

# FinxS Sales Capacity Assessment - Development



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.

## Sam Sample

Organization:

**FinxS Ltd**

Date:

**04.01.2018**





## **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.



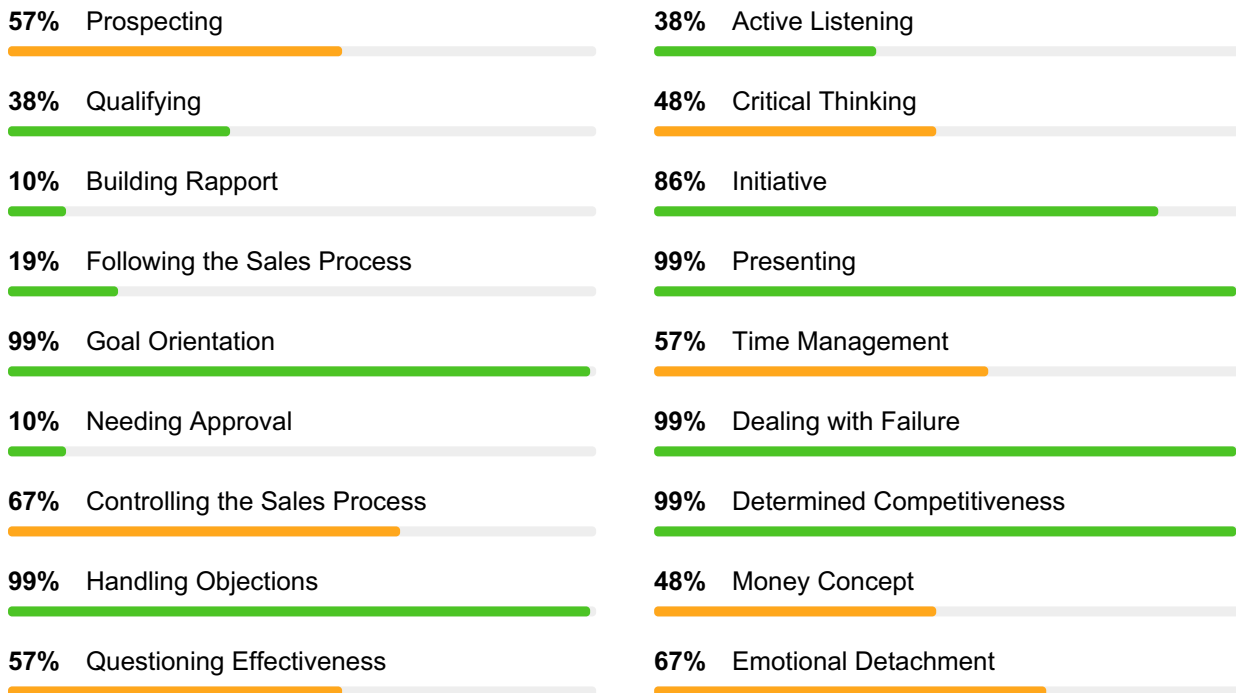
**Executive Summary**

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.

**Overall Scores**



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**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**

57%

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**

38%

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.

Is not focused on building trust; appears self-centered or self-oriented; avoids intimacy; finds it difficult to be genuinely interested in the prospect's needs or well-being. Maybe too shy.

**BUILDING RAPPORT**

10%

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 attempts 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.

Likes 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**

99%

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 "dis-liked."

**NEEDING APPROVAL**

10%

Seeing other people as a place to get one's own emotional needs met, believing it is necessary to please other people in life, not willing to be assertive if it will cause others to disapprove.





**CONTROLLING THE SALES PROCESS**

Willingly lets the prospect to lead a meeting. Allows others to take charge of the process, drifts away from own plan or prefers to proceed without one. Has challenges in keeping the sales process on track.

67%

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. Finds 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 accepts prospect's stalls and "gives up."

99%

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**

Believes that questions are "intrusive" and that one should not ask too many. Does not create a structured approach to asking questions. Easily falls into "show and tell" mode.

57%

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.

38%

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 fails to apply current knowledge to solve new problems. Generally, spends little time solving problems, meaning if the answer is not readily apparent, lacks the patience to use logic, deductive reason to solve the problem.

48%

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.





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

PRESENTING

99%

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

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

TIME MANAGEMENT

57%

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

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

99%

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.

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

DETERMINED COMPETITIVENESS

99%

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

Feels guilty making a "too large" commission on a sale, doesn't believe oneself is deserving of making "a lot" of money, feels high degree of customer empathy when prospect complains that "the price is too high".

MONEY CONCEPT

48%

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.

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

67%

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.

<b>Prospecting</b>	<b>57%</b>
Next Step	<b>99%</b>
Influencing	<b>69%</b>
Hunger	<b>94%</b>
<b>Qualifying</b>	<b>38%</b>
Finding the truth	<b>67%</b>
Reading the situation	<b>67%</b>
Hunter	<b>83%</b>
<b>Building Rapport</b>	<b>10%</b>
Empathy	<b>10%</b>
Reading the situation	<b>67%</b>
<b>Following the Sales Process</b>	<b>19%</b>
Logic	<b>42%</b>
<b>Goal Orientation</b>	<b>99%</b>
Hunger	<b>94%</b>
Next Step	<b>99%</b>
<b>Needing Approval</b>	<b>10%</b>
Social approval	<b>10%</b>
Empathy	<b>10%</b>
<b>Controlling the Sales Process</b>	<b>67%</b>
Next Step	<b>99%</b>
Reading the situation	<b>67%</b>
Taking control	<b>69%</b>
<b>Handling Objections</b>	<b>99%</b>
Hunter	<b>83%</b>
Conquering	<b>76%</b>
<b>Questioning Effectiveness</b>	<b>57%</b>
Finding the truth	<b>67%</b>
Conquering	<b>76%</b>

<b>Active Listening</b>	<b>38%</b>
Finding the truth	<b>67%</b>
Logic	<b>42%</b>
<b>Critical Thinking</b>	<b>48%</b>
Hunger	<b>94%</b>
Logic	<b>42%</b>
Reading the situation	<b>67%</b>
<b>Initiative</b>	<b>86%</b>
Taking control	<b>69%</b>
<b>Presenting</b>	<b>99%</b>
Influencing	<b>69%</b>
Logic	<b>42%</b>
Taking control	<b>69%</b>
<b>Time Management</b>	<b>57%</b>
Hunter	<b>83%</b>
Next Step	<b>99%</b>
Taking control	<b>69%</b>
<b>Dealing with Failure</b>	<b>99%</b>
Persistence	<b>99%</b>
Reading the situation	<b>67%</b>
<b>Determined Competitiveness</b>	<b>99%</b>
Hunter	<b>83%</b>
Persistence	<b>99%</b>
<b>Money Concept</b>	<b>48%</b>
Hunter	<b>83%</b>
Influencing	<b>69%</b>
Conquering	<b>76%</b>
<b>Emotional Detachment</b>	<b>67%</b>
Conquering	<b>76%</b>
Hunter	<b>83%</b>



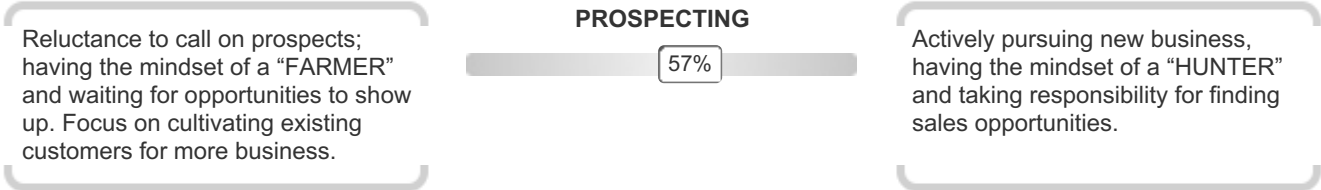




**DEVELOPMENT PLAN**

**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.



Sam understands that prospecting is an important part of their sales role and a necessary activity to be successful in selling. However, they often find other, more important tasks and activities to take care of. Sam plans on prospecting later but often ends up not spending enough time looking for new business opportunities and contacts. They have good intentions to prospect more in the future.

Cold calling is usually unpleasant to Sam. Although they do make some cold calls, they spend more time on planning their calls and researching the prospects than actually cold calling. If a call is successful and results in an appointment, the cold call session is often declared a success and it ends. Sam gets easily distracted by other, more pleasant activities when making cold calls.

Sam prefers to follow up on previous leads and opportunities. They sometimes tend to overestimate the quality of the leads or believe that the timing is simply bad right now. As a result, they can spend too much time chasing leads rather than creating new contacts and expanding their network. However, because the persistence of the follow-up activity pays off from time to time, Sam is encouraged to continue doing it.

**Development plan for improved prospecting**

- Create a detailed plan of daily, weekly and monthly prospecting activities and events.
- Set daily prospecting time on your calendar and commit to consistently prospecting the entire time.
- Do not procrastinate. Be disciplined about sticking to your plan and do not allow other tasks and responsibilities to appear more important.
- Constantly develop your prospecting skills and tactics to increase the success of your prospecting efforts. As you become more effective in prospecting, it becomes more pleasant and you become more successful.
- Do not spend too much time working on your existing leads. Objectively evaluate if they are still real prospects worth pursuing. If not, do not waste more time on them and focus on expanding your network of contacts and prospects.
- Be persistent and do not give up. If you are disciplined with your cold calling and prospecting activities, you will discover that you will receive more referrals and building your book of business will become easier.

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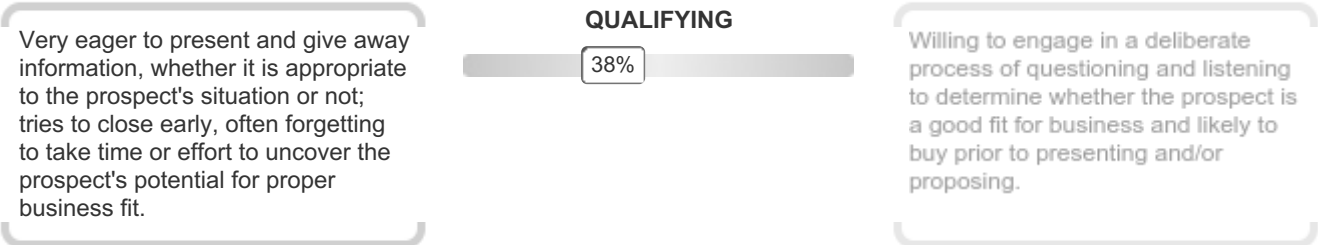


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**QUALIFYING**

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



Currently Sam is eager to start presenting their solution without first clearly uncovering if it is a good fit for the prospect's situation. They believe that if they provide a lot of information about their solution, prospects will eventually buy when they understand all the valuable features and benefits it provides. They just need to present them convincingly and in a way that engages the prospect. They believe that when the prospect asks for a proposal, there is a good chance a sale will result and eagerly spend time preparing one.

At present Sam may forget to ask good questions that reveal the prospect's true needs and situation. They also frequently avoid asking questions about money and how the buying decisions are made because it is more comfortable to assume the prospect has the money to buy and can make the decision alone. They believe that asking tough questions makes the prospect feel uncomfortable and less likely to buy. They also fail to help the prospect to discover previously unknown reasons why their solution could actually be very desirable or even necessary.

As a result, Sam often continues presenting and/or proposing even when their solution is not a good fit and a sale is not going to happen. This is especially true if the prospect appears to be engaged and interested in the conversation. They believe this makes the prospect qualified to buy and will continue to try and close the sale when in reality they are wasting valuable time that could be used to pursue other viable opportunities.

**Development plan for improved qualifying**

- Remember and accept that not every prospect is a good prospect and it is acceptable to let the prospect know that your solution is not a good fit.
- Realize that presenting your solutions too early actually creates an obstacle to closing the sale. Learn to overcome the temptation to start presenting.
- Create a habit of asking good, revealing questions to thoroughly understand if there actually is a fit to do business. If there is not, accept it, stop and move on to other prospects.
- Do not confuse engaging conversation with a real interest in your solution. Develop an arsenal of divulging questions that disclose the prospect's real needs and wants and realistically judge if there is a fit.
- Learn to become more comfortable to talk about money and how prospects make buying decisions to be able to discern if they actually have the money to buy from you and are able to make the buying decision.
- Do not allow your desire or need to close the sale to cloud your judgment in evaluating if the prospect is qualified to buy from you.

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**BUILDING RAPPORT**

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

Is not focused on building trust; appears self-centered or self-oriented; avoids intimacy; finds it difficult to be genuinely interested in the prospect's needs or well-being. Maybe too shy.



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 Sam 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 Sam 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.

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

Because of the above, Sam 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 Sam 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**

Five horizontal lines for taking 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 attempts 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 Sam 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.

Sam 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. Sam 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 Sam 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.

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**GOAL ORIENTATION**

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

Likes 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**

99%

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.

Sam is a very goal-oriented individual. They are a firm believer in setting demanding targets to ensure higher levels of performance. They set both professional and personal goals and define the specific activities required to achieve them. Sam is likely to have written goals and often breaks them down into detailed daily behaviors in order to attain them as soon as possible.

Sam is rarely satisfied with their current level of performance and at times get frustrated with their progress. While they do believe in rewarding themselves for achieving their targets, they also believe they can always do, and should do, better. As a result they set higher and higher goals for themselves to reach even greater levels of success. Sam often share their goals with others to create accountability to achieve them. They do not want to admit to others that they have failed or fallen short.

Sam understands that achieving their ambitious goals will not be easy. They know that obstacles and distractions will always appear. However, they are determined to succeed and avidly pursue their goals. They know that achieving their goals is dependent on their effort and self-discipline. They do not believe in luck or chance and will not give up when facing adversity.

**Development plan for improved goal orientation**

- Continue to consistently set aggressive goals as you enjoy the achievement of your objectives. Do not allow temporary set backs or adversity to discourage you or diminish your efforts. Rather view them as opportunities to make you stronger and more determined to succeed.
- Do not be too tough on yourself. Sometimes you will not achieve a goal. Take a deep breath, let it go, and move on.
- Make sure you remember to reward yourself and enjoy the achievement of your goals. Do not dismiss the effort and sacrifices you made to reach them.
- Do not forget to balance professional goals with personal goals to maintain a healthy balance for sustainable success.
- Do not become too rigid with your goals. As other variables and your priorities change, be flexible and adjust your goals accordingly.
- Do not get lost in the details of the individual goals. Keep an eye on the big picture.

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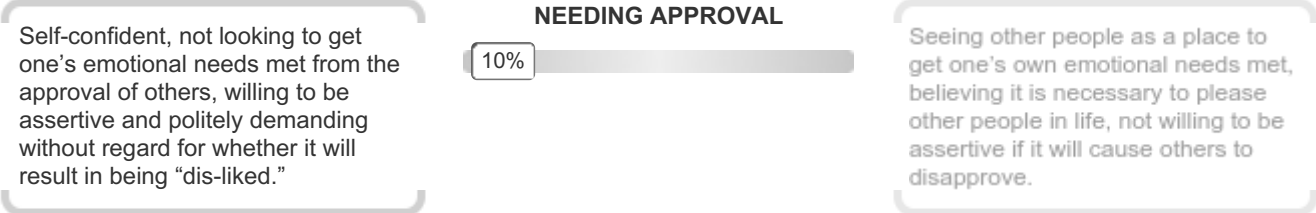
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**NEEDING APPROVAL**

Definition: Need to be liked and accepted by other people in order to feel good about oneself. When individual has a need for approval, they tend to value the beliefs, opinions and needs of others above their own.



Sam 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.

Sam 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. They have a healthy self-esteem that is not impacted by whether or not prospects like them or not. Because of this, prospects may perceive them as arrogant and uncaring.

Sam does not seek approval from others in order to get their emotional needs met. They see sales as a business activity where they interact with prospects at an equal business stature. Sam 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 needing approval**

- Continue to get out of your comfort zone by refusing the temptation to be liked by others. 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.

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**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 lets the prospect to lead a meeting. Allows others to take charge of the process, drifts away from own plan or prefers to proceed without one. Has challenges in keeping the sales process on track.

**CONTROLLING THE SALES PROCESS**

67%

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.

Sam enters sales meetings with a fairly clear idea of what they want to accomplish. The ultimate goal is always to close the sale. They have enough experience to anticipate how the sales call will proceed and what topics will be discussed. Usually they can relate well with prospects which helps the sales calls to get off to a good start.

Sam can be moderately assertive on the sales call asking the prospect questions, talking about the issues, and presenting about the solutions. However, there is usually is no completely clear plan in place. Sam and the prospect almost always fail to agree up-front on how the sales process will advance and what the exact next steps will be after the meeting.

At the end of the sales meeting there sometimes is a sense of uncertainty about what happens next and Sam tries to somehow resolve it. Sometimes this is possible and the sales process continues. Although, it usually continues without a specific plan. However, at other times the prospects take charge and inform Sam that they will make a decision later. Sam is left uncertain about what will happen next. They are forced into a follow-up mode.

**Development plan for improved controlling the sales process**

- Have a clear plan in place about what you will accomplish on a sales call. Do not enter into a call with a too vague goal of "closing the sale".
- Prepare for each and every sales call. Do not get stuck in your comfort zone where you feel you are ready for the call based on your experience alone.
- Make certain you always set and agree on the agenda with the prospects including the time parameters and what the possible outcomes are.
- Do not get distracted by interesting conversations. While you want to focus on the prospect, do not allow them to hijack the meeting by getting engrossed in unrelated topics.
- Be politely assertive to maintain control of the sales call ensuring it is moving toward the next steps in the process.
- Make sure there is a clear decision about the next step at the end of every sales call and that there is no ambiguity about what will happen next.

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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. Finds 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 accepts prospect's stalls and "gives up."

HANDLING OBJECTIONS

99%

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.

Sam 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, Sam 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, Sam views objections as signs of engagement and an expected part of the sales process. In fact, if the prospect does not object or stall, Sam 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

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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.

Believes that questions are "intrusive" and that one should not ask too many. Does not create a structured approach to asking questions. Easily falls into "show and tell" mode.

QUESTIONING EFFECTIVENESS

57%

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.

Sam 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, Sam 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.

Sam 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.

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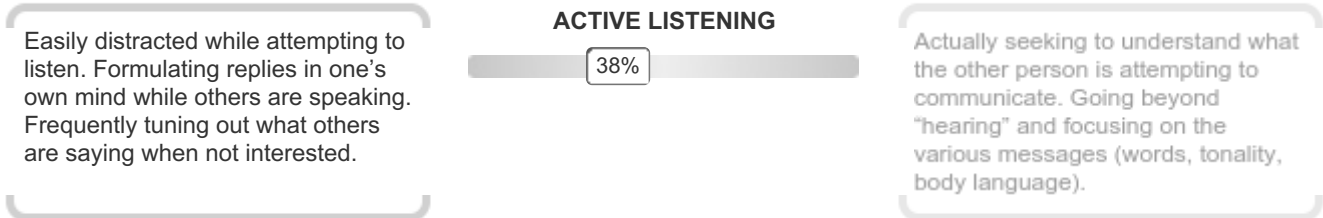
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**ACTIVE LISTENING**

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



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

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

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

**Development plan for improved active listening**

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

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**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 fails to apply current knowledge to solve new problems. Generally, spends little time solving problems, meaning if the answer is not readily apparent, lacks the patience to use logic, deductive reason to solve the problem.

**CRITICAL THINKING**

48%

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.

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

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

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

**Development plan for improved critical thinking**

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

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**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.

Sam 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, Sam thinks that it is completely up to them to make things and success happen.

Sam 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.

Sam 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.

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**PRESENTING**

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



Sam makes effective presentations. They are able to engage the prospect and hold their attention well. They practice good communication skills, ask insightful questions, and use striking and dramatic presentation techniques. Sam is able to read the prospect and constantly evaluates how well the presentation is proceeding. When adjustments are needed, they make them to achieve a successful outcome.

Sam perceives every presentation as unique and do not use the same presentation every time and the same way. As a result, they diligently prepare for every presentation and have the self-discipline not to wing it even when they believe they could. Consequently, their presentations have an effective structure and content that is important to each prospect ensuring interaction and progress in the sales process.

Finally, Sam does not get sidetracked and begin to present about irrelevant topics. They stay on point to maintain the attention and engagement of the prospect. When there are multiple individuals present, they do their best to ensure everyone is involved. Sam concludes presentations with a clear agreement about the next steps and ensures there is no ambiguity about the decisions made.

**Development plan for improved presenting**

- Be cautious not to come across so polished as to create distrust or even envy.
- Be careful not to let your thorough preparation make you too rigid.
- Be careful not to over-prepare as to make you appear rigid.
- Do not overcomplicate issues or try to impress with your expertise. Focus on delivering the message clearly and effectively.
- Evaluate how much preparation is required to deliver an effective presentation. Do not waste time by over preparing.
- Maintain focus on the end goal and do not allow the spotlight to seduce and distract you.

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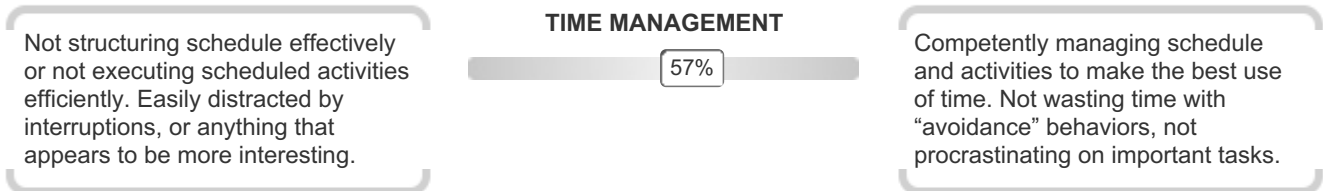
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**TIME MANAGEMENT**

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.



Sam manages time reasonably well. They are conscientious about how they spend it and try to use time wisely. They schedule most activities to ensure they do not miss appointments and typically set aside time for activities such as networking, prospecting and cold calling. Sam attempts to follow a schedule for personal activities as well.

Sam has some difficulty taking care of unpleasant or mundane tasks and activities. Instead of taking care of them when scheduled, they procrastinate and switch their attention to other pursuits and decide to take care of them later. Occasionally they continue to push back these activities until they appear on their calendar again. However, these tasks create a distraction for Sam impacting their effectiveness.

Usually, Sam is able to keep distractions at bay. However, they have days when they have difficulty to consistently focus and get tempted by more interesting or fun activities. They are able to rationalize this behavior since they know they are usually quite diligent about time management. Typically, Sam is fairly good at accurately estimating how long the different activities will take helping them plan their schedule reasonably well. However, they sometimes tend to underestimate the time required causing them to fall behind schedule.

**Development plan for improved time management**

- Evaluate and write down your views on the value of time. This will help you to remain consistent in using time wisely and productively.
- Get in the habit of not allowing yourself to procrastinate with unpleasant activities. Get them done when scheduled allowing you to move on to more interesting and enjoyable tasks.
- Realistically assess how long different activities take and schedule your activities accordingly.
- Avoid planning to do tasks that are not pleasant "in the evening" or "this weekend" when there are "no distractions". Get them done when they are scheduled.
- Focus on what you are doing at the moment. Avoid multi-tasking.
- Schedule your fun activities as well and commit to doing them at a scheduled time.

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**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**

99%

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.

Sam 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 Sam 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.

Sam 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. Sam sees losing as part of winning in the long run.

Finally, Sam 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.

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**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.

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

**DETERMINED COMPETITIVENESS**



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

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

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

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

**Development plan for improved determined competitiveness**

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

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**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.

Feels guilty making a "too large" commission on a sale, doesn't believe oneself is deserving of making "a lot" of money, feels high degree of customer empathy when prospect complains that "the price is too high".

**MONEY CONCEPT**

48%

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.

Sam 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 feeling are replaced by a temporary desire to make more money that is usually accompanied by an increased effort to succeed.

Sam 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. Sam may think their commission is high compared to what others earn, especially when they think about the work and effort required.

Often Sam 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, Sam 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.

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**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**

67%

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.

Usually Sam is able to control their emotions during the sales call. They make a conscious effort not to allow their emotions to get engaged and to distract them from being present and focused on the prospect. Sam is typically astute in accurately assessing what is presently happening and aim to make the best decisions to move the sales process forward.

However, emotions do get the best of Sam at times and especially when they have not recently been as successful as usual in closing sales. The pressure of getting the sale creeps in making it more difficult for Sam not to get emotionally involved on the sales call. While they usually are aware of when this happens and try to regain their composure and control of the sales process, emotions do become a distraction and deterrent to a successful outcome.

Usually Sam has the discipline to test the prospect’s general statements to clarify the real intentions. Also, typically they do not accept positive comments or reassurances at their face value but ask disclosing questions to uncover the real situation. However, they at times let their guard down and make an overly optimistic assumption about the next steps. In these situations, they may make poor decisions and lose control of the sales process, and possibly, even the sale.

**Development plan for improved emotional detachment**

- Realize that you may not be aware when you become emotionally involved. Accept that you do become emotionally involved and learn to identify the signs when it happens.
- Develop your skills by role-playing to prepare for situations that could catch you off guard and make you panic.
- Try to make joint sales calls with successful colleagues and debrief the call to uncover how your emotions get involved.
- Remain focused on the prospect and not your own self-talk that greatly distracts you on the sales call.
- Be vigilant with enthusiastic prospects as you can more easily become emotionally involved impairing your judgment and decision-making. Do not forget to validate the prospect’s statements.
- Eliminate the need to close the sale by engaging in effective prospecting to maintain a healthy pipeline.

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**Excuse Index®**

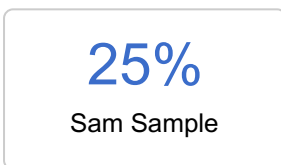


# Excuse Index

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.



At this time, this person is quite motivated to do active selling. When new opportunities arise, they are not likely to not procrastinate or find excuses, but plan what needs to be done and do it soon.



**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 frustrates you most about prospecting?
- No one likes cold calling. How do you overcome the temptation to procrastinate making cold calls?
- What are you doing to improve your prospecting results? How is that working for you?

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**QUALIFYING**

- How could you qualify a prospect better and why should you do that?
- When in the sales process do you believe is the best time to present your product/service?
- How do you decide when it is best to give up on a prospect?

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**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?

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**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 to for you to control the sales process?

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**GOAL ORIENTATION**

- Are you happy with your goal setting system?
- Do you consider yourself successful? Why? Why not?
- What are you doing to ensure you will continue to improve your performance?

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**NEEDING APPROVAL**

- 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?

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**CONTROLLING THE SALES PROCESS**

- Many prospects want to take control of the sales meeting. How must you improve to make sure this does not happen to you?
- What skills do you need to develop to ensure you always get a decision at the end of a sales meeting?
- What techniques do you need to acquire to better remain in control over the sales meetings?

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**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.

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**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?

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**ACTIVE LISTENING**

- How could you improve your ability to concentrate and focus on the prospect?
- What is your most significant weakness in actively listening to prospects? Have you ever lost sales because of it?
- What skills do you need to improve to better interpret non-verbal communication?

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**CRITICAL THINKING**

- When was the last time you lost a sale because you were not able to connect your solution to the prospect's problem on the sales call? How much was the sale?
- What tactics do you need to learn to include the prospects in coming up with the solutions?
- How can you improve your ability to develop effective solutions faster?

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**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?

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**PRESENTING**

- What are you currently doing to enhance your presentation skills to stay ahead of the competition?
- When you practice your presentations with others, what is the most common feedback they share about how you could improve?
- Which presentation technique is your weakest?

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**TIME MANAGEMENT**

- Everyone could manage their time more effectively. What skills do you need to acquire to manage your time better?
- How do you multi-task effectively?
- How do you value time?

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**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?

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**DETERMINED COMPETITIVENESS**

- What are you doing to sustain your desire to succeed?
- Are you completely happy with your current level of professional performance?
- What do you need to do differently and better in the future to become a better competitor in sales?

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**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?

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**EMOTIONAL DETACHMENT**

- What do you need to improve to avoid emotional involvement during sales calls?
- When you role-play sales calls, do you notice when your emotions get involved?
- Specifically, what are you doing to realistically assess what the next steps in the sales process are going to be?

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