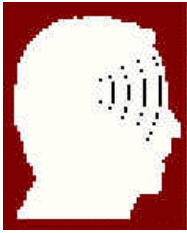


Executive Summary

Evaluation of Your Sales Organization



**OBJECTIVE
MANAGEMENT
GROUP, INC.**



**OBJECTIVE
MANAGEMENT
GROUP, INC.**

Dear Client,

On the next several pages I will summarize a few of the most important findings from the Management Overview. In preparation, please ask yourself the following questions:

- 1) How does my sales organization really compare to other sales organizations?
- 2) In which areas are we strong and in which areas do we really need help?
- 3) How effective have we been at growing and developing our sales organization?
- 4) What are our realistic prospects for growth and what must change in order to achieve it?
- 5) Are there changes we should make to our hiring criteria and process?
- 6) What are the real reasons our salespeople perform differently?

As you begin to read the Executive Summary and Management Overview, I'm certain that you'll find answers to these questions and others you may have developed.

Since you may have preconceived notions, it is likely that I will contradict many of them while confirming others. If you read something that surprises you please recognize that our findings are based on real, objective comparisons. In most cases, your people and your organization are compared to ideal salespeople in an ideal organization. In the Executive Summary, where appropriate, we also compare your organization to a typical organization, based on our experience with companies like yours. Therefore, I'd like you to approach both the summary and the overview with the proper mindset for digesting this information about your company.

The four primary areas to be illustrated in the Executive Summary are Crucial Success Elements, Performance Factors, Training Factors and Organizational Growth Potential. Everything contained in the Executive Summary will be covered in detail in the Management Overview.

Sincerely,

Dave Kurlan

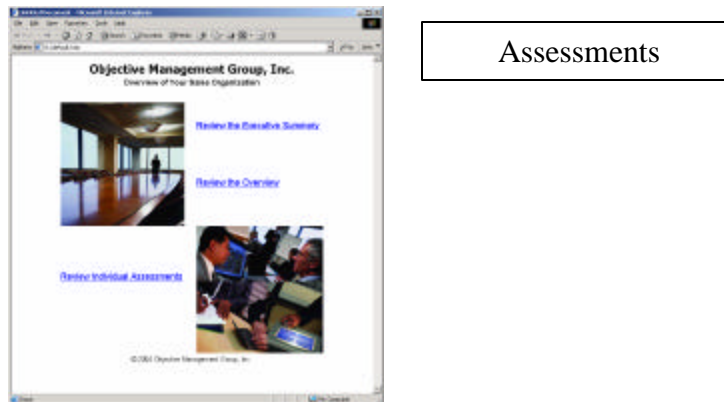
Executive Summary for Sample Company

INFORMATION AVAILABLE ON CD

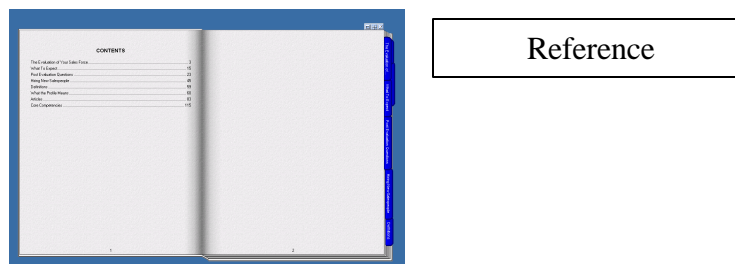
For your convenience, I have included a video commentary of several minutes duration on one of the CDs that accompany this document. In it I summarize what I believe are the most significant findings from the evaluation of your sales force. I hope you take a few minutes to watch to it. Simply place the CD in your computer's CD drive. It will start up automatically.



The Executive Summary, Management Overview and the individual assessments have been provided to you on a CD. This CD will start up automatically. From the startup screen you can select which documents to review.

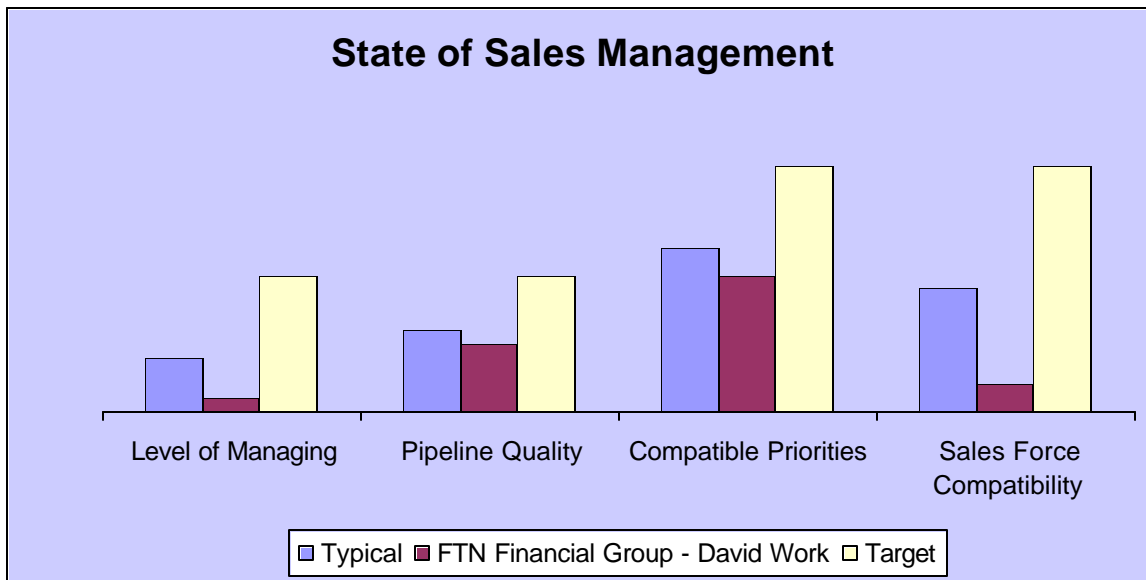


Finally I have included a collection of reference material including explanations and helpful articles. This material will help further explain the concepts and issues found in your management overview. This CD will start up automatically and present the reference information.



STATE OF SALES MANAGEMNT

One of the most important discussions about the sales organization revolves around management. The systems, processes, people and overall effectiveness are keys in helping a sales force reach its potential. In the graph below, we have illustrated how management in your company stacks up against the typical company whose sales organization we evaluate. It's important to note that in most companies, management's ineffectiveness in the area of sales is often more profound than that of the salespeople, so if you find your company is better than what we typically see, it is not necessarily something of which you can be proud. Level of Managing encompasses the sales manager's effectiveness at growing, coaching, motivating the salespeople as well as holding them accountable and recruiting. Pipeline Quality refers to our confidence over whether opportunities in the pipeline will close or not. Compatible Priorities refers to the 18 Management Priorities that you and your managers completed and how consistent your management team's priorities are. And finally, Sales Force Compatibility refers to how comfortable your salespeople are with your criteria for an ideal salesperson.



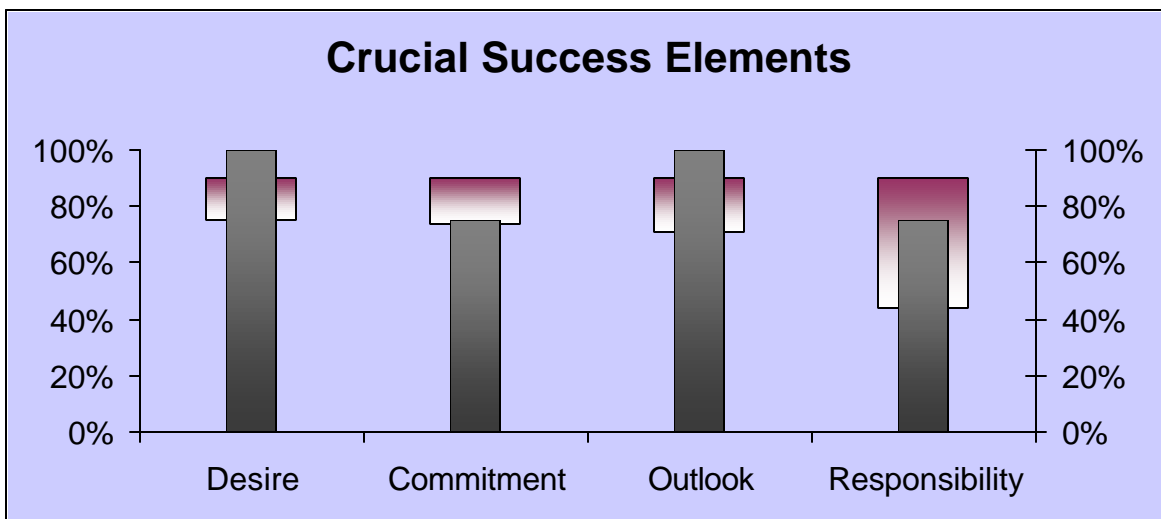
Your best performance is in the area of management priorities. The consistency of your priorities among managers is similar to that of the typical company we evaluate. The primary goal when improving in this area will be to get the management team on the same page. When this is accomplished you can easily proceed with the efforts to develop the sales force.

Your poorest performance is in the area of sales management. Your Sales Management is below that of the typical company we evaluate. The primary goal when improving in this area will be having a greater impact on the performance of the salespeople. Improved coaching, motivating, recruiting and accountability will translate into greater revenues.

CRUCIAL SUCCESS ELEMENTS

The four most crucial elements for success are desire, commitment, outlook and responsibility. Desire illustrates passion for success in sales or sales management. Commitment shows us the level of unconditional commitment toward achieving that success. Outlook reflects overall attitude and includes factors like self-esteem and happiness. Responsibility shows us the degree of responsibility they take for results or whether excuses are provided instead.

In the chart below, the narrow dark bars show the percentage of people in your organization who possess these elements as strengths. A minimally acceptable level for the Crucial Success Elements is 90%, indicated by the upper region of the wide floating bar. The lower region of the floating bar represents the average of the companies we have previously evaluated. We call the area represented by the floating bar the Normal Development Region. If you have a dark bar that enters the Normal Development Region, you have a situation that requires immediate attention. If the dark bar falls below the Normal Development Region, heroic actions are required.



As you can see from the accompanying chart, your organization as a whole is stronger than the target level overall in the four crucial elements of success. The greatest benefit from this finding is that your group should be quite trainable. With the proper training, your people should be able to overcome any and all obstacles that prevent them from reaching their full potential for success in sales. In order for this to take place, any isolated problems with Excuse Making must be eliminated.

Commitment is an element where your sales organization does not meet the target level. Group-wide Commitment problems are usually the result of only a few factors. Some of the possibilities are: a poor work ethic; complacency among veteran salespeople; people who are misplaced in sales; lack of desire; people who don't enjoy selling; and people who don't have a goals management plan. If people have strong desire but lack commitment, then they aren't currently as serious about their success in sales as they need to be.

Executive Summary for Sample Company

The most important thing to know about this element is that strong Commitment is essential for supporting most of the other elements. It is simply one of the two most important elements of all. When Commitment isn't strong, there is often little incentive to change, which means that salespeople with lack of commitment sometimes have limited potential for growth when either Desire and/or Outlook are also weak.

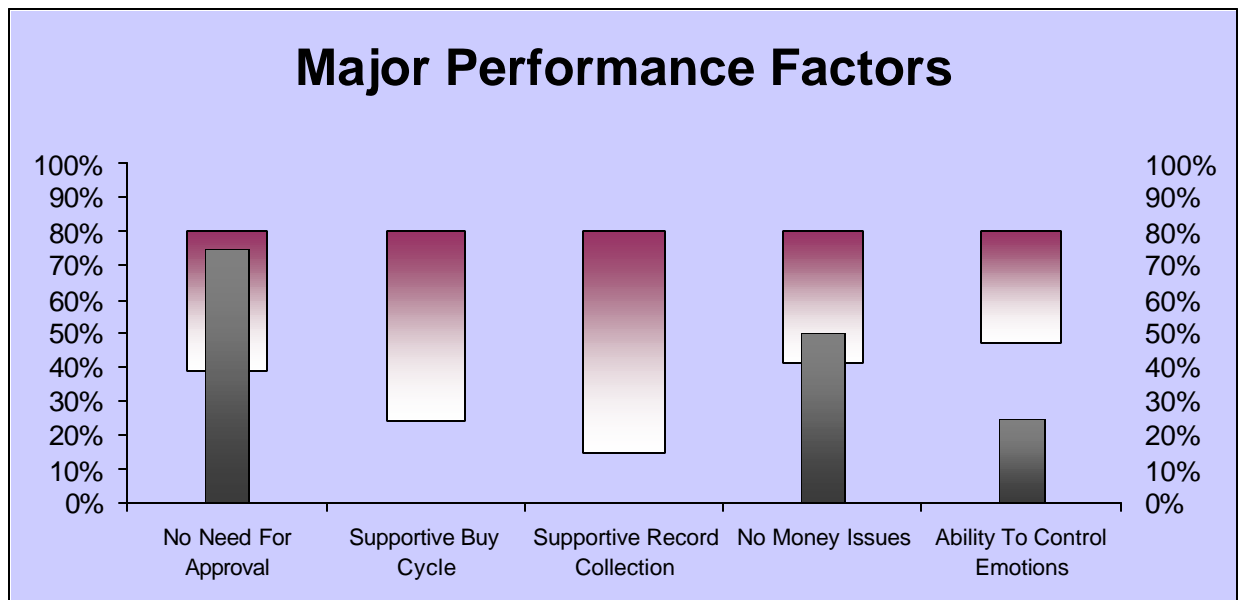
Responsibility, referred to as Excuse Making in the Management Overview, is an element where your sales organization does not meet the target level. Group-wide Excuse Making problems are usually the result of only a few factors. Some of the possibilities are: management doesn't recognize excuses AS excuses because they hear justifiable reasons for failure; management fails to hold salespeople accountable for their actions and non-actions; excuse making is part of the culture; or management makes excuses too.

The most important thing to know about this element is that Responsibility is required in order for training and coaching to work. As long as salespeople can make an excuse and get away with it, change fails to take place. Stop the excuses and the behavior changes, the actions change and the results change.

PERFORMANCE FACTORS

We have identified five major Performance Factors, referred to as the five major weaknesses in our Management Overview. These factors are No Need for Approval, Supportive Buy Cycle, Supportive Record Collection, Money Issues and Ability to Control Emotions. In the accompanying graph, we compare your sales force, represented by the dark thin bars, to the average of companies we have previously evaluated and to the target level.

As with the Crucial Success Elements graph, we use the floating bar to depict the Normal Development Region. A minimally acceptable level for the five major Performance Factors is 80%, indicated by the upper region of the wide floating bar. The lower region of the floating bar represents the average of the companies we have previously evaluated. In this chart, when the bar representing your organization falls into the Normal Development Region, it means that while your group is stronger in these areas than the average of the typical sales organizations we have evaluated, a widespread problem is indicated and your immediate attention is required. When your organization falls below the Normal Development Region, heroic actions are required.



As you can see from the accompanying chart, your organization as a whole is weaker overall in the major Performance Factors than the target level. The biggest drawback from this finding is that your group will require a tremendous amount of training. Your people as a group have more of the major weaknesses that often take several months to overcome. Therefore, the content of the training must be directed more toward these weaknesses before the focus can be directed to the development of skills.

Need for Approval is a factor where your sales organization does not meet the target level. People with Need for Approval are non-confrontational, have difficulty asking questions, often fear rejection and because of these problems will accept a tremendous number of stalls, put-offs,

Executive Summary for Sample Company

excuses, objections and sob stories from their prospects. One symptom of Need for Approval is that salespeople with this weakness often have full pipelines. The problem is that not much of anything ever LEAVES the pipeline! You'll find that proposals aren't closed and opportunities aren't disqualified.

The most important thing to know about this factor is that Need for Approval is the most difficult of all the weaknesses to overcome. It usually takes more than eight months of consistent training, coaching, affirmations and reprogramming.

Buy Cycle is a factor where your sales organization does not meet the target level. People with a Non-Supportive Buy Cycle will accept a tremendous number of stalls, put-offs, excuses, objections and sob stories that center around a need to think it over, shop for price, comparison shop or perform additional research. One symptom of a Non-Supportive Buy Cycle is that salespeople with this weakness will justify the stalls and put-offs they accept because they tend to behave just as their prospects do when they are making purchases of their own.

The most important thing to know about this factor is that Non-Supportive Buy Cycle is the most powerful of all the weaknesses. When corrected, salespeople perform 50% more effectively.

Record Collection is a factor where your sales organization does not meet the target level. People who have a Self-Limiting Record Collection have their outcomes predestined for them based on the way they believe. One symptom of a Self-Limiting Record Collection is that salespeople who possess this weakness will not follow your directives when your instructions conflict with their belief systems.

The most important thing to know about this factor is that a Self-Limiting Record Collection is the first of the major performance factors that must be overcome. It usually takes many months of reprogramming in order to overcome this weakness.

Your sales organization does not meet the target level for Money Issues. These issues can include a discomfort talking about money, a low money tolerance (relatively small amounts seem like large amounts), an inability to consistently uncover actual budgets and value of money (money isn't very important). One symptom of the Money Issues is that salespeople who possess this weakness often generate quotes or proposals for products or services that prospects can't afford or that are for significantly less money than prospects expect to pay. Therefore, the proposals are not appropriate for the prospect and are often rejected.

The most important thing to know about this factor is that the Money Issues are often a byproduct of upbringing. It is slow to go away and even when salespeople begin talking and asking money questions, they may still become emotionally involved because of their discomfort.

Ability to Control Emotions is a factor where your sales organization does not meet the target level. People with a Tendency to Become Emotionally Involved are not only capable of overreacting, but susceptible to moments of temporary panic, excitement, strategizing on the fly and other versions of talking to themselves. One symptom of the Tendency to Become

Executive Summary for Sample Company

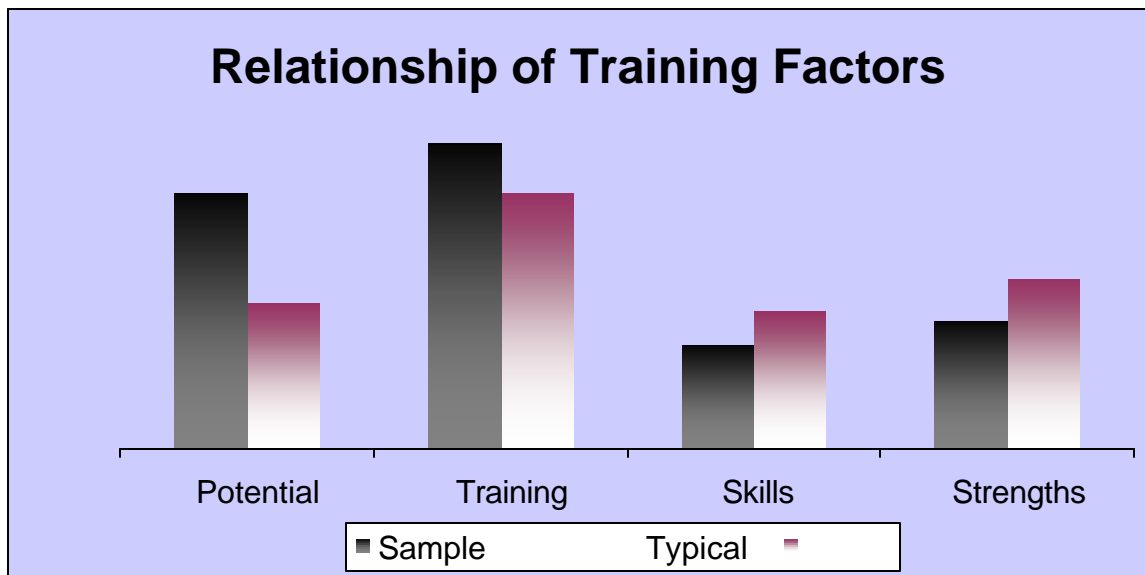
Emotionally Involved is that salespeople who possess this weakness will usually not hear all the things you (and your prospects) tell them because they are so busy thinking about the part they did hear. The problem is that when they think, they talk to themselves and begin the cycle again.

The most important thing to know about this element is that the Tendency to Become Emotionally Involved is a weakness that will continue to undermine any techniques that your salespeople learn to implement.

TRAINING FACTORS

The training factors illustrated here are Potential for Growth, Required Training, Skills and Strengths. Potential for Growth predicts how much more effective each salesperson can become after training, based upon today's findings. Required Training is the amount of training needed to reach their Potential for Growth. The bars for Strengths and Skills represent the number of each that we found. Strengths support the selling process while Skills are learned and developed. In the absence of Strengths, the selling process may be sabotaged by hidden weaknesses while in the absence of skills we will see many problems affect salespeople in the field.

In the chart below, each of the dark bars show the average for the people in your organization. The burgundy (lighter) bars represent the typical sales organizations that we have previously evaluated.



As you can see from the accompanying chart, your organization as a whole appears to be about equal overall in the category "Training Factors" (includes all four items in the graph) to the average of the companies we evaluate. While this must be considered positive, the significance of this finding is diminished somewhat by the fact that the typical organization we evaluate is overpopulated with mediocrity.

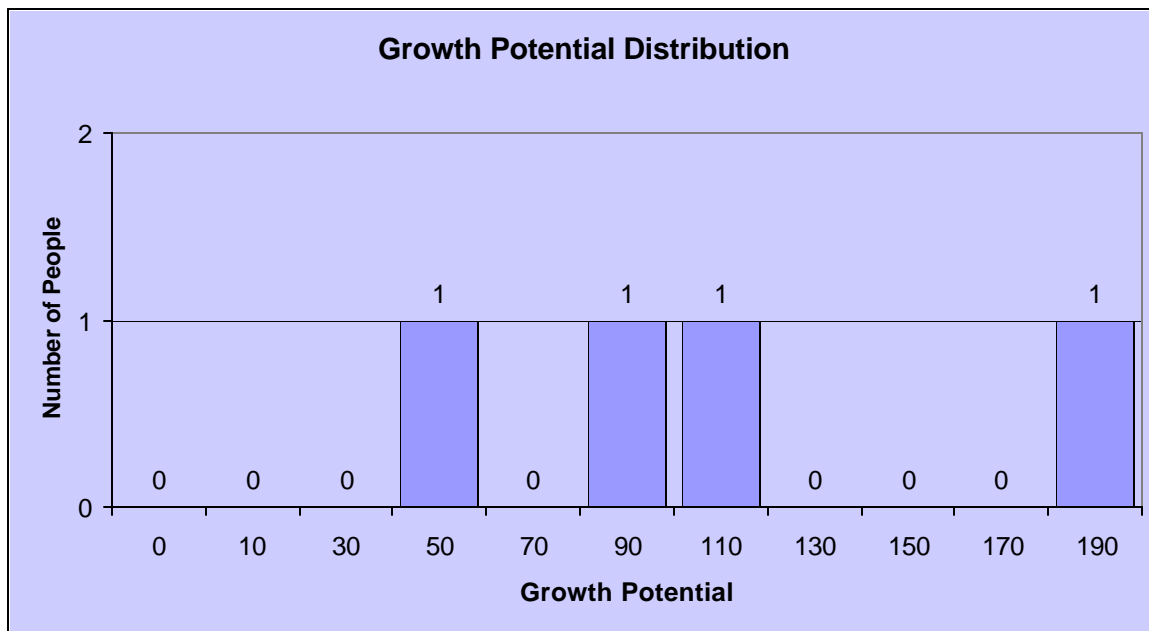
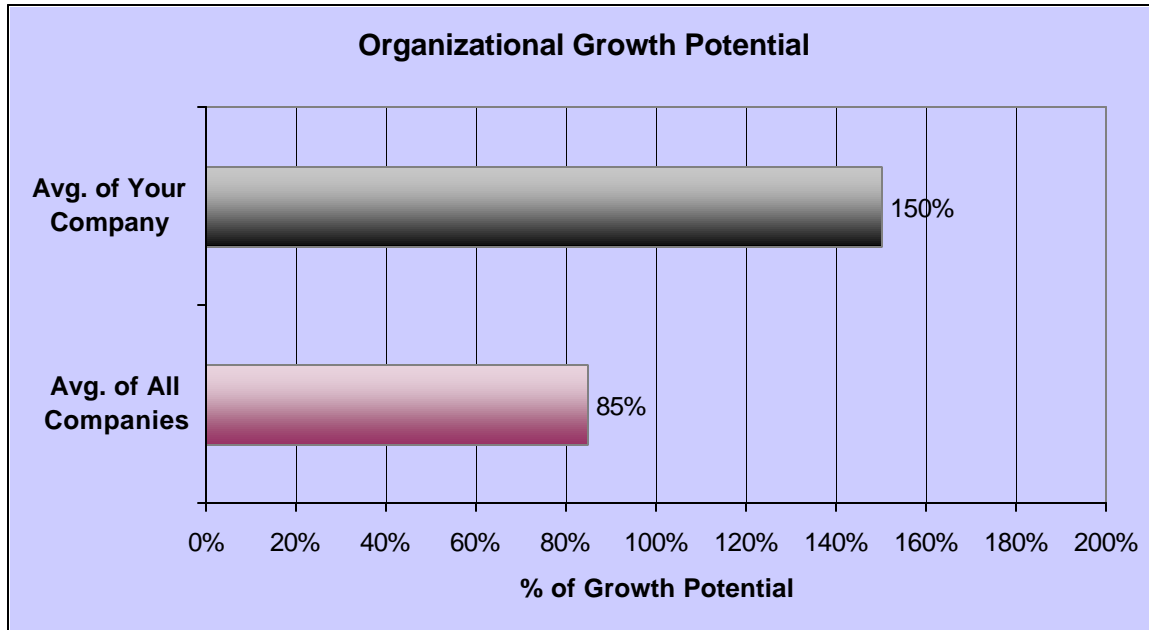
Your sales organization falls below that of the average of the companies we have evaluated in the Skills Factor. Skills are simply the average number of selling skills that your salespeople possess. Skills are overrated because techniques by themselves don't help salespeople succeed. Strengths are the most important assets that salespeople can have and when abundant they support skills. When skills fall short, there are a great number of problems that salespeople will routinely encounter. As strengths and skills are developed, those problems will gradually disappear.

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Your sales organization falls below that of the average of the companies we have previously evaluated in the Strengths Factor. Strengths are simply the average number of supporting strengths that your salespeople possess. When strengths are abundant they support learned selling skills. In the absence of supporting strengths, weaknesses cause skills to be little more than a knowledge base that can't be used effectively or consistently.

ORGANIZATIONAL GROWTH POTENTIAL

I explained Growth Potential, the first of the training factors, about five paragraphs back. On the accompanying graph, your organization's average growth potential is compared to the average growth potential of the typical company we have previously evaluated.



The distribution of Growth Potential for each person within your organization is shown in the chart above. This chart will help you identify the similarity of your potential across your sales population.

Executive Summary for Sample Company

You will notice from the Organizational Growth Potential chart that there is an imbalance in the distribution of potential among your sales people. 75% of your group is far below the group's average growth potential. However, the average growth potential for the majority (see distribution of growth potential) of your people is well above the average of the companies that we have previously evaluated. There are two findings of significance here. The first is that your overall group has very strong incentive to change. The second is that your group, on the whole, is not terribly strong at this point in time. When we combine these two factors it gives us a group that is capable of tremendous growth.

I'll discuss each of the Factors we discussed in more detail in the Management Overview. I'll also share the names of those people who have the weaknesses described and provide more examples of how these weaknesses may be affecting your business. There is a tremendous amount of reading ahead of you and I'd like to make a couple of suggestions to optimize the experience.

First, allow enough time over a couple of days to read the overview at least twice. I'm sure you will read a few comments with which you will probably disagree - and that's a positive thing. If I can't provide new insights or stimulate new actions then this won't be a worthwhile experience. Second, allow enough time between readings for the findings to sink in. When you read the overview a second time, attempt to recall past experiences and occurrences that could serve as "real for you" examples of the findings.

Lastly, you'll want an action plan. In other words, after you've completed reading the overview, what should you do first? Here are a few suggestions: Raise your expectations; raise the expectations of your salespeople; meet with your sales development expert; start the training process for those people in whom it makes sense to invest; stop accepting excuses; start an accountability program; work closely with your sales development expert on the changes that you must implement; improve the coaching you do with your existing salespeople; plan your necessary personnel changes if appropriate and use the process detailed in our Corporate Recruiting System to hire stronger salespeople.