

# FinxS Sales Competence Assessment - Development

**FinxS**

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 oneself. The purpose of this assessment is to provide supporting information for the respondent in self-development.

## Henry Hunter

Organization:

**ACME, Inc.**

Date:

**14.09.2017**



**FinxS**

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## **Introduction to the FinxS Sales Competence Assessment:**

The FinxS Sales Competence Assessment is designed to help you become more successful in sales. It is based on your responses to the FinxS Sales Competence Assessment questionnaire and identifies your 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 already. 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:**

Your assessment identifies your strengths and areas for development in sales. As you review your assessment, you will notice that you will agree with most of your results. However, if you are like most sales professionals, you may have some reluctance to accept certain development areas. This is a very normal reaction. It is always more difficult to explore weaknesses or blind spots that impede one's present level of success.

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

Ideally, you will be able to review your results with a professional facilitator or a 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 your results. Also, they understand the "mindsets" that make up your individual scores. As a result, they will be able to use your FinxS Sales Competence Assessment to develop a roadmap to your success.



### **Note about the pronoun usage:**

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" hiring decisions. One must always consider many other factors, such as skills, attitudes, intelligence, knowledge, education and experience that are not measured by this assessment.

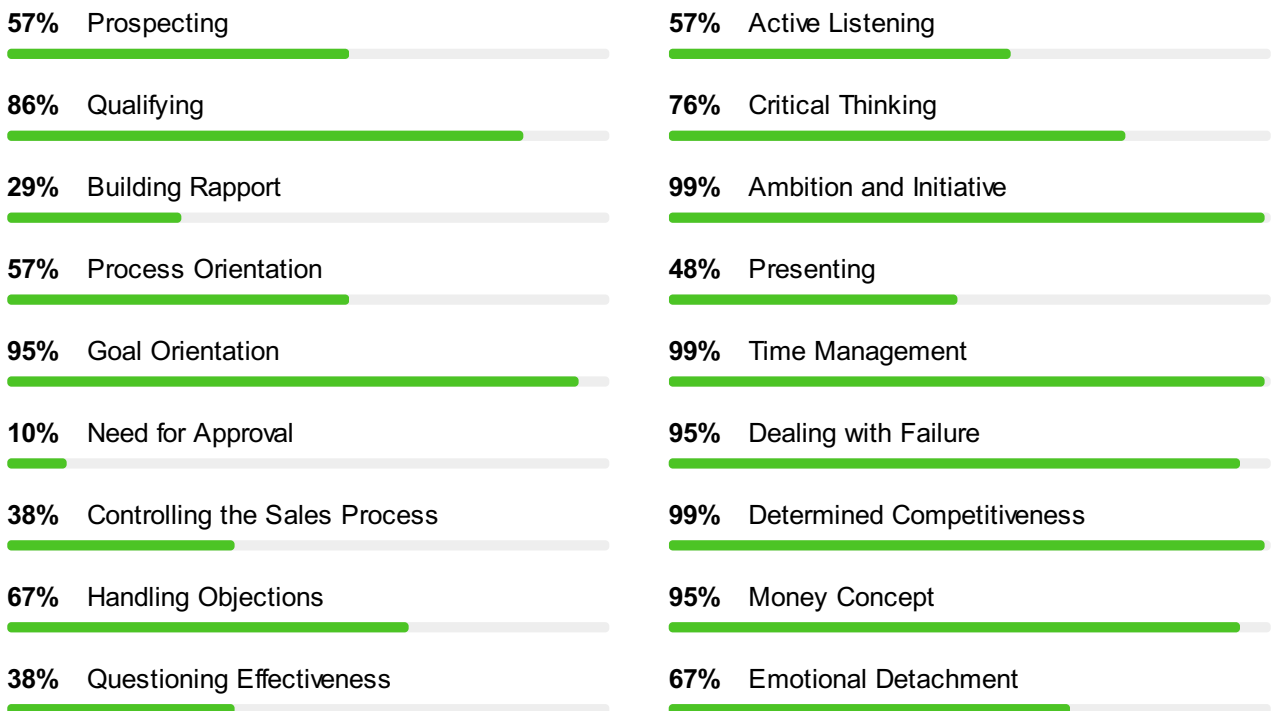
### Executive Summary

Below, you will find your scores for the 18 sales competences based on your responses in the FinxS® Sales Competence Assessment questionnaire. As you review your results, remember that they reflect your current level of proficiency. You can develop your skills in all of the 18 sales competences.

It is very important to note that your scores can be impacted by your beliefs about your present level of competence. For example, you may believe that you are not very competent, or that the specific areas are not important, at this time. However, this may simply be influenced by your present views. Carefully consider if you need to make adjustments in your beliefs.

Finally, you may want to review your hard-wired, behavioral style scores for the same 18 sales competences in your FinxS® Sales 18. It will help you create a more specific, practical and effective development plan.

#### Overall Scores



#### NOTES

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**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.

Being too eager to present and give away information, not asking insightful questions to get the prospect to discover unknown reasons why the solution might be necessary.

**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.

Not creating trust easily; appearing self-centered or self-oriented; not creating intimacy; not appearing to be genuinely interested in the prospect's needs or well-being. 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, not willing to engage in detailed processes or procedures. Usually looking for the fastest way to get from start to finish, more interested in the end result than the process.

**PROCESS ORIENTATION**



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.

Not setting goals, not pursuing higher levels of performance, easily satisfied with the status quo when it comes to personal accomplishment and level of income.

**GOAL ORIENTATION**



Avidly 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, not looking to get one's emotional needs met from the approval of others, willing to be assertive and politely demanding without regard for whether it will result in being "dis-liked."

**NEED FOR APPROVAL**



Seeing other people as a place to get one's own emotional needs met, believing it is necessary to please other people in life, not willing to be assertive if it will cause others to disapprove.

**CONTROLLING THE SALES PROCESS**

Not showing leadership in a meeting. Allowing others to take charge of the process, not following own plan or not having a plan. Unable to keep the sales process on track.

38%

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.

**HANDLING OBJECTIONS**

Reluctant to challenge prospect on their stated objections. Not assertive. Not able to construct an effective case as to why the stalls or objections might not be valid or might not be the "real issue."

67%

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.

**QUESTIONING EFFECTIVENESS**

Believing that questions are "intrusive" and that one should not ask too many. Not creating a structured approach to asking questions. Easily falling into "show and tell" mode.

38%

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.

**ACTIVE LISTENING**

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.

57%

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).

**CRITICAL THINKING**

Not applying current knowledge to solving new problems. Treating each conversation as if it's the first time heard and not applying knowledge to the problem.

76%

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.

**AMBITION AND INITIATIVE**

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.

99%

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.

**PRESENTING**

48%

Not delivering effective presentations. Not engaging with audience and unable to hold the attention of others. The presentations go in circles; unable to stay on point. There is no call to action.

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

**TIME MANAGEMENT**

99%

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

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

**DEALING WITH FAILURE**

95%

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.

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.

**DETERMINED COMPETITIVENESS**

99%

Being dependent on others or a group to achieve victory. Not being inclined to work on gaining competitive advantage. Not striving to be at the top, the first, or to win.

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

**MONEY CONCEPT**

95%

Feeling guilty making a large commission. Not believing oneself is deserving of making "a lot" of money and. Feeling a high degree of empathy when prospect complains "the price is too high".

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

**EMOTIONAL DETACHMENT**

67%

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.

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 your 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 needs to happen next.
Finding the truth	Reaching the full potential by understanding all aspects impacting the situation.
Influencing	Reaching the full potential by persuading others.

**Mindset Summary Table**

Each of your Sales Competences is based on one to three Mindsets. The table below shows how your Mindsets create your 18 Sales Competence Scores. Please consult your sales coach who has been trained to interpret the Mindsets and their implications.

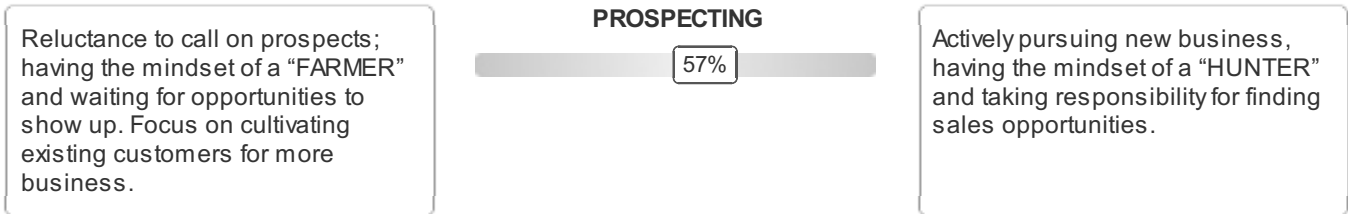
<b>Prospecting</b>	<b>57%</b>	<b>Active Listening</b>	<b>57%</b>
Next Step	100%	Finding the truth	75%
<b>Influencing</b>	<b>56%</b>	Logic	42%
Hunger	83%	<b>Critical Thinking</b>	<b>76%</b>
<b>Qualifying</b>	<b>86%</b>	Hunger	83%
Finding the truth	75%	Logic	42%
Reading the situation	83%	Reading the situation	83%
Hunter	100%	<b>Ambition and Initiative</b>	<b>99%</b>
<b>Building Rapport</b>	<b>29%</b>	Taking control	76%
Empathy	14%	<b>Presenting</b>	<b>48%</b>
Reading the situation	83%	Influencing	56%
<b>Process Orientation</b>	<b>57%</b>	Logic	42%
Logic	42%	Taking control	76%
<b>Goal Orientation</b>	<b>95%</b>	<b>Time Management</b>	<b>99%</b>
Hunger	83%	Hunter	100%
Next Step	100%	Next Step	100%
<b>Need for Approval</b>	<b>10%</b>	Taking control	76%
Social approval	21%	<b>Dealing with Failure</b>	<b>95%</b>
Empathy	14%	Persistence	100%
<b>Controlling the Sales Process</b>	<b>38%</b>	Reading the situation	83%
Next Step	100%	<b>Determined Competitiveness</b>	<b>99%</b>
Reading the situation	83%	Hunter	100%
Taking control	76%	Persistence	100%
<b>Handling Objections</b>	<b>67%</b>	<b>Money Concept</b>	<b>95%</b>
Hunter	100%	Hunter	100%
Conquering	63%	Influencing	56%
<b>Questioning Effectiveness</b>	<b>38%</b>	Conquering	63%
Finding the truth	75%	<b>Emotional Detachment</b>	<b>67%</b>
Conquering	63%	Conquering	63%
		Hunter	100%



## DEVELOPMENT PLAN

### PROSPECTING

Definition: Active searching of new potential, qualified customers to ensure there is always sufficient opportunities to create new business. Among the prospecting activities are cold calling, asking for referrals, cultivating existing cold leads, and networking.



Henry understands that prospecting is an important part of their sales role and a necessary activity to be successful in selling. However, they often find other, more important tasks and activities to take care of. Henry plans on prospecting later but often ends up not spending enough time looking for new business opportunities and contacts. They have good intentions to prospect more in the future.

Cold calling is usually unpleasant to Henry. Although they do make some cold calls, they spend more time on planning their calls and researching the prospects than actually cold calling. If a call is successful and results in an appointment, the cold call session is often declared a success and it ends. Henry gets easily distracted by other, more pleasant activities when making cold calls.

Henry prefers to follow up on previous leads and opportunities. They sometimes tend to overestimate the quality of the leads or believe that the timing is simply bad right now. As a result, they can spend too much time chasing leads rather than creating new contacts and expanding their network. However, because the persistence of the follow-up activity pays off from time to time, Henry is encouraged to continue doing it.

### Development plan for improved prospecting

- Create a detailed plan of daily, weekly and monthly prospecting activities and events.
- Set daily prospecting time on your calendar and commit to consistently prospecting the entire time.
- Do not procrastinate. Be disciplined about sticking to your plan and do not allow other tasks and responsibilities to appear more important.
- Constantly develop your prospecting skills and tactics to increase the success of your prospecting efforts. As you become more effective in prospecting, it becomes more pleasant and you become more successful.
- Do not spend too much time working on your existing leads. Objectively evaluate if they are still real prospects worth pursuing. If not, do not waste more time on them and focus on expanding your network of contacts and prospects.
- Be persistent and do not give up. If you are disciplined with your cold calling and prospecting activities, you will discover that you will receive more referrals and building your book of business will become easier.

### NOTES

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**QUALIFYING**

Definition: The systematic process of carefully verifying whether or not a prospect is willing and able to buy.



Henry is keenly focused on determining if there is a good fit for business. They do it by engaging in a deliberate process of questioning and listening to decide if in fact a prospect is likely to buy before moving forward or potentially wasting money and resources by engaging in sales efforts that will not eventually result in a sale. Henry is willing to stop the sales process and move on to other opportunities if it becomes clear that the prospect is not a good fit for business. They recognize that a sale will not magically happen if they persuasively present solutions or continue to follow up.

Henry takes the time to first really understand a prospect’s needs, and willingness and ability to buy, before presenting solutions. They understand that it is important to ask the prospect very specific and tough questions to reveal issues without the need to solve them. They are also willing to ask straightforward and often difficult questions about available money to buy and how the prospect makes buying decisions before presenting. Henry is not afraid to test and validate the answers knowing prospects are often not forthcoming and truthful about their real situation and needs.

Like a good doctor, Henry takes the time to thoroughly diagnose the prospect’s situation before trying to prescribe a solution. They do not attempt to close the sale by being a “typical” salesperson who tries to persuade by providing a lot of information about the features and benefits of their solution. On the contrary, they avoid presenting and proposing until they have made a decision there is in fact a good fit and there are compelling reasons to believe the prospect is qualified to buy.

**Development plan for improved qualifying**

- Carefully evaluate the rapport you have built with a prospect. They may not be open yet to disclose their true needs and situation. Remember that different prospects have different comfort levels in revealing their challenges. Some are more trusting; others are more skeptical and guarded.
- At times you may underestimate the fit to do business with a prospect. Do not jump into conclusions too soon to disqualify a prospect.
- When asking hard-hitting questions to qualify a prospect, remember to support them to maintain an atmosphere for open communication.
- Maintain an open mind and actively look for opportunities to do business. Do not become too skeptical.
- Do not get carried away and qualify too hard agitating the prospect in the process. Some prospects are ready to buy.
- Recognize when it is time to proceed in the sales process. While qualifying is critical, it does not equal closing the sale.

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**BUILDING RAPPORT**

Definition: Creating, developing and maintaining an open and trusting atmosphere for honest communication and sharing of information.

Not creating trust easily; appearing self-centered or self-oriented; not creating intimacy; not appearing to be genuinely interested in the prospect's needs or well-being. Too shy.

**BUILDING RAPPORT**

29%

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.

Presently Henry often has difficulty creating trust with prospects because they may appear to be primarily focused on their own goals and interests. They appear not to be truly interested in what the prospect has to say. As a result, the prospect may perceive Henry as superficial and as just another salesperson who is trying to sell something. This makes the prospect more guarded and cautious about what to share.

Henry tends to use the same approach and communication style with almost all prospects, as it is most natural and comfortable for them. This allows them to focus on what to say rather than how to say it. Unfortunately, this style only works well with the prospects who share their communication style. Others find it somewhat challenging to interact with Henry. The style difference between Henry and the prospect becomes an obstacle to open and trusting communication.

At this time Henry can appear self-centered and more interested in closing the sale than solving the prospect's issues. This makes it difficult for the prospect to freely share their true problems and challenges. The prospect may worry these could be later be used as a leverage against them. As a result, it is difficult for Henry to uncover the prospect's real needs and wants, and try to connect them to effective solutions.

**Development plan for improved building rapport**

- Accept that every prospect is different and unique and you cannot repeat the same approach with each one and expect to succeed.
- Make a conscious and persistent effort to focus on the prospects and their needs. Actively listen to them. Talk less if you are outgoing. Talk more if you are reserved.
- Identify your natural communication style and style preferences. Get familiar and accept your strengths and development areas. Become aware of your blind spots.
- Learn how to identify your prospects' style preferences: how they prefer to communicate, how much and what type of information they favor, how they make decisions, etc. Adjust your style accordingly to create an environment for trust and open communication.
- Express your genuine interest in the prospect and their situation. Do not try to impress them with your achievements and/or importance.
- Focus on solving the prospect's problems and issues, not on closing the sale.

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**PROCESS ORIENTATION**

Definition: Dutiful and diligent following of a systematic sales process to increase the success of the sales efforts.

Impatient, not willing to engage in detailed processes or procedures. Usually looking for the fastest way to get from start to finish, more interested in the end result than the process.

**PROCESS ORIENTATION**



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.

Henry does not mind having a sales process to follow as it can provide some helpful guidance. They believe that the sales process provides support and structure especially for new sales professionals. However, they also believe that more experienced sales professionals benefit less from strict step-by-step processes, as their sales experience is a more valuable guide.

Henry has trouble consistently following the process. Sometimes the sales meetings seem to go well and the process appears to hinder the natural course of the meeting. In those situations Henry finds it easier and better to use gut-feeling to guide their behavior and actions. As long as the end result is a sale, it does not seem important or relevant how it was achieved. Rules are meant to be broken anyway, especially when the results justify the means.

Henry finds some parts of the sales process more effective and easier to follow than others. They prefer to skip other steps in the process and pay more attention to steps that seem to work. Henry rarely takes time to evaluate how well they are following the process. They prefer to focus on the sales results and not on how they were achieved.

**Development plan for improved process orientation**

- Do not be selective of what parts of the sales process you use or ignore. Make a commitment to view and use the process holistically.
- Avoid the temptation to take shortcuts when you perceive it may work.
- Do not overuse the parts of the sales process you find easier and more enjoyable. Get out of your comfort area to develop your proficiency with the entire process.
- Be disciplined about consistently being well prepared for the sales calls.
- Get in the habit of debriefing your calls to evaluate your progress. Judiciously identify where you need to improve and commit to continuous development of your skills.
- Remember that you can manage your behaviors but not your sales numbers.

**NOTES**

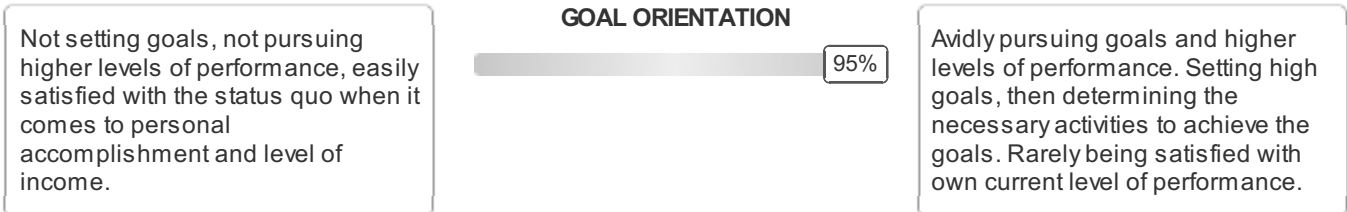
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**GOAL ORIENTATION**

Definition: Disposition toward developing and demonstrating ability to achieve higher levels of performance and success.



Henry is a very goal-oriented individual. They are a firm believer in setting demanding targets to ensure higher levels of performance. They set both professional and personal goals and define the specific activities required to achieve them. Henry is likely to have written goals and often breaks them down into detailed daily behaviors in order to attain them as soon as possible.

Henry is rarely satisfied with their current level of performance and at times get frustrated with their progress. While they do believe in rewarding themselves for achieving their targets, they also believe they can always do, and should do, better. As a result they set higher and higher goals for themselves to reach even greater levels of success. Henry often share their goals with others to create accountability to achieve them. They do not want to admit to others that they have failed or fallen short.

Henry understands that achieving their ambitious goals will not be easy. They know that obstacles and distractions will always appear. However, they are determined to succeed and avidly pursue their goals. They know that achieving their goals is dependent on their effort and self-discipline. They do not believe in luck or chance and will not give up when facing adversity.

**Development plan for improved goal orientation**

- Continue to consistently set aggressive goals as you enjoy the achievement of your objectives. Do not allow temporary set backs or adversity to discourage you or diminish your efforts. Rather view them as opportunities to make you stronger and more determined to succeed.
- Do not be too tough on yourself. Sometimes you will not achieve a goal. Take a deep breath, let it go, and move on.
- Make sure you remember to reward yourself and enjoy the achievement of your goals. Do not dismiss the effort and sacrifices you made to reach them.
- Do not forget to balance professional goals with personal goals to maintain a healthy balance for sustainable success.
- Do not become too rigid with your goals. As other variables and your priorities change, be flexible and adjust your goals accordingly.
- Do not get lost in the details of the individual goals. Keep an eye on the big picture.

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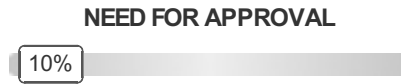


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**NEED FOR APPROVAL**

Definition: Need to be liked and accepted by other people in order to feel good about oneself. When individual has a need for approval, they tend to value the beliefs, opinions and needs of others above their own.

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



Seeing other people as a place to get one's own emotional needs met, believing it is necessary to please other people in life, not willing to be assertive if it will cause others to disapprove.

Henry is a self-confident individual who is able to separate their self-worth from how other people perceive them. They do not focus or spend time on considering whether or not other people like them. They are "healthily self-centered" making sure they are able to achieve their own goals without hurting others.

Henry can be polite yet is also able to be assertive and demanding. They are focused on achieving the desired outcome of closing the sale and do not spend time worrying if they are "disliked" as a result of their actions. They have a healthy self-esteem that is not impacted by whether or not prospects like them or not. They are able to protect their self-worth and identity even when prospects reject them.

Henry does not seek approval from others in order to get their emotional needs met. They see sales as a business activity where they interact with prospects at an equal business stature. Henry does not take inappropriate actions such as discounting or special payment or delivery terms just to ensure that the prospect will see them more favorably.

**Development plan for improved need for approval**

- Continue to get out of your comfort zone by refusing the temptation to be liked by others. However, be careful not to become so aloof in your behavior that it negatively impacts your personal life and relationships.
- Remember to maintain your focus on earning prospect's respect and not their approval.
- Be mindful not to come across as overly confident, non-caring, cold or arrogant.
- Realize that sometimes making short-term concessions can result in more significant long-term pay offs.
- Do not become too rigid and inflexible with your approach where you may appear standoffish or self-centered.
- Do not overlook or fail to identify prospects' emotions.

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**CONTROLLING THE SALES PROCESS**

Definition: Actively taking charge of every step of the sales process by clearly defining and agreeing upon all the steps and possible outcomes with the prospect. The purpose is to help guide the prospect toward a decision.

Not showing leadership in a meeting. Allowing others to take charge of the process, not following own plan or not having a plan. Unable to keep the sales process on track.

**CONTROLLING THE SALES PROCESS**

38%

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.

Currently Henry tends to see sales calls as fairly informal meetings. Typically there is no clear plan in place and often the prospects end up taking a more controlling role. As a result, the sales calls typically end up being conversations. While they are usually fairly pleasant and the prospects initially enjoy them, there is no clear plan or agreement about what will happen next.

The flow of the sales process and the content of the individual sales meetings tend to be dictated by the prospect. Usually Henry has to spend a lot of the meeting answering the prospect's questions or conversing about the topics that are thrown their way. As a result Henry feels they are forced to react to the prospect's questions and requests rather than steering the meeting toward a mutually beneficial conclusion. Often they reach the end of a sales call or meeting without a well-defined next step or outcome.

Eventually, the prospects frequently give up because they get frustrated or confused. They perceive there is no clear path of progression and/or no clearly defined outcome. The sales meetings are seen as a waste of time and the prospects no longer respond to phone calls, emails and meetings requests. In the end, Henry gives up on the prospect and continues to follow up on others.

**Development plan for improved controlling the sales process**

- Prepare thoroughly for each sales meeting. Have a clear plan in place about what you want to accomplish and define to yourself what the potential outcomes are and what should happen at the conclusion.
- Have a clear process to follow that will guide the sales call. Without the process the prospect is more likely to take control.
- Engage the prospect by setting a clear agenda for every sales meeting including the time limit, defining the process, and describing the possible outcomes and the next steps.
- Do not answer every question automatically, even when you easily know the answer. Remember that the person who is asking the questions is in control and steers the meeting forward.
- Do not allow the meeting to get distracted by other topics however interesting they may be. Keenly focus on your end goal of getting a decision about the next step.
- Make sure you have clear agreement about the next steps at the end of every meeting. Confirm your prospect understands them unmistakably to prevent any misunderstanding.

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**HANDLING OBJECTIONS**

Definition: Dealing effectively with statements or questions raised by prospects that imply an unwillingness to buy at the present time.

Reluctant to challenge prospect on their stated objections. Not assertive. Not able to construct an effective case as to why the stalls or objections might not be valid or might not be the "real issue."

**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.

Henry is fairly comfortable with stalls and objections. They see them as a normal part of sales process and are not threatened by them. Furthermore, they have prepared and practiced responses to the most common objections they encounter. As a result, they are typically able to satisfactorily answer the prospect's stated objection, although often, it is not the real one.

However, Henry tends to react to stalls and objections somewhat emotionally and by immediately answering them. Also, they proceed without asking assertive and revealing questions to uncover whether or not the stalls and objections are actually the real ones. Consequently, they are unable to better understand the underlying reasons behind the objection and to help the prospects to deal with their own doubts about the solution. Instead, they may be providing an answer that is not effective or could even make the situation worse.

Henry is somewhat hesitant in pushing back against stalls and objections. While on some sales calls they do feel comfortable doing so, more frequently they are satisfied to answer them the best they can and hope for a good reaction. They usually feel reluctant to be assertive because they are concerned that they may upset the prospect. As a result Henry can miss significant opportunities for the prospect to share important information that could be critical in advancing the sales process.

**Development plan for improved handling objections**

- Contain your inclination to immediately overcome the objections even when you believe you have good responses.
- Contain your emotions and do not allow stalls and objections to make you feel pressured and nervous diminishing your ability to think calmly and clearly.
- Be cautious not to provide routine answers to similar objections even when they are well rehearsed.
- Get out of your comfort zone by challenging the validity of prospects' stalls and objections.
- Be politely assertive and ask revealing questions to uncover and understand the real issues behind the objections.
- Do not assume that you will upset the prospect if you push back against objections.

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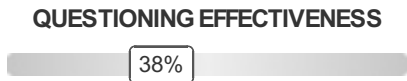
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**QUESTIONING EFFECTIVENESS**

Definition: A structured and effective way of using well thought-out questions to reveal the prospect’s true issues and challenges. Questions are used not only to help the prospect to share important and necessary information to discover if the solution can solve their problem, but also aid them in self-discovering previously unidentified issues.

Believing that questions are “intrusive” and that one should not ask too many. Not creating a structured approach to asking questions. Easily falling into “show and tell” mode.



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.

Presently Henry believes that asking a lot of questions is intrusive and off-putting. As a result they consciously avoid asking what they consider to be too many questions because they want the prospect not to feel uncomfortable and possibly end the sales call. In particular, Henry has difficulty asking thought-provoking questions of people with big titles because they feel somewhat intimidated by them and nervous.

Henry tends to readily accept the prospect’s initial answers as complete. They do not follow up with additional questions to dig deeper to be able to uncover more significant and serious issues. They tend to fall into a trap of beginning to present and propose too soon while not fully understanding how their solution can be a good fit. The prospect ends up trying to make the connections between their needs and the solution and, frequently, they fail to do so or simply give up. Consequently, the prospect finds a way to end the sales call.

Finally, Henry usually does not use a series of structured questions. Instead, their questions are often used to move the conversation forward rather than trying to diagnose the prospects situation. Also, they often fail to use good questions as a way to educate the prospect by helping them to discover their challenges on their own and realizing Henry has a potentially a good solution.

**Development plan for improved questioning effectiveness**

- Recognize that good questions are a critical part of the sales process. Prospects appreciate your questions as long as they are relevant, thought-provoking and move the process forward.
- Learn questioning techniques to uncover the prospect’s real issues and challenges. Do not ask questions just for the sake of asking questions.
- Some prospects are more reluctant with their answer than others. Acquire the skills necessary to identify the prospect’s style to most effectively disarm them to create a reassuring environment for open sharing and truthful responses.
- Remember that a prospect’s first answer is rarely complete and almost always fails to provide the information you need to understand the prospect’s situation. Remember to ask disclosing follow-up questions.
- Develop skills to ask structured questions to help the prospect to recognize more serious and personal reasons for the present issues and problems.
- Begin to use questions as an effective tool to educate the prospect via self-discovery.

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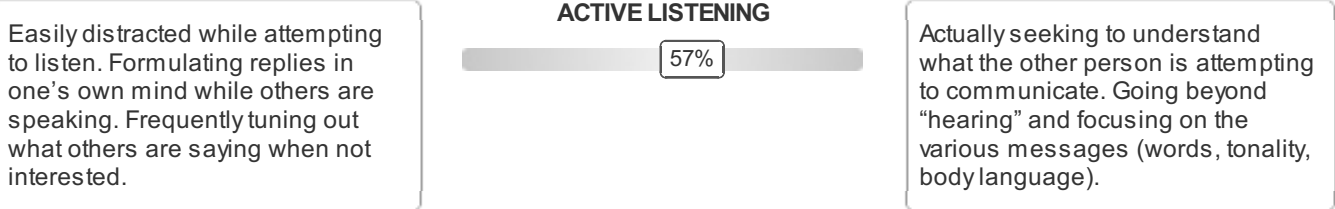
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**ACTIVE LISTENING**

Definition: Actively hearing and explicitly attempting to comprehend the meaning of the prospect's communication.



Henry is typically a fairly good listener, but is not able to maintain consistency. At times they are really paying attention to what the prospect is saying. However, other times they notice their mind is wandering because they get distracted or are simply not able to make the conscious effort to actively listen to what the prospect is attempting to communicate. When this happens, Henry is usually able to re-focus and begin to listen to the prospect again attentively.

Most of the time Henry is able to practice self-discipline and not start thinking about what to say next, or try to come up with impactful answers, or formulate solutions. Instead, they continue to focus on judiciously listening to the prospect and also paying attention to the tonality, eye contact, body language and the type of words the prospect is using. However, sometimes they cannot help but to start talking because there is a good opening, awkward silence or they simply get fatigued or bored of listening. This reduces their success with the prospect as the rapport is diminished.

Usually the prospects perceive Henry as an attentive and a good listener who is sincerely interested in what they are saying. Consequently, the prospects remain motivated to continue to share and further reveal their issues. This is especially true with prospects who have a similar communication style as Henry. However, prospects with different styles may create difficulties from time to time. When they lose focus and do not clearly pay attention, the prospects notice it and become more cautious and guarded.

**Development plan for improved active listening**

- Be particularly careful not to lose focus when you hear familiar statements by the prospect.
- Take notes to express your sincere interest in what the prospect is saying and to force yourself to listen actively especially with prospects who have different behavioral style from yours.
- Acknowledge your understanding with your body language and brief statements such as "I see", "I understand" and "OK".
- Do not rush to ask your next question too soon. Validate your understanding by summarizing what the prospect shared with you.
- Practice listening more than talking. Do not break silence if you do not need to.
- Improve rapport with the prospect by confirming or correcting your understanding throughout the sales meeting.

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**CRITICAL THINKING**

Definition: The mental process of actively and skillfully conceptualizing, applying, analyzing, synthesizing, and evaluating information to discover if there is connection between the prospect's challenges and the sales professional's solution.

Not applying current knowledge to solving new problems. Treating each conversation as if it's the first time heard and not applying knowledge to the problem.

**CRITICAL THINKING**

76%

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.

Henry is typically comfortable dealing with problems and enjoys solving them. They enjoy the process of developing the solution. They prefer to solve problems using a tried and true methods based on previous past successes. Often this works well, but at times when a problem is out of the norm and unique, Henry may get stuck trying to force previously used solutions. In these situations, they may get somewhat frustrated and make it more difficult to develop a successful resolution.

Since Henry likes offering solutions to the issues, they sometimes fail to include the prospect in developing one. As a result, the prospect is not emotionally involved with the solution and may have doubts about its feasibility or success even when it could work well. However, Henry is usually able to contain their enthusiasm and not too eagerly propose the solution alone but help the prospects to discover it to gain buy in and acceptance.

Occasionally, Henry comes up with a creative solution to a problem but then begins to second-guess it. This usually happens when the solution is somehow different from the ones Henry has previously developed. When the prospect senses the hesitation, it creates uncertainty and insecurity in the solution. Also, the prospect may lose trust that Henry understands the problem. As a result, the prospect may doubt it and want to think about it more. This can stall the sales process or even derail it completely.

**Development plan for improved critical thinking**

- Avoid forcing prior solutions to the prospect's challenges, even if they have worked successfully in the past. Consider how the situation is different and unique and approach the situation from a different angle.
- If you start feeling frustrated, recognize this diminishes your ability to think critically and ability to develop answers to the problem. Calm down and regroup.
- Do not get caught by surprise later in the sales process by overlooking relevant issues and challenges. Ensure the prospect's problems have been resolved.
- Include the prospect in developing the solution. Remember that they will sell you on its effectiveness if they create it.
- Do not over complicate the problem and/or the solution. If the prospect becomes overwhelmed, they will not make a decision.
- Actively develop your critical thinking by exercising your brain with reading, problem solving, healthy diet and exercise. Continually question and challenge your beliefs, biases and assumptions.

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**AMBITION AND INITIATIVE**

Definition: The aspiration to achieve something, or to succeed, accompanied with motivation, determination and an internal drive to continually perform at a higher level.



Henry very rarely feels satisfied with their current level of performance and success. They firmly believe that they can always do better and are consequently always striving to achieve higher levels of accomplishment. They believe in themselves and their ability to be more successful. Also, Henry thinks that it is completely up to them to make things and success happen.

Henry believes that the world does not owe them anything. Instead, they take full responsibility for their own situation and present status in life. They do not see themselves as a victim and believe it is their full responsibility to act to make things and their situation better. As a result, they take decisive actions to achieve their goals.

Henry is not comfortable with the status quo even when they are succeeding and things are going well. Instead, they believe that they can always improve and perform better, and achieve higher levels of success. They feel they always need to be looking for more efficient and effective ways of doing things. Also, they are constantly pushing themselves outside of their comfort zone to ensure they will continue achieving higher levels of performance.

**Development plan for improved ambition and initiative**

- Make sure you maintain balance in your life. Do not focus on some aspects of it too much to make it unbalanced and not sustainable.
- Do not become overly self-centered or focused on your goals only.
- Do not overlook or ignore others and what they can do to help you succeed. Do not become too impatient, arrogant and insensitive.
- Do not forget to celebrate successes and enjoy your achievements.
- Do not let the results justify the means.
- Maintain a healthy lifestyle by exercising, eating well and getting enough rest. You will achieve higher levels of success if you have the physical and mental endurance to execute in the long-term.

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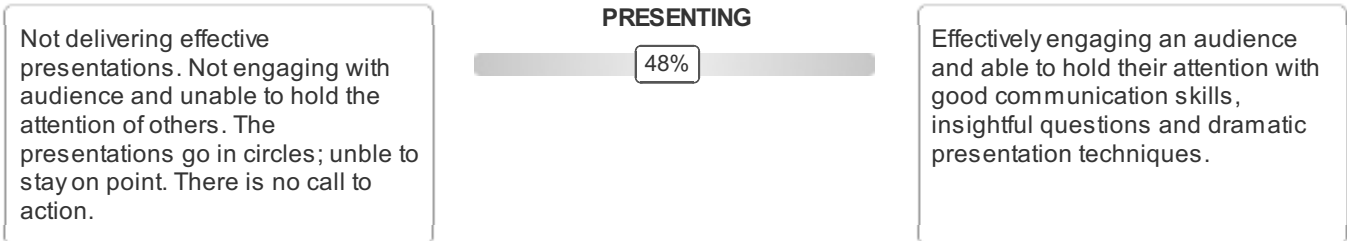
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**PRESENTING**

Definition: The act of skillfully and compellingly communicating the proposed solution's effectiveness in solving the prospect's issues.



Henry is comfortable, and most likely enjoys making presentations especially when the audience is receptive. Often they are effective and keep the prospect engaged and interested. Henry makes a sincere effort to be focused and present and adjust communication and presentation style to the prospect. They are able to remain calm and relaxed, and their presentation skills seldom get in the way of the sale.

While Henry is often working on improving their presentation skills, they tend not to make an effort to prepare for every presentation. Instead, they deliver their own "latest and greatest" presentation and trust it will be a success. While the presentations are improving over time, they usually miss some of the prospect's crucial issues, leaving unresolved concerns for the buyer that may become insurmountable obstacles later in the sales process.

Sometimes Henry gets too caught up on delivering the presentation rather than ensuring it is advancing the sales process toward a decision. When this happens, they may forget to ask thought provoking questions and connecting the presentation to the issues previously revealed by the prospect. Finally, Henry may not get a decision about the next step because sometimes they focus so much on the presentation that they simply forget to ask for it.

**Development plan for improved presenting**

- Do not become too comfortable and convince yourself that you will be able to make any required adjustments at the time they may be needed.
- Always prepare and practice ahead of time to be better than your competition.
- Be sure the presentation is not one-way communication where you talk and the prospect listens.
- Do not forget to ask revealing questions throughout the presentation to engage the prospect.
- Do not bask in the success of the presentation and forget to move the sales process forward.
- Always get a clear agreement about the next step.

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**TIME MANAGEMENT**

Definition: The ability to use one's time effectively or productively, especially at work. It is the process of organizing and planning how to productively divide time between specific sales activities.



Henry perceives time as a very valuable asset and hates to waste it. They believe in conscientiously managing their schedule and activities to make the most productive use of their time. They always plan ahead and are skilled in prioritizing their activities and do not allow themselves to get distracted with unimportant or more pleasant activities.

Henry does not procrastinate as they see it as a time wasting activity. They move from one task to the next efficiently. They know what activities are the most important to achieve their goals and focus on them. They delegate, avoid, or disregard other activities and tasks. Also, Henry knows when is the best time to focus on different activities to not waste "pay-time" with other tasks.

Henry has a good sense of how long every activity takes and plans their schedule accordingly. In sales, they are keenly focused on activities and behaviors that create new sales opportunities. They tend to get quite frustrated if they perceive they are wasting their time because of unexpected events or others' behavior.

**Development plan for improved time management**

- Accept that there is a high probability that something unexpected will happen and you will need to deviate from your schedule. Adjust accordingly and do not get upset.
- Do not become compulsive about always using time effectively. Schedule down time on your calendar as well.
- Many other people do not share your views on time and how to best use it. Try to be more patient with them and not to lose your cool.
- You may have a tendency to value all time in terms of money. Do not allow this to make your life one-dimensional and isolated.
- Be cautious of not properly evaluating the importance of activities that are not "productive". You could indefinitely postpone important things such as time with family, friends and taking care of yourself until it is too late.
- Remind yourself that you always get everything done.

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**DEALING WITH FAILURE**

Definition: The ability to recover from setbacks and losses while gaining resiliency and ability to better deal with adversity.



Henry sees failure as a normal part of life and as a step along the way to higher levels of success. They do not delve on their failures, but try to learn from them, and then move forward. While Henry does not want to fail, they understand failures are inevitable when one is ambitiously working toward aggressive goals and higher levels of achievement. They know and accept that failure is simply part of the process.

Henry is a risk-taker and firmly believes that one must take risks in order to win and succeed. Consequently, they are not seeking security in most matters. Instead, they look for possibilities to take risks so they can be rewarded for their determined efforts and willingness to risk at failing or losing. Henry sees losing as part of winning in the long run.

Finally, Henry is resilient and gets back up soon after getting knocked down. They quickly resume their efforts from where they left off, and once again start to work toward their goals and improved performance. Also, when they do fail, they become stronger and even more comfortable with dealing with risks and adversity. Their experiences with failures help them become more successful, resilient and tougher.

**Development plan for improved dealing with failure**

- Do not become overconfident in your risk-taking. Evaluate the consequences of different outcomes and deliberately consider if it is worth the risk.
- Be cautious of assuming that something has completely failed and move on too soon. Carefully evaluate the real situation and consider if you have misread it. Perhaps there is an opportunity to recover and still succeed.
- Take enough time to learn from failures so you can avoid them in the future and become even more successful. Do not be tempted to resume your determined efforts too quickly.
- Remember to regularly evaluate the results of your efforts. Ensure you are executing the right behaviors to become more successful.
- Invest in your continuous professional development to reduce the number of failures and disappointments.
- Avoid becoming so comfortable with failures that you are not bothered by the consequences and they do not propel you to constantly improve.

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**DETERMINED COMPETITIVENESS**

Definition: Having a strong desire to be better and be more successful than others and to never lose. Consistently and persistently striving to improve the level of performance to win at any cost.

Being dependent on others or a group to achieve victory. Not being inclined to work on gaining competitive advantage. Not striving to be at the top, the first, or to win.

**DETERMINED COMPETITIVENESS**



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

Henry cannot help but to constantly compete even in fairly trivial and inconsequential matters. They want to be the first and best, and hate to lose. In fact, losing is so unpleasant for them that they will do almost anything to avoid it. They believe there is almost always ways to improve, become better and more competitive. As a result, they regularly look for opportunities to gain a competitive advantage.

Henry is looking at their competitors and evaluating how to better and more successfully compete against them. They look for weaknesses, possible blind spots, and areas to exploit. They see this as a never-ending pursuit and believe their competitors are doing the same. Consequently, they are never satisfied with their current level of performance or success and relentlessly continue to push to win.

Henry believes that their level of competitiveness is their own responsibility and typically do not make excuses when they lose. Subsequently, they constantly push themselves to get out of their comfort zone and to become more competitive. Henry makes difficult decisions, takes risks, and persistently executes the behaviors required to compete and win.

**Development plan for improved competitiveness**

- Try to remember that not everything is a competition and that sometimes “winning” can harm relationships with others.
- Remember to maintain a healthy and sustainable lifestyle and do not allow your life to become unbalanced where winning becomes everything.
- Continue striving to improve and when you find yourself excelling, strive to excel further.
- Ensure your competitive nature does not cause you to lose a long-term perspective. Sometimes short-term wins can be detrimental to long-term success.
- Value and respect fair competition with your competitors because it pushes you to excel. However, be careful not to become obsessed with it, or allow it to distract you from your more important priorities.
- Do not attempt to beat your prospects and customers.

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**MONEY CONCEPT**

Definition: Objective and nonemotional views and beliefs about money. It is seen as an abundant resource that is simply used to measure performance and obtain things and lifestyle.



Typically, Henry is looking for ways to make money. They view making money as a very healthy and stimulating endeavor that motivates them to perform at a higher and higher level. Consequently, they are constantly searching for ways to improve and to increase their capacity to make more money. They believe there are always opportunities to make money, as it is an abundant resource.

Henry perceives money in a clear and objective way. It is simply one way to measure and value performance, and is used to acquire things and a lifestyle they want. As a result, they believe they should be rewarded financially for their successful sales efforts. They experience significant gratification from receiving large commissions and bonuses. Usually, they take time to celebrate significant financial milestones. However, soon they are hungry again to earn more.

Henry is not afraid or uncomfortable to talk about money with others. When discussing price with prospects, they are comfortable asking about prospect's budget and remaining firm on the price of their solution. They do not want to discount, as they believe in the value of their offering and the value they personally bring to the client relationship.

**Development plan for improved money concept**

- Maintain healthy beliefs about money but do not become overly consumed about making money.
- Be careful not to evaluate everything in terms of money, including the use of your time. Otherwise, you may begin to lead an unbalanced and even isolated life.
- Avoid becoming too careless with your money so that unexpected events do not force you into a challenging financial situation. This could become a significant distraction in your efforts to succeed.
- Remember that many prospects perceive money as a scarce resource. Avoid appearing arrogant or dismissive while maintaining your ground.
- Do not dismiss prospects who hold different beliefs about money too quickly. They buy for their own personal reasons.
- Soften your questions about the prospect's budget to encourage them to share information.

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**EMOTIONAL DETACHMENT**

Definition: The ability to avoid getting engaged in the sales process with one's own or the prospect's emotions. It shields the sales professional from reacting emotionally instead of objectively and rationally.

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.



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.

Usually Henry is able to control their emotions during the sales call. They make a conscious effort not to allow their emotions to get engaged and to distract them from being present and focused on the prospect. Henry is typically astute in accurately assessing what is presently happening and aim to make the best decisions to move the sales process forward.

However, emotions do get the best of Henry at times and especially when they have not recently been as successful as usual in closing sales. The pressure of getting the sale creeps in making it more difficult for Henry not to get emotionally involved on the sales call. While they usually are aware of when this happens and try to regain their composure and control of the sales process, emotions do become a distraction and deterrent to a successful outcome.

Usually Henry has the discipline to test the prospect's general statements to clarify the real intentions. Also, typically they do not accept positive comments or reassurances at their face value but ask disclosing questions to uncover the real situation. However, they at times let their guard down and make an overly optimistic assumption about the next steps. In these situations, they may make poor decisions and lose control of the sales process, and possibly, even the sale.

**Development plan for improved emotional detachment**

- Realize that you may not be aware when you become emotionally involved. Accept that you do become emotionally involved and learn to identify the signs when it happens.
- Develop your skills by role-playing to prepare for situations that could catch you off guard and make you panic.
- Try to make joint sales calls with successful colleagues and debrief the call to uncover how your emotions get involved.
- Remain focused on the prospect and not your own self-talk that greatly distracts you on the sales call.
- Be vigilant with enthusiastic prospects as you can more easily become emotionally involved impairing your judgment and decision-making. Do not forget to validate the prospect's statements.
- Eliminate the need to close the sale by engaging in effective prospecting to maintain a healthy pipeline.

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## Questions

In this section, you will find questions for the 18 sales competences for selling success. The questions are designed to help you and your sales coach in the process of creating your roadmap to success. The questions are not generic. They are based on your individual scores. Carefully consider and write down your responses. You may want to start with sections you want to develop first. Finally, periodically review and adjust your development plan.

### **PROSPECTING**

- What frustrates you most about prospecting?
- No one likes cold calling. How do you overcome the temptation to procrastinate making cold calls?
- What are you doing to improve your prospecting results? How is that working for you?

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### **QUALIFYING**

- How would your prospects describe your selling style?
- What would be the best way to qualify a prospect?
- How do you know you have qualified a prospect?

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### **BUILDING RAPPORT**

- What are your specific communication preferences and how do you adjust them with your different prospects?
- What skills do you need to develop to become a better communicator with prospects?
- Do you find it more challenging to build rapport with some prospects? When and why does this happen?

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**PROCESS ORIENTATION**

- Do you regularly debrief your sales calls? How do you debrief the calls?
- What do you do to develop yourself as a sales professional?
- What part of the sales system do you find most challenging? Why?

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**GOAL ORIENTATION**

- Are you happy with your goal setting system?
- Do you consider yourself successful? Why? Why not?
- What are you doing to ensure you will continue to improve your performance?

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**NEED FOR APPROVAL**

- What are you doing to maintain a healthy self-esteem?
- What do you need to do to improve your skills and abilities to enhance your business stature?
- How should you improve your ability to encourage prospects to be more open with you?

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**CONTROLLING THE SALES PROCESS**

- Do you know how to make sure you are – and not the prospect – in control of the sales call?
- What do you need to change to ensure you always get a decision at the end of a sales meeting?
- What skills must you learn to gain in order to maintain control of sales meetings?

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**HANDLING OBJECTIONS**

- Having prospects deal with their own objections is the most effective way to overcome them. How could you improve your skills in this area?
- What do you need to learn in order to deal with objections calmly and not get emotionally involved?
- What must you learn to be able to use questions to handle stalls and objections?

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**QUESTIONING EFFECTIVENESS**

- How is your questioning technique moving the sales process forward?
- Could you share your catalogue of questions with me?
- How could you improve your questioning effectiveness to help prospects connect to their issues at a more personal and emotional level?

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**ACTIVE LISTENING**

- How could you improve your skills to validate your understanding?
- What techniques do you need to develop to let your prospects know that you are listening to them actively?
- Active listening takes a lot of effort. How could you improve your skills in this area?

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**CRITICAL THINKING**

- When was the last time you lost a sale because you were not able to connect your solution to the prospect's problem on the sales call? How much was the sale?
- What tactics do you need to learn to include the prospects in coming up with the solutions?
- How can you improve your ability to develop effective solutions faster?

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**AMBITION AND INITIATIVE**

- What do you need to do to take your performance to the next level?
- Do you believe that you are doing enough to balance your life?
- Are you happy with your present level of success? Why? Why not?

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**PRESENTING**

- What should you do better recognize that your prospect is ready to make a decision?
- How can you be better prepared for your sales presentations?
- If you could improve one aspect of your presentations, what would that be? Why?

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**TIME MANAGEMENT**

- What additional time management skills do you need to learn?
- How much do you schedule for personal activities? Is it enough?
- Do you multi-task? Should you?

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**DEALING WITH FAILURE**

- What are you doing to reinforce your ability to deal with failure?
- How do you know when you have failed? Have you ever given up too soon?
- How much time and effort are you setting aside for professional development?

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**DETERMINED COMPETITIVENESS**

- What are you doing to sustain your desire to succeed?
- Are you completely happy with your current level of professional performance?
- What do you need to do differently and better in the future to become a better competitor in sales?

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**MONEY CONCEPT**

- Are you too obsessed with making money? Why? Why not?
- What are your biggest obstacles to making more money?
- If there were one thing you could change about yourself to help you make more money, what would that be? What have you done to make this happen?

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**EMOTIONAL DETACHMENT**

- What do you need to improve to avoid emotional involvement during sales calls?
- When you role-play sales calls, do you notice when your emotions get involved?
- Specifically, what are you doing to realistically assess what the next steps in the sales process are going to be?

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