



Objective
Management
Group®

SALES INSIGHTS

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ABC COMPANY

MARCH 31, 2022



Thank you for participating in this sales evaluation. I appreciate your cooperation, patience and honesty in this initiative.

Our company is committed to developing the effectiveness of the sales organization and, as a result, increasing your income. As you know, the first step is for us to learn about our strengths and weaknesses, both at the sales and sales management levels. This will allow us to understand exactly how our weaknesses may be preventing us from overcoming our business and sales challenges.

The evaluations are very accurate and the information provided is based on your input and reflects your view of selling.

Please read your findings completely and try to avoid a detailed analysis the first time through. Then return to the beginning and this time review it in as much detail as you like. If you have any questions or comments, note them on the "Questions and Comments" page at the end of this evaluation. I would also like you to complete the "Personal Action Plan" that follows and return both forms to me within a week.

This is a very exciting time for all of us. We'll be implementing the changes we feel will make us better, stronger, more efficient and productive. We'll be raising expectations and holding everyone accountable to the higher expectations. We'll be providing training, coaching and productivity tools to improve skills and efficiency. As a result, we expect to sell more, at higher margins, in less time, and more consistently. This will all lead to higher earnings for every member of the team.

Like most development programs, we won't see results from this tomorrow. We do expect to see significant results in the months to come. Please be patient and open minded as we begin this process and I promise that you'll experience the benefits that this initiative has to offer.

Sincerely,

Jane Doe

Jane Doe

INTRODUCTION

Thanks for completing the online questionnaire. Before you read our insights, we would like to explain a few of its concepts.

First, please understand the spirit in which this analysis is intended. Its primary purpose is to provide additional insights with which to increase sales, a benefit designed to increase earnings for you and your company. This is not in any way intended to be negative or critical.

Second, this isn't a psychological assessment or a personality profile; therefore it shouldn't in any way be read as a critique of you as an individual. You should accept this as a view limited to the ways you think and act that affect your success as a salesperson. That may help you to understand any possible disagreements you may have with certain portions of our commentary, which are based entirely on current sales best practices. While it isn't our intent to challenge your personal value system, acceptable sales values and performance may differ significantly from your personal beliefs and expectations.

This analysis compares you to an ideal salesperson. While a comparison to Joe or Mary Average would make you appear better, it would only serve to encourage mediocrity.

Finally, don't take anything personally, it isn't meant that way. Any weaknesses identified on the following pages are sales related weaknesses only, not character flaws. The changes we suggest are designed to help you control the selling process more effectively, and as a result, shorten your sales cycle, sell more, and sell more often.

Before you dig into this analysis, we would like you to consider how our insights may impact your current role.

If you are currently an account manager (you call on the same customers on a regular basis) or a farmer (you have a few large accounts to grow) but do little in the way of new account/customer development, you might believe that some of our insights do not apply to you. The common goal of most companies today is to learn whether their account managers and farmers can make the transition from managing accounts and taking orders to being more proactive salespeople whose competencies include hunting for and closing new business. You may want to consider whether some of the insights that do not seem to apply could have some meaning in the context of what your role might evolve into in the near future.

If you currently hunt and close new business the questions you should be asking prior to reading these insights are:

- Am I going about it in the best way possible?
- Are there important skills that I haven't yet developed or mastered?
- Are there weaknesses preventing me from being as effective as I could be?

This analysis does not make a statement about how successful you have been in the past, but it does attempt to show how much better you could be if you implement the suggested improvements.

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

Objective Management Group, Inc.

This document will answer a number of questions about how effective you currently are in the various elements of selling, where there is room for growth, and how you can improve your sales capabilities. It is organized into the following questions:

- What Are Your Current Sales Capabilities? (page 6)
- How Motivated Are You and How Are You Motivated? (page 8)
- Can You Be Better at Generating New Business? (page 11)
- Can You Be Better At Reaching Decision Makers? (page 12)
- Can You Optimize Your Sales Cycle? (page 13)
- Can You Sell More Consultatively? (page 16)
- Can You More Effectively Sell Value? (page 19)
- Can You More Effectively Close? (page 20)
- Do You Follow an Effective Sales Process? (page 23)
- Can You More Accurately Forecast Sales? (page 24)
- Can You More Effectively Manage Existing Accounts? (page 28)
- Can You More Effectively Grow Key Major Accounts? (page 29)
- What Kind of Training Would You Benefit From? (page 29)

Symbols Used in this Document

Throughout this document, we will use the following symbols to differentiate between skills, strengths, and self-limiting beliefs. Understanding these three sets of insights is key to becoming a more effective salesperson.



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



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



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



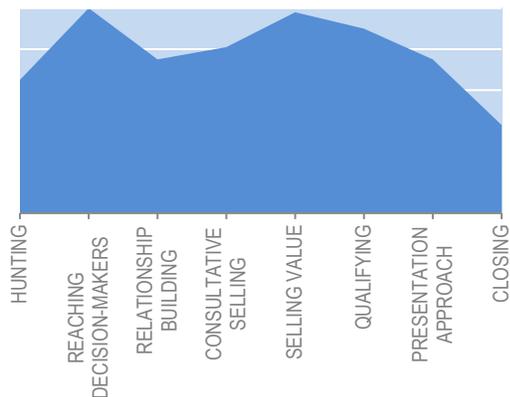
Indicates a strength or a skill.



Indicates a challenge or a weakness.

WHAT ARE YOUR CURRENT SALES CAPABILITIES?

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



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

Hunting - When salespeople are expected to find some or all of their business from new, rather than existing customers (and you might not be), it requires hunting attributes. In this context you have some of the attributes necessary for consistent, effective hunting. If you are required to find new business, use this analysis to identify the gaps in your hunting competency and begin the process of self-development.

Reaching Decision-Makers - Salespeople who get decision makers engaged are 341% more likely to close the business. Only 43% that have that strength, and it appears that you are in that group.

Relationship Building - It's easier for prospects and customers to choose you when you have a strong relationship with them. While relationships alone are no longer enough, it helps that you have this as a strength.

Consultative Selling - Consultative Selling is a sales methodology that emphasizes having a productive, engaging, thought-provoking conversation, while uncovering a prospect's compelling reasons to buy, differentiating yourself from the competition, and building a case for your solution. It is dependent on two key skills; listening and asking questions. In this context, you have most of the attributes required for selling consultatively. Use this analysis to identify the remaining gaps in the Consultative Selling competency and begin the self-development process.

Selling Value - Selling Value is important to sales success because a deal or account sold due to having the best price is a deal or account that someone else can steal away with a better price. In this context, you have most of the attributes required for selling value. Use this analysis to identify the remaining gaps in the Selling Value competency and begin the self-development process.

Qualifying - Qualifying every sales opportunity is crucial to sales success. Most salespeople either ignore it, do it at the wrong time, or aren't thorough enough. In this context you currently have the attributes for effective qualifying. That can prevent wishful thinking, happy ears, inappropriate quotes and proposals, delayed closings, business that fails to close, and wasted time. Congratulations!

Presentation Approach - Effective presentations and/or demos have less to do with product knowledge and the ability to explain your solution than it does your ability to present the right information, at the right time, and get the right feedback. Additionally, when one possesses good consultative selling and qualifying competencies, great presentation skills are far less important. In your case, your presentation approach and context are strong.

Closing - When prospects don't volunteer or agree to buy, closing skills are required to help a prospect change their decision or, when they haven't decided, to help them decide. In this context, you have some of the attributes required for consistent, effective closing. This can cause of delayed closings, lost sales, stalls and put-offs. Use this analysis to develop a better understanding of the attribute and begin the process of self-improvement.

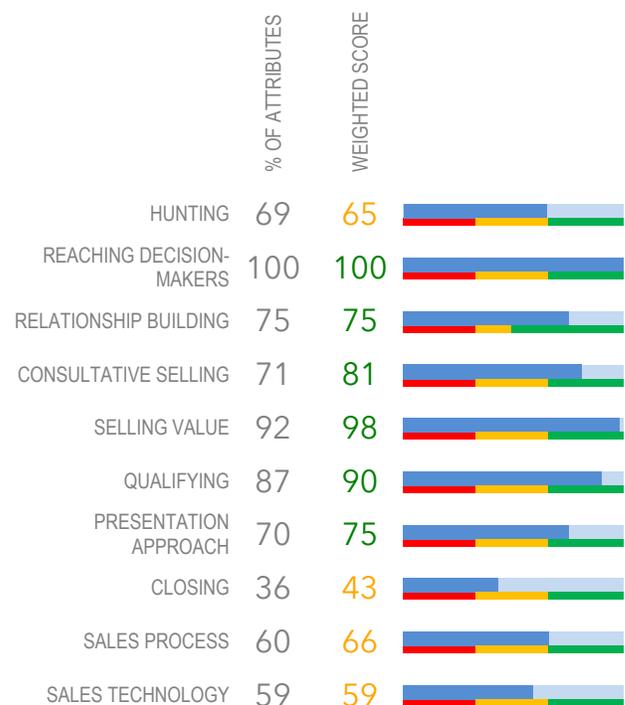
Selling Competencies

We looked at numerous Competencies to determine the percentage of attributes that you 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 - 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. When less than desirable, Sales DNA hinders the ability to execute skills and process. Your Sales DNA includes all of your selling-related strengths. Your Sales DNA Score, shown below, is comprised of six major strengths that have the greatest impact on sales call performance. Lower numbers represent Sales DNA that will impede a salesperson's performance.

Doesn't Need Approval - 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.

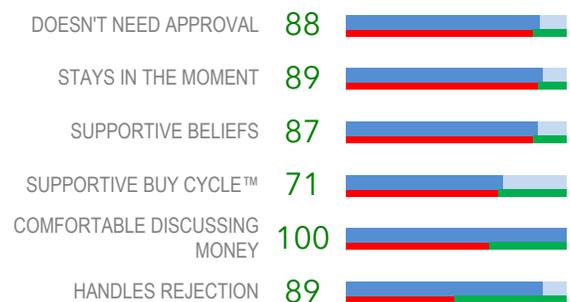
Stays in the Moment - As a strength it supports listening and asking questions. As a weakness, it prevents people from maintaining control.

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

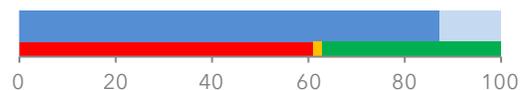
Supportive Buy Cycle™ - As a strength it supports strategies and tactics for dealing with comparison shoppers, price shoppers and indecisive prospects. As a weakness, it leaves people helpless to defend those undesirable behaviors.

Comfortable Discussing 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.

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



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

HOW MOTIVATED ARE YOU AND HOW ARE YOU MOTIVATED?

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

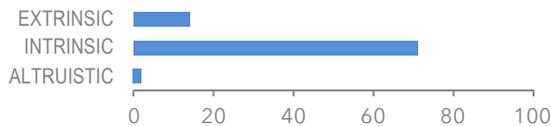
Intrinsics tend to be motivated by recognition, fulfillment, satisfaction, enjoyment, love of selling, mastery, or even when they have something to prove to others. They are often more consistent in a longer and more complex sales cycle.

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.

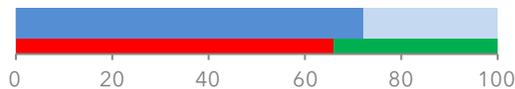
Your motivation style is:

Intrinsic



Your overall level of motivation is:

72



You are intrinsically motivated. You may be driven by pride, satisfaction, mastery, achievement, competition, enjoyment, or recognition. You could even be motivated to prove others wrong about what you could accomplish. This is much more sustainable than extrinsic (money) motivation, which tends to work for much shorter periods of time. Because of the satisfaction you get from selling, you are much more likely to work harder and longer, improve your skills, and strive to master your craft.

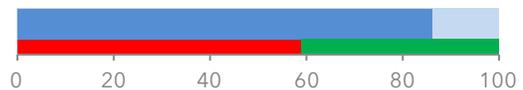


Desire



If selling success hasn't already come your way, your strong desire assures that it soon will. Strong desire, a very important element in sales, will provide the incentive to execute the strategies and tactics that are uncomfortable for you. Continue to raise the bar and set new standards for yourself.

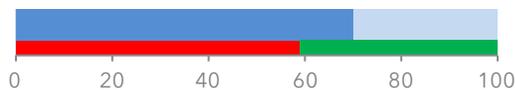
86



✔ Commitment

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

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✔ Outlook

You have a very strong, positive outlook. Great Outlook has a positive impact on bravery and can help you to hang tough in the most challenging situations.

✔ Taking Responsibility

You don't make excuses. You take responsibility when you don't achieve the desired results and this lays a great foundation for improvement and change.

✔ Enjoyment of Selling

Your enjoyment of the sales process will help you maintain a great outlook. This will support your bravery, beliefs and, ultimately, your style. Continue to enjoy yourself when you sell and it will help you to control your emotions too.

✔ Personal Goals

It seems like you have goals, except for the fact that there aren't any dates involved. The goals aren't real goals until there is a date. Without deadlines things don't always happen when they should. Then outcomes aren't as favorable and we have to lower our expectations. In addition, there isn't any real accountability without a date. Set the deadline to have your dates incorporated into your goals.

✔ Meaningful Goals

You already know this but your goals, which appear to be personally meaningful to you, are probably motivating you sufficiently to create the urgency to succeed. Good stuff!

✔ Plan for Reaching Personal Goals

You have a written goals management plan. Make sure your plan spells out exactly what you must do and when you must do it in order to reach your goals. Also, make sure your plan specifies how much business you must generate to reach your goals as well as the actions that will be required on a daily basis.

✔ System to Track Progress

Congratulations. You have a legitimate tracking system! When used effectively you should be able to avoid bad months and quarters because of your ability to see them coming well in advance. Continue to utilize and improve your tracking system and you will consistently reach all of your goals.

Working Independently

You tend to enjoy working more when you are part of a team than when working independently from the team. The question you should ask yourself is whether or not working alone impacts your energy, effort and effectiveness.

CAN YOU BE BETTER AT GENERATING 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

The Hunting Competency 65

<input checked="" type="checkbox"/>	Will Prospect
	Prospects Consistently
<input checked="" type="checkbox"/>	Prospects via Phone and / or Walk-ins
<input checked="" type="checkbox"/>	Has No Need for Approval
	Schedules Meetings
<input checked="" type="checkbox"/>	Recovers from Rejection
<input checked="" type="checkbox"/>	Maintains Full Pipeline
<input checked="" type="checkbox"/>	Not a Perfectionist or it Does Not Prevent Prospecting
<input checked="" type="checkbox"/>	Likable
<input checked="" type="checkbox"/>	Reaches Target Prospect
	Gets Referrals from Customers / Network
	Uses Social Selling Tools
<input checked="" type="checkbox"/>	Attends Networking Events

Recovers from Rejection

You're able to handle rejection quite well. This desirable piece of Sales DNA should support and empower your use of effective sales strategies and techniques. This strength is very supportive and necessary for effective prospecting and closing.

Reaches Target Prospect

You have developed the ability to get beyond gatekeepers and have wasted little time and effort in the process. The obvious benefit is that you've scheduled more appointments. Just make sure that you consistently maintain a full pipeline and you should be in good shape. Keep it up!

Gets Referrals from Customers / Network

You have not received enough referrals and introductions to keep your pipeline full. Have you been asking for them? If you need to find new business you can continue to cold call (not the best use of time), or you could call on people that actually want to speak with you! Development: Set a goal to have enough referrals and introductions to replace any cold calling you need to do.

Summary

You indicated that you are willing to prospect but that you do not prospect consistently. Perhaps you don't need to prospect consistently to reach your goals. On the other hand, if your results are not where you need them to be, a pipeline full of opportunities can only be achieved if you recommit to the task of consistent prospecting.



You believe that
"We cannot sell more widgets business
because we are already working as
hard as we can."



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

CAN YOU BE BETTER AT REACHING DECISION MAKERS?

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

	The Reaching Decision-Makers Competency	100
<input checked="" type="checkbox"/>	Calling on Actual Decision Maker (from Sales Insights)	
<input checked="" type="checkbox"/>	Calling on Actual Decision Maker (from Pipeline Analysis)	
<input checked="" type="checkbox"/>	Believes Speaking with Decision Makers Is Required	
<input checked="" type="checkbox"/>	Reaching Decision Maker Is Milestone in Sales Process	
<input checked="" type="checkbox"/>	Does Not Need to be Liked	
<input checked="" type="checkbox"/>	Comfortable with Targeted Decision Maker	
<input checked="" type="checkbox"/>	Doesn't Begin Sales Process with Buyers	
<input checked="" type="checkbox"/>	Uses Selling Skills to Reach Decision Maker	



Calling on Actual Decision Maker



You have been getting to final decision-makers and when handled effectively, it allows you to shorten the process, get the real budget, determine the real problem and learn what it will take to do business. Continue to meet these people and take advantage of the opportunities that exist when you deal with them!



Believes Speaking with Decision Makers Is Required



You believe that it's important to have a conversation with the decision-maker and because of that it's more likely that you will find a way to do that. This gives you an advantage over many salespeople who don't believe that this is important and don't make the attempt.



Reaching Decision Maker Is Milestone in Sales Process



You said that reaching the decision maker is a milestone in your sales process and as such, it is much more likely that you will actually reach that decision maker. Many salespeople fail to reach decision-makers and this should help to differentiate you from your competition.



Does Not Need to be Liked



You don't have a tremendous need for your prospects to like you and it won't get in your way very often, but this piece of Sales DNA could sometimes hinder your performance at times. When need for approval does creep in, it's usually at a time where you need to push back, question or challenge a prospect but you don't want them to stop liking you. Development: Overcome your remaining need for approval by attempting to get your prospects to respect you instead of needing your prospects to like you.



Doesn't Begin Sales Process with Buyers



You have realized that buyers rarely have the ability to say yes and their primary interest is to obtain the lowest price. Selling does not begin or take place with buyers even though it may be finalized there. You begin your sales process with people that have problems you can solve. This is much more effective and when you sell first to them, and if absolutely necessary, involving purchasing later, you get better results.



Uses Selling Skills to Reach Decision Maker



It appears that you have strategies and tactics to help you reach decision makers. This can not only help you uncover the real reasons they would buy from you, but you might be the only salesperson who learns about these buying motivators.

Summary

Your ability to reach decision-makers can help you shorten your sales cycle, eliminate competition, increase your win-rates and identify the most important compelling reasons to buy. Advanced selling skills around strategy and tactics can help you develop this ability even more consistently.

CAN YOU OPTIMIZE YOUR SALES CYCLE?

To answer this question we looked at 11 factors that historically support shorter sales cycles. Shorter sales cycles do not display the effects of delayed closings or business lost to competitors. We present the 11 factors as they apply to you in the next table.

- 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.



Not Likely to Take "Think it Overs"



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



Unlikely to be Derailed by Put-Offs



Prospects often lie; leaving salespeople to deal with their stalls and put-offs. That happens to new salespeople and it's happening to you too. You have been very sympathetic, understanding their excuses and hoping that their promises come true. Precious time is wasted when you continue calling on people that don't really want to talk with you. Development: It would be helpful for you to become strong enough to turn those put-offs into tangible next steps and decisions.

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

Able to Stay in the Moment

When your prospect catches you by surprise or raises the objection you hoped you wouldn't hear, you sometimes fail to stay in the moment. This takes place whenever you think, analyze, strategize, worry, become creative or get excited. Instead of listening to your prospect, you actually hear your own voice scripting a response, causing you to lose objectivity and then control of the call. The correct responses don't come to you and you end up fighting for survival. Development: Learn to control your thoughts and emotions. Identify the situations to which you become vulnerable and practice your responses through role-plays until you can literally handle them in your sleep.

Will Discuss Finances

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

Healthy Skepticism

You trust people and that's not bad - but in the future you should be more skeptical of what your prospects say. Dealing with a prospect is different from socializing with friends. Prospects put up their guard, whereas in the company of friends, their guards are much lower or non-existent. When you trust prospects too much you may not ask enough questions, could ask the wrong questions, mistake stalls for promises and waste time with prospects that won't buy from you. Development: Don't accept what your prospects say at face value just because it's what you want to hear. Recognize that your prospect's reason for the delay is more likely a stall or a put-off.

Effective Sales Process

Sometimes you do things that work effectively and unfortunately, sometimes you don't. A more consistent, milestone-centric sales process would yield more consistent results. A builder can't erect a home without a blueprint, a software developer can't write a program without a flow chart, electrical engineers don't build circuit boards without schematic diagrams and attempting to sell without following an effective sales process leads to inconsistent results at best. Determine which milestones must occur on each and every call, in what order those milestones should occur and then make sure that they do. In its simplest form, a sales process includes stages where you move an opportunity from suspect to prospect to qualified to closable to closed, in that order. Then the milestones should be included in the appropriate stages.

Summary

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



You believe that
"I need to educate my prospects"



You believe that
"I have a long sales cycle"



You believe that
"I understand when my prospects want
to comparison shop"

CAN YOU SELL MORE CONSULTATIVELY?

Consultative Selling

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

81

- ✔ Able to Stay in the Moment
- ✔ Uncovers Reasons to Buy (from Sales Insights)
- ✔ Uncovers Reasons to Buy (from Pipeline Analysis)
- ✔ 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 (from Sales Insights)
- ✔ Takes Nothing for Granted (from Pipeline Analysis)
- ✔ Manages 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 you build trust.



The Building Trust Competency

52

- ✔ 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 well you develop relationships.



The Relationship Building Competency

75

- ✔ Quickly Develops Rapport
- ✔ Relationship Is Key Factor in Winning Business
- ✔ Relationships Generate New Business
- ✔ Develops Strong Relationships over Time (from Sales Insights)
- ✔ Develops Strong Relationships over Time (from Pipeline Analysis)
- ✔ Customers Follow to New Companies
- ✔ Believes That Making Friends Is Single Greatest Asset
- ✔ Extroversion Supports Relationship Building



Able to Stay in the Moment

As we mentioned earlier, your ability to stay in the moment makes it easier for you to listen and ask questions. Refer back to the explanation in the chapter about optimizing your sales cycle.



Uncovers Compelling Reasons to Buy



You have had some success getting your prospects to share their reasons to buy from you. You are much more likely to address those issues in any proposals or presentations you might need to provide and it should give you an advantage over the competition.



Asks Enough Questions



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



Asks Great Questions



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

Will Build Trust

Objective Management Group CEO, Dave Kurlan, recently published a White Paper, "The Trust Project - When and Why Salespeople Aren't Trusted." It revealed that in general, salespeople are not trusted. Some industries are worse (life insurance, auto, home remodelers) than others (business services, industrial sales), and salespeople must build trust in order to have a chance for success.

Development: You should develop your ability to build trust and show integrity. This is more important than ever, as our latest research has revealed that trust can be a huge difference maker - perhaps even more so than price and quality.

Able to Ask Tough Questions

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

Takes Nothing for Granted

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

Manages Appropriate Amount of Patience

We are told that patience is a virtue and given how impatient you seem to be, it might be helpful for you to work on developing some patience. There are certain selling situations where exhibiting too little patience will cause you to come across as arrogant, aggressive and inconsiderate. The next time a prospect stalls for the first time, relax, ask questions, and verify. If they do it again, speak up and state your case, but be kind and considerate.



Understands How Prospects Will Buy

It appears that you have been successful in getting your prospects to tell you how they would reach a decision to buy from you. This is so much better than leaving that important detail to chance. You should be congratulated, as this is a seldom practiced, misunderstood strategy which, when executed, gives you a tremendous advantage over your competition.

Quickly Develops Rapport

Your ability to quickly develop a relationship during the first conversation helps your prospects feel more comfortable about sharing important information. This provides you with greater control of a shorter sales cycle. Development: Continue to establish rapport early in the first call and use it to gather as much pertinent information as you can.

Summary

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



You believe that
"Consultative selling doesn't work in our industry because prospects and customers only want us to demonstrate, present and provide proposals and / or quotes."

CAN YOU MORE EFFECTIVELY SELL VALUE?

When salespeople feel that they need a more competitive price or the lowest price in order to win the business, the chances are quite good that they aren't effectively selling the value. In order to determine whether you can more effectively sell value, we looked at the following factors, also shown in the table below:

- 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

98

<input checked="" type="checkbox"/>	Focused on Value over Price (from Sales Insights)
<input checked="" type="checkbox"/>	Focused on Value over Price (from Pipeline Analysis)
<input checked="" type="checkbox"/>	Will Discuss Finances
<input checked="" type="checkbox"/>	High Threshold for Money
<input checked="" type="checkbox"/>	Attempts to Sell Value
<input checked="" type="checkbox"/>	Sales Process Supports Selling Value
<input checked="" type="checkbox"/>	Learns Why Prospects Will Buy
<input checked="" type="checkbox"/>	Doesn't Need Approval
<input checked="" type="checkbox"/>	Asks Great Questions
<input checked="" type="checkbox"/>	Asks Enough Questions
<input checked="" type="checkbox"/>	Avoids Making Assumptions
<input checked="" type="checkbox"/>	Quickly Develops Rapport
<input type="checkbox"/>	Not Compelled to Quote



Focused on Value over Price



Since you shop for value you will sometimes pay more in order to get more. Therefore, you will be less vulnerable to prospects that are seeking the lowest price. Shopping for value is more supportive to effective selling than seeking the lowest price, but not quite as supportive as when price doesn't matter at all. Attempt to further improve this behavior until you no longer understand why a prospect would want a lower price. If you empathize over the need for a better price you will lose either profit margin or the business.

High Threshold for Money

You have a fairly good concept for how much money is "a lot". This should help you with prospects that believe you are asking "too much" money for what you are selling. Since it won't seem like "too much" to you, attempts to change their perception will be supported by this empowering belief.

Attempts to Sell Value

When a prospect wants a lower price, your tendency is to hold firm or sell value. By not giving them a lower price or negotiating, you help maintain your company's margins and create a relationship established on value as opposed to price.

Summary

You are a value seller, and the most important element to selling value - the way you buy value for yourself - is in place.

CAN YOU MORE EFFECTIVELY CLOSE?

The Closing Competency

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

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

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

The Closing Competency 43

Gets Prospect to Agree to Make a Decision (from Sales Insights)

Gets Prospect to Agree to Make a Decision (from Pipeline Analysis)

 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

Gets Prospect to Agree to Make a Decision

You haven't been collaborating with your prospects and agreeing, in advance, when decision-making will take place. When decisions aren't agreed to in advance, your sales cycle may be longer than necessary and your presentations and proposals may occur without decisions. Development: You should strive for agreement on next steps on all of your calls by determining what needs to happen (format - not result) next and getting your prospect to agree.

Closing Urgency

You probably need to develop your closing urgency. You may have more difficulty closing a sale on your first attempt due to this lack of intensity. Sales calls often end without decisions and you might shy away from asking tough questions. Development: Develop your closing urgency by placing more importance on completing your sales process and, ultimately, closing during the first legitimate closing opportunity.

Won't Make Inappropriate Quotes

It's nice to win the proposals (or quotes) you generate but most proposals are not winners. Much time and energy are wasted preparing proposals. You can be far more effective if you know in advance whether or not you will get the business. Development: Prepare proposals only for those orders, sales and deals that you will actually win. Ask your prospect more questions and get a firm commitment prior to working out a proposal.

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 by-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 you are able to effectively position your products services and company and make a memorable impression.

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

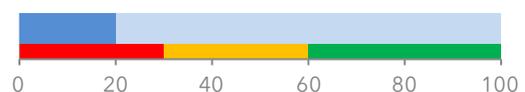
 The Sales Posturing Competency 44	
	Good Self-Image
	Quickly Develops Rapport
	Sales Optimism
	Sales Assertiveness (Consistently Assertive)
	Sales Empathy (Not Supportive)
	Appropriate Amount of Patience
	Will Build Trust
	Good Listener
	Healthy Skepticism

Good Self-Image

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

Sales Optimism

Sales Optimism measures whether your expectations are supportive of positive outcomes in sales. Your Sales Optimism is relatively low, meaning that your tendency is not to expect a positive outcome in selling situations. Prospects may notice this lack of optimism, and it could negatively impact their likelihood of buying from you. While it is still important to have healthy skepticism, try thinking more optimistically to improve the impression you make on prospects.



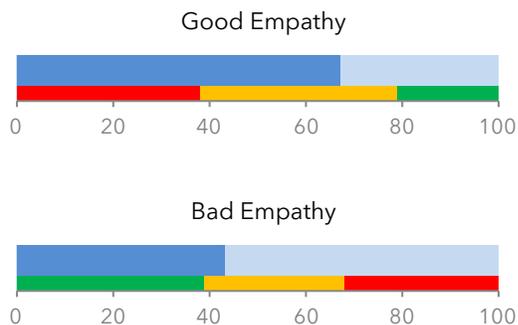
✔ **Sales Assertiveness** 🧬

Sales Assertiveness is our measure of how a salesperson handles his/her ego in selling situations. You exhibit an appropriate level of assertiveness for sales.



✘ **Sales Empathy** 🧬

You have empathy, and it is in a neutralizing combination. You have some good empathy that helps you to empathize with your prospects' issues and challenges. You also have some of the bad empathy that causes you to empathize with prospects' stalls, put-offs and excuses.



Presentation Approach

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

☰ The Presentation Approach and Context Competency 75

- ✔ 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 (from Sales Insights)
- ✔ Not Compelled to Propose or Quote (from Pipeline Analysis)
- ✔ Asks Enough Questions
- ✔ Takes Nothing for Granted

Combined Impact of Competencies

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

Factors

4

Sales Process	
<input checked="" type="checkbox"/>	Consultative Selling
<input checked="" type="checkbox"/>	Selling Value
<input checked="" type="checkbox"/>	Qualifying
<input checked="" type="checkbox"/>	Presentation Approach
Closing	

Summary

You have some of the basic elements in place to become a more effective closer after the appropriate sales training and coaching has taken place.



You believe that
"It is more difficult to sell in the manufacturing industry than in other industries."



You believe that
"I understand when my prospects want to comparison shop"



You believe that
"Any lack of results is due to my competitors"

DO YOU FOLLOW AN EFFECTIVE SALES PROCESS?

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

<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	The Milestone-Centric Sales	66
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Process Competency	
<input checked="" type="checkbox"/>	Follows Stages and Steps		
<input checked="" type="checkbox"/>	Process Has Most Key Milestones		
<input checked="" type="checkbox"/>	Process Has Adequate Sequence		
<input checked="" type="checkbox"/>	Consistent and Effective Results		
<input checked="" type="checkbox"/>	Little Wasted Time		
<input checked="" type="checkbox"/>	Has and/or Follows an Effective Process		
<input checked="" type="checkbox"/>	Uses an Effective Approach		
<input checked="" type="checkbox"/>	Relationship-Based		
<input checked="" type="checkbox"/>	CRM Savvy		
<input checked="" type="checkbox"/>	Strategic Use of Sales Scorecard		



Little Wasted Time



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

Summary

As mentioned previously, you do not have an effective sales process in place.

CAN YOU MORE ACCURATELY FORECAST SALES?

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

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

Pipeline Analysis

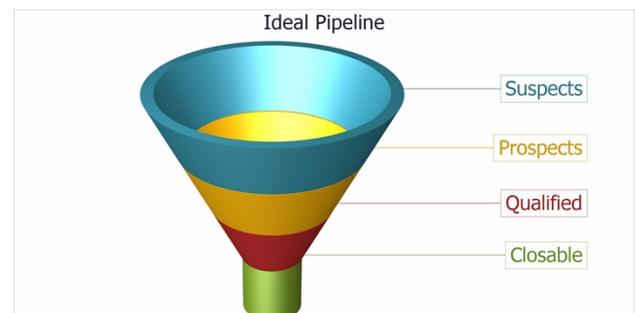
We conducted a Pipeline Analysis where you were asked to provide information about 4 proposal-ready late stage pipeline opportunities. We analyzed this information including your agreements and understandings, if any, intelligence about the competition as well as the likelihood of closing. We determined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

Pipeline Quality by Opportunity

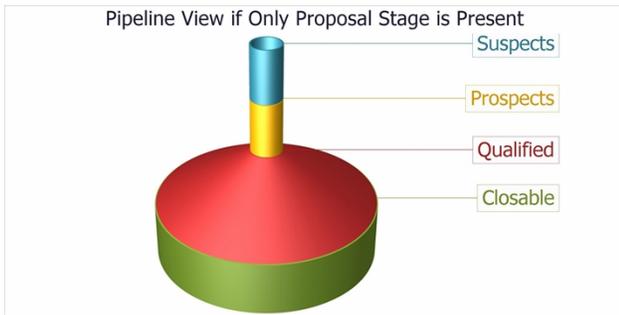
Opportunity	Quality
I'm No Angel	High
Queen of Hearts	Medium
Slip Away	Medium

Restaged Pipeline

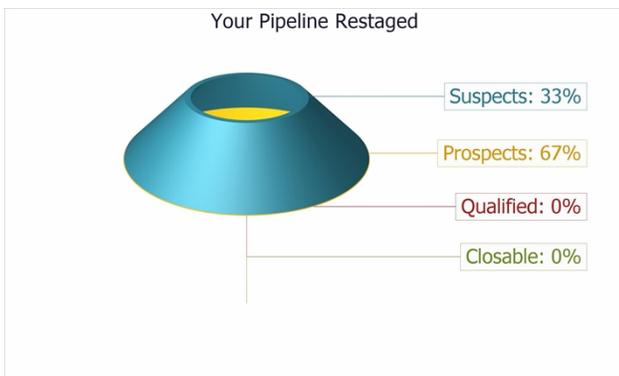
We also restaged your pipeline. If we were reviewing a full pipeline instead of just proposal-ready opportunities, the pipeline would look like the Ideal Pipeline below.



However, because we are conducting the analysis on only your 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 you 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 you are not effectively qualifying your opportunities. This can be the result of skipping over qualification, prospects not cooperating, prospects not answering the qualifying questions, or trusting vague and/or untruthful answers.



You believe that
"Prospects are honest"

The Qualifying Competency

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



The Qualifying Competency 90

- ✓ Meets with Decision Maker
- ✓ Uncovers Actual Budget (from Sales Insights)
- ✓ Uncovers Actual Budget (from Pipeline Analysis)
- ✓ Will Discuss Finances (from Sales Insights)
- ✓ Will Discuss Finances (from Pipeline Analysis)
- ✓ Knows Decision-Making Process
- Can Influence the 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 (from Sales Insights)
- ✓ Not Vulnerable to Competition (from Pipeline Analysis)



Uncovers Actual Budget



You have been getting your prospects to share their actual budgets early in the selling process. This can shorten your sales cycle, give you an advantage over your competition and reduce the time it takes to propose an appropriate, affordable solution.



Not Vulnerable to Competition



You comparison shop when making a major purchase. While there isn't anything wrong with this, it could interfere with your sales success. When you shop around, explore options and make comparisons, it could cause you to accept the same behavior from prospects that wish to compare you to others. Development: Change this self-limiting belief/behavior by choosing only one retailer from whom you wish to purchase. When this finally becomes normal you'll no longer understand when your prospects want to shop YOU around. Then you'll be able to use any of your effective strategies and tactics to discourage your prospects from shopping rather than allowing them to shop.

Pipeline-Related Competencies

The following four Competencies represent the relationship between you and your 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. It is important for you to be effective at all four Competencies.

Competency	
Hunting	65
Consultative Selling	81
Qualifying	90
Closing	43

Summary

As a result of your Pipeline Quantity, Pipeline Quality 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. Development: In order for the forecasts to become more reliable over time you will need to provide timely up-to-date pipeline information and receive pipeline-based coaching each day.

CAN YOU 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 CRM-Savvy Competency

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

65

- 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

The Mastery of Social Selling Competency

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



The Mastery of Social Selling Competency

11

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

The Video Proficient Competency

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

Summary

 The Embracing Sales Technology Competency	59
The CRM-Savvy Competency	65
The Mastery of Social Selling Competency	11
The Video Proficient Competency	100

Your use and proficiency with technology is fair so there is clearly some room for improvement. Keep in mind that the technology won't do the selling for you but it will make it easier for you to sell.

CAN YOU MORE EFFECTIVELY NEGOTIATE CONTRACTS?

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

 The Negotiating Competency	82
<input checked="" type="checkbox"/> Seeks Win/Win	
<input checked="" type="checkbox"/> Willing to Walk	
Manages Appropriate Amount of Patience	
<input checked="" type="checkbox"/> Able to Listen/Ask with Ease	
<input checked="" type="checkbox"/> Able to Stay in the Moment	
Goal Oriented	
<input checked="" type="checkbox"/> Problem Solver	
<input checked="" type="checkbox"/> Doesn't Need to be Liked	
<input checked="" type="checkbox"/> Rejection Proof	
<input checked="" type="checkbox"/> Selling Value	
<input checked="" type="checkbox"/> Will Discuss Finances	

Summary

You already have most of the attributes of a negotiator, and if that is not a current responsibility, then you don't need to worry about overcoming the gap. On the other hand, if negotiating the terms of deals or contracts is your role, you'll need to develop the remaining attributes to achieve greater success.

CAN YOU MORE EFFECTIVELY MANAGE EXISTING ACCOUNTS?

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

 The Account Management Competency	71
<input checked="" type="checkbox"/> Has Strong Relationships	
<input checked="" type="checkbox"/> Will Handle Organizational Politics	
Will Make Friends Everywhere	
<input checked="" type="checkbox"/> Will Follow Up Often	
<input checked="" type="checkbox"/> Will Meet/Talk with Decision Makers	
<input checked="" type="checkbox"/> Will Know the Real Budgets	
<input checked="" type="checkbox"/> 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	



Will Handle Organizational Politics



Prospects exhibit some very unpredictable behavior. Whether or not you understand why, you tend to ask why they did what they did instead of assuming to know or ignoring the possible reasons. Development: Whenever something unusual takes place, continue to ask what happened and why! You may uncover opportunities that were previously hidden or be able to overcome an otherwise insurmountable obstacle.

Will Manage Time Effectively

You may need some assistance with your organizational or time management skills. Some salespeople out-perform others only because they are better organized and more efficient, enabling them to get more done in the same amount of time. Try asking for help!

Summary

You already have most of the attributes of an account manager, and if that is not a current responsibility, then you don't need to worry about overcoming the gap. On the other hand, if account management is your role, you'll need to develop the remaining attributes to achieve greater success.

CAN YOU MORE EFFECTIVELY 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 45
Attempts to Close
Has Closing Urgency
<input checked="" type="checkbox"/> Won't "Understand" Most Objections
<input checked="" type="checkbox"/> Won't Panic Over Objections
<input checked="" type="checkbox"/> Handles "It's a Lot of Money" Objection
Won't Accept Put Offs
<input checked="" type="checkbox"/> Will be Very Likable
Won't Alienate Customers
Unlikely to be Distracted by New Accounts

Summary

You already have some of the attributes of a farmer, and if that is not a current responsibility, then you don't need to worry about overcoming the gap. On the other hand, if farming is your role, you'll need to develop the remaining attributes to achieve greater success.

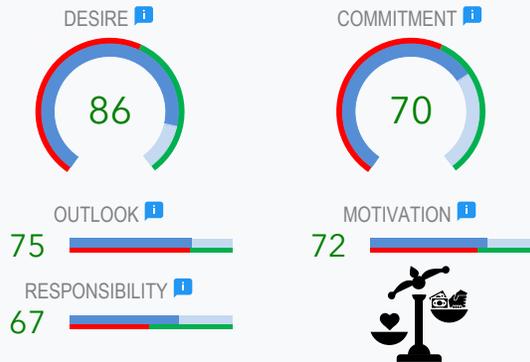
WHAT KIND OF TRAINING WOULD YOU BENEFIT FROM?

Now that we have looked at the areas you need to develop, the next step is to look at what, specifically, you will require in terms of sales training. In the list below we have provided a framework for a modular sales training curriculum:

- Prospecting (Hunting)
- Closing the Sale (Closing)
- Introducing a Milestone-Centric Sales Process (Sales Process)
- Living in CRM (CRM Savvy)
- Leveraging Social Media for Sales (Social Selling)
- Differentiating and First Impressions (Sales Posturing)
- Key Account Management (Farming)

This dashboard shows the individual's scores in the 21 Core Competencies that we measure, and is intended to be used by management for coaching and development only. It is not intended to be shared with the individual who was evaluated. Sales Percentile shows how this individual's scores compare to other individuals OMG has evaluated.

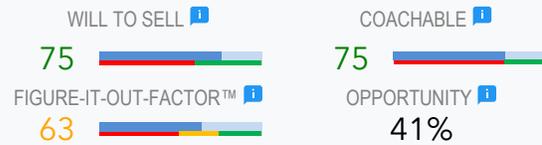
The Will to Sell Competencies



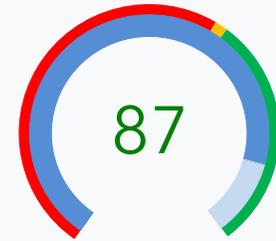
Sales Percentile™



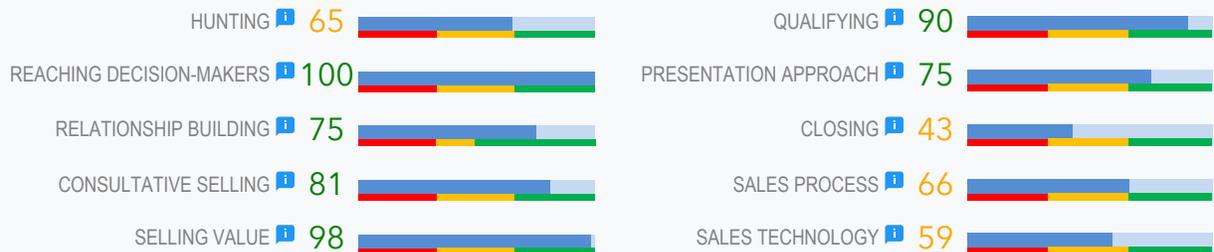
Development



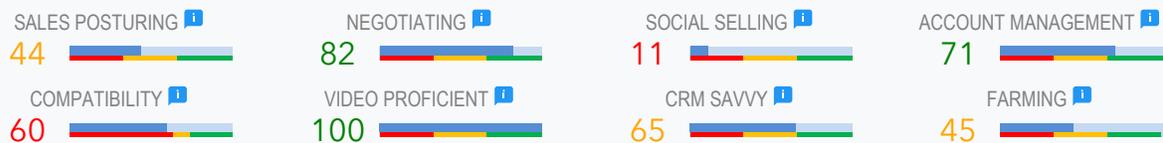
Sales DNA Competencies



Selling Competencies



Other Scores



 The Hunting Competency	65
✓ 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	

 The Reaching Decision-Makers Competency	100
✓ Calling on Actual Decision Maker (from Sales Insights)	
✓ Calling on Actual Decision Maker (from Pipeline Analysis)	
✓ 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	

 The Relationship Building Competency	75
✓ Quickly Develops Rapport	
✗ Relationship Is Key Factor in Winning Business	
✓ Relationships Generate New Business	
✓ Develops Strong Relationships over Time (from Sales Insights)	
✓ Develops Strong Relationships over Time (from Pipeline Analysis)	
✓ Customers Follow to New Companies	
✓ Believes That Making Friends Is Single Greatest Asset	
✗ Extroversion Supports Relationship Building	

 The Consultative Selling Competency	81
✓ Able to Stay in the Moment	
✓ Uncovers Reasons to Buy (from Sales Insights)	
✓ Uncovers Reasons to Buy (from Pipeline Analysis)	
✓ 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 (from Sales Insights)	
✗ Takes Nothing for Granted (from Pipeline Analysis)	
✗ Manages Appropriate Amount of Patience	
✓ Understands How Prospects Will Buy	
✓ Develops Strong Relationships	
✓ Presenting at Appropriate Times	
✗ Healthy Skepticism	

 The Selling Value Competency	98
✓ Focused on Value over Price (from Sales Insights)	
✓ Focused on Value over Price (from Pipeline Analysis)	
✓ 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	

 The Qualifying Competency	90
✓ Meets with Decision Maker	
✓ Uncovers Actual Budget (from Sales Insights)	
✓ Uncovers Actual Budget (from Pipeline Analysis)	
✓ Will Discuss Finances (from Sales Insights)	
✓ Will Discuss Finances (from Pipeline Analysis)	
✓ Knows Decision-Making Process	
✗ Can Influence the 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 (from Sales Insights)	
✓ Not Vulnerable to Competition (from Pipeline Analysis)	

 The Presentation Approach and Context Competency	75
✓ 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 (from Sales Insights)	
✗ Not Compelled to Propose or Quote (from Pipeline Analysis)	
✓ Asks Enough Questions	
✓ Takes Nothing for Granted	

 The Closing Competency	43
✗ Gets Prospect to Agree to Make a Decision (from Sales Insights)	
✗ Gets Prospect to Agree to Make a Decision (from Pipeline Analysis)	
✓ 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	

 The Milestone-Centric Sales Process Competency	66
✓ 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	

 The Embracing Sales Technology Competency	59
The CRM-Savvy Competency	65
The Mastery of Social Selling Competency	11
The Video Proficient Competency	100

 **The CRM-Savvy Competency** 65

- ✓ 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

 **The Mastery of Social Selling Competency** 11

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

 **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

 **The Building Trust Competency** 52

- ✗ Gains Trust Early
- ✗ High Integrity Seller
- ✓ Customers Share Information Early
- ✓ Gets First Call from Customers
- ✓ Quickly Develops Rapport
- ✓ Likable

 **The Negotiating Competency** 82

- ✓ Seeks Win/Win
- ✓ Willing to Walk
- ✗ Manages 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

 **The Sales Posturing Competency** 44

- ✓ Good Self-Image
- ✓ Quickly Develops Rapport
- ✗ Sales Optimism
- ✓ Sales Assertiveness (Consistently Assertive)
- ✗ Sales Empathy (Not Supportive)
- ✗ Appropriate Amount of Patience
- ✗ Will Build Trust
- ✓ Good Listener
- ✗ Healthy Skepticism

 **The Working Remotely Competency** 37

- ✗ Works Independently
- ✗ Effective Time Management
- ✓ Self-Starter
- ✗ CRM Savvy
- ✓ Video Proficient

 **The Account Management Competency** 71

- ✓ 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

 **The Farming Competency** 45

- ✗ 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

 **Motivation** 72

- Intrinsic
- Extrinsic
- Altruistic
- ✓ Enjoys Selling
- ✓ Has Personal Goals
- ✓ Has Written Personal Goals
- ✗ Has Written Personal Goals with Date
- ✓ Meaningful Goals
- ✓ Plan for Reaching Personal Goals
- ✓ System to Track Progress

Motivational Tendencies - Greg prefers

- Loving to win **more than** hating to lose
- Spending money first to create pressure to perform **instead of** self-rewarding performance
- Being pressured **instead of** self-pressure
- Being closely managed **instead of** self-management
- Competing against others **over** self-competition
- Recognition **over** satisfaction

 **Self-Limiting Beliefs** 87

- ✗ It is more difficult to sell in the manufacturing industry than in other industries.
- ✗ We cannot sell more widgets business because we are already working as hard as we can.
- ✗ Consultative selling doesn't work in our industry because prospects and customers only want us to demonstrate, present and provide proposals and / or quotes.
- ✗ I understand when my prospects want to comparison shop
- ✗ I need to educate my prospects
- ✗ I have a long sales cycle
- ✗ I'm uncomfortable with certain aspects of selling
- ✗ Prospects are honest
- ✗ Any lack of results is due to my competitors

 **Supportive Buy Cycle™** 71

- ✓ Does Not Think Over Purchases
- ✗ Does Not Research
- ✓ Does Not Price Shop
- ✗ Does Not Comparison Shop
- ✓ High Threshold for Money

 **Selling Profile Compatibility** 60

- ✓ *The individual is comfortable with the requirement in your selling profile.*
- ✗ *The individual is not comfortable with the requirement in your selling profile.*
- *The individual is comfortable with an aspect of the selling profile that is not required.*

Primary Market

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

Prospects by Title
<ul style="list-style-type: none"> — Ownership or C Level ✓ Management Level ● Business Users ● Consumers
Resistance
<ul style="list-style-type: none"> — No resistance — Very little resistance — Moderate resistance ✓ Lots of resistance
Competition
<ul style="list-style-type: none"> ✓ Tremendous Competition ● Regular competition — Occasional competition — We are the only game in town
Pricing
<ul style="list-style-type: none"> ● We are usually higher — We are usually competitive ✗ We are usually lower
Average Order
<ul style="list-style-type: none"> — Under \$US1,000 — \$US1,000 - \$US25,000 ✗ \$US25,000 - \$US250,000 ● Over \$US250,000
Product Sold
<ul style="list-style-type: none"> ● Custom engineered solutions — Conceptual services ✗ Products we can demonstrate — Commodities
Sales Cycle
<ul style="list-style-type: none"> — A one call close — Two to three calls ✓ 3-6 months ● More than 6 months
Customer Development
<ul style="list-style-type: none"> — Sell them and move on ✓ Sell them on a regular basis — Sell them and renew yearly ● Sell them and service them
Priorities
<ul style="list-style-type: none"> — Hunting required ● Mostly hunting ✓ Some hunting required — No hunting
Closing
<ul style="list-style-type: none"> ✓ Salesperson will do the closing — Salesperson will plant seeds — Inside people do the closing — Someone else does the closing
Presentations
<ul style="list-style-type: none"> ● Once to a single decision maker ● Once to a group ✗ Multiple times to individuals ● Multiple times to a group
Product Quality
<ul style="list-style-type: none"> ● Top of the line ✗ Middle of the pack — A little behind ● Different
Pressure
<ul style="list-style-type: none"> ● High ✗ Medium — Low — None

Supervision
<ul style="list-style-type: none"> — Micro managed ✗ Closely managed ● Seldom managed — Not managed
Company
<ul style="list-style-type: none"> ✗ Small professional firm — Small to medium sized business ● Large business ● Major corporation
Compensation
<ul style="list-style-type: none"> ● All salary — Straight commission ● Mostly salary with some commission ✗ Mostly commission with some salary
Selling Environment
<ul style="list-style-type: none"> ● Turbulent and ever changing ● Downsizing and turnover ● Rapid growth and expansion ✗ Very calm and stable
Location
<ul style="list-style-type: none"> ● 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
<ul style="list-style-type: none"> ● Have an Entrepreneurial Mindset — Not Have an Entrepreneurial Mindset ✓ It does not matter
Selling Methods
<ul style="list-style-type: none"> — On the phone ✓ Face to Face — At trade shows
Channel
<ul style="list-style-type: none"> ✓ Directly to the Customer / Client — Through someone who sells to our Customer / Client
Decision Factor
<ul style="list-style-type: none"> ✓ are buying what we sell but must choose from whom to buy (Why me?) ● haven't planned to buy what we sell (Why?)
Networking
<ul style="list-style-type: none"> — Social Selling — Traditional Networking — Either of the above ✓ Both Social Selling AND Traditional Networking — These skill sets are not required
Leads
<ul style="list-style-type: none"> — 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

Value Proposition
<ul style="list-style-type: none"> ✓ Text was typed by the individual, and is shown exactly as entered.
We produce the best widgets.

Elevator Pitch
<ul style="list-style-type: none"> ✓ Text was typed by the individual, and is shown exactly as entered.
Our core focus is on quality. No one produces a better widget than ABC Company.
Intangibles
<ul style="list-style-type: none"> ● Lives Off of an Endless Number of Quality Referrals
Scoring Confidence
51 Testing Time (Average 46)
0 Restarts