

Call Reluctance[®] Needs Indicator

For Sales Managers

Check each statement below that *currently* describes your sales team.

If you are in corporate sales management, check the statements that, in your judgment, apply to your overall sales force. To optimize the exercise, please answer as quickly and candidly as you can. As you will discover later, instruction will be harder for some sales organizations than others.

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| <p><input type="radio"/> 1. Some of my salespeople spend too much time getting ready to prospect and not enough time actually prospecting. _____</p> <p><input type="radio"/> 2. Some of my salespeople aren't contacting enough "up-market" prospects and "centers of influence" to effectively sell our services and products. _____</p> <p><input type="radio"/> 3. Some of my salespeople are not using the telephone as effectively as they could to prospect. _____</p> <p><input type="radio"/> 4. Some of my salespeople spend too much time focusing on high-payoff but low-probability prospects at the expense of smaller but more certain sales. _____</p> <p><input type="radio"/> 5. Some of my salespeople could prospect more efficiently if they were more comfortable participating in "seminar selling". _____</p> <p><input type="radio"/> 6. Some of my salespeople pass up too many opportunities to ask for referrals. _____</p> <p><input type="radio"/> 7. In order to prospect, some of my salespeople have to spend time psyching themselves up. _____</p> <p><input type="radio"/> 8. Some of my salespeople spend too much time worrying about prospecting and not enough time prospecting. _____</p> <p><input type="radio"/> 9. Some of my salespeople spend too much time waiting for "just the right time" to prospect.</p> | <p><input type="radio"/> 10. Some of my salespeople pass up too many opportunities to develop their friends' and personal social network as a source of prospects. _____</p> <p><input type="radio"/> 11. Some of my salespeople pass up too many opportunities to ask their relatives for their help and active support prospecting. _____</p> <p><input type="radio"/> 12. Some of my salespeople seem to want to argue about prospecting, instead of actually prospecting. _____</p> <p><input type="radio"/> 13. Some of my salespeople don't prospect effectively. _____</p> <p><input type="radio"/> 14. Some of my salespeople insist they need more training or sales supports to prospect effectively, but then don't prospect any better when they get them. _____</p> <p><input type="radio"/> 15. Some of my salespeople don't prospect as much as they could because they don't seem to want to. _____</p> <p><input type="radio"/> 16. Some of my salespeople are not prospecting as much as they could because "it's not worth the bother anymore." _____</p> <p><input type="radio"/> 17. Some of my salespeople could prospect better if they didn't spend so much time on other, nonproductive, activities.</p> |
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See reverse to score your sales team status report.



Scoring Your Sales Team Status Report

To see how your sales team stacks up, total your check marks.
Then read the section below that corresponds to the total checks you marked.

PHASE ONE: QUESTIONS 1 - 14

1-2 Checks: If you checked only 1 or 2 of the questions numbered 1-14, there are some issues, but the issues should be comparatively easy to correct by tweaking your sales selection or training practices. This presumes your answers were candid.

3-4 Checks: If you checked 3 or 4 of the questions numbered 1-14, you have manageable issues that should be addressed soon. If not, they can easily escalate and spread throughout your sales organization.

5-6 Checks: If you checked 5 or 6 of the questions numbered 1-14, you have an undercurrent of sales-related issues which management needs to counteract now. Failure to take effective action is likely to result in a toxic sales environment, which can affect not only your current sales efforts but also the quality of future sales candidates. "Inside information" about under-performing sales organizations reaches the street quickly.

7 or More: If you checked seven or more of the questions numbered 1-14, **serious sales issues exist** which require crises-level attention from management.

Step One: Your sales selection system may be seriously flawed, and needs to be fixed. Ignore the repute of the selection procedures you use and the egos of the managers who champion their use. Review *all* sales recruiting, selection and training policies, practices, procedures and personnel.

Step Two: Decontaminate your current sales force. Remedial efforts should be implemented for your present salespeople, including veteran producers. If you ignore step two, you risk improving the quality of the new recruits you acquire only to have them deteriorate because you failed to disinfect the sales culture you're recruiting them into.

PHASE TWO: QUESTIONS 15 - 17

Question 15: If you checked question 15, your sales force may be under-motivated. This suggests your current sales tests may be measuring "motivation" in general, but not accurately assessing the motivation to *sell*. Energy-demanding sales activities, such as prospecting, require adequately motivated salespeople. Failure to measure this psychological construct correctly can either result in salespeople who are insufficiently motivated to prospect at acceptable levels, or salespeople who are sporadically motivated to prospect at acceptable levels, but unable to sustain the energy required for consistent prospecting.

Question 16: If you checked question 16, your sales force may be motivated to sell, but may have intentionally chosen *not to make this motivation available to you*. The condition is called *goal-suppression*, and is symptomatic of *goal miss-alignment*, which typically occurs when salespeople change their goals. It can also occur when salespeople perceive a career-threatening shift in corporate objectives, practices or sales management procedures. Typically, this condition is the result of corporate re-organizations, mergers, acquisitions and other structural reconfigurations. When this occurs, suppression of the sales effort is due to the inability of salespeople to maintain adequate trust in the decision-making competencies and objectives of management- especially senior sales management. Goal-suppression can be detected by psychological testing, but usually only by instruments specifically designed to measure this phenomenon.

Question 17: If you checked question 17, your sales force may be motivated to sell and committed to their sales career; however, they may also be equally motivated and committed to a variety of other activities, each competing for their time and energy. Dudley & Goodson have named this phenomenon "*goal diffusion*". It easily confounds overall measures of motivation. These measures are unable to differentiate total motivation from *scattered* motivational energy, which is no longer available to support focused sales activities, like prospecting.

To discuss your results further, please contact The Hill Group, Inc.
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