



USSA Sales Talent Assessment Detailed Skills Report

Universal Sales Skills Audit

Role: Automotive Retail Sales

Name: Alan Carr

Date: 27 December 2015



:: Introduction

This report compares the candidate's stated skills compared with the capabilities expected of a High-Performer in the selected role.

Role selection

To ensure this information is relevant, it is critical that the candidate has been assessed for the correct role. Should you be in any doubt about which role is the most appropriate to use in the context of the person named in this report, please consult a specialist in Job Role Analysis, The USSA directly, or one of The USSA's Accredited Partners (a list of which can be found on The USSA website at www.universalsaleskillsaudit.com).

Alternatively, you can make your own judgement about the appropriateness of this assessment by reviewing the role descriptions on The USSA's website: see <http://www.universalsaleskillsaudit.com>. This will help you confirm whether the activities described in the appropriate role description match your expectations of the role the candidate is being asked to perform. This assessment only examines those capabilities relating to the activities described in the corresponding USSA role description.

How to read this report

The **skills summary section** identifies groups of skills which are important to effectiveness in this role.

The **bar chart** indicates the candidate's likely level of strength in each area, based on detailed analysis of their stated capabilities: it shows whether or not the candidate's skills are generally within the Optimal Range across each skill group.

The **definition for each skill group** is shown immediately below the bar graph. These ratings can identify general areas of strength that can be harnessed to improve effectiveness. They can also identify key skill groups where targeted development may improve performance.

The **Detailed Skills Analysis** that follows the summary section should always be consulted, as there may be individual skills that fall outside the Optimal Range and which may require further development. This section enables you to drill down by breaking each skill group into its individual component skills.

Notes to help you interpret the Detailed Skills Analysis section of this report.

The meter charts summarise each skill. The indicator at the left hand side indicates low skill; at the centre indicates some skills; and at the right hand side indicates a good level of skill for this role.

The ticks, crosses and circles indicate which aspects of the candidate's skills are likely to contribute positively or more negatively to the effective performance of the role they are being assessed for.

-  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.

:: Summary of Alan Carr's Skills

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.



2. Customer Contact

These are the skills required to effectively engage the customer in conversation and start the process of qualification, with the objective of gaining an understanding of the customer's needs.



3. Engaging the customer effectively

These skills are about generating initial interest from the customer in your vehicles, products or service, and starting the process of creating rapport.



4. Making the Sale

This section covers the skills required to establish the benefits for the customer and close the sale.



5. Achieving Goals and Targets

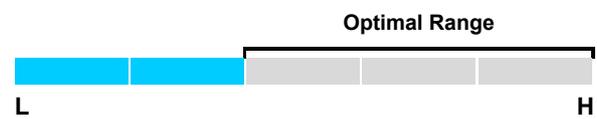
This section covers the skills required to work effectively and in an organised manner, with clear plans and reports, with the purpose of facilitating the achievement of goals and targets.



:: 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

1.1. Exercising judgement and making decisions



This is the ability to make sound judgements and decisions. This involves questioning implications, prioritizing criteria, evaluating risks, evaluating options and deciding how to respond. Part of the skill is deciding when and how to seek further information or to refer to others.

- Prioritising activities and actions
- **** Evaluating risk when taking action or making commitments to customers
- ✓** Evaluating possible options and deciding how to respond to a customer problem or enquiry
- *** Deciding when and how to seek further information or refer to others

1.2. Problem solving



This is the ability to define and analyse problems and priorities and the ability to evaluate the issues raised and identify or create possible solutions. This skill requires individual analytical, diagnostic and creative ability, and ability to use others' expertise. The skill involves isolating key facts to penetrate to the root of the problem. This requires logical thought, and also lateral thinking.

- ✓** Ability to analyse problems
- *** Ability to use other's expertise when appropriate
- Thinking through problems logically and using new approaches when required

1.3. Resilience and follow-through

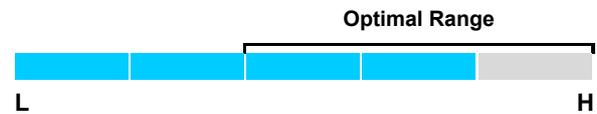


This is the ability to demonstrate focus in achieving goals, objectives and targets. This means coping with pressure, being adaptable in dealing with customer enquiries and problems and managing stress. It also means showing initiative and drive and giving others confidence in their ability to deliver a good customer experience and achieve results. It involves being careful and accurate in following through and fulfilling customer requirements.

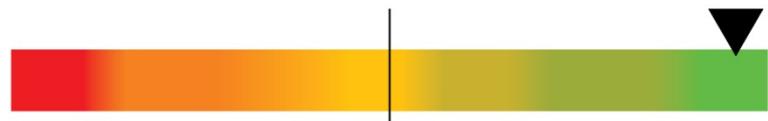
- ** Coping with multiple conflicting pressures
- ** Persistence in dealing with problems
- * Showing initiative and drive
- ✓ Showing commitment to delivery

2. Customer Contact

These are the skills required to effectively engage the customer in conversation and start the process of qualification, with the objective of gaining an understanding of the customer's needs.



2.0. Influencing customer expectations



This is the ability to find out and influence customer expectations to improve selling actions and effectiveness. This involves: testing, influencing, expressing the company's position clearly yet diplomatically, prioritizing issues and resolving problems.

- Establishing the customer's expectations
- ✓✓ Influencing the customer's expectations
- ✓✓ Prioritising activities that move a customer relationship or deal forward
- ✓ Reaching conclusions that are acceptable to both parties

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

2.2. 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
- Guiding the customer
- ✓ Creating rapport

2.3. Using probing questions

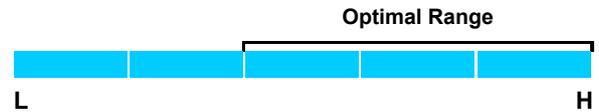


This is the ability to maintain a clear picture of what information you have and what information you are missing, such that you can formulate and ask appropriate probing questions that plug the knowledge gap. This requires a combination of understanding, analysing and interpreting information in real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

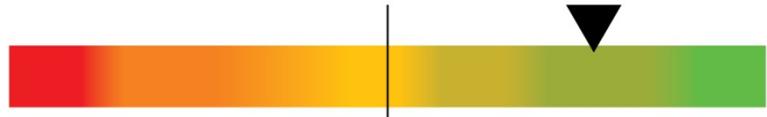
- Understanding of the information available and the pieces that are missing or need clarifying
- Effective listening
- Ability to ask questions that drive out clarity of a situation
- Analysing the information received
- Probing

3. Engaging the customer effectively

These skills are about generating initial interest from the customer in your vehicles, products or service, and starting the process of creating rapport.



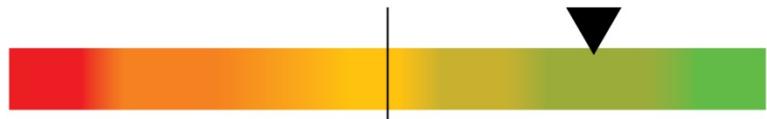
3.0. Awareness of competitors



This is the ability to understand your competitors, their brand positioning, products and marketing strategies and the impact of these on the perception of your customers.

- ✓ Awareness of competitors and their positioning
- ✓ Understanding the implications of competitor activity on own opportunities

3.1. Customer engagement



This is the ability to engage customers and prospects over the phone, initiating and managing conversations with them that enable you to determine their level of potential interest in your Brand, vehicles and related products.

- ⚠ Engaging the customer
- ✓ Sales Confidence
- ✓ Initiating and managing customer conversations

3.2. Keeping abreast of new products and features



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

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

3.3. Testing and challenging assumptions

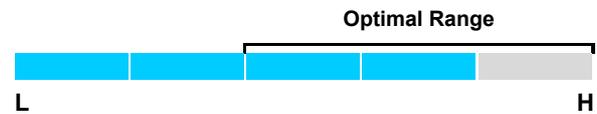


This is the ability to test and challenge assumptions in your dealings with customers and others, involving identifying assumptions in anything, testing their implications and challenging their validity.

- Identifying the assumptions made by a customer
- Understanding the implications of a customer assumption on an opportunity
- * Probing and questioning identified assumptions with the customer to gain clarity

4. Making the Sale

This section covers the skills required to establish the benefits for the customer and close the sale.



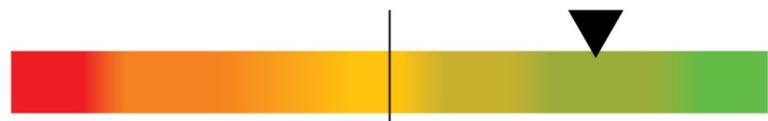
4.0. Matching customer requirements to vehicles and products



This is the ability to understand the customer's needs desires or objectives and match them to the company's vehicles and products. This requires a clear understanding of the customer's decision criteria and a good level of knowledge about own products.

- ✓ Knowledge of company's range of vehicles and products
- ✓ Matching the customer needs or desires to the company's range of vehicles and products
- ✓ Influencing the customer
- ** Proposing a solution to meet the customer requirements

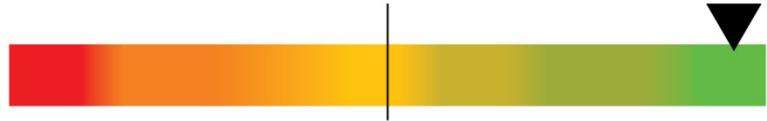
4.1. Negotiating



This means working with the customer towards agreeing a position, and ultimately a deal, which has optimal, mutual benefits for all parties. This requires a combination of skills in: planning, persuading and influencing, listening, anticipating the concerns and thoughts of the other party, empathy, using techniques to get the other party committed, handling objections and managing conflict. This also requires knowledge of: negotiation and psychological techniques.

- ✓ Having a clear view of the desired end result
- ✓ Listening to obtain information to help the negotiation
- ✓✓ Anticipating and addressing concerns
- ** Using a range of effective techniques to create a good outcome for both parties

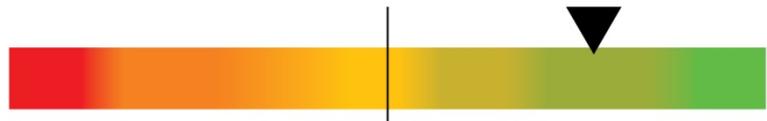
4.2. Objection handling



This is the ability to effectively deal with objections raised by customers in such a way that you turn them around to a positive and move further towards agreement as a result. This requires a combination of understanding how your customer perceives your product and why and having the understanding of appropriate techniques to handle the objections.

- Listening
- Probing and analysing to ensure understanding
- Ability to deal with all types of objections

4.3. Spotting opportunities



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

- Making the most of customer interaction
- Communicating the benefits
- Understanding the value that an offering creates for a customer
- Knowledge of the type of customer the business serves

4.4. Understanding customer needs

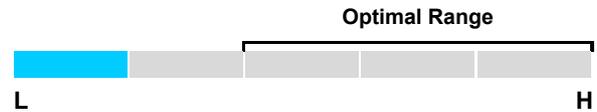


This is the ability to identify the key needs of the customer and match your vehicles, products and services to those needs. This involves engaging the customer to test your assessment of the needs as well as having a good knowledge of own company's vehicles and products.

- Gaining an understanding of the customer's requirements
- * Clarifying the understanding of the customer requirements
- ✓✓ Analysing the customer need
- ✓✓ Taking time to qualify

5. Achieving Goals and Targets

This section covers the skills required to work effectively and in an organised manner, with clear plans and reports, with the purpose of facilitating the achievement of goals and targets.



5.0. Planning and managing activities



This is the ability to plan and manage the day to day activities associated with a person's work. It involves identifying key activities and managing own time and paperwork effectively.

- Ability to plan activities to achieve objectives or solve problems
- Managing paperwork

5.1. Achieving goals, objectives and targets



This is the ability to recognize specific goals, objectives and targets and take all steps necessary to achieve them. This requires the ability to assimilate and understand the implications of a set of goals, targets or objectives and interpreting their significance.

- Understanding of own targets, goals and objectives and how to achieve them
- Knowledge and understanding of department's financial metrics and drivers

5.2. Paperwork management



This is the ability to complete paperwork accurately and in a timely manner and according to the company's policies and guidelines. This requires organisation and quality orientation.

- ✓✓ Accurate maintenance of paperwork
- ✓✓ Timely completion of paperwork



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:: About This Report

This report was generated using information from The USSA Sales Skills Questionnaire. It was generated from the results of a questionnaire answered by the respondent and substantially reflects the answers provided by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

The information contained in this report should only be used for assessing the candidate for the role specified on the cover of this report. The results should be used as one component of the decision-making process and placed in context with data from interviews, background reviews and other appropriate sources. Where information contained in this report contradicts the findings from any of these other sources, then further investigation is recommended.

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