

A special insight for. . .

EVALUATING YOUR SALES FORCE

FOR BUSINESS OWNERS...PRESIDENTS...SALES MANAGERS...SALES PROFESSIONALS

The "Dave Kurlan Sales Force Profile"™ has been proven to be the most effective way to determine the strengths and weaknesses of every player on your sales force. Determine who CAN SELL vs. WHO WILL SELL!

The spirit of the evaluation is to offer additional resources with which to increase sales and earnings for you and your company. This is not a psychological assessment or a personality profile; it is an open window to view how you think and function as a salesperson. Take control of the selling process more effectively and shorten the selling process, "Sell More and Sell More Often!"

The Dave Kurlan Profile™ has worked for thousands of salespeople from companies such as:

Carrier Corporation
Dataline Corporation
MSI
Landis & Gyr Powers, Inc.
A.G. Edwards
Consumer's Advantage
Emjay Medical Supply
New York Life
Paine Webber
Dolphin Health Products
International Furniture Rentals

and many more. . .

Why would you evaluate your salesforce?

- You "want" or "need" to grow your company.
- Desire to clearly understand the make-up of your current sales force.
- Focus on the hidden sales strengths of your sales people.
- Determine what training is needed.
- Identify your company's potential for growth in limiting areas.

Why you should use this profile:

- Easy to administer and understand.
- Informs you of resources needed to increase sales.
- Shows you how your salespeople can improve and what to do if they can't.
- Sales based.
- Clearly indicates selling limitations and defines solutions.
- Proven accuracy.

Sales Evaluation Package includes:

- Twelve to fifteen pages of comprehensive information detailing each individual salesperson.
- Consideration of strengths which have been developed.
- Explanation of limitations including possible causes, examples of symptoms and direction to overcome.
- Growth Chart

Which evaluation will best suit my needs?

- Manager's Self Assessment
- Salesperson's Self Assessment
- Team Overview
- Screen for Sales Applicants

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Sample pages from Salesperson/Manager's Evaluation:

Evaluation for John Salesperson

Strengths

DESTINATION

- Has Goals
- Has them in writing
- Has an accomplish by date

COMPASS

- Has a goals management plan
- Has a tracking System

OUTLOOK

- Has good self image
- Has a good attitude

DESIRE

- Is money motivated
- Has passion for success
- Has enough desire to make changes

COMMITMENT

- Is committed to success
- Has enough commitment to make changes

BRAVERY

- Has overcome need for approval
- Has overcome fear of rejection
- Has control of emotions

BROKEN RECORDS

The following records appear as self-limiting records in your collection. You should understand how self-limiting records adversely effect your performance. For instance, if you don't believe in ghosts, experience would tell me that in all certainty you have never seen one. If you believe in objections, and I am 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 were they loaned to you by the individual who first taught you how to sell? Here they are:

- > I should be their friend.
- > It's okay if my prosepct shops around
- > It's okay if my prospect thinks it over.
- > I must educate the prospect.
- > I have a long sell cycle.
- > I am uncomfortable in certain selling situations.
- > Prospects are honest.
- > Prospects who think it over will eventually buy from me.
- > I am not able to confront a prospect.

The first step toward changing these records into supportive records is to ask yourself what kind of outcome you are getting as a result of these records. Then, determine how you would like your outcomes to change. Next, rewrite the record so that it supports the new, favorable outcome. As you proceed you'll read examples which show how these self-limiting records may cause selling obstacles, thereby preventing you from being as successful in sales as you might wish.

John Salesperson (continued)

A SYSTEM!

you do things right and unfortunately, sometimes more effective system to follow, your results insistent. A builder can't construct a home , a computer programmer can't develop software , an engineer won't build a circuit board diagram, and salespeople can't sell effectively stem. Determine what must take place on each order those events should occur, and then make

DO YOU WANT THIS?

unable to determine exactly why your prospect instead of from your competition. This ve been too busy fiving them your reasons for king for theirs. Understand the need to have velop the questions to find it and you age on your calls.

YOU ASSUME, I PRESUME

endency to make assumptions on your sales may be ver perceptive, I don't like to n their hunces, as it can be very costly.

Needs Help

Destination — Compass — Desire

Commitment

Exercise Program

Record Collection

Style — Results

Bravery

Outlook

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The "Salesperson's Self Assessment" as well as the "Manager's Self Assessment" will show specific areas for growth and improvement by assessing sales and/or managerial strengths and limitations. For sales professionals, this information will allow them to clearly understand their sales make-up and potential for growth. Learn if additional training would be a benefit to you to develop your own selling skills. The assessment will highlight the areas or skills which may need developing. As a manager, you will find the information invaluable for developing the sales team you've dreamed of. Help your team to sell more and sell more effectively!

An example of actual pages from a Management Overview:

A borderline outlook indicates a need to keep an eye on things. This could easily change either dramatically improving or worsening! It is important that you help them discover the cause of an outlook on the edge. People can solve their problem so they may be more easily managed in the outlook problem will have a negative impact on bravery and that will salesperson to be very ineffective at times when they must be strong.

These salespeople have a problem with lack of commitment to a successful sales career:

Alice Smith
Amy Jones

Whether they admit to the commitment problem is not as important they understand it. Most salespeople think they are committed and are loyal to the companies they work for. The problem we have here they actually have conditional commitment. This means that they are committed...as long as they are comfortable with what they must do, of what they must do, agree with what they must do, or want to do must do. Full commitment means doing whatever it takes to succeed matter what! Sometimes lack of commitment is a problem only because salesperson has nothing in which to commit. No plan to reach the. These people are not particularly money motivated:

Barry Lyle

When a salesperson isn't money motivated their desire for success affected. You can encourage them to set lofty personal goals for them if purchased, would require a great deal of money. If the salesperson especially good at servicing his/her accounts, it sometimes makes him/her a modest salary for providing service only.

These people are burdened with a need for approval:

Barry Lyle

STRENGTHS

In the area of buy cycle, the biggest problem is with regard to research. Your people will be very tolerant of prospects who wish to pick their brains. Tolerance to "think it over" came in a close second, and sell cycle a close third.

These salespeople find it extremely difficult to have an in depth conversation about money with their prospects:

John Fishmen
Christopher Collin

When salespeople are seriously uncomfortable talking about how much money a prospect has, where it might be coming from, how to come up with more, etc., they will invariably fail to accurately determine the amount of money a prospect will spend with them. This is especially true when the prospect is equally uncomfortable. You'll have to help them develop a greater level of comfort with the subject or they will continue to mis-quote, quote when there isn't any chance of getting business or quote on service or products which the prospect is unable to buy.

This one seems to be another area that hits high on the popularity charts! you will have to do some important work in this area and when you do, the average sale and average profit will increase! These salespeople still have a problem fearing and/or feeling rejection from their prospects:

Barry Harper
Alice Smith

The biggest problem with fear of rejection is that it often causes paralysis. Salespeople would prefer not to begin a process when they fear that there will be an unpleasant outcome. Also worth mentioning is their discomfort hearing the word 'no' and if they are uncomfortable hearing it they are certainly not excited about telling their prospect to say no. The cure for fear of rejection is to redefine their daily goal. Give them permission to fail by encouraging them to get a 'no' when they can't get a 'yes.'

Alice Smith
ABC Company

strong commitment
strong desire

total control of emotions
good self image
has killer instinct

manages behavior
managing the pipeline
gives strokes
debriefs correctly

flexible
manages people

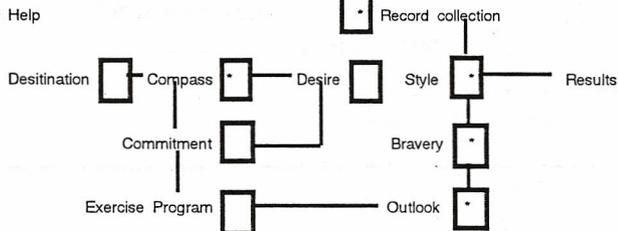
demanding
effective interviewing

upgrades the sales force
effective joint calls

total control

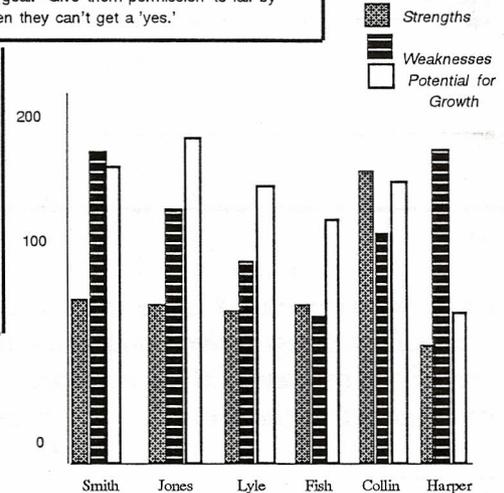
Grow Chart for Alice Smith

* Needs Help



As a
Comp
Creat
Overc
Learn
Mast

- Uncover Real Budgets More Effectively
- Getting to the actual decision makers
- Getting Prospects to Agree to Make Decisions
- Reprogramming Their Self Limiting Record Collections
- Shorten the Sell Cycle
- Changing Their Non Supportive Buy Cycles
- Establish Bonding & Rapport Early in the Process



ABC Company Growth Potential

The "Management Overview" defines the profile and how each element interrelates. It will show potential problems hidden from view and common limitations. It gives directions on how to help your salesforce overcome those limitations and tell you who, among your staff, is trainable. Knowing and understanding the make-up of your staff will allow you to be a better "coach."

An example of an actual "Sales Screen"

THE DAVE KURLAN INTERVIEW SCREENING

Screening of: Joe EZ Sale
For a Sales Position at: ABCD Company

Date: 01-06-99

STRENGTHS

ASKS QUESTIONS - This individual will ask a lot of questions, thus doing a better job uncovering buying needs and strategies.

COMMITTED - This person will do whatever it takes to get the job done.

HIGH MONEY TOLERANCE - This individual has the make-up to ask for a lot of money.

ASSERTIVE - Salesperson is not afraid to say that which needs to be said.

PROSPECTING is an activity which this salesperson will not shy away from.

COMFORTABLE TALKING MONEY - This individual will ask the tough money questions and not leave much money on the table.

WILL UPHOLD MARGINS - This person believes in value and has the foundation to support techniques which maintain profit.

WEAKNESSES

SYSTEM FAILURE - Some degree of wasted time is inevitable because this individual does not have a selling system.

THINK IT OVERS will be the order of the day. Expect a lot of them.

RECORD COLLECTION - There are many self-limiting records playing in this person's mind. Some are bound to get in the way.

- 1 -

Sales Screenings have proven to be an invaluable tool in assisting in the hiring process for small business owners and large companies. Sales Screens are administered as the other assessments. However, the results are an abbreviated version of a complete assessment touching upon the vital points to determine if the candidate would fit the sales position and/or staff.

This has benefited companies involved in interviewing offsite candidates throughout the United States. With instant turnaround you will have the information at your fingertips when you need it most. This will lessen the CHORE of the interviewing process.

Clients have found the Interview Screening Package an indispensable tool when narrowing down qualified candidates. "It is timely and cost effective." "It highlights particular facts that you wouldn't typically gain from an interview."

The value and benefit of using this Evaluation have been confirmed by numerous sales people, sales managers and companies alike. It has been our experience that it has not only improved the quality of the selling process but has been a wonderful motivational tool to educate oneself in the areas that are in need of improvement. It has been the framework for most managers to structure their staff training around, being able to define "Who CAN Sell vs. Who WILL Sell."

Rather than demonstrating the complete psychological make-up of an individual, the Dave Kurlan Profile clearly indicates what happens in selling situations and what can be done to help the problem. Most other evaluations are designed so that a strength automatically means you must have the corresponding weakness and vice versa. For example, if you are a closer, then you must be too aggressive and if you are warm and nurturing, then you wouldn't have the ability to close. Why can't we be both? That is what we train salespeople to be.

It's easy and it's proven accurate!