Objective
Management
Group®

SALES
EFFECTIVENESS & IMPROVEMENT
ANALYSIS™

ABC Company

Introduction

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

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

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

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

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

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

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

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

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

Our analysis is presented in several sections, defined here.

1) You are reading the introduction where we will define your opportunity, the possibilities for future growth and predict how much more business this group of salespeople can produce.
2) People and Skills– Answers to questions about-performance, skill gaps, and your personnel. (page 7)
3) Infrastructure – Answers to questions about strategies, alignment, systems and processes. (page 52)
4) Development and Training – Answers to What to Focus on, who to develop, and a plan for the next 12 months. (page 66)
5) In Summary – Reasonable Expectations for the future. (page 72)

We expect our analysis to answer four critical questions:

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

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

- How Does Sales Leadership Impact Our Sales Force? (page 8)
- Do We Have the Right People in the Right Roles? (page 24)
- What Are Our Current Sales Capabilities? (page 25)
- How Motivated Are Our Salespeople and How Are They Motivated? (page 33)
- Why Aren't We Generating More New Business? (page 35)
- Are We Reaching the Actual Decision Makers? (page 39)
- Why Isn't Our Sales Cycle Shorter? (page 40)
- Are We Selling Consultatively? (page 42)
- Are We Selling on Price and Who Can Become a Value Seller? (page 45)
- Is Our Value Proposition Consistent? (page 47)
- Can We Close More Sales? (page 48)
- Are We Being Consistent with Our Sales Process? (page 53)
- How Well Are Our Sales Leadership Strategies Aligned? (page 55)
- Do We Need to Change Our Selection Criteria? (page 58)
- Is Our Ramp-Up of New Salespeople Fast Enough? (page 60)
- Can We Improve Our Pipeline and Forecasting Accuracy? (page 61)
- How Much More Effective Can Our People Be? (page 67)
- What Are the Short-term Priorities for Accelerated Growth? (page 71)

The Opportunity

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

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

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

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

- **Specific Weaknesses** – We use empirical data, first published in Inc. Magazine in 1994 (http://omgqlink.com/inc), by Objective Management Group founder and CEO, Dave Kurlan, that provides the estimate of likely increase in sales when specific weaknesses are overcome and skill gaps are filled.
- **Sales Process** – It is estimated that on its own, sales increase, on average, by 15% when a formal, structured, customized sales process is created, introduced, embraced, followed and properly executed.
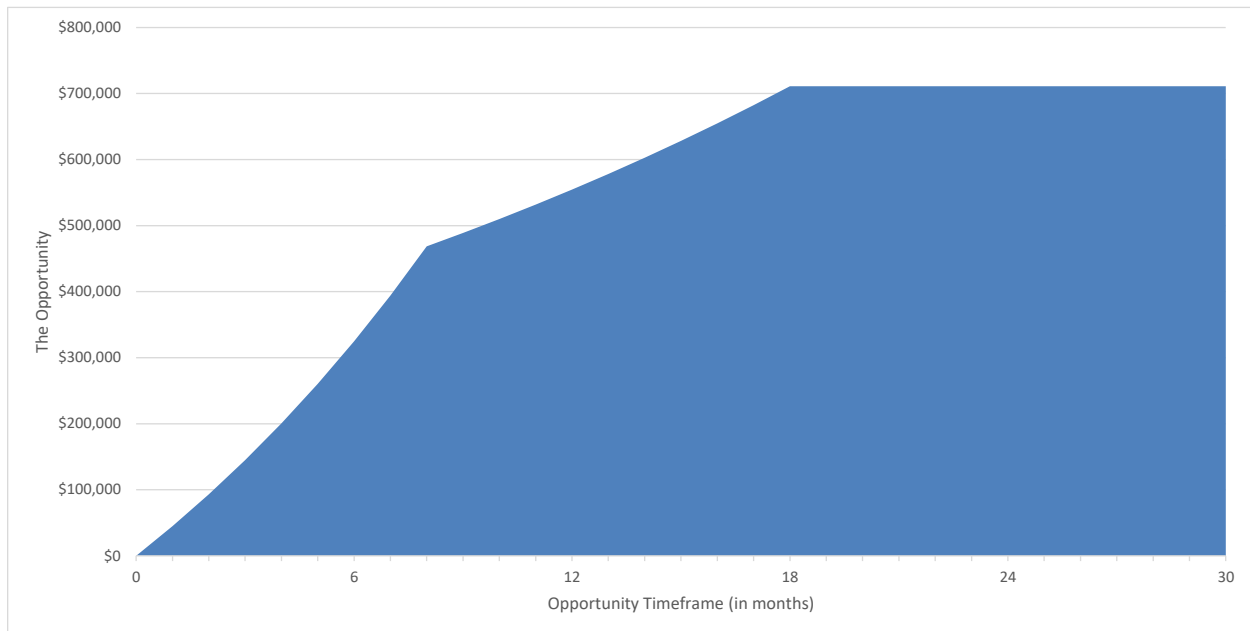
- **Supportive Development Factors** – Our research shows that the likelihood of a salesperson achieving his or her full potential is related to the individual's current Will to Sell, acceptance of coaching, Sales DNA, selling abilities, and ability to quickly internalize sales training and coaching. We use these factors to weight the individual's Opportunity percentage when calculating the net potential increase in revenue.
- **Sales Percentile™** - This finding is the single best measure of a salesperson's capabilities, and the largest factor in determining a timeframe for your Opportunity. A lower Sales Percentile means there are more skills and strengths to be improved, which results in a longer timeframe.
- **Figure It Out Factor™** - This is our measurement of how quickly a salesperson can internalize and apply the sales training and coaching they require. We adjust our Opportunity timeframe to account for the average FIOF score of the salespeople.
- **Sales Management Capabilities** – An important component to growth in sales is the capabilities of sales management to coach salespeople and hold them accountable. While this doesn't impact the estimated increase in sales, it does impact the timeframe.

$711,000

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

As the result of a formal training and coaching program, your salespeople will generate additional revenue which will gradually increase during the coming months, as illustrated in the chart below. This includes opportunities currently in the pipeline that were properly sold, as well as new opportunities that your salespeople will add to the pipeline in the coming months. If you have an extremely long sales cycle, the timeline should be extended appropriately.

For additional information on how we arrived at this calculation, please refer to Appendix - Opportunity (page 75).

People and Skills

HOW DOES SALES LEADERSHIP IMPACT OUR SALES FORCE?

Sales Leader

The table below shows the Score, Tendency, and Effectiveness for each competency. The last three columns are summary scores. Leadership Competencies represents the average score for the first four columns; Management Competencies represents the score for the next four columns; and Overall is the average of the Leadership and Management Competencies scores.

Sales Leadership - The sales executive that excels in this area gets people to follow him/her. There are many possible attractions that could include a combination of their approach, charisma, likability, mentorship, knowledge, experience, manner, style and track record.

Strategic Thinker - One of the key differences between a sales manager and a sales leader is the latter's ability to think strategically. Sales management is very tactical, but the sales leader must be able to develop a go-to-market strategy, an account strategy, a territory strategy, a development strategy, a pricing strategy, a positioning strategy, an organizational strategy, a recruiting strategy, and a competitive strategy.

Develops Strong Relationships - The sales leader that excels in this area develops strong business relationships with the executive team, throughout the sales organization, with other departments, with customers, vendors and stakeholders, as well as potential candidates from outside the organization.

Personal - These are more personal in nature than the others and include findings like, Commitment, Desire, Outlook, Responsibility, Goal Setting, Plan, and more.

The Score indicates the percentage of attributes in each Competency. A score above 70% is excellent.

The Tendency percentage shows how likely it is that they would choose the associated Competency to grow revenue. It is important for Sales Leaders to effectively use their strengths and minimize scenarios where their weaknesses are exposed.

Be particularly wary of high score / low tendency and low score / high tendency findings. Leaders often have a default -- a go-to strategy -- that isn't necessarily aligned with the competency in which they score highest. In most cases, they aren't aware of this disconnect and it's important for them to see those areas where they choose an approach that might not be playing to their strengths.

The Effectiveness percentage is not based on a Sales Leader's own skills; it is based on the relative effectiveness of the sales managers reporting up to the Sales Leader.

		Sales Leadership	Strategic Thinker	Develops Strong Relationships	Personal	Coaching	Motivates the Sales Organization	Holds Others Accountable	Recruiting	Leadership Competencies	Management Competencies	Overall
Paul Stanley	Score	64%	71%	45%	73%	76%	47%	47%	22%	65%	53%	59%
	Tendency	-	75%	67%	-	50%	56%	55%	50%	-	-	-
	Effectiveness	-	-	-	-	-	50%	100%	58%	-	69%	69%

Sales Management

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

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

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

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

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

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

Coaching

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

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

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

- Each sales manager's weighted score, which reflects the strength of the individual's coaching skills
- Each sales manager's coaching effectiveness, which uses the skills of the salespeople reporting to each manager as an outcome-based measurement of how well the manager is coaching his/her salespeople

	Weighted Score	Coaching Effectiveness
Tina Turner	60%	49%

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

Based on the data, it appears that sales management is not having the impact from coaching that you would hope for. The good news is that with appropriate changes and improved effectiveness, the impact going forward could be quite powerful.
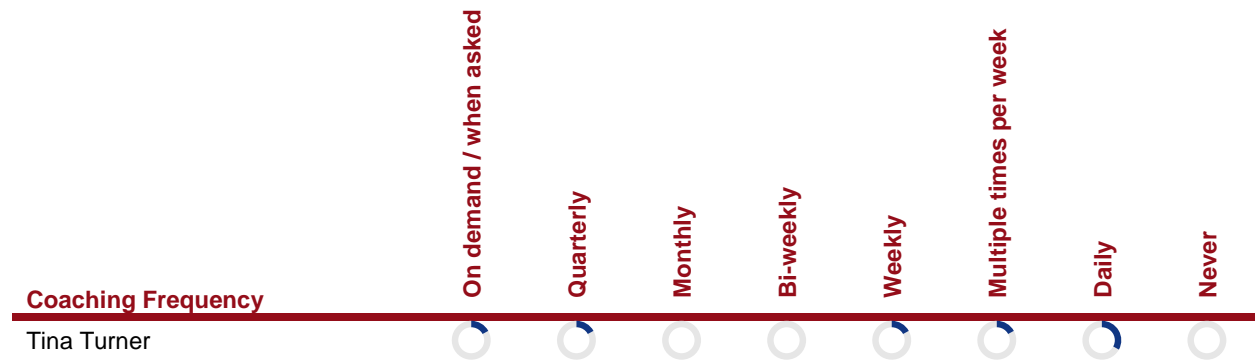
The table below shows information about the coaching environment, which may include reasons for managers being either effective or ineffective at coaching their salespeople.

We asked both managers and salespeople about the current state of trust, respect, and relationship strength. The icons below show the manager data in front of the data for any salespeople reporting to that manager.
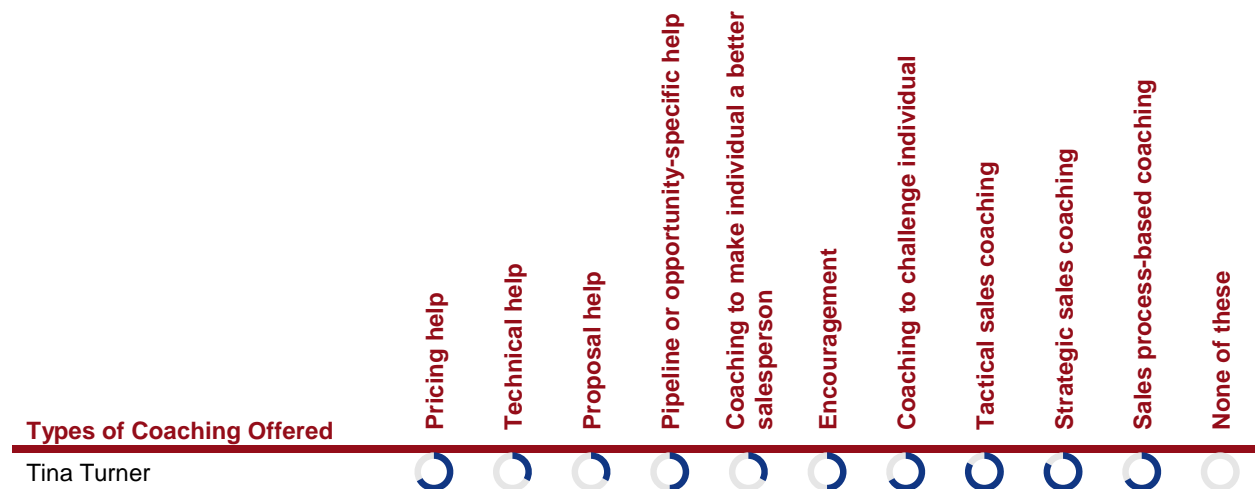
Sales manager believes trust / respect / relationships to be strong, and salespeople agree

Sales manager believes trust / respect / relationships to be weak, but salespeople feel it is strong

Coaching Environment	Respected by Salespeople	Trusted by Salespeople	Strong Relationships with Salespeople	Coachable Salespeople	Time Spent Coaching Salespeople	It's Not All about the Sales Manager
Tina Turner	❌	❌	✅	❌	15%	✅

We asked each salesperson how frequently he/she receives coaching from sales management. The table below shows, by sales manager, the percentage of salespeople who selected each option.

Coaching Frequency	On demand / when asked	Quarterly	Monthly	Bi-weekly	Weekly	Multiple times per week	Daily	Never
Tina Turner								

We asked each salesperson what types of coaching he/she receives from sales management. Salespeople had the ability to select as many items as apply, or choose "None of the above." The table below summarizes, by sales managers, the answers the salespeople provided.

Types of Coaching Offered	Pricing help	Technical help	Proposal help	Pipeline or opportunity-specific help	Coaching to make individual a better salesperson	Encouragement	Coaching to challenge individual	Tactical sales coaching	Strategic sales coaching	Sales process-based coaching	None of these
Tina Turner											

The Coaching Competency	Consistently Coaches and Debriefs	Debriefs Efficiently	Asks Questions	No Need for Approval from Salespeople	Controls Emotions	Has a Sales Process	Beliefs Support Coaching	Knows Why People Buy	Knows How People Buy	Doesn't Rescue the Salespeople	Effective at Getting Commitments	Handles Joint Sales Calls Effectively	% of Attributes	Weighted Score
Tina Turner	✖	✔	✔	✔	✖	✖	✔	✔	✔	✔	✖	✔	67%	60%

Motivating

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

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

- Each sales manager's weighted score, which reflects the strength of the individual's motivating skills
- Each sales manager's motivating effectiveness, which uses the Will to Sell (with particular focus on Motivation and Goals) of the salespeople reporting to each manager as an outcome-based measurement of how well the manager is motivating his/her salespeople

	Weighted Score	Motivating Effectiveness
Tina Turner	35%	50%

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

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

One of the reasons why sales management may not be as effective as we would like is because the majority of the salespeople are not motivated to succeed in sales.

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

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

The table below shows potential reasons for managers being either effective or ineffective at motivating their salespeople.

Potential Reasons for Lack of Effectiveness	Salespeople with Personal Goals and Plan	Motivated Salespeople	Salespeople with Strong Desire	Salespeople with Strong Commitment	Salespeople Who Prefer Self-management	Salespeople Who Prefer Self-pressure	Time Spent Motivating Salespeople
Tina Turner	17%	50%	83%	67%	33%	50%	15%

The Motivating Competency	Knows What Motivates Salespeople	Gives Recognition	Runs Effective Sales Meetings	Beliefs Support Motivation	Strong Self Image	Develops Strong Relationships	Takes Responsibility	Doesn't Accept Mediocrity	Has Goals and a Plan	% of Attributes	Weighted Score
Tina Turner	❌	✅	❌	❌	✅	❌	✅	✅	❌	44%	35%

Recruiting

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

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

- Each sales manager's weighted score, which reflects the strength of the individual's recruiting skills
- Each sales manager's recruiting effectiveness, which uses the Compatibility of salespeople who have been with the company fewer than 3 years as an outcome-based measurement of how well the manager is recruiting new salespeople

	Weighted Score	Recruiting Effectiveness
Tina Turner	80%	67%

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

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

The table below shows potential reasons for managers being either effective or ineffective at recruiting new salespeople.

Reasons for Effectiveness	% New Salespeople (<3 years)	% of New Salespeople Compatible	% of Time Recruiting Salespeople
Tina Turner	33%	50%	2%

The Recruiting Competency	Hires the Best Person for the Position	Great Interviewing Skills	Uses Correct Hiring Criteria	Upgrades the Sales Force	No Need for Approval from Salespeople	Recruits Consistently	Good Decision Maker	Beliefs Support Recruiting	Develops Strong Relationships	% of Attributes	Weighted Score
Tina Turner	✓	✓	✓	✗	✓	✓	✓	✓	✗	78%	80%

Accountability

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

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

- Each sales manager's weighted score, which reflects the strength of the individual's skills needed to hold salespeople accountable
- Each sales manager's accountability effectiveness, which is a measurement of how well salespeople reporting to the manager take responsibility, the manager's Need for Approval, the manager's ability to Handle Rejection, and the time the manager is spending on Accountability.

	Weighted Score	Accountability Effectiveness
Tina Turner	80%	61%

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

The table below shows potential reasons for managers being either effective or ineffective at holding their salespeople accountable.

Potential Reasons for Lack of Effectiveness	Doesn't Need to be Liked	Rejection Proof	Salespeople Who Take Responsibility	% Time on Accountability
Tina Turner	✅	✅	33%	10%

The Accountability Competency	Manages Behavior	Doesn't Accept Mediocrity	Takes Responsibility	No Need for Approval from Salespeople	Beliefs Support Accountability	Asks Questions	Manages Pipeline *	% of Attributes	Weighted Score
Tina Turner	❌	✅	✅	✅	✅	✅	✅	86%	80%

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

The Pipeline Management Competency	Focused on Keeping Pipeline Full	Properly Utilizing Pipeline Metrics	Focused on Best Pipeline Metrics	Focuses on New or Stalled Business	Regularly Reviews Pipeline	Spends Proper Time on Pipeline Reviews	% of Attributes	Weighted Score
Tina Turner	✅	✅	✅	✅	✅	✅	100%	100%

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

50% of your **salespeople** believe "Any lack of results is due to the economy or marketplace"

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

50% of your **salespeople** believe "Any lack of results is due to my competitors"

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

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

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

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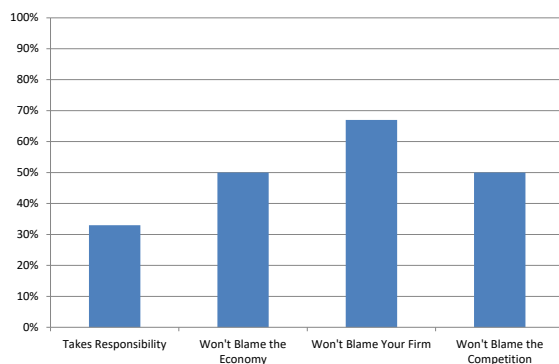
The table below identifies the salespeople who make excuses and the types of excuses they are likely to make.

	Takes Responsibility	Most Likely to Blame	
		🏠 Economy	
		🏢 Your Firm	
		👥 Competition	
Gregg Allman	67%	👥	
Tom Petty	0%	🏠 👥	
Tom Scholz	67%	🏠	
Tommy Shaw	0%	🏢	
Bruce Springsteen	33%	👥	
Steven Tyler	0%	🏠 🏢	
Average	**33%**		

Summary of Sales Management Effectiveness

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

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

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

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

DO WE HAVE THE RIGHT PEOPLE IN THE RIGHT ROLES?

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

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

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

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

Looking at each row, gray shading indicates the role to which an employee is currently assigned.

	Major Retail Chains	Record Labels	Online Sellers
	A - Competition resistant B - High ticket seller C - Value seller	A - Competition resistant B - High ticket seller C - Value seller D - Resistance proof seller E - Able to sell to top executives I - Will hunt for new business	A - Competition resistant C - Value seller F - Compatible with a one call close I - Will hunt for new business J - Entrepreneurial seller
Gregg Allman	🚩 ABC 56%	✅ ABCDEI 48%	✅ ACFIJ 40%
Tom Petty	🚩 ABC 56%	🚩 ABCᴅᴇI 64%	🚩 ACғɪJ 68%
Tom Scholz	🚩 ABC 48%	❌ ABCᴅᴇI 52%	❌ ACғɪJ 36%
Tommy Shaw	❌ AʙC 60%	🚩 AʙCᴅEI 56%	✅ ACғIJ 44%
Bruce Springsteen	✅ ABC 92%	✅ ABCᴅEI 88%	✅ ACFIJ 88%
Steven Tyler	❌ AʙC 52%	❌ AʙCᴅEI 56%	🚩 ACғɪJ 40%

WHAT ARE OUR CURRENT SALES CAPABILITIES?

Your current sales capabilities can be best illustrated by reviewing the graph below.
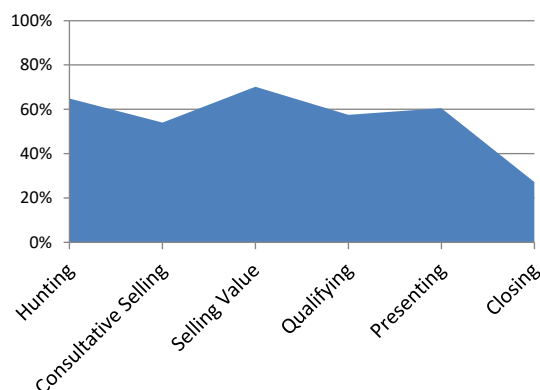
The graph tells a story that suggests the sales force has the following capabilities:

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

Selling Competencies

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

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

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

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

Competency	Average % of Attributes	Average Weighted Score
The Hunter Competency	60%	65%
The Relationship Building Competency	36%	30%
The Consultative Seller Competency	56%	54%
The Selling Value Competency	59%	70%
The Qualifier Competency	57%	58%
The Presentation Approach and Context Competency	52%	61%
The Closer Competency	30%	27%
The Milestone-Centric Sales Process Competency	40%	38%
The CRM-Savvy Competency	50%	51%
The Mastery of Social Selling Competency	24%	25%

The Negotiator

The Negotiator Competency is not found elsewhere in this document. It includes the skills that are suitable for negotiating the terms of a deal or contract.

The Negotiator Competency	Seeks Win/Win	Willing to Walk	Manages 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	Weighted Score
Tina Turner	✗	✗	✗	✗	✗	✗	✓	✓	✓	✓	✓	45%	32%
Gregg Allman	✓	✓	✗	✓	✓	✗	✓	✓	✓	✓	✓	82%	82%
Tom Petty	✗	✗	✓	✗	✗	✗	✓	✗	✓	✗	✗	27%	24%
Tom Scholz	✗	✗	✗	✗	✓	✗	✓	✗	✓	✗	✗	27%	24%
Tommy Shaw	✗	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	82%	70%
Bruce Springsteen	✗	✗	✓	✗	✗	✗	✓	✓	✓	✗	✗	36%	30%
Steven Tyler	✗	✗	✓	✗	✗	✗	✓	✓	✓	✗	✗	36%	30%

The Account Manager

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

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	Weighted Score
Gregg Allman	✓	✓	✗	✓	✓	✓	✓	✗	✗	✗	60%	71%
Tom Petty	✗	✓	✗	✓	✗	✓	✓	✓	✗	✗	50%	48%
Tom Scholz	✗	✗	✗	✓	✗	✓	✓	✓	✓	✓	60%	38%
Tommy Shaw	✗	✓	✗	✓	✓	✗	✓	✗	✗	✓	50%	52%
Bruce Springsteen	✗	✗	✗	✓	✗	✓	✗	✗	✗	✓	30%	24%
Steven Tyler	✗	✗	✗	✓	✗	✗	✗	✗	✗	✓	20%	19%

The Farmer

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

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	Weighted Score
Gregg Allman	✘	✘	✔	✔	✔	✘	✘	✘	✘	33%	40%
Tom Petty	✘	✘	✘	✘	✔	✘	✔	✘	✘	22%	15%
Tom Scholz	✘	✘	✘	✔	✔	✘	✔	✘	✔	44%	35%
Tommy Shaw	✘	✘	✔	✔	✘	✘	✘	✘	✘	22%	30%
Bruce Springsteen	✘	✔	✔	✘	✔	✘	✘	✘	✘	33%	45%
Steven Tyler	✘	✔	✘	✘	✘	✘	✘	✘	✘	11%	20%

Sales DNA

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

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

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

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

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

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

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

Sales DNA	Doesn't Need Approval	Controls Emotions	Supportive Beliefs	Supportive Buy Cycle™	Comfortable Discussing Money	Handles Rejection	Combined Sales DNA
Tina Turner	88%	67%	83%	86%	100%	-	85%
Gregg Allman	100%	89%	87%	71%	100%	89%	89%
Tom Petty	62%	56%	67%	29%	50%	83%	54%
Tom Scholz	75%	89%	74%	29%	50%	67%	64%
Tommy Shaw	100%	89%	87%	71%	83%	56%	84%
Bruce Springsteen	88%	67%	85%	71%	50%	78%	72%
Steven Tyler	88%	78%	74%	14%	33%	94%	59%
	86%	78%	79%	48%	61%	78%	70%

The average Sales DNA for your sales force is

70%

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

Intangibles

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

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

Summary of Selling Capabilities

We have analyzed:

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

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

The overall sales capability score for your sales force is

50%

Overall, the selling capability of your sales force is fair at best. The Competencies, while good in some areas, are weak in others, and the Sales DNA indicates that weaknesses are getting in the way too frequently. Improved sales coaching from sales management, along with the appropriate sales training to improve skills and overcome weaknesses, will improve the selling capability of your sales force over time.

33% of your **salespeople** believe "I need to provide proposals (or quotes)"

HOW MOTIVATED ARE OUR SALESPEOPLE AND HOW ARE THEY MOTIVATED?

Motivation is as important as ever but today's salesperson is not necessarily motivated by money. Motivation can appear as 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. Extrinsics tend to be motivated by money, rewards, toys, vacations, and material things. Altruistics are motivated to serve others at a cost to themselves, and put the customer ahead of their company's needs and requirements. In the tables that follow, you can see the level of overall motivation as well as how the types of motivation contribute to overall motivation.

50%	♥	Intrinsic
17%	👊	Altruistic
17%	♥💵	Extrinsic/Intrinsic
17%	♥👊	Balanced

Types of Motivation by Person

The next table shows the style of motivation and the overall level of motivation for each salesperson.

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

	Style	Motivation	Goal-Oriented
Gregg Allman	♥	🟩🟩🟩⬜	❌
Tom Petty	♥💵	🟩🟩🟩⬜	❌
Tom Scholz	♥	🟥⬜⬜	❌
Tommy Shaw	💵👊	🟥🟥⬜	✅
Bruce Springsteen	♥	🟩🟩🟩⬜	❌
Steven Tyler	👊	🟥🟥⬜	❌

Motivational Tendencies

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

	Loving to win / Hating to lose	Spending to create pressure / Self-rewarding performance	Being pressured / Self-pressure	Being closely managed / Self-management	Competing against others / Self-competition	Recognition / Satisfaction	Has something to prove
Gregg Allman	Loving to win	Spending	Being pressured	Being closely managed	Competing against others	Recognition	
Tom Petty	Loving to win	Spending	Being pressured	Being closely managed	Competing against others	Recognition	
Tom Scholz	Loving to win	Spending	Being pressured	Self-management	Self-competition	Satisfaction	
Tommy Shaw	Hating to lose	Spending	Self-pressure	Being closely managed	Competing against others	Satisfaction	
Bruce Springsteen	Loving to win	Self-rewarding performance	Self-pressure	Being closely managed	Competing against others	Recognition	Has something to prove
Steven Tyler	Hating to lose	Self-rewarding performance	Self-pressure	Self-management	Self-competition	Satisfaction	

Summary of Motivation

Overall, your salespeople do not appear to be very motivated. This should be a major concern because if they aren't motivated to do what they need to do for themselves, why would they do it for you?

0% of your **salespeople** who are required to be compensated mostly by commission are comfortable with that

50% of your **salespeople** who are required to be compensated mostly with salary are comfortable with that

WHY AREN'T WE GENERATING MORE NEW BUSINESS?

The Role of Your Salespeople

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

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

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

In the table below:

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

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

	Hunters	Potential Hunters	Fishermen	PETP
Gregg Allman		◖		
Tom Petty		◖		
Tom Scholz			◖	
Tommy Shaw		◖		
Bruce Springsteen	●			
Steven Tyler		◖		

The Hunter

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

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

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

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

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	Weighted Score
Tina Turner	✗	-	-	✓	-	✓	-	-	-	✓	✗	-	60%	44%
Gregg Allman[1]	✓	✗	✓	✓	✗	✓	✓	✓	✓	✗	✗	✓	67%	64%
Tom Petty[1]	✓	✗	✓	✗	✓	✓	✗	✓	✓	✗	✗	✗	50%	57%
Tom Scholz[2]	✗	✗	✗	✗	✓	✓	✗	✓	✓	✗	✗	✓	42%	24%
Tommy Shaw[2]	✓	✓	✓	✓	✓	✓	✗	✗	✓	✗	✗	✓	67%	85%
Bruce Springsteen[3]	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	✗	75%	92%
Steven Tyler[3]	✓	✗	✓	✓	✓	✓	✗	✓	✓	✗	✗	✗	58%	67%

[1] Selling Profile indicates that some hunting is required
[2] Selling Profile indicates that this role requires mostly hunting
[3] Selling Profile indicates that hunting is a requirement of this role

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

The Mastery of 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	Weighted Score
Tina Turner	✓	✗	✗	✓	✓	✓	✗	57%	50%
Gregg Allman	✗	✗	✗	✗	✓	✗	✗	14%	10%
Tom Petty	✗	✗	✗	✗	✗	✗	✗	0%	0%
Tom Scholz	✓	✗	✗	✗	✗	✓	✗	29%	30%
Tommy Shaw	✓	✗	✗	✗	✓	✗	✓	43%	40%
Bruce Springsteen	✗	✓	✓	✗	✗	✗	✗	29%	40%
Steven Tyler	✗	✓	✗	✗	✗	✓	✗	29%	30%

Sales Management's Role

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

	% of Accountability Skills	% of Accountability Effectiveness
Tina Turner	80%	61%

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

Summary

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

33% of your **salespeople** believe "We cannot sell more tickets business because we are already working as hard as we can."

67% of your **salespeople** believe "There is not a lot of additional tickets business that we can capture."

83% of your **salespeople** who are required to sell against the competition you face are comfortable with that

50% of your **salespeople** who are required to call on the Management Level are comfortable with that

0% of your **salespeople** who are required to call on ownership or the C Level are comfortable with that

50% of your **salespeople** who are required to call on Business Users are comfortable with that

100% of your **salespeople** who are required to call on the corporate/industrial market are comfortable with that

0% of your **salespeople** who are required to call on the small business/professional market are comfortable with that

75% of your **salespeople** who are required to hunt for new business are comfortable with that

83% of your **salespeople** who are required to generate their own leads are comfortable with that

ARE WE REACHING THE ACTUAL DECISION MAKERS?

When salespeople fail to speak with the actual decision makers early enough in the sales process, sales can be delayed or lost to competitors. We looked at a number of factors to determine whether your salespeople are 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	Weighted Score
Gregg Allman	✅	✅	✅	✅	✅	✅	✅	100%	100%
Tom Petty	❌	✅	✅	❌	❌	❌	✅	50%	40%
Tom Scholz	❌	✅	✅	❌	❌	✅	✅	63%	45%
Tommy Shaw	✅	✅	✅	✅	❌	✅	✅	88%	95%
Bruce Springsteen	❌	✅	✅	✅	✅	✅	✅	75%	50%
Steven Tyler	❌	✅	✅	✅	❌	❌	✅	63%	50%

Dual/layered icons represent findings from the Evaluation displayed atop findings from the Pipeline Analysis.

Summary

Most of your salespeople are not reaching decision makers. Coaching and advanced selling skills around strategy and tactics will help your salespeople shorten their sales cycle, eliminate competition, increase their win-rates and identify the most important compelling reasons to buy.

33% of your **salespeople** believe "I have to call on buyers before I can call on end users or decision-makers"

WHY ISN'T OUR SALES CYCLE SHORTER?

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

- Makes Decisions – If you make buying decisions without having to think it over you will find a way to get your prospects to make decisions too.
- Consultative Seller – If your salespeople can sell consultatively they can uncover the compelling reason to buy, a motivator that creates urgency and shortens the sales cycle.
- Qualifier – If you qualify thoroughly there will be fewer opportunities for premature demos, quotes, proposals, and presentations that lead to delayed closings and lost business.
- Won't Accept Put-Offs – The ability to ask questions after being put off can lead to getting business closed at the first closing opportunity.
- Doesn't Need to be Liked – If your salespeople don't need to be liked they will accept fewer put-offs because they won't be worried about asking the next question, pushing back, or challenging the prospect.
- Controls Emotions – If your salespeople do not panic in the heat of battle or become too excited when they hear what they want to hear, they can control the sales process more effectively.

- Able to Discuss Money – When your salespeople are able to discuss finances they are more likely to uncover the actual budget and confirm the prospect's ability to spend it. That tends to prevent most of the delays blamed on money.
- Rejection Proof – When you are not affected by rejection you are less likely to avoid asking questions that could result in a "no".
- Healthy Skepticism – When you have a healthy skepticism, you can avoid happy ears, not mistake put-offs for promises, and have much better sense for what is reality.
- Supportive Beliefs – When you have beliefs that support ideal sales outcomes you can be more successful.
- Effective Sales Process – When the sales process lends itself to repeatable and desirable results, sales cycles tend to be much shorter while conversion ratios tend to be much higher.

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

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

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

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

50% of your **salespeople** who are required to sell in a long sales cycle are comfortable with that

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

50% of your **salespeople** who are required to close in one call are comfortable with that

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

	Makes Decisions	Consultative Seller	Qualifier	Won't Accept Put-Offs	Doesn't Need to be Liked	Controls Emotions	Able to Discuss Money	Rejection Proof	Healthy Skepticism	Supportive Beliefs	Effective Sales Process	Factors
Gregg Allman	✔	✔	✔	✘	✔	✔	✔	✔	✘	✔	✘	8
Tom Petty	✘	✘	✘	✘	✘	✘	✘	✔	✘	✘	✘	1
Tom Scholz	✘	✘	✘	✘	✘	✔	✘	✔	✘	✘	✘	2
Tommy Shaw	✔	✔	✔	✘	✔	✔	✔	✔	✘	✔	✘	8
Bruce Springsteen	✔	✘	✘	✘	✔	✘	✘	✔	✘	✘	✘	3
Steven Tyler	✘	✘	✘	✘	✔	✘	✘	✔	✘	✘	✔	3
Average	**50%**	**33%**	**33%**	**0%**	**67%**	**50%**	**33%**	**100%**	**0%**	**33%**	**17%**	**4**

ARE WE SELLING CONSULTATIVELY?

The Consultative Seller

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

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

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

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

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

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	Manages Appropriate Amount of Patience	Understands How Prospects Will Buy	Develops Strong Relationships *	Presenting at Appropriate Times	Healthy Skepticism	% of Attributes	Weighted Score
Tina Turner	✗	✓	✗	✓	✓	-	✓	✓	✗	✓	✗	✓	✓	67%	64%
Gregg Allman	✓	✓	✓	✓	✓	✗	✓	✓	✗	✓	✓	✓	✗	73%	84%
Tom Petty	✗	✓	✗	✗	✗	✓	✗	✓	✓	✗	✗	✓	✗	40%	31%
Tom Scholz	✓	✓	✗	✗	✓	✓	✗	✓	✗	✓	✗	✗	✗	47%	56%
Tommy Shaw	✓	✓	✓	✗	✓	✗	✓	✓	✓	✓	✗	✗	✗	67%	73%
Bruce Springsteen	✗	✓	✗	✗	✗	✓	✓	✓	✓	✓	✗	✓	✗	60%	45%
Steven Tyler	✗	✓	✗	✗	✗	✓	✓	✓	✓	✓	✗	✓	✗	47%	35%

Dual/layered icons represent findings from the Evaluation displayed atop findings from the Pipeline Analysis.

* The following table provides additional detail about your organization's ability to quickly develop 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	Weighted Score
Tina Turner	✗	✗	✗	✓	✗	✓	33%	25%
Gregg Allman	✓	✗	✓	✓	✗	✗	57%	55%
Tom Petty	✓	✗	✗	✗	✗	✗	29%	30%
Tom Scholz	✗	✗	✓	✗	✗	✗	29%	20%
Tommy Shaw	✗	✗	✗	✗	✗	✗	14%	10%
Bruce Springsteen	✗	✗	✓	✗	✗	✓	43%	30%
Steven Tyler	✗	✗	✓	✓	✗	✗	43%	35%

Dual/layered icons represent findings from the Evaluation displayed atop findings from the Pipeline Analysis.

Summary

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

50%	of your **salespeople** believe "Consultative selling doesn't work in our industry because prospects and customers only want us to demonstrate, present and provide proposals and / or quotes."

Tina Turner believes
"My salespeople need to make presentations"

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

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

- Learns Why Prospects Will Buy – A salesperson's ability to uncover the prospect's reasons to buy, which helps the salesperson discover the value in the opportunity.
- Focused on Value over Price – When a salesperson buys based on value rather than price they are more likely to sell value. Salespeople who are price shoppers have the most difficulty upholding margins, creating and selling value.

- Comfortable Discussing Money – When salespeople can discuss money it is easier for them to discuss the value and make sure the prospect sees it the same way.
- High Threshold for Money – The High Threshold is indicative of a salesperson who should be able to ask for a lot of money (not to be confused with Able to Discuss Money) without concern for the amount sounding like it is "a lot" to them personally.

It's not perfect but overall, the salespeople who aren't already value sellers have the basic elements in place to become value sellers.

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	Weighted Score
Tina Turner	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	83%	96%
Gregg Allman	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	92%	98%
Tom Petty	✓	✗	✓	✓	✗	✓	✗	✗	✗	✗	✓	✗	46%	64%
Tom Scholz	✓	✗	✓	✓	✗	✓	✗	✓	✗	✓	✗	✗	54%	69%
Tommy Shaw	✓	✓	✗	✓	✗	✓	✓	✓	✗	✓	✗	✗	62%	73%
Bruce Springsteen	✓	✗	✓	✓	✗	✓	✓	✗	✗	✓	✗	✗	54%	69%
Steven Tyler	✓	✗	✗	✓	✓	✓	✓	✗	✗	✓	✗	✗	46%	48%

Dual/layered icons represent findings from the Evaluation displayed atop findings from the Pipeline Analysis.

IS OUR VALUE PROPOSITION CONSISTENT?

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

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

Summary

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

CAN WE CLOSE MORE SALES?

The Closer

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

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

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

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	Manages 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	Weighted Score
Tina Turner	❌	✅	❌	✅	❌	❌	✅	✅	❌	❌	40%	44%
Gregg Allman	❌	✅	❌	✅	❌	❌	❌	✅	✅	❌	36%	43%
Tom Petty	❌	❌	❌	❌	❌	✅	❌	❌	❌	❌	9%	5%
Tom Scholz	❌	❌	❌	❌	❌	❌	❌	❌	✅	❌	9%	4%
Tommy Shaw	✅	✅	❌	✅	❌	✅	❌	✅	✅	❌	64%	68%
Bruce Springsteen	❌	❌	❌	✅	❌	✅	✅	✅	❌	❌	36%	29%
Steven Tyler	❌	❌	❌	❌	❌	✅	✅	✅	❌	❌	27%	14%

Dual/layered icons represent findings from the Evaluation displayed atop findings from the Pipeline Analysis.

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 or whether your salespeople are able to effectively position your products/services and company and make a memorable impression.

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

The Sales Posturing Competency	Good Self-Image	Quickly Develops Rapport	Sales Optimism	Sales Assertiveness	Sales Empathy	Appropriate Amount of Patience	Will Build Trust	Emphasizes Listening over Talking	Healthy Skepticism	Sales Posture Score
Tina Turner	✓	✗	✓	🚩	🚩	✗	-	-	✓	57%
Gregg Allman	✓	✓	✗	✓	✗	✗	✗	✓	✗	44%
Tom Petty	✓	✓	✗	🚩	✗	✓	✓	✗	✗	50%
Tom Scholz	✓	✗	✗	🚩	✗	✗	✓	🚩	✗	33%
Tommy Shaw	✓	✗	🚩	🚩	✗	✓	✗	✓	✗	44%
Bruce Springsteen	✓	✗	✓	✓	✗	✓	✓	✗	✗	56%
Steven Tyler	✓	✗	✗	✓	✗	✓	✓	🚩	✗	50%

Combined Impact of Competencies

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

	Sales Process	Consult.	Selling Value	Qualifier	Presenting	Closer	Combined Impact
Gregg Allman	❌	✅	✅	✅	✅	❌	4
Tom Petty	❌	❌	❌	❌	❌	❌	0
Tom Scholz	❌	❌	✅	❌	❌	❌	1
Tommy Shaw	❌	✅	✅	✅	❌	✅	4
Bruce Springsteen	❌	❌	✅	❌	❌	❌	1
Steven Tyler	✅	❌	❌	❌	✅	❌	2
Average	**17%**	**33%**	**67%**	**33%**	**33%**	**17%**	**2**

Summary

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

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

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

33% of your **salespeople** believe "It is more difficult to sell in the rock n roll industry than in other industries."

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

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

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

Infrastructure

ARE WE BEING CONSISTENT WITH OUR SALES PROCESS?

The Sales Process

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

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

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

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

50% of your **salespeople** believe "It is appropriate to spend significant time with prospects that don't buy from me"

17%

The Milestone-Centric Sales Process Competency

	Follows Stages and Steps	Process Has Most Key Milestones	Process Has Adequate Sequence	Little Wasted Time	Uses an Effective Approach	Relationship-Based	CRM Savvy *	Strategic Use of Sales Scorecard	% of Attributes	Weighted Score
Tina Turner	✔	✔	✘	✔	✘	✘	✔	✔	60%	61%
Gregg Allman	✔	✔	✘	✘	✘	✔	✘	✔	60%	66%
Tom Petty	✘	✘	✘	✘	✘	✘	✘	✔	10%	3%
Tom Scholz	✘	✘	✘	✔	✘	✘	✔	✔	30%	17%
Tommy Shaw	✔	✘	✘	✘	✘	✘	✘	✔	30%	37%
Bruce Springsteen	✘	✘	✘	✘	✘	✘	✔	✔	30%	22%
Steven Tyler	✔	✔	✔	✘	✔	✘	✔	✔	80%	85%

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

The CRM-Savvy Competency

	Lives in CRM	Embraces CRM	Updates Account Information at Least Daily	Tracks Milestones Met in Sales Process	Notates All Conversations	Currently/Typically Uses CRM	Competent CRM User	Has Experience with Multiple CRM Applications	% of Attributes	Weighted Score
Tina Turner	✔	✔	✔	✔	✔	✔	✔	✔	100%	100%
Gregg Allman	✔	✔	✘	✘	✔	✔	✔	✘	63%	65%
Tom Petty	✘	✘	✘	✘	✘	✘	✘	✘	0%	0%
Tom Scholz	✔	✔	✔	✔	✘	✔	✔	✔	88%	90%
Tommy Shaw	✘	✘	✘	✘	✘	✘	✘	✘	0%	0%
Bruce Springsteen	✔	✔	✔	✘	✘	✔	✔	✔	75%	75%
Steven Tyler	✔	✔	✘	✔	✘	✔	✔	✔	75%	75%

HOW WELL ARE OUR SALES LEADERSHIP STRATEGIES ALIGNED?

Management Strategies

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

Summary of Strategies

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

53%

Sales Manager	Business	Sales	Marketing	Overall
Tina Turner	67%	33%	60%	53%
	67%	33%	60%	53%
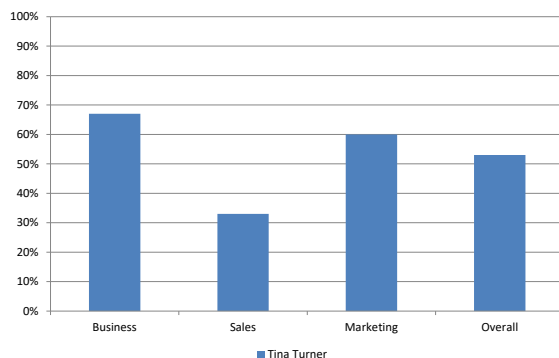
Overall Alignment of Strategies:

The following analysis applies to:

- Tina Turner

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

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

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

Alignment of Business Strategies:

67%

The following analysis applies to:

- Tina Turner

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

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

Alignment of Sales Strategies:

33%

The following analysis applies to:

- Tina Turner

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

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

Alignment of Marketing Strategies:

60%

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

The following analysis applies to:

- Tina Turner

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

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

Potential Conflicts

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

Target Strategies for ABC Company

- Account Development and Competition

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

DO WE NEED TO CHANGE OUR SELECTION CRITERIA?

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

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

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

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

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

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

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

- Desire
- Commitment
- Skills

50%	of your **salespeople** believe "I'm uncomfortable with certain aspects of selling"
75%	of your **salespeople** who are required to work remotely are comfortable with that

	Compatibility	Desire	Commitment	DNA	Skills
Gregg Allman	56%	86%	70%	89%	67%
Tom Petty	56%	85%	20%	54%	35%
Tom Scholz	52%	73%	10%	64%	41%
Tommy Shaw	56%	83%	70%	84%	56%
Bruce Springsteen	88%	88%	70%	72%	47%
Steven Tyler	40%	28%	80%	59%	41%
Average	**58%**	**74%**	**53%**	**70%**	**48%**

IS OUR RAMP-UP OF NEW SALESPEOPLE FAST ENOUGH?

Ramp-up is influenced by several factors:

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

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

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

You should also review your new salesperson on-boarding program and determine whether it is comprehensive enough and effective enough.

Sales Manager	Coaching Skills	Effective Coaching	Closely Manages	Adequate Time
Tina Turner	60%	49%	100%	15%

Salesperson	Figure-It-Out-Factor™	Strong Selling Skills	Self-Starter	Works Independently	Will Prospect (if required)	Takes Responsibility	Effective Time Management	Suitable for Remote
Gregg Allman	67%	✅	✅	❌	N/A	✅	❌	❌
Tom Petty	40%	❌	✅	✅	N/A	❌	❌	❌
Tom Scholz	59%	❌	✅	✅	❌	✅	✅	❌
Tommy Shaw	73%	✅	✅	✅	✅	❌	✅	✅
Bruce Springsteen	73%	❌	✅	✅	✅	❌	✅	✅
Steven Tyler	55%	❌	✅	❌	✅	❌	✅	❌
Average	**61%**	**33%**	**100%**	**67%**	**75%**	**33%**	**67%**	**33%**

CAN WE IMPROVE OUR PIPELINE AND FORECASTING ACCURACY?

Pipeline Introduction

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

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

Pipeline Analysis

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

Pipeline Quality
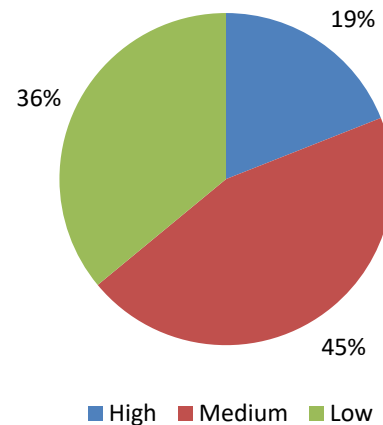
Restaged Pipeline

We also restaged the pipeline. If we were reviewing a full pipeline instead of just 4 proposal-ready opportunities for each salesperson, the pipeline would look like the Ideal Pipeline below.
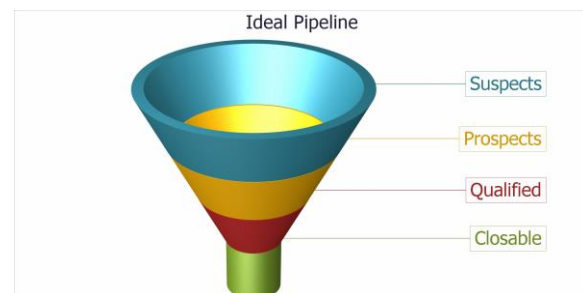
However, because we are conducting the analysis on only their proposal-ready opportunities, the pipeline should be similar to the image below, with all of the opportunities appearing in either the qualified or closable stages.
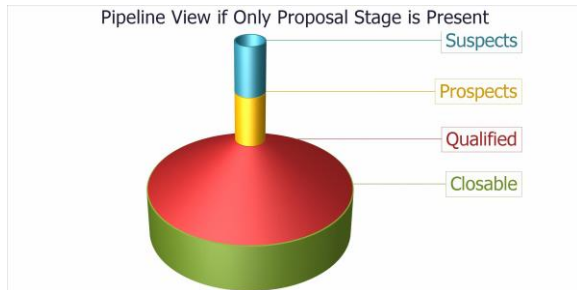
In most companies, salespeople skip steps, don't thoroughly qualify, fail to ask enough questions and fail to express their doubts about how strong the opportunities really are. In most cases, these opportunities are not really proposal-ready so we restage the pipeline based on the information your salespeople have actually confirmed. Your restaged pipeline is shown below.
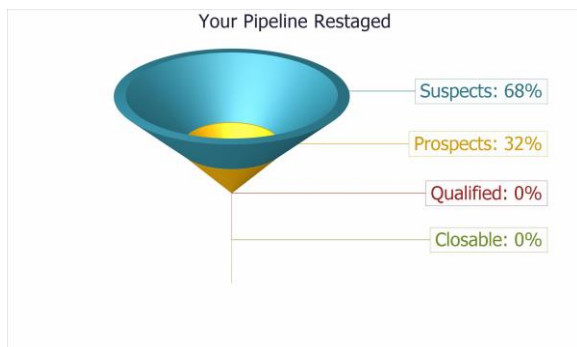
Note that the **quality** of the pipeline and the **stage** of the pipeline are separate findings. **Quality** refers to the information uncovered while the **stage** identifies how far in the sales process an opportunity has really progressed. Therefore, it is possible to have both a high quality pipeline with a high percentage of opportunities that have been moved backwards to the suspect and/or prospect stages.

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

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

The Qualifier

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

The Qualifier Competency	Meets with Decision Maker	Uncovers Actual Budget	Will Discuss Finances	Knows Decision-Making Process	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	Knows Why They Would Buy	Asks about Everything	Not Vulnerable to Competition	% of Attributes	Weighted Score
Tina Turner	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	✓	91%	96%
Gregg Allman	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	93%	99%
Tom Petty	✗	✓	✗	✗	✓	✗	✗	✗	✓	✗	✗	36%	34%
Tom Scholz	✗	✓	✗	✓	✓	✗	✓	✗	✓	✓	✗	50%	52%
Tommy Shaw	✓	✗	✓	✓	✗	✓	✓	✓	✓	✓	✗	71%	70%
Bruce Springsteen	✗	✓	✗	✓	✓	✓	✗	✗	✓	✓	✗	64%	64%
Steven Tyler	✗	✗	✗	✓	✗	✓	✗	✗	✓	✓	✗	29%	26%

Dual/layered icons represent findings from the Evaluation displayed atop findings from the Pipeline Analysis.

Pipeline Quantity

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

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

Factors Requiring Attention

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

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

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

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

Competency	Average Weighted Score
The Hunter	65%
The Consultative Seller	54%
The Qualifier	58%
The Closer	27%

In Summary

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

Unreliable

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

Development and Training

HOW MUCH MORE EFFECTIVE CAN OUR PEOPLE BE?

Analysis of Salespeople

In order to answer this question, we need to know our **starting point**, which is whether each individual is currently meeting expectations. The following icons are used when showing which salespeople are currently meeting or exceeding expectations:

- ✅ Individual and company both indicated individual is meeting or exceeding expectations.
- ❌ Individual and company both indicated individual is not meeting expectations.
- ❌✅ Company indicated individual is not meeting expectations, but individual rated self as meeting or exceeding expectations.

Next, it is important to know **the potential for growth**. Sales Percentile™ is the single best measure of a salesperson's overall sales capabilities.

Scope refers to how much work needs to be done to develop an individual. In the table below, we split the scope of necessary training into Sales DNA – typically more time-consuming to develop – and Selling Competencies.

Friction refers to the amount of resistance you can expect while training an individual. Coachable tells us how likely the individual is to accept coaching as part of the development cycle. Will to Sell, or incentive to change, reflects an individual's grit or drive as it relates to sales.

Timeframe refers to how long we expect training to take. Individuals with a higher Figure-It-Out-Factor will generally learn new skills and improve deficient strengths more quickly.

Supportive Development Factors shows how many of the Friction, Scope, and Timeframe components are positive. An individual with many dots will require little training effort, while an individual with fewer dots will require more training effort.

Finally, we show the current sales (if provided) and Opportunity (the net increase in sales) for each individual. A detailed explanation of our Opportunity analysis is included in this document's Introduction, and the factors that impact each individual's Opportunity are shown in the first Appendix. To determine the net Opportunity, we multiple the individual's current revenue by the Opportunity percentage and the percentage of Supportive Development Factors present.

Performer		Sales Percentile™	Annual Sales	Opportunity (as % of Sales)	Scope		Friction		Timeframe	Supportive Development Factors	Opportunity
					Sales DNA	Selling Competencies	Will to Sell	Coachable	Figure-It-Out-Factor™		
Gregg Allman	✖	97	$440,000	41%	89%	63%	75%	75%	67%	●●●○○	$108,240
Tom Petty	✖✔	6	$544,000	134%	54%	26%	45%	25%	40%	○○○○○	$0
Tom Scholz	✔	22	$1,380,000	94%	64%	39%	43%	50%	59%	○○○○○	$0
Tommy Shaw	✖✔	58	$810,000	46%	84%	49%	62%	75%	73%	●●●○○	$223,560
Bruce Springsteen	✔	58	$2,400,000	79%	72%	50%	73%	50%	73%	●○○○○	$379,200
Steven Tyler	✖	52	$460,000	80%	59%	49%	54%	50%	55%	○○○○○	$0

Analysis of Sales Managers

Sales Management Quotient™ is the best measures of a manager's overall **potential for growth**.

The Sales Management DNA, Sales Management Competencies, and Selling Competencies columns identify **where that potential for growth is**.

The Figure-It-Out-Factor™ (FIOF) score will give you an idea of **how long** it will be until the impact of training is realized. Individuals with a high FIOF will quickly internalize and apply the sales training and coaching they require.

Lastly, the Coachable and Will to Sell findings reflect how much **resistance** you can expect while developing an individual's sales capabilities. Coachable tells us how likely the individual is to accept coaching as part of the development cycle. Will to Sell, or incentive to change, reflects an individual's grit or drive as it relates to sales.

	Sales Management Quotient™	Sales Management DNA	Sales Management Competencies	Selling Competencies	Figure-It-Out-Factor™	Coachable	Will to Manage Sales
Tina Turner	129	85%	64%	62%	75%	100%	77%

Required Sales Training

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

Training Area	Core Competency	% of Group
Eliminating Put-Offs	Closer	100%
Comprehensive Goal Setting Program	Motivation	86%
Creating a Goals Management Plan	Motivation	86%
Mastering a More Powerful Sales Process	Sales Process	86%
Getting Prospects to Agree to Make Decisions	Closer	86%
Improving Selling Skills	Sales Process	86%
Improving Productivity	Sales Process	86%
Improving Closing Skills and Execution	Closer	86%
Eliminating Inappropriate Time Wasting Decisions	Sales Process	86%
Getting Stronger Meetings	Sales Process	86%
Improving Bravery	Doesn't Need Approval, Controls Emotions, Handles Rejection	71%
Improving Questioning Skills	Consultative Seller	71%
Improving Listening Skills	Consultative Seller	71%
Establishing Early Bonding and Rapport	Consultative Seller	71%
Reprogramming Self-Limiting Beliefs	Supportive Beliefs	57%
Learning to Control Emotions	Controls Emotions	57%
Becoming Comfortable with Financial Conversations	Comfortable Discussing Money	57%
Getting to Actual Decision Makers	Hunter	57%
Better Understanding of People	Relationship Building	57%
Improving Motivation	Motivation	57%
Eliminating Excuses	Responsibility	57%
Changing the Non-Supportive Buy Cycle™	Supportive Buy Cycle™	43%
Shortening the Sales Cycle	Supportive Buy Cycle™	43%
Overcoming Need for Approval	Doesn't Need Approval	29%
Uncovering Real Budgets More Effectively	Qualifier	29%
Improving Organization Skills and Time Management	Motivation	29%
Improving Commitment	Commitment	29%
Improving Outlook	Outlook	14%
Increasing Desire	Desire	14%

WHAT ARE THE SHORT-TERM PRIORITIES FOR ACCELERATED GROWTH?

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

Sales Selection and Recruiting

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

Eliminate Excuse Making

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

Sales Process

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

Consultative Seller

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

Pipeline

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

Train on Closing Skills

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

In Summary

Question		Answer
How Does Sales Leadership Impact Our Sales Force?	🟠	Some Impact
Do We Have the Right People in the Right Roles?	🟠	Mostly Not
What Are Our Current Sales Capabilities?	🟠	Fair
How Motivated Are Our Salespeople and How Are They Motivated?	❌	Not Motivated Mixed
Why Aren't We Generating More New Business?	🟠	Capable after training
Are We Reaching the Actual Decision Makers?	❌	No
Why Isn't Our Sales Cycle Shorter?	🟠	Capable after training
Are We Selling Consultatively?	❌	No
Are We Selling on Price and Who Can Become a Value Seller?	✅	No
Is Our Value Proposition Consistent?	❌	No
Can We Close More Sales?	🟠	After training
Are We Being Consistent with Our Sales Process?	❌	No
How Well Are Our Sales Leadership Strategies Aligned?	❌	Not Aligned
Do We Need to Change Our Selection Criteria?	❌	Yes
Is Our Ramp-Up of New Salespeople Fast Enough?	❌	No
Can We Improve Our Pipeline and Forecasting Accuracy?	❌	Yes, significantly

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

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

Appendix

APPENDIX - OPPORTUNITY

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

	Supportive Buy Cycle™	Doesn't Need Approval	Controls Emotions	Comfortable Discussing Money	Supportive Beliefs	Sales Process	Able to Recover from Rejection	Annual Sales	Opportunity (as % of Sales)	Supportive Development Factors	Opportunity	Opportunity Timeframe (in months)
Gregg Allman	✓	✓	✓	✓	✓	✗	✓	$440,000	41%	60%	$108,240	8
Tom Petty	✗	✗	✗	✗	✗	✗	✓	$544,000	134%	0%	$0	30
Tom Scholz	✗	✗	✓	✗	✗	✗	✓	$1,380,000	94%	0%	$0	24
Tommy Shaw	✓	✓	✓	✓	✓	✗	✓	$810,000	46%	60%	$223,560	8
Bruce Springsteen	✓	✓	✗	✗	✗	✗	✓	$2,400,000	79%	20%	$379,200	18
Steven Tyler	✗	✓	✗	✗	✗	✓	✓	$460,000	80%	0%	$0	24
								$6,034,000	**12%**		**$711,000**	**19**

APPENDIX - CORE COMPETENCIES

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

Salespeople

	Desire	Commitment	Outlook	Responsibility	Motivation	Doesn't Need Approval	Controls Emotions	Supportive Beliefs	Supportive Buy Cycle™	Comfortable Discussing Money	Handles Rejection	Hunter	Relationship Building	Consultative Seller	Selling Value	Qualifier	Presentation Approach	Closer	Sales Process	CRM Savvy	Social Selling	Sales Percentile™
	The Will to Sell Competencies					Sales DNA Competencies						Selling Competencies										
Gregg Allman	86%	70%	75%	67%	72%	100%	89%	87%	71%	100%	89%	64%	55%	84%	98%	99%	75%	43%	66%	65%	10%	97%
Tom Petty	85%	20%	75%	0%	70%	62%	56%	67%	29%	50%	83%	57%	30%	31%	64%	34%	50%	5%	3%	0%	0%	6%
Tom Scholz	73%	10%	100%	67%	45%	75%	89%	74%	29%	50%	67%	24%	20%	56%	69%	52%	47%	4%	17%	90%	30%	22%
Tommy Shaw	83%	70%	25%	0%	65%	100%	89%	87%	71%	83%	56%	85%	10%	73%	73%	70%	57%	68%	37%	0%	40%	58%
Bruce Springsteen	88%	70%	100%	33%	75%	88%	67%	85%	71%	50%	78%	92%	30%	45%	69%	64%	52%	29%	22%	75%	40%	58%
Steven Tyler	28%	80%	100%	0%	55%	88%	78%	74%	14%	33%	94%	67%	35%	35%	48%	26%	82%	14%	85%	75%	30%	52%

Sales Managers

	Desire	Commitment	Outlook	Responsibility	Motivation	Doesn't Need Approval	Controls Emotions	Supportive Beliefs	Supportive Buy Cycle™	Comfortable Discussing Money	Coaching	Motivating	Accountability	Recruiting	Pipeline Management	Relationship Building	Closer	Sales Process	CRM Savvy	Social Selling
	The Will to Manage Salespeople Competencies					Sales Management DNA Competencies					Sales Management Competencies									
Tina Turner	80%	70%	100%	100%	60%	88%	67%	83%	86%	100%	60%	35%	80%	80%	100%	25%	44%	61%	100%	50%

APPENDIX - OPPORTUNITIES FOR TRAINING AND COACHING

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

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

Salespeople

	Will to Sell	Desire	Commitment	Outlook	Responsibility	Doesn't Need Approval	Controls Emotions	Comfortable Discussing Money	Supportive Buy Cycle™	Supportive Beliefs	Handles Rejection	Healthy Skepticism	Developing Relationships Early in the Sales Process	Goal Oriented	Motivation	Sales Process	Months of Training	Growth Potential
Gregg Allman	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✗	✓	✗	6	31
Tom Petty	✗	✓	✗	✓	✗	✗	✗	✗	✗	✗	✓	✗	✓	✗	✓	✗	18	31
Tom Scholz	✗	✓	✗	✓	✓	✗	✓	✗	✗	✗	✓	✗	✗	✗	✗	✗	12	31
Tommy Shaw	✓	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✗	✗	✓	✗	✗	6	41
Bruce Springsteen	✓	✓	✓	✓	✗	✓	✗	✗	✓	✗	✓	✗	✗	✗	✓	✗	12	71
Steven Tyler	✗	✗	✓	✓	✗	✓	✗	✗	✗	✗	✓	✗	✗	✗	✗	✓	12	12

Sales Managers

	Effective Coaching	Manages Pipeline	Debriefs Efficiently	Goal Oriented	Effective Motivating	Manages Behavior	Doesn't Rescue the Salespeople	Effective Recruiting	Sales Process	Supportive Buy Cycle™	Runs Effective Sales Meetings	Supportive Beliefs	Doesn't Need Approval	Will to Manage Sales	Effective Accountability	Motivation	Months of Training	Growth Potential
Tina Turner	✗	✓	✓	✗	✗	✗	✓	✓	✗	✓	✗	✓	✓	✓	✗	✗	20	112

APPENDIX - SELF-LIMITING BELIEFS

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

Industry-Specific Self-Limiting Beliefs

Self-Limiting Belief	% of Managers	% of Salespeople
It is more difficult to sell in the rock n roll industry than in other industries.	0%	33%
We cannot shorten the sales cycle very much because it takes a long time to sign tickets clients	0%	17%
We cannot sell more tickets business because we are already working as hard as we can.	100%	33%
Consultative selling doesn't work in our industry because prospects and customers only want us to demonstrate, present and provide proposals and / or quotes.	0%	50%
There is not a lot of additional tickets business that we can capture.	100%	67%

Self-Limiting Beliefs among Your Sales Managers

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

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

Self-Limiting Beliefs among Your Salespeople

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

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

APPENDIX - SCORING CONFIDENCE

We use a set of internal markers to calculate a confidence rating. This score represents the level of confidence we have in the results for a particular individual. The table below shows the scoring confidence rating for each of the individuals we evaluated, along with the factors that contributed to our ratings.

	Rating	Testing Time (Average 46)	Inconsistent Answer Sets	Indicated Answers May Not Be Accurate Because
Gregg Allman	✓	51		
Tom Petty	✓	50	1	
Tom Scholz	⚑	51		I was distracted.
Tommy Shaw	✓	50		
Bruce Springsteen	✓	50		
Steven Tyler	⚑	50		I was distracted.

APPENDIX - PIPELINE DETAIL

Pipeline Questions

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

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

Pipeline Scores by Question

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

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

Pipeline Scores by Company

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

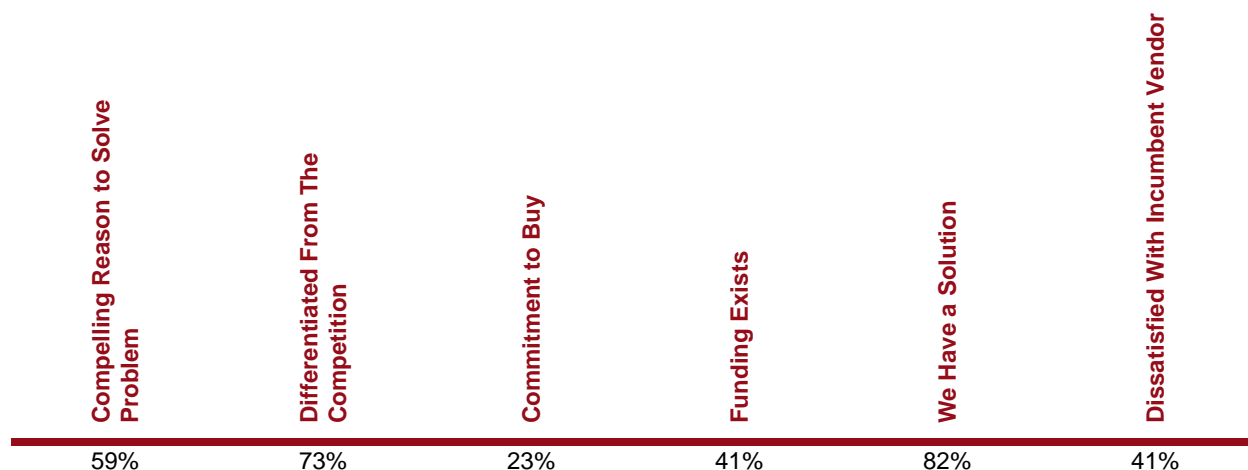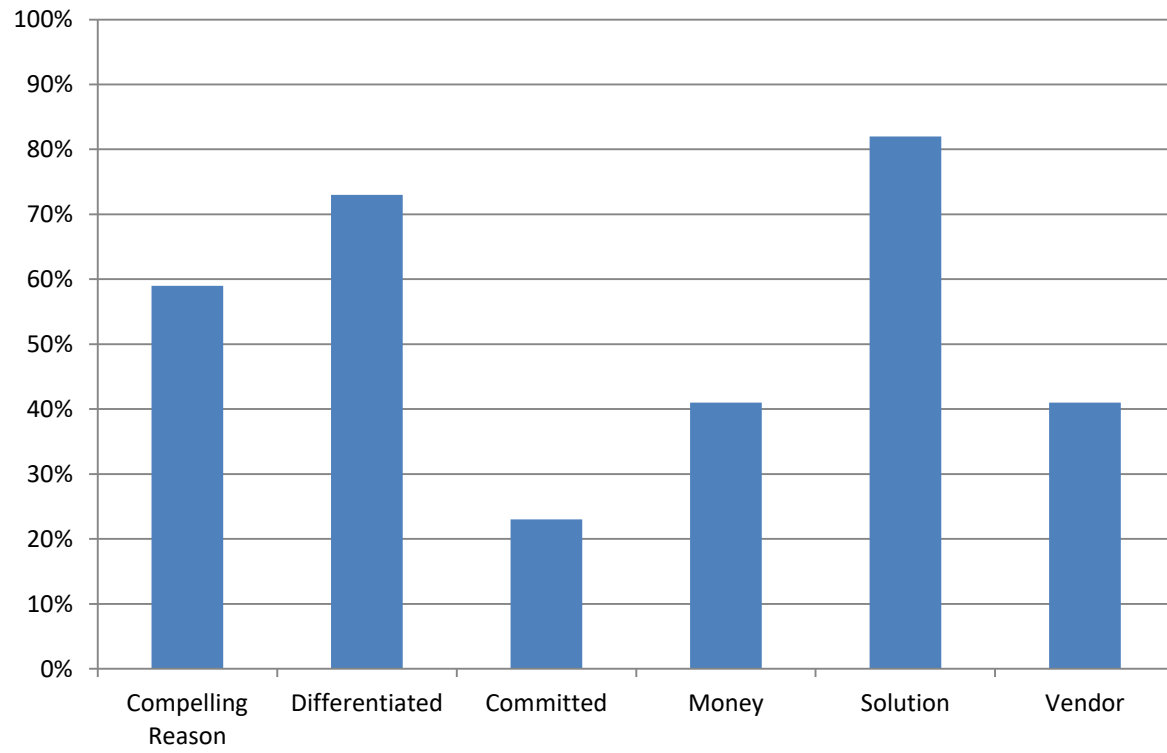|	Company 1	Company 2	Company 3	Company 4	Score 1	Score 2	Score 3	Score 4
Gregg Allman	I'm No Angel	Queen of Hearts	Slip Away		74	59	66	
Tom Petty	Free Fallin'	American Girl	Breakdown	Refugee	64	39	45	58
Tom Scholz	More Than a Feeling	Rock & Roll Band	Long Time	Don't Look Back	68	55	49	28
Tommy Shaw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

Analysis of High Impact Factors

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

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

- **We have differentiated ourselves from the competition** (Question 8) – When salespeople effectively differentiate themselves, they often eliminate the competition. This can be accomplished by building a stronger relationship, asking more questions, better questions, tougher questions, and even unanswerable questions. It can be accomplished by building trust, gaining respect and demonstrating greater expertise. Your salespeople answered "yes" to this question 73% of the time. If they are truly differentiating themselves, it should allow you to sell at higher prices and close a higher percentage of sales. This is extremely encouraging and would generally indicate that their sale cycles move along and their opportunities often close. However, that is not the case because the rest of the data suggests that like many salespeople, they only believe they are uncovering compelling reasons when, in truth, they are only learning about issues.

- **The prospect is committed to buying from someone** (Question 10) – If the prospect has not made a commitment to buying from someone there is a good chance that they may not buy at all. Your salespeople answered "yes" to this question 23% of the time. Your salespeople are not uncovering this important piece of information and as a result, their competition for the business increases. They are not only competing against other vendors, but also with prospects who may take no action at all. There is significantly less leverage when salespeople have not been able to get their prospects to commit to somebody's solution. That leads to a scenario where there is far less confidence for an acceptable outcome.

- **The prospect has the money** (Question 11) – The most common obstacle to closing is when salespeople present a solution that the prospect can't afford to implement. Your salespeople answered "yes" to this question 41% of the time. Your salespeople do not seem to be sure of this point so it is possible that they are either presenting solutions that do not cost enough or the solution is inappropriate for the amount of money the prospect has available to invest. In either scenario the salespeople get the business only when luck is on their side.

- **Product/Service will solve the prospect's problem** (Question 19) – Another common mistake is when salespeople present their solution but it is not the ideal solution for the prospect. Your salespeople answered "yes" to this question 82% of the time. Your salespeople seem to have this one under control. The advantage of being strong here is that the likelihood of success is much greater when salespeople get their prospects to validate their thinking along the way. Since most salespeople aren't very effective at this, it provides your company with a clear advantage

- **There is dissatisfaction with the current vendor** (Question 15) – If the prospect does not have a reason to leave their current vendor all of the reasons a salesperson can offer will not tempt the prospect to leave them. Your salespeople answered "yes" to this question 41% of the time. Your salespeople are not uncovering this information and the current vendor (or the current way of doing things) is at worst, a known entity to your prospects. Even if your salespeople present a better alternative, the edge goes to the incumbent.

High Impact Factors by Sales Group

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

APPENDIX - ASSESSMENTS VERSUS OBSERVED PERFORMANCE

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

An assignment would be considered easier when:

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

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

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

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

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

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

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

Definition of Terms

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

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

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

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

1. Weak Salespeople

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

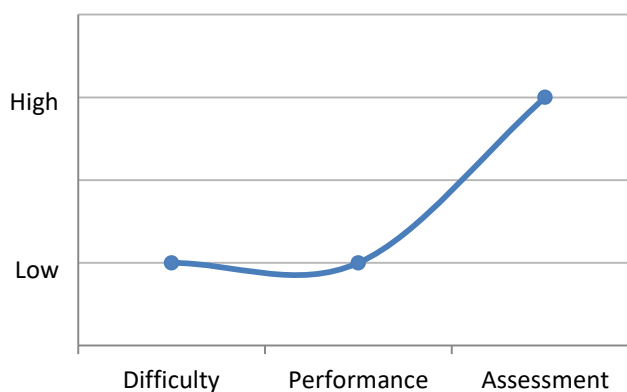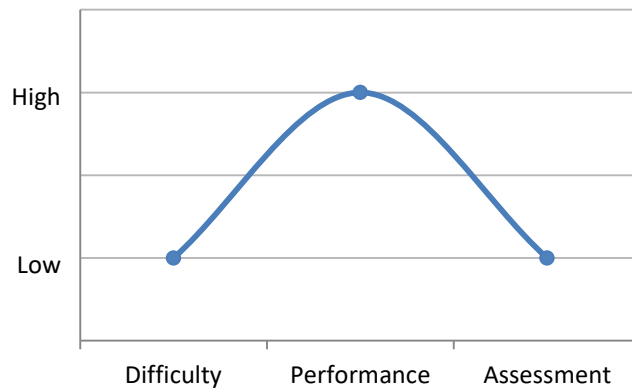2 people in this category:
- Tom Petty
- Steven Tyler
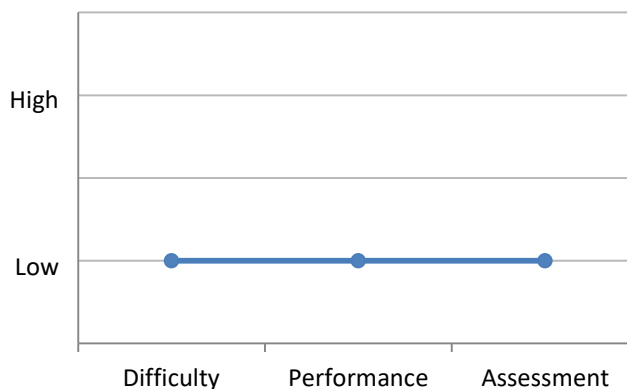
2. Needs Development

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

One person in this category:
- Gregg Allman

3. Hidden Risk

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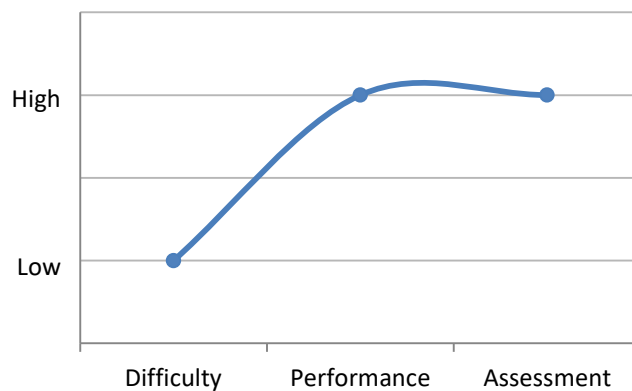
One person in this category:
- Tom Scholz

4. Supports Business Growth

Mostly call-ins, repeat business or renewal business; numbers being hit; appeared strong on the assessment. This depicts a strong salesperson who could handle a more challenging assignment.
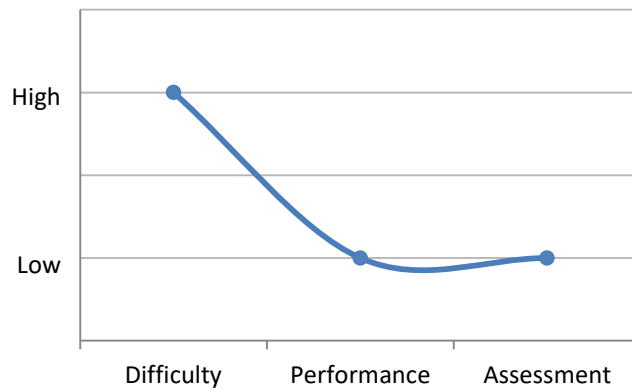
Nobody in this category

5. Development Required

Mostly cold calls; numbers not being hit; appeared weak on the assessment. This depicts a weak salesperson whose assignment is challenging and who requires redeployment or development in order to succeed.
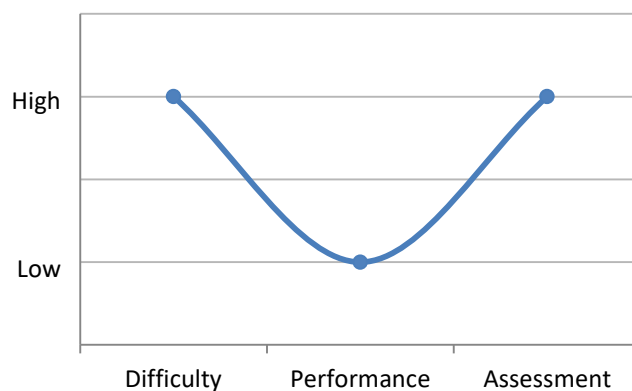
Nobody in this category

6. Hidden Potential

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

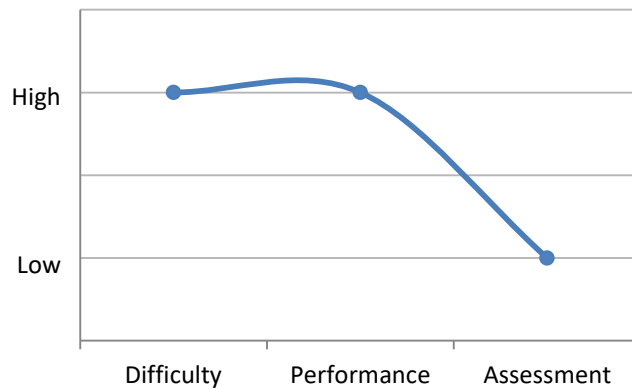One person in this category:
• Tommy Shaw

7. Intangibles at Work

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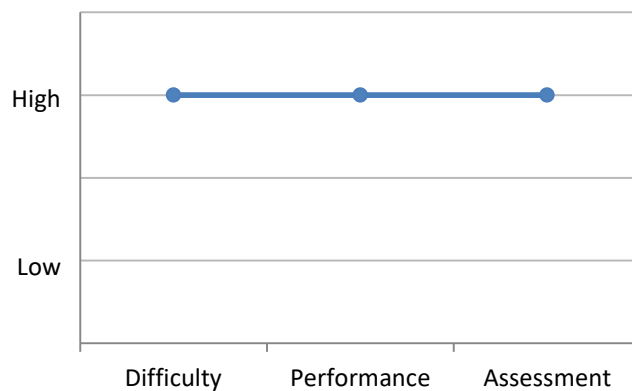
One person in this category:
- Bruce Springsteen

8. Strong Salesperson

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

Nobody in this category

Assessed vs. Observed Performance by Group

Weak Salespeople	Needs Development	Hidden Risk	Supports Business Growth	Development Required	Hidden Potential	Intangibles at Work	Strong Salesperson
% of Salespeople in this Category							
33%	17%	17%	0%	0%	17%	17%	0%

	Category	D	P	A
Gregg Allman	Needs Development	Low	Low	High
Tom Petty	Weak Salespeople	Low	Low	Low
Tom Scholz	Hidden Risk	Low	High	Low
Tommy Shaw	Hidden Potential	High	Low	High
Bruce Springsteen	Intangibles at Work	High	High	Low
Steven Tyler	Weak Salespeople	Low	Low	Low

D = Difficulty   P = Performance   A = Assessment

APPENDIX - SALES MANAGEMENT TIME ALLOCATION

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

APPENDIX - SUMMARY OF DISCOMFORT BY SALESPERSON

Major Retail Chains

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

Record Labels

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

Online Sellers

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