



Selling Profile

For: A Human

**April 15, 2015
LDP Version 1.0**



Professional Development Training Pty Ltd

1300 121 400

p.findlay@pdtraining.com.au

<http://www.pdtraining.com.au/>



Table of Contents

- Introduction..... 1
- Profile Grid: Driver..... 2
- Sales Cycle Overview: Driver..... 3
- Sales Cycle Development..... 4
- Validated Sales Benchmark..... 11
- Profile Markers..... 12
- Selling Interactions Scores..... 13
- Conclusion..... 14
- Contact Information..... 14

Introduction

The Sales Profile is a coaching resource based on responses to the Leading Dimensions Profile (LDP). The profile provides behavioral insights regarding an individual's likely approach to commonly recognized steps of the sales cycle. These insights are reported based on quantified measures (referred to as "dimensions") of the individual's stated preferences and tendencies. Although the dimensions can be applied in a variety of workplace activities, this report is focused on identifying the individual's likely approach to working and collaborating within a sales context. The following key elements comprise the contents of this Sales Profile:

Profile Grid (page 2)

The grid is a color-coded representation of the four Sales Profiles, revealing the individual's primary profile (meaning, the profile they most comfortably leverage). Each profile is based on psychometric measures of the individual's behavioral preferences and tendencies. The profiles include:

- Counselor Profile (people-focused; thinking-oriented)
- Coach Profile (people-focused; acting-oriented)
- Driver Profile (task-focused; acting-oriented)
- Advisor Profile (task-focused; thinking-oriented)

While this report indicates the individual's primary profile, the most effective sales professionals understand the value in leveraging each profile at times (based on the sales cycle, product mix, and prospect/buyer preferences). This report is used most effectively in identifying and developing one's primary profile, followed by coaching to recognize and apply the other profiles. **Note:** An overview of the markers for all four profiles is provided on page 12 of this report.

Sales Cycle (pages 3-10)

While profiles can be developed in a general sense, this report focuses on developing the sales potential within each profile. For every step of the sales cycle, potential strengths and development priorities are reported for the individual.

Validated Sales Benchmark (page 11)

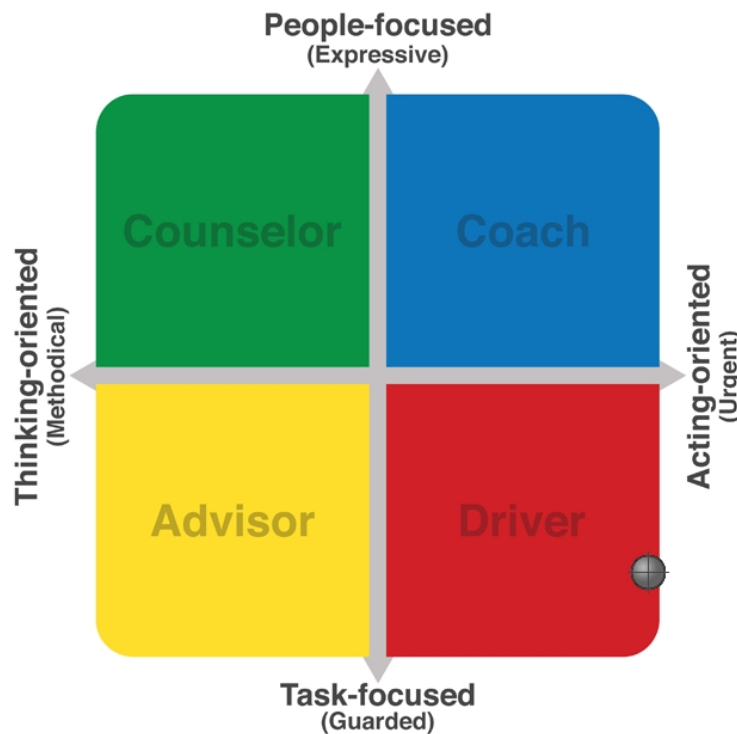
The individual's profile dimensions are compared to a benchmark of high-producing sales professionals. Ideal dimension ranges are indicated, revealing how the individual's preferences and tendencies compare with high producers.

Profile Grid: Driver

The LDP reveals behavioral preferences and tendencies which are likely to influence an individual's approach to the sales process. Specifically defined as Achieving and Relating Dimensions, these preferences and tendencies provide insight regarding an individual's approach to the specific goals and activities common to the sales process, as well as the personal interactions involved along the way. Taken together, these Achieving and Relating Dimensions combine to reveal one of four profiles.

Based on their responses to the LDP, the individual's profile is best described as the: **Driver Profile**. The **Driver Profile** is most commonly recognized as being:

- more **Task-focused** than People-focused, meaning the individual may be more objective and reserved in how they relate with others; and
- more **Acting-oriented** than Thinking-oriented, meaning that they may be more confident and urgent about achieving their goals.



Key markers or behaviors of the Driver Profile may include:

- **Communicating** with a focused, intense style
- **Handling** conflict by directly confronting the issue
- **Delegating** by "directing" the course of action
- **Planning** through an urgent, adaptive approach
- **Learning** with active, "big picture" understanding

For a graphical summary of key markers or behaviors of all four profiles, refer to page 12.

Legend:  Human

Sales Cycle Overview: Driver

Prospecting ✓

Given their intensity, the Driver will work aggressively to build a pipeline of potential prospects. They will tend to seek out formal opportunities to network with other professionals. However, their lack of natural warmth may hinder their efforts to gain casual acquaintances at times.

Building Rapport ✓

The Driver will have to consciously slow down their pace in order to build rapport. Their urgent focus on closing the sale may cause them to rush this critical step in the sales cycle. Their strong sense of confidence, combined with a lower empathy, may create distance at times.

Discovering Needs ✓

Their natural urgency will help the Driver to get to the heart of the matter quickly and uncover sources of tension held by the prospect. However, their intense focus on the bottom line may preclude the Driver from drawing out the personal interests of the prospective buyer.

Presenting Solutions ✓

The Driver will likely use a very matter of fact approach in presenting to the buyer. Their task-focused style will be most evident in this step, where they may lack an emotional connection to the product's features or benefits. With their bold pitch, the Driver may emphasize what they think is most important rather than addressing the needs expressed by the prospect.

Overcoming Objections ✓

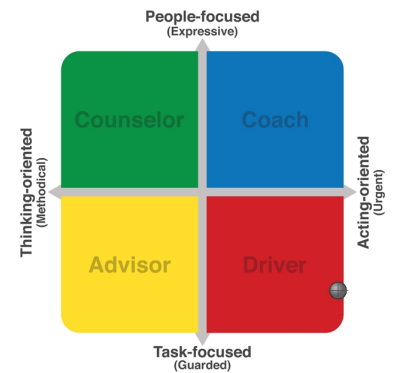
With the Driver's intense focus on reaching a close, they will tend to be well-prepared for most potential objections. Still, they may need to soften their response at times, depending on the nature of the objection. While the prospective buyer may be won over by the Driver's assertiveness, there can be a fine line between being confident and aggressive in confronting objections.

Closing the Sale ✓

Throughout the sales cycle, the Driver will be intensely focused on reaching this culmination of their efforts. As such, they will not hesitate to ask for a commitment. If anything, they may need to wait until the ideal opportunity for the close. After all, the Driver may miss important cues regarding the prospect's needs and expectations if the closing is emphasized over the rest of the sales cycle.

Servicing the Client ✓

Once a sale has been closed, the Driver may tend to move on quickly to the next prospect. As a result, they may struggle to prioritize the ongoing process of cultivating existing accounts, and thereby miss opportunities to cultivate more leads or repeat business.



Legend: ✓ Potential Strength Development Priorities: ⚠ Low ⚠⚠ Moderate ⚠⚠⚠ High

Sales Cycle Development: Prospecting

Prospecting is the process of identifying and qualifying potential customers. It involves finding, screening and maintaining prospective buyers within a sufficient pipeline to support sales goals.

Given their intensity, the Driver will work aggressively to build a pipeline of potential prospects. They will tend to seek out formal opportunities to network with other professionals. However, their lack of natural warmth may hinder their efforts to gain casual acquaintances at times.

Prospecting is impacted by one or more behavior dimensions, each offering potential strengths and developmental opportunities:

Assertiveness *Reflective*  **Confident**


This dimension describes how the individual asserts their viewpoint. Some tend to be very quick to assert their opinions and may seek to persuade others. Others tend to be more reserved and defer opportunities to offer their opinion. Most people seem to dislike public speaking but will assert themselves when needed. A more confident individual is comfortable cold calling as well as asking customers and centers of influence for referrals.

✓ **Potential Strength:** A more confident individual may appear abrasive and pushy at times. A prospect's body language may indicate that they may be uncomfortable with a forceful approach.

Intensity *Measured*  **Intense**

This dimension describes how the individual pursues goals, whether for personal or work initiatives. While some prefer to work at a steady, balanced pace, others show an intense, urgent pace. Most people tend to fluctuate between a measured and intense focus at times. A more intense individual will be driven to engage in multiple prospecting activities to maintain and grow a strong pipeline.

✓ **Potential Strength:** A more intense individual may neglect some of the more mundane tasks of prospecting while looking for the "big deal". Prospecting routines should be established to maintain an active pipeline of qualified prospects.

Decision-making *Analytical*  **Intuitive**

This dimension describes how the individual learns and processes information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most people tend to balance both perceptive and analytical approaches to some degree in making decisions. A more intuitive individual is comfortable relying on personal experience and gut instinct to identify and prequalify prospects.

✓ **Potential Strength:** A more intuitive individual may not take the time necessary to evaluate available information regarding a prospect's viability. Even a modest review of appropriate data on a prospect can ensure they are a qualified prospect.

Legend:  Human  Benchmark  Potential Strength  Development Point

Sales Cycle Development: Building Rapport

Developing Rapport is the process of establishing mutual trust between the salesperson and the customer. In this step, the salesperson gains the buyer's confidence and can transition to the role of trusted partner. The rapport built at this step has a significant influence on the remaining steps of the sales cycle.

The Driver will have to consciously slow down their pace in order to build rapport. Their urgent focus on closing the sale may cause them to rush this critical step in the sales cycle. Their strong sense of confidence, combined with a lower empathy, may create distance at times.

Building Rapport is impacted by one or more behavior dimensions, each offering potential strengths and developmental opportunities:

Openness Private Open

This dimension describes the individual's interest in sharing personal information with others. While some tend to place a high value on privacy and formality, others are much more open in their communication. Most people tend to be quiet at times, and open up in others, depending on the circumstances. A more guarded individual will likely approach prospects with a greater degree of formality.

✓ **Potential Strength:** A more guarded individual may be uncomfortable approaching a stranger and slow to initiate a conversation. Role play and practice will develop the conversational skills needed to establish a workable rapport.

Affiliation Independent Social

This dimension describes how the individual collaborates with others in getting things done. While some of us prefer to go it alone and work independently, others are much more comfortable when they can work together. Most people tend to work independently or collectively at times, based on the circumstances. A more independent individual is less likely to fear rejection when initiating conversations with prospects.

✓ **Potential Strength:** A more independent individual may appear aloof and unapproachable at times. Each sale is a collaborative effort that requires some degree of relationship building - which often begins with social interaction.

Self-protection Skeptical Trusting

This dimension describes how the individual tends to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, people tend to balance trust with skepticism in common situations. A more trusting individual will typically be open to other's opinions and considerate of conflicting points of view.

✓ **Potential Strength:** A more trusting individual may be slow to recognize a prospect's intention and/or capacity to purchase. Appropriate levels of scrutiny and questioning early in the rapport building stage may reveal a prospect's true potential.

Legend:  Human  Benchmark  Potential Strength  Development Point

Sales Cycle Development: Discovering Needs

Discovering Needs is the process of understanding the customer's desires and concerns in light of the available products or services. Effective questioning, supported by product knowledge, can provide opportunities for the salesperson to present value-added solutions.

Their natural urgency will help the Driver to get to the heart of the matter quickly and uncover sources of tension held by the prospect. However, their intense focus on the bottom line may preclude the Driver from drawing out the personal interests of the prospective buyer.

Discovering Needs is impacted by one or more behavior dimensions, each offering potential strengths and developmental opportunities:

Consideration *Objective*  *Nurturing*

This dimension describes how the individual recognizes the feelings and interests of those around them. While some people go out of their way to learn how they can help others, some people tend to approach others more formally or objectively. Most people tend to fluctuate between sensitive and objective approaches. A more objective individual will typically assess a prospect's needs in a factual and less emotional manner.

✓ **Potential Strength:** A more objective individual may fail to appreciate the emotional and other intangible factors driving a buyer's needs. Active listening techniques can help in developing sensitivity to a prospect's verbal and nonverbal communication.

Decision-making *Analytical*  *Intuitive*

This dimension describes how the individual learns and processes information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most people tend to balance both perceptive and analytical approaches to some degree in making decisions. A more intuitive individual is comfortable relying on personal experience and insight to assess a prospect's needs.

✓ **Potential Strength:** A more intuitive individual may jump to conclusions and not dig deep enough to discover all of a buyer's needs. Appropriate time should be devoted to discussing the relevant factors impacting a buyer's situation and subsequent needs.

Openness *Private*  *Open*

This dimension describes the individual's interest in sharing personal information with others. While some tend to place a high value on privacy and formality, others are much more open in their communication. Most people tend to be quiet at times, and open up in others, depending on the circumstances. A more guarded individual may take a formal and direct approach when assessing a prospect's needs.

✓ **Potential Strength:** A more guarded individual may appear detached and self-focused at times, limiting the potential to discover unmet needs. A prospect will typically provide verbal and non-verbal clues that may suggest necessary adjustments in the upcoming presentation.


Legend:  Human  Benchmark  Potential Strength  Development Point

Sales Cycle Development: Presenting Solutions

Presenting Solutions is the process of providing the customer with the product or service that satisfies their needs. Communicating the benefits of a product or service is most effective in the context of the buyer's respective situation.


The Driver will likely use a very matter of fact approach in presenting to the buyer. Their task-focused style will be most evident in this step, where they may lack an emotional connection to the product's features or benefits. With their bold pitch, the Driver may emphasize what they think is most important rather than addressing the needs expressed by the prospect.

Presenting Solutions is impacted by one or more behavior dimensions, each offering potential strengths and developmental opportunities:

Decision-making *Analytical*  *Intuitive*


This dimension describes how the individual learns and processes information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most people tend to balance both perceptive and analytical approaches to some degree in making decisions. A more intuitive individual tends to think on their feet and naturally adjusts the presentation as needed.

✓ **Potential Strength:** A more intuitive individual may present solutions based on first impressions and supported by gut-instinct and intuition. A timely and critical evaluation of options should be offered in light of the buyer's current situation.

Assertiveness *Reflective*  *Confident*

This dimension describes how the individual asserts their viewpoint. Some tend to be very quick to assert their opinions and may seek to persuade others. Others tend to be more reserved and defer opportunities to offer their opinion. Most people seem to dislike public speaking but will assert themselves when needed. A more confident individual will present solutions in a comfortable and self assured manner.

✓ **Potential Strength:** A more confident individual may be quick to present unsupported solutions and defend them aggressively. Possible challenges and hesitations should be considered in the context of the buyer's needs and current situation.

Risk Tolerance *Cautious*  *Bold*

This dimension describes how the individual approaches uncertain or risky situations. Some people seem to be natural risk takers, while others tend to be more cautious and careful. Most people tend to fluctuate between avoiding and taking risks, depending on the situation. A more bold individual is comfortable presenting creative solutions to difficult or unusual problems.

✓ **Potential Strength:** A more bold individual may be too quick to present an unproven solution without considering the potential risks involved. The nuances of a buyer's current situation should be understood prior to presenting an innovative solution.

Legend:  Human  Benchmark  Potential Strength  Development Point

Sales Cycle Development: Overcoming Objections

Overcoming Objections involves understanding any potential opposition the buyer may offer to the solutions presented, and then adapting the presentation to address each concern.

With the Driver's intense focus on reaching a close, they will tend to be well-prepared for most potential objections. Still, they may need to soften their response at times, depending on the nature of the objection. While the prospective buyer may be won over by the Driver's assertiveness, there can be a fine line between being confident and aggressive in confronting objections.

Overcoming Objections is impacted by one or more behavior dimensions, each offering potential strengths and developmental opportunities:

Adaptability *Consistent*  **Flexible**

This dimension describes how the individual navigates change. While some prefer stability and a predictable environment, others enjoy frequent change and lots of variety. For the most part, people tend to display both reluctance and flexibility at times, depending on the significance of the change. A more flexible individual will easily adjust course and adapt solutions to align with the buyer's objections.

✓ **Potential Strength:** A more flexible individual may be eager to accept objections and present alternative solutions without thinking through the consequences. It is important not to accept objections and adjust course too quickly without understanding the details of the objection.

Consideration *Objective*  **Nurturing**

This dimension describes how the individual recognizes the feelings and interests of those around them. While some people go out of their way to learn how they can help others, some people tend to approach others more formally or objectively. Most people tend to fluctuate between sensitive and objective approaches. A more objective individual will emphasize the practicality of the presented solutions when responding to objections.

✓ **Potential Strength:** A more objective individual may discount the buyer's thoughts and opinions when evaluating the merit of their objections. The buyer's objections may arise from feelings and emotions, as opposed to the practicality of the solution.

Self-protection *Skeptical*  **Trusting**

This dimension describes how the individual tends to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, people tend to balance trust with skepticism in common situations. A more trusting individual will listen to the buyer's objections and consider the merits with an open mind.

✓ **Potential Strength:** A more trusting individual may tend to accept the buyer's objections at face value without further clarification. Exploring the buyer's objections will help to clarify the reasoning behind the reluctance to purchase.

Legend:  Human  Benchmark  Potential Strength  Development Point

Sales Cycle Development: Closing the Sale

Having identified the prospect as a qualified buyer with capacity to purchase, been accepted as a trusted advisor, discovered the buyer’s needs and presented solutions, this step involves asking for the order.

Throughout the sales cycle, the Driver will be intensely focused on reaching this culmination of their efforts. As such, they will not hesitate to ask for a commitment. If anything, they may need to wait until the ideal opportunity for the close. After all, the Driver may miss important cues regarding the prospect’s needs and expectations if the closing is emphasized over the rest of the sales cycle.

Negotiating/Closing the Sale is impacted by one or more behavior dimensions, each offering potential strengths and developmental opportunities:



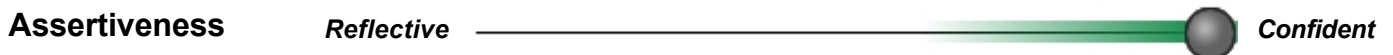
This dimension describes how the individual pursues goals, whether for personal or work initiatives. While some prefer to work at a steady, balanced pace, others show an intense, urgent pace. Most people tend to fluctuate between a measured and intense focus at times. A more intense individual may drive the sales process with urgency and will build appropriate tension when approaching the close.

✓ **Potential Strength:** A more intense individual may become too aggressive moving to the close and make the buyer uncomfortable. If they appear uncomfortable with the pace of the process, it is best to slow down and reconnect with the buyer.



This dimension describes how the individual relates to others as they accomplish goals. While some tend to thrive in competitive settings where they are rewarded for their individual performance, others prefer cooperative efforts and team rewards. Most people tend to enjoy both opportunities from time to time. A more competitive individual thrives during the negotiation and enjoys the accolades and recognition that come with closing a sale.

✓ **Potential Strength:** A more competitive individual may not properly utilize the support or assistance from other team members when closing a sale. Recognizing the talents of supporting team members can provide valuable contributions in the close.



This dimension describes how the individual asserts their viewpoint. Some tend to be very quick to assert their opinions and may seek to persuade others. Others tend to be more reserved and defer opportunities to offer their opinion. Most people seem to dislike public speaking but will assert themselves when needed. A more confident individual will comfortably move to the closing and ask for the sale.

✓ **Potential Strength:** A more confident individual may exude an assertiveness and brashness that could make the buyer uncomfortable. Knowing when to throttle back a little will allow a buyer to feel in control of their decision.

Legend:  Human  Benchmark  Potential Strength  Development Point

Sales Cycle Development: Servicing the Client

Servicing the Client involves working with the customer to answer questions and resolve concerns that may arise after the purchase. Although the final step of the Sales Cycle, this stage often reveals new opportunities to further grow and cultivate customer relationships.


Once a sale has been closed, the Driver may tend to move on quickly to the next prospect. As a result, they may struggle to prioritize the ongoing process of cultivating existing accounts, and thereby miss opportunities to cultivate more leads or repeat business.

Servicing the Client is impacted by one or more behavior dimensions, each offering potential strengths and developmental opportunities:

Self-protection *Skeptical* —————  *Trusting*

This dimension describes how the individual tends to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, people tend to balance trust with skepticism in common situations. A more trusting individual will listen to the customer's issues and concerns with an open mind.

✓ **Potential Strength:** A more trusting individual may not appropriately confirm and verify information as provided by the customer. Probing questions will help confirm that the information provided accurately represents potential service issues.

Decision-making *Analytical* —————  *Intuitive*

This dimension describes how the individual learns and processes information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most people tend to balance both perceptive and analytical approaches to some degree in making decisions. A more intuitive individual may rely on their perception of the client's satisfaction.

✓ **Potential Strength:** A more intuitive individual may overlook service issues that require precise measurement and detailed analysis. Having regular client contact, using specific benchmarks, can help to avoid wrong assumptions.

Consideration *Objective* —————  *Nurturing*

This dimension describes how the individual recognizes the feelings and interests of those around them. While some people go out of their way to learn how they can help others, some people tend to approach others more formally or objectively. Most people tend to fluctuate between sensitive and objective approaches. A more objective individual is likely to stay focused on the facts of a servicing need when assisting an emotional client.

✓ **Potential Strength:** A more objective individual may not exhibit the level a empathy a client may expect while servicing their need. Learning to recognize the client's emotions and respond with empathy is key to an effective resolution that maintains the relationship.

Legend:  Human  Benchmark ✓ Potential Strength ⚠ Development Point

Validated Sales Benchmark

The following is a graphical representation of the individual's tendencies and preferences for each of the ten Achieving and Relating Dimensions. The individual's responses are superimposed on a validated benchmark of high performing sales professionals (indicated by the green shaded areas).

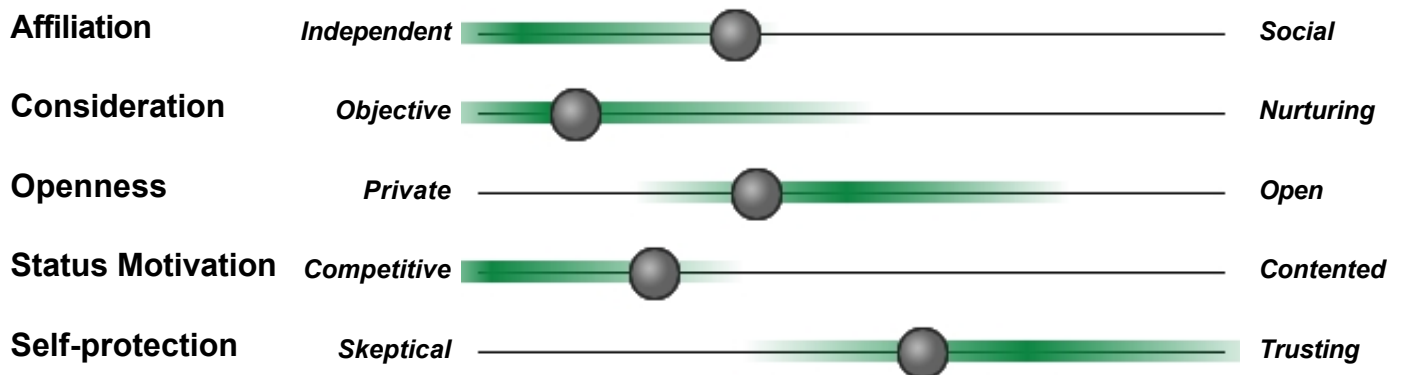
Achieving Dimensions

These achieving dimensions describe how the individual tends to approach tasks and goals.



Relating Dimensions

These relating dimensions describe how the individual tends to interact with others in common settings.



Responses within the green shaded areas indicate the individual's preferences and tendencies may tend to closely resemble the behaviors of high performing sales professionals. Responses outside the green shaded areas may indicate a potential challenge for the individual, revealing an opportunity for further development (such as training, coaching, and practice). Over time and with development, individuals can learn to model the behavior of high producers as reflected in this validated benchmark.



Profile Markers

While responses may differ at times based on unique situations, most sales professionals tend to prefer one of four profiles in common situations. Individuals can learn to recognize a profile (in themselves and others) by observing specific markers. Encourage the individual to identify the markers below for their primary style and then review how other styles may differ in similar situations. Finally, discuss what situations might require the individual to "stretch" their style, especially when interacting with others who may have different preference and tendencies.

Counselor Profile

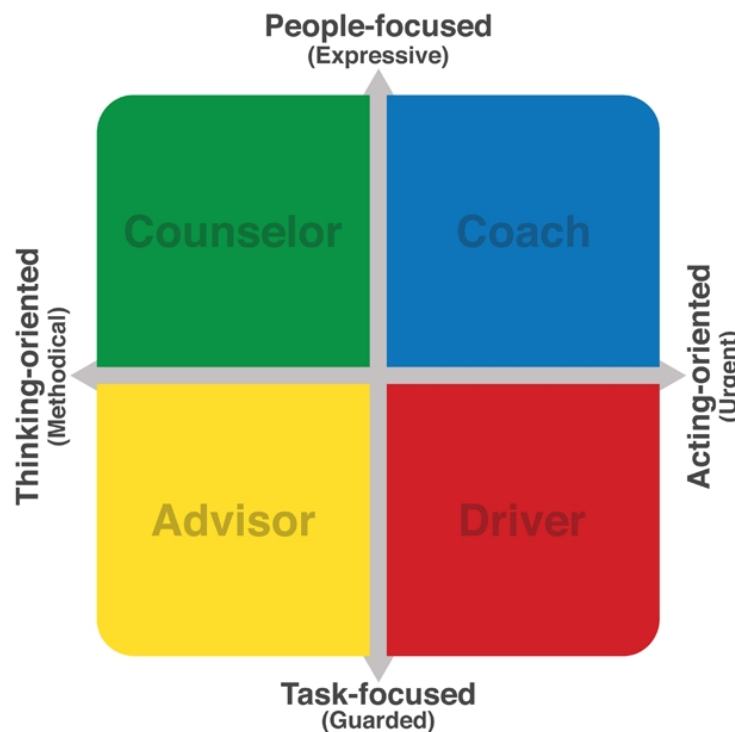
Counselors are best recognized for being: Thinking-oriented and People-focused. Key markers include:

- **Communicating** with a warm, comforting style
- **Handling** conflict by accommodating others' interests
- **Delegating** by "asking" others for participation
- **Planning** through a careful, flexible approach
- **Learning** with careful, step-by-step reflection

Coach Profile

Coaches are best recognized for being: Acting-oriented and People-focused. Key markers include:

- **Communicating** with a charismatic, dynamic style
- **Handling** conflict by collaborating to identify solutions
- **Delegating** by "selling" others on participation
- **Planning** through a fluid, interactive approach
- **Learning** with active, "big picture" understanding



Advisor Profile

Advisors are best recognized for being: Thinking-oriented and Task-focused. Key markers include:

- **Communicating** with a reserved, formal style
- **Handling** conflict by identifying compromise alternatives
- **Delegating** by "teaching" the suggested approach
- **Planning** through methodical, detailed preparation
- **Learning** with careful, step-by-step reflection

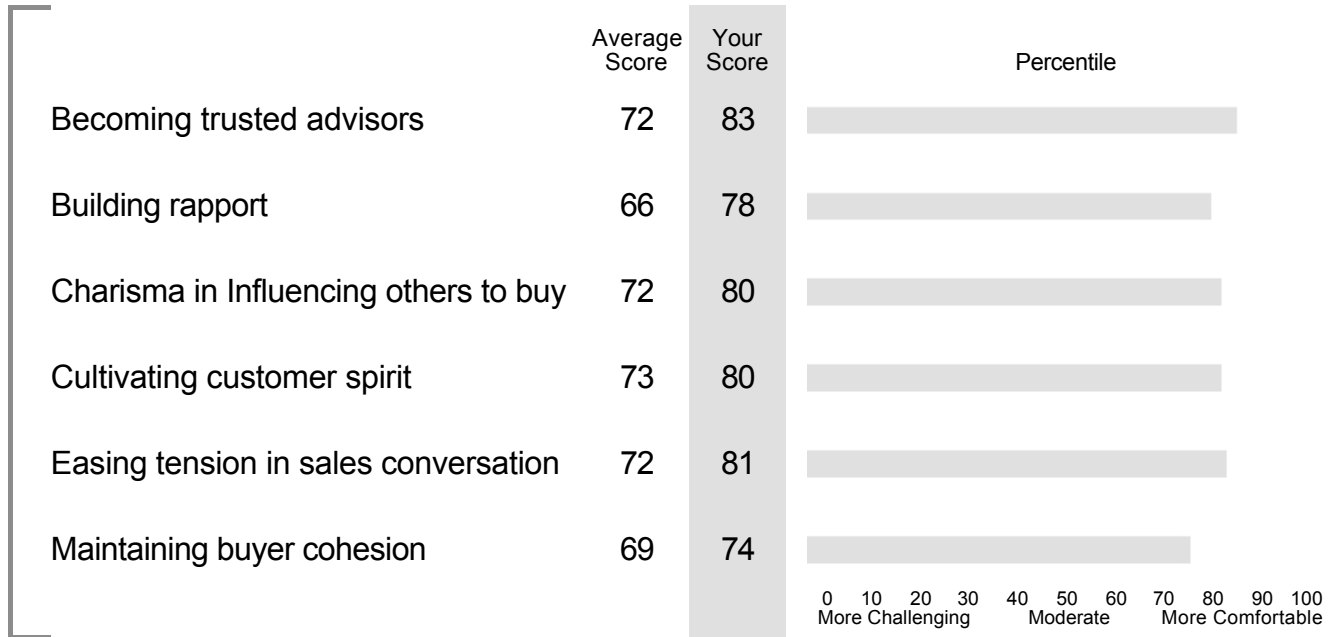
Driver Profile

Drivers are best recognized for being: Acting-oriented and Task-focused. Key markers include:

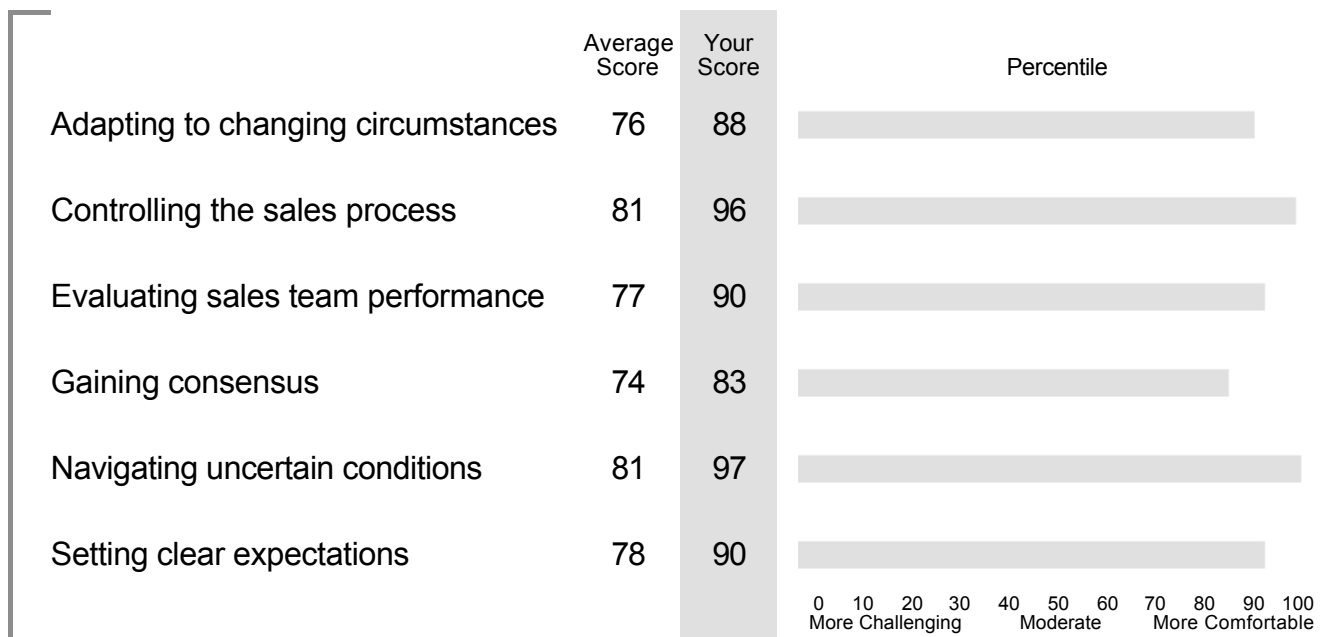
- **Communicating** with a focused, intense style
- **Handling** conflict by directly confronting the issue
- **Delegating** by "directing" the course of action
- **Planning** through an urgent, adaptive approach
- **Learning** with active, "big picture" understanding

Selling Interactions Scores

Engaging the Buyer



Managing the Process



Conclusion

Whether the individual has reviewed this Sales Profile as a self-assessment exercise, or as part of a formal sales coaching or training program, what is most important is what they do with the insight they have gained. Evaluating strengths and development opportunities can be humbling for sure, and it is natural to view one's own sales approach only in the most positive light. Still, real growth comes from candidly identifying how they perform in the sales cycle, while considering how their behaviors tend to reveal certain patterns that may contribute to success. Only then can the individual proceed with an informed recognition of where they might strengthen their approach. To the extent that this report facilitates such recognition, their time will have been well spent.

Contact Information

For more information regarding the Leading Dimensions Profile (LDP) or other products and services available to help in developing and coaching high performers, please contact your LDC Affiliate:



Important Note

This report does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of behavior. No part of this report is intended to convey a psychological, medical, or psychiatric evaluation. This report is intended to provide personal insight that is useful in coaching, teambuilding, and other aspects of professional development. No employment decision should be made based, in whole or in part, on the results contained herein.