



Objective  
Management  
Group®

# **SALES MANAGEMENT** EVALUATION

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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 through your role as sales manager, 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 sales manager. 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 and sales management best practices. While it isn't our intent to challenge your personal value system, acceptable sales and sales management values as well as performance, may differ significantly from your personal beliefs and expectations.

This evaluation compares you to an ideal sales manager. 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 or sales management related weaknesses only, not character flaws. The changes we suggest are designed to help you manage the sales force more effectively, and as a result, shorten your sales cycle, generate more revenue, and coach your salespeople to more frequent success.

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 managing personal accounts (you call on the same customers on a regular basis) or farming (you have a few large accounts to grow) instead of or in addition to managing salespeople, 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 sales managers can become more effective sales coaches. 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 manage salespeople 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 sales management, where there is room for growth, and how you can improve your sales management capabilities. It is organized into the following questions:

- What Are Your Current Sales Management Capabilities? (page 5)
- How Motivated Are You and How Are You Motivated? (page 8)
- What Is Your Capability to Hold Salespeople Accountable? (page 9)
- What Is Your Capability to Coach Salespeople? (page 11)
- What Is Your Ability to Motivate Salespeople? (page 13)
- What Is Your Capability to Recruit Salespeople? (page 15)
- Can You Optimize Your Sales Cycle? (page 16)
- Can You Help Your Salespeople to Sell More Consultatively? (page 17)
- Can You Help Your Salespeople Sell Value? (page 19)
- Can You Help Your Salespeople Close? (page 20)
- Can You Help Your Salespeople Follow an Effective Sales Process? (page 22)
- Can You Help Your Salespeople More Accurately Forecast Sales? (page 24)
- Can You Help Your Salespeople More Effectively Manage Existing Accounts? (page 25)
- Can You Help Your Salespeople More Effectively Grow Key Major Accounts? (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.



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



**Management Skills** - These are usually learned sales management strategies and tactics that are situation dependent.



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



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



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



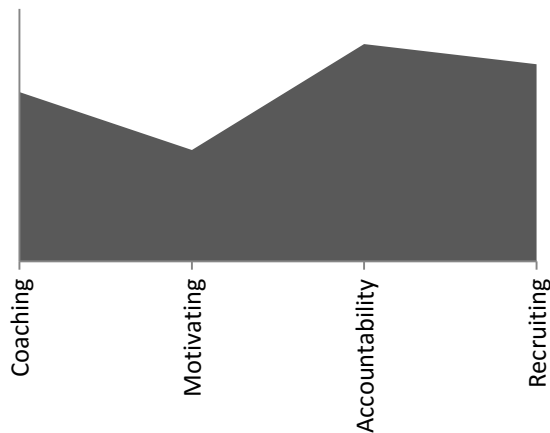
Indicates a strength or a skill.



Indicates a challenge or a weakness.

## WHAT ARE YOUR CURRENT SALES MANAGEMENT CAPABILITIES?

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



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

**Coaching** - Coaching has become 50% of a sales manager's role. Coaching is the key to helping your salespeople improve and generate more revenue. Your current sales coaching skills are very good. We will discuss this further in the chapter on Coaching.

**Motivating** - The days of sales management cheerleading may be a thing of the past but the ability to motivate one or many to change a behavior, put forth more effort, push through their comfort zone or rally around a goal is more important than ever. Currently, your ability to motivate salespeople in this way has significant room for improvement. We will discuss this further in the chapter on Motivation.

**Accountability** - The ability to hold salespeople accountable to something measurable, usually some predetermined metrics, on a daily or weekly basis allows managers to review forward-looking indicators rather than lagging indicators. Currently, your ability to hold salespeople accountable to these metrics is very good. We will discuss this further in the chapter on Accountability.

**Recruiting** - It is becoming more important to have the right salespeople in the right roles, have A and B players instead of B and C players, and to get it right at selection time. This places sales managers and their ability to recruit effectively under a microscope. Currently, your ability to effectively recruit salespeople is very good. We will discuss this further in the chapter on Recruiting.

### Sales Management Competencies

We looked at four Core Competencies to determine the percentage of attributes that you possess in each one:

- Coaching
- Motivating
- Accountability
- Recruiting

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.

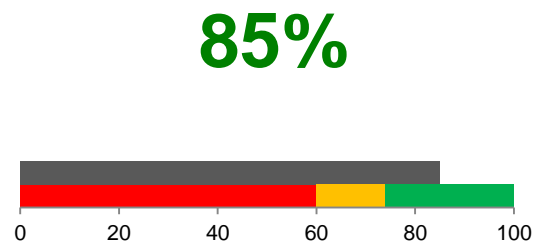
As we present our data-supported findings and continue answering these important questions, the Competencies will be a consistent part of those answers. While there is much more to sales and selling than skills - strategies and tactics - they do represent 50% of the equation. The other 50% is represented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

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

You Have **67%** of the Coaching Competency  
and **44%** of the Motivating Competency  
and **86%** of the Accountability Competency  
and **78%** of the Recruiting Competency

## Sales Management DNA

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



This score suggests that your Sales Management DNA is having a positive impact on your sales management effectiveness.

## Time Allocation

We asked you to tell us what percentage of your time is spent in 10 areas of sales management. Then we compared your answers to the ideal distribution of time based on current sales management best practices.

Area of Activity	Your Time %	Ideal Time %
Coaching Salespeople	15	50
Motivating Salespeople	15	10
Measuring Performance / Accountability	10	15
Recruiting	2	5
Crisis Management	10	5
Internal Company Issues	10	5
Planning / Managing Compensation	3	1
Organization / Reorganization	10	1
Business / Product Strategy	20	3
Direct Selling	5	5



### Time Managing the Salespeople



You have fallen into the proverbial sales management trap where instead of managing your salespeople you manage everything else instead. Ultimately, only your salespeople can bring in the business while your paperwork, phone, computer, desk and fire fighting contribute very little. You should redefine your priorities so that you are spending the majority of your time actually working with and developing your salespeople.

## Summary of Sales Management Capabilities

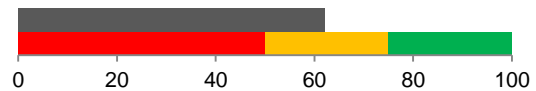
We have analyzed:

- The specific Competencies
- Sales Management DNA
- Allocation of Time

Together, these three elements are the primary sources for determining your current sales management capabilities.

Your overall sales management capability score is

62%



When we evaluate your current sales management capabilities, we look at everything; Skills, Competencies and Sales Management DNA. Your overall sales management capability represents how close you are to your fullest sales management potential. Overall, your sales management capability today is fair. The Competencies still have some gaps, and your Sales DNA still gets in the way sometimes. Appropriate sales management training and coaching will help you to improve skills, overcome weaknesses, and improve your sales management capability over time.

## HOW MOTIVATED ARE YOU AND HOW ARE YOU MOTIVATED?

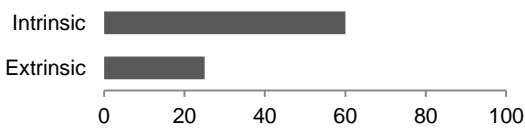
Motivation is as important as ever but today's salespeople and sales managers are not necessarily motivated by money. Motivation can appear as either Intrinsic or Extrinsic.

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

Extrinsic 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.

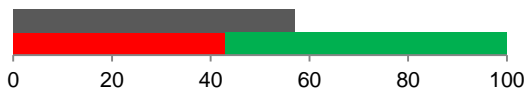
Your motivation style appears to be:

# Intrinsic



Your overall degree 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.

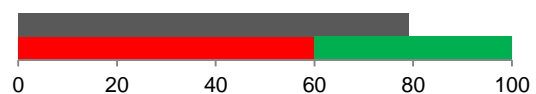


**Desire**



If sales management success hasn't already come your way, your strong desire assures that it soon will. Strong desire, a very important element in sales and sales management, 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%

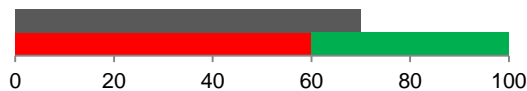




## ✔ Commitment

A strong Commitment to achieving greater success in sales management is a very desirable strength. You believe that you have this commitment and the findings support this point of view. When commitment is strong you will be more likely to execute the strategies and tactics that are uncomfortable for you.

70%



## ✔ Enjoyment of Selling

Your enjoyment of the sales profession can help you develop and maintain a great outlook. This will support your bravery, beliefs and ultimately, your results.

## ✘ Personal Goals

It appears that you have personal goals but they don't appear in writing. This is similar to planning a vacation and doing everything except making the reservations. You should have written personal goals and those goals should 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, set aside several hours of quiet time and start immediately. Your first goal is to put your goals in writing within seven days.

## ✘ Plan for Reaching Personal Goals

After you have written your personal goals, create a 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 without 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

You don't really have a system to track progress made on reaching your goals. 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 this year. After you put your goals and plan in writing, 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.

## ***WHAT IS YOUR CAPABILITY TO HOLD SALESPEOPLE ACCOUNTABLE?***

As we mentioned earlier, holding salespeople accountable to measurable, forward-looking behaviors and metrics is very important. By using forward-looking indicators rather than lagging indicators, especially with longer sales cycles, you can make adjustments and mid-course corrections.

### The Accountability Competency

Doesn't Accept Mediocrity	
No Need for Approval from Salespeople	
Takes Responsibility	
Manages Behavior	
Asks Questions	
Manages Pipeline	
Beliefs Support Accountability	

86%

#### Doesn't Accept Mediocrity

You expect a lot from your sales force. This is very important, since you will seldom get more than you asked for. Demanding more from your people also means attaching some kind of "or else" to the demand. Continue to demand more, don't accept excuses and your results will continue to improve.

#### No Need for Approval from Salespeople

You don't need your salespeople to like you and that will allow you to be firm, demanding and hold them accountable. Continue to not worry about whether or not they like you and focus instead on earning their respect.

#### 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.

#### Manages Behavior

You've been managing sales by the numbers and while that is not particularly unusual, it is not very effective. The dollars and orders that your salespeople produce are based on outcomes and are lagging indicators. Managing history won't change history or the future. Begin to manage the behavior of your people. Those are the things your salespeople should do. Things that will affect their outcomes. You'll have a much greater chance to control the future. Create some key performance indicators (KPI's) and manage those.

#### Asking Enough Questions

You have learned the importance of not dominating the conversation on your sales calls and coaching sessions. You probably have good listening skills, ask great questions and have a much better sense of what your prospects and salespeople need from you. Continue asking more questions and encourage your prospects and salespeople to share their concerns, fears, frustrations, expectations, problems, opinions, wishes and feelings.



## Manages Pipeline



It seems that you've learned to manage your pipeline in a very effective way. Continuing this practice will help you predict the amount of business that your sales force produces in the future. You must be sure that there is enough business in your pipeline to reach your monthly goals. Let's say that you have a June goal of \$200,000, a 30% closing percentage and a four-month sell cycle. Use this formula: The goal divided by the closing percentage tells us how much potential business must be in the pipeline. Then, subtract the length of your sell cycle from the date of the goal. This tells you exactly when that potential business must be in your pipeline. Your job is to make sure that enough business enters the pipeline in the proper month. In this example, \$666,667 in potential new business must enter the pipeline in February in order to guarantee that \$200,000 will be closed in June.

### The 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	✓
	100%

## Summary

We have reviewed whether or not you need salespeople to like you, your ability to be demanding, take responsibility, ask questions, and manage behavior and the pipeline. Based on these factors, your current capability for holding salespeople accountable is good. Appropriate sales management training and coaching will help you fine-tune this competency.



You believe that  
"I don't manage my salespeople's  
behavior"

## WHAT IS YOUR CAPABILITY TO COACH SALESPEOPLE?

As we mentioned earlier, coaching has become the single most important competency for sales managers, now requiring 50% of their time. In addition, it is the single most difficult sales management competency to learn and master. In this chapter we will review the factors, skills and attributes that contribute to sales coaching effectiveness.

### The 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	✓
	67%



## Flexible Thinker



Your ability to be flexible with your salespeople is a strength. When they recognize this they will be more comfortable approaching you with problems. Flexibility also enhances creativity, which may help your salespeople arrive at more effective solutions.

### **Debriefs Efficiently**

It seems that you have incorporated the practice of debriefing your salespeople on a regular basis. It's also important to ask them why they got a particular outcome instead of asking what happened. Debriefing should begin with the outcome and progress backwards. Prompt the salesperson to tell you why each event took place or in the case of upcoming calls, why they will take place.

### **Handles Joint Sales Calls Effectively**

You prefer that your salespeople do not watch you sell. This is another good call on your part. It's OK to watch them, coach them and then watch them again to see if they learned anything. Don't allow them to watch you unless they are seasoned, successful veterans.

### **Controls Emotions**

When your prospect catches you by surprise or raises the objection you hoped you wouldn't hear, you 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 right 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.

### **Doesn't Rescue the Salespeople**

It's not easy to watch a salesperson fail and lose a sale without stepping in to salvage it. You are taking the correct approach and that is the only way for a salesperson to learn, grow, and become stronger. These failures also provide great opportunities for coaching. Continue this practice and make sure that your salespeople need to learn each lesson only the one time.

### **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.

 **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 concerns in any proposals or presentations you might need to provide and it should give you an advantage over the competition. Make sure that you share this important skill with your salespeople.

 **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 and your salespeople a tremendous advantage over your competition.

 **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. 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. You should also make sure that your salespeople follow suit on this.

 **Consistently Coaches and Debriefs** 

It does not appear that you are frequently and consistently coaching and debriefing your salespeople to the degree that you should. There are two parts to this - making the time and committing - a decision; and developing your sales coaching and debriefing skills - a process.





**Summary**

We have described some the elements of coaching. Based on these factors, your current capability for coaching salespeople is good. Appropriate sales management training and coaching will help you further develop the capabilities to coach your salespeople.

**WHAT IS YOUR ABILITY TO MOTIVATE SALESPEOPLE?**

As we mentioned earlier, today's salesperson is a different breed than one from even 15 years ago. It's important to understand how your salespeople are motivated, what motivates them, and when to motivate them. We reviewed your ability to develop relationships, run effective meetings, appropriately recognize salespeople, know what motivates salespeople and your own self-image. Read further for more details.

**The 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	

44%

## **Knows What Motivates Salespeople**

You don't really know what will compel each of your salespeople to provide maximum effort in order to reach their goals. Therefore, you lack the power needed to motivate them. You should have discussions with each of your salespeople and determine exactly what they want from life. Help them create a plan to get it and motivate them to reach their personal goals instead of your quotas. Use this knowledge and remind each of them, as often as possible, what they are really working for. They will crash through goals like never before.

## **Gives Recognition**

You have learned to give out praise on a regular basis, as well as recognition for a job well done. If you continue to practice this sales management best practice you will build the self-image of your salespeople and improve their bravery.

## **Self-Image**

Your strong self-image is a vital attribute in sales. A strong self-image also helps you to remain rejection-proof, enhancing bravery while supporting strategies and tactics that have a positive impact on results.

## **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 and sales managers establish rapport, but fail to create relationships. 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 your salespeople sell those prospects who are not only very different from them, but with whom they may have had difficulty "hitting it off" in the past. Help your salespeople establish relationships early, during the first scheduled call or meeting, and you'll experience a dramatic improvement in how prospects engage with you!

## **Runs Effective Sales Meetings**

There may be something missing from your sales meetings. It is important to take care of business, provide updates, make announcements, offer some training or coaching and sometimes even clear the air. However, the primary purpose of a sales meeting should be to motivate the sales force. Consistent, positive motivation helps them build immunity to the negative thoughts and suggestions from others.

## **Summary**

We have discussed some of the elements of motivating salespeople. Based on our analysis, your current capability for motivating salespeople is poor. Sales Management training and coaching should help you improve those capabilities over time.



You believe that  
"I don't need to know what motivates my salespeople"



You believe that  
"Raising my people's self-esteem is not a high priority"

## WHAT IS YOUR CAPABILITY TO RECRUIT SALESPEOPLE?

Most sales management challenges can be eliminated when the ideal salespeople are identified, selected, hired and effectively on boarded. This chapter will take a closer look at your capability for recruiting salespeople.

### The 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	✓

78%



### Upgrades the Sales Force



There is nothing wrong with hiring people when dictated by expansion or replacement. However, an ongoing effort to attract the finest possible candidates will keep your existing people on their toes. Create a profile of the ideal salesperson and embark on a mission to find candidates that fit that profile.



### Uses Correct Hiring Criteria



Historically, you have chosen salespeople based on their ability to sell and not just because you liked them. This is an appropriate strategy and as long as it is working you should continue to choose salespeople based on that criteria.



### Recruits Consistently



You recruit fairly consistently and it appears that you also look to improve with every hire. Consistent recruiting can also provide bench strength, allow you to replace a salesperson on a moment's notice, and allow you to interview from a position of strength rather than weakness. Keep it up!



### Decision-making



You make timely buying decisions and this supportive belief/behavior will help you persuade prospects and sales candidates to make decisions, especially when you use an effective strategy or tactic. This also applies to helping your salespeople get their prospects to make timely decisions. Continue to make quick decisions and you will eventually get the majority of your prospects and candidates to make decisions at the first closing opportunity. Those that are unable to make decisions will be the exceptions.

### Summary

Overall, you have the attributes that would support effective recruiting. You might not have put all of these attributes together yet, so take these skills, integrate them, and recruit using a purposeful, thoughtful process to consistently select salespeople that are ideal for the role you have in mind.



You believe that  
"I don't need to upgrade the sales force"

## 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** – Sales Managers that make buying decisions without having to think it over have Sales DNA that supports strategies and tactics to help their salespeople to get their prospects to make decisions, eliminating delays in closing.
- **Consultative Seller** – If you and your salespeople can sell consultatively you can uncover the compelling reason to buy, a motivator that creates urgency and shortens the sales cycle.
- **Qualifier** – If sales managers are make sure that their 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 sales manager 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 salesperson or prospect.
- **Controls Emotions** – If sales managers 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 and/or coaching process more effectively.
- **Able to Discuss Money** – When sales managers are able to discuss finances they are more likely to uncover the actual budget and confirm the prospect's ability to spend it, whether directly or through their salespeople. That tends to prevent most of the delays blamed on money.
- **Rejection Proof** – When sales managers 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 sales managers 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 sales managers 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	

8





### Successfully Avoids Accepting Put-offs



Prospects - and salespeople - often lie; leaving you to deal with those stalls and put-offs. You have been very sympathetic, understanding their excuses and hoping that their promises come true. Precious time is wasted when you believe salespeople that promise deals will close, and prospects who say they'll take your call next week. It would be helpful for you become strong enough to turn those put-offs into tangible next steps and decisions.



### Talking About Money



You have the ability to talk about money with a great deal of ease. This supports your ability to have in depth financial conversations with your salespeople and prospects. Discussions like this help you determine exactly how much money your prospect will spend on your solution. This also supports your attempts to help prospects "find money" when they "don't have enough" in their budget.



### Healthy Skepticism



You don't completely trust your prospects and salespeople and that's good. As long as you remain optimistic about your outcomes and skeptical about what you're hearing, you'll prevent your prospects and salespeople from misleading you and consistently get more accurate answers to tough questions.

## Summary

You have a moderate percentage of the 11 factors that support a shorter sales cycle. We believe that your sales cycle can be shortened by following a formal, structured milestone-centric sales process. The other factors are important but the sales process will have the greatest impact.



You believe that  
"My salespeople need to make  
presentations"

## CAN YOU HELP YOUR SALESPEOPLE TO 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 and sales managers 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 salespeople and sales managers differentiate, sell value, and sometimes be viewed as a Trusted Advisor. This can only occur after the 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	

78%

\* 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	✓

33%



### Asking Great Questions



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



### Successfully Avoids Making Assumptions



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



### Ability to Ask Tough Questions



As we mentioned earlier, you don't need people to like you and that will help in this competency. Please refer back to the explanation in the Accountability Competency.

 **Ability to Listen/Ask with Ease**

As we mentioned earlier, you have a tendency to become emotional when you are caught off guard. Refer back to the explanation in the Coaching Competency.

**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 sales and sales management skills training and coaching, you will be able to master the consultative approach.



You believe that  
"I don't need a strong relationship with my prospects in order to sell them"

**CAN YOU HELP YOUR SALESPEOPLE SELL VALUE?**

When sales managers 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 and help your salespeople to do the same, we looked at the following factors, also shown in the table below:

- **Compelling Reasons** – A sales manager's ability to uncover a prospect's reasons to buy helps the sales manager discover the true value in the opportunity.

- **Value Buyer** – When sales managers buy value rather than seeking out the lowest price they are more likely to be effective at selling value. Sales managers who are price shoppers have the most difficulty upholding margins, creating and selling value, and competing against lower priced competitors.
- **Ability to Differentiate** – Sales managers 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 Sell Value** – When sales managers are able to buy value when making their own purchases it is easier for them to discuss value and make sure that their salespeople and prospects see it the same way.
- **High Threshold for Money** – A sales manager 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 sales managers are required to sell value.

**Factors**

Compelling Reasons	<input checked="" type="checkbox"/>
Value Buyer	<input checked="" type="checkbox"/>
Ability to Differentiate	<input checked="" type="checkbox"/>
Able to Sell Value	<input checked="" type="checkbox"/>
High Threshold for Money	<input checked="" type="checkbox"/>
Sales-Specific Skills	<input checked="" type="checkbox"/>

4

## 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, and salespeople that want to help them get it. 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

Your tendency toward dealer or store loyalty as well as your avoidance of comparison-shopping are very supportive to the sales process. When you use effective selling strategies and tactics you'll be quite effective when working with a prospect that wants to comparison shop or coaching the salesperson calling on them. Your no nonsense approach to purchasing will help you change your prospect's buying strategy.

## Money Tolerance

You have a fairly good concept for how much money is "a lot". This should help you with prospects and salespeople 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 HELP YOUR SALESPEOPLE 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, and coach salespeople to do the same. 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)
- Posturing Skills

### 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	
44%	

### ✘ Timing of Quotes and/or Proposals

It's nice to win the proposals (or quotes) you and your salespeople 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. Then, prepare proposals only for those orders, sales and deals that you will actually win. Ask your prospects and salespeople more questions and get a firm commitment prior to working out a proposal.

### ✓ Closing Urgency

It appears that your closing urgency is very strong. It should allow you to close and help your salespeople close most prospects on your first attempt, providing that your first attempt doesn't happen until the appropriate point in the sales process. You may want to note however, that there is a potential danger to this. Keep your closing urgency under control and invisible to your prospects at all times so that they don't feel threatened.



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

## Sales Management Posturing

Although sales management effectiveness is typically measured by revenue, there is more to sales management than the end result. All too frequently the end result is simply a sum of its parts, a bi-product of a sales manager'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 Management Posturing Competency

Great Outlook	✓
Good Self-Image	✓
Controls Emotions	
Takes Responsibility	✓
Works Independently	✓
Goal Oriented	
Builds Relationships Early	
Is a Problem Solver	✓
Consultative Competency - 78	✓
Sales Management Optimism	✓
Sales Management Assertiveness (Occasionally Assertive)	⚑
Sales Management Empathy	⚑
62%	

### ✓ 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.

## **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, and it is in a supportive combination. You have good empathy that helps you to empathize with your prospects' and salespeople's issues and challenges. You don't have much of the bad empathy that would cause you to empathize with their stalls, put-offs and excuses.

### **Combined Impact of Competencies**

This table shows the combined impact of the five factors that affect your ability to close and coach your salespeople to close.

#### **Factors**

Sales Process	
Sales Management Posturing	
Consultative Seller	
Qualifier	
Closer	
	3






### **Summary**

You have some of the basic elements in place to become more effective at closing and coaching your salespeople to close after the appropriate sales and sales management training and coaching has taken place.

## **CAN YOU HELP YOUR SALESPEOPLE 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 *	
	56%

\* 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	
	100%

As mentioned previously, you do not have an effective sales process in place. The findings below are a reflection of this problem, and can usually be addressed by putting a solid sales process in place.

### **Control of the Sales Process**

Prospects are controlling your sales calls even though much of it looks and sounds like give and take. When 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 must recognize that the amount of time you and your salespeople spend with prospects that don't buy is much too great. This is very discouraging, often demotivating and very costly. It can often be the result of an inability to get in front of final decision-makers, get the real budgets or get commitments. When you implement a more effective sales process it will significantly cut down on wasted time. Until then, you should be more selective with your time.

### **Avoids Purchasing at Start of Sales Process**

You have realized that buyers rarely have the ability to say yes and their primary interest is in obtaining the lowest price. Selling doesn't 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, support your coaching, give you an advantage over your competition and reduce the time it takes to propose an appropriate, affordable solution.

### **Appropriate Follow-Up**

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. It would be more prudent to 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.

### The Social Selling Competency

Uses LinkedIn	✓
Uses Twitter for Business	✓
Well Connected	
Posts/Shares Updates for Visibility	✓
LinkedIn Social Selling Index Score	
Connected to Potential Customers/Clients	✓
Generates Leads through Social Selling	

57%

## CAN YOU HELP YOUR SALESPEOPLE 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?

### The Qualifier Competency

The Qualifier Competency helps us to understand how thoroughly you qualify, and expect your salespeople to qualify 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 the 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	✓

90%

### Pipeline-Related Competencies

The following three Competencies represent the relationship between the you and your 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 three Competencies.

Competency	Avg. % of Attributes
The Consultative Seller	78%
The Qualifier	90%
The Closer	44%



## CAN YOU HELP YOUR SALESPEOPLE 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	
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	✓
44%	



### Interacts with Prospects and Salespeople Appropriately



Prospects and salespeople 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 change in behavior makes things more difficult later in the process when you wonder why "this had to happen" to you. 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.

## Summary

You already have a few 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 HELP YOUR SALESPEOPLE 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	✓
44%	

## Summary

You already have a few 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.