

FinxS Sales Competence Assessment - Recruitment

This assessment is based on the responses given in the FinxS® Sales Competence Assessment Questionnaire. This assessment should not be the sole criterion for making decisions about the individual. The purpose of this assessment is to provide supporting information.

Sharon Hudson

Organisation:

Talent Tools

Date:

29.05.2018



Introduction to the FinxS Sales Competence Assessment:

The FinxS Sales Competence Assessment is designed to identify the respondent's present level of proficiency in 18 critically important sales competences for selling success.

It is very important to note that the FinxS Sales Competence Assessment is designed for individuals who have at least some sales experience. Individuals who do not have any background in sales cannot accurately interpret the statements in the questionnaire.

How to use the FinxS Sales Competence Assessment:

This assessment identifies the respondent's strengths and areas for development in sales and the percentage matches for different types of sales job roles.

Please keep in mind that your FinxS Sales Competence Assessment reflects the respondent's current level of competence. This means that they can develop their skills in all of the 18 sales competences with training and coaching.

Ideally, you will be able to review the results with a professional sales coach who has been trained to interpret the FinxS Sales Competence Assessment. They have the experience and skills to decipher the important implications of the results. Also, they understand the "mindsets" that make up the respondent's scores.



Note about the use of pronouns:

This assessment uses the now preferred singular "they" as a gender-neutral language to avoid bias toward a particular sex or social gender.

Disclaimer:

The FinxS Sales Competence Assessment results should never, and in no circumstances, be used as the sole criterion to make decisions. It is not designed, and cannot be used, to make "yes-no" recruitment decisions. One must always consider many other factors, such as skills, attitudes, intelligence, knowledge, education and experience that are not measured by this assessment.



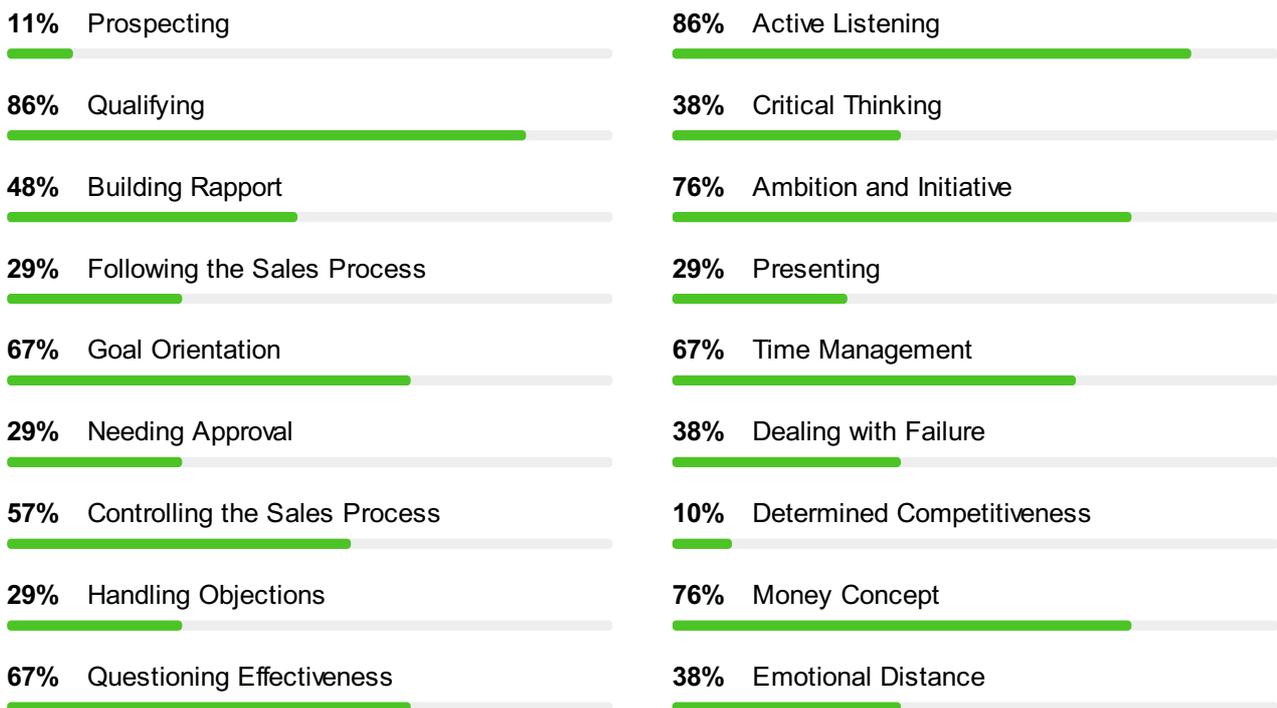
Executive Summary

Below, you will find the respondent's scores for the 18 sales competences based on their responses in the FinxS® Sales Competence Assessment questionnaire. As you review the results, remember that they reflect their current level of competence. If they so choose, they can develop their skills in all of the 18 sales competences.

While reviewing the scores, consider how important the different competences are to your specific sales job requirements. For example, the respondent may have a low score with a competence that is not important to the success in your sales job. Therefore, it may not be very relevant and it may actually be beneficial that the respondent does not focus on it.

Also, you may want to review the respondent's hard-wired, behavioural style scores for the same 18 sales competences in the FinxS® Sales 18 assessment. It will help you by providing corroborating information as well as to identify areas you may want to explore more.

Overall Scores

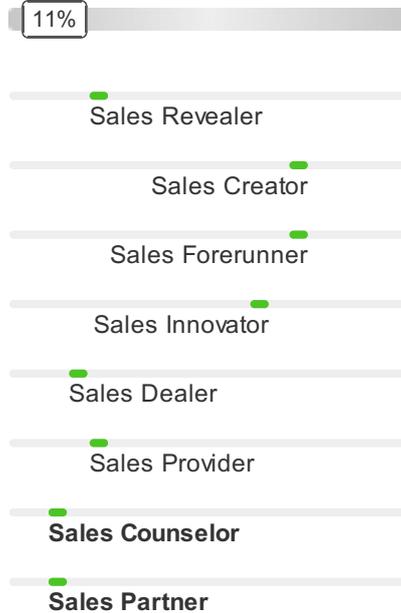


NOTES

Individual scores

Reluctance to call on prospects; having the mindset of a "FARMER" and waiting for opportunities to show up. Focus on cultivating existing customers for more business.

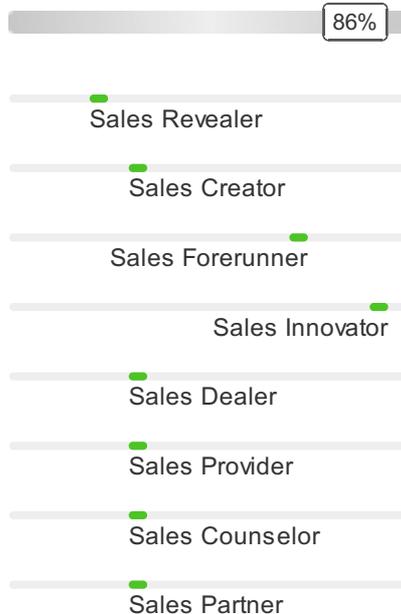
PROSPECTING



Actively pursuing new business, having the mindset of a "HUNTER" and taking responsibility for finding sales opportunities.

Very eager to present and give away information, whether it is appropriate to the prospect's situation or not; tries to close early, often forgetting to take time or effort to uncover the prospect's potential for proper business fit.

QUALIFYING

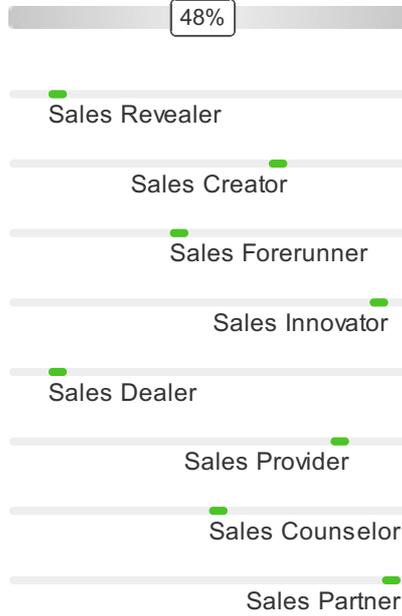


Willing to engage in a deliberate process of questioning and listening to determine whether the prospect is a good fit for business and likely to buy prior to presenting and/or proposing.



Is not focused on building trust; appears self-centered or self-oriented; avoids intimacy; finds it difficult to be genuinely interested in the prospect's needs or well-being. Maybe too shy.

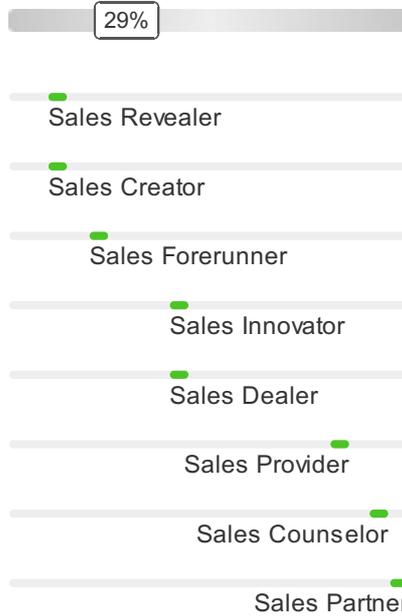
BUILDING RAPPORT



Being able to create trust and rapport with prospects quickly. Adjusting one's own personality style to the style of the prospect in order to create a sense of ease for the prospect.

Impatient, and reluctant to engage in detailed processes or procedures. Generally attempts to cut corners and "wing it." Impulsive, not prone to follow instructions or rules.

FOLLOWING THE SALES PROCESS

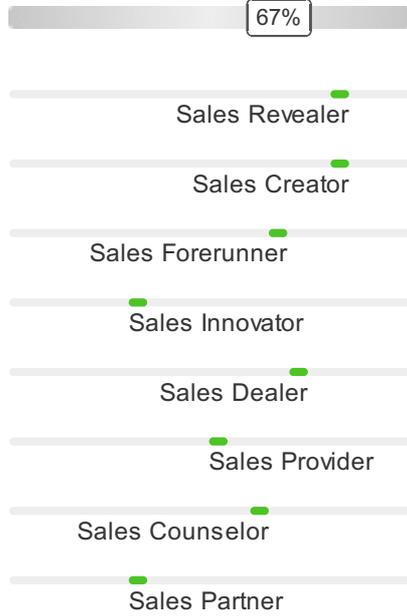


Having the patience and attention to detail to follow a step-by-step process. Believing that systematically following well-defined processes will provide the best results.



Likes to live in a moment without continuously pursuing higher levels of performance, easily satisfied with the status quo when it comes to personal accomplishment and level of income.

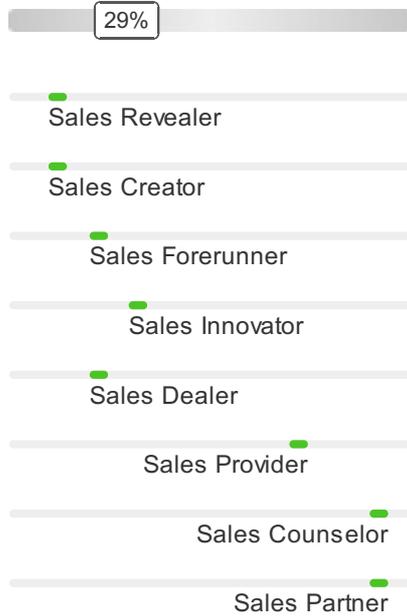
GOAL ORIENTATION



Aidly pursuing goals and higher levels of performance. Setting high goals, then determining the necessary activities to achieve the goals. Rarely being satisfied with own current level of performance.

Self-confident, does not seek approval from others to get emotional needs met, willing to be assertive and politely demanding without regard for whether it will result in being "dis-liked."

NEEDING APPROVAL

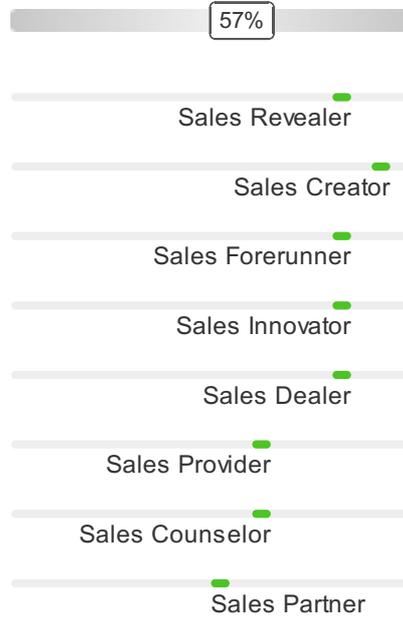


Seeks prospect's approval in order to feel better about oneself and to have their emotional needs met. Believes it is necessary to please other people in life, not willing to be assertive if it will cause others to disapprove.



Willingly lets the prospect lead a meeting. Allows others to take charge of the process, drifts away from own plan or prefers to proceed without one. Has challenges in keeping the sales process on track.

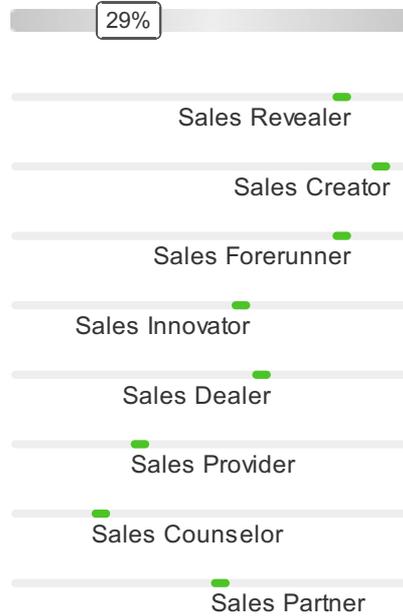
CONTROLLING THE SALES PROCESS



Being willing and able to set the conditions for a meeting, describing the process to a prospect and stating potential outcomes. Then being able to gently control the conversation.

Reluctant to challenge the prospect on their stated objections. Not assertive. Finds it difficult to construct an effective case as to why the stalls or objections might not be valid or might not be the "real issue." Easily accepts prospect's stalls and "gives up."

HANDLING OBJECTIONS

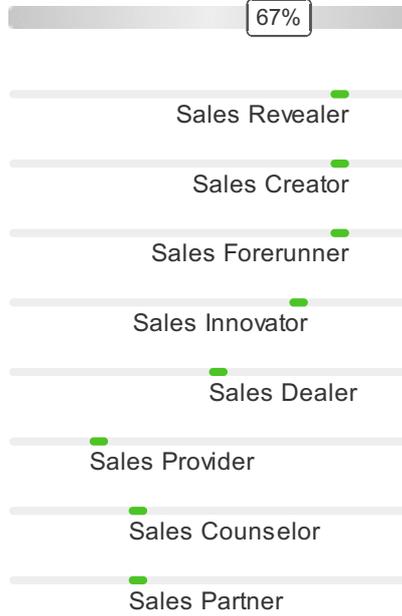


Viewing stalls and objections as opportunities to be politely assertive and asking the prospect self-discovery type questions in order to get the prospect to deal with their own objections.



Believes that questions are "intrusive" and that one should not ask too many. Does not create a structured approach to asking questions. Easily falls into "show and tell" mode.

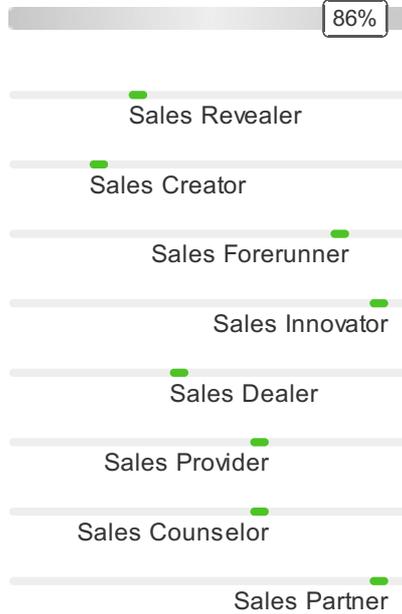
QUESTIONING EFFECTIVENESS



Creating a structured system of questions to "diagnose" the prospect's situation and determining the likelihood of a fit between the prospect's needs and the salesperson's product or service.

Easily distracted while attempting to listen. Formulating replies in one's own mind while others are speaking. Frequently tuning out what others are saying when not interested.

ACTIVE LISTENING

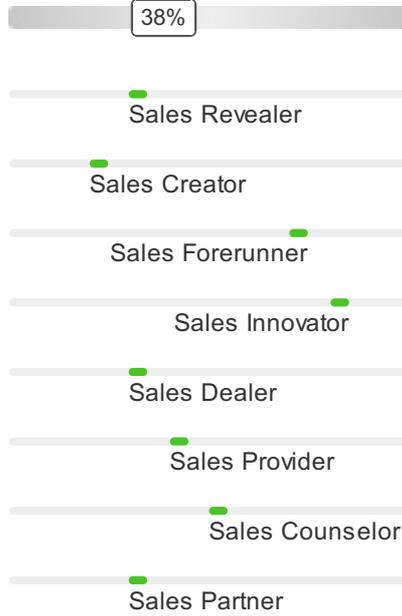


Actually seeking to understand what the other person is attempting to communicate. Going beyond "hearing" and focusing on the various messages (words, tonality, body language).



Often fails to apply current knowledge to solve new problems. Generally, spends little time solving problems, meaning if the answer is not readily apparent, lacks the patience to use logic, deductive reason to solve the problem.

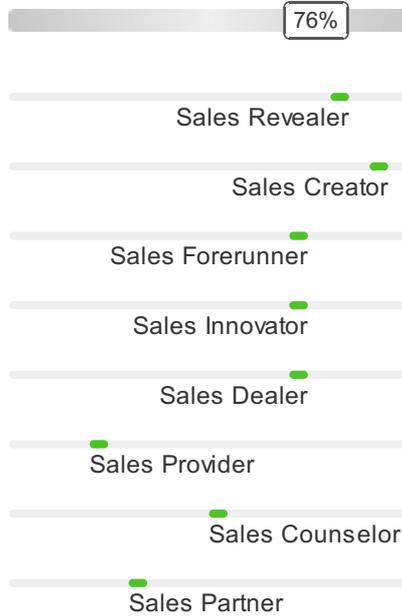
CRITICAL THINKING



Being able to apply existing knowledge to solving new problems. Being able to suspend judgement to check the validity of a proposition or action. Taking multiple perspectives into consideration.

Waiting for others to initiate action and to be told what to do. Not attempting to achieve higher levels of performance. Requiring supervision and direction to begin new initiatives.

AMBITION AND INITIATIVE

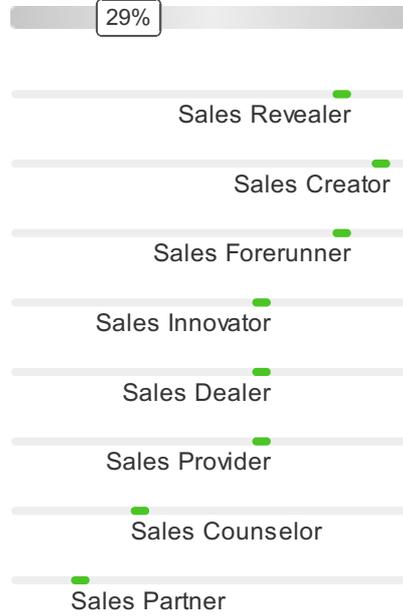


Constantly striving to achieve higher levels of performance. Not waiting for good things to happen, believing it is up to oneself to make good things happen.



Presentations are often ineffective because fails to engage the audience, thus losing the attention of others. The presentations go in circles. Audience may find it difficult to know what is expected from them after the presentation.

PRESENTING



Effectively engaging an audience and able to hold their attention with good communication skills, insightful questions and dramatic presentation techniques.

Not structuring schedule effectively or not executing scheduled activities efficiently. Easily distracted by interruptions, or anything that appears to be more interesting.

TIME MANAGEMENT

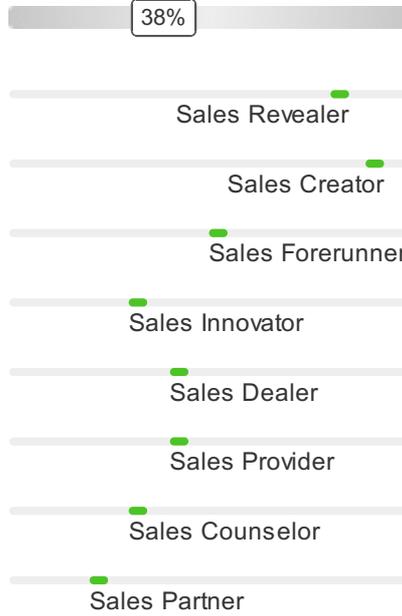


Competently managing one's schedule and activities to make the best use of time. Not wasting time with "avoidance" behaviours, not procrastinating on important tasks.



Seeing failure as a negative experience only. Not viewing failure as a chance to learn and improve. Reluctant to take risks lest they result in failure.

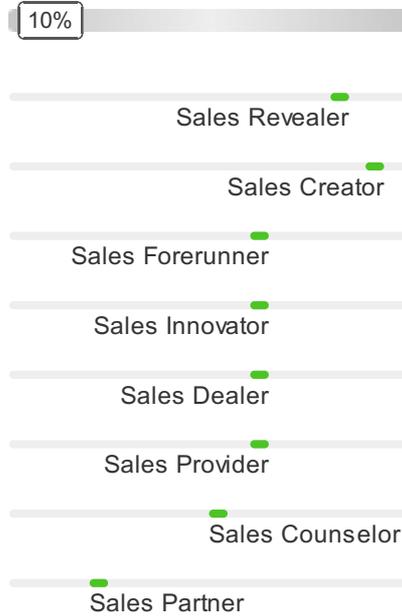
DEALING WITH FAILURE



Seeing failure as a temporary state. Viewing failure as a chance to learn and improve. Being willing to take a risk at losing; in order to win. Not being wedded to the idea of security in all matters.

Prefers to achieve the victory with the help of or together with others. Not inclined to gain competitive advantage. Lacks the motivation to be at the top or to win at any cost.

DETERMINED COMPETITIVENESS

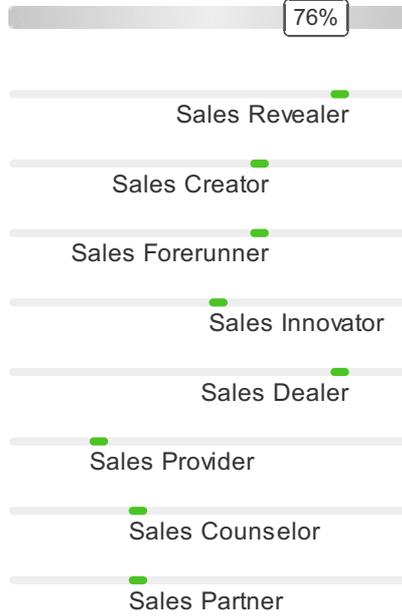


Relentlessly pushing to win, striving to gain competitive advantage, always looking to improve. Looking at the competition and areas to exploit.



Feels guilty making a "too large" commission on a sale, doesn't believe oneself is deserving of making "a lot" of money, feels high degree of customer empathy when prospect complains that "the price is too high".

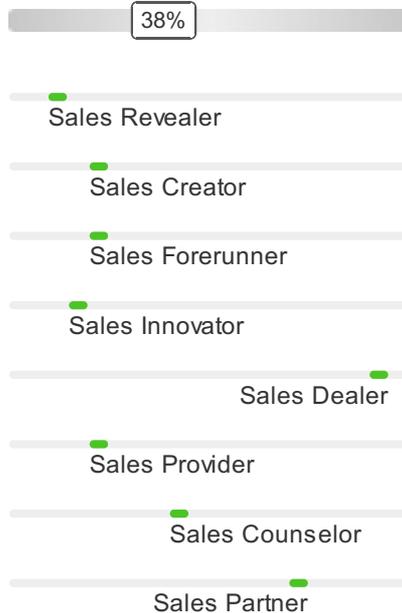
MONEY CONCEPT



Viewing making money as a healthy endeavor. Believing making money is just compensation for selling activities. Valuing one's own time and not being afraid to charge money for it.

Allowing emotions to distract oneself during the sales process. Becoming easily swayed by prospect's reassurances; making assumptions about the prospect's intentions based on positive feelings.

EMOTIONAL DISTANCE



Remaining emotionally aloof during the sales process, not letting prospect's reassurances or positive statements deter from executing the sales process and asking the right questions.



Mindset Summary

Mindsets are the building blocks of the 18 critical competences for selling success. They are like basic instincts. They are the way a person approaches solving problems and overcoming challenges. Mindsets are the respondent's survival mechanism.

Mindset Definitions

Conquering	Reaching the full potential by making sure nobody or anything stops one from achieving the goal.
Hunter	Reaching the full potential by wanting to have everything right now.
Persistence	Reaching the full potential by using failure as a reason to do better next time.
Reading the situation	Reaching the full potential by understanding how others see the world.
Logic	Reaching the full potential by following a plan, no matter what.
Hunger	Reaching the full potential by never being satisfied.
Empathy	Reaching the full potential by connecting with people and gaining their trust.
Social approval	Reaching the full potential by gratifying others' needs.
Taking control	Reaching the full potential by not being dependent on anyone else
Next Step	Reaching the full potential by continuously thinking what is next
Finding the truth	Reaching the full potential by understanding all aspects impacting the situation.
Influencing	Reaching the full potential by convincing others



Mindset Summary Table

Each of the Sales Competences is based on one to three Mindsets. The competence score is derived not only from the mindsets, but also from questions not connected to the mindsets. The table below shows how the respondent's Mindsets create the 18 Sales Competence Scores. Please consult a sales coach who has been trained to interpret the Mindsets and their implications.

Prospecting	11%	Active Listening	86%
Next Step	73%	Finding the truth	92%
Influencing	42%	Logic	56%
Hunger	62%	Critical Thinking	38%
Qualifying	86%	Hunger	62%
Finding the truth	92%	Logic	56%
Reading the situation	99%	Reading the situation	99%
Hunter	42%	Ambition and Initiative	76%
Building Rapport	48%	Taking control	69%
Empathy	28%	Presenting	29%
Reading the situation	99%	Influencing	42%
Following the Sales Process	29%	Logic	56%
Logic	56%	Taking control	69%
Goal Orientation	67%	Time Management	67%
Hunger	62%	Hunter	42%
Next Step	73%	Next Step	73%
Needing Approval	29%	Taking control	69%
Social approval	62%	Dealing with Failure	38%
Empathy	28%	Persistence	42%
Controlling the Sales Process	57%	Reading the situation	99%
Next Step	73%	Determined Competitiveness	10%
Reading the situation	99%	Hunter	42%
Taking control	69%	Persistence	42%
Handling Objections	29%	Money Concept	76%
Hunter	42%	Hunter	42%
Conquering	69%	Influencing	42%
Questioning Effectiveness	67%	Conquering	69%
Finding the truth	92%	Emotional Distance	38%
Conquering	69%	Conquering	69%
		Hunter	42%

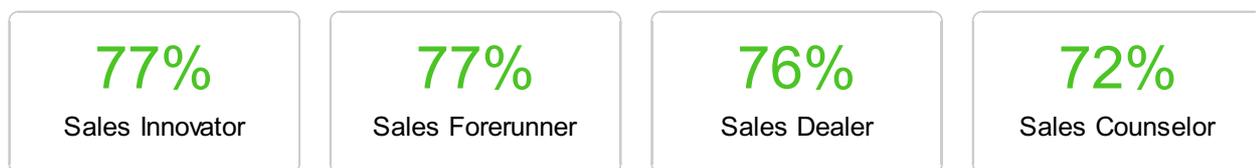


Sales Job Roles Summary Page

The FinxS Sales Competence Assessment calculates, for the respondent, a percentage match for each of the sales roles. The roles are ranked from highest to lowest. As you review the match percentages, remember that the scores reflect the respondent's current level of competence. With enough motivation and dedication, any competence can be developed in time. If Sharon so chooses, they have potential develop in all of the 18 sales competences.

Job Roles - Top Roles

These sales roles are presently the most comfortable to Sharon and create the best opportunities for success.



Job Roles - Potential Roles

At this time, these sales roles are more challenging to Sharon but with effort and ongoing development could become a fit.



Job Roles – Marginal Roles

Currently, these sales roles are the most difficult for Sharon and would require significant improvements in several areas to become a fit.



Sales Job Roles Definitions:

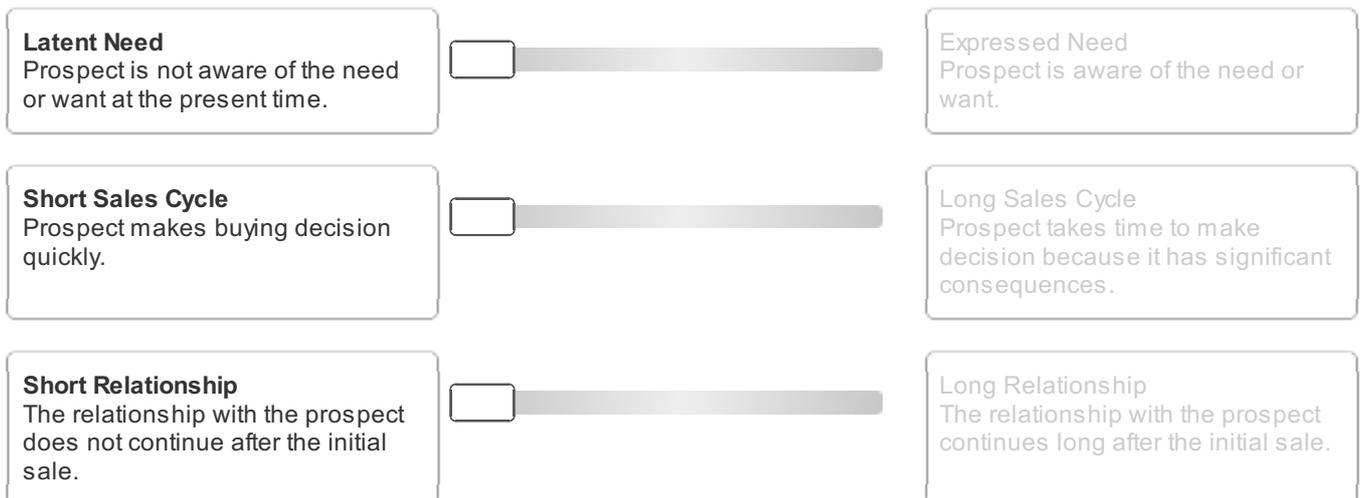
SALES REVEALER (64%)

Selling of a product/service that is easy for prospects to understand. However, they are not familiar with it yet, or are not aware they have a need for it. The buying decision is fairly easy and quick. The selling process is often, but not always, a one-call sale. Once the prospect buys, the sales professional rarely, if ever, interacts with the customer.

Typically involves:

- Almost always one sales call
- Single decision maker
- Quick and low-risk decision
- Uncomplicated offering
- Moderate pricing
- No further commitment by the prospect

This Sales Role entails:



Match Percentage Breakdown by Competence

Sales Revealer	Sharon
Prospecting	73%
Qualifying	16%
Building Rapport	52%
Following the Sales Process	77%
Goal Orientation	83%
Needing Approval	77%
Controlling the Sales Process	70%
Handling Objections	34%
Questioning Effectiveness	83%

Sales Revealer	Sharon
Active Listening	29%
Critical Thinking	91%
Ambition and Initiative	95%
Presenting	34%
Time Management	67%
Dealing with Failure	46%
Determined Competitiveness	10%
Money Concept	95%
Emotional Distance	65%

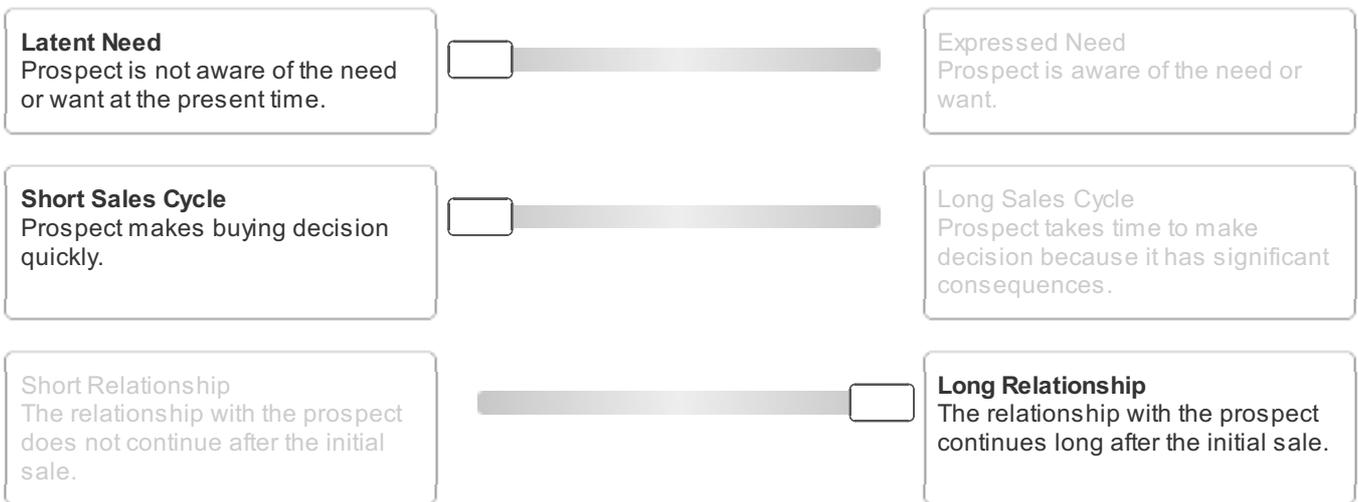
SALES CREATOR (56%)

Selling of an uncomplicated product/service that prospects typically understand quickly. However, they have not heard of it before, or are not aware they have a need for it. The buying decision is easy and fast. The selling process is often, but not always, a one-call sale. The sale creates a long-term relationship between the customer and the sales professional that is usually due to support and/or service requirements.

Typically involves:

- One or two sales calls
- Fast decision
- Limited or no initial investment
- Periodic payments by the customer
- After sale support by sales professional and/or others
- Additional sales opportunities after the initial sale

This Sales Role entails:



Match Percentage Breakdown by Competence

Sales Creator	Sharon
Prospecting	21%
Qualifying	29%
Building Rapport	77%
Following the Sales Process	77%
Goal Orientation	83%
Needing Approval	77%
Controlling the Sales Process	59%
Handling Objections	24%
Questioning Effectiveness	83%

Sales Creator	Sharon
Active Listening	16%
Critical Thinking	78%
Ambition and Initiative	83%
Presenting	24%
Time Management	96%
Dealing with Failure	36%
Determined Competitiveness	5%
Money Concept	81%
Emotional Distance	78%



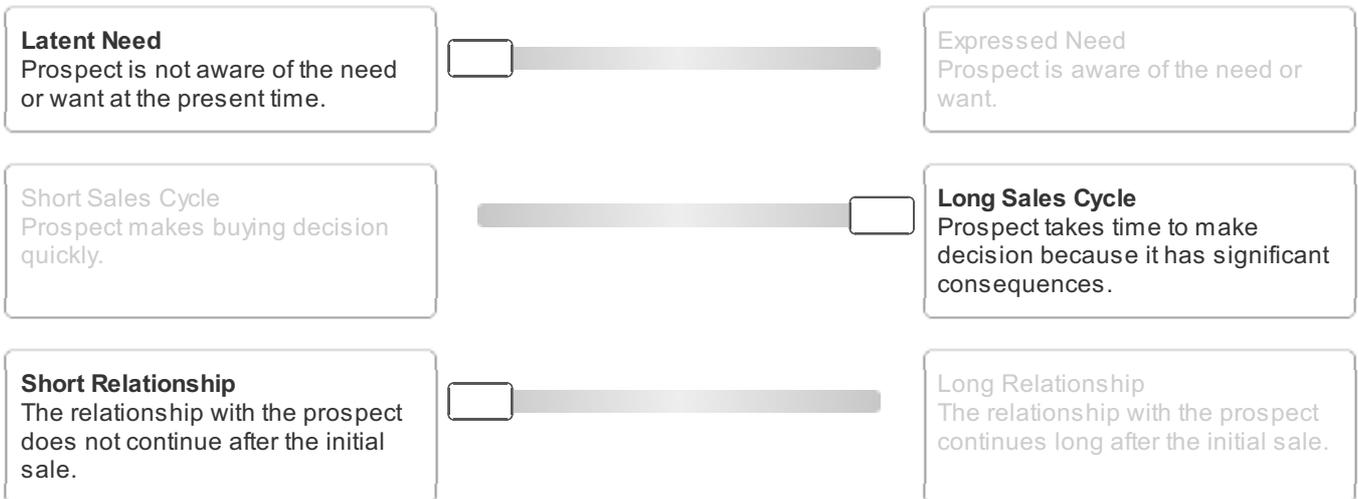
SALES FORERUNNER (77%)

Selling of a product/service that is complex. The prospects are not familiar with it yet, or are not aware they have a need for it. Involves a complicated and long buying decision that may involve multiple decision makers. Once the sale is closed, the sales professional does not continue to interact with the customer.

Typically involves:

- Multiple sales calls
- Several decision makers with differing needs
- Lengthy decision-making process
- Complicated offering requiring support material
- Expensive product/service
- No ongoing service

This Sales Role entails:



Match Percentage Breakdown by Competence

Sales Forerunner	Sharon
Prospecting	21%
Qualifying	81%
Building Rapport	91%
Following the Sales Process	90%
Goal Orientation	99%
Needing Approval	90%
Controlling the Sales Process	70%
Handling Objections	34%
Questioning Effectiveness	83%

Sales Forerunner	Sharon
Active Listening	94%
Critical Thinking	57%
Ambition and Initiative	94%
Presenting	34%
Time Management	92%
Dealing with Failure	82%
Determined Competitiveness	30%
Money Concept	81%
Emotional Distance	78%



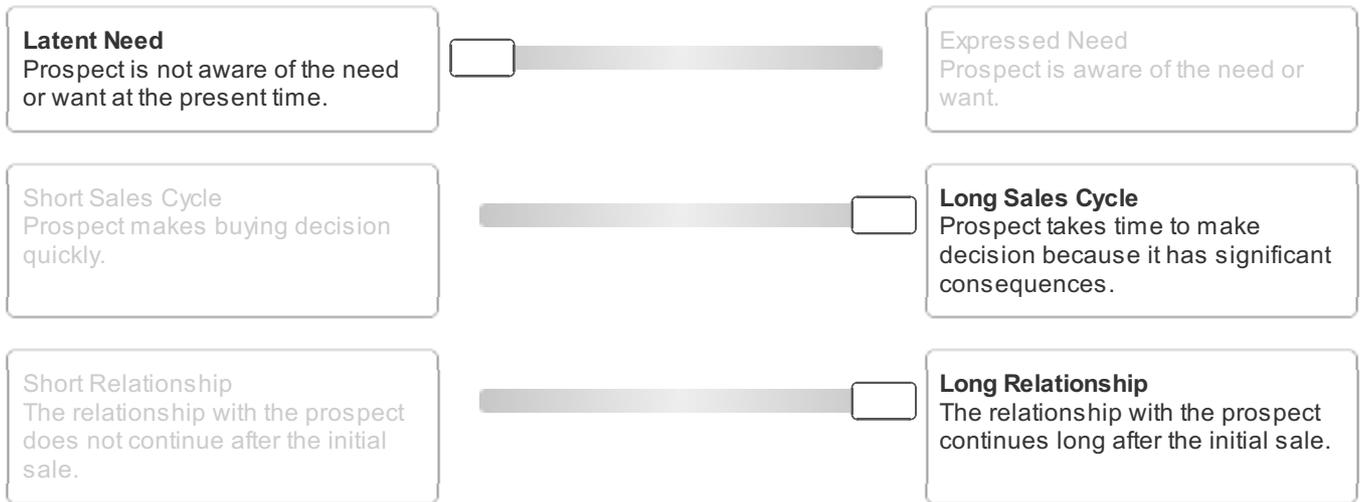
SALES INNOVATOR (77%)

Selling of a product/service that is complicated. The prospects are not familiar with it yet or are not aware they have a need for it. Involves a complex and lengthy buying decision that may involve multiple decision makers. Sometimes they may have conflicting views and opinions. The sale creates an on-going relationship that requires the sales professional to remain actively involved to protect and further deepen the relationship.

Typically involves:

- Many sales calls
- Multiple decision makers
- Difficult to understand product/service
- Significant investment
- Long-term commitment by both parties
- Nurturing the relationship after the sale

This Sales Role entails:



Match Percentage Breakdown by Competence

Sales Innovator	Sharon
Prospecting	31%
Qualifying	95%
Building Rapport	48%
Following the Sales Process	82%
Goal Orientation	54%
Needing Approval	98%
Controlling the Sales Process	70%
Handling Objections	62%
Questioning Effectiveness	96%

Sales Innovator	Sharon
Active Listening	95%
Critical Thinking	46%
Ambition and Initiative	94%
Presenting	57%
Time Management	67%
Dealing with Failure	91%
Determined Competitiveness	30%
Money Concept	68%
Emotional Distance	72%



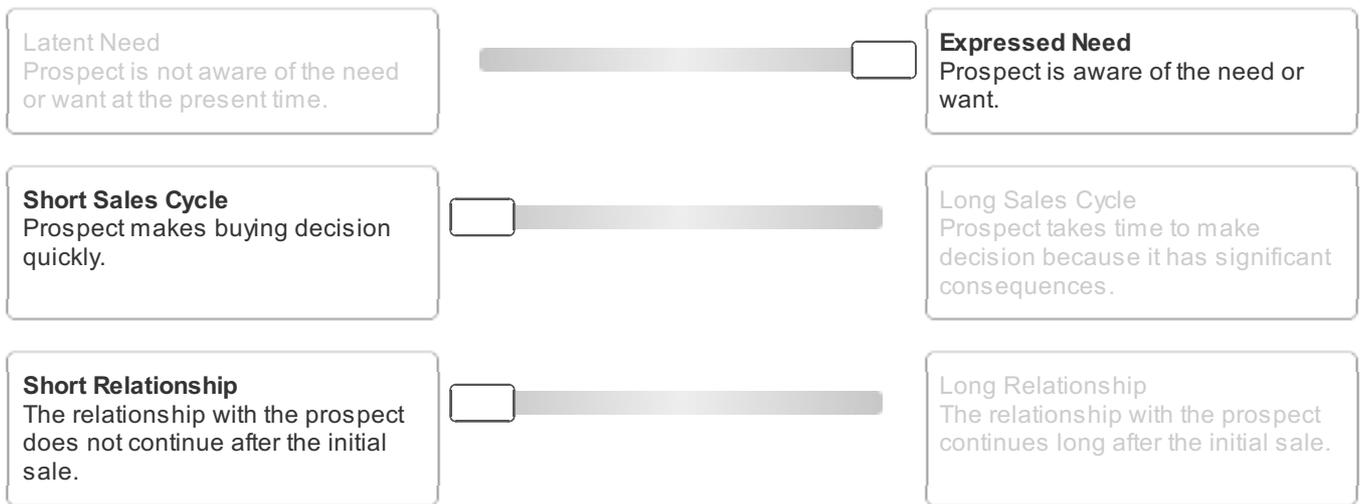
SALES DEALER (76%)

Selling of a product/service that is easy to understand and the prospects are already familiar with it. They have typically purchased a similar product/service in the past. The buying decision is fairly easy and quick. The selling process is often only a one-call sale and the sale usually happens only once. Once the prospect buys, the sales professional rarely interacts with the customer.

Typically involves:

- Only one sales call
- One decision maker
- Quick decision by the prospects
- Uncomplicated product/service
- Reasonable pricing
- No additional service requirements

This Sales Role entails:



Match Percentage Breakdown by Competence

Sales Dealer	Sharon
Prospecting	80%
Qualifying	29%
Building Rapport	52%
Following the Sales Process	82%
Goal Orientation	96%
Needing Approval	90%
Controlling the Sales Process	70%
Handling Objections	57%
Questioning Effectiveness	79%

Sales Dealer	Sharon
Active Listening	42%
Critical Thinking	91%
Ambition and Initiative	94%
Presenting	57%
Time Management	83%
Dealing with Failure	97%
Determined Competitiveness	30%
Money Concept	95%
Emotional Distance	35%



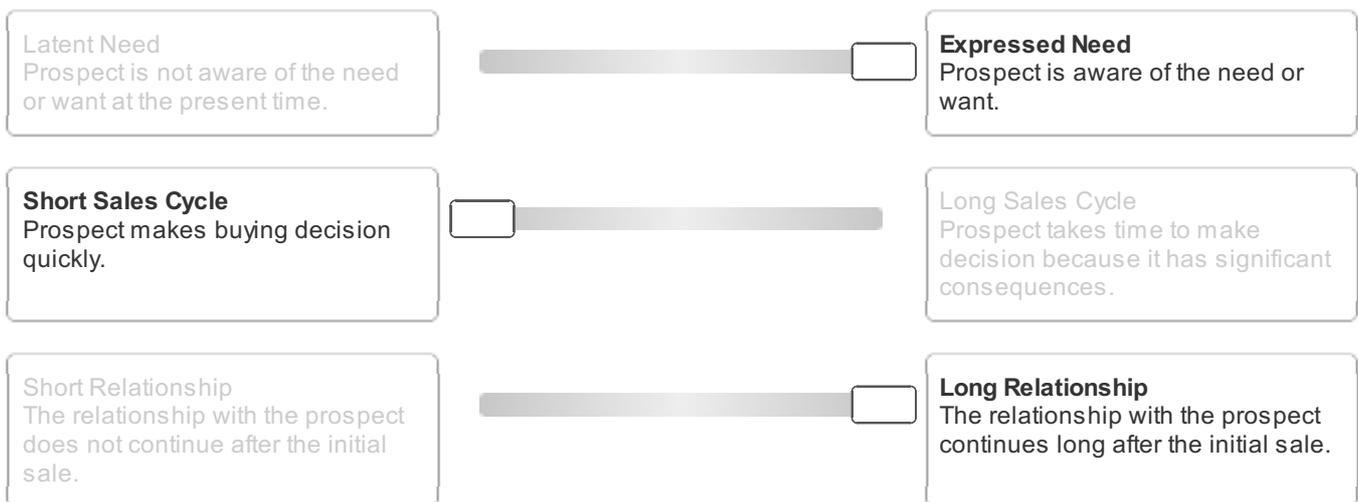
SALES PROVIDER (66%)

Selling of a product/service that is easy to understand and the prospects are already familiar with it. They have almost always purchased a similar product/service in the past. The buying decision is low risk, easy and fast. The selling process is usually a one-call sale. The sale establishes a long-term relationship with the customer that usually involves periodic support and/or service needs.

Typically involves:

- One or two sales calls
- Quick decision
- Low or no initial investment
- Periodic payments by the customer
- After sale support by sales professional and/or others
- Upsell/cross-sell opportunities after the first sale

This Sales Role entails:



Match Percentage Breakdown by Competence

Sales Provider	Sharon
Prospecting	73%
Qualifying	29%
Building Rapport	59%
Following the Sales Process	34%
Goal Orientation	79%
Needing Approval	45%
Controlling the Sales Process	96%
Handling Objections	98%
Questioning Effectiveness	41%

Sales Provider	Sharon
Active Listening	68%
Critical Thinking	97%
Ambition and Initiative	29%
Presenting	57%
Time Management	79%
Dealing with Failure	97%
Determined Competitiveness	30%
Money Concept	29%
Emotional Distance	78%



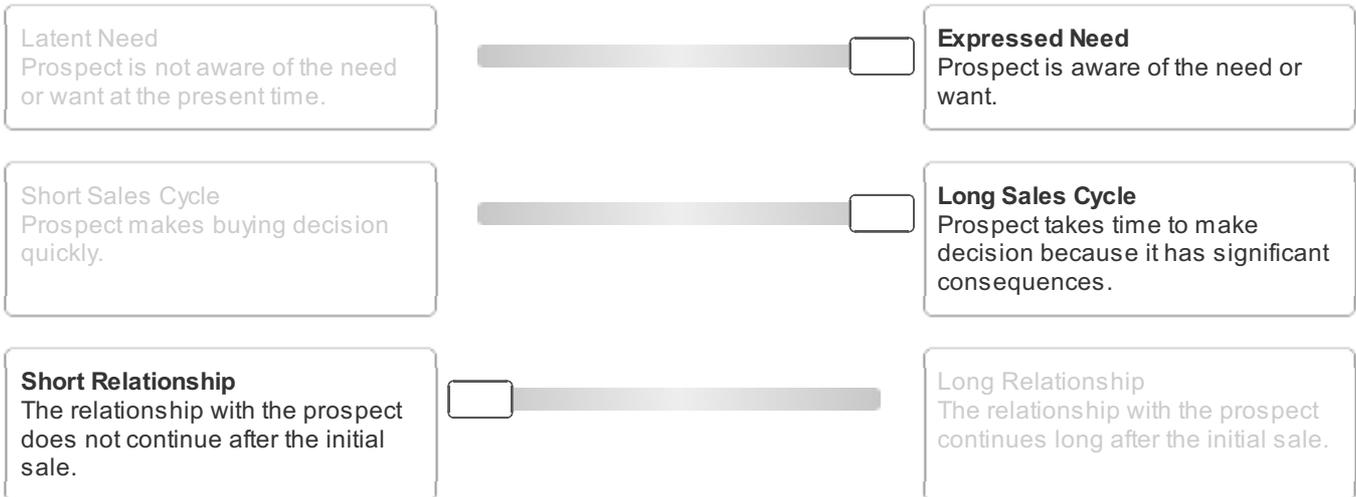
SALES COUNSELOR (72%)

Selling of a product/service that is complex. The prospects are already familiar with it and feel they need it. A complicated and long buying decision that may involve multiple decision makers. The prospects have typically purchased a similar product/service in the past, or it is a significant purchase they are making for the first time. The sales process often requires a pilot/demo of the product/service. The sale is a one-time event requiring no on-going support from the sales professional or others.

Typically involves:

- Several sales calls
- Multiple decision makers
- Slow and more emotional decision by the prospects
- Complex offering
- Significant investment; financing may be required
- No contact by the sales professional after the sale

This Sales Role entails:



Match Percentage Breakdown by Competence

Sales Counselor	Sharon
Prospecting	99%
Qualifying	29%
Building Rapport	97%
Following the Sales Process	24%
Goal Orientation	92%
Needing Approval	24%
Controlling the Sales Process	96%
Handling Objections	90%
Questioning Effectiveness	54%

Sales Counselor	Sharon
Active Listening	68%
Critical Thinking	82%
Ambition and Initiative	68%
Presenting	98%
Time Management	67%
Dealing with Failure	91%
Determined Competitiveness	40%
Money Concept	42%
Emotional Distance	97%

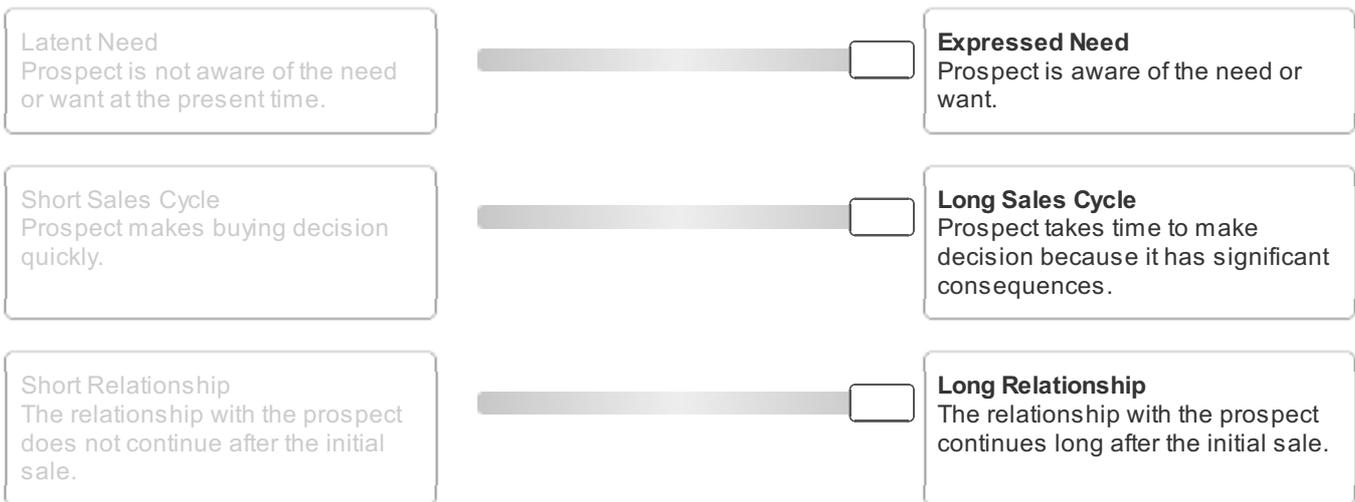
SALES PARTNER (65%)

Selling of a product/service that is complex and the prospects are already familiar with it. A complex and significant buying decision that may involve multiple decision makers with wide ranging needs. The prospects have usually purchased a similar product/service in the past, or it is a significant purchase they are making for the first time. They may be experiencing poor service by the current provider. The sales process often requires a pilot/demo of the product/service. The sale establishes a long-term relationship causing the prospects to assess the support and service capability carefully.

Typically involves:

- Several sales calls
- Multiple decision makers
- Risky and more emotional decision by the prospects
- Complex, enterprise wide offering
- Significant investment; financing may be required
- Long-term support and/or maintenance contracts

This Sales Role entails:



Match Percentage Breakdown by Competence

Sales Partner	Sharon
Prospecting	99%
Qualifying	29%
Building Rapport	44%
Following the Sales Process	18%
Goal Orientation	54%
Needing Approval	24%
Controlling the Sales Process	92%
Handling Objections	69%
Questioning Effectiveness	54%

Sales Partner	Sharon
Active Listening	95%
Critical Thinking	91%
Ambition and Initiative	42%
Presenting	83%
Time Management	41%
Dealing with Failure	78%
Determined Competitiveness	70%
Money Concept	42%
Emotional Distance	57%

Sales Model Scores – Advanced Users

The theoretical construction of the FinxS Sales Assessment is based on several independent continuums of a sales job. The construction is presented below. The Sales questionnaire measures sales competences, job roles, and the person’s perceived inclination to each of the continuums. Each end of a continuum is presented separately below, along with the respondent’s current score.

Need

Latent Need

Prospect is not aware of the need or want at the present time.



Expressed Need

Prospect is aware of the need or want.



Sales Cycle

Short Sales Cycle

Prospect makes buying decision quickly.



Long Sales Cycle

Prospect takes time to make decision because it has significant consequences.



Relationship

Short Relationship

The relationship with the prospect does not continue after the initial sale.



Long Relationship

The relationship with the prospect continues long after the initial sale.



Sales Model Scores – Advanced Users

The table below breaks down each of the Job Roles into the 18 sales competences. The higher the competence, the better the match between your perceived competence level and the required competence level for the role. Please note that a low match percentage may indicate your competence level is either higher or lower than what the job role actually requires.

Sharon	Sales Revealer	Sales Creator	Sales Forerunner	Sales Innovator	Sales Dealer	Sales Provider	Sales Counselor	Sales Partner
Prospecting	73%	21%	21%	31%	80%	73%	99%	99%
Qualifying	16%	29%	81%	95%	29%	29%	29%	29%
Building Rapport	52%	77%	91%	48%	52%	59%	97%	44%
Following the Sales Process	77%	77%	90%	82%	82%	34%	24%	18%
Goal Orientation	83%	83%	99%	54%	96%	79%	92%	54%
Needing Approval	77%	77%	90%	98%	90%	45%	24%	24%
Controlling the Sales Process	70%	59%	70%	70%	70%	96%	96%	92%
Handling Objections	34%	24%	34%	62%	57%	98%	90%	69%
Questioning Effectiveness	83%	83%	83%	96%	79%	41%	54%	54%
Active Listening	29%	16%	94%	95%	42%	68%	68%	95%
Critical Thinking	91%	78%	57%	46%	91%	97%	82%	91%
Ambition and Initiative	95%	83%	94%	94%	94%	29%	68%	42%
Presenting	34%	24%	34%	57%	57%	57%	98%	83%
Time Management	67%	96%	92%	67%	83%	79%	67%	41%
Dealing with Failure	46%	36%	82%	91%	97%	97%	91%	78%
Determined Competitiveness	10%	5%	30%	30%	30%	30%	40%	70%
Money Concept	95%	81%	81%	68%	95%	29%	42%	42%
Emotional Distance	65%	78%	78%	72%	35%	78%	97%	57%
Total Score	64%	56%	77%	77%	76%	66%	72%	65%

Excuse Index ®

Not everyone is looking for or enjoys a job in sales. Those who do not get motivation and fulfillment in sales can easily divert their attention to other tasks rather than solely focusing on the current prospects and developing their business potential. The FinxS Sales Competence Assessment questionnaire calculates an Excuse Index ® by providing the respondent with possible choices that would lead to the avoidance of sales related activities. The lower the Excuse Index ® percentage is, the more likely the person is to ignore non-sales activities and instead focus on actions that directly produce sales results.

47%

Sharon Hudson



Questions

Below you will find suggested questions for the 18 sales competences for selling success. The questions are not generic. They are based on the respondent's individual scores. You do not need to use all of the questions. You can also use them to help formulate questions for your specific situation.

PROSPECTING

- In your last/current job, how much time did/do you spend time cultivating existing client relationships versus looking for new clients?
- Tell me about your prospecting plan. Please also describe how you track your prospecting activities.
- Tell me how you decide when you should no longer call on a prospect.

QUALIFYING

- Describe the steps you use to qualify a prospect.
- How would your last sales manager describe your approach to qualifying prospects?
- Tell me about the specific techniques you use to qualify prospects.

BUILDING RAPPORT

- Tell me about how you adjust your sales style with different prospects. Do you have a technique that works best?
- Describe how your prospects would characterise your communication style.
- What do you consider to be your greatest challenge when meeting with a prospect the first time? Why?



FOLLOWING THE SALES PROCESS

- Do you think successful sales professionals are born or made? Why?
- Describe the sales process at your current/previous job.
- Tell me about the parts of the sales process you use that improve your success? What parts hinder your success? Why?

GOAL ORIENTATION

- Tell me how you define success in sales.
- At the end of your professional life, what must you have achieved in order for you to feel that you were successful? Why?
- Tell me about your goal setting process.

NEEDING APPROVAL

- Rejection is part of selling. Describe how you maintain a positive mindset.
- Give me an example of when you became emotional with a prospect. What happened?
- Describe how you handle unreasonable requests by a prospect.

CONTROLLING THE SALES PROCESS

- Tell me how you handle talkative prospects.
- Describe your plan for a typical sales call.
- Explain how you conclude a sales meeting.

HANDLING OBJECTIONS

- Tell me about how you handle objections.
- What is your favourite technique to overcome an objection?
- Sales professionals often tell me that objections are a result of a poor sales presentation. What are your thoughts on this?

QUESTIONING EFFECTIVENESS

- Sometimes prospects are reluctant to reveal their real challenges. Explain how you can tell when they are withholding something? Please share a recent situation when this happened.
- Tell me about your style of asking questions on sales calls.
- Describe how you were able to use questions to realise that you were offering a wrong solution to a prospect.



ACTIVE LISTENING

- Explain how you ensure you are carefully listening to a prospect.
- Tell me about an incident when you later realised you had not listened to a prospect carefully. What did you learn from it?
- Describe how you keep a prospect on the topic.

CRITICAL THINKING

- Tell me about the last time you were stumped by a prospect's problem. Now that you have described the event, do you think you could have actually solved the problem? How?
- Describe a crisis you faced at work. How did you resolve the situation?
- What was the last business book you read? What did you learn from it?

AMBITION AND INITIATIVE

- Describe a specific accomplishment in your previous position that indicates you will succeed in this position.
- Tell me about how you deal with adversity.
- Tell me about a time when you could not achieve your goals because of circumstance beyond your control.



PRESENTING

- Give me an example pitch for a product or service you were selling at your previous position.
- Describe a sales presentation that went wrong. What happened?
- Characterise your most successful sales presentation.

TIME MANAGEMENT

- Describe your system of prioritising activities.
- We all have more demands on our time. How do you manage all of your demands?
- When you run out of time and cannot get everything done, explain the criteria you use to decide what does not get done.

DEALING WITH FAILURE

- Describe a major obstacle you were able to overcome in the past year?
- Have you ever had a losing streak? How did you turn it around?
- Tell me about your most significant professional failure?



DETERMINED COMPETITIVENESS

- Tell me how you keep up with your competitors.
- Describe how you remain competitive in sales.
- What kinds of sacrifices have you made to be successful? Please explain.

MONEY CONCEPT

- Would you rather close a huge sale with a huge commission and little recognition, or a smaller sale that gained you a lot of recognition?
- How much was an average sale at your previous position?
- Prospects frequently ask for a better price. Tell me how you handle these requests.

EMOTIONAL DISTANCE

- Describe how you typically convince a prospect to buy.
- Tell me about a sales call when your emotions got the best of you.
- Sales professionals often feel pressure on sales calls. Describe how you handle this pressure and what you do to manage it.
