Appendix - Opportunity (page 82).

# People and Skills

How Does Sales Leadership Impact Our Sales Force?.....	7
Do We Have the Right People in the Right Roles? .....	17
What Are Our Current Sales Capabilities?.....	18
How Motivated Are Our Salespeople and How Are They Motivated? ...	26
Why Aren't We Generating More New Business? .....	28
Are We Reaching the Actual Decision Makers? .....	32
Why Isn't Our Sales Cycle Shorter? .....	33
Are We Selling Consultatively? .....	35
Are We Selling on Price and Who Can Become a Value Seller?.....	38
Is Our Value Proposition Consistent? .....	39
Can We Close More Sales? .....	40

# **HOW DOES SALES LEADERSHIP IMPACT OUR SALES FORCE?**

## **Sales Management**

From a sales management perspective, growing a sales organization consists of coaching, motivating and recruiting salespeople; while holding them accountable for performing at the highest possible levels of achievement. Together with a sales force development plan, these four sales management competencies form a sales manager's ability to develop talent. Aside from making sure that the revenue and profit goals are met, talent development is the most desirable outcome.

- Some sales managers are expected to spend some of their time on direct sales.
- Some sales managers are expected to close deals on behalf of their salespeople.
- Some sales managers aren't all that interested in coaching.
- Some sales managers don't know the appropriate times to coach.
- Some sales managers don't know the proper approaches for coaching.
- Most sales managers have not created a sales environment or culture that is conducive to coaching.
- Most sales managers are simply not very effective when it comes to coaching salespeople.

Another significant challenge facing today's sales managers is the expansion of the sales force. Unlike days past when the entire sales force met in the office each morning, salespeople are now working remotely. The variations include:

- A regional salesperson working in a territory
- A local salesperson working virtually from home
- A national sales force strategically deployed in major cities across the country
- A global sales force dispersed around the world

As a result, many sales managers must also meet the challenge of how to work effectively with remote salespeople. In doing so they must be certain that the remote salespeople are focused on the job at hand, while providing the necessary sales support for them to perform.

On the following pages we will attempt to answer the question of how sales management has impacted the sales force by analyzing the data associated with sales management performance in the four areas we discussed on this page.

## Coaching

The process of coaching salespeople consists of an ongoing dialog that includes, but isn't limited to, pre-call strategizing and post-call debriefing with each salesperson. Under ideal conditions, this takes place on a daily basis.

**When managers are ineffective coaching their salespeople it is often because they aren't spending enough time performing their coaching activities. On some occasions, well-intentioned managers perform the activities - but poorly - when they have not created the proper environment for productive and effective sales coaching.** Salespeople must have a good business relationship with their managers, trust their intentions, believe in their advice, and respect their expertise. Salespeople must be open to change and sales managers must be rep-focused rather than self-focused.

In the table below we provide the following analysis for the Coaching Competency:

- Percentage of coaching skills possessed
- Effectiveness using those skills
- Coaching Environment, which shows potential reasons for effectiveness or lack thereof including:
  - If the manager is respected
  - If the manager is trusted
  - If a strong relationship exists
  - If the salespeople are coachable
  - The amount of time invested in coaching
  - If the focus is not all on the sales manager

As you can see from the table, sales coaching skills are generally better than sales coaching effectiveness using those skills. There can be many reasons for this but some of the most likely reasons are displayed in the table.

Based on the data, it appears that sales management is not having the impact from coaching that you would hope for. The good news is that with appropriate changes and improved effectiveness, the impact going forward could be quite powerful.

Name	% of Skills	Coaching Effectiveness	Respected by Salespeople	Trusted by Salespeople	Coaching Environment			Time Spent Coaching Salespeople	It's Not All about the Sales Manager
					Strong Relationships with Salespeople	Coachable Salespeople			
Tina Turner	67%	47%	✘	✘	✔	✔	15%	✔	



Coaching Competency	Debriefs Efficiently	Handles Joint Sales Calls Effectively	Asks Questions	No Need for Approval from Salespeople	Controls Emotions	Doesn't Rescue the Salespeople	Has a Sales Process	Knows Why People Buy	Knows How People Buy	Effective at Getting Commitments	Consistently Coaches and Debriefs	Beliefs Support Coaching	% of Coaching Traits
Tina Turner	✔	✔	✔	✔	✘	✔	✘	✔	✔	✘	✘	✔	67%

## Motivating

Motivating salespeople is an ongoing process where on those days that a salesperson isn't able to "self-start" sales management can step in and provide external motivation. Unfortunately, those days are far more common than anyone realizes and sales management can only be effective when aware of what will uniquely motivate each salesperson.

In the table below, you will find the factors that contribute to sales management's effectiveness when motivating salespeople. They include:

- Sales manager's percentage of motivational skills
- Sales manager's effectiveness using those skills
- Possible reasons for their effectiveness or lack thereof, including:
  - Do Salespeople Have Personal Goals and a Plan?
  - Are Salespeople Motivated?
  - Do Salespeople Have Strong Desire?
  - Are Salespeople Committed?
  - Is Enough Time Spent Motivating?

As you can see from the table, sales motivation effectiveness is generally better than sales motivation skills. This is quite unusual but sales management is finding a way to make the most of what they have the ability to accomplish. On the effectiveness side, there can be many reasons as to why the scores aren't higher but some of the most likely reasons are displayed in the table.

We found that your managers are not familiar enough with the salespeople's goals and dreams. We know that because a number of your people don't have goals and dreams. If your managers take the time to get to know their people a little better, they may become more responsive to coaching and accountability. If you really want to generate some growth among this part of your organization, this is an easy, yet powerful place to begin. You can begin to solve this problem by having private discussions with your managers about their own personal goals and dreams. You'll be surprised at what you might learn.

Our analysis identified a significant problem with Commitment. More than one third of the sales force is not committed to their personal sales success. As selling continues to become increasingly difficult, Commitment to sales success has become the single most important finding. It takes tremendous commitment to deal with the obstacles that salespeople must overcome in order to be successful and commitment is required if there is any hope to overcome skill gaps and weaknesses.

Based on the data, it appears that sales management is having the impact from motivation that you would hope for. With continued emphasis on motivation, along with more effective coaching and recruiting, the impact going forward could be quite powerful.

Tina Turner believes  
"I don't need to know what motivates my salespeople"

Name	% of Skills	Motivating Effectiveness	% of Salespeople with Personal Goals and Plan	Reasons for Effectiveness			Time Spent Motivating Salespeople
				Motivated Salespeople	Salespeople with Strong Desire	Salespeople with Strong Commitment	
Tina Turner	44%	68%	17%	100%	83%	50%	15%

Motivating Competency	Has Goals and a Plan	Knows What Motivates Salespeople	Gives Recognition	Strong Self Image	Good Bonding and Rapport	Runs Effective Sales Meetings	Doesn't Accept Mediocrity	Takes Responsibility	Beliefs Support Motivation	% of Motivating Traits
Tina Turner	✘	✘	✔	✔	✘	✘	✔	✔	✘	44%

## Recruiting

We looked at recruiting effectiveness by reviewing the number of salespeople that are new to the company and whether the percentage of new people is too large or too small. When the percentage is just right and it is as a result of planned turnover as opposed to voluntary resignations, we have good reason to believe that sales management is at least following an effective recruiting strategy.

In the table below we looked at:

- The percentage of recruiting skills
- Their recruiting effectiveness
- Potential reasons for their effectiveness or lack thereof, including:
  - Are new salespeople being consistently integrated into the organization?
  - Are the right people being selected?
  - Is Enough Time Spent Recruiting?

As you can see from the table below, sales recruiting skills are generally better than sales recruiting effectiveness from using those skills. There can be many reasons for this but three of the most likely reasons are displayed in the table.

Based on the data, it appears that sales management is having the impact from recruiting that you would hope for. With continued emphasis on recruiting, along with more effective coaching and accountability, the impact going forward could be quite powerful.

Name	% of Skills	Recruiting Effectiveness	% New Salespeople (<3 years)	% of New Salespeople Compatible	% of Time Recruiting Salespeople
Tina Turner	78%	67%	33%	0%	2%

Recruiting Competency	Upgrades the Sales Force	Uses Correct Hiring Criteria	Hires the Best Person for the Position	No Need for Approval from Salespeople	Good Bonding and Rapport	Great Interviewing Skills	Recruits Consistently	Good Decision Maker	Beliefs Support Recruiting	% of Recruiting Traits
Tina Turner	✗	✓	✓	✓	✗	✓	✓	✓	✓	78%

## Accountability

Holding salespeople accountable is perhaps the most feared part of sales management, despite the fact that it isn't that difficult. It is also the most important component of sales management. In addition to quota, it requires clear, mutual expectations for each salesperson's required activity on a daily basis, activities, which if performed, would result in the revenue goals being met.

In the table below we have included the factors that impact sales management's ability to hold salespeople accountable including:

- % of Accountability skills
- Effectiveness with accountability
- Possible reasons for their effectiveness or lack thereof, including:
  - Does the Sales Manager need to be liked by salespeople?
  - Does the Sales Manager have difficulty recovering from rejection?
  - Does the Sales Manager allow excuse making (% of salespeople that take responsibility)?
  - Is enough time spent holding salespeople accountable?

As you can see from the table, sales management accountability skills are generally better than sales management accountability effectiveness from using those skills. On the effectiveness side, there can be many reasons as to why the scores are not higher but some of the most likely reasons are displayed in the table.

Name	% of Skills	Accountability Effectiveness	Don't Need to be Liked	Rejection Proof	Salespeople Who Take Responsibility	% Time on Accountability
			Potential Reasons for Lack of Effectiveness			
Tina Turner	86%	61%	✓	✓	33%	10%

Accountability Competency	Doesn't Accept Mediocrity	No Need for Approval from Salespeople	Takes Responsibility	Manages Behavior	Asks Questions	Manages Pipeline	Beliefs Support Accountability	% of Accountability Traits
Tina Turner	✔	✔	✔	✘	✔	✔	✔	86%

\* The following table provides additional details about Pipeline Management skills.

Pipeline Management Competency	Focuses on New or Stalled Business	Regularly Reviews Pipeline	Spends Proper Time on Pipeline Reviews	Focused on Keeping Pipeline Full	Focused on Best Pipeline Metrics	Properly Utilizing Pipeline Metrics	% of Pipeline Management Traits
Tina Turner	✔	✔	✔	✔	✔	✔	100%

Tina Turner believes  
"I don't manage my salespeople's behavior"

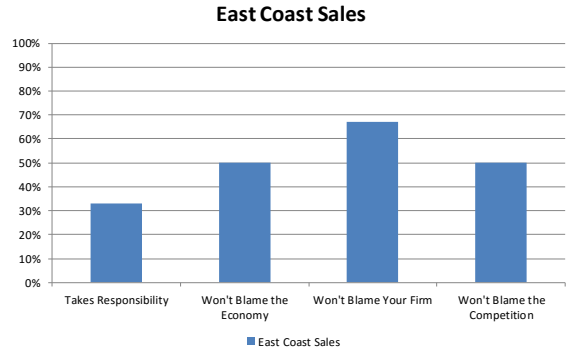
**33%** of your **salespeople** believe  
"Any lack of results is due to the policies of my company"

**33%** of your **salespeople** believe  
"Any lack of results is due to my competitors"

**50%** of your **salespeople** who are required to handle strong pressure from sales management are comfortable with that

**17%** of your **salespeople** who are required to be managed with close supervision are comfortable with that

We should further explore the Excuse Making finding. Not all excuse making is obvious. Sometimes it is simply their rationalization or justification for an outcome. If you don't currently view either of those as excuses, excuse making is likely to continue. Excuse making can be a huge issue and, until it is eliminated, prevents sales change.



Based on the data, it appears that sales management is not having the impact that you had hoped from holding salespeople accountable. The good news is that with appropriate changes and improved effectiveness, the impact going forward could be quite powerful.

The table below identifies the salespeople who make excuses and the types of excuses they are likely to make.

Name	Takes Responsibility	Most Likely to Blame
		Economy
		Your Firm
		Competition
Gregg Allman	67%	
Tom Petty	0%	
Tom Scholz	67%	
TommyShaw	0%	
Bruce Springsteen	33%	
Steven Tyler	0%	
<b>Average</b>	<b>33%</b>	

## **Summary of Sales Management Effectiveness**

We have reviewed all of the findings and supportive data for the skills and effectiveness of sales management in the areas of coaching, motivating, recruiting, and holding salespeople accountable.

As your sales managers go, so go your salespeople. Salespeople will generally not do more than sales managers ask them to, and sales managers cannot coach them beyond their own personal capabilities to sell.

You should also know that when sales training and development is provided to your salespeople, your sales managers must be able to coach their salespeople to the new sales process, strategies, skills and tactics, as well as hold them accountable for change.

Overall it appears that sales management has not had a positive impact on the sales force. This occurs much more frequently than you would expect as most companies have weak sales management. This makes your situation typical rather than unusual. Unlike scenarios where sales management is just horrible, your sales management situation is very fixable. Over time, with the appropriate sales management training and coaching, sales management at your company should have a positive impact on the sales force.



## DO WE HAVE THE RIGHT PEOPLE IN THE RIGHT ROLES?

Salespeople are not always placed in a role where they can have the most success. With that in mind, we performed an analysis of each salesperson and identified the role / roles in your company for which they are best suited.

In the second row of the table that follows, we list the criteria (each represented by a letter) that are necessary for success in the roles you identified. We then compare each salesperson against each role and show, using the same letters, which criteria the salesperson meets.

In addition to these criteria, we show a percentage score indicating how compatible each employee is with each role. Compatibility is measured by comparing the employee's experience with the role's requirements.

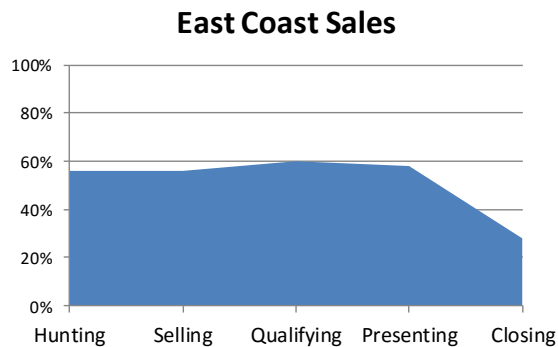
Looking at each column, the icons indicate which employees are best suited for each role. Green checks indicate the employees that meet the most criteria and are the most compatible. Red X's indicate the employees that meet the fewest criteria and/or are the least compatible. Yellow flags indicate employees that meet some of the criteria and/or are somewhat compatible.

Looking at each row, blue shading indicates the role / roles for which an employee is best suited. Gray shading indicates the role to which an employee is currently assigned. Green shading indicates that the employee is already in the best role.

Name	Major Retail Chains	Record Labels	Online Sellers
	A - Competition resistant B - High ticket seller C - Value seller	A - Competition resistant B - High ticket seller C - Value seller D - Resistance proof seller E - Able to sell to top executives I - Will hunt for new business	A - Competition resistant C - Value seller F - Compatible with a one call close I - Will hunt for new business J - Entrepreneurial seller
Gregg Allman	ABC 56%	ABCDEI 48%	ACFIJ 36%
Tom Petty	ABC 56%	ABCDEI 64%	ACFIJ 64%
Tom Scholz	ABC 48%	ABCDEI 52%	ACFIJ 32%
Tommy Shaw	AC 60%	ACDEI 56%	ACFIJ 40%
Bruce Springsteen	ABC 92%	ABCDEI 88%	ACFIJ 84%
Steven Tyler	AC 52%	ACDEI 56%	ACFIJ 40%

## WHAT ARE OUR CURRENT SALES CAPABILITIES?

Your current sales capabilities can be best illustrated by reviewing the graph below.



The graph tells a story that suggests the sales force has the following capabilities:

- Only some of your salespeople have the ability to find new business.
- Some of them have some of the attributes required for selling consultatively, enabling only them to differentiate themselves from the competition, identify compelling reasons to buy, and gain early traction.
- Some of them have some of the attributes for qualifying effectively; helping them to minimize wishful thinking, happy ears, inappropriate quotes and proposals, delayed closings, business that fails to close, and wasted time.
- Your sales force is exhibiting some of the traits necessary to avoid being overly presentation-minded. Areas for improvement could include not focusing too much on early presentations, exercising good consultative selling skills, and not generating too many inappropriately-timed proposals.
- Your sales force does not have the ability to close effectively, likely causing delayed closings, lost sales, stalls and put-offs.

## Selling Competencies

We looked numerous Competencies to determine the percentage of attributes that your salespeople possess in each one:

The details of those Competencies are found in other sections of this document where they were used to support our answers and findings. The explanations appear prior to each detailed Competency and provide you with a greater understanding of their meaning.

As we present our data-supported findings and continue answering these important questions, the Competencies will be a consistent part of those answers. While there is much more to sales and selling than skills and tactics, they do represent 50% of the equation for your salespeople. The other 50% is represented by selling strengths that actually support the use of skills.

It is very important to understand that **salespeople with the right mix of strengths but few skills will always outperform salespeople with good skills but a limited number of strengths.**

Your Salespeople Have **56%** of the Hunter Competency  
and **25%** of the Relationship Building Competency  
and **45%** of the Sales Posturing Competency  
and **56%** of the Consultative Competency  
and **60%** of the Qualifier Competency  
and **58%** of the Presentation Approach & Context Competency  
and **28%** of the Closer Competency  
and **31%** of the Sales Process Competency

and **50%** of the CRM Savvy Competency

and **24%** of the Social Selling Competency

## The Account Manager

The Account Manager Competency is not found elsewhere in this document. It includes the skills that are suitable for account management, which we define as assigned accounts they are to manage, handhold, solve problems, maintain and when possible, grow.

Account Manager Competency	Has Strong Relationships	Will Meet/Talk with Decision Makers	Will Know the Real Budgets	Will Handle Organizational Politics	Will Manage Time Effectively	Won't Feel Urgency to Close Business	Won't Alienate People	Will Focus on Current Accounts Rather than Looking for New Accounts	Will Make Friends Everywhere	Will Follow Up Often	% of Account Manager Traits
Tina Turner	✘	✔	✔	✘	-	✘	✘	✔	✘	✔	44%
Gregg Allman	✘	✔	✔	✔	✘	✔	✘	✘	✘	✔	50%
Tom Petty	✘	✘	✔	✔	✘	✔	✔	✘	✘	✔	50%
Tom Scholz	✘	✘	✔	✘	✔	✔	✔	✔	✘	✔	60%
TommyShaw	✘	✔	✘	✔	✔	✔	✘	✘	✘	✔	50%
Bruce Springsteen	✘	✘	✔	✘	✔	✘	✘	✘	✘	✔	30%
Steven Tyler	✘	✘	✘	✘	✔	✘	✘	✘	✘	✔	20%

## The Farmer

The Farmer Competency is also not found elsewhere in this document. It includes the skills that are suitable for farming which we define as large assigned accounts where salespeople are responsible for growth across the enterprise.

Farmer Competency	Handles "It's a Lot of Money" Objection	Has Closing Urgency	Attempts To Close	Won't Panic Over Objections	Won't Accept Put Offs	Won't "Understand" Most Objections	Won't Alienate Customers	Will be Very Likable	Unlikely to be Distracted by New Accounts	% of Farmer Traits
Tina Turner	✔	✔	✘	✘	✘	✔	✘	✘	✔	44%
Gregg Allman	✔	✘	✘	✔	✘	✔	✘	✘	✘	33%
Tom Petty	✔	✘	✘	✘	✘	✘	✔	✔	✘	33%
Tom Scholz	✔	✘	✘	✔	✘	✘	✔	✔	✔	56%
Tommy Shaw	✘	✘	✘	✔	✘	✔	✘	✘	✘	22%
Bruce Springsteen	✔	✔	✘	✘	✘	✔	✘	✘	✘	33%
Steven Tyler	✘	✔	✘	✘	✘	✘	✘	✘	✘	11%

## Sales DNA

Sales skills are not the only factors that determine an individual's sales capabilities. Sales DNA, the combination of an individual's sales strengths/weaknesses, are even more important. As strengths Sales DNA supports a salesperson's ability to execute. When they appear as weaknesses Sales DNA hinders the execution of selling skills and sales process. In the table below we present the Sales DNA of the six most significant strengths/weaknesses. High Sales DNA percentages are an indication that salespeople will be able to execute most of the skills they possess. Lower percentages suggest that weaknesses will impede a salesperson's performance. We will explain each component of Sales DNA in its intended context later in the report but you can read a short explanation below.

**Doesn't Need to be Liked** - As a strength it supports asking questions. As a weakness it prevents people from doing anything that they believe will upset their prospect, customer, client.

**Controls Emotions** – As a strength it supports listening and asking questions. As a weakness, it prevents people from maintaining control.

**Supportive Beliefs** – As a strength, beliefs support positive outcomes. As a weakness, beliefs sabotage most outcomes.

**Supportive Buy Cycle** – As a strength it supports strategies and tactics for dealing with comparison shoppers, price shoppers and indecisive prospects. As a weakness, it leaves people helpless to defend those undesirable behaviors.

**Comfortable Talking about Money** – As a strength it supports having an in-depth financial conversation. As a weakness it prevents people from helping prospects, customers and clients from finding the money to pay for your product or service.

**Rejection Proof** – As a strength it supports prospecting for new business. As a weakness, it prevents people from getting back on the phone after being rejected.

	Doesn't Need Approval	Controls Emotions	Supportive Beliefs	Supportive Buy Cycle™	Comfortable Discussing Money	Handles Rejection	Combined Sales DNA
Tina Turner	88%	67%	83%	86%	100%	94%	85%
Gregg Allman	100%	89%	89%	71%	100%	100%	90%
Tom Petty	62%	56%	70%	29%	50%	24%	53%
Tom Scholz	75%	89%	74%	29%	50%	32%	63%
Tommy Shaw	100%	89%	87%	71%	83%	100%	86%
Bruce Springsteen	88%	67%	85%	71%	50%	100%	72%
Steven Tyler	88%	78%	76%	14%	33%	94%	58%
	<b>86%</b>	<b>78%</b>	<b>80%</b>	<b>48%</b>	<b>61%</b>	<b>75%</b>	<b>70%</b>

The average Sales DNA for your sales force is

**70%**

This score suggests that weaknesses are having some impact on your salespeople overall, while certain salespeople with a higher severity may be having a more difficult time selling effectively.

## Intangibles

It is possible for a very successful salesperson to assess poorly, have low Sales DNA, few selling skills, and even lack Desire and Commitment. In situations like these it can be difficult to understand why there appears to be a contradiction. A very small minority of salespeople possess intangibles, things that help them succeed in your business. Their intangibles aren't teachable, transferrable or duplicable so you wouldn't want to hire someone else just like them. When a salesperson has some of these or, in certain cases, a particular one, it can explain what the assessment can't.

- Lives Off of an Endless Number of Quality Referrals: Gregg Allman
- Provides Award-Level Service: Tom Petty
- Extremely Well-Liked / Loved: Tom Petty
- Been in the Industry for Decades: Tom Scholz
- Has the Best Customers or Clients: Tom Scholz
- Winning Personality: Tommy Shaw, Steven Tyler
- Recipient of the Most Company Leads: Tommy Shaw
- Industry Expert: Bruce Springsteen, Steven Tyler
- Extremely Well-Known: Bruce Springsteen
- Huge Book of Renewal Business: Steven Tyler



## Summary of Selling Capabilities

We have analyzed:

- The specific Competencies
- Sales DNA
- Intangibles
- The use and/or execution of a sales process (which appears later in this evaluation)

Together, these four elements are the primary sources for determining the current capabilities of your sales force.

The overall sales capability score for your sales force is

**48%**

Overall, the selling capability of your sales force is quite low. The Competencies are generally weak and the Sales DNA indicates that weaknesses are getting in the way much too frequently. Improved sales coaching from sales management, along with the appropriate sales training to improve skills and overcome weaknesses, will improve the selling capability of your sales force over time.

**33%**

of your **salespeople** believe  
"I need to provide proposals (or quotes)"

## HOW MOTIVATED ARE OUR SALESPEOPLE AND HOW ARE THEY MOTIVATED?

Motivation is as important as ever but today's salesperson is not necessarily motivated by money. Motivation can appear as either Intrinsic or Extrinsic. Intrinsic tend to be motivated by recognition, fulfillment, satisfaction, enjoyment, love of selling, mastery, or even when they have something to prove to others. Extrinsic tend to be motivated by money, rewards, toys, vacations, and material things. In the tables that follow, you can see the level of overall motivation as well as how the two types of motivation contribute to overall motivation.

Group	Intrinsic	Extrinsic	Balanced
EastCoastSales	83%	0%	17%

### Types of Motivation by Person

The next table shows the style of motivation (♥ intrinsic, \$ extrinsic, or = balanced) and the overall level of motivation for each salesperson.

One approach you can take to maintain motivation is to align your salespeople with your sales cycle. If you have a longer and more complex sales cycle, you may find more consistency from intrinsically motivated salespeople. If you have a shorter and/or more heavily commissioned sales cycle, you may find that extrinsically motivated salespeople are more effective.

Name	Style	Motivation	Goal-Oriented
Gregg Allman	♥	<div style="width: 75%; background-color: green; border: 1px solid black;"></div>	✘
Tom Petty	=	<div style="width: 50%; background-color: green; border: 1px solid black;"></div>	✘
Tom Scholz	♥	<div style="width: 75%; background-color: green; border: 1px solid black;"></div>	✘
Tommy Shaw	♥	<div style="width: 90%; background-color: green; border: 1px solid black;"></div>	✔
Bruce Springsteen	♥	<div style="width: 75%; background-color: green; border: 1px solid black;"></div>	✘
Steven Tyler	♥	<div style="width: 75%; background-color: green; border: 1px solid black;"></div>	✘

## Motivational Tendencies

Everyone responds differently to motivation, so we thought you might find it useful to learn what your salespeople will respond to. In the table below, please note the specific motivators that will work for each salesperson.

Name	Loving to win Hating to lose	Spending to create pressure Self-rewarding performance	Being pressured Self-pressure	Being closely managed Self-management	Competing against others Self-competition	Recognition Satisfaction
Gregg Allman	☺ ☹	🎲 🏆	👤 👤	👤 👤	👤 👤	👤 ☺
Tom Petty	☺	🎲	👤 👤	👤 👤	👤 👤	👤 ☺
Tom Scholz	☺	🎲	👤 👤	👤 👤	👤 👤	☺
Tommy Shaw	☹	🎲	👤 👤	👤 👤	👤 👤	☺
Bruce Springsteen	☺	🏆	👤 👤	👤 👤	👤 👤	👤 ☺
Steven Tyler	☹	🏆	👤 👤	👤 👤	👤 👤	☺

## Summary of Motivation

Overall, the motivation on your sales force appears to be quite good, although most of your salespeople are intrinsically motivated. This isn't a problem, as long as you learn to motivate them in a non-traditional way that makes sense for both you and them.

0%

of your **salespeople** who are required to be compensated mostly by commission are comfortable with that

50%

of your **salespeople** who are required to be compensated mostly with salary are comfortable with that

# WHY AREN'T WE GENERATING MORE NEW BUSINESS?

## The Role of Your Salespeople

The key to this question is the word "new." We analyzed the ability of your sales force to hunt for new business. In order to generate more new business your salespeople must be both willing and capable of hunting, and sales management must be both willing and capable of holding them accountable.

There are two perspectives for the Hunter Competency: One is the overall percentage of attributes that each salesperson possesses. The other, and more important of the two, is whether they have a willingness to hunt. We weigh this perspective more heavily in our analysis.

The table below shows where your people are today relative to their ability to find new opportunities.

In the table below:

- Hunters are those that will and do hunt.
- Potential Hunters are those that will if they are required to hunt.
- Fishermen are those that prefer to wait for the prospects to come to them. If the prospects bite they'll engage.
- PETP (People for the Ethical Treatment of Prospects™) are completely against hunting so it is not realistic for them to hunt for new business under any circumstances.

It appears that some of your salespeople are willing to hunt but have not been hunting with any consistency. Increased sales management accountability should have a positive impact on this. When that is solved you can count on your salespeople to find opportunities for the first stage of the pipeline.

Hunters	Potential Hunters	Fishermen	PETP
Bruce Springsteen	Gregg Allman Tom Petty TommyShaw Steven Tyler	None	Tom Scholz

## The Hunter

If you are required to find new business, the Hunter Competency contains the attributes required for successful in this area. While the percentages in this Competency are helpful, they are less important than certain individual attributes.

Specifically, it is important for salespeople to possess these attributes:

- Prospects Consistently
- Will Prospect
- Has No Need for Approval
- Recovers from Rejection
- Maintains a Full Pipeline

Not a Perfectionist - This may seem like a negative but in the case of hunting, some perfectionists seriously delay making calls until they believe the calls can be perfect. On their individual evaluations, we told them to strive for perfect endings, not perfect beginnings.

Hunter Competency	Uses Social Selling Tools *	Attends Networking Events	Prospects via Phone and / or Walk-ins	Gets Referrals from Customers / Network	Reaches Decision Makers	Schedules Meetings	Prospects Consistently	Has No Need for Approval	Recovers From Rejection	Maintains Full Pipeline	Will Prospect	Not a Perfectionist or it Does Not Prevent Prospecting	% of Hunter Traits
Tina Turner	-	-	-	✔	✔	-	-	✔	✔	-	✘	-	80%
Gregg Allman	✘	✔	✔	✘	✔	✘	✘	✔	✔	✔	✔	✔	67%
Tom Petty	✘	✘	✔	✘	✘	✔	✘	✘	✘	✘	✔	✔	33%
Tom Scholz	✔	✔	✘	✘	✘	✔	✘	✘	✘	✘	✘	✔	33%
Tommy Shaw	✔	✔	✔	✘	✔	✔	✔	✔	✔	✘	✔	✘	75%
Bruce Springsteen	✔	✘	✔	✘	✘	✔	✔	✔	✔	✔	✔	✔	75%
Steven Tyler	✘	✘	✔	✘	✘	✔	✘	✔	✔	✘	✔	✔	50%

\* The following table provides additional detail about your organization's Social Selling capabilities.

<b>The Social Selling Competency</b>	<b>Uses LinkedIn</b>	<b>Uses Twitter for Business</b>	<b>Well Connected</b>	<b>Posts/Shares Updates for Visibility</b>	<b>LinkedIn Social Selling Index Score</b>	<b>Connected to Potential Customers/Clients</b>	<b>Generates Leads through Social Selling</b>	<b>% of Social Selling Components</b>
Tina Turner	✔	✔	✘	✔	✘	✔	✘	57%
Gregg Allman	✔	✘	✘	✘	✘	✘	✘	14%
Tom Petty	✘	✘	✘	✘	✘	✘	✘	0%
Tom Scholz	✘	✔	✘	✘	✘	✔	✘	29%
TommyShaw	✔	✘	✘	✘	✔	✔	✘	43%
Bruce Springsteen	✘	✘	✔	✘	✘	✘	✔	29%
Steven Tyler	✘	✔	✘	✘	✘	✘	✔	29%

## Sales Management's Role

We discussed sales management accountability several pages back in this document. To refresh your memory, the table below shows sales management's current ability to hold salespeople accountable for finding new business.

Name	% of Accountability Skills	% of Accountability Effectiveness
Tina Turner	86%	61%

Some training and coaching will be required before Sales Management is able to hold salespeople accountable for proactive hunting.

### Summary

You have some of the ingredients for generating new revenue. Some of your salespeople are well suited for hunting and sales management will be well suited for holding them accountable after they receive some training and coaching on the proper ways to hold salespeople accountable.

83%

of your **salespeople** who are required to sell against the competition you face are comfortable with that

50%

of your **salespeople** who are required to call on the Management Level are comfortable with that

0%

of your **salespeople** who are required to call on ownership or the C Level are comfortable with that

50%

of your **salespeople** who are required to call on Business Users are comfortable with that

100%

of your **salespeople** who are required to call on the corporate/industrial market are comfortable with that

0%

of your **salespeople** who are required to call on the small business/professional market are comfortable with that

75%

of your **salespeople** who are required to hunt for new business are comfortable with that

83%

of your **salespeople** who are required to generate their own leads are comfortable with that

## ARE WE REACHING THE ACTUAL DECISION MAKERS?

When salespeople fail to speak with the actual decision makers early enough in the sales process, sales can be delayed or lost to competitors. In the table below, the left column shows whether or not your salespeople are currently reaching decision makers.

Name	Reaches Decision Makers	Does Not Need to be Liked	Comfortable with Targeted Decision Maker
Gregg Allman	✓	✓	✓
Tom Petty	✗	✗	✗
Tom Scholz	✗	✗	✗
Tommy Shaw	✓	✓	✗
Bruce Springsteen	✗	✓	✓
Steven Tyler	✗	✓	✗

The middle column indicates whether your salespeople have a need to be liked. If they aren't currently reaching decision makers and they need to be liked, they will first need to overcome their need to be liked. Then they will be comfortable enough to push back and ask tough questions that currently prevent them from seeing people of authority.

The right column indicates whether your salespeople are comfortable with the types of decision makers that you indicated they need to call on.

### Summary

The majority of your salespeople are not reaching decision makers but at least half do not have the need to be liked. As a result, the issue has more to do with a skill gap rather than a weakness. Over time, appropriate training and coaching should take care of the problem with your salespeople reaching decision makers.

33%

of your **salespeople** believe "I have to call on buyers before I can call on end users or decision-makers"



## WHY ISN'T OUR SALES CYCLE SHORTER?

To answer this question we looked at 11 factors that historically support shorter sales cycles. Shorter sales cycles are generally not impacted by delayed closings or business lost to competitors. We present the 11 factors for you in the next table.

- **Makes Decisions** – If you make buying decisions without having to think it over you will find a way to get your prospects to make decisions too.
- **Consultative Seller** – If your salespeople can sell consultatively they can uncover the compelling reason to buy, a motivator that creates urgency and shortens the sales cycle.
- **Qualifier** – If you qualify thoroughly there will be fewer opportunities for premature demos, quotes, proposals, and presentations that lead to delayed closings and lost business.
- **Won't Accept Put-Offs** – The ability to ask questions after being put off can lead to getting business closed at the first closing opportunity.
- **Doesn't Need to be Liked** – If your salespeople don't need to be liked they will accept fewer put-offs because they won't be worried about asking the next question, pushing back, or challenging the prospect.
- **Controls Emotions** – If your salespeople do not panic in the heat of battle or become too excited when they hear what they want to hear, they can control the sales process more effectively.
- **Able to Discuss Money** – When your salespeople are able to discuss finances they are more likely to uncover the actual budget and confirm the prospect's ability to spend it. That tends to prevent most of the delays blamed on money.
- **Rejection Proof** – When you are not affected by rejection you are less likely to avoid asking questions that could result in a "no".
- **Healthy Skepticism** – When you have a healthy skepticism, you can avoid happy ears, not mistake put-offs for promises, and have much better sense for what is reality.
- **Supportive Beliefs** – When you have beliefs that support ideal sales outcomes you can be more successful.
- **Effective Sales Process** – When the sales process lends itself to repeatable and desirable results, sales cycles tend to be much shorter while conversion ratios tend to be much higher.

Your salespeople have very few of the 11 factors that support a shorter sales cycle. Therefore, we believe that your sales cycle can be shortened significantly by developing a customized, formal, structured sales process, and providing sales training and coaching to develop skills and overcome weaknesses.

**67%** of your **salespeople** believe "I have a long sales cycle"

Tina Turner believes "Prospects that think it over will eventually buy from us"

83%

of your **salespeople** believe "Prospects that think it over will eventually buy from me"

50%

of your **salespeople** who are required to sell in a long sales cycle are comfortable with that

50%

of your **salespeople** believe "I understand when my prospects want to think it over"

50%

of your **salespeople** who are required to close in one call are comfortable with that

67%

of your **salespeople** believe "I understand when my prospects want to comparison shop"

Name	Makes Decisions	Consultative Seller	Qualifier	Won't Accept Put-Offs	Doesn't Need to be Liked	Controls Emotions	Able to Discuss Money	Rejection Proof	Healthy Skepticism	Supportive Beliefs	Effective Sales Process	Factors
Gregg Allman	✓	✓	✓	✗	✓	✓	✓	✓	✗	✓	✗	8
Tom Petty	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	0
Tom Scholz	✗	✗	✗	✗	✗	✓	✗	✗	✗	✗	✗	1
Tommy Shaw	✓	✓	✓	✗	✓	✓	✓	✓	✗	✓	✗	8
Bruce Springsteen	✓	✗	✗	✗	✓	✗	✗	✓	✗	✗	✗	3
Steven Tyler	✗	✗	✗	✗	✓	✗	✗	✓	✗	✗	✓	3
<b>Average</b>	<b>50%</b>	<b>33%</b>	<b>33%</b>	<b>0%</b>	<b>67%</b>	<b>50%</b>	<b>33%</b>	<b>67%</b>	<b>0%</b>	<b>33%</b>	<b>17%</b>	<b>4</b>

## ***ARE WE SELLING CONSULTATIVELY?***

### **The Consultative Seller**

Selling has changed dramatically since 2008. The biggest changes are that:

- It's more difficult to reach prospects
- Prospects do not have time to meet
- There is much greater resistance
- Salespeople tend to be invited in later in the sales cycle
- There is far more price sensitivity
- Prospects are more cautious and conservative on what they spend their money
- There is greater need to differentiate

Consultative Selling is an approach that helps salespeople deal with the issues listed above. It is the most misunderstood term in all of sales with most people believing that a salesperson must ask questions, identify an issue and present a solution. This isn't entirely wrong, but it does fall short of the intended meaning, and most salespeople aren't actually selling this way. Instead, they have some prepared questions, ask some of them, and when a question leads to an issue, they begin to talk about a solution.

When Consultative Selling is properly executed it can help a salesperson to differentiate, sell value, and sometimes be viewed as a Trusted Advisor. This can only occur after a salesperson has asked enough questions (dozens) to go as wide and deep as possible, leading to a discussion of issues, opportunities, implications, the people they affect, and potential outcomes. As much as consultative selling relies on highly developed questioning skills, equally well-developed listening skills are an even more important component.







<b>Consultative Seller Competency</b>		Asks Great Questions	Asks Enough Questions	Quickly Develops Relationships *	Presenting at Appropriate Times	Uncovers Issues	Understands How Prospects Will Buy	Takes Nothing for Granted	Able to Ask Tough Questions	Able to Listen/Ask with Ease	% of Consultative Seller Traits
Tina Turner		✔	✔	✘	✔	✔	✔	✔	✔	✘	78%
Gregg Allman		✔	✔	✘	✔	✔	✔	✔	✔	✔	89%
Tom Petty		✘	✘	✘	✔	✘	✘	✘	✘	✘	11%
Tom Scholz		✔	✘	✘	✘	✔	✔	✔	✘	✔	56%
Tommy Shaw		✔	✘	✘	✘	✔	✔	✔	✔	✔	67%
Bruce Springsteen		✘	✘	✘	✔	✔	✔	✔	✔	✘	56%
Steven Tyler		✘	✘	✘	✔	✔	✔	✔	✔	✘	56%

\* The following table provides additional detail about your organization's ability to quickly develop relationships.

<b>The Relationship Building Competency</b>		Quickly Develops Rapport	Develops Strong Relationships over Time	Customers Follow to New Companies	Relationship Is Key Factor in Winning Business	Believes That Making Friends Is Single Greatest Asset	Is Extroverted	% of Relationship Building Attributes
Tina Turner		✘	✘	✔	✘	✘	✔	33%
Gregg Allman		✔	✔	✔	✘	✘	✘	50%
Tom Petty		✔	✘	✘	✘	✘	✘	17%
Tom Scholz		✘	✔	✘	✘	✘	✘	17%
Tommy Shaw		✘	✘	✘	✘	✘	✘	0%
Bruce Springsteen		✘	✔	✘	✘	✘	✔	33%
Steven Tyler		✘	✔	✔	✘	✘	✘	33%

## Capable of Building Trust with Prospects and Clients

Dave Kurlan's recent White Paper, "The Trust Project - When and Why Salespeople Aren't Trusted" - revealed that in general, salespeople are not trusted, especially by women. Some industries are worse (life insurance, auto, home remodelers) than others (business services, industrial sales), and salespeople, especially young males, must build trust in order to have a chance for success. The following table shows the salespeople who possess the ability to build trust and demonstrate business integrity. When they develop the ability to sell consultatively as well, the potential is there for them to be viewed as trusted advisors.

Name	Capable of Building Trust
Gregg Allman	
Tom Petty	
Tom Scholz	
Tommy Shaw	
Bruce Springsteen	
Steven Tyler	

## Summary

Your salespeople do not currently have the strengths and skills necessary for selling more consultatively. The good news is that there is tremendous room for improvement and with the proper sales training and coaching they should be selling consultatively in the near future.

Tina Turner believes  
"My salespeople need to make presentations"

## ARE WE SELLING ON PRICE AND WHO CAN BECOME A VALUE SELLER?

If your salespeople feel that they need a more competitive price or worse, the lowest price, in order to win the business, the chances are quite good that they aren't selling on value. In order to answer the question as to whether you are selling on price or value, and who could become a value seller, we looked at the following factors, also shown in the table below:

- **Compelling Reasons (Compelling)** – A salesperson's ability to uncover the prospect's reasons to buy, which helps the salesperson discover the value in the opportunity.
- **Value Buyer (Value)** – When a salesperson buys based on value rather than price they are more likely to sell value. Salespeople who are price shoppers have the most difficulty upholding margins, creating and selling value.
- **Ability to Differentiate (Diff)** – Salespeople who make good first impressions and stand out from the crowd get their prospects to pay more attention to them than the competition.
- **Able to Discuss Money (Discuss Money)** – When salespeople can discuss money it is easier for them to discuss the value and make sure the prospect sees it the same way.
- **High Threshold for Money (Money Threshold)** – The High Threshold is indicative of a salesperson who should be able to ask for a lot of money (not to be confused with Able to Discuss Money) without concern for the amount sounding like it is "a lot" to them personally.
- **Sales-Specific Skills (Skill)** – For most salespeople more skills lead to more success when they are required to sell value.

For many of your salespeople, the most important element to selling value – the way they buy value for themselves - is already in place. While they are far from value sellers today, they can become value sellers in the near future.

Name	Compelling	Value	Diff	Discuss Money	Money Threshold	Skill	Factors
Gregg Allman	✓	✓	✗	✓	✓	✓	5
Tom Petty	✗	✓	✗	✗	✓	✗	2
Tom Scholz	✓	✓	✗	✗	✓	✗	3
Tommy Shaw	✓	✓	✗	✓	✗	✓	4
Bruce Springsteen	✓	✓	✗	✗	✓	✗	3
Steven Tyler	✓	✓	✗	✗	✗	✗	2
<b>Average</b>	<b>83%</b>	<b>100%</b>	<b>0%</b>	<b>33%</b>	<b>67%</b>	<b>33%</b>	<b>3</b>

## IS OUR VALUE PROPOSITION CONSISTENT?

We asked your salespeople to provide us with their version of your value proposition. You can see them listed below along with their elevator pitch and their version of the company's brand promise. We simply copied and pasted their submissions into the document so **any spelling and/or grammatical errors in this section belong to your salespeople.**

Name	Value Proposition	Brand Promise	Elevator Pitch
Gregg Allman	Our goal is to deliver the best show	To sell more autobiographies than any other rock star	I've got one more silver dollar
Tom Petty	We are committed to providing the best show ever.	To have more band names than Robert Plant	You can call me Charlie T Wilbury, Jr.
Tom Scholz	To be more than just another band out of Boston	You know everybody knows our name	Well, we are just another band out of Boston
TommyShaw	Provide a carnival atmosphere	To never, never, never sing Mr. Roboto in one of our concerts	I've got too much time on my hands and it's ticking away, ticking away from me.
Bruce Springsteen	Committed to being the best band to perform at Fenway Park	To stop dancing in the dark	I was born in the USA
Steven Tyler	Committed to being the best band to perform at Gillette Stadium	To never, never, never sing the National Anthem at a sporting event	Everybody's got the dues in life to pay

### Summary

More than half of your salespeople were able to express the value proposition with some degree of consistency. Your onboarding is probably working and your messaging is likely being reinforced across the organization on an ongoing basis. Those who were unable to correctly express the value proposition should be questioned about that.

## CAN WE CLOSE MORE SALES?

### The Closer

The Closer Competency helps us to understand whether or not your salespeople have the attributes that will enable them to convert qualified opportunities at the time they become closable. Some opportunities close later than expected because they were not closed at the first closing opportunity. While you have probably been very happy to get that business at a later time, those deals did fail to close when they should have – at the time they first became closable.

While the Closer Competency explains what your salespeople are capable of accomplishing **at** closing time, closing has much more to do with factors that precede the closing step of the sales process, most of which we have already discussed:

- Consultative Selling Skills
- Qualifying Skills
- Sales Process (later in the document)
- Sales Posturing Skills (later in this chapter)
- Presenting (later in this chapter)

Closer Competency	Gets Prospect To Agree To Make a Decision	Won't Make Inappropriate Quotes	Will Meet with the Decision Maker	Will Find a Way to Close	Won't be Overly Patient	Unlikely to be Derailed by Put-Offs	Not Likely to Take "Think it Overs"	Isn't Hoping to be Liked	Will Stay in the Moment at Closing Time	% of Closer Traits
Tina Turner	✗	✗	✓	✗	✓	✗	✓	✓	✗	44%
Gregg Allman	✗	✗	✓	✗	✗	✗	✓	✓	✓	44%
Tom Petty	✗	✗	✗	✗	✗	✗	✗	✗	✗	0%
Tom Scholz	✗	✗	✗	✗	✗	✗	✗	✗	✓	11%
Tommy Shaw	✓	✗	✓	✗	✗	✗	✓	✓	✓	56%
Bruce Springsteen	✗	✗	✗	✗	✓	✗	✓	✓	✗	33%
Steven Tyler	✗	✗	✗	✗	✓	✗	✗	✓	✗	22%



## Sales Posturing

Although sales effectiveness is typically measured by revenue, there is more to selling than the end result. All too frequently the end result is simply a sum of its parts, a by-product of a salesperson's motivation, determination, strengths, skills, competencies, strategies, tactics and posturing.

The next table shows the qualities that support effective posturing or whether your salespeople are able to effectively position your products/services and company and make a memorable impression.

A yellow flag icon indicates that they are neither strong nor weak in that particular quality.

Sales Posturing Competency	Great Outlook	Good Self-Image	Controls Emotions	Takes Responsibility	Works Independently	Goal Oriented	Builds Relationships Early	Is a Problem Solver	Consultative Competency (%)	Sales Optimism	Sales Assertiveness	Sales Empathy	Sales Posture Score
Tina Turner	👍	👍	👎	👍	👍	👎	👎	👍	78	👍	🚩	🚩	62%
Gregg Allman	👍	👍	👍	👍	👎	👎	👎	👍	89	👎	👍	👎	59%
Tom Petty	👍	👎	👎	👎	👍	👎	👎	👍	11	👎	🚩	👎	28%
Tom Scholz	👍	👎	👍	👍	👍	👎	👎	👍	56	👎	🚩	👎	40%
Tommy Shaw	👎	👍	👍	👎	👍	👍	👎	👍	67	🚩	🚩	👎	53%
Bruce Springsteen	👍	👍	👎	👎	👍	👎	👎	👍	56	👍	👍	👎	50%
Steven Tyler	👍	👍	👎	👎	👎	👎	👎	👍	56	👎	👍	👎	38%

## Presenting

We will look at presenting in a way that might be different from how you have historically viewed it. Today's modern sales force should sell consultatively and present solutions to fully qualified prospects. Most salespeople fail to do that, presenting far too early in the sales process. We will analyze sales behaviors and outcomes that explain whether or not presenting occurs at the right time, to the right people, and for the right reasons. We will explain whether or not your salespeople are overly presentation-minded by identifying their presentation tendencies, or the degree to which your salespeople rely on presentations to sell.

Presentation Approach and Context	Does Not Believe Presenting Equates to Controlling the Sales Process	Does Not Believe Making A Proposal is the Most Important Part of the Sales Process	Emphasizes Listening over Talking	Able to Minimize Talking about Company Products or Solutions	Not Compelled to Present	Not Overly Reliant on Educating and Presenting	Not Compelled to Propose or Quote	Asks Enough Questions	Takes Nothing for Granted	Presenting Score
Gregg Allman	✔	✔	✔	✘	✔	✔	✘	✔	✔	78%
Tom Petty	✔	✔	✘	✘	✔	✔	✘	✘	✘	44%
Tom Scholz	✔	✘	✔	✘	✔	✘	✘	✘	✔	44%
Tommy Shaw	✔	✔	✔	✘	✔	✘	✘	✘	✔	56%
Bruce Springsteen	✔	✔	✘	✘	✔	✔	✘	✘	✔	56%
Steven Tyler	✔	✘	✔	✔	✔	✔	✘	✘	✔	67%

## Combined Impact of Competencies

This table shows the combined impact of the five factors that affect closing.

Name	Sales Process	Posturing	Consult.	Qualifier	Closer	Presenting	Combined Impact
Gregg Allman	✘	✔	✔	✔	✘	✔	4
Tom Petty	✘	✘	✘	✘	✘	✘	0
Tom Scholz	✘	✘	✘	✘	✘	✘	0
TommyShaw	✘	✔	✔	✔	✘	✘	3
Bruce Springsteen	✘	✔	✘	✘	✘	✘	1
Steven Tyler	✔	✘	✘	✘	✘	✔	2
<b>Average</b>	<b>17%</b>	<b>50%</b>	<b>33%</b>	<b>33%</b>	<b>0%</b>	<b>33%</b>	<b>2</b>

### Summary

Most of your salespeople have some of the basic elements in place to become more effective closers after the appropriate sales training and coaching has taken place. Sales management must also become more effective at coaching and as a result of these changes you will see the results several months after you begin.

Tina Turner believes  
"Prospects that think it over will eventually buy from us"

**83%** of your **salespeople** believe  
"Prospects that think it over will eventually buy from me"

**50%** of your **salespeople** believe  
"I understand when my prospects want to think it over"

**67%** of your **salespeople** believe  
"I understand when my prospects want to comparison shop"

**83%** of your **salespeople** who are required to close business themselves are comfortable with that

# Infrastructure

Do Our Systems and Processes Support a High Performance Sales Organization?.....	45
Are We Being Consistent with Our Sales Process? .....	54
How Well Are Our Sales Leadership Strategies Aligned?.....	56
Do We Need to Change Our Selection Criteria?.....	59
Is Our Ramp-Up of New Salespeople Fast Enough?.....	61
Can We Improve Our Pipeline and Forecasting Accuracy? .....	63

## DO OUR SYSTEMS AND PROCESSES SUPPORT A HIGH PERFORMANCE SALES ORGANIZATION?

Systems and processes are an important part of a sales organization's success. They must lay the groundwork, direct and guide salespeople, support their efforts, and accurately collect appropriate information for leaders to manage, coach and hold salespeople accountable to the required metrics and results. In the June 2013 issue of INC. Magazine, Les McKeown said, "Growing businesses need to put in systems and processes. That's the only way you can get to a point where you can scale."

### Summary of Systems and Processes

This table provides overall company scores for Growth, Coaching, Motivating, Recruiting and Accountability, areas where systems and processes must support the sales force.

	Score (0-10)	Area
Business Plan	4	<b>Growth</b>
Territory Management	7	
Evaluation of Salespeople	4	<b>Coaching</b>
Training and Development	7	
Compensation	6	<b>Motivating</b>
Sales Meetings	6	
Sales Support	9	
Recruiting Process	5	<b>Recruiting</b>
Termination Policy	0	
Expectations	0	
New Salesperson Ramp-up	0	<b>Accountability</b>
Tracking	3	
Tracking Frequency	5	
Automation	4	
Automation Execution	4	
<b>Average Score</b>	<b>4</b>	
<b>Total Score (0-150)</b>	<b>64</b>	

# 64

Your total score of 64 suggests that your systems and processes support the sales force in some areas, but there are others areas that require attention. It will be important to focus on the areas where your scores fall below 7 and tweak those areas with scores between 7 and 9.

A low score in systems and processes can often be correlated with a sales force that spends too much of its time working on internal issues, making sure that the promises they made to customers are kept. Then your salespeople use these activities as valid excuses for not pursuing new business development activities and at the same time, their involvement fails to change the culture that caused them to involve themselves in the first place.

## Business Plan

Business plans come in all shapes and sizes and are used for many different purposes, most notably to obtain financing, attract investors and detail the strategy to achieve a company's goals. Most companies have sketchy or non-existent plans, with little attention paid to the all-important sales and marketing functions. When you consider how sales and marketing impact revenue it makes you wonder why the inclusion of sales and marketing isn't a mandatory component of a complete business plan. Some of the sales elements that could be included are:

### 4

- Specific plans for each salesperson
- Sales administration
- Sales budget
- Recruiting requirements
- Target market
- Strategy to overcome competition
- Market strategy
- Talent development
- Value proposition

Like many companies, your plan is missing some of the elements that should be included in an effective sales plan. You should identify and add the missing components to your plan as soon as possible. When the plan is incomplete, there could be less formality to the sales strategy and sales strategy could even become misaligned with the business goals outlined in the plan.

## Territory Management

Some companies approach territory design with all the technology of a horse and carriage. Others use sophisticated territory management software. There are many advantages to optimizing territories, the most important being market dominance.

### 7

Your company's sales territories do not appear to be optimized yet.

You are not filling the territories with the optimal number of salespeople to maximize revenue in those territories. You should research the revenue potential and market share of each territory and, using the volume of your average salesperson, calculate the optimal number of salespeople required for each. A common problem occurs when companies add salespeople to an underperforming territory when an argument can be made for the philosophy that less is more. Adding mediocre salespeople never compensates for under performance. When your territories have been optimized, a number will be assigned to each territory. Then, if the territory is underperforming, you can replace the offending salespeople instead of making a bad situation worse.

## Evaluation of Salespeople

Evaluating performance on a regular basis is a 'best practice' that leads to raised expectations and improved performance. There are many ways to evaluate performance. The most common method, observation, tends to be more subjective and far less comprehensive than other approaches.

### 4

Your organization has lacked a method for evaluating performance.

Prior to this comprehensive evaluation, it appears that aside from reviewing performance history, the company has lacked the means to objectively evaluate sales performance. In most cases, numbers alone won't tell the entire story. You need to completely understand how everyone contributes, while establishing expectations and guidelines to improve those contributions. You should incorporate additional evaluation methods including 360-degree reviews, observation, formal reviews, customer surveys and within the next year, a reevaluation of your sales force.

## Training and Development

Targeted and effective sales training and development is a 'best practice' that raises expectations, improves performance and aligns strategies, tactics and processes. Sales training is not something that you provide each year. Instead it must be integrated with an optimized sales process and a sales process/pipeline orientated CRM application; it must be challenging, motivating and lead to measurable changes in behaviors, revenue and profits. This can be accomplished by targeting specific challenges and issues instead of providing training on general topics of interest.

### 7

Your company has been providing training and development on a regular basis and that is terrific! However, there are still real problems to be solved and you must provide your sales force with the resources required for success.

## Compensation

A company's compensation plan is usually a cornerstone to motivate its salespeople to perform. If the plan is too generous, it fosters a culture of complacency. If the plan is too challenging, it can lead to costly turnover.

When companies pay commission on gross revenue it provides little incentive for salespeople to maintain high margins. A plan based on gross profit causes salespeople to have a little more skin in the game while protecting profits in a low margin business.

## 6

Your organization's commissions are based on profit, a terrific practice and one that you should be proud of. Compensation plans are still evolving, especially with more and more salespeople no longer being primarily motivated by money. This has led to companies identifying alternate methods to motivate and compensate their salespeople.

## Sales Meetings

Sales meetings are held for a variety of reasons at various times, with varying frequency and in locations as varied as the conference room down the hall to exotic vacation resorts. Effective sales meetings must always serve a motivational purpose, while training and sharing of information are important too.

## 6

It appears that your sales meetings are hitting most of the primary requirements for motivation, sales training and product training. This is terrific and will be an important foundation for future growth and development.



## Sales Support

Sales support is an important component to overall sales success. Salespeople must be effectively supported by:

- Customer service
- Estimators
- Engineers
- Technical support
- Technical service
- Credit
- Legal department
- Manufacturing
- Shipping

When each of these systems is in place and effective, salespeople can focus on developing business rather than internal sales. We looked at the various internal sales support requirements that should be in place to help with communications, solve problems and resolve issues.

## 9

It appears that your company is providing most of the support that salespeople require for success. For continued success, simply tweak those systems that support the sales force for optimal effectiveness.

## Recruiting Process

To a certain degree, the effectiveness of a company's sales recruiting process determines the effectiveness and consistency of sales selection. This impacts the overall level of talent that is paramount to the success of the sales organization. The more effectively you recruit, the greater the odds that your organization will include successful, dedicated, consistent salespeople.

The components of an effective, formal, sales recruiting process include, but aren't limited to:

- Candidate pipeline
- Sales specific pre-employment assessment
- 90 day start-up plan
- Profile of a successful salesperson
- Applicant tracking
- Effective use of targeted internet job sites
- Use of automation in the recruiting process
- Phone qualifications
- Effective interviews with properly qualified candidates
- Performance expectations
- Reference and background checking
- Termination policy

## 5

Your sales recruiting process lacks some of the necessary components for successful recruiting. The outcome of a sales recruiting process is only as effective as the weakest component and the earliest stages of the process.

You must identify the missing components, add them to your process and if necessary, get help with the integration and execution as soon as possible.

Tina Turner believes  
"I don't need to upgrade the sales force"

## Termination Policy

A sales termination policy formally identifies the conditions upon which the company ends its relationship with its salespeople. A formal policy removes the subjectivity that often delays or postpones appropriate termination. These conditions can include, but aren't limited to:

- A time frame for success
- Self-defeat
- Despair
- Lack of results
- Dishonesty
- Lack of effort
- Bad attitude

0

Your company's sales termination policy lacks many required components. When salespeople are being considered for termination, but you can't point to a specific condition to trigger the termination process, problems can begin to grow exponentially. As problem salespeople continue to interact with your other salespeople you risk alienating, discouraging or angering the others on the sales force.

It is important to identify the missing components and add them to your policy as soon as possible.

## Expectations

It is important for a company to communicate its expectations for performance to new salespeople. Unrealistically high expectations can often cause discouragement and failure while unrealistically low expectations often lead to mediocrity and complacency.

0

Your expectations for new salespeople are very low and as a result, new salespeople may not perform as effectively or as quickly as they should. Raise your expectations and create support mechanisms to assure that new salespeople ramp-up and achieve success more quickly.

## New Salesperson Ramp-up

It is important to know how much time is required for new salespeople to begin achieving success. Ramp-up time can be calculated by adding the length of your sales cycle (number of days between a prospect showing interest until that customer pays the invoice), plus the length of your learning curve (how long before a new salesperson can have an intelligent conversation with a prospect) plus 30 additional days.

# 0

We compared your ramp-up time for new salespeople to the ideal for a company with your sales cycle and learning curve and your company's ramp-up time appears to take significantly longer than it should. You should raise your expectations and provide the necessary coaching, training, motivation and direction for new salespeople to succeed more quickly.

## Tracking

We compared the critical sales metrics that could be tracked with those you are currently tracking. The first column of the table below states the metric and the second column indicates whether that metric is currently being tracked.

# 3

Your company appears to be tracking some of the available metrics. Knowledge is power and when it comes to the sales force, the more you know about critical ratios, trends, activity and results, the better. When that information is reported on a timely basis you can respond appropriately. Begin tracking the metrics listed that aren't yet being tracked and you will have much more control over the growth, revenue and profit of your company.

Critical Metrics	Tracked
Margins	✓
Average Order Size	✗
Average Account Size	✗
Closing Percentage	✓
New Meetings	✓
Call Reports	✗
Length of the Sales Cycle	✓
Number of Meetings Required to Close	✓
Cost per Sales Call	✓
Salespeople Over/Under Goal	✓
Schedules and Calendars	✓
Quality of the Pipeline	✗
Quantity of the Pipeline	✗
Balance of the Pipeline	✗
Stages of the Pipeline	✗
Movement within the Pipeline	✗
Profitability by salesperson	✓
Target Account Status	✓
Top 5 Opportunities	✓
Account Retention	✗

## Tracking Frequency

The critical ratios you collect for your business should provide the necessary data to manage and grow your business. You should be aware, on a daily or weekly basis, of the progress or lack of progress being achieved by your salespeople. In order to provide effective accountability and coaching, most critical ratios must be reported on a weekly and, in some cases, daily basis.

**5**

You don't seem to be collecting the required metrics often enough for sales management to provide timely coaching and accountability.

Please begin this process immediately.

## Automation

Automation - the ability to automate a manual function - is a wonderful thing. Historically, Sales Force Automation has not been so wonderful because of user resistance, lack of commitment from management, and cumbersome software and applications. Today, applications have become much more user friendly, eliminating most excuses.

**4**

The few sales processes that you have automated are not providing you with the necessary tools to manage and grow your business. Most functions require automation so that management can spend its time actually managing salespeople with timely data. Please begin automating the various sales processes as soon as possible. Most companies have some kind of CRM application but have many challenges leveraging its potential to drive revenue. A CRM application where the focus is on sales process, pipeline and accurate forecasting is best.

## Automation Execution

# 4

Your company's use of sales automation information is mediocre at best.

Your company doesn't use all of the information it collects and as a result, you may be missing opportunities to coach your salespeople and hold them accountable. Examine the reports available and carefully choose those which can be utilized for coaching as well as those which could assist you in holding salespeople accountable for various activities and results.

Some examples of useful sales automation information would be:

- Opportunities with movement
- Conversion ratios by stage of the sales process
- Length of the Sales Cycle by Opportunity
- Days in Stage by Opportunity
- Sales to Budget by Salesperson
- New vs. Existing Customer Sales by Salesperson
- Sales Revenue Trend by Salesperson
- Forecast Date to Actual by Opportunity and Salesperson
- Forecast Amount to Actual by Opportunity and Salesperson

## ARE WE BEING CONSISTENT WITH OUR SALES PROCESS?

### The Sales Process

It is of the utmost importance to have a **customized, formal, structured and optimized sales process**. Without it, so much coaching time can be wasted while determining where a salesperson is in an unknown or unique process. Crucial steps are often unknowingly skipped, while knowledge of multiple terms and steps are needed. A common, effective process assures favorable outcomes and generally prevents salespeople from wasting their valuable time on opportunities that are unlikely to close, especially when sales cycles are long. Without a doubt, a powerful sales process with clearly defined steps provides more consistent, predictable and profitable results.

We asked your salespeople questions to determine the extent to which they have and follow a formal, structured sales process. The results can be summed up for you with this simple number that represents the percentage of salespeople that seem to be using a process that is effective or efficient.

# 17%

Even if you were not aware that a sales process problem existed, you might be able to recognize the symptoms of it. The symptoms below are common to most of your people:

- Inappropriately timed proposals
- Inappropriately timed follow-up
- Conducting demos and/or presentations too early in the process instead of asking enough questions
- Making too many assumptions and not enough probing
- Too many put-offs, stalls and excuses being accepted
- Lack of commitments from prospects
- Inappropriately timed presentations
- Sales cycles taking much longer than necessary
- Not reaching the actual decision-makers

## 50%

of your **salespeople** believe "It is appropriate to spend significant time with prospects that don't buy from me"

<b>The Sales Process Competency</b>		Has and/or Follows an Effective Process	Follows Stages and Steps	Process Has Most Key Milestones	Process Has Adequate Sequence	Uses an Effective Approach	Relationship-Based	Consistent and Effective Results	Little Wasted Time	CRM Savvy *	% of Sales Process Attributes
Tina Turner	✓	✓	✓	✗	✗	✗	✗	✓	✓	56%	
Gregg Allman	✓	✓	✓	✗	✗	✗	✓	✗	✗	44%	
Tom Petty	✗	✗	✗	✗	✗	✗	✗	✗	✗	0%	
Tom Scholz	✗	✗	✗	✗	✗	✗	✗	✓	✓	22%	
TommyShaw	✗	✓	✗	✗	✗	✗	✓	✗	✗	22%	
Bruce Springsteen	✗	✗	✗	✗	✗	✗	✓	✗	✓	22%	
Steven Tyler	✓	✓	✓	✓	✓	✗	✓	✗	✓	78%	

\* The following table provides addition details about your organization's CRM capabilities.

<b>The CRM Savvy Competency</b>		Currently/Typically Uses CRM	Tracks Milestones Met in Sales Process	Notates All Conversations	Updates Account Information at Least Daily	Has Experience with Multiple CRM Applications	Competent CRM User	Lives in CRM	Embraces CRM	% of CRM Savvy Attributes
Tina Turner	✓	✓	✓	✓	✓	✓	✓	✓	✓	100%
Gregg Allman	✓	✗	✓	✗	✗	✗	✓	✓	✓	63%
Tom Petty	✗	✗	✗	✗	✗	✗	✗	✗	✗	0%
Tom Scholz	✓	✓	✗	✓	✓	✓	✓	✓	✓	88%
TommyShaw	✗	✗	✗	✗	✗	✗	✗	✗	✗	0%
Bruce Springsteen	✓	✗	✗	✓	✓	✓	✓	✓	✓	75%
Steven Tyler	✓	✓	✗	✗	✓	✓	✓	✓	✓	75%

# HOW WELL ARE OUR SALES LEADERSHIP STRATEGIES ALIGNED?

## Management Strategies

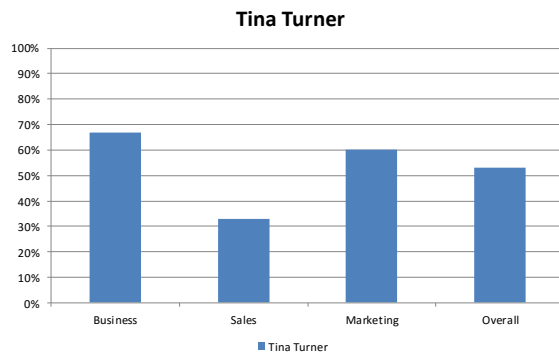
When the entire sales leadership team is aligned on strategy, whether that team is two people or two hundred people, the odds of the strategies being communicated to and executed by the sales team are much greater.

## Summary of Strategies

The table and corresponding graph show the sales leaders and their alignment to the business, sales, marketing and overall strategies for the company. The results can be summed up for you with this simple number that represents the overall alignment of your sales leadership/sales management team.

**53%**

Sales Manager	Business	Sales	Marketing	Overall
Tina Turner	67%	33%	60%	53%



## Overall Alignment of Strategies:

The following analysis applies to:

- Tina Turner

This level of alignment could be the result of many things. Managers could pretend to agree with what you say and then ignore it after your meeting or phone call. This scenario is likely because there is a problem with Need for Approval, suggesting that they cannot or will not push back if they do not agree with you. It is also possible that the strategies have not been communicated as effectively as possible. There are also some conditions that could be responsible for a lower than expected number here. We consider these to be no-fault and include, but are not limited to:

- Geographic Differences
- Business Turmoil
- Varied Markets
- Multiple Product Lines
- Management Layers

There are many strategies that aren't currently aligned, providing a tremendous opportunity to create additional synergy. When there is widespread alignment on strategies, you can empower all who share the vision. Use this as an opportunity to schedule a structured meeting where strategies can be discussed, tweaked, agreed upon and expanded.



## Alignment of Business Strategies:

**67%**

The following analysis applies to:

- Tina Turner

Business strategies are the backbone for a growing organization and even if managers are focused on sales issues most of the time, sharing the strategic goals of the company will help to accomplish a more integrated approach to sales development.

When managers understand what is required from a sales perspective and they can embrace the overall business strategies as well, it helps those managers gain the perspective to be much more effective overall. You may wish to share more of your corporate vision with these managers.

## Alignment of Sales Strategies:

**33%**

The following analysis applies to:

- Tina Turner

As our analysis has focused primarily on sales, sales management and sales development, there should be tremendous concern about the lack of alignment on sales strategy. We can't pretend to know **which** specific strategies are best for your company or **whose** strategies should be adopted. However, we can suggest that regardless of who has a better handle on how your company should proceed with sales strategies, there is no time like the present to sort those differences out.

You have a tremendous opportunity to turn confusion into a structured plan. If you take the necessary time to choose and communicate appropriate strategies in each of the conflicting sales areas, the resulting unified sales approach should create stronger overall conviction from the sales organization. That should support the changes that need to be made within the sales organization including sales development, training, or coaching.

## Alignment of Marketing Strategies:

# 60%

You indicated that participating in trade shows is a priority. However, based on our Competency findings, your company does not have enough farmers and qualifiers to support your strategy at this time.

### The following analysis applies to:

- Tina Turner

Not all sales managers care about marketing input. However, marketing strategies should support the sales effort and when these two areas are not in alignment we often see universal problems such as salespeople not following up on leads and not understanding why it's important to participate in a trade show. Alignment here can also eliminate marketing blaming salespeople for not converting leads, and sales blaming marketing for the quality of the leads.

Nothing is more important to the sales effort than a marketing program that is fully integrated with the company's sales strategies. Now that you know there are some inconsistencies here you have a tremendous opportunity to align these two functions, something that should cause an equally significant improvement in both sales and marketing.

## Potential Conflicts

Prior to aligning the strategies between you and your managers, you should resolve the potential conflicts within your own set of strategies. We have listed the inconsistencies below and briefly discuss their impact.

### Target Strategies for ABC Company

- Account Development and Competition

You indicated that your account development priority is **profit** and your priority with regard to competition is to **match their price**. These two strategies are in conflict if beating the competition means that your target profit margins will be compromised. If your prices deliver both an acceptable margin and place you as the lowest cost supplier, then there is no conflict.

## DO WE NEED TO CHANGE OUR SELECTION CRITERIA?

We reviewed the data that is most indicative of whether you have been selecting the right people for the right roles. All of the numbers shown below are from 0-100 and higher numbers are better.

We looked at overall compatibility. You answered around 30 questions to tell us what your salespeople must do in order to succeed. We compared those requirements with how comfortable your salespeople are with them. The score is shown in the next table under the heading of Compatibility.

We looked at the Will to Sell. There are two important findings that are indicative of the will to sell: Commitment represents their unconditional willingness to do whatever it takes to succeed in their sales role; Desire represents how much they want to succeed in their sales role. You will see those scores in the table below under Desire and Commitment.

We also looked at their Sales DNA, the combination of strengths and weaknesses that either support or sabotage their sales effectiveness. The DNA value in the table below includes:

- If they have overcome their need to be liked;
- If they can control their emotions;
- If the way they buy supports the outcomes they must achieve in sales;
- If their beliefs support their required actions; and
- If they are comfortable discussing all aspects of money and finances with customers, clients and prospects.

Finally, we looked at their total percentage of Selling Skills possessed. These skills make up the various Competencies located through this analysis.

Based on these findings, we believe that your company has not been very effective at sales selection. The biggest concern is with Compatibility where it seems most of your salespeople are not comfortable enough with what you need them to do. In addition there are problems with:

- Desire
- Commitment
- Skill

50%

of your **salespeople** believe "I'm uncomfortable with certain aspects of selling"

75%

of your **salespeople** who are required to work remotely are comfortable with that

<b>Name</b>	<b>Compatibility</b>	<b>Desire</b>	<b>Commitment</b>	<b>DNA</b>	<b>Skill</b>
Gregg Allman	56%	86%	20%	90%	60%
Tom Petty	56%	79%	20%	53%	23%
Tom Scholz	52%	79%	10%	63%	39%
TommyShaw	56%	93%	70%	86%	55%
Bruce Springsteen	84%	86%	70%	72%	45%
Steven Tyler	40%	36%	80%	58%	35%
<b>Average</b>	<b>57%</b>	<b>77%</b>	<b>45%</b>	<b>70%</b>	<b>43%</b>

## ***IS OUR RAMP-UP OF NEW SALESPEOPLE FAST ENOUGH?***

Ramp-up is influenced by several factors:

- The Salesperson's Figure it Out Factor (FIOF), a measurement of how quickly your salespeople can learn, build a pipeline and close business. A higher score is better.
- A Sales Manager's Ability to Coach, which comes from their sales coaching effectiveness score
- How closely the salesperson will be managed
- A Sales Manager's Allocation of Time to Coach New Salespeople
- The Length of Your Sales Cycle
- If the Salesperson is Suitable for Working Remotely

In the first table below, we show the factors that are on the sales management side, while in the second table we show the factors that are on the side of the salespeople.

You do not appear to be in very good shape on either the sales or sales management side of this equation. Improved coaching, allocation to coaching time, closer management and selecting stronger salespeople that have a higher FIOF should lead to improved ramp up.

You should also review your new salesperson on-boarding program and determine whether it is comprehensive enough and effective enough. The on-boarding program should include education and/or demonstration of:

- Sales Plan
- Target Customer
- Sales Cycle
- Sales Model
- Sales Process
- Sales Methodology
- Sales Presentation
- Sales Call to Schedule Meetings
- Positioning in the Marketplace
- Likely Objections or Resistance
- How to Handle the Resistance
- Competition
- Competitive Strengths/Weaknesses
- Learning & Development Timeline
- Performance Expectations/Timeline
- How to Get Help
- Learning Your Business
- Collateral Material Available
- Discussion of Leads if Any
- CRM and Expectations
- Sales Tools
- Assignments and Reports

Sales Manager	Closely Manages	Effective Coaching	Adequate Time
Tina Turner	✓	✗	✗
	✓	✗	✗

Salesperson	FIOF	Suitable for Remote
Gregg Allman	50	✗
Tom Petty	25	✗
Tom Scholz	44	✗
Tommy Shaw	64	✓
Bruce Springsteen	70	✓
Steven Tyler	46	✗
<b>Average</b>	<b>50</b>	<b>33%</b>

# CAN WE IMPROVE OUR PIPELINE AND FORECASTING ACCURACY?

## Pipeline Introduction

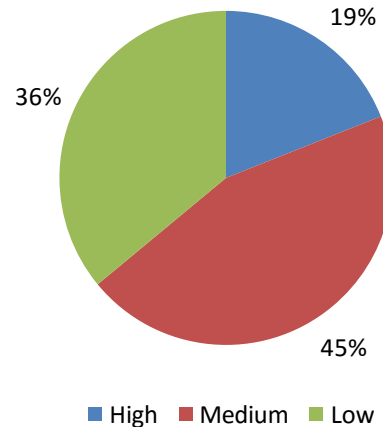
The pipeline is a commonly used term for the flow of opportunities being pursued by the sales force. New opportunities enter the pipeline and sold or lost opportunities exit the pipeline. It is a very simple concept with major implications. The pipeline can be represented as a useless spreadsheet or it can be the single most important predictor of success in the entire business. When used effectively, a good manager always knows whether the number of opportunities in the pipeline is sufficient to support the company's goals. When salespeople are qualifying effectively and their sales manager is debriefing them effectively, there will be improved accuracy when it comes to forecasting revenue and projected closing dates.

If the pipeline is the most important predictor of future business success, then how does your sales force measure up in that area?

## Pipeline Analysis

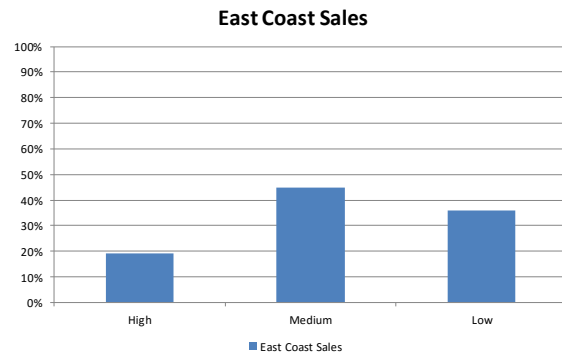
We conducted a Pipeline Analysis where your salespeople were asked to provide information about 4 proposal-ready late stage pipeline opportunities. We analyzed the information that your salespeople collected from their prospects including their agreements and understandings, if any, intelligence about the competition as well as the likelihood of closing. We determined that the overall quality of the Pipeline is Low.

Pipeline Quality



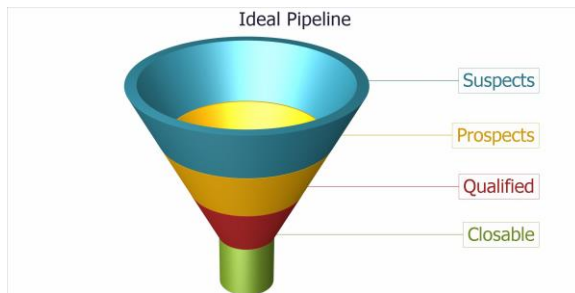
## Pipeline Quality by Sales Group

Group	Quality
East Coast Sales	Low

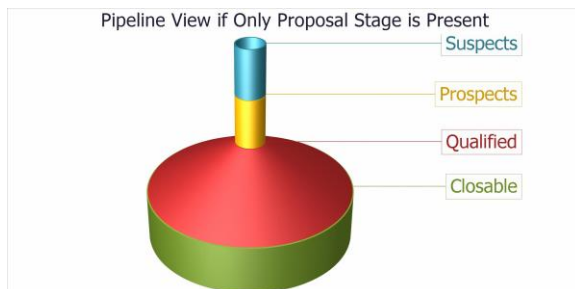


## Restaged Pipeline

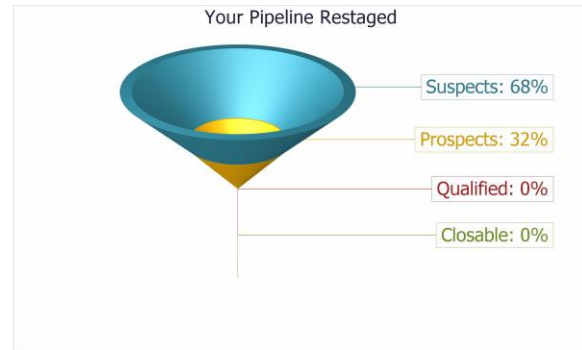
We also restaged the pipeline. If we were reviewing a full pipeline instead of just 4 proposal-ready opportunities for each salesperson, the pipeline would look like the Ideal Pipeline below.



However, because we are conducting the analysis on only their proposal-ready opportunities, the pipeline should be similar to the image below, with all of the opportunities appearing in either the qualified or closable stages.



In most companies, salespeople skip steps, don't thoroughly qualify, fail to ask enough questions and fail to express their doubts about how strong the opportunities really are. In most cases, these opportunities are not really proposal-ready so we restage the pipeline based on the information your salespeople have actually confirmed. Your restaged pipeline is shown below.



Note that the **quality** of the pipeline and the **stage** of the pipeline are separate findings. **Quality** refers to the information uncovered while the **stage** identifies how far in the sales process an opportunity has really progressed. Therefore, it is possible to have both a high quality pipeline with a high percentage of opportunities that have been moved backwards to the suspect and/or prospect stages.

Your restaged pipeline consists of opportunities that are primarily early stage opportunities. This is a red flag and indicates that your salespeople are not effectively qualifying their opportunities. This can be the result of skipping over qualification, prospects not cooperating, prospects not answering the qualifying questions, or salespeople trusting vague and/or untruthful answers.

**100%** of your **salespeople** believe "Prospects are honest"



## The Qualifier

The Qualifier Competency helps us to understand how thoroughly salespeople qualify opportunities. Here, the percentage is an accurate guide to how well, how often and how effectively your salespeople are qualifying. Remember, this Competency has a tremendous impact on the accuracy of your pipeline and forecast.

Qualifier Competency	Uncovers Actual Budget	Meets with Decision Maker	Knows Why They Would Buy	Knows Decision-Making Process	Asks about Everything	Will Discuss Finances	Handles High-Ticket Pricing OK	Need to Be Liked Doesn't Get in the Way	Able to Stay in the Moment	Self-Limiting Beliefs Won't be an Obstacle	% of Qualifier Traits
Tina Turner	✔	✔	✔	✔	✔	✔	✔	✔	✘	✔	90%
Gregg Allman	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	100%
Tom Petty	✔	✘	✘	✘	✘	✘	✔	✘	✘	✘	20%
Tom Scholz	✔	✘	✔	✔	✔	✘	✔	✘	✔	✘	60%
Tommy Shaw	✘	✔	✔	✔	✔	✔	✘	✔	✔	✔	80%
Bruce Springsteen	✔	✘	✔	✔	✔	✘	✔	✔	✘	✘	60%
Steven Tyler	✘	✘	✔	✔	✔	✘	✘	✔	✘	✘	40%

## Pipeline Quantity

We also reviewed the quantity of your pipeline and found that your salespeople reported the following number of proposal-ready opportunities.

### Opportunities

Gregg Allman	3
Tom Petty	4
Tom Scholz	4
Tommy Shaw	3
Bruce Springsteen	4
Steven Tyler	4

## Factors Requiring Attention

From among the 19 questions that your salespeople were asked about each opportunity, your salespeople were able to confirm positive intelligence in fewer than 50% of the cases. From the questions listed below, which ones have the greatest impact on the success of your business? Have your salespeople focus on improving in those areas during the upcoming weeks and months.

- Decision promised upon delivery of quote
- It won't upset any existing customers
- They are committed to buying from someone
- They have the money/funding
- I've dealt with any competitive issues
- There is dissatisfaction with the incumbent vendor (answer yes if no incumbent)
- The decision will be made within the next 30 days
- They don't need competitive quotes

You have an opportunity to raise everyone's expectations and encourage them to find more new opportunities. If consistent, effective qualifying is applied, it will significantly increase revenues.

The following four Competencies represent the relationship between the salesperson and the pipeline. The Hunter finds the opportunities that enter the pipeline. The Consultative Seller gains traction by identifying problems or opportunities that are compelling enough for a prospect to spend their money. The Qualifier determines the feasibility of each opportunity. This is the area where so many opportunities are inappropriately identified as viable. The Closer assures that business is generated from those opportunities. The problem for most companies occurs when most of their salespeople are not effective at all four Competencies while in some companies, salespeople are not effective in one or two of those four Competencies.

<b>Competency</b>	<b>Avg. % of Attributes</b>
The Hunter	56%
The Consultative Seller	56%
The Qualifier	60%
The Closer	28%

## In Summary

As a result of your Pipeline Quality, Pipeline Quantity and Restaged Pipeline, it is clear that your recent pipeline forecasts would have been:

# Unreliable

The elements are not currently in place for reliable forecasts. In order for the forecasts to become more reliable over time you will need to hold salespeople accountable for providing timely up-to-date pipeline information and make sure that pipeline-based coaching occurs each day.

# Development and Training

Can We Improve Our Sales Culture? .....	69
Who Can Become More Effective in Their Roles? .....	74
What Are the Short-term Priorities for Accelerated Growth? .....	78

## ***CAN WE IMPROVE OUR SALES CULTURE?***

There are 10 factors for improving the sales culture. You can read more about them in the following two articles:

- [Building a Sales Culture – 10 Rules for Success](http://omgqlink.com/buildculture)  
<http://omgqlink.com/buildculture>
- [10 Steps to Develop More of a Sales Culture](http://omgqlink.com/createculture)  
<http://omgqlink.com/createculture>

Improving your sales culture requires you to understand the requirements for getting people to overachieve. Following are 10 factors for getting your salespeople to overachieve.

### **Goals**

These should be "raise the bar, stretch, and out of the comfort zone" type goals, rather than the typical 15% increase in sales. You must raise expectations in order to celebrate superior performance. Don't forget two things: (1) a forecast and plan come from the goals; not the other way around; and (2) goals are derived, not from the company, but from the individual's income requirements.

### **Incentives**

These should include compensation, contests, commissions, awards and prizes. Incentives bridge the gap between corporate carrots and the personal goals we just discussed. If an individual has the goals but the company's compensation isn't designed to reward superior achievement, the incentive to perform cannot be maintained. If the company has a rock-solid compensation plan but the goals wouldn't excite anyone, the personal incentive to perform will be missing.

## Managing the Pipeline

A efficient pipeline management / CRM tool makes it significantly easier to manage the pipeline but the keys to managing it effectively are:

- Having a strong pipeline management/CRM/Sales Process orientated sales performance tool
- Working with your critical ratios:
  - Monthly goals
  - Closing percentages
  - Average sale
  - Length of the sales cycle

Suppose that a salesperson has a six-month sales cycle, a \$100,000 monthly goal, a \$20,000 average sale and a closing percentage of 25%. The salesperson would be required to find 20 (5 \$20,000 sales x 4 at 25% closing) new opportunities worth a total of \$400,000 (25% of \$100,000). These must be added to the pipeline 6 months in advance of the monthly goal (if the goal is for July then the opportunities must enter the pipeline in February). Get that to work and the outcomes are all but guaranteed.

## Accountability

This is such an important factor for over achievement. You must hold each salesperson accountable to something measurable (like, the number of conversations required to schedule the number of meetings required to identify those 20 new opportunities) every day. Even more importantly, you must have consequences for failure to meet those requirements and consistently follow through whenever necessary. Develop the nerve for full accountability and you're nearly there!

## Motivation

This is the combination of Goals and Incentives. In essence, does the salesperson have a strong enough Desire and Commitment to do whatever it takes - every day - to reach the goals? When they don't, it's your job to motivate them by knowing what each salesperson's goals are. Refer back to the section on Motivation to see the type of motivation to which each salesperson will respond.

## Self-Starter

Even if your salespeople work directly in your office, under your supervision, they must be able to self-start. Those factors include:

- Work Independently - Salespeople must be as effective when working independently as they are when working as part of a team
- Work without Supervision - Salespeople must be as effective without direct supervision as they are with it

If those factors are not present, you must start your salespeople every day, twice daily or as often as it takes. If you have self-starters, you are one step further along. The following table illustrates how well suited your salespeople are for self-starting and working in remote territories.

Name	Self-Starters	Ind.	Remote
Gregg Allman	✓	✗	✗
Tom Petty	✓	✓	✗
Tom Scholz	✓	✓	✓
Tommy Shaw	✓	✓	✓
Bruce Springsteen	✓	✓	✓
Steven Tyler	✓	✗	✗

## Skills

The more selling skills the better, but let's focus on the most important Competencies for overachieving. Your salespeople must be able to hunt for new opportunities, gain traction, uncover a compelling reason to buy and differentiate themselves by selling consultatively; identify the most qualified opportunities and close them when they become closable. Anything they can do in addition to that is a bonus!

## Urgency

Your salespeople must possess enough urgency to get their opportunities closed, when they become closable, even when their prospects are trying to delay them.

## Sales DNA

Unfortunately, there are weaknesses that will neutralize all eight of the previous factors. There can be dozens of weaknesses that could impact performance but none are as powerful as:

- Non-Supportive Buy Cycle™
- Need for Approval
- Tendency to Become Emotional
- Money Issues
- Self-Limiting Beliefs
- Difficulty Recovering from Rejection

## Coaching and Training

Your coaching must support any training initiative and help salespeople overcome their weaknesses, develop skills and master the selling process. Most training should be conducted by outside sales development experts but sales coaching must occur from the inside. Pre-call strategizing and post-call debriefing, with every salesperson, every day is required.

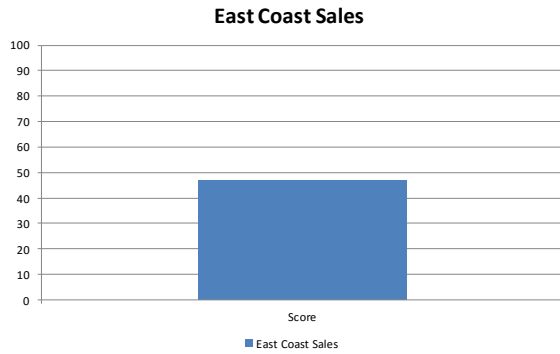
## Summary

We reviewed where each of your people are today relative to the 10 factors necessary to improve your sales culture. A culture of over-achievement is as important to a sales team as a culture of winning is to a sports team. As with a sports team, a winning/over-achieving culture attracts other top performers. That makes finding and recruiting great salespeople less of a challenge, and removes the significant development burden from sales leadership.

# 47

Your sales force still has considerable room for improvement in terms of developing a culture of over achievement. Overall, your salespeople scored poorly in these 10 factors and you have a lot of work to do in order to fill that gap.

The graph below shows your organization as it appears today in relation to the 10 factors just described. The distance between the top of a bar and 100 represents the gap that must be closed to reach a level of over achievement.





The table below shows scores, on a 0-10 scale, of these 10 factors for getting your salespeople to overachieve:

<b>Name</b>	<b>Goals</b>	<b>Incentive</b>	<b>Pipeline</b>	<b>Accountability</b>	<b>Motivation</b>	<b>Self-Starters</b>	<b>Skills</b>	<b>Urgency</b>	<b>Sales DNA</b>	<b>Training</b>	<b>Score</b>
EastCoastSales	2	7	1	5	10	10	2	3	3	4	47

# WHO CAN BECOME MORE EFFECTIVE IN THEIR ROLES?

## Analysis of Salespeople

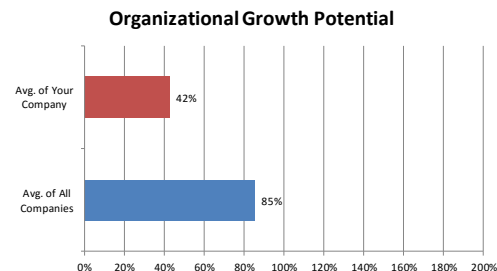
In order to answer this question, we must look at the findings that are most predictive of improvement.

- Trainable, or incentive to change, is most predictive of whether someone can and will become more effective.
- Growth Potential provides a sense of how much improvement to expect. The higher the number, the more room for improvement.
- Figure it out Factor tells us how quickly they can internalize and apply the sales training and coaching they require. A higher score is better.
- Coachable tells us whether or not they will have resistance to change.
- Sales DNA explains how severe their weaknesses are and how likely it is that those weaknesses will compromise their skills. A higher Sales DNA suggests that they will reach their potential more quickly and a lower Sales DNA suggests that it will take a much longer period of time for their development to bear fruit.
- Performer reflects whether they indicated that, during the past 12 months, their performance to quota or expectations was 90% or higher.

This table shows these factors for each of your salespeople.

Name	Trainable	Growth Potential	Figure it out Factor	Coachable	Sales DNA	Performer (according to client)	Performer (according to salesperson)	More Effective	Intangibles	Action
Gregg Allman	53%	10	50	75%	90%	✘	✘	✘	1	Consider Redeployment
Tom Petty	50%	36	25	25%	53%	✘	✔	✘	2	Consider Redeployment
Tom Scholz	45%	33	44	50%	63%	✔	✔	✘	2	Maintain
Tommy Shaw	82%	34	64	75%	86%	✘	✔	✔	2	Develop
Bruce Springsteen	78%	71	70	50%	72%	✔	✔	✔	2	Develop
Steven Tyler	58%	10	46	50%	58%	✘	✘	✘	3	Consider Redeployment

As we mentioned above, Growth Potential indicates how much better your people can be. This graph shows your company's average growth potential compared to the growth potential of the typical company we have evaluated.



## Analysis of Non-Performing Salespeople

While Growth Potential (GP) provides an estimate of how much more effective everyone can be, it isn't always practical to train everyone. We must also ask and answer this important question: Which of our non-performers and under-achievers can be saved?

- Hitting quota
- Meeting expectations
- Reaching their goals

In addition to findings from the previous table, the next table adds important findings that may help to explain non-performance. There is also a finding that indicates whether or not it makes sense to save an individual. We added:

- Desire
- Commitment
- Outlook
- Responsibility
- Sales Quotient
- Skills
- Strengths
- Save
  - A green checkmark indicates that the salesperson can surely be saved and it makes sense to do so.
  - An yellow flag icon indicates that the person could potentially be saved and you should proceed with caution because of how long it may take for you to see a change in results.
  - A red X means that the person cannot be saved.

Name	Desire	Commitment	Outlook	Responsibility	Growth Potential	Sales Quotient	Skills	Strengths	Trainable	Coachable	Sales DNA	Figure it out Factor	Save
Gregg Allman	86%	20%	75%	67%	10	128	60%	70%	53%	75%	90%	50	✘
Tom Petty	79%	20%	75%	0%	36	96	23%	49%	50%	25%	53%	25	✘
Tommy Shaw	93%	70%	25%	0%	34	133	55%	59%	82%	75%	86%	64	✔
Steven Tyler	36%	80%	100%	0%	10	97	35%	59%	58%	50%	58%	46	✘

## Analysis of Sales Managers

Let's take a look at sales management by examining the factors that determine whether or not sales management training and coaching will be beneficial. The additional factors we included are:

- Sales Management Skills Index (Skills)
- Sales Management Overall Effectiveness (Effectiveness)
- Sales Management Time Index (Time)

Name	Desire	Commitment	Outlook	Sales DNA	Weaknesses	Total Growth Potential	Skills	Effectiveness	Time	Trainable	Coachable	Action
Tina Turner	79%	70%	75%	85%	1	102	69%	61%	42%	75%	100%	Develop

## Required Sales Training

Now that we have looked at who can be developed, the next step is to look at what, specifically, they will require in terms of sales training. In the table below we have provided a framework for a modular sales training curriculum.

<b>Training Area</b>	<b>Core Competency</b>	<b>% of Group</b>
Establishing Early Bonding and Rapport	Consultative Selling Skills	100%
Eliminating Put-Offs	Closing Skills	100%
Comprehensive Goal Setting Program	Motivated	86%
Creating a Goals Management Plan	Motivated	86%
Mastering a More Powerful Sales Process	Milestone-Centric Sales Process	86%
Getting Prospects to Agree to Make Decisions	Closing Skills	86%
Improving Selling Skills	Milestone-Centric Sales Process	86%
Improving Productivity	Milestone-Centric Sales Process	86%
Improving Closing Skills and Execution	Closing Skills	86%
Eliminating Inappropriate Time Wasting Decisions	Milestone-Centric Sales Process	86%
Getting Stronger Meetings	Milestone-Centric Sales Process	86%
Improving Motivation	Motivated	86%
Improving Bravery	No Need for Approval, Controls Emotions, Rejection Proof	71%
Improving Questioning Skills	Consultative Selling Skills	71%
Improving Listening Skills	Consultative Selling Skills	71%
Reprogramming Self-Limiting Beliefs	Supportive Beliefs	57%
Learning to Control Emotions	Controls Emotions	57%
Becoming Comfortable with Financial Conversations	Comfortable Talking about Money	57%
Getting to Actual Decision Makers	Hunting Skills	57%
Better Understanding of People	Relationship Building Skills	57%
Eliminating Excuses	Takes Responsibility	57%
Changing the Non-Supportive Buy Cycle™	Supportive Buy Cycle	43%
Shortening the Sales Cycle	Supportive Buy Cycle	43%
Improving Commitment	Strong Commitment to Sales Success	43%
Overcoming Need for Approval	No Need for Approval	29%
Learning to Recover from Rejection	Rejection Proof	29%
Uncovering Real Budgets More Effectively	Qualifying Skills	29%
Improving Organization Skills and Time Management	Motivated	29%
Improving Outlook	Great Outlook	14%
Increasing Desire	Strong Desire for Sales Success	14%

## **WHAT ARE THE SHORT-TERM PRIORITIES FOR ACCELERATED GROWTH?**

At this point in the document you are probably quite overwhelmed with information and wondering just how many issues must be addressed. You may also be unsure as to the relative impact of the issues we identified. In an attempt to help you prioritize, we have identified high impact issues that you should address sooner rather than later.

### **Sales Selection and Recruiting**

An effort must be made to improve the quality of new salespeople by redesigning, modifying and/or optimizing your sales recruiting process, selection criteria, and selection tools.

### **Improve Commitment**

We showed the existence of a Commitment problem. You must identify the reasons as to why Lack of Commitment is more than an isolated problem and take steps to correct it.

### **Eliminate Excuse Making**

An issue that must be addressed early on in this process is the Excuse Making problem. Your culture must change from one where excuses are tolerated to one where salespeople are held accountable for their results.

### **Sales Process**

The foundation on which any sales training and coaching can take place is a customized, formal, structured sales process that everyone understands, embraces, follows and executes. Everyone on the team must be able to easily communicate the terms, stages, criteria and steps of the process.

### **Consultative Selling Skills**

The lack of proficiency in the area of consultative selling skills must be addressed, improved and reinforced through ongoing sales training and coaching.

### **Pipeline**

The pipeline and forecast are not as reliable as they need to be and rebuilding it must be among the first things addressed through accountability, systems and qualification.

### **Train on Closing Skills**

You'll need to provide skills training to address the Closer Competency as well as development to address the Sales DNA that prevents your people from closing business with the degree of effectiveness and consistency that is required.

# In Summary

Question	Answer
How Does Sales Leadership Impact Our Sales Force?	 Some Impact
Do We Have the Right People in the Right Roles?	 Mostly Not
What Are Our Current Sales Capabilities?	 Limited
How Motivated Are Our Salespeople and How Are They Motivated?	 Motivated Intrinsic
Why Aren't We Generating More New Business?	 Not capable with current group
Are We Reaching the Actual Decision Makers?	 No
Why Isn't Our Sales Cycle Shorter?	 Not capable with current group
Are We Selling Consultatively?	 No
Are We Selling on Price and Who Can Become a Value Seller?	 Yes
Is Our Value Proposition Consistent?	 No
Can We Close More Sales?	 Not with current group
Do Our Systems and Processes Support a High Performance Sales Organization?	 No
Are We Being Consistent with Our Sales Process?	 No
How Well Are Our Sales Leadership Strategies Aligned?	 Not Aligned
Do We Need to Change Our Selection Criteria?	 Yes
Is Our Ramp-Up of New Salespeople Fast Enough?	 No
Can We Improve Our Pipeline and Forecasting Accuracy?	 Yes, significantly
Can We Improve Our Sales Culture?	 Yes

We sincerely hope you found our answers to your questions helpful, insightful, and most importantly, actionable. While there is much work to be done and the findings are not as positive as we may have hoped, there is good news here too. There is tremendous upside, as each issue is resolved there will be significant improvements in effectiveness and efficiency, and that will lead to increases in revenue. In order for the changes you make as a result of this sales force evaluation to be sustainable, they must be carried out the right way, the first time, and right away. Any delay in dealing with the issues identified here and in the individual evaluations provided to your salespeople can have a negative effect on morale. Everyone participated in this evaluation, everyone is entitled to receive their results in a reasonable amount of time, and everyone deserves to see positive improvements, resources, support, training and coaching to help them achieve their potential.

Thank you for letting us help and we wish you the best going forward.



# Appendix

Appendix - Opportunity.....	82
Appendix - Core Competencies .....	83
Appendix - Opportunities for Training and Coaching .....	84
Appendix - Sales Quotient™ .....	85
Appendix - Self-Limiting Beliefs .....	86
Appendix - Scoring Confidence .....	89
Appendix - Pipeline Detail.....	90
Appendix - Assessments Versus Observed Performance.....	94
Appendix - Sales Assertiveness Definitions.....	101
Appendix - Sales Empathy Definitions.....	102
Appendix - Sales Management Time Allocation .....	103
Appendix - Summary of Discomfort by Salesperson.....	104

## APPENDIX - OPPORTUNITY

The table below shows the Opportunity for each salesperson, as described in the Introduction to this evaluation.

Name	Trainable	Supportive Buy Cycle	No Need for Approval	Controls Emotions	Comfortable Talking about Money	Supportive Beliefs	Sales Process	Able to Recover from Rejection	Annual Sales	Opportunity (as % of Sales)	Opportunity	Opportunity Timeframe (in months)
Gregg Allman	✗	✓	✓	✓	✓	✓	✗	✓	\$440,000	-	-	-
Tom Petty	✗	✗	✗	✗	✗	✗	✗	✗	\$544,000	-	-	-
Tom Scholz	✗	✗	✗	✓	✗	✗	✗	✗	\$1,380,000	-	-	-
Tommy Shaw	✓	✓	✓	✓	✓	✓	✗	✓	\$810,000	61%	\$494,100	8
Bruce Springsteen	✓	✓	✓	✗	✗	✗	✗	✓	\$2,400,000	99%	\$2,376,000	17
Steven Tyler	✗	✗	✓	✗	✗	✗	✓	✓	\$460,000	-	-	-
									<b>\$6,034,000</b>	<b>48%</b>	<b>\$2,870,100</b>	<b>17</b>

## APPENDIX - CORE COMPETENCIES

Objective Management Group has identified 21 Core Competencies which are key to sales and sales management success. The Core Competency scores of your organization are shown below, and also reflected in the Findings Documents delivered with each individual evaluation. A successful sales organization is comprised of individuals who have a mastery of all 21 Core Competencies.

### Salespeople

Name	The Will to Sell					Sales DNA					Systems & Strategies				Tactical						
	Strong Desire for Sales Success	Strong Commitment to Sales Success	Motivated	Great Outlook	Takes Responsibility	No Need for Approval	Controls Emotions	Supportive Beliefs	Supportive Buy Cycle	Comfortable Talking about Money	Rejection Proof	Milestone-Centric Sales Process	CRM Savvy	Mastery of Social Selling Tools	Hunting Skills	Posturing Skills	Consultative Selling Skills	Qualifying Skills	Presentation Approach & Context	Closing Skills	Relationship Building Skills
Gregg Allman	86%	20%	71%	75%	67%	100%	89%	89%	71%	100%	100%	44%	63%	14%	67%	59%	89%	100%	78%	44%	50%
Tom Petty	79%	20%	57%	75%	0%	62%	56%	70%	29%	50%	24%	0%	0%	0%	33%	28%	11%	20%	44%	0%	17%
Tom Scholz	79%	10%	57%	100%	67%	75%	89%	74%	29%	50%	32%	22%	88%	29%	33%	40%	56%	60%	44%	11%	17%
Tommy Shaw	93%	70%	86%	25%	0%	100%	89%	87%	71%	83%	100%	22%	0%	43%	75%	53%	67%	80%	56%	56%	0%
Bruce Springsteen	86%	70%	71%	100%	33%	88%	67%	85%	71%	50%	100%	22%	75%	29%	75%	50%	56%	60%	56%	33%	33%
Steven Tyler	36%	80%	71%	100%	0%	88%	78%	76%	14%	33%	94%	78%	75%	29%	50%	38%	56%	40%	67%	22%	33%

### Sales Managers

Name	The Will to Manage Sales					Sales Management DNA					Systems & Strategies				Tactical						
	Strong Desire for Sales Management Success	Strong Commitment to Sales Management Success	Motivated	Great Outlook	Takes Responsibility	No Need for Approval from Salespeople	Controls Emotions	Supportive Beliefs	Supportive Buy Cycle	Comfortable Talking about Money	Rejection Proof	Milestone-Centric Sales Process	CRM Savvy	Mastery of Social Selling Tools	Coaching Skills	Motivational Skills	Accountability Skills	Recruiting Skills	Pipeline Management Skills	Closing Skills	Relationship Building Skills
Tina Turner	79%	70%	57	75%	67%	88%	67%	83%	86%	100%	94%	56%	100%	57%	67%	44%	86%	78%	100%	44%	33%

## APPENDIX - OPPORTUNITIES FOR TRAINING AND COACHING

The following information is intended to be a guide for training and coaching. It shows some of the possible skills and strengths and identifies (with a red X) those in which each of your people will require assistance. The actual duration of training will vary depending upon the frequency and duration of the training sessions, as well as the trainer and his/her content. Please ask your sales development expert to provide a training recommendation based on those factors.

More details about these findings are included in the individual evaluations, and at the following website: <http://omgqlink.com/findings>

### Salespeople

Name	Trainable	Desire	Commitment	Outlook	Responsibility	Doesn't Need Approval	Controls Emotions	Comfortable Discussing Money	Supportive Buy Cycle™	Supportive Beliefs	Handles Rejection	Healthy Skepticism	Developing Relationships Early in the Sales Process	Goal Oriented	Motivation	Sales Process	Months of Training	Growth Potential
Gregg Allman	✗	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	✗	✓	✗	8	10
Tom Petty	✗	✓	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✗	24	36
Tom Scholz	✗	✓	✗	✓	✓	✗	✓	✗	✗	✗	✗	✗	✗	✗	✓	✗	12	33
Tommy Shaw	✓	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✗	✗	✓	✓	✗	6	34
Bruce Springsteen	✓	✓	✓	✓	✗	✓	✗	✗	✓	✗	✓	✗	✗	✗	✓	✗	12	71
Steven Tyler	✗	✗	✓	✓	✗	✓	✗	✗	✗	✗	✓	✗	✗	✗	✓	✓	12	10

### Sales Managers

Name	Effective Coaching	Manages Pipeline	Debriefs Efficiently	Goal Oriented	Effective Motivating	Manages Behavior	Doesn't Rescue the Salespeople	Effective Recruiting	Sales Process	Supportive Buy Cycle™	Runs Effective Sales Meetings	Supportive Beliefs	Doesn't Need Approval	Trainable	Effective Accountability	Motivation	Months of Training	Growth Potential
Tina Turner	✗	✓	✓	✗	✗	✗	✓	✓	✗	✓	✗	✓	✓	✓	✗	✓	20	102

## APPENDIX - SALES QUOTIENT™

The table below shows the 21 factors used to calculate Sales Quotient™. Each salesperson receives a rating between 0 and 10 for each factor. The last column contains the Sales Quotient™, which is calculated by assigning weights to each factor, resulting in a value between 0 and 173.

Name	Has Goals	Follows Plan	Positive Attitude	Takes Responsibility	Self Confidence	Supportive Beliefs	Controls Emotions	Doesn't Need Approval	Recovers From Rejection	Comfortable Talking About Money	Supportive Buy Cycle	Consistent Prospecting	Reaches Decision Makers	Effective Listening/Questioning	Early Bonding and Rapport	Uncovering Actual Budgets	Discovering Why Prospects Buy	Qualified Quotes and Proposals	Gets Commitments	Strong Desire	Strong Commitment	Sales Quotient
Gregg Allman	9	10	6	10	8	8	9	10	5	10	6	2	8	6	5	8	6	7	6	6	4	128
Tom Petty	7	10	5	2	7	3	6	7	7	3	2	6	4	2	5	8	2	5	3	10	4	96
Tom Scholz	3	2	5	2	7	3	9	8	5	3	2	2	8	4	5	8	5	6	3	8	4	92
Tommy Shaw	10	10	6	2	10	8	9	10	8	8	6	10	8	5	10	4	6	6	6	8	10	133
Bruce Springsteen	6	8	6	2	10	5	7	9	8	2	6	10	6	4	5	8	4	6	6	6	10	108
Steven Tyler	6	8	6	2	9	3	8	9	9	1	1	6	4	6	10	5	7	4	4	7	10	97

## APPENDIX - SELF-LIMITING BELIEFS

There were several references to Self-Limiting Beliefs In the main body of this evaluation. Here we list all of the self-limiting beliefs we identified for your salespeople and sales managers. Reading their collections should provide significant insights as to why they do the things they do, say the things they say and get the results they get.

### Self-Limiting Beliefs among Your Sales Managers

Self-Limiting Belief	% of Managers
<b>Self-Image or Relationship</b>	
I don't need a strong relationship with myprospects in order to sell them	100%
<b>Influences on Buying Decisions</b>	
Prospects that think it over will eventually buy from us	100%
<b>Structure or Process</b>	
I don't manage mysalespeople's behavior	100%
I don't need to know what motivates my salespeople	100%
I don't need to upgrade the sales force	100%
Raising mypeople's self-esteem is not a high priority	100%
My salespeople need to make presentations	100%

Self-Limiting Belief	Managers
I don't manage mysalespeople's behavior	Tina Turner
I don't need to know what motivates my salespeople	Tina Turner
I don't need to upgrade the sales force	Tina Turner
Raising mypeople's self-esteem is not a high priority	Tina Turner
I don't need a strong relationship with myprospects in order to sell them	Tina Turner
Prospects that think it over will eventually buy from us	Tina Turner
My salespeople need to make presentations	Tina Turner

## Self-Limiting Beliefs among Your Salespeople

Self-Limiting Belief	% of Salespeople
<b>Self-Image or Relationship</b>	
I prefer not to make cold calls	17%
Prospects are honest	100%
I can't get referrals	17%
<b>Influences on Buying Decisions</b>	
I understand when my prospects want to comparison shop	67%
I understand when my prospects want to think it over	50%
I need to educate my prospects	83%
I have a long sales cycle	67%
I have to call on buyers before I can call on end users or decision-makers	33%
Prospects that think it over will eventually buy from me	83%
<b>Competitive Position</b>	
If prospects are happy with their current vendor then I can't help them	33%
Any lack of results is due to the economy or marketplace	17%
Any lack of results is due to the policies of my company	33%
Any lack of results is due to my competitors	33%
<b>Money</b>	
I'm uncomfortable talking with prospects about their finances	67%
It's not necessary to ask prospects about their finances	33%
<b>Personal Motivation</b>	
I'm able to live comfortably on my current income	17%
<b>Structure or Process</b>	
I need to provide proposals (or quotes)	33%
I'm uncomfortable with certain aspects of selling	50%
It is appropriate to spend significant time with prospects that don't buy from me	50%
I tell my prospects why they should buy from me	17%
I tell my prospects how to reach a decision	17%

<b>Self-Limiting Belief</b>	<b>Salespeople</b>
I prefer not to make cold calls	Tom Scholz
I have a long sales cycle	Gregg Allman, Tom Petty, Tom Scholz and Tommy Shaw
I have to call on buyers before I can call on end users or decision-makers	Tom Petty and Steven Tyler
Prospects are honest	Gregg Allman, Tom Petty, Tom Scholz, Tommy Shaw, Bruce Springsteen and Steven Tyler
I can't get referrals	Tom Petty
It is appropriate to spend significant time with prospects that don't buy from me	Tom Petty, Tommy Shaw and Bruce Springsteen
Any lack of results is due to the economy or marketplace	Tom Scholz
Any lack of results is due to my competitors	Tom Petty and Bruce Springsteen
I'm able to live comfortably on my current income	Tommy Shaw
I understand when my prospects want to comparison shop	Gregg Allman, Tom Petty, Bruce Springsteen and Steven Tyler
I understand when my prospects want to think it over	Tom Petty, Tom Scholz and Steven Tyler
I need to educate my prospects	Gregg Allman, Tom Petty, Tom Scholz, Bruce Springsteen and Steven Tyler
I need to provide proposals (or quotes)	Tom Scholz and Steven Tyler
I'm uncomfortable with certain aspects of selling	Gregg Allman, Tom Scholz and Steven Tyler
I'm uncomfortable talking with prospects about their finances	Tom Petty, Tom Scholz, Bruce Springsteen and Steven Tyler
If prospects are happy with their current vendor then I can't help them	Tom Scholz and Steven Tyler
Prospects that think it over will eventually buy from me	Tom Petty, Tom Scholz, Tommy Shaw, Bruce Springsteen and Steven Tyler
Any lack of results is due to the policies of my company	Tommy Shaw and Steven Tyler
I tell my prospects why they should buy from me	Tom Petty
I tell my prospects how to reach a decision	Tom Petty
It's not necessary to ask prospects about their finances	Tom Petty and Tom Scholz



## APPENDIX - SCORING CONFIDENCE

We use a set of internal markers to calculate a confidence rating. This score represents the level of confidence we have in the results for a particular individual. The table below shows the confidence score for each of the individuals we evaluated, along with the possible reasons for any score that is cautionary or low.

<b>Name</b>	<b>Rating</b>	<b>Key Reasons</b>
Gregg Allman	Cautionary-5	Testing time was below 12 minutes.
Tom Petty	High - 10	
Tom Scholz	Cautionary-5	Testing time was below 12 minutes. When asked if there was any reason why the answers may not be accurate Tom responded, I was distracted.
TommyShaw	Cautionary-5	There are 2 inconsistent answers. Testing time was below 12 minutes.
Bruce Springsteen	High - 10	
Steven Tyler	Cautionary-5	There is one inconsistent answer. Testing time was below 12 minutes. When asked if there was any reason why the answers may not be accurate Steven responded, I was distracted.

## APPENDIX - PIPELINE DETAIL

### Pipeline Questions

Your salespeople answered nineteen questions relating to as many as four of their proposal-ready opportunities.

Number	Pipeline Question
1	This quote is for the final decision maker
2	Decision promised upon delivery of quote
3	There is a compelling reason to solve the problem
4	It will be profitable at your estimated cost
5	The prospective customer is creditworthy
6	We have developed a strong relationship
7	It won't upset any existing customers
8	We can differentiate ourselves from the Competition
9	They have a compelling reason to buy from us
10	They are committed to buying from someone
11	They have the money/funding
12	They know about how much it will cost
13	I've dealt with any competitive issues
14	They have indicated a preference toward us
15	There is dissatisfaction with the incumbent vendor (answer yes if no incumbent)
16	The decision will be made within the next 30 days
17	The delivery time frame is appropriate
18	They don't need competitive quotes
19	Our product/service will solve their problem

### Pipeline Scores by Question

The Total Score column of the table below shows the average overall pipeline score for as many as four proposal-ready opportunities for each salesperson. The next column contains their average score for each of the 19 questions. The maximum scores are 100.

Name	Total Score	Quoting Decision Maker	Decision Upon Quoting	Compelling Reason to Solve Problem	Will be profitable	Prospect is Creditworthy	Developed Strong Relationship	Existing Clients Not Impacted	Differentiated From The Competition	Compelling reason to buy from us	Commitment to Buy	Funding Exists	Client Knows Price Range	Competitive Issues Handled	Indicated Preference Toward Us	Dissatisfied With Incumbent Vendor	Decision within 30 Days	Timeframe is Appropriate	No Need for Competitive Quotes	We Have a Solution
Gregg Allman	66	100	0	100	100	100	67	0	100	100	33	67	100	67	33	67	33	67	0	100
Tom Petty	52	75	0	50	100	75	100	0	75	75	0	100	0	50	100	0	75	75	0	100
Tom Scholz	50	100	25	100	100	100	75	100	75	0	50	25	75	0	0	0	0	75	0	100
Tommy Shaw	75	100	67	100	67	100	100	0	100	100	67	0	100	100	100	100	0	100	0	100
Bruce Springsteen	64	25	0	25	100	100	100	100	100	100	0	50	100	100	100	100	25	100	0	100
Steven Tyler	6	50	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0

## Pipeline Scores by Company

The table below shows the proposal-ready accounts that your salespeople referenced and the resulting scores from our analysis. The maximum score for each account is 100.

Name	Company 1	Company 2	Company 3	Company 4	Score 1	Score 2	Score 3	Score 4
Gregg Allman	I'm No Angel	Queen of Hearts	Slip Away		74	59	66	
Tom Petty	Free Fallin'	American Girl	Breakdown	Refugee	64	39	45	58
Tom Scholz	More Than a Feeling	Rock & Roll Band	Long Time	Don't Look Back	68	55	49	28
Tommy Shaw	Come Sail Away	Too Much Time on My Hands	Fooling Yourself		64	80	80	
Bruce Springsteen	Born to Run	Hungry Heart	Thunder Road	Dancing in the Dark	74	57	70	57
Steven Tyler	Dream On	Sweet Emotion	Walk This Way	Toys in the Attic	7	7	4	4

## Pipeline Quality by Sales Group

Group	High	Medium	Low	Overall
East Coast Sales	19%	45%	36%	Low

## Analysis of High Impact Factors

Of the nineteen pipeline questions that were asked, six of them are quite significant because of their high impact on pipeline quality and success. Here is a description of the six questions and their impact on your sales outcomes:

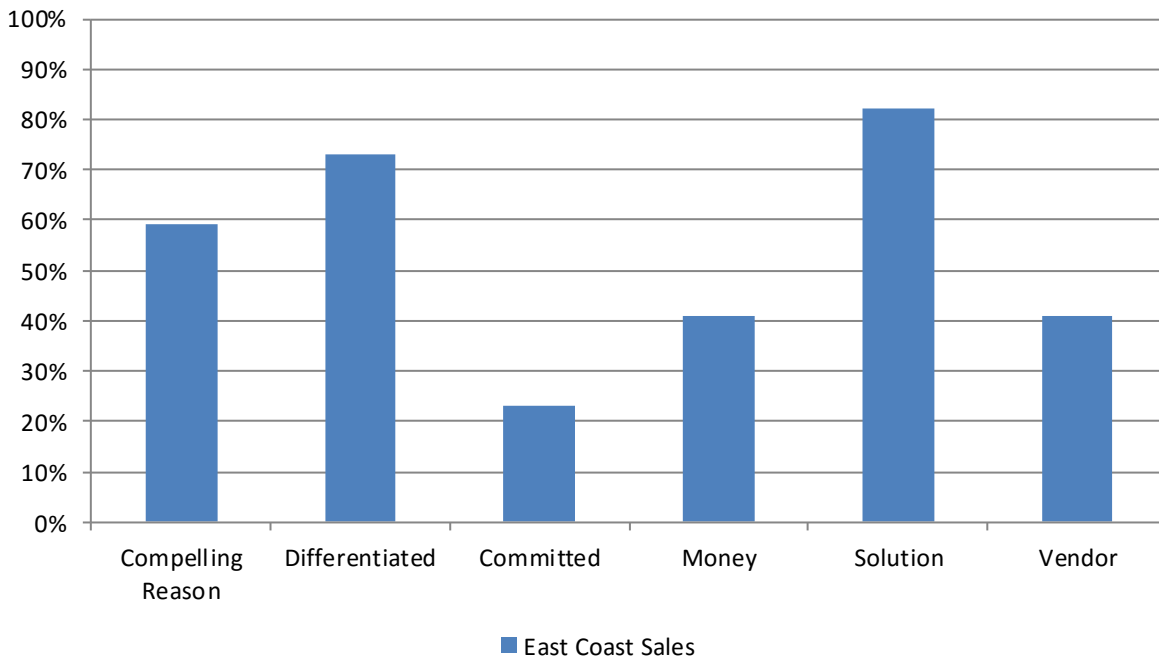
- They have a compelling reason to solve their problem** (Question 3) – When the prospect has a compelling reason to solve their problem it is far more likely that they will take action. Compelling reasons cause urgency and people make decisions to buy when there is urgency. When there is little urgency to take action because the compelling reasons have not been articulated, opportunities like these tend to drag on for a long time and often fail to result in business. Your salespeople answered "yes" to this question 59% of the time. This is extremely encouraging and would generally indicate that their sale cycles move along and their opportunities often close. However, that is not the case because the rest of the data suggests that like many salespeople, they only believe they are uncovering compelling reasons when, in truth, they are only learning about issues.

- **We have differentiated ourselves from the competition** (Question 8) – When salespeople effectively differentiate themselves, they often eliminate the competition. This can be accomplished by building a stronger relationship, asking more questions, better questions, tougher questions, and even unanswerable questions. It can be accomplished by building trust, gaining respect and demonstrating greater expertise. Your salespeople answered "yes" to this question 73% of the time. If they are truly differentiating themselves, it should allow you to sell at higher prices and close a higher percentage of sales. This is extremely encouraging and would generally indicate that their sale cycles move along and their opportunities often close. However, that is not the case because the rest of the data suggests that like many salespeople, they only believe they are uncovering compelling reasons when, in truth, they are only learning about issues.
- **The prospect is committed to buying from someone** (Question 10) – If the prospect has not made a commitment to buying from someone there is a good chance that they may not buy at all. Your salespeople answered "yes" to this question 23% of the time. Your salespeople are not uncovering this important piece of information and as a result, their competition for the business increases. They are not only competing against other vendors, but also with prospects who may take no action at all. There is significantly less leverage when salespeople have not been able to get their prospects to commit to somebody's solution. That leads to a scenario where there is far less confidence for an acceptable outcome.
- **The prospect has the money** (Question 11) – The most common obstacle to closing is when salespeople present a solution that the prospect can't afford to implement. Your salespeople answered "yes" to this question 41% of the time. Your salespeople do not seem to be sure of this point so it is possible that they are either presenting solutions that do not cost enough or the solution is inappropriate for the amount of money the prospect has available to invest. In either scenario the salespeople get the business only when luck is on their side.
- **Product/Service will solve the prospect's problem** (Question 19) – Another common mistake is when salespeople present their solution but it is not the ideal solution for the prospect. Your salespeople answered "yes" to this question 82% of the time. Your salespeople seem to have this one under control. The advantage of being strong here is that the likelihood of success is much greater when salespeople get their prospects to validate their thinking along the way. Since most salespeople aren't very effective at this, it provides your company with a clear advantage
- **There is dissatisfaction with the current vendor** (Question 15) – If the prospect does not have a reason to leave their current vendor all of the reasons a salesperson can offer will not tempt the prospect to leave them. Your salespeople answered "yes" to this question 41% of the time. Your salespeople are not uncovering this information and the current vendor (or the current way of doing things) is at worst, a known entity to your prospects. Even if your salespeople present a better alternative, the edge goes to the incumbent.

## High Impact Factors by Sales Group

Group	Compelling Reason to Solve Problem	Differentiated From The Competition	Commitment to Buy	Funding Exists	We Have a Solution	Dissatisfied With Incumbent Vendor
East Coast Sales	59%	73%	23%	41%	82%	41%

### East Coast Sales



## **APPENDIX - ASSESSMENTS VERSUS OBSERVED PERFORMANCE**

The findings and insights contained in this analysis are quite accurate. For a number of reasons, however, some sales assessments may not correlate to a salesperson's performance. The most common reason is the difficulty of the assignment and some salespeople have an easier assignment than others.

An assignment would be considered easier when:

- Most of their customers call in to place orders
- Most of the business is repeat business
- Leads are provided
- The salesperson has been in the territory a long time
- The salesperson has inherited a good territory from a previous salesperson
- The salesperson has a territory with the most opportunities
- The salesperson has the best accounts

Those who have an easy assignment and hit their numbers, yet assess poorly, may actually be account managers rather than producers.

An assignment would be considered difficult when salespeople must acquire their business via cold calling. You may think that some of these salespeople, who may not yet be consistently hitting their numbers, are weaker than they really are because they aren't producing as much business as a salesperson with an easier assignment. Salespeople with a difficult assignment, that aren't hitting their numbers but assess well have the potential to succeed.

On the following pages, we have graphed your salespeople against three variables:

- The difficulty of their assignment
- Their performance
- Their assessment results

You may see some of your salespeople in an entirely different light.

There may be scenarios where a salesperson's assessment will be poor but their performance to quota is acceptable or even outstanding. The opposite can also occur where the salesperson assesses well despite poor performance. We looked for these conditions and provide explanations when appropriate.

## Definition of Terms

The following graphs show a variety of scenarios where performance, the difficulty of the salesperson's role, and how well the salesperson scored on the assessment, may not appear to correlate.

**Difficulty** is the measure of how challenging the role is. The most difficult role requires cold-calling to find new business while the least difficult role enjoys repeat business from existing customers, call-ins, and/or renewals.

**Performance** is the measure of whether a salesperson is meeting or exceeding the numbers. High Performance indicates that the numbers are being met while Low Performance indicates that the numbers are not being met.

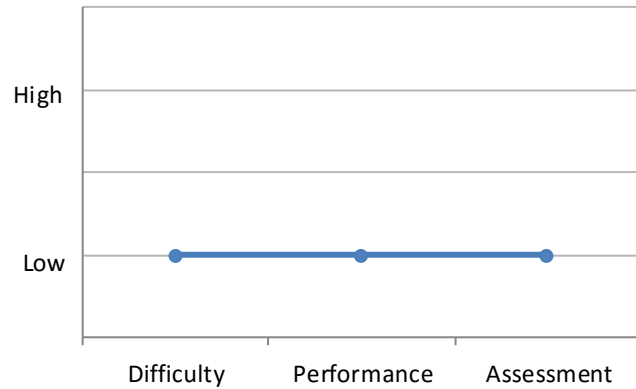
**Assessment** is the measure of how well the salesperson performed on the assessment. High Assessment indicates that the salesperson assessed well while Low Assessment indicates that the salesperson assessed poorly.

## 1. Weak Salespeople

Mostly call-ins, repeat business or renewal business; numbers not being hit; appeared weak on the assessment. This depicts a very weak salesperson.

3 people in this category:

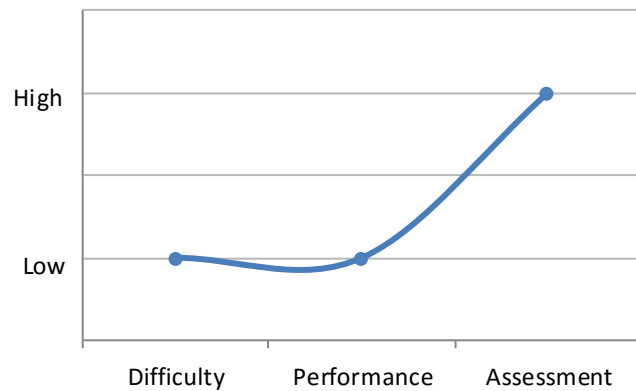
- Gregg Allman
- Tom Petty
- Steven Tyler



## 2. Needs Development

Mostly call-ins, repeat business or renewal business; numbers not being hit; salesperson appeared strong in the assessment. This depicts a salesperson that either hasn't had enough time to succeed (see Figure it Out Factor™ if salesperson is relatively new) or has other factors (like not suitable for working remotely or unwilling to prospect) causing the lack of results.

Nobody in this category



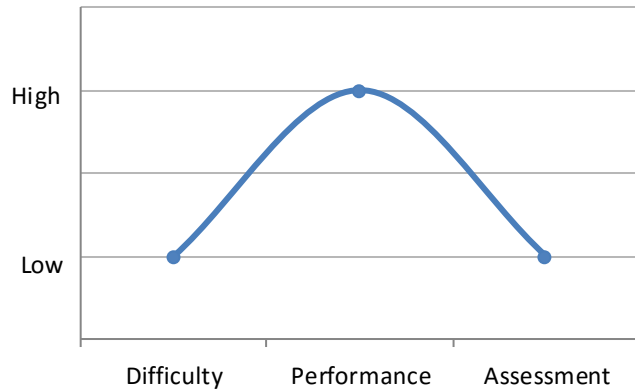


### 3. Hidden Risk

Mostly call-ins, repeat business or renewal business; numbers being hit; appeared weak on the assessment. This depicts a hidden risk, someone hitting the numbers only because of the relative ease of the assignment. This salesperson is not ready to help you grow or change your business.

One person in this category:

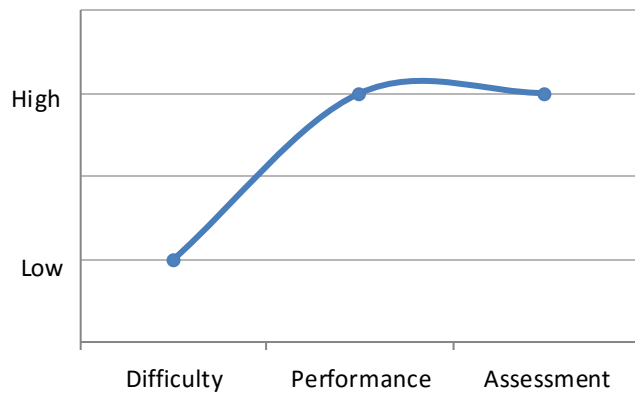
- Tom Scholz



### 4. Supports Business Growth

Mostly call-ins, repeat business or renewal business; numbers being hit; appeared strong on the assessment. This depicts a strong salesperson who could handle a more challenging assignment.

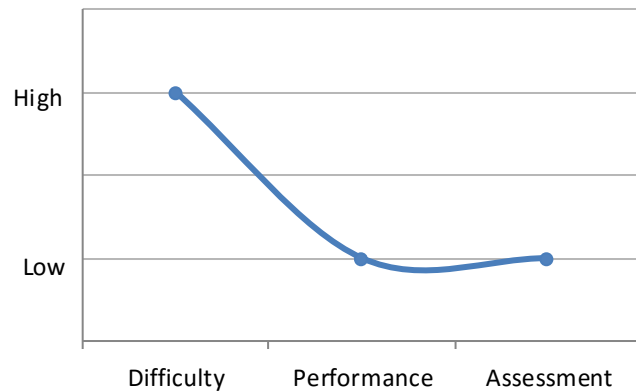
Nobody in this category



## 5. Development Required

Mostly cold calls; numbers not being hit; appeared weak on the assessment. This depicts a weak salesperson whose assignment is challenging and who requires redeployment or development in order to succeed.

Nobody in this category

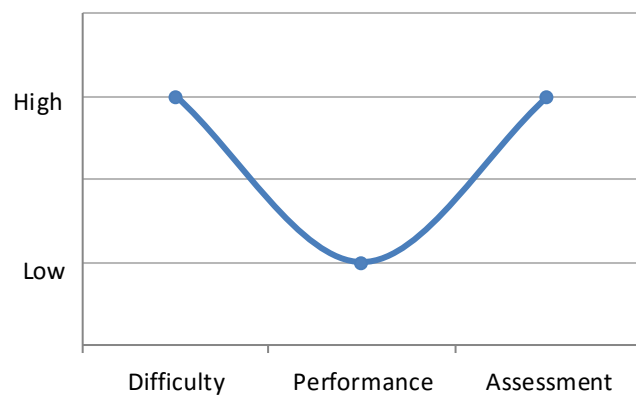


## 6. Hidden Potential

Mostly cold calls; numbers not being hit; appeared strong on the assessment. This depicts a salesperson that either hasn't had enough time to succeed (see Figure it Out Factor™ if salesperson is relatively new) or has other factors (like not suitable for working remotely or unwilling to prospect) causing the lack of results.

One person in this category:

- Tommy Shaw

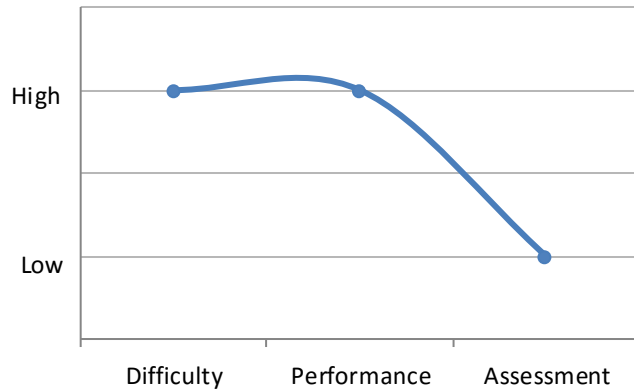


## 7. Intangibles at Work

Mostly cold calls; numbers being hit; appeared weak on the assessment. This depicts a very small group of salespeople where intangibles that can't be taught or duplicated, could be responsible for the surprising results.

One person in this category:

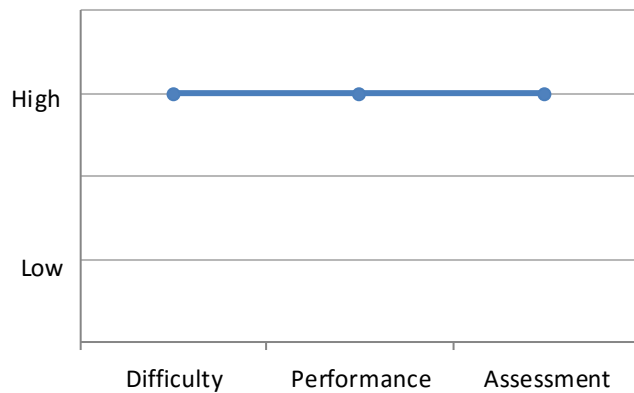
- Bruce Springsteen



## 8. Strong Salesperson

Mostly cold calls; numbers being hit; appeared strong on the assessment. This depicts a strong salesperson.

Nobody in this category



**Assessed vs. Observed Performance by Group**

<b>Group</b>	<b>Weak Salespeople</b>	<b>Needs Development</b>	<b>Hidden Risk</b>	<b>Supports Business Growth</b>	<b>Development Required</b>	<b>Hidden Potential</b>	<b>Intangibles at Work</b>	<b>Strong Salesperson</b>
	<b>% of Salespeople in this Category</b>							
EastCoastSales	50%	0%	17%	0%	0%	17%	17%	0%

<b>Name</b>	<b>Category</b>	<b>D</b>	<b>P</b>	<b>A</b>
Gregg Allman	Weak Salespeople	Low	Low	Low
Tom Petty	Weak Salespeople	Low	Low	Low
Tom Scholz	Hidden Risk	Low	High	Low
TommyShaw	Hidden Potential	High	Low	High
Bruce Springsteen	Intangibles at Work	High	High	Low
Steven Tyler	Weak Salespeople	Low	Low	Low

D = Difficulty P = Performance A = Assessment

## **APPENDIX - SALES ASSERTIVENESS DEFINITIONS**

Sales Assertiveness is measure of how a salesperson handles his/her ego. There is both good and bad ego and we use these terms in the Sales Posturing Index:

**Timid:** Ego is dominated by the salesperson's Need for Approval. Difficult questions, confrontation, and risk will be avoided. Timid salespeople tend to facilitate rather than orchestrate.

**Overconfident:** Ego is dominated by an internal arrogance, a sense that they don't need to ask because they already know; a feeling that they don't need to act because it isn't necessary; a feeling that their own needs are more important than those of their prospects. Overconfident salespeople may skip steps, questions, relationship building opportunities, or follow-up as a result of feeling that it simply isn't important.

**Consistently Assertive:** Ego is appropriately assertive for sales.

**Assertive – Occasionally Over-Confident:** Mostly appropriate assertive ego with a chance of situational over confidence.

**Assertive – Occasionally Timid:** Mostly appropriate assertive ego with a chance of situational timidity.

**Behavior Varies by Situation:** There is no default and the salesperson simply reacts in either an appropriate or inappropriate way.

## ***APPENDIX - SALES EMPATHY DEFINITIONS***

Sales empathy is our measure of how effectively a salesperson relates to a prospect. Like Sales Assertiveness, there is both good and bad empathy and the terms are used in the Sales Posturing Index:

**Supportive:** The empathy is directed toward understanding the prospects' problems, issues, frustrations and situation. Salesperson has the ability or potential to be very effective at identifying the reasons why prospects will buy.

**Not Supportive:** The empathy is directed toward understanding the prospects' stalls, put-offs, excuses and objections. The salesperson does not currently have the ability to be effective identifying the reasons why prospects will buy and has trouble overcoming the reasons why they can't.

**Supportive but Vulnerable:** Has supportive empathy but is vulnerable because there is also a component of non-supportive empathy.

**Somewhat Supportive but Vulnerable:** Has some elements of both supportive and non-supportive empathy. Salesperson doesn't have enough of the supportive empathy to be consistently effective identifying reasons to buy, and has too much of the non-supportive empathy to overcome the reasons not to buy.

## APPENDIX - SALES MANAGEMENT TIME ALLOCATION

Name	Coaching	Motivating	Accountability	Recruiting	<u>Total Mgmt. Functions</u>	Crisis Management	Internal Issues	Compensation	Organization	Strategy	Direct Selling	<u>Total Other Functions</u>
<b>OMG Benchmark Target</b>	50	10	15	5	<b>80</b>	5	5	1	1	3	5	<b>20</b>
Tina Turner	15	15	10	2	<b>42</b>	10	10	3	10	20	5	<b>58</b>

## APPENDIX - SUMMARY OF DISCOMFORT BY SALESPERSON

### Major Retail Chains

Name	Management	Marketplace	Product	Performance	Overall
Gregg Allman	83%	0%	100%	14%	52%
Tom Petty	50%	33%	40%	57%	48%

### Record Labels

Name	Management	Marketplace	Product	Performance	Overall
Tom Scholz	50%	67%	60%	57%	57%
Tommy Shaw	67%	33%	80%	29%	52%

### Online Sellers

Name	Management	Marketplace	Product	Performance	Overall
Bruce Springsteen	17%	33%	20%	0%	14%
Steven Tyler	67%	67%	40%	71%	62%