

# FinxS® Sales Competence Assessment - Recruitment

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

## Sam Sample

Organisation:

FinxS Ltd

Date:

02.04.2018



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

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

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

**How to use the FinxS® Sales Competence Assessment:**

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

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

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



**Note about the use of pronouns:**

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

**Disclaimer:**

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

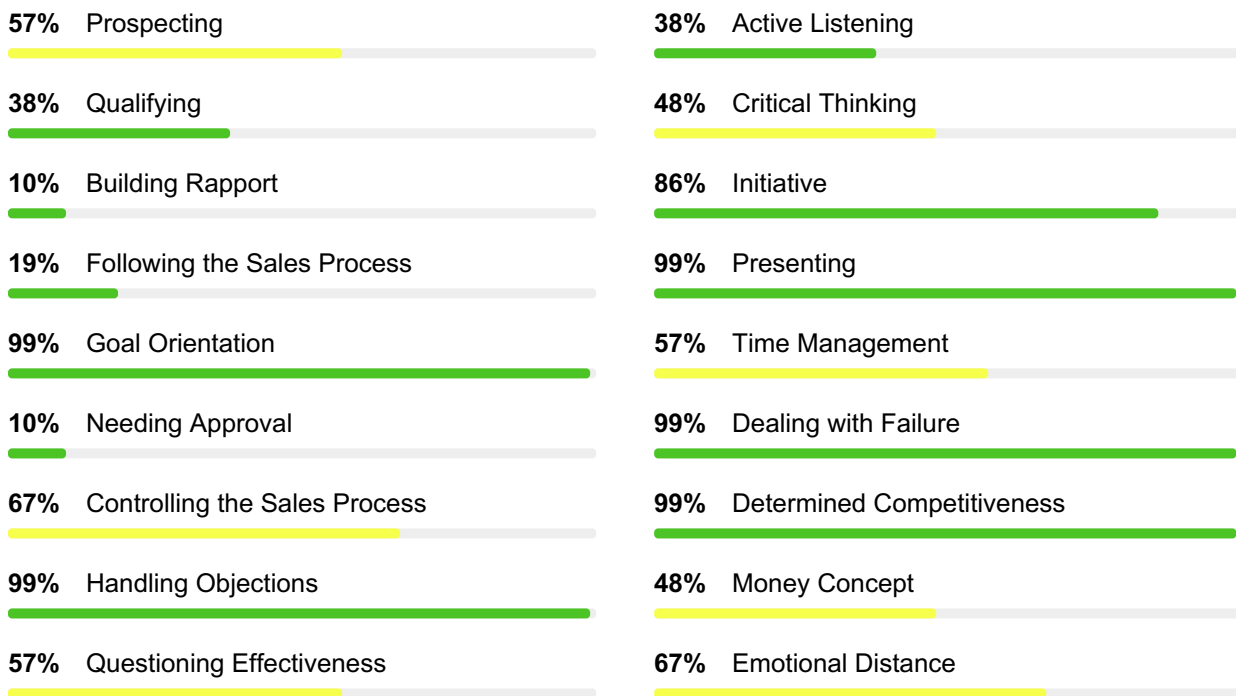
### Executive Summary

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

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

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

#### Overall Scores



Answering time n/a

#### 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**

57%

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

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

**QUALIFYING**

38%

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

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

**BUILDING RAPPOR T**

10%

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

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

**FOLLOWING THE SALES PROCESS**

19%

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

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

**GOAL ORIENTATION**

99%

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, does not seek approval from others, willing to be assertive and politely demanding without regard for whether it will result in being disliked.

**NEEDING APPROVAL**

10%

Respects the prospects and wants to keep them positive throughout the sales process to create a trusting relationship. May hesitate taking up topics that could challenge prospects.

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

**CONTROLLING THE SALES PROCESS**

67%

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

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

**HANDLING OBJECTIONS**

99%

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

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

**QUESTIONING EFFECTIVENESS**

57%

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

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

**ACTIVE LISTENING**

38%

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

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

**CRITICAL THINKING**

48%

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.

Prefers others to initiate and guide action. Low desire to seek out progression and increased responsibility. Prefers supervision and direction to begin new initiatives.

**INITIATIVE**

86%

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

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

**PRESENTING**

99%

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

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

**TIME MANAGEMENT**

57%

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

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

**DEALING WITH FAILURE**

99%

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

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

**DETERMINED COMPETITIVENESS**

99%

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

Has doubts about the price/value of the product or service being sold and/or the commission from the sale, feels high degree of customer empathy when prospect complains that "the price is too high."

**MONEY CONCEPT**

48%

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

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

**EMOTIONAL DISTANCE**

67%

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



## **Mindset Summary**

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

### **Mindset Definitions**

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

**Mindset Summary Table**

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

<b>Prospecting</b>	<b>57%</b>	<b>Active Listening</b>	<b>38%</b>
Next Step	99%	Finding the truth	67%
Influencing	69%	Logic	42%
Hunger	94%	<b>Critical Thinking</b>	<b>48%</b>
<b>Qualifying</b>	<b>38%</b>	Hunger	94%
Finding the truth	67%	Logic	42%
Reading the situation	67%	Reading the situation	67%
Hunter	83%	<b>Initiative</b>	<b>86%</b>
<b>Building Rapport</b>	<b>10%</b>	Taking control	69%
Empathy	10%	<b>Presenting</b>	<b>99%</b>
Reading the situation	67%	Influencing	69%
<b>Following the Sales Process</b>	<b>19%</b>	Logic	42%
Logic	42%	Taking control	69%
<b>Goal Orientation</b>	<b>99%</b>	<b>Time Management</b>	<b>57%</b>
Hunger	94%	Hunter	83%
Next Step	99%	Next Step	99%
<b>Needing Approval</b>	<b>10%</b>	Taking control	69%
Social approval	10%	<b>Dealing with Failure</b>	<b>99%</b>
Empathy	10%	Persistence	99%
<b>Controlling the Sales Process</b>	<b>67%</b>	Reading the situation	67%
Next Step	99%	<b>Determined Competitiveness</b>	<b>99%</b>
Reading the situation	67%	Hunter	83%
Taking control	69%	Persistence	99%
<b>Handling Objections</b>	<b>99%</b>	<b>Money Concept</b>	<b>48%</b>
Hunter	83%	Hunter	83%
Conquering	76%	Influencing	69%
<b>Questioning Effectiveness</b>	<b>57%</b>	Conquering	76%
Finding the truth	67%	<b>Emotional Distance</b>	<b>67%</b>
Conquering	76%	Conquering	76%
		Hunter	83%

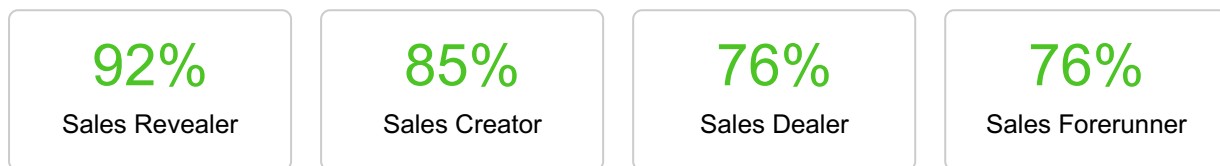


### Sales Roles Summary Page

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

#### Sales Roles - Top Roles

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



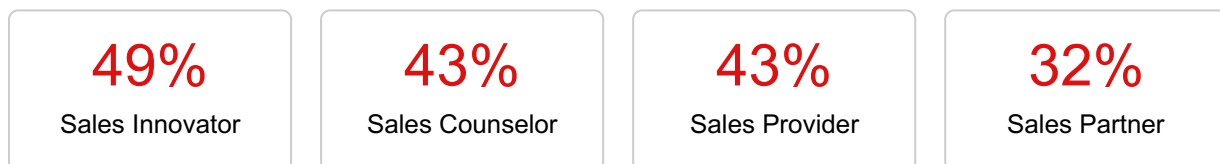
#### Sales Roles - Potential Roles

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



#### Sales Roles – Marginal Roles

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



**Sales Roles Definitions:**

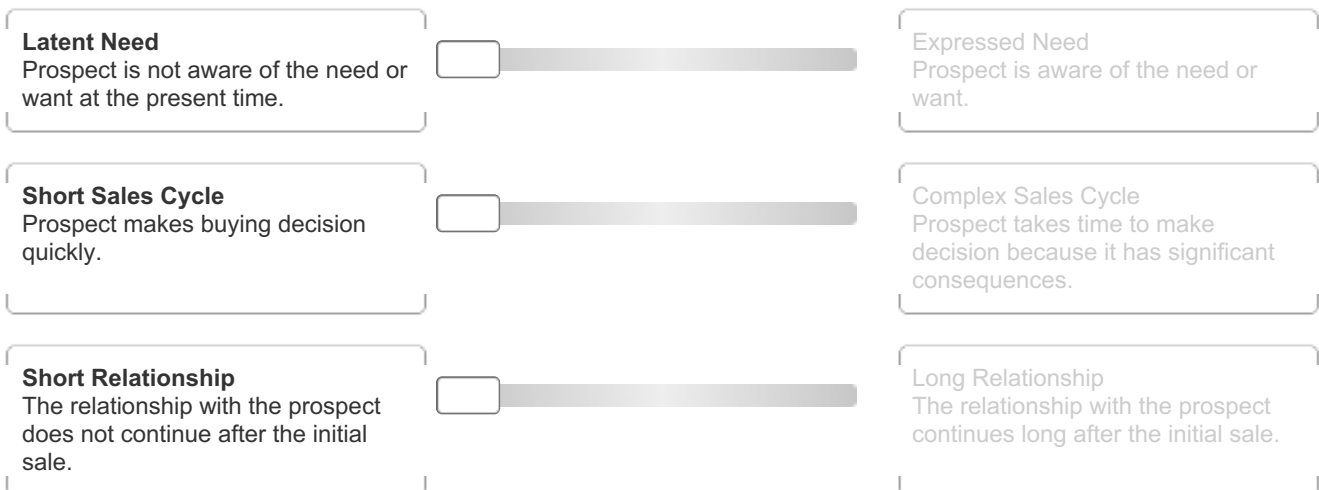
**SALES REVEALER (92%)**

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

**Typically involves:**

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

**This Sales Role entails:**



**Match Percentage Breakdown by Competence**

Sales Revealer	Sam
Prospecting	Challenge
Qualifying	Close Match
Building Rapport	Match
Following the Sales Process	Match
Goal Orientation	Close Match
Needing Approval	Match
Controlling the Sales Process	Close Match
Handling Objections	Close Match
Questioning Effectiveness	Match

Sales Revealer	Sam
Active Listening	Match
Critical Thinking	Close Match
Initiative	Match
Presenting	Close Match
Time Management	Close Match
Dealing with Failure	Close Match
Determined Competitiveness	Close Match
Money Concept	Challenge
Emotional Distance	Challenge

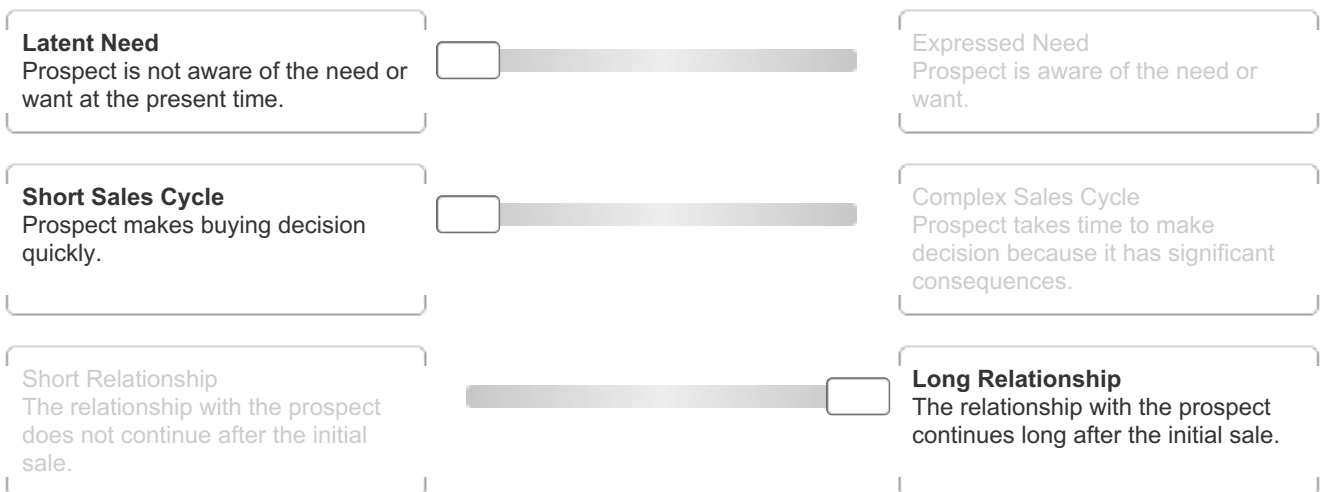
**SALES CREATOR (85%)**

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

**Typically involves:**

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

**This Sales Role entails:**



**Match Percentage Breakdown by Competence**

Sales Creator	Sam
Prospecting	Close Match
Qualifying	Close Match
Building Rapport	Weakness
Following the Sales Process	Match
Goal Orientation	Close Match
Needing Approval	Match
Controlling the Sales Process	Challenge
Handling Objections	Close Match
Questioning Effectiveness	Challenge

Sales Creator	Sam
Active Listening	Close Match
Critical Thinking	Over Focus
Initiative	Match
Presenting	Match
Time Management	Close Match
Dealing with Failure	Match
Determined Competitiveness	Match
Money Concept	Close Match
Emotional Distance	Over Focus

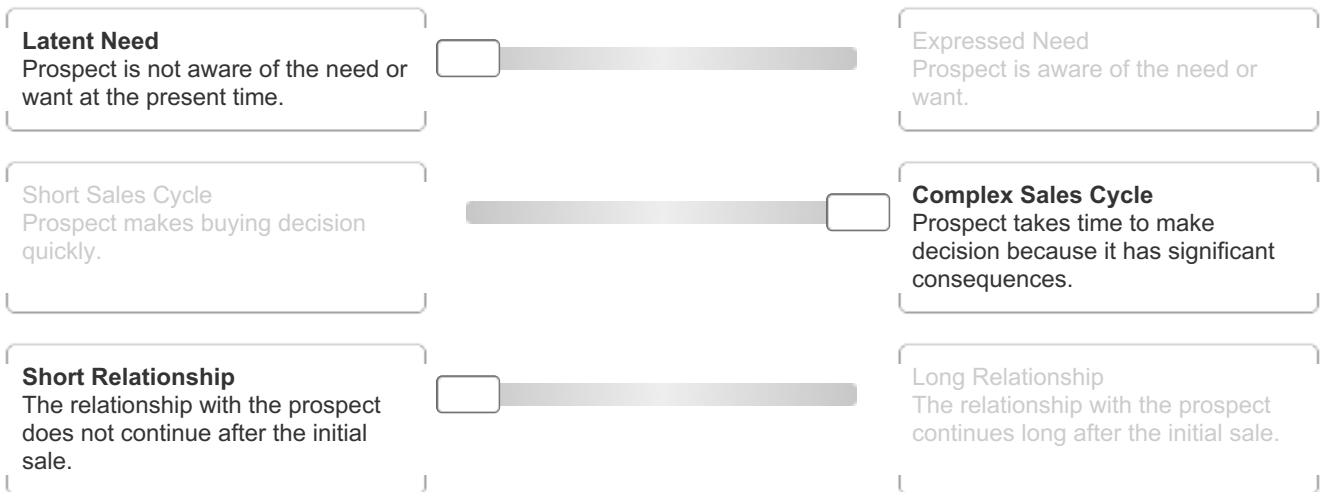
**SALES FORERUNNER (76%)**

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

**Typically involves:**

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

**This Sales Role entails:**



**Match Percentage Breakdown by Competence**

Sales Forerunner	Sam
Prospecting	Close Match
Qualifying	Challenge
Building Rapport	Close Match
Following the Sales Process	Match
Goal Orientation	Over Focus
Needing Approval	Close Match
Controlling the Sales Process	Close Match
Handling Objections	Close Match
Questioning Effectiveness	Challenge

Sales Forerunner	Sam
Active Listening	Challenge
Critical Thinking	Challenge
Initiative	Close Match
Presenting	Over Focus
Time Management	Close Match
Dealing with Failure	Over Focus
Determined Competitiveness	Over Focus
Money Concept	Match
Emotional Distance	Match

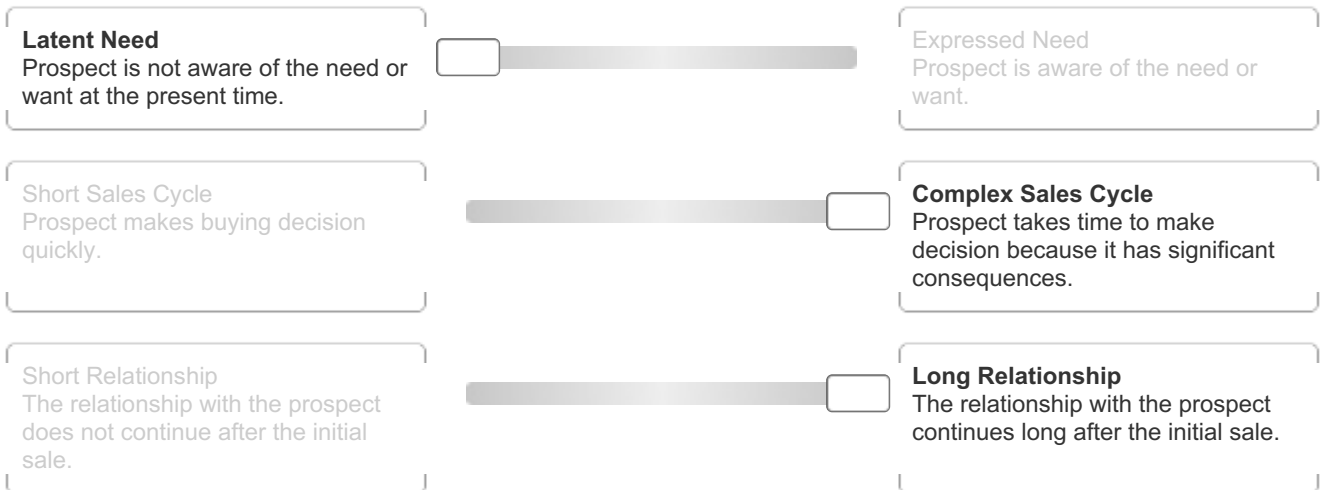
**SALES INNOVATOR (49%)**

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

**Typically involves:**

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

**This Sales Role entails:**



**Match Percentage Breakdown by Competence**

Sales Innovator	Sam	Sales Innovator	Sam
Prospecting	Match	Active Listening	Weakness
Qualifying	Weakness	Critical Thinking	Challenge
Building Rapport	Weakness	Initiative	Close Match
Following the Sales Process	Close Match	Presenting	Excessive
Goal Orientation	Excessive	Time Management	Over Focus
Needing Approval	Challenge	Dealing with Failure	Excessive
Controlling the Sales Process	Close Match	Determined Competitiveness	Over Focus
Handling Objections	Over Focus	Money Concept	Close Match
Questioning Effectiveness	Close Match	Emotional Distance	Over Focus

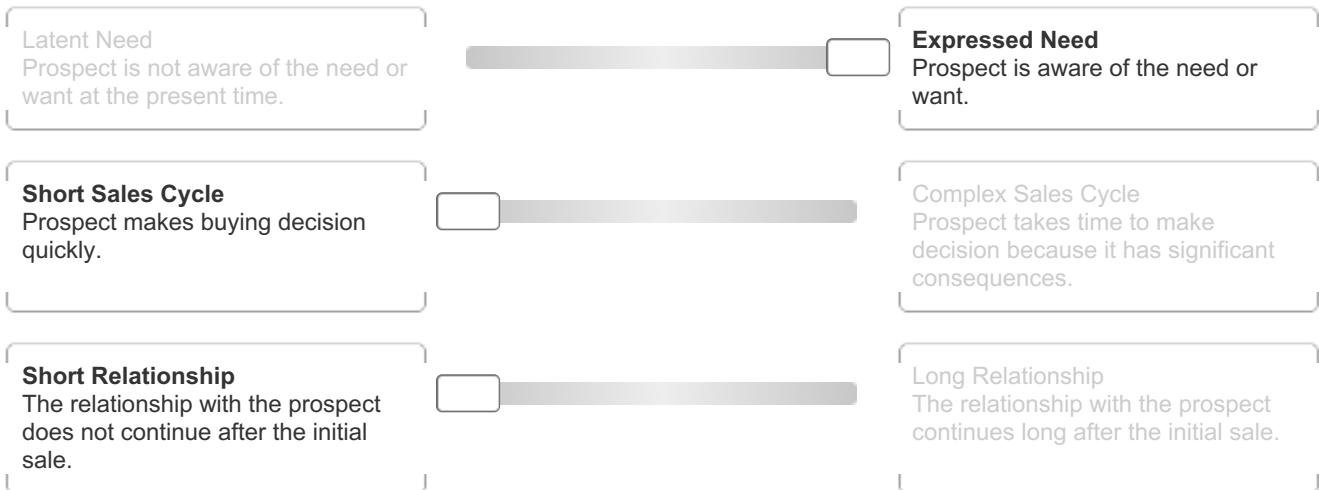
**SALES DEALER (76%)**

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

**Typically involves:**

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

**This Sales Role entails:**



**Match Percentage Breakdown by Competence**

Sales Dealer	Sam	Sales Dealer	Sam
Prospecting	Over Focus	Active Listening	Match
Qualifying	Match	Critical Thinking	Close Match
Building Rapport	Match	Initiative	Close Match
Following the Sales Process	Challenge	Presenting	Over Focus
Goal Orientation	Over Focus	Time Management	Challenge
Needing Approval	Close Match	Dealing with Failure	Excessive
Controlling the Sales Process	Close Match	Determined Competitiveness	Over Focus
Handling Objections	Over Focus	Money Concept	Challenge
Questioning Effectiveness	Match	Emotional Distance	Challenge



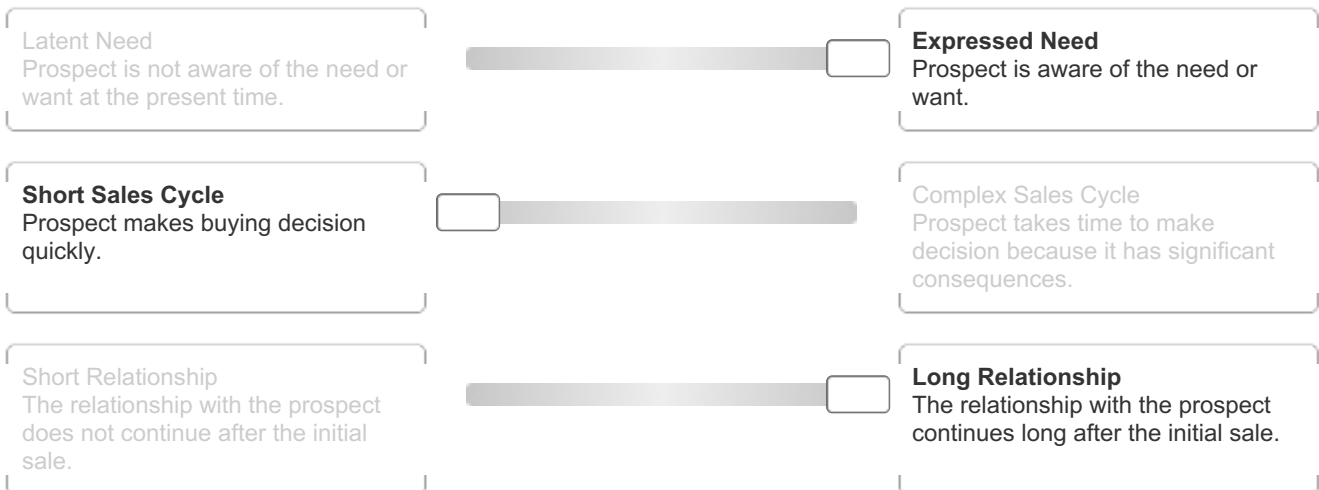
**SALES PROVIDER (43%)**

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

**Typically involves:**

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

**This Sales Role entails:**



**Match Percentage Breakdown by Competence**

Sales Provider	Sam
Prospecting	Over Focus
Qualifying	Match
Building Rapport	Weakness
Following the Sales Process	Weakness
Goal Orientation	Over Focus
Needing Approval	Weakness
Controlling the Sales Process	Match
Handling Objections	Excessive
Questioning Effectiveness	Over Focus

Sales Provider	Sam
Active Listening	Challenge
Critical Thinking	Match
Initiative	Excessive
Presenting	Over Focus
Time Management	Match
Dealing with Failure	Excessive
Determined Competitiveness	Over Focus
Money Concept	Over Focus
Emotional Distance	Over Focus

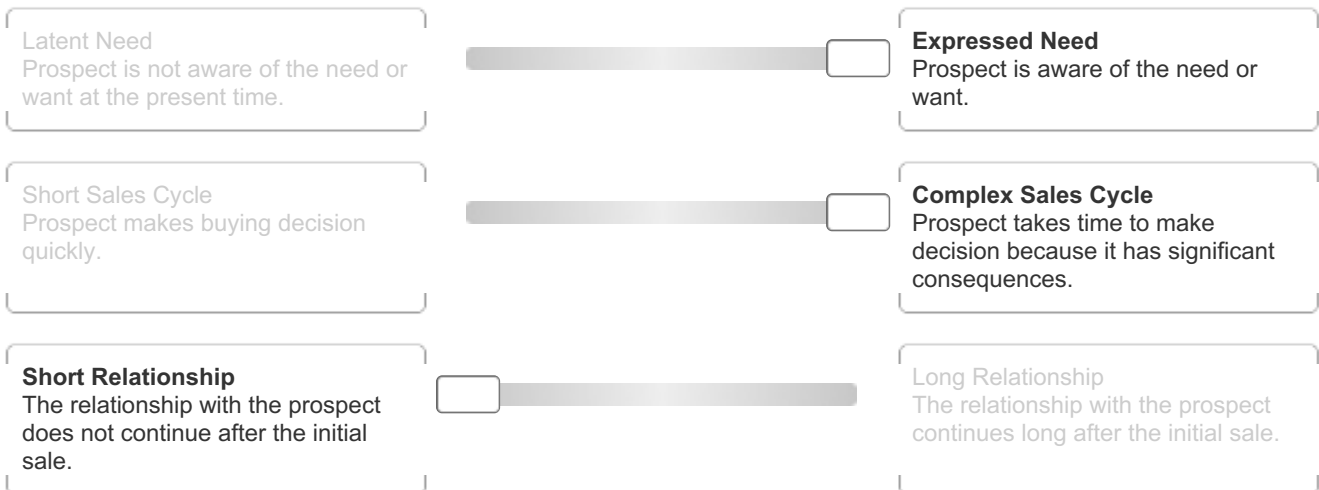
**SALES COUNSELOR (43%)**

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

**Typically involves:**

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

**This Sales Role entails:**



**Match Percentage Breakdown by Competence**

Sales Counselor	Sam	Sales Counselor	Sam
Prospecting	Over Focus	Active Listening	Challenge
Qualifying	Match	Critical Thinking	Challenge
Building Rapport	Weakness	Initiative	Over Focus
Following the Sales Process	Weakness	Presenting	Excessive
Goal Orientation	Over Focus	Time Management	Close Match
Needing Approval	Weakness	Dealing with Failure	Excessive
Controlling the Sales Process	Match	Determined Competitiveness	Over Focus
Handling Objections	Excessive	Money Concept	Close Match
Questioning Effectiveness	Challenge	Emotional Distance	Over Focus

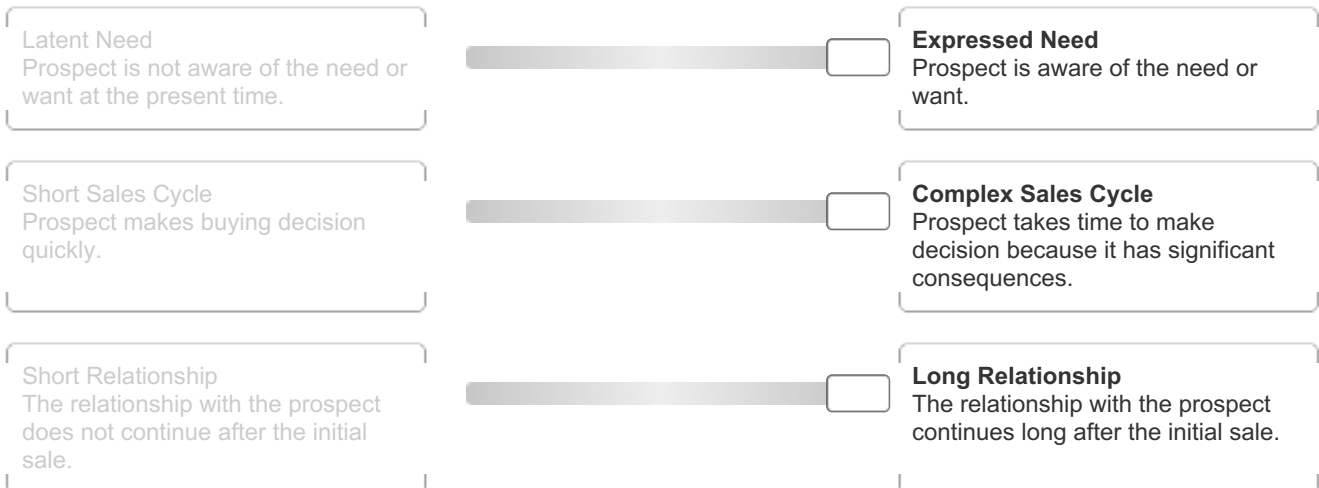
**SALES PARTNER (32%)**

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

**Typically involves:**

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

**This Sales Role entails:**



**Match Percentage Breakdown by Competence**

Sales Partner	Sam
Prospecting	Over Focus
Qualifying	Match
Building Rapport	Weakness
Following the Sales Process	Weakness
Goal Orientation	Excessive
Needing Approval	Weakness
Controlling the Sales Process	Close Match
Handling Objections	Over Focus
Questioning Effectiveness	Close Match

Sales Partner	Sam
Active Listening	Weakness
Critical Thinking	Close Match
Initiative	Over Focus
Presenting	Excessive
Time Management	Close Match
Dealing with Failure	Excessive
Determined Competitiveness	Excessive
Money Concept	Match
Emotional Distance	Over Focus

**Sales Roles Summary Table**

The table below breaks down each of the Sales Roles into the 18 sales competences. "Match" indicates your competence score is about ideal for this Sales Role. "Excessive" indicates your competence score is higher than the ideal score for this Sales Role. "Weakness" indicates your competence score is lower than the ideal score for this Sales Role.

Sam	Sales Revealer	Sales Creator	Sales Forerunner	Sales Innovator	Sales Dealer	Sales Provider	Sales Counselor	Sales Partner
Prospecting	Challenge	Close Match	Close Match	Match	Over Focus	Over Focus	Over Focus	Over Focus
Qualifying	Close Match	Close Match	Challenge	Weakness	Match	Match	Match	Match
Building Rapport	Match	Weakness	Close Match	Weakness	Match	Weakness	Weakness	Weakness
Following the Sales Process	Match	Match	Match	Close Match	Challenge	Weakness	Weakness	Weakness
Goal Orientation	Close Match	Close Match	Over Focus	Excessive	Over Focus	Over Focus	Over Focus	Excessive
Needing Approval	Match	Match	Close Match	Challenge	Close Match	Weakness	Weakness	Weakness
Controlling the Sales Process	Close Match	Challenge	Close Match	Close Match	Close Match	Match	Match	Close Match
Handling Objections	Close Match	Close Match	Close Match	Over Focus	Over Focus	Excessive	Excessive	Over Focus
Questioning Effectiveness	Match	Challenge	Challenge	Close Match	Match	Over Focus	Challenge	Close Match
Active Listening	Match	Close Match	Challenge	Weakness	Match	Challenge	Challenge	Weakness
Critical Thinking	Close Match	Over Focus	Challenge	Challenge	Close Match	Match	Challenge	Close Match
Initiative	Match	Match	Close Match	Close Match	Close Match	Excessive	Over Focus	Over Focus
Presenting	Close Match	Match	Over Focus	Excessive	Over Focus	Over Focus	Excessive	Excessive
Time Management	Close Match	Close Match	Close Match	Over Focus	Challenge	Match	Close Match	Close Match
Dealing with Failure	Close Match	Match	Over Focus	Excessive	Excessive	Excessive	Excessive	Excessive
Determined Competitiveness	Close Match	Match	Over Focus	Over Focus	Over Focus	Over Focus	Over Focus	Excessive
Money Concept	Challenge	Close Match	Match	Close Match	Challenge	Over Focus	Close Match	Match
Emotional Distance	Challenge	Over Focus	Match	Over Focus	Challenge	Over Focus	Over Focus	Over Focus
<b>Total Score</b>	<b>92%</b>	<b>85%</b>	<b>76%</b>	<b>49%</b>	<b>76%</b>	<b>43%</b>	<b>43%</b>	<b>32%</b>

**Excuse Index®**

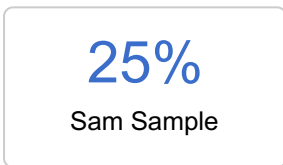


# Excuse Index

Not everyone is looking for, or presently enjoying, a job in sales. Those who do not get motivation and fulfillment from sales can easily divert their attention to other tasks, rather than solely focusing on the current prospects and developing their business potential. The Excuse Index® is an indicator of how likely a person is to make excuses. The HIGHER the Excuse Index® is, the MORE excuses a person is likely to make. The LOWER the Excuse Index® percentage is, the more likely the person is to ignore non-sales activities and instead focus on actions that directly produce sales results. As an example, a person with the Excuse Index® of 40% spends about 40% of their time NOT selling.

In sales, a person with a LOW Excuse Index is more likely to have the initiative to sell. They are not afraid to contact and meet people and to persuade them to take action. They consider sales as an essential task and often feel the need to prioritise selling over other activities.

A person with a HIGH Excuse Index has less motivation to sell. They are likely to make excuses as to why they should prioritise other activities over sales tasks. They need to mentally prepare for selling, and it usually exhausts them. They may miss sales opportunities while procrastinating.



Presently, this person is quite motivated to do active selling. When new opportunities arise, they are not likely to not procrastinate or find excuses. Instead, they plan what needs to be done and do it shortly after.

**Questions**

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

**PROSPECTING**

- Describe your prospecting process.
- Tell me about how you balance your prospecting activities between cold and existing leads. Did you get to a point that you felt you did not have to prospect any more?
- When it comes to prospecting, tell me about the activities that generate the best results for you. Tell me about the activities that just do not work well.

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**QUALIFYING**

- Tell me about a time when you decided not to do business with a prospect. Why did you decide not to move forward?
- Describe the system you use to qualify prospects.
- If you had to pick one way to qualify a prospect, what would it be?

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**BUILDING RAPPORT**

- Describe how you build trust with prospects quickly and effectively.
- How would your prospects describe you? What would they say they like most and least about you?
- Tell me about a situation when you realised a prospect was not responding to you well. What happened and why?

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**FOLLOWING THE SALES PROCESS**

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

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**GOAL ORIENTATION**

- When have you been most satisfied in your life? Why?
- Tell me about your most significant professional accomplishment. Why did you pick this one?
- Give me a recent example when you were not able to achieve a goal. Why did you fall short?

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**NEEDING APPROVAL**

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

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**CONTROLLING THE SALES PROCESS**

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

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**HANDLING OBJECTIONS**

- Describe how you handle prospects' objections.
- Tell me about a time when you were unsuccessful in overcoming a prospect's objection. Do you think you could have done something differently to change the outcome? If so, what?
- I get the sense that you are good at handling stalls and objections. Why do you think that is?

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**QUESTIONING EFFECTIVENESS**

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

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**ACTIVE LISTENING**

- Tell me about an instance when you misunderstood what the prospect had shared with you. What do you think you could have done differently to avoid the situation?
- Describe how you let prospects know you are listening to them actively.
- Tell me about the type of questions you typically ask to confirm your understanding of what a prospect has communicated.

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**CRITICAL THINKING**

- Tell me about the process you use to connect your product/service to prospects' problems.
- Describe how you develop your thinking and problem solving skills.
- If you had to select your greatest weakness in solving problems, what would you choose? Why did you select this one?

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**INITIATIVE**

- Tell me about a time when things did not go your way or how you intended. What did you learn from the experience?
- Describe what a work-life balance means to you.
- Tell me about a time when factors outside of your control prevented you from succeeding.

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**PRESENTING**

- Think about a recent sales presentation that went really well. What did you do to make it successful? Could you have done something better?
- Tell me about the most challenging presentation you have ever made.
- Describe how you prepare for a sales presentation.

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**TIME MANAGEMENT**

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

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**DEALING WITH FAILURE**

- Tell me about time that you took a risk and failed and another one where you took a risk and succeeded. What was the difference?
- When you hit a sales slump, how do you deal with it?
- Describe a professional situation when you decided that the reward was not worth the risk. What did you learn from the experience?

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**DETERMINED COMPETITIVENESS**

- If I had worked with you in the past, would I have considered you competitive? Why?
- Tell me about your most significant competitors. How are they better?
- Describe what sets you apart from other sales professionals.

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**MONEY CONCEPT**

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

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**EMOTIONAL DISTANCE**

- Selling is an emotional endeavor. Tell me what you typically feel during a sales call.
- Tell me about a time when you absolutely had to close a sale causing you to get emotional.
- Describe how you maintain emotional detachment during a sales call.

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