

FinxS® Sales Capacity Assessment - Sales Competence Report

FinxS® Sales
Assessment

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.

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Organization:

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Date:

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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.

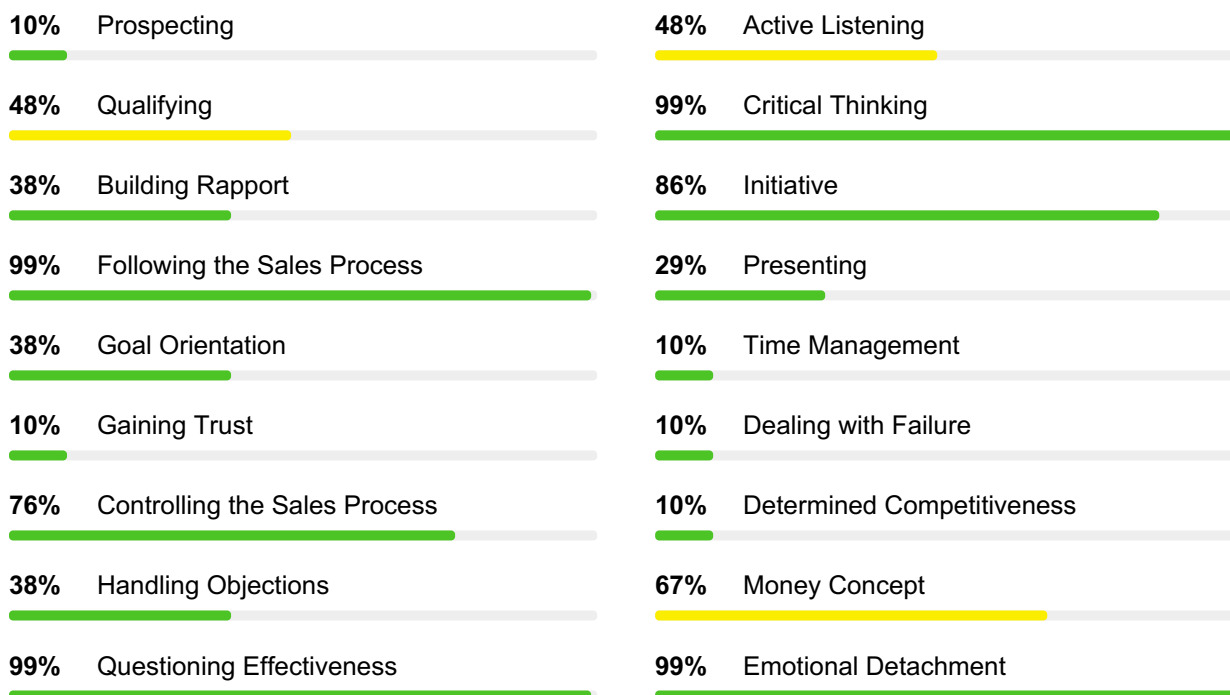
It is very important to note that your scores can be impacted by your beliefs about your present level of competence. For example, you may believe that you are not very competent, or that the specific areas are not important, at this time. However, this may simply be influenced by your present views. 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 15:02 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

10%

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

48%

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

99%

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.

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."

38%

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.

99%

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.

48%

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.

99%

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.

86%

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

29%

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

10%

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

10%

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

10%

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

67%

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

99%

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

10%

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

Presently Mateusz 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. Mateusz 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 Mateusz 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. Mateusz waits for new business opportunities to come their way. Although they are fairly comfortable asking for referrals, they may forget to do so.

Mateusz 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. Mateusz 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

48%

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.

Mateusz 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, Mateusz 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, Mateusz 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 Mateusz 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 Mateusz has a potentially interesting solution to offer. This often causes Mateusz 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, Mateusz 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 Mateusz 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 Mateusz 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.

Mateusz 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 Mateusz. The style difference between Mateusz and the prospect becomes an obstacle to open and trusting communication.

Because of the above, Mateusz 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 Mateusz 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

99%

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.

Mateusz strongly believes that sales is a profession that is equal to other well-respected professions where there is no place for "winging it". They believe that consistently following a clear, well-defined, step-by-step sales process is the only way to be a true professional and very successful in sales. They are committed to following a sales process.

Mateusz has the self-discipline to pay attention to all of the details and nuances of the sales process and does not try to selectively use only the parts they like or find comfortable or effective. They understand that it is imperative to methodically follow the sales process even when it is difficult and challenging. They do not cut corners or bail out. They know that following the sales process is the best way to achieve consistent and sustainable success.

They abide by instructions and procedures even when it is demanding to do so. Mateusz continues to constantly develop their skills in following the sales process and frequently evaluates their level of proficiency. They understand that they must continually improve competence to remain among the top performers. They are aware that becoming more successful can make them too laid-back in striving to improve.

Development plan for improved following the sales process

- Make sure you do not follow the sales process too literally. Be mindful and present and make adjustments as needed.
- Continue to be disciplined about practicing and developing your skills and fight the temptation to stop working on your proficiency because of your present level of success.
- Learn to set aside time for other, personal pursuits and interests to gain new insights on how you can improve. Also, by maintaining a balance in your life will maintain and increase your energy and motivation to be a sales professional.
- Do not miss opportunities to close the sale earlier than anticipated by sticking to the process too dutifully.
- Be careful not to appear unemotional and distant to the prospects.
- Keep the focus on the prospect, not only on the process.

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, Mateusz 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.

Mateusz 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 Mateusz 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.

Mateusz 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.

Mateusz 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.

Mateusz 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. Mateusz 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.

Mateusz 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.

Mateusz 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.

Mateusz 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

38%

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.

Stalls and objections may make Mateusz nervous and worried, often even before the sales call. They view them as signs that the sales call is likely to be over soon because the prospect is not pleased with what they have heard and seen so far. As a result, Mateusz believes objections are the prospects' way to signal that the solution is not a good fit for them. This makes Mateusz feel pressured and they begin to retreat.

Presently, Mateusz can accept the prospect's objection as a valid one, especially if other prospects have brought up the same issue, or very similar ones, in the past. This means the issue is important to the prospect and Mateusz feels the need to be able to overcome it quickly with a convincing and credible reply. In some instances they agree with the objection and believe it makes sense. Consequently, Mateusz gives up and hopes it is not so serious as to lose the sale.

Mateusz does not always ask additional questions to gain better understanding and clarity why the issue is important to the prospect. It appears the prospect must have a good reason to object and trying to understand the objection better would only agitate the prospect. As a result, Mateusz tries to overcome it with the best possible answer they can think of hoping it is persuasive and effective enough to allow the sales meeting to continue.

Development plan for improved handling objections

- Accept that stalls and objections are part of normal sales process. Do not get intimidated by them. Remain calm and collected to be able to think clearly.
- Do not react to objections at a face value and accept them readily as valid ones.
- Avoid retorting to an objection immediately even when you have a good response to overcome it.
- Learn to ask good questions to dig deeper to find the prospect's real issues.
- Recognize that prospects frequently test sales professionals with objections to simply see how they react.
- Learn skills and techniques to help the prospect to deal with their own objections, as they will always agree with their own reasons.

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

99%

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.

Mateusz 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.

Mateusz 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, Mateusz 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, Mateusz 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

48%

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).

Mateusz 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, Mateusz is usually able to re-focus and begin to listen to the prospect again attentively.

Most of the time Mateusz 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 Mateusz 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 Mateusz. 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

99%

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.

Mateusz 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.

Mateusz 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, Mateusz can examine the implications and possible consequences and outcomes of the solution. They use reason and evidence to resolve questions, challenges and disagreements.

Mateusz 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

86%

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.

Mateusz very rarely feels satisfied with their current level of performance and success. They firmly believe that they can always do better and are consequently always striving to achieve higher levels of accomplishment. They believe in themselves and their ability to be more successful. Also, Mateusz thinks that it is completely up to them to make things and success happen.

Mateusz believes that the world does not owe them anything. Instead, they take full responsibility for their own situation and present status in life. They do not see themselves as a victim and believe it is their full responsibility to act to make things and their situation better. As a result, they take decisive actions to achieve their goals.

Mateusz is not comfortable with the status quo even when they are succeeding and things are going well. Instead, they believe that they can always improve and perform better, and achieve higher levels of success. They feel they always need to be looking for more efficient and effective ways of doing things. Also, they are constantly pushing themselves outside of their comfort zone to ensure they will continue achieving higher levels of performance.

Development plan for improved initiative

- Make sure you maintain balance in your life. Do not focus on some aspects of it too much to make it unbalanced and not sustainable.
- Do not become overly self-centered or focused on your goals only.
- Do not overlook or ignore others and what they can do to help you succeed. Do not become too impatient, arrogant and insensitive.
- Do not forget to celebrate successes and enjoy your achievements.
- Do not let the results justify the means.
- Maintain a healthy lifestyle by exercising, eating well and getting enough rest. You will achieve higher levels of success if you have the physical and mental endurance to execute in the long-term.

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

29%

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

Presently, Mateusz is not able to or does not feel the need to deliver very effective and persuasive presentations. They forget to adjust their communication and presentation style, and fail to ask insightful questions to hold the prospect's attention. As a result, the prospect has to make an effort to understand the relevance of the presentation to their issues and problems. Unless there is an urgent motivation to do so, the prospect will become detached and lose interest.

Mateusz tends to autopilot through the presentations. Rather than diligently preparing for each and every presentation, they rely on the same tried and true presentations with most prospects. While they work well with some prospects, some are left disengaged. The prospect may detect the lack of preparation, or simply find the content irrelevant or not compelling.

At this time, Mateusz often fails to keep the presentation on track and on point. They get sidetracked or get somehow distracted making it more challenging for the prospect to move toward the next step. The presentation may go in circles and the prospect can lose interest. Finally, at the conclusion of the presentation there is no call to action, and hence, no clearly agreed upon next step or a final decision.

Development plan for improved presenting

- Always prepare for every presentation. Have a clear plan what you want to achieve but know that there will be unexpected situations and challenges that will require you to make adjustments at the time of the presentation.
- Learn as much as you can about your prospect during the sales call before the presentation. Understand what is important to them, what their challenges and issues are and clearly connect them to your presentation.
- Identify your prospect's communication preferences and adjust your presentation style appropriately.
- Remain focused and follow your plan. Be sure you do not get sidetracked or distracted.
- Always conclude with a clear call to action to make sure the sales process moves forward.
- Debrief your presentations as soon as possible. Evaluate what worked and what did not. Learn from your successes and failures to improve.

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

10%

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

Currently, Mateusz 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, Mateusz 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 Mateusz. 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, Mateusz 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

10%

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.

At the present time, Mateusz finds it difficult to see anything positive in failure. They see failures as dramatic and tragic events. When the unavoidable failures do occur, they often feel helpless and may blame others for them. They are unable to step back, evaluate what happened and try to learn from the experience. As a result, they tend to miss the opportunities to learn and improve from the failures.

Currently, risk taking is not comfortable for Mateusz. They are reluctant to take risks unless they have been able to thoroughly mitigate them to a great extent. They prefer to seek safer and more predictable alternatives, choosing to play it safe in order to avoid failures and their consequences.

Finally, when Mateusz experiences failure, they need time to recover. They may get emotional, beat themselves up, and pine over what in hindsight they should have done. Also, failures tend to reinforce their beliefs that failures are bad, should be avoided, and it is smarter to play it safe. As a result, they are inclined to proceed more cautiously preferring to make choices that have more predictable, although a lower payoff outcomes.

Development plan for improved dealing with failure

- Do not declare something a failure too soon. There is a chance it is only a temporary setback and you can still succeed.
- Learn to view failures as opportunities to become better, more resilient and stronger.
- Realize that you are likely to overestimate the significance of setbacks and failures. As a result, step back and objectively assess what really happened and what the real consequences are.
- When you do fail, do not cultivate your misery and disappointment. Learn from the experience and move on. You cannot change what has already occurred.
- Do not allow past failures to prevent you from taking risks and playing it too safe now.
- Reward yourself, not only for your achievements, but also for taking significant risks.

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

10%

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

Presently, Mateusz 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 Mateusz 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, Mateusz overlooks ways to find competitors' weaknesses and to gain a competitive advantage.

Mateusz 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. Mateusz 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

67%

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.

Mateusz clearly understands the need to make money. They know well that earning commissions and bonuses create higher levels of financial success. Sometimes they envision a more significant income and all it could provide. However, they fairly often feel that ultimately it is not attainable and may get demotivated and disheartened with their current level of monetary achievement. From time to time, these feelings are replaced by a temporary desire to make more money that is usually accompanied by an increased effort to succeed.

Mateusz believes they should be fairly compensated for their sales efforts. They like earning large commissions although occasionally feel a little guilty when they consider how others are being rewarded. Mateusz may think their commission is high compared to what others earn, especially when they think about the work and effort required.

Often Mateusz is comfortable staying firm with pricing. However, occasionally they have some trouble talking about money, especially when dealing with larger prospects and customers. When this happens, Mateusz tends to assume the prospect thinks the price is too high and expects discounts even when this may not be the case. Instead of remaining steadfast, they could waver and lose leverage in price negotiations. Also, from time to time they mistakenly assume the prospect has an identical view about money and price.

Development plan for improved money concept

- Focus more on value than price.
- Continue to develop as a sales professional by strengthening your beliefs about your worth.
- View yourself as an equal with your prospects to avoid being intimidated into discounting or making unreasonable concessions.
- Rejuvenate and strengthen your concept about money by walking away from deals that do not make good financial sense.
- If you do not believe in you and your solution is not worth the price, neither will your prospect. Work on your beliefs.
- Proactively handle money objections by diligently investigating the prospect's willingness and ability to buy.

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

99%

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.

Mateusz can keep their emotions under control. While they are able to remain nurturing with prospects to encourage open and trusting communication, they do not get emotionally involved in the sales process. They stay emotionally detached allowing them to maintain control of the process and to make good decisions, especially when the prospect appears to pressure them or make unreasonable requests or demands.

Mateusz almost never feels they need to close the sale because they believe they maintain a healthy pipeline of prospects. This allows them to stay calm and relaxed and being able to deal with the prospect's actual concerns and challenges. Also, they are able to isolate their self-worth from closing the sale and effectively keep negative self-talk at bay. By doing so they can be present, listen actively, and focus on the prospect.

Finally, the prospect's reassurances do not influence Mateusz. They are able to separate reality from optimistic and positive feelings and not make inaccurate conclusions. Instead, they continue to validate the prospect's intentions by following their sales system dutifully and asking revealing questions. As a result, they are able to remain rational and keenly focused on getting a decision and moving the sales process forward.

Development plan for improved emotional detachment

- Be careful not to come across as aloof, uncaring and cold.
- Do not disqualify prospects too early or easily by being too cynical about prospects and their behavior.
- Avoid antagonizing your prospects in your efforts to validate their answers and intentions.
- Recognize your prospect's style and preference of expressing their emotions. While maintaining your emotional detachment, match your style of expressing emotions to maintain and develop trust and open communication.
- Do not let your rationalism keep your prospect from getting emotionally involved.
- Be careful not to become too confident in your ability to remain emotionally detached. It is difficult for everyone to recognize when they get emotional.

NOTES

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 can you specifically do to improve your competitive advantage in the sales profession?
- How can you gain more control of the sales meetings?
- What are you currently doing to ensure you set yourself apart from the other professional salespeople?

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

- Stalls and objections often intimidate sales professionals. How could you become more successful in handling them?
- How could you reduce the amount of pressure you feel when faced with objections so you can remain calm and collected?
- What could you do to steer your prospects to overcome their own objections?

QUESTIONING EFFECTIVENESS

- How could you improve your questions to make prospects even more comfortable to openly share more important information?
- What could you do better to avoid making prospects defensive with your questions?
- What techniques do you need to learn to educate prospects with your questions?

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

- What do you need to do to take your performance to the next level?
- Do you believe that you are doing enough to balance your life?
- Are you happy with your present level of success? Why? Why not?

PRESENTING

- When you debrief your sales presentations after your meetings, what do you typically realize?
- How could you make your presentations more relevant and compelling?
- What skills do you need to develop to be able to identify your prospects' communication preferences?

TIME MANAGEMENT

- What are you doing to avoid procrastinating unpleasant activities?
- What habits do you use to keep organized?
- Are you happy with your time management skills? What do you need to improve?

DEALING WITH FAILURE

- What are you doing to improve your ability to deal with adversity?
- What do you need to learn to become more willing to take greater risks?
- What is the main reason you have difficulty getting over setbacks and failures?

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

- What percentage of your clients have price as the most significant decision factor?
- What do you need to work on to remain firmer on the price?
- What is the biggest obstacle preventing you from making more money?

EMOTIONAL DETACHMENT

- What do you need to do better to identify prospects' emotions?
- What do you think is the most common reason for sales professionals to get emotional during a sales call?
What do you do when this happens to you?
- What must you do to better control your emotions during sales calls?
