

Objective Management Group, Inc.



The Dave Kurlan Sales Force Profile™

Professional's Self Assessment

John Smith
Sample Corporation

(10-Jul-2007)



**Objective
Management
Group, Inc.**

THE DAVE KURLAN SALES FORCE PROFILE TM

Thanks for completing and returning your self-assessment folio. Before you read your completed personal evaluation, I'd like to explain a few of its concepts.

First, I'd like you to remember the spirit in which this evaluation was intended. Its primary purpose is to give you additional insights with which to increase business, a benefit designed to increase earnings for you and your company. This is not in any way intended to be negative or critical.

Second, this isn't a psychological assessment or a personality profile; therefore it shouldn't in any way be read as a critique of you as an individual. It should only be seen as a microscopic view of how you think and function in ways that affect your success in client development. That may help you to understand any possible disagreements you may have with certain portions of my commentary, which are based entirely on client development values and more than 20 years of successful sales, sales management and sales training experience. While it isn't my intent to challenge your personal value system, acceptable client development values and performance may differ significantly from your personal beliefs and expectations.

Most salespeople want to know who they are being compared to when strengths and weaknesses are indicated. In this evaluation, you are being compared to the ideal client development professional. While a comparison to Joe or Mary Average would show you in a more favorable light, it would only serve to encourage mediocrity.

Finally, don't take anything personally, it isn't meant that way. Any weaknesses described on the following pages are client development related weaknesses only, not character flaws. The changes I've suggested are designed to help you control the client development process more effectively, and as a result, shorten the client development process, sell more, and sell more often. Thanks again for your participation and good luck in your pursuit of client development excellence!

SUMMARY

Dear John,

Since you are not a salesperson, don't worry about all of the weaknesses - they are to be expected. Use the evaluation as a road map from which you can grow.

Strong desire like yours is particularly empowering. Despite that, your commitment toward personal success in client development is not as strong as I'd like it to be. It may become difficult to make the changes that I have suggested on the following pages until that improves.

Your success will be greatly enhanced if you could become more comfortable with your money issues, change the non supportive ways you buy things, overcome your remaining need for approval, learn to gain greater control over your thoughts and emotions, work on developing your goals and goals management plan, integrate and execute a more powerful, consistent selling system and rewrite and reprogram your collection of self-limiting records.

You have a lot of work ahead of you but I promise that the outcome will be worth it!

Good Luck,

A handwritten signature in blue ink that reads "Dave". The signature is written in a cursive, flowing style.

Dave Kurlan

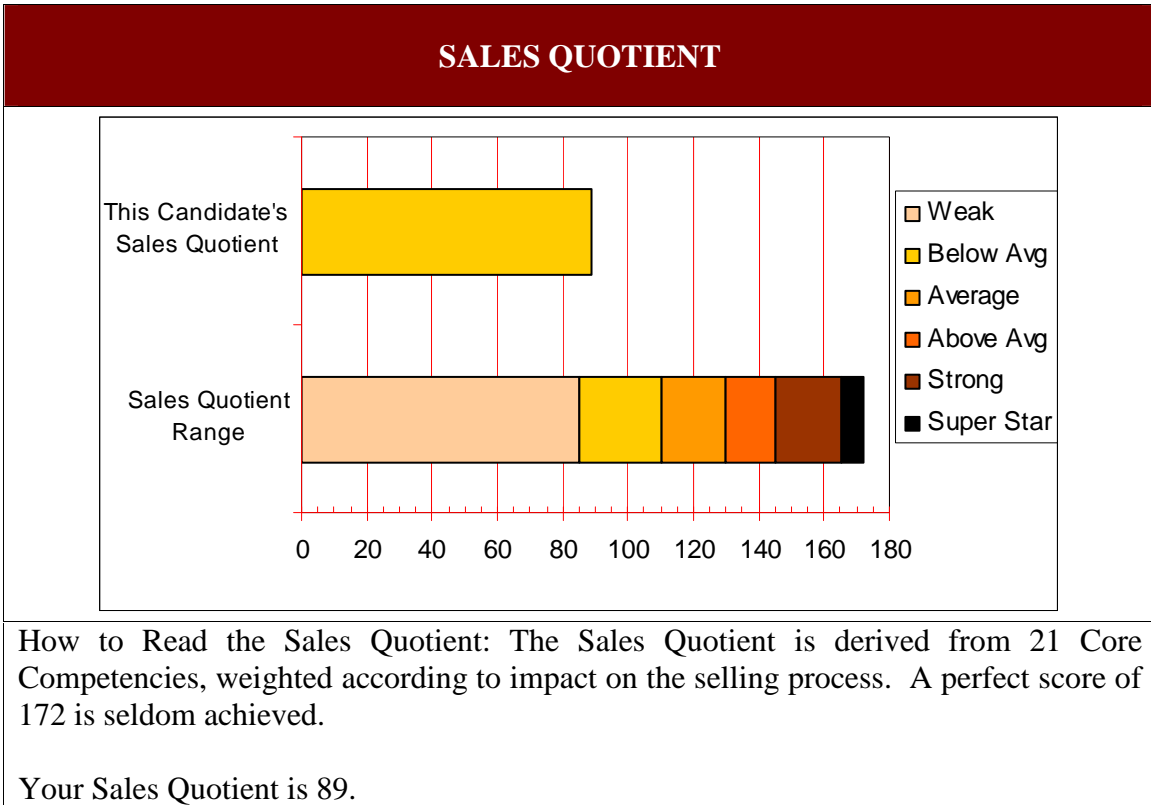
SUMMARY OF FINDINGS

Four crucial elements for success – Desire, Commitment, Outlook and Responsibility - are the most important elements we look at. We are able to determine incentive for change, growth potential and even whether an individual is trainable, just from looking at this combination of elements. We have also identified five major weaknesses which, when present in certain combinations, will neutralize all of an individual’s strengths and skills, causing a sales paralysis of sorts. In the chart below, we have indicated whether those crucial elements are strengths or weaknesses, and whether any of the five major weaknesses are factors for you.

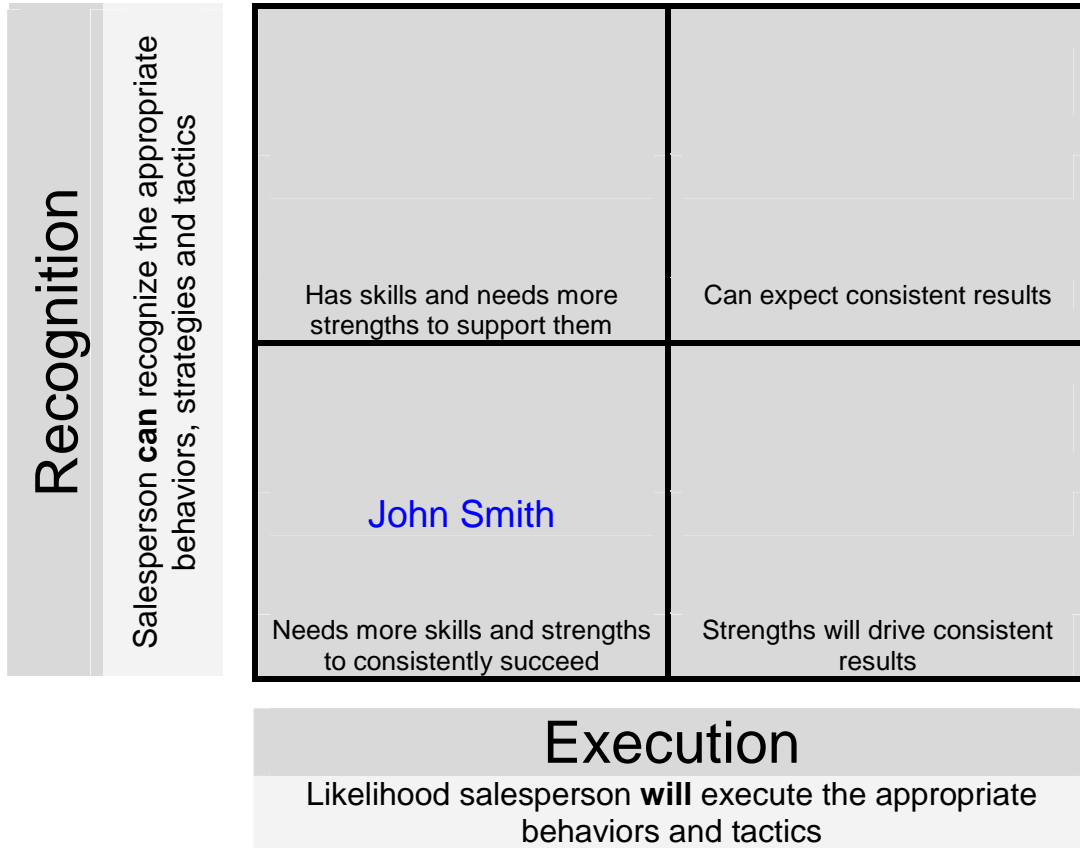
	Strength	Weakness
Crucial Elements		
Desire	✓	
Commitment		✓
Responsibility		✓
Outlook	✓	
Major Weaknesses		
Need For Approval		✓
Controls Emotions		✓
Record Collection		✓
Buy Cycle		✓
Money Issues		✓
Other Findings		
Enjoys Selling		✓
Money Motivated		✓
Potential For Growth		13
Sales Quotient		89

Confidential Evaluation for John Smith

SPECIAL SKILL SETS DETAIL				
<p>The information in this section indicates your attributes for several management skill sets. Shaded attributes represent negative traits within each skill set. For additional explanation of skill sets go to http://www.objectivemanagement.com/references/index.htm</p>				
Hunter		Present	Account Manager	Present
Prospects Consistently		✓	Develops Bonding and Rapport	✓
Gets Past Gatekeepers		✓	Gets To Decision Makers	
Gets To Decision Makers			Uncovers Actual Budget	
Gets Appointments When Prospecting		✓	Knows How To Handle People	
Receives Plenty of Introductions		✓	Effective Time Management	✓
Will Prospect			Lacks Closing Urgency	✓
Has No Need For Approval			Has Need For Approval	✓
Recovers From Rejection		✓	Won't Prospect	✓
	% of Traits	62%	Believes – "I should be their friend"	
			Inappropriate Follow Up Calls	✓
			% of Traits	60%
Closer			Intellectual	
Gets Prospect To Agree To Make Decision			Attempts To Close	
Won't Make Inappropriate Quotes			Uncovers Budget	
Gets to Decision Makers			Gets To Decision Makers	
Attempts to Close			Learns Why Prospects Buy	
Has Closing Urgency			Learns How Prospects Buy	✓
Won't Accept PutOffs			Has At Least 10 Skills	
Has Supportive Buy Cycle			Has Need For Approval	✓
Has No Need For Approval			Has Non-Supportive Buy Cycle	✓
Controls Emotions			Has Self Limiting Record Collection	✓
	% of Traits	0%	Has Money Issues	✓
			Has Difficulty Controlling Emotions	✓
			% of Traits	55%
Qualifier			Ambassador	
Uncovers Actual Budget			Develops Bonding and Rapport (skill)	✓
Gets To Decision Makers			Gets Referrals and Introductions (skill)	✓
Learns Why Prospects Would Buy			Knows How To Handle People (skill)	
Learns How Prospects Would Buy		✓	Enjoys Selling	
Does NOT Assume			Inappropriate Follow Up Calls	✓
Comfortable Talking About Money			Wasting Time – Selling System	✓
Has High Money Tolerance		✓	Believes – "I should be their friend"	
Has No Need For Approval			Skills Limited To Those 3 Above	
Controls Emotions			% of Traits	50%
Has Supportive Record Collection				
	% of Traits	20%		
Farmer			Timid	
Has Closing Urgency			Has Low Self Esteem	
Attempts To Close			Has Need For Approval	✓
Controls Emotions			Has Difficulty Recovering From Rejection	
Won't Accept PutOffs			Uncomfortable Talking About Money	✓
Has Supportive Buy Cycle			Has Outlook Problem	
Has Difficulty Recovering From Rejection			Is Not Money Motivated	✓
Has Supportive Buy Cycle			% of Traits	50%
Has Difficulty Recovering From Rejection				
Has Need For Approval		✓		
Won't Prospect		✓		
	% of Traits	25%		



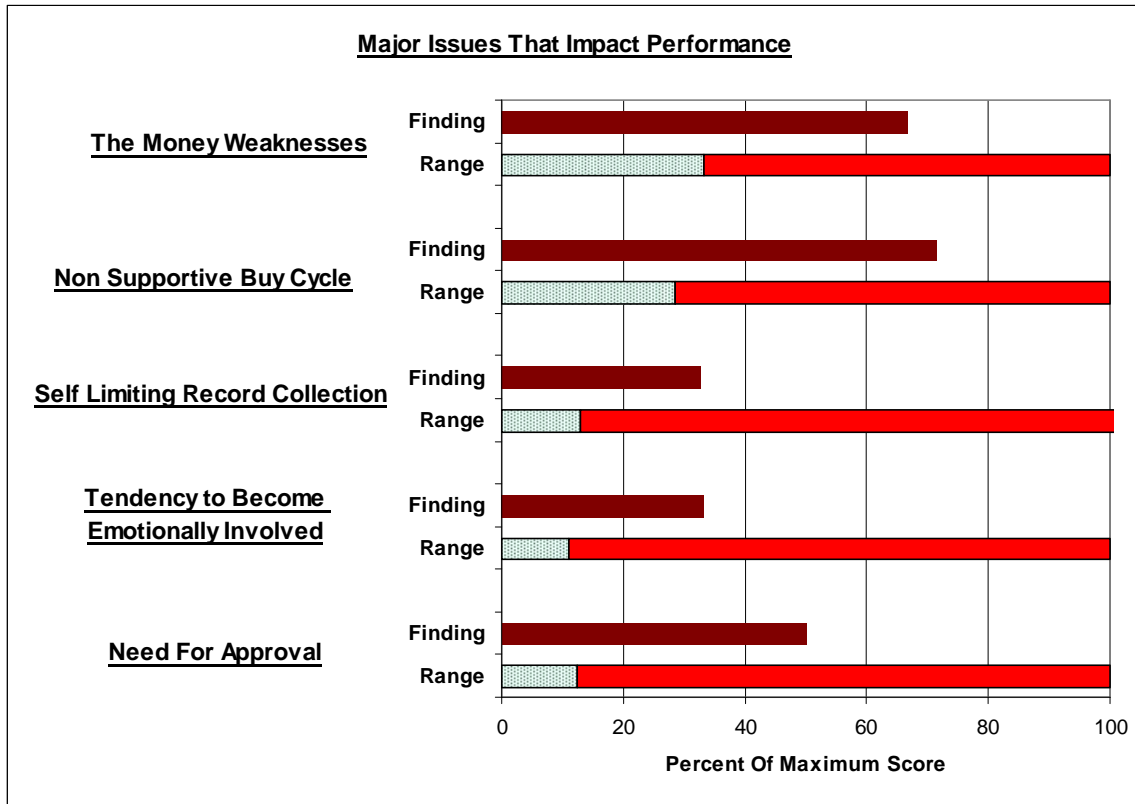
CURRENT ABILITY TO ACHIEVE CONSISTENT RESULTS



We assessed your strengths and skills and placed your name in the quadrant of the diagram above that best illustrates your current ability to achieve consistent sales results. Skills help you choose the correct strategy while strengths help you execute that strategy. The more strengths and skills you possess, the more consistently you will perform. Salespeople in the upper right quadrant are capable of the greatest consistency while salespeople in the lower left quadrant tend to be the least consistent performers. The number of skills we identified suggests that you might not always be aware of the most appropriate strategy and also your strengths indicate that you might have some difficulty executing your strategy of choice.

Combined Analysis Of:	Percentage Identified
Skills	36%
Strengths	21%
Weaknesses	68%
Likely Problems/Challenges	62%

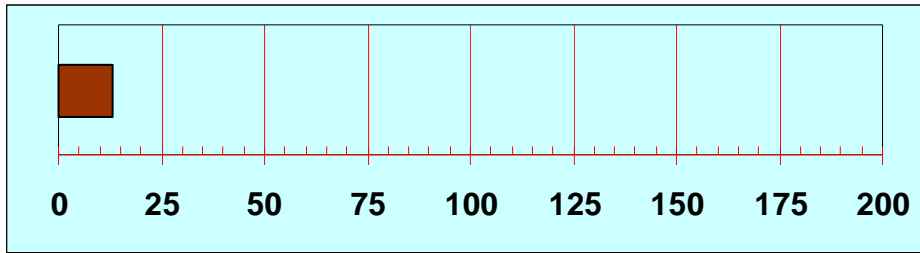
Severity of Five Major Weaknesses for John Smith



Each of the five issues that can become major weaknesses is shown in the graph above. When the bar representing the finding extends over the green range the issue does not have a negative impact. When the finding bar extends over the red range, the issue becomes a major weakness. The further the finding extends over the red range, the greater its negative impact on business development. (When printing or viewing in non-color mode the finding bars appear black, the left side of the range appears light-gray and the right side appears dark-gray.)

Our findings indicate that The Money Weaknesses, Buy Cycle, Self Limiting Record Collection, The Tendency to Become Emotionally Involved and The Need for Approval are considered weaknesses that impact performance.

Growth Potential for John Smith



Understanding the Growth Potential Chart

Potential for Growth is a measure of your incentive (Desire, Commitment, Outlook) to change factored by the magnitude (number of major weaknesses) of change required. For example, strong incentive combined with a significant magnitude produces greater potential for growth. Smaller magnitude and/or less incentive produce less potential for growth. On some occasions, an unusually strong person could have very little potential for growth – in other words – we don't feel the individual could become much stronger. Potential for Growth is not a measure of competence and you are capable of changing it as your incentive to change increases or decreases.

Your current growth potential in sales measures approximately 13%. This means that you currently have the potential to be 13% more effective at generating business after you overcome your weaknesses and develop the complementary client development skills. Additionally someone who doesn't enjoy selling and has a lack of money motivation will have limited growth potential. This is the case for John.

FINDINGS OF STRENGTHS AND WEAKNESSES

Below, you will find, grouped by strengths and weakness, a detailed description of our findings. The findings include detailed explanations for each strength and weakness, examples of how they apply and some direction on how to overcome any weaknesses we found. A summary of these findings and the core competency from which they are derived can be found on the pages following the details.

YOUR STRENGTHS THAT SUPPORT THE SELLING PROCESS

You have a very strong, positive outlook. This can give you the strength to take full responsibility for your results, even if you aren't doing so at the present time. A strong outlook supports bravery and your record collection. Since outlook is one of the crucial elements for success, you should do everything in your power to keep it strong.

Your strong self-image is vital to succeed in client development. It will help you make the changes I have suggested on these pages because you already know yourself fairly well and you strive for self-improvement. Your strong self worth also helps to keep you rejection proof, enhancing bravery and supporting techniques that have a positive impact on results.

You seem to handle rejection quite well. This desirable strength is often accompanied by strong self-image, a positive outlook and fairly good bravery. When these elements are present together they support and empower your use of effective techniques. This strength is very supportive to and necessary for effective prospecting and closing.

You seem to have a fairly good concept of how much money is "a lot". This should help you deal with prospects that believe you are asking "too much" money for the service you are providing. Since it won't seem like "too much" to you, attempts to change their perception will be supported by this empowering record.

If client development success hasn't already come your way, your strong desire assures that it soon will. Strong desire, the most important element in client development, will provide you with the incentive to make the suggested changes, even when it's difficult or uncomfortable. Keep it up. Continue to raise the bar and set new goals for yourself.

Confidential Evaluation for John Smith

SUMMARY OF STRENGTHS SUPPORTING THE SELLING PROCESS		
Findings	Core Competency	Notes
A Good Outlook	3	
Good Self Image	5	
Rejection Proof	9	
High Money Tolerance	11	
A Strong Desire	20	

Note: You will find a list of Core Competencies at the end of this assessment.

THESE ARE THE SELLING SKILLS YOU POSSESS

You don't bother to conduct much research before making a major purchase, so you shouldn't be vulnerable to prospects that want to pick your brain and then buy from someone else. Continue to stay away from inappropriate and premature presentations and be certain that your prospect is thoroughly qualified and prepared to make a decision before you present your solution.

Since you've been getting your fair share of appointments your next challenge is to make the appointments stronger. You know that prospects will talk with you, so make sure that there's a good reason to talk with them. Ask them what they'd like to talk about during your appointment and determine whether it will be a good use of your time.

You've developed a supportive belief that a warm lead is better than a cold call any day of the week. It seems like you have a pretty good supply of referrals coming too! Continue to generate referrals and attempt to bring this to the next level. When your client or prospect introduces you to their referral it becomes a strong introduction. During weeks when you receive few referrals you'll still have to make cold calls or network to pick up the slack. This allows you to maintain the level of activity called for in your goals management plan.

You indicated that you prefer not to prospect but are prospecting consistently anyway. Assuming that this is in fact the situation, your honesty about disliking prospecting and doing it anyway is quite refreshing. Continue to prospect, fill your pipeline and provide yourself with enough new opportunities to reach all of your goals.

Your ability to establish bonding and rapport early during the first conversation helps your prospects feel more comfortable about sharing important information. This can give you greater control of a shorter client development cycle. Continue to establish bonding and rapport early in the first meeting and use it to gather as much pertinent information as you can.

It appears that you've been getting your prospects to tell you exactly how they would reach a decision to do business with you. This is so much better than telling them how to do it, or worse, leaving that important detail to chance. You should be congratulated, as this is a seldom practiced, misunderstood strategy which, when exercised, gives you a tremendous advantage over your competition.

Confidential Evaluation for John Smith

SUMMARY OF SELLING SKILLS		
Findings	Core Competency	Notes
Good Time and Organizational Ability	2	
Won't Make Inappropriate Presentations	11	
Able to Get Appointments When Prospecting	12	
Gets Plenty of Introductions	12	
Able to Get Past Gatekeepers	12	
Does Not Want to Prospect but Prospects Consistently	12	
Develops Bonding and Rapport Early in the Process	15	
Asks How Prospects Will Make Buying Decision	19	

Note: You will find a list of Core Competencies at the end of this assessment.

THESE WEAKNESSES CAN NEUTRALIZE STRENGTHS AND SKILLS

It appears that you don't have specific written personal goals. This is similar to planning a vacation and doing everything except establishing a destination. You must develop written personal goals and those goals must be derived from the dreams you'd like to fulfill. Without dreams and their related goals you may never get all that you hope for. Don't sell yourself short. As difficult as it is to set personal goals, you must set aside several hours of quiet time and start immediately. Your first goal is to put your goals on paper within seven days.

You have a tendency to blame external factors rather than take responsibility when you don't achieve the desired results in client development. Since you can't control external factors, you relinquish power to your prospects and competitors. When a familiar obstacle arises, it becomes easier to place blame rather than risk failing by the use of persuasion. This can have a negative impact on your outlook. From now on you should take full responsibility for every missed opportunity and sale. In situations where prospects use familiar old lines about your competitors, company, service, pricing or the economy, remain positive and find a way to overcome, rather than give in, to the obstacle. You'll feel better, grow stronger and become empowered to take control - something that's not possible when you use an excuse.

It appears that you do not enjoy performing client development work. Your lack of enjoyment can affect your outlook, then your bravery and ultimately your results. If this is to be a part of your career, you must find a way to enjoy yourself! For the next thirty days, make having fun on your client development meetings your number one goal and let everything else fall into place from there.

When your prospect catches you by surprise you have a tendency to talk to yourself. It might sound something like, "oh no", or "darn", or "now what", or "how in the world did this happen?" When this occurs you'll become emotionally involved, a process that takes place whenever you think, analyze, strategize, worry, get excited or become creative. Instead of listening to the prospect you really hear your own voice, causing you to lose objectivity and then control of the meeting. The right moves just don't seem to come to you and you end up fighting for survival. Since this is a major weakness you must learn to control your thoughts and emotions. Identify the situations to which you become vulnerable and practice them endlessly through role plays until you can literally handle them in your sleep.

Confidential Evaluation for John Smith

You like people and that's good; but in your case, you like them a little too much, needing their approval to feel as if you've done a good job. Need for approval can interfere with closing a prospect that wants more time to think and from confronting a prospect that's been leading you on. It can make you feel uncomfortable when a situation calls for a tough question that could upset your prospect. When need for approval is accompanied by fear of rejection, you may find it difficult to get your prospects to say "no." Need for approval is a major weakness that must be overcome. You can begin by changing the record that says you "need prospects to like you" to one that says you'll "GET their respect." It doesn't matter what your prospects think about you or what they say about you. What really matters is that you find a way to solve their problem and get them to do business with you.

You trust people and that's not bad - but in the future you should be more skeptical of what your prospects say. Dealing with a prospect is different from socializing with friends. In the world of business your prospects have their barriers up, whereas in the company of friends, their barriers are probably much lower. When you trust prospects too much, you may not ask enough questions or you could ask the wrong questions. It's also possible to mistake stalls for promises and waste time with prospects that won't end up doing business with you. Rather than accepting what your prospects say at face value (because it's what you want to hear), recognize that your prospect is probably putting you off.

You experience some discomfort when it comes to having an in-depth financial conversation with your prospects. Therefore, you might not determine the exact sum of money your prospect could spend for your solution. You may also find it difficult to get your prospects to "find" money when they "don't have any money" or "don't have enough money." Change this self-limiting record by beginning to talk openly with people about money, the things it can buy and the ways it can be invested. As you talk about money more frequently, your discomfort will fade and you'll become more effective dealing with money issues during your client development meetings.

We found that you do not want to prospect but you prospect consistently anyway. We have commented on this in the "Skills" section of your assessment.

You probably need to develop your closing instinct. You may have more difficulty closing a sale on your first attempt due to this lack of intensity. Prospects often get away with game playing and manipulating when client development people lack closing instinct. Client development meetings often end without decisions and you might shy away from asking tough questions. This weakness is often accompanied by need for approval. Develop your closing instinct by placing more importance on winning the business during the first real closing opportunity.

Confidential Evaluation for John Smith

It seems that you place very little importance on earning more money and while many would praise you for your non-materialistic, simple and uncomplicated life, client development success is extremely dependent on a desire to make a lot more money. Not wanting additional income can have a negative impact on desire and commitment, while the strong urge to earn a lot of money is a major strength. If you haven't already done so, please begin to work on new personal goals that would require additional income. Find something exciting that costs A LOT of money.

Although you believe in your commitment to succeed in client development, I found that it fell a bit short of ideal. You might find it quite difficult to make the suggested adjustments without a greater incentive to change. Check your personal goals. If those aren't very exciting, there may not be anything worth committing to right now. If your goals do excite you, modify them until you are motivated to do whatever is necessary to reach greater personal success in client development.

Confidential Evaluation for John Smith

SUMMARY OF WEAKNESSES		
Findings	Core Competency	Notes
Doesn't Have Written Personal Goals	1	
No Written Plan for Reaching Personal Goals	2	
No System for Tracking Progress	2	
Makes Excuses for Lack of Results	4	
Doesn't Enjoy Selling	6	
Self Limiting Record Collection	6	
Loses Control of Emotions Somewhat Easily	7	
Strong Need For Approval	8	
Too Trusting of Prospects	8	
Unable to Talk About Money	10	
Has a Non Supportive Buy Cycle	11	
Does Not Want to Prospect but Prospects Consistently	12	
Lacks Closing Urgency	19	
Not Motivated To Earn More Money	20	
Isn't as Committed as He/She Thinks	21	

Note: You will find a list of Core Competencies at the end of this assessment.

CHALLENGES YOU MAY ENCOUNTER IN THE FIELD

Your prospects have been lying to you and you've been taking their stalls and put-offs. While that happens to many people that are new to client development, you've allowed it to continue. You have been very sympathetic, buying into their sob stories, understanding their problems and yielding to their games. This wastes precious time when you continue to call on the very people that don't want to talk with you. The weaknesses responsible when you accept put-offs are usually need for approval and getting emotionally involved. You must become strong enough to turn a put-off into either a "yes" or a "no."

I'm not saying that you love to shop, but it is obvious that you comparison shop when making major purchases. While there isn't anything wrong with this, it could interfere with client development success. You tend to shop around, uncover additional options and make comparisons. This could cause you to tolerate the same behavior from your prospects when they wish to compare you to others. Change this self-limiting behavior by choosing only one dealer from whom you wish to purchase. When this finally becomes normal you'll no longer understand when your prospect wants to shop YOU around. Then you'll be able to use any of your effective techniques to discourage your prospects from shopping, rather than allowing them to shop.

You rarely make a major buying decision without thinking it over first. This self-limiting record has more impact than any other, allowing you to accommodate prospects that want to think things over. Since thinking it over makes sense to you, your closing techniques may not be executed effectively. You must change the way you make buying decisions so that making an informed but instant decision becomes normal. It will empower you to become a much more effective closer.

What a bargain hunter you are! If anyone wants to know where to find the best price they should ask you first. Ralph Nader encourages this type of consumerism but it doesn't support the client development process. Your tendency to shop for the best price makes you vulnerable to the prospect that's looking for the best price. Since you understand this behavior, you will be tempted to lower your price if possible. When you can't drop your price, you may find it difficult to justify the value of your higher price. To remedy this problem you must change your buying habits as well as the corresponding self-limiting record until you no longer need to find the lowest price.

I'm sure you've realized that purchasing agents rarely have the ability to say yes and their primary interest lies in pricing. Client development doesn't begin or take place with purchasing agents or buyers even though it may be finalized there. It's important to begin the client development process with people in the company that have problems you can solve. You can be much more effective calling on them first and involving purchasing later. Get your prospects to handle the people in purchasing for you and you'll make even better use of your time.

Confidential Evaluation for John Smith

It seems that you've had some difficulty talking to the prospects responsible for making the final decision. The most common reason is a belief that you "can't call on this individual" or a fear that someone (a subordinate or purchasing) would become upset if you went around him. Client development cycles take longer, your chances are slimmer and the answers to your questions are sketchier when you're with the wrong person. Begin your process with calls to the highest ranking individual you can reach, believe that you belong there and learn to speak about the things that are important to someone in that position.

You have been doing too much talking during your client development meetings. Therefore, you may not be listening as effectively as possible while failing to get important questions answered. The client development professional should talk only 30% of the time. Attempt to ask more questions and develop better listening skills. Try to ask more "how" and "why" questions after your prospects convey information. Become more curious and talk less about what you know. These tips will help you maintain more control over the client development meeting.

Your prospects are controlling your client development meetings even though much of it looks and sounds like give and take. When your prospects don't share vital information, do as they're asked, tell you about their problems and explain why and how they'll buy from you, then they are playing games. You may find that asking more specific questions will help you gain more control. Remember that the prospect is in complete control when you are talking. When you're listening, you are in control. When you're getting truthful information you'll have the control you need to get their business.

Most people could be more effective when it comes to asking questions, so you're certainly not alone. Questions are important to the client development process. Without the answers that those questions encourage, there will always be something important missing. Failure to develop listening skills and a need to dominate the conversation hinder the development of strong questioning skills. This problem is also common when you have a tendency to become emotionally involved. Become more curious, especially when you already know the answer that you're seeking!

Prospects will exhibit some very unpredictable behavior. Whether or not you understand why, it's best to ask why they did what they did instead of assuming to know the reasons. Discounting a prospect's change in behavior makes things more difficult later, when you are wondering why "this had to happen" to you. Whenever something unusual takes place, ask what happened and why! You may uncover opportunities that were previously hidden or be able to overcome an otherwise insurmountable obstacle.

You haven't been consistently uncovering the budget your prospect will spend on your solution. As a result, your quote may be for either too much or too little money. Your limited knowledge of what it will take to sell your prospects cause many proposals and quotes to be rejected and the client development cycle to take longer. It is imperative that you get your prospects to share their actual budgets and specifically, that part of their budget which is earmarked for you.

Confidential Evaluation for John Smith

Sometimes you do the right things and unfortunately, sometimes you don't. A more consistent process would yield more consistent results. A builder can't erect a home without a blueprint, a software developer can't write a program without a flow chart, electrical engineers don't build circuit boards without schematic diagrams and you can't develop business effectively without a client development system. Determine what must take place on each and every meeting, in what order those events SHOULD occur and then make sure that they do. In its simplest form, a system should include bonding and rapport, examination for problems, a commitment to solve problems, ability to pay for solutions, identification of and meeting with decision-makers, agreement on the outcome and of course, your proposed solution, in that order.

You have recognized that the amount of time you spend with prospects that don't buy is much too great. This is very discouraging, often demotivating and very costly. It can often be the result of an inability to get in front of final decision-makers, uncover real budgets, or get commitments. When you implement a more effective client development system it will significantly cut down on wasted time. Until then you should be more selective with your client development time.

You are making a fair share of proposals (or quotes) and while it's nice when you win the business, most proposals don't win. A lot of time and energy are wasted preparing proposals. You can be far more effective if you know in advance, whether or not you will get the business. Then, prepare proposals only for those accounts that you will actually get. Ask your prospect more questions and get a firm commitment prior to working out a proposal.

You haven't been getting your prospects to agree, in advance, to make a decision at closing time. As a result, your client development cycle may be longer than necessary and your closing meetings may end without decisions. When decisions aren't agreed to in advance the prospect has control of the client development process. The missing agreement is often the result of not knowing that it could or should be done. When people know of its importance, failure to execute this step is usually the result of need for approval. You should strive for an agreement in all of your meetings by deciding what you would like to happen (format - not result) in the meeting and then get your prospect to agree to it up-front.

Your persistence seems to be one of your strong points. If someone needs to have something followed up, they ought to have you do it. My concern is that your willingness to follow-up masks your tendency to get into the follow-up mode in the first place. This happens when you accept stalls or put-offs. It would be more prudent to deal with the stalls when they first come up. Help your prospects make decisions instead of allowing them to put you off and waste your time.

Confidential Evaluation for John Smith

SUMMARY OF CHALLENGES YOU MAY ENCOUNTER		
Findings	Core Competency	Notes
Accepting PutOffs	8	
Likely to be Ineffective With Prospects That Wish To Comparison Shop	11	
Likely to be Ineffective With Prospects That Wish To Think it Over	11	
Likely to be Ineffective With Prospects That Wish To Price Shop	11	
Calling on Purchasing Agents Too Early in the Process	13	
Not Getting to Decision-Makers Consistently	13	
Not Able to Control the Selling Process	14	
Too Much Talking And Not Enough Questions	14	
Questions (if asked) Will Be Ineffective	14	
Not Handling People Effectively	15	
Not Uncovering the Actual Budget	16	
Wasting Time for Lack of Effective Selling System	17	
Wasting Time With Wrong Prospects	18	
Too Many Inappropriate Quotes or Proposals	18	
Not Getting Prospect to Agree to Make a Decision	19	
Too Many Inappropriate Follow Up Calls	21	

Note: You will find a list of Core Competencies at the end of this assessment.

BROKEN RECORDS

The following statements are self-limiting records in your “Record Collection.” You should understand how self-limiting records adversely impact your performance. For instance, if you don’t believe in ghosts, experience would tell me that in all certainty you’ve never seen one. If you believe in objections, and I’m sure you do at this point, you probably hear them with regularity. Ask yourself an important question. Is your current set of self-limiting records your own from experience, or did the individual who first taught you how to sell loan them to you? Here they are:

BROKEN RECORDS RELATED TO SALES SITUATIONS

SALES SELF-LIMITING RECORDS	
Findings	Notes
It's OK if my prospect shops around	
I must have the best price	
I don't like making cold calls	
I must make proposals (or quotes)	
Client development isn't fun	
I'm uncomfortable with certain aspects of client development	
I have to call on buyers before the end-users or decision-makers	
I'm uncomfortable talking with prospects about their money	
Prospects are honest	
Prospects that think it over will eventually buy from me	
I should spend measurable time with prospects that don't buy from me	
Any lack of results are due to the economy or marketplace	
I am able to live comfortably on my income	
It's not necessary to ask prospects about their money	
Loyalty to the company is more important than commitment to my own success	

ACTION STEPS:

1. Determine the outcome you are getting as a result of these self-limiting records.
2. Determine how your outcomes should be different.
3. Rewrite the “record” so that it supports the newer, more favorable outcome.

You seem fairly happy with your current income and while that's certainly an accomplishment on your part, it can also be very self-limiting. If it causes you to become complacent you may fail to perform at levels capable of increasing revenues and client development income. Complacency can also prevent you from tackling obstacles from which you may feel threatened. In order to become more money motivated, place additional effort into the goal setting process. You should develop new personal goals that require more income than the level to which you are presently accustomed.

Confidential Evaluation for John Smith

This assessment contains examples that demonstrate how these self-limiting records may cause selling obstacles, thereby preventing you from being as successful in sales as you might wish.

WHAT THE GROW CHART MEANS

As you recall, you learned about and rated yourself on the ingredients that are important for success in client development. As you'll see on the Grow Charts, all of these ingredients are inter-related as follows:

Desire, the single most important element of the ten, measures your passion for success. It also helps to indicate whether you are motivated to earn additional income. Lack of desire is often responsible when a avoids unpleasant activities.

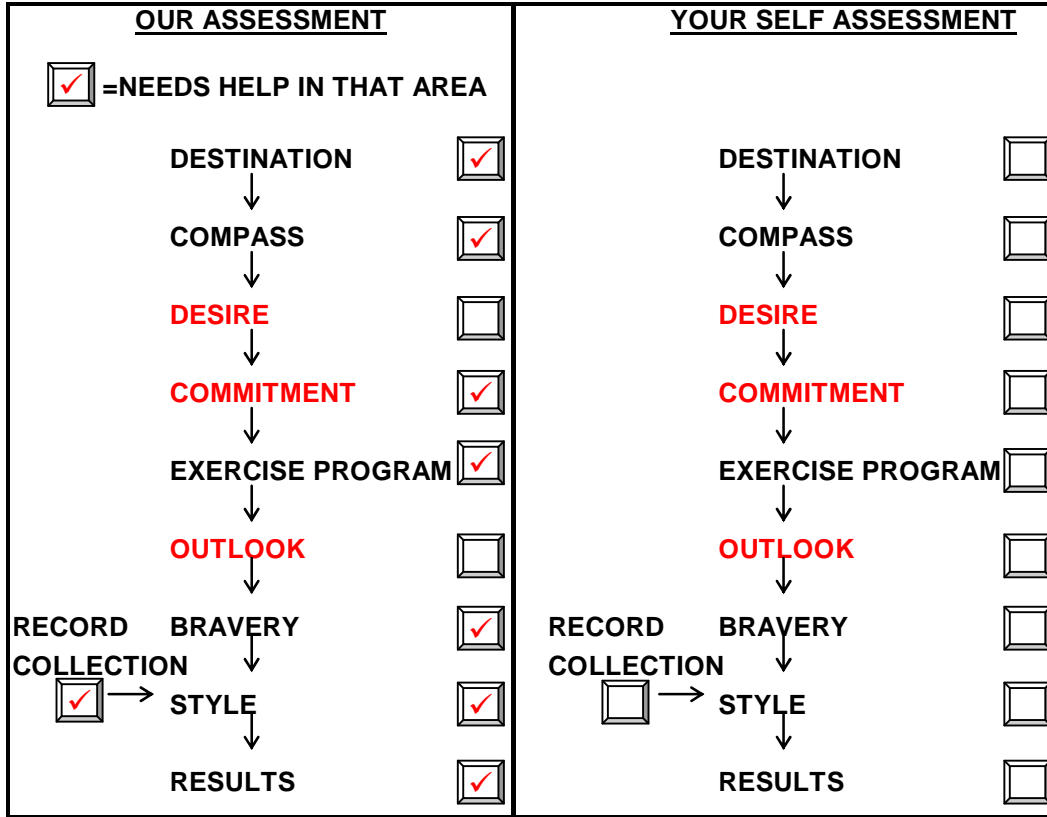
If I indicated that you lack desire you can look to your destination and compass for help. Destination tells us whether you have clear, exciting personal dreams and goals and compass indicates whether or not you are on track to reach them by the desired date. If the destination is not established then it may explain why desire isn't very strong. Desire improves when an individual gets excited about a clear destination and recognizes that he/she can fulfill that dream using his/her career as the vehicle. If you already have clear destination yet still lack desire, the hoped for improvement may be more difficult to obtain.

With a clearly established destination the compass can be set once a realistic plan has been finalized. Once you have clear destination and a working plan there is finally something to which you can commit. With a strong commitment to the destination and compass, an exercise program can be established. There is a two-part process consisting of preparation (you know what you have to do) followed by execution (you actually do what your exercise plan calls for). An exercise program is the first step in execution and a critical step for success because it not only calls for consistent, daily prospecting (or in some cases, servicing), but when used effectively, it also predicts future sales and cash flow.

When exercising is consistent, you will begin to see progress on your plan, feel better about your accomplishments and therefore, your self-image improves. Self-image is the most important part of outlook. With an improved outlook bravery slowly begins to improve. Record collection and bravery support style. A supportive record collection enables you to develop and improve your style. This is crucial if you wish to take control of the client development process and execute both new and old techniques.

A committed person with a strong desire for success, clear destination and properly set compass, a consistent exercise program and supportive record collection, healthy outlook, strong bravery and an effective style will be a winner. These elements are all extremely important but they should not be confused with an individual's characteristics or traits. While characteristics and traits have permanence to them, these elements are actually conditions. As with the weather, conditions can change rapidly! If you have not perfected each of these elements yet improve upon them, you will see dramatic results. A formula which might explain how things work is: Desire + Commitment = Effort. Consistent effort over time = results.

ASSESSMENT OF YOUR GROW CHART



Understanding the Grow Chart

The left chart above depicts how we assessed you. The right chart depicts how you assessed yourself. The arrows running between the elements show you how the elements support each other. For example, *Record Collection* and *Bravery* support Style (how you combine your personality with technique and a selling process), while *Bravery* is supported by *Outlook*. A checkmark indicates that you must continue working to improve in that particular area.

ELEMENTS CONTRIBUTING TO GROW CHART FINDINGS

↑	↓	DESTINATION	↑	↓	COMPASS
✓	✓ ✓ ✓	Has Goals Has Them In Writing Has An “Accomplish By” Date		✓ ✓	Has a Goals Management Plan Has a Tracking System
		DESIRE			COMMITMENT
✓		Has enough Desire to Make Changes		✓	Has enough Commitment to Make Changes
		OUTLOOK			BRAVERY
✓		Has a Good Outlook	✓	✓ ✓ ✓	Has Overcome the Need for Approval Recovers from Rejection Has Control of Emotions
		EXERCISE PROGRAM			STYLE
✓ ✓ ✓	✓ ✓	Will Prospect Prospects Consistently Consistently Reaches Decision Makers Gets Appointments	✓	✓ ✓ ✓ ✓	Quickly Develops Bonding and Rapport Has & Uses an Effective Selling System Effective When Asking Questions Attempts to Close Has Capacity to Uphold Margins

↑ A check mark in this column indicates that you have mastered the specified strength or skill. We feel that you need little to no improvement in this area.

↓ A check mark in this column indicates that you have not yet mastered the specified strength or skill. We feel that additional work, help, coaching and/or training is needed in this area.

GROW CHART DEFINITIONS

DESTINATION - How clearly the individual has defined his goals.

COMPASS – How well the individual is aimed at his destination.

DESIRE – The individual’s passion for success.

COMMITMENT – The individual’s willingness to do whatever it takes.

EXERCISE PROGRAM – The consistent actual performance of planned activity.

OUTLOOK – How the individual feels about himself, his job and his company.

BRAVERY – The ability to do what must be done, even when it is uncomfortable.

RECORD COLLECTION – The quality (supportive vs. self-limiting) of the collection of beliefs held by the individual.

STYLE – The combination of personality, bonding and rapport, technique and selling process necessary for effective selling.

RESULTS – The bottom-line.

CORE COMPETENCY REFERENCE

The core competency numbers are used in the Strength, Skill, Weakness and Challenges sections of the assessment. Using the core competency number you can look up the title of the competency to the right.

Core Competency List	
Number	Title
1	Has Written Goals
2	Follows Written Goals With a Plan
3	Has Positive Attitude
4	Takes Responsibility
5	Strong Self-Confidence
6	Supporting Record Collection
7	Controls Emotions
8	Doesn't Need Approval
9	Recovers From Rejection
10	Comfortable Talking About Money
11	Supportive Buy Cycle
12	Consistent Effective Prospecting
13	Reaches Decision Makers
14	Effective Listening and Questioning
15	Early Bonding and Rapport
16	Uncovering Actual Budgets
17	Discovering Why Prospects Buy
18	Qualifies Proposals and Quotes
19	Gets Commitments and Decisions
20	Strong Desire for Success
21	Strong Commitment for Success

STRENGTH AND WEAKNESS SUMMARY

THE DAVE KURLAN SALES FORCE PROFILE™

Evaluation of: John Smith

Company: Sample Corporation

Date: 10-Jul-2007

Evaluated By: Dave Kurlan

These strengths support the selling process

A Good Outlook
Good Self Image
Rejection Proof
High Money Tolerance
A Strong Desire

John has developed these selling skills

Good Time and Organizational Ability
Won't Make Inappropriate Presentations
Able to Get Appointments When Prospecting
Gets Plenty of Introductions
Able to Get Past Gatekeepers
Does Not Want to Prospect but Prospects Consistently
Develops Bonding and Rapport Early in the Process
Asks How Prospects Will Make Buying Decision

These weaknesses may neutralize those strengths and skills

Doesn't Have Written Personal Goals
No Written Plan for Reaching Personal Goals
No System for Tracking Progress
Makes Excuses for Lack of Results
Doesn't Enjoy Selling
Self Limiting Record Collection
Loses Control of Emotions Somewhat Easily
Strong Need For Approval
Too Trusting of Prospects
Unable to Talk About Money
Has a Non Supportive Buy Cycle
Does Not Want to Prospect but Prospects Consistently
Lacks Closing Urgency
Not Motivated To Earn More Money
Isn't as Committed as He/She Thinks

John is vulnerable to these selling situations or events

Accepting PutOffs
Likely to be Ineffective With Prospects That Wish To Comparison Shop
Likely to be Ineffective With Prospects That Wish To Think it Over
Likely to be Ineffective With Prospects That Wish To Price Shop
Calling on Purchasing Agents Too Early in the Process
Not Getting to Decision-Makers Consistently
Not Able to Control the Selling Process
Too Much Talking And Not Enough Questions
Questions (if asked) Will Be Ineffective
Not Handling People Effectively
Not Uncovering the Actual Budget
Wasting Time for Lack of Effective Selling System
Wasting Time With Wrong Prospects
Too Many Inappropriate Quotes or Proposals
Not Getting Prospect to Agree to Make a Decision
Too Many Inappropriate Follow Up Calls

John's record collection contains these self limiting records

It's OK if my prospect shops around
I must have the best price
I don't like making cold calls
I must make proposals (or quotes)
Client development isn't fun
I'm uncomfortable with certain aspects of client development
I have to call on buyers before the end-users or decision-makers
I'm uncomfortable talking with prospects about their money
Prospects are honest
Prospects that think it over will eventually buy from me
I should spend measurable time with prospects that don't buy from me
Any lack of results are due to the economy or marketplace
I am able to live comfortably on my income
It's not necessary to ask prospects about their money
Loyalty to the company is more important than commitment to my own success