



SALES EFFECTIVENESS & IMPROVEMENT ANALYSIS

ABC COMPANY

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INTRODUCTION

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

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

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

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

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

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

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

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

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

Our analysis is presented in several sections, defined here.

- 1) You are reading the introduction where we will define your opportunity, the possibilities for future growth and predict how much more business this group of salespeople can produce.
- 2) People and Skills– Answers to questions about performance, skill gaps, and your personnel. (page 8)
- 3) Infrastructure – Answers to questions about strategies, alignment, systems and processes. (page 73)
- 4) Development and Training – Answers to What to Focus on, who to develop, and a plan for the next 12 months. (page 101)
- 5) In Summary – Reasonable Expectations for the future. (page 114)

We expect our analysis to answer four critical questions:

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

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

- How Does Sales Leadership Impact Our Sales Force? (page 9)
- Do We Coach Our Salespeople? (page 12)
- Do We Motivate Our Salespeople? (page 15)
- Do We Recruit Effectively? (page 17)
- Do We Hold Our Salespeople Accountable? (page 19)
- Do We Have the Right People in the Right Roles? (page 25)
- What Are Our Current Sales Capabilities? (page 29)
- How Motivated Are Our Salespeople and How Are They Motivated? (page 38)
- Why Aren't We Generating More New Business? (page 42)
- Are We Reaching the Actual Decision Makers? (page 47)
- Why Isn't Our Sales Cycle Shorter? (page 49)
- Are We Selling Consultatively? (page 52)
- Are We Selling on Price and Who Can Become a Value Seller? (page 59)
- Is Our Value Proposition Consistent? (page 62)
- Can We Close More Sales? (page 65)
- Do Our Systems and Processes Support a High Performance Sales Organization? (page 74)
- Are We Being Consistent with Our Sales Process? (page 83)
- Are We Effectively Leveraging Sales Technology? (page 85)
- How Well Are Our Sales Leadership Strategies Aligned? (page 90)
- Do We Need to Change Our Selection Criteria? (page 93)
- Can We Improve Our Pipeline and Forecasting Accuracy? (page 95)
- Is Our Ramp-Up of New Salespeople Fast Enough? (page 102)
- How Much More Effective Can Our People Be? (page 104)
- What Are the Short-term Priorities for Accelerated Growth? (page 109)

The Opportunity

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

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

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

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

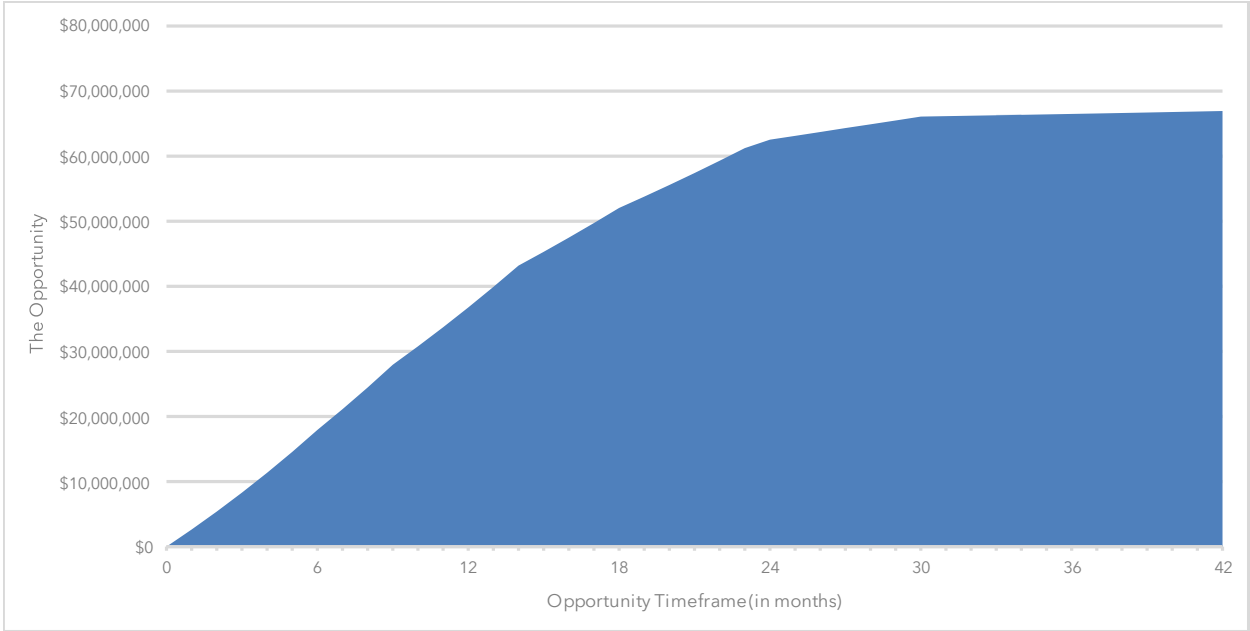
- **Specific Weaknesses** – We use empirical data based on research first published in Inc. Magazine by Objective Management Group founder and CEO Dave Kurlan, and regularly re-validated, that provides the estimate of likely increase in sales when specific weaknesses are overcome and skill gaps are filled.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

\$66,940,938

Our calculations indicate that you can organically increase revenue if you implement the recommended changes and provide the appropriate training, development and coaching to the individuals in your organization that need it, and replacing under-performing salespeople who cannot be coached up.

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

For additional information on how we arrived at this calculation, please refer to Appendix - Opportunity (page 117).





PEOPLE AND SKILLS

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HOW DOES SALES LEADERSHIP IMPACT OUR SALES FORCE?

Sales Leader

The table below shows the Score, Tendency, and Effectiveness for each competency. The last column shows the Sales Leadership Quotient, which is a weighted combination of the scores from all 8 competencies, on a scale of 0-173.

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

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

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

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

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

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

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

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

		Sales Leadership	Strategic Thinker	Develops Strong Relationships	Personal	Coaching	Motivates the Sales Organization	Holds Others Accountable	Recruiting	Leadership Quotient
Ana Garcia	Score	82%	82%	45%	73%	100%	75%	77%	22%	144
	Tendency	-	75%	33%	-	50%	67%	45%	50%	-
	Effectiveness	-	-	-	-	52%	50%	100%	52%	-
Nushi Wang	Score	64%	71%	45%	73%	76%	47%	47%	22%	113
	Tendency	-	75%	67%	-	50%	56%	55%	50%	-
	Effectiveness	-	-	-	-	46%	38%	0%	46%	-

Tendencies are not measured for the Sales Leadership and Personal Competencies, as these Competencies measure foundational traits of a Sales Leader, as opposed to tactics which can be used to address challenges.

Sales Management

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

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

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

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

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

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

DO WE COACH OUR SALESPEOPLE?

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

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

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

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







	Skills	Effectiveness
Carmen Garcia	57	53
Tina Johnson	57	37
Kenji Sato	57	27
















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

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

























The table below shows information about the coaching environment, which may include reasons for managers being either effective or ineffective at coaching their salespeople.

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

-  Sales manager believes respect / trust / relationships to be strong, and salespeople agree
-  Sales manager believes respect / trust / relationships to be strong, but not all salespeople agree
-  Sales manager believes respect / trust / relationships to be strong, but most salespeople feel it is weak
-  Sales manager believes respect / trust / relationships to be weak, but salespeople feel it is strong
-  Sales manager believes respect / trust / relationships to be weak, but not all salespeople agree
-  Sales manager believes respect / trust / relationships to be weak, and salespeople agree

Coaching Environment	Respected by Salespeople	Trusted by Salespeople	Strong Relationships with Salespeople	Coachable Salespeople	Time Spent Coaching Salespeople	Team-Focused
Carmen Garcia					20%	
Tina Johnson					15%	
Kenji Sato					25%	

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

Coaching Frequency	On demand / when asked	Quarterly	Monthly	Bi-weekly	Weekly	Multiple times per week	Daily	Never
Carmen Garcia								
Tina Johnson								
Kenji Sato								

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

Types of Coaching Offered	Pricing help	Technical help	Proposal help	Pipeline or opportunity-specific help	Coaching to make individual a better salesperson	Encouragement	Coaching to challenge individual	Tactical sales coaching	Strategic sales coaching	Sales process-based coaching	None of these
Carmen Garcia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tina Johnson	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kenji Sato	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Coaching Competency	Consistently Coaches	Debriefs Efficiently	Asks Enough Questions	No Need for Approval from Salespeople	Able to Stay in the Moment	Effective Sales Process	Passion for Coaching	Beliefs Support Coaching	Uncovers Compelling Reasons to Buy	Knows How People Buy	Doesn't Rescue the Salespeople	Effective at Getting Commitments	Handles Joint Sales Calls Effectively	% of Attributes	Weighted Score
Carmen Garcia	✓	✓	✓	✓	✗	✗	✗	✗	✗	✓	✗	✓	✗	46	57
Tina Johnson	✗	✓	✓	✓	✗	✗	✗	✓	✓	✓	✓	✗	✓	62	57
Kenji Sato	✓	✓	✓	✗	✓	✗	✗	✗	✗	✓	✗	✗	✓	46	57
	2/3	3/3	3/3	2/3	1/3	0/3	0/3	1/3	1/3	3/3	1/3	1/3	2/3	51	57

DO WE MOTIVATE OUR SALESPEOPLE?

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

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

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

	Skills	Effectiveness
Carmen Garcia	60	38
Tina Johnson	20	48
Kenji Sato	25	60

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

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

It appears that one possible reason for sales managements lack of effectiveness motivating salespeople are that more than one third of the sales force lacks the Desire for success in sales.

Our analysis identified a significant problem with Commitment. More than one third of the sales force is not committed to their personal sales success. As selling continues to become increasingly difficult, Commitment to sales success has become the single most important finding. It takes tremendous commitment to deal with the obstacles that salespeople must overcome in order to be successful and commitment is required if there is any hope to overcome skill gaps and weaknesses.

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

67% of your **managers** believe "I don't need to know what motivates my salespeople"

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

Potential Reasons for Lack of Effectiveness	Salespeople with Personal Goals and Plan	Motivated Salespeople	Salespeople with Strong Desire	Salespeople with Strong Commitment	Salespeople Who Prefer Self-management	Salespeople Who Prefer Self-pressure	Time Spent Motivating Salespeople
Carmen Garcia	25%	25%	50%	50%	50%	25%	20%
Tina Johnson	0%	60%	80%	60%	40%	40%	15%
Kenji Sato	33%	67%	100%	33%	100%	33%	15%

The Motivating Competency	Knows What Motivates Salespeople	Gives Recognition	Runs Effective Sales Meetings	Beliefs Support Motivation	Good Self-Image	Develops Strong Relationships	Takes Responsibility	Doesn't Accept Mediocrity	Has Goals and a Plan	% of Attributes	Weighted Score
Carmen Garcia	✓	✓	✓	✗	✗	✗	✗	✓	✓	56	60
Tina Johnson	✗	✗	✗	✗	✓	✗	✓	✓	✗	33	20
Kenji Sato	✗	✓	✗	✗	✓	✗	✗	✗	✗	22	25
	1/3	2/3	1/3	0/3	2/3	0/3	1/3	2/3	1/3	37	35

DO WE RECRUIT EFFECTIVELY?

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

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

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

	Skills	Effectiveness
Carmen Garcia	50	N/A
Tina Johnson	80	88
Kenji Sato	40	88

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

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

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

Reasons for Effectiveness	% New Salespeople (<3 years)	% of New Salespeople Compatible	% of Time Recruiting Salespeople
Carmen Garcia	0%	-	1%
Tina Johnson	20%	100%	2%
Kenji Sato	33%	100%	0%

The Recruiting Competency	Hires the Best Person for the Position	Great Interviewing Skills	Uses Correct Hiring Criteria	Upgrades the Sales Force	No Need for Approval from Salespeople	Recruits Consistently	Good Decision Maker	Beliefs Support Recruiting	Develops Strong Relationships	% of Attributes	Weighted Score
Carmen Garcia	✓	✓	✗	✗	✓	✗	✗	✗	✗	33	50
Tina Johnson	✓	✓	✓	✗	✓	✓	✓	✓	✗	78	80
Kenji Sato	✗	✓	✓	✗	✗	✓	✗	✗	✗	33	40
	2/3	3/3	2/3	0/3	2/3	2/3	1/3	1/3	0/3	48	57

DO WE HOLD OUR SALESPEOPLE ACCOUNTABLE?

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

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

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

	Skills	Effectiveness
Carmen Garcia	55	62
Tina Johnson	80	64
Kenji Sato	20	36

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

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

Potential Reasons for Lack of Effectiveness		Doesn't Need to be Liked	Rejection Proof	Salespeople Who Take Responsibility	% Time on Accountability
Carmen Garcia		✓	✗	50%	17%
Tina Johnson		✓	✓	40%	10%
Kenji Sato		✗	✓	33%	10%

The Accountability Competency	Manages Behavior	Doesn't Accept Mediocrity	Takes Responsibility	No Need for Approval from Salespeople	Beliefs Support Accountability	Asks Enough Questions	Manages Pipeline **	% of Attributes	Weighted Score
Carmen Garcia	✗	✓	✗	✓	✗	✓	✓	57	55
Tina Johnson	✗	✓	✓	✓	✓	✓	✓	86	80
Kenji Sato	✗	✗	✗	✗	✓	✓	✗	29	20
	0/3	2/3	1/3	2/3	2/3	3/3	2/3	57	52

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

The Pipeline Management Competency	Focused on Keeping Pipeline Full	Properly Utilizing Pipeline Metrics	Focused on Best Pipeline Metrics	Focuses on New or Stalled Business	Regularly Reviews Pipeline	Spends Proper Time on Pipeline Reviews	% of Attributes	Weighted Score
Carmen Garcia	✗	✓	✓	✓	✓	✓	83	80
Tina Johnson	✓	✓	✓	✓	✓	✓	100	100
Kenji Sato	✗	✗	✗	✗	✗	✗	0	0
	1/3	2/3	2/3	2/3	2/3	2/3	61	60

33% of your **managers** believe "My salespeople don't follow me"

67% of your **managers** believe "I don't need to manage my salespeople's daily activity"

33% of your **managers** believe "I need my salespeople to like me"

67% of your **managers** believe "Any lack of results is due to the economy or marketplace"

33% of your **managers** believe "Any lack of results is due to our competitors"

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

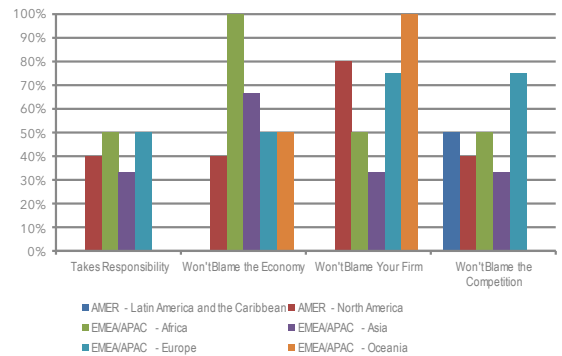
39% of your **salespeople** believe "Any lack of results is due to the policies of my company"

56% of your **salespeople** believe "Any lack of results is due to my competitors"

72% of your **salespeople** who are required to handle strong pressure from sales management are comfortable with that

44% of your **salespeople** who are required to be managed with close supervision are comfortable with that

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



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

The table below identifies the salespeople who make excuses and the types of excuses they are likely to make.

	Takes Responsibility	Won't Blame the Economy	Won't Blame Your Firm	Won't Blame the Competition
AMER - Latin America and the Caribbean				
Maria da Silva	33	-	-	✓
Carlos Sanchez	0	-	-	-
	0%	0%	0%	50%
AMER - North America				
Fatima Alami	33	✓	✓	-
Tom Davis	67	-	✓	✓
Steven Miller	0	-	-	✓
Manisha Patel	0	-	✓	-
Greg Williams	67	✓	✓	-
	40%	40%	80%	40%
EMEA/APAC - Africa				
Aisha Ali	67	✓	✓	-
Musa Ibrahim	0	✓	-	✓
	50%	100%	50%	50%
EMEA/APAC - Asia				
Anh Nguyen	33	✓	-	-
Sunita Singh	67	✓	-	✓
Wei Zhang	33	-	✓	-
	33%	67%	33%	33%
EMEA/APAC - Europe				
Eva Johansson	67	✓	✓	-
Marie Martin	33	-	✓	✓
Wolfgang Müller	0	-	✓	✓
Giuseppe Rossi	67	✓	-	✓
	50%	50%	75%	75%
EMEA/APAC - Oceania				
Sarah Smith	33	✓	✓	-
David Williams	33	-	✓	-
	0%	50%	100%	0%
	33%	50%	61%	44%

Summary of Sales Management Effectiveness

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

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

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

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

DO WE HAVE THE RIGHT PEOPLE IN THE RIGHT ROLES?

Salespeople are not always placed in a role where they can have the most success. Sometimes, when salespeople are not performing to expectations, it is because they are not in a selling role that is ideal for them. With that in mind, we performed an analysis of each salesperson and identified the role / roles in your company for which they are best suited.

To determine how well-suited a particular salesperson is for a specific Selling Role, we calculate a Suitability Score. The table below shows the Suitability Scores for each salesperson in each Selling Role, based on the information you provided about that role. Blue shading indicates the role / roles for which an employee is best suited (highest Suitability Score). Gray shading indicates the role to which an employee is currently assigned. Green shading indicates that the employee is already in the best role.

	Channel Sales	Enterprise Sales	SMB
AMER - Latin America and the Caribbean			
Maria da Silva	51	47	17
Carlos Sanchez	96	78	61
AMER - North America			
Fatima Alami	96	79	97
Tom Davis	66	65	39
Steven Miller	52	31	42
Manisha Patel	70	51	48
Greg Williams	85	70	65
EMEA/APAC - Africa			
Aisha Ali	79	91	60
Musa Ibrahim	66	71	77
EMEA/APAC - Asia			
Anh Nguyen	79	55	48
Sunita Singh	79	93	60
Wei Zhang	96	74	96
EMEA/APAC - Europe			
Eva Johansson	31	25	7
Marie Martin	16	23	30
Wolfgang Müller	61	41	48
Giuseppe Rossi	60	41	48
EMEA/APAC - Oceania			
Sarah Smith	75	59	44
David Williams	60	45	63

In the tables below, we show the components that determine the Suitability Scores for each Selling Role. The first component is Compatibility, which measures how well a salesperson's experience matches the requirements of the Selling Role. The other columns are various criteria which we apply based on the Selling Role. These criteria are generally based on Sales DNA and Selling capabilities, as opposed to experience. The final column shows Suitability Scores, which we have color-coded to indicate the top, middle, and bottom thirds of scores.

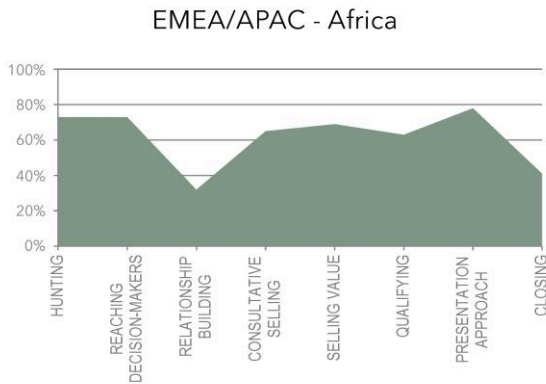
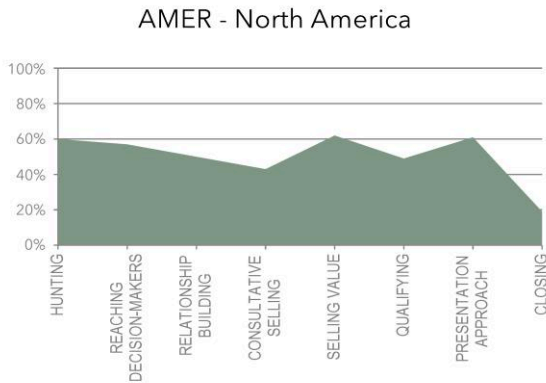
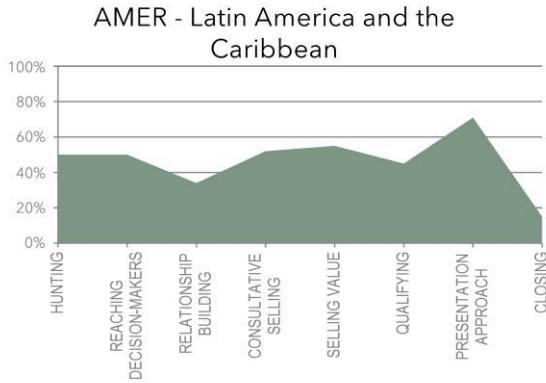
	Compatibility	Competition resistant	High ticket seller	Value seller	Able to sell to top executives	Suitability Score
Channel Sales						
AMER - Latin America and the Caribbean						
Maria da Silva	52	✓	✓	✗	✗	51
Carlos Sanchez	88	✓	✓	✓	✓	96
AMER - North America						
Fatima Alami	88	✓	✓	✓	✓	96
Tom Davis	48	✓	✓	✓	✗	66
Steven Miller	56	✓	✗	✓	✗	52
Manisha Patel	60	✓	✓	✓	✗	70
Greg Williams	56	✓	✓	✓	✓	85
EMEA/APAC - Africa						
Aisha Ali	88	✓	✓	✓	✗	79
Musa Ibrahim	48	✓	✗	✓	✓	66
EMEA/APAC - Asia						
Anh Nguyen	88	✓	✓	✓	✗	79
Sunita Singh	88	✓	✓	✓	✗	79
Wei Zhang	88	✓	✓	✓	✓	96
EMEA/APAC - Europe						
Eva Johansson	44	✗	✓	✗	✗	31
Marie Martin	48	✗	✗	✗	✗	16
Wolfgang Müller	84	✓	✗	✓	✗	61
Giuseppe Rossi	80	✗	✓	✗	✓	60
EMEA/APAC - Oceania						
Sarah Smith	76	✓	✓	✓	✗	75
David Williams	80	✓	✗	✓	✗	60

	Compatibility	Competition resistant	High ticket seller	Resistance proof seller	Work independently in remote location	Suitability Score
Enterprise Sales						
AMER - Latin America and the Caribbean						
Maria da Silva	40	✓	✓	✗	✗	47
Carlos Sanchez	84	✓	✓	✓	✗	78
AMER - North America						
Fatima Alami	88	✓	✓	✗	✓	79
Tom Davis	44	✓	✓	✗	✓	65
Steven Miller	44	✓	✗	✗	✗	31
Manisha Patel	52	✓	✓	✗	✗	51
Greg Williams	60	✓	✓	✓	✗	70
EMEA/APAC - Africa						
Aisha Ali	72	✓	✓	✓	✓	91
Musa Ibrahim	64	✓	✗	✓	✓	71
EMEA/APAC - Asia						
Anh Nguyen	64	✓	✓	✗	✗	55
Sunita Singh	80	✓	✓	✓	✓	93
Wei Zhang	72	✓	✓	✗	✓	74
EMEA/APAC - Europe						
Eva Johansson	24	✗	✓	✗	✗	25
Marie Martin	20	✗	✗	✗	✓	23
Wolfgang Müller	72	✓	✗	✗	✗	41
Giuseppe Rossi	72	✗	✓	✗	✗	41
EMEA/APAC - Oceania						
Sarah Smith	76	✓	✓	✗	✗	59
David Williams	84	✓	✗	✗	✗	45

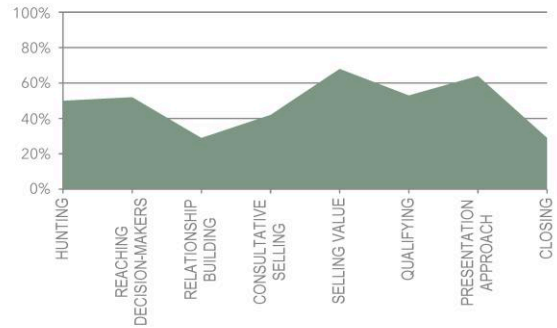
	Compatibility	Competition resistant	Value seller	Able to sell to top executives	Compatible with a one call close	Work independently in remote location	Will hunt for new business	Entrepreneurial seller	Suitability Score
SMB									
AMER - Latin America and the Caribbean									
Maria da Silva	28	✓	✗	✗	✗	✗	✗	✗	17
Carlos Sanchez	76	✓	✓	✓	✗	✗	✓	✗	61
AMER - North America									
Fatima Alami	88	✓	✓	✓	✓	✓	✓	✓	97
Tom Davis	24	✓	✓	✗	✗	✓	✗	✗	39
Steven Miller	40	✓	✓	✗	✗	✗	✓	✗	42
Manisha Patel	64	✓	✓	✗	✗	✗	✓	✗	48
Greg Williams	44	✓	✓	✓	✗	✗	✓	✓	65
EMEA/APAC - Africa									
Aisha Ali	72	✓	✓	✗	✗	✓	✓	✗	60
Musa Ibrahim	48	✓	✓	✓	✗	✓	✓	✓	77
EMEA/APAC - Asia									
Anh Nguyen	64	✓	✓	✗	✗	✗	✓	✗	48
Sunita Singh	72	✓	✓	✗	✗	✓	✗	✓	60
Wei Zhang	80	✓	✓	✓	✓	✓	✓	✓	96
EMEA/APAC - Europe									
Eva Johansson	32	✗	✗	✗	✗	✗	✗	✗	7
Marie Martin	36	✗	✗	✗	✗	✓	✓	✗	30
Wolfgang Müller	68	✓	✓	✗	✗	✗	✓	✗	48
Giuseppe Rossi	64	✗	✗	✓	✗	✗	✓	✓	48
EMEA/APAC - Oceania									
Sarah Smith	48	✓	✓	✗	✗	✗	✓	✗	44
David Williams	84	✓	✓	✗	✗	✗	✓	✓	63

WHAT ARE OUR CURRENT SALES CAPABILITIES?

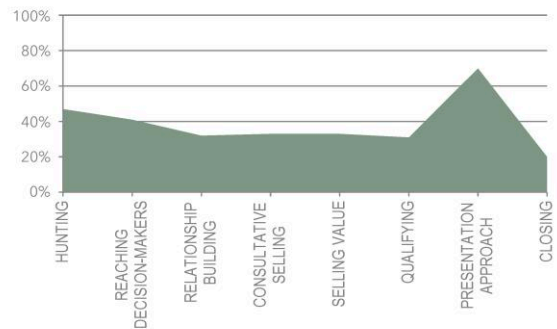
Your current sales capabilities can be best illustrated by reviewing the graph below.



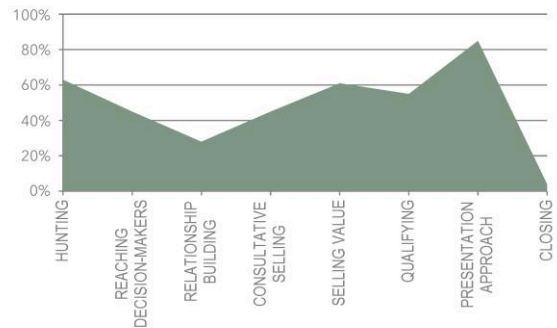
EMEA/APAC - Asia



EMEA/APAC - Europe



EMEA/APAC - Oceania



The graph tells a story that suggests the sales force has the following capabilities:

- Only some of your salespeople have the ability to find new business.
- Some of your salespeople appear to be reaching decision makers, something that fewer than half of all salespeople are able to do.

- Some of your salespeople appear to be building relationships with their prospects, an important milestone for closing business.
- Some of them have some of the attributes required for selling consultatively, enabling only them to differentiate themselves from the competition, identify compelling reasons to buy, and gain early traction.
- Some of them have some of the attributes required for selling value, but the others may feel they need a more competitive price or the lowest price in order to win business.
- Some of them have some of the attributes for qualifying effectively; helping them to minimize wishful thinking, happy ears, inappropriate quotes and proposals, delayed closings, business that fails to close, and wasted time.
- Your sales force is doing a good job not being overly presentation-minded. This includes not focusing too much on early presentations, exercising good consultative selling skills, and not generating too many inappropriately-timed proposals.
- Your sales force does not have the ability to close effectively, likely causing delayed closings, lost sales, stalls and put-offs.

Tactical Competencies

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

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

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

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

	Average % of Attributes	Average Weighted Score
The Hunting Competency	53	56
AMER - Latin America and the Caribbean	58	50
AMER - North America	57	60
EMEA/APAC - Africa	58	73
EMEA/APAC - Asia	41	50
EMEA/APAC - Europe	48	47
EMEA/APAC - Oceania	58	63
The Reaching Decision-Makers Competency	68	52
AMER - Latin America and the Caribbean	69	50
AMER - North America	70	57
EMEA/APAC - Africa	76	73
EMEA/APAC - Asia	71	52
EMEA/APAC - Europe	60	41
EMEA/APAC - Oceania	63	45

	Average % of Attributes	Average Weighted Score
The Relationship Building Competency	41	36
AMER - Latin America and the Caribbean	38	34
AMER - North America	53	50
EMEA/APAC - Africa	38	32
EMEA/APAC - Asia	38	29
EMEA/APAC - Europe	36	32
EMEA/APAC - Oceania	32	28
The Consultative Selling Competency	46	44
AMER - Latin America and the Caribbean	53	52
AMER - North America	46	43
EMEA/APAC - Africa	65	65
EMEA/APAC - Asia	45	42
EMEA/APAC - Europe	33	33
EMEA/APAC - Oceania	47	45
The Selling Value Competency	52	56
AMER - Latin America and the Caribbean	58	55
AMER - North America	55	62
EMEA/APAC - Africa	66	69
EMEA/APAC - Asia	56	68
EMEA/APAC - Europe	33	33
EMEA/APAC - Oceania	54	61
The Qualifying Competency	47	47
AMER - Latin America and the Caribbean	47	45
AMER - North America	48	49
EMEA/APAC - Africa	64	63
EMEA/APAC - Asia	51	53
EMEA/APAC - Europe	30	31
EMEA/APAC - Oceania	54	55
The Presentation Approach and Context Competency	60	69
AMER - Latin America and the Caribbean	70	71
AMER - North America	52	61
EMEA/APAC - Africa	70	78
EMEA/APAC - Asia	53	64
EMEA/APAC - Europe	63	70
EMEA/APAC - Oceania	65	85

	Average % of Attributes	Average Weighted Score
The Closing Competency	26	21
AMER - Latin America and the Caribbean	18	15
AMER - North America	23	19
EMEA/APAC - Africa	46	41
EMEA/APAC - Asia	30	29
EMEA/APAC - Europe	28	20
EMEA/APAC - Oceania	9	4
The Milestone-Centric Sales Process Competency	50	51
AMER - Latin America and the Caribbean	50	49
AMER - North America	42	39
EMEA/APAC - Africa	45	52
EMEA/APAC - Asia	63	66
EMEA/APAC - Europe	50	55
EMEA/APAC - Oceania	55	54
The Embracing Sales Technology Competency	44	44
AMER - Latin America and the Caribbean		50
AMER - North America		49
EMEA/APAC - Africa		40
EMEA/APAC - Asia		29
EMEA/APAC - Europe		55
EMEA/APAC - Oceania		28

Sales DNA

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

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

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

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

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

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

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

The average Sales DNA for your sales force is

66

This score suggests that weaknesses are having a significant impact on your salespeople overall, while certain salespeople with a Sales DNA less than 64% are likely to have a much more difficult time selling effectively. In this range, salespeople are no doubt effective with their existing accounts, but struggle to bring in new business.

Sales DNA Competencies	Doesn't Need Approval	Stays in the Moment	Supportive Beliefs	Supportive Buy Cycle	Comfortable Discussing Money	Handles Rejection	Combined Sales DNA
AMER							
David Cohen	50	56	67	57	17	88	49
Angel Lopez	38	89	76	57	17	40	55
AMER - Latin America and the Caribbean							
Maria da Silva	75	78	67	71	33	56	64
Carlos Sanchez	88	78	78	29	50	83	66
	1/2	0/2	0/2	1/2	0/2	2/2	65
AMER - North America							
Tina Johnson	88	67	83	86	100	-	85
Fatima Alami	88	67	85	71	50	78	72
Tom Davis	75	89	74	29	50	67	64
Steven Miller	88	78	74	14	33	94	59
Manisha Patel	50	56	67	29	50	83	52
Greg Williams	88	89	87	71	100	89	87
	3/5	2/5	1/5	2/5	1/5	5/5	67
EMEA/APAC							
Ram Devi	62	100	74	14	17	100	53
EMEA/APAC - Africa							
Aisha Ali	100	89	76	29	100	67	78
Musa Ibrahim	100	89	87	71	83	56	84
	2/2	2/2	1/2	1/2	2/2	2/2	81
EMEA/APAC - Asia							
Kenji Sato	62	83	66	14	83	-	62
Anh Nguyen	50	78	85	29	100	33	67
Sunita Singh	100	67	74	71	50	50	71
Wei Zhang	88	89	85	71	33	33	71
	2/3	1/3	0/3	2/3	1/3	1/3	70
EMEA/APAC - Europe							
Carmen Garcia	75	67	68	29	67	-	61
Eva Johansson	62	78	57	29	50	83	57
Marie Martin	62	89	61	0	17	50	46
Wolfgang Müller	62	67	78	14	33	72	52
Giuseppe Rossi	88	89	70	14	33	100	61
	1/4	2/4	0/4	0/4	0/4	4/4	54
EMEA/APAC - Oceania							
Sarah Smith	75	67	85	29	33	56	58
David Williams	88	89	78	14	83	61	70
	1/2	1/2	0/2	0/2	1/2	2/2	64
	56%	44%	11%	33%	28%	89%	66

Intangibles

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

	Winning Personality	Industry Expert	Provides Award-Level Service	Extremely Well-Liked / Loved	Extremely Well-Known	Been in the Industry for Decades	Huge Book of Renewal Business	Lives Off of an Endless Number of Quality Referrals	Recipient of the Most Company Leads	Has the Best Territory	Has the Biggest Customers or Clients	Has the Best Customers or Clients
AMER - North America												
Fatima Alami	-	✓	-	-	✓	-	-	-	-	-	-	-
Tom Davis	-	-	-	-	-	✓	-	-	-	-	-	✓
Steven Miller	✓	✓	-	-	-	-	✓	-	-	-	-	-
Manisha Patel	-	-	✓	✓	-	-	-	-	-	-	-	-
Greg Williams	-	-	-	-	-	-	-	✓	-	-	-	-
	1	2	1	1	1	1	1	1	0	0	0	1
EMEA/APAC - Africa												
Musa Ibrahim	✓	-	-	-	-	-	-	-	✓	-	-	-
EMEA/APAC - Asia												
Anh Nguyen	-	-	-	-	-	-	✓	-	-	-	-	-
Wei Zhang	-	-	-	-	-	-	-	✓	✓	✓	-	-
	0	0	0	0	0	0	1	1	1	1	0	0
EMEA/APAC - Europe												
Eva Johansson	-	-	-	-	-	-	-	-	-	✓	✓	✓
Wolfgang Müller	-	-	✓	-	-	✓	-	-	-	-	-	-
Giuseppe Rossi	-	-	-	✓	✓	-	-	-	-	-	-	-
	0	0	1	1	1	1	0	0	0	1	1	1
	2	2	2	2	2	2	2	2	2	2	1	2

Summary of Selling Capabilities

Overall, the selling capability of your sales force is quite low. The Competencies are generally weak and the Sales DNA indicates that weaknesses are getting in the way much too frequently. Improved sales coaching from sales management, along with the appropriate sales training to improve skills and overcome weaknesses, will improve the selling capability of your sales force over time.








HOW MOTIVATED ARE OUR SALESPEOPLE AND HOW ARE THEY MOTIVATED?








Motivation is as important as ever but today's salesperson is not necessarily motivated by money. Motivation can appear as Intrinsic, Extrinsic, and/or Altruistic. Intrinsic tend to be motivated by recognition, fulfillment, satisfaction, enjoyment, love of selling, mastery, or even when they have something to prove to others. Extrinsic tend to be motivated by money, rewards, toys, vacations, and material things. Altruistics are motivated to serve others at a cost to themselves, and put the customer ahead of their company's needs and requirements. In the tables that follow, you can see the level of overall motivation as well as how the types of motivation contribute to overall motivation.

Types of Motivation by Person

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

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

- 50%  Intrinsic
- 11%  Extrinsic
- 6%  Altruistic
- 6%  Extrinsic/Altruistic
- 11%  Extrinsic/Intrinsic
- 6%  Intrinsic/Altruistic
- 6%  Balanced
- 6% - Not Motivated

								-
AMER - Latin America and the Caribbean	50%	50%	0%	0%	0%	0%	0%	0%
AMER - North America	60%	0%	20%	0%	20%	0%	0%	0%
EMEA/APAC - Africa	50%	0%	0%	0%	0%	0%	50%	0%
EMEA/APAC - Asia	33%	0%	0%	33%	33%	0%	0%	0%
EMEA/APAC - Europe	50%	25%	0%	0%	0%	0%	0%	25%
EMEA/APAC - Oceania	50%	0%	0%	0%	0%	50%	0%	0%

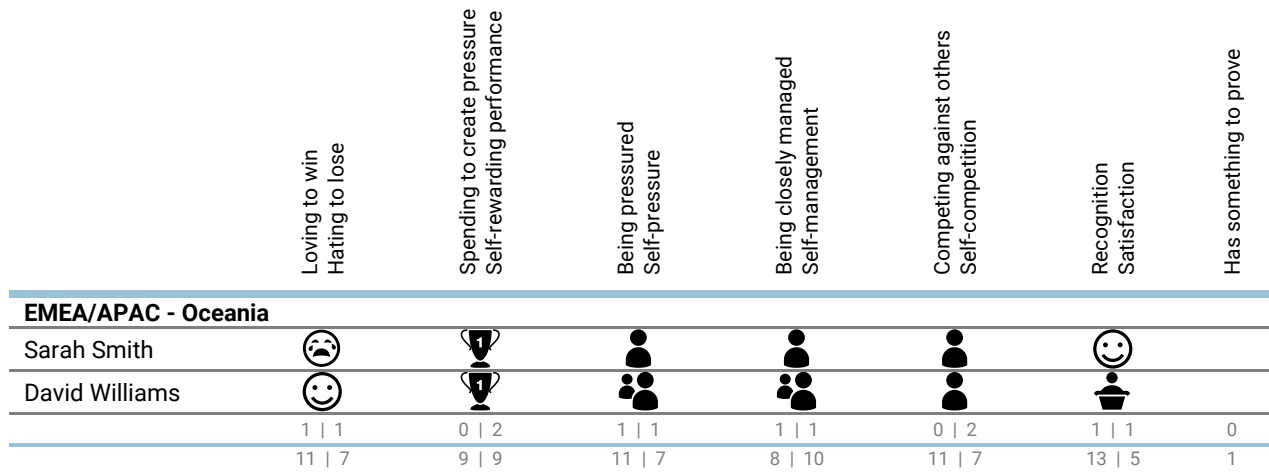
	Style	Motivation	Goal-Oriented
AMER - Latin America and the Caribbean			
Maria da Silva		<div style="width: 25%; background-color: red;"></div>	✗
Carlos Sanchez		<div style="width: 25%; background-color: red;"></div>	✗
		0%	0%
AMER - North America			
Fatima Alami		<div style="width: 75%; background-color: green;"></div>	✗
Tom Davis		<div style="width: 25%; background-color: red;"></div>	✗
Steven Miller		<div style="width: 25%; background-color: red;"></div>	✗
Manisha Patel		<div style="width: 50%; background-color: green;"></div>	✗
Greg Williams		<div style="width: 75%; background-color: green;"></div>	✗
		60%	0%
EMEA/APAC - Africa			
Aisha Ali		<div style="width: 25%; background-color: red;"></div>	✗
Musa Ibrahim		<div style="width: 25%; background-color: red;"></div>	✓
		0%	50%

	Style	Motivation	Goal-Oriented
EMEA/APAC - Asia			
Anh Nguyen		<div style="width: 75%; background-color: green;"></div>	✗
Sunita Singh		<div style="width: 25%; background-color: red;"></div>	✗
Wei Zhang		<div style="width: 75%; background-color: green;"></div>	✓
		67%	33%
EMEA/APAC - Europe			
Eva Johansson		<div style="width: 25%; background-color: red;"></div>	✗
Marie Martin	-	<div style="width: 25%; background-color: red;"></div>	✗
Wolfgang Müller		<div style="width: 25%; background-color: red;"></div>	✗
Giuseppe Rossi		<div style="width: 75%; background-color: green;"></div>	✓
		25%	25%
EMEA/APAC - Oceania			
Sarah Smith		<div style="width: 25%; background-color: red;"></div>	✗
David Williams		<div style="width: 75%; background-color: green;"></div>	✗
		50%	0%
		39%	17%

Motivational Tendencies

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

	Loving to win Hating to lose	Spending to create pressure Self-rewarding performance	Being pressured Self-pressure	Being closely managed Self-management	Competing against others Self-competition	Recognition Satisfaction	Has something to prove
AMER - Latin America and the Caribbean							
Maria da Silva							
Carlos Sanchez							
	1 1	1 1	1 1	1 1	1 1	2 0	0
AMER - North America							
Fatima Alami							
Tom Davis							
Steven Miller							
Manisha Patel							
Greg Williams							
	4 1	3 2	3 2	3 2	3 2	3 2	1
EMEA/APAC - Africa							
Aisha Ali							
Musa Ibrahim							
	0 2	2 0	1 1	1 1	1 1	1 1	0
EMEA/APAC - Asia							
Anh Nguyen							
Sunita Singh							
Wei Zhang							
	1 2	1 2	2 1	0 3	2 1	2 1	0
EMEA/APAC - Europe							
Eva Johansson							
Marie Martin							
Wolfgang Müller							
Giuseppe Rossi							
	4 0	2 2	3 1	2 2	4 0	4 0	0



Summary of Motivation

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

17% of your **salespeople** who are required to be compensated mostly by commission are comfortable with that

100% of your **salespeople** who are required to be compensated mostly with salary are comfortable with that

WHY AREN'T WE GENERATING MORE NEW BUSINESS?

The Role of Your Salespeople

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

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

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

In the table below:

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

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

	Hunters	Potential Hunters	Fishermen	Observers
AMER - Latin America and the Caribbean				
Maria da Silva	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Carlos Sanchez	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	0%	50%	0%	50%
AMER - North America				
Fatima Alami	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tom Davis	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Steven Miller	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Manisha Patel	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Greg Williams	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	20%	60%	20%	0%
EMEA/APAC - Africa				
Aisha Ali	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Musa Ibrahim	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	0%	100%	0%	0%
EMEA/APAC - Asia				
Anh Nguyen	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sunita Singh	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Wei Zhang	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	33%	0%	67%	0%
EMEA/APAC - Europe				
Eva Johansson	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Marie Martin	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wolfgang Müller	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Giuseppe Rossi	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	0%	75%	25%	0%
EMEA/APAC - Oceania				
Sarah Smith	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
David Williams	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
	0%	100%	0%	0%
	11%	61%	22%	6%

Hunting

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

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

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

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

The Hunting Competency	Will Prospect	Prospects Consistently	Prospects via Phone and / or Walk-ins	Has No Need for Approval	Schedules Meetings	Recovers from Rejection	Maintains Full Pipeline	Not a Perfectionist or it Does Not Prevent Prospecting	Believes They Are Quickly Liked by Customers	Reaches Target Prospect	Gets Referrals from Customers / Network	Uses Social Selling Tools	Attends Networking Events	% of Attributes	Weighted Score
AMER - Latin America and the Caribbean															
Maria da Silva ¹	✗	✗	✗	✗	✓	✓	✓	✗	✓	✗	✗	✓	✗	38	26
Carlos Sanchez ¹	✓	✗	✓	✓	✓	✓	✓	✓	✗	✓	✓	✗	✓	77	74
	1/2	0/2	1/2	1/2	2/2	2/2	2/2	1/2	1/2	1/2	1/2	1/2	1/2	58	50
AMER - North America															
Tina Johnson	✗	-	-	✓	-	✓	-	-	-	-	✓	✗	-	60	44
Fatima Alami ³	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	✗	✗	✗	69	88
Tom Davis ¹	✗	✗	✗	✗	✓	✓	✗	✓	✗	✓	✗	✗	✓	38	23
Steven Miller ³	✓	✗	✓	✓	✓	✓	✗	✓	✗	✓	✗	✗	✗	54	64
Manisha Patel ¹	✓	✗	✓	✗	✓	✓	✗	✓	✓	✓	✗	✗	✗	54	59
Greg Williams ¹	✓	✗	✓	✓	✗	✓	✓	✓	✓	✓	✗	✗	✓	69	65
	4/5	1/5	4/5	3/5	4/5	5/5	2/5	5/5	2/5	5/5	0/5	0/5	2/5	57	60
EMEA/APAC - Africa															
Aisha Ali ³	✓	✗	✓	✓	✓	✓	✗	✗	✗	✓	✗	✓	✗	54	63
Musa Ibrahim ¹	✓	✓	✓	✓	✓	✓	✗	✗	✗	✓	✗	✗	✓	62	82
	2/2	1/2	2/2	2/2	2/2	2/2	0/2	0/2	0/2	2/2	0/2	1/2	1/2	58	73

The Hunting Competency															
	Will Prospect	Prospects Consistently	Prospects via Phone and / or Walk-ins	Has No Need for Approval	Schedules Meetings	Recovers from Rejection	Maintains Full Pipeline	Not a Perfectionist or it Does Not Prevent Prospecting	Believes They Are Quickly Liked by Customers	Reaches Target Prospect	Gets Referrals from Customers / Network	Uses Social Selling Tools	Attends Networking Events	% of Attributes	Weighted Score
EMEA/APAC - Asia															
Kenji Sato	✗	-	-	✗	-	✓	-	-	-	-	✗	✗	-	20	12
Anh Nguyen ¹	✓	✓	✓	✗	✓	✗	✗	✓	✗	✓	✗	✗	✗	46	69
Sunita Singh ³	✗	✗	✗	✓	✗	✓	✗	✗	✗	✓	✗	✗	✗	23	17
Wei Zhang ¹	✓	✗	✓	✓	✓	✗	✓	✗	✗	✓	✗	✗	✓	54	63
	2/3	1/3	2/3	2/3	2/3	1/3	1/3	1/3	0/3	3/3	0/3	0/3	1/3	41	50
EMEA/APAC - Europe															
Carmen Garcia	✗	-	-	✗	-	✗	-	-	-	-	✓	✗	-	20	7
Eva Johansson ¹	✗	✗	✗	✗	✗	✓	✗	✓	✗	✓	✗	✗	✗	23	12
Marie Martin ³	✓	✗	✓	✗	✓	✓	✗	✓	✗	✓	✗	✓	✗	54	58
Wolfgang Müller ¹	✓	✗	✓	✗	✓	✓	✗	✓	✗	✓	✗	✗	✓	54	57
Giuseppe Rossi ¹	✓	✗	✓	✓	✗	✓	✗	✓	✗	✓	✗	✓	✓	62	60
	3/4	0/4	3/4	1/4	2/4	4/4	0/4	4/4	0/4	4/4	0/4	2/4	2/4	48	47
EMEA/APAC - Oceania															
Sarah Smith ¹	✓	✗	✓	✗	✓	✓	✗	✓	✗	✓	✗	✗	✓	54	57
David Williams ³	✓	✗	✓	✓	✓	✓	✓	✓	✗	✓	✗	✗	✗	62	69
	2/2	0/2	2/2	1/2	2/2	2/2	1/2	2/2	0/2	2/2	0/2	0/2	1/2	58	63
	78%	17%	78%	56%	78%	89%	33%	72%	17%	94%	6%	22%	44%	53	56

¹ Selling Profile indicates that some hunting is required

³ Selling Profile indicates that hunting is a requirement of this role

Sales Management's Role

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

	Accountability Skills	Accountability Effectiveness
Carmen Garcia	55	62
Tina Johnson	80	64
Kenji Sato	20	36

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

Summary

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

72% of your **salespeople** believe "There is not a lot of additional widgets business that we can capture."

33% of your **salespeople** believe "I don't think my customers would give me referrals"

78% of your **salespeople** who are required to sell against the competition you face are comfortable with that

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

33% of your **salespeople** who are required to call on ownership or the C Level are comfortable with that

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

50% of your **salespeople** who are required to call on the small business/professional market are comfortable with that

33% of your **salespeople** who are required to hunt for new business are comfortable with that

72% of your **salespeople** who are required to generate their own leads are comfortable with that

ARE WE REACHING THE ACTUAL DECISION MAKERS?

When salespeople fail to speak with the actual decision makers early enough in the sales process, sales can be delayed or lost to competitors. We looked at a number of factors to determine whether your salespeople are meeting with decision makers and what, if anything, could interfere with that.

	Calling on Actual Decision Maker	Believes Speaking with Decision Makers Is Required	Reaching Decision Maker Is Milestone in Sales Process	Does Not Need to be Liked	Comfortable with Targeted Decision Maker	Doesn't Begin Sales Process with Buyers	Uses Selling Skills to Reach Decision Maker	% of Attributes	Weighted Score
The Reaching Decision-Makers Competency									
AMER - Latin America and the Caribbean									
Maria da Silva	✗	✓	✓	✗	✗	✗	✓	50	40
Carlos Sanchez	✗	✓	✓	✓	✓	✓	✓	88	60
	0/2 2/2	2/2	2/2	1/2	1/2	1/2	2/2	69	50
AMER - North America									
Fatima Alami	✗	✓	✓	✓	✓	✓	✓	75	50
Tom Davis	✗	✓	✓	✗	✗	✓	✓	63	45
Steven Miller	✗	✓	✓	✓	✗	✗	✓	63	50
Manisha Patel	✗	✓	✓	✗	✗	✗	✓	50	40
Greg Williams	✓	✓	✓	✓	✓	✓	✓	100	100
	1/5 4/5	5/5	5/5	3/5	2/5	3/5	5/5	70	57
EMEA/APAC - Africa									
Aisha Ali	✗	✓	✓	✓	✗	✗	✓	63	50
Musa Ibrahim	✓	✓	✓	✓	✗	✓	✓	88	95
	1/2 2/2	2/2	2/2	2/2	0/2	1/2	2/2	76	73
EMEA/APAC - Asia									
Anh Nguyen	✗	✓	✓	✗	✓	✗	✓	63	45
Sunita Singh	✗	✓	✓	✓	✗	✗	✓	63	50
Wei Zhang	✗	✓	✓	✓	✓	✓	✓	88	60
	0/3 3/3	3/3	3/3	2/3	2/3	1/3	3/3	71	52
EMEA/APAC - Europe									
Eva Johansson	✗	✓	✓	✗	✗	✓	✓	57	35
Marie Martin	✗	✓	✓	✗	✗	✓	✓	57	35
Wolfgang Müller	✗	✓	✓	✗	✗	✗	✓	50	40
Giuseppe Rossi	✗	✓	✓	✓	✓	✗	✓	75	55
	0/4 2/2	4/4	4/4	1/4	1/4	2/4	4/4	60	41

The Reaching Decision-Makers Competency		Calling on Actual Decision Maker	Believes Speaking with Decision Makers Is Required	Reaching Decision Maker Is Milestone in Sales Process	Does Not Need to be Liked	Comfortable with Targeted Decision Maker	Doesn't Begin Sales Process with Buyers	Uses Selling Skills to Reach Decision Maker	% of Attributes	Weighted Score
EMEA/APAC - Oceania										
Sarah Smith		✗	✓	✓	✗	✓	✓	✓	63	40
David Williams		✗	✓	✓	✓	✗	✗	✓	63	50
		0/2	2/2	2/2	1/2	1/2	1/2	2/2	63	45
		11%	100%	100%	56%	39%	50%	100%	68	52
		88%								

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

Summary

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

33%

of your **managers** believe "I have to work with the procurement department before I can call on end users or decision-makers"

50%

of your **salespeople** believe "I have to work with the procurement department before I can call on end users or decision-makers"

WHY ISN'T OUR SALES CYCLE SHORTER?

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

- **Effective Sales Process** – When the sales process lends itself to repeatable and desirable results, sales cycles tend to be much shorter while conversion ratios tend to be much higher.
- **Reaching Decision-Makers** – When your salespeople reach the actual, versus perceived decision makers, they are 341% more likely to close the business and close it more quickly.
- **Consultative Selling** – If your salespeople can sell consultatively they can uncover the compelling reason to buy, a motivator that creates urgency and shortens the sales cycle.
- **Selling Value** – When your salespeople effectively sell value, time is no longer wasted overcoming price objections and renegotiating terms, effectively shortening the sales cycle.
- **Qualifying** – If you qualify thoroughly there will be fewer opportunities for premature demos, quotes, proposals, and presentations that lead to delayed closings and lost business.
- **Will Discuss Finances** – When your salespeople are able to discuss finances they are more likely to uncover the actual budget and confirm the prospect's ability to spend it. That tends to prevent most of the delays blamed on money.
- **Developing Urgency** – When salespeople have a sense of urgency that is matched by their prospect's, the sales cycle will move much more quickly.
- **Recovers from Rejection** – When you are not affected by rejection you are less likely to avoid asking questions that could result in a "no".
- **Healthy Skepticism** – When you have a healthy skepticism, you can avoid happy ears, not mistake put-offs for promises, and have much better sense for what is reality.
- **Not Likely to Take "Think it Overs"** – If you make buying decisions without having to think it over you will find a way to get your prospects to make decisions too.
- **Unlikely to be Derailed by Put-Offs** – The ability to ask questions after being put off can lead to getting business closed at the first closing opportunity.

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

33%

of your **salespeople** believe "We cannot shorten the sales cycle very much because it takes a long time to sign widget clients"

72% of your **salespeople** believe "I like to take my time considering major purchases"

50% of your **salespeople** believe "I understand when my prospects want time to think before making a decision"

100% of your **managers** believe "Prospects that need time to think before making a decision will eventually buy from us"

67% of your **managers** believe "It's OK if my salespeople let their prospects comparison shop"

83% of your **salespeople** believe "Prospects that need time to think before making a decision will eventually buy from me"

72% of your **salespeople** believe "I understand when my prospects want to comparison shop"

67% of your **managers** believe "It's OK if my salespeople give their prospects time to think before making a decision"

83% of your **salespeople** who are required to sell in a long sales cycle are comfortable with that

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

	Effective Sales Process	Reaching Decision-Makers	Consultative Selling	Selling Value	Qualifying	Will Discuss Finances	Closing Urgency	Recovers from Rejection	Healthy Skepticism	Not Likely to Take "Think it Overs"	Unlikely to be Derailed by Put-Offs	Factors
AMER - Latin America and the Caribbean												
Maria da Silva	✓	✗	✗	✗	✗	✗	✗	✓	✗	✓	✗	3
Carlos Sanchez	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	1
	1/2	0/2	0/2	0/2	0/2	0/2	0/2	2/2	0/2	1/2	0/2	2
AMER - North America												
Fatima Alami	✗	✗	✗	✗	✗	✗	✗	✓	✗	✓	✗	2
Tom Davis	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	1
Steven Miller	✓	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	2
Manisha Patel	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	1
Greg Williams	✗	✓	✓	✓	✓	✓	✗	✓	✗	✓	✗	7
	1/5	1/5	1/5	1/5	1/5	1/5	0/5	5/5	0/5	2/5	0/5	3
EMEA/APAC - Africa												
Aisha Ali	✗	✗	✗	✓	✗	✓	✗	✓	✗	✗	✗	3
Musa Ibrahim	✗	✓	✓	✗	✗	✓	✗	✓	✗	✓	✗	5
	0/2	1/2	1/2	1/2	0/2	2/2	0/2	2/2	0/2	1/2	0/2	4

	Effective Sales Process	Reaching Decision-Makers	Consultative Selling	Selling Value	Qualifying	Will Discuss Finances	Closing Urgency	Recovers from Rejection	Healthy Skepticism	Not Likely to Take "Think it Overs"	Unlikely to be Derailed by Put-Offs	Factors
EMEA/APAC - Asia												
Anh Nguyen	✓	✗	✗	✓	✗	✓	✗	✗	✓	✗	✗	4
Sunita Singh	✓	✗	✗	✗	✗	✗	✗	✓	✗	✓	✗	3
Wei Zhang	✗	✗	✓	✓	✗	✗	✗	✗	✗	✓	✗	3
	2/3	0/3	1/3	2/3	0/3	1/3	0/3	1/3	1/3	2/3	0/3	3
EMEA/APAC - Europe												
Eva Johansson	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	1
Marie Martin	✗	✗	✗	✗	✗	✗	✗	✓	✓	✗	✗	2
Wolfgang Müller	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	1
Giuseppe Rossi	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	1
	0/4	0/4	0/4	0/4	0/4	0/4	0/4	4/4	1/4	0/4	0/4	1
EMEA/APAC - Oceania												
Sarah Smith	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	1
David Williams	✓	✗	✗	✓	✗	✓	✗	✓	✗	✗	✗	4
	1/2	0/2	0/2	1/2	0/2	1/2	0/2	2/2	0/2	0/2	0/2	3
	28%	11%	17%	28%	6%	28%	0%	89%	11%	33%	0%	3

ARE WE SELLING CONSULTATIVELY?

Consultative Selling

Selling has changed dramatically since 2019. The biggest changes are that:

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

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

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

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

The Consultative Selling Competency																	
	Able to Stay in the Moment	Uncovers Reasons to Buy	Reasons to Buy Are Compelling	Able to Listen/Ask with Ease	Asks Enough Questions	Asks Great Questions	Gets Prospects Past "Nice to Have"	Will Build Trust *	Able to Ask Tough Questions	Takes Nothing for Granted	Manages Appropriate Amount of Patience	Understands How Prospects Will Buy	Develops Strong Relationships **	Presenting at Appropriate Times	Healthy Skepticism	% of Attributes	Weighted Score
AMER																	
David Cohen	x	x	-	x	x	✓	-	-	x	x	-	✓	x	✓	x	27	19
Angel Lopez	✓	x	-	✓	x	x	-	x	x	x	-	x	x	✓	x	25	31
AMER - Latin America and the Caribbean																	
Maria da Silva	x	✓	x	✓	✓	✓	x	x	x	✓	x	✓	✓	x	x	41	41
Carlos Sanchez	x	✓	x	✓	✓	✓	✓	x	✓	✓	✓	✓	x	x	x	65	63
	0/2	2/2 1/2	0/2	2/2	2/2	2/2	1/2	0/2	1/2	2/2 1/2	1/2	2/2	1/2	0/2	0/2	53	52
AMER - North America																	
Tina Johnson	x	✓	✓	x	✓	✓	✓	-	✓	✓	x	✓	x	✓	✓	71	71
Fatima Alami	x	✓	x	x	x	x	x	x	✓	✓	✓	✓	x	✓	x	47	30
Tom Davis	✓	✓	✓	x	x	✓	x	x	x	✓	x	✓	x	x	x	41	52
Steven Miller	x	✓	✓	x	x	x	x	x	✓	✓	✓	✓	x	✓	x	41	35
Manisha Patel	x	✓	x	x	x	x	✓	x	x	✓	✓	x	x	✓	x	29	19
Greg Williams	✓	✓	✓	✓	✓	✓	x	x	✓	✓	x	✓	✓	✓	x	71	81
	2/5	4/5 4/5	3/5	1/5	1/5	2/5	1/5	0/5	3/5	4/5 2/5	3/5	4/5	1/5	4/5	0/5	46	43
EMEA/APAC																	
Ram Devi	✓	✓	-	x	x	✓	-	-	x	✓	-	✓	✓	✓	x	64	62
EMEA/APAC - Africa																	
Aisha Ali	✓	✓	x	x	✓	✓	x	x	✓	✓	✓	✓	x	✓	x	65	61
Musa Ibrahim	✓	✓	x	✓	✓	✓	x	x	✓	✓	✓	✓	x	x	x	65	69
	2/2	2/2 2/2	0/2	1/2	2/2	2/2	0/2	0/2	2/2	2/2 2/2	2/2	2/2	0/2	1/2	0/2	65	65
EMEA/APAC - Asia																	
Kenji Sato	✓	✓	x	x	✓	✓	✓	-	x	✓	x	✓	x	x	x	50	60
Anh Nguyen	x	✓	x	x	x	x	x	x	x	✓	✓	✓	x	x	✓	29	15
Sunita Singh	x	✓	x	✓	✓	x	x	x	x	✓	✓	✓	x	✓	x	47	41
Wei Zhang	✓	✓	✓	✓	✓	✓	x	x	✓	✓	x	✓	x	x	x	59	69
	1/3	1/3 3/3	1/3	1/3	2/3	1/3	0/3	0/3	2/3	1/3 3/3	2/3	3/3	0/3	1/3	1/3	45	42
EMEA/APAC - Europe																	
Carmen Garcia	x	✓	x	x	✓	x	✓	-	x	✓	x	✓	x	x	x	36	36
Eva Johansson	x	x	x	x	x	x	x	✓	x	x	x	x	x	x	x	7	6
Marie Martin	✓	✓	x	x	x	x	x	x	x	x	x	x	x	x	✓	20	27
Wolfgang Müller	x	✓	✓	x	✓	x	x	✓	x	✓	x	✓	x	x	x	47	47
Giuseppe Rossi	✓	✓	x	x	x	✓	x	x	✓	✓	✓	✓	x	✓	x	59	52
	2/4	3/4 2/2	1/4	0/4	1/4	1/4	0/4	2/4	1/4	2/4 2/2	1/4	2/4	0/4	1/4	1/4	33	33

The Consultative Selling Competency		Able to Stay in the Moment	Uncovers Reasons to Buy	Reasons to Buy Are Compelling	Able to Listen/Ask with Ease	Asks Enough Questions	Asks Great Questions	Gets Prospects Past "Nice to Have"	Will Build Trust *	Able to Ask Tough Questions	Takes Nothing for Granted	Manages Appropriate Amount of Patience	Understands How Prospects Will Buy	Develops Strong Relationships **	Presenting at Appropriate Times	Healthy Skepticism	% of Attributes	Weighted Score
EMEA/APAC - Oceania																		
Sarah Smith		✗	✓	✗	✗	✗	✓	✗	✗	✗	✓	✗	✓	✗	✓	✗	41	30
David Williams		✓	✓	✓	✗	✗	✓	✗	✗	✓	✓	✗	✓	✗	✗	✗	53	59
		1/2	2/2	1/2	0/2	0/2	2/2	0/2	0/2	1/2	2/2	0/2	2/2	0/2	1/2	0/2	47	45
		44%	78%	33%	28%	44%	56%	11%	11%	56%	72%	50%	83%	11%	44%	11%	46	44
			88%								75%							

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

* The following table provides additional detail about your organization's ability to build trust.

The Building Trust Competency		Gains Trust Early	High Integrity Seller	Customers Share Information Early	Gets First Call from Customers	Quickly Develops Rapport	Believes They Are Quickly Liked by Customers	% of Attributes	Weighted Score
AMER									
David Cohen		-	-	-	-	-	-	-	-
Angel Lopez		✓	✗	✓	✓	✗	✗	50	61
AMER - Latin America and the Caribbean									
Maria da Silva		✗	✗	✗	✗	✓	✓	33	26
Carlos Sanchez		✗	✗	✗	✗	✗	✗	0	0
		0/2	0/2	0/2	0/2	1/2	1/2	17	13
AMER - North America									
Fatima Alami		✗	✓	✗	✓	✗	✗	33	26
Tom Davis		✗	✓	✗	✓	✗	✗	33	26
Steven Miller		✗	✓	✗	✓	✗	✗	33	26
Manisha Patel		✗	✓	✗	✓	✓	✓	67	52
Greg Williams		✗	✗	✓	✓	✓	✓	67	52
		0/5	4/5	1/5	5/5	2/5	2/5	47	36
EMEA/APAC									
Ram Devi		-	-	-	-	-	-	-	-

	Gains Trust Early	High Integrity Seller	Customers Share Information Early	Gets First Call from Customers	Quickly Develops Rapport	Believes They Are Quickly Liked by Customers	% of Attributes	Weighted Score
The Building Trust Competency								
EMEA/APAC - Africa								
Aisha Ali	✗	✓	✗	✓	✗	✗	33	26
Musa Ibrahim	✓	✗	✗	✓	✗	✗	33	48
	1/2	1/2	0/2	2/2	0/2	0/2	33	37
EMEA/APAC - Asia								
Anh Nguyen	✗	✓	✓	✗	✗	✗	33	26
Sunita Singh	✗	✓	✗	✓	✗	✗	33	26
Wei Zhang	✗	✓	✗	✓	✗	✗	33	26
	0/3	3/3	1/3	2/3	0/3	0/3	33	26
EMEA/APAC - Europe								
Eva Johansson	✓	✓	✓	✓	✗	✗	67	74
Marie Martin	✗	✗	✗	✗	✗	✗	0	0
Wolfgang Müller	✓	✗	✓	✓	✓	✗	67	74
Giuseppe Rossi	✗	✓	✓	✗	✗	✗	33	26
	2/4	2/4	3/4	2/4	1/4	0/4	42	44
EMEA/APAC - Oceania								
Sarah Smith	✓	✗	✗	✓	✗	✗	33	48
David Williams	✗	✗	✓	✓	✗	✗	33	26
	1/2	0/2	1/2	2/2	0/2	0/2	33	37
	22%	56%	33%	72%	22%	17%	37	34

** The following table provides additional detail about your organization's ability to quickly develop relationships.

The Relationship Building Competency	Quickly Develops Rapport	Relationship Is Key Factor in Winning Business	Relationships Generate New Business	Develops Strong Relationships over Time	Customers Follow to New Companies	Believes That Making Friends Is Single Greatest Asset	Extroversion Supports Relationship Building	% of Attributes	Weighted Score
AMER									
David Cohen	✗	-	-	✓	-	✗	-	33	36
Angel Lopez	✗	✓	✓	✗	✗	✓	✗	43	46
AMER - Latin America and the Caribbean									
Maria da Silva	✓	✗	✗	✗	✓	✓	✗	50	50
Carlos Sanchez	✗	✗	✗	✗	✗	✗	✓	25	17
	1/2	0/2	0/2	1/2 1/2	1/2	1/2	1/2	38	34
AMER - North America									
Tina Johnson	✗	✗	✗	✗	✓	✗	✓	29	21
Fatima Alami	✗	✗	✓	✓	✗	✗	✓	50	42
Tom Davis	✗	✗	✓	✓	✗	✗	✗	38	33
Steven Miller	✗	✗	✓	✓	✓	✗	✗	50	46
Manisha Patel	✓	✗	✓	✗	✗	✓	✗	50	54
Greg Williams	✓	✗	✓	✓	✓	✓	✗	75	75
	2/5	0/5	5/5	4/5 5/5	2/5	2/5	1/5	53	50
EMEA/APAC									
Ram Devi	✓	-	-	✓	-	✗	-	67	73
EMEA/APAC - Africa									
Aisha Ali	✗	✗	✗	✓	✓	✗	✓	50	38
Musa Ibrahim	✗	✗	✓	✗	✗	✗	✗	25	25
	0/2	0/2	1/2	1/2 2/2	1/2	0/2	1/2	38	32
EMEA/APAC - Asia									
Kenji Sato	✗	✗	✓	✗	✗	✓	✗	29	29
Anh Nguyen	✗	✗	✗	✓	✗	✓	✗	38	29
Sunita Singh	✗	✗	✗	✓	✗	✗	✓	38	25
Wei Zhang	✗	✗	✗	✗	✓	✓	✗	38	33
	0/3	0/3	0/3	2/3 3/3	1/3	2/3	1/3	38	29
EMEA/APAC - Europe									
Carmen Garcia	✗	✗	✗	✗	✗	✓	✓	29	21
Eva Johansson	✗	✗	✗	✗	✗	✓	✗	14	13
Marie Martin	✗	✗	✓	✗	✗	✓	✓	43	38
Wolfgang Müller	✓	✗	✗	✗	✗	✓	✗	38	38
Giuseppe Rossi	✗	✗	✗	✓	✓	✗	✓	50	38
	1/4	0/4	1/4	1/4 2/2	1/4	3/4	2/4	36	32

The Relationship Building Competency		Quickly Develops Rapport	Relationship Is Key Factor in Winning Business	Relationships Generate New Business	Develops Strong Relationships over Time	Customers Follow to New Companies	Believes That Making Friends Is Single Greatest Asset	Extroversion Supports Relationship Building	% of Attributes	Weighted Score
EMEA/APAC - Oceania										
Sarah Smith		✘	✔	✘	✘/✔	✘	✔	✘	38	38
David Williams		✘	✘	✘	✔/✔	✘	✘	✘	25	17
		0/2	1/2	0/2	1/2 2/2	0/2	1/2	0/2	32	28
		22%	6%	39%	56% 94%	33%	50%	33%	41	36

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

Summary

While your salespeople are far from mastering the ability to sell consultatively, some of the necessary strengths and skills are in place to support the approach. With the proper sales training and coaching, your salespeople have room to become much more effective at selling consultatively in the future.

33% of your **salespeople** believe
"Consultative selling doesn't work in our industry because prospects and customers only want us to demonstrate, present and provide proposals and / or quotes."

100% of your **managers** believe
"My salespeople need to make presentations"

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

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

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

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

It's far from perfect but the salespeople who aren't already value sellers have some of the basic elements in place to become value sellers.

33%

of your **managers** believe "A thousand dollars is a lot of money"

33%

of your **salespeople** who are required to sell with the company's price points are comfortable with that


The Selling Value Competency														% of Attributes	Weighted Score
Focused on Value over Price	Will Discuss Finances	High Threshold for Money	Attempts to Sell Value	Sales Process Supports Selling Value	Learns Why Prospects Will Buy	Doesn't Need Approval	Asks Great Questions	Asks Enough Questions	Avoids Making Assumptions	Quickly Develops Rapport	Not Compelled to Quote				
AMER															
David Cohen	✓	✗	✗	✓	-	✗	✗	✓	✗	✗	✗	✗	27	39	
Angel Lopez	✗	✗	✗	✓	-	✗	✗	✗	✗	✗	✗	✗	9	11	
AMER - Latin America and the Caribbean															
Maria da Silva	✗	✗	✓	✓	✓	✗	✗	✓	✓	✓	✓	✗	62	58	
Carlos Sanchez	✓	✗	✓	✗	✗	✗	✓	✓	✓	✓	✗	✗	54	51	
	1/2 2/2	0/2	2/2	1/2	1/2	0/2	1/2	2/2	2/2	2/2	1/2	0/2	58	55	
AMER - North America															
Tina Johnson	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	83	96	
Fatima Alami	✓	✗	✓	✓	✗	✗	✓	✗	✗	✓	✗	✗	46	53	
Tom Davis	✓	✗	✓	✓	✗	✓	✗	✓	✗	✓	✗	✗	54	63	
Steven Miller	✗	✗	✗	✓	✓	✓	✓	✗	✗	✓	✗	✗	46	48	
Manisha Patel	✓	✗	✓	✓	✗	✗	✗	✗	✗	✗	✓	✗	38	47	
Greg Williams	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	92	98	
	5/5 4/5	1/5	4/5	5/5	2/5	3/5	3/5	2/5	1/5	4/5	2/5	0/5	55	62	
EMEA/APAC															
Ram Devi	✓	✗	✗	✓	-	✓	✗	✓	✗	✓	✓	✗	55	56	
EMEA/APAC - Africa															
Aisha Ali	✓	✓	✓	✗	✓	✗	✓	✓	✓	✓	✗	✗	69	76	
Musa Ibrahim	✓	✓	✗	✓	✗	✗	✓	✓	✓	✓	✗	✗	62	61	
	2/2 2/2	2/2	1/2	1/2	1/2	0/2	2/2	2/2	2/2	2/2	0/2	0/2	66	69	
EMEA/APAC - Asia															
Kenji Sato	✓	✓	✗	✓	✗	✗	✗	✓	✓	✓	✗	✗	50	56	
Anh Nguyen	✓	✓	✓	✓	✓	✗	✗	✗	✗	✗	✗	✗	46	70	
Sunita Singh	✓	✗	✓	✓	✓	✗	✓	✗	✓	✗	✗	✗	54	63	
Wei Zhang	✓	✗	✓	✓	✗	✓	✓	✓	✓	✓	✗	✗	69	71	
	3/3 3/3	1/3	3/3	3/3	2/3	1/3	2/3	1/3	2/3	1/3	0/3	0/3	56	68	
EMEA/APAC - Europe															
Carmen Garcia	✓	✗	✓	✓	✗	✗	✗	✗	✓	✓	✗	✗	42	51	
Eva Johansson	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✓	17	17	
Marie Martin	✗	✗	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	8	10	
Wolfgang Müller	✓	✗	✗	✓	✓	✓	✗	✗	✓	✓	✓	✗	62	58	
Giuseppe Rossi	✗	✗	✓	✓	✓	✗	✓	✓	✗	✓	✗	✗	46	48	
	1/4 1/2	0/4	2/4	2/4	3/4	1/4	1/4	1/4	1/4	2/4	1/4	1/4	33	33	

The Selling Value Competency		Focused on Value over Price	Will Discuss Finances	High Threshold for Money	Attempts to Sell Value	Sales Process Supports Selling Value	Learns Why Prospects Will Buy	Doesn't Need Approval	Asks Great Questions	Asks Enough Questions	Avoids Making Assumptions	Quickly Develops Rapport	Not Compelled to Quote	% of Attributes	Weighted Score
EMEA/APAC - Oceania															
Sarah Smith		✓/✗	✗	✓	✗	✗	✗	✗	✓	✗	✓	✗	✗	38	43
David Williams		✓/✓	✓	✗	✓	✓	✓	✓	✓	✗	✓	✗	✗	69	78
		2/2	1/2	1/2	1/2	1/2	1/2	1/2	2/2	0/2	2/2	0/2	0/2	54	61
		78%	28%	72%	72%	56%	33%	56%	56%	44%	72%	22%	6%	52	56
		88%													
















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

IS OUR VALUE PROPOSITION CONSISTENT?

We asked your salespeople to provide us with their version of your value proposition. You can see them listed below along with their elevator pitch.

 Text was typed by the individual, and is shown exactly as entered.

Value Proposition

Value Proposition	
AMER - Latin America and the Caribbean	
Maria da Silva 	We sell widgets and work with our customers to create the best widget solutions.
Carlos Sanchez 	No one sells more widgets than ABC Company.
AMER - North America	
Fatima Alami 	ABC Company created the widget industry, and still today serves as the leading manufacturer of high-quality widgets.
Tom Davis 	ABC Company focuses on one thing - widgets. We create the highest quality widgets and serve as a valued partner for our customers.
Steven Miller 	ABC produces widgets for a wide variety of industries.
Manisha Patel 	With almost a century of heritage, ABC Company has the knowledge and expertise necessary to provide you with the best widget solutions.
Greg Williams 	We produce the best widgets.
EMEA/APAC - Africa	
Aisha Ali 	You may not have heard of ABC Company, but I bet our widgets help your day-to-day life.
Musa Ibrahim 	Our customers rely on ABC Company to serve all of their widget needs.
EMEA/APAC - Asia	
Anh Nguyen 	ABC Company is the world leading provider of widgets.
Sunita Singh 	ABC Company has been creating high-quality widgets for nearly a century.
Wei Zhang 	We provide high-quality widgets at affordable prices.
EMEA/APAC - Europe	
Eva Johansson 	ABC Company has been selling widgets for nearly 100 years.
Marie Martin 	ABC widgets are known around the world to be the best products for a wide variety of applications.
Wolfgang Müller 	We are the leading manufacturer of widgets.

Value Proposition

Giuseppe Rossi



Every day, you probably come in contact with ABC Company's widgets without even knowing it.

EMEA/APAC - Oceania

Sarah Smith



Worldwide, companies rely on ABC to serve all of their widget needs.

David Williams



There are a lot of companies providing widgets, but none can meet the quality and selection that ABC offers.

Elevator Pitch

Elevator Pitch

AMER - Latin America and the Caribbean

Maria da Silva



We work with each customer to understand their unique needs and develop the right solution.

Carlos Sanchez



Customers love our award-winning service and focus on quality.

AMER - North America

Fatima Alami



ABC Company is the world's leading provider of widgets.

Tom Davis



We have nearly 100 years of experience creating quality widgets.

Steven Miller



When people think widgets, ABC Company is who comes to mind.

Manisha Patel



You can count on our team to listen to your needs and help you select the best products.

Greg Williams



Our core focus is on quality. No one produces a better widget than ABC Company.

EMEA/APAC - Africa

Aisha Ali



We design the world's best widgets for the world's largest companies.

Musa Ibrahim



We can offer you not only the best widgets, but also a price that can't be beat.

EMEA/APAC - Asia

Anh Nguyen



Our superior quality and selection set us apart in the widget industry.

Sunita Singh



Our custom-engineered widget solutions can't be beat!

Wei Zhang



You can count on our team to work as your partner to select the best widgets for your applications.

EMEA/APAC - Europe

Eva Johansson



No one can beat our prices on widgets.

Marie Martin



We focus on high quality and top-notch service.

Wolfgang Müller



No one beats our widget supply chain. We have a wide variety of in-stock products.

Elevator Pitch

Giuseppe Rossi We carry a wide array of widgets for any of your needs.



EMEA/APAC - Oceania

Sarah Smith We develop the best widgets for a variety of industry applications.



David Williams We offer a wide array of widgets at competitive prices.



Summary

More than half of your salespeople were unable to express the value proposition with any degree of consistency. This suggests that onboarding is probably not working and your messaging is not being reinforced across the organization on an ongoing basis. Those who were unable to correctly express the value proposition should be questioned about that.

CAN WE CLOSE MORE SALES?

Closing

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

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

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

The Closing Competency		Gets Prospect to Agree to Make a Decision	Will Meet with the Decision Maker	Will Find a Way to Close	Not Likely to Take "Think it Overs"	Unlikely to be Derailed by Put-Offs	Manages Appropriate Amount of Patience	Closing Urgency	Isn't Hoping to be Liked	Will Stay in the Moment at Closing Time	Won't Make Inappropriate Quotes	% of Attributes	Weighted Score
AMER													
David Cohen		✗	✗	✗	✓	✗	-	✗	✗	✗	✗	11	16
Angel Lopez		✗	✗	✗	✓	✗	-	✗	✗	✓	✗	22	20
AMER - Latin America and the Caribbean													
Maria da Silva		✗	✗	✗	✓	✗	✗	✓	✗	✗	✗	18	20
Carlos Sanchez		✗	✗	✗	✗	✗	✓	✗	✓	✗	✗	18	9
		0/2	0/2	0/2	1/2	0/2	1/2	1/2	1/2	0/2	0/2	18	15
		0/2											

The Closing Competency												% of Attributes	Weighted Score
Gets Prospect to Agree to Make a Decision	Will Meet with the Decision Maker	Will Find a Way to Close	Not Likely to Take "Think it Overs"	Unlikely to be Derailed by Put-Offs	Manages Appropriate Amount of Patience	Closing Urgency	Isn't Hoping to be Liked	Will Stay in the Moment at Closing Time	Won't Make Inappropriate Quotes				
AMER - North America													
Tina Johnson	✗	✓	✗	✓	✗	✗	✓	✓	✗	✗	40	44	
Fatima Alami	✗	✗	✗	✓	✗	✓	✓	✓	✗	✗	36	29	
Tom Davis	✗	✗	✗	✗	✗	✗	✗	✗	✓	✗	9	4	
Steven Miller	✗	✗	✗	✗	✗	✓	✓	✓	✗	✗	27	14	
Manisha Patel	✗	✗	✗	✗	✗	✓	✗	✗	✗	✗	9	5	
Greg Williams	✗	✓	✗	✓	✗	✗	✗	✓	✓	✗	36	43	
	0/5	1/5	0/5	2/5	0/5	3/5	2/5	3/5	2/5	0/5	23	19	
EMEA/APAC													
Ram Devi	✗	✓	✗	✗	✗	-	✗	✗	✓	✗	22	25	
EMEA/APAC - Africa													
Aisha Ali	✗	✗	✗	✗	✗	✓	✗	✓	✓	✗	27	13	
Musa Ibrahim	✓	✓	✗	✓	✗	✓	✗	✓	✓	✗	64	68	
	1/2	1/2	0/2	1/2	0/2	2/2	0/2	2/2	2/2	0/2	46	41	
EMEA/APAC - Asia													
Kenji Sato	✗	✗	✗	✗	✗	✗	✗	✗	✓	✗	10	4	
Anh Nguyen	✗	✗	✗	✗	✗	✓	✗	✗	✗	✗	9	5	
Sunita Singh	✓	✗	✓	✓	✗	✓	✗	✓	✗	✗	55	59	
Wei Zhang	✗	✗	✗	✓	✗	✗	✗	✓	✓	✗	27	23	
	1/3	0/3	1/3	2/3	0/3	2/3	0/3	2/3	1/3	0/3	30	29	
EMEA/APAC - Europe													
Carmen Garcia	✓	✗	✗	✗	✗	✗	✗	✗	✗	✗	10	20	
Eva Johansson	✗	✗	✗	✗	✗	✗	✓	✗	✗	✓	20	7	
Marie Martin	✓	✗	✗	✗	✗	✗	✓	✗	✓	✗	30	29	
Wolfgang Müller	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	18	15	
Giuseppe Rossi	✗	✗	✗	✗	✗	✓	✓	✓	✓	✗	45	28	
	1/4	0/4	0/4	0/4	0/4	1/4	4/4	1/4	2/4	1/4	28	20	
EMEA/APAC - Oceania													
Sarah Smith	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	0	0	
David Williams	✗	✗	✗	✗	✗	✗	✗	✓	✓	✗	18	8	
	0/2	0/2	0/2	0/2	0/2	0/2	0/2	1/2	1/2	0/2	9	4	
	17%	11%	6%	33%	0%	50%	39%	56%	44%	6%	26	21	

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

Sales Posturing

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

The next table shows the qualities that support effective posturing or whether your salespeople are able to effectively position your products/services and company and make a memorable impression.

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

	Good Self-Image	Quickly Develops Rapport	Sales Optimism	Sales Assertiveness	Sales Empathy	Appropriate Amount of Patience	Will Build Trust	Good Listener	Healthy Skepticism	Weighted Score
The Sales Posturing Competency										
AMER - Latin America and the Caribbean										
Maria da Silva	✓	✓	🚩	🚩	✗	✗	✗	✓	✗	44
Carlos Sanchez	✓	✗	🚩	✓	✗	✓	✗	✓	✗	50
	2/2	1/2	0/2	1/2	0/2	1/2	0/2	2/2	0/2	47
AMER - North America										
Tina Johnson	✓	✗	✓	🚩	🚩	✗	-	-	✓	57
Fatima Alami	✓	✗	✓	✓	✗	✓	✗	✗	✗	44
Tom Davis	✓	✗	✗	🚩	✗	✗	✗	🚩	✗	22
Steven Miller	✓	✗	✗	✓	✗	✓	✗	🚩	✗	39
Manisha Patel	✓	✓	✗	🚩	✗	✓	✗	✗	✗	39
Greg Williams	✓	✓	✗	✓	✗	✗	✗	✓	✗	44
	5/5	2/5	1/5	3/5	0/5	3/5	0/5	1/5	0/5	38
EMEA/APAC - Africa										
Aisha Ali	✓	✗	🚩	✓	✗	✓	✗	🚩	✗	44
Musa Ibrahim	✓	✗	🚩	🚩	✗	✓	✗	✓	✗	44
	2/2	0/2	0/2	1/2	0/2	2/2	0/2	1/2	0/2	44
EMEA/APAC - Asia										
Kenji Sato	✓	✗	✗	🚩	✗	✗	-	-	✗	21
Anh Nguyen	✗	✗	🚩	✓	✗	✓	✗	🚩	✓	44
Sunita Singh	✓	✗	🚩	✓	✗	✓	✗	✓	✗	50
Wei Zhang	✗	✗	🚩	✓	✗	✗	✗	🚩	✗	22
	1/3	0/3	0/3	3/3	0/3	2/3	0/3	1/3	1/3	39

The Sales Posturing Competency										
	Good Self-Image	Quickly Develops Rapport	Sales Optimism	Sales Assertiveness	Sales Empathy	Appropriate Amount of Patience	Will Build Trust	Good Listener	Healthy Skepticism	Weighted Score
EMEA/APAC - Europe										
Carmen Garcia	✗	✗	🚩	🚩	✗	✗	-	-	✗	14
Eva Johansson	✓	✗	✗	✗	✗	✗	✓	🚩	✗	28
Marie Martin	✓	✗	✗	✓	✗	✗	✗	🚩	✓	39
Wolfgang Müller	✓	✓	🚩	🚩	✗	✗	✓	✗	✗	44
Giuseppe Rossi	✓	✗	✓	✓	✗	✓	✗	🚩	✗	50
	4/4	1/4	1/4	2/4	0/4	1/4	2/4	0/4	1/4	40
EMEA/APAC - Oceania										
Sarah Smith	✓	✗	🚩	✓	✗	✗	✗	🚩	✗	33
David Williams	✓	✗	🚩	✓	✗	✗	✗	🚩	✗	33
	2/2	0/2	0/2	2/2	0/2	0/2	0/2	0/2	0/2	33
	89%	22%	11%	67%	0%	50%	11%	28%	11%	40

Presentation Approach

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

The Presentation Approach and Context Competency		Emphasizes Listening over Talking	Able to Minimize Talking about Company Products or Solutions	Not Compelled to Present	Not Overly Reliant on Educating and Presenting	Does Not Believe Presenting Equates to Controlling the Sales Process	Does Not Believe Making A Proposal is the Most Important Part of the Sales Process	Not Compelled to Propose or Quote	Asks Enough Questions	Takes Nothing for Granted	% of Attributes	Weighted Score
AMER												
<i>David Cohen</i>												
	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	78	95
<i>Angel Lopez</i>												
	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	78	95
AMER - Latin America and the Caribbean												
<i>Maria da Silva</i>												
	✓	✗	✓	✗	✓	✓	✗	✓	✓	✓	60	60
<i>Carlos Sanchez</i>												
	✓	✓	✓	✗	✓	✓	✗	✓	✓	✓	80	82
	2/2	1/2	2/2	0/2	2/2	2/2	0/2 1/2	2/2	2/2	2/2	70	71
AMER - North America												
<i>Fatima Alami</i>												
	✗	✗	✓	✓	✓	✓	✗	✗	✗	✓	50	52
<i>Tom Davis</i>												
	✓	✗	✓	✗	✓	✗	✗	✗	✗	✓	40	47
<i>Steven Miller</i>												
	✓	✓	✓	✓	✓	✗	✗	✗	✗	✓	60	82
<i>Manisha Patel</i>												
	✗	✗	✓	✓	✓	✓	✗	✗	✗	✗	40	50
<i>Greg Williams</i>												
	✓	✗	✓	✓	✓	✓	✗	✓	✓	✓	70	75
	3/5	1/5	5/5	4/5	5/5	3/5	0/5 0/5	1/5	4/5	5/5	52	61
EMEA/APAC												
<i>Ram Devi</i>												
	✓	✗	✓	✓	✓	✓	✓	✗	✓	✓	78	77
EMEA/APAC - Africa												
<i>Aisha Ali</i>												
	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓	80	95
<i>Musa Ibrahim</i>												
	✓	✗	✓	✗	✓	✓	✗	✓	✓	✓	60	60
	2/2	1/2	2/2	1/2	2/2	2/2	0/2 0/2	2/2	2/2	2/2	70	78

The Presentation Approach and Context Competency											
	Emphasizes Listening over Talking	Able to Minimize Talking about Company Products or Solutions	Not Compelled to Present	Not Overly Reliant on Educating and Presenting	Does Not Believe Presenting Equates to Controlling the Sales Process	Does Not Believe Making A Proposal is the Most Important Part of the Sales Process	Not Compelled to Propose or Quote	Asks Enough Questions	Takes Nothing for Granted	% of Attributes	Weighted Score
EMEA/APAC - Asia											
Anh Nguyen	✓	✗	✗	✗	✓	✓	✗	✗	✗	30	40
Sunita Singh	✓	✗	✓	✓	✓	✓	✗	✓	✗	60	73
Wei Zhang	✓	✓	✓	✗	✓	✓	✗	✓	✓	70	80
	3/3	1/3	2/3	1/3	3/3	3/3	0/3	2/3	1/3	53	64
EMEA/APAC - Europe											
Eva Johansson	✓	✗	✓	✗	✓	✓	✓	✗	✗	56	60
Marie Martin	✓	✓	✓	✓	✗	✓	✓	✗	✗	67	85
Wolfgang Müller	✗	✓	✓	✗	✓	✓	✗	✓	✓	60	60
Giuseppe Rossi	✓	✗	✓	✓	✓	✓	✗	✗	✓	70	74
	3/4	2/4	4/4	2/4	3/4	4/4	2/4	1/4	2/4	63	70
EMEA/APAC - Oceania											
Sarah Smith	✓	✓	✓	✓	✓	✓	✗	✗	✓	70	92
David Williams	✓	✓	✓	✗	✓	✓	✗	✗	✓	60	77
	2/2	2/2	2/2	1/2	2/2	2/2	0/2	0/2	2/2	65	85
	83%	44%	94%	50%	94%	89%	11%	44%	72%	60	69
							13%				

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

Combined Impact of Competencies

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

	Sales Process	Consult.	Selling Value	Qualifying	Presentation Approach	Closing	Combined Impact
AMER - Latin America and the Caribbean							
Maria da Silva	✓	✗	✗	✗	✗	✗	1
Carlos Sanchez	✗	✗	✗	✗	✓	✗	1
	1/2	0/2	0/2	0/2	1/2	0/2	1
AMER - North America							
Fatima Alami	✗	✗	✗	✗	✗	✗	0
Tom Davis	✗	✗	✗	✗	✗	✗	0
Steven Miller	✓	✗	✗	✗	✓	✗	2
Manisha Patel	✗	✗	✗	✗	✗	✗	0
Greg Williams	✗	✓	✓	✓	✓	✗	4
	1/5	1/5	1/5	1/5	2/5	0/5	1
EMEA/APAC - Africa							
Aisha Ali	✗	✗	✓	✗	✓	✗	2
Musa Ibrahim	✗	✓	✗	✗	✗	✓	2
	0/2	1/2	1/2	0/2	1/2	1/2	2
EMEA/APAC - Asia							
Anh Nguyen	✓	✗	✓	✗	✗	✗	2
Sunita Singh	✓	✗	✗	✗	✓	✗	2
Wei Zhang	✗	✓	✓	✗	✓	✗	3
	2/3	1/3	2/3	0/3	2/3	0/3	2
EMEA/APAC - Europe							
Eva Johansson	✗	✗	✗	✗	✗	✗	0
Marie Martin	✗	✗	✗	✗	✓	✗	1
Wolfgang Müller	✗	✗	✗	✗	✗	✗	0
Giuseppe Rossi	✗	✗	✗	✗	✓	✗	1
	0/4	0/4	0/4	0/4	2/4	0/4	1
EMEA/APAC - Oceania							
Sarah Smith	✗	✗	✗	✗	✓	✗	1
David Williams	✓	✗	✓	✗	✓	✗	3
	1/2	0/2	1/2	0/2	2/2	0/2	2
	28%	17%	28%	6%	56%	6%	1

Summary

Your salespeople currently lack the basic elements required for effectively closing the sales that do not close easily. In order to become more effective closers, they must not only participate in appropriate sales training and coaching, but sales management must become more effective at coaching. As a result of these changes you will see the results several months after you begin.

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

100% of your **managers** believe "Prospects that need time to think before making a decision will eventually buy from us"

83% of your **salespeople** believe "Prospects that need time to think before making a decision will eventually buy from me"

67% of your **managers** believe "It's OK if my salespeople give their prospects time to think before making a decision"

50% of your **salespeople** believe "I understand when my prospects want time to think before making a decision"

67% of your **managers** believe "It's OK if my salespeople let their prospects comparison shop"

72% of your **salespeople** believe "I understand when my prospects want to comparison shop"

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



INFRASTRUCTURE

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Are We Being Consistent with Our Sales Process?	83
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How Well Are Our Sales Leadership Strategies Aligned?	90
Do We Need to Change Our Selection Criteria?	93
Can We Improve Our Pipeline and Forecasting Accuracy?	95

DO OUR SYSTEMS AND PROCESSES SUPPORT A HIGH PERFORMANCE SALES ORGANIZATION?

Systems and processes are an important part of a sales organization's success. They must lay the groundwork, direct and guide salespeople, support their efforts, and accurately collect appropriate information for leaders to manage, coach and hold salespeople accountable to the required metrics and results. In the June 2013 issue of INC. Magazine, Les McKeown said, "Growing businesses need to put in systems and processes. That's the only way you can get to a point where you can scale."

Summary of Systems and Processes

This table provides overall company scores for Growth, Coaching, Motivating, Recruiting and Accountability, areas where systems and processes must support the sales force.

	Score (0-10)	Area
Business Plan	4	Growth
Territory Management	7	
Evaluation of Salespeople	4	Coaching
Training and Development	7	
Compensation	6	Motivating
Sales Meetings	6	
Sales Support	9	
Recruiting Process	5	Recruiting
Termination Policy	0	
Expectations	0	
New Salesperson Ramp-up	0	
Tracking	6	Accountability
Tracking Frequency	5	
Automation	4	
Automation Execution	4	
Average Score	4	
Total Score (0-150)	67	

67

Your total score of 67 suggests that your systems and processes support the sales force in some areas, but there are others areas that require attention. It will be important to focus on the areas where your scores fall below 7 and tweak those areas with scores between 7 and 9.

A low score in systems and processes can often be correlated with a sales force that spends too much of its time working on internal issues, making sure that the promises they made to customers are kept. Then your salespeople use these activities as valid excuses for not pursuing new business development activities and at the same time, their involvement fails to change the culture that caused them to involve themselves in the first place.

Business Plan

Business plans come in all shapes and sizes and are used for many different purposes, most notably to obtain financing, attract investors and detail the strategy to achieve a company's goals. Most companies have sketchy or non-existent plans, with little attention paid to the all-important sales and marketing functions. When you consider how sales and marketing impact revenue it makes you wonder why the inclusion of sales and marketing isn't a mandatory component of a complete business plan. Some of the sales elements that could be included are:

- Specific plans for each salesperson
- Sales administration
- Sales budget
- Recruiting requirements
- Target market
- Strategy to overcome competition
- Market strategy
- Talent development
- Value proposition

4

Like many companies, your plan is missing some of the elements that should be included in an effective sales plan. You should identify and add the missing components to your plan as soon as possible. When the plan is incomplete, there could be less formality to the sales strategy and sales strategy could even become misaligned with the business goals outlined in the plan.

33%

of your **managers** believe
"A personal sales plan isn't that important to me"

Territory Management

Some companies approach territory design with all the technology of a horse and carriage. Others use sophisticated territory management software. There are many advantages to optimizing territories, the most important being market dominance.

7

Your company's sales territories do not appear to be optimized yet.

You are not filling the territories with the optimal number of salespeople to maximize revenue in those territories. You should research the revenue potential and market share of each territory and, using the volume of your average salesperson, calculate the optimal number of salespeople required for each. A common problem occurs when companies add salespeople to an underperforming territory when an argument can be made for the philosophy that less is more. Adding mediocre salespeople never compensates for under performance. When your territories have been optimized, a number will be assigned to each territory. Then, if the territory is underperforming, you can replace the offending salespeople instead of making a bad situation worse.

Evaluation of Salespeople

Evaluating performance on a regular basis is a 'best practice' that leads to raised expectations and improved performance. There are many ways to evaluate performance. The most common method, observation, tends to be more subjective and far less comprehensive than other approaches.

4

Your organization has lacked a method for evaluating performance.

Prior to this comprehensive evaluation, it appears that aside from reviewing performance history, the company has lacked the means to objectively evaluate sales performance. In most cases, numbers alone won't tell the entire story. You need to completely understand how everyone contributes, while establishing expectations and guidelines to improve those contributions. You should incorporate additional evaluation methods including 360-degree reviews, observation, formal reviews, customer surveys and within the next year, a reevaluation of your sales force.

Training and Development

Targeted and effective sales training and development is a 'best practice' that raises expectations, improves performance and aligns strategies, tactics and processes. Sales training is not something that you provide each year. Instead it must be integrated with an optimized sales process and a sales process/pipeline oriented CRM application; it must be challenging, motivating and lead to measurable changes in behaviors, revenue and profits. This can be accomplished by targeting specific challenges and issues instead of providing training on general topics of interest.

7

Your company has been providing training and development on a regular basis and that is terrific! However, there are still real problems to be solved and you must provide your sales force with the resources required for success.

Compensation

A company's compensation plan is usually a cornerstone to motivate its salespeople to perform. If the plan is too generous, it fosters a culture of complacency. If the plan is too challenging, it can lead to costly turnover.

When companies pay commission on gross revenue it provides little incentive for salespeople to maintain high margins. A plan based on gross profit causes salespeople to have a little more skin in the game while protecting profits in a low margin business.

6

The above score is a combination of multiple factors, the most important of which is the form of compensation that makes up the largest part of your plan. Your organization's commissions are based on profit, a terrific practice and one that you should be proud of. Compensation plans are still evolving, especially with more and more salespeople no longer being primarily motivated by money. This has led to companies identifying alternate methods to motivate and compensate their salespeople.

Sales Meetings

Sales meetings are held for a variety of reasons at various times, with varying frequency and in locations as varied as the conference room down the hall to exotic vacation resorts. Effective sales meetings must always serve a motivational purpose, while training and sharing of information are important too.

6

It appears that your sales meetings are hitting only some of the primary requirements for motivation, sales training or product training. While meetings that get everyone together have a unifying nature to them, they don't take advantage of the opportunity to add useful content to the sessions.

Sales Support

Sales support is an important component to overall sales success. Salespeople must be effectively supported by:

- Customer service
- Estimators
- Engineers
- Technical support
- Technical service
- Credit
- Legal department
- Manufacturing
- Shipping

When each of these systems is in place and effective, salespeople can focus on developing business rather than internal sales. We looked at the various internal sales support requirements that should be in place to help with communications, solve problems and resolve issues.

9

It appears that your company is providing most of the support that salespeople require for success. For continued success, simply tweak those systems that support the sales force for optimal effectiveness.

Recruiting Process

To a certain degree, the effectiveness of a company's sales recruiting process determines the effectiveness and consistency of sales selection. This impacts the overall level of talent that is paramount to the success of the sales organization. The more effectively you recruit, the greater the odds that your organization will include successful, dedicated, consistent salespeople.

The components of an effective, formal, sales recruiting process include, but aren't limited to:

- Candidate pipeline
- Sales specific pre-employment assessment
- 90 day start-up plan
- Profile of a successful salesperson
- Applicant tracking
- Effective use of targeted internet job sites
- Use of automation in the recruiting process
- Phone qualifications
- Effective interviews with properly qualified candidates
- Performance expectations
- Reference and background checking
- Termination policy

5

Your sales recruiting process lacks some of the necessary components for successful recruiting. The outcome of a sales recruiting process is only as effective as the weakest component and the earliest stages of the process.

You must identify the missing components, add them to your process and if necessary, get help with the integration and execution as soon as possible.

100% of your **managers** believe "I don't need to upgrade the sales force"

Termination Policy

A sales termination policy formally identifies the conditions upon which the company ends its relationship with its salespeople. A formal policy removes the subjectivity that often delays or postpones appropriate termination. These conditions can include, but aren't limited to:

- A time frame for success
- Self-defeat
- Despair
- Lack of results
- Dishonesty
- Lack of effort
- Bad attitude

0

Your company's sales termination policy lacks many required components. When salespeople are being considered for termination, but you can't point to a specific condition to trigger the termination process, problems can begin to grow exponentially. As problem salespeople continue to interact with your other salespeople you risk alienating, discouraging or angering the others on the sales force.

It is important to identify the missing components and add them to your policy as soon as possible.

Expectations

It is important for a company to communicate its expectations for performance to new salespeople. Unrealistically high expectations can often cause discouragement and failure while unrealistically low expectations often lead to mediocrity and complacency.

0

Your expectations for new salespeople are very low and as a result, new salespeople may not perform as effectively or as quickly as they should. Raise your expectations and create support mechanisms to assure that new salespeople ramp-up and achieve success more quickly.

New Salesperson Ramp-up

It is important to know how much time is required for new salespeople to begin achieving success. Ramp-up time can be calculated by adding the length of your sales cycle (number of days between a prospect showing interest until that customer pays the invoice), plus the length of your learning curve (how long before a new salesperson can have an intelligent conversation with a prospect) plus 30 additional days.

0

We compared your ramp-up time for new salespeople to the ideal for a company with your sales cycle and learning curve and your company's ramp-up time appears to take significantly longer than it should. You should raise your expectations and provide the necessary coaching, training, motivation and direction for new salespeople to succeed more quickly.

Tracking

We compared the critical sales metrics that could be tracked with those you are currently tracking. The first column of the table below states the metric and the second column indicates whether that metric is currently being tracked.

6

Your company appears to be tracking some of the available metrics. Knowledge is power and when it comes to the sales force, the more you know about critical ratios, trends, activity and results, the better. When that information is reported on a timely basis you can respond appropriately. Begin tracking the metrics listed that aren't yet being tracked and you will have much more control over the growth, revenue and profit of your company.

Critical Metrics	Tracked
Margins	✓
Average Order Size	✗
Average Account Size	✗
Closing Percentage	✓
New Meetings	✓
Call Reports	✗
Length of the Sales Cycle	✓
Number of Meetings Required to Close	✓
Cost per Sales Call	✓
Salespeople Over/Under Goal	✓
Schedules and Calendars	✓
Quality of the Pipeline	✗
Quantity of the Pipeline	✗
Balance of the Pipeline	✗
Stages of the Pipeline	✗
Movement within the Pipeline	✗
Profitability by salesperson	✓
Target Account Status	✓
Top 5 Opportunities	✓
Account Retention	✗

Tracking Frequency

The critical ratios you collect for your business should provide the necessary data to manage and grow your business. You should be aware, on a daily or weekly basis, of the progress or lack of progress being achieved by your salespeople. In order to provide effective accountability and coaching, most critical ratios must be reported on a weekly and, in some cases, daily basis.

5

You don't seem to be collecting the required metrics often enough for sales management to provide timely coaching and accountability.

Please begin this process immediately.

Automation

Automation - the ability to automate a manual function - is a wonderful thing. Historically, Sales Force Automation has not been so wonderful because of user resistance, lack of commitment from management, and cumbersome software and applications. Today, applications have become much more user friendly, eliminating most excuses.

4

The few sales processes that you have automated are not providing you with the necessary tools to manage and grow your business. Most functions require automation so that management can spend its time actually managing salespeople with timely data. Please begin automating the various sales processes as soon as possible. Most companies have some kind of CRM application but have many challenges leveraging its potential to drive revenue. A CRM application where the focus is on sales process, pipeline and accurate forecasting is best.

Automation Execution

4

Your company's use of sales automation information is mediocre at best.

Your company doesn't use all of the information it collects and as a result, you may be missing opportunities to coach your salespeople and hold them accountable. Examine the reports available and carefully choose those which can be utilized for coaching as well as those which could assist you in holding salespeople accountable for various activities and results.

Some examples of useful sales automation information would be:

- Opportunities with movement
- Conversion ratios by stage of the sales process
- Length of the Sales Cycle by Opportunity
- Days in Stage by Opportunity
- Sales to Budget by Salesperson
- New vs. Existing Customer Sales by Salesperson
- Sales Revenue Trend by Salesperson
- Forecast Date to Actual by Opportunity and Salesperson
- Forecast Amount to Actual by Opportunity and Salesperson

ARE WE BEING CONSISTENT WITH OUR SALES PROCESS?

The Sales Process

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

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

28%

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

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

56%

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

The Milestone-Centric Sales Process Competency												
	Follows Stages and Steps	Process Has Most Key Milestones	Process Has Adequate Sequence	Consistent and Effective Results	Little Wasted Time	Has and/or Follows an Effective Process	Uses an Effective Approach	Relationship-Based	CRM Savvy	Strategic Use of Sales Scorecard	% of Attributes	Weighted Score
AMER - Latin America and the Caribbean												
Maria da Silva	✓	✓	✓	✗	✓	✓	✗	✓	✓	✓	80	81
Carlos Sanchez	✗	✗	✗	✓	✗	✗	✗	✗	✗	✓	20	17
	1/2	1/2	1/2	1/2	1/2	1/2	0/2	1/2	1/2	2/2	50	49
AMER - North America												
Tina Johnson	✓	✓	✗	✗	✓	✓	✗	✗	✓	✓	60	61
Fatima Alami	✗	✗	✗	✓	✗	✗	✗	✗	✓	✓	30	22
Tom Davis	✗	✗	✗	✗	✓	✗	✗	✗	✓	✓	30	17
Steven Miller	✓	✓	✓	✓	✗	✓	✓	✗	✓	✓	80	85
Manisha Patel	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	10	3
Greg Williams	✓	✓	✗	✓	✗	✓	✗	✓	✗	✓	60	66
	2/5	2/5	1/5	3/5	1/5	2/5	1/5	1/5	3/5	5/5	42	39
EMEA/APAC - Africa												
Aisha Ali	✓	✓	✓	✗	✗	✓	✓	✗	✗	✓	60	66
Musa Ibrahim	✓	✗	✗	✓	✗	✗	✗	✗	✗	✓	30	37
	2/2	1/2	1/2	1/2	0/2	1/2	1/2	0/2	0/2	2/2	45	52
EMEA/APAC - Asia												
Kenji Sato	✗	✗	✗	✓	✗	✗	✗	✗	✗	✓	20	17
Anh Nguyen	✓	✓	✓	✗	✗	✓	✓	✗	✓	✓	70	71
Sunita Singh	✓	✓	✓	✗	✗	✓	✓	✗	✓	✓	70	71
Wei Zhang	✓	✗	✓	✓	✗	✓	✗	✗	✗	✓	50	56
	3/3	2/3	3/3	1/3	0/3	3/3	2/3	0/3	2/3	3/3	63	66
EMEA/APAC - Europe												
Carmen Garcia	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓	20	8
Eva Johansson	✓	✗	✓	✗	✗	✓	✗	✗	✓	✓	50	47
Marie Martin	✓	✓	✗	✗	✗	✓	✗	✗	✗	✓	40	47
Wolfgang Müller	✓	✓	✓	✗	✗	✓	✗	✗	✗	✓	50	61
Giuseppe Rossi	✓	✓	✓	✗	✗	✓	✓	✗	✗	✓	60	66
	4/4	3/4	3/4	0/4	0/4	4/4	1/4	0/4	1/4	4/4	50	55
EMEA/APAC - Oceania												
Sarah Smith	✗	✗	✗	✗	✓	✗	✗	✗	✗	✓	20	13
David Williams	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓	90	95
	1/2	1/2	1/2	1/2	2/2	1/2	1/2	0/2	1/2	2/2	55	54
	72%	56%	56%	39%	22%	67%	33%	11%	44%	100%	50	51

ARE WE EFFECTIVELY LEVERAGING SALES TECHNOLOGY?

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

The CRM-Savvy Competency

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

	Lives in CRM	Embraces CRM	Updates Account Information at Least Daily	Tracks Milestones Met in Sales Process	Notates All Conversations	Currently/Typically Uses CRM	Competent CRM User	Has Experience with Multiple CRM Applications	% of Attributes	Weighted Score
The CRM-Savvy Competency										
AMER - Latin America and the Caribbean										
Maria da Silva	✓	✓	✗	✓	✗	✓	✓	✓	75	75
Carlos Sanchez	✗	✗	✗	✗	✗	✗	✗	✗	0	0
	1/2	1/2	0/2	1/2	0/2	1/2	1/2	1/2	38	38
AMER - North America										
Tina Johnson	✓	✓	✓	✓	✓	✓	✓	✓	100	100
Fatima Alami	✓	✓	✓	✗	✗	✓	✓	✓	75	75
Tom Davis	✓	✓	✓	✓	✗	✓	✓	✓	88	90
Steven Miller	✓	✓	✗	✓	✗	✓	✓	✓	75	75
Manisha Patel	✗	✗	✗	✗	✗	✗	✗	✗	0	0
Greg Williams	✓	✓	✗	✗	✓	✓	✓	✗	63	65
	4/5	4/5	2/5	2/5	1/5	4/5	4/5	3/5	60	61
EMEA/APAC - Africa										
Aisha Ali	✗	✗	✓	✗	✗	✓	✓	✓	50	35
Musa Ibrahim	✗	✗	✗	✗	✗	✗	✗	✗	0	0
	0/2	0/2	1/2	0/2	0/2	1/2	1/2	1/2	25	18
EMEA/APAC - Asia										
Kenji Sato	✗	✗	✗	✓	✓	✗	✗	✗	25	25
Anh Nguyen	✓	✓	✓	✗	✓	✓	✓	✗	75	80
Sunita Singh	✓	✓	✗	✓	✓	✓	✓	✓	88	85
Wei Zhang	✗	✗	✗	✗	✗	✗	✗	✗	0	0
	2/3	2/3	1/3	1/3	2/3	2/3	2/3	1/3	54	55

The CRM-Savvy Competency										
	Lives in CRM	Embraces CRM	Updates Account Information at Least Daily	Tracks Milestones Met in Sales Process	Notates All Conversations	Currently/Typically Uses CRM	Competent CRM User	Has Experience with Multiple CRM Applications	% of Attributes	Weighted Score
EMEA/APAC - Europe										
Carmen Garcia	✓	✓	✓	✓	✓	✓	✓	✓	100	100
Eva Johansson	✗	✓	✓	✓	✓	✓	✓	✗	75	75
Marie Martin	✗	✗	✓	✓	✗	✓	✓	✗	50	45
Wolfgang Müller	✗	✗	✗	✗	✗	✓	✗	✗	13	10
Giuseppe Rossi	✓	✓	✗	✗	✗	✗	✓	✓	50	50
	1/4	2/4	2/4	2/4	1/4	3/4	3/4	1/4	47	45
EMEA/APAC - Oceania										
Sarah Smith	✗	✗	✗	✗	✗	✗	✗	✗	0	0
David Williams	✓	✓	✓	✗	✗	✓	✓	✗	63	70
	1/2	1/2	1/2	0/2	0/2	1/2	1/2	0/2	32	35
	50%	56%	39%	33%	22%	67%	67%	39%	47	46

The Mastery of Social Selling Competency

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

The Mastery of Social Selling Competency										
	Connected to Potential Customers/Clients	Generates Leads through Social Selling	Well Connected	Posts/Shares Updates for Visibility	Uses LinkedIn	Uses Twitter for Business	% of Attributes	Weighted Score		
AMER - Latin America and the Caribbean										
Maria da Silva	✓	✓	✓	✓	✗	✓	83	89		
Carlos Sanchez	✗	✗	✗	✗	✗	✗	0	0		
	1/2	1/2	1/2	1/2	0/2	1/2	42	45		

	Connected to Potential Customers/Clients	Generates Leads through Social Selling	Well Connected	Posts/Shares Updates for Visibility	Uses LinkedIn	Uses Twitter for Business	% of Attributes	Weighted Score
The Mastery of Social Selling Competency								
AMER - North America								
Tina Johnson	✓	✗	✗	✓	✓	✓	67	56
Fatima Alami	✗	✓	✓	✗	✗	✗	33	44
Tom Davis	✓	✗	✗	✗	✗	✓	33	33
Steven Miller	✗	✓	✗	✗	✗	✓	33	33
Manisha Patel	✗	✗	✗	✗	✗	✗	0	0
Greg Williams	✗	✗	✗	✗	✓	✗	17	11
	1/5	2/5	1/5	0/5	1/5	2/5	23	24
EMEA/APAC - Africa								
Aisha Ali	✓	✗	✓	✓	✗	✓	67	67
Musa Ibrahim	✓	✗	✗	✗	✓	✗	33	33
	2/2	0/2	1/2	1/2	1/2	1/2	50	50
EMEA/APAC - Asia								
Kenji Sato	✗	✗	✓	✗	✗	✗	17	22
Anh Nguyen	✗	✗	✗	✗	✗	✗	0	0
Sunita Singh	✗	✗	✗	✗	✗	✗	0	0
Wei Zhang	✗	✗	✗	✗	✗	✗	0	0
	0/3	0/3	0/3	0/3	0/3	0/3	0	0
EMEA/APAC - Europe								
Carmen Garcia	✗	✓	✓	✓	✗	✗	50	56
Eva Johansson	✗	✓	✗	✓	✓	✓	67	56
Marie Martin	✓	✓	✓	✓	✓	✗	83	89
Wolfgang Müller	✗	✗	✗	✗	✗	✗	0	0
Giuseppe Rossi	✓	✓	✓	✗	✓	✓	83	89
	2/4	3/4	2/4	2/4	3/4	2/4	58	59
EMEA/APAC - Oceania								
Sarah Smith	✗	✗	✗	✗	✗	✗	0	0
David Williams	✗	✗	✗	✗	✗	✗	0	0
	0/2	0/2	0/2	0/2	0/2	0/2	0	0
	33%	33%	28%	22%	28%	33%	30	30

The Video Proficient Competency

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

	Uses Video for Selling	Frequent Video User	Finds Video Useful	Prefers Video to Phone	Loves Video and Its Impact on Success	Video Contributes to Success	Uses Multiple Video Platforms	Uses Accessories to Enhance Video	% of Attributes	Weighted Score
The Video Proficient Competency										
AMER - Latin America and the Caribbean										
Maria da Silva	✓	✓	✗	✓	✗	✗	✓	✓	63	70
Carlos Sanchez	✓	✓	✗	✓	✗	✗	✗	✓	50	65
	2/2	2/2	0/2	2/2	0/2	0/2	1/2	2/2	57	68
AMER - North America										
Tina Johnson	✓	✓	✓	✗	✗	✗	✓	✗	50	65
Fatima Alami	✓	✗	✗	✓	✗	✗	✗	✗	25	40
Tom Davis	✓	✓	✗	✓	✗	✗	✗	✓	50	65
Steven Miller	✓	✗	✓	✗	✗	✗	✗	✗	25	40
Manisha Patel	✓	✓	✓	✗	✗	✗	✗	✓	50	65
Greg Williams	✓	✓	✓	✓	✓	✓	✓	✓	100	100
	5/5	3/5	3/5	3/5	1/5	1/5	1/5	3/5	50	62
EMEA/APAC - Africa										
Aisha Ali	✓	✗	✓	✓	✓	✓	✗	✓	75	75
Musa Ibrahim	✓	✗	✗	✗	✗	✗	✓	✗	25	30
	2/2	0/2	1/2	1/2	1/2	1/2	1/2	1/2	50	53
EMEA/APAC - Asia										
Kenji Sato	✓	✓	✗	✗	✗	✗	✓	✗	38	50
Anh Nguyen	✓	✓	✓	✗	✗	✗	✗	✓	50	65
Sunita Singh	✗	✗	✗	✗	✗	✗	✗	✗	0	0
Wei Zhang	✗	✗	✓	✗	✓	✓	✗	✓	50	35
	1/3	1/3	2/3	0/3	1/3	1/3	0/3	2/3	33	33
EMEA/APAC - Europe										
Carmen Garcia	✓	✓	✗	✓	✗	✗	✗	✗	38	60
Eva Johansson	✗	✓	✓	✗	✓	✓	✗	✗	50	50
Marie Martin	✓	✗	✓	✓	✓	✓	✓	✓	88	80
Wolfgang Müller	✓	✓	✗	✗	✗	✗	✓	✗	38	50
Giuseppe Rossi	✓	✓	✗	✓	✗	✗	✓	✗	50	65
	3/4	3/4	2/4	2/4	2/4	2/4	3/4	1/4	57	61
EMEA/APAC - Oceania										
Sarah Smith	✓	✗	✓	✗	✗	✗	✓	✗	38	45
David Williams	✓	✓	✗	✗	✗	✗	✓	✗	38	50
	2/2	1/2	1/2	0/2	0/2	0/2	2/2	0/2	38	48
	83%	56%	50%	44%	28%	28%	44%	50%	48	55

Summary

	The CRM-Savvy Competency	The Mastery of Social Selling Competency	The Video Proficient Competency	Score
The Embracing Sales Technology Competency				
AMER - Latin America and the Caribbean				
Maria da Silva	75	89	70	78
Carlos Sanchez	0	0	65	22
	38	45	68	50
AMER - North America				
Tina Johnson	100	56	65	74
Fatima Alami	75	44	40	53
Tom Davis	90	33	65	63
Steven Miller	75	33	40	49
Manisha Patel	0	0	65	22
Greg Williams	65	11	100	59
	61	24	62	49
EMEA/APAC - Africa				
Aisha Ali	35	67	75	59
Musa Ibrahim	0	33	30	21
	18	50	53	40
EMEA/APAC - Asia				
Kenji Sato	25	22	50	32
Anh Nguyen	80	0	65	48
Sunita Singh	85	0	0	28
Wei Zhang	0	0	35	12
	55	0	33	29
EMEA/APAC - Europe				
Carmen Garcia	100	56	60	72
Eva Johansson	75	56	50	60
Marie Martin	45	89	80	71
Wolfgang Müller	10	0	50	20
Giuseppe Rossi	50	89	65	68
	45	59	61	55
EMEA/APAC - Oceania				
Sarah Smith	0	0	45	15
David Williams	70	0	50	40
	35	0	48	28
	46	30	55	44

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

HOW WELL ARE OUR SALES LEADERSHIP STRATEGIES ALIGNED?

Management Strategies

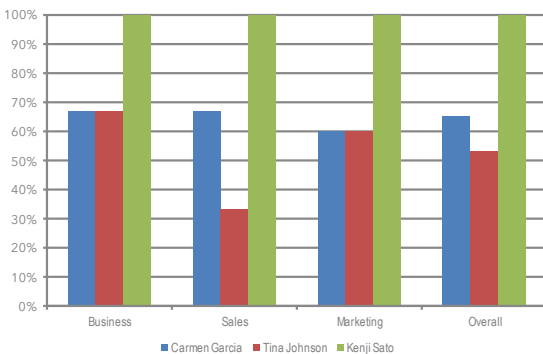
When the entire sales leadership team is aligned on strategy, whether that team is two people or two hundred people, the odds of the strategies being communicated to and executed by the sales team are much greater.

Summary of Strategies

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

73%

Sales Manager	Business	Sales	Marketing	Overall
Carmen Garcia	67%	67%	60%	65%
Tina Johnson	67%	33%	60%	53%
Kenji Sato	100%	100%	100%	100%
	78%	67%	73%	73%



Overall Alignment of Strategies:

The following analysis applies to:

- Carmen Garcia
- Tina Johnson

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

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

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

The following analysis applies to:

- Kenji Sato

This is really terrific! It is very unusual for us to find this kind of overall alignment. It suggests that you have been quite effective at communicating where and how you wish to grow the business.

Alignment of Business Strategies:

78%

The following analysis applies to:

- Carmen Garcia
- Tina Johnson

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

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

Alignment of Sales Strategies:

67%

The following analysis applies to:

- Carmen Garcia
- Tina Johnson

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

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

Alignment of Marketing Strategies:

73%

You indicated that expanding your market is a priority. However, based on our Competency findings, your company does not have enough hunters, qualifiers and closers to support your strategy at this time.

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

The following analysis applies to:

- Carmen Garcia
- Tina Johnson

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

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

Potential Conflicts

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

Target Strategies for ABC Company

- Account Development and Competition

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

DO WE NEED TO CHANGE OUR SELECTION CRITERIA?

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

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

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

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

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

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

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

- Desire
- Commitment
- Tactical Competencies

50%

of your **salespeople** believe "I'm uncomfortable with certain aspects of selling"

58%

of your **salespeople** who are required to work remotely are comfortable with that

	Compatibility	Desire	Commitment	DNA	Tactical Competencies
AMER - Latin America and the Caribbean					
Maria da Silva	40	63	70	64	38
Carlos Sanchez	84	25	60	66	40
	62	44	65	65	49
AMER - North America					
Fatima Alami	88	88	70	72	31
Tom Davis	48	73	10	64	29
Steven Miller	40	28	80	59	49
Manisha Patel	52	85	20	52	9
Greg Williams	60	86	70	87	98
	58	72	50	67	51
EMEA/APAC - Africa					
Aisha Ali	72	68	20	78	70
Musa Ibrahim	48	83	70	84	70
	60	76	45	81	62
EMEA/APAC - Asia					
Anh Nguyen	88	95	10	67	35
Sunita Singh	72	70	60	71	38
Wei Zhang	88	93	20	71	59
	83	86	30	70	51
EMEA/APAC - Europe					
Eva Johansson	24	3	10	57	4
Marie Martin	36	13	10	46	11
Wolfgang Müller	84	80	60	52	31
Giuseppe Rossi	72	98	80	61	49
	54	49	40	54	39
EMEA/APAC - Oceania					
Sarah Smith	76	18	70	58	20
David Williams	84	90	70	70	70
	80	54	70	64	51
	64	64	48	66	49

CAN WE IMPROVE OUR PIPELINE AND FORECASTING ACCURACY?

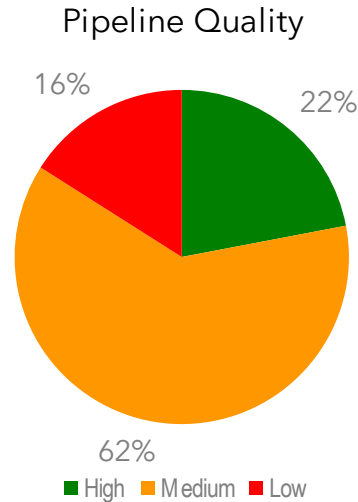
Pipeline Introduction

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

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

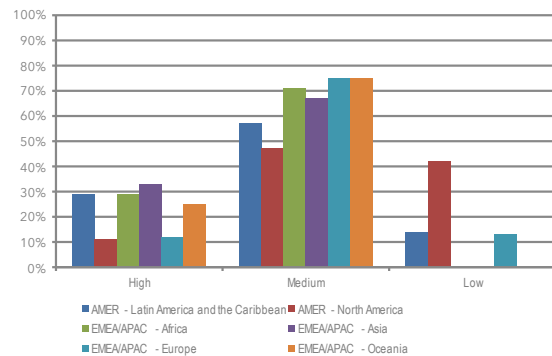
Pipeline Analysis

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



Pipeline Quality by Sales Group

Group	Quality
AMER - Latin America and the Caribbean	Medium
AMER - North America	Low
EMEA/APAC - Africa	Medium
EMEA/APAC - Asia	Medium
EMEA/APAC - Europe	Medium
EMEA/APAC - Oceania	Medium



Factors Requiring Attention

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

- Decision promised upon delivery of quote
- They are committed to buying from someone
- There is dissatisfaction with the incumbent vendor (answer yes if no incumbent)
- The decision will be made within the next 30 days
- They don't need competitive quotes

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

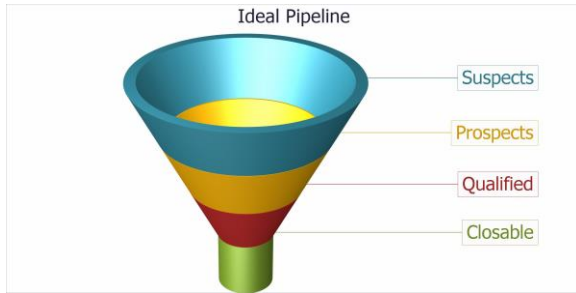
Pipeline Quantity

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

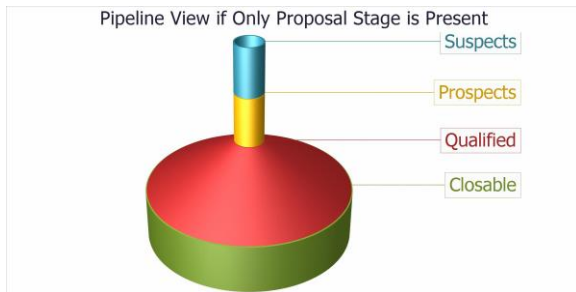
Opportunities	
AMER - Latin America and the Caribbean	
Maria da Silva	3
Carlos Sanchez	4
	4
AMER - North America	
Fatima Alami	4
Tom Davis	4
Steven Miller	4
Manisha Patel	4
Greg Williams	3
	4
EMEA/APAC - Africa	
Aisha Ali	4
Musa Ibrahim	3
	4
EMEA/APAC - Asia	
Anh Nguyen	4
Sunita Singh	4
Wei Zhang	4
	4
EMEA/APAC - Europe	
Eva Johansson	0
Marie Martin	0
Wolfgang Müller	4
Giuseppe Rossi	4
	2
EMEA/APAC - Oceania	
Sarah Smith	4
David Williams	4
	4
	3

Restaged Pipeline

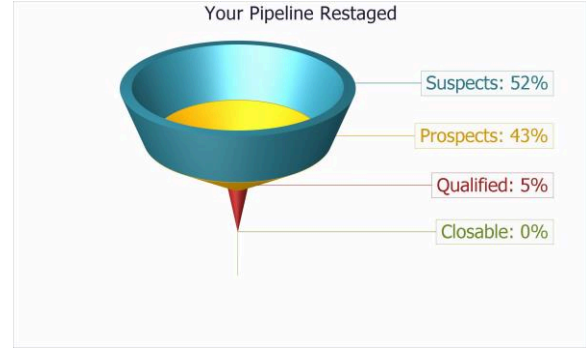
We also restaged the pipeline. If we were reviewing a full pipeline instead of just 4 proposal-ready opportunities for each salesperson, the pipeline would look like the Ideal Pipeline below.



However, because we are conducting the analysis on only their proposal-ready opportunities, the pipeline should be similar to the image below, with all of the opportunities appearing in either the qualified or closable stages.



In most companies, salespeople skip steps, don't thoroughly qualify, fail to ask enough questions and fail to express their doubts about how strong the opportunities really are. In most cases, these opportunities are not really proposal-ready so we restage the pipeline based on the information your salespeople have actually confirmed. Your restaged pipeline is shown below.



Note that the **quality** of the pipeline and the **stage** of the pipeline are separate findings. **Quality** refers to the information uncovered while the **stage** identifies how far in the sales process an opportunity has really progressed. Therefore, it is possible to have both a high quality pipeline with a high percentage of opportunities that have been moved backwards to the suspect and/or prospect stages.

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

89%

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

67%

of your **managers** believe "Prospects are honest"

Qualifying

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

The Qualifying Competency	Meets with Decision Maker	Uncovers Actual Budget	Will Discuss Finances	Knows Decision-Making Process	Can Influence the Decision-Making Process	Handles High-Ticket Pricing OK	Need to Be Liked Doesn't Get in the Way	Able to Stay in the Moment	Self-Limiting Beliefs Won't be an Obstacle	Knows Why They Would Buy	Asks about Everything	Not Vulnerable to Competition	% of Attributes	Weighted Score
AMER														
David Cohen	✗	✗	✗	✓	-	✗	✗	✗	✗	✗	✗	✗	9	15
Angel Lopez	✗	✗	✗	✗	-	✗	✗	✓	✗	✗	✗	✓	18	6
AMER - Latin America and the Caribbean														
Maria da Silva	✗	✓	✓	✓	✗	✓	✗	✗	✗	✗	✓	✓	47	42
Carlos Sanchez	✗	✓	✗	✓	✗	✓	✓	✗	✗	✗	✓	✗	47	48
	0/2	1/2 2/2	0/2 1/2	2/2	0/2	2/2	1/2	0/2	0/2	0/2	2/2	1/2 2/2	47	45
AMER - North America														
Tina Johnson	✓	✓	✓	✓	✗	✓	✓	✗	✓	✓	✓	✓	83	88
Fatima Alami	✗	✓	✓	✓	✗	✓	✓	✗	✗	✗	✓	✗	53	54
Tom Davis	✗	✓	✓	✓	✗	✓	✗	✓	✗	✓	✓	✗	47	47
Steven Miller	✗	✗	✗	✓	✗	✗	✓	✗	✗	✓	✓	✗	27	24
Manisha Patel	✗	✓	✗	✗	✗	✓	✗	✗	✗	✗	✗	✗	27	28
Greg Williams	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓	✗	87	90
	1/5	4/5 3/5	1/5 3/5	4/5	0/5	4/5	3/5	2/5	1/5	3/5	4/5	0/5 3/5	48	49
EMEA/APAC														
Ram Devi	✓	✗	✗	✓	-	✗	✗	✓	✗	✓	✓	✗	45	45
EMEA/APAC - Africa														
Aisha Ali	✗	✓	✓	✓	✗	✓	✓	✓	✗	✗	✓	✗	67	65
Musa Ibrahim	✓	✗	✓	✓	✗	✗	✓	✓	✓	✗	✓	✗	60	60
	1/2	1/2 1/2	2/2 2/2	2/2	0/2	1/2	2/2	2/2	1/2	0/2	2/2	0/2 2/2	64	63
EMEA/APAC - Asia														
Kenji Sato	✗	✓	✓	✓	✗	✗	✗	✓	✗	✗	✓	✗	42	51
Anh Nguyen	✗	✓	✓	✓	✗	✓	✗	✗	✗	✗	✗	✗	47	54
Sunita Singh	✗	✓	✗	✓	✗	✓	✓	✗	✗	✗	✗	✗	47	52
Wei Zhang	✗	✗	✗	✓	✗	✓	✓	✓	✗	✓	✓	✗	60	53
	0/3	2/3 3/3	1/3 3/3	3/3	0/3	3/3	2/3	1/3	0/3	1/3	1/3	0/3 3/3	51	53

The Qualifying Competency	Meets with Decision Maker	Uncovers Actual Budget	Will Discuss Finances	Knows Decision-Making Process	Can Influence the Decision-Making Process	Handles High-Ticket Pricing OK	Need to Be Liked Doesn't Get in the Way	Able to Stay in the Moment	Self-Limiting Beliefs Won't be an Obstacle	Knows Why They Would Buy	Asks about Everything	Not Vulnerable to Competition	% of Attributes	Weighted Score
EMEA/APAC - Europe														
Carmen Garcia	✗	✗	✗	✓	✗	✓	✗	✗	✗	✗	✓	✗	25	25
Eva Johansson	✗	✓	✗	✗	✗	✓	✗	✗	✗	✗	✗	✗	17	27
Marie Martin	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	✗	8	4
Wolfgang Müller	✗	✗/✓	✗/✓	✓	✗	✗	✗	✗	✗	✓	✓	✗/✓	40	36
Giuseppe Rossi	✗	✗/✓	✗/✓	✓	✓	✓	✓	✓	✗	✗	✓	✗/✓	53	57
	0/4	1/4 2/2	0/4 2/2	2/4	1/4	2/4	1/4	2/4	0/4	1/4	2/4	0/4 1/2	30	31
EMEA/APAC - Oceania														
Sarah Smith	✗	✓/✓	✗/✓	✓	✗	✓	✗	✗	✗	✗	✓	✗/✓	40	49
David Williams	✗	✓/✓	✓/✓	✓	✗	✗	✓	✓	✗	✓	✓	✗/✓	67	60
	0/2	2/2 2/2	1/2 2/2	2/2	0/2	1/2	1/2	1/2	0/2	1/2	2/2	0/2 1/2	54	55
	11%	61% 81%	28% 81%	83%	6%	72%	56%	44%	11%	33%	72%	6% 75%	47	47

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

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

Competency	Average Weighted Score
Hunting	56
Consultative Selling	44
Qualifying	47
Closing	21

In Summary

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

Unreliable

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



DEVELOPMENT AND TRAINING

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IS OUR RAMP-UP OF NEW SALESPeOPLE FAST ENOUGH?

Ramp-up is influenced by several factors:

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

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

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

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

Sales Manager	Coaching Weighted Score	Coaching Effectiveness	Closely Manages	Adequate Time
Carmen Garcia	57	53	100%	20%
Tina Johnson	57	37	100%	15%
Kenji Sato	57	27	100%	25%
	57	39	100%	20%

Salesperson	Figure-It-Out-Factor	Tactical Competencies	Self-Starter	Works Independently	Will Prospect (if required)	Takes Responsibility	Effective Time Management	Suitable for Remote
AMER - Latin America and the Caribbean								
Maria da Silva	33	48	✗	✗	N/A	✗	✗	✗
Carlos Sanchez	66	49	✗	✓	N/A	✗	✓	✗
	0/2	0/2	0/2	1/2		0/2	1/2	0/2
AMER - North America								
Fatima Alami	84	45	✓	✓	✓	✗	✓	✓
Tom Davis	55	44	✓	✓	N/A	✓	✓	✓
Steven Miller	61	53	✓	✗	✓	✗	✓	✗
Manisha Patel	46	32	✓	✓	N/A	✗	✗	✗
Greg Williams	63	83	✓	✗	N/A	✓	✗	✗
	1/5	1/5	5/5	3/5	2/2	2/5	3/5	2/5
EMEA/APAC - Africa								
Aisha Ali	68	62	✓	✓	✓	✓	✓	✓
Musa Ibrahim	68	62	✓	✓	N/A	✗	✓	✓
	0/2	0/2	2/2	2/2	1/1	1/2	2/2	2/2
EMEA/APAC - Asia								
Anh Nguyen	54	47	✗	✗	N/A	✗	✗	✗
Sunita Singh	70	48	✓	✓	✗	✓	✓	✓
Wei Zhang	70	57	✓	✓	N/A	✗	✓	✓
	0/3	0/3	2/3	2/3	0/1	1/3	2/3	2/3
EMEA/APAC - Europe								
Eva Johansson	19	26	✗	✗	N/A	✓	✓	✗
Marie Martin	53	33	✓	✓	✓	✗	✓	✓
Wolfgang Müller	57	45	✓	✓	N/A	✗	✗	✗
Giuseppe Rossi	72	53	✓	✗	N/A	✓	✓	✗
	0/4	0/4	3/4	2/4	1/1	2/4	3/4	1/4
EMEA/APAC - Oceania								
Sarah Smith	52	39	✓	✗	N/A	✗	✓	✗
David Williams	76	62	✓	✓	✓	✗	✗	✗
	1/2	0/2	2/2	1/2	1/1	0/2	1/2	0/2
	11%	6%	78%	61%	83%	33%	67%	39%

HOW MUCH MORE EFFECTIVE CAN OUR PEOPLE BE?

Analysis of Salespeople

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

- ✓ Company and individual both indicated individual is meeting or exceeding expectations.
- ✗ Company and individual both indicated individual is not meeting expectations.
- ✓✗ Company indicated individual is meeting or exceeding expectations, but individual rated self as not meeting expectations.
- ✗✓ Company indicated individual is not meeting expectations, but individual rated self as meeting or exceeding expectations.

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

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

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

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

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

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

Performer	Sales Percentile	Annual Sales	Unweighted Opportunity (as % of Sales)	Scope		Friction		Timeframe	Supportive Development Factors	Weighted Opportunity
				Sales DNA	Tactical Competencies	Will to Sell	Coachable	Figure-It-Out-Factor		
AMER - Latin America and the Caribbean										
Maria da Silva	✗ 52	\$3,150,000	86%	64	48	58	50	33	●○○○○○	\$893,970
Carlos Sanchez	✗ 48	\$5,750,000	86%	66	49	41	50	66	●○○○○○	\$1,631,850
		\$8,900,000	86%	100%	0%	0%	0%	0%	33%	\$2,525,820
AMER - North America										
Fatima Alami	✓ 66	\$24,000,000	79%	72	45	73	50	84	●●●○○○	\$12,703,200
Tom Davis	✓ 43	\$13,800,000	94%	64	44	43	50	55	●○○○○○	\$4,280,760
Steven Miller	✗ 52	\$4,600,000	80%	59	53	54	50	61	○○○○○○	\$625,600
Manisha Patel	✗/✓ 25	\$5,440,000	134%	52	32	45	25	46	○○○○○○	\$1,239,232
Greg Williams	✓/✗ 96	\$4,400,000	41%	87	83	75	75	63	●●●●○○	\$1,497,320
		\$52,240,000	86%	60%	20%	40%	20%	20%	46%	\$20,346,112
EMEA/APAC - Africa										
Aisha Ali	✓/✗ 70	\$18,020,000	57%	78	62	44	100	68	●●○○○○	\$5,135,700
Musa Ibrahim	✗/✓ 81	\$8,100,000	46%	84	62	62	75	68	●●●○○○	\$2,496,420
		\$26,120,000	54%	100%	0%	50%	100%	0%	55%	\$7,632,120
EMEA/APAC - Asia										
Anh Nguyen	✗ 50	\$6,030,000	105%	67	47	49	50	54	●○○○○○	\$2,089,395
Sunita Singh	✓ 61	\$14,850,000	64%	71	48	62	50	70	●●○○○○	\$4,752,000
Wei Zhang	✓/✗ 65	\$21,150,000	73%	71	57	51	25	70	●○○○○○	\$5,095,035
		\$42,030,000	74%	100%	0%	33%	0%	0%	38%	\$11,936,430
EMEA/APAC - Europe										
Eva Johansson	✗ 24	\$5,460,000	132%	57	26	18	100	19	●○○○○○	\$2,378,376
Marie Martin	✓/✗ 18	\$16,550,000	131%	46	33	19	75	53	●○○○○○	\$7,154,565
Wolfgang Müller	✗ 41	\$5,500,000	138%	52	45	59	50	57	○○○○○○	\$1,290,300
Giuseppe Rossi	✗ 78	\$3,800,000	83%	61	53	86	75	72	●●○○○○	\$1,577,000
		\$31,310,000	127%	0%	0%	25%	75%	0%	31%	\$12,400,241
EMEA/APAC - Oceania										
Sarah Smith	✓ 34	\$17,700,000	118%	58	39	46	75	52	●○○○○○	\$6,892,380
David Williams	✓ 81	\$13,350,000	47%	70	62	73	100	76	●●●●○○	\$5,207,835
		\$31,050,000	87%	50%	0%	50%	100%	50%	45%	\$12,100,215
		\$191,650,000	86%	61%	6%	33%	44%	11%	41%	\$66,940,938

Analysis of Sales Managers

Sales Management Percentile is the best measure of a manager's overall **potential for growth**.

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

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

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

	Sales Management Percentile	Sales Management DNA	Sales Management Tactical Competencies	Selling Tactical Competencies	Figure-It-Out-Factor	Coachable	Will to Manage Sales
Carmen Garcia	16	61	66	32	56	75	43
Tina Johnson	91	85	70	72	65	100	77
Kenji Sato	5	62	40	44	53	25	47

Analysis of Non-Selling Professionals

Some or all of the people we evaluated are Non-Selling Professionals. These individuals have a primary role other than sales, yet are sometimes included in the sales process. We don't expect non-selling professionals to have the same strengths or skills as their sales counterparts, and don't hold them up to the same expectations.

In the table below you will see each of your Non-Selling Professional listed, along with some of the more important findings that can help you determine:

- How well suited they are for participating in an occasional sales process
- How much of their time it could be used for participating in the sales function
- Whether they can be trained, coached or developed to become more effective at selling
- How much better they could become at selling

	Sales Quotient	Desire	Commitment	Outlook	Responsibility	Enjoys Selling	Sales DNA	Qualifying	Consultative Selling	Farming	Account Management
AMER											
David Cohen	97	✓	✓	✓	✓	✗	49	15	19	10	33
Angel Lopez	81	✓	✓	✗	✗	✓	55	6	31	25	43
EMEA/APAC											
Ram Devi	94	✓	✗	✓	✗	✓	53	45	62	25	57

Required Sales Training

Now that we have looked at who can be developed, the next step is to look at what, specifically, they will require in terms of sales training. In the table below we have provided a framework for a modular sales training curriculum. The percentages below indicate the percentage of people in your organization who would benefit from sales training and development on each particular topic.

Competency	Training Module	% of Salespeople	% of Managers	% of Professionals
Sales Posturing	Differentiating and First Impressions	100%	100%	N/A
Farming	Key Account Management	100%	N/A	100%
Closing	Closing the Sale	94%	100%	100%
Negotiating	Negotiating to Yes	94%	100%	N/A
Account Management	Strategic Account Management	94%	N/A	100%
Supportive Beliefs	Overcoming Self-Limiting Beliefs	89%	100%	100%
Reaching Decision-Makers	Getting the Decision Maker Engaged	89%	N/A	N/A
Relationship Building	Building Relationships	83%	100%	N/A
Sales DNA	Sales DNA Modifier	83%	67%	100%
Consultative Selling	The Discovery Conversation	83%	67%	100%
Social Selling	Leveraging Social Media for Sales	78%	100%	N/A
Video Proficient	Leveraging Video for Sales	78%	100%	N/A
Qualifying	Qualifying the Opportunity	94%	67%	0%
Sales Process	Introducing a Milestone-Centric Sales Process	72%	100%	N/A
Hunting	Prospecting	72%	N/A	N/A
Selling Value	Selling on Value Instead of Price	72%	67%	N/A
Will to Sell	Goal Setting	67%	67%	33%
CRM Savvy	Living in CRM	56%	33%	N/A
Presentation Approach	Advanced Presentation Approaches	44%	N/A	N/A

WHAT ARE THE SHORT-TERM PRIORITIES FOR ACCELERATED GROWTH?

On the following pages we present dashboards showing the average scores for your salespeople and sales managers across our Sales Core Competencies. Each average competency score is also surrounded by a ring showing the number of people that fall into each scoring range (strong, fair, and weak).

For salespeople, the Competencies are divided into the following 3 categories:

- Will to Sell – the overall urgency and dedication to achieve and change.
- Sales DNA - the combination of strengths required to support sales process, sales strategy, sales methodology and sales tactics.
- Tactical Competencies - the sales competencies most associated with the tactical components of selling.

From a development perspective, the ability to develop tactical selling and sales management competencies requires an improvement in Sales DNA. Improving and overcoming weaknesses associated with Sales DNA requires strong Desire and Commitment, and the elimination of Excuse Making (Responsibility).

Based on your salespeople's current abilities and the relative importance of each Competency, we recommend that you prioritize their development in this order (top priority is listed first):

1. Supportive Beliefs
2. Comfortable Discussing Money
3. Supportive Buy Cycle
4. Stays in the Moment
5. Commitment
6. Doesn't Need Approval
7. Consultative Selling
8. Reaching Decision-Makers
9. Qualifying
10. Selling Value
11. Responsibility
12. Sales Process
13. Desire
14. Motivation
15. Relationship Building
16. Hunting
17. Closing
18. Presentation Approach
19. Sales Technology
20. Outlook
21. Handles Rejection

For sales managers, the Competencies are divided into the following 3 categories:

- Will to Manage Sales - the overall urgency and dedication to achieve and change.
- Sales Management DNA - the combination of strengths required to support sales management, sales strategy, sales methodology and sales tactics.
- Sales Management Competencies - the sales management competencies most associated with the tactical components of sales management.

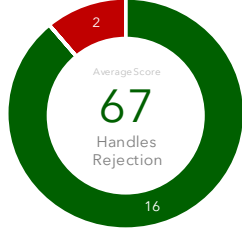
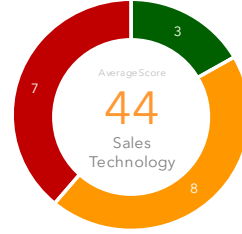
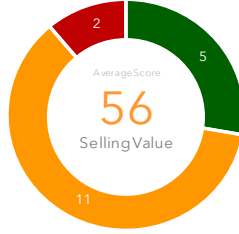
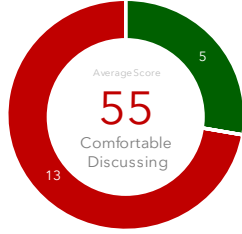
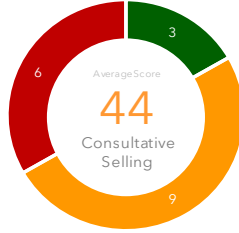
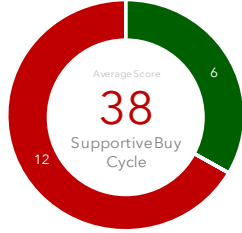
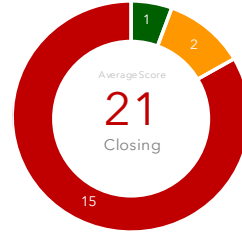
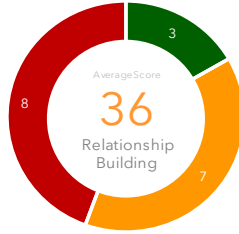
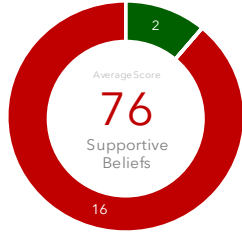
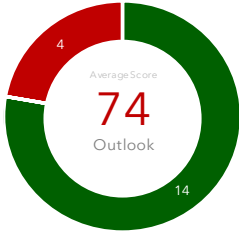
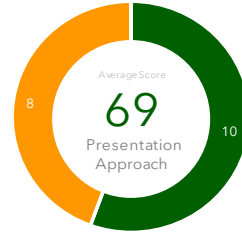
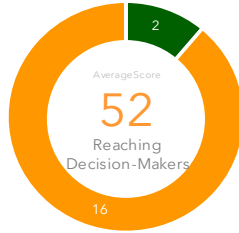
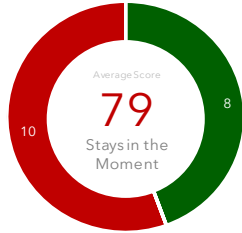
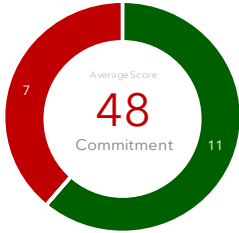
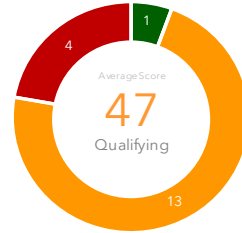
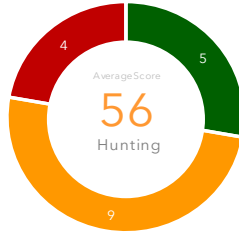
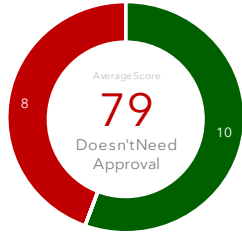
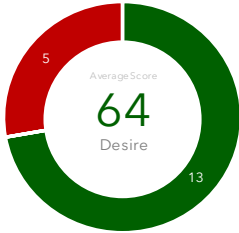
Based on your sales managers' current abilities and the relative importance of each Competency, we recommend that you prioritize their development in this order (top priority is listed first):

1. Doesn't Need Approval
2. Stays in the Moment
3. Supportive Beliefs
4. Supportive Buy Cycle
5. Commitment
6. Motivating
7. Coaching
8. Closing
9. Sales Process
10. Motivation
11. Relationship Building
12. Desire
13. Accountability
14. Responsibility
15. Recruiting
16. Pipeline Management
17. Outlook
18. Sales Technology
19. Team-Focused
20. Comfortable Discussing Money

Keep in mind that these are averages across your sales organization and may not be representative of how any one individual scored. For example, high-scoring individuals could have scores significantly higher than the averages, and low-scoring individuals could have scores significantly lower than the averages.

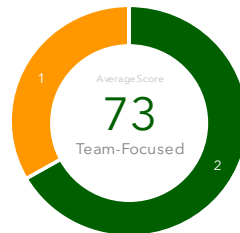
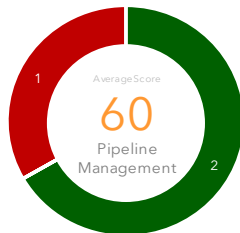
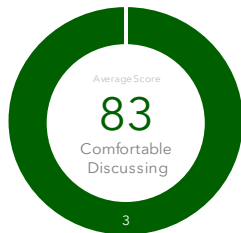
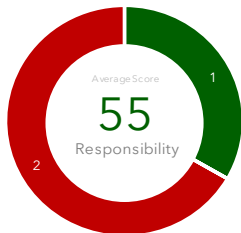
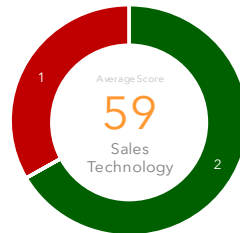
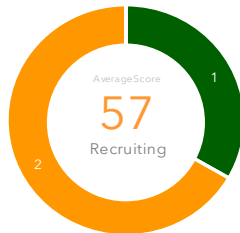
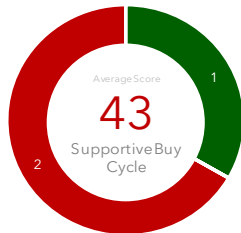
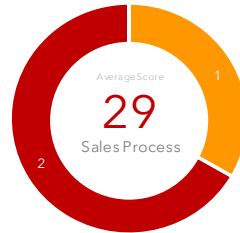
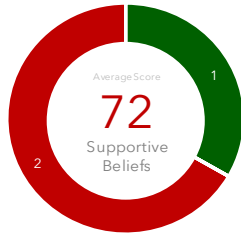
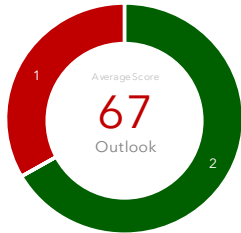
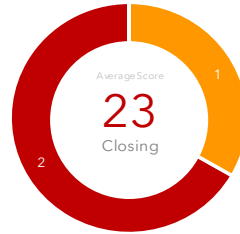
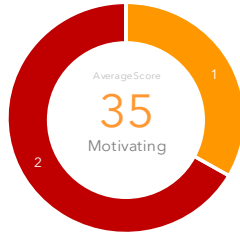
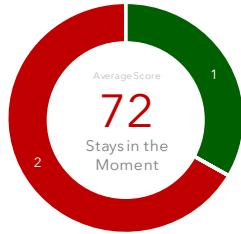
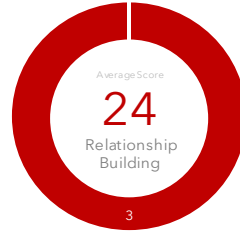
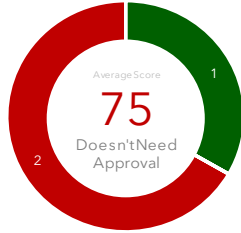
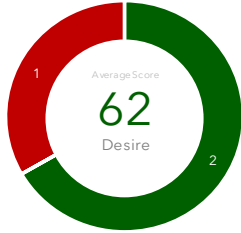
18 Salespeople - Core Competencies

The Will to Sell Competencies	Sales DNA Competencies	Tactical Competencies	
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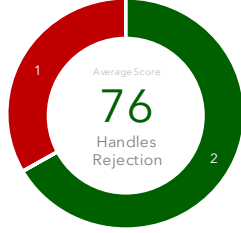
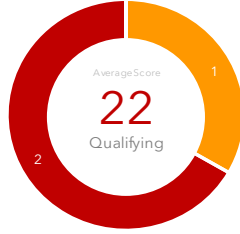
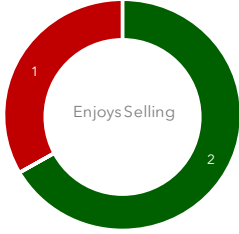
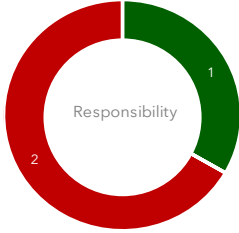
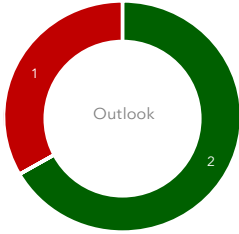
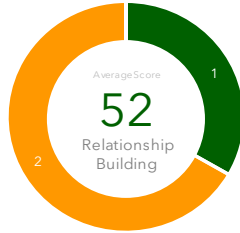
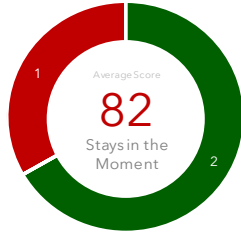
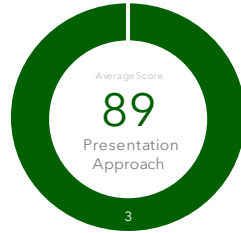
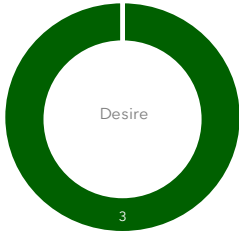
3 Sales Managers - Core Competencies

The Will to Manage Salespeople Competencies	Sales Management DNA Competencies	Tactical Competencies	
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3 Non-Selling Professionals - Core Competencies

The Will to Sell Competencies	Sales DNA Competencies	Tactical Competencies	
-------------------------------	------------------------	-----------------------	--





IN SUMMARY

Question		Answer
Do We Coach Our Salespeople?	✘	Limited Impact
Do We Motivate Our Salespeople?	✘	Limited Impact
Do We Recruit Effectively?	✔	Positive Impact
Do We Hold Our Salespeople Accountable?	👉	Some Impact
How Does Sales Leadership Impact Our Sales Force?	👉	Some Impact
Do We Have the Right People in the Right Roles?	👉	Mostly Not
What Are Our Current Sales Capabilities?	✘	Limited
How Motivated Are Our Salespeople and How Are They Motivated?	✘	Not Motivated Mixed
Why Aren't We Generating More New Business?	👉	Capable after training
Are We Reaching the Actual Decision Makers?	✘	No
Why Isn't Our Sales Cycle Shorter?	👉	Capable after training
Are We Selling Consultatively?	👉	No
Are We Selling on Price and Who Can Become a Value Seller?	✘	No
Is Our Value Proposition Consistent?	✘	No
Can We Close More Sales?	👉	After training
Do Our Systems and Processes Support a High Performance Sales Organization?	✘	No
Are We Being Consistent with Our Sales Process?	✘	No
Are We Effectively Leveraging Sales Technology?	👉	No
How Well Are Our Sales Leadership Strategies Aligned?	✔	Aligned
Do We Need to Change Our Selection Criteria?	✘	Yes
Can We Improve Our Pipeline and Forecasting Accuracy?	✘	Yes, significantly
Is Our Ramp-Up of New Salespeople Fast Enough?	✘	No

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

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



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APPENDIX - OPPORTUNITY

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

	Supportive Buy Cycle	Doesn't Need Approval	Stays in the Moment	Comfortable Discussing Money	Supportive Beliefs	Sales Process	Able to Recover from Rejection	Annual Sales	Unweighted Opportunity (as % of Sales)	Supportive Development Factors	Weighted Opportunity	Opportunity Timeframe (in months)
AMER - Latin America and the Caribbean												
Maria da Silva	✓	✗	✗	✗	✗	✓	✓	\$3,150,000	86%	33%	\$893,970	27
Carlos Sanchez	✗	✓	✗	✗	✗	✗	✓	\$5,750,000	86%	33%	\$1,631,850	24
								\$8,900,000			\$2,525,820	26
											28%	
AMER - North America												
Fatima Alami	✓	✓	✗	✗	✗	✗	✓	\$24,000,000	79%	67%	\$12,703,200	14
Tom Davis	✗	✗	✓	✗	✗	✗	✓	\$13,800,000	94%	33%	\$4,280,760	24
Steven Miller	✗	✓	✗	✗	✗	✓	✓	\$4,600,000	80%	17%	\$625,600	18
Manisha Patel	✗	✗	✗	✗	✗	✗	✓	\$5,440,000	134%	17%	\$1,239,232	30
Greg Williams	✓	✓	✓	✓	✓	✗	✓	\$4,400,000	41%	83%	\$1,497,320	6
								\$52,240,000			\$20,346,112	18
											39%	
EMEA/APAC - Africa												
Aisha Ali	✗	✓	✓	✓	✗	✗	✓	\$18,020,000	57%	50%	\$5,135,700	18
Musa Ibrahim	✓	✓	✓	✓	✓	✗	✓	\$8,100,000	46%	67%	\$2,496,420	18
								\$26,120,000			\$7,632,120	18
											29%	
EMEA/APAC - Asia												
Anh Nguyen	✗	✗	✗	✓	✗	✓	✗	\$6,030,000	105%	33%	\$2,089,395	30
Sunita Singh	✓	✓	✗	✗	✗	✓	✓	\$14,850,000	64%	50%	\$4,752,000	23
Wei Zhang	✓	✓	✓	✗	✗	✗	✗	\$21,150,000	73%	33%	\$5,095,035	23
								\$42,030,000			\$11,936,430	25
											28%	
EMEA/APAC - Europe												
Eva Johansson	✗	✗	✗	✗	✗	✗	✓	\$5,460,000	132%	33%	\$2,378,376	42
Marie Martin	✗	✗	✓	✗	✗	✗	✓	\$16,550,000	131%	33%	\$7,154,565	30
Wolfgang Müller	✗	✗	✗	✗	✗	✗	✓	\$5,500,000	138%	17%	\$1,290,300	30
Giuseppe Rossi	✗	✓	✓	✗	✗	✗	✓	\$3,800,000	83%	50%	\$1,577,000	23
								\$31,310,000			\$12,400,241	31
											40%	
EMEA/APAC - Oceania												
Sarah Smith	✗	✗	✗	✗	✗	✗	✓	\$17,700,000	118%	33%	\$6,892,380	24
David Williams	✗	✓	✓	✓	✗	✓	✓	\$13,350,000	47%	83%	\$5,207,835	9
								\$31,050,000			\$12,100,215	16
											39%	
								\$191,650,000			\$66,940,938	23
											35%	

APPENDIX - CORE COMPETENCIES

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

Salespeople

	Desire	Commitment	Outlook	Responsibility	Motivation	Doesn't Need Approval	Stays in the Moment	Supportive Beliefs	Supportive Buy Cycle	Comfortable Discussing Money	Handles Rejection	Hunting	Reaching Decision-Makers	Relationship Building	Consultative Selling	Selling Value	Qualifying	Presentation Approach	Closing	Sales Process	Sales Technology	Sales Percentile	Organizational Percentile
	The Will to Sell Competencies					Sales DNA Competencies					Tactical Competencies												
AMER - Latin America and the Caribbean																							
Maria da Silva	63	70	75	33	25	75	78	67	71	33	56	26	40	50	41	58	42	60	20	81	78	52	50
Carlos Sanchez	25	60	50	0	50	88	78	78	29	50	83	74	60	17	63	51	48	82	9	17	22	48	36
AMER - North America																							
Fatima Alami	88	70	100	33	75	88	67	85	71	50	78	88	50	42	30	53	54	52	29	22	53	66	69
Tom Davis	73	10	100	67	45	75	89	74	29	50	67	23	45	33	52	63	47	47	4	17	63	43	31
Steven Miller	28	80	100	0	55	88	78	74	14	33	94	64	50	46	35	48	24	82	14	85	49	52	50
Manisha Patel	85	20	75	0	70	50	56	67	29	50	83	59	40	54	19	47	28	50	5	3	22	25	14
Greg Williams	86	70	75	67	72	88	89	87	71	100	89	65	100	75	81	98	90	75	43	66	59	96	97
EMEA/APAC - Africa																							
Aisha Ali	68	20	75	67	35	100	89	76	29	100	67	63	50	38	61	76	65	95	13	66	59	70	75
Musa Ibrahim	83	70	25	0	65	100	89	87	71	83	56	82	95	25	69	61	60	60	68	37	21	81	89
EMEA/APAC - Asia																							
Anh Nguyen	95	10	75	33	90	50	78	85	29	100	33	69	45	29	15	70	54	40	5	71	48	50	42
Sunita Singh	70	60	75	67	40	100	67	74	71	50	50	17	50	25	41	63	52	73	59	71	28	61	58
Wei Zhang	93	20	50	33	85	88	89	85	71	33	33	63	60	33	69	71	53	80	23	56	12	65	64
EMEA/APAC - Europe																							
Eva Johansson	3	10	75	67	5	62	78	57	29	50	83	12	35	13	6	17	27	60	7	47	60	24	8
Marie Martin	13	10	75	33	25	62	89	61	0	17	50	58	35	38	27	10	4	85	29	47	71	18	3
Wolfgang Müller	80	60	75	0	60	62	67	78	14	33	72	57	40	38	47	58	36	60	15	61	20	41	25
Giuseppe Rossi	98	80	100	67	95	88	89	70	14	33	100	60	55	38	52	48	57	74	28	66	68	78	81
EMEA/APAC - Oceania																							
Sarah Smith	18	70	50	33	35	75	67	85	29	33	56	57	40	38	30	43	49	92	0	13	15	34	19
David Williams	90	70	75	33	80	88	89	78	14	83	61	69	50	17	59	78	60	77	8	95	40	81	89

Sales Managers

	Desire	Commitment	Outlook	Responsibility	Motivation	Doesn't Need Approval	Stays in the Moment	Supportive Beliefs	Supportive Buy Cycle	Comfortable Discussing Money	Coaching	Motivating	Accountability	Recruiting	Pipeline Management	Relationship Building	Closing	Sales Process	Sales Technology	Team-Focused	Sales Management Percentile
	The Will to Manage Salespeople Competencies					Sales Management DNA Competencies					Tactical Competencies										
Carmen Garcia	83	10	75	33	65	75	67	68	29	67	57	60	55	50	80	21	20	8	72	88	16
Tina Johnson	80	70	100	100	60	88	67	83	86	100	57	20	80	80	100	21	44	61	74	69	91
Kenji Sato	23	70	25	33	45	62	83	66	14	83	57	25	20	40	0	29	4	17	32	63	5

Non-Selling Professionals

	Desire	Commitment	Outlook	Responsibility	Enjoys Selling	Doesn't Need Approval	Stays in the Moment	Supportive Beliefs	Supportive Buy Cycle	Comfortable Discussing Money	Handles Rejection	Building Trust	Relationship Building	Consultative Selling	Selling Value	Qualifying	Presentation Approach	Closing	Account Management	Farming	
	The Will to Sell Competencies					Sales DNA Competencies					Tactical Competencies										
AMER																					
David Cohen	✓	✓	✓	✓	✗	50	56	67	57	17	88	-	36	19	39	15	95	16	33	10	
Angel Lopez	✓	✓	✗	✗	✓	38	89	76	57	17	40	61	46	31	11	6	95	20	43	25	
EMEA/APAC																					
Ram Devi	✓	✗	✓	✗	✓	62	100	74	14	17	100	-	73	62	56	45	77	25	57	25	

WORKING REMOTELY

Today, more than ever before, salespeople must be able to take ownership of the sales cycle and do it virtually - either from the office or their home. In most companies, salespeople are selling from their homes but not always because of the pandemic. Most companies have geographically distributed sales teams, with most of those salespeople selling remotely from their homes. The challenge is that only 41% of all salespeople are well-suited for this evolving requirement and when they aren't, additional direction and supervision are required from their sales managers.

Most of your salespeople have some of the attributes required to be successful in a remote selling environment. This could add some challenges in today's environment. While you attempt to help them strengthen their ability to work remotely, you will need to check-in with some of them multiple times per day to keep them on track.

	Works Independently	Effective Time Management	Self-Starter	CRM Savvy	Video Proficient	% of Attributes	Weighted Score
The Working Remotely Competency							
AMER - Latin America and the Caribbean							
Maria da Silva	✗	✗	✗	✓	✓	40	24
Carlos Sanchez	✓	✓	✗	✗	✗	40	51
	1/2	1/2	0/2	1/2	1/2	40	38
AMER - North America							
Tina Johnson	-	-	✓	✓	✗	67	76
Fatima Alami	✓	✓	✓	✓	✗	80	88
Tom Davis	✓	✓	✓	✓	✗	80	88
Steven Miller	✗	✓	✓	✓	✗	60	63
Manisha Patel	✓	✗	✓	✗	✗	40	51
Greg Williams	✗	✗	✓	✗	✓	40	37
	3/5	3/5	5/5	3/5	1/5	60	65
EMEA/APAC - Africa							
Aisha Ali	✓	✓	✓	✗	✓	80	88
Musa Ibrahim	✓	✓	✓	✗	✗	60	76
	2/2	2/2	2/2	0/2	1/2	70	82
EMEA/APAC - Asia							
Kenji Sato	-	-	✗	✗	✗	0	0
Anh Nguyen	✗	✗	✗	✓	✗	20	12
Sunita Singh	✓	✓	✓	✓	✗	80	88
Wei Zhang	✓	✓	✓	✗	✗	60	76
	2/3	2/3	2/3	2/3	0/3	53	59

	Works Independently	Effective Time Management	Self-Starter	CRM Savvy	Video Proficient	% of Attributes	Weighted Score
The Working Remotely Competency							
EMEA/APAC - Europe							
Carmen Garcia	-	-	✓	✓	✗	67	76
Eva Johansson	✗	✓	✗	✓	✗	40	37
Marie Martin	✓	✓	✓	✗	✓	80	88
Wolfgang Müller	✓	✗	✓	✗	✗	40	51
Giuseppe Rossi	✗	✓	✓	✗	✗	40	51
	2/4	3/4	3/4	1/4	1/4	50	57
EMEA/APAC - Oceania							
Sarah Smith	✗	✓	✓	✗	✗	40	51
David Williams	✓	✗	✓	✓	✗	60	63
	1/2	1/2	2/2	1/2	0/2	50	57
	61%	67%	78%	44%	22%	54	60

NEGOTIATING

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

The Negotiating Competency														
	Seeks Win/Win	Willing to Walk	Manages Appropriate Amount of Patience	Able to Listen/Ask with Ease	Able to Stay in the Moment	Goal Oriented	Problem Solver	Doesn't Need to be Liked	Rejection Proof	Selling Value	Will Discuss Finances	% of Attributes	Weighted Score	
AMER - Latin America and the Caribbean														
Maria da Silva	x	x	x	✓	x	x	✓	x	✓	x	x	27	24	
Carlos Sanchez	x	x	✓	✓	x	x	✓	✓	✓	x	x	45	40	
	0/2	0/2	1/2	2/2	0/2	0/2	2/2	1/2	2/2	0/2	0/2	36	32	
AMER - North America														
Tina Johnson	x	x	x	x	x	x	✓	✓	✓	✓	✓	45	32	
Fatima Alami	x	x	✓	x	x	x	✓	✓	✓	x	x	36	30	
Tom Davis	x	x	x	x	✓	x	✓	x	✓	x	x	27	24	
Steven Miller	x	x	✓	x	x	x	✓	✓	✓	x	x	36	30	
Manisha Patel	x	x	✓	x	x	x	✓	x	✓	x	x	27	24	
Greg Williams	✓	✓	x	✓	✓	x	✓	✓	✓	✓	✓	82	82	
	1/5	1/5	3/5	1/5	2/5	0/5	5/5	3/5	5/5	1/5	1/5	42	38	
EMEA/APAC - Africa														
Aisha Ali	x	x	✓	x	✓	x	✓	✓	✓	✓	✓	64	52	
Musa Ibrahim	x	x	✓	✓	✓	✓	✓	✓	✓	x	✓	73	64	
	0/2	0/2	2/2	1/2	2/2	1/2	2/2	2/2	2/2	1/2	2/2	69	58	
EMEA/APAC - Asia														
Kenji Sato	x	x	x	x	✓	x	✓	x	✓	x	✓	36	30	
Anh Nguyen	x	x	✓	x	x	x	✓	x	x	✓	✓	36	30	
Sunita Singh	x	x	✓	✓	x	x	✓	✓	✓	x	x	45	40	
Wei Zhang	x	x	x	x	✓	✓	✓	✓	x	✓	x	45	38	
	0/3	0/3	2/3	1/3	1/3	1/3	3/3	2/3	1/3	2/3	1/3	42	36	
EMEA/APAC - Europe														
Carmen Garcia	x	x	x	x	x	✓	✓	x	x	x	x	18	16	
Eva Johansson	x	x	x	x	x	x	x	x	✓	x	x	9	6	
Marie Martin	x	x	x	x	✓	x	x	x	✓	x	x	18	16	
Wolfgang Müller	x	x	x	x	x	x	✓	x	✓	x	x	18	14	
Giuseppe Rossi	x	x	✓	x	✓	✓	✓	✓	✓	x	x	55	48	
	0/4	0/4	1/4	0/4	2/4	1/4	2/4	1/4	4/4	0/4	0/4	25	21	

The Negotiating Competency														
EMEA/APAC - Oceania														
	Seeks Win/Win	Willing to Walk	Manages Appropriate Amount of Patience	Able to Listen/Ask with Ease	Able to Stay in the Moment	Goal Oriented	Problem Solver	Doesn't Need to be Liked	Rejection Proof	Selling Value	Will Discuss Finances	% of Attributes	Weighted Score	
Sarah Smith	✗	✗	✗	✗	✗	✗	✓	✗	✓	✗	✗	18	14	
David Williams	✗	✗	✗	✗	✓	✗	✓	✓	✓	✓	✓	55	42	
	0/2	0/2	0/2	0/2	1/2	0/2	2/2	1/2	2/2	1/2	1/2	37	28	
	6%	6%	50%	28%	44%	17%	89%	56%	89%	28%	28%	40	34	

ACCOUNT MANAGEMENT

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

The Account Management Competency	Has Strong Relationships	Will Handle Organizational Politics	Will Make Friends Everywhere	Will Follow Up Often	Will Meet/Talk with Decision Makers	Will Know the Real Budgets	Won't Feel Urgency to Close Business	Won't Alienate People	Will Focus on Current Accounts Rather than Looking for New Accounts	Will Manage Time Effectively	% of Attributes	Weighted Score
AMER												
David Cohen	x	x	x	✓	x	x	✓	✓	✓	✓	50	33
Angel Lopez	x	x	✓	✓	x	x	✓	✓	✓	x	50	43
AMER - Latin America and the Caribbean												
Maria da Silva	✓	✓	x	✓	x	x	x	✓	✓	x	50	62
Carlos Sanchez	x	✓	x	✓	x	✓	✓	x	x	✓	50	48
	1/2	2/2	0/2	2/2	0/2	1/2	1/2	1/2	1/2	1/2	50	55
AMER - North America												
Tina Johnson	x	x	x	✓	✓	✓	x	x	✓	-	-	-
Fatima Alami	x	x	x	✓	x	✓	x	x	x	✓	30	24
Tom Davis	x	x	x	✓	x	✓	✓	✓	✓	✓	60	38
Steven Miller	x	x	x	✓	x	x	x	x	x	✓	20	19
Manisha Patel	x	✓	x	✓	x	✓	✓	✓	x	x	50	48
Greg Williams	✓	✓	x	✓	✓	✓	✓	x	x	x	60	71
	1/5	2/5	0/5	5/5	1/5	4/5	3/5	2/5	1/5	3/5	44	40
EMEA/APAC												
Ram Devi	✓	x	x	✓	✓	x	✓	✓	✓	x	60	57
EMEA/APAC - Africa												
Aisha Ali	x	✓	x	✓	x	✓	✓	x	x	✓	50	48
Musa Ibrahim	x	✓	x	✓	✓	x	✓	x	x	✓	50	52
	0/2	2/2	0/2	2/2	1/2	1/2	2/2	0/2	0/2	2/2	50	50
EMEA/APAC - Asia												
Kenji Sato	x	✓	✓	✓	x	✓	✓	✓	✓	-	-	-
Anh Nguyen	x	x	x	✓	x	✓	✓	✓	x	x	40	29
Sunita Singh	x	x	x	✓	x	✓	✓	x	✓	✓	50	33
Wei Zhang	x	✓	x	✓	x	x	✓	x	x	✓	40	43
	0/3	1/3	0/3	3/3	0/3	2/3	3/3	1/3	1/3	2/3	43	35

The Account Management Competency												
	Has Strong Relationships	Will Handle Organizational Politics	Will Make Friends Everywhere	Will Follow Up Often	Will Meet/Talk with Decision Makers	Will Know the Real Budgets	Won't Feel Urgency to Close Business	Won't Alienate People	Will Focus on Current Accounts Rather than Looking for New Accounts	Will Manage Time Effectively	% of Attributes	Weighted Score
EMEA/APAC - Europe												
Carmen Garcia	✗	✓	✓	✓	✗	✗	✓	✓	✓	-	-	-
Eva Johansson	✗	✗	✗	✓	✗	✓	✗	✓	✓	✓	50	33
Marie Martin	✗	✗	✗	✓	✗	✗	✗	✓	✗	✓	30	24
Wolfgang Müller	✗	✓	✗	✓	✗	✗	✗	✓	✗	✗	30	38
Giuseppe Rossi	✗	✗	✗	✓	✗	✗	✗	✗	✗	✓	20	19
	0/4	1/4	0/4	4/4	0/4	1/4	0/4	3/4	1/4	3/4	33	29
EMEA/APAC - Oceania												
Sarah Smith	✗	✓	✗	✓	✗	✓	✓	✓	✗	✓	60	52
David Williams	✗	✓	✗	✓	✗	✓	✓	✗	✗	✗	40	43
	0/2	2/2	0/2	2/2	0/2	2/2	2/2	1/2	0/2	1/2	50	48
	11%	56%	0%	100%	11%	61%	61%	44%	22%	67%	43	40

FARMING

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

The Farming Competency	Attempts to Close	Has Closing Urgency	Won't "Understand" Most Objections	Won't Panic Over Objections	Handles "It's a Lot of Money" Objection	Won't Accept Put Offs	Believes They Are Quickly Liked by Customers	Won't Alienate Customers	Unlikely to be Distracted by New Accounts	% of Attributes	Weighted Score
AMER											
David Cohen	x	x	x	x	x	x	✓	x	✓	22	10
Angel Lopez	x	x	x	✓	x	x	x	✓	✓	33	25
AMER - Latin America and the Caribbean											
Maria da Silva	x	✓	✓	x	✓	x	✓	x	✓	56	55
Carlos Sanchez	x	x	x	x	✓	x	x	x	x	11	10
	0/2	1/2	1/2	0/2	2/2	0/2	1/2	0/2	1/2	34	33
AMER - North America											
Tina Johnson	x	✓	✓	x	✓	x	x	x	✓	-	-
Fatima Alami	x	✓	✓	x	✓	x	x	x	x	33	45
Tom Davis	x	x	x	✓	✓	x	x	x	✓	33	30
Steven Miller	x	✓	x	x	x	x	x	x	x	11	20
Manisha Patel	x	x	x	x	✓	x	✓	x	x	22	15
Greg Williams	x	x	✓	✓	✓	x	✓	x	x	44	45
	0/5	2/5	2/5	2/5	4/5	0/5	2/5	0/5	1/5	29	31
EMEA/APAC											
Ram Devi	x	x	x	✓	x	x	✓	x	✓	33	25
EMEA/APAC - Africa											
Aisha Ali	x	x	x	✓	✓	x	x	x	x	22	25
Musa Ibrahim	x	x	✓	✓	x	x	x	x	x	22	30
	0/2	0/2	1/2	2/2	1/2	0/2	0/2	0/2	0/2	22	28
EMEA/APAC - Asia											
Kenji Sato	x	x	x	✓	x	x	✓	x	✓	-	-
Anh Nguyen	x	x	x	x	✓	x	x	✓	x	22	15
Sunita Singh	✓	x	✓	x	✓	x	x	x	✓	44	50
Wei Zhang	x	x	✓	✓	✓	x	x	✓	x	44	45
	1/3	0/3	2/3	1/3	3/3	0/3	0/3	2/3	1/3	37	37

	Attempts to Close	Has Closing Urgency	Won't "Understand" Most Objections	Won't Panic Over Objections	Handles "It's a Lot of Money" Objection	Won't Accept Put Offs	Believes They Are Quickly Liked by Customers	Won't Alienate Customers	Unlikely to be Distracted by New Accounts	% of Attributes	Weighted Score
The Farming Competency											
EMEA/APAC - Europe											
Carmen Garcia	×	×	×	×	✓	×	✓	✓	✓	-	-
Eva Johansson	×	✓	×	×	✓	×	×	×	✓	33	35
Marie Martin	×	✓	×	✓	×	×	×	×	×	22	35
Wolfgang Müller	×	✓	×	×	×	×	×	×	×	11	20
Giuseppe Rossi	×	✓	×	✓	✓	×	×	×	×	33	45
	0/4	4/4	0/4	2/4	2/4	0/4	0/4	0/4	1/4	25	34
EMEA/APAC - Oceania											
Sarah Smith	×	×	×	×	✓	×	×	×	×	11	10
David Williams	×	×	×	✓	×	×	×	×	×	11	15
	0/2	0/2	0/2	1/2	1/2	0/2	0/2	0/2	0/2	11	13
	6%	39%	33%	44%	72%	0%	17%	11%	22%	27	30

APPENDIX - SELF-LIMITING BELIEFS

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

Industry-Specific Self-Limiting Beliefs

Self-Limiting Belief	% of Managers	% of Salespeople
It is more difficult to sell in the manufacturing industry than in other industries.	0%	33%
We cannot shorten the sales cycle very much because it takes a long time to sign widgets clients	0%	33%
We cannot sell more widgets business because we are already working as hard as we can.	33%	22%
Consultative selling doesn't work in our industry because prospects and customers only want us to demonstrate, present and provide proposals and / or quotes.	33%	33%
There is not a lot of additional widgets business that we can capture.	100%	72%

Self-Limiting Beliefs among Your Sales Managers

Self-Limiting Belief	% of Managers
Self-Image or Relationship	
My salespeople don't follow me	33%
I need my prospects to like me	67%
I need my salespeople to like me	33%
Prospects are honest	67%
I don't need a strong relationship with my prospects in order to sell them	33%
Influences on Buying Decisions	
I have to work with the procurement department before I can call on end users or decision-makers	33%
It's OK if my salespeople let their prospects comparison shop	67%
It's OK if my salespeople give their prospects time to think before making a decision	67%
Prospects that need time to think before making a decision will eventually buy from us	100%
Competitive Position	
If they like their current vendor, then I can't sell them	33%
Any lack of results is due to the economy or marketplace	67%
Any lack of results is due to our competitors	33%
Money	
A thousand dollars is a lot of money	33%
Structure or Process	
I don't need to manage my salespeople's daily activity	67%
I don't need to know what motivates my salespeople	67%
I can't let a salesperson lose a piece of business	67%
I don't need to upgrade the sales force	100%
Raising my people's self-esteem is not a high priority	33%
My salespeople need to make presentations	100%
A personal sales plan isn't that important to me	33%

Self-Limiting Belief	Managers
A thousand dollars is a lot of money	Kenji Sato
I have to work with the procurement department before I can call on end users or decision-makers	Carmen Garcia
Prospects are honest	Carmen Garcia and Kenji Sato
Any lack of results is due to the economy or marketplace	Carmen Garcia and Kenji Sato
I don't need to manage my salespeople's daily activity	Carmen Garcia and Tina Johnson
I don't need to know what motivates my salespeople	Tina Johnson and Kenji Sato
I can't let a salesperson lose a piece of business	Carmen Garcia and Kenji Sato
My salespeople don't follow me	Kenji Sato
I don't need to upgrade the sales force	Carmen Garcia, Tina Johnson and Kenji Sato
Raising my people's self-esteem is not a high priority	Tina Johnson
I need my prospects to like me	Carmen Garcia and Kenji Sato
I need my salespeople to like me	Kenji Sato
I don't need a strong relationship with my prospects in order to sell them	Tina Johnson
If they like their current vendor, then I can't sell them	Carmen Garcia
It's OK if my salespeople let their prospects comparison shop	Carmen Garcia and Kenji Sato
It's OK if my salespeople give their prospects time to think before making a decision	Carmen Garcia and Kenji Sato
Prospects that need time to think before making a decision will eventually buy from us	Carmen Garcia, Tina Johnson and Kenji Sato
My salespeople need to make presentations	Carmen Garcia, Tina Johnson and Kenji Sato
Any lack of results is due to our competitors	Carmen Garcia
A personal sales plan isn't that important to me	Kenji Sato

Self-Limiting Beliefs among Your Salespeople

Self-Limiting Belief	% of Salespeople
Self-Image or Relationship	
I prefer not to make cold calls	22%
Prospects are honest	89%
It's not OK to confront a prospect	17%
I don't think my customers would give me referrals	33%
I don't need a strong relationship with my prospects in order to sell them	6%
Influences on Buying Decisions	
I understand when my prospects want to comparison shop	72%
I understand when my prospects want time to think before making a decision	50%
I need to have the best price	22%
I need to educate my prospects	89%
I like to take my time considering major purchases	72%
I have to work with the procurement department before I can call on end users or decision-makers	50%
I can't call on the actual decision makers	11%
I have to provide information to gatekeepers before they will connect me with the decision maker	6%
Prospects that need time to think before making a decision will eventually buy from me	83%
Competitive Position	
If prospects are happy with their current vendor then I can't help them	39%
Any lack of results is due to the economy or marketplace	50%
Any lack of results is due to the policies of my company	39%
Any lack of results is due to my competitors	56%
Money	
A thousand dollars is a lot of money	6%
Earning more money isn't that important to me	11%
I'm uncomfortable asking prospects how much money they have	50%
It's not necessary to ask prospects about their finances	28%
Personal Motivation	
Selling isn't fun for me	17%
I'm very satisfied with my income	6%
I'm able to live comfortably on my current income	22%
Personal goals aren't that important to me	6%
I am more loyal to the company than committed to my own success in sales	6%
Structure or Process	
I need to provide proposals (or quotes)	11%
I'm uncomfortable with certain aspects of selling	50%
I need to tell prospects about the company	6%
It is appropriate to spend significant time with prospects that don't buy from me	56%
I tell my prospects why they should buy from me	17%
I tell my prospects how to reach a decision	11%

Self-Limiting Belief	Salespeople
A thousand dollars is a lot of money	David Williams
Earning more money isn't that important to me	Marie Martin and Sarah Smith
I prefer not to make cold calls	Maria da Silva, Tom Davis, Eva Johansson and Sunita Singh
I like to take my time considering major purchases	Aisha Ali, Maria da Silva, Tom Davis, Musa Ibrahim, Eva Johansson, Marie Martin, Wolfgang Müller, Manisha Patel, Giuseppe Rossi, Carlos Sanchez, Sunita Singh, David Williams and Greg Williams
I have to work with the procurement department before I can call on end users or decision-makers	Aisha Ali, Maria da Silva, Steven Miller, Wolfgang Müller, Anh Nguyen, Manisha Patel, Giuseppe Rossi, Sunita Singh and David Williams
I have to provide information to gatekeepers before they will connect me with the decision maker	Maria da Silva
Prospects are honest	Fatima Alami, Aisha Ali, Maria da Silva, Tom Davis, Musa Ibrahim, Eva Johansson, Steven Miller, Wolfgang Müller, Manisha Patel, Giuseppe Rossi, Carlos Sanchez, Sunita Singh, Sarah Smith, David Williams, Greg Williams and Wei Zhang
I don't think my customers would give me referrals	Maria da Silva, Eva Johansson, Marie Martin, Manisha Patel, Giuseppe Rossi and Sunita Singh
It is appropriate to spend significant time with prospects that don't buy from me	Fatima Alami, Aisha Ali, Musa Ibrahim, Eva Johansson, Marie Martin, Anh Nguyen, Manisha Patel, Giuseppe Rossi, Sunita Singh and Wei Zhang
Any lack of results is due to the economy or marketplace	Maria da Silva, Tom Davis, Marie Martin, Steven Miller, Wolfgang Müller, Manisha Patel, Carlos Sanchez, David Williams and Wei Zhang
Any lack of results is due to my competitors	Fatima Alami, Aisha Ali, Eva Johansson, Anh Nguyen, Manisha Patel, Carlos Sanchez, Sarah Smith, David Williams, Greg Williams and Wei Zhang
I'm very satisfied with my income	Musa Ibrahim
I'm able to live comfortably on my current income	Aisha Ali, Eva Johansson, Carlos Sanchez and David Williams
Personal goals aren't that important to me	Eva Johansson
I am more loyal to the company than committed to my own success in sales	Marie Martin
I understand when my prospects want to comparison shop	Fatima Alami, Aisha Ali, Eva Johansson, Marie Martin, Steven Miller, Wolfgang Müller, Anh Nguyen, Manisha Patel, Giuseppe Rossi, Sunita Singh, Sarah Smith, Greg Williams and Wei Zhang
I understand when my prospects want time to think before making a decision	Aisha Ali, Tom Davis, Eva Johansson, Marie Martin, Steven Miller, Wolfgang Müller, Manisha Patel, Sarah Smith and David Williams
I need to have the best price	Maria da Silva, Eva Johansson, Marie Martin and Giuseppe Rossi
I need to educate my prospects	Fatima Alami, Aisha Ali, Maria da Silva, Tom Davis, Marie Martin, Steven Miller, Wolfgang Müller, Anh Nguyen, Manisha Patel, Giuseppe Rossi, Carlos Sanchez, Sunita Singh, Sarah Smith, David Williams, Greg Williams and Wei Zhang
I need to provide proposals (or quotes)	Tom Davis and Steven Miller
Selling isn't fun for me	Maria da Silva, Eva Johansson and Marie Martin
I'm uncomfortable with certain aspects of selling	Maria da Silva, Tom Davis, Eva Johansson, Marie Martin, Steven Miller, Giuseppe Rossi, Carlos Sanchez, Sunita Singh and Greg Williams
I need to tell prospects about the company	Eva Johansson
I'm uncomfortable asking prospects how much money they have	Fatima Alami, Maria da Silva, Tom Davis, Eva Johansson, Marie Martin, Steven Miller, Wolfgang Müller, Manisha Patel and Giuseppe Rossi
I can't call on the actual decision makers	Eva Johansson and Marie Martin

Self-Limiting Belief	Salespeople
If prospects are happy with their current vendor then I can't help them	Aisha Ali, Tom Davis, Marie Martin, Steven Miller, Giuseppe Rossi, Carlos Sanchez and Sunita Singh
Prospects that need time to think before making a decision will eventually buy from me	Fatima Alami, Aisha Ali, Maria da Silva, Tom Davis, Musa Ibrahim, Eva Johansson, Marie Martin, Steven Miller, Wolfgang Müller, Manisha Patel, Giuseppe Rossi, Carlos Sanchez, Sarah Smith, David Williams and Wei Zhang
It's not OK to confront a prospect	Eva Johansson, Marie Martin and Wolfgang Müller
Any lack of results is due to the policies of my company	Maria da Silva, Musa Ibrahim, Steven Miller, Anh Nguyen, Giuseppe Rossi, Carlos Sanchez and Sunita Singh
I tell my prospects why they should buy from me	Anh Nguyen, Manisha Patel and Sunita Singh
I tell my prospects how to reach a decision	Marie Martin and Manisha Patel
I don't need a strong relationship with my prospects in order to sell them	Eva Johansson
It's not necessary to ask prospects about their finances	Maria da Silva, Tom Davis, Eva Johansson, Manisha Patel and Giuseppe Rossi

Self-Limiting Beliefs among Your Non-Selling Professionals

Self-Limiting Belief	% of Professionals
Self-Image or Relationship	
I need my prospects to like me	33%
I prefer not to make cold calls	100%
Prospects are honest	100%
It's not OK to confront a prospect	67%
I don't think my customers would give me referrals	33%
Influences on Buying Decisions	
I understand when my prospects want to comparison shop	33%
I understand when my prospects want time to think before making a decision	33%
I need to have the best price	33%
I need to educate my prospects	100%
I like to take my time considering major purchases	33%
I have to work with the procurement department before I can call on end users or decision-makers	67%
Prospects that need time to think before making a decision will eventually buy from me	100%
Competitive Position	
Any lack of results is due to the economy or marketplace	33%
Any lack of results is due to the policies of my company	33%
Money	
A thousand dollars is a lot of money	67%
Earning more money isn't that important to me	33%
I'm uncomfortable asking prospects how much money they have	100%
It's not necessary to ask prospects about their finances	33%
Personal Motivation	
Client development isn't fun for me	33%
A personal sales plan isn't that important to me	33%
I am more loyal to the company than committed to my own success in sales	33%
Structure or Process	
I'm uncomfortable with certain aspects of client development	67%
It is appropriate to spend significant time with prospects that don't buy from me	33%
I tell my prospects why they should buy from me	33%

Self-Limiting Belief	Non-Selling Professionals
A thousand dollars is a lot of money	David Cohen and Ram Devi
Earning more money isn't that important to me	Angel Lopez
I prefer not to make cold calls	David Cohen, Ram Devi and Angel Lopez
I have to work with the procurement department before I can call on end users or decision-makers	David Cohen and Ram Devi
Prospects are honest	David Cohen, Ram Devi and Angel Lopez
I don't think my customers would give me referrals	David Cohen
It is appropriate to spend significant time with prospects that don't buy from me	Angel Lopez
Any lack of results is due to the economy or marketplace	Angel Lopez
A personal sales plan isn't that important to me	David Cohen
I am more loyal to the company than committed to my own success in sales	Ram Devi
I need my prospects to like me	Angel Lopez
I understand when my prospects want to comparison shop	David Cohen
I understand when my prospects want time to think before making a decision	Ram Devi
I need to have the best price	Angel Lopez
I need to educate my prospects	David Cohen, Ram Devi and Angel Lopez
I'm uncomfortable asking prospects how much money they have	David Cohen, Ram Devi and Angel Lopez
Prospects that need time to think before making a decision will eventually buy from me	David Cohen, Ram Devi and Angel Lopez
It's not OK to confront a prospect	David Cohen and Ram Devi
Any lack of results is due to the policies of my company	Ram Devi
I tell my prospects why they should buy from me	David Cohen
It's not necessary to ask prospects about their finances	David Cohen
I like to take my time considering major purchases	Ram Devi
I'm uncomfortable with certain aspects of client development	David Cohen and Angel Lopez
Client development isn't fun for me	David Cohen

APPENDIX - SCORING CONFIDENCE

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

	Rating	Testing Time (Average 46)	Inconsistent Answer Sets	Indicated Answers May Not Be Accurate Because
AMER - Latin America and the Caribbean				
Maria da Silva	✘	51	1	I was rushed.
Carlos Sanchez	✔	50	1	
AMER - North America				
Fatima Alami	✔	50		
Tom Davis	🚩	51		I was distracted.
Steven Miller	🚩	50		I was distracted.
Manisha Patel	✔	50	1	
Greg Williams	✔	51		
EMEA/APAC - Africa				
Aisha Ali	✔	50		
Musa Ibrahim	✔	50		
EMEA/APAC - Asia				
Anh Nguyen	✔	50	1	
Sunita Singh	✔	50		
Wei Zhang	✔	50		
EMEA/APAC - Europe				
Eva Johansson	🚩	51	2	
Marie Martin	🚩	50	1	I was not feeling well.
Wolfgang Müller	✔	50		
Giuseppe Rossi	🚩	50		I was distracted.
EMEA/APAC - Oceania				
Sarah Smith	✔	51		
David Williams	✔	50		

APPENDIX - PIPELINE DETAIL

Pipeline Questions

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

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

Pipeline Scores by Question

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

	Total Score	Quoting Decision Maker	Decision Upon Quoting	Compelling Reason to Solve Problem	Will be profitable	Prospect is Creditworthy	Developed Strong Relationship	Existing Clients Not Impacted	Differentiated From The Competition	Compelling reason to buy from us	Commitment to Buy	Funding Exists	Client Knows Price Range	Competitive Issues Handled	Indicated Preference Toward Us	Dissatisfied With Incumbent Vendor	Decision within 30 Days	Timeframe is Appropriate	No Need for Competitive Quotes	We Have a Solution
AMER - Latin America and the Caribbean																				
Maria da Silva	52	67	0	67	67	100	0	100	100	0	67	100	100	67	33	0	0	100	0	67
Carlos Sanchez	73	100	25	100	100	100	100	50	75	50	75	100	25	50	75	75	25	100	75	100

	Total Score	Quoting Decision Maker	Decision Upon Quoting	Compelling Reason to Solve Problem	Will be profitable	Prospect is Creditworthy	Developed Strong Relationship	Existing Clients Not Impacted	Differentiated From The Competition	Compelling reason to buy from us	Commitment to Buy	Funding Exists	Client Knows Price Range	Competitive Issues Handled	Indicated Preference Toward Us	Dissatisfied With Incumbent Vendor	Decision within 30 Days	Timeframe is Appropriate	No Need for Competitive Quotes	We Have a Solution
AMER - North America																				
Fatima Alami	64	25	0	25	100	100	100	100	100	100	0	50	100	100	100	100	25	100	0	100
Tom Davis	50	100	25	100	100	100	75	100	75	0	50	25	75	0	0	0	0	75	0	100
Steven Miller	6	50	0	0	0	0	50	0	0	0	0	0	0	0	0	0	0	0	0	0
Manisha Patel	52	75	0	50	100	75	100	0	75	75	0	100	0	50	100	0	75	75	0	100
Greg Williams	66	100	0	100	100	100	67	0	100	100	33	67	100	67	33	67	33	67	0	100
EMEA/APAC - Africa																				
Aisha Ali	63	75	0	75	100	100	100	100	75	100	0	100	100	50	75	0	25	100	0	100
Musa Ibrahim	75	100	67	100	67	100	100	0	100	100	67	0	100	100	100	100	0	100	0	100
EMEA/APAC - Asia																				
Anh Nguyen	68	75	0	75	100	100	100	100	100	100	50	100	100	50	75	25	0	100	0	100
Sunita Singh	64	50	50	100	100	75	50	75	75	50	25	50	100	50	75	75	25	100	25	100
Wei Zhang	66	75	0	75	100	100	75	100	100	50	100	75	100	75	50	0	50	100	0	100
EMEA/APAC - Europe																				
Wolfgang Müller	64	75	75	75	100	100	100	100	25	75	0	100	100	100	75	0	0	100	25	75
Giuseppe Rossi	62	75	50	75	25	75	75	100	50	50	75	100	100	0	50	0	0	100	50	100
EMEA/APAC - Oceania																				
Sarah Smith	66	0	0	100	100	100	100	100	100	100	100	100	50	0	75	50	0	100	25	100
David Williams	64	100	0	75	100	100	100	0	100	75	75	50	100	100	100	0	50	50	0	75

Pipeline Scores by Company

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

	Opportunity 1	Opportunity 2	Opportunity 3	Opportunity 4	Score 1	Score 2	Score 3	Score 4
AMER - Latin America and the Caribbean								
Maria da Silva	My Generation	Who Are You	Behind Blue Eyes		59	55	42	
Carlos Sanchez	Start Me Up	Jumpin' Jack Flash	Brown Sugar	Satisfaction	87	83	70	53
AMER - North America								
Fatima Alami	Born to Run	Hungry Heart	Thunder Road	Dancing in the Dark	74	57	70	57
Tom Davis	More Than a Feeling	Rock & Roll Band	Long Time	Don't Look Back	68	55	49	28
Steven Miller	Dream On	Sweet Emotion	Walk This Way	Toys in the Attic	7	7	4	4
Manisha Patel	Free Fallin'	American Girl	Breakdown	Refugee	64	39	45	58
Greg Williams	I'm No Angel	Queen of Hearts	Slip Away		74	59	66	
EMEA/APAC - Africa								
Aisha Ali	The Wall	Comfortably Numb	Another Brick in the Wall	Dark Side of the Moon	54	70	62	66
Musa Ibrahim	Come Sail Away	Too Much Time on My Hands	Fooling Yourself		64	80	80	
EMEA/APAC - Asia								
Anh Nguyen	Bohemian Rhapsody	We Will Rock You	Somebody to Love	Under Pressure	72	76	59	66
Sunita Singh	Stairway to Heaven	Whole Lotta Love	All My Love	Ramble On	87	59	59	53
Wei Zhang	Don't Bring Me Down	Evil Woman	Telephone Line	Sweet Talkin' Woman	53	70	66	76
EMEA/APAC - Europe								
Wolfgang Müller	Black Magic Woman	Soul Sacrifice	Lightning in the Sky	Evil Ways	63	70	59	63
Giuseppe Rossi	Fly Like an Eagle	Jet Airliner	Jungle Love	Take the Money and Run	63	46	59	79
EMEA/APAC - Oceania								
Sarah Smith	Lido Shuffle	Lowdown	Harbor Lights	Fly Like a Bird	72	59	62	72
David Williams	Terrapin Station	Sugaree	Shakedown Street	Truckin'	67	63	67	58

Pipeline Quality by Sales Group

Group	High	Medium	Low	Overall
AMER - Latin America and the Caribbean	29%	57%	14%	Medium
AMER - North America	11%	47%	42%	Low
EMEA/APAC - Africa	29%	71%	0%	Medium
EMEA/APAC - Asia	33%	67%	0%	Medium
EMEA/APAC - Europe	12%	75%	13%	Medium
EMEA/APAC - Oceania	25%	75%	0%	Medium

Analysis of High Impact Factors

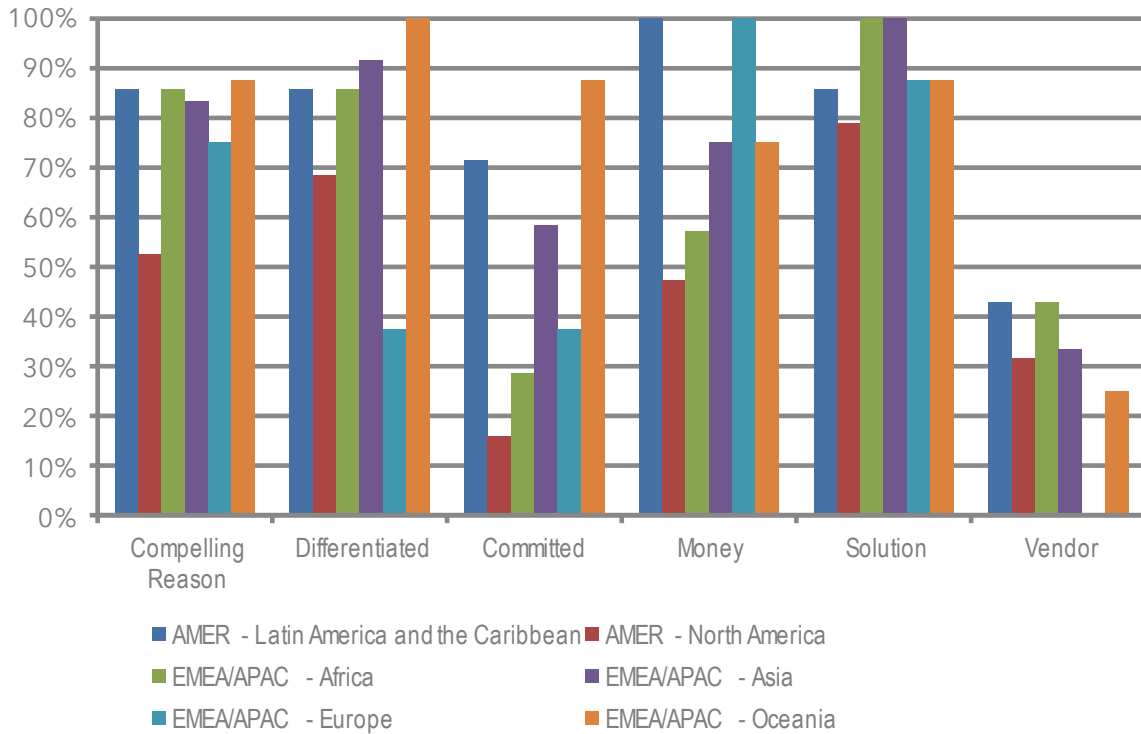
Of the nineteen pipeline questions that were asked, six of them are quite significant because of their high impact on pipeline quality and success. Here is a description of the six questions and their impact on your sales outcomes:

- They have a compelling reason to solve their problem** (Question 3) – When the prospect has a compelling reason to solve their problem it is far more likely that they will take action. Compelling reasons cause urgency and people make decisions to buy when there is urgency. When there is little urgency to take action because the compelling reasons have not been articulated, opportunities like these tend to drag on for a long time and often fail to result in business. Your salespeople answered "yes" to this question 74% of the time. This is extremely encouraging and would generally indicate that their sale cycles move along and their opportunities often close. However, that is not the case because the rest of the data suggests that like many salespeople, they only believe they are uncovering compelling reasons when, in truth, they are only learning about issues.
- We have differentiated ourselves from the competition** (Question 8) – When salespeople effectively differentiate themselves, they often eliminate the competition. This can be accomplished by building a stronger relationship, asking more questions, better questions, tougher questions, and even unanswerable questions. It can be accomplished by building trust, gaining respect and demonstrating greater expertise. Your salespeople answered "yes" to this question 77% of the time. If they are truly differentiating themselves, it should allow you to sell at higher prices and close a higher percentage of sales. This is extremely encouraging and would generally indicate that their sale cycles move along and their opportunities often close. However, that is not the case because the rest of the data suggests that like many salespeople, they only believe they are uncovering compelling reasons when, in truth, they are only learning about issues.

- **The prospect is committed to buying from someone** (Question 10) – If the prospect has not made a commitment to buying from someone there is a good chance that they may not buy at all. Your salespeople answered "yes" to this question 44% of the time. Your salespeople are not uncovering this important piece of information and as a result, their competition for the business increases. They are not only competing against other vendors, but also with prospects who may take no action at all. There is significantly less leverage when salespeople have not been able to get their prospects to commit to somebody's solution. That leads to a scenario where there is far less confidence for an acceptable outcome.
- **The prospect has the money** (Question 11) – The most common obstacle to closing is when salespeople present a solution that the prospect can't afford to implement. Your salespeople answered "yes" to this question 70% of the time. Your salespeople seem to be doing well in this area. This also suggests that they would not have a problem presenting lower priced solutions. Since so few salespeople accomplish this step effectively, it gives your company a clear advantage each time there is an opportunity to do business.
- **Product/Service will solve the prospect's problem** (Question 19) – Another common mistake is when salespeople present their solution but it is not the ideal solution for the prospect. Your salespeople answered "yes" to this question 89% of the time. Your salespeople seem to have this one under control. The advantage of being strong here is that the likelihood of success is much greater when salespeople get their prospects to validate their thinking along the way. Since most salespeople aren't very effective at this, it provides your company with a clear advantage
- **There is dissatisfaction with the current vendor** (Question 15) – If the prospect does not have a reason to leave their current vendor all of the reasons a salesperson can offer will not tempt the prospect to leave them. Your salespeople answered "yes" to this question 30% of the time. Your salespeople are not uncovering this information and the current vendor (or the current way of doing things) is at worst, a known entity to your prospects. Even if your salespeople present a better alternative, the edge goes to the incumbent.

High Impact Factors by Sales Group

Group	Compelling Reason to Solve Problem	Differentiated From The Competition	Commitment to Buy	Funding Exists	We Have a Solution	Dissatisfied With Incumbent Vendor
AMER - Latin America and the Caribbean	86%	86%	71%	100%	86%	43%
AMER - North America	53%	68%	16%	47%	79%	32%
EMEA/APAC - Africa	86%	86%	29%	57%	100%	43%
EMEA/APAC - Asia	83%	92%	58%	75%	100%	33%
EMEA/APAC - Europe	75%	38%	38%	100%	88%	0%
EMEA/APAC - Oceania	88%	100%	88%	75%	88%	25%



APPENDIX - ASSESSMENTS VERSUS OBSERVED PERFORMANCE

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

An assignment would be considered easier when:

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

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

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

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

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

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

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

Definition of Terms

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

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

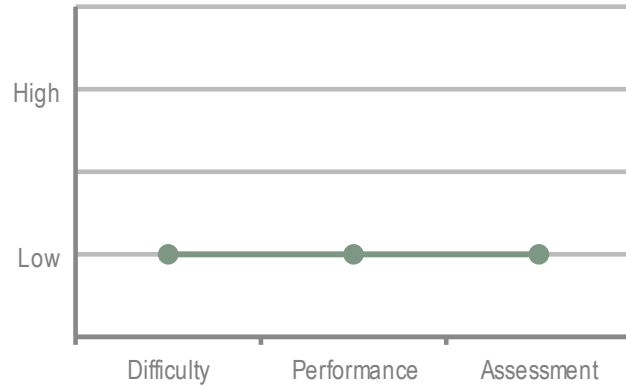
Performance is the measure of whether a salesperson is meeting or exceeding the numbers. High Performance indicates that the numbers are being met while Low Performance indicates that the numbers are not being met.

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

1. Weak Salespeople

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

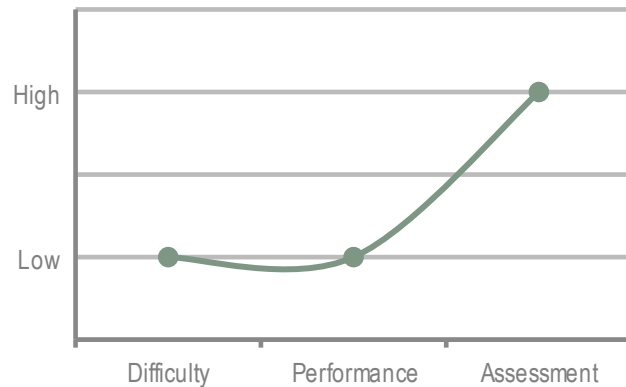
Weak Salespeople (6)	
AMER - Latin America and the Caribbean	
	Maria da Silva
	Carlos Sanchez
AMER - North America	
	Steven Miller
	Manisha Patel
EMEA/APAC - Europe	
	Eva Johansson
	Wolfgang Müller



2. Needs Development

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

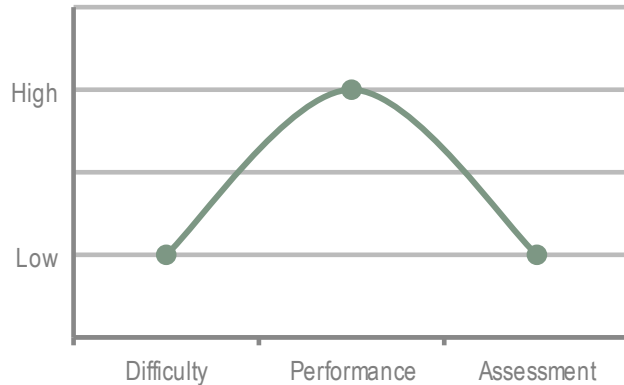
Needs Development (1)	
EMEA/APAC - Europe	
	Giuseppe Rossi



3. Hidden Risk

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

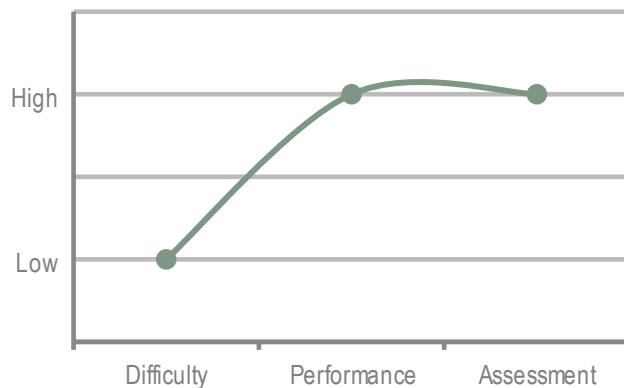
Hidden Risk (4)
AMER - North America
Tom Davis
EMEA/APAC - Asia
Sunita Singh
Wei Zhang
EMEA/APAC - Europe
Marie Martin



4. Supports Business Growth

Mostly call-ins, repeat business or renewal business; numbers being hit; appeared strong on the assessment. This depicts a strong salesperson who could handle a more challenging assignment.

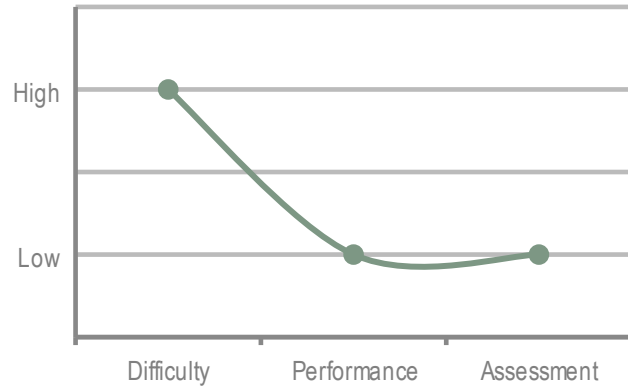
Supports Business Growth (3)
AMER - North America
Greg Williams
EMEA/APAC - Africa
Aisha Ali
EMEA/APAC - Oceania
David Williams



5. Development Required

Mostly cold calls; numbers not being hit; appeared weak on the assessment. This depicts a weak salesperson whose assignment is challenging and who requires redeployment or development in order to succeed.

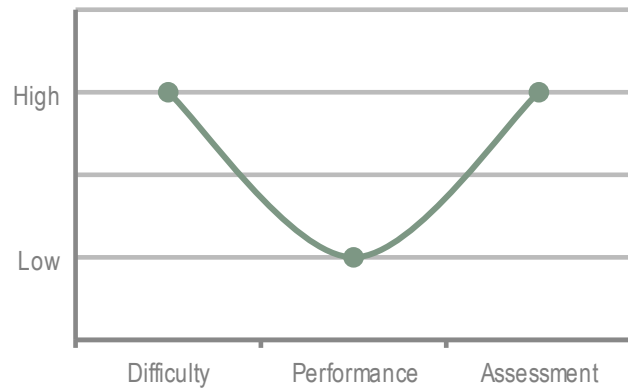
Development Required (1)
EMEA/APAC - Asia
Anh Nguyen



6. Hidden Potential

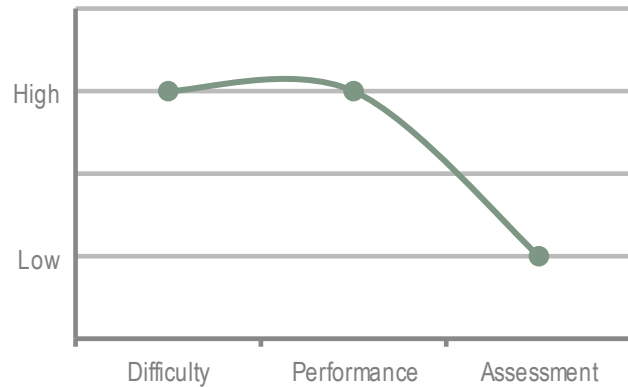
Mostly cold calls; numbers not being hit; appeared strong on the assessment. This depicts a salesperson that either hasn't had enough time to succeed (see Figure it Out Factor if salesperson is relatively new) or has other factors (like not suitable for working remotely or unwilling to prospect) causing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

Hidden Potential (1)
EMEA/APAC - Africa
Musa Ibrahim



7. Intangibles at Work

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



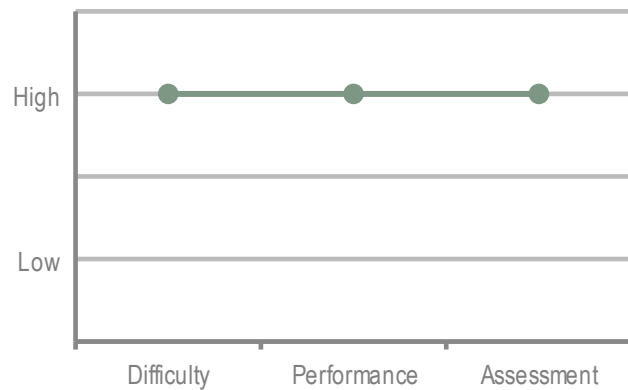
Intangibles at Work (2)

	Industry Expert	Extremely Well-Known	Other Intangibles
AMER - North America			
Fatima Alami	✓	✓	-
EMEA/APAC - Oceania			
Sarah Smith	-	-	✓

8. Strong Salesperson

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

Nobody in this category



Assessed vs. Observed Performance by Group

	Weak Salespeople	Needs Development	Hidden Risk	Supports Business Growth	Development Required	Hidden Potential	Intangibles at Work	Strong Salesperson
	% of Salespeople in this Category							
AMER - Latin America and the Caribbean	100%	0%	0%	0%	0%	0%	0%	0%
AMER - North America	40%	0%	20%	20%	0%	0%	20%	0%
EMEA/APAC - Africa	0%	0%	0%	50%	0%	50%	0%	0%
EMEA/APAC - Asia	0%	0%	67%	0%	33%	0%	0%	0%
EMEA/APAC - Europe	50%	25%	25%	0%	0%	0%	0%	0%
EMEA/APAC - Oceania	0%	0%	0%	50%	0%	0%	50%	0%

	Category	D	P	A
AMER - Latin America and the Caribbean				
Maria da Silva	Weak Salespeople	Low	Low	Low
Carlos Sanchez	Weak Salespeople	Low	Low	Low
AMER - North America				
Fatima Alami	Intangibles at Work	High	High	Low
Tom Davis	Hidden Risk	Low	High	Low
Steven Miller	Weak Salespeople	Low	Low	Low
Manisha Patel	Weak Salespeople	Low	Low	Low
Greg Williams	Supports Business Growth	Low	High	High
EMEA/APAC - Africa				
Aisha Ali	Supports Business Growth	Low	High	High
Musa Ibrahim	Hidden Potential	High	Low	High
EMEA/APAC - Asia				
Anh Nguyen	Development Required	High	Low	Low
Sunita Singh	Hidden Risk	Low	High	Low
Wei Zhang	Hidden Risk	Low	High	Low
EMEA/APAC - Europe				
Eva Johansson	Weak Salespeople	Low	Low	Low
Marie Martin	Hidden Risk	Low	High	Low
Wolfgang Müller	Weak Salespeople	Low	Low	Low
Giuseppe Rossi	Needs Development	Low	Low	High
EMEA/APAC - Oceania				
Sarah Smith	Intangibles at Work	High	High	Low
David Williams	Supports Business Growth	Low	High	High

D = Difficulty P = Performance A = Assessment

APPENDIX - SALES MANAGEMENT TIME ALLOCATION

	Coaching	Motivating	Accountability	Recruiting	Total Mgmt. Functions	Crisis Management	Internal Issues	Compensation	Organization	Strategy	Direct Selling	Total Other Functions
OMG Benchmark Target	50	10	15	5	80	5	5	1	1	3	5	20
Carmen Garcia	20	20	17	1	58	15	10	1	10	1	5	42
Tina Johnson	15	15	10	2	42	10	10	3	10	20	5	58
Kenji Sato	25	15	10	0	50	40	10	0	0	0	0	50