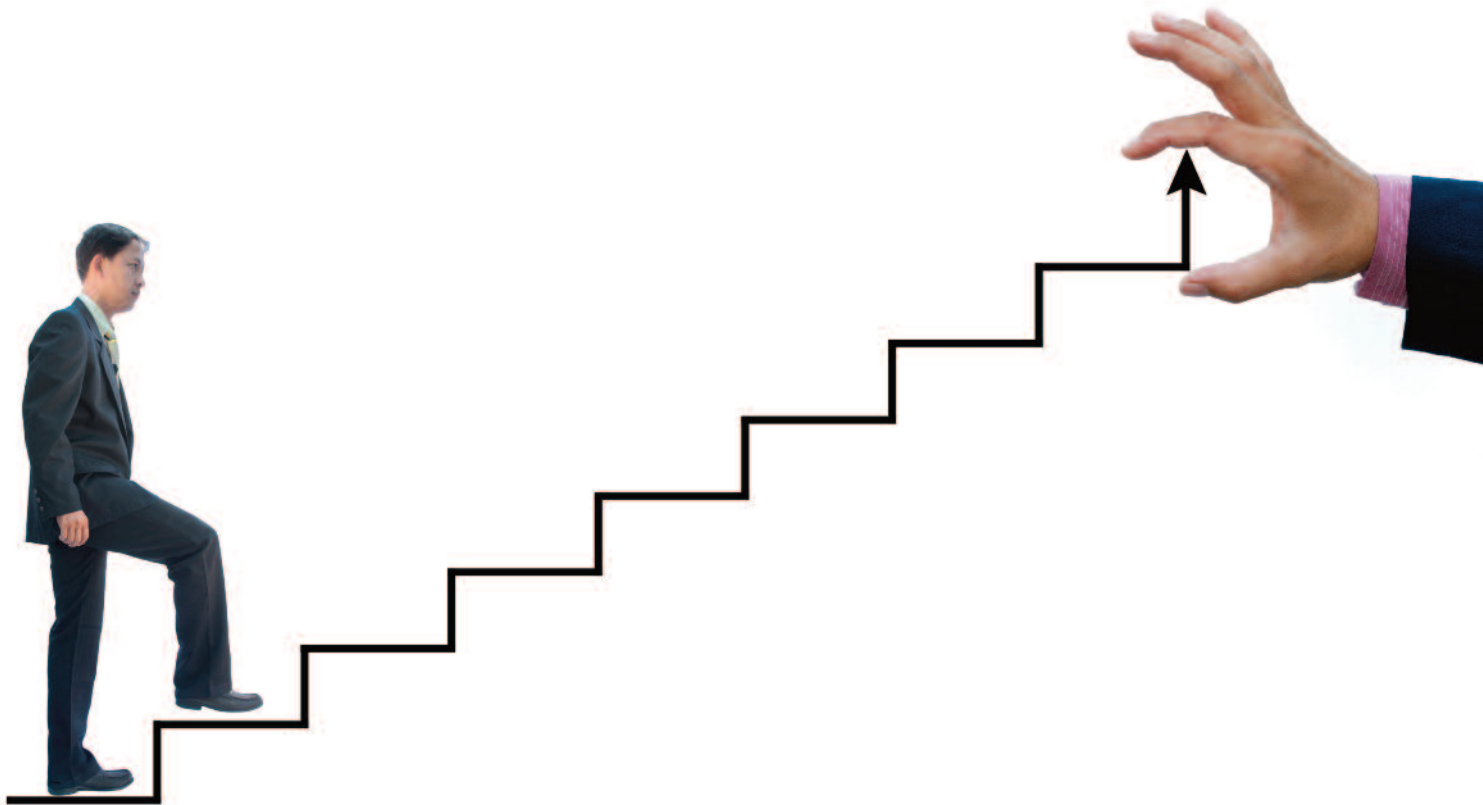


# User Guide

## Getting the most out of your Sales Skills Audit





## An Important Starting Point!

First of all - congratulations! You are on your way to improving your team's core sales skills, focusing training where training is needed, and gaining extreme productivity when it comes to hiring more sales executives.

Secondly, it is important to fully understand what type of assessment tool the USSA is. We benchmark **Skills**, something that is readily accessible within each individual to assess, benchmark and, most importantly, are quick and easy to improve through straightforward training.

We do not assess **Personality** (very difficult to change) or **Behaviour** (can be slow and costly to change with varying degrees of sustainability).

Nor is this a test of **Cultural Fit** for your organisation. A USSA report delivers to you an unbiased, clinical report of each individual's core sales skills from which you can both assess a potential candidate's current skills level and/or set a development plan for an existing executive.



# Easy to Use

You will have chosen an online assessment tool to speed things up, not generate a lengthy report that you then have to analyse or hire an external consultant to interpret!

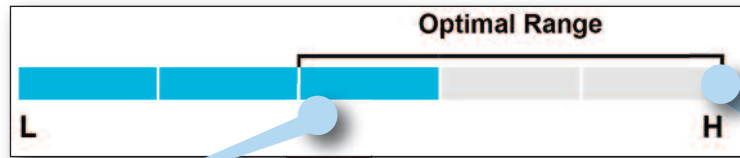
A USSA report is largely graphical, allowing you to identify strengths and weaknesses at the flick of a page.





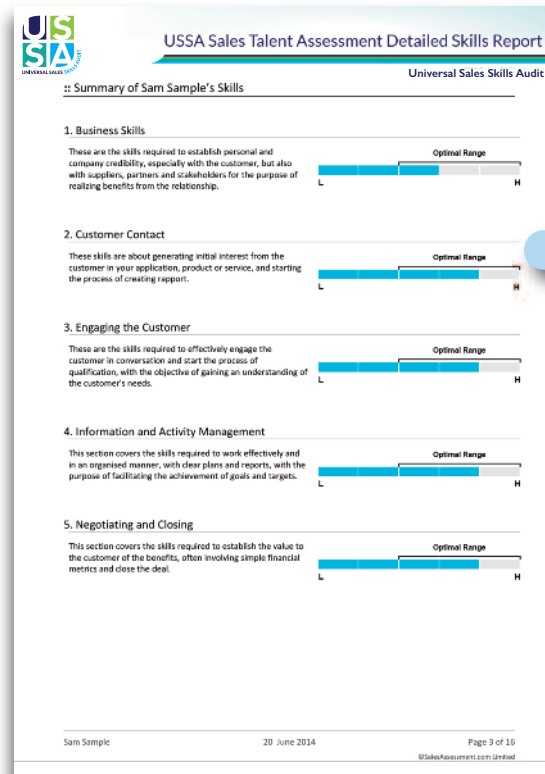
# Getting Started

Each Core Skills assessment generates a 16 page report that starts at **Level One** - a summary of your candidate's performance for each of the 5 core skills assessed as compared to the USSA benchmark.



This represents the average skill level compared to the USSA benchmark

**Optimal Range.** Candidates will ideally fall within this bracket for each skill area. The higher the better



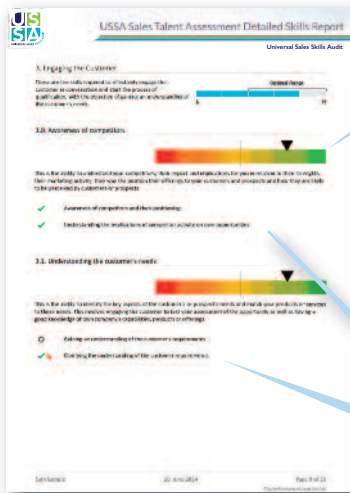
Here you can see that our example candidate 'Sam Sample' overall scores very well. If running preliminary screening for an interview Sam would probably fall within your "to see" pile

# The Slider & Impact Key

The report then walks you through each of the 5 Core Skills assessed at two further levels of detail.


**Level Two**, you have the **Slider** that graphically shows you where your candidate sits for each skill component that makes up a single Core Skill.

**Level Three**, the **Impact Key** delivers greater detail on the elements within this skills set and looks at how their current levels may affect your business



Each individual skill is first reported by the **Slider** which gives you a fast and accurate way to review competency levels according to the USSA benchmark

- |     |                   |   |
|-----|-------------------|---|
| *** | Key limitation    | Strongly likely to have a negative impact               |
| *   | Likely limitation | Likely to have a negative impact                        |
| ○   | Moderate          | Likely to have neither a positive nor a negative impact |
| ✓   | Likely strength   | Likely to have a positive impact                        |
| ✓✓  | Key strength      | Strongly likely to have a positive impact               |

 Indicates that one or more questions were not answered in the area shown next to the flag.

The **Impact Key** is level three analysis giving you more detailed data if you wish to drill a little deeper into the possible impact of their performance caused by a particular skills element strength or weakness.



# Mr Sam Sample

Let's have a quick review of a few pages from Sam Sample's **Core Skills** report.

## Customer Contact Skills

**USSA Sales Talent Assessment Detailed Skills Report**  
Universal Sales Skills Audit

**2. Customer Contact**  
These skills are about generating initial interest from the customer in your application, product or service, and starting the process of creating rapport.

**2.0. Spotting opportunities**  
These are the skills required to effectively identify good opportunities and position the value to the customer.

- ✓ Finding innovative approaches to solve customer needs
- ✓ Communicating the benefits
- ✓ Understanding of what is important to the customer
- ✓ Knowledge of the type of customer the business serves

**2.1. Communicating**  
This is the ability to convey information and ideas so that customers and others understand the message. This involves the ability to express the message clearly, using a range of techniques to help others understand the information. It involves skills of 'active listening', summarising information and using language which is familiar and acceptable to the audience who may have a variety of cultural and knowledge backgrounds.

- Expressing the message clearly
- Active listening
- ✓ Summarising information gained from customer and other engagements
- ✓ Using language which is familiar and acceptable to the audience

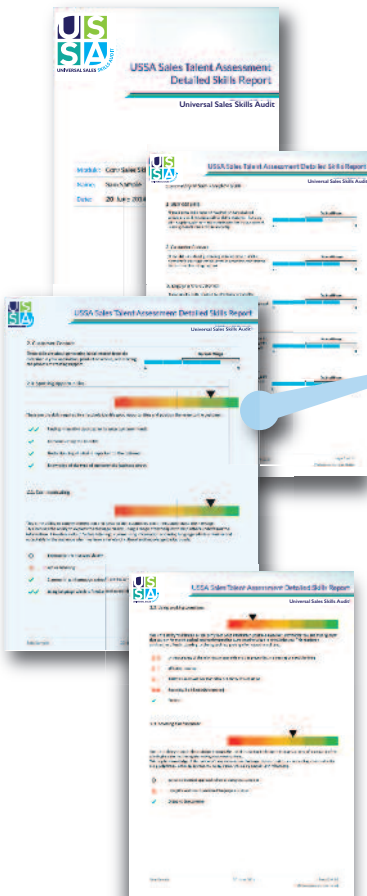
Sam Sample      20 June 2014      Page 7 of 16  
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Overall Sam's **Customer Contact** skills are strong

The **Slider** demonstrates where Sam falls within the UK's national average.

Here, Sam is above average in **Spotting Opportunities**.

Also, note the green ticks below in the **Impact Key** that detail where his precise strengths lie



# Customer Contact Skills continued



Sam scores less well in **Using Probing Questions**. A development plan here would help this employee better qualify a client's requirements

Note the red stars advising you of a possible impact for each skill deficiency and, again, helping you focus training for maximum return

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2.2. Using probing questions

This is the ability to maintain a clear picture of what information you have and what information you are missing, such that you can formulate and ask appropriate probing questions that plug the knowledge gap. This requires a combination of understanding, analysing and interpreting information in real time.

- ★ Understanding of the information available and the pieces that are missing or need clarifying
- ★ Effective listening
- ★ Ability to ask questions that drive out clarity of a situation
- ★ Analysing the information received
- ✓ Probing

2.3. Advising the customer

This is the ability to guide the customer through the use of consulting techniques. It covers a range of approaches from offering information through to making recommendations. This requires knowledge of the customer's requirements or challenge. It also requires understanding, communication, using judgement, selecting approaches, using empathy creating rapport and influencing.

- Selecting the right approach when advising the customer
- ★ Using the customer's preferred language and style
- ✓ Engaging the customer

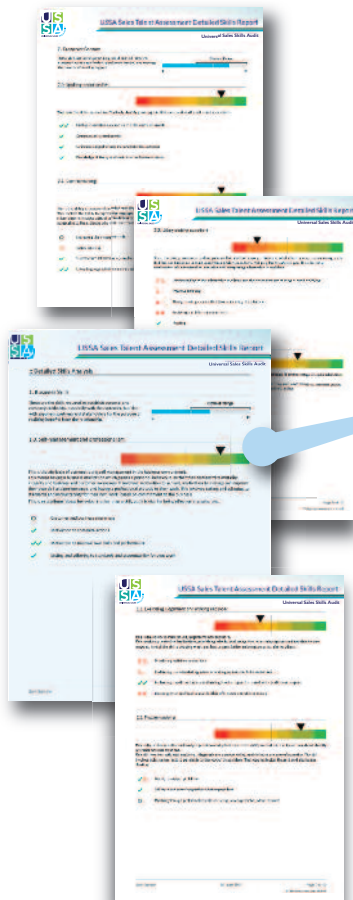
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A stack of three screenshots of the USSA Sales Talent Assessment Detailed Skills Report. The top screenshot shows the report header and the 'Using probing questions' section. The middle screenshot shows the 'Advising the customer' section. The bottom screenshot shows the 'Using listening skills' section. Each screenshot displays a progress bar and a list of skills with their respective scores and status indicators (stars or checkmarks).





# Business Skills



**USSA Sales Talent Assessment Detailed Skills Report**  
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**Detailed Skills Analysis**

**1. Business Skills**  
These are the skills required to establish personal and company credibility, especially with the customer, but also with suppliers, partners and stakeholders for the purpose of realizing benefits from the relationship.

**1.0. Self-management and professionalism**  
This is the attribute of demonstrating self-management in the business environment. This means having a business orientation which guides a person's behaviour, so that they demonstrate maturity, integrity and business and customer awareness. It involves: motivation to achieve, motivation to manage and improve their own skill and performance, and having a professional attitude to their work. This involves setting and adhering to standards and accountability for their own work, based on commitment to the business. This is an attribute (about behaviour) rather than a skill, but it is vital for being effective in a sales role.

- Customer and business awareness
- Motivation to complete actions
- Motivation to improve own skills and performance
- Setting and adhering to standards and accountability for own work

Overall Sam's **Business Skills** are slightly above average for the USSA benchmark

Sam starts strongly with his ability in **Self-management and professionalism**

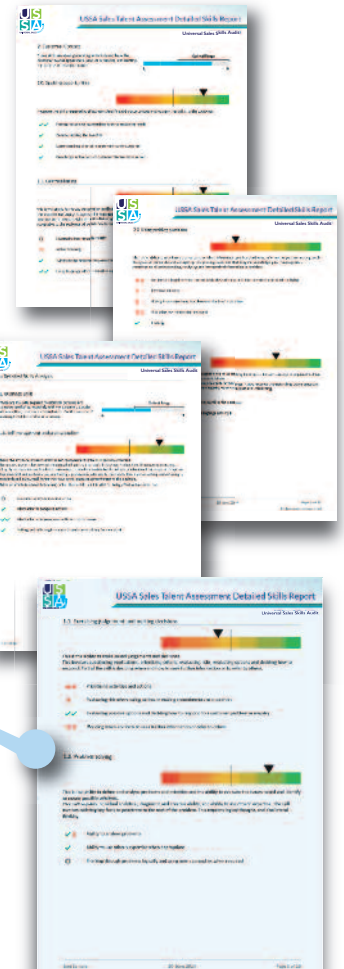
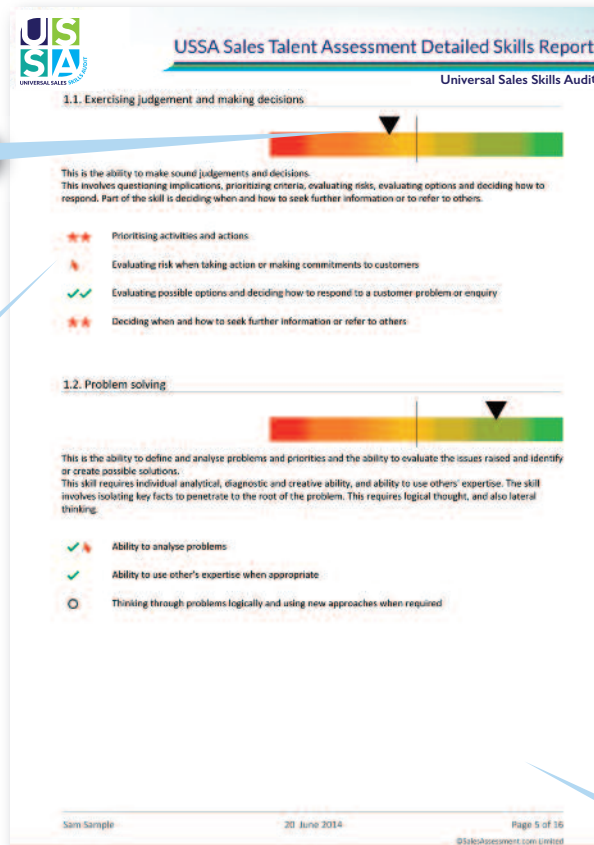
The **Impact Key** endorses this strength with double green ticks for **Motivation to improve own skills and performance**



## Business Skills continued

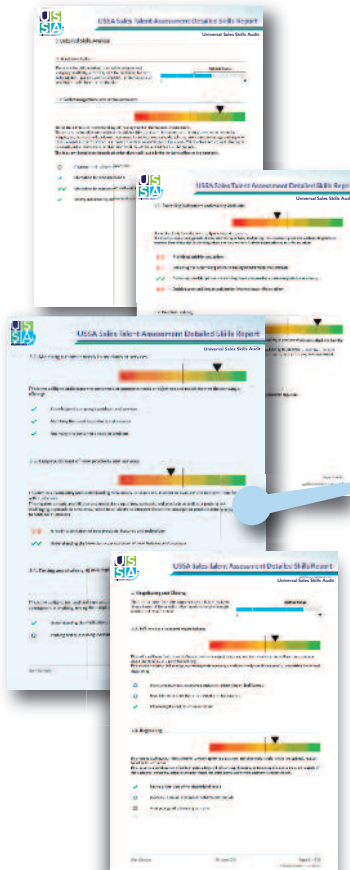
Here Sam reveals a possible problem with **Exercising judgement and making decisions.** A good line manager should be able to assist him with this

The **Impact Key** reports two red stars, warning of a possible negative impact if not addressed, plus one flag where Sam failed to respond to one or more statement relevant to that skill element





## Engaging the Customer



**USSA Sales Talent Assessment Detailed Skills Report**  
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**3.2. Matching customer needs to products or services**

This is the ability to understand the customer's or prospect's needs or objectives and match them to the company's offerings.

Knowledge of company's products and services  
 Matching the need to products and services  
 Analysing the customer's need or problem

**3.3. Keeping abreast of new products and services**

This involves assimilating and understanding new trends, products etc. in order to evaluate and interpret them for use with customers. This requires a ready assimilation and understanding of new concepts and products as well as a probing and challenging approach to new ideas, linked to an ability to interpret these new concepts or products into increased benefits for customers.

A ready assimilation of new products, features and technology  
 Understanding the benefits to the customer of new features and products

**3.4. Testing and challenging assumptions**

This is the ability to test and challenge assumptions in your dealings with customers and others, involving identifying assumptions in anything, testing their implications and challenging their validity.

Understanding the implications of a customer assumption on an opportunity  
 Probing and questioning identified assumptions with the customer to gain clarity

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In **Engaging the Customer** assessment, Sam rates well in **Matching customer needs to products or services**

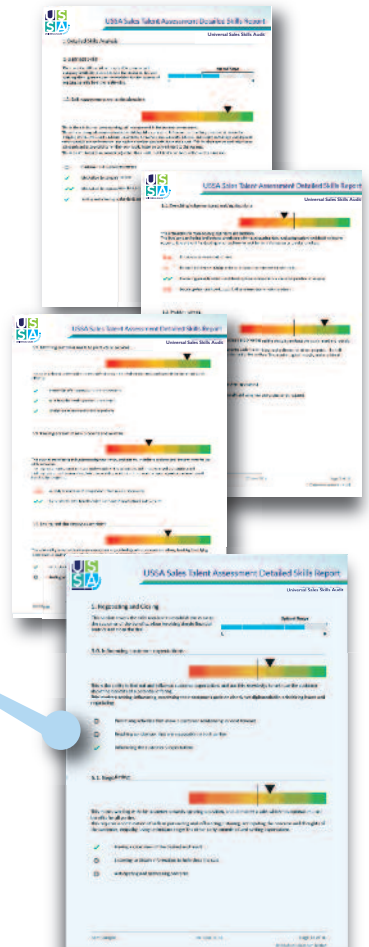
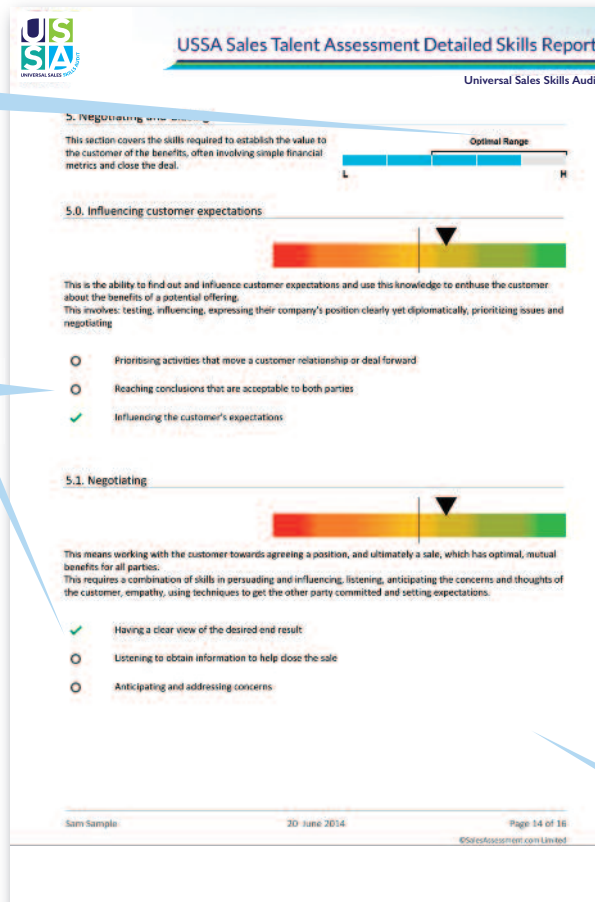
Sam is below average in **Keeping abreast of new products or services**. A refresher in the importance of keeping up to speed with his company's products would serve well.

Note the **Impact Key** below. This reveals the reason, a lack of **A ready assimilation of new products, features and technology**

# Negotiating and Closing

Sam rates above average in his understanding of **Negotiation & Closing**.

However, drill a little deeper and you can see the **Impact Key** shows there is room for improving this important skill set. The black circle suggests he is likely to have neither a positive or negative impact with this skill level so clearly a negotiation & closing skills course would be money well spent on Sam





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