

SALES

EFFECTIVENESS & IMPROVEMENT

ANALYSIS

ABC Company

How Does Sales Leadership Impact Our Sales Force?

Do We Coach Our Salespeople?

Do We Motivate Our Salespeople?

Do We Recruit Effectively?

Do We Hold Our Salespeople Accountable?

Do We Have the Right People in the Right Roles?

What Are Our Current Sales Capabilities?

How Motivated Are Our Salespeople and How Are They Motivated?

Why Aren't We Generating More New Business?

Are We Reaching the Actual Decision Makers?

Why Isn't Our Sales Cycle Shorter?

Are We Selling Consultatively?

Are We Selling on Price and Who Can Become a Value Seller?

Is Our Value Proposition Consistent?

Can We Close More Sales?

Do Our Systems and Processes Support a High Performance Sales Organization?

Sales Process

Are We Effectively Leveraging Sales Technology?

How Well Are Our Sales Leadership Strategies Aligned?

Do We Need to Change Our Selection Criteria?

Can We Improve Our Pipeline and Forecasting Accuracy?

Is Our Ramp-Up of New Salespeople Fast Enough?

How Much More Effective Can Our People Be?



Objective
Management
Group

HOW DOES SALES LEADERSHIP IMPACT OUR SALES FORCE?



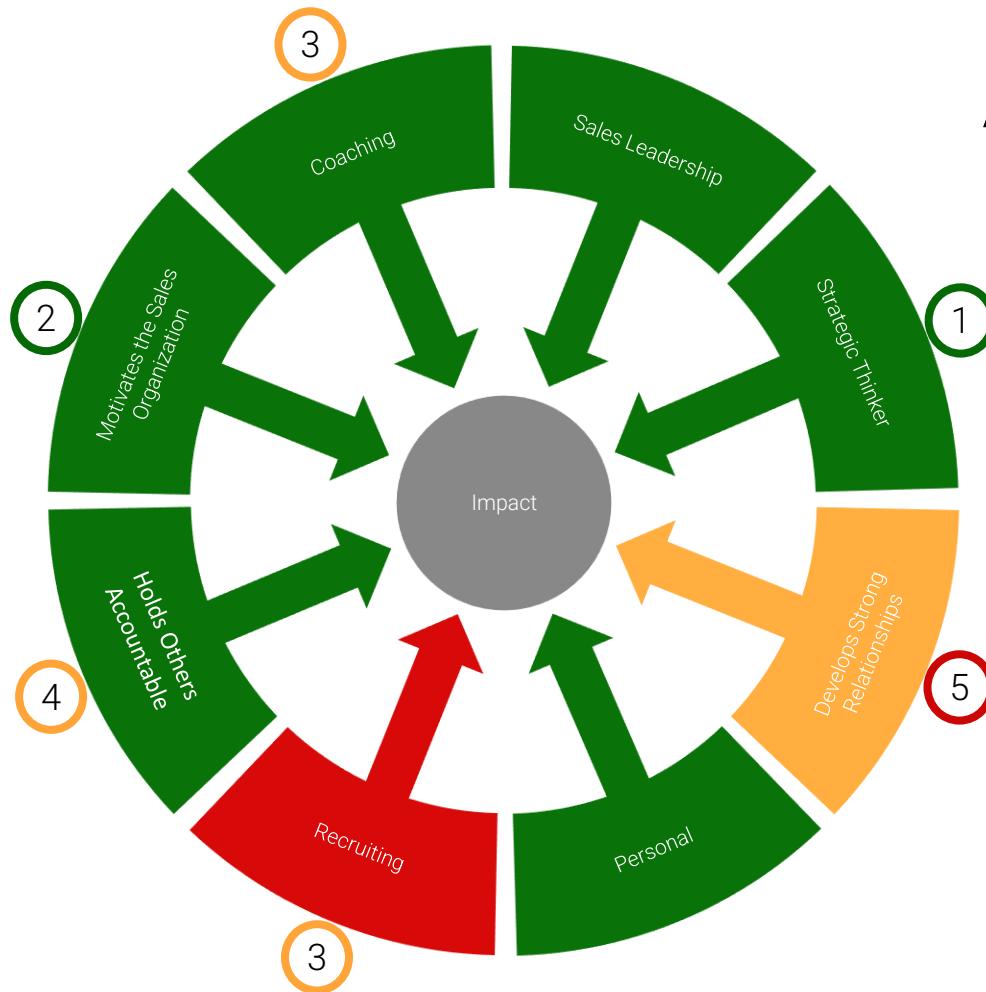
Effectiveness

Ana Garcia

This wheel shows the 8 Sales Leadership Competencies. Each competency is color coded according to whether it is a strength (green), there is room for improvement (orange), or it is a weakness (red).

The numbers inside circles indicate the leader's tendencies, with #1 representing the tendency the leader relies upon the most often when there is pressure to grow sales.

The numbers inside triangles indicate how effective this leader is at executing each competency, as evidenced by the skills and strengths of the managers and/or leaders who report to this individual.



56

Coaching

50

Motivates the
Sales Organization

100

Holds Others
Accountable

56

Recruiting

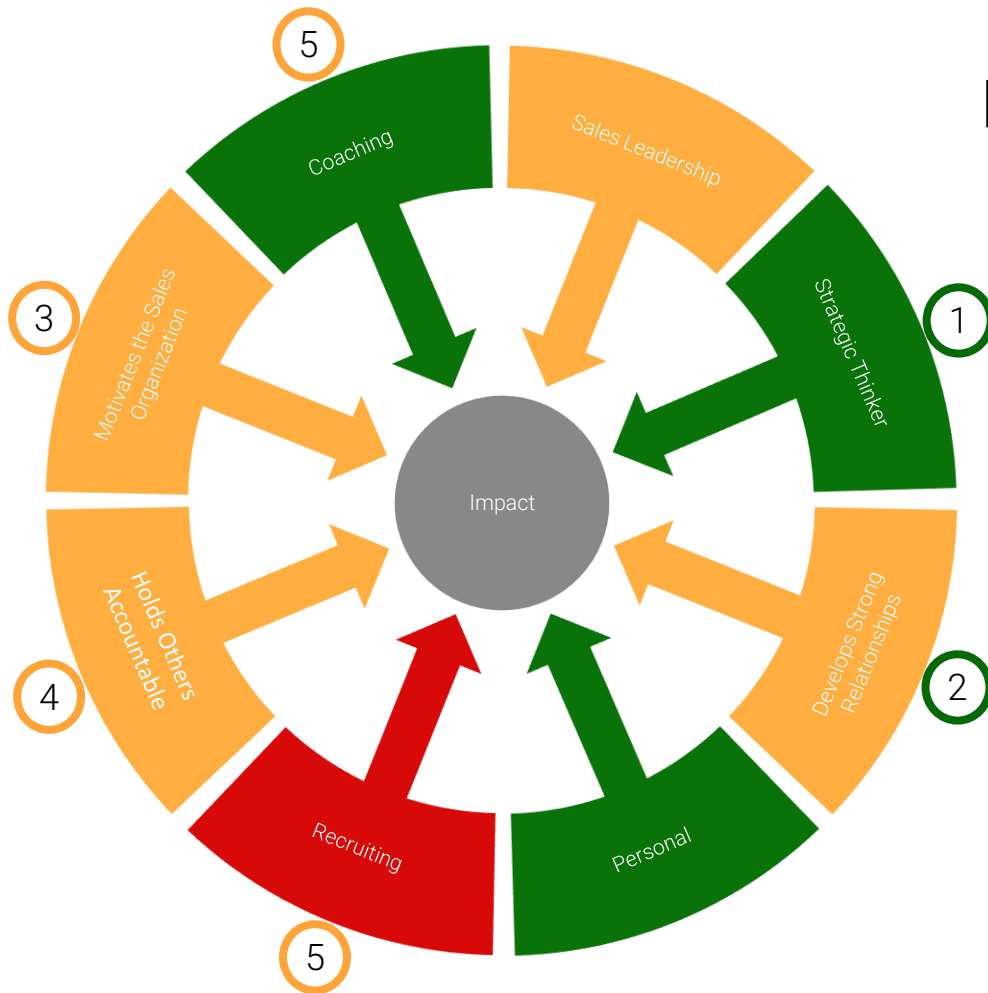
Effectiveness

Nushi Wang

This wheel shows the 8 Sales Leadership Competencies. Each competency is color coded according to whether it is a strength (green), there is room for improvement (orange), or it is a weakness (red).

The numbers inside circles indicate the leader's tendencies, with #1 representing the tendency the leader relies upon the most often when there is pressure to grow sales.

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Sales Managers

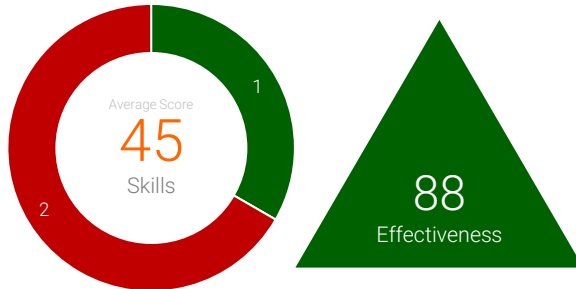
Coaching



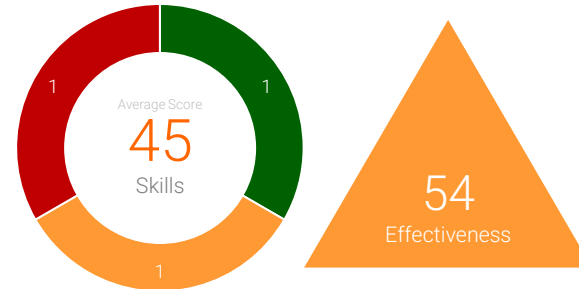
Motivating



Recruiting



Accountability





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Management
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DO WE COACH OUR SALESPEOPLE?



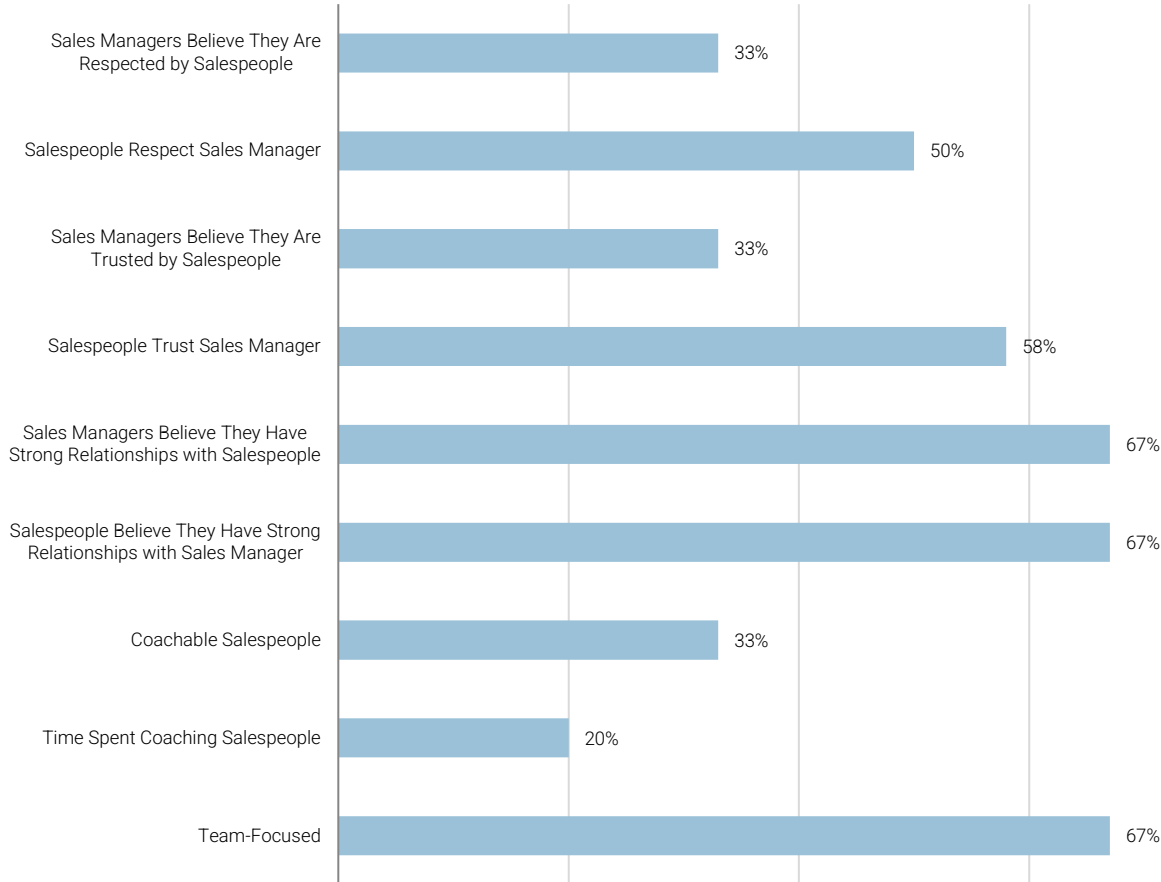
Sales Managers - Coaching

COACHING 3 SALES MANAGERS

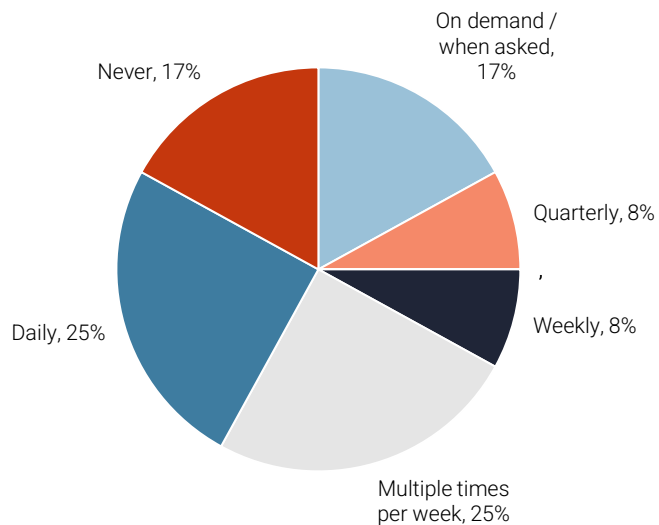
		Carmen Garcia	Tina Johnson	Kenji Sato
Consistently Coaches	67%	CG	TJ	KS
Debriefs Efficiently	100%	CG	TJ	KS
Asks Enough Questions	33%	CG	TJ	KS
No Need for Approval from Salespeople	67%	CG	TJ	KS
Able to Stay in the Moment	33%	CG	TJ	KS
Effective Sales Process	0%	CG	TJ	KS
Passion for Coaching	0%	CG	TJ	KS
Beliefs Support Coaching	33%	CG	TJ	KS
Uncovers Compelling Reasons to Buy	33%	CG	TJ	KS
Knows How People Buy	100%	CG	TJ	KS
Doesn't Rescue the Salespeople	33%	CG	TJ	KS
Effective at Getting Commitments	33%	CG	TJ	KS
Handles Joint Sales Calls Effectively	67%	CG	TJ	KS



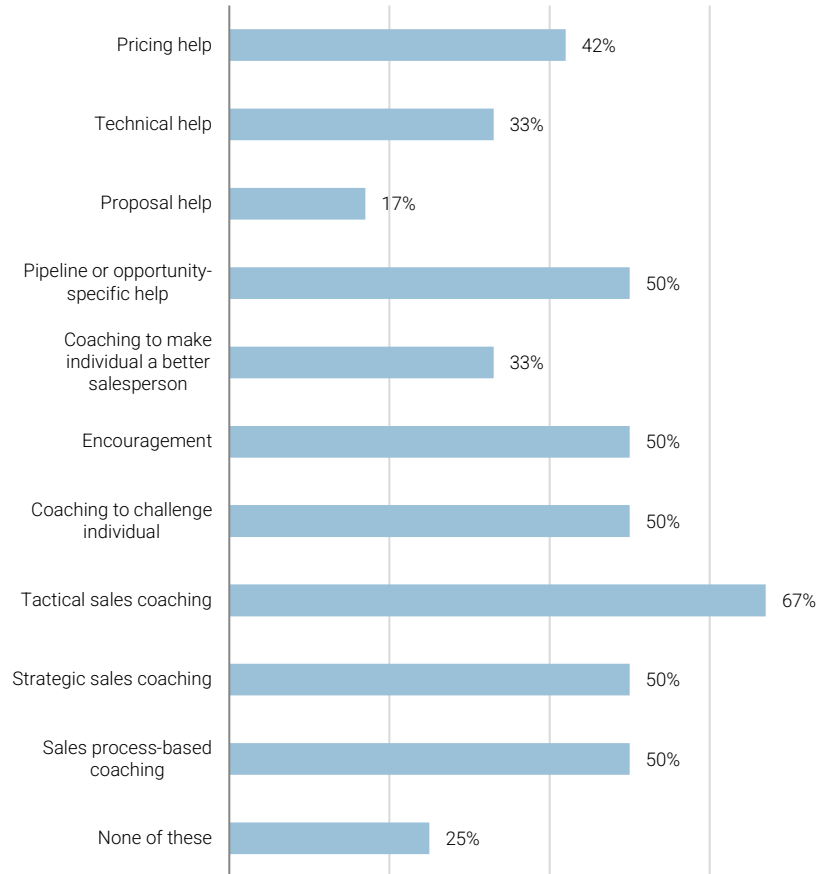
Coaching Environment



Coaching Frequency



Types of Coaching Offered





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DO WE MOTIVATE OUR SALESPEOPLE?



Sales Managers - Motivating

MOTIVATING 3 SALES MANAGERS

Carmen Garcia

Tina Johnson

Kenji Sato

Knows What Motivates Salespeople 33%

CG

TJ

KS

Gives Recognition 67%

CG

TJ

KS

Runs Effective Sales Meetings 33%

CG

TJ

KS

Beliefs Support Motivation 0%

CG

TJ

KS

Good Self-Image 67%

CG

TJ

KS

Develops Strong Relationships 33%

CG

TJ

KS

Takes Responsibility 33%

CG

TJ

KS

Doesn't Accept Mediocrity 67%

CG

TJ

KS

Has Goals and a Plan 33%

CG

TJ

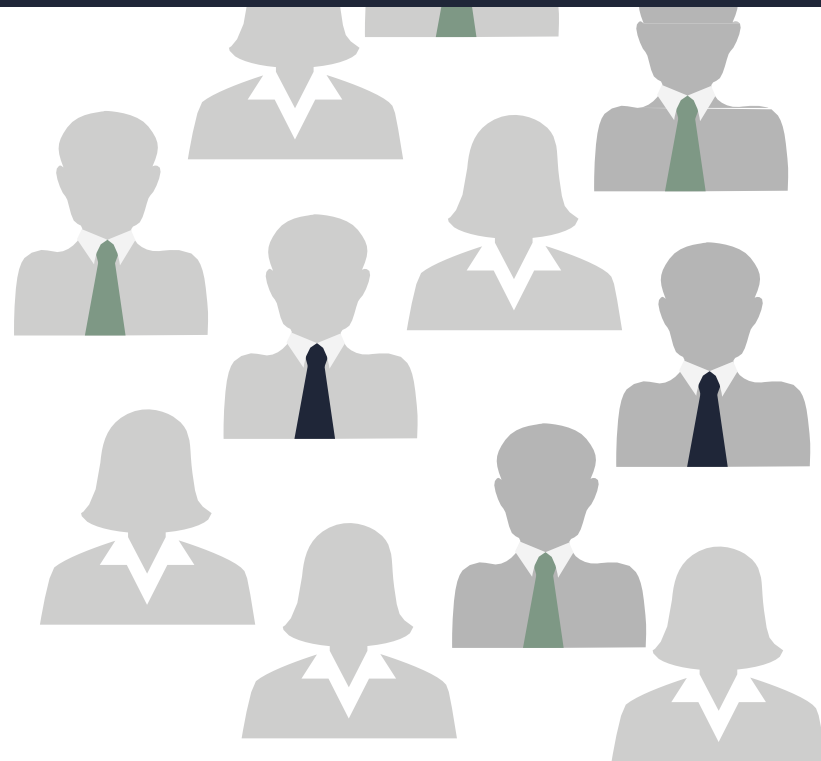
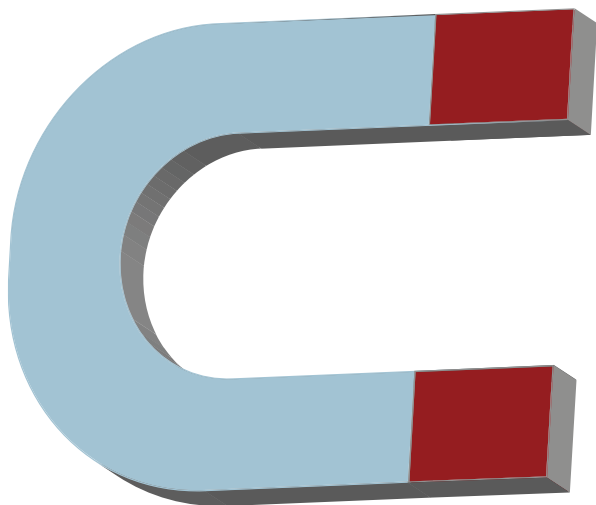
KS





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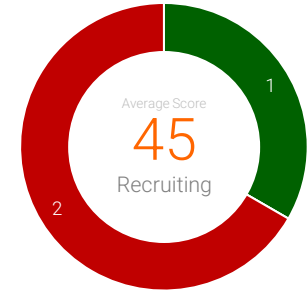
DO WE RECRUIT EFFECTIVELY?



Sales Managers - Recruiting

RECRUITING 3 SALES MANAGERS

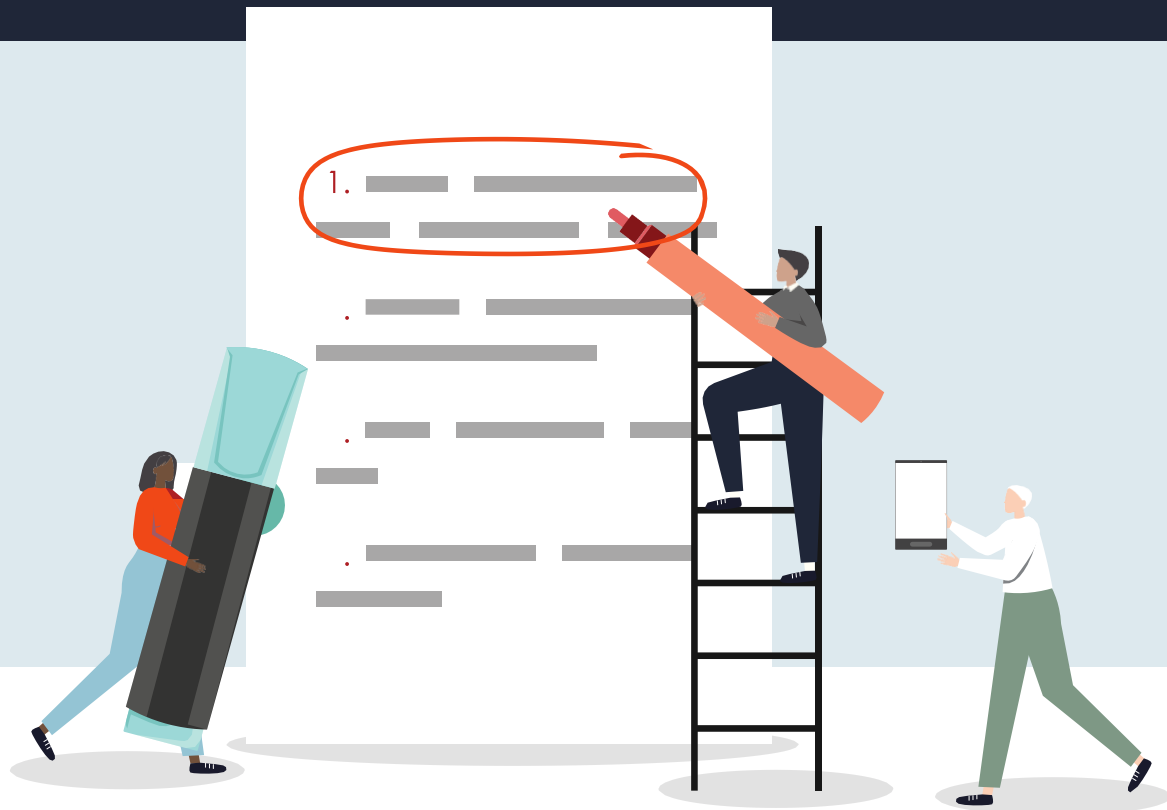
		Carmen Garcia	Tina Johnson	Kenji Sato
Hires the Best Person for the Position	67%	CG	TJ	KS
Great Interviewing Skills	33%	CG	TJ	KS
Uses Correct Hiring Criteria	67%	CG	TJ	KS
Upgrades the Sales Force	0%	CG	TJ	KS
No Need for Approval from Salespeople	67%	CG	TJ	KS
Recruits Consistently	67%	CG	TJ	KS
Good Decision Maker	33%	CG	TJ	KS
Beliefs Support Recruiting	33%	CG	TJ	KS
Develops Strong Relationships	33%	CG	TJ	KS





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DO WE HOLD OUR SALESPEOPLE ACCOUNTABLE?



Sales Managers - Accountability

ACCOUNTABILITY 3 SALES MANAGERS

		Carmen Garcia	Tina Johnson	Kenji Sato
Manages Behavior	0%	CG	TJ	KS
Doesn't Accept Mediocrity	67%	CG	TJ	KS
Takes Responsibility	33%	CG	TJ	KS
No Need for Approval from Salespeople	67%	CG	TJ	KS
Beliefs Support Accountability	67%	CG	TJ	KS
Asks Enough Questions	33%	CG	TJ	KS
Manages Pipeline	67%	CG	TJ	KS



PIPELINE MANAGEMENT
3 SALES MANAGERS

Carmen Garcia

Tina Johnson

Kenji Sato

Focused on Keeping Pipeline Full

33%

CG

TJ

KS

Properly Utilizing Pipeline Metrics

67%

CG

TJ

KS

Focused on Best Pipeline Metrics

67%

CG

TJ

KS

Focuses on New or Stalled Business

67%

CG

TJ

KS

Regularly Reviews Pipeline

67%

CG

TJ

KS

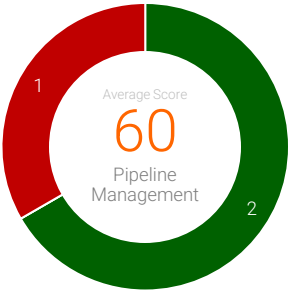
Spends Proper Time on Pipeline Reviews

67%

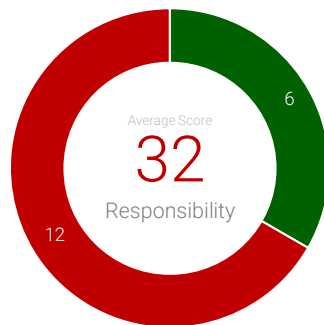
CG

TJ

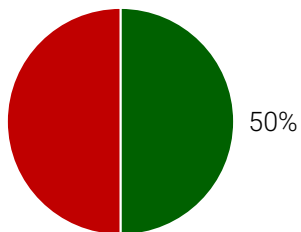
KS



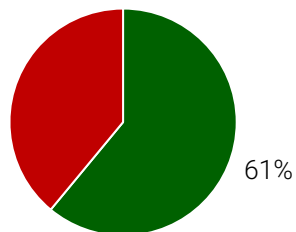
Salespeople - Takes Responsibility



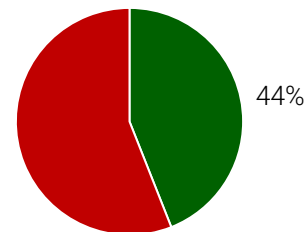
Economy



Your Firm



Competition





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DO WE HAVE THE RIGHT PEOPLE IN THE RIGHT ROLES?



ROLE ANALYSIS
18 SALESPEOPLE

PERCENTAGE OF SALESPEOPLE
CURRENTLY IN THE BEST ROLE

Channel Sales 28%



Enterprise Sales 0%



SMB 17%



CHANNEL SALES
18 SALESPEOPLE

Compatibility

FA	AA	AN	CS	SS	WZ	WM	GR	DW	SS	MP	SM	GW	Md	TD	MI	MM	EJ
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Competition resistant

FA	AA	Md	TD	MI	SM	WM	AN	MP	CS	SS	SS	DW	GW	WZ	EJ	MM	GR
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

High ticket seller

FA	AA	Md	TD	EJ	AN	MP	GR	CS	SS	SS	GW	WZ	MI	MM	SM	WM	DW
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Value seller

FA	AA	TD	MI	SM	WM	AN	MP	CS	SS	SS	DW	GW	WZ	Md	EJ	MM	GR
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Able to sell to top executives

FA	MI	GR	CS	GW	WZ	AA	Md	TD	EJ	MM	SM	WM	AN	MP	SS	SS	DW
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

ENTERPRISE SALES
18 SALESPEOPLE

Compatibility

FA	CS	DW	SS	SS	AA	WM	GR	WZ	MI	AN	GW	MP	TD	SM	Md	EJ	MM
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Competition resistant

FA	AA	Md	TD	MI	SM	WM	AN	MP	CS	SS	SS	DW	GW	WZ	EJ	MM	GR
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

High ticket seller

FA	AA	Md	TD	EJ	AN	MP	GR	CS	SS	SS	GW	WZ	MI	MM	SM	WM	DW
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Resistance proof seller

AA	CS	SS	FA	Md	TD	MI	EJ	MM	SM	WM	AN	MP	GR	SS	DW	GW	WZ
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Work independently in remote location

FA	AA	TD	MI	MM	SS	WZ	Md	EJ	SM	WM	AN	MP	GR	CS	SS	DW	GW
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

SMB 18 SALESPEOPLE

Compatibility

FA	DW	WZ	CS	AA	SS	WM	AN	MP	GR	MI	SS	GW	SM	MM	EJ	Md	TD
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Competition resistant

FA	AA	Md	TD	MI	SM	WM	AN	MP	CS	SS	SS	DW	GW	WZ	EJ	MM	GR
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Value seller

FA	AA	TD	MI	SM	WM	AN	MP	CS	SS	SS	DW	GW	WZ	Md	EJ	MM	GR
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Able to sell to top executives

FA	MI	GR	CS	GW	WZ	AA	Md	TD	EJ	MM	SM	WM	AN	MP	SS	SS	DW
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Compatible with a one call close

FA	WZ	AA	Md	TD	MI	EJ	MM	SM	WM	AN	MP	GR	CS	SS	SS	DW	GW
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Work independently in remote location

FA	AA	TD	MI	MM	SS	WZ	Md	EJ	SM	WM	AN	MP	GR	CS	SS	DW	GW
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Will hunt for new business

FA	AA	MI	MM	SM	WM	AN	MP	GR	CS	SS	DW	GW	WZ	Md	TD	EJ	SS
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

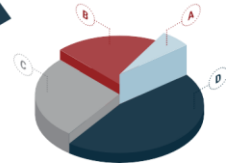
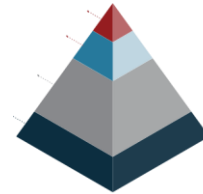
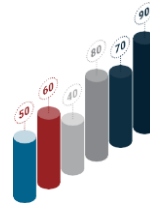
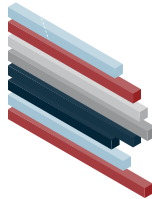
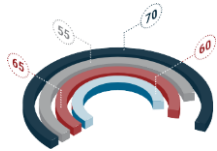
Entrepreneurial seller

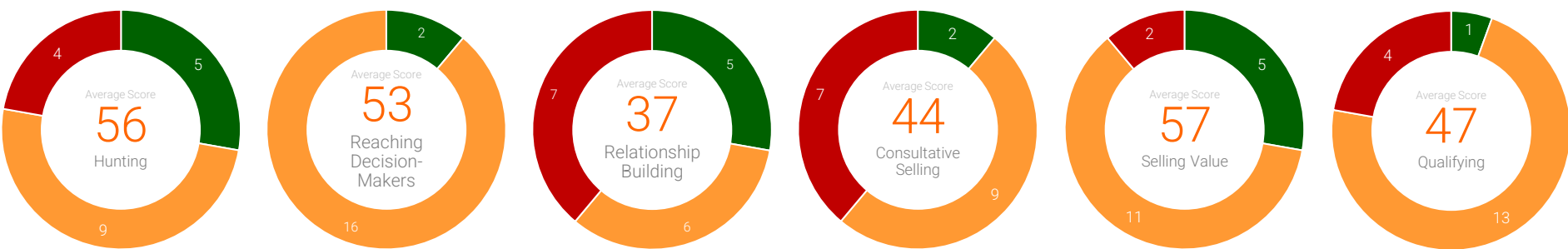
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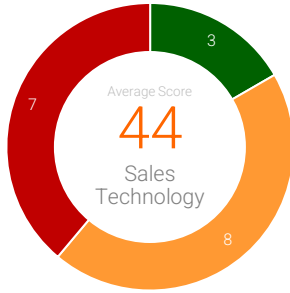
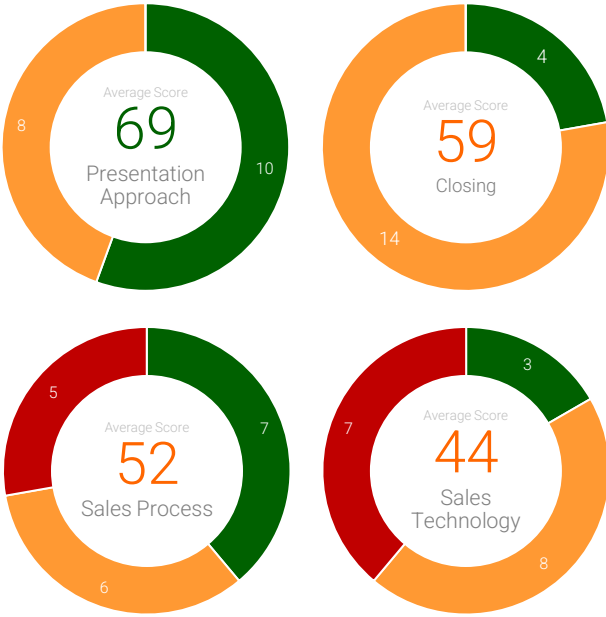
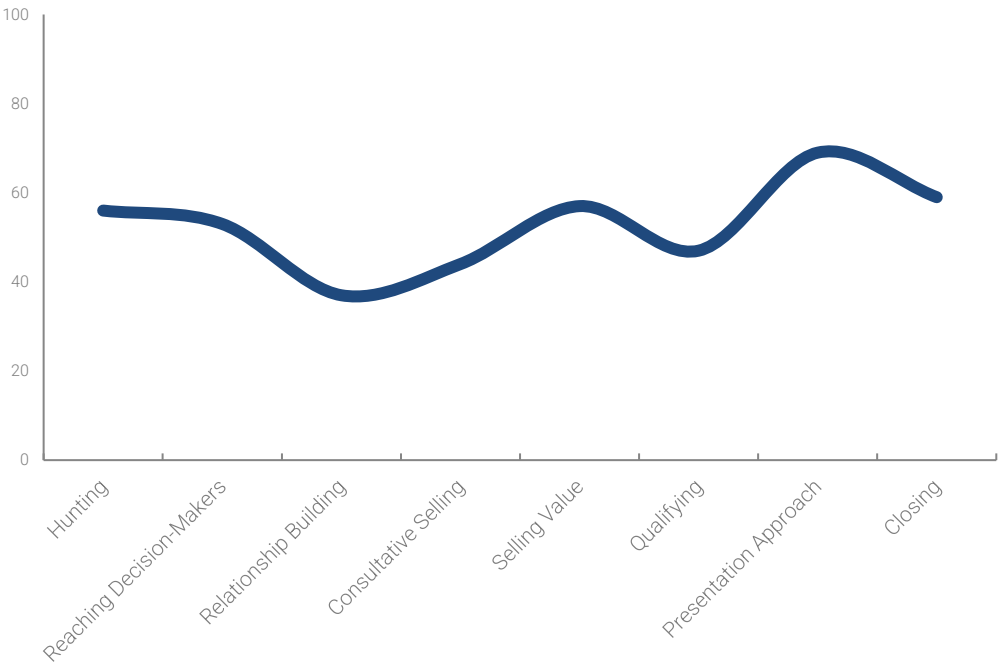
Objective
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WHAT ARE OUR CURRENT SALES CAPABILITIES?

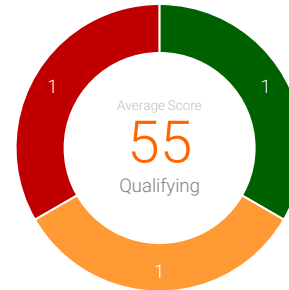
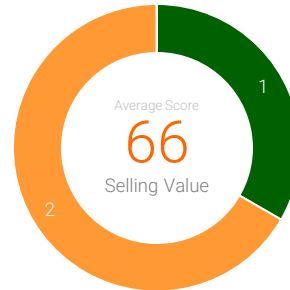
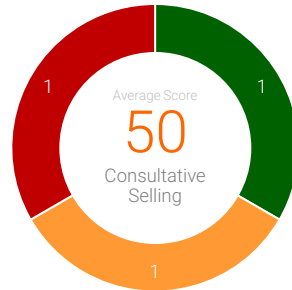
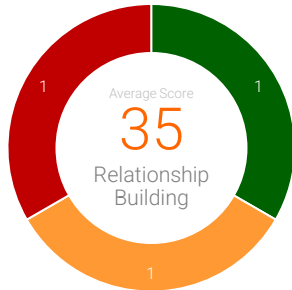
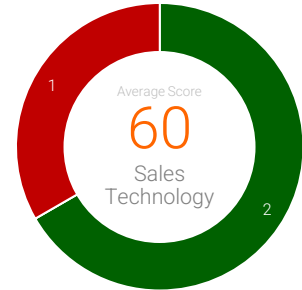
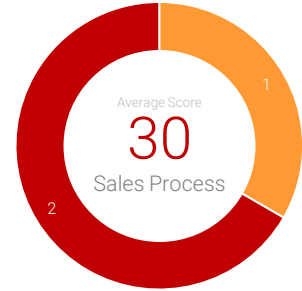
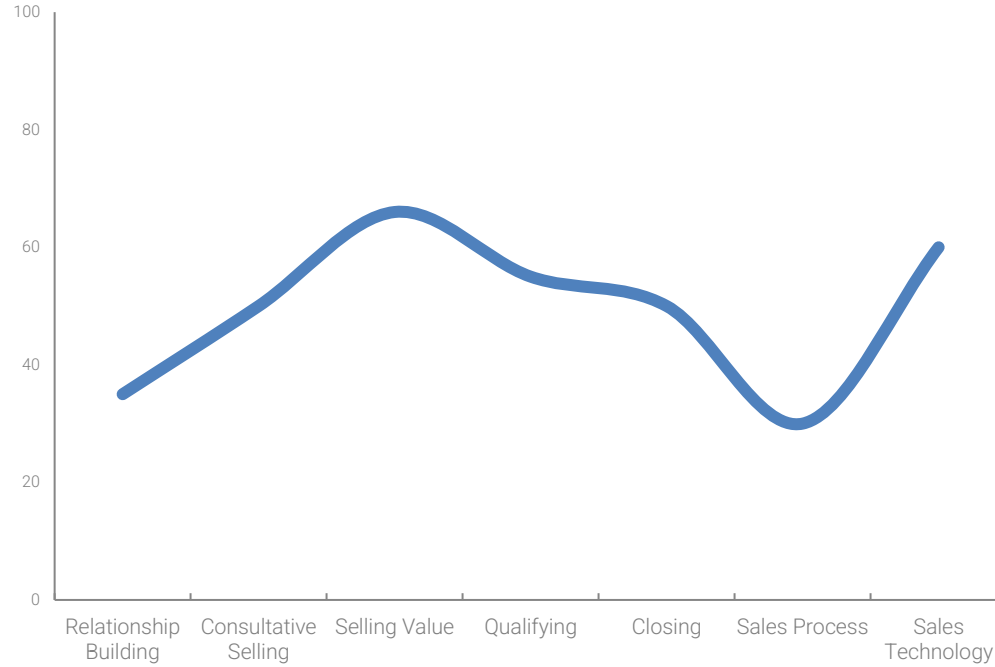




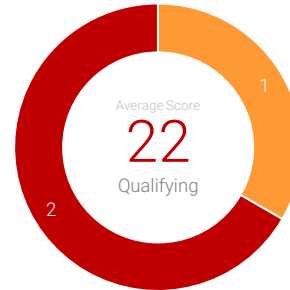
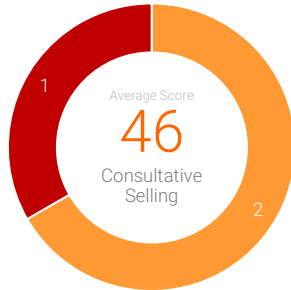
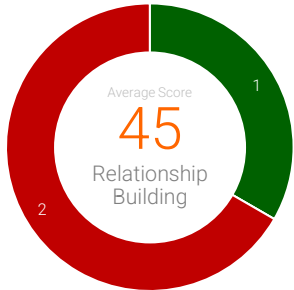
18 Salespeople

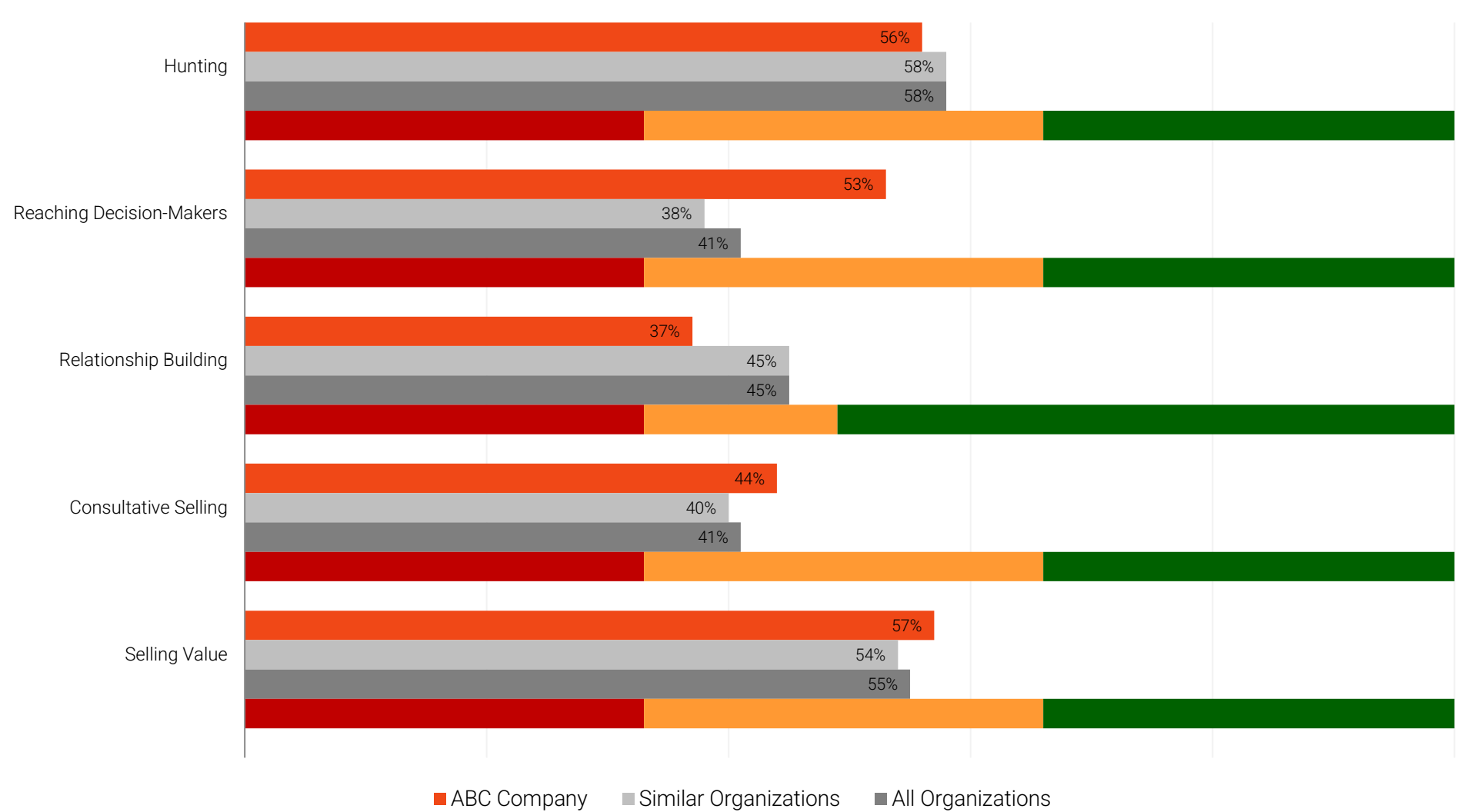


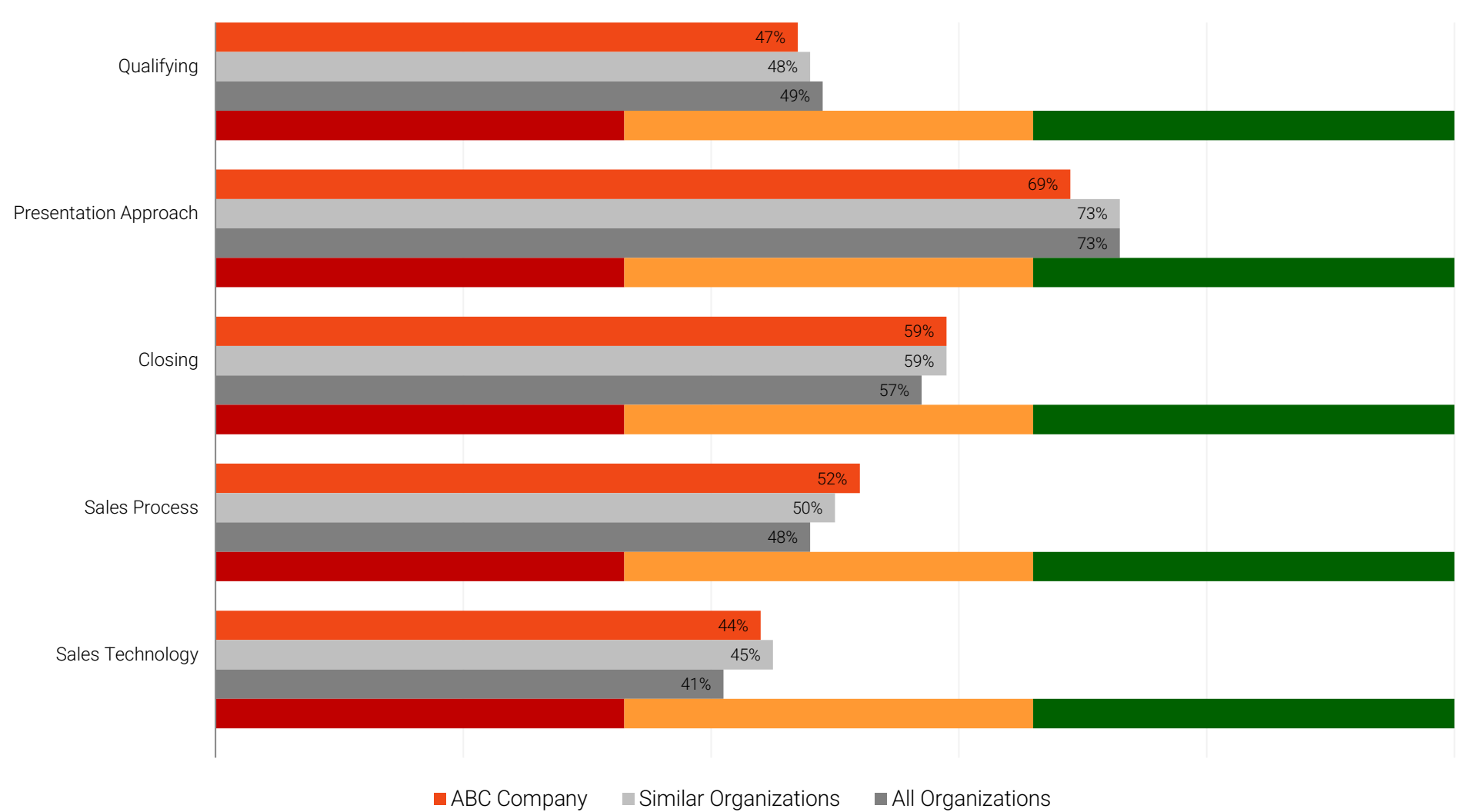
3 Sales Managers



3 Non-Selling Professionals

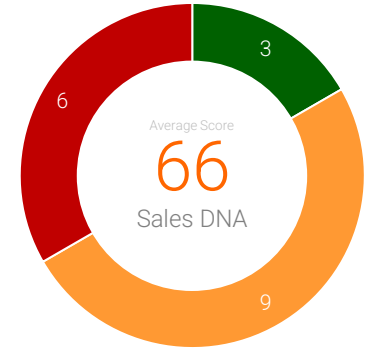
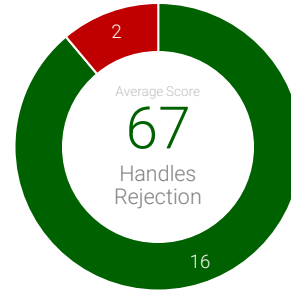
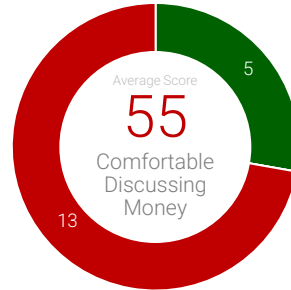
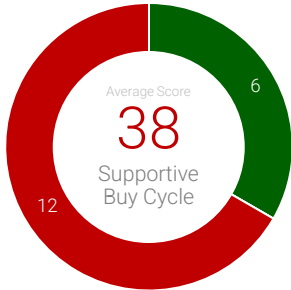
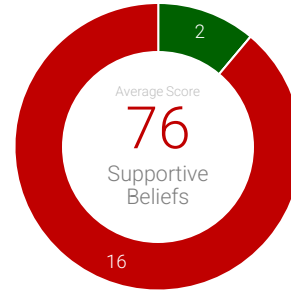
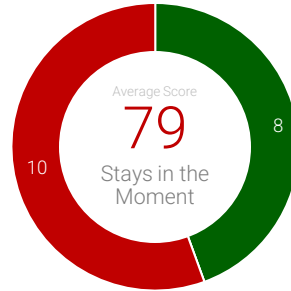
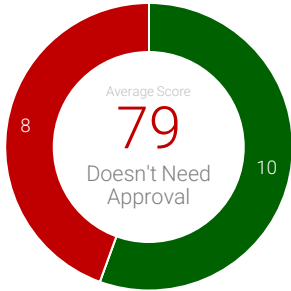






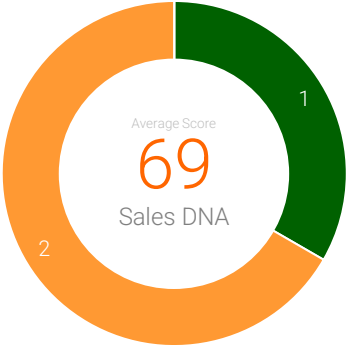
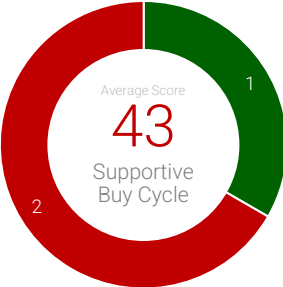
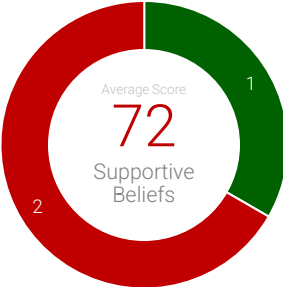
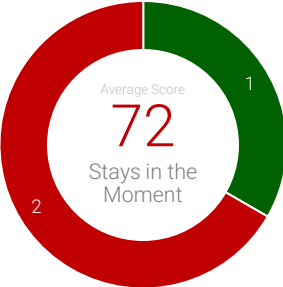
Sales DNA

18 Salespeople



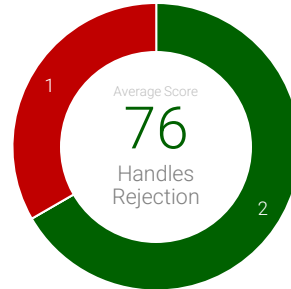
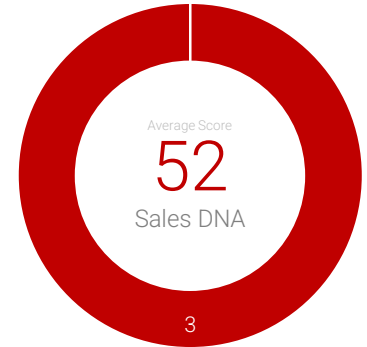
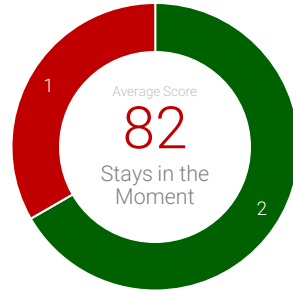
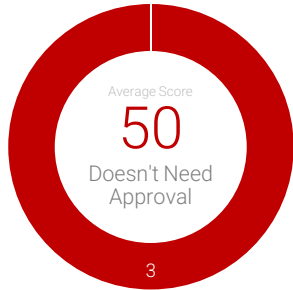
Sales DNA

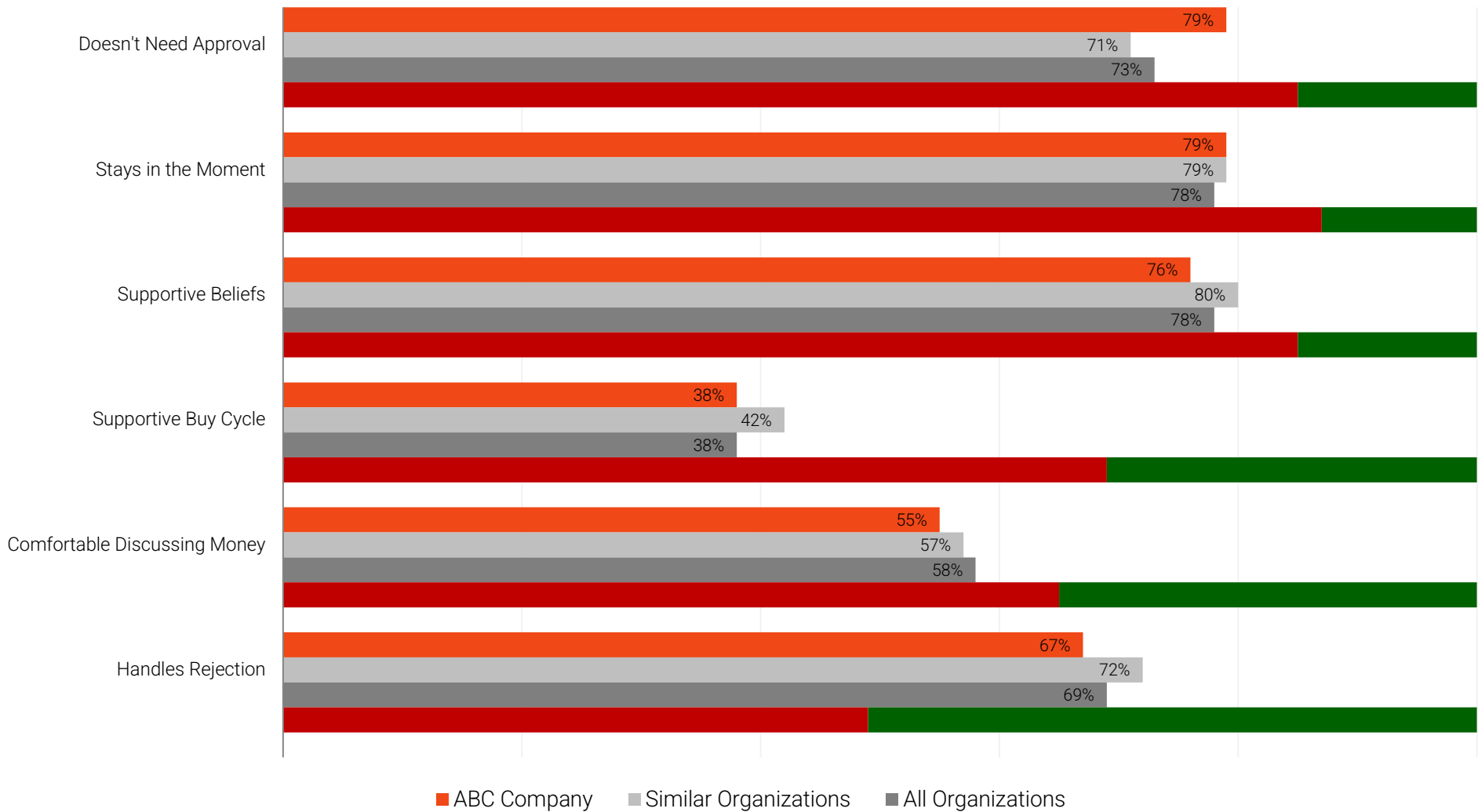
3 Sales Manager



Sales DNA

3 Non-Selling Professionals



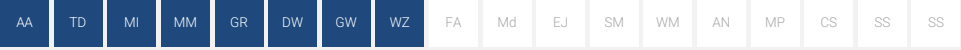


SALES DNA COMPETENCIES
18 SALESPEOPLE

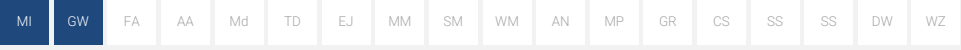
Doesn't Need Approval 56%



Stays in the Moment 44%



Supportive Beliefs 11%



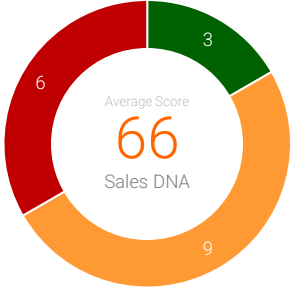
Supportive Buy Cycle 33%



Comfortable Discussing Money 28%



Handles Rejection 89%



SALES DNA COMPETENCIES
3 SALES MANAGERS

Carmen Garcia

Tina Johnson

Kenji Sato

Doesn't Need Approval 33%

CG

TJ

KS

Stays in the Moment 33%

CG

TJ

KS

Supportive Beliefs 33%

CG

TJ

KS

Supportive Buy Cycle 33%

CG

TJ

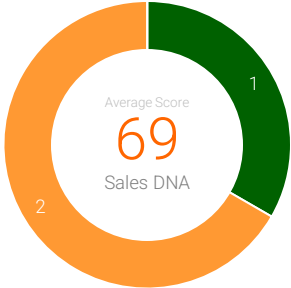
KS

Comfortable Discussing Money 100%

CG

TJ

KS



SALES DNA COMPETENCIES
3 NON-SELLING PROFESSIONALS

David Cohen

Ram Devi

Angel Lopez

Doesn't Need Approval 0%

DC

RD

AL

Stays in the Moment 67%

DC

RD

AL

Supportive Beliefs 0%

DC

RD

AL

Supportive Buy Cycle 0%

DC

RD

AL

Comfortable Discussing Money 0%

DC

RD

AL

Handles Rejection 67%

DC

RD

AL



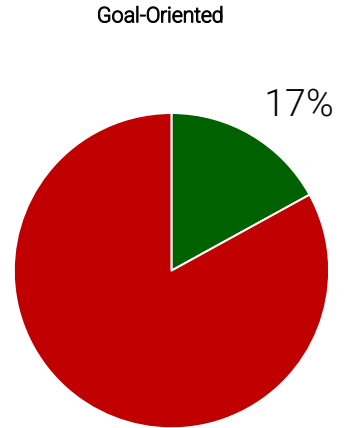
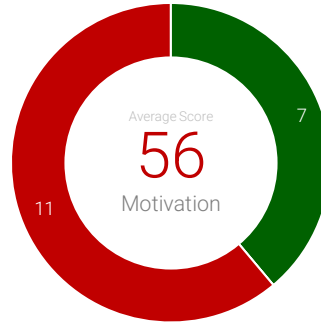
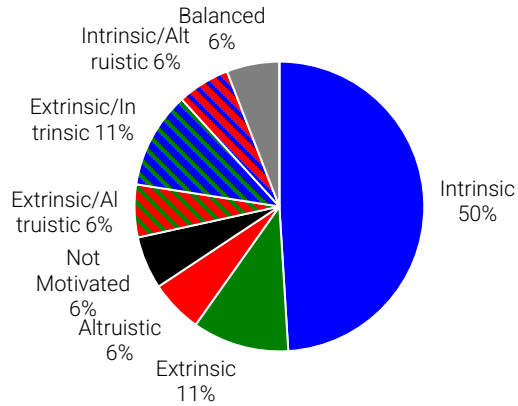


Objective
Management
Group

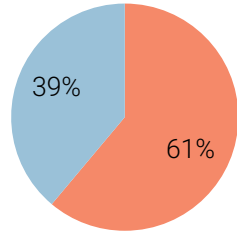
HOW MOTIVATED ARE OUR SALESPEOPLE AND HOW ARE THEY MOTIVATED?



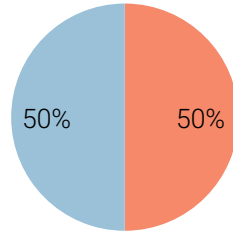
Salespeople - Motivation



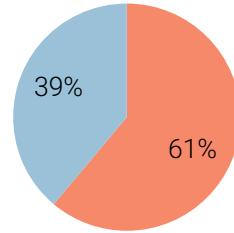
Salespeople – Motivational Tendencies



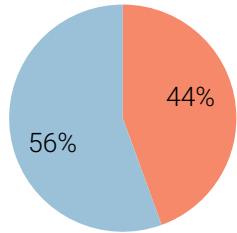
■ Loving to win ■ Hating to lose



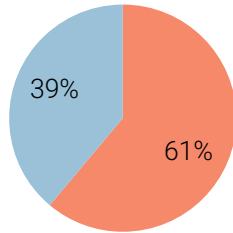
■ Spending to create pressure
■ Self-rewarding performance



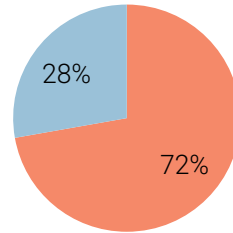
■ Being pressured ■ Self-pressure



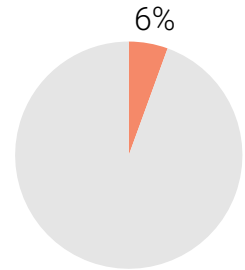
■ Being closely managed
■ Self-management



■ Competing against others
■ Self-competition



■ Recognition ■ Satisfaction



■ Has something to prove



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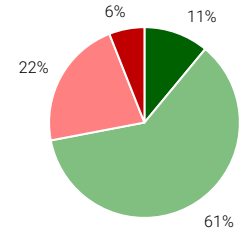
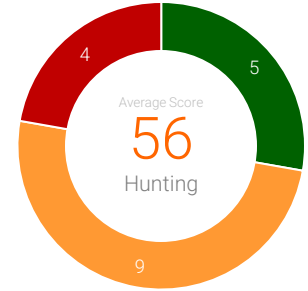
WHY AREN'T WE GENERATING MORE NEW BUSINESS?



THE HUNTING COMPETENCY

18 SALESPEOPLE

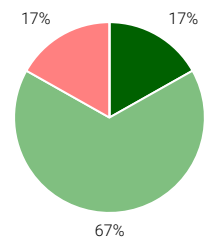
Will Prospect	78%	FA	AA	MI	MM	SM	WM	AN	MP	GR	CS	SS	DW	GW	WZ	Md	TD	EJ	SS
Prospects Consistently	17%	FA	MI	AN	AA	Md	TD	EJ	MM	SM	WM	MP	GR	CS	SS	SS	DW	GW	WZ
Prospects via Phone and / or Walk-ins	78%	FA	AA	MI	MM	SM	WM	AN	MP	GR	CS	SS	DW	GW	WZ	Md	TD	EJ	SS
Has No Need for Approval	56%	FA	AA	MI	SM	GR	CS	SS	DW	GW	WZ	Md	TD	EJ	MM	WM	AN	MP	SS
Schedules Meetings	78%	FA	AA	Md	TD	MI	MM	SM	WM	AN	MP	CS	SS	DW	WZ	EJ	GR	SS	GW
Recovers from Rejection	89%	FA	AA	Md	TD	MI	EJ	MM	SM	WM	MP	GR	CS	SS	SS	DW	GW	AN	WZ
Maintains Full Pipeline	33%	FA	Md	CS	DW	GW	WZ	AA	TD	MI	EJ	MM	SM	WM	AN	MP	GR	SS	SS
Not a Perfectionist or it Does Not Prevent Prospecting	72%	FA	TD	EJ	MM	SM	WM	AN	MP	GR	CS	SS	DW	GW	AA	Md	MI	SS	WZ
Believes They Are Quickly Liked by Customers	33%	Md	TD	MP	GR	CS	GW	FA	AA	MI	EJ	MM	SM	WM	AN	SS	SS	DW	WZ
Reaches Target Prospect	94%	FA	AA	TD	MI	EJ	MM	SM	WM	AN	MP	GR	CS	SS	SS	DW	GW	WZ	Md
Gets Referrals from Customers / Network	6%	CS	FA	AA	Md	TD	MI	EJ	MM	SM	WM	AN	MP	GR	SS	SS	DW	GW	WZ
Uses Social Selling Tools	17%	Md	MM	GR	FA	AA	TD	MI	EJ	SM	WM	AN	MP	CS	SS	SS	DW	GW	WZ
Attends Networking Events	44%	TD	MI	WM	GR	CS	SS	GW	WZ	FA	AA	Md	EJ	MM	SM	AN	MP	SS	DW



- Hunters
- Potential Hunters
- Fishermen
- Observers

THE HUNTING COMPETENCY
HUNTING EXPECTATION: HUNTING REQUIRED
6 SALESPeOPLE

Will Prospect	83%	FA	AA	MM	SM	DW	SS
Prospects Consistently	17%	FA	AA	MM	SM	SS	DW
Prospects via Phone and / or Walk-ins	83%	FA	AA	MM	SM	DW	SS
Has No Need for Approval	83%	FA	AA	SM	SS	DW	MM
Schedules Meetings	83%	FA	AA	MM	SM	DW	SS
Recovers from Rejection	100%	FA	AA	MM	SM	SS	DW
Maintains Full Pipeline	33%	FA	DW	AA	MM	SM	SS
Not a Perfectionist or it Does Not Prevent Prospecting	67%	FA	MM	SM	DW	AA	SS
Believes They Are Quickly Liked by Customers	0%	FA	AA	MM	SM	SS	DW
Reaches Target Prospect	100%	FA	AA	MM	SM	SS	DW
Gets Referrals from Customers / Network	0%	FA	AA	MM	SM	SS	DW
Uses Social Selling Tools	17%	MM	FA	AA	SM	SS	DW
Attends Networking Events	0%	FA	AA	MM	SM	SS	DW



- Hunters
- Potential Hunters
- Fishermen
- Observers



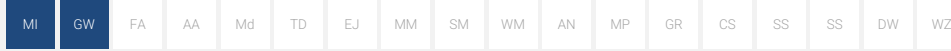
Objective
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ARE WE REACHING THE ACTUAL DECISION MAKERS?



REACHING DECISION-MAKERS 18 SALESPEOPLE

Calling on Actual Decision Maker 11%



Calling on Actual Decision Maker (from Pipeline Analysis) 88%



Believes Speaking with Decision Makers Is Required 100%



Reaching Decision Maker Is Milestone in Sales Process 100%



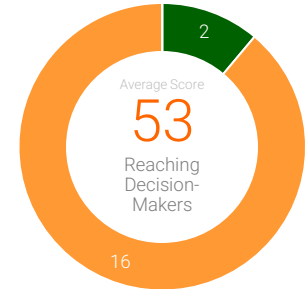
Does Not Need to be Liked 56%



Doesn't Begin Sales Process with Procurement 50%



Uses Selling Skills to Reach Decision Maker 100%

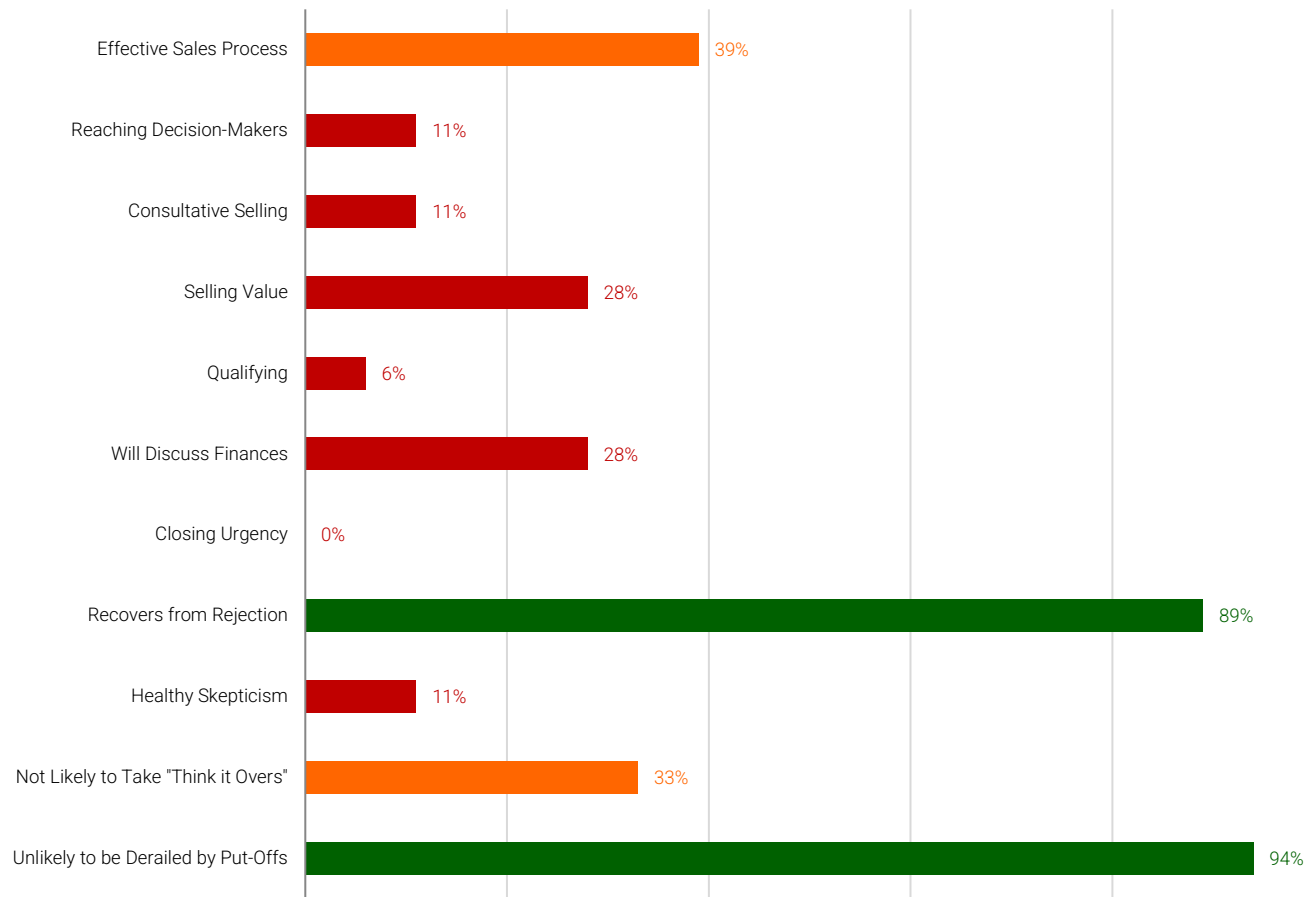




Objective
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WHY ISN'T OUR SALES CYCLE SHORTER?





4

Average Number of
Factors



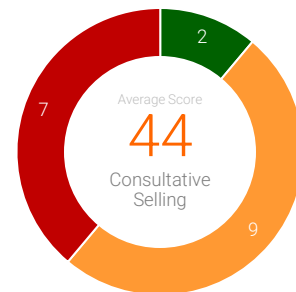
Objective
Management
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ARE WE SELLING CONSULTATIVELY?



CONSULTATIVE SELLING 18 SALESPEOPLE

Able to Stay in the Moment	44%	AA	TD	MI	MM	GR	DW	GW	WZ	FA	Md	EJ	SM	WM	AN	MP	CS	SS	SS
Uncovers Reasons to Buy	78%	FA	AA	Md	TD	MI	MM	SM	WM	GR	CS	SS	DW	GW	WZ	EJ	AN	MP	SS
Uncovers Reasons to Buy (from Pipeline Analysis)	88%	FA	AA	TD	MI	WM	AN	MP	GR	CS	SS	SS	DW	GW	WZ	Md	SM		
Reasons to Buy Are Compelling	33%	TD	SM	WM	DW	GW	WZ	FA	AA	Md	MI	EJ	MM	AN	MP	GR	CS	SS	SS
Able to Listen/Ask with Ease	28%	Md	MI	CS	SS	GW	FA	AA	TD	EJ	MM	SM	WM	AN	MP	GR	SS	DW	WZ
Asks Enough Questions	44%	AA	Md	MI	WM	CS	SS	GW	WZ	FA	TD	EJ	MM	SM	AN	MP	GR	SS	DW
Asks Great Questions	56%	AA	Md	TD	MI	GR	CS	SS	DW	GW	WZ	FA	EJ	MM	SM	WM	AN	MP	SS
Gets Prospects Past "Nice to Have"	11%	MP	CS	FA	AA	Md	TD	MI	EJ	MM	SM	WM	AN	GR	SS	SS	DW	GW	WZ
Will Build Trust	11%	EJ	WM	FA	AA	Md	TD	MI	MM	SM	AN	MP	GR	CS	SS	SS	DW	GW	WZ
Able to Ask Tough Questions	56%	FA	AA	MI	SM	GR	CS	SS	DW	GW	WZ	Md	TD	EJ	MM	WM	AN	MP	SS
Takes Nothing for Granted	72%	FA	AA	Md	TD	MI	SM	WM	GR	CS	SS	DW	GW	WZ	EJ	MM	AN	MP	SS
Takes Nothing for Granted (from Pipeline Analysis)	75%	FA	AA	MI	WM	AN	MP	GR	CS	SS	SS	DW	WZ	Md	TD	SM	GW		
Manages Appropriate Amount of Patience	33%	AA	Md	TD	EJ	GR	DW	FA	MI	MM	SM	WM	AN	MP	CS	SS	SS	GW	WZ
Understands How Prospects Will Buy	83%	FA	AA	Md	TD	MI	SM	WM	AN	GR	CS	SS	SS	DW	GW	WZ	EJ	MM	MP
Develops Strong Relationships	22%	AA	Md	GR	GW	FA	TD	MI	EJ	MM	SM	WM	AN	MP	CS	SS	SS	DW	WZ
Presenting at Appropriate Times	44%	FA	AA	SM	MP	GR	SS	SS	GW	Md	TD	MI	EJ	MM	WM	AN	CS	DW	WZ
Healthy Skepticism	11%	MM	AN	FA	AA	Md	TD	MI	EJ	SM	WM	MP	GR	CS	SS	SS	DW	GW	WZ



CONSULTATIVE SELLING

3 SALES MANAGERS

		Carmen Garcia	Tina Johnson	Kenji Sato
Able to Stay in the Moment	33%	CG	TJ	KS
Uncovers Reasons to Buy	100%	CG	TJ	KS
Reasons to Buy Are Compelling	33%	CG	TJ	KS
Able to Listen/Ask with Ease	0%	CG	TJ	KS
Asks Enough Questions	33%	CG	TJ	KS
Asks Great Questions	67%	CG	TJ	KS
Gets Prospects Past "Nice to Have"	100%	CG	TJ	KS
Able to Ask Tough Questions	33%	CG	TJ	KS
Takes Nothing for Granted	100%	CG	TJ	KS
Manages Appropriate Amount of Patience	0%	CG	TJ	KS
Understands How Prospects Will Buy	100%	CG	TJ	KS
Develops Strong Relationships	33%	CG	TJ	KS
Presenting at Appropriate Times	33%	CG	TJ	KS
Healthy Skepticism	33%	CG	TJ	KS



CONSULTATIVE SELLING 3 NON-SELLING PROFESSIONALS

		David Cohen	Ram Devi	Angel Lopez
Able to Stay in the Moment	67%	DC	RD	AL
Uncovers Reasons to Buy	33%	DC	RD	AL
Able to Listen/Ask with Ease	33%	DC	RD	AL
Asks Enough Questions	67%	DC	RD	AL
Asks Great Questions	67%	DC	RD	AL
Will Build Trust	0%	DC	RD	AL
Able to Ask Tough Questions	0%	DC	RD	AL
Takes Nothing for Granted	33%	DC	RD	AL
Understands How Prospects Will Buy	67%	DC	RD	AL
Develops Strong Relationships	33%	DC	RD	AL
Presenting at Appropriate Times	100%	DC	RD	AL
Healthy Skepticism	0%	DC	RD	AL



DEVELOPING URGENCY

ISSUES IDENTIFIED



78% Reasons Uncovered
22% Reasons Not Uncovered

REASONS TO BUY



33% Compelling Reasons
50% Some Interest
17% No Interest

URGENCY



11% Must Buy
78% Nice to Have
11% Disinterested

RELATIONSHIP BUILDING 18 SALESPEOPLE

Quickly Develops Rapport 61%



Relationship Is Key Factor in Winning Business 6%



Relationships Generate New Business 6%



Develops Strong Relationships over Time 56%



Develops Strong Relationships over Time (from Pipeline Analysis) 94%



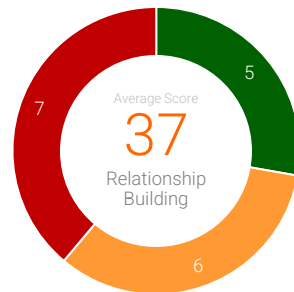
Customers Follow to New Companies 33%



Believes That Making Friends Is Single Greatest Asset 50%



Extroversion Supports Relationship Building 33%



RELATIONSHIP BUILDING

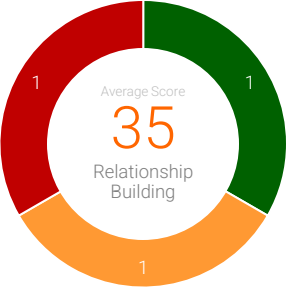
3 SALES MANAGERS

Carmen Garcia

Tina Johnson

Kenji Sato

Quickly Develops Rapport	33%	CG	TJ	KS
Relationship Is Key Factor in Winning Business	0%	CG	TJ	KS
Relationships Generate New Business	67%	CG	TJ	KS
Develops Strong Relationships over Time	0%	CG	TJ	KS
Customers Follow to New Companies	33%	CG	TJ	KS
Believes That Making Friends Is Single Greatest Asset	67%	CG	TJ	KS
Extroversion Supports Relationship Building	67%	CG	TJ	KS



RELATIONSHIP BUILDING

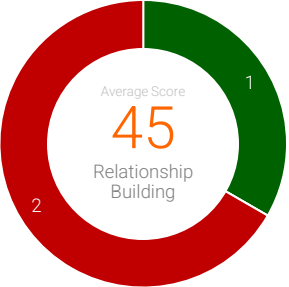
3 NON-SELLING PROFESSIONALS

David Cohen

Ram Devi

Angel Lopez

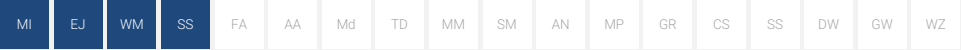
Quickly Develops Rapport	33%	DC	RD	AL
Relationship Is Key Factor in Winning Business	100%	DC	RD	AL
Relationships Generate New Business	33%	DC	RD	AL
Develops Strong Relationships over Time	67%	DC	RD	AL
Customers Follow to New Companies	0%	DC	RD	AL
Believes That Making Friends Is Single Greatest Asset	33%	DC	RD	AL
Extroversion Supports Relationship Building	0%	DC	RD	AL



BUILDING TRUST

18 SALESPEOPLE

Gains Trust Early 22%



High Integrity Seller 56%



Customers Share Information Early 33%



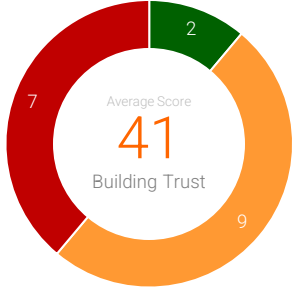
Gets First Call from Customers 72%



Quickly Develops Rapport 61%

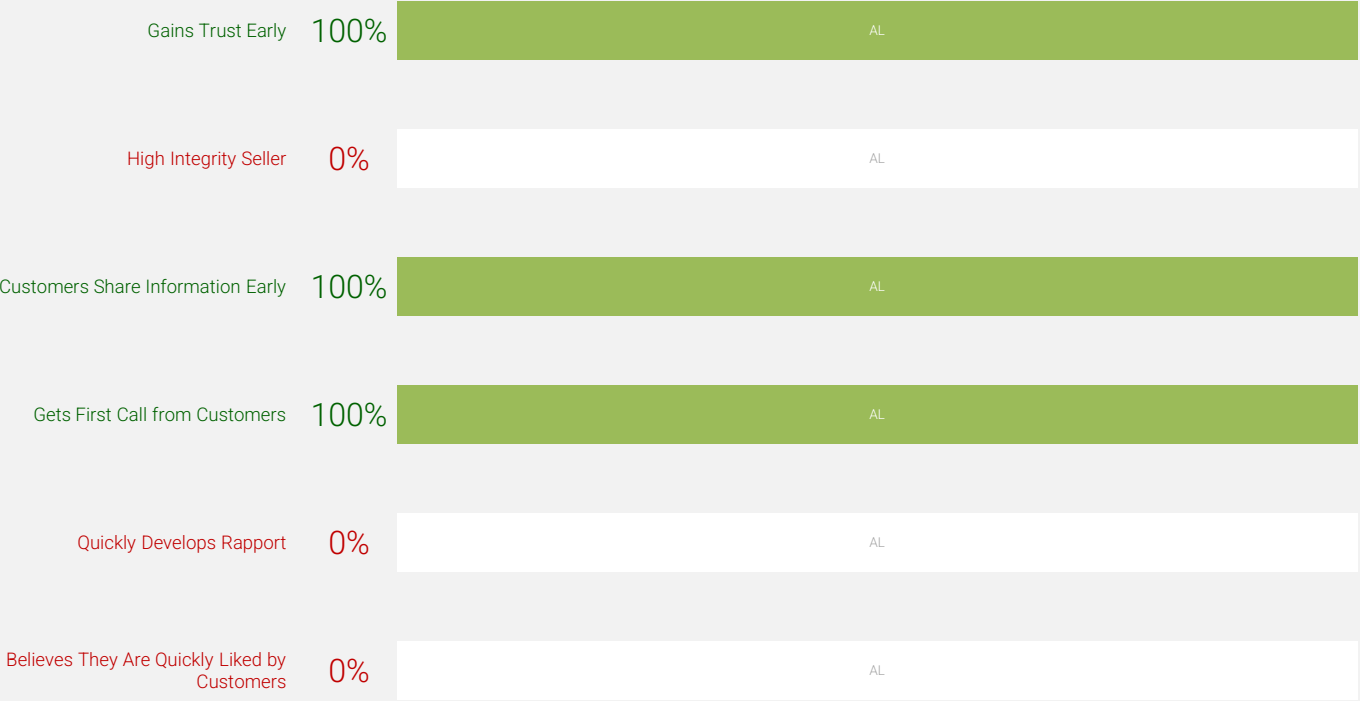


Believes They Are Quickly Liked by Customers 33%



BUILDING TRUST
1 NON-SELLING PROFESSIONAL

Angel Lopez





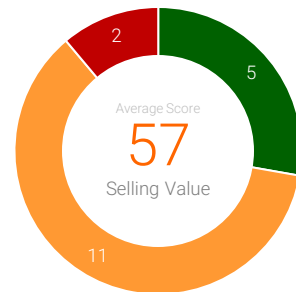
Objective
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ARE WE SELLING ON PRICE AND WHO CAN BECOME A VALUE SELLER?



SELLING VALUE 18 SALESPEOPLE

Focused on Value over Price	78%	FA	AA	TD	MI	SM	WM	AN	MP	CS	SS	SS	DW	GW	WZ	Md	EJ	MM	GR
Focused on Value over Price (from Pipeline Analysis)	88%	FA	AA	Md	TD	MI	WM	AN	MP	CS	SS	SS	DW	GW	WZ	SM	GR		
Will Discuss Finances	28%	AA	MI	AN	DW	GW	FA	Md	TD	EJ	MM	SM	WM	MP	GR	CS	SS	SS	WZ
High Threshold for Money	72%	FA	AA	Md	TD	EJ	AN	MP	GR	CS	SS	SS	GW	WZ	MI	MM	SM	WM	DW
Attempts to Sell Value	72%	FA	Md	TD	MI	SM	WM	AN	MP	GR	SS	DW	GW	WZ	AA	EJ	MM	CS	SS
Sales Process Supports Selling Value	56%	AA	Md	MM	SM	WM	AN	GR	SS	DW	GW	FA	TD	MI	EJ	MP	CS	SS	WZ
Learns Why Prospects Will Buy	33%	TD	SM	WM	DW	GW	WZ	FA	AA	Md	MI	EJ	MM	AN	MP	GR	CS	SS	SS
Doesn't Need Approval	56%	FA	AA	MI	SM	GR	CS	SS	DW	GW	WZ	Md	TD	EJ	MM	WM	AN	MP	SS
Asks Great Questions	56%	AA	Md	TD	MI	GR	CS	SS	DW	GW	WZ	FA	EJ	MM	SM	WM	AN	MP	SS
Asks Enough Questions	44%	AA	Md	MI	WM	CS	SS	GW	WZ	FA	TD	EJ	MM	SM	AN	MP	GR	SS	DW
Avoids Making Assumptions	72%	FA	AA	Md	TD	MI	SM	WM	GR	CS	SS	DW	GW	WZ	EJ	MM	AN	MP	SS
Quickly Develops Rapport	61%	AA	Md	TD	MM	SM	WM	MP	GR	CS	SS	GW	FA	MI	EJ	AN	SS	DW	WZ
Not Compelled to Quote	6%	EJ	FA	AA	Md	TD	MI	MM	SM	WM	AN	MP	GR	CS	SS	SS	DW	GW	WZ



SELLING VALUE

3 SALES MANAGERS

Carmen Garcia

Tina Johnson

Kenji Sato

Focused on Value over Price 100%

CG

TJ

KS

Will Discuss Finances 67%

CG

TJ

KS

High Threshold for Money 67%

CG

TJ

KS

Attempts to Sell Value 100%

CG

TJ

KS

Sales Process Supports Selling Value 33%

CG

TJ

KS

Learns Why Prospects Will Buy 33%

CG

TJ

KS

Doesn't Need Approval 33%

CG

TJ

KS

Asks Great Questions 67%

CG

TJ

KS

Asks Enough Questions 33%

CG

TJ

KS

Avoids Making Assumptions 100%

CG

TJ

KS

Quickly Develops Rapport 33%

CG

TJ

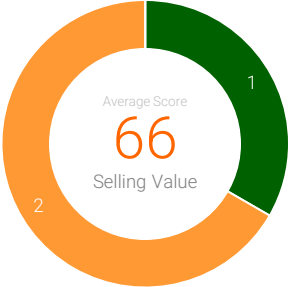
KS

Not Compelled to Quote 0%

CG

TJ

KS



SELLING VALUE
3 NON-SELLING PROFESSIONALS

David Cohen

Ram Devi

Angel Lopez

Focused on Value over Price 67%

DC

RD

AL

Will Discuss Finances 0%

DC

RD

AL

High Threshold for Money 0%

DC

RD

AL

Attempts to Sell Value 100%

DC

RD

AL

Learns Why Prospects Will Buy 33%

DC

RD

AL

Doesn't Need Approval 0%

DC

RD

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Asks Great Questions 67%

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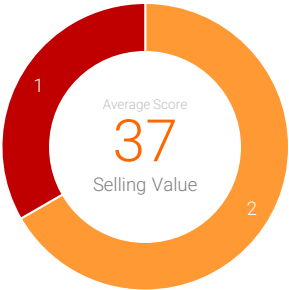
AL

Not Compelled to Quote 0%

DC

RD

AL





Objective
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IS OUR VALUE PROPOSITION CONSISTENT?



Value Proposition

We sell widgets and work with our customers to create the best widget solutions.

- Maria da Silva

No one sells more widgets than ABC Company.

- Carlos Sanchez

ABC Company created the widget industry, and still today serves as the leading manufacturer of high-quality widgets.

- Fatima Alami

ABC Company focuses on one thing - widgets. We create the highest quality widgets and serve as a valued partner for our customers.

- Tom Davis

ABC produces widgets for a wide variety of industries.

- Steven Miller

With almost a century of heritage, ABC Company has the knowledge and expertise necessary to provide you with the best widget solutions.

- Manisha Patel

We produce the best widgets.

- Greg Williams

You may not have heard of ABC Company, but I bet our widgets help your day-to-day life.

- Aisha Ali

Our customers rely on ABC Company to serve all of their widget needs.

- Musa Ibrahim

ABC Company is the world leading provider of widgets.

- Anh Nguyen

ABC Company has been creating high-quality widgets for nearly a century.

- Sunita Singh

We provide high-quality widgets at affordable prices.

- Wei Zhang

ABC Company has been selling widgets for nearly 100 years.

- Eva Johansson

ABC widgets are known around the world to be the best products for a wide variety of applications.

- Marie Martin

We are the leading manufacturer of widgets.

- Wolfgang Müller

Every day, you probably come in contact with ABC Company's widgets without even knowing it.

- Giuseppe Rossi

Worldwide, companies rely on ABC to serve all of their widget needs.

- Sarah Smith

There are a lot of companies providing widgets, but none can meet the quality and selection that ABC offers.

- David Williams

Elevator Pitch

We work with each customer to understand their unique needs and develop the right solution.
- Maria da Silva

Customers love our award-winning service and focus on quality.
- Carlos Sanchez

ABC Company is the world's leading provider of widgets.
- Fatima Alami

We have nearly 100 years of experience creating quality widgets.
- Tom Davis

When people think widgets, ABC Company is who comes to mind.
- Steven Miller

You can count on our team to listen to your needs and help you select the best products.
- Manisha Patel

Our core focus is on quality. No one produces a better widget than ABC Company.
- Greg Williams

We design the world's best widgets for the world's largest companies.
- Aisha Ali

We can offer you not only the best widgets, but also a price that can't be beat.
- Musa Ibrahim

Our superior quality and selection set us apart in the widget industry.
- Anh Nguyen

Our custom-engineered widget solutions can't be beat!
- Sunita Singh

You can count on our team to work as your partner to select the best widgets for your applications.
- Wei Zhang

No one can beat our prices on widgets.
- Eva Johansson

We focus on high quality and top-notch service.
- Marie Martin

No one beats our widget supply chain. We have a wide variety of in-stock products.
- Wolfgang Müller

We carry a wide array of widgets for any of your needs.
- Giuseppe Rossi

We develop the best widgets for a variety of industry applications.
- Sarah Smith

We offer a wide array of widgets at competitive prices.
- David Williams



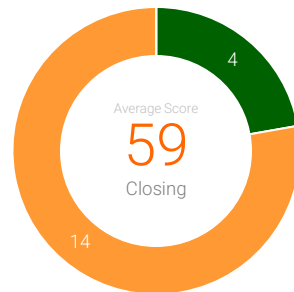
Objective
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CAN WE CLOSE MORE SALES?



CLOSING 18 SALESPEOPLE

Gets Prospect to Agree to Make a Decision	17%	MI	MM	SS	FA	AA	Md	TD	EJ	SM	WM	AN	MP	GR	CS	SS	DW	GW	WZ
Gets Prospect to Agree to Make a Decision (from Pipeline Analysis)	25%	MI	WM	GR	SS	FA	AA	Md	TD	SM	AN	MP	CS	SS	DW	GW	WZ		
Not Likely to Take "Think it Overs"	33%	FA	Md	MI	SS	GW	WZ	AA	TD	EJ	MM	SM	WM	AN	MP	GR	CS	SS	DW
Unlikely to be Derailed by Put-Offs	94%	FA	AA	Md	TD	MI	EJ	MM	SM	WM	AN	MP	GR	CS	SS	DW	GW	WZ	SS
Manages Appropriate Amount of Patience	33%	AA	Md	TD	EJ	GR	DW	FA	MI	MM	SM	WM	AN	MP	CS	SS	SS	GW	WZ
Closing Urgency	39%	FA	Md	EJ	MM	SM	WM	GR	AA	TD	MI	AN	MP	CS	SS	SS	DW	GW	WZ
Sales Assertiveness	94%	FA	AA	Md	TD	MI	MM	SM	WM	AN	MP	GR	CS	SS	SS	DW	GW	WZ	EJ
Won't Make Inappropriate Quotes	6%	EJ	FA	AA	Md	TD	MI	MM	SM	WM	AN	MP	GR	CS	SS	SS	DW	GW	WZ
Problem Solver	89%	FA	AA	Md	TD	MI	SM	WM	AN	MP	GR	CS	SS	SS	DW	GW	WZ	EJ	MM
Reaching Decision-Makers	11%	MI	GW	FA	AA	Md	TD	EJ	MM	SM	WM	AN	MP	GR	CS	SS	SS	DW	WZ
Doesn't Need Approval	56%	FA	AA	MI	SM	GR	CS	SS	DW	GW	WZ	Md	TD	EJ	MM	WM	AN	MP	SS
Stays in the Moment	44%	AA	TD	MI	MM	GR	DW	GW	WZ	FA	Md	EJ	SM	WM	AN	MP	CS	SS	SS
Will Find a Way to Close	6%	SS	FA	AA	Md	TD	MI	EJ	MM	SM	WM	AN	MP	GR	CS	SS	DW	GW	WZ
Seeks Win/Win	6%	GW	FA	AA	Md	TD	MI	EJ	MM	SM	WM	AN	MP	GR	CS	SS	SS	DW	WZ



CLOSING
3 SALES MANAGERS

		Carmen Garcia	Tina Johnson	Kenji Sato
Gets Prospect to Agree to Make a Decision	33%	CG	TJ	KS
Not Likely to Take "Think it Overs"	33%	CG	TJ	KS
Unlikely to be Derailed by Put-Offs	67%	CG	TJ	KS
Manages Appropriate Amount of Patience	0%	CG	TJ	KS
Closing Urgency	33%	CG	TJ	KS
Sales Assertiveness	67%	CG	TJ	KS
Won't Make Inappropriate Quotes	0%	CG	TJ	KS
Problem Solver	100%	CG	TJ	KS
Reaching Decision-Makers	33%	CG	TJ	KS
Doesn't Need Approval	33%	CG	TJ	KS
Stays in the Moment	33%	CG	TJ	KS
Will Find a Way to Close	0%	CG	TJ	KS
Seeks Win/Win	0%	CG	TJ	KS



CLOSING
3 NON-SELLING PROFESSIONALS

David Cohen

Ram Devi

Angel Lopez

Gets Prospect to Agree to Make a Decision

0%

DC

RD

AL

Not Likely to Take "Think it Overs"

67%

DC

RD

AL

Unlikely to be Derailed by Put-Offs

100%

DC

RD

AL

Closing Urgency

0%

DC

RD

AL

Sales Assertiveness

0%

DC

RD

AL

Won't Make Inappropriate Quotes

0%

DC

RD

AL

Reaching Decision-Makers

33%

DC

RD

AL

Doesn't Need Approval

0%

DC

RD

AL

Stays in the Moment

67%

DC

RD

AL

Will Find a Way to Close

0%

DC

RD

AL



SALES POSTURING 18 SALESPEOPLE

Good Self-Image 89%



Quickly Develops Rapport 61%



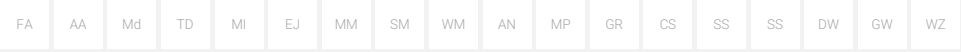
Sales Optimism 17%



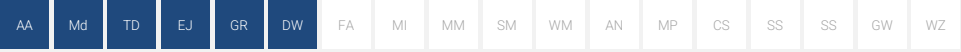
Sales Assertiveness 94%



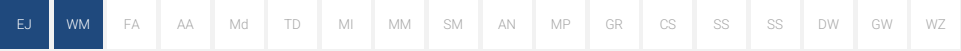
Sales Empathy 0%



Appropriate Amount of Patience 33%



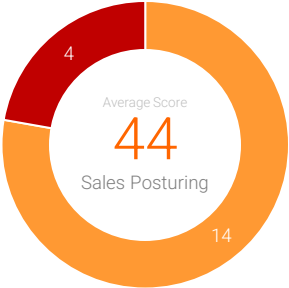
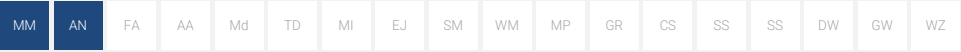
Will Build Trust 11%



Good Listener 28%



Healthy Skepticism 11%



SALES POSTURING
3 SALES MANAGERS

Carmen Garcia

Tina Johnson

Kenji Sato

Good Self-Image 67%

CG

TJ

KS

Quickly Develops Rapport 33%

CG

TJ

KS

Sales Optimism 33%

TJ

KS

Sales Assertiveness 67%

CG

TJ

KS

Sales Empathy 0%

CG

KS

Appropriate Amount of Patience 0%

CG

TJ

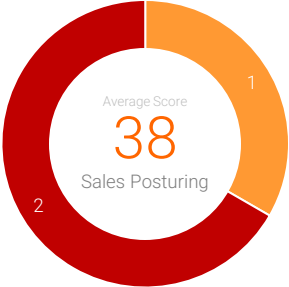
KS

Healthy Skepticism 33%

CG

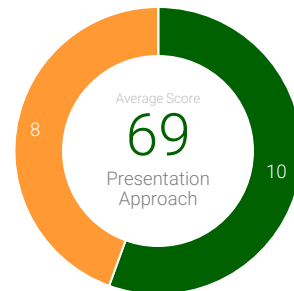
TJ

KS



PRESENTATION APPROACH 18 SALESPEOPLE

Emphasizes Listening over Talking	83%	AA	Md	TD	MI	EJ	MM	SM	AN	GR	CS	SS	SS	DW	GW	WZ	FA	WM	MP
Able to Minimize Talking about Company Products or Solutions	44%	AA	MM	SM	WM	CS	SS	DW	WZ	FA	Md	TD	MI	EJ	AN	MP	GR	SS	GW
Not Compelled to Present	94%	FA	AA	Md	TD	MI	EJ	MM	SM	WM	MP	GR	CS	SS	SS	DW	GW	WZ	AN
Not Overly Reliant on Educating and Presenting	50%	FA	AA	MM	SM	MP	GR	SS	SS	GW	Md	TD	MI	EJ	WM	AN	CS	DW	WZ
Does Not Believe Presenting Equates to Controlling the Sales Process	94%	FA	AA	Md	TD	MI	EJ	SM	WM	AN	MP	GR	CS	SS	SS	DW	GW	WZ	MM
Does Not Believe Making A Proposal is the Most Important Part of the Sales Process	89%	FA	AA	Md	MI	EJ	MM	WM	AN	MP	GR	CS	SS	SS	DW	GW	WZ	TD	SM
Not Compelled to Propose or Quote	11%	EJ	MM	FA	AA	Md	TD	MI	SM	WM	AN	MP	GR	CS	SS	SS	DW	GW	WZ
Not Compelled to Propose or Quote (from Pipeline Analysis)	12%	GR	CS	FA	AA	Md	TD	MI	SM	WM	AN	MP	SS	SS	DW	GW	WZ		
Asks Enough Questions	44%	AA	Md	MI	WM	CS	SS	GW	WZ	FA	TD	EJ	MM	SM	AN	MP	GR	SS	DW
Takes Nothing for Granted	72%	FA	AA	Md	TD	MI	SM	WM	GR	CS	SS	DW	GW	WZ	EJ	MM	AN	MP	SS

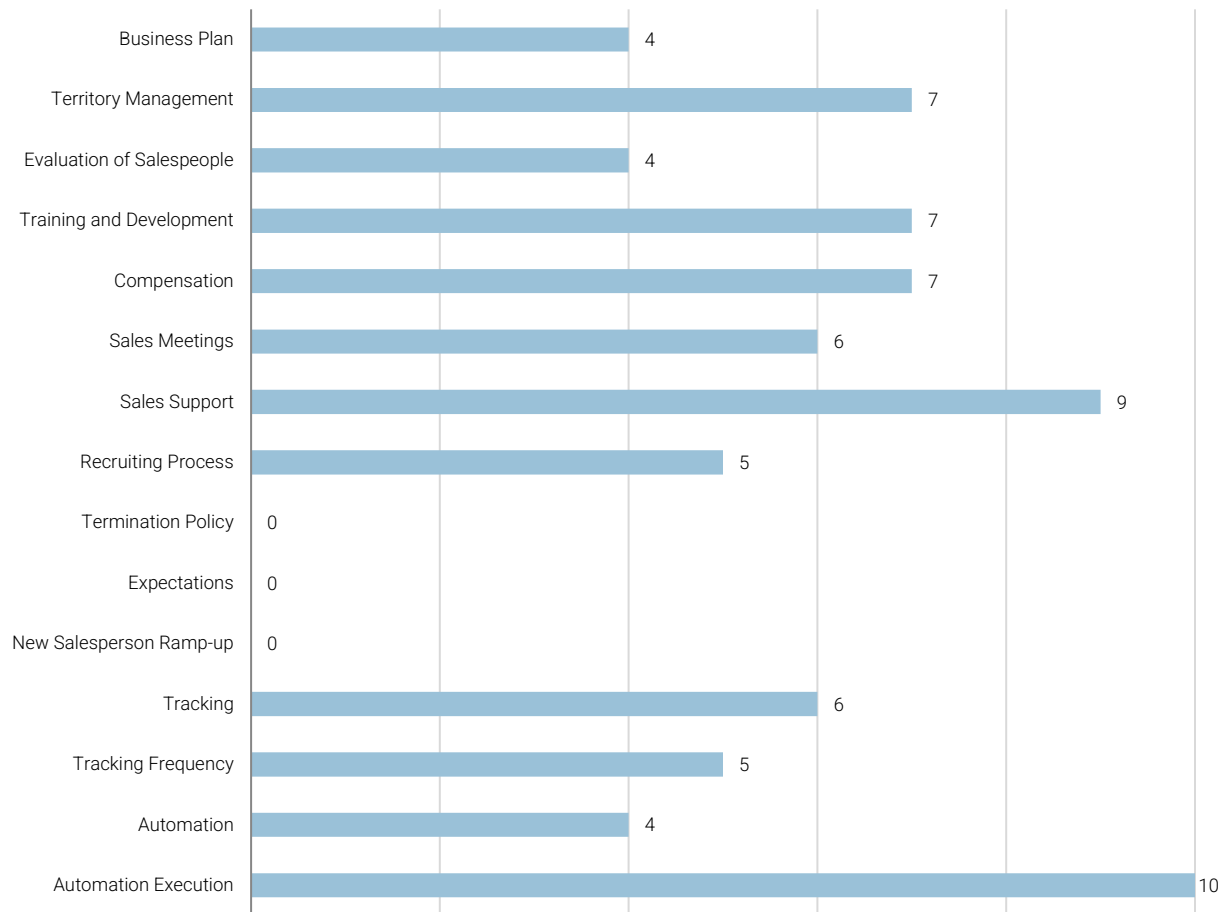




Objective
Management
Group

DO OUR SYSTEMS AND PROCESSES SUPPORT A HIGH PERFORMANCE SALES ORGANIZATION?





Critical Metrics
Margins
Average Order Size
Average Account Size
Closing Percentage
New Meetings
Call Reports
Length of the Sales Cycle
Number of Meetings Required to Close
Cost per Sales Call
Salespeople Over/Under Goal
Schedules and Calendars
Quality of the Pipeline
Quantity of the Pipeline
Balance of the Pipeline
Stages of the Pipeline
Movement within the Pipeline
Profitability by salesperson
Target Account Status
Top 5 Opportunities
Account Retention



Objective
Management
Group

SALES PROCESS



SALES PROCESS

18 SALESPEOPLE

Follows Stages and Steps

72%



Process Has Most Key Milestones

56%



Process Has Adequate Sequence

56%



Consistent and Effective Results

39%



Little Wasted Time

22%



Has and/or Follows an Effective Process

67%



Uses an Effective Approach

33%



Relationship-Based

22%



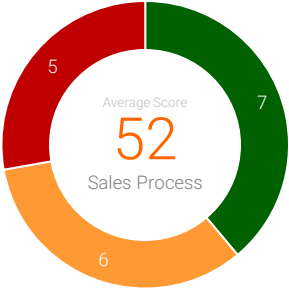
CRM Savvy

44%



Strategic Use of Sales Scorecard

100%



SALES PROCESS
3 SALES MANAGERS

		Carmen Garcia	Tina Johnson	Kenji Sato
Follows Stages and Steps	33%	CG	TJ	KS
Process Has Most Key Milestones	33%	CG	TJ	KS
Process Has Adequate Sequence	0%	CG	TJ	KS
Consistent and Effective Results	33%	CG	TJ	KS
Little Wasted Time	33%	CG	TJ	KS
Has and/or Follows an Effective Process	33%	CG	TJ	KS
Uses an Effective Approach	0%	CG	TJ	KS
Relationship-Based	33%	CG	TJ	KS
CRM Savvy	67%	CG	TJ	KS
Strategic Use of Sales Scorecard	100%	CG	TJ	KS



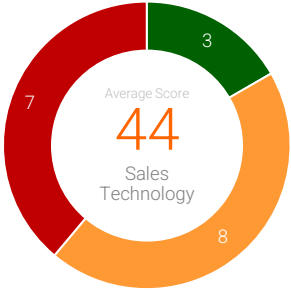
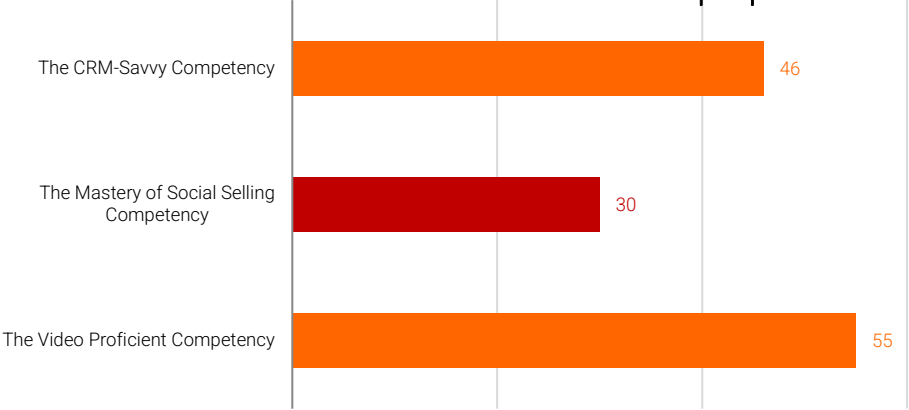


Objective
Management
Group

ARE WE EFFECTIVELY LEVERAGING SALES TECHNOLOGY?



The Embracing Sales Technology Competency
18 Salespeople



CRM SAVVY

18 SALESPEOPLE

Lives in CRM 50%



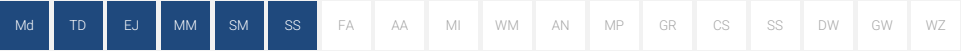
Embraces CRM 56%



Updates Account Information at Least Daily 39%



Tracks Milestones Met in Sales Process 33%



Notates All Conversations 22%



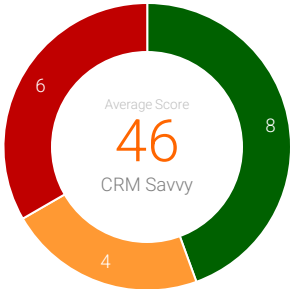
Currently/Typically Uses CRM 67%



Competent CRM User 67%



Has Experience with Multiple CRM Applications 39%



SOCIAL SELLING
18 SALESPEOPLE

Connected to Potential Customers/Clients 33%



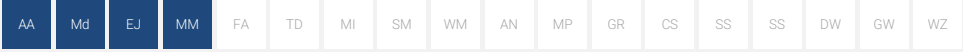
Generates Leads through Social Selling 33%



Well Connected 28%



Posts/Shares Updates for Visibility 22%



Uses LinkedIn 28%



VIDEO PROFICIENT
18 SALESPEOPLE

Uses Video for Selling 83%



Frequent Video User 56%



Finds Video Useful 50%



Prefers Video to Phone 44%



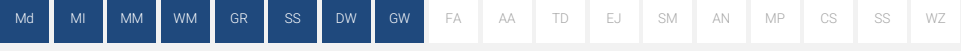
Loves Video and Its Impact on Success 28%



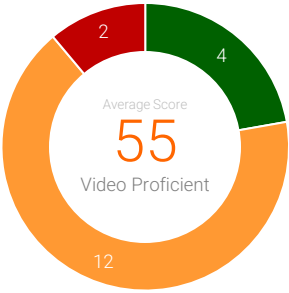
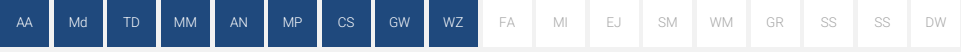
Video Contributes to Success 28%



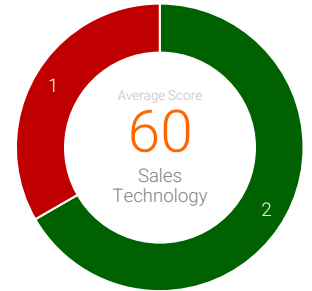
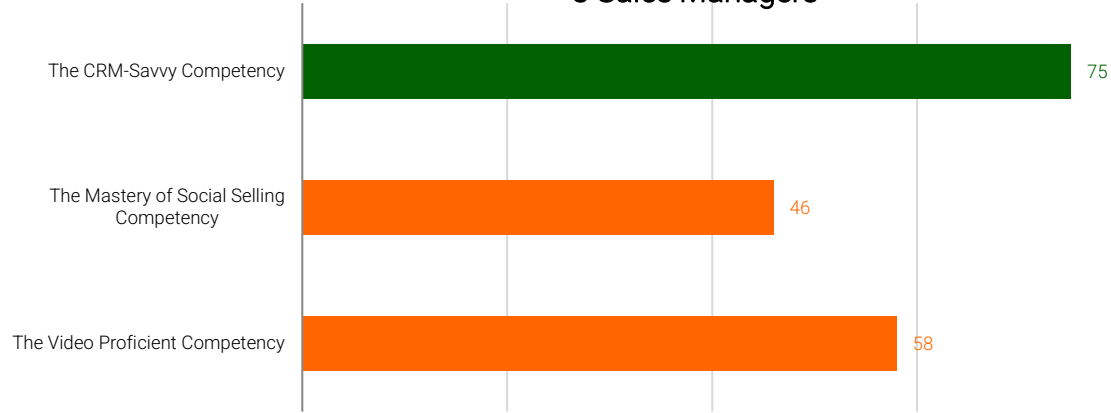
Uses Multiple Video Platforms 44%



Uses Accessories to Enhance Video 50%



The Embracing Sales Technology Competency 3 Sales Managers



CRM SAVVY

3 SALES MANAGERS

Carmen Garcia

Tina Johnson

Kenji Sato

Lives in CRM

67%

CG

TJ

KS

Embraces CRM

67%

CG

TJ

KS

Updates Account Information at Least Daily

67%

CG

TJ

KS

Tracks Milestones Met in Sales Process

100%

CG

TJ

KS

Notates All Conversations

100%

CG

TJ

KS

Currently/Typically Uses CRM

67%

CG

TJ

KS

Competent CRM User

67%

CG

TJ

KS

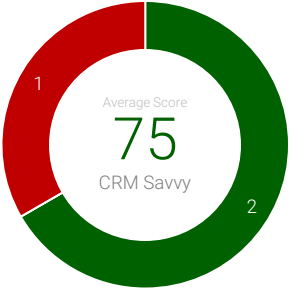
Has Experience with Multiple CRM Applications

67%

CG

TJ

KS



SOCIAL SELLING
3 SALES MANAGERS

Carmen Garcia

Tina Johnson

Kenji Sato

Connected to Potential Customers/Clients 33%

CG

TJ

KS

Generates Leads through Social Selling 33%

CG

TJ

KS

Well Connected 67%

CG

TJ

KS

Posts/Shares Updates for Visibility 67%

CG

TJ

KS

Uses LinkedIn 33%

CG

TJ

KS



VIDEO PROFICIENT
3 SALES MANAGERS

Carmen Garcia

Tina Johnson

Kenji Sato

Uses Video for Selling 100%

CG

TJ

KS

Frequent Video User 100%

CG

TJ

KS

Finds Video Useful 33%

CG

TJ

KS

Prefers Video to Phone 33%

CG

TJ

KS

Loves Video and Its Impact on Success 0%

CG

TJ

KS

Video Contributes to Success 0%

CG

TJ

KS

Uses Multiple Video Platforms 67%

CG

TJ

KS

Uses Accessories to Enhance Video 0%

CG

TJ

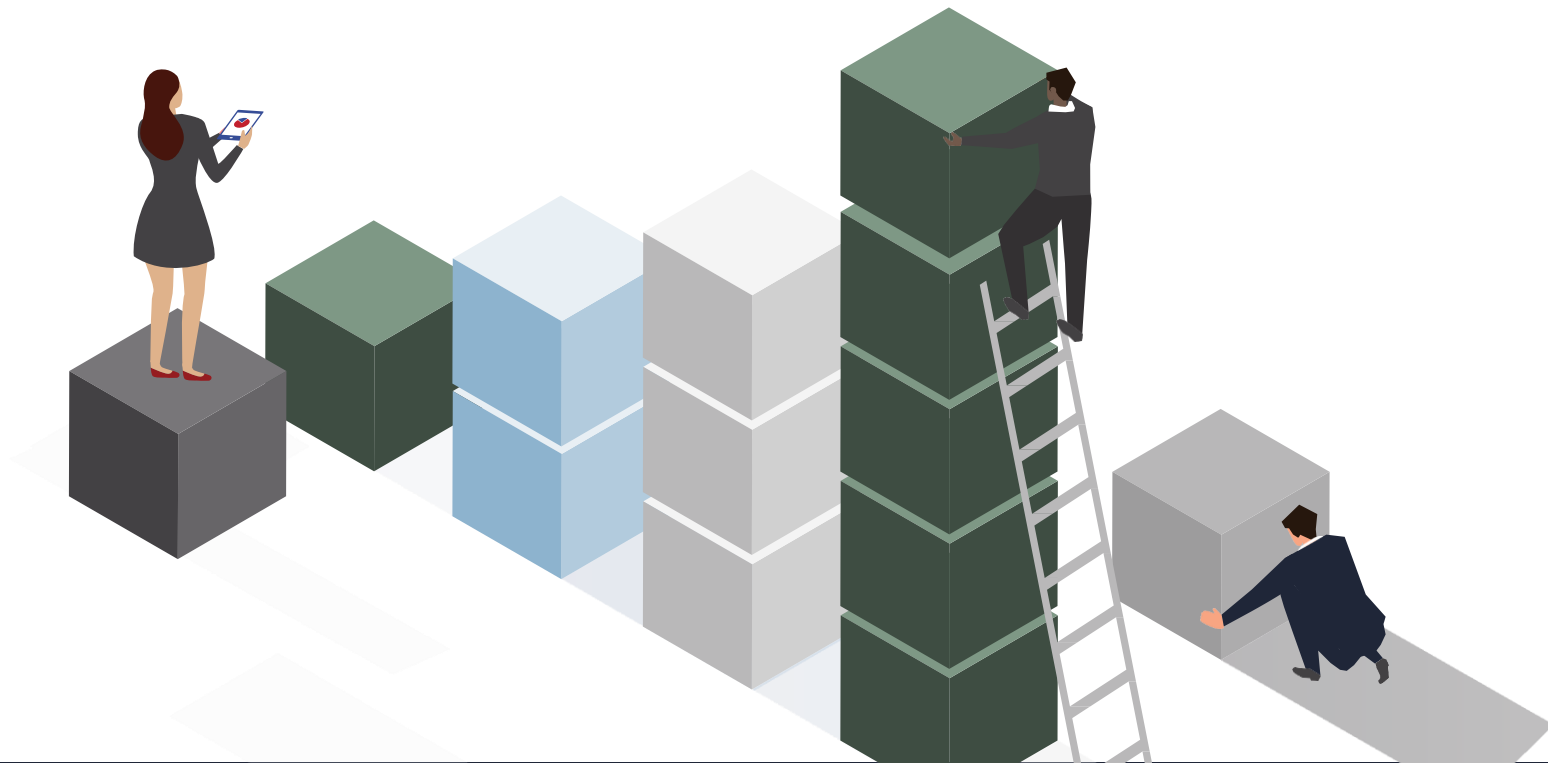
KS



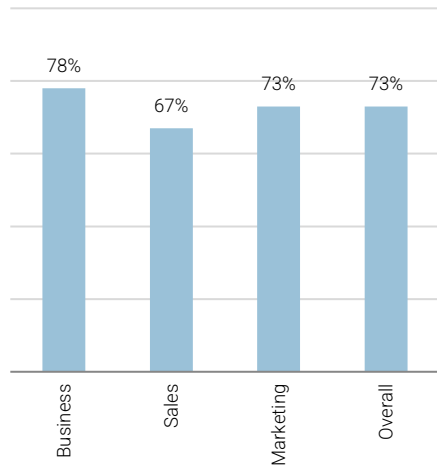


Objective
Management
Group

HOW WELL ARE OUR SALES LEADERSHIP STRATEGIES ALIGNED?



Management Strategies



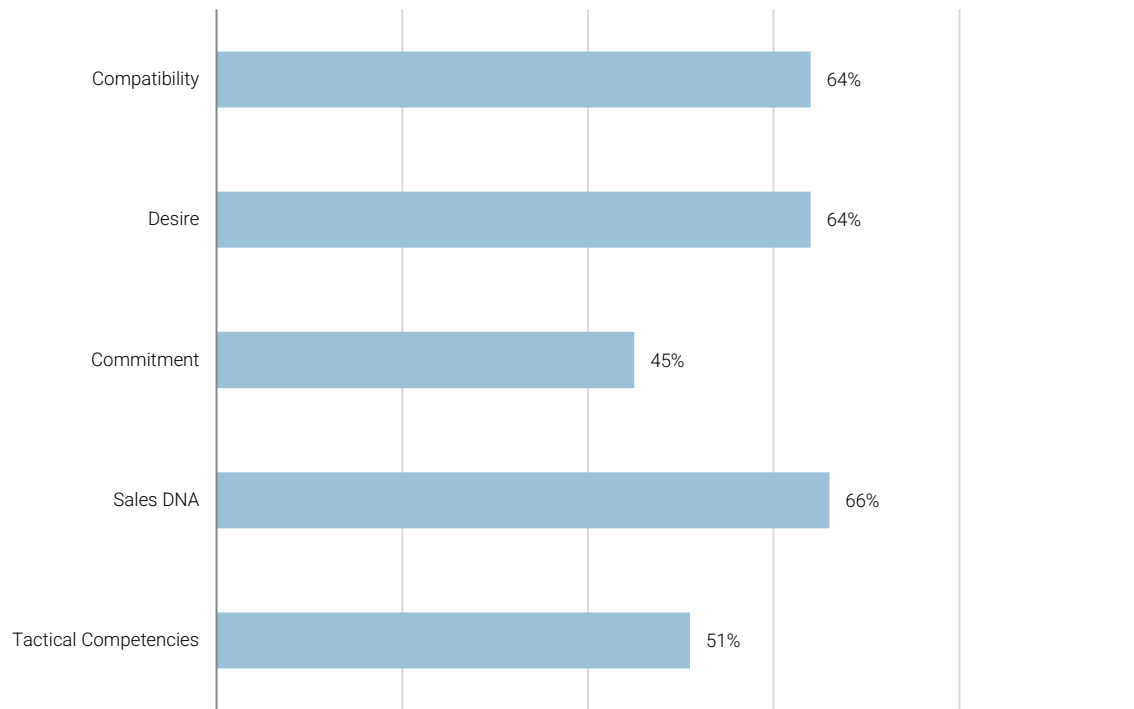
Sales Manager	Business	Sales	Marketing	Overall	
	Tina Johnson	67%	33%	60%	53%
	Kenji Sato	100%	100%	100%	100%
	Carmen Garcia	67%	67%	60%	65%



Objective
Management
Group

DO WE NEED TO CHANGE OUR SELECTION CRITERIA?





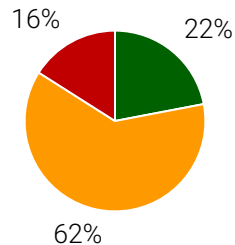


Objective
Management
Group

CAN WE IMPROVE OUR PIPELINE AND FORECASTING ACCURACY?



Pipeline Quality

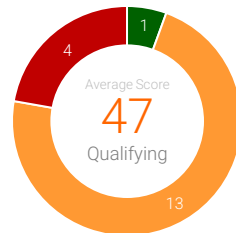


3

Pipeline Quantity

THE QUALIFYING COMPETENCY

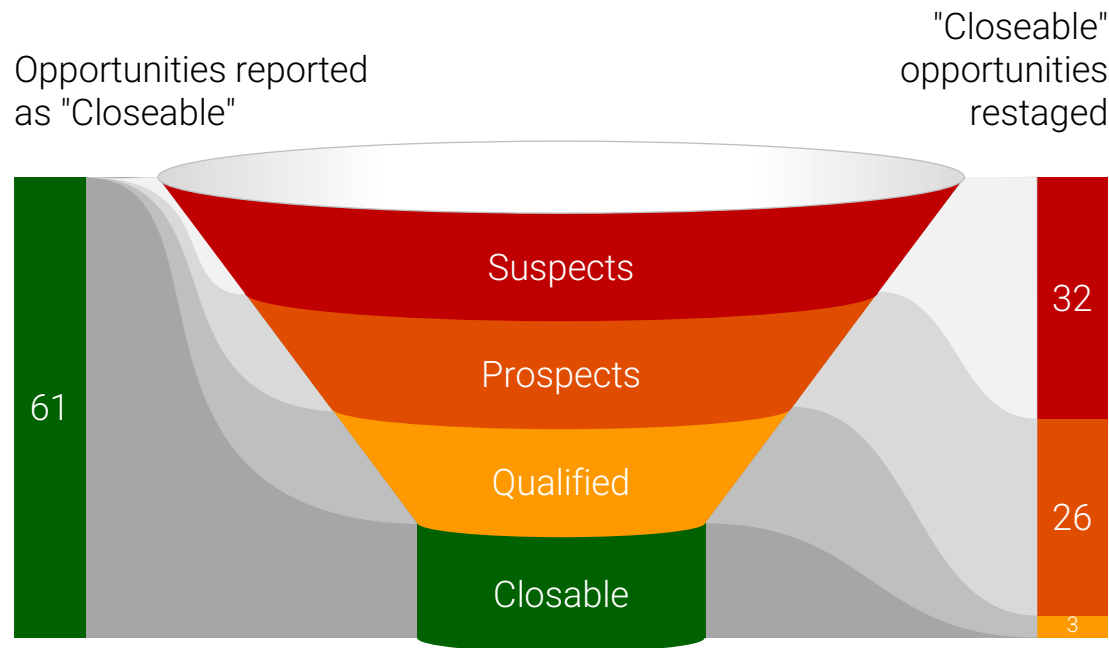
Meets with Decision Maker	11%	MI	GW	FA	AA	Md	TD	EJ	MM	SM	WM	AN	MP	GR	CS	SS	SS	DW	WZ
Uncovers Actual Budget	61%	FA	AA	TD	EJ	AN	MP	CS	SS	SS	DW	GW	Md	MI	MM	SM	WM	GR	WZ
Uncovers Actual Budget (from Pipeline Analysis)	81%	FA	AA	Md	WM	AN	MP	GR	CS	SS	SS	DW	GW	WZ	TD	MI	SM		
Will Discuss Finances	28%	AA	MI	AN	DW	GW	FA	Md	TD	EJ	MM	SM	WM	MP	GR	CS	SS	SS	WZ
Will Discuss Finances (from Pipeline Analysis)	81%	FA	AA	Md	TD	MI	WM	AN	GR	SS	SS	DW	GW	WZ	SM	MP	CS		
Knows Decision-Making Process	83%	FA	AA	Md	TD	MI	SM	WM	AN	GR	CS	SS	SS	DW	GW	WZ	EJ	MM	MP
Can Influence the Decision-Making Process	6%	GR	FA	AA	Md	TD	MI	EJ	MM	SM	WM	AN	MP	CS	SS	SS	DW	GW	WZ
Handles High-Ticket Pricing OK	72%	FA	AA	Md	TD	EJ	AN	MP	GR	CS	SS	SS	GW	WZ	MI	MM	SM	WM	DW
Need to Be Liked Doesn't Get in the Way	56%	FA	AA	MI	SM	GR	CS	SS	DW	GW	WZ	Md	TD	EJ	MM	WM	AN	MP	SS
Able to Stay in the Moment	44%	AA	TD	MI	MM	GR	DW	GW	WZ	FA	Md	EJ	SM	WM	AN	MP	CS	SS	SS
Self-Limiting Beliefs Won't be an Obstacle	11%	MI	GW	FA	AA	Md	TD	EJ	MM	SM	WM	AN	MP	GR	CS	SS	SS	DW	WZ
Knows Why They Would Buy	33%	TD	SM	WM	DW	GW	WZ	FA	AA	Md	MI	EJ	MM	AN	MP	GR	CS	SS	SS
Asks about Everything	72%	FA	AA	Md	TD	MI	SM	WM	GR	CS	SS	DW	GW	WZ	EJ	MM	AN	MP	SS
Not Vulnerable to Competition	6%	Md	FA	AA	TD	MI	EJ	MM	SM	WM	AN	MP	GR	CS	SS	SS	DW	GW	WZ
Not Vulnerable to Competition (from Pipeline Analysis)	75%	FA	AA	Md	MI	WM	AN	MP	CS	SS	DW	GW	WZ	TD	SM	GR	SS		



Closeable pipeline is overinflated by underqualified opportunities

We asked salespeople to tell us about their current closeable opportunities.

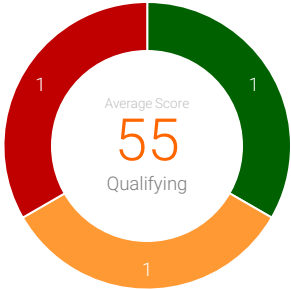
Of the 61 opportunities reported, 0 were actually closeable based on reported qualification factors.



Critical Factors	
Percent of opportunities reported as "Closeable" which have qualified each critical factor.	
74%	There is a compelling reason to solve the problem
82%	We have developed a strong relationship
64%	They have a compelling reason to buy from us
44%	They are committed to buying from someone
70%	They have the money/funding
77%	They know about how much it will cost
52%	I've dealt with any competitive issues
70%	This quote is for the final decision maker
18%	Decision promised upon delivery of quote
20%	The decision will be made within the next 30 days

QUALIFYING
3 SALES MANAGERS

		Carmen Garcia	Tina Johnson	Kenji Sato
Meets with Decision Maker	33%	CG	TJ	KS
Uncovers Actual Budget	67%	CG	TJ	KS
Will Discuss Finances	67%	CG	TJ	KS
Knows Decision-Making Process	100%	CG	TJ	KS
Can Influence the Decision-Making Process	0%	CG	TJ	KS
Handles High-Ticket Pricing OK	67%	CG	TJ	KS
Need to Be Liked Doesn't Get in the Way	33%	CG	TJ	KS
Able to Stay in the Moment	33%	CG	TJ	KS
Self-Limiting Beliefs Won't be an Obstacle	33%	CG	TJ	KS
Knows Why They Would Buy	33%	CG	TJ	KS
Asks about Everything	100%	CG	TJ	KS
Not Vulnerable to Competition	33%	CG	TJ	KS



QUALIFYING
3 NON-SELLING PROFESSIONALS

		David Cohen	Ram Devi	Angel Lopez
Meets with Decision Maker	33%	DC	RD	AL
Uncovers Actual Budget	0%	DC	RD	AL
Will Discuss Finances	0%	DC	RD	AL
Knows Decision-Making Process	67%	DC	RD	AL
Handles High-Ticket Pricing OK	0%	DC	RD	AL
Need to Be Liked Doesn't Get in the Way	0%	DC	RD	AL
Able to Stay in the Moment	67%	DC	RD	AL
Self-Limiting Beliefs Won't be an Obstacle	0%	DC	RD	AL
Knows Why They Would Buy	33%	DC	RD	AL
Asks about Everything	33%	DC	RD	AL
Not Vulnerable to Competition	33%	DC	RD	AL





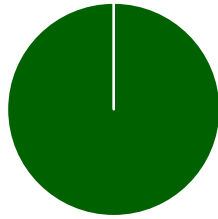
Objective
Management
Group

IS OUR RAMP-UP OF NEW SALESPEOPLE FAST ENOUGH?



Sales Managers

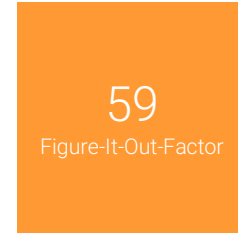
Closely Manages



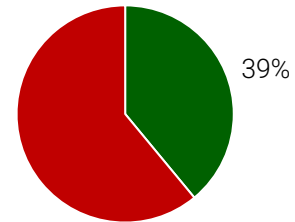
100%



Salespeople



Suitable for Remote



		Salespeople	
		Not Suitable for Working Remotely	Suitable for Working Remotely
Sales Managers	Not Closely Managing	0%	0%
	Closely Managing	61%	39%

		Salespeople				
		Weak/Fair Tactical Competencies	Strong Tactical Competencies	Weak/Fair Tactical Competencies	Strong Tactical Competencies	
		Weak/Fair FIOF	Weak/Fair FIOF	Strong FIOF	Strong FIOF	
Sales Managers	Insufficient Time Coaching	Not Closely Managing	0% Under-coached and under-managed	0% Appropriately-coached and under-managed	0% Under-coached and appropriately-managed	0% Appropriately coached and managed
	Sufficient Time Coaching	Not Closely Managing	0% Appropriately-coached and under-managed	0% Over-coached and under-managed	0% Appropriately coached and managed	0% Over-coached and appropriately-managed
	Insufficient Time Coaching	Closely Managing	83% Under-coached and appropriately-managed	8% Appropriately coached and managed	8% Under-coached and appropriately-managed	0% Appropriately-coached and over-managed
	Sufficient Time Coaching	Closely Managing	0% Appropriately coached and managed	0% Over-coached and appropriately-managed	0% Appropriately-coached and over-managed	0% Over-coached and over-managed



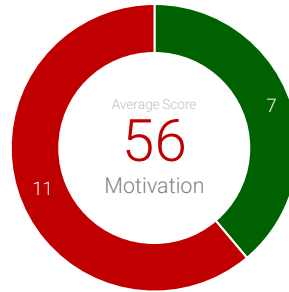
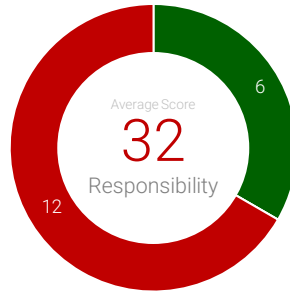
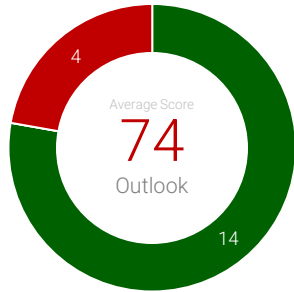
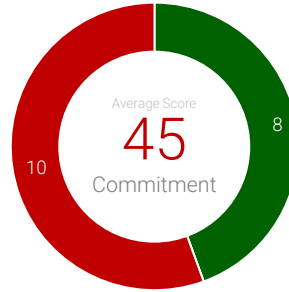
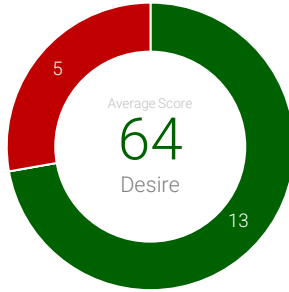
Objective
Management
Group

HOW MUCH MORE EFFECTIVE CAN OUR PEOPLE BE?

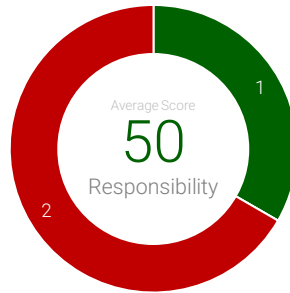
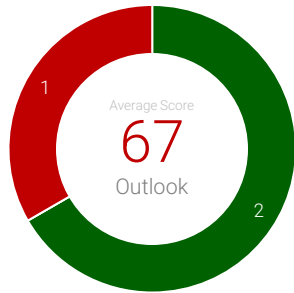
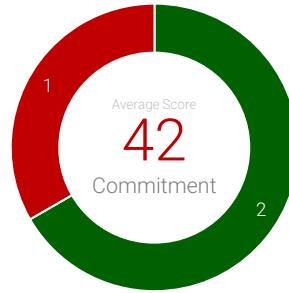
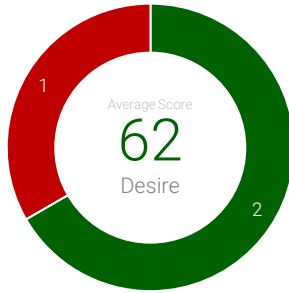


Will to Sell

18 Salespeople

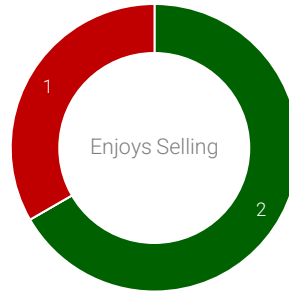
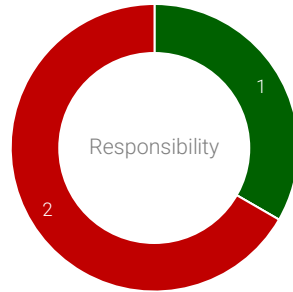
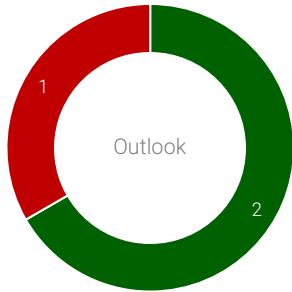
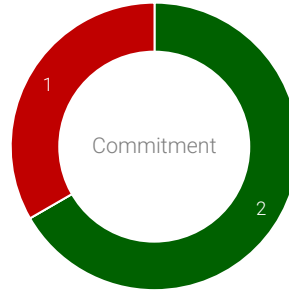
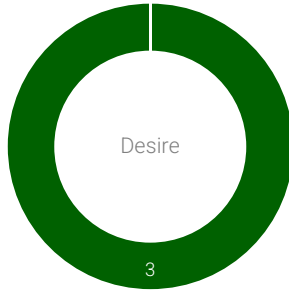


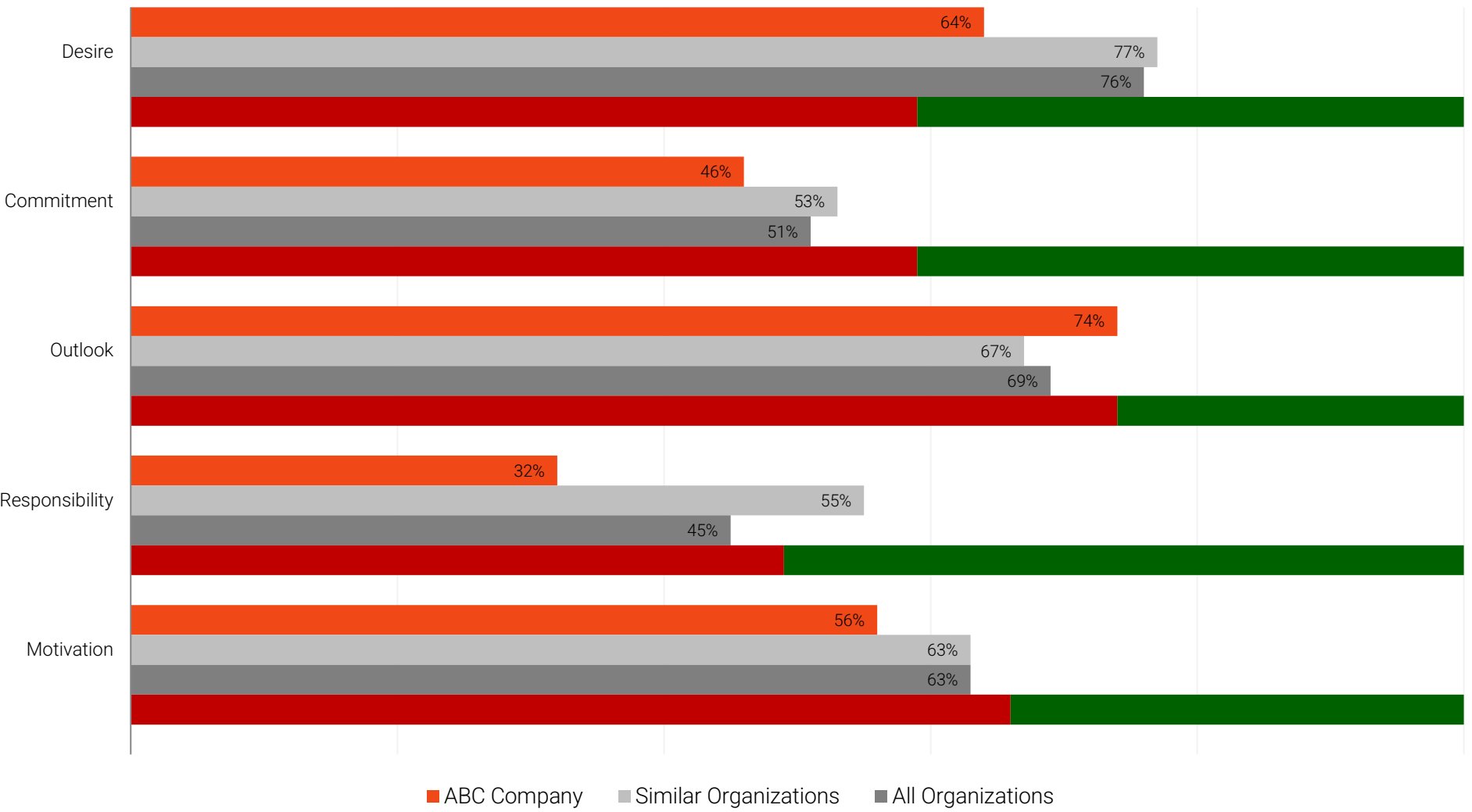
Will to Manage Sales 3 Sales Managers



Will to Sell

3 Non-Selling Professionals





THE WILL TO SELL COMPETENCIES

18 SALESPEOPLE

Desire 72%



Commitment 44%



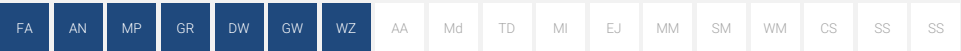
Outlook 78%



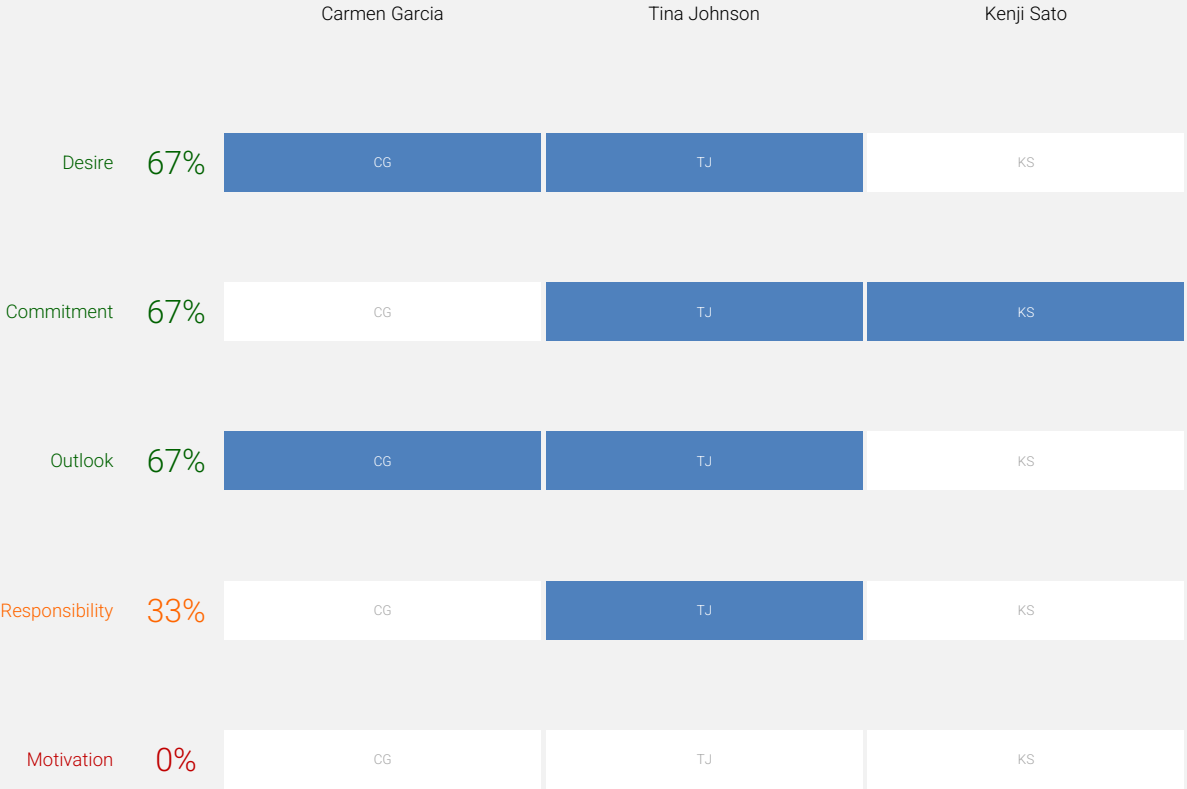
Responsibility 33%



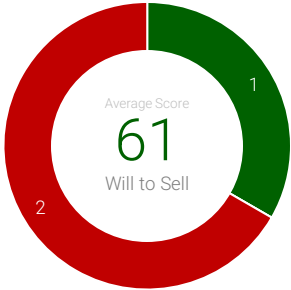
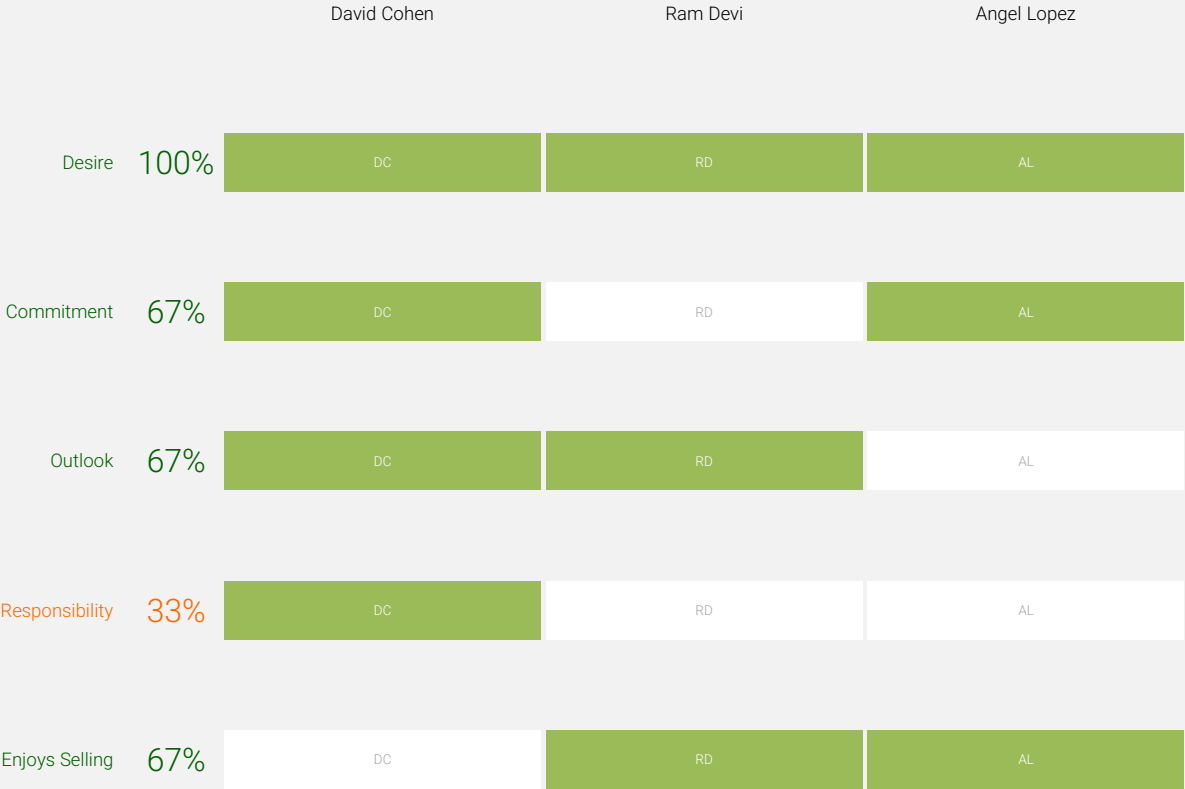
Motivation 39%



THE WILL TO MANAGE SALESPEOPLE COMPETENCIES
3 SALES MANAGERS

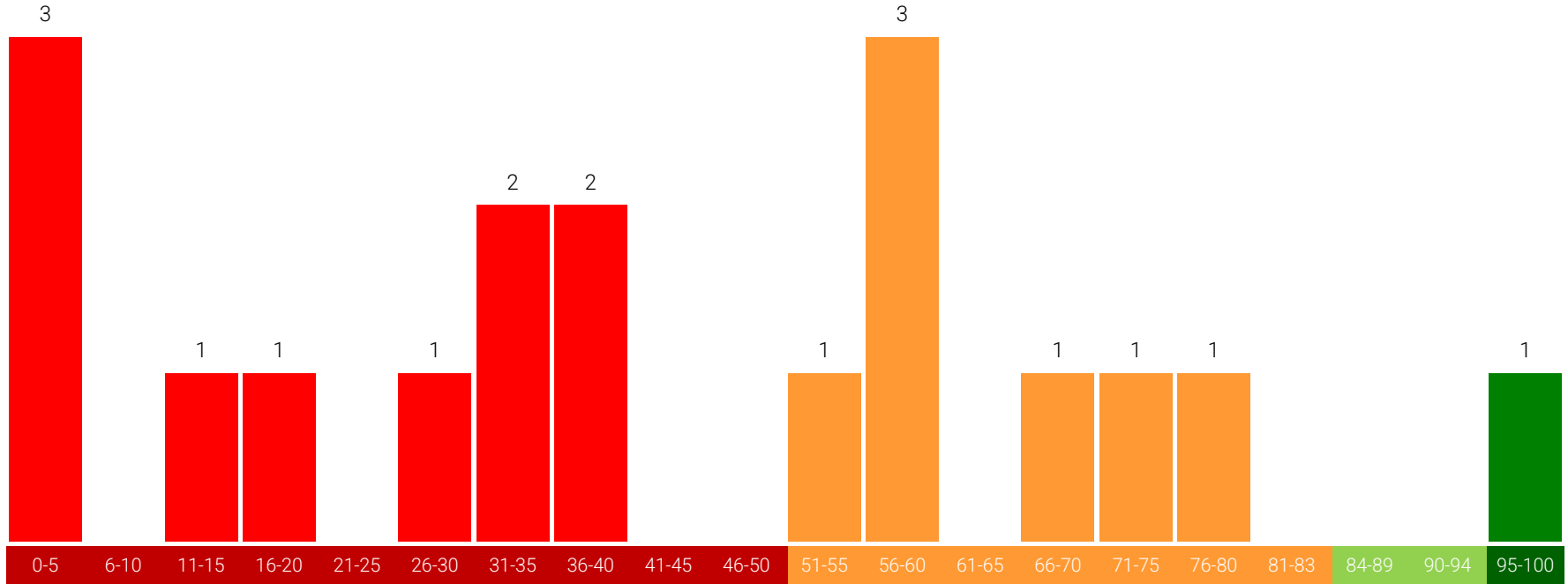


THE WILL TO SELL COMPETENCIES
3 NON-SELLING PROFESSIONALS



		Data Provided by Salespeople	
		Non-Performer	Performer
Data Provided by Company	Non-Performer	39%	11%
	Performer	22%	28%

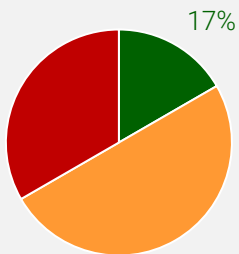
Analysis of Salespeople - Sales Percentile



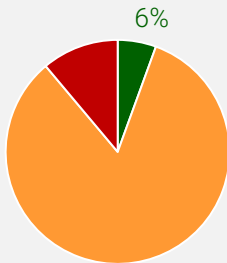
Supportive Development Factors

Scope

Sales DNA

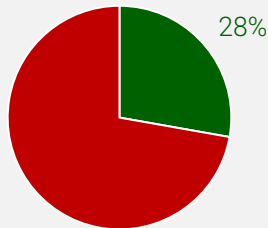


Tactical Competencies

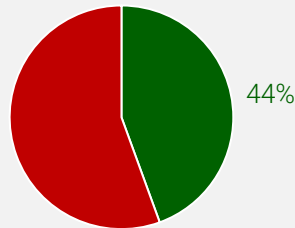


Friction

Will to Sell

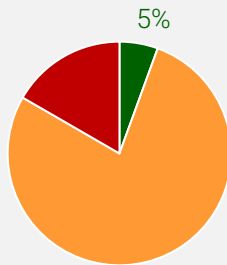


Coachable



Timeframe

Figure-It-Out-Factor



Unweighted Opportunity
\$161,151,200

32%

Weighted Opportunity
\$50,978,033

ANALYSIS OF SALES MANAGERS
3 SALES MANAGERS

Carmen Garcia

Tina Johnson

Kenji Sato

Sales Management Percentile

CG

TJ

KS

Sales Management DNA

CG

TJ

KS

Sales Management Tactical Competencies

CG

TJ

KS

Selling Tactical Competencies

CG

TJ

KS

Figure-It-Out-Factor

CG

TJ

KS

Coachable

CG

TJ

KS

Will to Manage Sales

CG

TJ

KS


ANALYSIS OF NON-SELLING PROFESSIONALS
3 NON-SELLING PROFESSIONALS


	David Cohen	Ram Devi	Angel Lopez
Sales Quotient	DC	RD	AL
Desire	DC	RD	AL
Commitment	DC	RD	AL
Outlook	DC	RD	AL
Responsibility	DC	RD	AL
Enjoys Selling	DC	RD	AL
Sales DNA	DC	RD	AL
Qualifying	DC	RD	AL
Consultative Selling	DC	RD	AL
Farming	DC	RD	AL
Account Management	DC	RD	AL




Objective
Management
Group

WHAT ARE THE SHORT-TERM PRIORITIES FOR ACCELERATED GROWTH? SALESPEOPLE

- 
1. Supportive Beliefs [16/0/2]
 2. Commitment [10/0/8]
 3. Comfortable Discussing Money [13/0/5]
 4. Supportive Buy Cycle [12/0/6]
 5. Stays in the Moment [10/0/8]
 6. Doesn't Need Approval [8/0/10]
 7. Consultative Selling [7/9/2]

- 
8. Reaching Decision-Makers [0/16/2]
 9. Qualifying [4/13/1]
 10. Selling Value [2/11/5]
 11. Responsibility [12/0/6]
 12. Desire [5/0/13]
 13. Motivation [11/0/7]
 14. Sales Process [5/6/7]

- 
15. Relationship Building [7/6/5]
 16. Hunting [4/9/5]
 17. Presentation Approach [0/8/10]
 18. Sales Technology [7/8/3]
 19. Closing [0/14/4]
 20. Outlook [4/0/14]
 21. Handles Rejection [2/0/16]



WHAT ARE THE SHORT-TERM PRIORITIES FOR ACCELERATED GROWTH? SALES MANAGERS

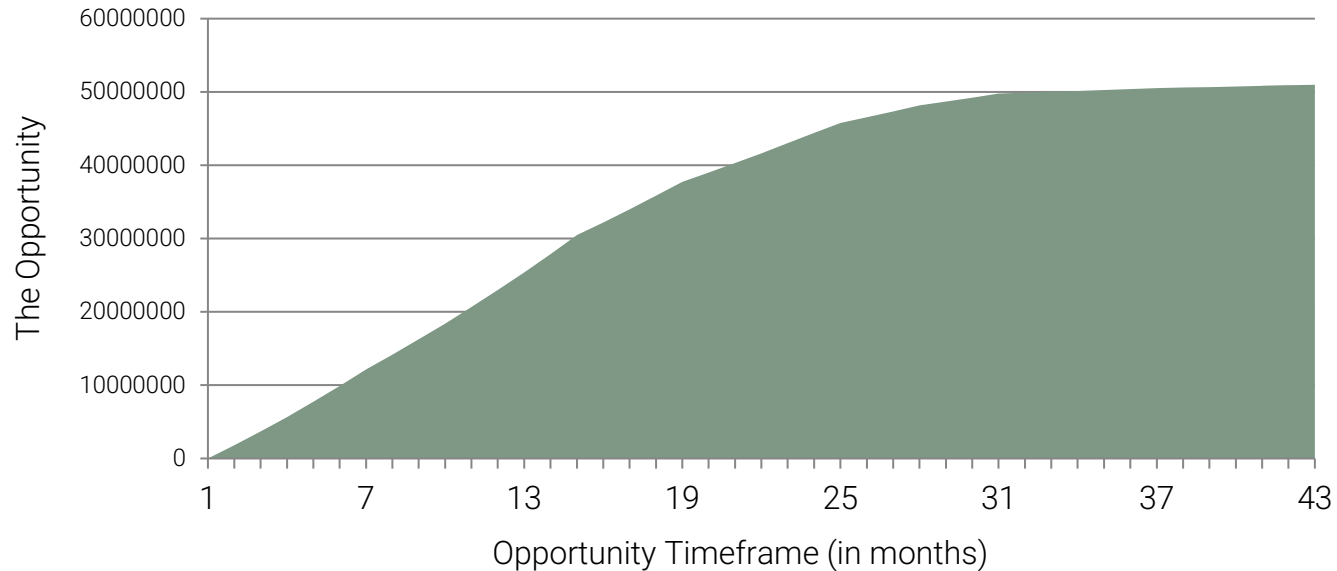
- 
1. Doesn't Need Approval [2/0/1]
 2. Stays in the Moment [2/0/1]
 3. Supportive Beliefs [2/0/1]
 4. Supportive Buy Cycle [2/0/1]
 5. Commitment [1/0/2]
 6. Motivating [2/1/0]
 7. Coaching [0/3/0]

8. Sales Process [2/1/0]
9. Motivation [3/0/0]
10. Recruiting [2/0/1]
11. Desire [1/0/2]
12. Accountability [1/1/1]
13. Responsibility [2/0/1]
14. Closing [0/3/0]

15. Pipeline Management [1/0/2]
16. Relationship Building [1/1/1]
17. Outlook [1/0/2]
18. Sales Technology [1/0/2]
19. Team-Focused [0/1/2]
20. Comfortable Discussing Money [0/0/3]

The Opportunity

\$50,978,033



WORKING REMOTELY
18 SALESPEOPLE

Works Independently 61%



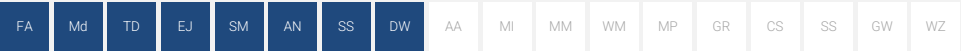
Effective Time Management 67%



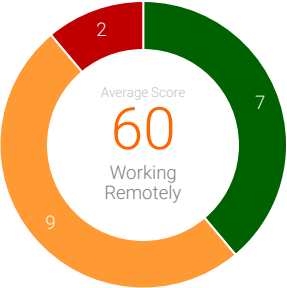
Self-Starter 78%



CRM Savvy 44%

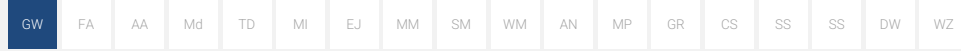


Video Proficient 22%



NEGOTIATING 18 SALESPEOPLE

Seeks Win/Win 6%



Willing to Walk 6%



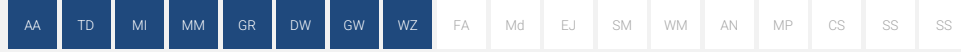
Manages Appropriate Amount of Patience 33%



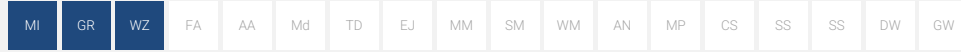
Able to Listen/Ask with Ease 28%



Able to Stay in the Moment 44%



Goal Oriented 17%



Problem Solver 89%



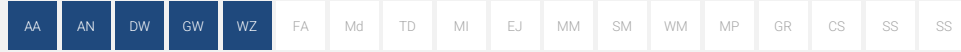
Doesn't Need to be Liked 56%



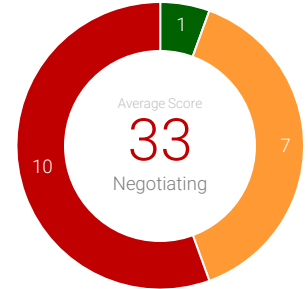
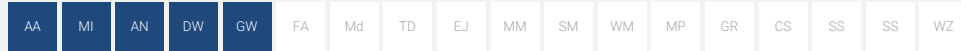
Rejection Proof 89%



Selling Value 28%



Will Discuss Finances 28%



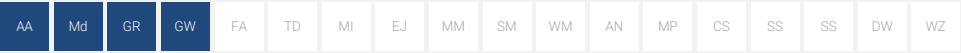
NEGOTIATING
3 SALES MANAGERS

		Carmen Garcia	Tina Johnson	Kenji Sato
Seeks Win/Win	0%	CG	TJ	KS
Willing to Walk	0%	CG	TJ	KS
Manages Appropriate Amount of Patience	0%	CG	TJ	KS
Able to Listen/Ask with Ease	0%	CG	TJ	KS
Able to Stay in the Moment	33%	CG	TJ	KS
Goal Oriented	33%	CG	TJ	KS
Problem Solver	100%	CG	TJ	KS
Doesn't Need to be Liked	33%	CG	TJ	KS
Rejection Proof	67%	CG	TJ	KS
Selling Value	33%	CG	TJ	KS
Will Discuss Finances	67%	CG	TJ	KS



ACCOUNT MANAGEMENT 18 SALESPEOPLE

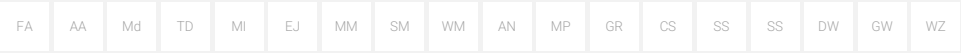
Has Strong Relationships 22%



Will Handle Organizational Politics 56%



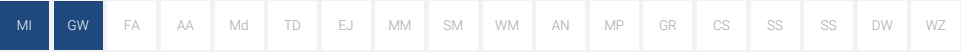
Will Make Friends Everywhere 0%



Will Follow Up Often 100%



Will Meet/Talk with Decision Makers 11%



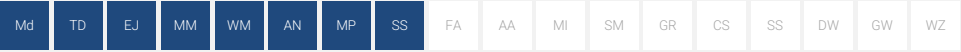
Will Know the Real Budgets 61%



Won't Feel Urgency to Close Business 61%



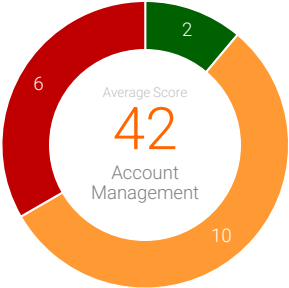
Won't Alienate People 44%



Will Focus on Current Accounts Rather than Looking for New Accounts 22%



Will Manage Time Effectively 67%



ACCOUNT MANAGEMENT
3 SALES MANAGERS

Carmen Garcia

Tina Johnson

Kenji Sato

Has Strong Relationships 33%

CG

TJ

KS

Will Handle Organizational Politics 67%

CG

TJ

KS

Will Make Friends Everywhere 67%

CG

TJ

KS

Will Follow Up Often 100%

CG

TJ

KS

Will Meet/Talk with Decision Makers 33%

CG

TJ

KS

Will Know the Real Budgets 67%

CG

TJ

KS

Won't Feel Urgency to Close Business 67%

CG

TJ

KS

Won't Alienate People 67%

CG

TJ

KS

Will Focus on Current Accounts Rather than Looking for New Accounts 100%

CG

TJ

KS



ACCOUNT MANAGEMENT

3 NON-SELLING PROFESSIONALS

David Cohen

Ram Devi

Angel Lopez

Has Strong Relationships 33%

DC

RD

AL

Will Handle Organizational Politics 0%

DC

RD

AL

Will Make Friends Everywhere 33%

DC

RD

AL

Will Follow Up Often 100%

DC

RD

AL

Will Meet/Talk with Decision Makers 33%

DC

RD

AL

Will Know the Real Budgets 0%

DC

RD

AL

Won't Feel Urgency to Close Business 100%

DC

RD

AL

Won't Alienate People 100%

DC

RD

AL

Will Focus on Current Accounts Rather than Looking for New Accounts 100%

DC

RD

AL

Will Manage Time Effectively 33%

DC

RD

AL



FARMING 18 SALESPEOPLE

Attempts to Close 6%



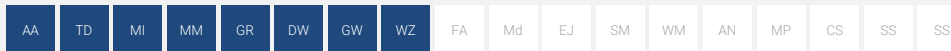
Has Closing Urgency 39%



Won't "Understand" Most Objections 33%



Won't Panic Over Objections 44%



Handles "It's a Lot of Money" Objection 72%



Won't Accept Put Offs 94%



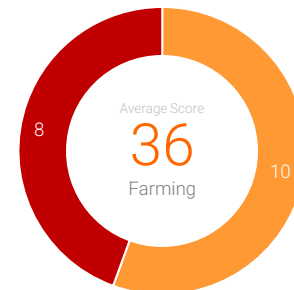
Believes They Are Quickly Liked by Customers 33%



Won't Alienate Customers 11%



Unlikely to be Distracted by New Accounts 22%



FARMING
3 SALES MANAGERS

Carmen Garcia

Tina Johnson

Kenji Sato

Attempts to Close

0%

CG

TJ

KS

Has Closing Urgency

33%

CG

TJ

KS

Won't "Understand" Most Objections

33%

CG

TJ

KS

Won't Panic Over Objections

33%

CG

TJ

KS

Handles "It's a Lot of Money" Objection

67%

CG

TJ

KS

Won't Accept Put Offs

67%

CG

TJ

KS

Believes They Are Quickly Liked by Customers

67%

CG

TJ

KS

Won't Alienate Customers

33%

CG

TJ

KS

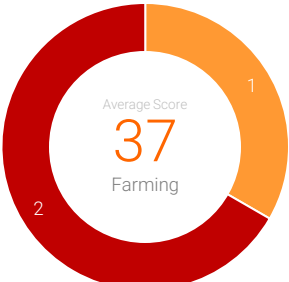
Unlikely to be Distracted by New Accounts

100%

CG

TJ

KS



FARMING
3 NON-SELLING PROFESSIONALS

David Cohen

Ram Devi

Angel Lopez

Attempts to Close 0%

DC

RD

AL

Has Closing Urgency 0%

DC

RD

AL

Won't "Understand" Most Objections 0%

DC

RD

AL

Won't Panic Over Objections 67%

DC

RD

AL

Handles "It's a Lot of Money" Objection 0%

DC

RD

AL

Won't Accept Put Offs 100%

DC

RD

AL

Believes They Are Quickly Liked by Customers 67%

DC

RD

AL

Won't Alienate Customers 33%

DC

RD

AL

Unlikely to be Distracted by New Accounts 100%

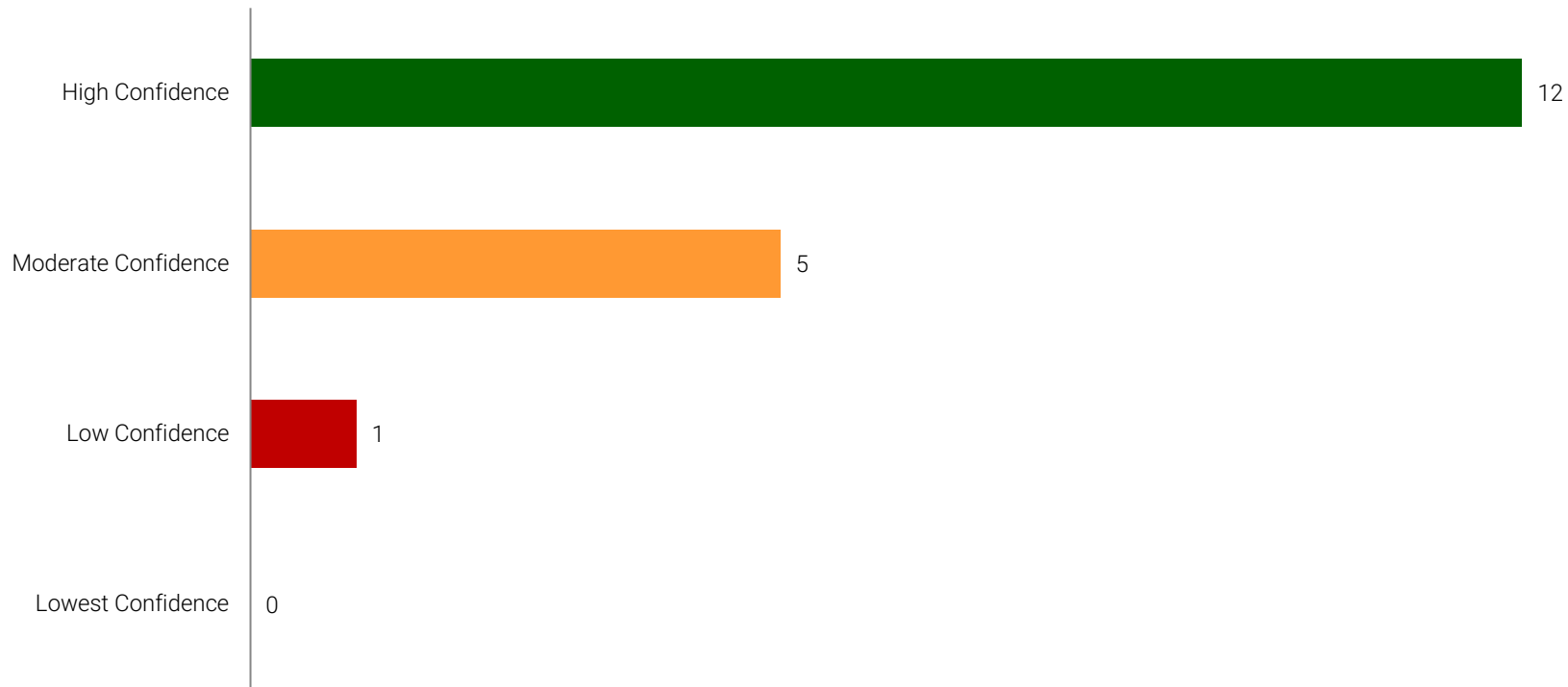
DC

RD

AL



Scoring Confidence



SCORING CONFIDENCE
18 SALESPeOPLE

Rating

FA	AA	MI	WM	AN	MP	CS	SS	SS	DW	GW	WZ	TD	EJ	MM	SM	GR	Md
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Testing Time (Average 46)

Md	TD	EJ	SS	GW	FA	AA	MI	MM	SM	WM	AN	MP	GR	CS	SS	DW	WZ
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Inconsistent Answer Sets

Md	MM	AN	MP	CS	FA	AA	TD	MI	SM	WM	GR	SS	SS	DW	GW	WZ	EJ
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

Indicated Answers May Not Be Accurate Because

FA	AA	MI	EJ	WM	AN	MP	CS	SS	SS	DW	GW	WZ	TD	MM	SM	GR	Md
----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----	----

	Performer		Non-Performer	
	High Difficulty	Low Difficulty	High Difficulty	Low Difficulty
Assessed Well	0% Strong Salesperson	17% Supports Business Growth Greg Williams Aisha Ali David Williams	6% Hidden Potential Musa Ibrahim	0% Needs Development
Assessed Poorly	11% Intangibles at Work Fatima Alami Sarah Smith	22% Hidden Risk Tom Davis Sunita Singh Wei Zhang Marie Martin	6% Development Required Anh Nguyen	39% Weak Salespeople Maria da Silva Carlos Sanchez Steven Miller Manisha Patel Eva Johansson Wolfgang Müller Giuseppe Rossi