



Sales IQ Plus

A Sales Skills Test

Report For: **Leslie Sample**
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Introduction to the Sales IQ Assessment Report

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

This is not an assessment of your 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 you are for sales. It cannot tell you whether you will make sales but it certainly shows you how well you understand sales and will approach selling.

However, it is certainly not the only predictor of sales success. Your behavioral style, ambition and drive, passions, personal attitudes, interests and values and your judgment and quality of decision-making also can, and often do, contribute to sales success.

You have responded to 48 actual sales scenarios with a "best-to-worst" scorecard. Your results are included in this exclusive Sales IQ Assessment report and those results come complete with all the "why (rationale)" answers. A personalized assessment and 48 mini sales lessons? WOW!

- You get a score on each of the eight stages of the sales process.
- You get to measure your score against all salespeople, regardless of how and what you sell.
- You get to see all the answers to your questions.
- You get to discover how much your answers agree with the expert opinions.

More importantly... How well, or how poorly, you score on this Sales IQ Assessment can also tell you how to customize your sales training rather than using a one-size-fits-all program. Focus your sales training and coaching on strengthening your strong points and finding strategies and resources for your weak points.

Your "score" is not important; your sales improvement is. We are more concerned about your "desire" to become a better sales professional. So, we have included plenty of resources to help you grow as a sales professional. 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 continued sales improvement and success,

Jim Cathcart

*Author of **Relationship Selling***

Dr. Tony Alessandra

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

Jeffrey Gitomer

*Author of **The Sales Bible***

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 you completed are randomly generated from 100+ questions that explore best practices in each area.

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

Here are the eight stages and their brief descriptions.

1. **Preparing** covers how you prepare for the sale and prepare yourself. You can be well prepared with information and sales tools but if you are not in the appropriate frame of mind, or if you do not appear professional to the buyer, you might not get the sale.
2. In **Targeting**, we explore the markets or groups you may target as prospects. Then we focus on the individuals with whom you will make contact. This includes the sales strategies and tactics you select for each target. Poor targeting with great selling would result in limited success because you would be selling to the wrong people.
3. **Connecting** is the initial contact step in selling where you must appeal to people intellectually so that they see you as a credible resource and emotionally so that they trust you as a person. Without either, you are inhibited from learning enough about them to solve their problems and make a sale.
4. **Assessing** needs and wants uncovers what to sell and how to sell it primarily through probing and listening. As they say, "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 you present your solutions, tell your stories, show your product or describe the outcomes that buying will produce. At its lowest level, this is a sales pitch. At its highest level, this is a dialogue where you prove there is great value to them in buying from you.
6. Once you have shown that you can solve their problem, it is time to gain their commitment to buy. This is the **Confirming** phase. Your 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 your sales relationship, the beginning to serve the customer as they begin to pay you for the value they receive.
7. A confirmed sale needs **Assuring** that the value promised will be received. This is where relationships are built and customer loyalty is to be given (by you) more than expected (from them.)
8. **Managing** is the final phase of the sales cycle where you manage sales and accounts and self-management of yourself. Ultimately, we are all our own 'sales manager'. This is the phase of selling where you must get yourself to do what needs to be done even when you do not feel like doing it.

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

Sales IQ 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 Effectiveness Ratings

Your Sales IQ Effectiveness Ratings below illustrate your 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 overall sales success.

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

- Choosing the most effective sales strategy (knowing what’s best to do) – this is the percentage of times you chose the best answer in each phase 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 percentage of times you chose **either** the best and second best answers combined in each phase of selling

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

	% of Time You Chose the Best Answer		% of Time You Chose either the 1 st or 2 nd Best Answer	
	Your Score	All Sales People Score	Your Score	All Sales People Score
PREPARING	33%	47%	83%	77%
TARGETING	33%	54%	83%	75%
CONNECTING	50%	58%	67%	80%
ASSESSING	67%	38%	67%	69%
SOLVING	17%	47%	67%	74%
CONFIRMING	50%	43%	83%	66%
ASSURING	50%	48%	67%	72%
MANAGING	33%	47%	67%	72%
TOTAL	42%	48%	73%	73%

PREPARE Score

These results are from your overall **PREPARE** answers:

Out of 6 questions, you had:

- 2 Most Appropriate Answer(s)
- 3 Second Most Appropriate Answer(s)
- 0 Third Most Appropriate Answer(s)
- 1 Least Appropriate Answer(s)

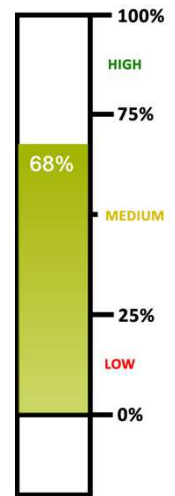
PREPARE to Sell - Sales Preparation & Self Preparation

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.

To improve your PREPARE score, take action on the numerous suggestions on page 9.

PREPARE SCORE



Question 31 - You're in a brand new territory or market where you don't yet know anyone. What's the first thing you need to do?

You chose the **second** best answer, which is Build a market profile of the area to identify potential prospects who are like existing customers elsewhere.

The best answer is: Look for branches or agents of existing customers who are active in this area.

Rationale: Your quickest connections will come from people with whom you have some real world credibility. Find the closest things in common with folks and then make your calls.

Question 32 - You just discovered a new prospect that could buy your main product. What do you do first to prepare to sell to them?

You chose the **first** best answer, which is Go to their company website or personal LinkedIn page to learn more about them.

The best answer is: Go to their company website or personal LinkedIn page to learn more about them.

Rationale: The first thing you need is more useful information about your prospect. The easiest quick place to find that is their online listing or website. Explore it as if you were going to be a customer of theirs.

Question 33 - In a research phone call what information should you seek about a prospect?

You chose the **first** best answer, which is What are their goals?

The best answer is: What are their goals?

Rationale: Selling is helping and you can't help people unless you know what they want. Find out what their goals are so you can assist them in reaching them.

Question 34 - The last prospect was late for the meeting and didn't give you her full attention. She put off what you thought was an assured sale. What do you need to do before your next sales call today?

You chose the **second** best answer, which is Review the specific tangible ways she will benefit from buying today.

The best answer is: Confirm the meeting time and purpose and importance of the meeting to the customer.

Rationale: Before anything else happens you have to assure that you will indeed have a meeting. When confirming today's meeting, be sure to have some reasons in mind for her to want to see you again.

Question 35 - When dressing for a day of business how should you dress?

You chose the **fourth** best answer, which is Dress like your customers do.

The best answer is: Dress appropriately and slightly better than your customers.

Rationale: If you dress as your customers do, then you'll not stand out. Dress a bit better, more business-like than they do, to position yourself as a valuable resource.

Question 36 - It has been a hectic morning and you've scrambled to get ready for a day of sales contacts. What is the first thing you need to prepare and why?

You chose the **second** best answer, which is Your schedule. You need to plan where you will be and when and what you will do first, second, etc.

The best answer is: Your mindset or attitude. Get into a positive and helpful frame of mind.

Rationale: The way you think shows up in everything you do. A person with a great attitude and a sincere desire to help is almost irresistible.

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

Self-Preparation

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

- Reviewing your specific goals for each sales contact
- Refreshing your knowledge of sales techniques, product details, and customer benefits offered by each feature of your product/ service
- Pricing strategies and options you can offer
- Reviewing vital information just prior to a sales contact
- Rehearsing the presentation
- Anticipating potential objections and concerns
- Reviewing answers to key questions
- Listing questions you will want to ask
- Getting yourself into a cheerful, helpful and proactive frame of mind
- Determining when and where to meet your customer
- Choosing the seating arrangement that works best
- Handling potential distractions in advance
- Assembling the sales tools and information resources you will need
- Allowing for interruptions and delays
- Inspecting every aspect of your appearance - clothes, grooming and personal hygiene
- Showing up on time
- Considering how you present yourself when you think others aren't looking
- Assure that your sales materials & products present the right image and work properly

TARGET Score

These results are from your overall **TARGET** answers:

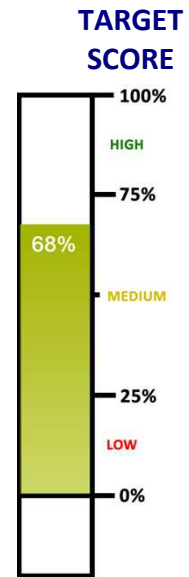
Out of 6 questions, you had:

- 2 Most Appropriate Answer(s)
- 3 Second Most Appropriate Answer(s)
- 0 Third Most Appropriate Answer(s)
- 1 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.



To improve your TARGET score, take action on the numerous suggestions on page 12.

Question 43 - When you are identifying what companies you want to target you need to

You chose the **second** best answer, which is Research industry lists or search online for potential customers.

The best answer is: Look at your current customers and identify the most profitable. Review the types of ideal new customers you wish to cultivate.

Rationale: Create a profile of the top 20% of your current customers and try to find prospects who fit the profile of your top 20% customers.

Question 44 - When you are networking at a function with lots of people, you should always:

You chose the **fourth** best answer, which is Talk about your product/service to as many people as you can.

The best answer is: Ask intelligent questions until you find a common link. And look for things to compliment in others.

Rationale: Giving your elevator speech or commercial to people is a waste of time unless you've already determined how you can help them. By engaging people with questions, you will find out who is your best prospect before you begin the selling part of your networking agenda.

Question 45 - Your contact isn't the decision maker but he's excited about the value you offer. What do you do next to sell to this client?

You chose the **first** best answer, which is Make him your champion and get his advice in how to sell to them.

The best answer is: Make him your champion and get his advice in how to sell to them.

Rationale: If you don't have easy access to the decision maker, then you need to gain referral power by enlisting the enthusiasm of your contact - your internal champion. This opens doors for you and assures that you're not alone in approaching the decision maker.

Question 46 - How big of a need should you try to solve?

You chose the **first** best answer, which is Diagnose their needs and then solve their problems based on their urgency and importance.

The best answer is: Diagnose their needs and then solve their problems based on their urgency and importance.

Rationale: If you try to do everything on your first contact, you may lose the account. Let their desire for solutions be your guide in addressing their needs.

Question 47 - Do you give a free sample, a demo, a partial solution or hold out for the full commitment before you deliver your value? How do you know which to do?

You chose the **second** best answer, which is Giving a taste of things to come is the best way to build enthusiasm to buy.

The best answer is: Only by assessing the overall needs of the customer can you know what comes first.

Rationale: If you understand what the customer most cares about then you can select the best way to initiate the sale. Don't focus on the item you're selling, aim toward their biggest need.

Question 48 - Assuming you make calls in the field, when the weather is bad you need to:

You chose the **second** best answer, which is Get on the phone to customers for new leads

The best answer is: Call on your good customers to see how they are doing.

Rationale: Bad weather is no excuse to not make calls. But if the weather prevents you from venturing out at all, then do what you can to grow business anyway. One good way, after confirming your rescheduled calls, is to connect with your good customers to up-serve them with attention, ideas and assistance to make them even better customers for you.

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

Targeting the Right Methods

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

- Determining what reputation and brand identity you want in your chosen markets
- Identifying the “professional assets” you will need to gain that reputation or position
- Choosing the media mix and sales approaches to use
- Acquiring the resources needed for promotion and publicity
- Having an ongoing process for stimulating interest in and desire for your products
- Selecting the best distribution methods for reaching your markets
- Coordinate using email, web marketing, social media, phone calls and other tools
- Selecting the right number and type of sales calls to make
- Determining how to best penetrate a company or industry - who to call on first, sales appeals to use, products to lead with, offers to make, who should make the first call, how to easily progress from one sale to another, and how many calls to make per prospect
- Developing methods for getting to the decision makers with minimal effort
- Learning how to sell through others or to committees
- Having a compelling “elevator talk” and unique value proposition
- Knowing your various sales hooks and opening statements
- Using samples and free gifts appropriately
- Determining how you can best reach your prospects with the credibility and confidence that will open doors and minds to your offer

CONNECT Score

These results are from your overall **CONNECT** answers:

Out of 6 questions, you had:

- 3 Most Appropriate Answer(s)
- 1 Second Most Appropriate Answer(s)
- 1 Third Most Appropriate Answer(s)
- 1 Least Appropriate Answer(s)

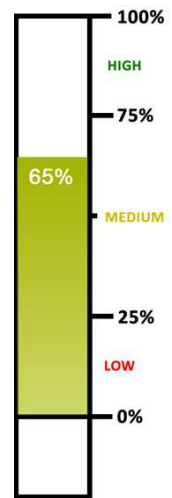
CONNECT Intellectually & Emotionally

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.

To improve your **CONNECT** score, take action on the numerous suggestions on page 15.

CONNECT SCORE



Question 19 - The most effective way to make a first call is:

You chose the **third** best answer, which is Ask the gatekeeper for the person who is in charge of the product/service you sell.

The best answer is: Ask to speak to a salesperson and probe for more information about how to approach the decision maker to make the sale.

Rationale: A street smart salesperson making a sales call should always ask for a salesperson because you are brothers in the same profession and the sales department is your most likely department to give you real honest help. Leaving your material with the gatekeeper will find their trash can very quickly. Asking who is in charge puts them on the defensive and giving your sales presentation to the gatekeeper is a waste of everyone's time.

Question 20 - Your competitor has a PhD in her field and much scientific research about her product. You do not. How do you establish credibility?

You chose the **second** best answer, which is Let your company's reputation do the job. Show their track record.

The best answer is: Demonstrate the value you can deliver; give an example or sample application.

Rationale: The customer may trust the competitor more than you at first, but if you work even harder to be of value to them and show them proof then you'll level the playing field.

Question 21 - You are running out of time and haven't given your presentation yet. How do you convince your prospect of the value you can bring to them?

You chose the **first** best answer, which is Build their desire to see how you can serve them. Show them how you work, your process and schedule accordingly.

The best answer is: Build their desire to see how you can serve them. Show them how you work, your process and schedule accordingly.

Rationale: If you don't have time for a full presentation, help them see the value in making time for you. Don't try to cram your information into a quick pitch, just start the process of showing them your worth.

Question 22 - "People don't care what you know until they know that you care." Zig Ziglar. How do you show that you care?

You chose the **fourth** best answer, which is Tell stories about how you satisfied other customers.

The best answer is: Take an interest in them that exceeds your desire to tell about your product.

Rationale: People expect you to want the sale more than to be of help to them, so surprise them by showing that you really are service-oriented.

Question 23 - The prospect needs what you sell but doesn't see the importance of it like you do. What do you do?

You chose the **first** best answer, which is Ask what he or she is most concerned about and link your comments to their goals.

The best answer is: Ask what he or she is most concerned about and link your comments to their goals.

Rationale: Find creative ways to identify their concerns and show the value you offer. If you know the value is there but they don't, find better ways to communicate it. It is their perception of what they need or want that will drive the impulse to buy.

Question 24 - You made eye contact, gave a pleasant handshake, were in a cheerful helpful mood but somehow your prospect seems to feel you are pushy. What do you do?

You chose the **first** best answer, which is Pause, breathe and stimulate some comments from the customer.

The best answer is: Pause, breathe and stimulate some comments from the customer.

Rationale: You have a different behavioral style from your prospect. Relax and observe the difference, then adjust to their preferred mode.

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

Connecting with the Heart

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

- Learning to read people to know how they process information and relate to others
- Matching the pace and style of the prospect
- Practicing good people skills such as courtesy, empathy, acknowledgement, and rapport building
- Knowing how to position yourself with the customer as an advisor, coach, problem solver, expert resource, strategic ally, business friend, and preferred provider
- Sustaining optimism and encouragement in the dialogue
- Keeping fear levels low while stimulating the need to buy
- Recognizing when tension should increase and should not
- Knowing the difference between relationship tension and task tension
- Showing concern for the needs of the prospect and respecting him or her as a person
- Being respectful of your competition without weakening your own sales position
- Knowing how to draw a line between being a social friend and being a business friend

ASSESS Score

These results are from your overall **ASSESS** answers:

Out of 6 questions, you had:

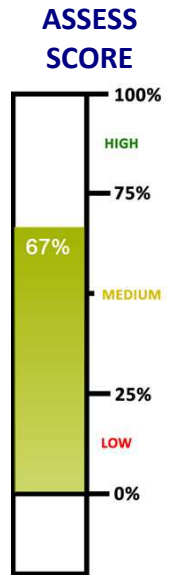
- 4 Most Appropriate Answer(s)
- 0 Second Most Appropriate Answer(s)
- 0 Third Most Appropriate Answer(s)
- 2 Least Appropriate Answer(s)

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.

To improve your ASSESS score, take action on the numerous suggestions on page 18.



Question 1 - How can you get the prospect to tell you the real truth about their needs? What questions and actions will encourage them to speak candidly with you?

You chose the **first** best answer, which is Ask “What if” questions so that they don’t feel they are answering you so directly.

The best answer is: Ask “What if” questions so that they don’t feel they are answering you so directly.

Rationale: A “what if” question is hypothetical, they aren’t committed to the answer they give you. Keep your questions non-threatening and earn their trust.

Question 2 - What are some questions you could ask to get the prospect to “dream aloud” with you about what they really want?

You chose the **first** best answer, which is In a perfect world, what would what you want it to look like?

The best answer is: In a perfect world, what would what you want it to look like?

Rationale: Looking to the future with an open mind is enjoyable and safe. It’s dreaming, so no commitment is implied. Help them share their fervent wishes with you openly.

Question 3 - What does it mean to “Read People”? What do you look for to understand someone more fully?

You chose the **fourth** best answer, which is Look for changes in their behavior that indicate a change of mind.

The best answer is: Monitor their directness and their openness to determine their behavioral style.

Rationale: The easiest clues to observe re: personality patterns are openness and directness. Let that be your starting point in understanding others.

Question 4 - When determining whether a prospect can benefit by buying from you what do you explore first and how?

You chose the **first** best answer, which is What is the ideal situation they’d like to achieve? "If this were a perfect solution for you how would it be different?"

The best answer is: What is the ideal situation they’d like to achieve? "If this were a perfect solution for you how would it be different?"

Rationale: Your product or service is only valuable in the ways that it can help people. Find out what they want and show them how you can help them get it by buying today.

Question 5 - What metrics can you analyze to determine the value of your service or product to your customer?

You chose the **first** best answer, which is Compare the cost of doing nothing vs. the effect of buying from you. Be specific with numbers where you can.

The best answer is: Compare the cost of doing nothing vs. the effect of buying from you. Be specific with numbers where you can.

Rationale: It’s not just the other options that you’re competing against. You are also competing with “doing nothing.” Show them how they’ll be better off by buying from you.

Question 6 - How should you ask questions?

You chose the **fourth** best answer, which is Weave the questions into your dialogue subtly.

The best answer is: Ask general questions first and personal ones later.

Rationale: General questions are like public information, easy to share. Personal questions can make people feel vulnerable. Put them at ease by showing them you can be trusted with their information.

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

Assessing the Person

Here are some areas to explore to help improve Assessing the Person:

- Finding the hot button items that contain the strongest appeal to the prospect
- Identifying the gap between what they need and what they want
- Recognizing prejudices or blind spots in their point of view
- Learning how they feel about competitive alternatives
- Identifying their fears and concerns
- Understanding their overall goals, values and priorities
- Seeing the limits to their authority and best ways to help them justify buying
- Respecting the importance of feelings and emotions
- Caring about how you can help
- Listening effectively by eliminating any irritating listening habits you may have developed
- Getting people to talk openly with you
- Being aware of differences in personality type, personal velocity, intellectual capacity, values, confidence levels, dreams, aspirations, fears, and concerns
- Adjusting your own pace or preferences to be more compatible with your customers' pace or preferences
- Dealing with different people in different ways while maintaining your own integrity

SOLVE Score

These results are from your overall **SOLVE** answers:

Out of 6 questions, you had:

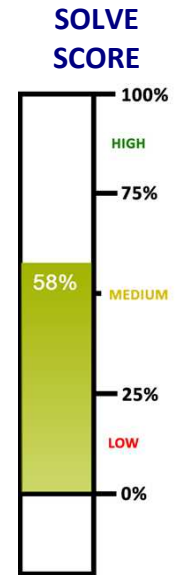
- 1 Most Appropriate Answer(s)
- 3 Second Most Appropriate Answer(s)
- 2 Third Most Appropriate Answer(s)
- 0 Least Appropriate Answer(s)

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.

To improve your SOLVE score, take action on the numerous suggestions on page 21.



Question 37 - It is said that people who don't talk don't buy. How can you involve the customer in dialogue during your presentation?

You chose the **second** best answer, which is Ask more questions.

The best answer is: Never talk for more than a few minutes before asking for feedback.

Rationale: In the old days we assumed that a great presentation was the key to a sale. Today we realize that customers are often as well informed as the seller. What they need now is a partner in problem-solving.

Question 38 - If one person in a group is talking a lot and the others aren't then the others won't feel 'invested' in the answers. How can you spread out the participation among a group?

You chose the **second** best answer, which is Go around the room and ask each person at a time.

The best answer is: Thank the contributor and ask the others what their thoughts are.

Rationale: "Talkers" usually don't self-regulate. You'll probably need to tactfully interrupt their comments and draw out the others.

Question 39 - How do you draw out a quiet customer?

You chose the **first** best answer, which is Ask general or technical questions at first and opinion questions later.

The best answer is: Ask general or technical questions at first and opinion questions later.

Rationale: Asking easy questions and non-personal questions helps people open up for the more direct questions. In fact, opinion questions are step 2 and lead to decision questions

Question 40 - How do you determine what your prospect needs to know and understand in order to stimulate his desire to buy?

You chose the **third** best answer, which is Ask him, "What do you need to understand in order to make a purchase today?"

The best answer is: Be sure that most of all you are focused on the customer's needs and uses of your product.

Rationale: People only realize what they need to know when it is shown in context with what they want or need. Think of how he or she will use and apply your product. Get into the buyer's point of view.

Question 41 - How can you structure a presentation for the best impact?

You chose the **third** best answer, which is Tell them what you are going to cover, tell it to them and then review what you told them.

The best answer is: Pose a question or problem to solve at the start in order to involve the customer.

Rationale: When presenting ideas, the listeners need to know first what you are talking about to know how to think about it. "This is about saving you both time and money."

Question 42 - Sales presentations have been the main focus of selling activity seemingly forever. But presentations don't 'sell'. How can you approach this process differently?

You chose the **second** best answer, which is Make your presentations more interactive by asking more questions.

The best answer is: Spend more time listening and understanding the needs.

Rationale: People buy what they want or need, they buy what they understand and they buy from people who understand and care about them.

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

Collaborating with the Buyer

Here are some areas to explore to help improve Collaborating with the Buyer:

- Selling benefits and solutions rather than features
- Presenting the value units that were built into the "showing relevance" process
- Illustrating your points with stories and examples that relate directly to your client
- Conducting demonstrations that show the customer the value they will receive
- Using the customer's name and the name of their company as appropriate
- Referring to local and current items, people and issues in your presentation
- Using the customer's own words when responding to questions
- Getting the customer's support to help you make the sale
- Involving the customer in completing some of the steps in a demonstration
- Establishing a point-counterpoint role play discussion to illustrate a point
- Working as a partner in problem solving rather than as a persuader
- Putting yourself in your customer's position and speaking as his or her advocate
- Leading them through a series of questions to help them explore the benefits you can offer
- Working together to generate a plan
- Helping the prospect prepare to be an effective representative and advocate for you if they are presenting your proposal to others
- Assembling materials that they can use to sell others on your behalf

CONFIRM Score

These results are from your overall **CONFIRM** answers:

Out of 6 questions, you had:

- 3 Most Appropriate Answer(s)
- 2 Second Most Appropriate Answer(s)
- 0 Third Most Appropriate Answer(s)
- 1 Least Appropriate Answer(s)

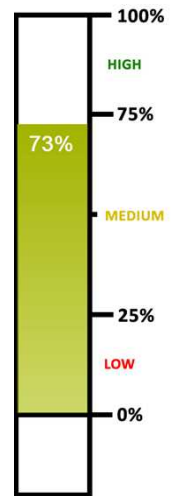
CONFIRM the Solution & Commit to the Purchase

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.

To improve your CONFIRM score, take action on the numerous suggestions on page 24.

CONFIRM SCORE



Question 13 - You can make a small sale right now or go for a much larger one a bit later. What do you do?

You chose the **first** best answer, which is Make the small sale in a way that is a part of a series of steps in serving this customer.

The best answer is: Make the small sale in a way that is a part of a series of steps in serving this customer.

Rationale: This is one of those "it depends" questions. Mainly, you just want to get the customer on board but also want to go for the biggest opportunity to serve them. So, approach the whole situation as their problem solver, not their vendor. There is a lot to be said about getting your foot in the door, exceeding expectations and then going for the bigger sale later.

Question 14 - People love to buy but hate to be sold. How do you help them buy when you can see that they want to?

You chose the **fourth** best answer, which is Show them that it's their choice, not your persuasion.

The best answer is: Say, "It looks like you've already bought this in your mind, now we're just working out the details."

Rationale: If you assume the purchase is going to happen and simply tell them you can see that they want to buy then they will tell you if there's any remaining reason not to buy yet.

Question 15 - Your customer said, "I love it! Now I just need to run this by my colleague and get approval." What do you do next?

You chose the **first** best answer, which is Schedule a meeting for the three of you to discuss the purchase.

The best answer is: Schedule a meeting for the three of you to discuss the purchase.

Rationale: No prospect, nor sales materials, can sell your ideas to the decision maker as well as you. Get in front of the decision maker in whatever appropriate ways you can.

Question 16 - What if you're not sure where you stand with your customer, how do you find out?

You chose the **second** best answer, which is Make a 'trial close' by asking for the order indirectly.

The best answer is: Ask for an opinion, "if you were to buy this..."

Rationale: When you ask for an opinion there is no pressure and customers will often answer with a buying signal. "If you were to buy how many would you order at first?" Answer: "Let's say we order 25 of these what kind of discount will we get?"

Question 17 - You've encountered one of the usual 'objections' to buying now: costs too much, no hurry, don't really need it urgently, not sure your company can deliver the value, must check with someone else first, etc. Where do you start in responding to these concerns?

You chose the **second** best answer, which is Use a proven structure like: Feel/Felt/Found, Lowest Common Denominator, Buy Now or Lose Money, etc.

The best answer is: Acknowledge the concern as valid and understandable.

Rationale: If someone resists buying they want you to hear them and accept that their concerns are valid. Only then will they listen to your counter to their comments.

Question 18 - Do you really need for the buyer to say that she agrees with your proposed solution or can you just tell when they agree? Name some 'buying signals.'

You chose the **first** best answer, which is Their words indicate that they are speaking as an owner rather than an evaluator.

The best answer is: Their words indicate that they are speaking as an owner rather than an evaluator.

Rationale: The major buying signal is any evidence that they are no longer 'considering' buying but instead are thinking as the new owner. Instead of "if we were to buy..." they might be saying "when we put this into operation what will ..."

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

Confirming the Purchase

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

- Recognizing buying signals and knowing how to respond to them and ask for the order
- Being clear and okay about asking for the order that does not increase relationship tension
- Using the customer's words in the statement you make just before requesting commitment
- Being clear and okay about asking for the order
- Allowing for silence after you ask for commitment
- Rehearsing asking for commitment with others so as to increase your confidence and poise
- Eliminating implied apologies or uncertainty in the way you ask for a commitment
- Knowing what words have power and what words do not
- Making it easy for the prospect to agree to the purchase
- Summarizing agreements and getting written commitments to specific agreements
- Ironing out all details before concluding the sales call
- Measuring your actual closing ratio (calls to sales) and value of each sale
- Getting the official signatures on the documents
- Noting and confirming the credit card or account numbers
- Getting the vital data such as social security number, purchase order number, etc.
- Assuring that the customer is fully aware that he or she has made a commitment to buy and they know the amount, terms and conditions to which they have agreed

ASSURE Score

These results are from your overall **ASSURE** answers:

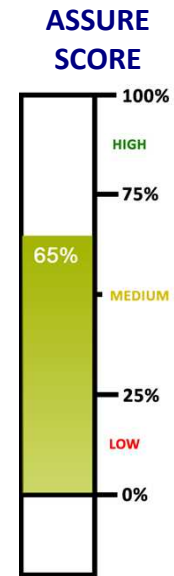
Out of 6 questions, you had:

- 3 Most Appropriate Answer(s)**
- 1 Second Most Appropriate Answer(s)**
- 1 Third Most Appropriate Answer(s)**
- 1 Least Appropriate Answer(s)**

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 Serving** is adding value after the sale, increasing their satisfaction.
- **Recovery** is smoothly resolving problems and retaining the customer's loyalty.



To improve your ASSURE score, take action on the numerous suggestions on page 27.

Question 7 - How long can a customer be loyal to you?

You chose the **second** best answer, which is Continually build loyalty with them.

The best answer is: For a lifetime even after they no longer own your product.

Rationale: Loyalty isn't attached to the product alone, it extends to you and your company.

Question 8 - What can you do to cause a feeling of continual connection with a customer?

You chose the **first** best answer, which is All of the above.

The best answer is: All of the above.

Rationale: There is not just one thing that reassures customers of your caring. Use all ways that you can.

Question 9 - You made the sale but someone else is delivering the value of your product or service. How do you sustain your connection with the buyer?

You chose the **first** best answer, which is Call to review their experience and assure them that you will solve any problems in concert with the new person.

The best answer is: Call to review their experience and assure them that you will solve any problems in concert with the new person.

Rationale: Personal direct communication is the most powerful and persuasive of all. When you take time to personally hand off the account and reassure the buyer that you're still accessible it reduces their fear that you may have abandoned them.

Question 10 - What criteria will your buyer use to assure himself that he made the right buying decision? How can you know?

You chose the **third** best answer, which is Facts and Feelings: the cost of the purchase, the quality of the product and feelings about the value are each on his mind.

The best answer is: Decide together what the best measures of success will be.

Rationale: People rarely identify the measures they'll use, they just reflect on how they feel. You can avoid this limitation by making success measures a part of your sale.

Question 11 - When you buy online, there is often an instruction video for the item. How can you achieve that same effect in person?

You chose the **fourth** best answer, which is Give them a web link to a video or manual and access the link with them for a walk-through.

The best answer is: Give them a written description of what happens next and after that so that they know what to expect.

Rationale: Without the instruction video it is helpful to have something tangible and visual to predict next steps. This avoids missed expectations: "I thought you were going to..."

Question 12 - It is said that one is most satisfied with a purchase at the moment of making the commitment to buy. How do you sustain that feeling as you finalize their order and arrange for delivery?

You chose the **first** best answer, which is Give them a way to start benefitting immediately from this purchase.

The best answer is: Give them a way to start benefitting immediately from this purchase.

Rationale: Begin the ownership experience with them. Walk them through the use of the product or the first steps in receiving the service.

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

Assuring Continuing Loyalty

Here are some areas to explore to help improve Assuring Continuing Loyalty:

- Holding yourself to high service standards by showing customers that you care
- Looking for ways to increase the customer's satisfaction without necessarily adding cost to you
- Sharing tips and new ideas for more owner enjoyment
- Performing in-person service calls on occasion and doing periodic account reviews
- Reminding customers of the value they are getting
- Considering your customers to be your business family and showing it
- Holding customer appreciation events
- Performing upgrades and purchase increases, when appropriate
- Resolving problems quickly by first fixing the person and then the problem
- Taking time to personally correct errors and offering sincere apologies when necessary
- Showing up to demonstrate your concern by listening fully before responding
- Replaying a customer's words and feelings before trying to explain your position
- Making allowances for the emotional component in a problem
- Acknowledging errors and insensitive behaviors
- Describing to the customer how you understand his or her dilemma
- Providing compensation appropriate to the error
- Making symbolic gestures of apology or sympathy
- Showing you care and won't delay doing what is appropriate to make the situation right again

MANAGE Score

These results are from your overall **MANAGE** answers:

Out of 6 questions, you had:

- 2 Most Appropriate Answer(s)
- 2 Second Most Appropriate Answer(s)
- 0 Third Most Appropriate Answer(s)
- 2 Least Appropriate Answer(s)

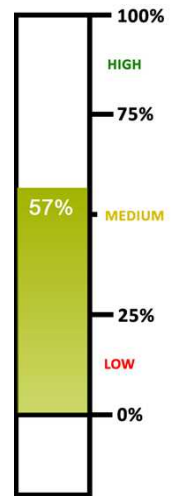
MANAGE Your Sales Potential - Manage Sales & Manage Yourself

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.

To improve your **MANAGE** score, take action on the numerous suggestions on page 30.

MANAGE SCORE



Question 25 - How can you know your cost of making a sale?

You chose the **first** best answer, which is Measure the price of the goods and the cost of the time with the number of people vs. the revenue from the purchase.

The best answer is: Measure the price of the goods and the cost of the time with the number of people vs. the revenue from the purchase.

Rationale: In order to deliver a one-hour out-of-town speech Jim Cathcart calculates that he often spends as much as 28 hours in customer research, speech preparation, travel, onsite logistics, etc. What are the costs and time associated with what you do?

Question 26 - When should you do your paperwork and planning for sales?

You chose the **first** best answer, which is During the non-contact hours of the workday.

The best answer is: During the non-contact hours of the workday.

Rationale: Certain hours are best for sales contact. Use them for that. Do your paperwork during the off hours.

Question 27 - Which products or services should you be focusing on the most? Which markets will bring you the most sales? Which sales expenses are fixed and which are variable? What does it really cost you to make a sale? How can you know these things?

You chose the **fourth** best answer, which is There's an App for that!

The best answer is: Think like your own sales manager and keep charts on them.

Rationale: If you were managing yourself you'd want to assure that you were making good calls on good prospects in the right ways at the right times and without incurring undue expenses. Do that.

Question 28 - This sales assessment is designed to both interview you and to instruct you. What is the major value of an instrument like this?

You chose the **fourth** best answer, which is To show your employer whether you've got "what it takes" as a sales person.

The best answer is: To help you and your employer set goals for your continued growth as a sales professional.

Rationale: We have assessed the eight major phases in selling and both sides of each: 16 categories total. These phases follow the steps in the sales cycle: prepare, target, connect, assess, solve, confirm, assure and manage.

Question 29 - Since you are the main manager of yourself, how do you get yourself to do what needs to be done when you don't feel like doing it?

You chose the **second** best answer, which is Keep your goals visible daily.

The best answer is: Keep records of what matters so that you are tracking your performance.

Rationale: The way to get yourself motivated is by focusing on your 'motives', the things you want. Remind yourself what you're working toward and how to get there.

Question 30 - What kind of a salesperson do you need to be in order to have the sales success you are aspiring to achieve?

You chose the **second** best answer, which is A very persuasive one.

The best answer is: A strongly disciplined one.

Rationale: Your answer is what matters to you. It helps to ask yourself what qualities you can cultivate that will attract your desired goals to you.

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.

Managing Yourself

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

- Engaging in lifelong learning
- Setting and tracking personal and professional goal setting
- Building professional assets such as reputation, relationships, credentials and education
- Developing mental, physical, family, social, spiritual, career, financial and emotional assets
- Tracking and increasing your growth in each of the areas
- Focusing on career advancement and social advancement
- Cultivating the habit patterns of the person you would like to be
- Maintaining a positive mindset
- Resisting performance plateaus and overcoming sales slumps
- Handling rejection effectively
- Managing your personal priorities
- Keeping yourself active in your career
- Challenging yourself by reaching beyond your previous limits
- Reaching outside your own interests to be of service to others
- Becoming a better person with each passing day
- Raising the standards to which you hold yourself
- Clarifying your dreams and goals and keeping them before you every day
- Utilizing tools, information, and relationships to keep yourself at your best every day
- Encouraging others in their own quest to grow and succeed

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, we want to be sure that this is a starting point for you, not a destination. You have now set yourself apart from the vast majority of people in sales. You have drilled down to discover what you know about each phase of selling and to compare your approaches to the best 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 education. You can cut only where the need is and remove the unproductive ways and then replace them with proven success practices.

Toward Your Sales Success,

Jim Cathcart

*Author of **Relationship Selling***

Dr. Tony Alessandra

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

Jeffrey Gitomer

*Author of **The Sales Bible***

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 (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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