



Objective  
Management  
Group®

# **SALES** CANDIDATE ASSESSMENT

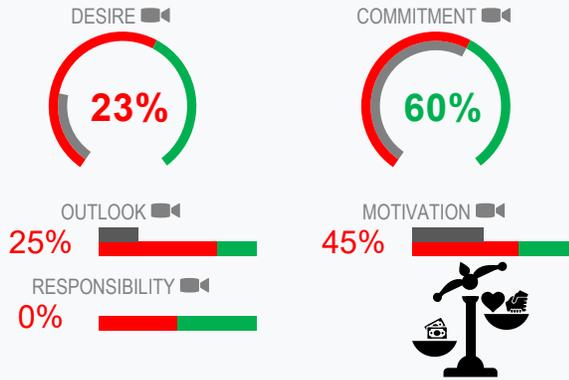
**ADAM ADAMSON**

APRIL 12, 2018

ABC COMPANY  
ABC SALES  
MODERATE DIFFICULTY

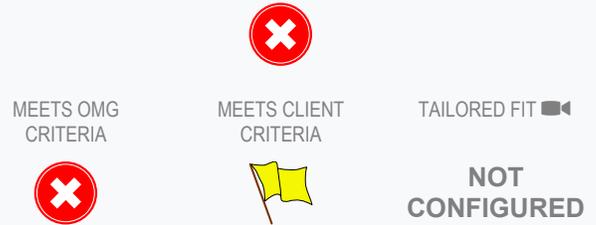
**NOT RECOMMENDED**

### The Will to Sell Competencies

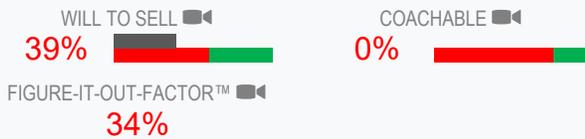


### Recommendation

Not Recommended



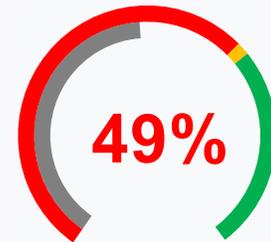
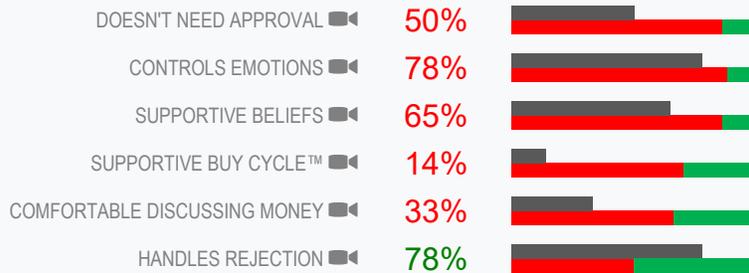
### Development



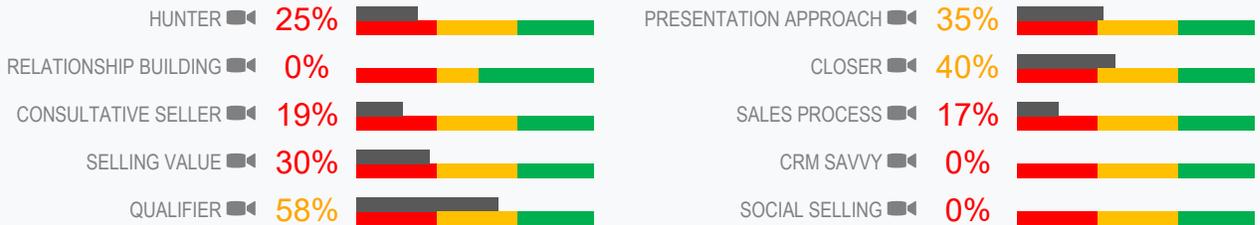
### Sales Percentile™



### Sales DNA Competencies



### Selling Competencies



### Other Scores



This assessment focuses on the likelihood of Adam's sales success in this particular selling role at your company. We also suggest whether Adam has strong Will to Sell and is coachable, and provide guidance as to the areas in which Adam may require help during the onboarding process. While this is an important component of the selection process, it is only one component. This assessment does not measure intelligence, technical knowledge, self-presentation, or appearance. This is not a personality test or a behavioral styles assessment. While assessments of that nature are perfectly well designed for general employment purposes, they are not predictive of sales success and we do not recommend their use in the sales selection process. Our assessment will uncover sales issues that were likely hidden from view, even in a fairly comprehensive series of interviews. Therefore, our recommendations should be considered accordingly. Explanations for most of the findings can be found on our website. <http://OMGQLink.com/findings>

## DO WE RECOMMEND YOU INTERVIEW ADAM?

Adam is not recommended for an interview. Adam does not meet all of the requirements from your role specification and does not meet OMG's requirements.

Because Adam doesn't possess strong Will to Sell, it is not realistic for you to expect significant sales growth from participating in a sales training program.

### Requirements

Meets OMG Criteria	
Will to Sell	
Meets minimum Sales DNA of 68% for difficulty level	
Meets Client Criteria	
Competition resistant	
High ticket seller	
Value seller	
Able to sell to top executives	
Will hunt for new business	
Recommendation	

### Intangibles

We were unable to identify the existence of any intangibles.

### Intangible

Winning Personality
Industry Expert
Provides Award-Level Service
Extremely Well-Liked / Loved
Extremely Well-Known
Been in the Industry for Decades
Huge Book of Renewal Business
Lives Off of an Endless Number of Quality Referrals
Recipient of the Most Company Leads
Has the Best Territory
Has the Biggest Customers or Clients
Has the Best Customers or Clients

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## **HOW CONFIDENT ARE WE IN OUR RECOMMENDATION?**

One of the questions that clients sometimes ask is, "Can I trust that Adam didn't 'fool the test?'" Despite a predictive validity in the 95 percent range, clients often wonder if their candidate falls into that scary 5% range. Our Scoring Confidence should help you determine whether or not you can trust the honesty and consistency of Adam's answers. Each candidate is assigned a confidence rating of High Confidence, Moderate Confidence, Low Confidence, or No Confidence, based on how he or she answered the questions in the assessment.

We compiled scores in several separate categories, including Congruency (candidate's consistency in answering carefully selected sets of questions), time spent completing the questionnaire, the number of breaks taken while answering the questionnaire, whether the individual's experience is appropriate for his or her tenure in sales, and whether the individual has taken a free trial or requested samples from us.

### **High Confidence**



A high Confidence Score on Adam's assessment indicates that we are confident in Adam's answers.

## **WHAT SHOULD YOU ASK ADAM DURING THE INTERVIEW?**

One of the advantages of using OMG's Candidate Assessment in the first step of the recruiting process is that you do not have to waste time with candidates that you won't be hiring. We recommend that you interview only those candidates that have been recommended. The following interview suggestions are based on various findings within this document.

Ask Adam why success in sales (being the best, earning a lot of money, etc.) isn't more important. You'll probably hear one or more reasons and if you do, that explains the "lack of desire" finding.

Ask if Adam felt discouraged or frustrated, experienced any personal problems, personality clashes, resentment or anger toward anyone at a prior job or more recently than that. This should demonstrate an outlook problem.

Ask why Adam is leaving or left a recent job. Listen for excuses. This demonstrates excuse making.

If Adam thinks things over before buying (vulnerable to "think it overs" from the weaknesses section) ask why Adam lets prospects think it over. An understanding of the prospect's need to think it over demonstrates non-supportive Buy Cycle™.

Look at the self-limiting beliefs highlighted throughout this document. Read one of Adam's more alarming beliefs aloud and ask what happens as a result of that self-limiting belief. Ask if that's a good thing or not.

Ask if Adam likes people. From a sales perspective, ask which is more important, making someone happy or getting the business. You'll probably hear either "both" or "making someone happy." This demonstrates need for approval.

Suggest that you see too many serious weaknesses and that you don't think that Adam will be able to overcome them all. Watch how Adam reacts. This should demonstrate the tendency to become emotional.

Ask at what point in the selling process Adam learns how much money the prospect has. Then ask what Adam does if the prospect doesn't have enough! This should demonstrate discomfort talking about money.

Ask why Adam doesn't want to make cold calls. This should demonstrate "won't prospect."

Ask "What's the best example you can give me about overcoming adversity?" (Lack of Desire or Commitment)

Ask "Why do customers like you?" (Need for Approval)

Ask "Why do customers trust you?" (Need for Approval)

Ask "What could you do to have customers like and trust you more?" (Need for Approval)

Ask questions or present scenarios to explore how Adam responds to change and the need to improve.

## HOW COMFORTABLE IS ADAM WITH YOUR SALES ENVIRONMENT?

The following section compares what your company needs Adam to do with what Adam is most comfortable doing.

# 80%

- ✓ The candidate has the experience required in your role specification
- ✗ The candidate does not have the experience required in your role specification
- i The candidate has experience that was not required in your role specification

### Primary Market

- ✓ Corporate/Industrial
- Residential
- Small business/professional
- Institutional

### Prospects by Title

- ✓ Ownership or C Level
- i Management Level
- Business Users
- Consumers

### Resistance

- ✓ No resistance
- Very little resistance
- Moderate resistance
- Lots of resistance

### Competition

- ✓ Tremendous Competition
- Regular competition
- Occasional competition
- We are the only game in town

### Pricing

- ✓ We are usually higher
- We are usually competitive
- We are usually lower

### Average Order

- Under \$US1,000
- \$US1,000 - \$US25,000
- ✓ \$US25,000 - \$US250,000
- Over \$US250,000

### Product Sold

- ✔ Custom engineered solutions
- ℹ Conceptual services
- Products we can demonstrate
- Commodities

### Sales Cycle

- A one call close
- ✘ Two to three calls
- ℹ 3-6 months
- ℹ More than 6 months

### Customer Development

- ✔ Sell them and move on
- ✔ Sell them on a regular basis
- Sell them and renew yearly
- Sell them and service them

### Priorities

- ✔ Hunting required
- Mostly hunting
- Some hunting required
- No hunting

### Closing

- ✔ Salesperson will do the closing
- Salesperson will plant seeds
- Inside people do the closing
- Someone else does the closing

### Presentations

- ✔ Once to a single decision maker
- ℹ Once to a group
- Multiple times to individuals
- Multiple times to a group

### Product Quality

- ✔ Top of the line
- Middle of the pack
- A little behind
- Different

### Pressure

- ✔ High
- ℹ Medium
- Low
- None

### Supervision

- Micro managed
- ✘ Closely managed
- ℹ Seldom managed
- Not managed

### Company

- Small professional firm
- Small to medium sized business
- ✔ Large business
- Major corporation

### Compensation

- All salary
- Straight commission
- ℹ Mostly salary with some commission
- ✘ Mostly commission with some salary

### Selling Environment

- Turbulent and ever changing
- Downsizing and turnover
- ✔ Rapid growth and expansion
- Very calm and stable

### Location

- ✔ Out of my office or one staffed by a sales manager
- Out of a branch office without a sales manager
- Out of a remote or home office without staff

### Entrepreneurial

- Have an Entrepreneurial Mindset
- ✔ Not Have an Entrepreneurial Mindset
- It does not matter

### Selling Methods

- On the phone
- ✔ Face to Face
- At trade shows

### Channel

- ✔ Directly to the Customer / Client
- Through someone who sells to our Customer / Client

### Decision Factor

- ✔ are buying what we sell but must choose from whom to buy (Why me?)
- haven't planned to buy what we sell (Why?)

### Networking

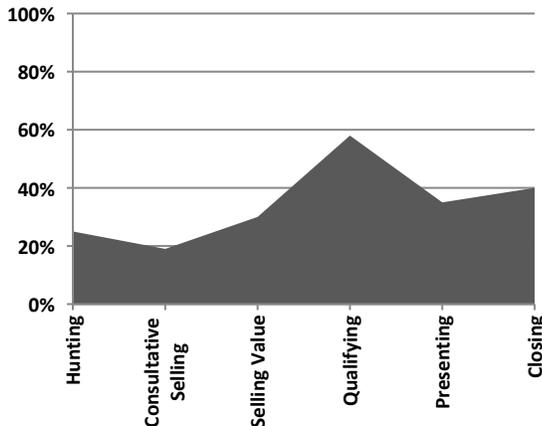
- ✘ Social Selling
- ℹ Traditional Networking
- Either of the above
- Social Selling AND Traditional Networking
- These skill sets are not required

### Leads

- ℹ We provide all they need
- ✘ We provide some - they need to supplement
- We don't provide any - they need to prospect
- This is an account management position

## WHAT ARE ADAM'S CURRENT SALES CAPABILITIES?

Adam's current sales capabilities can be best illustrated by reviewing the graph below.



The graph tells a story that suggests the following capabilities:

**Hunting** - Adam has very few of the attributes necessary for consistent, effective hunting. Use this assessment to identify the gaps in the Hunting competency and begin the development process.

**Consultative Selling** - Adam has very few of the attributes required for selling consultatively. Use this assessment to identify the gaps in the Consultative Selling competency.

**Selling Value** - Adam has very few of the attributes required for selling value. Use this assessment to identify the gaps in the Selling Value competency.

**Qualifying** - Adam has some of the attributes for effective qualifying. Use this assessment to identify the gaps in the Qualifier competency.

**Presenting** - Presentation skills are not very strong.

**Closing** - Adam has very few of the attributes required for consistent, effective closing. Use this assessment to develop a better understanding of the attribute.

### Selling Competencies

We looked at seven Competencies in all to determine the percentage of attributes in each:

- Hunter
- Consultative Seller
- Qualifier
- Closer
- Account Manager
- Farmer
- Sales Posturing

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

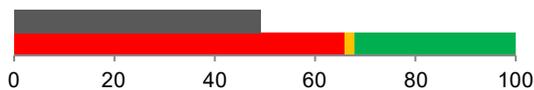
As we present our data-supported findings and continue answering these important questions, the Competencies will be a consistent part of those answers. While there is much more to sales and selling than skills - strategies and tactics - they do represent 50% of the equation. The other 50% is represented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

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

## 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. Less than desirable Sales DNA hinders the ability to execute skills and process. Sales DNA includes all of Adam's selling-related strengths. Adam's Sales DNA Score, shown below, is comprised of six major strengths that have the greatest impact on sales call performance. Lower numbers represent Sales DNA that will impede a salesperson's performance.

49%



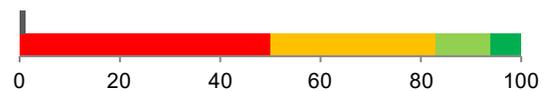
This score suggests that the Sales DNA often interferes with sales effectiveness. Adam may be effective at maintaining existing accounts, but probably experiences great difficulty when attempting to bring in new business.

## Sales Percentile™

Think of Sales Percentile™ as the overall score on this assessment. It represents a weighted combination of our Sales Core Competencies, expressed relative to the other salespeople we have assessed. A Sales Percentile™ of 90% means that 90% of salespeople we have assessed are weaker, and 10% are stronger.

Only 6% of all salespeople land in the top category – Elite. Another 11% appear in the next category – Strong. 33% of salespeople fall into the Serviceable category. The bottom 50% of salespeople are generally Weak.

1%



## Summary of Selling Capabilities

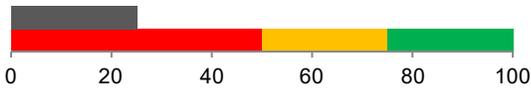
We have analyzed:

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

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

The overall sales capability score is

25%



The overall sales capability represents how close Adam is to the fullest sales potential. Overall, Adam's selling capability is limited. Sales coaching along with the appropriate sales training to improve skills and overcome weaknesses, will improve Adam's selling capability over time.

## ***HOW MOTIVATED IS ADAM AND HOW CAN ADAM BE MOTIVATED?***

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

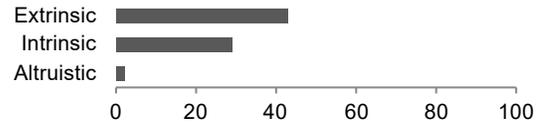
Intrinsics tend to be motivated by recognition, fulfillment, satisfaction, enjoyment, love of selling, mastery, or even when they have something to prove to others. They are often more consistent in a longer and more complex sales cycle.

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

Altruistic salespeople are motivated to serve others at a cost to themselves. These salespeople put the customer ahead of their company's needs and requirements.

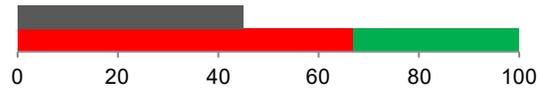
Adam's motivation style is:

# Extrinsic



Adam's overall level of motivation is:

# 45%

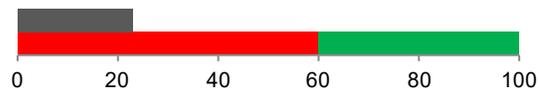


When it comes to selling, it doesn't appear that Adam is very motivated. Why not? Perhaps selling is simply a job rather than a chosen career that Adam loves to do more than anything else.

### **Desire**

Lack of Desire for greater sales success.

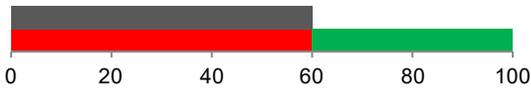
# 23%



### **Commitment**

Strong Commitment towards greater sales success.

# 60%



## Motivational Tendencies

Everyone responds differently to motivation so we thought you might find it useful to learn what Adam will respond to.

### Adam prefers

Loving to win <b>more than</b> hating to lose
Self-rewarding performance <b>instead of</b> spending money first to create pressure to perform
Being pressured <b>instead of</b> self-pressure
Being closely managed <b>instead of</b> self-management
Competing against others <b>over</b> self-competition
Recognition <b>over</b> satisfaction

### Other Factors

There are several additional important factors that impact overall motivation. While these factors do not influence our recommendation, they are important enough for you to make them conditions that must be met if you choose to offer Adam a position.

### Other Factors

Enjoyment of Selling	✓
Personal Goals	✗
Meaningful Goals	✗
Plan for Reaching Personal Goals	✗
System to Track Progress	✗

1



Adam believes that  
Money isn't that important to me

## WILL ADAM GENERATE NEW BUSINESS?

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

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

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

Not a Perfectionist - This may seem like a negative but in the case of hunting, some perfectionists seriously delay making calls until they believe the calls can be perfect.

### The Hunter Competency

Will Prospect	✗
Prospects Consistently	✗
Prospects via Phone and / or Walk-ins	✓
Has No Need for Approval	✗
Schedules Meetings	✗
Recovers From Rejection	✓
Maintains Full Pipeline	✓
Not a Perfectionist or it Does Not Prevent Prospecting	✗
Reaches Target Prospect	✗
Gets Referrals from Customers / Network	✗
Uses Social Selling Tools *	✗
Attends Networking Events	✗

% of Attributes 25%  
Weighted Score 25%

\* The following table provides additional detail regarding Adam's competency with Social Selling tools.

### The Social Selling Competency

Connected to Potential Customers/Clients	✘
Generates Leads through Social Selling	✘
Well Connected	✘
Posts/Shares Updates for Visibility	✘
Uses LinkedIn	✘
Uses Twitter for Business	✘
LinkedIn Social Selling Index Score	✘
% of Attributes	0%
Weighted Score	0%

### Summary

Adam may not have been required to hunt in previous roles and dislikes the activity.



Adam believes that  
If prospects are happy with their current vendor then I can't help them



Adam believes that  
I have to provide information to gatekeepers before they will connect me with the decision maker



Adam believes that  
I have to send something before I can schedule a meeting.

## WILL ADAM REACH DECISION MAKERS?

We looked at a number of factors to determine whether Adam is meeting with decision makers and what, if anything, could interfere with that.

### The Reaching Decision-Makers Competency

Calling on Actual Decision Maker	✔
Believes Speaking with Decision Makers Is Required	✔
Reaching Decision Maker Is Milestone in Sales Process	✔
Does Not Need to be Liked	✘
Comfortable with Targeted Decision Maker	✔
Doesn't Begin Sales Process with Buyers	✘
Uses Selling Skills to Reach Decision Maker	✔
% of Attributes	71%
Weighted Score	85%

Adam is currently reaching decision-makers. Advanced selling skills around strategy and tactics can help develop [[FirstNames]]'s ability even more consistently.



Adam believes that  
I have to call on buyers before I can call on end users or decision-makers

## WILL ADAM HAVE AN OPTIMIZED SALES CYCLE?

To answer this question we looked at 11 factors that historically support shorter sales cycles. These factors tend to prevent delayed closings and business lost to competitors. We present the 11 factors as they apply to Adam in the next table.

- Makes Decisions – Salespeople that make buying decisions without having to think it over have Sales DNA that supports strategies and tactics to help their prospects make decisions.

- Consultative Seller – If salespeople can sell consultatively they can uncover the compelling reason to buy, a motivator that creates urgency and shortens the sales cycle.
- Qualifier – If salespeople qualify thoroughly there will be fewer opportunities for premature demos, quotes, proposals, and presentations that lead to delayed closings and lost business.
- Won't Accept Put-Offs – The ability to ask a question in response to a put-off can lead to closing more business at the first closing opportunity.
- Doesn't Need to be Liked – A salesperson that doesn't need to be liked accepts fewer put-offs because they aren't concerned about asking another question, pushing back, or challenging the prospect.
- Controls Emotions – If salespeople do not panic in the heat of battle or become too excited when they hear what they want to hear, they can control the sales process more effectively.
- Able to Discuss Money – When salespeople are able to discuss finances they are more likely to uncover the actual budget and confirm the prospect's ability to spend it. That tends to prevent most of the delays blamed on money.
- Rejection Proof – When salespeople are unaffected by rejection they are more likely to ask good, tough, timely questions, even when the answer could result in a "no."
- Healthy Skepticism – When salespeople have a healthy skepticism, they can avoid happy ears, not mistake put-offs for promises, and have much better sense for determining realistic expectations.
- Supportive Beliefs – When salespeople have beliefs that support ideal sales outcomes they are more successful.

- Effective Sales Process – When the sales process lends itself to repeatable and desirable results, sales cycles tend to be much shorter while conversion ratios tend to be much higher.

#### Factors

Makes Decisions	✗
Consultative Seller	✗
Qualifier	✗
Won't Accept Put-Offs	✗
Doesn't Need to be Liked	✗
Controls Emotions	✗
Able to Discuss Money	✗
Rejection Proof	✓
Healthy Skepticism	✗
Supportive Beliefs	✗
Effective Sales Process	✗

1

#### Summary

At this time Adam does not have the factors to support a short sales cycle.



Adam believes that  
I need to educate my prospects



Adam believes that  
Prospects that think it over will  
eventually buy from me



Adam believes that  
I understand when my prospects want to  
think it over



Adam believes that  
I understand when my prospects want to  
comparison shop

# CAN ADAM SELL 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

Able to Stay in the Moment	✗
Uncovers Compelling Reasons to Buy	✓
Able to Listen/Ask with Ease	✗
Asks Enough Questions	✗
Asks Great Questions	✗
Will Build Trust	✗
Able to Ask Tough Questions	✗
Takes Nothing for Granted	✗
Appropriate Amount of Patience	✗
Understands How Prospects Will Buy	✓
Develops Strong Relationships *	✗
Presenting at Appropriate Times	✗
Healthy Skepticism	✗
	% of Attributes 15%
	Weighted Score 19%

\* The following table provides additional detail regarding how quickly Adam develops relationships.

## The Relationship Building Competency

Quickly Develops Rapport	✗
Relationship Is Key Factor in Winning Business	✗
Develops Strong Relationships over Time	✗
Customers Follow to New Companies	✗
Believes That Making Friends Is Single Greatest Asset	✗
Is Extroverted	✗
	% of Attributes 0%
	Weighted Score 0%

## Summary

Adam lacks the strengths and skills necessary for selling in a more consultative way.



Adam believes that I tell my prospects why they should buy from me



Adam believes that It's not OK to confront a prospect



Adam believes that I prefer to dominate the conversation

## WILL ADAM 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 this candidate can more effectively sell value, we looked at a number of factors, including:

- **Learns Why Prospects Will Buy** – A salesperson's ability to uncover a prospect's reasons to buy helps the salesperson discover the true value in the opportunity.
- **Focused on Value over Price** – 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.
- **Comfortable Discussing Money** – When a salesperson is uncomfortable having a financial discussion, it may have a significant, negative impact on any opportunity when the prospect lacks the funding or doesn't see the value in the offering.
- **High Threshold for Money** – A salesperson with a High Money Threshold should be able to ask for a lot of money (not to be confused with Able to Discuss Money) without concern for the amount being "a lot" to them personally.

### The Selling Value Competency

Focused on Value over Price	
Comfortable Discussing Money	
High Threshold for Money	
Attempts to Sell Value	
Sales Process Supports Selling Value	
Learns Why Prospects Will Buy	
Doesn't Need Approval	
Asks Great Questions	
Asks Enough Questions	
Avoids Making Assumptions	
Quickly Develops Rapport	
Not Compelled to Quote	
	% of Attributes 17% Weighted Score 30%

### Summary

Adam is not a value seller today, but can become a value seller in the near future. The most important element to selling value – the way Adam buys value - is already in place.



Adam believes that  
A thousand dollars is a lot of money

## WILL ADAM CLOSE EFFECTIVELY?

### The Closer Competency

The Closer Competency helps us to understand whether or not Adam has the attributes that will help 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 Adam is capable of accomplishing at closing time, closing has much more to do with factors that precede the closing step of the sales process, most of which we have already discussed:

- Consultative selling skills
- Qualifying Skills
- Sales process (later in the document)
- Sales Posturing Skills (See the next table for the details)

### The Closer Competency

Gets Prospect To Agree To Make a Decision	✓
Will Meet with the Decision Maker	✓
Will Find a Way to Close	✗
Not Likely to Take "Think it Overs"	✗
Unlikely to be Derailed by Put-Offs	✗
Appropriate Amount of Patience	✗
Closing Urgency	✗
Isn't Hoping to be Liked	✗
Will Stay in the Moment at Closing Time	✗
Won't Make Inappropriate Quotes	✗
	% of Attributes 20%
	Weighted Score 40%

### Sales Posturing

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

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

A yellow flag indicates that Adam is neither strong nor weak in that particular quality.

### The Sales Posturing Competency

Good Self-Image	✓
Quickly Develops Rapport	✗
Sales Optimism	✗
Sales Assertiveness (Overly Confident)	✗
Sales Empathy	✗
Appropriate Amount of Patience	✗
Will Build Trust	✗
Emphasizes Listening over Talking	✗
Healthy Skepticism	✗
	11%

### Presenting

We 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. The following table shows whether or not Adam is presenting at the right time, to the right people, and for the right reasons. We also show whether or not Adam is overly presentation-minded by identifying Adam's presentation tendencies, or the degree to which Adam relies on presentations to sell.

### The Presentation Approach and Context Competency

Emphasizes Listening over Talking	✗
Able to Minimize Talking about Company Products or Solutions	✗
Not Compelled to Present	✓
Not Overly Reliant on Educating and Presenting	✗
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	✓
Not Compelled to Propose or Quote	✗
Asks Enough Questions	✗
Takes Nothing for Granted	✗
	% of Attributes 33%
	Weighted Score 35%

## Combined Impact of Competencies

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

Factors	
Sales Process	✘
Consultative Seller	✘
Selling Value	✘
Qualifier	✘
Presenting	✘
Closer	✘
0	

## Summary

Adam currently lacks the basic elements required for effectively closing the sales that do not close easily.



Adam believes that Prospects that think it over will eventually buy from me



Adam believes that I understand when my prospects want to think it over



Adam believes that I understand when my prospects want to comparison shop



Adam believes that Any lack of results is due to the economy or marketplace



Adam believes that Any lack of results is due to the policies of my company

## DOES ADAM 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 salespeople from wasting their valuable time on opportunities that are unlikely to close, especially when sales cycles are long. Without a doubt, a powerful sales process with clearly defined milestones provides more consistent, predictable and profitable results.

### The Milestone-Centric Sales Process Competency

Follows Stages and Steps	✘
Process Has Most Key Milestones	✘
Process Has Adequate Sequence	✘
Consistent and Effective Results	✔
Little Wasted Time	✘
Has and/or Follows an Effective Process	✘
Uses an Effective Approach	✘
Relationship-Based	✘
CRM Savvy *	✘
Strategic Use of Sales Scorecard	✔
% of Attributes      20% Weighted Score      17%	



### The Negotiator Competency

Seeks Win/Win	
Willing to Walk	
Appropriate Amount of Patience	
Able to Listen/Ask with Ease	
Controls Emotions	
Goal Oriented	
Problem Solver	
Doesn't Need to be Liked	
Rejection Proof	
Selling Value	
Able to Discuss Money	
% of Attributes 18%	
Weighted Score 14%	

### Summary

Adam has a few of the attributes of a negotiator.

## WILL ADAM EFFECTIVELY MANAGE EXISTING ACCOUNTS?

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

### The Account Manager Competency

Has Strong Relationships	
Will Handle Organizational Politics	
Will Make Friends Everywhere	
Will Follow Up Often	
Will Meet/Talk with Decision Makers	
Will Know the Real Budgets	
Won't Feel Urgency to Close Business	
Won't Alienate People	
Will Focus on Current Accounts Rather than Looking for New Accounts	
Will Manage Time Effectively	
% of Attributes 70%	
Weighted Score 48%	

### Summary

Adam has some of the attributes of an account manager.

## WILL ADAM 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

Attempts To Close	
Has Closing Urgency	
Won't "Understand" Most Objections	
Won't Panic Over Objections	
Handles "It's a Lot of Money" Objection	
Won't Accept Put-Offs	
Will be Very Likable	
Won't Alienate Customers	
Unlikely to be Distracted by New Accounts	
% of Attributes 22%	
Weighted Score 10%	

### Summary

Adam has a few of the attributes of a farmer.