



# Rainmaker - Sales Centric Performance Review <sup>tm</sup>

Examinee: -           **JANE DOE**  
Company: -           ABC Industries  
Date: -                December 16, 2011

ALC Sales Development Format

## **INSTRUCTIONS:**

The information contained in this report is designed to assist in understanding and interpreting traits necessary for success in Sales. Read the header information atop each page. This section is designed for Management Review and interpretation and is designed to be used as part of the facilitation process. The development text section is designed to be shared with the examinee.

## **CONTENTS:**

- ◆ Analyst-Link Commentary (*Job Suitability Ranking*)
- ◆ Management Recommendation - Action Plan

# **CONFIDENTIAL**

## **SAMPLE REPORT**

# Rainmaker Sales Development Program

## **INFORMATION:**

*Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment. A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent) and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.*

## **BEHAVIORAL HIERARCHY:**

*The Examinee's key traits are shown on this page starting with their greatest strengths and ending with traits that may require additional development.*

- ◆ *Ratings of 9.0 to 10. Indicate Superior levels of competency*
- ◆ *Ratings of 7.0 to 8.5 are Above Average*
- ◆ *Ratings of 6.0 to 6.5 are Average*
- ◆ *Ratings of 5.5 to 5.75 are Marginal/Trainable*
- ◆ *Ratings of 5.0 to 5.5 are Marginal*
- ◆ *Ratings of 4.0 to 4.75 are considered to be Below Average*
- ◆ *Ratings of 3.0 to 3.75 are Poor*
- ◆ *Ratings of less than 3.0 are areas of concern.*

## **Orientation and training:**

*An employee generally makes a career decision within the first week of employment.*

*"Is this a good career move, or should I just stay here until something better comes along?"*

*The answer to that question and the key to reducing turnover lies in how the employee and their manager bond in the work environment. Creating a "Communications Link" with their manager is the key to developing a positive attitude about the job and the company. This applies to new-hires and existing employees as well.*

*To assist in this effort, an orientation workbook called the "Success Discovery Process" (SDP) was created. The SDP is customized for this assessment. Print a copy for the employee and ask they fill it out completely. Afterwards facilitate the SDP with them. Keep in mind that they will usually disagree with any negative statement so listen carefully as to why they disagree.*

*Facilitating a new-hire is vastly different than facilitating a long-term employee. The goal here is to create a "Communications List" so the new-hire views you as a coach and a mentor, not a disciplinarian. Remember, you as a manager and coach are the key to reducing turnover!*

*For information on facilitating employees and new-hires go to [www.analyst-link.net](http://www.analyst-link.net)  
Click on the "Administrator" navigation link and scroll down to "Facilitation & Onboarding."  
Go to: **[www.analyst-link.net](http://www.analyst-link.net)** for your free On-boarding workbook  
Click on the Navigation Link Labeled - **SDP workbook**  
**Select and Print out Guide (18)***

# ANALYST-LINK COMMENTARY



Overall Job Ranking as: **Sales Representative**

Performance Development Report

Examinee: **Jane Doe**

Overall Job Suitability: **57% Marginal**

<b>Post-Hire Standard</b>		<b>Examinee/Comparison to Standard:</b>		
Achievement Factors:	8.14	6.93	Good	-Lower
Task/Detail Factors:	5.88	5.73	Marginal	-Lower
Merged Selling Factors:	7.29	6.10	Acceptable	-Lower
Reliability Factors:	3.72	5.56	Marginal	-Higher
<b>COMPENSATING FACTORS:</b>	<b>6.33</b>	<b>6.07</b>	Acceptable	-Lower

**Background:**

Years of Education: 12  
 Number of Jobs in last 10 years: 4  
 Number of years in the workplace: 8



NOTES:

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Territory Development Sales

## Analyst Comments & Custom Training Guide

**Jane Doe**

Overall Behavioral Inventory (Strength) : 64.59%  
 Merged Selling Skill Rating: 60.00%

Job Title: Sales Representative  
 Achievement standard for this job: **High**

Traits & Propensities	Standard	Examinee	TRAINING RECOMMENDATIONS
<b>SELLING PROPENSITIES:</b>			
Closing	7.10	6.97	
Handling Objections	8.23	5.73	- Focused effort necessary.
Empathy/Listening Skills	7.51	5.73	- Focused effort necessary.
Preparation/Thoroughness	6.75	5.65	- Some training recommended.
Presentations/Communication	8.34	6.00	- Focused effort necessary.
Prospecting/rejection	8.23	6.54	- Focused effort necessary.
Follow-up/Thoroughness	6.27	6.70	
Servicing after the sale	6.94	6.05	- Minor review helpful.
<b>Sales Propensity Averages-&gt;</b>	7.42	6.17	<b>- Overall Strong Focus necessary.</b>
<b>ACHIEVEMENT PROPENSITIES:</b>			
Challenge/Competitiveness	8.97	7.34	- Focused effort necessary.
Persuasiveness	8.04	5.87	- Focused effort necessary.
Results/Goal Orientation	7.84	7.20	- Minor review helpful.
Self Confidence	7.82	6.95	- Minor review helpful.
Motivation/Self Directed	8.03	7.30	- Minor review helpful.
<b>Achievement Averages-&gt;</b>	8.14	6.93	<b>- Overall training recommended.</b>
<b>TASK RELATED PROPENSITIES:</b>			
Client Relations/Sociable	7.29	5.73	- Focused effort necessary.
Information/Fact Gathering	5.50	5.89	
Paper Work/Reports	4.84	5.56	
<b>Task Propensity Averages-&gt;</b>	5.88	5.73	<b>- None</b>
<b>CONSISTENCY/RELIABILITY</b>			
	3.72	5.56	

**- Development Notes:**

Existing Employee

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# FACILITATION GUIDELINES

**Being an effective coach is the primary duty of any Manager or Supervisor. The coaching process is all about building a "Communications Link" between management and employee.**

## ***Instructions:***

1. Provide a copy of the Employee portion of the report to the employee. The Coach copy includes a job suitability rating. This portion of the report is Confidential and should not be shared with the employee.
2. Provide the appropriate Success Discovery Process (SDP) workbook
3. Ask the employee underline or highlight any statement in their copy of the report they strongly disagree with. Ask they fill out the "Success Discovery Process" Workbook and complete an Action Plan for improvement" focusing on the three most important areas to be improved. These items must be completed before the facilitation discussion.
4. Create a discussion agenda by underlining any statement on the review that, in your opinion is true, but impacts negatively on the employees' performance. Use this information along with notes from the employees' personnel file and job description to fill out your version of the "Action Plan" to be used as your discussion agenda. Also highlight positive statements that are true, use these to deliver praise to the employee. Balance development comments with praise commentary.
5. Create an unhurried setting, allow at least one hour for the facilitation process; serve a beverage, keep it casual. Remember your goal is to establish a dialog and assist the employee in creating their own development program. Allow the employee to do more than half of the talking. Ask their opinion of the Review; ask them to discuss any statement in the report with which they strongly disagree. Ask open ended questions. Ask for suggestions. Listen! Ask if you can take notes.
6. Your goal is to obtain improved performance through interactive dialog. It cannot be achieved if the employee has set up defensive barriers. Use positive comments to maintain interest. As they discuss statements from the report in dispute, it is acceptable to add your comments. Remember to agree or disagree with the REPORT not the employee. Do not be general, give specific examples. Stick to facts.  
If the employee disagrees with a statement in the report and you concur say "In this instance I disagree with the report." If the employee disagrees with a statement in the report and it is true, say "In this instance I agree with the report and let me give you an example."
7. Don't allow complaints about the company, other employees, or other departments to mask the real purpose of this discussion; which is, to improve the performance of the employee being reviewed. Salary, benefits, and money issues are not and should never be part of the performance review and facilitation process. Compensation levels should increase only when the employee increases their value to the organization.
8. Combine your "Action Plan for Improvement" with theirs. Decide on mutually agreed improvement goals and write up a new "Action Plan" focusing on no more than 3 areas for improvement. Get input from the employee as to the best way to accomplish goals, and the time-frames involved.
9. Continue the momentum. Review the performance goals, weekly if necessary, to make certain focus is being maintained. When the first three areas for improvement are corrected; create a new action plan to address other issues. Focus and follow-up!

# Sales Action Plan Recommendations

**NAME:** \_\_\_\_\_

List three areas in which the examinee must focus effort. Select improvement items from the Development Guide , the text report, or the job description.

- **FIRST FOCUS AREA:** \_\_\_\_\_

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal: \_\_\_\_\_

- **SECOND FOCUS AREA:** \_\_\_\_\_

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal: \_\_\_\_\_

- **THIRD FOCUS AREA:** \_\_\_\_\_

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal: \_\_\_\_\_

Date: / /

Action Plan Commitment Agreement by: \_\_\_\_\_ (Examinee)

Supported by: \_\_\_\_\_ (Manager/Facilitator)



# **Rainmaker - Sales Centric Performance Review <sup>tm</sup>**

*Salesperson Development Copy*

Examinee: -           **JANE DOE**  
Company: -            ABC Industries  
Date: -                 December 16, 2011

ALC Sales Development Format

## **> INSTRUCTIONS PART ONE:**

*The information contained in this report is designed to assist in understanding and interpreting traits necessary for success in Sales. Read the header information atop each page.*

***This contains information on multiple behavioral dimensions including:***

- ◆ *Sales Behavioral Hierarchy (Strengths and Weaknesses)*
- ◆ *Behavioral profile Graph*
- ◆ *Sales Characteristics*
- ◆ *Areas for Improvement*
- ◆ *Action Plan*

**SAMPLE REPORT**



# BEHAVIORAL HIERARCHY

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

## 1. URGENCY



## 2. COMPETITIVENESS



## 3. FREQUENT CHANGE



## 4. VERSATILITY



## 5. FREQUENT INTERACTION WITH OTHERS



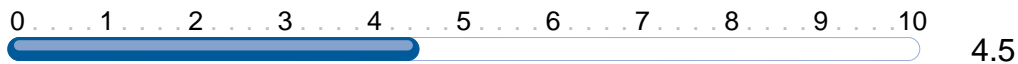
## 6. CUSTOMER ORIENTED



## 7. ORGANIZED WORKPLACE



## 8. ANALYSIS OF DATA



## Understanding the Rainmaker Sales Development Program

### **INFORMATION:**

*Behavioral research suggests that the most effective salespeople are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.*

*A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent) and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.*

### **SUCCESS DISCOVERY PROCESS:**

**After reviewing this report it is important that you read and fully complete the Rainmaker Success Discovery process for Sales.** Understanding how to apply the information contained herein to your sales effort is a vital step to effect performance improvement.

*To assist in this effort -*

**Go to: [www.analyst-link.net](http://www.analyst-link.net)**

**Click on the Navigation Link Labeled - *SDP workbook***

**Select and Print out Guide (#18)**

*Complete the worksheets and create an Action Plan.*

### **LINKED PERFORMANCE CATALYSTS**

**VALUE TO THE ORGANIZATION**

**IDEAL (Work) ENVIRONMENT**

*For a person to achieve their optimum value to the organization their ideal work environment needs must be fulfilled. The more closely the organization can provide the "Ideal work environment" the more "Value to the organization" attributes will be realized. The following two pages are closely linked. Please read them carefully.*



## VALUE TO THE ORGANIZATION

*This section of the report identifies the specific talents and behavior Jane brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.*

- Can support or oppose strongly.
- Self-starter.
- Creative in her approach to solving problems and selling.
- Innovative.
- Accomplishes goals through people.
- Forward-looking and future-oriented.
- Inner-directed rather than tradition-directed--brings fresh ideas for solving problems.
- Dedicated to her own ideas.



*This section identifies the ideal work environment based on Jane's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Jane enjoys and also those that create frustration.*

- Needs difficult assignments.
- Position with a tolerant sales manager.
- Forum to express ideas and viewpoint.
- Freedom from controls, supervision and details.
- An innovative and futuristic-oriented environment.
- Evaluation based on results, not the process.
- Freedom to try new approaches.



Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- how you respond to problems and challenges.
- how you influence others to your point of view.
- how you respond to the pace of the environment.
- how you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."  
—W.M. Marston*



## SALES CHARACTERISTICS

*Based on Jane's responses, the report has selected general statements to provide a broad understanding of her sales style. This section highlights how she deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style she brings to the job. Eliminate or modify any statement that is not true based on sales training or experience.*

Jane will want to sell new and unusual products or services.

Motivated by her many interests, she prefers an ever-changing work environment. She usually enjoys the challenge presented by cold calls. They allow her to use what she considers to be one of her real talents--the ability to sell to anyone at anytime! She is usually known for her ability to tackle tough sales problems and bring them to a successful conclusion. She can be resourceful, even when faced with obstacles. She prefers to win, respecting winners and those who show persistence. Jane is a self-starter, generally resourceful and readily adaptable to many sales situations. She finds the actual sales process much more rewarding than completing all the paperwork involved. She wants the authority and responsibility to achieve her sales goals. She may at times tend to overstep her authority if it will help her achieve her goals. She loves the challenge presented by sales. She sees it as a great opportunity to compete with herself and others.

Jane may fail to listen to the true objection. In her haste to make a response, the real objection may never be answered. She needs to "size up" her buyers before starting her sales presentation. Concentrating on what the buyer is saying will help her adjust her presentation toward the buyer's needs. Some buyers are intimidated by Jane's sales approach. She doesn't intentionally intimidate people, but she may be too blunt and direct for them. She usually welcomes objections as they provide her with an opportunity to share her knowledge. If she is careful to take objections seriously, it will allow her to be more effective. Jane may use confrontation to show her knowledge and expertise. Unless she is calling on an aggressive



buyer, this may hinder the sale. She prefers a direct and straightforward approach to selling. She truly feels that she can sell to anyone at anytime, and this may be true if she takes the time to prepare properly.

Jane's natural closing style works extremely well with fast-acting buyers. These buyers appreciate a salesperson who uses the direct approach. She usually has her favorite close, and she might, therefore, resist using all the closes she knows. She will be direct and positive with her closes. She can be persistent and friendly at the same time. She often promises more service than she can deliver, especially if she must be the person to deliver. She usually has too many activities going on to fulfill all she promises. Jane generally concentrates on selling new accounts as compared to servicing her present accounts. New accounts represent a challenge, while servicing old accounts may be dull and too routine. She may lose interest in a client once the sale has been completed. Her further interest may be based on the client's ability to buy additional products or services.



## CHECKLIST FOR COMMUNICATING

*Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Jane. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Jane most frequently.*

Do:

- Support the results, not the person, if you agree.
- Take issue with facts, not the person, if you disagree.
- Use a balanced, objective and emotional approach.
- Read the body language--look for impatience or disapproval.
- Confront when in disagreement.
- Provide facts and figures about probability of success, or effectiveness of options.
- Be brief--be bright--be gone.
- Ask specific (preferably "what?") questions.
- Flatter her ego.
- Use the carrot approach when appropriate.
- Motivate and persuade by referring to objectives and results.



## DON'TS ON COMMUNICATING

*This section of the report is a list of things NOT to do while communicating with Jane. Review each statement with Jane and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.*

Don't:

- Let her overpower you with verbiage.
- Ask rhetorical questions, or useless ones.
- Ramble on, or waste her time.
- Hesitate when confronted.
- Muffle or over legislate.
- Be paternalistic.
- Try to build personal relationships.
- Take credit for her accomplishments.
- Forget or lose things; be disorganized or messy; confuse or distract her mind from business.
- Be redundant.
- Reinforce agreement with "I'm with you."
- Come with a ready-made decision, and don't make it for her.
- Try to convince by "personal" means.



*A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Jane's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Jane to project the image that will allow her to control the situation.*

## "See Yourself As Others See You"

### SELF-PERCEPTION

Jane usually sees herself as being:

Pioneering  
Competitive  
Positive

Assertive  
Confident  
Winner

### OTHERS' PERCEPTION

Under moderate pressure, tension, stress or fatigue, others may see her as being:

Demanding  
Egotistical

Nervy  
Aggressive

And, under extreme pressure, stress or fatigue, others may see her as being:

Abrasive  
Arbitrary

Controlling  
Opinionated



*This section of the report was produced by analyzing Jane's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with Jane and highlight those that are present "wants."*

Jane wants:

- A wide scope of activities.
- Time to perform up to her high standards.
- To be part of a quality-oriented sales team.
- Referrals.
- Instructions so she can do the job right the first time.
- More time in the day.
- Door openers or sales aids that open doors.
- To be recognized for her continuance of quality work.
- Logical arguments.
- Limited exposure to new products.
- Outside activities so there is never a dull moment.



*In this section are some needs which must be met in order for Jane to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Jane and identify 3 or 4 statements that are most important to her. This allows Jane to participate in forming her own personal management plan.*

Jane needs:

- A tolerant sales manager.
- A program for pacing work and relaxing.
- To be confronted when in disagreement or when she breaks the rules.
- To adjust her intensity to match the situation.
- Opportunity to try the untried.
- Recognition that limits and rules do exist (and why).
- To display empathy for people who approach life differently than she does.
- To negotiate commitment face-to-face.
- Authority equal to responsibility.
- To understand her role on the team--either a team player or the leader.
- Restraints or program to calculate the risk involved by her decisions.
- A health fitness program.



## NATURAL AND ADAPTED SELLING STYLE

Jane's natural selling style of dealing with problems, people, pace and procedures may not always fit the sales environment. This section is extremely important as it will identify if a salesperson's natural style or adapted style is correct for the current sales environment.

Natural	PROBLEMS - CHALLENGES	Adapted
<p>Jane is quite inquisitive and wants to be seen as an outwardly competitive person. She is results-oriented and likes to be innovative in her sales approach. She is not necessarily confrontational by nature, but will not turn down the opportunity for confrontation if the opportunity exists.</p>	<p>Jane sees no need to change her sales approach from her basic style as it is related to solving problems and challenges.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>Jane is sociable and optimistic. She is able to use an emotional appeal to convince others of a certain direction. She will trust others and likes a positive environment in which to sell.</p>	<p>Jane sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.</p>	



Natural	PACE - CONSISTENCY	Adapted
<p>Jane is comfortable in a sales environment that allows her mobility and movement. She feels comfortable with several proposals in the mill at the same time. She can move from one prospect to another with ease.</p>	<p>Jane feels that the sales environment doesn't require her to alter the way she deals with activity level and consistency.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>Jane is striving to be independent and self-directed. She is most comfortable in a sales environment where rules and procedures can be interpreted to meet the needs of her customer in certain situations.</p>	<p>Jane is cautious in her sales approach and will attempt to minimize risk. She will be dedicated in her presentation and comply with the company's sales policies. She will seek management approval before changing the sales policy to meet her prospect's needs. Jane will not exaggerate any of the potential results her product or service will deliver. She will only make claims in her presentation that she can document.</p>	



*Jane sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.*

- Using persistence and patience to achieve her goals.
- Handling a variety of products or services.
- Using an informal sales presentation.
- Careful adherence to company rules.
- A variety of sales activity.
- Having all the facts available before making a call.
- Alert, active attention to customers or clients.
- Impulsive and eager to keep the sales presentation moving.
- Avoiding an emotional involvement with the product or service she represents.
- Attentive to the details that are involved with selling.
- Presenting her product or service in a calm, detached manner.



## AREAS FOR IMPROVEMENT

*In this area is a listing of possible limitations without regard to a specific job. Review with Jane and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.*

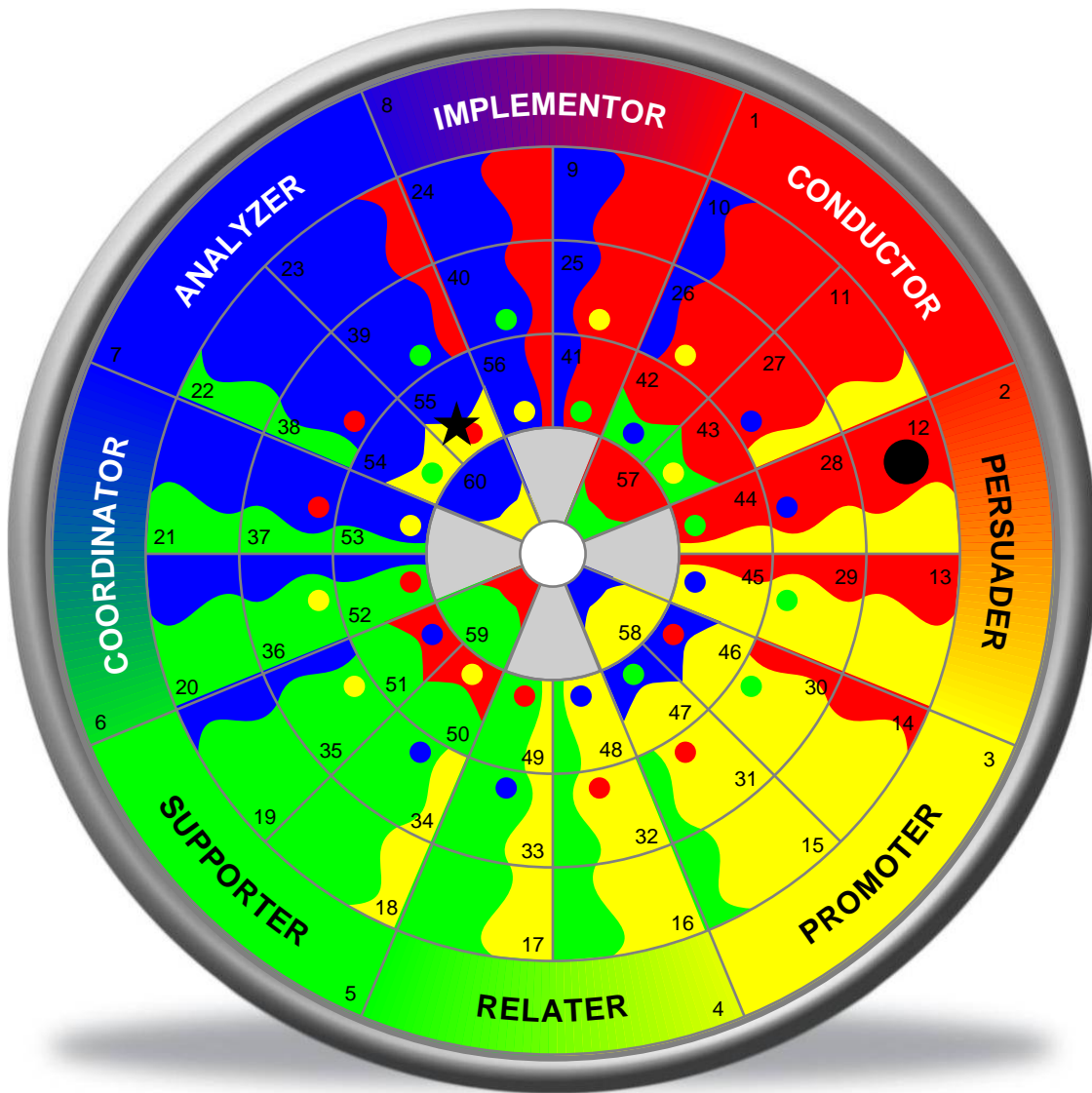
Jane has a tendency to:

- Dominate a sales presentation.
- Take objections lightly.
- Become defensive and overreact to certain objections.
- Take on too many outside activities.
- Blame, deny and defend when confronted with poor sales results.
- Be weak at providing follow-up service if client has little potential for future sales.
- Dislike routine work--call reports, etc.



Jane Doe

12-8-2011



Adapted: ★ (55) IMPLEMENTING ANALYZER (ACROSS)  
Natural: ● (12) CONDUCTING PERSUADER

Norm 2011 ML



*This section provides suggestions on methods which will improve Jane's communications when selling to different styles. The tips include a brief description of typical people in which she may interact. By adapting to the communication style desired by other people, Jane will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. This flexibility and the ability to interpret the needs of others is the mark of a superior salesperson.*

<p>When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> <li>● Prepare your "presentation" in advance.</li> <li>● Stick to business--provide fact to support your presentation.</li> <li>● Be accurate and realistic--don't exaggerate.</li> </ul> <p>Factors that will create tension:</p> <ul style="list-style-type: none"> <li>● Being giddy, casual, informal, loud.</li> <li>● Wasting time with small talk.</li> <li>● Being disorganized or messy.</li> </ul>	<p>When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> <li>● Be clear, specific, brief and to the point.</li> <li>● Stick to business. Give an effective presentation.</li> <li>● Come prepared with support material in a well-organized "package."</li> </ul> <p>Factors that will create tension:</p> <ul style="list-style-type: none"> <li>● Talking about things that are not relevant to the issue.</li> <li>● Leaving loopholes or cloudy issues.</li> <li>● Appearing disorganized.</li> </ul>
<p>When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> <li>● Begin with a personal comment--break the ice.</li> <li>● Present yourself softly, nonthreateningly and logically.</li> <li>● Earn their trust--provide proven products.</li> </ul> <p>Factors that will create tension:</p> <ul style="list-style-type: none"> <li>● Rushing headlong into the interview.</li> <li>● Being domineering or demanding.</li> <li>● Forcing them to respond quickly to your questions.</li> </ul>	<p>When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> <li>● Provide a warm and friendly environment.</li> <li>● Don't deal with a lot of details, unless they want them.</li> <li>● Provide testimonials from people they see as important.</li> </ul> <p>Factors that will create tension:</p> <ul style="list-style-type: none"> <li>● Being curt, cold or tight-lipped.</li> <li>● Controlling the conversation.</li> <li>● Driving on facts and figures, alternatives, abstractions.</li> </ul>



# Rainmaker Sales Strategy Index <sup>tm</sup>

Examinee: -       **JANE DOE**  
Company: -        ABC Industries  
Date: -            December 16, 2011

## **SALES TRAINING & DEVELOPMENT INSIGHTS**

### **CONTENTS:**

- **BASIC SALES SKILLS** - *Analysis*
  
- **ADVANCED SALES SKILLS** - *Analysis*
  
- **RATINGS & RANKINGS**

***Understanding Rainmaker Sales Centric - Go to: [www.analyst-link.net](http://www.analyst-link.net)  
Click on the Navigation Link Labeled - **SDP workbook**  
Select and Print out Guide ( #18 )  
Complete the worksheets and create an Action Plan.***

### **SAMPLE REPORT**

The SSI identifies sales knowledge in the following categories:

- **Prospecting:** *The first step of any sales system. It is the phase of the sale where prospects are identified, detailed background information is gathered, the physical activity of traditional prospecting is coordinated and an overall strategy for face-to-face selling is developed.*
- **First Impressions - Greeting:** *The first interaction between a prospect and the salesperson. This step is designed to enable the salesperson to display his or her sincere interest in the prospect, and to **gain** positive acceptance and to develop a sense of mutual respect and rapport. It is the first phase of trust building and sets the selling process in motion.*
- **Qualifying/Questions:** *The questioning and detailed needs analysis phase of the sale. This step of selling enables the salesperson to discover what the prospect will buy, when they will buy and under what conditions they will buy. It is allowing the prospect to identify and verbalize their level of interest and specific detailed needs in the product or service the salesperson is offering.*
- **Demonstration:** *In this step, the salesperson should present his or her product in such a way that it fulfills the stated or implied needs or intentions of the prospect as identified and verbalized in the Qualification step.*
- **Influence:** *What people believe enough, they act upon. This step is designed to enable the salesperson to build value and overcome the tendency that many prospects have of placing little belief or trust in what is told to them. It is this phase of the sale that solidifies the prospect's belief in the supplier, product or service and the salesperson.*
- **Close:** *The **final** phase of any selling system. This step encompasses asking the prospect to buy, dealing with objections, handling any necessary negotiation and completing the transaction to mutual satisfaction.*
- **General:** *This area represents an overall understanding of the sales process. Knowledge of the process can lead to a positive attitude toward sales and a commitment to the individual sales steps.*

# BASIC SALES STRATEGIES

The information that follows is designed to assist you in interpreting the "Sales Strategy Index tm ."

## **THIS SECTION CONTAINS:**

### **INTRODUCTION**

### **PRIMARY AND SECONDARY EFFECTIVENESS RATING GRAPH**

#### **This Graph Measures "Basic" Sales ability -**

The combination of both primary and secondary sales Skills effectiveness ratings provides broad-based selling skill analysis for:

- Executives and Business Development
- Inside Sales
- Contract or Bid Sales
- Telemarketing Sales
- Account Maintenance (Relationship Sales)
- Route Sales
- Sales trainee

It should be noted that even in cases where General Sales abilities or the overall total exceeds or matches top sales performers, direction of effort should be focused on any skill that is less than the "standard" set by top performers.

### **CATEGORY ANALYSIS**

Like any profession, selling has a body of knowledge related to successful execution. It is this knowledge that is measured by the Sales Skills Index. Understanding effective sales strategies will lead to success upon implementation of the recommendations contained herein.

## **UNDERSTANDING SKILL CLUSTERS:**

**INSIDE SALES** - One may usually eliminate Prospecting as a necessary skill for inside sales; however, Demonstration, First Impression, Influence, and Closing are requisite to success.

**CONTRACT OR BID SALES** - Prospecting is not a vital component of the job, neither is qualifying. The key traits are Influence and First Impression followed by Demonstration, Closing, and high task orientation.

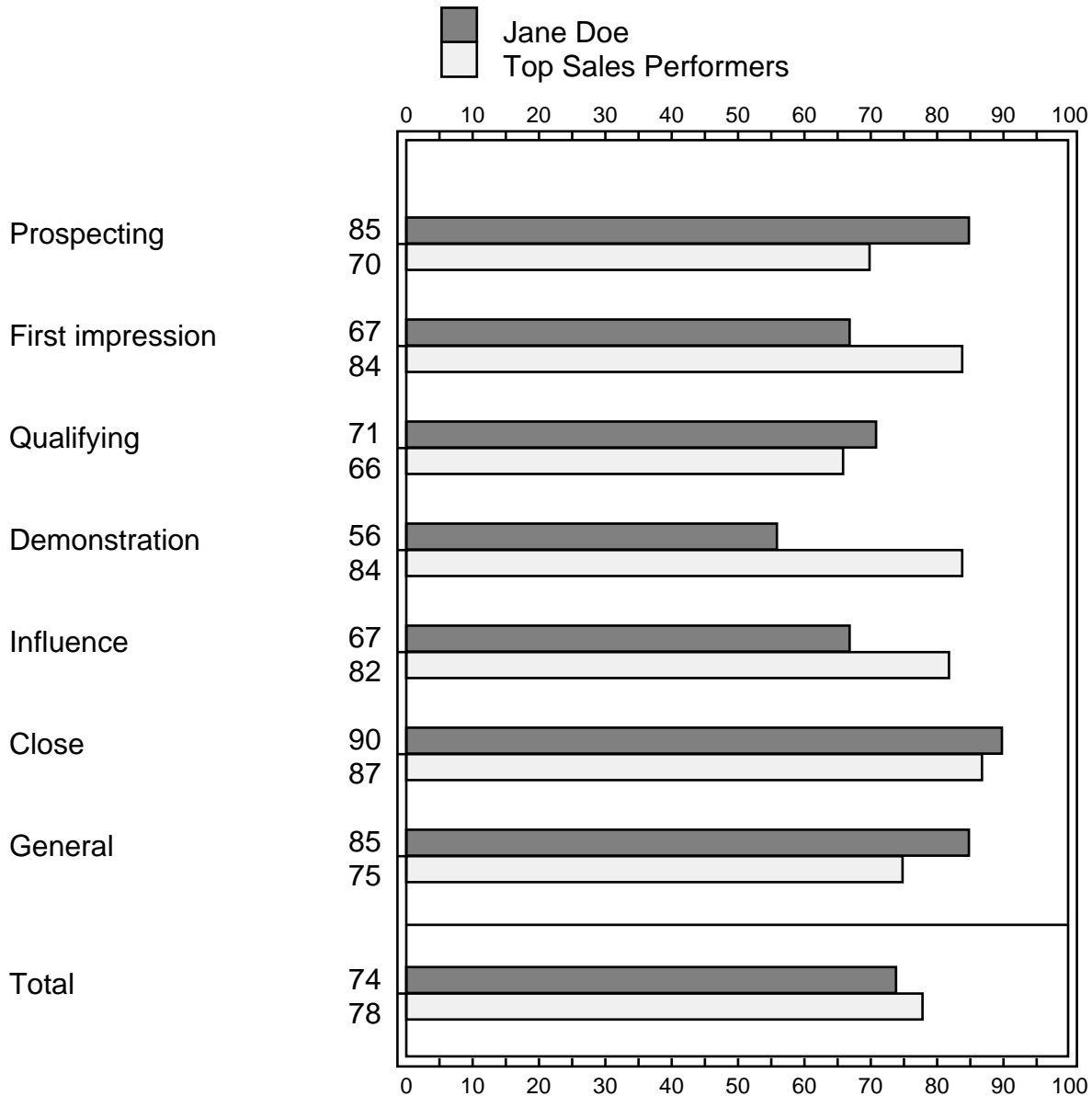
**TELEMARKETING SALES** - All traits are important but the greatest strength must of necessity be Prospecting.

**RELATIONSHIP SALES** - Demonstration is often the most vital trait followed by First Impression, Influence, and Closing.

**TERRITORY DEVELOPMENT SALES** - All traits are important. Pay specific attention to Prospecting, Qualifying, & Closing.



This graph illustrates your overall knowledge of the most and second most effective sales strategies. The higher your score in any segment, the better your broad understanding of the overall sales strategy required in that step of a successful sale.





Name: **Jane Doe**

**PROSPECTING / QUALIFY:** The first step of any sales system. It is the phase of the sale where prospects are identified, detailed background information is gathered, the physical activity of traditional prospecting is coordinated and an overall strategy for face-to-face selling is developed.

(9/13) 69% of the time you chose the most effective strategy

(2/13) 15% of the time you ranked the second most effective strategy as your first choice

**FIRST IMPRESSION / GREETING:** The first face-to-face interaction between a prospect and the salesperson, this step is designed to enable the salesperson to display his or her sincere interest in the prospect...to gain positive acceptance and to develop a sense of mutual respect and rapport. It is the first phase of face-to-face trust building and sets the face-to-face selling process in motion.

(2/9) 22% of the time you chose the most effective strategy

(4/9) 44% of the time you ranked the second most effective strategy as your first choice

**QUALIFYING / QUESTIONS:** The questioning and detailed needs analysis phase of the face-to-face sale, this step of selling enables the salesperson to discover what the prospect will buy, when they will buy and under what conditions they will buy. It is allowing the prospect to identify and verbalize their level of interest and specific detailed needs in the product or service the salesperson is offering.

(4/7) 57% of the time you chose the most effective strategy

(1/7) 14% of the time you ranked the second most effective strategy as your first choice



Name: **Jane Doe**

**DEMONSTRATION:** The ability of the salesperson to present his or her product in such a way that it fulfills the stated or implied needs or intentions of the prospect as identified and verbalized.

(3/9) 33% of the time you chose the most effective strategy

(2/9) 22% of the time you ranked the second most effective strategy as your first choice

**INFLUENCE:** What people believe enough, they act upon. This step is designed to enable the salesperson to build value and overcome the tendency that many prospects have to place little belief or trust in what is told to them. It is this phase of the sale that solidifies the prospect's belief in the supplier, product or service and salesperson.

(3/6) 50% of the time you chose the most effective strategy

(1/6) 17% of the time you ranked the second most effective strategy as your first choice

**CLOSE:** The final phase of any selling system. This step is asking the prospect to buy, dealing with objections, handling any necessary negotiation and completing the transaction to mutual satisfaction.

(5/10) 50% of the time you chose the most effective strategy

(4/10) 40% of the time you ranked the second most effective strategy as your first choice

**GENERAL:** This area represents an overall understanding of the sales process. Knowledge of the process can lead to a positive attitude toward sales and a commitment to the individual sales steps.

(5/13) 39% of the time you chose the most effective strategy

(6/13) 46% of the time you ranked the second most effective strategy as your first choice

# ADVANCED SALES STRATEGIES

## CONTENTS:

### **PRIMARY EFFECTIVENESS RATING GRAPH** - (Advanced Selling Skills)

Ratings that meet or exceed those of Top Sales Performers in the Primary (or Advanced) effectiveness graph indicate competency in:

- Brokerage/Financial/Insurance Sales
- Outside Sales (Territory Development)
- Placement Sales
- Consulting Sales
- Travel Sales
- Trade Show Selling

Direction of effort should be focused on any skill that is less than the "standard" and where training is recommended.

### **QUESTION ANALYSIS**

### **SKILL INTERACTIONS**

**PROSPECTING** - is the key to advanced selling. Low scores in this skill often indicate burnout or Call Reluctance. Behaviorally, prospecting is linked to Challenge and Drive

**QUALIFYING** - is the often considered the key skill. Expend the greatest effort on those who have a need for the product (or service being sold) and have the authority to make the purchasing decision. Link qualifying with sound closing techniques.

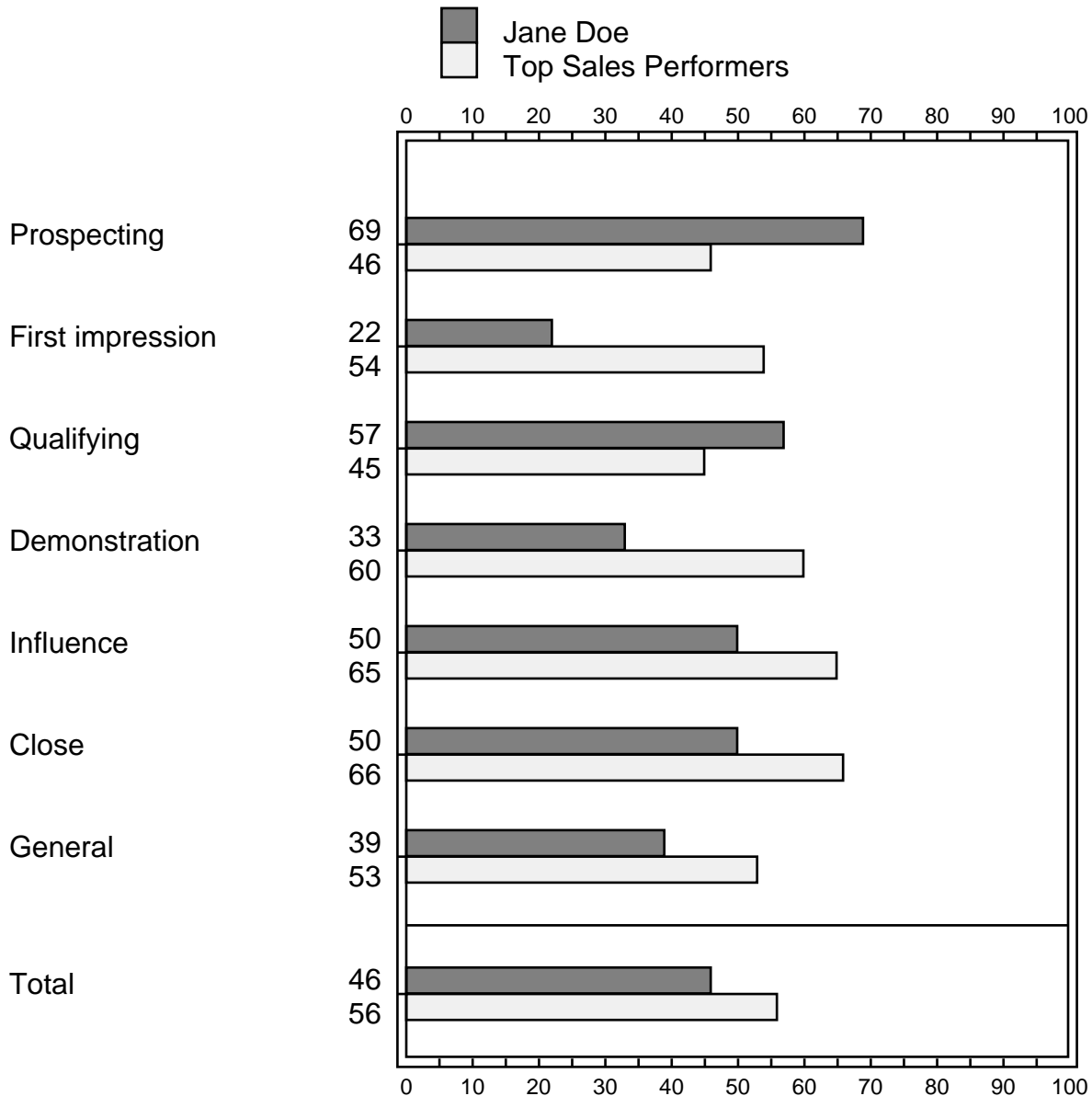
**FIRST IMPRESSION / DEMONSTRATION** - these skills work together to add credibility to the sales presentation. Critique your presentation on video. Include Social Skills here: Manners, Dress, Grooming, Vocabulary, Interpersonal skills, and Communication ability.

**INFLUENCE** - is the precursor to Closing. Influence is akin to the behavioral trait, persuasiveness. Those who know their product, the competition, and their clients' needs, can often become strategically aligned with their customers and influence the purchasing decision.

**CLOSING** - requires a certain amount of intuitiveness. Knowing when to close is as important as knowing a variety of closing techniques. Closing the sale is validation of your skill as a salesperson.



The following graph illustrates YOUR understanding of the most effective sales strategy in a series of sales situations. Research validates that understanding and applying an effective sales strategy is directly related to sales success. The higher the score in any particular area the stronger your specific understanding of what is required to be successful in the sales process.





Name: **Jane Doe**

### QUESTION ANALYSIS

- 31 times chose the MOST effective strategy
- 20 times chose the SECOND most effective strategy as #1
- 11 times chose the THIRD most effective strategy as #1
- 5 times chose the LEAST effective strategy as #1

### LEAST EFFECTIVE STRATEGY ANALYSIS

Please review the following questions. In these situations you selected the least effective strategy as the most effective strategy. For each question listed, the most effective strategy is provided for your review.

8. You approach your prospect and discover the person you are seeing is not in a position to make any type of buying decision. You should:
  - A. Continue to sell in order to develop an internal advocate.
  
11. If your prospect says, "I need to do some research regarding you and your company." You should:
  - C. Ask specifically what he would like to research.
  
20. During your presentation, the prospect continually asks for your "absolute best price." You should:
  - B. Say "I can only provide you the best price when I know if our product or service will meet your needs."



24. Upon contacting a prospect, he says, "I want to talk to you...I believe you have exactly what I'm after." On the basis of this comment, you should:
- D. Make an appointment to further qualify the buyer.
58. In business-to-business sales what is the most up-to-date source of pre-call planning data?
- D. Prospect's website.

## SALES SKILLS - DEVELOPMENT GUIDELINES

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*The ability to sell in a competitive environment requires ever increasing levels of professionalism, motivation, and skill. It is not sufficient to review this report to learn about your weaknesses; you must be motivated enough to do something about them.*

*Professional salespeople often go through a "call reluctance" or "burnout" cycle. The best salespeople occasionally suffer downturns that may be caused by their attitude toward the job. Instead of each day being a source of new opportunity and full of challenge, it becomes ordinary and routine. The net result is - your income suffers.*

### ***Is the job routine or has your response to the job become routine?***

*Do you use the same closing techniques, do you tell the same story over and over again? Consider for the moment the possibility that over a period of time a series of negative influences and bad habits has been permitted to dilute your real abilities. Like any bad habit, these negative influence cycles are difficult to break. Training helps, but the best way to overwrite negative traits is through the repetition of positive influences.*

*Use the Sales Skills Index report to identify areas in need of improvement . Review the report carefully and either read some of the excellent Sales books on the market or purchase a sales development system on audio tape that train in your weakest areas. We often recommend audio tape systems as they can make good use of your travel time. Your car should be your learning center.*

### **AUDIO TAPE IMPLEMENTATION:**

*For audio development systems to be effective, you must employ repetitive listening techniques to **overwrite negative selling patterns**. Listen to each tape once daily, five days in a row. On the 6th day listen to it again and fill out the workbook that accompanies the program. Write a brief summary detailing the three most important things you learned from listening to the tape and the one change you intend to make in your selling style. You may then proceed to the next tape. A six tape series will take six weeks to effectively imprint positive selling traits. Your test administrator will be able to recommend specific training tapes suited to your needs.*

### **SALES DEVELOPMENT BOOKS:**

*There are many good books designed to improve professionalism in sales. To influence change, all books should be absorbed using the same techniques we described in the audio tape program, that is, read each chapter several times, and write a brief summary detailing the three most important things learned by reading that chapter and the one change you will make in your selling style. Contact your test administrator for specific recommendations.*