

Objective  
Management  
Group

# Tina Johnson

ABC Company

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Sales Management  
Insights

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This analysis presents insights that explain how the ways you think and act may affect success in sales management. Please keep in mind that areas for growth are sales management-specific and not a critique of you as an individual. Acceptable sales management values may differ significantly from your personal values, beliefs, and expectations.

There may be sales management competencies that are not applicable to your current role, however you may find them helpful for future growth.

Remember, you are being compared to the top sales managers in the world. This analysis identifies the gaps you'll need to close to achieve world class sales management performance also.

# Core Competency Groups

OMG's Core Competencies are divided into three Competency Groups. Will to Manage measures an individual's sales-specific drive to successfully manage their sales team, Sales DNA measures the core underlying beliefs and actions that either support or limit sales management success, and Tactical Competencies measure skills and abilities necessary throughout the sales lifecycle.

## Will to Manage

- » Desire
- » Commitment
- » Outlook
- » Responsibility
- » Motivation

## Sales DNA

- » Doesn't Need Approval
- » Stays in the Moment
- » Supportive Beliefs
- » Supportive Buy Cycle
- » Comfortable Discussing Money

## Tactical

- » Coaching
- » Motivating
- » Accountability
- » Recruiting
- » Pipeline Management
- » Relationship Building
- » Closing
- » Sales Process
- » Sales Technology
- » Team-Focused

# Will to Manage

The Will to Manage Competencies measure a sales manager's overall drive to achieve success in sales management. Without strong Will to Manage, it is difficult for an individual to change their habits or learn new skills.

**When this is an Opportunity for Growth, an individual might...**

**When this is a Strength, an individual might...**

**Desire**



tend to prioritize non-sales activities, lack urgency, or lack concern about sales results.

feel urgency to take action, prioritize sales results, or care deeply about achieving sales results.

**Commitment**



give in to discomfort, avoid difficult selling scenarios, or not do what is required to achieve sales quota.

persevere in selling to a difficult prospect, push forward despite their own discomfort, or do what is required to achieve sales quota.

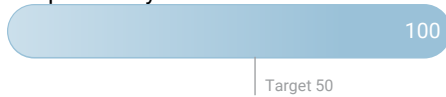
**Outlook**



feel frustrated, demotivated, or distracted by their career prospects.

feel positive, focused, and appreciative about their career prospects.

**Responsibility**



rationalize poor sales results by pointing to the economy, the competition, or the company.

hold themselves accountable for any lack of sales results.

**Motivation**



not have a meaningful dream or goal to fuel the work they do to achieve sales success.

have a compelling dream or goal to drive sales performance.

DOESN'T NEED APPROVAL

STAYS IN THE MOMENT

SUPPORTIVE BELIEFS

SUPPORTIVE BUY CYCLE

COMFORTABLE DISCUSSING MONEY

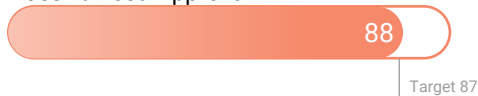
# Sales DNA

The Sales DNA Competencies measure a sales manager's beliefs and actions that support or limit success in sales management. Sales managers are often unaware of how their biases can negatively impact their coaching of their sales team.

**When this is an Opportunity for Growth, an individual might...**

**When this is a Strength, an individual might...**

## Doesn't Need Approval



avoid asking lots of questions or challenging the status quo, because they worry about upsetting their customer.

be able to ask tough questions and challenge their customers to earn their respect.

## Stays in the Moment



find it difficult to capture what their prospects are saying because their self-talk captures their attention.

be able to remain objective and actively listen to their prospects and customers.

## Supportive Beliefs



put constraints on their actions because of negative sales-specific self-talk.

feel empowered to take positive action without being sabotaged by negative sales-specific self-talk.

## Supportive Buy Cycle



side with their prospect's objections to price, desire to comparison shop, or indecision because it is similar to how they buy.

be able to push back over price objections, competition, and indecision.

## Comfortable Discussing Money



skip the conversation about purchase budget because they find it too uncomfortable.

lean into discussions about budget and/or how to find funding that isn't readily available.

# Supportive Beliefs

OMG's research has found that high self-awareness is especially important for sales managers. Self-awareness helps you better understand the belief systems that you're consciously or unconsciously bringing into interactions with your salespeople or any customers you directly interface with. It also helps you understand how you might interpret a salesperson or client's response to you.

Below we've listed some Self-Limiting Beliefs that your responses indicated you hold, along with the corresponding Supportive Beliefs that you can develop with training and coaching.

Self-Limiting Belief		Supportive Belief
I don't need to manage my salespeople's daily activity	»	I am responsible for managing my salespeople's daily activities
I don't need to know what motivates my salespeople	»	It is important for me to understand my salespeople's personal goals and financial needs
I don't need to upgrade the sales force	»	It is important to regularly recruit new salespeople
Raising my people's self-esteem is not a high priority	»	I must encourage my salespeople to get the most from them
Prospects that need time to think before making a decision will eventually buy from us	»	Prospects that need time to think before making a decision will not end up doing business with us
My salespeople need to make presentations	»	My salespeople should make presentations to fully qualified prospects and only when necessary

DOESN'T NEED  
APPROVAL

STAYS IN THE  
MOMENT

SUPPORTIVE  
BELIEFS

SUPPORTIVE BUY  
CYCLE

COMFORTABLE DISCUSSING  
MONEY

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I don't need a strong relationship with my prospects in order to sell them



I am able to quickly develop strong rapport with prospects

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# Tactical

Tactical Competencies measure the capabilities necessary to successfully manage salespeople, along with core selling capabilities needed to coach salespeople.

**When this is an Opportunity for Growth, an individual might...**

**When this is a Strength, an individual might...**

## Coaching



believe that coaching means helping salespeople with pricing and technical questions on an ad hoc basis.

schedule multiple coaching conversations with salespeople each week to improve their skills and help them win more sales.

## Motivating



assumes their salespeople will be inspired by providing external motivation.

take an interest in what drives each salesperson towards success and use that to keep their salespeople motivated.

## Accountability



allow their salespeople to rationalize their results, not realizing that their excuses prevent them from improving.

empower their salespeople to take responsibility for their results, own their mistakes, and use those as coaching opportunities.

## Recruiting



accept under-performance over upgrading, and when hiring, select the first viable candidate instead of waiting for an A player.

regularly upgrade their sales teams, hire A players, and have a formal onboarding plan.

## Pipeline Management



pay attention to closeable opportunities rather than focusing on whether enough opportunities are entering the pipeline.

manage pipeline balance and velocity, conduct regular pipeline reviews, and use pipeline reports as coaching opportunities.

## Relationship Building



limit themselves to just rapport building and not make an effort to develop a lasting friendship.

nurture and develop strong relationships by proactively and consistently talking with a customer until they become a friend.



Closing



tend to accept stalling, and work to close the business through their follow-up efforts.

get a verbal agreement in advance of the expected closing call or meeting, and be certain of getting a decision.

Sales Process



proceed through a sales process based on how they think things are going and what they think they need to do next.

have a formal, staged, milestone-centric sales process that provides repeatable, predictable results.

Sales Technology



not be proficient with CRM, ignore LinkedIn, and choose face-to-face meetings over video.

be a daily user of CRM, frequent user of LinkedIn, and a regular user of video for sales calls and meetings.

Team-Focused



have very strong personal drive that sometimes takes priority over the sales team's needs.


prioritize the success of their salespeople and give credit for success to the team rather than themselves.

# Coaching


The Coaching Competency is the most critical part of a sales manager's responsibilities; it is also the most difficult skill set to learn and master.

<input type="radio"/>	Consistently Coaches	Your answers indicate that you are not consistently and frequently coaching your sales team.
<input checked="" type="radio"/>	Debriefs Efficiently	You debrief your salespeople on a regular basis, focusing on why they got a particular outcome and working backward to uncover the causes.
<input checked="" type="radio"/>	Asks Enough Questions	You understand the importance of not dominating the conversation, by frequently asking questions. Just as in selling, successful coaching requires frequent question-asking.
<input checked="" type="radio"/>	No Need for Approval from Salespeople	You aren't overly concerned with whether your salespeople like you, which allows you to coach them to be more effective.
<input type="radio"/>	Able to Stay in the Moment	While selling, you may find yourself becoming emotionally involved in situations, causing you to listen to your own inner voice instead of the customer. By improving this tendency, you will be able to more effectively coach your salespeople.
<input type="radio"/>	Effective Sales Process	By addressing areas for growth in the Sales Process Competency, you will be a more effective coach to your salespeople.
<input type="radio"/>	Passion for Coaching	Your answers indicate that you generally don't spend your time coaching salespeople.


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 Beliefs Support Coaching Your beliefs related to sales management tend to be strongly aligned with the role and importance of coaching.


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 Uncovers Compelling Reasons to Buy While selling, you have been effective at uncovering prospects' compelling reasons to buy. As this is a critical factor in Consultative Selling, this makes you a more effective coach to your salespeople.


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 Knows How People Buy Your strength in getting prospects to tell you how they will reach a buying decision allows you to coach your salespeople to be more effective.


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 Doesn't Rescue the Salespeople Your willingness to let salespeople fail gives them the opportunity to learn from their mistakes.

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 Effective at Getting Commitments You sometimes are unable to get your prospects to agree when they will make a decision. By improving your personal skills in this area, you will be able to coach your salespeople to be better at it as well.

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 Handles Joint Sales Calls Effectively You take an effective approach to joint calls, avoiding sharing the call and instead observing the call and then providing feedback.

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# Motivating

The Motivating Competency measures how effectively a sales manager understands what motivates their salespeople and how they can keep them motivated.

<input type="radio"/>	Knows What Motivates Salespeople	By learning what uniquely motivates your salespeople, you will likely find that they will work harder and more effectively because their actions will support their goals.
<input type="radio"/>	Gives Recognition	By more regularly praising your salespeople when they are positively performing, you can raise their self-image and may find that they are more effective.
<input type="radio"/>	Runs Effective Sales Meetings	By making a conscious effort to include motivation in your sales meetings, you can help ensure the motivation of your salespeople does not wane and protect against negative sentiment.
<input type="radio"/>	Beliefs Support Motivation	Some of your beliefs related to sales management tend to be misaligned with the role and importance of motivating your sales team.
<input checked="" type="radio"/>	Good Self-Image	Your strong self-image helps you be brave while selling, and it also helps you motivate your salespeople.
<input type="radio"/>	Develops Strong Relationships	By addressing your areas for growth in the Relationship Building Competency, you will be able to build stronger bonds with your salespeople that will provide insights into how you can motivate them.



**Takes Responsibility**

Your tendency to consistently take responsibility helps motivate your salespeople, as they know that you will not blame them for negative sales outcomes.



**Doesn't Accept Mediocrity**

You have high expectations for your salespeople and don't accept mediocre performance, even if that makes your salespeople unhappy with you.










**Has Goals and a Plan**

By improving your personal goals management system, you can also motivate your salespeople to be more goal oriented.

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# Accountability

The Accountability Competency measures if a manager holds their salespeople accountable to measurable, forward-looking metrics. By using forward-looking indicators rather than lagging indicators, especially with longer sales cycles, you can make adjustments and mid-course corrections.

	<b>Manages Behavior</b>	You can improve your ability to hold your salespeople accountable by measuring their success based on KPI's related to daily behaviors, as opposed to lagging activities such as sales.
	<b>Doesn't Accept Mediocrity</b>	You are not willing to accept mediocrity, even if that means salespeople may be unhappy with you.
	<b>Takes Responsibility</b>	Your tendency to take responsibility when you don't achieve results helps you hold your salespeople accountable when they don't meet expectations.
	<b>No Need for Approval from Salespeople</b>	You are able to hold your salespeople accountable without worrying about how that might affect whether they like you.
	<b>Beliefs Support Accountability</b>	Your beliefs related to sales management tend to be strongly aligned with the role and importance of holding salespeople accountable.
	<b>Asks Enough Questions</b>	You have good listening skills, which encourages your salespeople to share their concerns, frustrations, expectations, problems, and feelings with you, and in turn helps you hold them more accountable.
	<b>Manages Pipeline</b>	Your strengths in the Pipeline Management Competency support your ability to hold your salespeople accountable.

# Recruiting

The Recruiting Competency measures an individual's abilities to interview and select salespeople who will positively contribute to the organization.

	Hires the Best Person for the Position	You don't accept mediocrity from your salespeople, even if that means they may be unhappy with you. This same trait will help ensure that you are recruiting top-quality candidates.
	Great Interviewing Skills	You understand the importance of not dominating the conversation by frequently asking questions, which helps you prioritize learning about candidates over telling them about your company.
	Uses Correct Hiring Criteria	When selecting salespeople, you appropriately prioritize a candidate's selling abilities over other factors.
	Upgrades the Sales Force	You tend to think of recruiting as something done when someone needs to be replaced or the team needs to be expanded, as opposed to an ongoing process that helps you continually upgrade the quality of the sales force.
	No Need for Approval from Salespeople	Your strength in the Doesn't Need Approval Competency helps you ask tough questions while interviewing candidates.
	Recruits Consistently	You recruit regularly and also look for ways to improve with each hire, ensuring you have a solid bench to replace salespeople and allowing you to interview from a position of strength rather than weakness.



Good Decision Maker

You are decisive. While recruiting, this helps you act quickly to recruit the best talent.



Beliefs Support Recruiting

Your supportive beliefs help you more effectively recruit salespeople.



Develops Strong Relationships

Improving your Relationship Building Competency could allow you to engage more quickly and deeply with candidates.

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# Pipeline Management

The Pipeline Management Competency measures how thoroughly and effectively a sales manager will manage the pipeline and coach from the pipeline.



Focused on Keeping Pipeline Full

You appropriately place more emphasis on keeping the pipeline full than ensuring opportunities close, managing specific opportunities, or focusing on non-pipeline-related issues.



Properly Utilizing Pipeline Metrics

You view the pipeline as more than just a tool for forecasting or reporting, but also a tool for coaching, accountability, and regular review.



Focused on Best Pipeline Metrics

You prioritize pipeline metrics centered around filling the pipeline or moving opportunities through the pipeline, as opposed to quality, quantity, or how closeable opportunities are.



Focuses on New or Stalled Business

You do an excellent job focusing on stalled business and generating new business, as opposed to closing business or ongoing business.



Regularly Reviews Pipeline

Your prioritization of frequent reviews gives you real-time meaningful insights into the health of your pipeline.



Spends Proper Time on Pipeline Reviews

You spend an appropriate amount of time to thoroughly review the pipeline.

# Relationship Building

The Relationship Building Competency measures an individual's ability to quickly begin, nurture, and develop strong relationships over time.

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Quickly Develops Rapport      You sometimes have trouble quickly developing rapport during the first conversation with prospects, making it more challenging to develop relationships with them.

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Relationship Is Key Factor in Winning Business      You indicated that you sell in an industry where relationships are the key factor in getting, maintaining, and growing business. This may limit your ability to develop qualified opportunities.

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Relationships Generate New Business      You report not receiving regular referrals and introductions that convert to business. This may indicate that you need to strengthen your relationships with customers.

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Develops Strong Relationships over Time      You may be developing rapport with customers, but it does not appear that you are developing long-term ongoing relationships with them.

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Customers Follow to New Companies      You indicated that you have had past customer relationships strong enough that the customer has followed you to a new job.

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Believes That Making Friends Is Single Greatest Asset      You indicated that there are other aspects of your job that are more important than making friends with prospects and customers. This can make it more difficult for you to build the relationships needed with your customers.

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**Extroversion Supports Relationship Building**

Your self-indicated tendency to be extroverted can be a supportive factor in building strong relationships.

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# Closing

The Closing Competency measures an individual's ability to get commitments and decisions when an opportunity becomes closable.

<input type="radio"/>	Gets Prospect to Agree to Make a Decision	Your answers show that you can shorten your sales cycle by getting your prospects to agree when decision-making will take place.
<input checked="" type="radio"/>	Will Meet with the Decision Maker	Your strength in the Reaching Decision Makers Competency ensures you are talking to the right people to be able to close opportunities.
<input type="radio"/>	Will Find a Way to Close	Before trying to close an opportunity, you should ensure that your prospects have agreed to make a decision.
<input checked="" type="radio"/>	Not Likely to Take "Think it Overs"	A positive aspect of your Buy Cycle is that you don't tend to mull over purchases. This makes it easier for you to push back when prospects ask for time to think over their purchase.
<input type="radio"/>	Unlikely to be Derailed by Put-Offs	You may be too accepting of prospects' stalls when you are attempting to close an opportunity.
<input type="radio"/>	Manages Appropriate Amount of Patience	It is important not to be too patient with prospects at closing time, as it can cause you to accept put-offs.
<input checked="" type="radio"/>	Closing Urgency	You appropriately push back when your prospect asks you to follow up later about a final purchasing decision.



Isn't Hoping to be Liked

Your strength in the Doesn't Need Approval Competency helps you push deals over the finish line.



Will Stay in the Moment at Closing Time

You may, at times, find your emotion connection to deals clouding your ability to remain objective when trying to close an opportunity.



Won't Make Inappropriate Quotes

If possible, try to only create quotes and proposals when you are likely to win the business, and otherwise ask more questions and try to get a firm commitment.

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# Sales Process

The Sales Process Competency measures an individual's ability to follow the proper sequence of stages and milestones of a structured sales process.

<input checked="" type="radio"/>	Follows Stages and Steps	The sales process you follow or are most comfortable with includes appropriate stages or steps.
<input checked="" type="radio"/>	Process Has Most Key Milestones	The sales process you indicated you follow has the key milestones necessary to be effective.
<input type="radio"/>	Process Has Adequate Sequence	The sales process you follow or are most comfortable with lacks an effective sequence of activities.
<input type="radio"/>	Consistent and Effective Results	You indicated that your sales process does not produce consistent and effective results.
<input checked="" type="radio"/>	Little Wasted Time	You are able to minimize the time you waste with prospects that don't buy from you, which is likely the result of following a strong sales process.
<input checked="" type="radio"/>	Has and/or Follows an Effective Process	The sales process you follow or are most comfortable with would generally be considered a true sales process as opposed to a series of activities.
<input type="radio"/>	Uses an Effective Approach	The sales process you follow or are most comfortable with consists of activities that are unlikely to lead to predictable sales results.



Relationship-Based

Based on some of the room for growth in the Relationship Building Competency, you may find encounter challenges if your sales process requires building a strong relationship with prospects in order to win the business.



CRM Savvy

Your strong CRM skills support your adherence to a structured sales process.



Strategic Use of Sales Scorecard

You indicated that you regularly use a scorecard that predicts the likelihood of winning business as part of qualifying prospects.

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# Sales Technology

The Sales Technology Competency measures an individual's ability to successfully leverage CRM, professional social media, and video selling tools.



CRM Savvy

You have experience with CRM and embrace it as a necessary part of sales success.



Social Selling

Your responses indicate that you lack the experience to effectively use social media tools or the passion to use it for business development purposes.



Video Proficient

You indicated that you lack some of the skills necessary to effectively sell via video and/or dislike selling over video.



# Other

These Competencies measure capabilities that may not apply to all sales managers. The importance of these competencies will depend on the manager's personal involvement in sales.

**When this is an Opportunity for Growth, an individual might...**

**When this is a Strength, an individual might...**

## Consultative Selling



present earlier in the sales process than is prudent, before learning about the prospect's problems, consequences, and reasons for buying from them.

uncover compelling reasons for prospects and customers to buy from them by using active listening skills to ask good, tough, and timely questions.

## Selling Value



talk about their service's value without personally being part of the value, leading to a buying decision based on price.

position themselves as a trusted advisor and provide the customer with crucial solutions unavailable elsewhere.

## Qualifying



tend to prematurely prepare a quote, proposal, or presentation.

ask about everything that could possibly derail an opportunity before determining that it is fully qualified.

## Sales Management Posturing



appear to lack authority or make a negative first impression.

make a good first impression by being positive, confident, and memorable.

## Negotiating



attempt to persuade customers for a short time and then agree with their customer's demands.

be willing to walk away, ask questions, and seek a win-win outcome.

## Account Management



take their customers for granted, and/or be content with incremental account growth

actively service the account, proactively solve problems, and nurture the customer relationship to maintain that account's business.

## Farming



have relationships that aren't strong enough to leverage for an increase in a customer's revenue.

leverage their good relationships with stakeholders at a customer to achieve account growth.

# Consultative Selling

The Consultative Selling Competency measures to what degree an individual has developed the ability to actively listen and ask an appropriate number of relevant, challenging, and timely questions to uncover a prospect's compelling reasons to buy.

<input type="radio"/>	Able to Stay in the Moment	When a prospect catches you by surprise or raises an objection, you may find yourself worrying or preparing a rebuttal. This can cause you to lose objectivity and control of the conversation.
<input checked="" type="radio"/>	Uncovers Reasons to Buy	You are able to successfully listen to your prospects and learn why they would make a purchase.
<input checked="" type="radio"/>	Reasons to Buy Are Compelling	You are able to uncover truly compelling reasons that might cause your customer to act quickly.
<input type="radio"/>	Able to Listen/Ask with Ease	By being careful not to dominate the conversation, you can improve your ability to sell consultatively.
<input checked="" type="radio"/>	Asks Enough Questions	You understand the importance of not dominating the conversation. Asking lots of questions gives prospects an opportunity to share their concerns, opinions, frustrations, problems, and budget.
<input checked="" type="radio"/>	Asks Great Questions	Your ability to ask great questions helps you uncover important information, differentiates you from your competition and shortens the sales process.

Gets Prospects Past "Nice to Have" You are able to get prospects to view what you are selling as something they **MUST HAVE**, as opposed to something that is nice to have.

Able to Ask Tough Questions Your strength in the **Doesn't Need Approval Competency** supports your ability to ask tough questions, have meaningful conversations, and differentiate yourself from other salespeople.

Takes Nothing for Granted You tend not to make assumptions, which helps you ask better questions and discover more about a prospect's needs.

Manages Appropriate Amount of Patience It is important not to be too patient with prospects while you move them through your pipeline, as it can cause you to accept put-offs.

Understands How Prospects Will Buy You are able to get prospects to share with you how they will reach a decision to buy from you.

Develops Strong Relationships There is room for improvement in your **Relationship Building Competency**, which may also impede your ability to sell consultatively.

Presenting at Appropriate Times Your responses show that you have good intuition for when to present and when to have a two-way conversation with a customer.

Healthy Skepticism You are not overly trusting of your prospects, allowing you to get more accurate answers to tough questions.

# Selling Value

The Selling Value Competency measures an individual's capabilities for selling value instead of focusing on price.

●	Focused on Value over Price	Your tendency not to shop around for the best price helps you avoid being sympathetic to prospects who want to compare your price with competitors. In doing so, you are able to better keep the conversation on value as opposed to price.
●	Will Discuss Finances	Your comfort discussing finances allows you to have in-depth conversations to determine exactly how much your prospect will spend and navigate challenging budget issues.
●	High Threshold for Money	Your supportive Buy Cycle prevents you from being sympathetic to prospects and customers when they push back on the cost of what you are selling.
●	Attempts to Sell Value	Your tendency to hold firm when a prospect asks for a lower price helps you keep the focus of conversations on value as opposed to price.
●	Sales Process Supports Selling Value	Your sales process consists of the important milestones that support identifying value opportunities for your prospects.
●	Learns Why Prospects Will Buy	You do a great job listening to customers to determine why they will make a purchase, which helps you keep the conversation on those reasons instead of price.



Doesn't Need Approval

Your strength in the Doesn't Need Approval Competency helps you push back when a prospect is focused more on price than value.



Asks Great Questions

You ask great questions that uncover insights that help you find ways to sell on value over price.



Asks Enough Questions

Your tendency to ask lots of questions will help you uncover opportunities to help prospects focus on the value of your solution as opposed to the price.



Avoids Making Assumptions

You tend to not make assumptions, which helps you dig deeper into a prospect's needs and discover opportunities to articulate the value of your solution.



Quickly Develops Rapport

You sometimes have trouble quickly developing rapport with prospects, which may get in the way of you getting the prospect to focus on the value of your solution over its price.



Not Compelled to Quote

By limiting how many quotes or proposals you create, you may be able to more effectively keep your conversations focused on value instead of price.

# Qualifying

The Qualifying Competency measures how thoroughly and effectively an individual qualifies their prospect's ability to buy from them, assuring more accurate forecasts.

<input checked="" type="radio"/>	Meets with Decision Maker	Your strength in the Reaching Decision-Makers Competency helps you get the information you need to fully qualify opportunities.
<input checked="" type="radio"/>	Uncovers Actual Budget	Your answers show that you have been successful at getting prospects to share how much money they can spend, allowing you to properly qualify the opportunity.
<input checked="" type="radio"/>	Will Discuss Finances	You are comfortable talking about money with prospects, which is critical to determining whether an opportunity is qualified to move forward in the sales process.
<input checked="" type="radio"/>	Knows Decision-Making Process	You are able to successfully get prospects to disclose the process they will use to decide whether to buy from you.
<input type="radio"/>	Can Influence the Decision-Making Process	Your responses show that you may struggle to change a customer's unfavorable or complex decision-making process.
<input checked="" type="radio"/>	Handles High-Ticket Pricing OK	You are comfortable handling customers' objections to a solution costing a lot of money.
<input checked="" type="radio"/>	Need to Be Liked Doesn't Get in the Way	Your strength in the Doesn't Need Approval Competency helps you hold your ground on fully qualifying opportunities before moving them forward in the sales process.



Able to Stay in the Moment

Your answers indicate that your emotional connection to opportunities tend to cloud your ability to properly and objectively qualify them.



Self-Limiting Beliefs Won't be an Obstacle

Your Supportive Beliefs help ensure that you are objectively qualifying opportunities.



Knows Why They Would Buy

You are able to uncover the truly compelling reasons why a prospect would buy from you.



Asks about Everything

Your ability to avoid making assumptions and rely on factual information helps you objectively qualify opportunities.










Not Vulnerable to Competition

A strength in your personal Buy Cycle is that you don't tend to comparison shop. This ensures that when a prospect wants to comparison shop, you are more likely to push back.

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# Sales Management Posturing

The Sales Posturing Competency measures an individual's ability to make positive first impressions, differentiate themselves, and be memorable.

	Good Self-Image	Your strong self-image helps to maintain a sense of being rejection-proof and makes you memorable relative to competitors.
	Quickly Develops Rapport	It generally takes you more than one meeting with a prospect to build rapport.
	Sales Optimism	Your tendency to expect positive outcomes in selling situations helps make a positive impression on prospects and makes them more comfortable with you.
	Sales Assertiveness	Being either too confident or too timid with customers makes it difficult to push back or challenge customers in a manner that is both strong and kind.
	Sales Empathy	It is important to empathize with a prospect's problems without also empathizing with their stalls or objections.
	Appropriate Amount of Patience	Your tendency to be patient with prospects and customers may make them comfortable, but it may not leave them with the impression that you can confidently offer solutions to solve their problems.
	Healthy Skepticism	You are not overly trusting of prospects, which makes you more comfortable asking questions, making you more memorable.



# Negotiating

The Negotiating Competency measures an individual's ability to effectively negotiate terms, prices, and conditions throughout the sales process.

<input type="radio"/>	Seeks Win/Win	You indicated that you aren't always able to achieve "win/win" outcomes while negotiating, where both the company and the customer get something they want.
<input type="radio"/>	Willing to Walk	You may be uncomfortable walking away from negotiations if they are not going well.
<input type="radio"/>	Manages Appropriate Amount of Patience	Your responses show that you tend to be too patient with prospects while negotiating, and often accept stalling tactics such as put-offs.
<input type="radio"/>	Able to Listen/Ask with Ease	Your answers indicate that you may dominate the conversation during a negotiation instead of listening for opportunities for an advantageous outcome.
<input type="radio"/>	Able to Stay in the Moment	Your emotional connection to opportunities may at times cloud your ability to successfully negotiate.
<input type="radio"/>	Goal Oriented	You are missing one or more attributes related to personal goal management. Having a highly disciplined goal management system will also help you successfully negotiate complex situations.
<input checked="" type="radio"/>	Problem Solver	You tend to think of solutions, as opposed to worrying about problems or getting consumed by them.

**Doesn't Need to be Liked**

You are willing to accept that a negotiation may negatively impact how much a customer likes you.

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**Rejection Proof**

Your ability to swiftly recover from rejection allows you to respond swiftly during negotiations.

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**Selling Value**

Your strength in the Selling Value Competency helps you identify positive outcomes in negotiations.

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**Will Discuss Finances**

You have the ability to discuss money with a great deal of ease. This allows you to negotiate aspects of an opportunity related to money or challenge a prospect's money-related pushback.

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# Account Management

The Account Management Competency measures an individual's ability to manage, maintain, and grow multiple assigned accounts.



Has Strong Relationships

The traits you are missing in the Relationship Building Competency also tend to limit your success in forming the long-running relationships necessary in account management.



Will Handle Organizational Politics

When a customer exhibits unpredictable behavior, you might have a tendency to make assumptions. Forming the habit of questioning why your customers behave the way they do can help you uncover hidden opportunities and overcome obstacles.



Will Make Friends Everywhere

You don't generally prioritize customers being your friend and/or liking you. This serves you well in other areas of sales but isn't always supportive for longer account management relationships.



Will Follow Up Often

Your tendency to follow up often with customers helps ensure that they will view you as a trusted resource and provides you with more opportunities to develop additional opportunities.



Will Meet/Talk with Decision Makers

Your strength in the Reaching Decision Makers Competency also helps account managers move beyond their usual contact to the actual decision maker when needed.



Will Know the Real Budgets

You are able to get your customers to share their budget with you, which can help an account manager uncover additional opportunities.



Won't Feel Urgency to Close Business

While pushing customers to make a decision is usually important in sales, it is less important in account management and could alienate your customers.



Won't Alienate People

You scored highly in the Doesn't Need Approval Competency. While this is helpful in most areas of sales, it can run the risk of alienating customers when you are seen as their go-to account manager.



Will Focus on Current Accounts Rather than Looking for New Accounts

As indicated in the Hunting Competency, you are not very strongly driven to hunt for new customers. As it applies to account management, this is a positive trait, as it allows you to focus on managing existing customers as opposed to hunting for new ones.

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# Farming

The Farming Competency measures an individual's ability to grow a small number of key accounts.

<input type="radio"/>	Attempts to Close	Your responses show that you don't always place tremendous importance on getting a customer to agree to make a decision, which is an important step in getting more business from existing customers.
<input checked="" type="radio"/>	Has Closing Urgency	If your customer asks you to follow up about a decision later, you appropriately push back to discover why.
<input checked="" type="radio"/>	Won't "Understand" Most Objections	The way you make purchases in your personal life is likely to help you avoid sympathizing with their objections.
<input type="radio"/>	Won't Panic Over Objections	When a customer catches you by surprise with an objection, you may fail to stay in the moment, which can lead to worrying about the objection as opposed to objectively addressing it.
<input checked="" type="radio"/>	Handles "It's a Lot of Money" Objection	You have a healthy perspective on value that allows you to respond appropriately when a customer objects to something costing a lot.
<input type="radio"/>	Won't Accept Put Offs	Your answers indicate that you may not object to put offs when scheduling a meeting with your customers or trying to close an opportunity.
<input type="radio"/>	Believes They Are Quickly Liked by Customers	You indicated that customers may not quickly like you or you may not quickly develop rapport. Working on building these quick connections will also help you gain more business from existing customers.



Won't Alienate Customers

You scored highly in the Doesn't Need Approval Competency. While this is helpful in most areas of sales, it can run the risk of alienating customers when your role is having a long-running relationship to farm additional business.



Unlikely to be Distracted by New Accounts

You don't seem to enjoy hunting for new customers. In the context of Farming, this allows you to place more energy on getting more business from existing customers.

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We hope this analysis has given you useful insights into your current sales-related skills and strengths – both the areas where you are already strongly competent as well as any areas in which you could benefit from training and development.