

SCQ

Personal Effectiveness Report

Sales Competencies

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Introduction

The Sales Competency Questionnaire (SCQ) measures your current selling skills and style by asking you to rate your performance in different selling situations. Groups of statements relate to different aspects of selling behaviour called competencies. It is the particular combination of competencies possessed by a person that shapes their style and contributes to their job performance.

Competencies are sets of behaviours or behavioural repertoires encompassing skills, knowledge, abilities, and personal attributes. The SCQ measures thirteen clusters of competencies that apply across a wide range of selling occupations. Competencies are not the only influence on your performance, however, as your interests, your values, your pattern of intellectual abilities, your life experience and your current situation also contribute to making you the person you are. Psychological tests do not measure the whole you which is why they need to be interpreted in the context of other information about you.

Please bear the following points in mind as you consider the results from your assessment:

- this report is based on what you have said about yourself through your responses to the questionnaire so that what we are measuring here is your own perception of your skills and your style;
- test results can also be affected by your strategy for answering the questionnaire - whether this was conscious or unconscious - for example, whether you were very frank, whether you were very self-critical or whether you felt under pressure to convey a more than usually positive impression of yourself;
- your responses from the questionnaire are converted into standard scores called 'Sten' scores. The Sten (standard ten) is a standard score system commonly used with personality questionnaires. Sten scores of 4 through 7 are considered to be average. Sten scores of 1-3 and 8-10 are generally considered to be of greater importance for profile interpretation since they are more extreme and occur far less frequently;
- this assessment is intended to help you clarify your view of yourself and help you to develop and achieve personal growth. If you do not agree with some aspects of the analysis, it can be useful to check what other people think by taking views from line managers, peers and direct reports.

The report below is intended to provide a framework for assessing your current selling strengths, weaknesses and development needs. Taking each competency area in turn, think about the tasks that you find come easily to you and those that you find harder to perform consistently to a high standard. Use this report alongside your organisation's competency framework to identify where further development would improve your performance. In deciding where to put your development efforts, focus on one or two areas that are likely to have the biggest impact on your work performance. Set yourself specific learning goals for these development areas.

Please keep in mind that this report has been generated by a computerized expert assessment system and substantially reflects the answers made by you. Due consideration must be given to the subjective nature of questionnaire-based ratings. We can accept no liability for the consequences of the use of this report and this includes liability of every kind for its contents.

Sales Competency Profile

The profile chart below illustrates your profile on the sales competencies assessed by the questionnaire.

You scored 8 or above on Teamwork, Achievement, Self-awareness and Prospecting. These seem to be the strengths of how you currently operate. Generally speaking, you perform more strongly in these areas than the average salesperson. This does not mean that you should stop developing your knowledge and skills in these areas. On the contrary, keep on continually developing them, exploit them and consider how to pass them on to others. However, we also recommend that since you seem to do these things pretty well, you can afford to reflect on whether sharpening your act in some of the areas where you got lower scores would significantly raise your overall game.

You scored between 4 and 7 on Resilience, Adaptability, Negotiating, Listening, Conscientious, Customer orientation, Product expertise, Communication and Competitor awareness. This indicates that you perform as well as the average salesperson in these areas. These mid-range skills could become more distinctive strengths, however, with more learning and practice. Within the 4-7 score range, a score of 7 represents a pretty well-developed skill bordering on a strength and a score of 4 can be interpreted as a less well-developed skill bordering on a weakness. The next section of the report identifies hallmark behaviours for each competence. Think about how far you demonstrate these hallmark behaviours and whether sharpening your act in any mid-range areas would raise your overall game. Think carefully about where to focus your learning. We are not suggesting that you try and turn every mid-range skill into a strength.

Your Selling Skills Profile

Sales Competency	Improvement Area			Average Performance				Strength		
	1	2	3	4	5	6	7	8	9	10
Teamwork	<	...	>
Achievement	<	...	>
Self-awareness	<	...	>	.
Prospecting	<	...	>	.
Resilience	<	...	>	.	.
Adaptability	<	...	>	.	.
Negotiating	<	...	>	.	.
Listening	<	...	>	.	.
Conscientious	<	...	>	.	.
Customer orientation	<	...	>	.	.
Product expertise	<	...	>	.	.
Communication	<	...	>	.	.
Competitor awareness	<	...	>	.	.	.

Teamwork: A Strength

You scored 9 on Teamwork. Sten scores of 8 - 10 are generally considered to be of greater importance for profile interpretation since they are more extreme and occur far less frequently. Numbers 8 - 10 are considered high. About 16% of salespeople who have completed the questionnaire score 8 or higher. Your score indicates that this is an area of selling where you are a high performer. However, although this is one of your strengths, there may still be things you could work on to develop your capabilities even further. The table below shows how you assessed your competencies in this area. The column labelled 'Areas to Work On' shows any competencies that you identified as needing to improve as well as any competencies where you considered your performance was average.

Areas to Work On	Strengths
	<p>Sharing responsibility for the team's successes and failures</p> <p>Sharing information with team members</p> <p>Sharing information and ideas with team members</p> <p>Making time for other members of the team</p> <p>Showing commitment to the team</p> <p>Being friendly and cooperative with team members</p> <p>Sharing credit for sales successes with other people</p> <p>Committing to make the team a success</p> <p>Collaborating with colleagues</p> <p>Accepting other team members' strengths and weaknesses</p> <p>Offering help and support to other members of the team</p> <p>Helping to build the sales team's identity</p>

Achievement: A Strength

You scored 9 on Achievement. Sten scores of 8 - 10 are generally considered to be of greater importance for profile interpretation since they are more extreme and occur far less frequently. Numbers 8 - 10 are considered high. About 16% of salespeople who have completed the questionnaire score 8 or higher. Your score indicates that this is an area of selling where you are a high performer. However, although this is one of your strengths, there may still be things you could work on to develop your capabilities even further. The table below shows how you assessed your competencies in this area. The column labelled 'Areas to Work On' shows any competencies that you identified as needing to improve as well as any competencies where you considered your performance was average.

Areas to Work On	Strengths
Believing in your ability to achieve things	Setting yourself challenging goals Displaying drive and determination Taking calculated risks Striving to achieve all you can Working hard to achieve your sales targets Identifying actions to achieve your sales goals Going the extra mile to achieve a sale Displaying enthusiasm and commitment Taking a long term perspective Carrying out sales activities quickly Seizing opportunities to make a sale

Self-awareness: A Strength

You scored 8 on Self-awareness. Sten scores of 8 - 10 are generally considered to be of greater importance for profile interpretation since they are more extreme and occur far less frequently. Numbers 8 - 10 are considered high. About 16% of salespeople who have completed the questionnaire score 8 or higher. Your score indicates that this is an area of selling where you are a high performer. However, although this is one of your strengths, there may still be things you could work on to develop your capabilities even further. The table below shows how you assessed your competencies in this area. The column labelled 'Areas to Work On' shows any competencies that you identified as needing to improve as well as any competencies where you considered your performance was average.

Areas to Work On	Strengths
Finding out how buyers perceive you Taking action to develop your selling skills	Exploiting your strengths Keeping in touch with your feelings Thinking about what you are doing Learning from your successes and failures Recognising how your emotions affect your sales performance Holding yourself accountable for meeting sales targets Asking for feedback from buyers Showing a sense of humour Reflecting on your sales performance Meeting promises and obligations to customers

Prospecting: A Strength

You scored 8 on Prospecting. Sten scores of 8 - 10 are generally considered to be of greater importance for profile interpretation since they are more extreme and occur far less frequently. Numbers 8 - 10 are considered high. About 16% of salespeople who have completed the questionnaire score 8 or higher. Your score indicates that this is an area of selling where you are a high performer. However, although this is one of your strengths, there may still be things you could work on to develop your capabilities even further. The table below shows how you assessed your competencies in this area. The column labelled 'Areas to Work On' shows any competencies that you identified as needing to improve as well as any competencies where you considered your performance was average.

Areas to Work On	Strengths
Identifying the powerful buyers Getting into the buying centre	Getting high quality leads Obtaining referred leads Closing sales quickly Finding new markets for your products and services Turning phone calls into appointments Advancing sales relationships Turning prospects into customers Obtaining repeat business Overcoming the fear of rejection Gaining appointments with buyers

Resilience: Average Performance

You scored 7 on Resilience. This is a mid-range score bordering on a potential strength. About 68% of salespeople who have completed the questionnaire score in the range 4 - 7. About 15% obtain a score of 7. At the very least, you are as skilled as the average salesperson in this area, but more than likely you are somewhat more skilled. With further development, you could exhibit real strengths in this area. The table below shows how you assessed your competencies in this area. The column labelled 'Areas to Work On' shows any competencies that you identified as needing to improve as well as any competencies where you considered your performance was average.

Areas to Work On	Strengths
Keeping focused under pressure	Using positive affirmations and self-talk
Managing yourself under stress	Controlling your feelings and emotions
Maintaining a work life balance	Handling rejections from buyers positively
Making decisions under pressure	Maintaining a positive "can do" attitude
	Persisting in the face of difficulties
	Seeing setbacks as manageable
	Handling pressure to sell more
	Staying optimistic when you lose a sale

Adaptability: Average Performance

You scored 7 on Adaptability. This is a mid-range score bordering on a potential strength. About 68% of salespeople who have completed the questionnaire score in the range 4 - 7. About 15% obtain a score of 7. At the very least, you are as skilled as the average salesperson in this area, but more than likely you are somewhat more skilled. With further development, you could exhibit real strengths in this area. The table below shows how you assessed your competencies in this area. The column labelled 'Areas to Work On' shows any competencies that you identified as needing to improve as well as any competencies where you considered your performance was average.

Areas to Work On	Strengths
Identifying innovative solutions for customers Absorbing information about product changes Bending rules to deliver what the buyer wants Cutting through red tape	Generating ideas about how to improve sales Responding flexibly to buyers' requests for changes to product specifications Encouraging customers to tell you about product improvements they would like to see Feeding back customer views and ideas to improve your products Adapting your sales tactics and approach to the buyer's situation Recognising the need to continually improve your products Challenging the status quo internally to bring about change Handling multiple demands and changing priorities

Negotiating: Average Performance

You scored 7 on Negotiating. This is a mid-range score bordering on a potential strength. About 68% of salespeople who have completed the questionnaire score in the range 4 - 7. About 15% obtain a score of 7. At the very least, you are as skilled as the average salesperson in this area, but more than likely you are somewhat more skilled. With further development, you could exhibit real strengths in this area. The table below shows how you assessed your competencies in this area. The column labelled 'Areas to Work On' shows any competencies that you identified as needing to improve as well as any competencies where you considered your performance was average.

Areas to Work On	Strengths
Working out what the buyer will settle for	Making convincing final offers
Making proposals in negotiations	Recognizing closing opportunities
Recognising negotiating opportunities	Preparing for negotiations with buyers
Trading and bargaining with customers	Reading emotional cues during negotiations
Clarifying the details of a sales agreement	Achieving win-win outcomes
Defining negotiating objectives	
Understanding the buyer's objectives	

Listening: Average Performance

You scored 7 on Listening. This is a mid-range score bordering on a potential strength. About 68% of salespeople who have completed the questionnaire score in the range 4 - 7. About 15% obtain a score of 7. At the very least, you are as skilled as the average salesperson in this area, but more than likely you are somewhat more skilled. With further development, you could exhibit real strengths in this area. The table below shows how you assessed your competencies in this area. The column labelled 'Areas to Work On' shows any competencies that you identified as needing to improve as well as any competencies where you considered your performance was average.

Areas to Work On	Strengths
Helping customers to express their needs Listening without interrupting Clarifying your understanding of the buyer's requirements with them Spotting key power relationships within the buyer's company	Ensuring customers feel they have been listened to Listening actively to what customers say they need Sensing customers' needs Connecting with your customers Being warm and genuine with customers Showing interest in customers' views and ideas Acknowledging what customers tell you about their needs Picking up nonverbal signals from customers

Conscientious: Average Performance

You scored 7 on Conscientious. This is a mid-range score bordering on a potential strength. About 68% of salespeople who have completed the questionnaire score in the range 4 - 7. About 15% obtain a score of 7. At the very least, you are as skilled as the average salesperson in this area, but more than likely you are somewhat more skilled. With further development, you could exhibit real strengths in this area. The table below shows how you assessed your competencies in this area. The column labelled 'Areas to Work On' shows any competencies that you identified as needing to improve as well as any competencies where you considered your performance was average.

Areas to Work On	Strengths
Paying attention to the detail	Gaining a reputation for reliability
Considering the consequences before you act	Making sales calls and follow-ups as planned
Using a time management system	Managing your territory cost-effectively
Scheduling sales activities	Using a contact management system
Preparing sales presentations	Planning sales activities
Finishing projects that you start	Turning up for meetings on time

Customer orientation: Average Performance

You scored 7 on Customer orientation. This is a mid-range score bordering on a potential strength. About 68% of salespeople who have completed the questionnaire score in the range 4 - 7. About 15% obtain a score of 7. At the very least, you are as skilled as the average salesperson in this area, but more than likely you are somewhat more skilled. With further development, you could exhibit real strengths in this area. The table below shows how you assessed your competencies in this area. The column labelled 'Areas to Work On' shows any competencies that you identified as needing to improve as well as any competencies where you considered your performance was average.

Areas to Work On	Strengths
Understanding your customers' markets and products	Customising products and services for buyers
Getting inside the customer's head	Excelling in satisfying your customers
Understanding your customers' buying processes	Finding ways to increase your customers' profitability
Understanding your customers' buying motives	Working in the best interests of the customer
Tracking changes in customers' requirements and expectations	Building partnership relationships with your customers
Diagnosing the critical issues facing the buyer	Identifying solutions that meet the buyer's requirements

Product expertise: Average Performance

You scored 7 on Product expertise. This is a mid-range score bordering on a potential strength. About 68% of salespeople who have completed the questionnaire score in the range 4 - 7. About 15% obtain a score of 7. At the very least, you are as skilled as the average salesperson in this area, but more than likely you are somewhat more skilled. With further development, you could exhibit real strengths in this area. The table below shows how you assessed your competencies in this area. The column labelled 'Areas to Work On' shows any competencies that you identified as needing to improve as well as any competencies where you considered your performance was average.

Areas to Work On	Strengths
Convincing customers that what you are selling will solve their problems	Persuading buyers yours is the best solution
Recognising that the customer has a problem that you can solve	Showing that you are knowledgeable about your product line
Explaining the bottom line value of your products and services	Selling the company's track record
Quantifying the cost to the buyer of not having your products and services	Understanding the problems that your products and services solve
	Understanding your company's selling procedures
	Answering detailed questions about your products and services
	Explaining the features and benefits of your products and services
	Explaining how you can increase the buyer's profitability

Communication: Average Performance

You scored 7 on Communication. This is a mid-range score bordering on a potential strength. About 68% of salespeople who have completed the questionnaire score in the range 4 - 7. About 15% obtain a score of 7. At the very least, you are as skilled as the average salesperson in this area, but more than likely you are somewhat more skilled. With further development, you could exhibit real strengths in this area. The table below shows how you assessed your competencies in this area. The column labelled 'Areas to Work On' shows any competencies that you identified as needing to improve as well as any competencies where you considered your performance was average.

Areas to Work On	Strengths
Crafting a unique sales pitch for prospective clients Expressing yourself clearly Giving good sales presentations	Displaying charisma and self-assurance Establishing credibility quickly Making customers feel good about a purchase Convincing customers that you can deliver Explaining the benefits of what you are selling to the buyer Knowing when and how to express emotion Dealing with customers' scepticism and objections Selling yourself as a consultant Gaining customers' trust and respect

Competitor awareness: Average Performance

You scored 6 on Competitor awareness. This is a mid-range score. About 68% of salespeople who have completed the questionnaire score in the middle range 4 - 7. About 40% get a score of 5 or 6. This suggests that you are as capable in this area as the average salesperson. With further development, your skills in this area could become a more definite strength. The table below shows how you assessed your competencies in this area. The column labelled 'Areas to Work On' shows any competencies that you identified as needing to improve as well as any competencies where you considered your performance was average.

Areas to Work On	Strengths
Seeing competitors' strengths and weaknesses from the buyer's perspective Knowing whom you are competing against Observing the actions of your competitors Focusing discussions with buyers on areas where you are strong and competitors are weak Keeping one eye on the competition Analysing your competitors' offerings Monitoring your competitors' product innovations Determining where competitors are vulnerable Dealing with competitors' advantages that buyers raise Understanding your competitors' strategies	Capitalising on competitors' weaknesses Differentiating your products and services