





## ● IS YOUR SALES TEAM REALLY ACHIEVING OPTIMUM PERFORMANCE LEVELS?

Before you answer that, may we prompt you to ask yourself seven further questions?

- If you benchmarked your team on an individual basis against the best in your industry/sector how would they fare?
- What would it take for them to become the very best?
- Are you able to measure the impact of any investment you have made in training and developing the team in recent years? – i.e. what return have you seen on that investment?
- What further development is required in order for them to achieve optimum performance levels?
- If any members of the team are currently underachieving, do you know why and do you understand what will be required to get them back on track?
- Who in your team is capable of much higher levels of achievement, if they were to receive appropriate coaching?
- Do you have the facility to rigorously and objectively assess candidates' suitability at the recruitment stage?

If you were unable to confidently answer any of the above, we urge you to invest a few minutes discovering **ASP Profile**.

**ASP Profile** is a unique concept which is rapidly gaining recognition as a world class product in the field of sales team performance assessment and has already been adopted in earlier and current forms by hundreds of forward thinking organizations around the globe including: - Autodesk, France Telecom, Global One, Computer 2000 Group, Northumbria Water, ISI Group plc, F.I. Scotland, CISCO, Platinum Technology, Computer Associates, Belle Systems, Allied Dunbar Assurance plc, Exodus, McLaren Consulting, Domino UK Ltd and Parker Hannifin.

However, we would add that it is appropriate for organisations of all sizes from F.T.S.E. 100 companies to the S.M.E sector and furthermore, it is not industry specific.

We have no doubt that **ASP Profile** could greatly assist you in achieving your short, medium and long-term commercial objectives.



## **INTRODUCTION**

We all accept that the costs associated with recruiting and maintaining a first class sales team are continually spiralling upwards and yet achievement levels have, by and large, remained constant over the past decade or two. In an effort to extract more from their people, companies worldwide are spending a considerable amount of money on skills development every year. Few of those organisations have any real idea of the return they are achieving on that massive investment and many remain wedded to the concept that sales skills and product knowledge are the be all and end all. Furthermore, at the front-end i.e. the recruitment stage, decisions are made with the aid of psychometric testing at best or totally subjectively, at worst. Poor decisions can cost a company thousands, even hundreds of thousands of pounds in salary, expenses and of course underachieved revenue – unfortunately it can take months to discover an error of judgement.

**Any form of accurate benchmarking, measurement and assessment of development needs has been unavailable – until now.**

**ASP Profile** is the most sophisticated sales competence assessment tool available. It is a unique concept that represents the culmination of fourteen years ongoing research and experimentation. It has involved consultation with hundreds of individuals including, captains of industry, psychologists, professional buyers and front line salesmen and women from every industry sector. The end result is that we are now able to recognise the three levels of selling that exists – four in fact, if you include sales management – and as a consequence, we have produced a model at each level that accurately profiles the characteristics and working styles of the very best performers. It assesses existing strengths, weaknesses and ongoing development requirements in three specific areas: **Attitude, Skills and Process.**

- **So how does it work?**

Overleaf, you will find full details of the four assessment levels available i.e.

**Internal Sales – External Sales – Consultative Sales – Sales Leadership**



- **Role Definitions:**

This set of role definitions, will help you decide which assessment is most appropriate.

- **Internal Sales**

Internal salespeople sell products and services via the telephone, over the Internet or even by mail-order. In other words, there is little or no face to face contact with customers or clients. The exception would obviously be those working in the retail sector.

The sales cycle can be fairly short and would simply require the salesman or woman to respond to requests for prices or product information, provide quotations, possibly barter on price and hopefully gain the order. They may also be responsible for "servicing" existing customers or clients and ensuring that levels of customer satisfaction remain high

- **External Sales**

In most industries, the role of the external salesperson is very similar and we can identify a longer sales cycle that could involve, identifying new opportunities, arranging an initial exploratory meeting to assess the viability of winning and to better understand the requirement, budget, timescales, competition, buying criteria etc. Once the salesperson is satisfied that he or she can win the opportunity and they want to win it, they typically prepare a quotation or proposal which they either send or they present it personally. They are also responsible for calling on existing customers and clients in order to further develop the trading relationship and although they may eventually gain access to senior decision makers, they more often than not, meet with "recommenders" or "users"

This is a very traditional way of face to face selling that is adequate for the majority of industry sectors and the 'traditional' salesperson is just as effective as the "consultative" salesperson at explaining features and benefits, relating a service or product to the customer's need and closing a sale.



- **Consultative Sales**

Consultative salespeople are sometimes called “big-ticket” professionals because they sell high value solutions, often worth hundreds of thousands, if not millions of pounds. They operate in the world of the “complex sale”, where several levels of decision makers are involved and where sales cycles can extend to months and sometimes years.

They must be able to first, identify and then capitalise upon the political component within the buying process. They must also be able to develop and sustain strong commercial relationships at all levels within their accounts and these relationships endure because they are based on mutual respect and trust.

Consultative salespeople rarely, if ever, lose an order that they really want because they are always in control of the sales cycle. They have identified that in marketplaces where product uniqueness and technical expertise are no longer enough, it is they, themselves, that make the difference – their superior skills.

- **Sales Leadership**

This element is appropriate to anyone who has responsibility for ensuring the efficient and effective use of resources, to achieve results with and through the efforts of a professional sales team, whether they are a Sales Director, manager or team leader.



- **What's involved?**

Each assessment has two distinct sections. The first, comprises of a set of individual questionnaires that measure personality traits. There are seven questionnaires in total within this section and the results allow us to build up an extremely accurate personality profile

The second section has been designed to benchmark not only selling skills but also what formalised sales process tools are being utilised

Within the **Internal Sales** assessment there are ten competence areas which provide a total of fifty competence descriptors i.e.

- Personal Organisation
- Communication
- Business Development
- Qualification
- Interpersonal Skills
- Integration Skills
- Resilience
- Pro-Activity
- Team Working
- Motivation

The **External Sales** second section contains twelve competence areas which provide a total of one hundred competence descriptors i.e.

- Planning
- Communication
- Presentation Skills
- Business Development
- Account Management
- Opportunity Assessment
- Negotiation Skills
- Attitude
- Team Membership
- Process & Methodology
- Pro-Activity
- Organisational Skills



Within the **Consultative Sales** second section, there are seventeen competence areas which provide a total of one hundred competence descriptors i.e.

- Organisational Skills
- Communication
- Presentation Skills
- Business Development
- Opportunity Assessment
- Interpersonal Skills
- Creative Thinking
- Critical Thinking
- People Awareness
- Integration Skills
- Resilience
- Strategic Approach
- Pro-Activity
- Negotiation Skills
- Key Account Management
- Team Membership
- Process & Methodology

And finally, within the **Sales Leadership** assessment, there are fourteen competence areas which provide a total of one hundred competence descriptors i.e.

- Personal Organisation
- Internal & External Communication
- Creative Thinking
- Critical Thinking
- Resilience
- Pro-Activity
- People Awareness
- Organisational Skills
- Project Leadership
- Public Speaking & Presentation Skills
- Leadership
- Vision
- Motivational Management
- Delegation



We then integrate these scores along with the results from Section One i.e. the personality section, into an overall profile and provide two sets of assessments, an **F rating** and a **D rating** which can be described as follows:

The "F Level" is the Farrington Scale which measures Attitude, Skills and Process and broadly speaking, we should expect the following;

**Internal Sales** F Level range – 40-60%

**External** F Level range – 60-80%

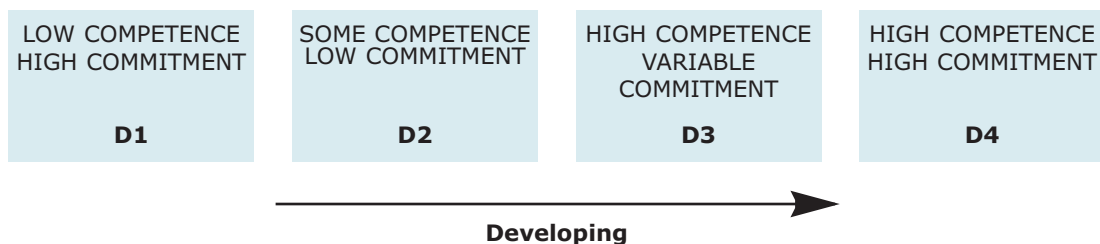
**Consultative** F Level range – 80% plus

Using the F Level scores we are also able to produce a D rating which can be best described as follows:

We believe organisations need to develop their personnel in two specific areas, i.e. **Competence and Commitment**.

**Competence** consists of the combination of knowledge and skills while **Commitment** is a combination of confidence and motivation. The degree to which a person has achieved certain combinations of these factors can be defined as **Development Levels**. They represent the person's development in the job.

**The four development levels are:**



This grading is then translated into the style of management required to obtain the best results from each individual and forms the basis of the "**Situational Management**" model.



Finally, we have provided our recommendations in terms of the future development of this candidate, in order for them to achieve optimum performance levels.



## FREQUENTLY ASKED QUESTIONS

- ***How long does it take to generate a report?***

We guarantee to provide you with a comprehensive written report within 1 hour of receiving the completed self-assessment and we are currently beta-testing a system that may further reduce that response time.

- ***How much does it cost?***

We currently have the following scale of fees in place:

Internal Sales -	<b>\$195.00</b>
External Sales -	<b>\$235.00</b>
Consultative Sales -	<b>\$275.00</b>
Sales Leadership -	<b>\$295.00</b>

We are able to offer corporate discounts and site licences to organizations with large requirements

- ***How are reports completed?***

**ASP Profile** assessments have been designed to be extremely straightforward to complete. They are online and interactive. A link to an individual's personal assessment is sent by email; that link takes the candidate to the first page of **ASP Profile**. Then it is simply a case of following the on-screen instructions.

Feedback reports are sent direct to the candidate's Manager, who is then able to discuss the results one-one with the candidate.

- ***Can I see a sample report?***

Yes, of course, following the summary, you will find a link that will return you to the **ASP Profile** section of the main site, where you can download sample reports for all levels.

- ***How do I purchase ASP Profile?***

There are several options available:

**Option 1:** Cheque/check

**Option 2:** PayPal

**Option 3:** Credit/Debit card

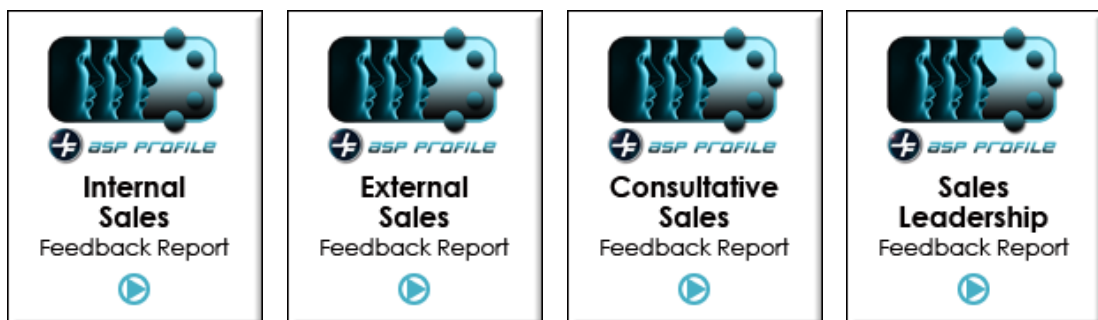
**Option 4:** Bank transfer



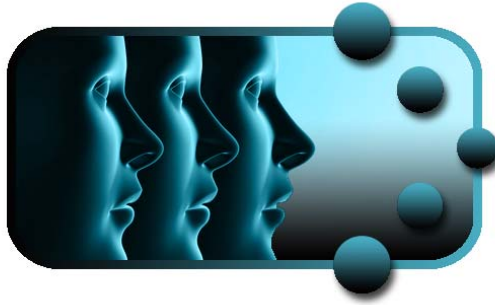
## SUMMARY

The sales team is our forward line, if they are not scoring regularly; we cannot possibly achieve our overall commercial objectives i.e. nothing happens until somebody sells something and all of that investment in costly accounting systems, and new office equipment, expensive IT systems etc will count for nothing. The primary aim of **ASP Profile** is to assist management in making effective human resource decisions objectively; the decisions made about people, their recruitment, ongoing development and promotion. This will enable organisations to minimise the cost of recruitment and selection and also improve the overall quality and therefore productivity of their existing staff.

In summary, we believe that this initiative is an essential first step towards developing '**Optimum Performance**' levels.



Please click on the graphics above to download sample reports.



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