

Objective
Management
Group

Jean Martin

ABC Company

June 30, 2023

Sales Management
Candidate Assessment

ABC MANAGER
MODERATE DIFFICULTY
RECOMMENDED

This analysis provides your organization with insights that explain how the ways an individual thinks and acts may affect their success in sales management.

Summary insights for you include:

- A **dashboard** that summarizes all of the candidate's competency scores. Based on the candidate's scores, the dashboard will indicate that they are Recommended, Worth of Consideration, or Not Recommended for your role.
- The individual's **Alignment** attributes. Use this to assess how strong of a fit the individual is for the unique management priorities of your organization.

On the dashboard, you'll find an analysis of this individual's Sales Management Percentile, an aggregate score of OMG's Core Competencies.

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.

The dashboard also includes the individual's Development factors, Scoring Confidence, and Intangibles (if any were identified). Use the Development factors to understand how receptive an individual will be to coaching and how quickly they can ramp up in a new sales role; Use the Intangibles to understand additional factors which may be contributing to an individual's success; Use the Scoring Confidence score to gauge if the individual answered questions honestly.

While our recommendations have been statistically validated by an independent 3rd party, a sales-specific assessment should be one factor in your overall hiring process.



RECOMMENDED

Meets OMG Criteria YES
Meets Role Criteria YES

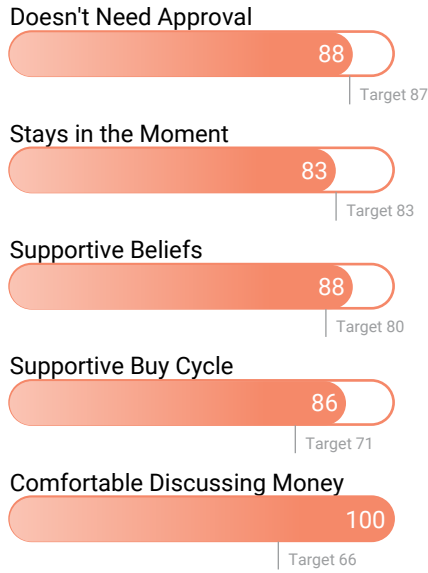
Will to Manage

89
Target 60



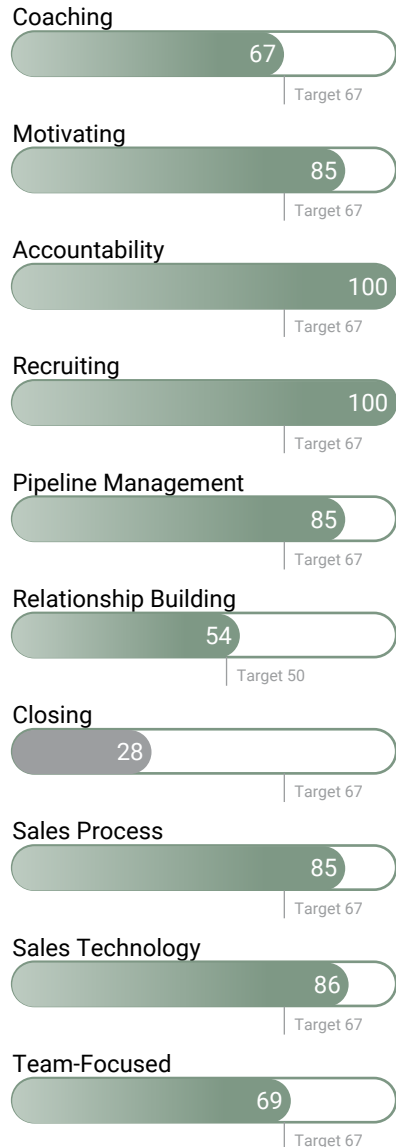
Sales DNA

89
Target 68



Tactical

76
Target 67

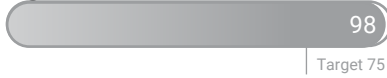


Development

Coachable



Figure-It-Out-Factor



Other

Consultative Selling



Selling Value



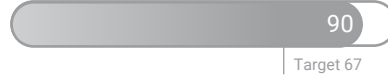
Qualifying



Sales Management Posturing



Negotiating



Account Management



Farming



Alignment



Scoring Confidence

High Confidence



Intangibles

Provides Award-Level Service

Extremely Well-Liked / Loved

Recommendation for an Interview

RECOMMENDED

Meets OMG Criteria YES

Meets Role Criteria YES

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

OMG Criteria

- Will to Manage Sales
- Meets minimum Sales Management DNA of 68 for difficulty level
- Has required coaching-specific selling skills
- Has required sales management skills

Role-Specific Criteria

- Profit as number one strategy
- Maintains personal sales (required)
- Create new channels
- Finding new business
- Firm pricing
- Strong prospecting (required)
- Price shopper protection
- Rejection-proof selling manager (required)

Coaching-Specific Selling Skills

In order to be Recommended, a sales management candidate must possess at least 4 of the following coaching-specific selling skills.

- Asks Great Questions
- Asks Enough Questions

-
- Effective Sales Process

 - Uncovers Compelling Reasons to Buy

 - Understands How Prospects Will Buy

 - Develops Strong Relationships

 - Avoids Purchasing at Start of Sales Process

 - Won't Accept Put-Offs
-

Sales Management Skills

In order to be Recommended, a sales management candidate must score at least 50% in the Coaching competency, and additionally score at least 50% in at least two of these competencies: Motivating, Accountability, Recruiting.

-
- Coaching

 - Motivating

 - Accountability

 - Recruiting
-

Interview Tips

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

Inquire about past or present professional sales management training that might account for the unusually strong test results.

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

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

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

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.

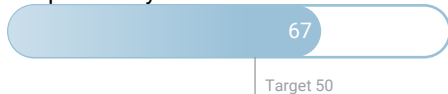
Outlook



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



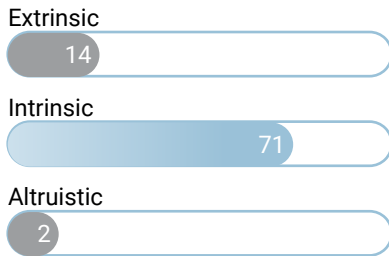
not have a meaningful dream or goal to fuel the work they do to achieve sales success.

have a compelling dream or goal to drive sales performance.

Motivation

95
Target 67

Motivational Style: Intrinsic



Motivational Attributes

- 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

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

88

Target 80

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 can't let a salesperson lose a piece of business | » | Allowing my salespeople to fail will help them learn how to become more effective |
| Raising my people's self-esteem is not a high priority | » | I must encourage my salespeople to get the most from them |
| Prospects are honest | » | I maintain healthy skepticism about what prospects tell me |
| 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

Supportive Buy Cycle

86

Target 71



Does Not Think Over Purchases



Does Not Research



Does Not Price Shop



Does Not Comparison Shop



High Threshold for Money

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

67
 Target 67

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.

| | | |
|--|---------------------------------------|---|
| | Consistently Coaches | Managers should consistently and frequently allocate time to coaching their salespeople to demonstrate the manager's commitment to improving their salespeople's capabilities. |
| | Debriefs Efficiently | Effective managers debrief their salespeople on a regular basis, focusing on why they got a particular outcome and working backward to uncover the causes. |
| | Asks Enough Questions | Managers must understand the importance of not dominating the conversation, by frequently asking questions. Just as in selling, successful coaching requires asking an appropriate number of questions. |
| | No Need for Approval from Salespeople | Managers who are not overly concerned with whether their salespeople like them are more effective at coaching their salespeople. |
| | Able to Stay in the Moment | The ability to stay in the moment allows an individual to remain objective and focused while selling. Managers with this key aspect of selling are able to confer it on their salespeople while coaching. |
| | Effective Sales Process | Managers who have a strong understanding of what makes a sales process effective tend to be strong coaches for their salespeople. |

| | | |
|----------------------------------|---------------------------------------|--|
| <input type="radio"/> | Passion for Coaching | Effective managers generally choose to invest their time in coaching their salespeople over motivating/managing them or being personally involved in selling. |
| <input checked="" type="radio"/> | Beliefs Support Coaching | A manager's beliefs related to sales management should be strongly aligned with the role and importance of coaching. |
| <input checked="" type="radio"/> | Uncovers Compelling Reasons to Buy | Managers who, while selling, are effective at uncovering prospects' compelling reasons to buy are more effective coaches to their salespeople. |
| <input checked="" type="radio"/> | Knows How People Buy | When a manager is able to get prospects to tell them how they will reach a buying decision, they can coach their salespeople to be more effective. |
| <input type="radio"/> | Doesn't Rescue the Salespeople | A manager's willingness to let salespeople fail gives those salespeople the opportunity to learn from their mistakes. |
| <input type="radio"/> | Effective at Getting Commitments | By getting prospects to agree when they will make a decision, individuals are able to keep their sales process short and effective. When a manager is strong in this aspect of selling, it allows them to coach their salespeople to be better at this critical skill. |
| <input type="radio"/> | Handles Joint Sales Calls Effectively | Effective Managers should avoid sharing joint calls. Instead, they should observe the call and then provide feedback. |

Motivating

85
Target 67

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

| | | |
|--|----------------------------------|---|
| | Knows What Motivates Salespeople | Managers who have taken the time to determine what uniquely motivates their salespeople will likely find that those salespeople work harder and more effectively because their actions support their goals. |
| | Gives Recognition | Managers who regularly give their salespeople praise for their positive performance help build their salespeople's self-image and make them more effective. |
| | Runs Effective Sales Meetings | Managers should regularly hold sales meetings with a focus on motivating their team, helping ensure motivation does not wane and protecting against negative sentiment. |
| | Beliefs Support Motivation | An individual's beliefs related to sales management should be strongly aligned with the role and importance of motivating the sales team. |
| | Good Self-Image | A strong self-image helps managers be brave while selling, and it also helps them motivate their salespeople. |
| | Develops Strong Relationships | Having strength in the Relationship Building Competency also helps managers build relationships with their salespeople, giving them better insights into how they can motivate their team. |



Takes Responsibility

When managers consistently take responsibility, it can help motivate their salespeople, as they know that their manager will not blame them for negative sales outcomes.



Doesn't Accept Mediocrity

Managers should have high expectations for their salespeople and not accept mediocre performance, even if that makes their salespeople unhappy with them.



Has Goals and a Plan

Managers with a strong personal goals management system serve as excellent motivation for how their salespeople can be more motivated and goal oriented.

Accountability

100

Target 67

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.

| | | |
|--|---------------------------------------|---|
| | Manages Behavior | Managers should measure their salespeople's success based on KPI's related to daily behaviors, as opposed to lagging activities such as sales. |
| | Doesn't Accept Mediocrity | Managers should not be willing to accept mediocrity, even if that means salespeople may be unhappy with them. |
| | Takes Responsibility | Managers who take responsibility when they don't achieve results are more effective at holding their team accountable when their salespeople don't meet expectations. |
| | No Need for Approval from Salespeople | It's important for managers to hold their salespeople accountable without worrying about how that might affect whether their salespeople like them. |
| | Beliefs Support Accountability | An individual's beliefs related to sales management should be strongly aligned with the importance of holding salespeople accountable. |
| | Asks Enough Questions | When a manager has good listening skills, it encourages their salespeople to share their concerns, frustrations, expectations, problems, and feelings, and in turn helps the manager hold those salespeople more accountable. |



Manages Pipeline

Strength in the Pipeline Management Competency supports a manager's ability to hold their salespeople accountable.

Recruiting

100
 Target 67

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



Good Decision Maker

Managers should be decisive. While recruiting, this helps them act quickly to recruit the best talent.



Beliefs Support Recruiting

Managers with strong supportive beliefs are able to more effectively recruit salespeople.



Develops Strong Relationships

Strength in the Relationship Building Competency also helps individuals quickly form relationships with candidates.

Pipeline Management

85
Target 67








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 | Managers should 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 | Managers should 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 | Managers should 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 | Managers should focus on stalled business and generating new business, as opposed to closing business or ongoing business. |
| ● | Regularly Reviews Pipeline | The prioritization of frequent reviews gives managers real-time meaningful insights into the health of their pipeline. |
| ○ | Spends Proper Time on Pipeline Reviews | Managers should spend an appropriate amount of time to thoroughly review the pipeline. |

Relationship Building

54
Target 50

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

| | | |
|---|--|--|
|  | Quickly Develops Rapport | The ability to quickly develop rapport during the first conversation helps prospects feel more comfortable. |
|  | Relationship Is Key Factor in Winning Business | Individuals who sell in an industry where relationships are the key factor in getting, maintaining, and growing business tend to place extra importance on building relationships. |
|  | Relationships Generate New Business | Individuals should be able to build the kind of relationships that generate referrals and introductions that convert to business. |
|  | Develops Strong Relationships over Time | Individuals should be able to develop strong rapport, and also have long-term ongoing relationships with customers. |
|  | Customers Follow to New Companies | Past customer relationships strong enough that the customer has followed you to a new job demonstrates the ability to build strong relationships. |
|  | Believes That Making Friends Is Single Greatest Asset | Individuals who view making friends with prospects and customers as the single most important thing they do may find it easier to build relationships. |
|  | Extroversion Supports Relationship Building | The tendency not to self-identify as an extrovert could (but doesn't necessarily) mean that an individual doesn't enjoy building relationships. |

Closing

28
Target 67

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 | When an individual is able to get their prospects to agree when decision-making will take place, it allows them to shorten their sales cycle and ensures presentations and proposals are accompanied by a decision. |
| <input type="radio"/> | Will Meet with the Decision Maker | An individual who is strong in the Reaching Decision Makers Competency will generally talk to the right people to be able to close opportunities. |
| <input type="radio"/> | Will Find a Way to Close | Individuals strong at closing are able to consistently get their prospects to agree to make a decision before trying to close the opportunity. |
| <input checked="" type="radio"/> | Not Likely to Take "Think it Overs" | Individuals who don't tend to mull over purchases are able to push back when prospects ask for time to think over their purchase. |
| <input type="radio"/> | Unlikely to be Derailed by Put-Offs | Individuals who are able to successfully avoid prospect's stalls can focus instead on tangible next steps and decisions. |
| <input type="radio"/> | Manages Appropriate Amount of Patience | An appropriate amount of patience at closing time means not being too impatient to appear pushy and not being too patient to accept delays. |



Closing Urgency

Individuals should appropriately push back when their prospect asks them to follow up later about a final purchasing decision.



Isn't Hoping to be Liked

Strength in the Doesn't Need Approval Competency helps individuals push deals over the finish line.



Will Stay in the Moment at Closing Time

Strength in the Stays in the Moment Competency helps individuals stay objective at closing and avoid emotion clouding their judgement.



Won't Make Inappropriate Quotes








A good perspective on quotes and proposals means only generating them when the business is likely to be won.

Sales Process

85

Target 67

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

| | | |
|---|---|--|
|  | Follows Stages and Steps | An effective sales process should include appropriate stages or steps. |
|  | Process Has Most Key Milestones | A sales process should have the key milestones necessary to be effective. |
|  | Process Has Adequate Sequence | An effective sales process should have a proper sequence of activities. |
|  | Consistent and Effective Results | An individual's sales process should produce consistent and effective results. |
|  | Little Wasted Time | Individuals should minimize the time they waste with prospects that don't buy from them. |
|  | Has and/or Follows an Effective Process | Individuals should follow a true sales process as opposed to a series of activities. |
|  | Uses an Effective Approach | An effective sales process should help to lead predictable sales results. |



Relationship-Based

Strength in the Relationship Building Competency will help individuals when their sales process requires building a strong relationship with prospects in order to win the business.



CRM Savvy

Strong CRM skills supports adherence to a structured sales process.



Strategic Use of Sales Scorecard

Individuals should consider regularly using a scorecard that predicts the likelihood of winning business as part of qualifying prospects.

Sales Technology

86
Target 67

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



CRM Savvy

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



Social Selling

Individuals should be proficient at not only using professional social media tools, but also leveraging them for sales success.



Video Proficient

Individuals should have the skills and passion necessary to effectively sell to customers via 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.

Alignment



manage their team using strategies that are misaligned with the leadership team.

manage their team using strategies that strongly support the goals of the company.

Consultative Selling

82
Target 67

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 checked="" type="radio"/> | Able to Stay in the Moment | Staying in the moment allows an individual to respond appropriately and maintain control of the conversation, instead of worrying or preparing a rebuttal. |
| <input checked="" type="radio"/> | Uncovers Reasons to Buy | An individual should listen to their prospects and learn why they would make a purchase. |
| <input checked="" type="radio"/> | Reasons to Buy Are Compelling | Uncovering compelling reasons why a prospect would buy can accelerate a sales cycle by encouraging customers to act quickly. |
| <input checked="" type="radio"/> | Able to Listen/Ask with Ease | Individuals should have the ability to listen to customers and avoid dominating the conversation. |
| <input checked="" type="radio"/> | Asks Enough Questions | Individuals who ask lots of questions give prospects an opportunity to share their concerns, opinions, and budget. |
| <input type="radio"/> | Asks Great Questions | Asking great questions helps uncover important information, differentiates individuals from the competition, and shortens the sales process. |
| <input checked="" type="radio"/> | Gets Prospects Past "Nice to Have" | Individuals should have the ability to get prospects to view what they are selling as something the prospect MUST HAVE , as opposed to something that is nice to have. |



Able to Ask Tough Questions

Individuals who ask tough questions are able to challenge customers, ask appropriately provocative questions, and gain deep insight into their customer's problems.



Takes Nothing for Granted

Avoiding making assumptions helps individuals ask better questions and discover more about their prospect's needs.



Manages Appropriate Amount of Patience

Individuals who exhibit an appropriate amount of patience walk the line between not accepting delays while also not coming across as pushy.



Understands How Prospects Will Buy

It is important to discover who will make the decision to buy, and also the process they'll use to decide whether to buy.



Develops Strong Relationships

Individuals who are strong at developing relationships are better able to sell consultatively.



Presenting at Appropriate Times

Individuals with good intuition for when to present and when to have a two-way conversation with customers avoid placing too much importance on educating prospects.



Healthy Skepticism

Maintaining a healthy skepticism and not being overly trusting of prospects helps salespeople get more accurate answers to tough questions.

Selling Value

91
Target 67

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

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



Doesn't Need Approval

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



Asks Great Questions

Asking great questions allows individuals to uncover insights that help them find ways to sell on value over price.



Asks Enough Questions

The tendency to ask lots of questions will help individuals uncover opportunities to help prospects focus on the value of their solution as opposed to the price.



Avoids Making Assumptions

Individuals who do not tend to make assumptions are able to dig deeper into a prospect's needs and discover opportunities to articulate the value of their solution.



Quickly Develops Rapport

Being able to quickly develop rapport with prospects helps individuals steer conversations with prospects away from price and keep the focus on value.









Not Compelled to Quote


Individuals who are careful to only create quotes or proposals when they know they are going to win the business are able to avoid inadvertently shifting the focus to price when it should be on value.


Qualifying


73
Target 67


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


| | | |
|---|---|---|
|  | Meets with Decision Maker | Strength in the Reaching Decision-Makers Competency helps individuals get the information they need to fully qualify opportunities. |
|  | Uncovers Actual Budget | Individuals who are successful at getting prospects to share how much money they can spend are better able to properly qualify opportunities. |
|  | Will Discuss Finances | Comfort talking about money with prospects is critical to determining whether an opportunity is qualified to move forward in the sales process. |
|  | Knows Decision-Making Process | Individuals should be able to successfully get prospects to disclose the process they will use to decide whether to buy from them. |
|  | Can Influence the Decision-Making Process | Individuals should be able to effect changes to a prospect's decision-making process when it is overly complex, unfavorable, and impeding an opportunity. |
|  | Handles High-Ticket Pricing OK | Individuals should be comfortable handling customers' objections to a solution costing a lot of money. |


 Need to Be Liked Doesn't Get in the Way Strength in the Doesn't Need Approval Competency helps individuals hold their ground on fully qualifying opportunities before moving them forward in the sales process.

 Able to Stay in the Moment Strength in the Stays in the Moment Competency helps individuals avoid letting their emotional connection to an opportunity cloud their ability to properly qualify it.

 Self-Limiting Beliefs Won't be an Obstacle Supportive Beliefs help ensure that individuals are objectively qualifying opportunities.

 Knows Why They Would Buy Individuals should be able to uncover the truly compelling reasons why a prospect would buy from them.







 Asks about Everything The ability to avoid making assumptions and rely on factual information helps individuals objectively qualify opportunities.

 Not Vulnerable to Competition When individuals don't tend to comparison shop in their personal life, they are more likely to push back when a prospect wants to comparison shop.

Sales Management Posturing

36
Target 67

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

| | | |
|---|---------------------------------------|--|
|  | Good Self-Image | A strong self-image helps individuals maintain a sense of being rejection-proof and makes individuals memorable relative to competitors. |
|  | Quickly Develops Rapport | Individuals should strive to build rapport on or during their first meeting with a prospect. |
|  | Sales Optimism | The tendency to expect positive outcomes in selling situations helps make a positive impression on prospects and makes prospects more comfortable. |
|  | Sales Assertiveness | Individuals should exhibit an appropriate amount of assertiveness with customers, being neither too timid nor too overconfident. |
|  | Sales Empathy | Individuals should have a good combination of being able to empathize with their prospects' problems while not empathizing with their prospects' stalls, put-offs, objections, and excuses. |
|  | Appropriate Amount of Patience | Individuals should exhibit an appropriate amount of patience with prospects and customers, not being too impatient to appear pushy and not being too patient to accept stalling tactics, leaving customers with a good impression of them. |



Healthy Skepticism


Not being overly trusting of prospects makes individuals more comfortable asking questions and also more memorable.


Negotiating


90
Target 67


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

| | | |
|----------------------------------|--|--|
| <input checked="" type="radio"/> | Seeks Win/Win | Individuals who are strong negotiators tend to find "win/win" outcomes, where both they and their customer get something they want. |
| <input checked="" type="radio"/> | Willing to Walk | An important strategy while negotiating is being willing to walk away from negotiations if they are not going well. |
| <input type="radio"/> | Manages Appropriate Amount of Patience | Individuals should exhibit an appropriate amount of patience while negotiating, not being too impatient to appear pushy and not being too patient to accept stalling tactics. |
| <input checked="" type="radio"/> | Able to Listen/Ask with Ease | Individuals who know the value of listening more than talking are able to uncover advantages during a negotiation. |
| <input checked="" type="radio"/> | Able to Stay in the Moment | When negotiating, individuals should be able to remain focused and not allow emotions to cloud their objectivity. |
| <input checked="" type="radio"/> | Goal Oriented | Strong organizational tendencies in an individual's personal goal management also help them with the organizational skills necessary to successfully negotiate complex situations. |
| <input checked="" type="radio"/> | Problem Solver | Successful negotiation involves thinking of solutions, as opposed to worrying about problems or getting consumed by them. |

-
-  Doesn't Need to be Liked
Individuals should be willing to accept that a negotiation may negatively impact how much a customer likes them.

 -  Rejection Proof
The ability to swiftly recover from rejection allows an individual to respond during negotiations.

 -  Selling Value
Strength in the Selling Value Competency helps individuals identify positive outcomes in negotiations.

 -  Will Discuss Finances
Individuals with the ability to discuss money with a great deal of ease are able to more effectively negotiate aspects of an opportunity related to money or challenge a prospect's money-related pushback.
-

Account Management

40
Target 67

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

| | | |
|----------------------------------|-------------------------------------|---|
| <input checked="" type="radio"/> | Has Strong Relationships | Strong abilities in the Relationship Building Competency also support an individual's ability to form the long-running relationships necessary to be an effective account manager. |
| <input type="radio"/> | Will Handle Organizational Politics | When a customer exhibits unpredictable behavior, it is useful try to discover why instead of making assumptions. This same curiosity can also help individuals uncover hidden opportunities and overcome obstacles. |
| <input type="radio"/> | Will Make Friends Everywhere | The desire to be considered a friend and/or liked by customers is non-supportive in other areas of sales, but can help an individual be a more effective account manager. |
| <input checked="" type="radio"/> | Will Follow Up Often | An individual's tendency to follow up often with customers helps ensure that they will be viewed as a trusted resource and provides that individual with more opportunities to develop additional opportunities. |
| <input type="radio"/> | Will Meet/Talk with Decision Makers | Being strong in the Reaching Decision Makers Competency also helps account managers move beyond their usual contact to the actual decision maker when needed. |
| <input checked="" type="radio"/> | Will Know the Real Budgets | Getting customers to share their budget helps account managers uncover additional opportunities. |

Won't Feel Urgency to Close Business When an individual is patient regarding getting commitments from customers, it makes customers more comfortable and helps them see the individual as a trusted resource.

Won't Alienate People While enjoying the approval of customers is a negative for other areas of sales, it is helpful in account management.

Will Focus on Current Accounts Rather than Looking for New Accounts Individuals who are not inclined to hunt for new customers tend to focus on managing existing customers as opposed to hunting for new ones, making them more effective at account management.

Farming

60
 Target 67

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

| | | |
|----------------------------------|--|--|
| <input type="radio"/> | Attempts to Close | Individuals should place tremendous importance on getting a customer to agree to decide, and consistently get customers to agree to decide before trying to close. |
| <input checked="" type="radio"/> | Has Closing Urgency | When a customer asks someone to follow up about a decision later, that individual should appropriately push back to discover why. |
| <input checked="" type="radio"/> | Won't "Understand" Most Objections | Individuals with supportive buying habits in their personal life are less likely to sympathize with customers' objections. |
| <input checked="" type="radio"/> | Won't Panic Over Objections | Being strong in the Stays in the Moment Competency allows individuals to stay objective when existing customers have objections. |
| <input checked="" type="radio"/> | Handles "It's a Lot of Money" Objection | Individuals with a healthy perspective on value can respond appropriately when a customer objects to something costing a lot. |
| <input type="radio"/> | Won't Accept Put Offs | Individuals must be able to avoid put offs when scheduling meetings with their existing customers or trying to close opportunities. |
| <input type="radio"/> | Believes They Are Quickly Liked by Customers | When an individual is quickly liked by customers and/or they are able to quickly build rapport, they are able to gain more business from existing customers. |



Won't Alienate Customers

While enjoying the approval of customers is a negative for other areas of sales, it is helpful in establishing long-running relationships to farm additional business.



Unlikely to be Distracted by New Accounts

Individuals who don't enjoy hunting for new customers tend to be able to place more energy on getting more business from existing customers.

Alignment

76
Target 75

| | | |
|----------------------------------|--|--------|
| <input checked="" type="radio"/> | With regard to accounts and customers: | Profit |
|----------------------------------|--|--------|

| | | |
|----------------------------------|---|------------------|
| <input checked="" type="radio"/> | With regard to the financial profile of a potential customer: | Potential Volume |
|----------------------------------|---|------------------|

| | | |
|----------------------------------|---|-----------------------------------|
| <input checked="" type="radio"/> | With regard to the details of the business: | Follow the Plan Without Deviation |
|----------------------------------|---|-----------------------------------|

| | | |
|----------------------------------|--|--------------------------------------|
| <input checked="" type="radio"/> | With regard to the Sales Manager's role I see: | The Manager Maintains Personal Sales |
|----------------------------------|--|--------------------------------------|

| | | |
|----------------------------------|----------------------------|----------------|
| <input checked="" type="radio"/> | With regard to Recruiting: | Only A Players |
|----------------------------------|----------------------------|----------------|

| | | |
|----------------------------------|--|---|
| <input checked="" type="radio"/> | With regard to providing sales training: | Bring in outside training professionals |
|----------------------------------|--|---|

| | | |
|-----------------------|--|------------|
| <input type="radio"/> | With regard to compensation, I believe that we ultimately must have a plan where | All salary |
|-----------------------|--|------------|

| | | |
|----------------------------------|-----------------------------------|-----------------------------|
| <input checked="" type="radio"/> | With regard to developing people: | Develop the existing people |
|----------------------------------|-----------------------------------|-----------------------------|

With regard to sales tools (e.g. CRM, pipeline management, marketing automation): Get everyone using it

With regard to our market strategy: Expand it

With regard to Trade Shows: In every appropriate show

With regard to the role of marketing: Create leads

With regard to reaching customers/clients: Create new channels

With regard to company identity: Price

With regard to growth: Finding new business

With regard to competition: Hold firm on prices

With regard to an inbound strategy: Not change our current strategy

Time Allocation

We asked Jean to tell us what percentage of time is spent in 10 areas of sales management. Then we compared Jean's answers to the ideal distribution of time based on current sales management best practices.

| Area of Activity | Jean's Time % | Benchmark Time % |
|--|---------------|------------------|
| Coaching Salespeople | 25 | 50 |
| Motivating Salespeople | 20 | 10 |
| Measuring Performance / Accountability | 20 | 15 |
| Recruiting | 10 | 5 |
| Crisis Management | 2 | 5 |
| Internal Company Issues | 1 | 5 |
| Planning / Managing Compensation | 1 | 1 |
| Organization / Reorganization | 1 | 1 |
| Business / Product Strategy | 5 | 3 |
| Direct Selling | 15 | 5 |

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