



Sales competency Profile for

Your Name

Based on responses provided on

06/08/2024

mySales disCoveree



1. Sales Success – A Research Primer

Selling is one of the most sought after but complex to acquire skills. Many have argued for long that this is an innate talent and one cannot learn it easily. However, there has been a significant quantum of research into behaviours of people in selling or persuasion scenarios since 1974 and many insights are available on why some people succeed significantly more often than others in Sales or Persuasion situations.

The **iMentor mySales disCoveree** Profile is an attempt to provide a mirror to Sales Professionals on their tendencies across two dimensions – **Sales Transaction Behaviours & Sales Navigation Behaviours** – based on their own reflection of how they behave in various sales situations. This report draws from those responses and computes the extent to which the respondent's behaviour tendencies match the Success Behaviour Profile drawn from a study of a large sample of Successful Behaviours in Sales Situations.

The purpose of the **iMentor mySales disCoveree** Profile is to provide valuable insights into your Sales Behaviour Tendencies, draw lessons from them and make action plans for improving your efficacy. This by no means is an evaluation of your Sales Capability or Performance. However, Professionals with a strong Growth Mindset, take these inputs seriously and reflect with curiosity on what these mean in their context & environments.

Complex or Large (B2B) Sales is essentially different from Small Sales in the following ways...

- Value Perceived & Risk involved in making the decision is usually high
- Many people involved in making decisions, involving complex processes
- Hence the Time taken for making decisions may be longer
- Competitive Activity may be direct & intense
- There is a need for maintaining the relationship after the sale
- Usually the decisions are taken not in front of the sales person.

Given the above factors, research reveals that Successful Sales Professionals habitually display a unique set of behaviours while interacting with buyers directly in organizations (Sales Transaction) as well as navigating the sale indirectly (Sales Navigation). Based on Success Behaviours identified through a variety of research studies, the iMentor mySales disCoveree Profile provides you an estimate of your Sales Transaction Success Potential & Sales Navigation Success Potential by comparing your responses to the assessment instrument.

As explained earlier, this is indicative of your typical behaviour in sales or persuasion situations. There are Six attributes in Sales Transaction Success & Five attributes in Sales Navigation Success. Please review each attribute to understand the role it plays in your Sales Success and the extent to which you display Success Behaviour Potential in each attribute. Together they will help you relate to your own behaviour and identify gaps & actions required to bridge them so that you can plan your efforts at improvement.

Wishing you abundant sales success & value building!

Mentor Learning



2. Your Sales Navigation Tendencies

Since complex sales doesn't happen in a single transaction and involves complex processes & many people, navigating the sale is an important capability that ensures your presenting the right issues to the right people at the right time which is crucial to sales success. As they say this is one side of the coin. The other side is to manage the interactions effectively, the Sales Transaction experience for the customer stakeholders.

Research reveals that Sales Navigation involves five key attributes...

- **Building Relationships:** Since large sales involve many people, there is a need to proactively build relationships with various customer stakeholders that brings visibility and access to opportunities. This is fundamental to your sales navigation capability.
- **Identifying & Prioritizing Opportunities:** Sales opportunities range from unrecognized needs to recognized & clearly articulated needs. Therefore, working with various stakeholders, analyzing the happenings & trends around the customer organization or stakeholders to identify opportunities, prioritize them based on their realization potential is another attribute in sales navigation.
- **Managing the Decision Process:** **There are a variety of stakeholders with different roles in the buying process. There is a crucial need to understand the process involved, dynamics that plays out between them and manage the decision making by reaching out at the right time, with the right person & right issue or value proposition. This is a huge attribute in sales navigation.**
- **Selling Value to the Customer:** As they say customers don't buy features, they are interested in benefits. Particularly in the organizational scenario, stakeholders decide based on their respective & relevant benefits owing to their accountability to each other. Focusing on the value to the customer by uncovering, developing & addressing needs appropriately is a significant attribute in sales navigation.
- **Tracking & Controlling the Sale:** There are two precious items for a sales person – time with the customer & timing our interventions. Since these are rare & complex, often not in our control, systematic tracking & controlling of the sale is another valuable attribute for Sales Navigation Success as well as consistency/reliability in Sales Performance.

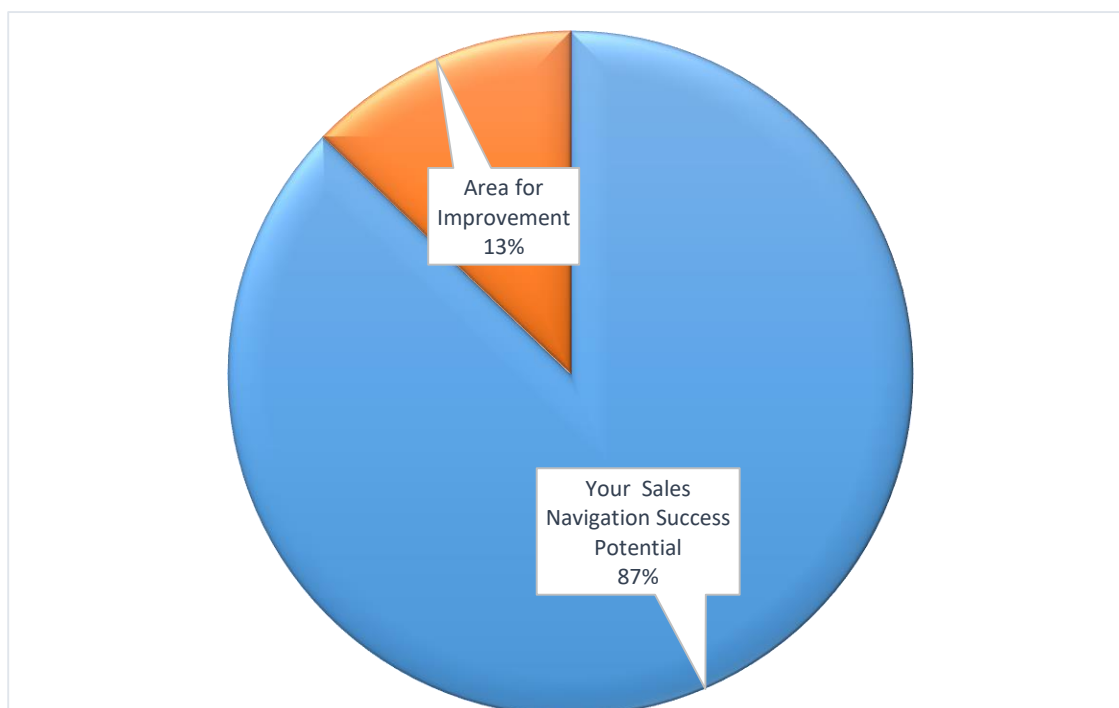
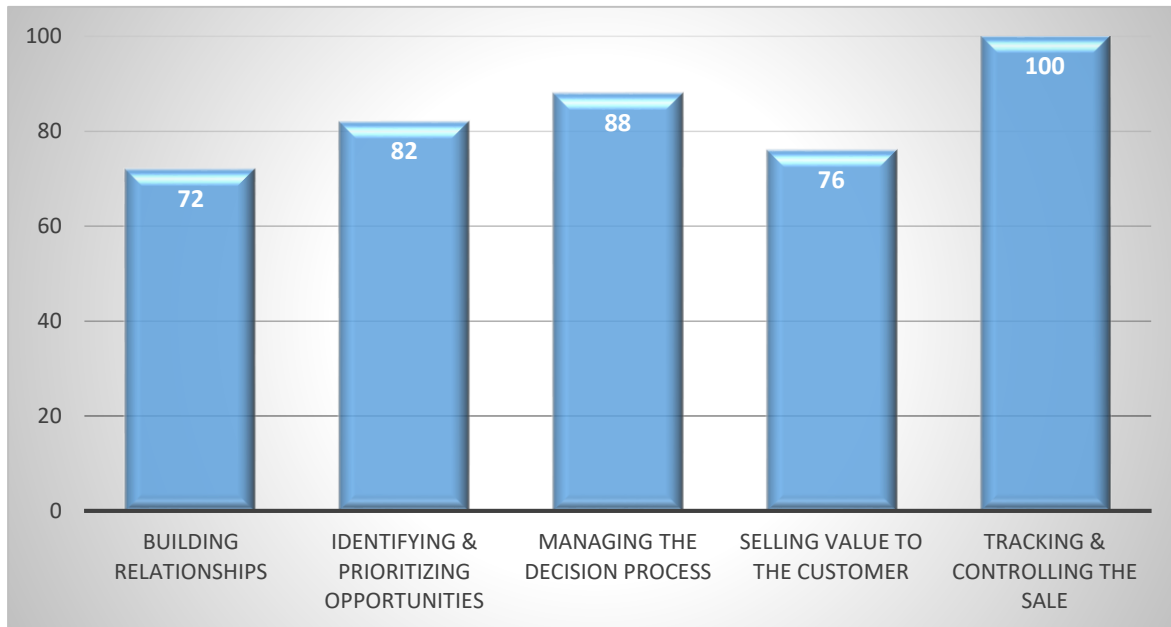
The interesting revelation that research provides is that many sales professionals are blindsided by some of these attributes. They may be approaching some of these attributes in ineffective ways and they may not be leveraging some of their strengths. It could be very useful to introspect, discuss with others on how you can maximize your Sales Navigation Success and hence consistency/reliability in Sales Performance.

In the next page, you will find your Success Potential Score in % for each attribute and some broad interpretations of what they could mean. There are also some suggestions for you on what you could reflect on or try.

Go through these insights carefully and use the Action Planning Guide to reflect, identify and implement your actions for improvement.



2.1. Sales Navigation: Your Success Potential Scores





2.2. Sales Navigation: Your Success Potential Interpretation

What your scores imply & some suggestions or ideas you might consider based on the scope for improvement

Building Relationships:

You may be able to nurture a few people who are willing to give you reliable information about the reality in every customer organization.

You may also regularly & proactively connect with people in customer organizations even if there is no immediate agenda or context.

You may be sensitive to the fears & needs of customers and adapt your behaviour to suit those aspects while interacting with them.

You work on anticipating possible needs or problems of customers and voluntarily speak to them about it.

You may want to develop the to assess the possible motivations or benefits they may have personally for doing business with you while engaging with them.

Identifying & Prioritizing Opportunities

You may normally engage in conversations with customers about their future business directions and use their responses to identify possible business opportunities for you and pursue multiple well-defined opportunities for business in an account.

You may be able to identify & develop specific strategies for each of the multiple opportunities and pursue them in parallel with customers.

You may need to focus on gathering information about the performance of critical aspects of customers' business and analyze them to identify possible opportunities.

You need to work on understanding the growth needs of your customers and visualize which of your solutions can help there.



Managing the Decision Process

You may normally have a good idea of how decision-making happens in customer organizations and who are the key players. You may also be doing well to ensure that the customer is adequately ready to sell the benefits of your solutions internally, without your support.

You may be good at establishing the need for your solutions with those who are the actual users of your products before you take them up with the decision-makers or purchase function.

You normally would be clearly listing the decision criteria of the customers as well as their perceived importance of each criterion.

You might need to understand how to link your strengths to the customer's decision criteria and focus the proposals on those areas that are a good match.

Selling Value to the Customer

You may be getting customers to articulate the problems they want to solve and their implications on their business adequately before proposing solutions. You may also be able to present only those solutions & benefits to customers that they have explicitly articulated as their needs or wants. This leads to fewer objections & more positive results.

While engaging with customers you may need to seek information & feelings about customer needs as much or more than talking about your products & services.

You might be anticipating possible objections or resistance you could face for your solutions and prevent them by focusing on the needs underlying them.

You may also be able to explore and help the customer articulate how he might benefit in multiple ways by solving the current problems.

Tracking & Controlling the Sale

You may be analyzing & documenting how you compare with competitors on each decision criterion of the customer and make specific plans to deal with them.

You are also normally ready with possible areas where the customer might negotiate terms and relevant alternatives well before you start negotiating.

You do anticipate possible areas of negotiation and start building value on them early in the sales process.

When you want a commitment from the customer, you might propose only appropriate alternatives and seek agreement from the customer instead of closing too many times.

You may be able to effectively track how each sales opportunity is progressing and have plans for dealing with contingencies.



Sales Navigation Success Potential

In complex sales with businesses, a lot of action happens behind you. There is a need to anticipate the dynamics of decision-making and work on it proactively. You seem to be doing exceptionally well in anticipating needs, working on multiple parallel campaigns, being able to influence decision processes and track & control the progress of your campaigns well.

You may want to focus on the following areas and leverage your skills better based on your context & objectives...

Proactively building relationships with stakeholders.

Systematically identifying & prioritizing opportunities.

Pursue multiple opportunities in parallel with customers.

Work on managing the decision process & influence it.

Sell Value to Customers by focusing on their needs

Track the campaigns more systematically.

Success in Selling is about engineering yourself to be at the right place at the right time. Doesn't happen by chance!



3. Your Sales Transaction Tendencies

Since complex sales doesn't happen in a single transaction and involves complex processes & many people, managing the sales transaction with each stakeholder is an important capability that ensures your persuading them to be on your side. This is crucial to sales success. When you manage the interactions effectively, the Sales Transaction experience for the customer stakeholders is satisfactory and they move the sale in your favour

Research reveals that Successful Sales Transactions involve four phases – Preliminaries to establish climate & context, Investigating to Uncover & Develop Customer Needs, Demonstrating Capability to address customer needs through your offerings & finally, Obtaining Commitment to move the Sale forward by at least a notch. Every sales transaction may involve making progress in some way or the other. A successful sales professional therefore, plans the movement required and interacts effectively with the stakeholder to uncover/develop needs, demonstrate capability & obtain a relevant commitment.

Managing the four phases of a Sales Meeting is demonstrated by Successful Sales Professionals, especially in the context of Complex/Large Sales through Six Skillsets. They are...

- **Establishing the purpose & Climate for the transaction:** People generally are reluctant to share unless they feel safe in transacting with you. This requires certain behaviours & practices based on individual customers and is an important capability in managing sales transactions effectively. This is a necessary but not sufficient condition for sales success. Not doing it well could hurt, but won't guarantee Sales Success.
- **Investigating for needs & problems to solve:** Problems, Dissatisfaction, Negative feelings, Pent up aspirations are the source of customer needs. Working carefully to uncover, develop and help the customer articulate these is the foundation of a successful sales interaction. The more customers share their needs, and explicitly so, the stronger are the chances of success. This attribute or skillset is very critical.
- **Exploring possible options as Solutions:** Customer like to go with their solutions not others'. It is a human tendency. Hence using a set of suggestions & questions to help the customer imagine & explore possible solutions, preferably those that you can offer, is crucial to shaping customer decisions in your favour. This skillset is akin to art. It accrues with practice, reflection & feedback.
- **Agreeing on a solution:** The most common act of omission that Sales Professionals succumb to is to make an assumption that the customer wants your solution. There is no better way to ensure that than to explicitly obtain an agreement to the solution, a consensus on the way forward. This ensures speed of decision making as well as reliability. This is another skillset that builds sales success.
- **Handling objections:** If the first four skillsets are effectively displayed, there should be minimal or no objections from the customer. But Objections are part of the sales transaction. Responding to them appropriately can be crucial to sales success. This is another skillset like Establishing the Purpose. It could be necessary but not sufficient. Not managing objections well could cost you progress in the sale.



- **Gaining commitment from the customer:** The purpose of the sales transaction is to move forward in the sales cycle. This means that there has to be a commitment from the customer stakeholder, however small & relevant. These commitments have to be designed, proposed, pursued and obtained. This is a delicate skillset. Overdoing it or not doing it adequately could cost you progress in the sale

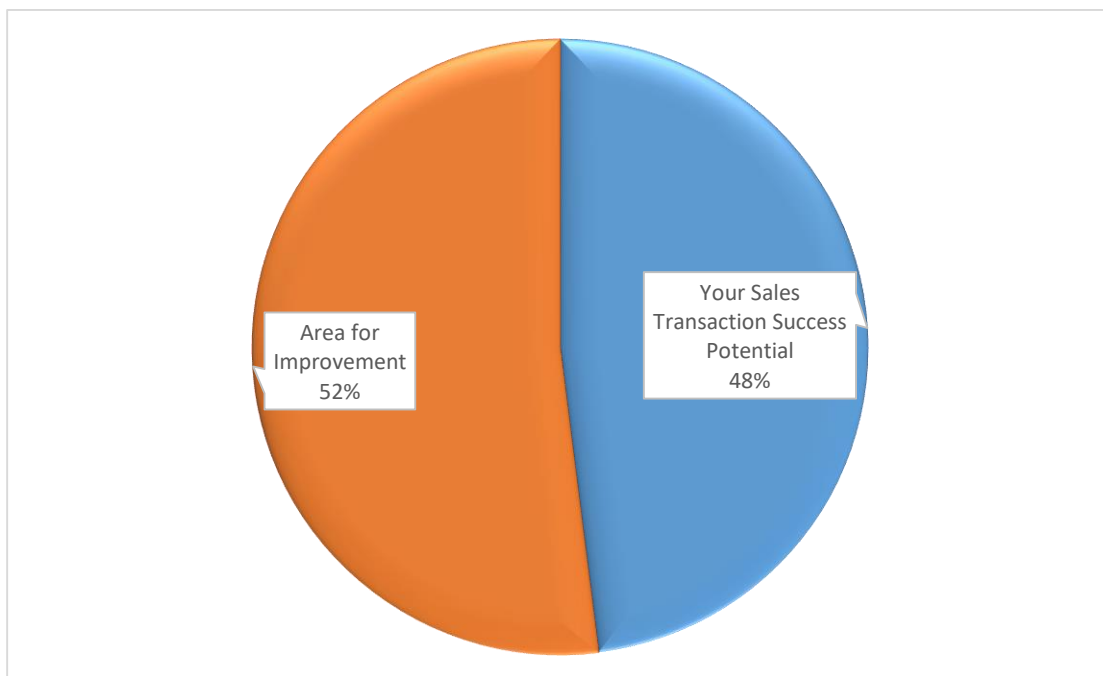
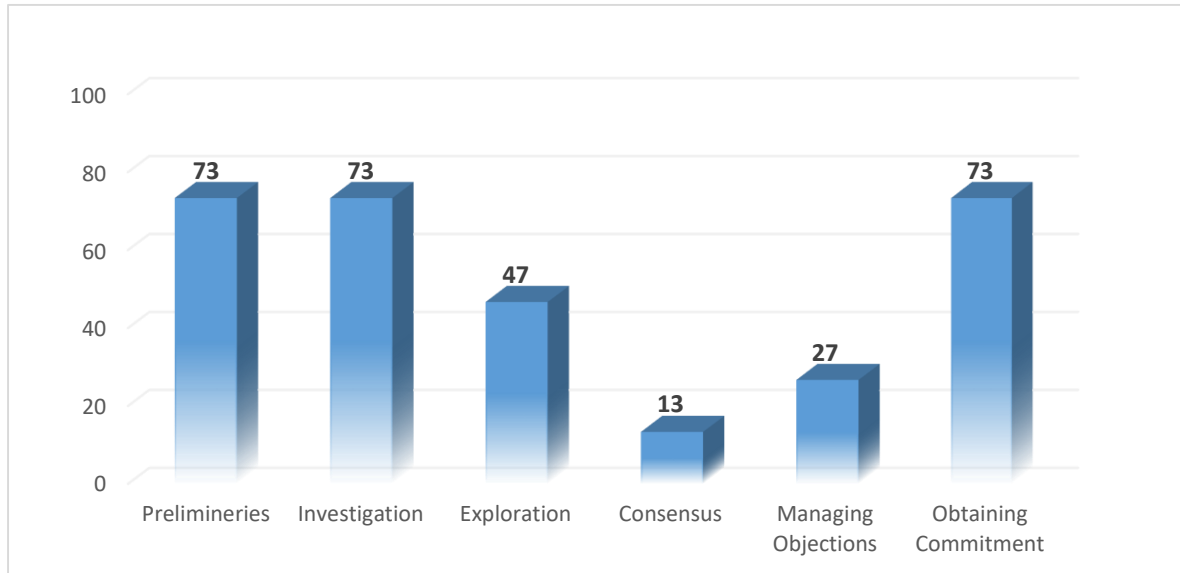
The interesting revelation that research provides is that many sales professionals are blindsided by some of these attributes or skillset. They may be approaching some of these attributes in ineffective ways and they may not be leveraging some of their strengths. It could be very useful to introspect, discuss with others on how you can maximize your Sales Navigation Success and hence [consistency/reliability in Sales Performance](#).

In the next page, you will find your Success Potential Score in % for each attribute and some broad interpretations of what they could mean. There are also some suggestions for you on what you could reflect on or try.

Go through these insights carefully and use the Action Planning Guide to reflect, identify and implement your actions for improvement.



3.1. Sales Transactions: Your Success Potential Scores





3.2. Sales Transactions: Your Success Potential - Interpretation

What your scores may imply and some suggestions or ideas you might consider based on the scope for improvement

Preliminaries: Establishing Climate & Purpose for the Transaction

You seem to be well-versed in preliminaries. In sales transactions, human beings are involved and they have emotions. There is a need to establish a conducive climate and bring focus to the transaction.

You may want to refine your skills in establishing the purpose & climate of the transaction. Some reflection here may be advantageous. Improve your preliminary conversations further and leverage your relationships.

Investigation: Uncovering & Developing Needs

Needs are the foundation of a Sale. You may be doing very well in this regard in your approach to persuading the customer. Refining your focus on why people might need or want your offerings, products or services and preparing how you want the customer to articulate them could benefit you immensely.

Leveraging your probing & influencing skills would really help your Growth. Work on it.

Exploration: Exploring Possible Options for Solving Needs

Customers like effective & optimum solutions for their problems. However, since they are human and would like to 'own' their solutions, it is critical that we help them 'explore options' that help them decide & 'own' their decisions.

You may be paying adequate importance to this aspect of the sales transaction and avoid being eager to present what 'you' think is the best for the customer.

You may still want to reflect on this tendency and improve this skill set. This could make a big difference to your sales success - speed and value realization.



Consensus: Agreeing on the Solution that works

One of the common errors that Salespeople commit subconsciously is to assume that the solution you propose is acceptable to the customer. It is not as simple as it seems. Often customers may face much resistance or challenge in persuading their internal stakeholders of the merit of these solutions. Hence, engaging with customers to evolve a consensus, and an agreement on the solution is important for sales progress.

You may not be paying much importance to this aspect of the sales transaction and be eager to move ahead with what 'you' think is the best for the customer.

You may want to reflect on this tendency and improve this skill set.

Managing Objections: Handling & resolving the objections

Objections expressed by customers are not necessarily signs of interest. They are often an indication of a mismatch in their perception of value for your offerings or your capability to meet their expectations. The ideal way should be to prevent them by focusing on their needs, exploration of their solutions & building consensus.

Still, since objections do happen as part of human inadequacy, Sales success depends on how these are handled. Listening, Uncovering the fear behind it, Resolving the fear & Ensuring comfort are crucial to handling objections.

You may be paying adequate attention to this aspect of the sales transaction and not trying to impress the customer with what 'you' think is the best for them.

You may still want to reflect on this tendency and improve this skill set. This could make a big difference to your sales - Consistency & Reliability.

Obtaining Commitment: Proposing & obtaining relevant commitment for progress

Large or Complex Sales with Organizations involve multiple stakeholders in the decision process which could be complicated & cumbersome. While it is important to gain relevant commitments to move forward, this is a psychologically complex aspect of a sales transaction.

Not asking for commitments doesn't help. Neither will pushing too hard or too many times. Successful Sales behaviour as research reveals is about appropriate and limited 'closing' attempts.

You may be paying some attention to this aspect of the sales transaction but may want to do it more consciously every time. Ensure that you are adequately cognizant of your customer's situation and mind space while trying to close.

You may avoid pushing the customer with what 'you' want or be too hesitant to ask for commitments. You may want to reflect and further improve this skill set.



Sales Transaction Success Potential

Sales transactions in Organizational settings can be quite complex and challenging. However, there is a structure to them. Reflect on why & how things happen and improve each aspect of the sales transaction. Continuous reflection, drawing insights and practice with objective feedback will help improve your skills in managing Sales transactions.

You may be doing reasonably well with your Sales Interactions. However, you may want to focus on the following areas and build skills where you might need improvement.

Establishing the Purpose & Climate of the Transaction,

Uncovering & Developing Needs of customers, helping in articulating them,

Exploring Solutions, Creating Consensus for the way forward,

Managing Objections effectively,

Optimally working on Obtaining Commitments.

Success in Selling is about Persuading People to buy, not pushing them to accept what you have.
Doesn't happen by chance!



4. Action Planning Guide

Reflection & insights could lead to intentional actions, trials & improvements. Reflect on the following triggers carefully, jot down your thoughts. Then you can plan your actions for improving your sales success potential in the next page – the action planner.

Sales Navigation

- Which attributes are your strengths?
How could you leverage them better?
- Which attributes require improvement? How could you build them?
- Which attributes are relevant in your current sales environment?
- Which attributes are necessary in your future endeavours?
- Do you have them adequately? How could you build them well?

What are your insights from this reflection?

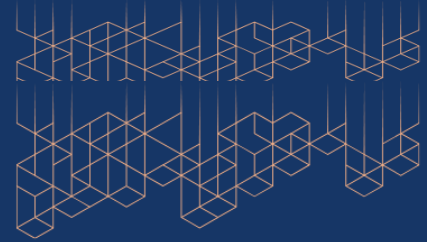
Sales Transactions

- Which attributes are your strengths?
How could you leverage them better?
- Which attributes require improvement? How could you build them?
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- Which attributes are necessary in your future endeavours?
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4.1. Sales Success Improvement - Action Plan

[illegible]



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Founded in 2002, Mentor Learning, a Learning Services Company, offers result oriented & highly measurable, effective learning solutions to Organizations across the globe. Our proprietary Result Oriented Learning Engineering methodology involves psychometric & competency assessments, scientific learning design framework, behaviour change measurement process and business impact measurability. At Mentor Learning training is not approached on hope, like prayer. We believe in engineering learning to achieve the behavioral objectives and hence deliver business results for our client organizations.

Mentor's Learning & Development Services for Organizations aims to cost effective & measurable Learning solutions for organizations, to solve people Capability & Behaviour related business challenges and spans five areas...

- Behavioural Competency Development Programs
- Leadership Development Programs
- Online Self-Development Programs
- Performance Enhancement Projects
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Mentor's Organization Development Services for Organizations aims to cost effective & measurable transformation solutions for organizations, particularly small & medium sized, to solve people related business challenges and spans Six areas...

Mentor's Organization Development Services for Organizations aims to cost effective & measurable transformation solutions for organizations, particularly small & medium sized, to solve people related business challenges and spans Six areas...

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- High Performance Culture Building
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Mentor's Self Development Products Provide flexible, cost effective & measurable Learning solutions for Individuals, to solve Capability & Behaviour related challenges and enable their personal growth. Multi Stimuli Learning Programs resulting in Certifications from Mentor or a B School. Self-Development Product Suite that operates like an Over-The-Counter Drug for solving workplace challenges quickly.

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