AccuVision™
SALES SYSTEM

From AlignMark

Feedback Report - Incumbent

for
Jane Doe
111-11-1111

RESULTS

Jane Doe's score
was better than
330 out of every 1000 scores
contained in the AccuVision™ database.

The AccuVision™ Sales System measures the skills of analyzing customer needs, active listening, managing the sales process, and influencing and closing. Results for the applicant are based on performance in these *SKILLS* and the measure of *MOTIVATION* obtained in the Work Preferences section of the test. The motivational component is based on the applicant's personal preferences and attitudes toward the job requirements of sales positions. Neither the applicant's technical knowledge nor experience are measured by the system and have not been considered in this report. Information in this report is based strictly on the applicant's responses to the questions in the AccuVision™ Sales System.

AccuVision™ SALES SYSTEM

DEVELOPMENTAL INFORMATION
For
Jane Doe
111-11-1111

This report provides feedback on the individual sales skills measured in the evaluation, as well as additional developmental information. The information included is as follows:

SECTION I: SKILL RANKING

This section provides a definition of each of the three skills and ranks the participant's performance in each skill from the strongest (rank order 1) to the weakest (rank order 4). Those skills in which the participant's performance was above average are denoted by an 'X" This information can be used to direct the training activities of the participant. Training should be considered for any skill without an "X" and the lowest ranked skills should be trained first.

SECTION II: SKILL AND TASK ANALYSIS

This section provides an analysis of the tasks that comprise each of the skills assessed by the system. The participant's performance in each task is reported as either being acceptable or needing development. This information can be used to further specify the participant's training activities within each skill area.

SECTION III: PERFORMANCE DEVELOPMENT STRATEGIES

This section provides suggested activities the participant can engage in to improve performance in the skill areas most in need of development. These performance development strategies can be shared with others in the organization that are in a position to assist in implementing a developmental plan. When considering a developmental plan, keep in mind that these suggestions are intended to supplement rather than replace other formal developmental activities. Keep in mind that there are numerous training programs, local college courses, books, and additional resources that are available to assist you in your developmental efforts.

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SECTION I: SKILL RANKING

SKILL	Rank * Order	Performance ** Level
ANALYZING CUSTOMER NEEDS		
Facilitating the sales process by using questions to: obtain information about the customer's business situation/goals, identify areas of customer concern or disagreement, and identify additional sales opportunities.	4	
ACTIVE LISTENING		
Understanding and retaining both factual information and implied meanings communicated by customers.	1	
MANAGING THE SALES PROCESS		
Guiding and coordinating the activities of others to meet customer needs and enhance customer satisfaction.	3	
INFLUENCING AND CLOSING		
Making recommendations/proposals, being persistent, overcoming resistance, and closing the sale.	2	

* Rank Order: 1 represents the individual's strongest skill - comparing him/her only to him/herself. Note that one person's best skill may be less strong than another person's weakest skill.

** Performance Level: X indicates that on this skill the participant scored better than 65% of the people in the AccuVision™ database.

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SECTION II: SKILL AND TASK ANALYSIS

Effective performance in the situations depicted in the tape required the application of different skills. Below is a listing of the simulated work activities, clustered according to the skill most needed to effectively perform them. Also, the individual's performance level (acceptable or needs development) is indicated for each work activity associated with the skill.

ANALYZING CUSTOMER NEEDS:

Facilitating the sales process by using questions to: obtain information about the customer's business situation/goals, identify areas of customer concern or disagreement, and identify additional sales opportunities.

Situations In Which the Participant's Performance Was Acceptable

- Uses questions to obtain understanding of the customer's needs/goals before advocating specific products/services.

Situations In Which The Participant's Performance Needs Development

- Uses customers as a source of referrals for additional business.

- Asks questions to determine the customer's agreement/disagreement with recommendations.

- Asks questions to identify/clarify reasons for customer resistance.

ACTIVE LISTENING:

Understanding and retaining both factual information and implied meanings communicated by customers.

Situations In Which the Participant's Performance Was Acceptable

- Recognizes information most relevant and important to the sale.

Situations In Which The Participant's Performance Needs Development

- Recognizes ambiguous or inconsistent statements; hears "between the lines."

- Recognizes the need to gather additional information.

MANAGING THE SALES PROCESS:

Guiding and coordinating the activities of others to meet customer needs and enhance customer satisfaction.

Situations In Which the Participant Is Performance Was Acceptable

- Interacts with others in a polite and diplomatic manner.

- Reschedules activities to accommodate unexpected customer demands.

- Negotiates with individuals from other functional areas within the organization to obtain needed assistance.

Situations In Which The Participant's Performance Needs Development

- Provides guidance to other team members.

INFLUENCING AND CLOSING:

Making recommendations/proposals, being persistent, overcoming resistance, and closing the sale.

Situations In Which The Participant's Performance was Acceptable

- Recognizes the need for and uses additional sales/support resources (e.g., Sales Manager, etc.) to influence customer decisions.

- Recognizes customer's buying signals and attempts to close the sale.

Situations In Which The Participant's Performance Needs Development

- Demonstrates a willingness to compromise in order to obtain customer agreement.

- Persists with selling efforts despite setbacks or customer resistance.

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SECTION III: PERFORMANCE DEVELOPMENT STRATEGIES

SKILL: **ANALYZING CUSTOMER NEEDS**

TASK: **USES CUSTOMERS AS A SOURCE OF REFERRALS FOR ADDITIONAL BUSINESS**

- Ask existing customers and prospects for the names of other individuals who could benefit from your products/services. Do this with all prospects, even those with whom selling efforts have been unsuccessful.

- When approaching customers for a referral, phrase your request in a way that does not elicit simply a "yes" or "no" answer. For example, rather then asking them "if' they know of other potential customers, ask them for the names of two (or three, etc.) other individuals that may benefit from your products/services.

- By way of introduction, when contacting organizations referred to you by an existing customer, give the referring party's name and mention that you have successfully helped his/her organization.

- Be sure to acknowledge referrals with a thank-you letter, phone call, etc., to the individual who provided you with the referral.

- Make a list of satisfied customers and ask each to provide a written testimonial of your company's services and determine if they would be willing to talk with prospective customers directly.

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SECTION III: PERFORMANCE DEVELOPMENT STRATEGIES

SKILL: ANALYZING CUSTOMER NEEDS

TASK: ASKS QUESTIONS TO DETERMINE THE CUSTOMER'S AGREEMENT/DISAGREEMENT WITH RECOMMENDATIONS

- When determining a customer's views and opinions, phrase your inquiry in a way that does not elicit a "yes" or "no" answer. For example, use the following to begin a question: "What do you think about..." or "Tell me about..."

- Summarize the customer's needs/concerns in order to clarify their existence/importance and as an initial step in determining the match between customer needs and benefits offered by your product or service. To do this, begin by saying something similar to: "Let's review what we've discussed thus far..." or "To summarize, we agree that..." then, if necessary, follow-up by asking: "Do you agree?"

- When you wish to limit the customer to a simple "yes" or "no" response, begin your question by using such words as "Do/Does..." "Will...," "Is/Are...," "Have/Has...," and so on.

- Practice asking appropriate questions, summarizing needs/concerns, etc., by setting up simple role-play situations with your boss, other sales professionals, etc., acting as the customer. Seek feedback concerning the appropriateness of your questions and overall interactive style (e.g., ability to communicate clearly, appropriate use of nonverbal cues, etc.).

- Request that your supervisor, or another experienced sales professional in your office, monitor your phone conversation with a customer in order to provide feedback concerning your ability to ask appropriate open-ended questions, summarize needs/concerns of customer, etc.

- Summarize discussions, agreements, etc., in a letter for the customer's benefit.

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SECTION III: PERFORMANCE DEVELOPMENT STRATEGIES

SKILL: **ANALYZING CUSTOMER NEEDS**

TASK: **ASKS QUESTIONS TO IDENTIFY/CLARIFY REASONS FOR CUSTOMER RESISTANCE**

- Make a list of objections you frequently encounter for purchasing each product/service, as well as counter-arguments or questions that could be used to overcome these objections.

- Determine the reasons for a customer's objections by asking questions that don't elicit a simple "yes" or "no" answer. For example, use one of the following to begin a question: who, what, where, why, when, how, etc.

- Present your perceptions, ideas, solutions, etc., regarding the customer, and factors affecting his   or her buying decision, to someone whose judgment you value. Encourage that individual to then take a "devil's advocate" role.

- Initiate a brainstorming session with other sales reps, your boss, etc., to generate possible reasons for a customer not wanting to make a purchase, as well as ways to overcome customer resistance/objections.

- Keep an ongoing record of typical objections you have encountered and what you did to positively influence the customer's buying decision.

- Practice restating negative views, opinions, etc., in a positive manner in order to counter customer objections. For example, if a customer asks questions about the price of your service or product,   your answer could be phrased so that the discussion would be re-directed toward issues concerning value, increased quality, added benefits, etc.

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SECTION III: PERFORMANCE DEVELOPMENT STRATEGIES

SKILL: **ACTIVE LISTENING**

TASK: **RECOGNIZES AMBIGUOUS OR INCONSISTENT STATEMENTS; HEARS "BETWEEN THE LINES"**

- One key to understanding "between the lines" information is knowing as much as possible about the individual(s) with whom you interact, as well as the business environment/culture in which they operate.

- Keep yourself up to date on what is going on with individual customers and their business by calling regularly, reading industry updates, etc.

- Maintain a personal file for each customer that includes business, personal, and professional information.

- Recognize that a customer may not always tell you the real reason for their actions and/or may have ulterior motives for their actions.

- When speaking with a customer, be alert for "mixed messages" or inconsistencies, such as non-verbal cues not matching the verbal information being conveyed. Often, the non-verbal messages provide more accurate information than do the verbal messages.

- Make sure that differences or conflicts are not just a matter of miscommunication by restating what was said in your own words, asking for clarification, etc.

- Seek and offer examples/analogies for clarification purposes.

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SECTION III: PERFORMANCE DEVELOPMENT STRATEGIES

SKILL: **ACTIVE LISTENING**

TASK: **RECOGNIZES THE NEED TO GATHER ADDITIONAL INFORMATION**

- Recognize that the more you know about a customer, including the nature of his or her business and personal likes/dislikes, etc., the more likely you'll be able to establish a positive working relationship.

- Maintain a file for each customer that includes business, personal, and professional information.

- Before meeting with an existing customer, review information in your file to refresh your memory concerning the customer and to identify areas in which you have little or no information, or require updating, etc.

- Consider a sale incomplete until you know exactly how your product or service will be used by the customer and what benefits the customer expects to achieve.

- After the sale, determine if the expected benefits are being realized and, if not, what can be done   to improve the situation.

- After calling on a customer, summarize the information you have and identify additional information you need.

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SECTION III: PERFORMANCE DEVELOPMENT STRATEGIES

SKILL: **MANAGING THE SALES PROCESS**

TASK: **PROVIDES GUIDANCE TO OTHER TEAM MEMBERS**

- Praise others for positive performance and explain why you viewed their performance as positive.

- Recognize that when giving feedback or guidance, to increase its effectiveness, it should be provided in a timely manner, related to specific behaviors, and expressed constructively.

- Facilitate a team-oriented atmosphere by periodically meeting with all involved individuals (e.g., sales, support, service, etc.) to establish/maintain open lines of communication, discuss and resolve mutual problems/concerns, etc.

- Create a positive interpersonal environment with other team members that encourages open and honest communication by taking time to discuss non-work-related issues, actively recognizing work and non-work-related accomplishments, periodically meeting with other members to discuss "how things are going," etc.

- Seek feedback from other team members regarding your ability to provide effective guidance/feedback.

- Facilitate team problem solving during meetings with other team members by encouraging all members to provide input during the meeting and then reinforcing their participation once it occurs.

- Make feedback a two-way process. After discussing a problem or issue, ask the other team member for his/her perceptions of the causes, what can be done to improve the situation, etc.

- Avoid simply lecturing. As much as possible, try to create a mutual problem-solving atmosphere.

- Avoid giving feedback when you are angry or annoyed with the individual in question.

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SECTION III: PERFORMANCE DEVELOPMENT STRATEGIES

SKILL: **INFLUENCING AND CLOSING**

TASK: **DEMONSTRATES A WILLINGNESS TO COMPROMISE IN ORDER TO OBTAIN CUSTOMER AGREEMENT**

- Through discussions with your supervisor, develop a clear understanding of your personal authority to alter your schedule, negotiate with customers, etc.

- Bear in mind that although policies or procedures may not allow you to comply with a customer's request, alternative courses of action may allow you to fully or partially meet the actual needs of the customer.

- Realize that the customer may be attempting to use the negotiation process to his/her advantage by initially taking an unrealistic position in the hopes of reaching a more favorable solution.

- Keep a list of interactions that necessitate a compromise solution. Review the list with your supervisor and discuss general decision-making processes that should be used when dealing with these types of situations.

- Be sure to include seeking the customer's purchase commitment as an integral part of the negotiation/ compromise process.

- Appear flexible. Avoid saying "no."

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SECTION III: PERFORMANCE DEVELOPMENT STRATEGIES

SKILL: **INFLUENCING AND CLOSING**

TASK: **PERSISTS WITH SELLING EFFORTS DESPITE SETBACKS OR CUSTOMER RESISTANCE**

- Determine the reasons for the customer's objections by asking questions that don't elicit a simple "yes" or "no" answer. For example, use one of the following to begin your question: who, what, where, why, when, how, etc.

- Assess problems and problem-solving actions from different perspectives (i.e., financial implications, political implications, etc.). Avoid looking at problems from a single perspective or viewpoint.

- Seek advice and input from peers or managers who have experience and a proven track record. It is unlikely that you are the only person who has experienced a particular problem.

- Monitor and assess the impact of your decisions and remain flexible. As necessary, modify prior decisions based on perceived effectiveness of implemented actions.

- Consider the organizational climate and culture in your problem-solving strategies. What may be considered highly effective in one organization may not be viewed the same way in other organizations.

- Avoid undue frustration; expect, as a matter of course, delays, canceled meetings, lack of follow through, etc.

- Expect the customer to have questions, voice objections, and in many instances decline to purchase your product or service. When this happens, remember to ask the customer to refer other individuals who may benefit from your products/services.

- Be willing to go out of your way to accommodate the customer.