

Sales Management: Assessments

The Resultrek assessments measure your people compared to the DNA of the ideal sales people for each of your sale strategies.

These assessments will help you sort your sales people into your new sales groups, as well as determine the areas and topics where training and on-going coaching will have the greatest impact.

The assessments include evaluation of qualities required to perform the sales task including: desire, commitment, responsibility, need for approval, talking money, coping with rejection, and outlook. They also evaluate your people's skills by measuring each of the component behaviors listed below:

Hunter skills

Prospects consistently
Gets past gatekeepers
Gets to decision makers
Gets to decision makers
Gets appointments when prospecting
Receives plenty of introductions Will prospect
Has no need for approval Recovers
from rejection

Qualifier skills

Uncovers actual budget
Gets to decision makers
Learns why prospects buy
Learns how prospects buy
Does not assume
Comfortable talking about money
Has high money tolerance
Has no need for approval Controls emotions
Has supportive record collection

Account manager skills

Develops bonding and rapport
Gets to decision makers
Uncovers actual budget
Knows how to handle people
Effective time management
Lacks closing urgency
Has need for approval
Won't prospect Believes
—"I should be their friend"
Inappropriate follow up calls

Ambassador skills

Develops bonding and rapport
Gets referrals and introductions
Knows how to handle people
Enjoys selling
Inappropriate follow up calls
Wasting time—selling system
Believes—"I should be their friend"
Skills limited to first three of this list

Closer skills

Gets prospect to agree to make a decision
Won't make inappropriate quotes
Gets to decision makers
Attempts to close
Has closing urgency
Won't accept put offs
Has supportive buy cycle
Has no need for approval
Controls emotions

Farmer skills

Has closing urgency
Attempts to close
Controls emotions
Won't accept put offs
Has supportive buy cycle
Has difficulty recovering from rejection
Has need for approval Won't prospect

Intellectual skills

Attempts to close
Uncovers budget
Gets to decision makers
Learns why prospects buy
Learns how prospects buy
Has at least 10 skills
Has need for approval
Has non-supportive buy cycle
Has self limiting records
Has money issues
Has difficulty controlling emotions

Timid sales skills

Has low self esteem
Has need for approval
Has difficulty recovering from rejection
Uncomfortable talking about money
Has outlook problem
Is not money motivated

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Sample analysis in which Sales People's Closer scores were lower than hunter or qualifier scores

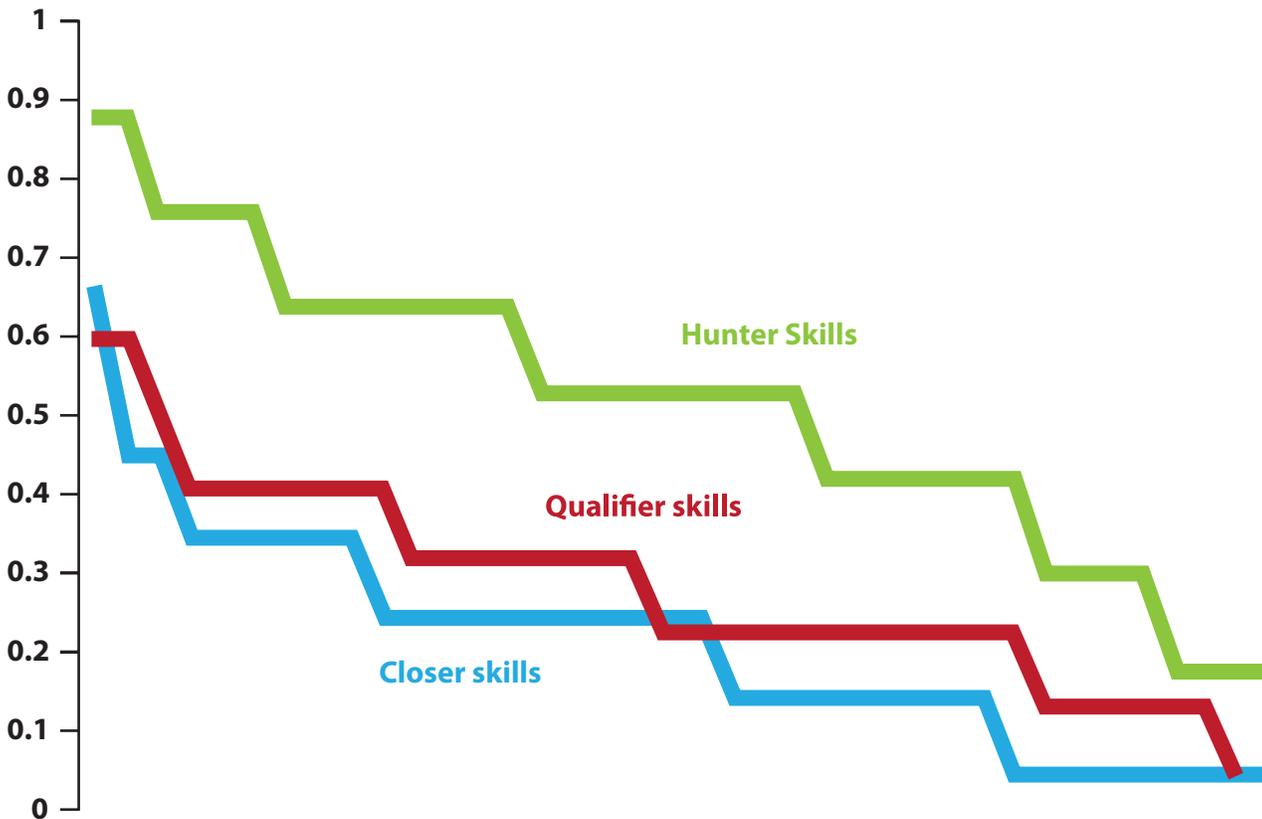
As noted above, the Resultrek assessments evaluate each sales person on eight sets of sales skills that together comprised the sales job. These eight sets of skills are : Hunter skills; Closer skills' Qualifier skills; Farmer skills;

Account manager skills; Intellectual skills; Ambassador skills; And what are termed Timid skills, or the qualities required to perform the sales task.

The graphic below illustrates the kind of insight about the organization as a whole that the summarization of assessments can yield.

In this graph each sales person's score (from 0% to 100%) is posted (the x-axis represents the sales people from 1 to 35) and the y axis is each person's score.

Generally, the organization is doing better (but still can improve) in the area of having hunter skills. They need to do a much better job qualifying and closing.



The actual overview report provides the detailed data of how each sales person scored on each aspect of each of the eight sets of sales skills. It provides a comprehensive and specific basis for each sales person to create a development plan

(with the support of their managers) that will help him or her improve both skills and results.

The following page shows a sample of the kinds of analyses contained in the overview.

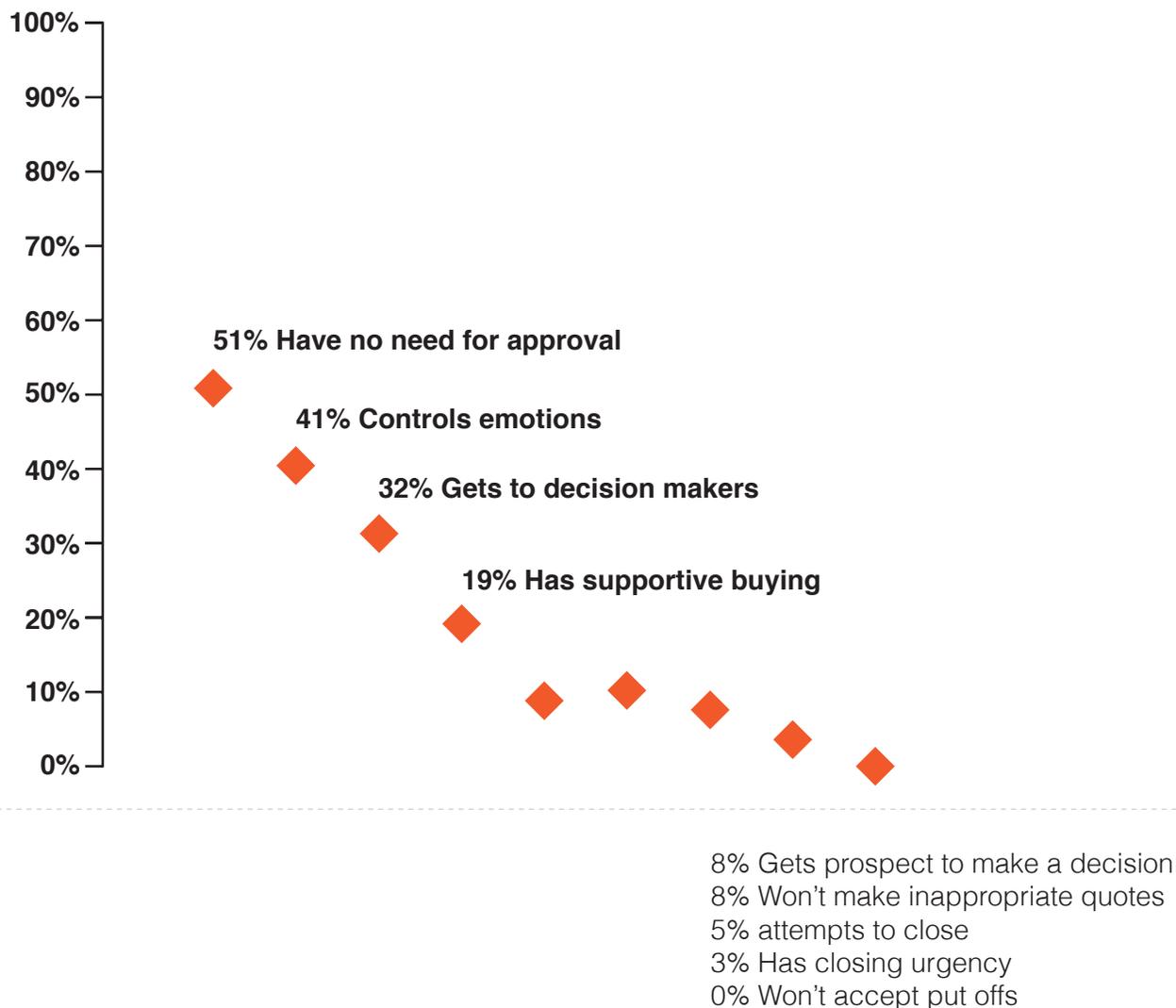
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Sample analysis from the Resultrek Assessment Overview: Plot of % Sales People practicing each closer skill

The actual overview report provides the detailed data of how each sales person scored on each aspect of the eight sets of sales skills. This chart illustrates a summary of how the sales force as a whole scored on the nine components of the closer skill set.

Observe that the low level of closing urgency in this data set is the mirror image of the sales management finding that they do not hold their sales people accountable.

The developmental way of looking at this pair of findings is that the sales team has a dual opportunity—the sales people can develop closing urgency and the sales management can hold them accountable for doing it.



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Sample Summary of training needs

The Resultrek sales assessment overview presents a training curriculum for your sales force based on the issues we identified about how they need to develop in order to execute your stated strategies. Here is a sample analysis:

Training Area	Core Competency	Training module	% Group needing this training
Mastery of a more powerful selling system	Discovering why prospects buy	Selling process	100%
Getting prospects to agree to make a decision	Gets commitments and decisions	Selling process	100%
Improve selling skills	Discovering why prospects buy	Selling process	100%
Improve productivity	Consistent effective prospecting	Prospecting	98%
Better closing skills and execution	Gets commitments and decisions	Closing the deal	92%
Fewer inappropriate time wasting decisions	Effective listening and questioning	Hot buttons	92%
Getting stronger appointments	Reaches decision maker	Hot buttons	92%
Eliminate put-offs	Doesn't need approval	Objections	85%
■ ■ ■	■ ■ ■	■ ■ ■	■ ■ ■

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Resultrek Sales Force Assessments also evaluate Sales management improvements that will yield significant performance enhancements.

CBIM research shows that best practice is for sales management to spend 75% of its time on three performance enhancing activities:

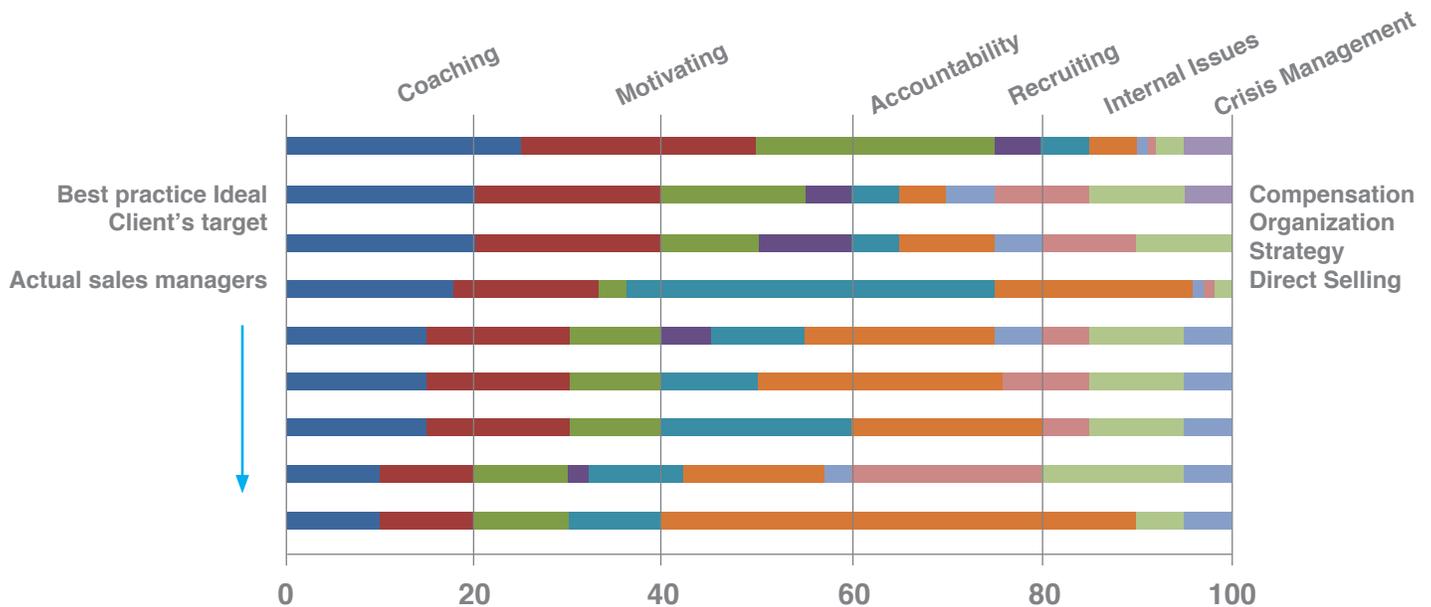
- Coaching 25%
- Motivating 25%
- Holding their people accountable 25%

Sales management can almost always spend more time coaching, motivating, and holding accountable

The top bar chart below shows the best practice sales force's distribution of how sales management allocates time to six best practice sales management functions.

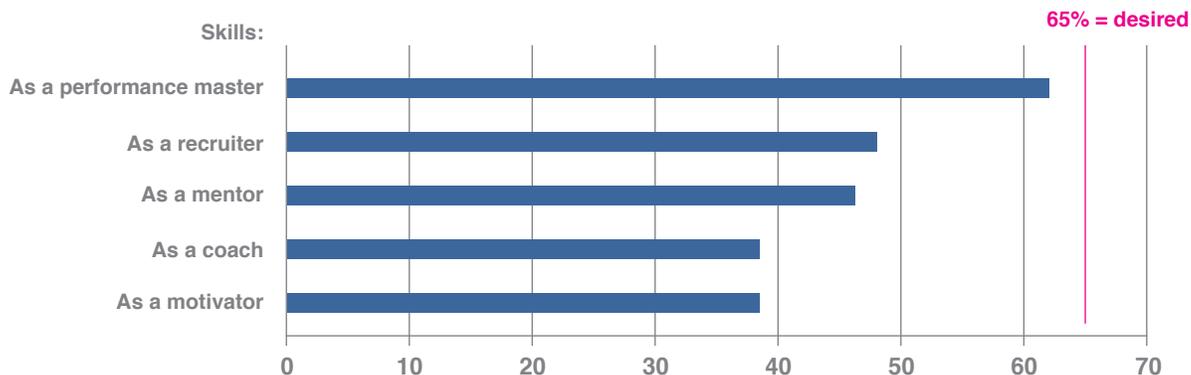
The second bar chart shows how a particular client's management team chose to set targets for their sales managers to allocate time. Note that they added four more sales functions beyond the six best practice activities.

And the other bar charts show the actual allocation of time by the six sales managers in this organization



sales management capabilities.

In addition to measuring the amount of time sales managers devote to each best practice activity, our assessments determine how well each manager is performing five best practice activities. This chart summarizes the performance of the sales management group as a whole. The actual overview breaks this down by manager.



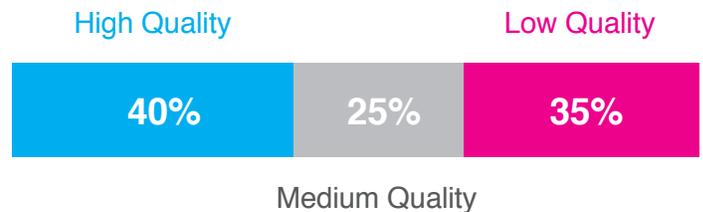
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Pipeline analysis

Discussing which prospects to spend time on is one of the most important topics for sales managers to work with their sales people on through the coaching and mentoring processes. The Resultrek assessments facilitate this critical aspect of developmental coaching by asking sales people to evaluate a sample of their prospects on 19 specific dimensions.

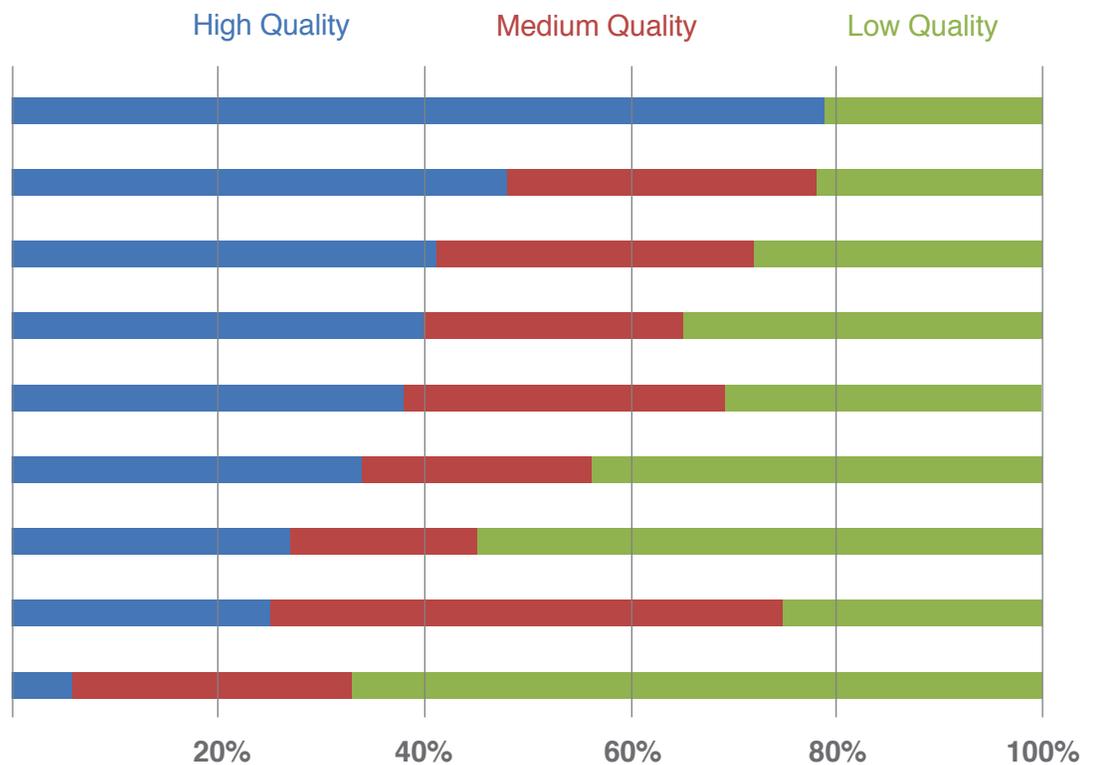
The pipeline evaluation that results helps the sales manager be specific in guiding and supporting their sales people's work.

In this sample overview pipeline analysis over a third of the sales force's pipeline is of low quality. This reflects the very common, human tendency to prospect where it's easiest, rather than where there is the greatest return if key barriers are overcome.



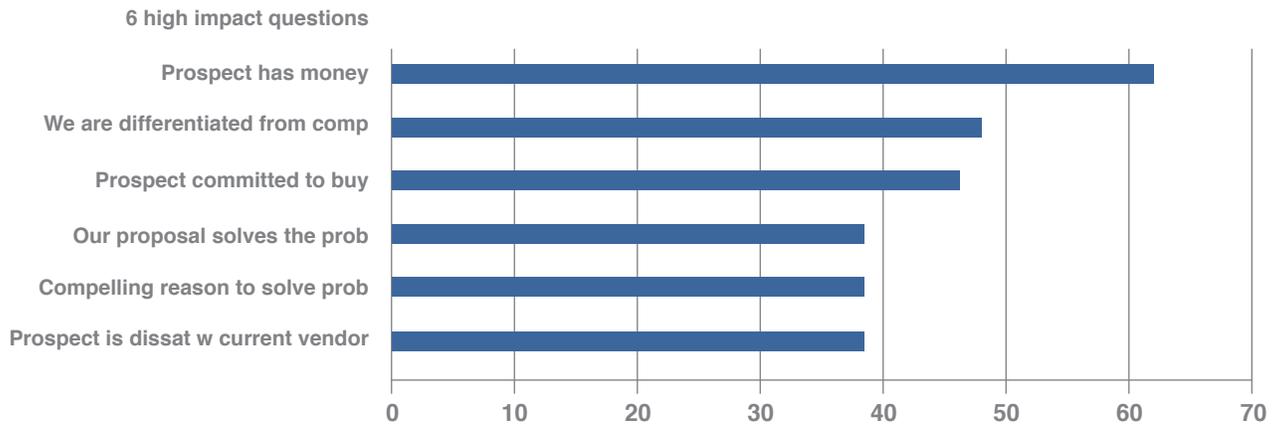
The client's pipeline quality varies across regions

The chart below breaks the overall pipeline down by sales region. Note that even the best region can benefit from improved prospecting.



Sales Management: Assessments (continued)

Of the 19 questions about pipeline quality, six have the highest impact for this particular client



The complete list of 19 questions about pipeline quality;

- Quoting decision maker
- Decision upon quoting
- Compelling reason to solve their problem Will be profitable
- Prospect is credit worthy
- Developed strong relationship
- Existing clients not impacted Differentiated our selves from the competition
- Compelling reason to buy from us Commitment to buy
- Funding exists
- Client knows price range
- Competitive issues handled
- Indicated preference toward us Dissatisfied with incumbent vendor Decision within 30 days
- Delivery timeframe is appropriate
- No need for competitive quotes
- We have a solution

Sales Management: Assessments (continued)

Economic value of addressing the developmental coaching issues

All of our assessment analyses and reports are presented in an economic context. What is the compelling reason for addressing the skills, behaviors, weaknesses, and issues uncovered by the assessment process? The reason is that addressing these factors translate into improved financial performance.

Based on the data collected from the sales people and sales managers in the assessment process, we calculate the economic impact you can achieve by addressing your key developmental coaching

opportunities, your systems and process issues, etc.. The economic value has two dimensions: Improvement in the quality of your sales pipeline, and increases in revenues from sales.

In this sample case the organization as a whole had six major issues, which, when addressed would improve the pipeline by \$9 million and increase sales by \$19 million.

Improvement in the quality of your sales pipeline, and increases in revenues from sales.

Here are the six issues, and the economic value of addressing each:

Developmental coaching opportunity area	Potential increase	
	In pipeline	In revenues
Ineffective prospecting	\$ 5,200,000	
Ineffective qualifying	\$ 3,875,000	
Ineffective selling system		\$ 6,022,000
Lack of accountability		\$ 5,784,000
Discountin		\$ 4,252,000
Need for approval and buy cycle		\$ 3,000,000
Total Impact:	\$ 9,075,000	\$ 19,058,000

The following sections present a sample of the analyses that support management's addressing these performance issues.