

Profile Interpretation Manual

New Business Development Benchmark



*Signature Profile*

## Benchmark Profile Description

The New Business Development role brings in business from new accounts. Individuals in these roles are often referred to as “hunters.” New business developers are tasked with generating new leads and discovering novel ways to apply their products and services. People in this type of role have little post-sale contact. They turn their recently closed business over to colleagues who deliver and maintain the account, so they are free to continue their quest for new customers.

## Predictive Competencies

- Networks Effectively
- Analyzes and Resolves Customer Problems
- Uses Standard Discovery Questions to Qualify Prospects
- Commits Extra Effort to Ensure Success
- Closes Through Incremental Steps
- Seizes New Opportunities

## Predictive Competencies

### Networks Effectively

Takes a proactive approach to business/social interactions; will expand contacts consistently; is comfortable meeting new people and stimulating the conversation

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>▪ Tends to hold back in social situations until others demonstrate interest</li> <li>▪ More at ease interacting with established and familiar acquaintances while scoping out opportunities to develop new contacts from a comfortable distance</li> <li>▪ Prefers the role of observer in social interactions</li> <li>▪ May not be comfortable making social small talk without first rehearsing or scripting what will be said</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prefers to take the lead in social interactions and is quite comfortable 'working a room' when meeting people and putting them at ease</li> <li>▪ Moves easily between people or groups both familiar and unfamiliar while noting opportunities for potential business dealings in the future</li> <li>▪ Enjoys socialization, sharing information and asking questions about others to 'break the ice' and initiate a conversation</li> </ul>

#### Lower scores may indicate:

- A preference for dealing with a known group of contacts or watching from the wings in new situations until a comfort level is reached
- The need for self-discipline and a script to explore a group of strangers in a networking opportunity

## Analyzes and Resolves Customer Problems

Objectively analyzes a problem situation and takes steps to provide a solution; identifies the root of the problem before pressing for a resolution; remains engaged until a solution is reached; tries to see all sides of the problem and thus understand others' assessment of the issue or response; takes personal responsibility for identifying a resolution

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>▪ Can be biased and make judgmental or inappropriate assumptions without analyzing the situation objectively</li> <li>▪ May press toward resolution without identifying the root of the problem</li> <li>▪ Becomes wrapped up in own views and loses sight of how others may see the problem or response</li> <li>▪ Becomes frustrated with solving the same or similar problems over and over again</li> <li>▪ Tends to take complaints and problems personally and feel oppressed by them</li> <li>▪ Sees problem resolution as an inconvenience and a distraction</li> <li>▪ May oversimplify a problem and its solution and disengage efforts before identifying a satisfactory solution</li> <li>▪ Resists taking ownership of the solution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Objectively isolates and defines problem areas clearly</li> <li>▪ Determines the true nature of the problem rather than deal with its symptoms</li> <li>▪ Willing to 'think outside the box' to find a solution</li> <li>▪ Displays sensitivity and genuine interest in understanding others' perspectives and will not ignore their concerns</li> <li>▪ Regards any problem as a challenge to be met with eagerness and enthusiasm</li> <li>▪ Remains engaged until a problem has been resolved</li> <li>▪ Takes personal accountability for the result</li> </ul>

### Lower scores may indicate:

- A frustration with seemingly solving the same problem over and over again
- A press toward resolution before the root of the problem has been identified
- A tendency to take complaints and problems personally and feel oppressed by them
- A tendency to rigidly follow procedures or pass the problem on to another to close the loop with the customer

## Uses Standard Discovery Questions to Qualify Prospects

Uses a formula or series of questions to determine the prospect's fit with the product; expects to sell to the majority of prospects since they are known to need the seller's products; reacts quickly and objectively to the answers to standard questioning by disqualifying the prospect or proceeding through the selling process

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>▪ Uses interest in a prospect's needs or problems or compatibility with contacts as the criteria for spending time with them in the selling process</li> <li>▪ Finds it difficult to narrow focus to the quality as opposed to the quantity of the business available</li> <li>▪ Exhibits too much optimism and not enough pragmatism to cut loose potential business that would not be profitably serviced</li> <li>▪ Finds it difficult to be objective in assessing the potential of demanding or challenging contacts</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asks tough questions around profitability, capacity, and readiness to buy when evaluating a prospect for potential business opportunities</li> <li>▪ Uses a formula approach to qualifying prospects that addresses typical interest points, such as price and ability to deliver</li> <li>▪ Does not allow time to be consumed by prospects who should be disengaged or deferred based on the quality of business they will provide</li> <li>▪ Remains emotionally detached from the prospect's situation, staying objective in assessing the potential for profitable business</li> </ul>

### Lower scores may indicate:

- Using interest in prospects' problems or compatibility with contacts as the criteria for spending time with them in the selling process
- Trying to be all things to all people or sell something to each lead
- Having difficulty recognizing the potential of contacts that are demanding or challenging to deal with

## Commits Extra Effort to Ensure Success

Thrives on working; tends to achieve higher results in direct proportion to the time they are willing to commit to their work; remains focused on the goal and not easily discouraged or distracted; uses work as an opportunity for interaction and incorporates interpersonal contacts into task accomplishment; sees work as a major source of personal satisfaction

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>▪ May embrace a somewhat rigid separation of professional and personal commitments that limits flexibility in balancing the time and resources devoted to work and leisure</li> <li>▪ More inclined to work a set schedule of hours than to commit resources as required by the objective</li> <li>▪ Distinguishes personal time from work and career commitments and not likely to make consistent sacrifices in their personal lives to accommodate extraordinary advancements in their work objectives</li> <li>▪ Becomes distracted by unexpected obstacles or may not effectively plan to deal with job demands</li> <li>▪ May not recognize that opportunities to advance goals can be present in the personal interactions that occur in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>▪ Seeks to balance work and life priorities while committing time and resources to results accomplishment that surpasses what is just acceptable or expected</li> <li>▪ Dedicated to achieving business results, even at some personal sacrifice</li> <li>▪ Defines themselves to a great extent by their work and derives personal satisfaction from success and accomplishments in their career</li> <li>▪ Builds into the schedule the time required to lay the groundwork and develop the plans for achieving work objectives</li> <li>▪ Retains control of objectives by preparing action steps and evaluating progress</li> <li>▪ Remains focused when the commitment to their work is threatened by internal or external distractions</li> <li>▪ Enjoys finding opportunities to mix personal interaction with goal accomplishment</li> </ul>

### Lower scores may indicate:

- A desire for balance in one's life with sufficient personal and family time
- A preference for a 40-hour work week with stable and predictable time requirements
- Career advancement is not a strong priority

## Closes Through Incremental Steps

Reinforces the purchase decision with a series of logical reasons that support the sale; moves closer to a purchase decision in a multiphase fashion by setting an objective for each encounter and gaining agreement at each of the milestones in the process; provides ammunition for buyers to justify the cost and defend the purchase within their organization; encourages a buying decision by demonstrating future savings and ease of transition to the proposed solution; keeps the sales process from stalling by taking control and focusing the prospect on the incremental steps leading to a buying decision; remains patient but focused on reaching the end result

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>▪ Makes an emotional appeal for the buying decision, using the strength of the personal relationship that has developed as the basis for a commitment</li> <li>▪ Emphasizes the potential loss due to inaction versus promoting the potential benefits gained by acting on the purchase decision</li> <li>▪ Unknowingly loses customers early in the sales process by failing to continually assess their commitment throughout an extended sales cycle</li> <li>▪ May lose patience in a long sales cycle and rush the customer toward a purchase decision when it is more appropriate to test the water and give the customer more control through trial closes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bases a logical appeal on the demonstration of future savings and ease of transition to the proposed system or benefit</li> <li>▪ Provides the buyer with purchase justifications that may be needed to reach a buying decision or sway additional influencers</li> <li>▪ Breaks the sales process into manageable steps, seeking continued agreement from the customer at each step before moving on</li> <li>▪ Continually checks customers' understanding of how their needs would be satisfied</li> <li>▪ Reaches agreement on the concept or pilot test, with a contract coming later</li> <li>▪ Recognizes that the close is soft, but remains focused on accomplishing that result</li> <li>▪ Asks for the opportunity to begin the project or deliver the benefit</li> </ul>

### Lower scores may indicate:

- A more emotional appeal for the buying decision based on the strength of the relationship that has developed
- A strong focus on potential loss due to inaction as an impetus to buy
- A reticence to determine the key benefits for the prospect or customer and/or to ask for the sale

## Seizes New Opportunities

Is spontaneous and flexible; tries the untested when standard procedures or methods for satisfying a need will not suffice; takes action so that opportunities will not slip away due to procrastination; offers ideas or suggestions in a timely manner; builds trust through a candid and unguarded approach; is comfortable exploring new areas and experimenting with new ideas

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>▪ Focuses on preventing mistakes and protecting against the downside</li> <li>▪ Is unwilling to risk public failure and will usually look for the safest or surest way to avoid failure</li> <li>▪ Exhibits a strong need for control and a reticence to implement new methods until they have been proven</li> <li>▪ Can appear unwilling to offer ideas without due consideration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Spontaneously seizes opportunities presented and takes full advantage of them</li> <li>▪ Capitalizes on unexpected events or circumstances and turns them into an advantage</li> <li>▪ Has the propensity to immediately exploit unexpected, timely opportunities and circumstances as they occur</li> <li>▪ Values what has proven successful in the past but is willing to stretch past comfortable or known methods to meet customer requirements in spite of extra pressure or risk</li> <li>▪ Comfortable speaking up and suggesting innovative or creative ideas</li> <li>▪ Builds immediate trust and rapport by presenting a visible and candid agenda</li> </ul>

### Lower scores may indicate:

- A focus on preventing mistakes and protecting against the downside
- A habit of needing to sleep on a decision before acting
- A reticence to use new methods until they have been proven and a strong need for control





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