



Objective
Management
Group®

SALES EVALUATION OF THE NON-SELLING PROFESSIONAL

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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.

We understand that you are not a salesperson so please understand the spirit in which this evaluation is intended. Its primary purpose is to provide additional insights with which to increase sales effectiveness when you are asked to step into that role. This is not in any way intended to be negative or critical.

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 understand this view as limited to the ways you think and act when you are asked to participate in sales calls. 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 feel more comfortable, have more confidence and improve your performance when asked to step into a sales role.

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 currently help out with some account management (you call on the same customers on a regular basis) or farming (you help with a few large accounts) 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. You may want to consider whether some of the findings that do not seem to apply could have some meaning in the context of how your role might evolve in the future.

As you read through the evaluation, ask yourself whether, in the context of sometimes being asked to participate in sales calls:

- Am I going about it in the best way possible?
- Are there important skills that I could develop or master?
- 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 make some changes.

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

Objective Management Group, Inc.

This document will answer a number of questions about how effective you are when participating in 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 Much Importance Do You Place on Selling? (page 6)
- Can You Be Better At Reaching Decision Makers? (page 6)
- Can You Optimize Your Sales Cycle? (page 7)
- Can You Sell More Consultatively? (page 10)
- Can You More Effectively Sell Value? (page 13)
- Can You More Effectively Close? (page 14)
- Do You Follow an Effective Sales Process? (page 17)
- How Effective Are You at Qualifying Opportunities? (page 18)
- Can You More Effectively Manage Existing Accounts? (page 18)
- Can You More Effectively Grow Key Major Accounts? (page 19)
- What Kind of Training Would You Benefit From? (page 20)

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.



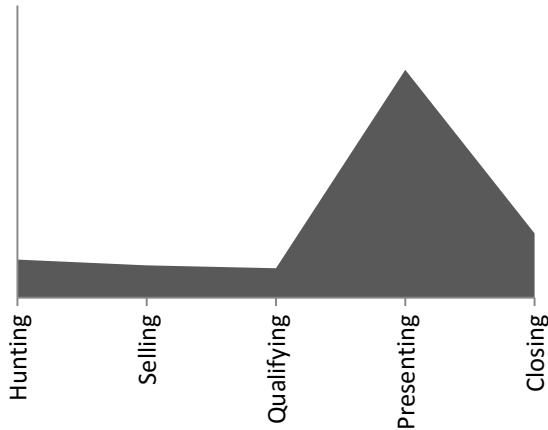
Indicates a strength or a skill.



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 very few 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 have very few 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 strong, better than what we would expect from someone in a non-selling role.

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 five Competencies to determine the percentage of attributes that you possess in each one:

- Consultative Seller
- Qualifier
- Closer
- Account Manager
- Farmer

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.

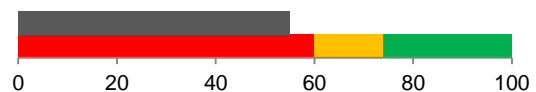
It is very important to understand that **salespeople with the right Sales DNA but few skills will always outperform salespeople with good skills but less than ideal Sales DNA.**

You Have **11%** of the Consultative Competency
and **10%** of the Qualifier Competency
and **22%** of the Closer Competency
and **50%** of the Account Manager Competency
and **44%** of the Farmer 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 person's performance.

55%



This score suggests that your Sales DNA will often interfere with your sales effectiveness.

Summary of Selling Capabilities

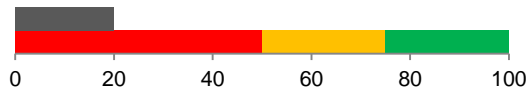
We have analyzed:

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

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

Your overall sales capability score is

20%



When we evaluate your current sales capabilities, we look at everything; Skills, Competencies and Sales DNA. Overall, it is difficult to grade your selling capability today any higher than poor.

HOW MUCH IMPORTANCE DO YOU PLACE ON SELLING?

When people in a non-selling role do engage in some selling activity, it helps if they have the right mindset. Desire to succeed in sales, commitment to succeed in sales and enjoyment of selling are three elements that can have a positive or negative impact on how you fare when you do sell.

✓ Desire



You have strong desire, a very important element in sales, but not for someone whose primary role is not selling. It 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.

✓ Commitment



A strong Commitment to achieving greater success in sales is a very desirable strength, but not for someone whose primary role is not selling. 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.

✓ Enjoyment of Selling



Your surprising 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.



You believe that
"Money isn't that important to me"

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. Development: 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.



Doesn't Need to be Liked



You are among a large number of people in a non-selling role that have a tremendous 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

Reaching final decision makers 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.



You believe that
"I need my prospects to like me"

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 – People 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 people can sell consultatively they can uncover the compelling reason to buy, a motivator that creates urgency and shortens the sales cycle.

- Qualifier – If people 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 person 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 people 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 people 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 people 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 people 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	

2



Decision-making



You make timely buying decisions and this supportive belief/behavior will help you persuade prospects to make decisions, especially when you use an effective strategy or tactic. Continue to make quick decisions and you will get the majority of your prospects to make decisions at the first closing opportunity.



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 become strong enough to turn those put-offs into tangible next steps and decisions.

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.

Rejection



Recovering from rejection is difficult for most people, especially if you're not accustomed to selling. Chances are that you won't be as effective on calls and/or meetings immediately after one in which a prospect rejected you. On subsequent calls and meetings, 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.

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 have their guard up, 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 the right things 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. Development: Determine the milestones that 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'm uncomfortable talking with prospects about their finances"



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



You believe that
"Prospects are honest"

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

11%

✘ Asking Great Questions 

You do not appear to be very comfortable asking questions, something you have in common with many salespeople. Great questions help you uncover important information, differentiate you from your competition and shorten the sales process. Development: Attempt to ask great questions and pay attention to the resulting change in your conversations.

✘ Asking Enough Questions 

Like most people in a non-selling role, you may be talking too much on your sales calls. That can interfere with your ability to listen and get important questions answered. 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.

✘ Developing Relationships Early in the Sales Process 

It appears that you may not be developing your relationships early enough during the first conversation. Many people 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. Establish your relationship earlier, during the first scheduled call or meeting, and you'll experience a dramatic improvement in how your prospects engage with you!

Timing of Presentations

Your tendency to conduct research prior to making a major purchase can leave you vulnerable to prospects that are conducting research. It may cause you to prematurely present information, including what you do, how you do it, why it would work and how much it will cost. This is all before your prospect is thoroughly qualified and committed to buying. At best, providing information without a commitment is unpaid consulting. At worst, the more your prospects know, the less reason they have to speak with you! Development: You should change this non-supportive belief/behavior so that research is no longer necessary when making major purchases.

Compelling Reasons to Buy

You will need to learn to consistently uncover the reasons for your prospect to buy from you instead of your competition. This is different from when you give them your reasons to buy instead of asking for theirs. Understand how important it is to hear your prospects, to share those reasons and develop questions that will assist you. When implemented, you will have a much greater advantage over your competitors.

How Prospects Will Make Buying Decision

You may be discovering who will make the decision to buy, but it doesn't appear that you're learning about the process they'll use to decide whether to buy from you. Prospects depend upon their unique processes to instinctively know whether they are making a good decision. This is a key to winning business and without it you may not be as effective as you could be in competitive situations. Development: Uncover and use their process to help them decide to do business with you!

Assumptions

You have a tendency to make assumptions when you are asked to sell and while you could be very perceptive, people that depend on their hunches are sometimes wrong. There is no information like factual information. If you find yourself assuming, remember that the odds of being right are not that good. Development: If you must assume, please assume out loud and allow your prospect to validate or correct what you believe to be true.

Ability to Ask Tough Questions

Your need to be liked can interfere with your ability to ask great questions. Even salespeople have this challenge so it shouldn't bother you too much. Development: Attempt to gain your prospects' respect rather than needing them to like you and it will better position you for success.



Ability to Listen/Ask with Ease

Your ability to control your emotions makes it easier for you to listen and ask questions. This will make it less difficult for you when asked to participate in sales calls.

Summary

It probably won't surprise you to learn that you don't have the strengths and skills necessary for selling in a consultative way. The good news is that there is tremendous room for improvement.

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** – People 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 Value** – When a person is comfortable buying on value rather than price it is easier for them to discuss value and make sure the prospect sees it the same way.
- **High Threshold for Money** – A person 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 Value
High Threshold for Money
Sales-Specific Skills

0



Margins



What a bargain hunter you are! If anyone wants to know where to find the best price, they should ask you first. Some consumer advocates encourage this approach but it doesn't support effective selling. Your tendency to seek out the lowest price makes you vulnerable to prospects that are similarly seeking the lowest price. Since you understand this behavior, you will be tempted to lower your price if possible. When you can't drop your price you may find it difficult to sell the value of your higher priced solution. Development: Remedy this problem by changing your buying habits as well as this self-limiting belief until your need to find the lowest price has disappeared.



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. Your no nonsense approach to purchasing will help you change your prospect's buying strategy.



Money Tolerance



It appears that a relatively small amount of money seems like "a lot" of money to you. This can impact you when a prospect says, "that's an awful lot of money!" If you agree with them, you may be unable to effectively handle the objection, even if you have effective techniques. Remedy the problem by changing this self-limiting belief and raising your tolerance for larger sums of money. Simply triple the amount at which money becomes "a lot" and increase the level each month.

Summary

It doesn't appear that you can effectively sell value today. If you are willing to change the way you buy things for yourself and resist the temptation to seek out the best price, you can become a value seller in the future.



You believe that
"I need to have the best price"

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 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 Attitude (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	✓

22%

✘ Getting Prospects to Make Decisions

Most people in a non-selling role don't collaborate with their prospects and as a result, they don't agree, in advance, when decision-making will take place. As we might expect, you are not an exception. When decisions aren't agreed to in advance, the sales cycle may be longer than necessary and presentations and proposals may occur without decisions. Try to get agreement on next steps 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

We don't expect people in non-selling roles to have much in the way of closing urgency. You may find it difficult to close 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. Try to place more importance on completing the sales process and the closing may take care of itself.

✓ Capability of Short Sales Cycle

You appear to have the attributes necessary to shorten your sales cycle. We have presented you with the remaining challenges, if any, and you have the opportunity to make the changes that will allow you to significantly shorten your sales cycle in the future.

Sales Attitude

Sales Attitude is a combination of Outlook (how you feel about yourself and your career), Self-Worth (how you value yourself), and Responsibility (whether or not you make excuses).

 **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 totally rejection proof yet and that suggests that your self-worth may not be quite as strong as you thought. 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 could blame external factors instead of taking responsibility when you don't achieve the desired results. When a familiar obstacle arises, it is easier to place blame than take responsibility. This can have a negative impact on your outlook. Since you can't control the external factors that you blame, prospects and competitors gain the power. Even though you're not a salesperson, attempt to take full responsibility for missed opportunities and sales. You'll feel better, grow stronger and become empowered to take control - something that's not possible when you use an excuse.

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	
78%	

Combined Impact of Competencies

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

Factors

Sales Process	
Attitude	
Consultative Seller	
Qualifier	
Closer	
Presenting	

1

Summary

You currently lack the basic elements required for effectively closing the sales that do not close easily. This is exactly what we would expect from someone in a non-selling role.



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



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.

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



You are doing so many of the things that can help you control your sales calls. It is desirable to have control of call, but only when the prospect doesn't know you have control. Note the other suggestions within this evaluation that can help you to improve your ability to subtly maintain control.



Unqualified Prospects



The amount of time you spend with prospects that don't buy is much too great. This is very discouraging, often demotivating and very costly. It can sometimes be the result of an inability to get in front of final decision-makers, get the real budgets or get commitments. Development: 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.



Buyers



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 haven't been consistently uncovering your prospect's real budget for your solution. Therefore, your quote may be for either too much or too little money. Your limited knowledge of what it will take for your prospects to buy from you will cause many proposals and quotes to be rejected and the sales cycle to take longer. Development: Get your prospects to share their actual budgets and specifically, that part of their budget that is ear marked for you.

 **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.



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




You believe that "It is appropriate to spend significant time with prospects that don't buy from me"

HOW EFFECTIVE ARE YOU AT QUALIFYING OPPORTUNITIES?

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. This competency has a tremendous impact on the accuracy of a pipeline and forecast if you have one.

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

10%

Summary

As we would expect from someone in a non-selling role, you have few of the attributes of a Qualifier. There is plenty of room for improvement and it would probably help if you could become more effective in this part of the sales process.

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	✓
Won't Look for New Accounts	✓
Will Make Friends Everywhere	✓
Will Follow Up Often	✓
50%	



Dealing with Prospects



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 need some assistance with your organizational or time management skills. Some people out-perform others only because they are better organized and more efficient, able to get more done in the same amount of time. Try asking for 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 part of 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	✓
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.

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
- Uncovering Real Budgets More Effectively
- 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
- Improving Organization Skills and Time Management
- Getting Stronger Meetings
- Improving Motivation
- Eliminating Excuses