

**Profile Interpretation Manual**

Relationship Solution Sales Benchmark



*Signature Profile*

## Benchmark Profile Description

The Relationship Solution Sales role is responsible for acquiring new customers and servicing existing ones within an assigned territory/market – usually 20/80 ratio of new to existing business. The emphasis is on maintaining and growing sales within existing accounts by identifying additional needs and other departments/functions within the customer organization who can benefit from their solution. They are tasked with strengthening relationships with multiple constituents within assigned accounts and for advocating on their behalf, making it easy to do business with their firm.

## Predictive Competencies

- Tailors Style to Fit Customer Expectations
- Solicits and Acts on Customer Feedback
- Builds Business by Proactive Customer Contact
- Measures Personal Success by Achieving/Exceeding Quota
- Seeks Professional Recognition
- Adapts Sales Approach to Match Buyer Motivations

## Predictive Competencies

### Tailors Style to Fit Customer Expectations

Tailors image to fit customer expectations; adapts to different situations with sincerity and realism, taking care to avoid obvious role-playing or acting; recognizes the value of first impressions; studies the image or style with which customers are most comfortable and adopts the conversational style and language most trusted by them

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>▪ May blatantly promote company or self without anticipating how the customer will respond</li> <li>▪ Fails to do the homework on a prospect or customer that would identify or verify the image that would be consistent with customer expectations</li> <li>▪ By focusing so intently on own style and objectives, fails to make it a priority to establish and reinforce credibility with the customer</li> <li>▪ May ignore or fail to be concerned with the image projected to others</li> <li>▪ May be inflexible about changing personal style to accommodate a customer who would be more comfortable with or impressed by something different</li> </ul>	<ul style="list-style-type: none"> <li>▪ Exhibits interest and commitment through involvement in industry activities</li> <li>▪ Quietly promotes self and company in a manner that is respected by and gains credibility with the customer</li> <li>▪ Before the first impression is made, becomes familiar with customers, their business, and how success has been achieved with similar customers in the past</li> <li>▪ Recognizes the business etiquette (such as dress and speech) appropriate to a situation</li> <li>▪ Has the ability to read people and react to individual needs</li> <li>▪ Assumes the appropriate professional level to match the customer</li> <li>▪ Adjusts own communication style to ensure that the message is heard and to encourage dialogue</li> </ul>

#### Lower scores may indicate:

- Concentrating on building an image they consider to be a positive, professional, business-like or other constructive definition without much reflection about others' potential varied expectations
- Trying to be consistent versus varying style to adapt to the expectations of different constituencies
- Lacking understanding about "first impressions" or the need to establish credibility when the product/service has significant intangible components or benefits

## Solicits and Acts on Customer Feedback

Seeks customer feedback regularly to verify satisfaction and uncover minor issues which could escalate if left unattended; solicits suggestions for continuous improvement and demonstrates personal attention to the customer even when there is no problem; listens to feedback without judgment or defensiveness, remaining focused on results rather than personal feelings; stays logical and objective and refrains from expressing personal frustrations; ensures future business by anticipating and removing potential sources of dissatisfaction

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>▪ Assumes that a customer will speak up if there are problems but is otherwise satisfied</li> <li>▪ Tends to 'let sleeping dogs lie' and is reticent to search for problems that may be in the early stage of development</li> <li>▪ Finds it difficult to keep emotions in check and remain logical when presented with suggestions for improvement</li> <li>▪ Takes customer feedback or criticism as a personal jab and may inappropriately display a negative response</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demonstrates continued personal attention to the customer, calling regularly and soliciting suggestions for improvement</li> <li>▪ Disciplined and consistent in initiating contact with the intent of monitoring satisfaction and detecting potential problems</li> <li>▪ Welcomes opportunities to demonstrate a willingness to make the customer's experience even better</li> <li>▪ Aims emotional intensity at addressing a customer's needs or concerns, not at the customer personally</li> <li>▪ Does not allow the mood or feeling about a customer to alter the degree or quality of the follow-up</li> <li>▪ Maintains a business relationship versus a social relationship in 90% of the contact</li> </ul>

### Lower scores may indicate:

- A tendency to assume that the customer is satisfied if there is no overt evidence to the contrary
- A reticence to ask the customer or a preference for letting the customer dictate the direction and flow of the interaction
- A tendency to try and anticipate needs and act without checking to be sure the customer's needs are really understood
- A difficulty keeping emotions in check and remaining logical when confronted with suggestions for improvement

## Builds Business by Proactive Customer Contact

Takes a proactive approach to finding additional business opportunities; comfortable with the networking and cold calling needed to find new prospects and customers; takes the lead in meeting people and building a contact base for new business development

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>▪ Becomes discouraged by rejection and waits for prospects to raise their hands in interest</li> <li>▪ Treats prospecting as an activity to occupy slow periods</li> <li>▪ Lacks persistence in seeking new business opportunities</li> <li>▪ Timid about meeting people with the intent to interest them in the product offering</li> <li>▪ Uncomfortable with the personal interactions required to build the network of contacts needed to continually supply additional business leads</li> </ul>	<ul style="list-style-type: none"> <li>▪ Investigates all possibilities in a quest for additional business</li> <li>▪ Remains focused on the objective of expanding the customer base</li> <li>▪ Gives priority to building a contact base for new business development</li> <li>▪ Comfortable cold calling on prospects and building a network of contacts to find new leads</li> <li>▪ Keeps a high profile in organizations or activities that attract the interest of prospective customers</li> </ul>

### Lower scores may indicate:

- A need to vary activity if the tasks at hand are unpleasant and a reluctance to initiate customer contact unless specifically requested
- A strong reliance on policy or procedures for the methods to satisfy customers
- A preference to remain responsive to requests rather than actively uncover the customer requirements

## Measures Personal Success by Achieving/Exceeding Quota

Takes pride in consistently meeting or exceeding quota and assumes personal responsibility for monthly sales attainment; continually pushes self and uses that stress as a positive driver to focus on the tactics which will produce the necessary sales results

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>▪ May adopt a casual or relaxed approach that fails to project personal dedication to achieving or surpassing sales targets</li> <li>▪ May be satisfied with moderate growth in sales</li> <li>▪ May not sustain the intensity needed to consistently meet or exceed sales objectives</li> <li>▪ Is comfortable with achieving average results, rising above the bottom of the performance chart but not striving to be the best</li> <li>▪ Lowers goals to reach a level of success that is easier to accomplish</li> <li>▪ Prefers a more predictable and stable work environment in which personal compensation is not so closely tied to production results</li> </ul>	<ul style="list-style-type: none"> <li>▪ Driven to achieve or exceed targeted results and uses sales as a means to get there; hungry to be a top producer</li> <li>▪ Holds results achievement to a high personal standard</li> <li>▪ Believes in taking personal responsibility for the level of success achieved</li> <li>▪ Thrives in a traditionally competitive sales environment and uses sales as a vehicle for measuring personal success</li> <li>▪ Balances drive and intensity that characterize their sales approach with giving customers attention and time needed to ensure continued satisfaction</li> </ul>

### Lower scores may indicate:

- A desire to be above average, but not willing to put forth the extra effort required to be a top producer
- A desire for a more predictable and stable work environment where personal compensation is not so closely tied to production results
- A preference for a more laid back and easygoing approach to one's career and life

## Seeks Professional Recognition

Uses position and prestige to positively influence others; enjoys public recognition and acclaim of achievements; wants to be seen as important and establishes credibility through title and credentials

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>▪ Self-conscious about a public display of success and achievement and may diminish own ability to influence others by downplaying achievements and capabilities</li> <li>▪ Expecting accomplishments to speak for themselves, they may find it difficult to establish credibility with or make an impression on individuals unfamiliar with any professional credentials</li> <li>▪ May associate a widely acclaimed role with bragging and could miss opportunities to have an impact on others because they're uncomfortable being singled out and publicly acknowledged for success</li> </ul>	<ul style="list-style-type: none"> <li>▪ Seeks the rewards and public recognition that define success and elevate status in the eyes of those individuals they want to influence or impress</li> <li>▪ Uses credentials as a means to establish credibility</li> <li>▪ Uses public acknowledgement of professional status and accomplishment as a tool to make a positive impact on others</li> <li>▪ Gets people to take notice and give attention by promoting own accomplishments and publicizing any success</li> </ul>

### Lower scores may indicate:

- A tendency to be self-conscious when too much attention is focused on the individual
- A tendency to misread the need to make a high impact impression to open doors or gain credibility

## Adapts Sales Approach to Match Buyer Motivations

Gathers essential information to determine the benefits others need in order to be sold; willing to adjust approach to fit different buyer motivations; influences or persuades others by determining how the other individual can benefit, and then communicates those advantages

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>▪ May not be committed to researching what benefits the prospect needs in order to be sold</li> <li>▪ Might not recognize that prospects have different buying motivations and may sell the same way to all people</li> </ul>	<ul style="list-style-type: none"> <li>▪ Will work to acquire the information needed to determine what benefits will motivate prospects to make a buying decision</li> <li>▪ Able to use knowledge gleaned about prospect needs to vary sales approach according to different buyer motivations</li> </ul>

### Lower scores may indicate:

- A tendency to believe that most people are like them and, thus similarly motivated; effectiveness is determined by the prospect's similarity to the salesperson
- A lack of depth in the needs analysis process resulting in a superficial understanding of the buyer's needs and triggers
- An overly dogmatic approach supported by the belief that everyone needs what is being sold and the purchase is for their own good





937.259.1200 | 800.254.5995

ChallyAssessment@chally.com | [www.chally.com](http://www.chally.com)