



Objective
Management
Group®

SALESPERSON CANDIDATE ASSESSMENT ■■

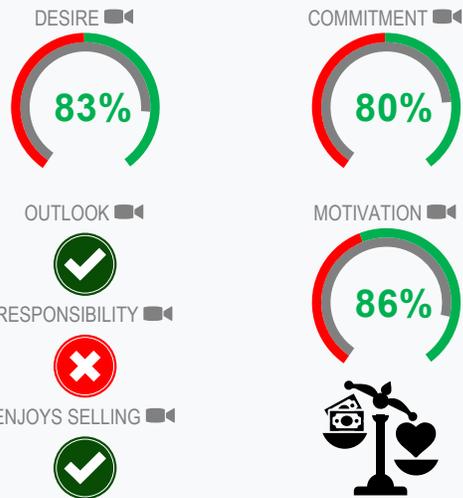
**John Geils
September 5, 2014**

**ABC Company
Sample
Little to No Difficulty**

Recommended

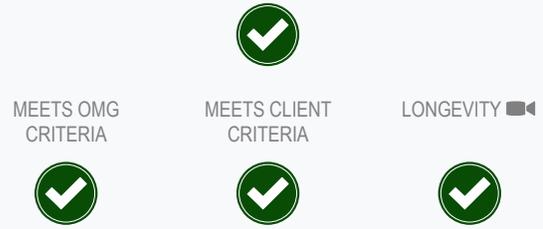
NOTE: This assessment focuses on the likelihood of John's sales success in this particular selling role at your company. We also suggest whether John is trainable and coachable and provide guidance as to the areas in which John may require help during the onboarding process. While this is an important component of the selection process, it is only one component. This assessment does not measure intelligence, technical knowledge, self-presentation, or appearance. This is not a personality test or a behavioral styles assessment. While assessments of that nature are perfectly well designed for general employment purposes, they are not predictive of sales success and we do not recommend their use in the sales selection process. Our assessment will uncover sales issues that were likely hidden from view, even in a fairly comprehensive series of interviews. Therefore, our recommendations should be considered accordingly. Explanations for most of the findings can be found on our website. <http://OMGQLink.com/findings>

The Will to Sell



Recommendation

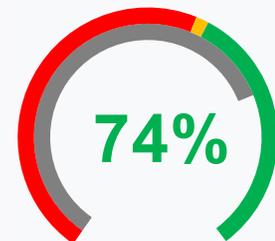
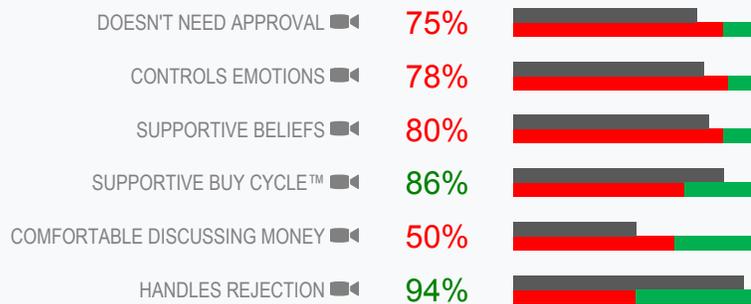
Recommended



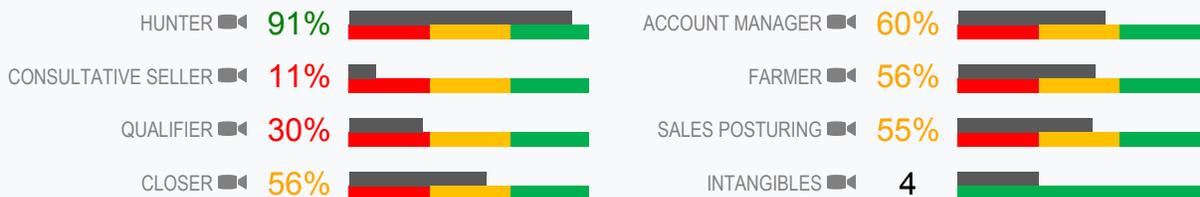
Sales Quotient™



Sales DNA



Competencies



Development



Scores



DO WE RECOMMEND YOU INTERVIEW JOHN?

John is recommended for an interview because John meets OMG's requirements as well as all of the requirements from your role specification.

Even when a candidate is recommended or worthy of an interview, it is critical that you have a formal ramp up plan, strong sales management and success measurements that ensures the success of all new hires. Make sure that John is willing to overcome the need for approval, the tendency to become emotionally involved, the self-limiting beliefs and the issues associated with the money weaknesses.

Your profile calls for a salesperson who will be working remotely and who will be closely managed. John would not be suitable for working remotely without the close management.

Before you hire John, you'll have to make sure that the problems with responsibility have been acknowledged and John has agreed to an action plan.

When asked to rate how much improvement was needed in the 11 elements of success, John indicated little or no improvement was needed. We recommend that you ask John questions and/or present scenarios that will help you measure willingness to make the necessary changes.

Requirements

Meets OMG Criteria	✓
Trainable	✓
Meets Sales DNA for difficulty level	✓
Meets Client Criteria	✓
Competition resistant	✓
High ticket seller	✓
Value seller	✓
Able to sell to top executives	✓
Will hunt for new business	✓
An evangelizer	✓
Recommendation	✓

Intangibles

We were able to identify the existence of the following intangibles.

Intangible

Winning Personality	
Industry Expert	✓
Provides Award-Level Service	✓
Extremely Well-Liked / Loved	✓
Extremely Well-Known	✓
Been in the Industry for Decades	
Huge Book of Renewal Business	
Lives Off of an Endless Number of Quality Referrals	
Recipient of the Most Company Leads	
Has the Best Territory	
Has the Biggest Customers or Clients	
Has the Best Customers or Clients	

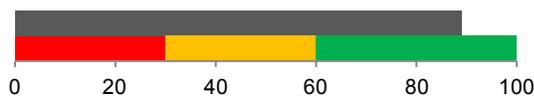
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HOW CONFIDENT ARE WE IN OUR RECOMMENDATION?

One of the questions that clients sometimes ask is, "Can I trust that John didn't 'fool the test'?" Despite a predictive validity in the 95 percent range, clients often wonder if their candidate falls into that scary 5% range. Our Confidence Score should help you determine whether or not you can trust the honesty and consistency of John's answers. Each candidate is assigned a confidence rating of either high (very confident), caution (proceed with caution) or low (little confidence), based on how John answered the questions in the assessment.

We compiled scores in several separate categories; including, but not limited to Self Ratings (positive variance from the norm in John's eleven self-ratings), Congruency (candidate's consistency in answering 11 carefully selected sets of questions), and Ideal Answers (the percentage of answers that were ideal). A high confidence rating is produced when John has realistic self-ratings, answers questions consistently and falls within the normal range of ideal answers.

89%



A high Confidence Score on John's assessment indicates that we are confident in John's answers.

We ask candidates to self-rate themselves on eleven elements. John indicated less need for improvement than we expect for several of those elements.

In fact we identified that the self ratings were significantly above our expectations.

Among the assessment questions excluding the 11 self-ratings, we have identified 2 sets of inconsistent answers. We have included questions related to this in the interviewing tips section of this assessment.

When asked if there was any reason why the answers may not be accurate John responded, "I answered all questions as instructed."

WHAT IS THE LONGEVITY PREDICTION FOR THIS CANDIDATE?

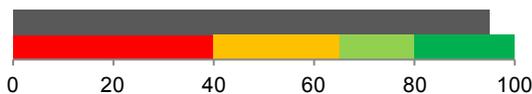
Today, turnover is inevitable and when you consider the unique dynamic of the odds of a salesperson succeeding, the risk of expensive turnover increases dramatically. It is important for a company to know its New Salesperson Return on Investment (NSROI). NSROI answers the question of how long a new salesperson must remain with a company in order for the investment of time and money to produce an acceptable return and for the salesperson to have an impact.

When you completed the Role Specification for this assessment you provided the Ramp Up, Margin and Subsidy information needed to calculate the NSROI for this position. The results are shown in the table below.

	Default Values	This Candidate
Ramp Up Time	7 months	8 months
Break Even	9 months	10 months
NSROI (5x)	1 year 7 months	1 year 8 months

This candidate's ramp up, break even and NSROI durations are slightly higher than the default values because the candidate has a Figure-It-Out Factor™ somewhat below our expectations for a typical learning curve.

Highly Likely



Five factors contribute to our longevity prediction. Each factor supports or detracts from the likelihood that a candidate will stay long enough to make the NSROI timeframe. Below is a description of how each of those factors contributes to the overall longevity prediction.

- The candidate's Ramp-Up Skills are within the range that supports longevity.
- The Sales Quotient™ is within the range that supports longevity.
- The candidate's years in sales are in the range that supports longevity.
- Your profile calls for closely managing the salesperson which supports longevity.
- Your compensation plan mostly supports longevity.

WHAT SHOULD YOU ASK JOHN DURING THE INTERVIEW?

We don't advocate interviewing candidates who are not recommended although some managers do this anyway. If you are interviewing such a candidate, use the following interviewing tips to validate John's weaknesses. In time, you'll learn to accept the findings at face value without taking the time to conduct an unnecessary interview.

Ask why John is leaving or left a recent job. Listen for excuses. This demonstrates excuse making.

Look at the section on self-limiting beliefs. Read one of John's more alarming beliefs aloud and ask what happens as a result of that self-limiting belief. Ask if that's a good thing or not.

Ask if John likes people. From a sales perspective, ask which is more important, making someone happy or getting the business. You'll probably hear either "both" or "making someone happy." This demonstrates need for approval.

Suggest that you see too many serious weaknesses and that you don't think that John will be able to overcome them all. Watch how John reacts. This should demonstrate the tendency to become emotional.

Ask at what point in the selling process John learns how much money the prospect has. Then ask what John does if the prospect doesn't have enough! This should demonstrate discomfort talking about money.

Ask "Why do customers like you?" (Need for Approval)

Ask "Why do customers trust you?" (Need for Approval)

Ask "What could you do to have customers like and trust you more?" (Need for Approval)

Ask questions or present scenarios to explore how John responds to change and the need to improve.

Ask why John says that most of the selling time is spent asking questions yet John relates the reasons to buy and not the prospect.

Ask how John's sales process provides decent or better results despite the time being wasted with prospects that don't buy.

HOW COMFORTABLE IS JOHN WITH YOUR SALES ENVIRONMENT?

The following section compares what your company needs John to do with what John is most comfortable doing.

92%

- ✓ The candidate has the experience required in your role specification
- ✗ The candidate does not have the experience required in your role specification
- i The candidate has experience that was not required in your role specification

Primary Market

- ✓ Corporate/Industrial
- i Residential
- i Small business/professional
- i Institutional

Prospects by Title

- ✓ Ownership or C Level
- i Management Level
- i Business Users
- i Consumers

Resistance

- ✗ No resistance
- i Very little resistance
- i Moderate resistance
- i Lots of resistance

Competition

- ✓ Tremendous Competition
- i Regular competition
- i Occasional competition
- We are the only game in town

Pricing

- ✓ We are usually higher
- i We are usually competitive
- i We are usually lower

Average Order

- i Under \$US1,000
- i \$US1,000 - \$US25,000
- ✓ \$US25,000 - \$US250,000
- Over \$US250,000

Product Sold

- i Custom engineered solutions
- ✓ Conceptual services
- i Products we can demonstrate
- i Commodities

Sales Cycle

- ✓ A one call close
- ✓ Two to three calls
- 3-6 months
- More than 6 months

Customer Development

- Sell them and move on
- Sell them on a regular basis
- Sell them and renew yearly
- Sell them and service them

Priorities

- Hunting required
- Mostly hunting
- Some hunting required
- Mostly Account Management

Closing

- Salesperson will do the closing
- Salesperson will plant seeds
Inside people do the closing
Someone else does the closing

Presentations

- Once to a single decision maker
- Once to a group
- Multiple times to individuals
- Multiple times to a group

Product Quality

- Top of the line
- Middle of the pack
- A little behind
- Different

Pressure

- High
- Medium
- Low
- None

Supervision

- Micro managed
- Closely managed
- Seldom managed
- Not managed

Company

- Small professional firm
- Small to medium sized business
- Large business
- Major corporation

Compensation

- All salary
- Straight commission
- Mostly salary with some commission
- Mostly commission with some salary

Environment

- Turbulent and ever changing
- Downsizing and turnover
- Rapid growth and expansion
- Very calm and stable

Location

- Out of my office or one staffed by a sales manager
- Out of a branch office without a sales manager
- Out of a remote or home office without staff

Entrepreneurial

- Have an Entrepreneurial Mindset
- Not Have an Entrepreneurial Mindset
- It does not matter

Selling Methods

- On the phone
- Face to Face
- At trade shows

Channel

- Directly to the Customer / Client
- Through someone who sells to our Customer / Client

Decision Factor

- are buying what we sell but must choose from whom to buy (Why me?)
- haven't planned to buy what we sell (Why?)

Networking

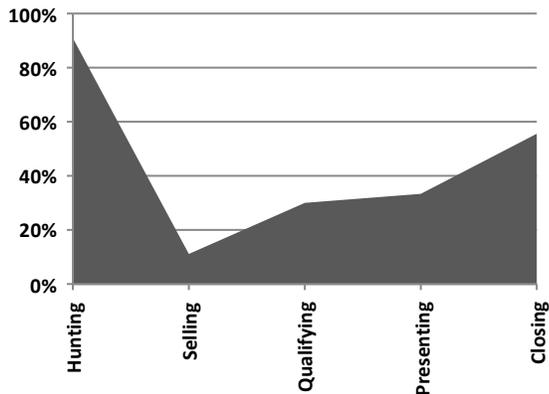
- Social Selling
- Traditional Networking
- Either of the above
- Social Selling AND Traditional Networking
- These skill sets are not required

Leads

- We provide all they need
- We provide some - they need to supplement
- We don't provide any - they need to prospect
- This is an account management position

WHAT ARE JOHN'S CURRENT SALES CAPABILITIES?

John's current sales capabilities can be best illustrated by reviewing the graph below.



The graph tells a story that suggests the following capabilities:

Hunting - John has the attributes necessary for consistent, effective hunting.

Consultative Selling - John has very few of the attributes required for selling consultatively. Use this report to identify the gaps in the Consultative Selling competency.

Qualifying - John has very few of the attributes for effective qualifying. Use this report to identify the gaps in the Qualifier competency.

Presenting - Presentation skills are not very strong.

Closing - John has some of the attributes required for consistent, effective closing. This can cause delayed closings, lost sales, stalls and put-offs. Use this report to develop a better understanding of the attribute.

Selling Competencies

We looked at seven Competencies in all to determine the percentage of attributes in each:

- Hunter
- Consultative Seller
- Qualifier
- Closer
- Account Manager
- Farmer
- Sales Posturing

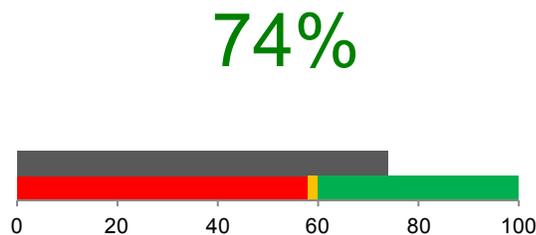
The details of those Competencies are found in other sections of this document where they were used to support our answers and findings. The explanations appear prior to each detailed Competency and provide you with a greater understanding of their meaning.

As we present our data-supported findings and continue answering these important questions, the Competencies will be a consistent part of those answers. While there is much more to sales and selling than skills - strategies and tactics - they do represent 50% of the equation. The other 50% is represented by Sales DNA that must support the use of those skills.

It is very important to understand that **salespeople with the right Sales DNA but few skills will always outperform salespeople with good skills but less than desirable Sales DNA.**

Sales DNA

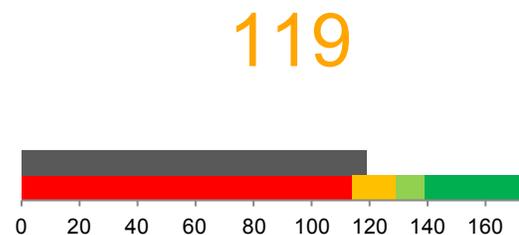
As we mentioned earlier, sales skills are not the only factors that determine sales capabilities. The overall level of Sales DNA is even more important. When strong, Sales DNA supports a salesperson's ability to execute. Less than desirable Sales DNA hinders the ability to execute skills and process. Sales DNA includes all of John's selling-related strengths. John's Sales DNA Score, shown below, is comprised of five major strengths that have the greatest impact on sales call performance. Lower numbers represent Sales DNA that will impede a salesperson's performance.



This score suggests that the Sales DNA will sometimes interfere with sales effectiveness.

Sales Quotient™

Think of Sales Quotient™ as the overall score on this assessment. The Sales Quotient™ (SQ) encompasses all of the findings and puts a number on individual sales acumen. Only 6% of all salespeople land in the top category – elite – with scores of over 139. Another 20% appear in the next category – Strong – with scores between 130-139. Serviceable salespeople, with scores of 115-129, and weak salespeople, with scores below 115, make up the remaining 74%.



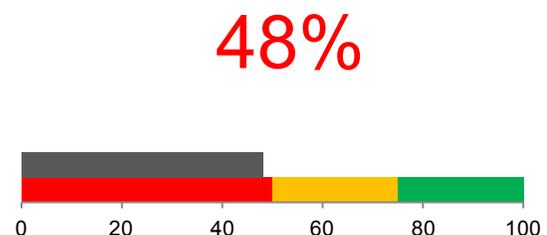
Summary of Selling Capabilities

We have analyzed:

- The specific Competencies
- Sales DNA
- The use and/or execution of a sales process (which appears later in the report)

Together, these three elements are the primary sources for determining current sales capabilities.

The overall sales capability score is



The overall sales capability represents how close John is to the fullest sales potential. Overall, John's selling capability is limited. Sales coaching along with the appropriate sales training to improve skills and overcome weaknesses, will improve John's selling capability over time.

HOW MOTIVATED IS JOHN AND HOW CAN JOHN BE MOTIVATED?

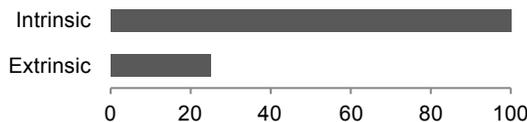
Motivation is as important as ever but today's salesperson is not necessarily motivated by money. Motivation can appear as either Intrinsic or Extrinsic.

Intrinsics tend to be motivated by recognition, fulfillment, satisfaction, enjoyment, love of selling, mastery, or even when they have something to prove to others. They are often more consistent in a longer and more complex sales cycle.

Extrinsics tend to be motivated by money, rewards, toys, vacations, and material things. They are more effective in a shorter and/or more heavily commissioned sales cycle.

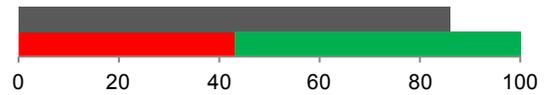
John's motivation style is:

Intrinsic



John's overall level of motivation is:

86%

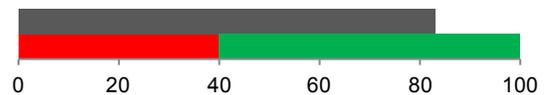


John may be driven by pride, satisfaction, mastery, achievement, competition, enjoyment, or recognition and could even be motivated to prove others wrong about what could be accomplished.

Desire

Strong Desire for greater sales success.

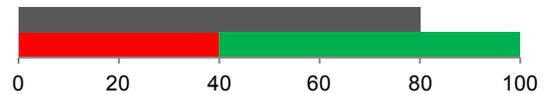
83%



Commitment

Strong Commitment towards greater sales success.

80%



Other Factors

There are several additional important factors that impact overall motivation. While these factors do not influence our recommendation, they are important enough for you to make them conditions that must be met if you choose to offer John a position.

Other Factors

Enjoyment of Selling	✓
Personal Goals	✗
Meaningful Goals	✓
Plan for Reaching Personal Goals	✗
System to Track Progress	✗

2

WILL JOHN GENERATE NEW BUSINESS?

The Hunter Competency contains the attributes required for successful development of new business. While the overall percentage in this Competency is meaningful, it is less important than certain individual attributes.

Specifically, it is important for salespeople to possess these attributes:

- Prospects Consistently
- Will Prospect
- Has No Need for Approval
- Recovers from Rejection
- Maintains a Full Pipeline

Hunter Competency

Uses Social Selling Tools	✓
Attends Networking Events	✓
Prospects via Phone and / or Walk-ins	✓
Gets Referrals from Customers / Network	✓
Reaches Decision Makers	✓
Schedules Meetings	✓
Prospects Consistently	✓
Has No Need for Approval	✗
Recovers From Rejection	✓
Maintains Full Pipeline	✓
Will Prospect	✓

91%

Summary

This is one of the few sales candidates who are both willing to prospect for new business and doing it consistently.

WILL JOHN REACH DECISION MAKERS?

We looked at whether John is consistently meeting with decision makers, is comfortable with that, and needs to be liked.

Factors

Reaching Decision-Makers	✓
The Need to be Liked	⚠
Comfort	✓

Over time, and when combined with other incremental improvements, achieving this milestone will definitely shorten the sales cycle, help to eliminate competition, increase win-rates and help to identify the most important compelling reasons to buy.



John believes that I have to call on buyers before I can call on end users or decision-makers

WILL JOHN HAVE AN OPTIMIZED SALES CYCLE?

To answer this question we looked at 11 factors that historically support shorter sales cycles. These factors tend to prevent delayed closings and business lost to competitors. We present the 11 factors as they apply to John in the next table.

- **Makes Decisions** – Salespeople that make buying decisions without having to think it over have Sales DNA that supports strategies and tactics to help their prospects make decisions.
- **Consultative Seller** – If salespeople can sell consultatively they can uncover the compelling reason to buy, a motivator that creates urgency and shortens the sales cycle.
- **Qualifier** – If salespeople qualify thoroughly there will be fewer opportunities for premature demos, quotes, proposals, and presentations that lead to delayed closings and lost business.
- **Won't Accept Put-Offs** – The ability to ask a question in response to a put-off can lead to closing more business at the first closing opportunity.
- **Doesn't Need to be Liked** – A salesperson that doesn't need to be liked accepts fewer put-offs because they aren't concerned about asking another question, pushing back, or challenging the prospect.
- **Controls Emotions** – If salespeople do not panic in the heat of battle or become too excited when they hear what they want to hear, they can control the sales process more effectively.

- **Able to Discuss Money** – When salespeople are able to discuss finances they are more likely to uncover the actual budget and confirm the prospect's ability to spend it. That tends to prevent most of the delays blamed on money.
- **Rejection Proof** – When salespeople are unaffected by rejection they are more likely to ask good, tough, timely questions, even when the answer could result in a "no."
- **Skeptical** – When salespeople have a healthy skepticism, they can avoid happy ears, not mistake put-offs for promises, and have much better sense for determining realistic expectations.
- **Supportive Beliefs** – When salespeople have beliefs that support ideal sales outcomes they are more successful.
- **Effective Sales Process** – When the sales process lends itself to repeatable and desirable results, sales cycles tend to be much shorter while conversion ratios tend to be much higher.

Factors

Makes Decisions	
Consultative Seller	
Qualifier	
Won't Accept Put-Offs	
Doesn't Need to be Liked	
Controls Emotions	
Able to Discuss Money	
Rejection Proof	
Skeptical	
Supportive Beliefs	
Effective Sales Process	

3

Summary

At this time John does not have the factors to support a short sales cycle.



John believes that
I need to educate my prospects



John believes that
I'm uncomfortable talking with prospects
about their finances



John believes that
Prospects that think it over will
eventually buy from me



John believes that
It's not necessary to ask prospects about
their finances

CAN JOHN SELL CONSULTATIVELY?

The Consultative Seller

Selling has changed dramatically since 2008. The biggest changes are that:

- It's more difficult to reach prospects
- Prospects do not have time to meet
- There is much greater resistance
- Salespeople tend to be invited in later in the sales cycle
- There is far more price sensitivity
- Prospects are more cautious and conservative on what they spend their money
- There is greater need to differentiate

Consultative Selling is an approach that helps salespeople deal with the issues listed above. It is the most misunderstood term in all of sales with most people believing that a salesperson must ask questions, identify an issue and present a solution. This isn't entirely wrong, but it does fall short of the intended meaning, and most salespeople aren't actually selling this way. Instead, they have some prepared questions, ask some of them, and when a question leads to an issue, they begin to talk about a solution.

When Consultative Selling is properly executed it can help a salesperson differentiate, sell value, and sometimes be viewed as a Trusted Advisor. This can only occur after a salesperson has asked enough questions (dozens) to go as wide and deep as possible, leading to a discussion of issues, opportunities, implications, the people they affect, and potential outcomes. As much as consultative selling relies on highly developed questioning skills, equally well-developed listening skills are an even more important component.

The Consultative Seller Competency

Asks Good Questions	
Asks Enough Questions	
Quickly Develops Relationships	
Presenting at Appropriate Times	
Uncovers Issues	
Understands How Prospects Will Buy	
Takes Nothing for Granted	
Able to Ask Tough Questions	
Able to Listen/Ask with Ease	
11%	

Summary

John lacks the strengths and skills necessary for selling in a more consultative way.



John believes that
I tell my prospects why they should buy
from me



John believes that
I tell my prospects how to reach a
decision

WILL JOHN SELL VALUE?

When salespeople feel that they need a more competitive price or the lowest price in order to win the business, the chances are quite good that they aren't effectively selling the value. In order to determine whether you can more effectively sell value, we looked at the following factors, also shown in the table below:

- **Compelling Reasons** – A salesperson's ability to uncover a prospect's reasons to buy helps the salesperson discover the true value in the opportunity.
- **Value Buyer** – When salespeople buy value rather than seek out the lowest price they are more likely to be effective at selling value. Salespeople who are price shoppers have the most difficulty upholding margins, creating and selling value, and competing against lower priced competitors.
- **Ability to Differentiate** – Salespeople who make good first impressions stand out from the crowd and get their prospects to pay more attention to them than the competition.
- **Able to Sell Value** – When a salesperson is comfortable buying based on value instead of price, it is easier for them to discuss value and make sure the prospect sees it the same way.
- **High Threshold for Money** – A salesperson with a High Money Threshold should be able to ask for a lot of money (not to be confused with Able to Discuss Money) without concern for the amount being "a lot" to them personally.
- **Sales-Specific Skills** – Better skills lead to more success when salespeople are required to sell value.

Factors

Compelling Reasons	
Value Buyer	
Ability to Differentiate	
Able to Sell Value	
High Threshold for Money	
Sales-Specific Skills	
	4

Summary

John is not a value seller today, but can become a value seller in the near future. The most important element to selling value – the way John buys value - is already in place.

WILL JOHN CLOSE EFFECTIVELY?

The Closer Competency

The Closer Competency helps us to understand whether or not John has the attributes that will help to convert qualified opportunities at the time they become closable. Some opportunities close later than expected because they were not closed at the first closing opportunity.

While the Closer Competency explains what John is capable of accomplishing **at** closing time, closing has much more to do with factors that precede the closing step of the sales process, most of which we have already discussed:

- Consultative selling skills
- Qualifying Skills
- Sales process (later in the document)
- Sales Posturing Skills (See the next table for the details)

The Closer Competency

Gets Prospect To Agree To Make a Decision	
Won't Make Inappropriate Quotes	
Will Meet with the Decision Maker	
Will Find a Way to Close	
Won't be Overly Patient	
Unlikely to be Derailed by Put-Offs	
Not Likely to Take "Think it Overs"	
Isn't Hoping to be Liked	
Will Stay in the Moment at Closing Time	
	56%

Sales Posturing

Although sales effectiveness is typically measured by revenue, there is more to selling than the end result. All too frequently the end result is simply a sum of its parts, a bi-product of a salesperson's motivation, determination, strengths, skills, competencies, strategies, tactics and posturing.

The next table shows the qualities that support effective posturing and whether John is able to effectively position your products, services, and company and make a memorable first impression.

A yellow flag indicates that John is neither strong nor weak in that particular quality.

The Sales Posturing Competency

Good Outlook	
Good Self-Image	
Controls Emotions	
Takes Responsibility	
Works Independently	
Goal Oriented	
Builds Relationships Early	
Is a Problem Solver	
Consultative Competency - 11%	
Sales Optimism	
Sales Assertiveness (Consistently Assertive)	
Sales Empathy	
	55%

Combined Impact of Competencies

This table shows the combined impact of the five factors that affect closing.

Factors	
Sales Process	✗
Posturing	✓
Consultative Seller	✗
Qualifier	✗
Closer	✗
1	

Summary

John currently lacks the basic elements required for effectively closing the sales that do not close easily.



John believes that
Prospects that think it over will
eventually buy from me



John believes that
Any lack of results is due to the
economy or marketplace

DOES JOHN FOLLOW AN EFFECTIVE SALES PROCESS?

It is of the utmost importance to have a customized, milestone-centric sales process. Without it, so much time can be wasted with a given prospect in a particular sales cycle when crucial milestones are unknowingly skipped. An effective process assures consistent, favorable outcomes and generally prevents salespeople from wasting their valuable time on opportunities that are unlikely to close, especially when sales cycles are long. Without a doubt, a powerful sales process with clearly defined milestones provides more consistent, predictable and profitable results.

As mentioned previously, John does not have an effective sales process in place. The findings below are a reflection of this problem, and should be addressed by getting John to follow your sales process.

Factors	
Control of the Sales Process	✓
Unqualified Prospects	✗
Buyers	✗
Uncovering the Budget	✓
Follow Up Calls	✗
2	



John believes that
It is appropriate to spend significant time
with prospects that don't buy from me

WILL JOHN'S SALES FORECASTS BE ACCURATE?

The pipeline is a commonly used term for the flow of opportunities being pursued by you. New opportunities enter the pipeline and sold or lost opportunities exit the pipeline. It is a very simple concept with major implications. The pipeline can be represented as a useless spreadsheet or it can be the single most important predictor of success in the entire business.

If the pipeline is the most important predictor of future business success, then how does John measure up in that area?

The Qualifier Competency helps us to understand how thoroughly John qualifies opportunities. Here, the percentage is an accurate guide to how well, how often and how effectively John is qualifying. Remember, this Competency has a tremendous impact on the accuracy of the pipeline and forecast.

The Qualifier Competency

The Qualifier Competency

Uncovers Actual Budget	✓
Meets with Decision Maker	✓
Knows Why They Would Buy	✗
Knows decision-making Process	✗
Asks about Everything	✗
Will Discuss Finances	✗
Handles High-Ticket Pricing OK	✓
Doesn't Let Being Liked Get in the Way	✗
Able to Stay in the Moment	✗
Self-Limiting Beliefs Won't be an Obstacle	✗
30%	

Summary

John has poor qualifying skills that will lead to inaccurate forecasts.

CAN JOHN WORK REMOTELY?

Your role specification calls for someone to work remotely. Below, you will find the criteria that we use to determine whether someone is able to work remotely and, optionally, be able to work independently.

Finding

Will Hunt for New Business	✓
Self-Starter	✓
Takes Responsibility	✗
Effective Time Management	✓
Works Independently	✗
Able to Work Remotely without Supervision	✗

WILL JOHN EFFECTIVELY MANAGE EXISTING ACCOUNTS?

The Account Manager Competency includes the skills that are suitable for account management, assigned accounts that one is to manage, handhold, solve problems, maintain and when possible, grow.

The Account Manager Competency

Has Strong Relationships	✓
Will Meet/Talk with Decision Makers	✓
Will Know the Real Budgets	✓
Will Handle Organizational Politics	✗
Will Manage Time Effectively	✓
Won't Feel Urgency to Close Business	✗
Won't Alienate People	✓
Won't Look for New Accounts	✗
Will Make Friends Everywhere	✗
Will Follow Up Often	✓
60%	

Summary

John has some of the attributes of an account manager.

WILL JOHN GROW KEY MAJOR ACCOUNTS?

The Farmer Competency includes the skills that are suitable for farming which we define as large assigned accounts where salespeople are responsible for growth across the enterprise.

The Farmer Competency

Handles "It's a Lot of Money" Objection	✓
Has Closing Urgency	✓
Attempts To Close	✓
Won't Panic Over Objections	✗
Won't Accept Put Offs	✗
Won't "Understand" Most Objections	✓
Won't Alienate Customers	✗
Will be Very Likable	✓
Unlikely to be Distracted by New Accounts	✗
56%	

Summary

John has some of the attributes of a farmer.