



Sales IQ Plus

Team Report

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blind spots
DEVELOPING LEADERS

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Introduction to the Sales IQ Assessment Team Report

We thought you would want to know... Where does my team stand on the Sales IQ Plus?

The Sales IQ Assessment is an objective analysis designed as a personalized map of your team's sales knowledge at this moment in time. It tells you where your team stands. It tells you why they are there - and it tells you where to go (in a nice kind of a way, even though Jeffrey & Tony are Jersey boys).

This is not an assessment of your team's intelligence, except as it relates to selling. However, sales intelligence can be increased through learning. The scores on this Sales IQ Assessment tell you how ready and suited your team is for sales. It cannot tell you whether they will make sales, but it certainly shows you how well they understand sales and will approach selling.

However, it is certainly not the only predictor of sales success, as each salesperson's behavioral style, ambition and drive, personal attitudes, interests and values and their judgment and quality of decision-making also can, and often do, contribute to sales success.

Each member of your sales team has responded to 48 actual sales scenarios with a "best-to-worst" scorecard. Their collective results are included in this exclusive Sales IQ Assessment team report.

- You get team scores on each of the eight stages of the sales process.
- You get to measure your team scores against all salespeople, regardless of how and what they sell.
- You get specific suggestions to help your team improve each and every area of their sales effectiveness.

More importantly... How well, or how poorly, your team scores on this Sales IQ Assessment can also tell you how to customize your sales training for your sales team. Focus your sales training and coaching on strengthening the sales team's strong points and finding strategies and resources for the sales team's weak points.

Your team's "score" is not important; their sales improvement is. We are more concerned about your team's "desire" to become better sales professionals. So, we have included plenty of specific suggestions to help your team grow as sales professionals.

It is important to know that these questions and answers were designed from the REAL WORLD of selling by three of the best-selling sales book authors and Hall-of-Fame speakers to provide insight for YOUR WORLD of sales.

With our best wishes for your team's continued sales improvement and success,

Jim Cathcart

*Author of **Relationship Selling***

Jeffrey Gitomer

*Author of **The Sales Bible***

Dr. Tony Alessandra

*Author of **Non-Manipulative Selling***

How We Measure Your Sales IQ

The eight steps below represent, from our experience, the most critical stages of successful selling. The 48 Sales IQ questions each of your sales team completed are randomly generated from well over 100 questions that explore best practices in each of the eight sales areas below.

This Sales IQ is not a statement of your team's potential, but rather a measure of their approach to, and understanding of, selling in today's professional, competitive environment. They may have enormous sales potential and yet score poorly on this Sales IQ depending on what they currently know. In that case, with some additional training, your team will quickly start to excel. Alternatively, they may have considerable sales knowledge but not possess many of the traits that would assure their sales success. In that case, they would go to work on themselves first and sales will follow after.

Here are the eight stages and their brief descriptions.

1. **Preparing** covers how your sale team prepares for the sale and prepare themselves personally. They can be well prepared with information and sales tools but if they are not in the appropriate frame of mind, or if they do not appear professional to the buyer, they might not get the sale.
2. **Targeting** explores the markets or groups your sale team may target as prospects. Then we focus on the individuals with whom they will make contact. This includes the sales strategies and tactics they select for each target. Poor targeting with great selling would result in limited success because your sale team would be selling to the wrong people.
3. **Connecting** is the initial contact step in selling where your sale team must appeal to people intellectually so that customers see them as credible resources and connect emotionally so that customers trust them as people. Without either, your sale team is inhibited from learning enough about themselves to solve their problems and make sales.
4. **Assessing** needs and wants uncovers what to sell and how to sell it primarily through probing and listening. As is often said, "In sales as in medicine, prescription before diagnosis is malpractice."
5. **Solving** the buyer's problem, or filling their need, is where most of the sales attention has been placed in the past. This is the part where your sale team presents their solutions, tells their stories, shows their product or describes the outcomes that buying will produce for their customers. At its lowest level, this is a sales pitch. At its highest level, this is a dialogue where your sale team proves there is great value to customers in buying from them.
6. Once they have shown that they can solve their customer's problem, it is time to gain the customer's commitment to buy. This is the **Confirming** phase. Your sale team's goal is to confirm the commitment to purchase. Historically, this has been known as "closing" the sale, but the truth is that it is not an end but the initiation of their sales relationship, the beginning to serve the customer as customers begin to pay your salespeople for the value the customers receive.
7. A confirmed sale needs **Assuring** that the value promised will be received. This is where relationships are built and customer loyalty is earned by your sale team.
8. **Managing** is the final phase of the sales cycle where your sale team manages sales and accounts and self-manages of themselves. Ultimately, we are all our own 'sales manager'. This is the phase of selling where your sale team must get themselves to do what needs to be done even when they do not feel like doing it.

Preparing, Targeting, Connecting, Assessing, Solving, Confirming, Assuring and Managing.

Sales IQ Team Developmental Chart

	Question Number	Highly Developed	Advanced Development	Early Development	Needs Development
Sales Preparation	31, 32, 33		✓		
Self Preparation	34, 35, 36			✓	
Targeting the Right Markets	43, 44, 45			✓	
Targeting the right Methods	46, 47, 48		✓		
Connecting with the Head	19, 20, 21			✓	
Connecting with the Heart	22, 23, 24			✓	
Assessing the Person	1, 2, 3		✓		
Assessing the Situation	4, 5, 6			✓	
Collaborating with the Buyer	37, 38, 39			✓	
Educating the Buyer	40, 41, 42		✓		
Confirming the Solution	16, 17, 18		✓		
Confirming the Purchase	13, 14, 15		✓		
Assuring Current Satisfaction	10, 11, 12		✓		
Assuring Continuing Loyalty	7, 8, 9			✓	
Managing Sales	25, 26, 27		✓		
Managing Yourself	28, 29, 30			✓	

Sales IQ Team Effectiveness Ratings

Your Sales IQ Team Effectiveness Ratings below illustrate their understanding of the most effective sales strategies in the 48 sales situations in this Sales IQ assessment. Understanding and using the most effective sales strategies most likely will increase your team's overall sales success.

The chart below illustrates your team's overall knowledge in the 48 sales situations compared to the average scores of all salespeople:

- Choosing the most effective sales strategy (knowing what is best to do) – this is the % of times your sales team chose the best answer in each of the eight phases of selling.
- Choosing **either** the combined most and second most effective sales strategies (knowing what's best to do plus an alternate 2nd best strategy) – this is the % of times your sales team chose **either** the best and second best answers combined in each phase of selling.

The higher your sales team's percentage score in any stage of the sales process, the better their knowledge, understanding and potential usage of the overall sales strategy required in each stage of the sales process.

	% of Time They Chose the Best Answer		% of Time They Chose either the 1 st or 2 nd Best Answer	
	Your Score	All Sales People Score	Your Score	All Sales People Score
PREPARING	25%	44%	47%	72%
TARGETING	26%	52%	53%	74%
CONNECTING	26%	53%	42%	76%
ASSESSING	25%	38%	51%	67%
SOLVING	22%	45%	57%	70%
CONFIRMING	25%	42%	60%	65%
ASSURING	29%	46%	49%	70%
MANAGING	24%	43%	60%	71%
TOTAL	25%	45%	52%	71%

PREPARE Score

These results are from your team’s overall **PREPARE** answers:

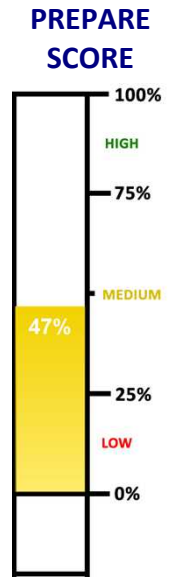
Out of 6 questions, your team averaged:

- 1.50 **Most Appropriate Answer(s)**
- 1.33 **Second Most Appropriate Answer(s)**
- 2.08 **Third Most Appropriate Answer(s)**
- 1.08 **Least Appropriate Answer(s)**

PREPARE to Sell - Sales Preparation & Self Preparation

The questions in this area measure:

- **External preparation** is about researching and understanding your market, industry and competition by looking for information and resources outside of your own organization.
- **Internal preparation** is knowing and using your company, products, clients and resource team effectively. This involves looking for information and resources within your own organization.
- **Mental preparation** refreshing your knowledge and getting into the right frame of mind.
- **Physical preparation** preparing sales resources and personal appearance for the right impact.



PREPARE to Sell - Sales Preparation & Self Preparation

Sales Preparation

Here are some areas to explore to help improve your Sales Preparation effectiveness:

- Researching your industry, market, competitors, customers and prospects
- Studying various sales techniques, concepts and learning materials
- Getting demographics, statistics and details to better understand your prospect’s needs
- Planning your territory and overall market strategies
- Projecting sales
- Setting general sales strategies and tactics
- Acquiring company, product and job knowledge
- Knowing the sales tools and systems that are most successful
- Researching customer histories
- Studying past clients and trends in your chosen markets
- Setting sales goals, activity goals, goals for each account and each sales contact
- Coordinating with others on your sales team

TARGET Score

These results are from your team's overall **TARGET** answers:

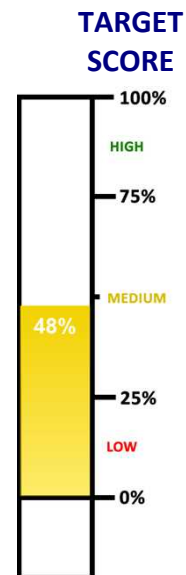
Out of 6 questions, your team averaged:

- 1.58 **Most Appropriate Answer(s)**
- 1.58 **Second Most Appropriate Answer(s)**
- 1.08 **Third Most Appropriate Answer(s)**
- 1.75 **Least Appropriate Answer(s)**

TARGET The Right People & Right Strategies

The questions in this area measure:

- **Targeting the right groups** involves identifying the categories, types of organizations and best groups of prospects who can best afford and benefit from your product or service.
- **Targeting the right individuals** is about identifying your ideal customers and finding the decision makers.
- **Strategies** involve building a reputation and brand position and choosing the approaches you take toward building demand for and distribution of your product.
- **Tactics** involve calling on the right people in the right ways to open up sales opportunities.



TARGET the Right Markets & Right Methods

Targeting the Right Markets

Here are some areas to explore to help improve your Targeting the Right Markets:

- Conducting market and competitive analysis by studying your product sales statistics
- Identifying the biggest pools of potential buyers through a clear profile of your ideal customer
- Analyzing sales potential of each product within each market segment
- Ranking accounts
- Generating a comprehensive market profile
- Developing a list of your "targets" and determining how they get their information
- Finding where your "targets" meet, groups they belong to, and publications they read
- Knowing who has decision-making power within the organization
- Isolating the most important needs you can address for decision-makers
- Following a valid process to qualify each prospective customer
- Spending very little time with non-decision makers and gatekeepers
- Assuring that you are calling on the people with whom you can best establish credibility
- Generating leads and getting introductions to those prospects
- Gaining qualified referrals by building an unending flow of future prospects
- Acquiring powerful testimonials and endorsements

CONNECT Score

These results are from your team’s overall **CONNECT** answers:

Out of 6 questions, your team averaged:

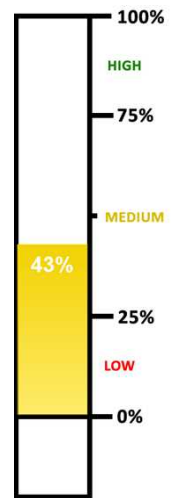
- 1.58 **Most Appropriate Answer(s)**
- 0.92 **Second Most Appropriate Answer(s)**
- 1.83 **Third Most Appropriate Answer(s)**
- 1.67 **Least Appropriate Answer(s)**

CONNECT Intellectually & Emotionally

The questions in this area measure:

- **Credibility** is about establishing yourself as a viable resource to the prospect.
- **Activity** involves making the right number and type of sales contacts.
- **Relationship** is about understanding personality differences and buying styles.
- **Trust** is about building trust and managing relationship tension.

CONNECT SCORE



CONNECT With the Head & With the Heart

Connecting with the Head

Here are some areas to explore to help improve Connecting with the Head:

- Establishing your credentials and qualifications for helping the prospect with your type of product or service
- Using testimonials and endorsements wisely
- Tapping into referrals to open the dialogue
- Showing the importance of your offer to the prospect
- Asking compelling questions
- Documenting your claims
- Being organized and professional in your early communication
- Making the case for how much value you can bring to the prospect
- Using sales resources to build credibility as you communicate with each prospect or client
- Showing the person that you are there as a resource not merely as a vendor
- Getting in front of the right type and number of new and repeat customers who could benefit from buying
- Developing discipline in filling each day with actual sales contacts such as telephone calls, email communications, correspondence, in-person calls, and live demonstrations
- Increasing the amount and quality of direct communication with qualified prospects rather than just the supportive activities that process sales or lead to future business
- Becoming a viable resource to customers so it makes good sense to do business with you

ASSESS Score

These results are from your team’s overall **ASSESS** answers:

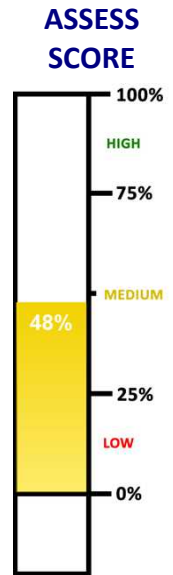
Out of 6 questions, your team averaged:

- 1.50 **Most Appropriate Answer(s)**
- 1.58 **Second Most Appropriate Answer(s)**
- 1.42 **Third Most Appropriate Answer(s)**
- 1.50 **Least Appropriate Answer(s)**

ASSESS Situational Needs & Personal Wants

The questions in this area measure:

- **Probing** is about being skilled at asking the right questions and getting the answers.
- **Analyzing** is about identifying the needs and opportunities.
- **Understanding** is about finding the primary buying motive.
- **Empathizing** involves listening and people reading, understanding feelings as well as facts.



ASSESS the Situation & the Person

Assessing the Situation

Here are some areas to explore to help improve **Assessing the Situation**:

- Knowing what to be curious about
- Understanding the many types of questions and questioning techniques
- Being skilled at asking for information in a non-threatening way
- Determining how this person and organization make buying decisions of this type
- Learning how to probe for information that you might otherwise overlook
- Exploring all the information presented to you in such a way that you identify the gap between what they have and what they need
- Recognizing the practicality of their expectations
- Assessing financial aspects
- Identifying opportunities, alternatives and options available
- Compiling and analyzing resources you can use
- Finding additional reasons for the prospect to buy
- Recognizing the roles that various people play in the buying decision

SOLVE Score

These results are from your team’s overall **SOLVE** answers:

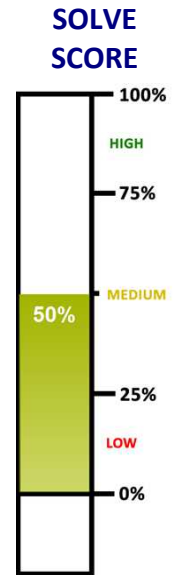
Out of 6 questions, your team averaged:

- 1.33 **Most Appropriate Answer(s)**
- 2.08 **Second Most Appropriate Answer(s)**
- 1.00 **Third Most Appropriate Answer(s)**
- 1.58 **Least Appropriate Answer(s)**

SOLVE the Customer's Problem - Educating & Collaborating

The questions in this area measure:

- **Presenting** refers to your ability to deliver a persuasive presentation.
- **Showing Relevance** is about providing compelling evidence as to how the customer will benefit from buying.
- **Personalizing** is getting the customer to understand and feel the value of your offer.
- **Involving** gets the customer to participate in discovering the solution they seek.



SOLVE the Customer's Problem - Educating & Collaborating

Educating the Buyer

Here are some areas to explore to help improve Educating the Buyer:

- Assembling compelling information and materials
- Using presentation tools with skill
- Speaking confidently and effectively with and without presentation aids
- Reacting professionally to distractions and interruptions
- Involving your listeners in your presentation by using persuasive language
- Blending gestures and words appropriately
- Changing pace and style to fit the situation
- Holding attention and starting and ending on time
- Being really good at presentations and doing them often by keeping your sales activity high
- Documenting and providing evidence of the value you are bringing to the customer
- Relating your presentation to the goals, interests, priorities, needs and values of your client
- Emphasizing the gap between what the person has and what they could have from you
- Quantifying the payoff for the client
- Building value units - take one of the client’s needs, suggest a feature you offer, benefits accruing from the feature, value of the benefits to the client, proof that you can deliver the value, cemented by the client’s agreement that this matters to him or her

CONFIRM Score

These results are from your team’s overall **CONFIRM** answers:

Out of 6 questions, your team averaged:

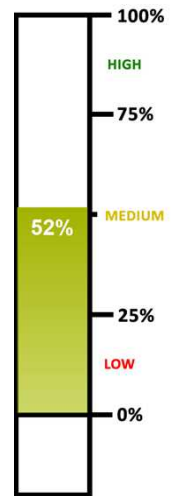
- 1.50 **Most Appropriate Answer(s)**
- 2.08 **Second Most Appropriate Answer(s)**
- 0.75 **Third Most Appropriate Answer(s)**
- 1.67 **Least Appropriate Answer(s)**

CONFIRM the Solution & Commit to the Purchase

The questions in this area measure:

- **Summarizing** is giving benefit summaries and identifying next steps for your customer.
- **Negotiating** is mostly about resolving the customer’s concerns without reducing your price.
- **Asking** is about clearly requesting the purchase and making it easy for the person to say yes.
- **Confirming** is getting the formal commitment to buy.

CONFIRM SCORE



CONFIRM Confirming the Solution & Confirming the Purchase

Confirming the Solution

Here are some areas to explore to help improve Confirming the Solution:

- Giving benefit summaries and value illustrations that project what the customer will get
- Comparing statistics of owning vs. not owning your product
- Reviewing the reasons that they should want to buy
- Eliminating lingering concerns by responding effectively to objections and concerns
- Getting buy-in from others involved in the decision
- Gaining minor and major agreements toward the buying decision
- Using opinion questions, trial closes, and confirming smaller details to ease commitment
- Collaborating toward finding solutions vs. becoming adversaries in a disagreement
- Using tact and diplomacy effectively and apologizing when needed
- Agreeing to minor points without conceding major ones
- Letting the prospect prevail on some issues while standing your ground on others
- Comparing your positions on various issues, noting areas of general agreement
- Having organized answers to the most common concerns and questions
- Knowing your flexibility on price, terms, and conditions
- Noting the use of concessions and give-aways in the mix
- Considering the impact of your agreements on other departments and people

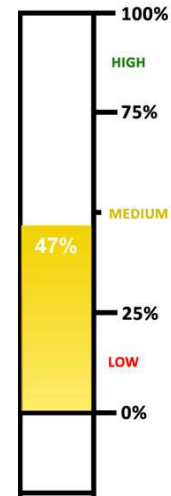
ASSURE Score

These results are from your team’s overall **ASSURE** answers:

Out of 6 questions, your team averaged:

- 1.75 **Most Appropriate Answer(s)**
- 1.17 **Second Most Appropriate Answer(s)**
- 1.33 **Third Most Appropriate Answer(s)**
- 1.75 **Least Appropriate Answer(s)**

ASSURE SCORE



ASSURE Current Satisfaction & Continuing Loyalty

The questions in this area measure:

- **Review** is giving an on-site summary of the value of buying plus a preview of next steps.
- **Follow Through** is supervision of the delivery and initial steps of the ownership experience.
- **Up Servicing** is adding value after the sale, increasing their satisfaction.
- **Recovery** is smoothly resolving problems and retaining the customer’s loyalty.

ASSURE Current Satisfaction & Continuing Loyalty

Assuring Current Satisfaction

Here are some areas to explore to help improve Assuring Customer Satisfaction:

- Orientating the customer toward ownership
- Providing owner’s documents, manuals, basic instructions, introductions to service personnel, samples, assistance in startup procedures, and initial hand holding
- Having the customer perform some of the functions in your presence to avoid operator error
- Conducting annual account reviews with existing customers
- Completing performance reports
- Getting feedback from customers as to their buying or ownership experience
- Conducting callbacks to check on delivery or initial use
- Checking with others within your company to assure that all goes as promised
- Getting feedback from the new owner that allows you to improve their experience immediately
- Doing little extra things that exceed the customer’s expectations
- Making immediate corrections of problems or errors
- Causing the customer to feel safe, cared about, and as if they are in the hands of an expert
- Delivering what you promised
- Determining how strong the trust bond will be in the future

MANAGE Score

These results are from your team’s overall **MANAGE** answers:

Out of 6 questions, your team averaged:

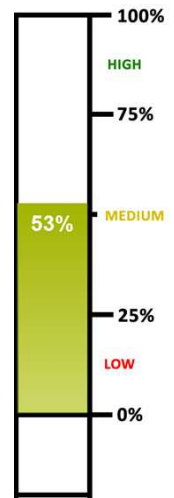
- 1.42 **Most Appropriate Answer(s)**
- 2.17 **Second Most Appropriate Answer(s)**
- 1.17 **Third Most Appropriate Answer(s)**
- 1.25 **Least Appropriate Answer(s)**

MANAGE Your Sales Potential - Manage Sales & Manage Yourself

The questions in this area measure:

- **Managing Resources** is using technology and other resources to improve your sales effectiveness.
- **Managing Information** is keeping and using sales records to manage yourself effectively.
- **Growth** is about learning and improving, becoming a greater resource to others.
- **Motivation** is about self-leadership, getting yourself to do what needs to be done, when it needs to be done, whether you feel like it or not and still doing it well.

MANAGE SCORE



MANAGE Your Sales Potential - Managing Sales & Managing Yourself

Managing Sales

Here are some areas to explore to help improve Managing Sales:

- Reaching out to others for strength, wisdom and support
- Managing your time wisely, especially knowing and respecting the prime selling time
- Finding and using material resources such as sales tools, presentation equipment, demonstration models, computers, Customer Relationship Management or Sales Force Automation software, online presentation tools, resources within your own website, testimonials and case studies of successful sales or applications
- Keeping and using sales records to improve ratios of calls to contacts to presentations to sales to profits to customer retention to reorders and upgrades, etc.
- Monitoring your costs of doing business
- Recognizing your strengths and areas of vulnerability
- Managing business priorities
- Keeping good customer records and keeping your information up to date
- Tracking website usage, effectiveness of direct mail or email campaigns, sources of prospects, best-selling products, best areas for profit, etc.

Your Opportunity

Wait a minute!

You thought you were done, right? Not so fast my friend!

Though we congratulate you on making time to complete this Sales IQ assessment team report, we want to be sure that this is a starting point for you and your sales team, not a final destination. You have now set your sales team apart from the vast majority of people in sales. You have drilled down to discover what your sales team knows about each phase of selling and to compare their approaches to the best sales practices of others.

Now the fun begins!

Selling is one of the most exciting and enjoyable careers on Earth when you approach it with the willingness to work on new skills and an eagerness to learn. You have now discovered the inner workings of selling. You recognize the eight phases of selling and the skills within them.

So, unlike others who simply read another sales book or sign up for the next sales seminar at random, you can be "surgical" about your sales team's sales education. You can cut only where the need is and remove the unproductive ways and then replace them with proven success practices.

We have built, and are continually developing, the resources you will need for each aspect of selling, from self-management to confirming the sale.

For your sales team's benefit, we urge you to diligently explore the sales improvement suggestions we offered after each of the eight phases of selling. You now have a taste of the new power skills in selling; now let's kick it up several notches.

All three of us are growing our separate sales resource systems every day. You can learn what we learn without having to do the extra research. Just stay connected with us and check with us for more value.

Toward Your Sales Success,

Jim Cathcart

*Author of **Relationship Selling***

Jeffrey Gitomer

*Author of **The Sales Bible***

Dr. Tony Alessandra

*Author of **Non-Manipulative Selling***

Disclaimer

Assessments are a measure of what can be seen or discovered. Their value can be immense and millions of people use them to make better choices and take better actions.

This tool is presented for your use in testing the knowledge of the user. It was designed by veteran business leaders and educators who have achieved substantial status in their own fields. These Hall of Fame professional speakers, sales and marketing experts and psychological researchers have authored more than 50 books between them and conducted training for thousands of organizations around the world. They have been, and still are, sales professionals. It is from this base of experience and collective wisdom that this Sales IQ Plus (SIQ+) Assessment was created.

Information in this report should not be, and is not to be, used as the sole basis for consideration of selection for employment or job position. No person(s) should act or fail to act based on any material contained in this report. However, feel free to use this report as the stimulus for discussion of the many aspects of selling that apply to your sales situation with the person taking this assessment. Assessment takers should consult professional advice about any matter affecting them.

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