

Your Guide to the Sales Profile v2.2.3

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Welcome to The Sales Profile (SP)

Thanks for completing the **Sales Profile**. This document will help you understand this indicator and get the most from your chart.

The **Sales Profile** is an award-winning indicator that generally identifies your current level of selling skills in 10 sales competencies. It also includes three traits linked to the drive to succeed in high value, multi-step sales.

Even if you're an experienced seller or a total beginner, the *Sales Profile* will show you what's working ... what isn't ... and where you can improve.

The *Sales Profile* is used by employers and sales trainers worldwide because:

- **It's unique.** It combines key selling skills *and* key attitudinal factors that drive sales success.
- It clearly indicates if you have a **high drive** to succeed in sales.
- It gives you a clear, plain language, snapshot of your strengths and weaknesses in the key sales skills observed in high performing sales people.
- It provides very clear feedback.
- **It's easy to understand.** If your skills are in the Pink Zone you are performing at your optimum. Scores *outside* the pink zone – higher or lower - are coaching targets.
- **It shows over performance.** We are used to under performing but you can be *too strong* in your selling skills too and this often results in *un-selling* your customers!
- **It's fast.** It takes about 7 minutes to answer the 50 questions; and the report is generated within minutes.
- **It is affordable.**

Hiring new sales people?

If you are an employer or a sales manager, the Sales Profile will help you understand the current skill set of potential new sales staff. The SP helps you make more informed decisions about potential training, supervision and support.

It does NOT factor in the qualifications or experience or the respondent; or the sales process and this additional information is required to provide context and relevance to this data.

The SP is NOT a hiring and firing tool. It does not replace the standard HR battery of assessments i.e., interviews, reference checks, referees etc. However, it is a very useful addition to your standard checks.

Training existing staff

The Sales Profile provides invaluable information that will help you get the best out of your **existing staff**.

Pre-sales training or sales coaching benchmark

The *Sales Profile* is used as a pre-training tool for sales training programs. The chart and recommendations are used to design appropriate sales training programs to improve specific sales skills.

Assesses skills you can observe

For a long time sales has been viewed as an *innate* skill you either have or you don't. You should understand that good salespeople are NOT born. And selling is NOT just one single skill in isolation. The ability to sell is made up of a range of behaviours and skills working together, usually in a sequence and in context. This means that sales skills can be learned and cultivated. And improved.

How did I come up with the SP?

In 1989, I did a sales course called the *REIQ Fast Start* so that I could become a qualified estate salesperson. I topped my class and won an award and I honestly thought I was a 'gun' seller. Then I went out into the sales territory and discovered how different theory is to real time selling.

I need to make a distinction between skills and tools. Qualifying is a skill; how you qualify is made up of tools. For example, you may have heard the advice, "Ask open ended questions." Apparently, this is supposed to 'open' people up and lead to more sales.

NLP has identified that people have a dominant buying 'schema' and if you can unearth that recipe you will sell more. This is not actually supported.

A lot of the training was based on sales tools and techniques promoted by top sellers of the day. For example, the methods of Tom Hopkins – the real estate sales guru of the 1970s; and the insurance high seller Frank Bettger were key influences on my sales skills.

Some of the training *actually* worked and I started to succeed. But a *lot* of the tools simply did not work for me ... or anyone. I was able to prove this to myself and then others through rigorous measurement.

I personally found much of my training was actually manipulative. I might close a sale but feel terrible. I knew I had used some tactic to close a deal. I measured deals that fell over and I could see that the reversal was strongly linked to buyer feeling they had been massaged and maneuvered into a sale.

We are seeing the exact same approach being taught in internet marketing.

Apparently, there is some secret code that if you learn it, you will magically turn on the sales tap.

I also gathered anecdotes from sales that went nowhere and the strong perception was the prospect recognized that a tactic was being applied even if they couldn't name it.

And it was not how I wanted to sell. And I did not like being sold that way either.

I discovered that most powerful sales tool was genuinely focusing on the welfare of the customer. I recall one couple looking at waterfront property. Instead of showing them properties I spent an hour finding out why they were moving. In the end I said that while there were many attractive properties available, there were none that met their needs. I even suggested a rival development because it offered better boating access to open water. My sales manager was incredibly angry with me for wasting so much time and then discouraging the sale and suggested I would not make the sales leader board that month.

I received a lot of referrals from that couple that turned into sales.

Over time I started to research the tools I had been shown to determine if they worked. I interviewed other sales professionals who shared their favourite tools and skills. One day I asked: where did you learn this tool?

You discover an amazing blend of oral tradition ideas passed from one salesperson to another; or passed down through books.

Hopkins must have read Bettger because he makes reference to Bettger's books. And Bettger must have learned what he knew from someone. What I discovered surprised and shocked me ... and should shock you.

The pedigree of most of the tools taught in 1989 ... and still in 2011 were first collated around 1880. Many of the principles still taught to frontline salespeople today were actually 'borrowed' from newspaper advertising (i.e., AIDA). AIDA does not work that well in a live sales but is a great model for copywriting.

Most sales techniques you and I know of had been codified by about 1908.

In 1922, key sales tools were first researched and tested at Stanford University in the USA funded by the insurance, real estate and motor car industries. By 1925, many of the tools in those initial studies were later shown to be ineffective - and yet - for some strange reason - we continued to use them. Two studies in 1986 and 1993 showed that as the sale value increases some technique *can actually reverse the sale!*

I also completed my *Industrial and Organizational Psychology* degree, read the literature, read books, attended courses and trainings, listened to CDs, and watched DVDs. I read about 75 sales books spanning 1894 through to 2010. For your reference, most people learn their skills from 1 or 2 books at the very most.

I identified about 148 different techniques which can be grouped those down to ten key categories - *Readiness, Knowledge, Prospecting, Qualifying, Presenting, Closing, Objections Handling, Service, Administration*.

For example, questioning, investigating, qualifying, and probing can appear as separate skills. The skill might be renamed or rebadged but it still a needs/problem qualifying strategy.

If you read about seven books you would identify the same skills I discovered.

I also and added the three key moderators of those selling skills - *Attitude, Drive and Communication Skills*.

And I organised them into the most commonly accepted *Before, During* and *After* sequence.

The Sales Profile shows your strengths and weaknesses in the ten selling skills; and your drive to succeed in sales - all in an easy-to-read graph and comprehensive report.

I did not identify any new skills. I reconfirmed competencies long identified as core to selling (i.e., Strong, 1922) and *still* commonly observed in most high value sales, consultative selling, multi-step sales scenarios (i.e., Corey, 1996).

The ten competencies are:

- **Readiness**
- **Knowledge**
- **Prospecting**
- **Rapport**
- **Qualifying**
- **Presenting**
- **Closing**
- **Objections**
- **Customer Service**
- **Administration**

The ten sales skills in more detail

- **READINESS**
You *feel* prepared and ready to sell. Readiness includes your attitude, but it includes whether you feel you've received sufficient training or sales theory to perform a sales role. It can include an induction into the business or company; suitable training in product knowledge; customer knowledge; information specific to your industry.

It also can indicate that you have experience in selling and feel ready for new sales situations.

- **KNOWLEDGE**
You have *enough* credible sales theory, product knowledge and knowledge of markets, customers, competitors and the laws associated with your industry to sell and to be of value ... to the customer.
- **PROSPECTING**
You feel confident and know how to make contact with prospective customers and you can quantify your effectiveness. This includes the role prospecting has in the total selling system. A lot of the resources focus on skills but often fail to provide context for those skills. When we work with clients we tend to spend time clarifying the selling system – getting something from your hands and into the hands of customer - than anything else.
- **RAPPORT/TRUST**
You have the social skills to initiate, develop and maintain short and long-term professional relationships. You can demonstrate effective communication skills i.e., listening, empathy, emotional intelligence. But you relate in a way that feels authentic and genuine and natural. Many of the resources emphasise rapport but not building and sustaining trust (i.e., a high score on the rapport trait can indicate insincerity).
- **QUALIFYING/INVESTIGATING/QUESTIONING/CONFIRMING**
You can accurately investigate and identify your customers explicit needs *before* you present a potential solution. Essentially you are focused on the explicit problems and needs of your customer and you care about them enough to have an authentic conversation with them that identifies what they want and perhaps need with a view to resolving accurately identified and confirmed problems.
- **PRESENTING/COMMUNICATING**
You can clearly articulate and demonstrate the features, benefits and advantages (FAB) of your products and services with a genuine link to the explicit needs of your customer. You can help a customer select the most appropriate options and solution for their needs.

Presenting can include the written tendering process of more complex negotiations. Presenting here is focused on helping people (i.e., quantity surveyors, procurement managers) make an informed decision.

It also includes proposal pitching as well.
- **CLOSING/ASKING FOR THE BUSINESS/CONFIRMING EXPLICIT NEEDS**
You can ask for a sale. You can negotiate terms and obtain a commitment to purchase. Closing also includes testing needs and solutions strength and trial closing at anytime during the sale; as well as up-selling and cross-selling.
- **OBJECTIONS - PREVENTING/HANDLING**
You can clearly identify the key concerns that enable a customer to better decide if their explicit needs will be met by your solution. The emphasis here is

on preventing rather than handling objections. We do not mean as a technique but as a methodology for genuinely supporting the customer through the sales process.

- **CUSTOMER SERVICE/CUSTOMER CARE**

Customer service is when things go wrong. Customer Care is everything you do before, during and after a sale that reinforces the customer's perception that their walk-away experience will be professional and satisfying. Essentially, you deliver what you promised. You can deliver or fulfil whatever was agreed as agreed. It includes post-purchase reassurance, handling sales reversals and complaints, after sales service, maintenance, repairs and warranty claims and requests for additional services or products; and handle sales reversals.

- **ADMINISTRATION**

You professionally handle the paperwork associated with the actual sale. This includes any logistics associated with service delivery, shipping, archiving and retrieving client data; and any compliance issues related to customer privacy.

It also includes liaising with internal and external suppliers.

Three Traits

The SP identifies three key traits that appear to moderate the selling skills. They are:

- **Attitude**
- **Responsiveness**
- **Communication skills**

The three traits in more detail

- **ATTITUDE**

Attitude is defined as the **positivity** and **optimism** required for sustained success. Salespeople have to have a good attitude because they deal with so much rejection. As an example, a recent study showed as high as 90% (Achor 2010).

In sales training, we help sales people *intellectually* make sense of Conversion and Failure Rates but *emotionally* you still need to remain positive and optimistic. A low score in Attitude will inhibit your success in selling.

- **RESPONSIVENESS**

Responsiveness covers how you respond to your awareness of issues. Sales people need to be highly responsive and respond in a timely, relevant and appropriate manner. A low score on responsiveness will inhibit your overall success in selling.

- **COMMUNICATION SKILLS**

Communication skills includes sensory acuity and basic skills such as active listening, and rapport-building skills.

Communication also includes clearly communicating what you intended to communicate; and understanding what is being communicated to you. It can include written skills.

It also indicates under and over communicating.

A low score on communication will almost certainly inhibit your success. The single biggest complaint about sales people is they don't listen! Or they talk too much!

The Most Common Sales Sequence

I have adhered to the common **before**, **during** and **after** sales sequence.

Before – what typically happens BEFORE the sale

- **Readiness** – attitude, training, induction, product, theory
- **Knowledge** – product, sales theory, customers, markets
- **Prospecting** and lead generation

During – what typically happens DURING the sale

- **Rapport** – communication skills, relating
- **Qualifying** - investigating and questioning
- **Presenting** benefits and preferred solutions
- **Closing** – asking for the business
- **Handling objections** and conditions of sale

After – what typically happens AFTER the sale

- **Customer Service** and after sales care
- Sales **administration**

The SP shows you what skills are working – and not working - and in a sequence that is familiar to most sales situations. This helps you identify *where* you might be experiencing the most problems in your sales process and *what* needs attention.

Compare the skills to your sales process

Importantly, to maximise the value of the SP, you need to bet-fit your skills to your specific sales process. This is a key flaw in most of the sales books I read. It focuses on developing the skills as if all were required universally. This is not true.

Your sales process (and your industry) provides the context for the skills and makes the data more meaningful. For example, we all agree that **closing** is critical but the skill of closing is not always key or even doable in many scenarios closing i.e., the complex tendering process where the purchase decision is by criteria or made by an independent appraisal team who do not normally meet with sales people.

Closing is however a key feature and skill much needed in a retail sales scenario.

NB: the Sales Profile does NOT assess your sales channels or selling process. That said, matching your skills to your sales process is a valuable exercise and if you are unsure on how to do this please ask because this service can be provided.

How to read the performance scale

- The SP rates the skills on a scale of 0-100%. 75% - give or take 5% - is considered **optimum** for high performance in sales on this indicator.
- You do NOT want 100%. Perfect people do not exist and higher scores suggest over-selling.
- Chart 1 displays **Overall Sales Potential** and **Overall Sales Techniques** as pie charts; and makes *general* recommendations.
- Chart 2 provides a bar chart of the specific 13 skills. You can see the ten selling skills; and three traits; and the most commonly observed sales sequence. NB. The BDM process is more complex but incorporates all of the ten skills in this profile.
- The report contains feedback and recommendations. You can view sample case study videos at www.thesalesprofile.com

Is the SP a personality test?

No. The SP is NOT a personality test. Contrary to popular opinion, there is no *one* ideal personality that is better suited to sales. This was a popular idea at the start of the 20th Century, that persisted through to the late 1970s when research showed that all personalities can sell. It suggests the ability to sell is innate and suggested that extroverted personalities made the best salespeople but this is not true and remains unsupported if indeed it ever was.

The ability to sell is not a feature of personality. **It is a feature of learned behaviour and ongoing skills development.**

There is a lot of support for the idea that – whatever your personality - a positive attitude enhances sales performance. For example, performance studies show that positively primed salesperson out-perform negatively primed salespeople (Seligman, 1991). Low scores in Attitude and Responsiveness can indicate performance issues even if someone is highly skilled.

A pragmatic view based on experience supports that negative attitude and poor responsiveness typically inhibits sales performance.

In our opinion, a positive and optimistic attitude; responsiveness; and good communication skills are reasonable predictors of a **high drive to succeed in sales.**

Explicit vs Implicit needs

All sales theory suggests that a critical success factor in sales is to identify and meet the needs of the client. In this context research dating back as far as 1920 is very clear: you must identify and meet the **explicit needs** of the client. Qualifying and investigating is the skill that identifies explicit needs.

For your reference, explicit needs are clearly stated *by the client*. Implicit needs are assumed *by the seller and expressed by the seller (Strong, 1922; Rackham, 1985)*. To help you know the difference if you say it, it's implicit. A consistent recommendation of the SP is to focus on identifying and confirming the explicit needs stated by the customer.

The term explicit needs is interchangeable with the word problem. In any case, people buy because they have a need or problem that needs alleviating even in the most benign of situations i.e., soft drink alleviates the problem of thirst.

High scores >85-100%?

There are no perfect people. So we are **not** looking for scores of 100%. In fact, 100% scores do not necessarily mean you are performing at your optimum. Generally, high scores can indicate that you over-assume the buyer's needs; or place more focus on the assumed benefits of your products or solutions to meet needs *rather than the explicitly stated needs of your customer. And that behaviour actually works against you in a sales function.*

If we use Closing as an example, a score that exceeds 80% can indicate someone who *can* close ... but closes too quickly or too hard because they automatically assume and imply that the product or service being sold is a best-fit for the customer. It is typically described as *pushiness*.

At around 75%

Around the 75% mark is preferred and optimum for high performance.

If we use the skill of Closing again, at around 75% we have someone who can authentically ask for the sale and at the appropriate time because they have selected the right prospect and qualified their explicit needs; and the customer has explicitly disclosed their need or problem; and even nominated their preferred solution.

Lower scores: Below 60%

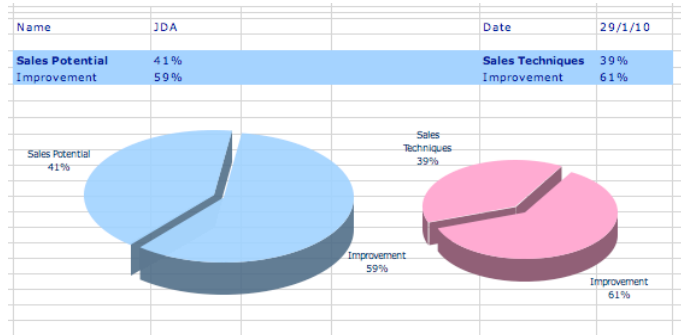
Lower scores (<60%) almost always indicate under-performance and the need for much closer supervision and monitoring of sales activity and performance; and closer measurement and scrutiny of actual sales results; and the clear need for training or sales coaching.

Lower scores, can also indicate that you are capable of high sales performance but you need to refresh your selling and negotiating skills, you need to review your sales system or you are *jaded* with sales and selling. This is consistent with the idea that the ability to perform in sales is the result of ongoing skill development.

Using Closing again, as we drop below 65% we see someone who is increasingly more neglectful or reluctant to *ask* for the business.

The Overall Pie Charts

The pie charts give you a *general snapshot* of your overall sales potential and sales techniques. You'll recall we want around 75% optimum for high performance.

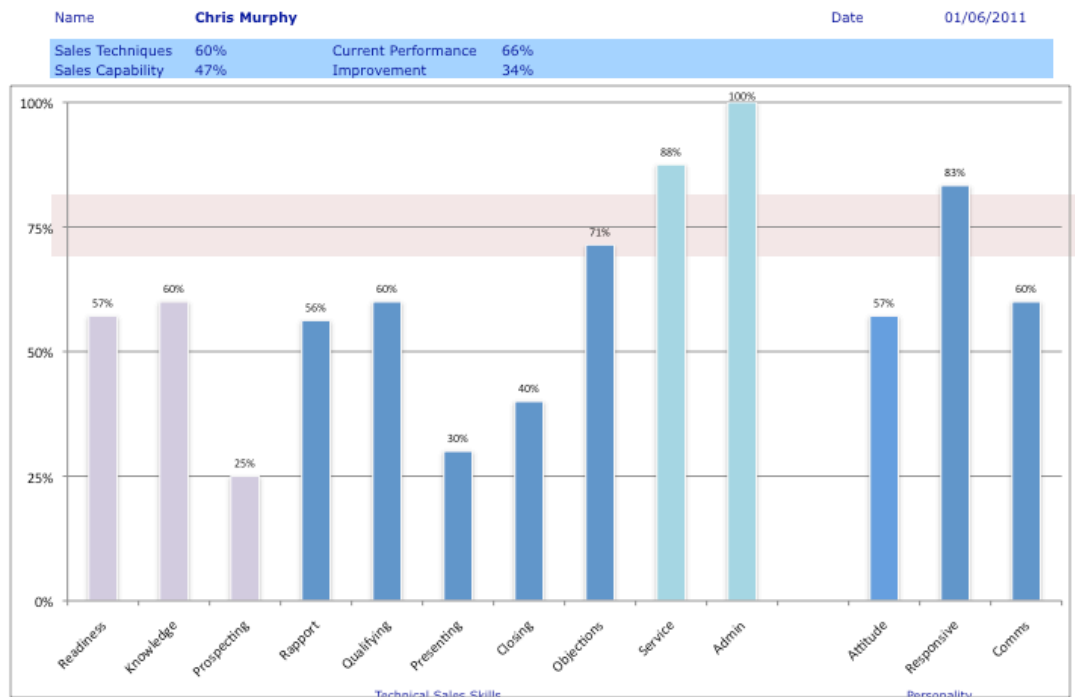


In this example JDA has an **Overall Sales Potential** of 41% and a possible **Improvement** score of 59%. So this indicates the need for training and supervision.

The **Sales Techniques** pie chart shows 39%. So there's room to improve technical sales ability by 61%. So in both cases there is room for improvement and trending towards a high need for sales training.

The Bar Graphs

The bar graphs show the ten sales skills and three traits. We've indicated the optimum zone as the pink bandwidth set between 70-80%. So bars near or inside that bandwidth are strengths. (NB: The name below is fictitious).



Reading the charts

Firstly, have you determined the selling context for the respondent? Spend some time understanding what skills would be most relevant to success in that context. A big mistake is to look at a chart with out-of-range scores and conclude that the person cannot sell. It seems that prospecting, qualifying and closing are the key skills associated with sales performance.

As an example, Ross is an engineer and his chart indicated terrible scores on these three traits. But he was his company's top seller. He scores well on knowledge and presenting and in his context a client wants to be reassured that someone is knowledgeable and lucid over the life of the project.

Are the bars inside the Pink Zone?

Are the scores around the 75% mark? The optimum zone appears as a **pink bandwidth** ranging 70-80%. So if the bars are *near* or *inside* this bandwidth they are described as **in range** and considered to be working for you.

Are the bars in range?

You'll notice in the chart above about three of the traits are near or **in range**. Always start with your strengths and check if they also compliment your sales situation.

Are they out of range on the high side?

Next, note which bars are *outside* the pink zone on the **high** side. Essentially you have this trait in strength or excess i.e., Administration.

What might a high score infer?

We would check if Chris (not his real name) spends too much time in the paperwork for example. Chris in fact was fastidious about his admin and we discovered that this was a strategy to **avoid live sales situations**. But you might be in a high compliance industry where you need to be fastidious ... and some.

When we do sales training we also try and confirm the data by observing you in a sale (shadowing), closely monitoring your prospecting conversion rates (i.e., calls > appointments > quotes > sales); monitoring the value of your quotes-in-tray and actual sales; monitoring your referrals; your sales reversal rate (customers who agree to purchase and then cancel the sale); and customer satisfaction and complaints.

Are the bars outside the range on the low side?

Next, look at the bars *outside* the Pink Zone *and* on the **low** side. These traits are weaker, in deficit and need to improve through training or coaching. We recommend you increase the supervision and monitoring of these skills.

Chris rates low in Closing. We might check if he is struggling with this skill.

Do any bars seem to be related to other bars?

Once you've looked at the bars *individually*, see if you can see any bars that might relate to another bar. For example, you might see a link between prospecting, qualifying and closing skills.

Look at the relationship between prospecting and closing and you might concur that Chris is struggling right at the very beginning of the sales cycle. Another target of concern is that poor Presenting score.

Carefully consider any bars that seem related bars but also seem confusing and seek further anecdotal clarification that might suggest a possible and plausible explanation.

Relate the bars to your sales process and sales context

A key problem with many sales assessments is they *only* look at skills. *Technically*, Chris is not a skilled sales person and yet he might be the highest performer on the team. How is this possible?

As we mentioned, Chris is an engineer and so most of the prospecting is in the form of tenders and quantity surveyor or independently assessed proposals. So Chris may have focused on his admin skills and his ability to counter objections because its an occupational necessity – hence strengths in his chart.

If this is typical for his industry then perhaps he really is in trouble. So we are factoring in the typical sales process for that industry.

We would also look at his sales records and focus not only on actual sales but the value of his soft order book or quotes-in-tray and his conversion rate.

So we use the SP ... but we also provide context.

Look for any contradictions

We recently profiled a client who had terrible rapport skills but great communication skills. At first glance this seems odd. But when we interviewed the person they told us that they were at the end of a very successful career selling a high demand product. He was tired of rapport building to get a sale. But he communicates very effectively ... to motivated buyers.

This is why it's important to carefully consider anecdotal information that makes even better sense of the charts.

The Comments and Recommendations Report

Next carefully read the report comments. The comments are very general and used to *initiate* discussion and enquiry ... not end it. So be curious about the comments and explore potential insights. Always ask: how might this apply to me ... exactly?

Readiness	57%	Feeling sufficiently trained to start selling with minimum supervision. Increasing negative approach to the sales function.
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For example, this *Readiness* score is trending towards a negative approach to sales. We'd check if that's a reasonably accurate assessment and what evidence would support that finding. In this case it was true. The person did not like the sales role and had resisted various attempts to train them in this capacity. But it might mean other things. This is why the SP is NOT used in isolation for hiring purposes.

Reread your own answers

You can discover a lot simply by rereading how you answered the questions. Some of your answers may provide opportunities for discussion and coaching. For example:

Is customer service the most important of all sales activities? Yes/No/Maybe?

If you answered M or N, then explore why you *don't* consider customer service as the most important sales activity? It is worthwhile to consider what you were thinking when you answered as you did. By the same token, if you answered 'Yes', why? It is always good to verbalise why you believe something strongly.

What if you don't agree?

That's OK – perhaps our technology let you down *this time*. But also accept that **you answered the questions**. So, again, go back and really look at how you answered the questions. For example:

“Salespeople have to lie from time to time to make a sale.”

Why would you answer YES to that? Because some sales people *genuinely* feel they have to lie to succeed in sales. Research tells us that the most successful sales people in fact don't exaggerate or embellish or lie. Believe it or not the peddler – the original sales person - had to be honest because they relied so heavily on repeat business.

Look at the Overall Scale

We have also included an overall guide to the ratings that shows **Generally** what your score means, the **Downside** of your score and the **Key recommendations**. (see below).

Visit the website

Please view some of the short case study videos on www.thesalesprofile.com You will get a very good feel for how the charts are interpreted from these videos. Email us at info@thesalesprofile.com

Sales Skills/Sales Process Consulting for individuals and teams

This is an invaluable 2.5 hour service because we actually match up your skills to your **sales process**. Of course, if you need sales coaching we can provide coaching or put you in touch with a caring sales coach in your area and one who is familiar with the Sales Profile. Feedback can be delivered worldwide via skype or phone. Please email info@thesalesprofile.com for information.

Work-based SP training

Some companies use the SP as their in-house sales tool. We can provide training in how to use the SP.



Andrew Priestley (2011)

UNREALISTICALLY TOO HIGH – HIGH PERFORMER			
100-85%	<p>Generally... People with this score are usually very experienced with an established product/service and sales process. They tend to be very focused on their product and product solution because they have enough evidence to assume it will address most customers' implied needs. But note: it's a great score but still unrealistically high.</p>	<p>Downside You can come across as a high performer but also cocky, arrogant, overly confident, or pushy; or insincere and going through the motions. We often encounter the 'what can you teach me' mindset. If there are too many 100% scores we generally find the person rushed the questionnaire or tried to put their best foot forward.</p>	<p>Key recommendation ... Authentically reflect on any areas of your sales skills or process that you are taking for granted and notice if you are going through the motions in some areas. Do some research. Set new challenges and targets. Focus on genuinely meeting the explicit needs of your customers – and reflect on your own strengths in this key area. Do a check for the value of repeat business; and perhaps conduct a Net Promoter Score survey.</p>
OPTIMUM			
± 70%	<p>Generally ... A realistic score; and the optimum. A client at this level has a good game but there's room to do even better and they are open to that possibility for themselves, their team and their customers to learn.</p>	<p>Downside ... You'll come across as comfortable. Sure it can be even better but right now things are OK.</p>	<p>Key recommendation... At this level we are putting greater emphasis on evidence-based outcomes i.e., sales targets, quarterly targets, End of Month stats; value of WIP and Quotes-In-Tray; and personal sales statistics. Plus we look at other measures such as referrals, customer complaints etc.</p>
NEEDS ONGOING SALES TRAINING/COACHING AND SUPERVISION AND MONITORING OF RESULTS			
± 50%	<p>Generally ... OK – but you need to get regular sales training with close monitoring and supervision of the actual live sale and sales results.</p>	<p>Downside ... You are doing OK in the role but we see an emerging trend in attitudinal issues and technical/skill related issues and a lack of confidence or an emerging dislike of the sales function. Quite often they can sell but there's now a definite need for a clear focus on sales targets, results and statistics.</p>	<p>Key recommendation ... Pretty much from here down you are increasing sales training and supervision and monitoring of KPIs, performance and actual sales results. You are increasing contact not leaving sales people to operate unsupervised.</p>
UNDERPERFORMING NEEDS REGULAR SALES TRAINING AND CLOSER MONITORING AND SUPERVISION			
<40%	<p>Generally Not really ready to sell – inexperienced, lacks confidence in the product or sales process or their own skills. Needs sales managing, frequent training (i.e., product knowledge and sales skills role plays) and close monitoring or sales data.</p>	<p>Downside ... Not ready and/or reluctant to sell. Most likely there's discomfort in the sales capacity; and sales staff are more demotivated. They will do it but don't feel confident or overly willing to be in the sales role.</p>	<p>Key recommendation ... Lots of regular sales training; regular product training; and very close supervision of sales activity and results. Check that good sellers are not demotivated and going through the motions.</p>
CRITICALLY LOW – NEEDS SALES TRAINING AND VERY CLOSE MONITORING AND SUPERVISION			
<25%	<p>Generally ... Not ready to sell. May have good or bad product knowledge but usually lack of experience and confidence in the sales process. People at this level usually don't like selling and don't want to sell.</p>	<p>Downside ... Not ready to sell – don't want to sell –inexperienced, lacks confidence, resentful, reluctant, even negative about the sales and selling. Not really a good resource in this role.</p>	<p>Key recommendation ... Get this person out of this capacity because they will be impacting your clients either obviously or in subtle ways. They need lots of regular training (which they may resent) and VERY close monitoring and supervision.</p>