



Sales Mastery Battery™

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Introduction

Extraordinary sales leaders have always been vital to their organizations. Skilled, high performing sales leaders are uncommon and in more demand than ever before. While there are many people who experience mixed success, there appears to be few exceptional sales leaders. Continuously high achieving sales professionals embody the character, intelligence and disciplines of persuasive finesse.

The Sales Mastery Battery© is an instrument designed to detect prospect sales talent and evaluate essential sales strength in current sales professionals. Your report compares your findings on the behaviors critical for exceptional sales performance to extraordinary sales leaders. Use the findings with other colleagues and people you trust to identify strengths and key areas to develop and grow.

Whether you are an aspiring sales representative or a current high achieving professional who desires to make a deeper difference, knowing your strengths and challenges is crucial. Extraordinary sales leaders understand that they serve a critical role in the process of communicating the value of their product/service. The evaluation mindset and process of this instrument will equip you to examine and develop an effective sales philosophy and strategy.

The skillful practice of selling plays a dignified and valuable role and service in our culture. It is not sleazy, misguided or relegated to entry levels for more important roles. Sales, understood from a value perspective, is matching and providing insightful solutions to painful and complicated problems. Competition, the Internet and social media as well as the growing complexity of the marketplace consume and confuse the mental challenges for sales professionals. There is a way to navigate these storms amidst the losing games of price/features. Truly knowing and serving your clients with thoughtful discernment of their dilemmas (understood or not) with a keen ability to communicate the value you and your product/service bring is dynamic and gratifying. Your findings from this process will illuminate how you can increase your strategic focus in playing the integrated roles of marketer, relationship builder, closer and CEO that will escalate your performance and income.

Your report is captured in three sections. The first is your scores marked on the graph table. It shows your score compared to the gold benchmark where extraordinary sales leaders score and consistently live out these behaviors in each of the quadrants (*Self Leadership, Extraordinary Sales Performance Essentials, Getting Things Done, Customer Focus and Mental Make Up*).

Based on your scores, the second section identifies your top three strengths, top three challenges and specific recommendations on what and how to strengthen your challenge areas. The third section is a Workout Plan containing questions that will help you apply your findings and increase your sales and life performance. If you are willing to recognize your strengths and gaps, decide on a high level of intention to do something about your findings and commit to radical change, you will be a unique kind of sales leader and person who can make an extraordinary difference.

Walk and live in strength, humility and courage,

The Sales Mastery Battery Team

Optimum Sales Performance Indicators

The Quadrants and respective attributes below provide sales managers and sales professionals insights and behaviors critical for optimum sales performance. The findings in the tables following this section reveal a sales professional's personal results with respective value statements. Comparing the optimum descriptions below with personal results captured in the tables equip respondents with powerful insights for strengthening sales success.

Self Leadership — Measures the competence and skills required for sales professionals to truly know and lead themselves as a foundation for being effective in building relationships and communicating value to their clients. High performing sales professionals diligently sharpen their emotional intelligence to know and integrate their values and beliefs as a compass to help them monitor and manage their emotions. They practice integrity, are persistent and continuously open to learning new ways to be effective. The following attributes individually and collectively frame effective patterns that set extraordinary sales leaders apart from the rest.

- **Self-Awareness** is central in discerning personal values, goals and beliefs. It forms a personal compass to interpret how well one is affecting others and the sales process. Extraordinary sales professionals master this attribute because they understand it is central to effective interaction of all other attributes.
- **Managing Emotions** measures the accuracy, frequency and speed with which sales leaders evaluate their reactions, attitudes and moods. Experienced sales leaders know that a slip in knowing and measuring their emotions can lose sales opportunities and more importantly their reputations. Maintaining vigilance in knowing and managing emotions contributes to the finesse of sales professionals.
- **Perseverance** reveals the level of commitment, motivation and persistence sales professionals possess and demonstrate toward achieving results. Sales strategies, expected goals and opportunities are of little value if people in sales do not expect and deliver demanding effort and results from themselves.
- **Transparent** is an authentic openness that comes from confidence in knowing one's values, admitting mistakes and exercising self-control in the face of tension and criticism. Sales leaders who seek this quality and live it out win the trust of others and build a reputation with whom others want to do business.
- **Coachable** is receptivity to feedback in any form and a belief that one owns a personal responsibility for their development. Exceptional sales leaders are made not born. They want to be challenged and press for mentoring and coaching to improve.
- **Rationality** is a seldom understood attribute that sales leaders use to process their emotions, decisions and reactions before they act and speak. All sales professionals face trying, irritating and annoying situations, but masterful sales performers calibrate and weigh viewpoints and reactions before expressing them. As a result, they win trust and respect.

Optimum Sales Performance Indicators

Extraordinary Sales Performance Essentials — Enjoying exceptional sales success is achieved by diligent attention to a handful of strategies and behaviors critical to the sales process. Extraordinary sales professionals are self-directed, goal oriented and are effective in establishing credibility and closing sales. Awareness and practice of these attributes will advance your skill and performance. Be open to feedback and use your findings in this quadrant to push you to new levels of effectiveness.

- **Self-Directed** is pivotal to sales success. Highly successful sales professionals imagine extraordinary performance and use their vision to influence current behaviors. They create a growth plan and experiment with new behaviors to reach ambitious goals. Additionally, they build trustworthy relationships with other successful sales leaders to learn from and hold themselves accountable to their goals.
- **Goal Oriented** reveals the sales professional's mindset of performance drive and optimism. Success in sales begins with an abundance mentality that believes opportunities are increasing and not shrinking. Star sales performers form aggressive goals and translate them into targeted assignments. They are motivated to work hard and accomplish big goals by frequently confirming progress on tasks.
- **Emotional Resilience** is the stamina successful sales professionals use to take repeated rejection in stride. Perennial sales leaders are resolved to keep going even when there is recurring adversity and setbacks. They keep their promises to deliver what they proposed in spite of obstacles or competing demands. Commitment to rekindling energy and openness to any form of criticism differentiate high performers from the rest.
- **Establishes Credibility** connects sales professionals to their clients by investing time to understand their needs and purposes. Exceptional professionals plan the next day's events in some detail the day or evening before. They win their client's confidence through the exercise of self-discipline by persistently completing their plans. Their clients reward them with repeat business because they have won their trust.
- **Effective Closer** is a distinction reserved for those who are skilled in asking for and winning business. They are adept at making compelling value propositions that close sales. Influential sales professionals are self-assured and can be forceful when many choose to play it safe. They consistently follow through on details and are not afraid to take action. Their clients respect their ability to move business forward.
- **Authentic** is a highly prized balance of being natural, secure and gracious. High performing professionals understand that being authentic is essential for building and winning trust. They are straightforward and sincere. Clients honor them for their gracious, congenial approach in giving honest feedback in tense or pressure packed situations. These professionals are personally secure and do not need recognition.

Optimum Sales Performance Indicators

Getting Things Done — Execution is the discipline of getting things done. Extraordinary sales professionals understand that talking about and promising products or services are empty unless it is achieved through proven, measurable results. Getting things done is driven by quality, action and decisiveness. Review your findings in the attributes below to discern your strengths and challenges in this important quadrant.

- **Strategic** is an advanced mindset that sales professionals use to evaluate and anticipate their company's products, services and direction. High performing professionals monitor market trends and keep a close eye on changing consumer tastes, political conditions and technology. They assess their company's marketing and financial strengths and deficiencies in comparison to competitors. They also use this information to develop alternative scenarios and respective actions to those scenarios to strengthen their position with clients.
- **Innovation** is the attribute sales professionals use when they offer insights and suggestions to improve existing products/services or suggest novel ideas to keep ahead of the market. Superior sales professionals experiment with new ideas and approaches to improve their sales success and imagine increasing their effectiveness. They take calculated risks and frequently adapt to changing environments and challenging situations.
- **Achievement** is the drive and motivation for exceptional personal performance and determination to be at the top of the sales ladder. Highly successful sales professionals are ambitious and want to excel. They possess a competitive drive to get things done and do not yield to obstacles, challenges or people who say it cannot be done. They tirelessly strive to accomplish sales goals even when resistance seems continuous.
- **Organized** is a set of behaviors sales professionals employ to manage and complete tasks that drive their sales success. They set and monitor goals and objectives to achieve aggressive results. Exceptional sales professionals are proficient in time-management principles and online systems to accomplish their work. One of the keys to their success is the sense of urgency to complete tasks and meet deadlines.
- **Applies Judgment** is the seasoned wisdom gained from successes and failures. All extraordinary sales professionals have failures. They can recount a venture or sure, big client that underperformed or evaporated. Regardless of incredible successes or dismal flops, sales professionals use the lessons to insightfully read environments and realities. In turn, they weigh facts and impressions to anticipate options and discern timing for their business decisions.

Optimum Sales Performance Indicators

Customer Focus — Assessing and meeting the needs of customers is foundational for sales professionals. The building blocks for sales success are the artistry in listening skills, building trust and practicing attentiveness (investing time, patience and interest in clients). Accomplished sales leaders build and sustain relationships, deliver high quality solutions and achieve superior customer satisfaction ratings. Review and use your findings to seek new ways of improving your customer service standards.

- **Listening Skills** are instrumental in helping sales professionals understand their clients and identify their attitudes, values and concerns. Exceptional sales professionals make time for clients, listen closely and make sure they understand what their clients are saying. They reinforce and affirm the self-worth of their clients and show consideration for their emotions and pressures. They search for ways to connect with clients.
- **Builds Trust** is a composite of behaviors that distinguishes highly successful sales professionals. They understand that trust is earned by living up to commitments, accepting responsibility for mistakes and gives honest, complete answers. They honor all people regardless of any differences than their own and do not undermine or slight others for their own gain. Considering ethical issues when making decisions and standing up for what is right are traits extraordinary sales professionals practice to build and sustain trust.
- **Attentiveness** is a subtle set of skills proficient sales professionals apply to tune into the unspoken emotions and concerns of their clients. They are skilled in discerning the content and consistency of what people are thinking, saying and feeling. Additionally, they value the differences in people and provide solutions that help clients solve problems and overcome their challenges. They place the needs of their clients above their own.
- **Builds Relationships** is a critical component of top sales professionals in understanding and developing long-term partnerships with their clients. They accept people as they are and find things to appreciate about all people. Exceptional sales professionals move, greet and converse with people at ease at any occasion or situation. They sustain loyal relationships by confronting and solving issues and problems.
- **Customer Oriented** is a given, but adept sales professionals set and strive for self-demanding customer service standards. They display genuine empathy with their clients and address their needs. To be unique, they monitor errors and satisfaction rates to increase efficiency and curb complacency. They deliver high quality solutions by thinking about future needs of customers and anticipate solutions to meet longer term goals of their clients.

Optimum Sales Performance Indicators

Mental Make Up — A much-overlooked factor in sales success is the combination of attributes critical in the thinking processes employed by sales professionals. Exceptional professionals develop a compelling combination of intelligent reasoning and analytical thinking. They are intentional in thinking how they think and continuously sharpen their skills. They are also mindful that accepting and forgiving others along with remaining composed during tense situations are traits people respect. Consider ways to strengthen your skills in this quadrant.

- **Reasoning** is a combination of intelligent reasoning and the ability to grasp ideas quickly. Adroit sales professionals are talented in multiple ways, but the skills of reasoning well and the ability to understand nuances as they occur produce uncanny insights that are instrumental to their success. They are quick to discern and initiate sales opportunities that most other sales professionals miss.
- **Analytical Thinking** is an infrequently practiced attribute that sales leaders use to process their clients' disposition and sales opportunities. All sales professionals face confusing, uncertain and challenging sales environments, but astute sales performers logically and systematically think their way through to a solution. As a result, they win more business and earn the trust and respect of their clients.
- **Vigilance** is a mindset embraced by extraordinary sales professionals to trust and accept others easily. They contemplate and practice respecting people without conditions and forgive others quickly. Holding grudges and blaming others for their mistakes are behaviors and attitudes that are quickly dispelled by sales leaders. As a result, these sales leaders win more and repeat deals and their clients value them.
- **Resilient** is the display of inner strength that exceptional sales professionals manifest in being mentally tough and in managing self-control in pressure, stress and difficult situations. They build and sustain internal reserves that equip them to remain calm in demanding circumstances and to absorb rejection and criticism. Their clients like doing business with them and trust them because they are reliable and stable.
- **Tension** reveals the highly effective sales professional's tendency for being relaxed, composed and diligent in restraining quick, rash reactions. The sales process is filled with promising, turbulent and uncertain twists and turns. Keeping composed and focused is often the difference between winning or losing deals. Exceptional sales leaders think through emotions before constructively expressing any irritation or frustration. They know they don't win every deal, but are mindful not to burn future opportunities.

Self Leadership

Self-Awareness Strong knowledge of self, discerns effect on others and frequently evaluates effect

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Managing Emotions Consistently foresees personal emotions of self and others and manages effectively

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Perseverance Sets demanding goals and achieves results with persistence

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Transparent Clear, strong understanding of one's beliefs and feelings and consistently expresses them

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Coachable Occasionally receives constructive feedback, satisfied with performance level

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Rationality Erratic/selective in contemplating emotional responses, making decisions and speaking too quickly

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Extraordinary Sales Performance Essentials

Self-Directed Consistently thinks about and develops new ways to advance their sales performance, asks others to help them improve

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Goal Oriented Can motivate self occasionally, will rally if opportunity is big enough, seldom checks progress on goals

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Emotional Resilience Struggles with forgetting rejection and criticism, bad days impair one's energy, keeps most promises

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Establishes Credibility Keeps most confidences, frequently prepared for discussions/presentations, follows through on most details

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Effective Closer Can be assertive at times, ready to take action, moderately successful in selling and communicating value proposition

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Authentic Congenial and sincere with people, builds trust with customers, perseveres through most challenges and setbacks

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Getting Things Done

Strategic Strategic - translates ideas/concepts into objectives and goals.

Innovation Thinks about tactics and ways to improve methods and procedures.

Achievement Consistently pursues excellence and pursues higher goals

Organized Consistently uses online tools and systems to manage and complete multiple projects

Applies Judgment Pays close attention to execution steps and consistently evaluates for any adjustments

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Customer Focus

Listening Skills Selective in attention to content and people

Builds Trust Builds trust, treats people with respect, consistently practices values

Attentiveness Shows genuine interest in others by listening to them and involving people into decisions

Builds Relationships Builds, attracts and sustains relationships with diverse groups

Customer Orented Determines what customer needs require attention

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Mental Make Up

Reasoning Strong reasoning skills, quickly grasps abstract concepts

Analytical Thinking Occasionally too hasty with reactions, sometimes forgets to check of their thinking

Vigilance Selectively trusts others, frequently tolerant, admits mistakes

Resilient Effectively handles stressful situations and rallies through challenges

Tension Thinks through emotions before constructively expressing irritation, anger or frustration

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My Top Strengths

Self-Awareness

Sales Professionals with similar scores tend to:

- Clearly discern personal abilities and competencies
- Understand what affects their performance
- Know their values, goals and beliefs and use them effectively to guide their decisions and actions
- Take time to reflect on important issues quietly and alone
- Mediate between self-criticism and hopefulness

Recommended Development in Self-Awareness Behaviors:

Aware of Abilities: Your score suggests that you are generally able to discern and use your personal abilities and competencies as a sales professional. Dig deeper in understanding what competencies and skills in sales make you successful. Look for ways to increase your effectiveness.

Mindful of Values: Exceptional sales professionals are adept in discerning their values, goals and beliefs and using them effectively to guide their decisions and actions. Continue to evaluate what values and goals are important to you and increase your purposefulness in integrating them into your performance.

Self-Reflective: Highly effective sales professionals dedicate time to quietly reflect on important issues and actions that help them to be successful. Set aside time to reflect on your progress and apply your insights to strengthen your success.

Authentic: Candidly and honestly reviewing and evaluating opportunities, problems and challenges are behaviors successful sales professionals employ to keep the edge sharp. Evaluate your courage to be candid and honest. Consider ideas to make this behavior even stronger.

My Top Strengths

Manages Emotions

Sales Professionals with similar scores tend to:

- Recognize their moods/emotions and effect on their behavior
- Balance positive emotions and control disruptive reactions
- Expose personal irritations to themselves and select appropriate responses
- Juggle private and public pressures and challenges
- Think clearly and stay composed under pressure

Recommended Development in Manages Emotions Behaviors:

Recognize Moods: Search for new ways to recognize your emotions even more quickly and accurately to increase your understanding of their effect on you during stressful sales negotiations.

Composed: You seem to exercise some capacity for staying calm under pressure. Determine what situations can elevate your stress and expand your ability to anticipate and manage your reactions under pressure.

Internal Conversations: Use your findings to explore and strengthen your skills in understanding what irritates you and how you consider and select appropriate responses.

Redirects Energy: Your score indicates that you possess some ability to divert harmful reactions before expressing them. Examine how you can reinforce your awareness and skill in releasing frustrations and relax.

My Top Strengths

Reasoning

Sales Professionals with similar scores tend to:

- Grasp abstract concepts quickly
- Manage their thinking and emotions
- Be skillful in reasoning through facts
- Detect flaws in reasoning
- Test conclusions against probable consequences

Recommended Development in Reasoning Behaviors:

Understands Abstract Concepts: Highly effective sales professionals anticipate, consider and think through abstract concepts and issues quickly. Use your findings to critique your skills and decide to make improvements in how you think. Start by studying and asking how top sales professionals how they view and process their markets.

Avoids Emotional Reasoning: Understanding that emotions and feelings can be powerful disruptors, exceptional professionals control and align them so that they can be responsive to their clients. Examine how your feelings and the emotions of your clients affect deals. Paying attention to and increasing your management of these emotions will be valuable.

Discerns Reasoning vs. Rationalizing: Superior sales professionals are skillful in reasoning through facts and information logically so that they do not get caught up in expressing unfounded opinions, rationalizing or defensive posturing. Consider these behaviors and compare them to your current practice. Select one and start focusing on it and how you can improve it.

Anticipates Probable Consequences: Extraordinary sales professionals discern the important factors, test their conclusions, detect errors in their thinking and understand probable consequences to construct business deals and serve their clients. Assess your current practice in these areas and increase your priority in strengthening your thinking and analytical skills.

My Top Challenges

Coachable

Sales Professionals with similar scores tend to:

- Lack enthusiasm for experimenting with new sales strategies or develop stronger value propositions
- Repeat mistakes
- Resist or deflect constructive feedback
- Be satisfied with the status quo and defer discussions to improve
- Believe their company is responsible for their development

Recommended Development in Coachable Behaviors:

Learns From Mistakes: Experimenting with new ways to improve your sales success seems to be secondary for you. Examine some recent mistakes you have made and seek advice to improve your skills.

Seeks Feedback: Your score suggests you defer or deflect feedback. Ask your sales manager for recommendations on how you can increase your sales performance.

Wants to be Tested: Enjoying aggressive challenges for higher goals is not exciting to you. Evaluate your drive to be the best you can be and raise your level to excel.

Continuous Learner: It is probably your assumption that your sales manager is responsible for your development. Assess your personal action plan and confirm that your development initiatives have work papers or journaling to capture your progress.

My Top Challenges

Rationality

Sales Professionals with similar scores tend to:

- To be inconsistent in checking the logic of their thinking and reactions
- Forget to test their ideas and viewpoints for consistency
- Usually consider one option or viewpoint rather than several
- Be inattentive to making sure their ideas or viewpoints are believable
- Overlook evaluating their emotions or reactions before expressing them

Recommended Development in Rationality Behaviors:

Logical: Confirming your ideas make sense does not seem critical to you. Consider demanding sensible viewpoints from yourself and ask others if they see flaws in your thinking.

Methodical: Your score implies that you occasionally strive for consistency in processing your ideas and reactions. Evaluate some recent deals that were unsuccessful and determine where you missed connections between your thinking points and challenge more from yourself.

Systematic: Considering multiple perspectives or angles is difficult for you. Critique a recent lost sale and quietly examine how you could have approached it better.

Reflective: Discerning and constructing sales presentations that are persuasive and believable seem unimportant to you. Select a recent proposal that did not go as well as you wanted and rethink it to see how you can increase its effectiveness the next time.

My Top Challenges

Effective Closer

Sales Professionals with similar scores tend to:

- Lack sufficient force or assertiveness in presenting your pitch
- Come off unconfidently especially in unfamiliar sales settings
- Hesitate in sizing up and taking action
- Express ideas and views somewhat ineffectively and unconvincingly
- Flounder in presenting value propositions and infrequently ask for business outright

Recommended Development in Effective Closer Behaviors:

- Bold:** Your score implies that being forceful, and stepping up in situations where others play it safe is not a strength for you. Examine some recent situations where being more assertive would have positioned you stronger in the sales opportunity and commit to do so next time.
- Confident:** Being self-assured and confident are essential to success in sales. Consider some personal examples where your assertiveness paid off. Make notes, increase your courage and apply it in appropriate sales situations.
- Decisive:** Considering, making decisions and taking action seem be demanding to you. Evaluate your sense of timing in this skill and strengthen your anticipation of and instincts for making decisions.
- Persuasive:** Your findings indicate that you need to improve your skill in communicating and selling your ideas effectively and compellingly. Select some recent examples where you thought of ways to strengthen your proposition after the conversation and capture it as part of your preparation for the next selling opportunity.

Workout Plan

1. What kind of sales leader and person am I striving to be?

2. After reviewing my profile, what changes would I like to see one year from now if I dedicate myself to these efforts:

3. What is the top improvement I want to accomplish this year to increase my sales performance?

4. What are the things that could prevent me from reaching the results I want?

5. On a scale of 1 – 10 (1 = I am curious about this process; 10 = I will not let anything stop me from achieving these goals), what is my motivation level?



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