

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 oneself. The purpose of this assessment is to provide supporting information for the respondent in self-development.

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#ThePowerOfBusinessIsPeople

The power of competence in sales

Introduction to the FinxS® Sales Capacity Assessment:

The FinxS® Sales Capacity Assessment is designed to help you become more successful in sales. It is based on your responses to the FinxS® Sales Capacity Assessment questionnaire and identifies your present level of proficiency in 18 critically important sales competences for selling success.

It is very important to note that the FinxS® Sales Capacity Assessment is designed for individuals who have at least some sales experience already. Individuals who do not have any background in sales cannot accurately interpret the statements in the questionnaire.

How to use the FinxS® Sales Capacity Assessment:

Your assessment identifies your strengths and areas for development in sales. As you review your assessment, you will notice that you will agree with most of your results. However, if you are like most sales professionals, you may have some reluctance to accept certain development areas. This is a very normal reaction. It is always more difficult to explore weaknesses or blind spots that impede one's present level of success.

Please keep in mind that your FinxS® Sales Capacity Assessment reflects your current level of competence. This means that you can develop your skills in all of the 18 sales competences with training and coaching.

Ideally, you will be able to review your results with a professional facilitator or a sales coach who has been trained to interpret the FinxS® Sales Capacity Assessment. They have the experience and skills to decipher the important implications of your results. Also, they understand the "mindsets" that make up your individual scores. As a result, they will be able to use your FinxS® Sales Capacity Assessment to develop a roadmap to your success.



Note about the pronoun usage:

This assessment uses the now preferred singular "they" as a gender-neutral language to avoid bias toward a particular sex or social gender.

Disclaimer:

The FinxS® Sales Capacity Assessment results should never, and in no circumstances, be used as the sole criterion to make decisions. It is not designed, and cannot be used, to make "yes-no" hiring decisions. One must always consider many other factors, such as skills, attitudes, intelligence, knowledge, education and experience that are not measured by this assessment.

Executive Summary

Below, you will find your scores for the 18 sales competences based on your responses in the FinxS® Sales Capacity Assessment questionnaire. As you review your results, remember that they reflect your current level of proficiency. You can develop your skills in all of the 18 sales competences.

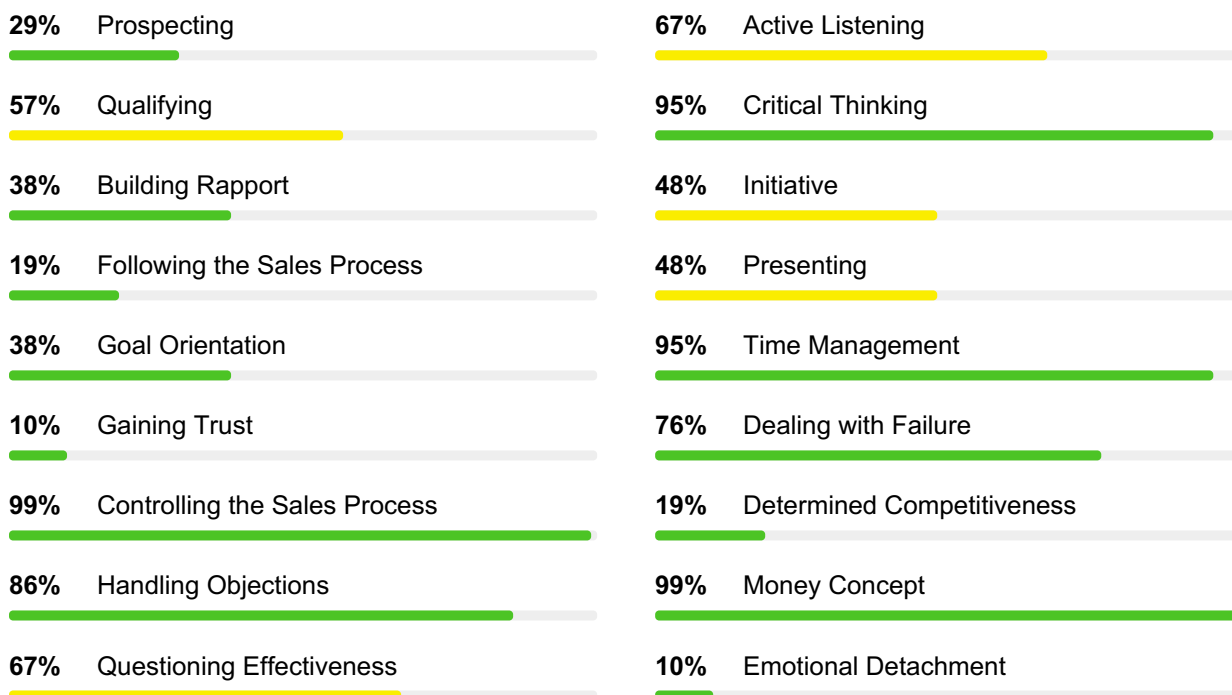
It is very important to note that your scores can be impacted by your beliefs about your present level of competence. For example, you may believe that you are not very competent, or that the specific areas are not important, at this time. However, this may simply be influenced by your present views. Carefully consider if you need to make adjustments in your beliefs.

Finally, you may want to review your hard-wired, behavioral style scores for the same 18 sales competences in your FinxS® Sales 18. It will help you create a more specific, practical and effective development plan.

Color Coding

Green color only highlights low and high scores. The scores in between are in yellow. The colors DO NOT refer to bad, good, or ideal scores.

Overall Scores



Answering time 14:14 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

29%

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

57%

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

19%

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

38%

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

10%

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.

99%

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."

86%

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.

67%

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.

67%

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.

95%

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.

48%

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

95%

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

76%

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

19%

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

10%

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.

Mindset Summary

Mindsets are the building blocks of the 18 critical competences for selling success. They are like basic instincts. They are the way a person approaches solving problems and overcoming challenges. Mindsets are your survival mechanism.

Mindset Definitions

Conquering	Reaching the full potential by making sure nobody or anything stops one from achieving the goal.
Hunter	Reaching the full potential by wanting to have everything right now.
Persistence	Reaching the full potential by using failure as a reason to do better next time.
Reading the situation	Reaching the full potential by understanding how others see the world.
Logic	Reaching the full potential by following a plan, no matter what.
Hunger	Reaching the full potential by never being satisfied.
Empathy	Reaching the full potential by connecting with people and gaining their trust.
Social approval	Reaching the full potential by gratifying others' needs.
Taking control	Reaching the full potential by not being dependent on anyone else.
Next Step	Reaching the full potential by continuously thinking what needs to happen next.
Finding the truth	Reaching the full potential by understanding all aspects impacting the situation.
Influencing	Reaching the full potential by convincing others

Mindset Summary Table

Each of your Sales Competences is based on one to three Mindsets. The competence score is derived not only from the mindsets, but also from questions not connected to the mindsets. The table below shows how your Mindsets create your 18 Sales Competence Scores. Please consult your sales coach who has been trained to interpret the Mindsets and their implications.

Prospecting	29%	Active Listening	67%
Hunger	62%	Finding the truth	99%
Next Step	83%	Logic	35%
Influencing	69%	Critical Thinking	95%
Qualifying	57%	Logic	35%
Hunter	54%	Hunger	62%
Reading the situation	99%	Reading the situation	99%
Finding the truth	99%	Initiative	48%
Building Rapport	38%	Taking control	69%
Reading the situation	99%	Presenting	48%
Empathy	42%	Logic	35%
Following the Sales Process	19%	Taking control	69%
Logic	35%	Influencing	69%
Goal Orientation	38%	Time Management	95%
Hunger	62%	Hunter	54%
Next Step	83%	Taking control	69%
Gaining Trust	10%	Next Step	83%
Empathy	42%	Dealing with Failure	76%
Social approval	42%	Persistence	56%
Controlling the Sales Process	99%	Reading the situation	99%
Reading the situation	99%	Determined Competitiveness	19%
Next Step	83%	Hunter	54%
Taking control	69%	Persistence	56%
Handling Objections	86%	Money Concept	99%
Conquering	63%	Conquering	63%
Hunter	54%	Hunter	54%
Questioning Effectiveness	67%	Influencing	69%
Conquering	63%	Emotional Detachment	10%
Finding the truth	99%	Conquering	63%
		Hunter	54%

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

29%

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.

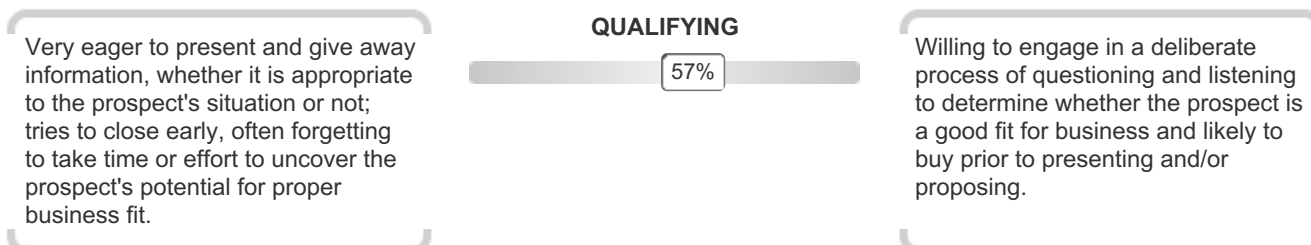
Development plan for improved prospecting

- 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.



Ewa knows that only qualified prospects can and will buy. They ask questions about the prospect's situation to determine if there is a fit to do business. They listen to the answers and try to make connections to solutions they have to offer. Once they believe a solution may exist, Ewa moves forward in the sales process.

However, they tend to ask similar, routine questions to all prospects often failing to discover the real needs and challenges. While they may uncover some needs, Ewa often proceeds to presenting solutions too soon failing to understand the true situation. Also, they tend to be too focused on the first need the prospect reveals without probing further to uncover deeper challenges the prospect may have, or even discovering for the first time. Consequently, they tend to miss more pressing needs the prospect may have and present solutions addressing other, less urgent challenges.

Since Ewa is usually able to uncover at least some of the prospect's needs, the sales process often moves forward. As it does, the prospect usually gets more engaged since Ewa has a potentially interesting solution to offer. This often causes Ewa to overestimate the prospect's intent to buy and they may continue to present without clearly understanding what the next steps actually are in the process. Also, they may forget to clarify and validate if the prospect has the money and the ability to make the buying decision because the prospect appears to be quite interested in the solution. As a result, Ewa frequently spends too much time on deals that never even existed because they did not effectively qualify the prospects.

Development plan for improved qualifying

- Remember that the prospects are often guarded when dealing with sales professionals. Ensure you create a setting for candid communication to discover a prospect's fit to become a customer.
- Develop a larger arsenal of effective and revealing questions to uncover a prospect's real needs and situation.
- Once you find a potential fit to do business, remember to validate it by asking good follow-up questions. Do not accept them at their face value.
- Listen actively and objectively. Do not get too enthusiastic too soon when you discover a potential fit and proceed to presenting your solution.
- Do not force connections between a prospect's real needs and your solution. Remember that not every prospect is a fit for your solution.
- Make sure you are not overestimating the prospect's level of interest. Do not waste your time making unnecessary presentations or preparing proposals for prospects who will not buy.

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

19%

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.

At this time Ewa appears to believe sales is more art than science and that sales professionals are born and not made. As a result, they tend to rely on their instincts, experiences, and strength of their personality to close sales and win over prospects. Rules, instructions and processes are for salespeople who do not have the natural talent to succeed in sales.

Ewa does not like being told how to sell or be restricted by processes. After all, they have been successful in sales by being able to effectively influence and motivate prospects. Ewa also believes that each sales meeting is different because every prospect is unique and their needs are diverse. A sales process would only get in the way and restrict their ability to remain flexible and be able to close sales.

Presently Ewa tends to be impatient, does not focus so much on details and is somewhat impulsive. They prefer to focus more on the big picture and the ultimate goal of closing the sale. They believe that the best sales professionals are able to close sales without a detailed plan. As a result, they usually look for the fastest way to get from start to finish and are more interested in the end result than the process to get there.

Development plan for improved following the sales process

- View sales as a respected profession where the top performers continually develop and practice their skills. Acknowledge that professionals do not "wing it" but have the discipline to use a process to achieve successful outcomes.
- Start using a sales process you believe. Pay attention to details and do not take short cuts.
- Understand and accept that you must start learning to follow a sales process if you want to improve your success and be better than other salespeople.
- Commit to incessantly and tirelessly improving your proficiency to use the sales process by studying and practicing it.
- Accept that it will take time and effort to develop sufficient ability to use the process. Be patient, continue to practice and trust that following it will increase your success.
- Do not become overly creative and instinctive in trying different approaches to close the sale as quickly as possible.

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

38%

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

10%

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

99%

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

86%

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 understands that stall and objections are part of the sales process. Stalls and objections do not threaten them. Instead, they view them as opportunities to be politely assertive and ask the prospect self-discovery questions in order to get the prospects to effectively deal with their own objections.

When a prospect objects or stalls, Ewa does not retreat and accept an objection at its face value. They are able to remain calm and do not try to immediately retort to the objection with a convincing answer. Instead, they are willing and able to ask good questions to determine if the objection is in fact a real issue or not. As a result, they are able to uncover the actual issues and are clearly in better position to connect their solutions to the actual problems.

Finally, Ewa views objections as signs of engagement and an expected part of the sales process. In fact, if the prospect does not object or stall, Ewa gets concerned because it means the prospect is not engaged. They also realize that objections are often simply signs of misunderstanding the issues or areas of disconnect. They handle them accordingly to get the sales process moving forward.

Development plan for improved handling objections

- Learn to distinguish between real objections and signs of engagement. Misreading the situation could cause a real problem later in the sales call.
- Be careful not to be too direct with your questions in response to the prospect's objections.
- Carefully evaluate if it is appropriate to ask a question when the prospect objects. Sometimes an answer to it is a much better course of action.
- Avoid appearing too confident, smooth and polished with the handling of stalls and objections. This could make the prospects more guarded and less likely to share their real challenges.
- Remember that when uncovering the prospect's real issues to the objection, you almost always have to ask more than one question.
- Remind yourself to always deal with the real causes of the objections and the actual problems the prospect has. Sometimes even the prospect is not clear what they are.

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

67%

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 understands that questions are an effective and necessary sales tool. They ask them comfortably and use them to move the sales process forward. Also, they do not think that questions are inappropriate or intrusive. This is reflected in how they calmly and confidently ask the questions making the prospect feel comfortable in answering them.

However, Ewa often fails to use additional questions to go beyond the initial answers. They readily accept the first answers as complete ones failing to realize there almost always are more – and more important issues – to be discovered. Instead of using a structured series of questions, they are too tempted to use the initial answers as a basis for their presentation. As a result, at times they begin to present too early addressing either wrong or not the most critical issues. Consequently, sales opportunities are lost unnecessarily.

Ewa has most likely not spent time to carefully develop and structure sets of questions for different situations. They are likely to have a list of stock questions that they use throughout the sales call. While many of them are revealing and helpful in discovering the surface issues, they fail to diagnose the prospect's issues at a deeper and more personal and emotional level. Thus, they are not able to address the most pressing issues later in the sales process.

Development plan for improved questioning effectiveness

- Avoid the temptation to start presenting your solution too early even if your prospect has answered in a way that indicates a potential fit with your solution.
- Ensure you do not forget to ask follow-up questions to discover deeper and more significant issues and problems.
- Develop structured sets of questions that help the prospect to discover issues they have not considered before.
- Review the effectiveness of your questions when debriefing your sales calls. Document what questions worked well and which ones did not. Adjust your questions accordingly in future calls.
- Regularly practice your questioning by role-playing to help you become better and more comfortable in uncovering deeper causes for the prospect's issues.
- Learn to use prospect's statements and responses as opportunities to follow-up with more revealing questions. They can help uncover more significant issues that the prospect may be guarded to reveal.

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

67%

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).

Ewa is typically a fairly good listener, but is not able to maintain consistency. At times they are really paying attention to what the prospect is saying. However, other times they notice their mind is wandering because they get distracted or are simply not able to make the conscious effort to actively listen to what the prospect is attempting to communicate. When this happens, Ewa is usually able to re-focus and begin to listen to the prospect again attentively.

Most of the time Ewa is able to practice self-discipline and not start thinking about what to say next, or try to come up with impactful answers, or formulate solutions. Instead, they continue to focus on judiciously listening to the prospect and also paying attention to the tonality, eye contact, body language and the type of words the prospect is using. However, sometimes they cannot help but to start talking because there is a good opening, awkward silence or they simply get fatigued or bored of listening. This reduces their success with the prospect as the rapport is diminished.

Usually the prospects perceive Ewa as an attentive and a good listener who is sincerely interested in what they are saying. Consequently, the prospects remain motivated to continue to share and further reveal their issues. This is especially true with prospects who have a similar communication style as Ewa. However, prospects with different styles may create difficulties from time to time. When they lose focus and do not clearly pay attention, the prospects notice it and become more cautious and guarded.

Development plan for improved active listening

- Be particularly careful not to lose focus when you hear familiar statements by the prospect.
- Take notes to express your sincere interest in what the prospect is saying and to force yourself to listen actively especially with prospects who have different behavioral style from yours.
- Acknowledge your understanding with your body language and brief statements such as "I see", "I understand" and "OK".
- Do not rush to ask your next question too soon. Validate your understanding by summarizing what the prospect shared with you.
- Practice listening more than talking. Do not break silence if you do not need to.
- Improve rapport with the prospect by confirming or correcting your understanding throughout the sales meeting.

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

95%

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 likes to solve problems and sees them as a normal part of every day life. They do not get stumped or overwhelmed by problems. Instead they remain calm and view them as opportunities to learn and develop. Furthermore, they are able to rethink and reevaluate their existing viewpoints and long held beliefs when presented with new information and make adjustments accordingly to the way they think and solve problems.

Ewa is able to refrain from jumping to conclusions and forcing solutions to problems. Instead, they try to take multiple perspectives and alternatives into consideration. In addition, Ewa can examine the implications and possible consequences and outcomes of the solution. They use reason and evidence to resolve questions, challenges and disagreements.

Ewa uses these skills effectively with prospects to see the connections between their problems and the solution being offered. Moreover, they are able to include the prospect in the process to gain buy in and agreement by testing the ideas and proposed solutions. By guiding the prospect to the solution for their problems they are able to move forward in the sales process.

Development plan for improved critical thinking

- Be patient with prospects who do not possess your critical thinking skills. Practice humility and tactfully guide them to see the connections between their problems and your solution.
- Be careful not to appear arrogant or superior when discussing the solutions.
- Identify the prospect's thinking style by paying attention to types of questions they ask, and the amount and type of information they are seeking.
- Do not become overconfident in your abilities by not paying attention to the prospect's unique circumstances.
- Always remember to consider the problem and the solution from the prospect's vantage point. If they do not see your solution as a viable one, it does not matter how effective your solution is to the problem.
- Maintain and even further develop your critical thinking by exercising your brain with challenging reading and problem solving. Do not forget healthy diet and exercise.

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

48%

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

95%

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

Ewa perceives time as a very valuable asset and hates to waste it. They believe in conscientiously managing their schedule and activities to make the most productive use of their time. They always plan ahead and are skilled in prioritizing their activities and do not allow themselves to get distracted with unimportant or more pleasant activities.

Ewa does not procrastinate as they see it as a time wasting activity. They move from one task to the next efficiently. They know what activities are the most important to achieve their goals and focus on them. They delegate, avoid, or disregard other activities and tasks. Also, Ewa knows when is the best time to focus on different activities to not waste "pay-time" with other tasks.

Ewa has a good sense of how long every activity takes and plans their schedule accordingly. In sales, they are keenly focused on activities and behaviors that create new sales opportunities. They tend to get quite frustrated if they perceive they are wasting their time because of unexpected events or others' behavior.

Development plan for improved time management

- Accept that there is a high probability that something unexpected will happen and you will need to deviate from your schedule. Adjust accordingly and do not get upset.
- Do not become compulsive about always using time effectively. Schedule down time on your calendar as well.
- Many other people do not share your views on time and how to best use it. Try to be more patient with them and not to lose your cool.
- You may have a tendency to value all time in terms of money. Do not allow this to make your life one-dimensional and isolated.
- Be cautious of not properly evaluating the importance of activities that are not "productive". You could indefinitely postpone important things such as time with family, friends and taking care of yourself until it is too late.
- Remind yourself that you always get everything done.

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

76%

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 sees failure as a normal part of life and as a step along the way to higher levels of success. They do not delve on their failures, but try to learn from them, and then move forward. While Ewa does not want to fail, they understand failures are inevitable when one is ambitiously working toward aggressive goals and higher levels of achievement. They know and accept that failure is simply part of the process.

Ewa is a risk-taker and firmly believes that one must take risks in order to win and succeed. Consequently, they are not seeking security in most matters. Instead, they look for possibilities to take risks so they can be rewarded for their determined efforts and willingness to risk at failing or losing. Ewa sees losing as part of winning in the long run.

Finally, Ewa is resilient and gets back up soon after getting knocked down. They quickly resume their efforts from where they left off, and once again start to work toward their goals and improved performance. Also, when they do fail, they become stronger and even more comfortable with dealing with risks and adversity. Their experiences with failures help them become more successful, resilient and tougher.

Development plan for improved dealing with failure

- Do not become overconfident in your risk-taking. Evaluate the consequences of different outcomes and deliberately consider if it is worth the risk.
- Be cautious of assuming that something has completely failed and move on too soon. Carefully evaluate the real situation and consider if you have misread it. Perhaps there is an opportunity to recover and still succeed.
- Take enough time to learn from failures so you can avoid them in the future and become even more successful. Do not be tempted to resume your determined efforts too quickly.
- Remember to regularly evaluate the results of your efforts. Ensure you are executing the right behaviors to become more successful.
- Invest in your continuous professional development to reduce the number of failures and disappointments.
- Avoid becoming so comfortable with failures that you are not bothered by the consequences and they do not propel you to constantly improve.

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

19%

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

Presently, Ewa is not very motivated to compete to win at any cost. While they certainly do enjoy winning and being the best, they are not ready and willing to do everything that is required to improve their level of performance and to succeed. They are often comfortable enough to remain at the present level of performance. Therefore, currently they do not strive to be the best and first.

While Ewa knows who their competitors are, they are not constantly and insistently trying to find better ways to compete against them and accept that sometimes competitors also win. They are likely to feel fairly comfortable with their current level of competitiveness. As a result, Ewa overlooks ways to find competitors' weaknesses and to gain a competitive advantage.

Ewa is inclined to look for others to help them to achieve success and victory. They may think that their present level of competitiveness is not completely under their control and are able to rationalize reasons why others are performing better. Ewa may feel that the rewards of winning and being the best are not sufficient or important enough to put forward their highest level of effort, energy and performance. However, it is likely they have not taken the time to carefully consider what they would have to specifically do in order to win.

Development plan for improved determined competitiveness

- List the reasons why you should not win and be the best. Reflect on your reasons and their implications.
- Consider carefully if you are overestimating the effort and sacrifices required to be more competitive.
- Assess your commitment to be a true professional.
- Visualize success and what it would mean in practice.
- Make a clear commitment to success.
- Set aside time on your calendar to conduct a regular analysis of your competition. Study them, learn their strengths and weaknesses, and create a plan on how to beat them.

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

10%

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

Excuse Index[®]

Excuse Index

Not everyone is looking for, or presently enjoying, a job in sales. Those who do not get motivation and fulfillment in sales can easily divert their attention to other tasks rather than solely focusing on the current prospects and developing their business potential. The Excuse Index[®] is an indicator of how likely a person is to make excuses. The HIGHER the Excuse Index[®] is, the MORE excuses a person is likely to make. The LOWER the Excuse Index[®] percentage is, the more likely the person is to ignore non-sales activities and focus on actions that directly produce sales results. As an example, a person with the Excuse Index[®] of 40% spends about 40% of their time NOT selling.

In sales, a person with a LOW Excuse Index is more likely to have the initiative to sell. They are not afraid to contact and meet people and to persuade them to take action. They consider sales as an important task and often feel the need to prioritize selling over other activities.

A person with a HIGH Excuse Index finds less motivation to sell. They are likely to make excuses why to prioritize other activities over selling. They need to mentally prepare for selling and it usually exhausts them. They may miss sales opportunities while procrastinating.

33%

Ewa Przykładowa

Currently, this person occasionally procrastinates when they should place their full focus and actions into selling. They may spend some time planning and working on less urgent, but more comfortable, tasks before they finally focus on selling again.

Questions

In this section, you will find questions for the 18 sales competences for selling success. The questions are designed to help you and your sales coach in the process of creating your roadmap to success. The questions are not generic. They are based on your individual scores. Carefully consider and write down your responses. You may want to start with sections you want to develop first. Finally, periodically review and adjust your development plan.

PROSPECTING

- What do you dislike the most about prospecting? What are you doing to overcome it?
- If someone could help you to be better at prospecting, what would you ask them to do?
- How do you think the prospects feel when you cold call them?

QUALIFYING

- How do you know if your prospect is telling the truth?
- What steps do you use, and not use, to qualify a prospect?
- What questions do you use to clearly identify a prospect's willingness and ability to buy?

BUILDING RAPPORT

- What are your specific communication preferences and how do you adjust them with your different prospects?
- What skills do you need to develop to become a better communicator with prospects?
- Do you find it more challenging to build rapport with some prospects? When and why does this happen?

FOLLOWING THE SALES PROCESS

- What do you need to do to improve your skills to follow a sales system?
- How can following a sales process improve your success?
- What is the best way for you to control the sales process?

GOAL ORIENTATION

- How do you break down your goals into daily activities and behaviors?
- What is your opinion of the role of learning in sales?
- What are your short-term and long-term goals?

GAINING TRUST

- What are you doing to maintain a healthy self-esteem?
- What do you need to do to improve your skills and abilities to enhance your business stature?
- How should you improve your ability to encourage prospects to be more open with you?

CONTROLLING THE SALES PROCESS

- Many executives and business owners are accustomed to be in charge. How can you be more effectively in control during sales calls without undermining their need to be in charge?
- What specific techniques and tactics do you need to improve to increase your ability to better control sales calls?
- What additional skills do you need to obtain to systematically move the sales process forward?

HANDLING OBJECTIONS

- What do you need to learn to ensure you are dealing with the real objections?
- What do you need to change to be even more effective in overcoming objections?
- When you role-play to practice your skills, what kind of questions do you ask to uncover the real issues? Give a few examples.

QUESTIONING EFFECTIVENESS

- How do you use a prospect's questions as opportunities to ask more revealing ones to uncover real issues and problems?
- How do you practice your questioning skills to become more skillful in uncovering important information?
- When you role-play your technique, what type of questions do you find more uncomfortable to ask?

ACTIVE LISTENING

- How could you improve your skills to validate your understanding?
- What techniques do you need to develop to let your prospects know that you are listening to them actively?
- Active listening takes a lot of effort. How could you improve your skills in this area?

CRITICAL THINKING

- What are you continually doing to improve your critical thinking skills?
- What do you need to learn to even better look at a solution from a prospect's viewpoint? Why?
- How could you be more effective in including prospects in developing solutions to their problems?

INITIATIVE

- Do you believe you are capable to achieve a higher level of success? What is holding you back?
- Specifically, what are you doing to strengthen your beliefs and attitude to help you become more successful?
- Besides your manager, who helps you to be accountable?

PRESENTING

- What should you do better recognize that your prospect is ready to make a decision?
- How can you be better prepared for your sales presentations?
- If you could improve one aspect of your presentations, what would that be? Why?

TIME MANAGEMENT

- What additional time management skills do you need to learn?
- How much do you schedule for personal activities? Is it enough?
- Do you multi-task? Should you?

DEALING WITH FAILURE

- What are you doing to reinforce your ability to deal with failure?
- How do you know when you have failed? Have you ever given up too soon?
- How much time and effort are you setting aside for professional development?

DETERMINED COMPETITIVENESS

- What does your negative self-talk sound like?
- Are you afraid to compete? Are you afraid to win?
- When you visualize success, what do you see?

MONEY CONCEPT

- Are you too obsessed with making money? Why? Why not?
- What are your biggest obstacles to making more money?
- If there were one thing you could change about yourself to help you make more money, what would that be?
What have you done to make this happen?

EMOTIONAL DETACHMENT

- When you spend time on your professional development, what do you do to improve your ability to control your emotions?
- What techniques do you use to control your emotions during the sales call?
- What do you need to develop to be able to more accurately assess how truthful prospects are?
