



Objective
Management
Group®

SALES EVALUATION

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ABC COMPANY

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INTRODUCTION

Thanks for completing the online questionnaire. Before you read your completed personal evaluation, we would like to explain a few of its concepts.

First, please understand the spirit in which this evaluation is intended. Its primary purpose is to provide additional insights with which to increase sales, a benefit designed to increase earnings for you and your company. This is not in any way intended to be negative or critical.

Second, this isn't a psychological assessment or a personality profile; therefore it shouldn't in any way be read as a critique of you as an individual. You should accept this as a view limited to the ways you think and act that affect your success as a salesperson. That may help you to understand any possible disagreements you may have with certain portions of our commentary, which are based entirely on current sales best practices. While it isn't our intent to challenge your personal value system, acceptable sales values and performance may differ significantly from your personal beliefs and expectations.

This evaluation compares you to an ideal salesperson. While a comparison to Joe or Mary Average would make you appear better, it would only serve to encourage mediocrity.

Finally, don't take anything personally, it isn't meant that way. Any weaknesses identified on the following pages are sales related weaknesses only, not character flaws. The changes we suggest are designed to help you control the selling process more effectively, and as a result, shorten your sales cycle, sell more, and sell more often.

Before you dig into the findings of your evaluation, we would like you to consider how the findings may impact your current role.

If you are currently an account manager (you call on the same customers on a regular basis) or a farmer (you have a few large accounts to grow) but do little in the way of new account/customer development, you might believe that some of the findings in this evaluation do not apply to you. The common goal of most companies today is to learn whether their account managers and farmers can make the transition from managing accounts and taking orders to being more proactive salespeople whose competencies include hunting for and closing new business. You may want to consider whether some of the findings that do not seem to apply could have some meaning in the context of what your role might evolve into in the near future.

If you currently hunt and close new business the questions you should be asking prior to reading the findings are:

- Am I going about it in the best way possible?
- Are there important skills that I haven't yet developed or mastered?
- Are there weaknesses preventing me from being as effective as I could be?

This evaluation does not make a statement about how successful you have been in the past, but it does attempt to show how much better you could be if you implement the suggested improvements.

Thanks again for your participation and good luck in your pursuit of sales excellence!

Objective Management Group, Inc.

This document will answer a number of questions about how effective you currently are in the various elements of selling, where there is room for growth, and how you can improve your sales capabilities. It is organized into the following questions:

- What Are Your Current Sales Capabilities? (page 4)
- How Motivated Are You and How Are You Motivated? (page 7)
- Can You Be Better at Generating New Business? (page 9)
- Can You Be Better At Reaching Decision Makers? (page 10)
- Can You Optimize Your Sales Cycle? (page 11)
- Can You Sell More Consultatively? (page 14)
- Can You More Effectively Sell Value? (page 17)
- Can You More Effectively Close? (page 18)
- Do You Follow an Effective Sales Process? (page 21)
- Can You More Accurately Forecast Sales? (page 22)
- Can You More Effectively Manage Existing Accounts? (page 24)
- Can You More Effectively Grow Key Major Accounts? (page 25)
- What Kind of Training Would You Benefit From? (page 25)

Symbols Used in this Document

Throughout this document, we will use the following symbols to differentiate between skills, strengths, and self-limiting beliefs. Understanding these three sets of findings is key to becoming a more effective salesperson.



Skills - These are usually learned strategies and tactics that are situation dependent.



Strengths - These are part of your Sales DNA and support the use of strategies and tactics.



Beliefs - These messages are also in your Sales DNA, influence your behaviors and either support or sabotage your sales outcomes.



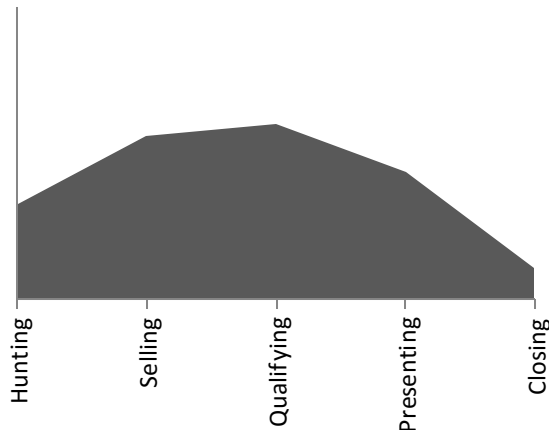
Indicates a strength or a skill.



Indicates a challenge or a weakness.

WHAT ARE YOUR CURRENT SALES CAPABILITIES?

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



The graph tells a story that suggests you have the following capabilities:

Hunting - When salespeople are expected to find some or all of their business from new, rather than existing customers (and you might not be), it requires hunting attributes. In this context you have very few of the attributes necessary for consistent, effective hunting. If you are required to find new business, use this evaluation to identify the gaps in your hunting competency and begin the process of self-development.

Selling - Consultative Selling is a sales methodology that emphasizes having a productive, engaging, thought-provoking conversation, while uncovering a prospect's compelling reasons to buy, differentiating yourself from the competition, and building a case for your solution. It is dependent on two key skills; listening and asking questions. In this context, you have some of the attributes required for selling consultatively. Use this evaluation to identify the gaps in the Consultative Selling competency and begin the self-development process.

Qualifying - Qualifying every sales opportunity is crucial to sales success. Most salespeople either ignore it, do it at the wrong time, or aren't thorough enough. In this context you currently have some of the attributes for effective qualifying. That can lead to wishful thinking, happy ears, inappropriate quotes and proposals, delayed closings, business that fails to close, and wasted time. Use this evaluation to identify the gaps in your qualifying competency and begin self-development.

Presenting - Effective Presentations and/or demos have less to do with product knowledge and the ability to explain your solution than it does your ability to present the right information, at the right time, and get the right feedback. Additionally, when one possesses good consultative selling and qualifying competencies, great presentation skills are far less important. In your case, your presentation approach and context are not very strong.

Closing - When prospects don't volunteer or agree to buy, closing skills are required to help a prospect change their decision or, when they haven't decided, to help them decide. In this context, you have very few of the attributes required for consistent, effective closing. This will likely cause delayed closings, lost sales, stalls and put-offs. Use this evaluation to develop a better understanding of the attribute and begin the process of self-improvement.

Selling Competencies

We looked at numerous Competencies to determine the percentage of attributes that you 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 - strategies and tactics - they do represent 50% of the equation. The other 50% is represented by Sales DNA that must support the use of those skills.

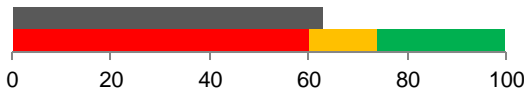
It is very important to understand that **salespeople with the right Sales DNA but few skills will always outperform salespeople with good skills but less than desirable Sales DNA.**

You Have **33%** of the Hunter Competency
and **17%** of the Relationship Building Competency
and **40%** of the Sales Posturing Competency
and **56%** of the Consultative Competency
and **60%** of the Qualifier Competency
and **44%** of the Presentation Approach and Context Competency
and **11%** of the Closer Competency
and **60%** of the Milestone-Centric Sales Process Competency
and **88%** of the CRM Savvy Competency
and **29%** of the Effective Use of Social Selling Tools Competency

Sales DNA

As we mentioned earlier, sales skills are not the only factors that determine sales capabilities. The overall level of Sales DNA is even more important. When strong, Sales DNA supports a salesperson's ability to execute. When less than desirable, Sales DNA hinders the ability to execute skills and process. Your Sales DNA includes all of your selling-related strengths. Your Sales DNA Score, shown below, is comprised of five major strengths that have the greatest impact on sales call performance. Lower numbers represent Sales DNA that will impede a salesperson's performance.

63%



This score suggests that your Sales DNA is often interfering with your sales effectiveness. You may be effective at maintaining your existing accounts, but you are probably experiencing great difficulty when attempting to bring in new business.

Intangibles

You are a very successful salesperson yet your evaluation suggests that you have more negative findings than we would expect. In situations like this it can be difficult to understand why there appears to be a contradiction between your performance and your evaluation results. You are one of a very small minority of salespeople that possesses intangibles -- things that help you succeed in your business. Your intangibles aren't teachable, transferrable or duplicable but because you have some of these or, in certain cases, a particular one, it can explain what your evaluation can't.

We identified the following intangibles:

- Been in the Industry for Decades
- Has the Best Customers or Clients

Summary of Selling Capabilities

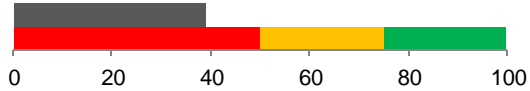
We have analyzed:

- 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 your current sales capabilities.

Your overall sales capability score is

39%



When we evaluate your current sales capabilities, we look at everything; Skills, Competencies and Sales DNA. Your overall sales capability represents how close you are to your fullest sales potential. Overall, your selling capability today is limited. Improved sales coaching from sales management, along with the appropriate sales training to improve skills and overcome weaknesses, will improve your selling capability over time.



You believe that
"I need to provide proposals (or quotes)"

HOW MOTIVATED ARE YOU AND HOW ARE YOU MOTIVATED?

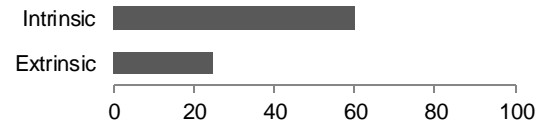
Motivation is as important as ever but today's salesperson is not necessarily motivated by money. Motivation can appear as either Intrinsic or Extrinsic.

Intrinsics tend to be motivated by recognition, fulfillment, satisfaction, enjoyment, love of selling, mastery, or even when they have something to prove to others. They are often more consistent in a longer and more complex sales cycle.

Extrinsics tend to be motivated by money, rewards, toys, vacations, and material things. They are more effective in a shorter and/or more heavily commissioned sales cycle.

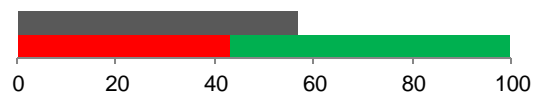
Your motivation style is:

Intrinsic



Your overall level of motivation is:

57%



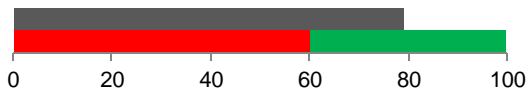
You are intrinsically motivated. You may be driven by pride, satisfaction, mastery, achievement, competition, enjoyment, or recognition. You could even be motivated to prove others wrong about what you could accomplish. This is much more sustainable than extrinsic (money) motivation, which tends to work for much shorter periods of time. Because of the satisfaction you get from selling, you are much more likely to work harder and longer, improve your skills, and strive to master your craft.

✓ Desire



If selling success hasn't already come your way, your strong desire assures that it soon will. Strong desire, a very important element in sales, will provide the incentive to execute the strategies and tactics that are uncomfortable for you. Continue to raise the bar and set new standards for yourself.

79%

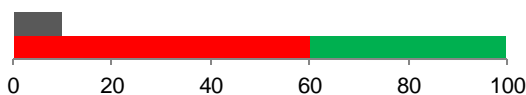


✗ Commitment



A strong Commitment to achieving greater success in sales is a very desirable strength. You believe that you lack this commitment and the findings support this point of view. When commitment is not as strong as it could be, you may not be willing or able to execute the strategies and tactics that are uncomfortable for you. When commitment isn't as strong as it could be it's possible that you aren't excited enough about your personal goals. Try to modify them until you are motivated to do whatever is necessary to get to the next level in sales.

10%



✓ Enjoyment of Selling



Your enjoyment of the sales process will help you maintain a great outlook. This will support your bravery, beliefs and, ultimately, your style. Continue to enjoy yourself when you sell and it will help you to control your emotions too.

✗ Personal Goals



It appears that you don't have specific written personal goals. This is similar to planning a vacation and doing everything except establishing a destination. You must have written personal goals and those goals must be derived from the dreams you'd like to fulfill. Without dreams and their related goals you may never get all that you hope for. Don't sell yourself short. As difficult as it is to set personal goals, you must set aside several hours of quiet time and start immediately. Your first goal is to put your goals on paper within seven days.

✓ Meaningful Goals



You already know this but your goals, which appear to be personally meaningful to you, are probably motivating you sufficiently to create the urgency to succeed. Good stuff!

✗ Plan for Reaching Personal Goals



After you have written your personal goals, create a goals management plan. Spell out exactly what you must do and when you must do it in order to reach your goals. It will be difficult to reach your goals if you don't have a plan to follow. Determine how much business you must generate to reach your goals as well as the actions that will be required on a daily basis.

System to Track Progress

We didn't find any evidence of a tracking system. Your success can be measured by how much money you earned last year, however, it doesn't measure your current progress or suggest adjustments that should be made in order to reach your goals by the end of the year. After you create your written goals and a written plan to reach your personal goals, create a daily tracking system by measuring the required daily actions as described in your plan against your actual daily performance. Hold yourself accountable in all vital areas of performance and attitude and you'll develop some wonderful consistency.

CAN YOU BE BETTER AT GENERATING NEW BUSINESS?

The Hunter Competency contains the attributes required for successful development of new business. While the overall percentage in this Competency is meaningful, it is 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

Hunter Competency

Uses Social Selling Tools *	<input checked="" type="checkbox"/>
Attends Networking Events	<input checked="" type="checkbox"/>
Prospects via Phone and / or Walk-ins	
Gets Referrals from Customers /Network	
Reaches Decision Makers	
Schedules Meetings	<input checked="" type="checkbox"/>
Prospects Consistently	
Has No Need for Approval	
Recovers From Rejection	
Maintains Full Pipeline	
Will Prospect	
Not a Perfectionist or it Does Not Prevent Prospecting	<input checked="" type="checkbox"/>
33%	

* The following table provides additional detail regarding your competency with Social Selling tools.

The Social Selling Competency

Uses LinkedIn	
Uses Twitter for Business	<input checked="" type="checkbox"/>
Well Connected	
Posts/Shares Updates for Visibility	
LinkedIn Social Selling Index Score	
Connected to Potential Customers/Clients	<input checked="" type="checkbox"/>
Generates Leads through Social Selling	
29%	

Introductions

You have not received enough referrals and introductions to keep your pipeline full. Have you been asking for them? If you need to find new business you can continue to cold call (not the best use of time), or you could call on people that actually want to speak with you! Development: Set a goal to have enough referrals and introductions to replace any cold calling you need to do.

✔ Scheduling Meetings

You indicated that when prospecting for new business you are often able to get an appointment. In the case of scheduling appointments or meetings, able and unable are relative. If the norm is 1 in 5 and you succeed in 2 out of 5, you're twice as effective as others. If the norm is 3 out of 5 and you succeed in 2 out of 5 than you're a third less effective than others. Assuming that there is still room to improve your prospecting results, you might want to get some assistance determining if there is any part of the conversation that could improve. Tonicity? Your introduction? Your script? Your positioning statement? The level of interaction and engagement? The call to action? Your consistency? Your dynamics? Your persistence? Have a sales manager listen to a recorded call and provide an opinion!

✘ Recovers from Rejection

Recovering from rejection is difficult for most salespeople. Chances are that you won't be as effective on calls immediately after one in which a prospect rejected you. On subsequent calls, to avoid hearing a "no", you could be more vulnerable to stalls, excuses, sob stories and put-offs. This could cause you to waste some time. Development: Reset your expectations for each call. Your prospects can't reject YOU, they can only reject an idea, a product, a solution, a pitch, a service, a price, and interruption or a concept. Look at the situation objectively and you'll realize that you're only the messenger.

✔ Getting Past Gatekeepers

You have developed the ability to get beyond gatekeepers and have wasted little time and effort in the process. The obvious benefit is that you've scheduled more appointments. Just make sure that you consistently maintain a full pipeline and you should be in good shape. Keep it up!

Summary

If you aren't required to hunt/prospect for new business and/or don't need to hunt/prospect to reach your goals, you can ignore the preceding comments. On the other hand, if having more opportunities in your pipeline will help you to become more successful, it is important for you to begin prospecting more consistently despite the fact that you dislike the activity.



You believe that
"I prefer not to make cold calls"



You believe that
"I'm uncomfortable with certain aspects of selling"



You believe that
"If prospects are happy with their current vendor then I can't help them"

CAN YOU BE BETTER AT REACHING DECISION MAKERS?

We looked at whether you are consistently meeting with decision makers and whether you need to be liked.



Reaching Decision-Makers



It seems that you've had some difficulty getting in front of the prospects responsible for making the final decision. The most common reason is a belief that you "can't call on this individual" or a fear that someone (a subordinate or purchasing) would become upset if you went around him/her. Sales cycles take longer, your chances are slimmer and the answers to your questions are sketchier when you're with the wrong person. Begin your process with calls to the highest ranking individual you can reach, believe that you belong and learn to speak about the things that are important to someone in that role.



Does Not Need to be Liked



You are among a large number of salespeople that have some need for prospects to like you. This piece of Sales DNA will hinder your performance when you need to push back, question or challenge a prospect but you don't want them to stop liking you. To overcome your remaining need for approval, attempt to get your prospects to respect you instead of needing your prospects to like you.

Summary

Over time, and when combined with other incremental improvements, developing the ability to achieve this milestone can shorten your sales cycle, eliminate competition, increase your win-rates and help you to identify the compelling reasons to buy. Assuming that you agree with the importance of this sales milestone, what can you do? The usual reason that salespeople have difficulty in this area is their need to be liked and that appears to be the case with you as well. However, don't rule out the possibility that your challenge may include the need for improved strategy and tactics as well. Over time, appropriate training and coaching should help you reach decision makers.

CAN YOU OPTIMIZE YOUR SALES CYCLE?

To answer this question we looked at 11 factors that historically support shorter sales cycles. Shorter sales cycles do not display the effects of delayed closings or business lost to competitors. We present the 11 factors as they apply to you in the next table.

- **Makes Decisions** – Salespeople that make buying decisions without having to think it over have Sales DNA that supports strategies and tactics to help their prospects make decisions.
- **Consultative Seller** – If salespeople can sell consultatively they can uncover the compelling reason to buy, a motivator that creates urgency and shortens the sales cycle.
- **Qualifier** – If salespeople 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 a question in response to a put-off can lead to closing more business at the first closing opportunity.
- Doesn't Need to be Liked – A salesperson that doesn't need to be liked accepts fewer put-offs because they aren't concerned about asking another question, pushing back, or challenging the prospect.
- Controls Emotions – If 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 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 salespeople are unaffected by rejection they are more likely to ask good, tough, timely questions, even when the answer could result in a "no".
- Healthy Skepticism – When salespeople have a healthy skepticism, they can avoid happy ears, not mistake put-offs for promises, and have much better sense for determining realistic expectations.
- Supportive Beliefs – When salespeople have beliefs that support ideal sales outcomes they are 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.

Factors

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	

1



Decision-making



You rarely make a major purchase without first thinking it over. This self-limiting belief/habit can have a tremendous negative impact on results because it causes you to accommodate prospects that want to think things over - like you. Since thinking it over makes sense to you, your closing techniques may not be executed effectively. Development: Change the way you make buying decisions so that making an informed but timely decision becomes normal. It will empower you to become a much more effective closer.



Successfully Avoids Accepting Put-offs



Prospects often lie; leaving salespeople to deal with their stalls and put-offs. That happens to new salespeople and it's happening to you too. You have been very sympathetic, understanding their excuses and hoping that their promises come true. Precious time is wasted when you continue calling on people that don't really want to talk with you. Development: It would be helpful for you to become strong enough to turn those put-offs into tangible next steps and decisions.



Controls Emotions



When your prospect catches you by surprise or raises the objection you hoped you wouldn't hear, you sometimes become emotional. This takes place whenever you think, analyze, strategize, worry, become creative or get excited. Instead of listening to your prospect, you actually hear your own voice scripting a response, causing you to lose objectivity and then control of the call. The correct responses don't come to you and you end up fighting for survival. Development: Learn to control your thoughts and emotions. Identify the situations to which you become vulnerable and practice your responses through role-plays until you can literally handle them in your sleep.



Talking About Money



You find it uncomfortable to have an in-depth financial conversation with your prospects. Therefore, you may fail to determine the exact sum of money your prospect will spend for your solution. You may also find it difficult to get your prospects to "find" money when they "don't have any money" or "don't have enough money." Development: Change this self-limiting belief by beginning to talk openly with people about money, the things that money can buy and the various ways money can be invested. As you talk more openly about money you will become more comfortable and effective dealing with those issues on your sales calls.



Healthy Skepticism



You trust people and that's not bad - but in the future you should be more skeptical of what your prospects say. Dealing with a prospect is different from socializing with friends. Prospects put up their guard, whereas in the company of friends, their guards are much lower or non-existent. When you trust prospects too much you may not ask enough questions, could ask the wrong questions, mistake stalls for promises and waste time with prospects that won't buy from you. Development: Don't accept what your prospects say at face value just because it's what you want to hear. Recognize that your prospect's reason for the delay is more likely a stall or a put-off.



Sales Process



Sometimes you do things that work effectively and unfortunately, sometimes you don't. A more consistent, milestone-centric sales process would yield more consistent results. A builder can't erect a home without a blueprint, a software developer can't write a program without a flow chart, electrical engineers don't build circuit boards without schematic diagrams and attempting to sell without following an effective sales process leads to inconsistent results at best. Determine which milestones must occur on each and every call, in what order those milestones should occur and then make sure that they do. In its simplest form, a sales process includes stages where you move an opportunity from suspect to prospect to qualified to closable to closed, in that order. Then the milestones should be included in the appropriate stages.

Summary

At this time you do not have the factors to support a short sales cycle. We believe that your sales cycle can be shortened significantly by following a formal, structured milestone-centric sales process. The other factors, addressed in other sections of this evaluation, are also important, but the sales process will have the greatest impact today.



You believe that
"I need to educate my prospects"



You believe that
"I have a long sales cycle"



You believe that
"I'm uncomfortable talking with prospects
about their finances"



You believe that
"Prospects that think it over will
eventually buy from me"



You believe that
"I understand when my prospects want
to think it over"



You believe that
"It's not necessary to ask prospects
about their finances"

CAN YOU SELL MORE 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 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.

The Consultative Seller Competency

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	✓
56%	

* The following table provides additional detail regarding how quickly you develop relationships.

The Relationship Building Competency

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	
17%	



Developing Relationships Early in the Sales Process



It appears that you may not be developing your relationships early enough during the first conversation. Many salespeople are able to establish rapport, but fail to create a relationship. When relationships are developed early enough in the sales process, prospects feel more comfortable about sharing important or even confidential information and the sales cycle is shorter. Strong relationships will also help you sell those prospects who are not only very different from you, but with whom you may have had difficulty "hitting it off" in the past. Development: Establish your relationship early, during the first scheduled call or meeting, and you'll experience a dramatic improvement in how your prospects engage with you!



Asking Great Questions



You seem to be quite comfortable asking questions, something that very few salespeople ever accomplish. Great questions help you uncover important information, differentiate you from your competition and shorten the sales process. Continue to ask great questions and try to ask one more when you think you have asked enough.



Asking Enough Questions



You may be talking too much on your sales calls. That can interfere with your ability to listen and get important questions answered. Successful salespeople talk less than 50% of the time. Development: Attempt to ask more questions and develop better listening skills. Try to ask more "how" and "why" questions after your prospects share information. Become more curious and talk less about what you know. These tips will help you maintain more control over the sales call.



Uncovers Compelling Reasons to Buy



You have had some success getting your prospects to share their reasons to buy from you. You are much more likely to address those issues in any proposals or presentations you might need to provide and it should give you an advantage over the competition.



How Prospects Will Make Buying Decision



It appears that you have been successful in getting your prospects to tell you how they would reach a decision to buy from you. This is so much better than leaving that important detail to chance. You should be congratulated, as this is a seldom practiced, misunderstood strategy which, when executed, gives you a tremendous advantage over your competition.



Successfully Avoids Making Assumptions



You don't seem to be making many assumptions on your sales calls and this is very good! While you could be very perceptive, salespeople that depend on their hunches are usually wrong. There is no information like factual information. Development: Continue to make your assumptions out loud and allow your prospect to validate or correct what you believe to be true.



Ability to Ask Tough Questions

As we mentioned earlier, your need for approval can interfere with your ability to ask great questions. Please refer back to the explanation in the Hunter Competency



Ability to Listen/Ask with Ease

As we mentioned earlier, your ability to control your emotions makes it easier for you to listen and ask questions. Refer back to the explanation in the Hunter Competency.



Building Trust



Objective Management Group CEO, Dave Kurlan, recently published a White Paper, "The Trust Project - When and Why Salespeople Aren't Trusted." It 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.

You appear to have the ability to build trust and show integrity. This is more important than ever, as our latest research has revealed that trust can be a huge difference maker – perhaps even more so than price and quality.

Summary

Overall, you have more attributes in place for consultative selling than we usually observe. While there is still room for improvement, it lays a nice foundation, and with the aid of advanced selling skills training and coaching, you will be able to master the consultative approach.

CAN YOU MORE EFFECTIVELY SELL VALUE?

When salespeople feel that they need a more competitive price or the lowest price in order to win the business, the chances are quite good that they aren't effectively selling the value. In order to determine whether you can more effectively sell value, we looked at the following factors, also shown in the table below:

- **Compelling Reasons** – A salesperson's ability to uncover a prospect's reasons to buy helps the salesperson discover the true value in the opportunity.
- **Value Buyer** – When salespeople buy value rather than seek out the lowest price they are more likely to be effective at selling value. Salespeople who are price shoppers have the most difficulty upholding margins, creating and selling value, and competing against lower priced competitors.
- **Ability to Differentiate** – Salespeople who make good first impressions stand out from the crowd and get their prospects to pay more attention to them than the competition.
- **Able to Discuss Money** – When a salesperson is uncomfortable having a financial discussion, it may have a significant, negative impact on any opportunity when the prospect lacks the funding or doesn't see the value in the offering.
- **High Threshold for Money** – A salesperson with a High Money Threshold should be able to ask for a lot of money (not to be confused with Able to Discuss Money) without concern for the amount being "a lot" to them personally.
- **Sales-Specific Skills** – Better skills lead to more success when salespeople are required to sell value.

Factors

Compelling Reasons	✓
Value Buyer	✓
Ability to Differentiate	
Able to Discuss Money	
High Threshold for Money	✓
Sales-Specific Skills	
	3



Margins



Since you shop for value you will sometimes pay more in order to get more. Therefore, you will be less vulnerable to prospects that are seeking the lowest price. Shopping for value is more supportive to effective selling than seeking the lowest price, but not quite as supportive as when price doesn't matter at all. Attempt to further improve this behavior until you no longer understand why a prospect would want a lower price. If you empathize over the need for a better price you will lose either profit margin or the business.



Comparison Shoppers



You comparison shop when making a major purchase. While there isn't anything wrong with this, it could interfere with your sales success. When you shop around, explore options and make comparisons, it could cause you to accept the same behavior from prospects that wish to compare you to others. Development: Change this self-limiting belief/behavior by choosing only one retailer from whom you wish to purchase. When this finally becomes normal you'll no longer understand when your prospects want to shop YOU around. Then you'll be able to use any of your effective strategies and tactics to discourage your prospects from shopping rather than allowing them to shop.



Money Tolerance



You have a fairly good concept for how much money is "a lot". This should help you with prospects that believe you are asking "too much" money for what you are selling. Since it won't seem like "too much" to you, attempts to change their perception will be supported by this empowering belief.

Summary

While you are not a value seller today, you can become a value seller in the near future. The most important element to selling value – the way you buy value for yourself - is already in place.

CAN YOU MORE EFFECTIVELY CLOSE?

The Closer Competency

The Closer Competency helps us to understand whether or not you have the attributes that will enable you 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 may have been very happy to get that business at a later date, those deals did fail to close when they should have – at the time they first became closable.

While the Closer Competency explains what you 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)

The 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	

11%



Getting Prospects to Make Decisions



You haven't been collaborating with your prospects and agreeing, in advance, when decision-making will take place. When decisions aren't agreed to in advance, your sales cycle may be longer than necessary and your presentations and proposals may occur without decisions. Development: You should strive for agreement on next steps on all of your calls by determining what needs to happen (format - not result) next and getting your prospect to agree.

 **Timing of Quotes and/or Proposals** 

It's nice to win the proposals (or quotes) you generate but most proposals are not winners. Much time and energy are wasted preparing proposals. You can be far more effective if you know in advance whether or not you will get the business. Development: Prepare proposals only for those orders, sales and deals that you will actually win. Ask your prospect more questions and get a firm commitment prior to working out a proposal.

 **Closing Urgency** 

You probably need to develop your closing urgency. You may have more difficulty closing a sale on your first attempt due to this lack of intensity. Sales calls often end without decisions and you might shy away from asking tough questions. Development: Develop your closing urgency by placing more importance on completing your sales process and, ultimately, closing during the first legitimate closing opportunity.

 **Capability for a Shorter Sales Cycle** 

At this time, you do not appear to have the attributes necessary to shorten your sales cycle. While this might be disappointing, we have presented you with some of the reasons why and you have the opportunity to make some changes that will allow you to significantly shorten your sales cycle in the future.







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 bi-product of a salesperson's motivation, determination, strengths, skills, competencies, strategies, tactics and posturing.

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

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

The 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 - 56	
Sales Optimism	
Sales Assertiveness (Occasionally Assertive)	
Sales Empathy	
40%	

 **Outlook** 

You have a very strong, positive outlook. Great Outlook has a positive impact on bravery and can help you to hang tough in the most challenging situations.

Self-Image

You indicated that you have a strong self-image, a vital attribute in sales. It will help you to overcome your challenges and gaps because you're comfortable with who you are and you strive for self-improvement. However, you aren't yet totally rejection proof suggesting that your self-worth may not be quite as strong as you thought. Development: Continue to work on your self-image until rejection no longer impacts who you are and how you feel about yourself. It will make you stronger!

Taking Responsibility

You don't make excuses. You take responsibility when you don't achieve the desired results and this lays a great foundation for improvement and change.

Working Independently

You tend to enjoy working independently. People who are able to work alone tend to have greater energy, effort and effectiveness compared with when they have to work as part of a team.





Empathy

You have empathy, but it is in a non-supportive combination. You don't have much of the good empathy that would help you to empathize with your prospects' issues and challenges. You have too much of the bad empathy that causes you to empathize with prospects' stalls, put-offs and excuses.

Presenting

We will look at presenting in a way that might be different from how you have historically viewed it. Today's modern salesperson 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 your sales behaviors and outcomes and explain whether or not presenting occurs at the right time, to the right people, and for the right reasons. We will also show whether or not you are overly presentation-minded by identifying your presentation tendencies, or the degree to which you 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	
44%	

Combined Impact of Competencies

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

Factors

Sales Process	
Posturing	
Consultative Seller	
Qualifier	
Closer	
Presenting	
0	

Summary

You currently lack the basic elements required for effectively closing the sales that do not close easily. In order to become a more effective closer, you must participate in appropriate sales training and coaching.



You believe that
"Prospects that think it over will eventually buy from me"



You believe that
"I understand when my prospects want to think it over"



You believe that
"Any lack of results is due to the economy or marketplace"

Do You Follow An Effective Sales Process?

It is of the utmost importance to have a customized, milestone-centric sales process. Without it, so much time can be wasted with a given prospect in a particular sales cycle when crucial milestones are unknowingly skipped. An effective process assures consistent, favorable outcomes and generally prevents you from wasting your 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 milestones provides more consistent, predictable and profitable results.

The Milestone-Centric Sales Process Competency

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 *	✓
22%	

* The following table provides additional detail regarding your CRM familiarity and usage.

The CRM-Savvy Competency

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	✓
88%	

As mentioned previously, you do not have an effective sales process in place. However, you do have positive contributing factors, which with training and coaching, should help to improve your sales process.



Control of the Sales Process



Your prospects are controlling your sales calls even though much of it looks and sounds like give and take. When your prospects don't share vital information, do what they're asked, tell you about their problems or explain why and how they'll buy from you, then they have all of the power. You may find that asking more specific questions will help you gain more control. Remember that the prospect is in complete control when you are talking. When you are listening, you are in control. When you are getting truthful information you will have the control you need to get their business.

 **Avoids Wasting Time with Unqualified Prospects** 

You have recognized that spending time with prospects that don't buy wastes too much time. As a result, you are avoiding what would be a discouraging, demotivating and very costly experience.

 **Avoids Purchasing at Start of Sales Process** 

You have realized that buyers rarely have the ability to say yes and their primary interest is to obtain the lowest price. Selling does not begin or take place with buyers even though it may be finalized there. You begin your sales process with people that have problems you can solve. This is much more effective and when you sell first to them, and if absolutely necessary, involving purchasing later, you get better results.

 **Uncovering the Budget** 

You have been getting your prospects to share their actual budgets early in the selling process. This can shorten your sales cycle, give you an advantage over your competition and reduce the time it takes to propose an appropriate, affordable solution.

 **Follow Up Calls** 

Your persistence seems to be one of your strong points. If someone needs to have something followed up, they ought to have you do it. Your willingness to follow-up masks your tendency to get into the follow-up mode in the first place. This happens when you accept stalls or put-offs. Development: Deal with the stalls when they first come up. Help your prospects make decisions instead of allowing them to put you off and waste your time.

CAN YOU MORE ACCURATELY FORECAST SALES?

The pipeline is a commonly used term for the flow of opportunities being pursued by you. 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, you will always know whether the number of opportunities in the pipeline is sufficient to support your goals or quotas. When you are qualifying 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 do you measure up in that area?

Pipeline Analysis

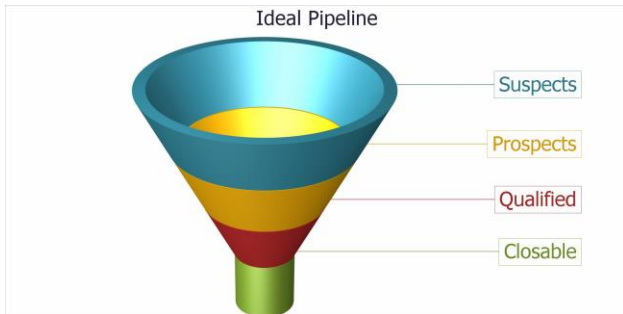
We conducted a Pipeline Analysis where you were asked to provide information about 4 proposal-ready late stage pipeline opportunities. We analyzed this information including your agreements and understandings, if any, intelligence about the competition as well as the likelihood of closing. We determined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

Pipeline Quality by Opportunity

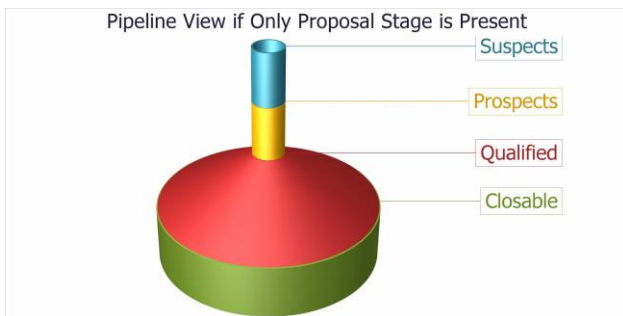
Opportunity	Quality
More Than a Feeling	Medium
Rock & Roll Band	Medium
Long Time	Low
Don't Look Back	Low

Restaged Pipeline

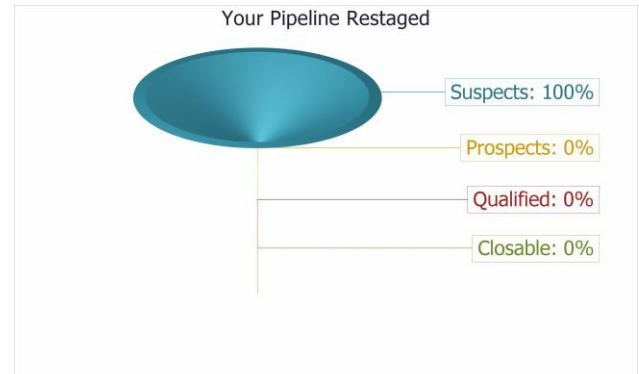
We also restaged your pipeline. If we were reviewing a full pipeline instead of just proposal-ready opportunities, the pipeline would look like the Ideal Pipeline below.



However, because we are conducting the analysis on only your 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 you 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 you are not effectively qualifying your opportunities. This can be the result of skipping over qualification, prospects not cooperating, prospects not answering the qualifying questions, or trusting vague and/or untruthful answers.



You believe that
"Prospects are honest"

The Qualifier Competency

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

The 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	

60%

Pipeline-Related Competencies

The following four Competencies represent the relationship between the you and your 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. It is important for you to be effective at all four Competencies.

Competency	Avg. % of Attributes
The Hunter	33%
The Consultative Seller	56%
The Qualifier	60%
The Closer	11%

Summary

As a result of your Pipeline Quantity, Pipeline Quality 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. Development: In order for the forecasts to become more reliable over time you will need to provide timely up-to-date pipeline information and receive pipeline-based coaching each day.

CAN YOU MORE EFFECTIVELY MANAGE EXISTING ACCOUNTS?

The Account Manager Competency includes the skills that are suitable for account management, assigned accounts that you are to manage, handhold, solve problems, maintain and when possible, grow.

The 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	✓

60%

 **Interacts with Prospects Appropriately** 

Prospects often exhibit some very unpredictable behavior. Whether or not you understand why, it's best to ask why they did what they did instead of assuming to know or ignoring the possible reasons. Discounting a prospect's change in behavior makes things more difficult later in the process when you wonder why "this had to happen" to you. Development: Whenever something unusual takes place, ask what happened and why! You may uncover opportunities that were previously hidden or be able to overcome an otherwise insurmountable obstacle.

 **Time and Organizational Skills** 

You may have developed some good organizational and/or time management skills. Some salespeople out-perform others only because they are better organized and more efficient, enabling them to get more done in the same amount of time. Try offering your assistance to others who might benefit from your help!






Summary

You already have some of the attributes of an account manager and if that is not a current responsibility than you don't need to worry about overcoming the gap. On the other hand, if account management is your role, you'll need to develop the remaining attributes to achieve greater success.

CAN YOU MORE EFFECTIVELY GROW KEY MAJOR ACCOUNTS?

The Farmer Competency includes the skills that are suitable for farming which we define as large assigned accounts where salespeople are responsible for growth across the enterprise.

The 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	
56%	

Summary

You already have some of the attributes of a farmer and if that is not a current responsibility than you don't need to worry about overcoming the gap. On the other hand, if farming is your role, you'll need to develop the remaining attributes to achieve greater success.

WHAT KIND OF TRAINING WOULD YOU BENEFIT FROM?

Now that we have looked at the areas you need to develop, the next step is to look at what, specifically, you will require in terms of sales training. In the list below we have provided a framework for a modular sales training curriculum:

- Comprehensive Goal Setting Program
- Creating a Goals Management Plan
- Reprogramming Self-Limiting Beliefs
- Improving Bravery
- Overcoming Need for Approval
- Learning to Recover from Rejection
- Becoming Comfortable with Financial Conversations
- Changing the Non-Supportive Buy Cycle™
- Getting to Actual Decision Makers
- Improving Questioning Skills
- Improving Listening Skills
- Establishing Early Bonding and Rapport
- Mastering a More Powerful Sales Process
- Getting Prospects to Agree to Make Decisions
- Shortening the Sales Cycle
- Improving Selling Skills
- Improving Productivity
- Improving Closing Skills and Execution
- Eliminating Put-Offs
- Eliminating Inappropriate Time Wasting Decisions
- Better Understanding of People
- Getting Stronger Meetings
- Improving Commitment