

FinxS® Sales Capacity Assessment - Sales Competence Report

FinxS®

This assessment is based on the responses given in the FinxS® Sales Capacity Assessment Questionnaire. This assessment should not be the sole criterion for making decisions about the individual. This report provides this person's Sales Competence scores.

Ewa Przykładna

Organization:

XYZ Sp. z o.o.

Date:

19.10.2021



Executive Summary

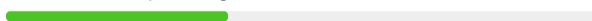
Below, you will find the respondent's scores for the 18 sales competences based on their responses in the FinxS® Sales Capacity Assessment questionnaire. As you review the results, remember that they reflect their current level of competence. If they so choose, they can develop their skills in all of the 18 sales competences.

While reviewing the scores, consider how important the different competences are to your specific sales job requirements. For example, the respondent may have a low score with a competence that is not important to the success in your sales job. Therefore, it may not be very relevant and it may actually be beneficial that the respondent does not focus on it.

Also, you may want to review the respondent's hard-wired, behavioral style scores for the same 18 sales competences in the FinxS® Sales 18 assessment. It will help you by providing corroborating information as well as to identify areas you may want to explore more.

Overall Scores

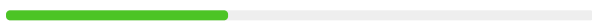
38% Prospecting



95% Qualifying



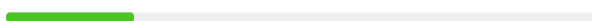
38% Building Rapport



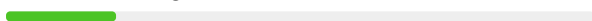
57% Following the Sales Process



22% Goal Orientation



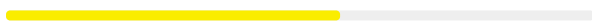
19% Gaining Trust



76% Controlling the Sales Process



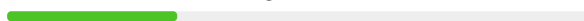
57% Handling Objections



76% Questioning Effectiveness



29% Active Listening



57% Critical Thinking



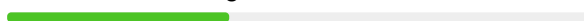
57% Initiative



48% Presenting



38% Time Management



57% Dealing with Failure



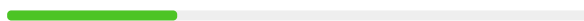
86% Determined Competitiveness



99% Money Concept



29% Emotional Detachment



Answering time 2:21 min

NOTES

Individual scores

Reluctance to call on prospects; having the mindset of a "FARMER" and waiting for opportunities to show up. Focus on cultivating existing customers for more business.

PROSPECTING

38%

Actively pursuing new business, having the mindset of a "HUNTER" and taking responsibility for finding sales opportunities.

Very eager to present and give away information, whether it is appropriate to the prospect's situation or not; tries to close early, often forgetting to take time or effort to uncover the prospect's potential for proper business fit.

QUALIFYING

95%

Willing to engage in a deliberate process of questioning and listening to determine whether the prospect is a good fit for business and likely to buy prior to presenting and/or proposing.

Being not focused on building trust; appearing self-centered or self-oriented; avoiding intimacy; finding it difficult to be genuinely interested in the prospect's needs or well-being. Maybe being too shy.

BUILDING RAPPORT

38%

Being able to create trust and rapport with prospects quickly. Adjusting one's own personality style to the style of the prospect in order to create a sense of ease for the prospect.

Impatient, and reluctant to engage in detailed processes or procedures. Generally attempting to cut corners and "wing it." Impulsive, not prone to follow instructions or rules.

FOLLOWING THE SALES PROCESS

57%

Having the patience and attention to detail to follow a step-by-step process. Believing that systematically following well-defined processes will provide the best results.

Liking to live in a moment without continuously pursuing higher levels of performance, easily satisfied with the status quo when it comes to personal accomplishment and level of income.

GOAL ORIENTATION

22%

Avidly pursuing goals and higher levels of performance. Setting high goals, then determining the necessary activities to achieve the goals. Rarely being satisfied with own current level of performance.

Self-confident, not looking to get one's emotional needs met from the approval of others, willing to be assertive and politely demanding without regard for whether it will result in being disliked.

GAINING TRUST

19%

Respects the prospects and wants to keep them positive throughout the sales process to create a trusting relationship. May hesitate taking up topics that could challenge prospects.

CONTROLLING THE SALES PROCESS

Willingly letting the prospect lead a meeting. Allowing others to take charge of the process, drifting away from own plan or preferring to proceed without one. Having challenges in keeping the sales process on track.

76%

Being willing and able to set the conditions for a meeting, describing the process to a prospect and stating potential outcomes. Then being able to gently control the conversation.

HANDLING OBJECTIONS

Reluctant to challenge prospect on their stated objections. Not assertive. Finding it difficult to construct an effective case as to why the stalls or objections might not be valid or might not be the "real issue." Easily accepting prospect's stalls and "giving up."

57%

Viewing stalls and objections as opportunities to be politely assertive and asking the prospect self-discovery type questions in order to get the prospect to deal with their own objections.

QUESTIONING EFFECTIVENESS

Believing that questions are "intrusive" and that one should not ask too many. Not creating a structured approach to asking questions. Easily falling into "show and tell" mode.

76%

Creating a structured system of questions to "diagnose" the prospect's situation and determining the likelihood of a fit between the prospect's needs and the salesperson's product or service.

ACTIVE LISTENING

Easily distracted while attempting to listen. Formulating replies in one's own mind while others are speaking. Frequently tuning out what others are saying when not interested.

29%

Actually seeking to understand what the other person is attempting to communicate. Going beyond "hearing" and focusing on the various messages (words, tonality, body language).

CRITICAL THINKING

Often failing to apply current knowledge to solve new problems. Generally, spending little time solving problems, meaning if the answer is not readily apparent, lacking the patience to use logic, deductive reason to solve the problem.

57%

Being able to apply existing knowledge to solving new problems. Being able to suspend judgement to check the validity of a proposition or action. Taking multiple perspectives into consideration.

INITIATIVE

Waiting for others to initiate action and to be told what to do. Not attempting to achieve higher levels of performance. Requiring supervision and direction to begin new initiatives.

57%

Constantly striving to achieve higher levels of performance. Not waiting for good things to happen, believing it is up to oneself to make good things happen.

PRESENTING

48%

Presentations are often ineffective because failing to engage the audience, thus losing the attention of others. The presentations go in circles. Audience may find it difficult to know what is expected from them after the presentation.

Effectively engaging an audience and able to hold their attention with good communication skills, insightful questions and dramatic presentation techniques.

TIME MANAGEMENT

38%

Not structuring schedule effectively or not executing scheduled activities efficiently. Easily distracted by interruptions, or anything that appears to be more interesting.

Competently managing schedule and activities to make the best use of time. Not wasting time with "avoidance" behaviors, not procrastinating on important tasks.

DEALING WITH FAILURE

57%

Seeing failure as a negative experience only. Not viewing failure as a chance to learn and improve. Reluctant to take risks lest they result in failure.

Seeing failure as a temporary state. Viewing failure as a chance to learn and improve. Being willing to take a risk at losing; in order to win. Not being wedded to the idea of security in all matters.

DETERMINED COMPETITIVENESS

86%

Preferring to achieve the victory with the help or together with others. Not inclined to gain competitive advantage. Lacking the motivation to be at the top or to win at any cost.

Relentlessly pushing to win, striving to gain competitive advantage, always looking to improve. Looking at the competition and areas to exploit.

MONEY CONCEPT

99%

Feeling guilty making a "too large" commission on a sale, not believing in oneself deserving of making "a lot" of money, feeling high degree of customer empathy when prospect complains that "the price is too high.*"

Viewing making money as a healthy endeavor. Believing making money is just compensation for selling activities. Valuing one's own time and not being afraid to charge money for it.

EMOTIONAL DETACHMENT

29%

Allowing emotions to distract oneself during the sales process. Becoming easily swayed by prospect's reassurances; making assumptions about the prospect's intentions based on positive feelings.

Remaining emotionally aloof during the sales process, not letting prospect's reassurances or positive statements deter from executing the sales process and asking the right questions.

DEVELOPMENT PLAN

PROSPECTING

Definition: Active searching of new potential, qualified customers to ensure there is always sufficient opportunities to create new business. Among the prospecting activities are cold calling, asking for referrals, cultivating existing cold leads, and networking.

Reluctance to call on prospects; having the mindset of a "FARMER" and waiting for opportunities to show up. Focus on cultivating existing customers for more business.

PROSPECTING

38%

Actively pursuing new business, having the mindset of a "HUNTER" and taking responsibility for finding sales opportunities.

Presently Ewa is reluctant to call on new prospective customers and frequently finds ways to avoid prospecting. They have the mindset of a "farmer" waiting for opportunities to show up and hoping to cultivate existing customers for more business. Ewa clearly prefers to spend time on other assignments and tasks and frequently looks for busy work in order to avoid necessary prospecting activities.

At this time Ewa often procrastinates on required prospecting activities such as cold calling and believes it is not appropriate to "bother" people. They feel uncomfortable calling on people who have a larger title on their business card than their own. They may rationalize cold calling avoidance by believing it is not effective nor a good use of their time. Ewa waits for new business opportunities to come their way. Although they are fairly comfortable asking for referrals, they may forget to do so.

Ewa prefers to contact existing clients to ensure they are happy. Even then, they often forget to find ways to expand the business relationship by asking good questions to reveal additional business opportunities. Ewa may often send an email rather than making a call or arranging a meeting.

Development plan for improved prospecting

- Understand and accept that you are very likely to procrastinate when it comes to prospecting but you must do it in order to succeed in sales.
- Set mandatory daily and weekly prospecting behaviors for yourself and commit to doing them.
- Schedule prospecting and cold calling activities in your daily calendar and hold yourself accountable for doing them.
- Chronicle your feelings about prospecting. Figure out what it is that scares you, slows you down, or derails you when prospecting. The more aware you become of the negative beliefs you have about prospecting, the more you will be able to overcome those beliefs.
- Join an accountability group for a weekly accountability call. Get others to hold you to your required prospecting activities and do the same for them.
- Connect every successful sale back to a specific prospecting activity in order to emphasize the importance of prospecting behavior. Record these activities and learn from them.

NOTES

QUALIFYING

Definition: The systematic process of carefully verifying whether or not a prospect is willing and able to buy.

Very eager to present and give away information, whether it is appropriate to the prospect's situation or not; tries to close early, often forgetting to take time or effort to uncover the prospect's potential for proper business fit.

QUALIFYING

95%

Willing to engage in a deliberate process of questioning and listening to determine whether the prospect is a good fit for business and likely to buy prior to presenting and/or proposing.

Ewa is keenly focused on determining if there is a good fit for business. They do it by engaging in a deliberate process of questioning and listening to decide if in fact a prospect is likely to buy before moving forward or potentially wasting money and resources by engaging in sales efforts that will not eventually result in a sale. Ewa is willing to stop the sales process and move on to other opportunities if it becomes clear that the prospect is not a good fit for business. They recognize that a sale will not magically happen if they persuasively present solutions or continue to follow up.

Ewa takes the time to first really understand a prospect's needs, and willingness and ability to buy, before presenting solutions. They understand that it is important to ask the prospect very specific and tough questions to reveal issues without the need to solve them. They are also willing to ask straightforward and often difficult questions about available money to buy and how the prospect makes buying decisions before presenting. Ewa is not afraid to test and validate the answers knowing prospects are often not forthcoming and truthful about their real situation and needs.

Like a good doctor, Ewa takes the time to thoroughly diagnose the prospect's situation before trying to prescribe a solution. They do not attempt to close the sale by being a "typical" salesperson who tries to persuade by providing a lot of information about the features and benefits of their solution. On the contrary, they avoid presenting and proposing until they have made a decision there is in fact a good fit and there are compelling reasons to believe the prospect is qualified to buy.

Development plan for improved qualifying

- Carefully evaluate the rapport you have built with a prospect. They may not be open yet to disclose their true needs and situation. Remember that different prospects have different comfort levels in revealing their challenges. Some are more trusting; others are more skeptical and guarded.
- At times you may underestimate the fit to do business with a prospect. Do not jump into conclusions too soon to disqualify a prospect.
- When asking hard-hitting questions to qualify a prospect, remember to support them to maintain an atmosphere for open communication.
- Maintain an open mind and actively look for opportunities to do business. Do not become too skeptical.
- Do not get carried away and qualify too hard agitating the prospect in the process. Some prospects are ready to buy.
- Recognize when it is time to proceed in the sales process. While qualifying is critical, it does not equal closing the sale.

NOTES

BUILDING RAPPORT

Definition: Creating, developing and maintaining an open and trusting atmosphere for honest communication and sharing of information.

Being not focused on building trust; appearing self-centered or self-oriented; avoiding intimacy; finding it difficult to be genuinely interested in the prospect's needs or well-being. Maybe being too shy.

BUILDING RAPPORT

38%

Being able to create trust and rapport with prospects quickly. Adjusting one's own personality style to the style of the prospect in order to create a sense of ease for the prospect.

Presently Ewa often is not focused on creating trust with prospects because they may appear to be primarily focused on their own goals and interests. They appear not to be truly interested in what the prospect has to say. As a result, the prospect may perceive Ewa as superficial and as just another salesperson who is trying to sell something. This makes the prospect more guarded and cautious about what to share.

Ewa prefers to use the same approach and communication style with almost all prospects, as it is most natural and comfortable for them. This allows them to focus on what to say rather than how to say it. Unfortunately, this style only works well with the prospects who share their communication style. Others find it somewhat challenging to interact with Ewa. The style difference between Ewa and the prospect becomes an obstacle to open and trusting communication.

Because of the above, Ewa can appear self-centered and more interested in closing the sale than solving the prospect's issues. This makes it difficult for the prospect to freely share their true problems and challenges. The prospect may worry these could be later be used as a leverage against them. As a result, it may be difficult for Ewa to uncover the prospect's real needs and wants, and try to connect them to effective solutions.

Development plan for improved building rapport

- Accept that every prospect is different and unique and you cannot repeat the same approach with each one and expect to succeed.
- Make a conscious and persistent effort to focus on the prospects and their needs. Actively listen to them. Talk less if you are outgoing. Talk more if you are reserved.
- Identify your natural communication style and style preferences. Get familiar and accept your strengths and development areas. Become aware of your blind spots.
- Learn how to identify your prospects' style preferences: how they prefer to communicate, how much and what type of information they favor, how they make decisions, etc. Adjust your style accordingly to create an environment for trust and open communication.
- Express your genuine interest in the prospect and their situation. Do not try to impress them with your achievements and/or importance.
- Focus on solving the prospect's problems and issues, not on closing the sale.

NOTES

FOLLOWING THE SALES PROCESS

Definition: Dutiful and diligent following of a systematic sales process to increase the success of the sales efforts.

Impatient, and reluctant to engage in detailed processes or procedures. Generally attempting to cut corners and "wing it." Impulsive, not prone to follow instructions or rules.

FOLLOWING THE SALES PROCESS

57%

Having the patience and attention to detail to follow a step-by-step process. Believing that systematically following well-defined processes will provide the best results.

Ewa does not mind having a sales process to follow as it can provide some helpful guidance. They believe that the sales process provides support and structure especially for new sales professionals. However, they also believe that more experienced sales professionals benefit less from strict step-by-step processes, as their sales experience is a more valuable guide.

Ewa has trouble consistently following the process. Sometimes the sales meetings seem to go well and the process appears to hinder the natural course of the meeting. In those situations Ewa finds it easier and better to use gut-feeling to guide their behavior and actions. As long as the end result is a sale, it does not seem important or relevant how it was achieved. Rules are meant to be broken anyway, especially when the results justify the means.

Ewa finds some parts of the sales process more effective and easier to follow than others. They prefer to skip other steps in the process and pay more attention to steps that seem to work. Ewa rarely takes time to evaluate how well they are following the process. They prefer to focus on the sales results and not on how they were achieved.

Development plan for improved following the sales process

- Do not be selective of what parts of the sales process you use or ignore. Make a commitment to view and use the process holistically.
- Avoid the temptation to take shortcuts when you perceive it may work.
- Do not overuse the parts of the sales process you find easier and more enjoyable. Get out of your comfort area to develop your proficiency with the entire process.
- Be disciplined about consistently being well prepared for the sales calls.
- Get in the habit of debriefing your calls to evaluate your progress. Judiciously identify where you need to improve and commit to continuous development of your skills.
- Remember that you can manage your behaviors but not your sales numbers.

NOTES

GOAL ORIENTATION

Definition: Disposition toward developing and demonstrating ability to achieve higher levels of performance and success.

Liking to live in a moment without continuously pursuing higher levels of performance, easily satisfied with the status quo when it comes to personal accomplishment and level of income.

GOAL ORIENTATION

22%

Avidly pursuing goals and higher levels of performance. Setting high goals, then determining the necessary activities to achieve the goals. Rarely being satisfied with own current level of performance.

Presently, Ewa is fairly satisfied with their current level of performance and life. They tend to think that trying to continually achieve higher and higher levels of professional performance is somewhat futile and unnecessary. They believe life is about more than achieving success at work and making more money.

Ewa does not believe it is necessary to write down specific goals. However, they have a general idea of overall goals and where they want to be in the future. They think that there are too many unpredictable factors and unforeseen events in the future that make specific goals too restrictive, inflexible and unrealistic. As a result, they adjust overall goals as things change in their environment. They tend to be fairly happy with the current state of affairs.

Right now Ewa prefers not to share their goals with others. They believe their goals are personal and private and think it is difficult to live up to the expectations of others. When they do occasionally set goals for themselves, they often either give up on achieving them, or lower them, once facing adversity. It seems to them that the goal was not that important after all or they were overly ambitious in setting it.

Development plan for improved goal orientation

- Take time to carefully consider what you want to achieve personally and professionally. Evaluate what you are specifically doing presently to move toward this direction. Start setting goals now. Do not procrastinate or make excuses any more.
- Learn successful goal setting techniques. Write down your goals.
- Break down your goals into daily, specific behaviors. Do not look for motivation to work on them. Instead, practice discipline to execute the daily behaviors until they become habits.
- Track your progress daily and in writing. Celebrate successes and learn from shortcomings. Remind yourself that you alone are responsible for achieving the goals. Do not allow negative thoughts to become self-fulfilling but replace them with positive reaffirmations.
- Make your goals public to increase your commitment to achieving them.
- Do not falter in your commitment to achieving your goals. Do not make excuses, give up or lower your goals because it is difficult to work toward achieving them.

NOTES

GAINING TRUST

Definition: Respects the prospects and wants to keep them positive throughout the sales process. Wants to understand how the prospect feels.

Self-confident, not looking to get one's emotional needs met from the approval of others, willing to be assertive and politely demanding without regard for whether it will result in being disliked.

GAINING TRUST

19%

Respects the prospects and wants to keep them positive throughout the sales process to create a trusting relationship. May hesitate taking up topics that could challenge prospects.

Ewa is a self-confident individual who is able to separate their self-worth from how other people perceive them. They do not focus or spend time on considering whether or not other people like them. They are "healthily self-centered" making sure they are able to achieve their own goals without hurting others.

Ewa can be polite yet is also able to be assertive and demanding. They are focused on achieving the desired outcome of closing the sale and do not spend time worrying if they are "disliked" as a result of their actions. Their self-esteem is not dependent on if the prospects trust them or not. Because of this, prospects may sometimes perceive them as arrogant and uncaring.

Ewa does not seek prospects' trust in order to achieve their goals. They see sales as a business activity where they interact with prospects at an equal business stature. Ewa does not take inappropriate actions such as discounting or special payment or delivery terms just to ensure that the prospect will see them more favorably.

Development plan for improved Gaining Trust

- Continue to be focused on your business goals and not being overly focused to gain prospects' trust. However, be careful not to become so aloof in your behavior that it negatively impacts your personal life and relationships.
- Remember to maintain your focus on earning prospect's respect and not their approval.
- Be mindful not to come across as overly confident, non-caring, cold or arrogant.
- Realize that sometimes making short-term concessions can result in more significant long-term pay offs.
- Do not become too rigid and inflexible with your approach where you may appear standoffish or self-centered.
- Do not overlook or fail to identify prospects' emotions.

NOTES

CONTROLLING THE SALES PROCESS

Definition: Actively taking charge of every step of the sales process by clearly defining and agreeing upon all the steps and possible outcomes with the prospect. The purpose is to help guide the prospect toward a decision.

Willingly letting the prospect lead a meeting. Allowing others to take charge of the process, drifting away from own plan or preferring to proceed without one. Having challenges in keeping the sales process on track.

CONTROLLING THE SALES PROCESS

76%

Being willing and able to set the conditions for a meeting, describing the process to a prospect and stating potential outcomes. Then being able to gently control the conversation.

Ewa is willing and able to control the sales call and process. They take the time up-front to clearly describe the sales process to the prospect, including the potential outcomes. They set an agenda with time parameters for every sales meeting and ensure the prospect is in agreement to avoid any misunderstandings about what will happen next. Their goal is to always move the sales process toward a decision.

Ewa is focused on keeping each meeting on track, on target and on time avoiding unnecessary distractions or discussions. While they ensure the prospect does not feel pressured and remains open to discuss their current challenges, they take a leadership role in the meeting and are constantly moving forward in the sales process.

Ewa guides the prospect through the sales process seeking a mutually beneficial solution at the end of each meeting. This does not mean that they always get a favorable decision. However, every meeting is moving forward toward a yes or a no decision. At times they effectively manage several parties that get involved in the sales process.

Development plan for improved controlling the sales process

- Make sure you do not come across as dominating or arrogant. Learn to soften your approach while remaining in control.
- Be careful not to repeat an identical style with every prospect. Adjust your style to fit the prospect's unique preferences.
- Do not alienate your prospect by being too controlling.
- Be careful not to dismiss topics brought up by the prospect too hastily even if they appear to be irrelevant or immaterial to you. Learn techniques to get the meeting tactfully back on track.
- Be careful not to pressure the prospect in your efforts to move the process forward.
- Ensure you continue to practice your techniques to be and appear authentic and genuine.

NOTES

HANDLING OBJECTIONS

Definition: Dealing effectively with statements or questions raised by prospects that imply an unwillingness to buy at the present time.

Reluctant to challenge prospect on their stated objections. Not assertive. Finding it difficult to construct an effective case as to why the stalls or objections might not be valid or might not be the "real issue." Easily accepting prospect's stalls and "giving up."

HANDLING OBJECTIONS

57%

Viewing stalls and objections as opportunities to be politely assertive and asking the prospect self-discovery type questions in order to get the prospect to deal with their own objections.

Ewa is fairly comfortable with stalls and objections. They see them as a normal part of sales process and are not threatened by them. Furthermore, they have prepared and practiced responses to the most common objections they encounter. As a result, they are typically able to satisfactorily answer the prospect's stated objection, although often, it is not the real one.

However, Ewa tends to react to stalls and objections somewhat emotionally and by immediately answering them. Also, they proceed without asking assertive and revealing questions to uncover whether or not the stalls and objections are actually the real ones. Consequently, they are unable to better understand the underlying reasons behind the objection and to help the prospects to deal with their own doubts about the solution. Instead, they may be providing an answer that is not effective or could even make the situation worse.

Ewa is somewhat hesitant in pushing back against stalls and objections. While on some sales calls they do feel comfortable doing so, more frequently they are satisfied to answer them the best they can and hope for a good reaction. They usually feel reluctant to be assertive because they are concerned that they may upset the prospect. As a result Ewa can miss significant opportunities for the prospect to share important information that could be critical in advancing the sales process.

Development plan for improved handling objections

- Contain your inclination to immediately overcome the objections even when you believe you have good responses.
- Contain your emotions and do not allow stalls and objections to make you feel pressured and nervous diminishing your ability to think calmly and clearly.
- Be cautious not to provide routine answers to similar objections even when they are well rehearsed.
- Get out of your comfort zone by challenging the validity of prospects' stalls and objections.
- Be politely assertive and ask revealing questions to uncover and understand the real issues behind the objections.
- Do not assume that you will upset the prospect if you push back against objections.

NOTES

QUESTIONING EFFECTIVENESS

Definition: A structured and effective way of using well thought-out questions to reveal the prospect's true issues and challenges. Questions are used not only to help the prospect to share important and necessary information to discover if the solution can solve their problem, but also aid them in self-discovering previously unidentified issues.

Believing that questions are "intrusive" and that one should not ask too many. Not creating a structured approach to asking questions. Easily falling into "show and tell" mode.

QUESTIONING EFFECTIVENESS

76%

Creating a structured system of questions to "diagnose" the prospect's situation and determining the likelihood of a fit between the prospect's needs and the salesperson's product or service.

Ewa is good at asking insightful and revealing questions. They are likely to have created a structured system of questions to diagnose the prospect's situation and determine the likelihood of a fit between the prospect's needs and the solutions. They ask the questions in a non-threatening way that disarm the prospect and maintain an atmosphere of open and trusting communication. Also, they do not accept the initial answer to a question as a complete one, but use follow-up questions to dig deeper to get to the real issues.

Ewa uses questions to gain knowledge of the prospect's situation before divulging a lot of product information. As a result, they avoid the temptation to present their solution before fully understanding the prospect's situation. Also, they are able to use questions to educate the prospect and more clearly understand their challenges.

Finally, Ewa is able to use a series of questions to move beyond the initial responses. This causes the prospect to move beyond the surface issues to expose more serious and personal reasons to move forward. Also, Ewa has different question sets for different parts of the sales process. They also understand that different types of questions elicit different types of responses.

Development plan for improved questioning effectiveness

- Do not get carried away with your questions and dominate the sales call and possibly frustrate your prospect.
- Remember to ask your questions in a non-threatening manner to keep the prospect unguarded and open to share information.
- Do not come across scripted in your questioning. Appear caring and compassionate. Do not interrogate.
- Remind yourself to allow the prospect to also ask questions. Use the prospect's questions as opportunities to discover deeper causes of the issues and problems.
- Continue to review and adjust your catalog of questions when debriefing your sales calls to improve your questioning effectiveness.
- Continue to develop your skills by getting out of your comfort zone and learning to ask better questions based on the prospect's statements and responses.

NOTES

ACTIVE LISTENING

Definition: Actively hearing and explicitly attempting to comprehend the meaning of the prospect's communication.

Easily distracted while attempting to listen. Formulating replies in one's own mind while others are speaking. Frequently tuning out what others are saying when not interested.

ACTIVE LISTENING

29%

Actually seeking to understand what the other person is attempting to communicate. Going beyond "hearing" and focusing on the various messages (words, tonality, body language).

Right now Ewa is not very much focusing on listening to the prospect. Often various diversions easily distract them. Consequently, they do not pay attention to understand what the prospect is trying to communicate. Also, they frequently tune out what others are saying when they get disinterested, fatigued or simply distracted.

Often Ewa hears the prospect say something that prompts them to start formulating solutions or answers. In these situations, they stop actively listening and are likely to miss additional and valuable information. Also, they may interrupt the prospect and start talking too much, ultimately hijacking the sales meeting. Sometimes they also ask questions that require the prospect to repeat what has already been said.

In situations when the prospect becomes aware that Ewa is not actively listening, they may become frustrated or even upset. There is a danger that they may sense that their issues and challenges are not all that important or that Ewa is not interested in them as a person. This breaks rapport and is not conducive to creating an atmosphere for open communication and a sense of trust where the prospect feels comfortable in sharing important issues and challenges. As a result, they begin to shut down, get disengaged and begin to find ways to conclude the meeting.

Development plan for improved active listening

- Learn to focus on what other people are communicating and do not allow your own opinions, experiences and knowledge influence what you are hearing.
- Fight the urge to develop your answers while the prospect is talking. Instead, continue to listen and carefully pay attention.
- Aim to really understand what the prospect is communicating. Ask good questions when you need clarification. Pay close attention to non-verbal communication.
- Confirm your understanding by summarizing and paraphrasing.
- Learn not to interrupt or finish the prospect's thoughts and ideas. Be quiet. Take copious notes.
- Express your interest and attention with eye contact and body language.

NOTES

CRITICAL THINKING

Definition: The mental process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and evaluating information to discover if there is connection between the prospect's challenges and the sales professional's solution.

Often failing to apply current knowledge to solve new problems. Generally, spending little time solving problems, meaning if the answer is not readily apparent, lacking the patience to use logic, deductive reason to solve the problem.

CRITICAL THINKING

57%

Being able to apply existing knowledge to solving new problems. Being able to suspend judgement to check the validity of a proposition or action. Taking multiple perspectives into consideration.

Ewa is typically comfortable dealing with problems and enjoys solving them. They enjoy the process of developing the solution. They prefer to solve problems using a tried and true methods based on previous past successes. Often this works well, but at times when a problem is out of the norm and unique, Ewa may get stuck trying to force previously used solutions. In these situations, they may get somewhat frustrated and make it more difficult to develop a successful resolution.

Since Ewa likes offering solutions to the issues, they sometimes fail to include the prospect in developing one. As a result, the prospect is not emotionally involved with the solution and may have doubts about its feasibility or success even when it could work well. However, Ewa is usually able to contain their enthusiasm and not too eagerly propose the solution alone but help the prospects to discover it to gain buy in and acceptance.

Occasionally, Ewa comes up with a creative solution to a problem but then begins to second-guess it. This usually happens when the solution is somehow different from the ones Ewa has previously developed. When the prospect senses the hesitation, it creates uncertainty and insecurity in the solution. Also, the prospect may lose trust that Ewa understands the problem. As a result, the prospect may doubt it and want to think about it more. This can stall the sales process or even derail it completely.

Development plan for improved critical thinking

- Avoid forcing prior solutions to the prospect's challenges, even if they have worked successfully in the past. Consider how the situation is different and unique and approach the situation from a different angle.
- If you start feeling frustrated, recognize this diminishes your ability to think critically and ability to develop answers to the problem. Calm down and regroup.
- Do not get caught by surprise later in the sales process by overlooking relevant issues and challenges. Ensure the prospect's problems have been resolved.
- Include the prospect in developing the solution. Remember that they will sell you on its effectiveness if they create it.
- Do not over complicate the problem and/or the solution. If the prospect becomes overwhelmed, they will not make a decision.
- Actively develop your critical thinking by exercising your brain with reading, problem solving, healthy diet and exercise. Continually question and challenge your beliefs, biases and assumptions.

NOTES

INITIATIVE

Definition: The aspiration to achieve something, or to succeed, accompanied with motivation, determination and an internal drive to continually perform at a higher level.

Waiting for others to initiate action and to be told what to do. Not attempting to achieve higher levels of performance. Requiring supervision and direction to begin new initiatives.

INITIATIVE

57%

Constantly striving to achieve higher levels of performance. Not waiting for good things to happen, believing it is up to oneself to make good things happen.

Presently, Ewa tends to experience cycles of good effort toward achieving the desired levels of performance and success interchanged with periods of remaining content in the comfort zone. Once they achieve a goal or a milestone, their performance tends to plateau and their hunger for higher level of success temporarily disappears. During these periods, their effort and performance either levels or diminishes. Also, from time to time Ewa may experience conflicts in prioritizing their goals. For example, they may want to earn more now, yet have more free time. This conflict may be quite distracting and counterproductive to their success.

However, Ewa usually gets motivated again and ambitiously starts working toward higher level of success. As they see the results of their efforts, they remain motivated. But Ewa sometimes finds that events that are out of their control and unexpected derail their progress. When this happens, they may get discouraged and revert back to their comfort area until they are ready to move out of it again.

Typically Ewa works independently and toward the level of success they want to achieve. Occasionally, they need direction or supervision to take action. When they do, it is usually because Ewa finds the new process, system or initiative not relevant or important. In these situations, they are comfortable waiting for others to provide the guidance and direction to move forward. If it is not provided, they are unlikely to take action.

Development plan for improved initiative

- Develop consistency in your efforts. Do not allow inevitable obstacles and set backs to slow you down or stop you completely.
- Do not attempt to achieve your goals alone. Look for other people who can help you consistently.
- Ensure you are working toward the goals you are committed to and not the expectations of others.
- Remember that actions proceed emotions. Be disciplined in doing the necessary behaviors and soon the negative thoughts and self-doubt will disappear and will not deter your progress.
- Work on your beliefs and attitude daily to maintain and grow your courage to leave your comfort zone to reach higher levels of success.
- Take full responsibility for your progress and success. Do not allow yourself to make excuses or assign blame on others or circumstances. Everyone faces adversity and challenges but only successful individuals overcome them.

NOTES

PRESENTING

Definition: The act of skillfully and compellingly communicating the proposed solution's effectiveness in solving the prospect's issues.

Presentations are often ineffective because failing to engage the audience, thus losing the attention of others. The presentations go in circles. Audience may find it difficult to know what is expected from them after the presentation.

PRESENTING

48%

Effectively engaging an audience and able to hold their attention with good communication skills, insightful questions and dramatic presentation techniques.

Ewa is comfortable, and most likely enjoys making presentations especially when the audience is receptive. Often they are effective and keep the prospect engaged and interested. Ewa makes a sincere effort to be focused and present and adjust communication and presentation style to the prospect. They are able to remain calm and relaxed, and their presentation skills seldom get in the way of the sale.

While Ewa is often working on improving their presentation skills, they tend not to make an effort to prepare for every presentation. Instead, they deliver their own "latest and greatest" presentation and trust it will be a success. While the presentations are improving over time, they usually miss some of the prospect's crucial issues, leaving unresolved concerns for the buyer that may become insurmountable obstacles later in the sales process.

Sometimes Ewa gets too caught up on delivering the presentation rather than ensuring it is advancing the sales process toward a decision. When this happens, they may forget to ask thought provoking questions and connecting the presentation to the issues previously revealed by the prospect. Finally, Ewa may not get a decision about the next step because sometimes they focus so much on the presentation that they simply forget to ask for it.

Development plan for improved presenting

- Do not become too comfortable and convince yourself that you will be able to make any required adjustments at the time they may be needed.
- Always prepare and practice ahead of time to be better than your competition.
- Be sure the presentation is not one-way communication where you talk and the prospect listens.
- Do not forget to ask revealing questions throughout the presentation to engage the prospect.
- Do not bask in the success of the presentation and forget to move the sales process forward.
- Always get a clear agreement about the next step.

NOTES

TIME MANAGEMENT

Definition: The ability to use one's time effectively or productively, especially at work. It is the process of organizing and planning how to productively divide time between specific sales activities.

Not structuring schedule effectively or not executing scheduled activities efficiently. Easily distracted by interruptions, or anything that appears to be more interesting.

TIME MANAGEMENT

38%

Competently managing schedule and activities to make the best use of time. Not wasting time with "avoidance" behaviors, not procrastinating on important tasks.

Currently, Ewa is somewhat frivolous with their use of time. They tend to view structured schedules as too rigid and even unpleasant. They prefer to focus their efforts on activities and behaviors that feel the most productive or rewarding at the time. They believe they are most productive if they follow their intuition and instincts instead of a set schedule. As a result, they do not structure their calendar or do not execute scheduled activities efficiently. Generally, they do not perceive time as a scarce resource.

Presently, Ewa often multi-tasks and likes to work on many things at the same time finding it difficult to focus effectively on any of them. Tasks that are not pleasant or are boring get easily postponed, and some things never get finished. Interruptions or anything that appears and seems to be more interesting than the current activity easily distracts Ewa. Frequently, they may suddenly find themselves having spent a fairly significant amount of time surfing the Internet, watching TV, on their smartphone/tablet or conversing with friends.

Finally, Ewa has sometimes difficulty accurately determining how long different tasks will take. Often they are also overly optimistic about how much time an activity will require and end up having to rush to complete it or not completing it at all. Frequently, they end up having to push back other tasks or decide not to do them at all.

Development plan for improved time management

- Begin to value time because it is very scarce.
- Be disciplined about scheduling activities on your calendar and performing them at the scheduled times.
- Stop procrastinating. Accept the fact there are tasks that are not pleasant. Everyone has them. Get them done and move on to more enjoyable activities.
- Devise a way to avoid distractions. Learn to say "no" to yourself and others. Finish what you started. Monitor and control your use of time on the Internet, telephone, and social and mass media.
- Avoid multi-tasking, because you are unable to focus on anything fully and productively.
- Focus on the right tasks at the right time. Do not do your no-pay activities during your pay time.

NOTES

DEALING WITH FAILURE

Definition: The ability to recover from setbacks and losses while gaining resiliency and ability to better deal with adversity.

Seeing failure as a negative experience only. Not viewing failure as a chance to learn and improve. Reluctant to take risks lest they result in failure.

DEALING WITH FAILURE

57%

Seeing failure as a temporary state. Viewing failure as a chance to learn and improve. Being willing to take a risk at losing; in order to win. Not being wedded to the idea of security in all matters.

Ewa has a fairly healthy view on failure. They know that they are part of the journey toward higher levels of success and that almost all successful people have experienced failures. They also know that failures are opportunities to learn, reevaluate present tactics and strategy, and to improve. However, they sometimes have difficulty applying what they know, and can get temporarily deflated slowing them down.

Usually Ewa does not avoid what they perceive to be reasonable risks. They believe one must take risks in order to succeed. However, bigger risks slow down their progress, as they tend to get somewhat nervous about the consequences of possible failure. Therefore, they look for ways to find other, less risky alternatives or approaches to lessen the probability of failure. At times, this could lower their level of success.

When Ewa fails, they do spend some time and energy lamenting over the outcome. They may temporarily feel dejected and even depressed. However, they are able to get over these feelings quickly, and start working toward their goals again. In due course they are able to look back, evaluate what happened, and learn from the failure. In addition, they feel stronger and better equipped to deal with adversity in the future. They also become more comfortable to take greater risks.

Development plan for improved dealing with failure

- Maintain a healthy lifestyle and lead a balanced life. It will help your mental toughness to avoid wallowing in failures. Instead, you will be able to learn from them and improve.
- Realize that riskier alternatives get your emotions involved and may cloud your thinking and decision-making. Remain strong and steadfast with your efforts to achieve your goals.
- Develop and maintain a long-term perspective. Focus on winning the game, not an individual play.
- Do not overlook the need to continually to develop yourself. It will decrease the number of setbacks and will create a stronger mindset to deal with and learn from more failures when they do occur.
- Ensure you do not overlook your successes and pay too much attention to the inevitable letdowns and failures.
- Avoid the temptation to play it safe.

NOTES

DETERMINED COMPETITIVENESS

Definition: Having a strong desire to be better and be more successful than others and to never lose. Consistently and persistently striving to improve the level of performance to win at any cost.

Preferring to achieve the victory with the help or together with others. Not inclined to gain competitive advantage. Lacking the motivation to be at the top or to win at any cost.

DETERMINED COMPETITIVENESS

86%

Relentlessly pushing to win, striving to gain competitive advantage, always looking to improve. Looking at the competition and areas to exploit.

Ewa cannot help but to constantly compete even in fairly trivial and inconsequential matters. They want to be the first and best, and hate to lose. In fact, losing is so unpleasant for them that they will do almost anything to avoid it. They believe there is almost always ways to improve, become better and more competitive. As a result, they regularly look for opportunities to gain a competitive advantage.

Ewa is looking at their competitors and evaluating how to better and more successfully compete against them. They look for weaknesses, possible blind spots, and areas to exploit. They see this as a never-ending pursuit and believe their competitors are doing the same. Consequently, they are never satisfied with their current level of performance or success and relentlessly continue to push to win.

Ewa believes that their level of competitiveness is their own responsibility and typically do not make excuses when they lose. Subsequently, they constantly push themselves to get out of their comfort zone and to become more competitive. Ewa makes difficult decisions, takes risks, and persistently executes the behaviors required to compete and win.

Development plan for improved determined competitiveness

- Try to remember that not everything is a competition and that sometimes “winning” can harm relationships with others.
- Remember to maintain a healthy and sustainable lifestyle and do not allow your life to become unbalanced where winning becomes everything.
- Continue striving to improve and when you find yourself excelling, strive to excel further.
- Ensure your competitive nature does not cause you to lose a long-term perspective. Sometimes short-term wins can be detrimental to long-term success.
- Value and respect fair competition with your competitors because it pushes you to excel. However, be careful not to become obsessed with it, or allow it to distract you from your more important priorities.
- Do not attempt to beat your prospects and customers.

NOTES

MONEY CONCEPT

Definition: Objective and nonemotional views and beliefs about money. It is seen as an abundant resource that is simply used to measure performance and obtain things and lifestyle.

Feeling guilty making a "too large" commission on a sale, not believing in oneself deserving of making "a lot" of money, feeling high degree of customer empathy when prospect complains that "the price is too high.*"

MONEY CONCEPT

99%

Viewing making money as a healthy endeavor. Believing making money is just compensation for selling activities. Valuing one's own time and not being afraid to charge money for it.

Typically, Ewa is looking for ways to make money. They view making money as a very healthy and stimulating endeavor that motivates them to perform at a higher and higher level. Consequently, they are constantly searching for ways to improve and to increase their capacity to make more money. They believe there are always opportunities to make money, as it is an abundant resource.

Ewa perceives money in a clear and objective way. It is simply one way to measure and value performance, and is used to acquire things and a lifestyle they want. As a result, they believe they should be rewarded financially for their successful sales efforts. They experience significant gratification from receiving large commissions and bonuses. Usually, they take time to celebrate significant financial milestones. However, soon they are hungry again to earn more.

Ewa is not afraid or uncomfortable to talk about money with others. When discussing price with prospects, they are comfortable asking about prospect's budget and remaining firm on the price of their solution. They do not want to discount, as they believe in the value of their offering and the value they personally bring to the client relationship.

Development plan for improved money concept

- Maintain healthy beliefs about money but do not become overly consumed about making money.
- Be careful not to evaluate everything in terms of money, including the use of your time. Otherwise, you may begin to lead an unbalanced and even isolated life.
- Avoid becoming too careless with your money so that unexpected events do not force you into a challenging financial situation. This could become a significant distraction in your efforts to succeed.
- Remember that many prospects perceive money as a scarce resource. Avoid appearing arrogant or dismissive while maintaining your ground.
- Do not dismiss prospects who hold different beliefs about money too quickly. They buy for their own personal reasons.
- Soften your questions about the prospect's budget to encourage them to share information.

NOTES

EMOTIONAL DETACHMENT

Definition: The ability to avoid getting engaged in the sales process with one's own or the prospect's emotions. It shields the sales professional from reacting emotionally instead of objectively and rationally.

Allowing emotions to distract oneself during the sales process. Becoming easily swayed by prospect's reassurances; making assumptions about the prospect's intentions based on positive feelings.

EMOTIONAL DETACHMENT

29%

Remaining emotionally aloof during the sales process, not letting prospect's reassurances or positive statements deter from executing the sales process and asking the right questions.

At the moment, Ewa regularly allows their emotions toward the prospect to get involved during the sales call. They frequently feel pressure to get the sale but at the same time they want to understand the prospect's emotions. Past rejections and lost opportunities surface again and feelings of panic and desperation may enter. This makes it more difficult for Ewa to remain present, focused and in control of the sales call and process.

When Ewa permits their emotions to get involved on the sales call, the focus shifts away from closing to the prospect. Ewa is not able to critically listen to the prospect and deal with the real issues in real time. Instead, they focus on a perceived objection, stall or concern the prospect expressed and become overly analytical and try to be creative in the moment. This in turn possibly sends the sales call off course.

Currently Ewa often allows prospect's positive statements too easily convince them that there is an agreement about the next steps and the sale is imminent. Consequently, they may stop asking the right questions to discover the prospect's real intentions. Positive feelings and unfounded optimism distract Ewa from being in control of the sales process and getting a decision about the next step.

Development plan for improved emotional detachment

- Recognize that becoming emotional during the sales call is a significant obstacle to your success. Stay focused on the prospect and moving the sales process forward.
- Let go of the past and do not allow past mistakes, failures and disappointments to create negative self-talk.
- Actively listen and carefully evaluate what your prospect is saying. If you do not clearly understand what the real meaning is, ask questions to clarify.
- Ensure you continue to build your pipeline to relieve pressure to close the sale.
- Develop a mindset of not needing to close the sale. Instead, focus on the prospect, remain calm, be present and accept that you cannot convince anyone to buy.
- Do not react to stalls and objections emotionally. Remain calm and view them as a normal part of the sales process that signal engagement by the prospect.

NOTES

Questions

Below you will find suggested questions for the 18 sales competences for selling success. The questions are not generic. They are based on the respondent's individual scores. You do not need to use all of the questions. You can also use them to help formulate questions for your specific situation.

PROSPECTING

- In your last/current job, how much time did/do you spend time cultivating existing client relationship versus looking for new clients?
- Tell me about your prospecting plan. Please also describe how you track your prospecting activities.
- Tell me how you decide when you should no longer call on a prospect.

QUALIFYING

- Describe the steps you use to qualify a prospect.
- How would your last sales manager describe your approach to qualifying prospects?
- Tell me about the specific techniques you use to qualify prospects.

BUILDING RAPPORT

- Describe how you build trust with prospects quickly and effectively.
- How would your prospects describe you? What would they say they like most and least about you?
- Tell me about a situation when you realized a prospect was not responding to you well. What happened and why?

FOLLOWING THE SALES PROCESS

- Tell me how you typically prepare for a sales call.
- Tell me about your sales system.
- Describe the metrics you use to monitor your progress and performance.

GOAL ORIENTATION

- What goals, personal and professional, have you set for your life?
- Tell me about the best manager you ever worked for. What kind of support did they provide?
- Ultimately, where do you see yourself with your career in the future?

GAINING TRUST

- Rejection is part of selling. Describe how you maintain a positive mindset.
- Give me an example of when you became emotional with a prospect. What happened?
- Describe how you handle unreasonable requests by a prospect.

CONTROLLING THE SALES PROCESS

- Describe how your typical sales call plays out with a prospect.
- Tell me how you get a prospect to make a decision.
- Illustrate how you handle dominating prospects who want to control the sales meeting.

HANDLING OBJECTIONS

- Tell me about a sales call when you could not overcome an important objection.
- Describe how you handle objections. Do you have a favorite technique?
- Tell me how you know that you are dealing with a prospect's real objections?

QUESTIONING EFFECTIVENESS

- Could you share with me what you are doing to sharpen your questioning skills?
- Describe what you typically do when a prospect provides you with an insightful answer to your question.
- Tell me about a situation when your questions backfired and the sales call was derailed. What do you think you did to cause this?

ACTIVE LISTENING

- Tell me about an instance when you misunderstood what the prospect had shared with you. What do you think you could have done differently to avoid the situation?
- Describe how you let prospects know you are listening to them actively.
- Tell me about the type of questions you typically ask to confirm your understanding of what a prospect has communicated.

CRITICAL THINKING

- Tell me about the process you use to connect your product/service to prospects' problems.
- Describe how you develop your thinking and problem solving skills.
- If you had to select your greatest weakness in solving problems, what would you choose? Why did you select this one?

INITIATIVE

- Describe a specific accomplishment in your previous position that indicates you will succeed in this position.
- Tell me about how you deal with adversity.
- Tell me about a time when you could not achieve your goals because of circumstance beyond your control.

PRESENTING

- Tell me about your most effective sales presentations.
- Sometimes prospects provide good buying signals. Tell me what you do in these situations.
- Describe how you prefer to conclude your sales presentation.

TIME MANAGEMENT

- Tell me about how you handle competing priorities.
- Describe your typical day.
- Tell me how you handle unexpected interruptions and events.

DEALING WITH FAILURE

- Describe how you keep a positive attitude after a tough day.
- What kinds of sacrifices have you made to become successful? Please explain.
- Tell me what is the greatest professional risk that you have ever taken. What did you learn from the experience?

DETERMINED COMPETITIVENESS

- If I had worked with you in the past, would I have considered you competitive? Why?
- Tell me about your most significant competitors. How are they better?
- Describe what sets you apart from other sales professionals.

MONEY CONCEPT

- Characterize your price negotiation style.
- Tell me about a situation when you should have lowered your price but did not.
- Prospects are usually guarded in disclosing their budget. Describe how you get them to share it.

EMOTIONAL DETACHMENT

- Describe how you typically convince a prospect to buy.
- Tell me about a sales call when your emotions got the best of you.
- Sales professionals often feel pressure on sales calls. Describe how you handle this pressure and what you do to manage it.
