



SALES POTENTIAL DEVELOPMENT REPORT

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CONFIDENTIAL REPORT

The information in this report is confidential and must not be made known to anyone other than authorised personnel, unless released by the expressed written permission of the person taking the assessment. The information should be considered together with all other information gathered in the assessment process.



INTRODUCTION

Assessment is an objective means of evaluation and provides a sound way of looking at the potential of prospective candidates and current employees. The JVR Psychometrics Sales Potential Development Report provides an in-depth understanding of an individual's behavioural potential in relation to the JVR Psychometrics Sales Process, and their likely potential for performing in a sales role.

This report is intended for use by individuals, but can also be utilised by managers and HR professionals within organisations and measures specifically sales competency potential and not competence. Competencies are behaviours that, if an individual does well, is likely to result in effective on-the-job performance. Potential is the capacity to develop such behaviour.

The results of this report is aimed specifically toward development. The information provided are insights into certain aspects of an individual's functioning pertaining to sales, however, other sources of information such as technical skills, functional knowledge, nature of the work and experience must also be taken into account.

REPORT OVERVIEW

The JVR Sales Potential Development Report is the second of two modules in the Sales Potential Series. The report consists of four sections: The JVR Psychometrics Sales Process, Interpretation, Results and Strengths and Development Suggestions.

THE JVR SALES PROCESS

Selling is a process that involves interaction between an individual that is hired to sell products or a service and a potential buyer. This section of the report provides an overview of the JVR Psychometrics Sales Process. Definitions of the seven phases will be provided in the Strengths & Development section of the report.

INTERPRETATION

In preparation for the results section, a specified guideline on how to interpret the scores on the competency rating scales is given in the Interpretation section.

RESULTS

A graphical representation of your sales potential is provided in this section of the report. Further to this a table containing the phases with a description of the interpretation range is also provided.

Although all seven phases are important in sales, specific roles might required that you pay more attention to some phases than others. Understanding where you show potential strength and development areas in relation to the sales process, will enable you and your organisation to better manage and develop you.

STRENGTHS AND DEVELOPMENT AREAS

Based on your responses on the assessments, the report concludes with the Strengths and Development section. This section provides specific areas where you showed strengths, but also some advice around those areas within a sales environment that may require further development.

THE JVR PSYCHOMETRICS SALES PROCESS

A sales process is a systematic approach consisting of a series of steps or phases that enables such a sales person to close more deals, while at the same time remain customer centric.

The JVR Psychometrics Sales Process is a series of predictable phases required to sell a product or service, that if well developed and managed, is critical to the health of the organisation. Understanding the organisation's sales process will provide clear visibility on the phases from initial contact being made to the completion of the transaction.



INTERPRETATION

This report provides combined feedback from the results of various psychological instruments in the form of the JVR Psychometrics Sales Process. When interpreting this information, remember that the sales phase scores are inferred from the results of self report assessments alone, you may have developed skills in lower scoring areas which you draw on when necessary. Bear in mind that excessive use of skills outside of your level of comfort can be hard to sustain for long periods of time and may lead to fatigue and burnout.

This report only measures your potential to demonstrate the behaviours associated with the phases of a generic sales cycle and not competence. Competencies are behaviours that, if an individual does well, is likely to result in effective on-the-job performance. Potential is the capacity to develop such behaviour. High potential does not infer that you will perform well. The table and narrative that follow will show your potential on each of the 7 JVR Psychometrics Sales Process phases. Results are displayed in four categories, Development Suggested, Coaching Suggested, Potential and Potential Strength. Each of the categories will be displayed in a bar format. Below is an explanation of each of the four categories.

RATING 1 – 1.5: DEVELOPMENT SUGGESTED

You would probably prefer to work in environments where this competency is not required. Although you might be able to perform this kind of task, you might not be comfortable doing so over longer periods of time. Development is therefore suggested to improve your level of comfort and possible functionality in this area.

RATING 1.6 – 2.5: COACHING SUGGESTED

You might have some level of comfort in functioning in this area of competence. Some coaching is suggested in order to increase your level of comfort and possible functionality in this area.

RATING 2.6 – 3.5: POTENTIAL

You seem to be comfortable in functioning in this area of competence. As you already have a level of comfort in this area it suggests that you might have the natural resources required to be able to perform such tasks frequently and consistently over an extended period of time.

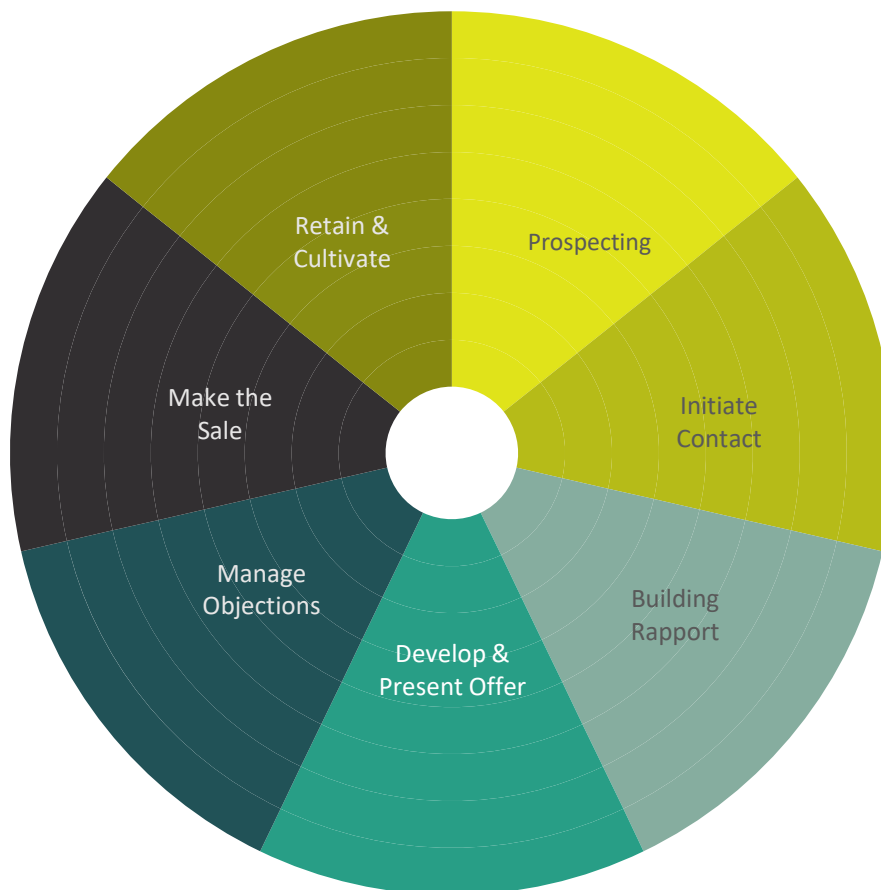
RATING 3.6 – 4: POTENTIAL STRENGTH

You seem to enjoy functioning in this area of competence. You will probably find satisfaction in performing tasks related to this area and may tend to seek out such tasks. You will likely have the natural resources required to be able to perform and enjoy such tasks over an extended period of time.

RESULTS

This section of the report provides an indication of your level of comfort and enjoyment derived from engaging in the activities associated with that phase of the sales process. The results in the graph show the position of the sales phase scores in relation to one another. This is followed by a table that indicates your level of potential varying from Development Required to Potential Strength.

When using this report, you may want to first identify the 3 areas within the Sales Process that are most critical for the position in question.




SALES PHASE	SALES PHASE SCORE	CATEGORY
Prospecting	2.5	Coaching Suggested
Initiate Contact	2.6	Potential
Building Rapport	2.5	Coaching Suggested
Develop & Present Offer	2.4	Coaching Suggested
Manage Objections	2.2	Coaching Suggested
Make the Sale	2.2	Coaching Suggested
Retain & Cultivate	2.5	Coaching Suggested

STRENGTHS AND DEVELOPMENT AREAS

This section of the report will provide you with an indication of how your preferences and abilities are likely to impact on your overall potential for sales. It is intended to be used as a development guide to highlight areas of strength and development in behaviour relative to the JVR Psychometrics Sales Process.

A specific phase in the sales cycle may be a development area for you, yet there will be areas of your behaviour that contribute positively towards your potential. In the same way, an overall Potential Strength might include behaviours that impact negatively on the particular sales phase potential.

Behaviours that contribute positively and negatively to your overall potential will be displayed as such in the report. Areas that contribute positively towards your overall competency potential will be indicated with a ✓, while areas that are not as natural to you and could inhibit your potential, will be indicated with a ✗. Practical development advice will be provided for areas that you may find more difficult to display.

 <p>Prospecting</p>	<p><i>Define and research the identified target market. Identify possible prospects and devise a strategy to approach prospects, researching each prospect, considering benefits and anticipating obstacles. Consider opportunities into other markets and strategies to expand your reach.</i></p>
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- ✗ You may be less likely to pursue a opportunity if you do not feel it is aligned to your values or your overall goals. You may be more motivated to act on opportunities in which you are confident you will succeed in, or that require less effort. You may lose motivation if presented with many challenges and then prefer to move on to something else.
- ✗ You are likely to approach situations in a more spontaneous and flexible manner. You may not have a clear plan of action to find and approach prospects which may result in missing opportunities. Your tendency to be more spontaneous, may also cause unnecessary stress for both yourself and your clients.
- ✗ You are likely to focus more on practical and straightforward solutions. As such, you may rely on tried and tested methods when developing your strategies to approach new prospects.
- ✗ You are likely to find it difficult to work on your own and make decisions independently. You will be more comfortable working as part of a team where there is more opportunity to seek advice and where decisions are reached through consensus.
- ✗ You will likely prefer to work in an environment that is stable and predictable. You may value structure and security and may find it difficult to source and find new business, given that the outcomes aren't always predictable and there is a degree of risk-taking involved.

Development Suggestions

- Recognise that there will always be tasks that are less exciting but are necessary to achieve an overall objective.
- Be aware of situations when you start to lose your motivation and identify ways to rekindle this, such as working on something that is more energising and then coming back to the task.
- Set goals for yourself and celebrate their achievement by rewarding yourself.
- Identify what your main drivers are and use these as your source of motivation e.g. the excitement of finding new opportunities, or the financial reward at the end.

- Plan to start early when you know there is a big project with strict deadlines coming up, and set clear timelines for yourself.
- Make use of a schedule where you map your plans of action.
- Try to break each assignment into specific, thorough steps and activities.
- Set result oriented-and driven goals (for example: a certain amount of sales targets per month) in an effort to measure your progress.
- Actively learn how to make the best use of your available time, and to focus by testing every activity for both its significance and level of urgency.
- Recognise that innovation is necessary to remain competitive.
- Identify ways to get ahead of competitors and offer something that isn't already in the market.
- Be willing to approach situations in different ways and be adaptable and willing to change direction.
- Be open to the ideas of others and encourage free thinking.
- Reflect on situations when you asked others for advice/direction, and whether their responses were aligned to your own judgement. Looking at situations where you already knew the answer from the start, and others opinions supported this, may assist in helping you to start trusting your own judgement.
- Develop your confidence and judgement by exposing yourself to a variety of situations where you have to trust yourself to take initiative and make independent decisions.
- Remember that changes are necessary for growth and new sales opportunities.
- Create a degree of structure for yourself by reminding yourself of the basics such as; what you are selling, why you are selling it, to whom you need to sell it, and how you are going to sell it.



Initiate Contact

Set up meetings with potential clients to understand their company and industry. Listen to their challenges and needs, considering opportunities for partnerships. Identify points of contact that emphasise the benefits of the client making use of your services and product offerings.

- ✓ Your results suggest you are likely to have the attributes needed for individuals who are generally successful in sales roles.
- ✓ You are likely to be confident and self assured when interacting with clients, networking and building relationships.
- ✗ You tend to be more hesitant to call or meet new people. You may not be confident when interacting with others and establishing contacts/connections.
- ✗ You may find it more difficult to be in situations that require networking, building relationships and establishing contact with potential clients.
- ✗ While you are likely to be objective clients may feel that you do not show a genuine concern for their needs or concerns.
- ✗ It may be difficult for you to influence clients to meet with you and hear more about your services.

Development Suggestions

- As you tend to be more hesitant to call/meet new people, prepare beforehand. It might help you to sell if you have a clear, well practiced, purpose in mind.
- Be professional, at ease and updated with your topic of discussion, being prepared to answer any questions.
- Read your audience and try to emphasise on the features of your product/service, that could reduce costs, as well as solve problems for the client.
 - Sell to your clients needs, and remind yourself that any prospective client will only buy what he/she needs at that particular time.
 - In a sales environment, pre-call research is crucial. Remember when you have 30 seconds to get the attention of any prospective client, it is essential to create a personalised, tailored message, based on research of your target market.
- In interactions with clients follow these three steps "ask, listen, and then act".
- Ask relevant, to the point, questions, consciously keep it creative, well thought through, and direct.
- Respond and take action that proves that you listened to the client and care for their unique needs.
- Remember that you need to sell yourself and your services/product. Thus develop you skills to listen attentively and understand the client. Be aware of coming across as just trying to make a sale.
- While it may be difficult for you to display emotional concern, focus on areas where your services or products could be of benefit to the client on a tangible level for example in reducing costs, improving processes etc.
- Analyse each situation and adapt your influencing style accordingly. Develop your influencing skills and build a tool kit with different tactics that you know are successful.
- You may feel more confident influencing others in your area of expertise, thus ensure you are comfortable with the product, and that you have the necessary background and knowledge before contacting a client.

 <p>Building Rapport</p>	<p><i>Listen to clients focusing on their needs and offer support and information. Be approachable and lay a good foundation for open communication and future collaboration.</i></p>
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- ✓ You are likely to be patient in dealing with conflict situations or when coping with frustration. As such you will tend to be patient when working with clients even in situations that could be provoking.
- ✗ You may be experienced as direct and less aware of the reactions of others. You may appear less tactful or give suggestions to clients that do not consider their needs.
- ✗ You may prefer to work independently and do things your way. It may be difficult for you to take direction from clients or work closely with them.
- ✗ While you are likely to ensure targets and expectations are met you may have difficulty dealing with the ongoing interpersonal requirements of building relationships with clients.

Development Suggestions

- Develop your ability to apply tact in how you approach and respond to clients. Particularly in situations where you may need to disagree with a client or manage their objections. Recognise that it is possible to do this in a professional and diplomatic way that gets your point across without offending others.
- Listen to the concerns and ideas of clients so when you do offer suggestions you ensure that it is indeed an accurate reflection of, and answer to the clients' needs.

- Recognise that it is possible to reach agreements and solutions that are mutually beneficial but that your objective is to meet the clients need.
- Working collaboratively with clients will ensure the best solutions are found that meet the needs of the client and ensure better overall success.
- Make a conscious effort to have more contact and interaction with your clients.
- Take the time to listen to your clients, ensure you understand their problem/need, and show them step by step how your solution or product could be of benefit to them and improve their situations.
- Create open communication channels where clients feel you are approachable and can discuss their needs and possible dissatisfaction with you.

 <p><u>Develop and Present Offer</u></p>	<p><i>Using the knowledge gained develop a customised approach which provides the client with a solution or product that meets their needs. Facilitate buy in by creating confidence in the quality of your services or products and your ability to meet their expectations.</i></p>
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- ✗ Results suggest that if you are not motivated by the task you may lose interest and be less likely to follow through, or produce a offer that is somewhat below standard.
- ✗ As competition may not be something you value you may be less likely to pitch your offer as better than other providers/suppliers.
- ✗ While you are likely to display your ability to adapt and be flexible you may be perceived as less organised which may make clients question your dependability.
- ✗ You may not be comfortable having to influence others thus you may not present your offer in a compelling way.

Development Suggestions

- Have your clients needs as the focus point when developing a solution and presenting a offer.
 - Try to focus on the end goal and identify ways to stay motivated to complete tasks.
 - Be aware that you may lose interest when faced with difficult tasks and too many obstacles. Try to anticipate these beforehand to have contingencies in place.
 - Be aware of competitor activity and what they have to offer. Try to offer something new to the client or at a more affordable rate to make your offer more appealing.
 - Sell your strengths to the client and reinforce how your services can be beneficial to them.
 - Be prepared to speak about quick wins as well as long term gains to show the client your commitment to them over time and your willingness to build a relationship with them.
 - Firstly develop a presentation that explains your objectives and your end goals.
 - Then provide a action plan that indicates steps, activities, assigned responsibilities, timelines and costs.
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- Clients may be more likely to buy into your offers if you have researched, prepared and carefully planned your solutions.
 - Ensure you incorporate the information you have gained in previous consultations, ask the client for their input and involve them in the process.
 - Provide evidence of your competence by referring to similar successful projects you may have run and provide client references if necessary.



Manage Objections

Be adaptable to the needs of the client and make adjustments accordingly. Manage any resistance or objections in a professional manner that balances the needs of the client and your business.

- ✗ When dealing with client objections you could be seen as not being diplomatic or tactful.
- ✗ You might prefer working independently, which could impact your level of cooperation in dealing with client complaints and objections.
- ✗ You may be perceived as anxious and less able to cope with stress. Feeling pressurised when having to manage client objections may result in negative emotional reactions which could limit your ability to be professional and productive.
- ✗ When dealing with client objections, although you are likely to be objective you may not try see the clients point of view in terms of their feelings of frustration or dissatisfaction.

Development Suggestions

- Be aware of your clients perception and be clear on their expectations.
- In order to meet your client's needs, ensure you understand what these are before attempting to match a possible solution to their goals.
- Be aware of your reaction to client objections as you might respond defensively instead of displaying interpersonal sensitivity.
- Learning to cooperate with others is likely to increase your effectiveness in a sales environment. An aggressive one sided approach is likely to be met with resistance.
- Aim to identify solutions that meet the needs of both clients and the business, being weary of overpromising to clients.
- Develop techniques to assist you in managing anxiety in the moment as well as coping with stress in general.
- Identify and understand your emotional triggers and learn to manage your reaction to these.
- Identify ways that your services or products can be of benefit to others. Try to look at situations from the clients perspective and not only on what you think is best.
- Be aware that your stance on certain situations tends to be more objective, take the time to actively listen to the clients objections and try to understand their feelings and experience of the situation.



Make the Sale

Closing the deal and obtaining commitment from clients. Ensure the client is satisfied with the offerings and all adjustments have been made. Clarify the expectations of all role players, developing guidelines on the requirements needed from all parties to streamline processes going forward.

- ✗ While you may have the disposition to work in a sales environment you may need to enhance your skills to close sales and obtain the final buy in from clients.
- ✗ As you may prefer a more balanced approach to achieving goals you are not likely to be competitive and try to 'win'. As such you may be less likely to compete with other service providers and may be less motivated to close a deal.
- ✗ You may be less planful in terms of setting your goals and objectives. A less organised approach when working with clients may result in you losing focus on the end goal of making the sale.
- ✗ In areas that you do not feel you have sufficient expertise you are less likely to 'push' a sale. You may also not enjoy changing the perspectives of others. Thus may provide information to clients and then leave it up to them to decide if they would like the service/product or not with little persuasion from you.

Development Suggestions

- Anticipate any resistance from clients to making a final commitment and prepare responses to this.
- Be adaptable, understand what may be holding the client back and try to reach a agreement that addresses their concerns.
- Recognise when a phased approach is needed to closing a sale. Know your main objective but set goals for each step, for example, the objective of this meeting is to be invited back for another meeting.
- Have alternatives prepared beforehand to present should the client reject your main closing strategy.
- Competitiveness does not have to be about competing with others but also about reaching the targets you set for yourself.
- Recognise that closing a sale is about finding solutions that meet client needs and can be done collaboratively with the client. While you may be less competitive, working together with others can also help close a sale.
- Have clear goals and objectives in mind when dealing with clients.
- Ensure that your interaction with the client leads to a mutually agreed outcome.
- Without a goal and clear objectives your client may not see the long terms benefits of making use of your services/products. The idea is thus to help them align your offerings to their goals and how best to streamline this process.
- Develop you influencing skills by identifying what is important to a client and how you can meet their needs.
- Identify areas of agreement and similarity and build on those to develop a relationship with a client where they value your opinion.
- Recognise that different clients respond to different sales techniques and be adaptable to what would work best in that situation.
- Develop your confidence to influence others, by firstly ensuring that you are comfortable with the product/service, and that you have the necessary knowledge to give you the expertise to negotiate and persuade.



Retain and Cultivate

Follow-up with clients to ensure client satisfaction and manage any dissatisfaction promptly and appropriately. Remain aware of the changing needs of clients and look for opportunities for upselling and to grow the client. Provide a service to the client that will encourage them to refer you to others.

- ✗ You may not be motivated to maintain relationships with your clients or pursue opportunities to upsell.
- ✗ You may wait for clients to contact if you they have any queries or are not satisfied with your services. You may also not take the initiative to act on finding a solution or pursue a possible opportunity without guidance or instruction from others.
- ✗ When interacting with others, you may be seen as not being diplomatic or tactful, which could potentially affect the client relationship over a period of time.
- ✗ While good service to you may mean meeting expectations and following through on deliverables, ensuring client satisfaction also means building relationships on a interpersonal level.
- ✗ Preferring to stick with what you know works, may result in you stagnating and not remaining competitive.

Development Suggestions

- Recognise that it is easier to get additional business from an existing client than finding a new client. Thus it is necessary to invest time and energy into maintaining your client relationships.
- Remain up to date with your clients changing needs and developments in their company and industry as a means of identifying new opportunities.

- Continuously upskill yourself, increase your knowledge base and remain up to date with developments and competitor activity.
- Identify ways to go the extra mile with clients and take initiative in trying to exceed their expectations.
- Take the initiative to make contact with clients, get to know your clients on a more personal level and keep the lines of communication open.
- Practice tact and diplomacy when dealing with clients.
- Recognise the need to be seen as approachable so clients will feel comfortable expressing any dissatisfaction and provide you with the opportunity to correct a mistake rather than no longer making use of your services.
- Make a conscious effort to listen to your client, and to repeat and rephrase what you have heard "so what I hear you saying, is.." "can we agree on..etc....."
- Identify other ways you may be of benefit to clients other than just based on outputs, such as offering expertise or being a sounding board for them to find solutions.
- Make a conscious effort to be in contact with clients and have appropriate discussions with them that may not be related to business.
- Take the time to listen to clients and allow them to speak before offering solutions.
- Identify ways to make improvements on the services/products provided to existing clients.
- Be creative in developing new ideas that might address other needs within the clients business.
- Grow with your clients and remain innovative in the services you provide.
- Be on the look out for new opportunities even if you may not initially see the link to your services. Remain adaptable and open to exploring new ideas.

REGARDING THIS REPORT

This report was generated by JvR Psychometrics (Pty) Ltd. It is generated from the results of assessments completed by the assessment respondent, it is dependent on the honesty and openness of the individual and reflects the answers provided by them. The report was designed to give an indication of an individual's sales potential in relation to the JvR Psychometrics Sales Process. All scores illustrated should be seen as such and not mistaken for current performance.

The value of development lies in truly committing to development goals and objectives and deriving satisfaction from the development activities. We hope this report guided you in highlighting certain development but also strength areas.

ASSESSMENTS UTILISED

Customer Service Aptitude Profile (CSAP)

Career Values Scale (CVS)