Objective
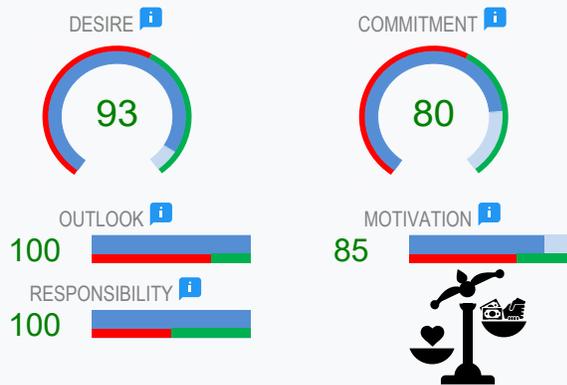Management
Group®

SALES
CANDIDATE ASSESSMENT ℹ️

MAYA MARTINEZ
OCTOBER 7, 2021

ABC COMPANY
ABC SALES
MODERATE DIFFICULTY

RECOMMENDED
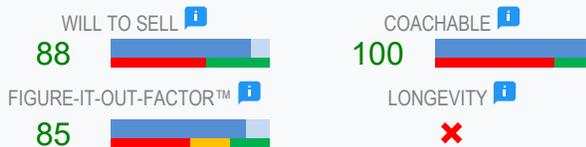IDEAL RAMP-UP SKILLS

The Will to Sell Competencies

DESIRE **93**
COMMITMENT **80**

OUTLOOK **100**
MOTIVATION **85**

RESPONSIBILITY **100**

Recommendation for an Interview

Recommended
Ideal Ramp-Up Skills

✔

MEETS OMG CRITERIA	MEETS YOUR CRITERIA	TAILORED FIT
✔	✔	**NOT CONFIGURED**

Development

WILL TO SELL **88**
COACHABLE **100**

FIGURE-IT-OUT-FACTOR™ **85**
LONGEVITY ✗

Sales Percentile™

98
ELITE

WILL TO SELL PERCENTILE **96**
SALES DNA PERCENTILE **93**
SELLING PERCENTILE **88**

Sales DNA Competencies

Competency	Score
DOESN'T NEED APPROVAL	75
STAYS IN THE MOMENT	89
SUPPORTIVE BELIEFS	89
SUPPORTIVE BUY CYCLE™	71
COMFORTABLE DISCUSSING MONEY	100
HANDLES REJECTION	83

85

Selling Competencies

Competency	Score	Competency	Score
HUNTING	87	QUALIFYING	67
REACHING DECISION-MAKERS	35	PRESENTATION APPROACH	65
RELATIONSHIP BUILDING	54	CLOSING	19
CONSULTATIVE SELLING	80	SALES PROCESS	100
SELLING VALUE	91	SALES TECHNOLOGY	93

Other Scores

SCORING CONFIDENCE	INTANGIBLES	NEGOTIATING	SOCIAL SELLING	ACCOUNT MANAGEMENT
✔	5	84	100	38
COMPATIBILITY	SALES POSTURING	VIDEO PROFICIENT	CRM SAVVY	FARMING
92	44	100	80	40

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

DO WE RECOMMEND YOU INTERVIEW MAYA?

Maya is recommended for an interview because Maya meets OMG's requirements as well as all of the requirements from your role specification.

Even when a candidate is recommended or worthy of an interview, it is critical that you have a formal ramp up plan, strong sales management and success measurements that ensures the success of all new hires. Make sure that Maya is willing to overcome the need for approval.

Recommendation for an Interview	✔
✔ Meets OMG Criteria	
✔ Will to Sell	
✔ Meets minimum Sales DNA of 68 for difficulty level	
✔ Meets Your Criteria	
✔ Value seller	
✔ Will hunt for new business	
✔ Entrepreneurial seller	

We were able to identify the existence of the following intangibles.

Intangibles	5
✔ Winning Personality	
✔ Industry Expert	
✔ Provides Award-Level Service	
✔ Extremely Well-Liked / Loved	
✔ Extremely Well-Known	
– Been in the Industry for Decades	
– Huge Book of Renewal Business	
– Lives Off of an Endless Number of Quality Referrals	
– Recipient of the Most Company Leads	
– Has the Best Territory	
– Has the Biggest Customers or Clients	
– Has the Best Customers or Clients	

HOW CONFIDENT ARE WE IN OUR RECOMMENDATION?

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

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

High Confidence

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

Among the assessment questions, we have identified one set of inconsistent answers. We have included questions related to this in the interviewing tips section of this assessment.

WHAT IS THE LONGEVITY PREDICTION FOR THIS CANDIDATE?

Today, turnover is inevitable and when you consider the unique dynamic of the odds of a salesperson succeeding, the risk of expensive turnover increases dramatically. It is important for a company to know its New Salesperson Return on Investment (NSROI). NSROI answers the question of how long a new salesperson must remain with a company in order for the investment of time and money to produce an acceptable return and for the salesperson to have an impact.

When you completed the Role Specification for this assessment you provided the Ramp Up, Margin and Subsidy information needed to calculate the NSROI for this position. The results are shown in the table below.

	Default Values	This Candidate
Ramp Up Time	1 year 2 months	10 months
Break Even	2 years 3 months	1 year 7 months
NSROI (5x)	7 years 8 months	5 years 4 months

This candidate's ramp up, break even and NSROI durations are lower than the default values. Our Figure-It-Out Factor™ is a measure of how quickly a candidate will get through their learning curve. In this case the candidate has a Figure-It-Out Factor™ significantly above our expectations for a typical learning curve. This has the effect of shortening the ramp up time as well as the break even and NSROI times.

Unlikely
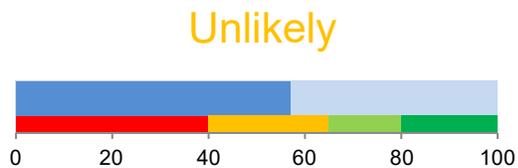
Five factors contribute to our longevity prediction. Each factor supports or detracts from the likelihood that a candidate will stay long enough to make the NSROI timeframe. Below is a description of how each of those factors contributes to the overall longevity prediction.

- The candidate's Ramp-Up Skills are just outside the range that supports longevity.
- The Sales Percentile is well outside the range that supports longevity.
- The candidate's years in sales are in the range that supports longevity.
- Your profile calls for closely managing the salesperson which supports longevity.
- Your compensation plan does not support longevity.

WHAT SHOULD YOU ASK MAYA DURING THE INTERVIEW?

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

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

Inquire about past or present professional sales training that might account for the high number of positive findings.

Inquire about past selling successes that would support the strong test results.

Ask what Maya thought about the test and listen for any clues that would lead you to believe that Maya "figured it out."

Speak with immediate past employer to verify that performance was exceptional. If you learn that Maya's performance was not exceptional, there is a possibility that the test results for this candidate may not be accurate.

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

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

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

In your previous job, much of the business was either call-in or residual yet you hit your numbers. How will you hit your numbers when none of the business comes to you and you have to find the new business yourself?

Check the resume to determine if there is a correlation between the typical tenure at past employers and the low likelihood of being able to retain Maya.

Ask how Maya challenges prospects who want him/her to "call back," given that Maya indicated that there aren't any think it overs and that he/she doesn't make follow up calls.

HOW COMFORTABLE IS MAYA WITH YOUR SALES ENVIRONMENT?

The Compatibility score reflects the alignment between the requirements of your selling role and those with which Maya indicated having the most experience and past success. This is different from our Client Criteria, which check for the existence of specific skills and strengths necessary for success in your selling role.

Compatibility	92

- ✔ The candidate has the experience required in your role specification.
- ✖ The candidate does not have the experience required in your role specification.
- ● The candidate has experience that was not required in your role specification.

Primary Market
- ● Corporate/Industrial
- ✔ Residential
- ✔ Small business/professional
- ● Institutional

Prospects by Title
- ● Ownership or C Level
- ● Management Level
- ● Business Users
- ✔ Consumers

Resistance
- ✖ No resistance
- ● Very little resistance
- ✖ Moderate resistance
- — Lots of resistance

Competition
- ● Tremendous Competition
- — Regular competition
- ✖ Occasional competition
- — We are the only game in town

Pricing
- ● We are usually higher
- ✔ We are usually competitive
- ● We are usually lower

Average Order
- ● Under $US1,000
- ✔ $US1,000 - $US25,000
- ● $US25,000 - $US250,000
- ● Over $US250,000

Product Sold
- ● Custom engineered solutions
- ✔ Conceptual services
- ● Products we can demonstrate
- ● Commodities

Sales Cycle
- ● A one call close
- ✔ Two to three calls
- ● 3-6 months
- — More than 6 months

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

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

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

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

Product Quality
- ✔ Top of the line
- ● Middle of the pack
- — A little behind
- ● Different

Pressure
- ● High
- ✔ Medium
- ● Low
- — None

Supervision	
–	Micro managed
✔	Closely managed
●	Seldom managed
●	Not managed

Company	
✔	Small professional firm
●	Small to medium sized business
●	Large business
●	Major corporation

Compensation	
✔	All salary
–	Straight commission
●	Mostly salary with some commission
●	Mostly commission with some salary

Selling Environment	
●	Turbulent and ever changing
●	Downsizing and turnover
✔	Rapid growth and expansion
–	Very calm and stable

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

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

Selling Methods	
●	On the phone
✔	Face to Face
●	At trade shows

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

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

| Networking	
–	Social Selling
–	Traditional Networking
–	Either of the above
✔	Social Selling AND Traditional Networking
–	These skill sets are not required

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

WHAT ARE MAYA'S CURRENT SALES CAPABILITIES?

Selling Competencies

Maya's current sales capabilities can be best illustrated by reviewing the graph below.
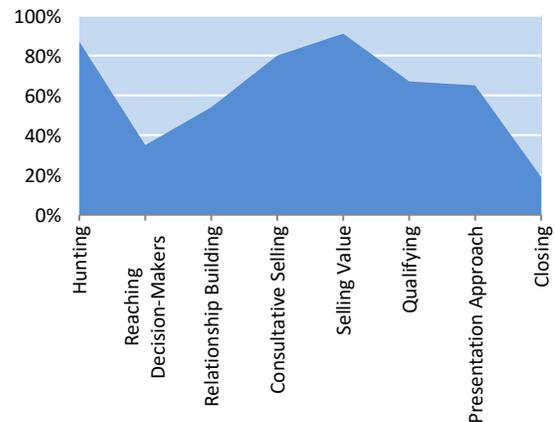
The graph tells a story that suggests the following capabilities:

Hunting - Maya has the attributes necessary for consistent, effective hunting.

Reaching Decision-Makers - Maya has very few of the attributes required to get decision makers engaged.

Relationship Building - Maya has most of the attributes required to develop strong relationships with customers and prospects.

Consultative Selling - Maya has most of the attributes required for selling consultatively.

Selling Value - Maya has most of the attributes required for selling value.

Qualifying - Maya has the attributes for effective qualifying.

Presentation Approach - Maya has a fair approach to presentations, and may not always present the right information, at the right time, and to the right people.

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

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

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

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

Sales DNA

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

85
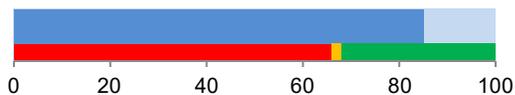
This score suggests that the Sales DNA will have a positive impact on sales effectiveness.

Sales Percentile™

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

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

98

HOW MOTIVATED IS MAYA AND HOW CAN MAYA BE MOTIVATED?

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

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

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

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

Maya's motivation style is:

Intrinsic

Extrinsic	▬
Intrinsic	▬▬▬▬
Altruistic	▪

0 20 40 60 80 100
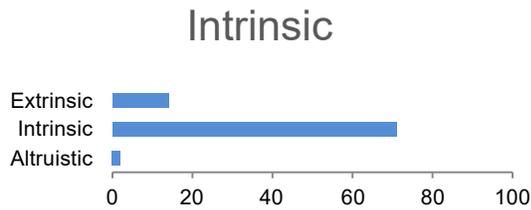
Maya's overall level of motivation is:
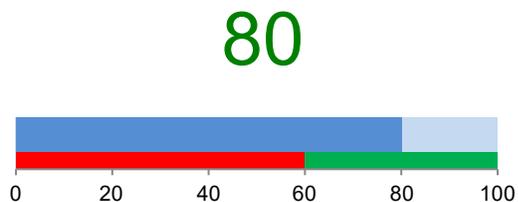
85

0 20 40 60 80 100
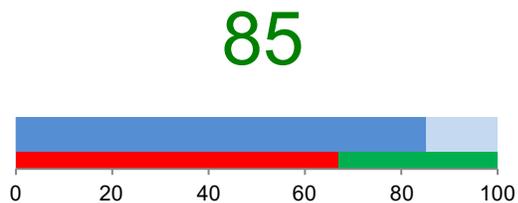
Maya may be driven by pride, satisfaction, mastery, achievement, competition, enjoyment, or recognition and could even be motivated to prove others wrong about what could be accomplished.

Maya has strong Desire for greater sales success:

93

0 20 40 60 80 100

Maya has strong Commitment towards greater sales success:

80

0 20 40 60 80 100

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

Motivational Tendencies
Maya prefers

Loving to win **more than** hating to lose
Self-rewarding performance **instead of** spending money first to create pressure to perform
Self-pressure **instead of** being pressured
Self-management **instead of** being closely managed
Self-competition **over** competing against others
Satisfaction **over** recognition

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

Other Factors   5

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

Maya believes that
I'm able to live comfortably on my current income

WILL MAYA GENERATE NEW BUSINESS?

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

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

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

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

The Hunting Competency — 87

✔	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
✘	Likable
✔	Reaches Target Prospect
✔	Gets Referrals from Customers / Network
✔	Uses Social Selling Tools
✔	Attends Networking Events

This is one of the few sales candidates who are both willing to prospect for new business and doing it consistently.

WILL MAYA REACH DECISION MAKERS?

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

The Reaching Decision-Makers Competency — 35

✘	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

Maya still has some room for improvement before mastering the ability to reach decision-makers, but some of the necessary strengths and skills are in place to support the approach. Over time, and when combined with other incremental improvements, developing the ability to achieve this milestone can shorten sales cycles, eliminate competition, increase win-rates and help identify the compelling reasons to buy. Advanced selling skills around strategy and tactics should help Maya reach decision makers more consistently.

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

WILL MAYA HAVE AN OPTIMIZED SALES CYCLE?

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

- Not Likely to Take "Think it Overs" – Salespeople that make buying decisions without having to think it over have Sales DNA that supports strategies and tactics to help their prospects make decisions.
- Consultative Selling – If salespeople can sell consultatively they can uncover the compelling reason to buy, a motivator that creates urgency and shortens the sales cycle.
- Qualifying – If salespeople qualify thoroughly there will be fewer opportunities for premature demos, quotes, proposals, and presentations that lead to delayed closings and lost business.
- Unlikely to be Derailed by Put-Offs – The ability to ask a question in response to a put-off can lead to closing more business at the first closing opportunity.
- Doesn't Need Approval – A salesperson that doesn't need to be liked accepts fewer put-offs because they aren't concerned about asking another question, pushing back, or challenging the prospect.
- Able to Stay in the Moment – If salespeople do not panic in the heat of battle or become too excited when they hear what they want to hear, they can control the sales process more effectively.
- Will Discuss Finances – When salespeople are able to discuss finances they are more likely to uncover the actual budget and confirm the prospect's ability to spend it. That tends to prevent most of the delays blamed on money.
- Recovers from Rejection – When salespeople are unaffected by rejection they are more likely to ask good, tough, timely questions, even when the answer could result in a "no."
- Healthy Skepticism – When salespeople have a healthy skepticism, they can avoid happy ears, not mistake put-offs for promises, and have much better sense for determining realistic expectations.

- Supportive Beliefs – When salespeople have beliefs that support ideal sales outcomes they are more successful.
- Effective Sales Process – When the sales process lends itself to repeatable and desirable results, sales cycles tend to be much shorter while conversion ratios tend to be much higher.

Factors	8
✔ Not Likely to Take "Think it Overs"	
✔ Consultative Selling	
✔ Qualifying	
✖ Unlikely to be Derailed by Put-Offs	
✖ Doesn't Need Approval	
✔ Able to Stay in the Moment	
✔ Will Discuss Finances	
✔ Recovers from Rejection	
✖ Healthy Skepticism	
✔ Supportive Beliefs	
✔ Effective Sales Process	

Maya has a moderate percentage of the 11 factors that support a shorter sales cycle.

Maya believes that
I need to educate my prospects

CAN MAYA SELL CONSULTATIVELY?

Selling has changed dramatically since 2019. 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
- Virtual selling is more prominent

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

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

The Consultative Selling Competency	80
✔ Able to Stay in the Moment	
✔ Uncovers Reasons to Buy	
✔ Reasons to Buy Are Compelling	
✔ Able to Listen/Ask with Ease	
✔ Asks Enough Questions	
✔ Asks Great Questions	
✔ Gets Prospects Past "Nice to Have"	
✖ Will Build Trust *	
✖ Able to Ask Tough Questions	
✔ Takes Nothing for Granted	
✖ Appropriate Amount of Patience	
✔ Understands How Prospects Will Buy	
✔ Develops Strong Relationships **	
✖ Presenting at Appropriate Times	
✖ Healthy Skepticism	

* The following table provides additional detail regarding how well Maya builds trust.

❤️ The Building Trust Competency	26
❌ Gains Trust Early	
❌ High Integrity Seller	
✔️ Customers Share Information Early	
✔️ Gets First Call from Customers	
❌ Quickly Develops Rapport	
❌ Likable	

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

🤝 The Relationship Building Competency	54
❌ Quickly Develops Rapport	
❌ Relationship Is Key Factor in Winning Business	
✔️ Relationships Generate New Business	
✔️ Develops Strong Relationships over Time	
✔️ Customers Follow to New Companies	
❌ Believes That Making Friends Is Single Greatest Asset	
✔️ Extroversion Supports Relationship Building	

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

🧠 Maya believes that
It's not OK to confront a prospect

WILL MAYA SELL VALUE?

When salespeople feel that they need a more competitive price or the lowest price in order to win the business, the chances are quite good that they aren't effectively selling the value. In order to determine whether this candidate can more effectively sell value, we looked at a number of factors, including:

- Learns Why Prospects Will Buy – A salesperson's ability to uncover a prospect's reasons to buy helps the salesperson discover the true value in the opportunity.
- Focused on Value over Price – When salespeople buy value rather than seek out the lowest price they are more likely to be effective at selling value. Salespeople who are price shoppers have the most difficulty upholding margins, creating and selling value, and competing against lower priced competitors.
- Will Discuss Finances – When a salesperson is uncomfortable having a financial discussion, it may have a significant, negative impact on any opportunity when the prospect lacks the funding or doesn't see the value in the offering.
- High Threshold for Money – A salesperson with a High Money Threshold should be able to ask for a lot of money (not to be confused with Able to Discuss Money) without concern for the amount being "a lot" to them personally.

💲 The Selling Value Competency	91
✔️ Focused on Value over Price	
✔️ Will Discuss Finances	
✔️ 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	

Maya is a value seller, and the most important element to selling value – the way Maya buys value - is in place.

WILL MAYA CLOSE EFFECTIVELY?

The Closing Competency helps us to understand whether or not Maya has the attributes that will help to convert qualified opportunities at the time they become closable. Some opportunities close later than expected because they were not closed at the first closing opportunity.

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

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

	The Closing Competency	19
✖	Gets Prospect to Agree to Make a Decision	
✖	Will Meet with the Decision Maker	
✖	Will Find a Way to Close	
✔	Not Likely to Take "Think it Overs"	
✖	Unlikely to be Derailed by Put-Offs	
✖	Appropriate Amount of Patience	
✖	Closing Urgency	
✖	Isn't Hoping to be Liked	
✔	Will Stay in the Moment at Closing Time	
✖	Won't Make Inappropriate Quotes	

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

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

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

	The Sales Posturing Competency	44
✔	Good Self-Image	
✖	Quickly Develops Rapport	
✔	Sales Optimism	
✔	Sales Assertiveness (Consistently Assertive)	
✖	Sales Empathy	
✖	Appropriate Amount of Patience	
✖	Will Build Trust	
✔	Good Listener	
✖	Healthy Skepticism	

We look at presenting in a way that might be different from how you have historically viewed it. Today's modern salesperson should sell consultatively and present solutions to fully qualified prospects. Most salespeople fail to do that, presenting far too early in the sales process. The following table shows whether or not Maya is presenting at the right time, to the right people, and for the right reasons. We also show whether or not Maya is overly presentation-minded by identifying Maya's presentation tendencies, or the degree to which Maya relies on presentations to sell.

	The Presentation Approach and Context Competency	65
✔	Emphasizes Listening over Talking	
✔	Able to Minimize Talking about Company Products or Solutions	
✖	Not Compelled to Present	
✖	Not Overly Reliant on Educating and Presenting	
✔	Does Not Believe Presenting Equates to Controlling the Sales Process	
✔	Does Not Believe Making A Proposal is the Most Important Part of the Sales Process	
✖	Not Compelled to Propose or Quote	
✔	Asks Enough Questions	
✔	Takes Nothing for Granted	

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

	Combined Impact of Competencies	4
✔	Sales Process	
✔	Consultative Selling	
✔	Selling Value	
✔	Qualifying	
✘	Presentation Approach	
✘	Closing	

Maya has some of the basic elements in place to become a more effective closer.

DOES MAYA FOLLOW AN EFFECTIVE SALES PROCESS?

It is of the utmost importance to have a customized, milestone-centric sales process. Without it, so much time can be wasted with a given prospect in a particular sales cycle when crucial milestones are unknowingly skipped. An effective process assures consistent, favorable outcomes and generally prevents salespeople from wasting their valuable time on opportunities that are unlikely to close, especially when sales cycles are long. Without a doubt, a powerful sales process with clearly defined milestones provides more consistent, predictable and profitable results.

	The Milestone-Centric Sales Process Competency	100
✔	Follows Stages and Steps	
✔	Process Has Most Key Milestones	
✔	Process Has Adequate Sequence	
✔	Consistent and Effective Results	
✔	Little Wasted Time	
✔	Has and/or Follows an Effective Process	
✔	Uses an Effective Approach	
✔	Relationship-Based	
✔	CRM Savvy	
✔	Strategic Use of Sales Scorecard	

As mentioned previously, Maya has an effective sales process in place.

WILL MAYA'S SALES FORECASTS BE ACCURATE?

The pipeline is a commonly used term for the flow of opportunities being pursued by you. New opportunities enter the pipeline and sold or lost opportunities exit the pipeline. It is a very simple concept with major implications. The pipeline can be represented as a useless spreadsheet or it can be the single most important predictor of success in the entire business.

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

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

	The Qualifying Competency	67
✘	Meets with Decision Maker	
✔	Uncovers Actual Budget	
✔	Will Discuss Finances	
✔	Knows Decision-Making Process	
✘	Can Influence the Decision-Making Process	
✔	Handles High-Ticket Pricing OK	
✘	Doesn't Let Being Liked 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	

Based on Maya's strong qualifying competency it is reasonable to believe that the pipeline and forecast will be equally predictive and accurate.

CAN MAYA MORE EFFECTIVELY LEVERAGE SALES TECHNOLOGY?

As selling continues to evolve, the role of technology is more important than ever. Salespeople use a variety of tools but the three that are most important are CRM, Social Media, and virtual selling over Video. Below we take a look at your capabilities in all three areas.

The Embracing Sales Technology Competency	93
The CRM-Savvy Competency	80
The Social Selling Competency	100
The Video Proficient Competency	100

Regardless of the CRM platform being used, salespeople must engage with and embrace the software so that you know where in the sales process each opportunity is and what is required to get it closed; both the quantity and quality of the opportunities in your pipeline, and so that management has real time data about your opportunities and the pipeline.

The CRM-Savvy Competency	80
✔	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

More and more salespeople are using LinkedIn to connect with new prospects, and some are even using Twitter, Instagram and Facebook.

The Social Selling Competency	100
✔	Connected to Potential Customers/Clients
✔	Generates Leads through Social Selling
✔	Well Connected
✔	Posts/Shares Updates for Visibility
✔	Uses LinkedIn
✔	Uses Twitter for Business

With more selling than ever taking place remotely over video, it is more important than ever to develop skills for using and selling over a video platform.

The Video Proficient Competency	100
✔	Uses Video for Selling
✔	Frequent Video User
✔	Finds Video Useful
✔	Prefers Video to Phone
✔	Loves Video and Its Impact on Success
✔	Video Contributes to Success
✔	Uses Multiple Video Platforms
✔	Uses Accessories to Enhance Video

Maya's use and proficiency with technology is good but of course there is always room for improvement. Keep in mind that the technology won't do the selling for someone but it will make it easier for that individual to sell.

CAN MAYA WORK REMOTELY?

Below, you will find the attributes of the Working Remotely Competency.

The Working Remotely Competency	100
✔	Works Independently
✔	Effective Time Management
✔	Self-Starter
✔	CRM Savvy
✔	Video Proficient

WILL MAYA EFFECTIVELY NEGOTIATE CONTRACTS?

The Negotiating Competency includes the skills that are suitable for negotiating the terms of a deal or contract.

The Negotiating Competency — 84

✔	Seeks Win/Win
✔	Willing to Walk
✖	Appropriate Amount of Patience
✔	Able to Listen/Ask with Ease
✔	Able to Stay in the Moment
✔	Goal Oriented
✔	Problem Solver
✖	Doesn't Need to be Liked
✔	Rejection Proof
✔	Selling Value
✔	Will Discuss Finances

Maya has most of the attributes of a negotiator.

WILL MAYA EFFECTIVELY MANAGE EXISTING ACCOUNTS?

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

The Account Management Competency — 38

✔	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

Maya has a few of the attributes of an account manager.

WILL MAYA GROW KEY MAJOR ACCOUNTS?

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

The Farming Competency — 40

✖	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

Maya has a few of the attributes of a farmer.