ACUITY

POWERED BY BLOOJAM

MANAGER REPORT

Name: **Sam Sample**

Date taken: **13/01/2025**

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INTRODUCTION

Acuity for Strategic Sales

This report contains an assessment of the individual against the Acuity for Strategic Sales Model (see figure 1). A strategic sale is defined as one that includes some, or all, of the following elements; it is a high-value, complex solution that requires the seller to influence multiple, well-informed client stakeholders by building consensus and aligning their interests over a period of time to achieve a successful outcome.

The Acuity Model sets out the key personal drivers and attributes that determine success in a strategic, business-to-business sales environment. These were identified following a comprehensive review of credible and robust behavioural research, encompassing more than 20,000 client-facing professionals. The research is clear; people who exhibit the Acuity capabilities perform better in strategic sales roles than their peers.

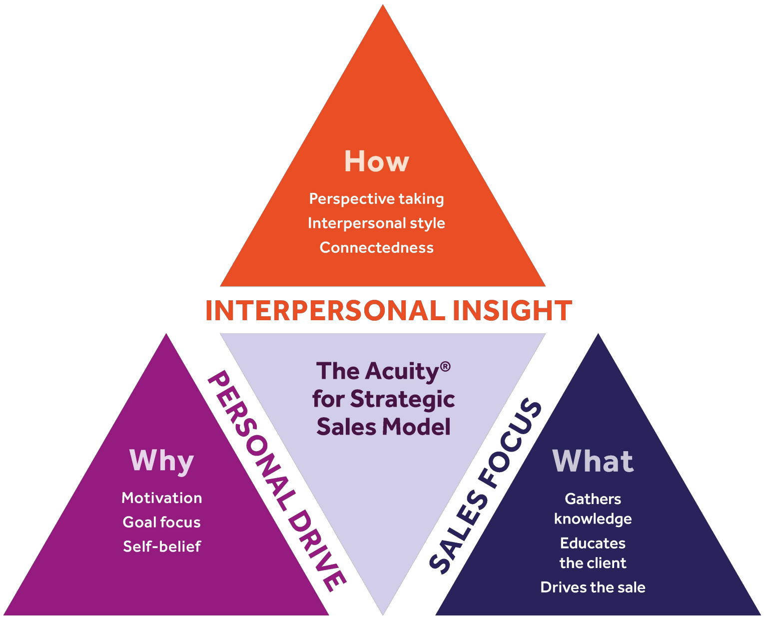

Figure 1: Acuity for Strategic Sales Model

The Acuity Model consists of 3 **Dimensions**, that cover the WHY, WHAT and HOW of success in strategic sales. Each Dimension is broken down into 3 **Capabilities**, each of which is underpinned by a number of **Subscales**.

About This Report

The results are based upon the individual's questionnaire responses. It is a self-report measure that reflects how the individual perceives themselves in a professional environment.

The report output is derived by comparing the individual's responses to a comparison group of others who have completed the questionnaire.

The comparison group used to generate this report is a global sales population.

The report is designed to be used in recruitment and development contexts. It is comprised of three sections:

1. Acuity For Strategic Sales Profile

The profile shows the 3 key Dimensions that comprise the Acuity for Strategic Sales Model; Personal Drive, Sales Focus and Interpersonal Insight. For each Dimension, 3 Capabilities are reported on a 1-10 rating scale where mid-range scores between 4 – 7 reflect Capabilities that are typical of the comparison group. Higher (8 – 10) or lower scores (1 – 3) reflect higher or lower preferences, respectively.

2. Acuity Feedback Report

This section describes each Capability based upon the individual's responses to the questionnaire. Here, the Capabilities are grouped into three; Capability Strengths, Benchmark Capabilities and Development Priorities. For lowest ranked Capabilities a number of activities and resources are provided.

3. Interview Questions

For the lowest ranked Capabilities, a number of question prompts are provided for use in recruitment or development discussions.

As an individual's capability can be affected by experience and life events, it is recommended that this profile should be considered valid for no longer than 12 months. The content of this report should be considered sensitive and must be stored securely. It has been generated electronically from the responses provided by the individual.

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ACUITY FOR STRATEGIC SALES MODEL

The table below provides further definition for each of the 9 Acuity Capabilities. Anchoring the Acuity Model are a further 30 subscales. These align to the 9 Acuity Capabilities as shown below and provide the user with further clarity to aid more targeted reflection.

DIMENSION	CAPABILITY	SUBSCALE
Personal Drive (WHY)	**Motivation** The desire to achieve success in a sales role and the source of that drive.	**Self motivated**
		Success-oriented
		Persistent
		Driven by solving client problems
	Goal focus The clarity and alignment of an individual's short- and long-term goals.	**Sets appropriate goals**
		Balances short-term and long-term goals
		Completion-oriented
	Self-belief The combination of a sense of control, self-awareness and positivity that enables an individual to be resilient.	**Self-confidence**
		Internal locus of control
		Resilience
		Self-awareness
Sales Focus (WHAT)	**Gathers knowledge** Understanding of both client and wider economic and market drivers.	**Gathers knowledge from key decision makers**
		Gathers market knowledge
		Gathers competitor information
	Educates the client Using expertise to 'find' problems, to innovate and become a trusted advisor.	**Identifies client problems**
		Shares insights with clients
		Tailors client solutions
	Drives the sale Seizing opportunities, taking control of the sale and creating momentum.	**Confidently handles objections**
		Simplifies the buying journey
		Manages key stakeholders
Interpersonal Insight (HOW)	**Perspective taking** Appreciating the client's perspective and accurately diagnosing what they are thinking.	**Treats clients as individuals**
		Notices clients' cues
		Understands the client's perspective
	Interpersonal style Building rapport and adapting behaviour to strengthen client engagement.	**Builds rapport**
		Assured communication
		Tailors behaviour and message
		Conveys passion and enthusiasm
	Connectedness Developing and leveraging internal relationships and external networks.	**Develops internal networks**
		Develops external networks
		Asks for referrals

Best practice in interpreting Acuity and giving feedback

This Manager Report is designed for use by managers and coaches who are experienced in facilitating individual feedback discussions.

As with *any psychometric questionnaire* there are some key points to remember:

- **The confidentiality of the feedback session should be described to the participant and adhered to.**
- **The outputs are derived from how the individual responded to the survey on the day. They are not infallible and should be explored through conversation. The interview questions can also be used in a development / coaching context.**
- **The questionnaire measures strength of preference rather than ability. The scores represent how similar the individual's responses are to the benchmark group described (i.e. "High" scores indicate a stronger preference than the benchmark group).**
- **Remember that Acuity high scorers are proven to be more effective in a sales environment and so the conversation should focus on what an individual can do to improve their performance.**
- **To aid this, tailored development tips are provided to make the session meaningful and constructive for the individual.**

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ACUITY FOR STRATEGIC SALES PROFILE

Sam's profile against the comparison group (global sales population) is shown below. These results are grouped under the 3 main Dimensions of the Acuity model: Personal Drive, Sales Focus and Interpersonal Insight. Each Dimension comprises 3 Capabilities, with each of these reported on a 1-10 rating scale where;

- 1-3 indicates areas that may benefit from development
- 4-7 suggests moderate performance
- 8-10 suggests a strength

PERSONAL DRIVE: WHY

MOTIVATION	6
GOAL FOCUS	3
SELF-BELIEF	9

SALES FOCUS: WHAT

GATHERS KNOWLEDGE	7
EDUCATES THE CLIENT	7
DRIVES THE SALE	3

INTERPERSONAL INSIGHT: HOW

PERSPECTIVE TAKING	7
INTERPERSONAL STYLE	6
CONNECTEDNESS	8

RESPONSE STYLE

7

Overall, the responses given by Sam were typical of most other respondents, i.e., the ratings were neither significantly higher nor lower. This means that the scores do not need to be interpreted with any extra caution.

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ACUITY FEEDBACK REPORT

This section is divided into three: Sam's Capability Strengths, Benchmark Capabilities and Development Priorities. Capability Strengths represent ratings in the high range, Benchmark Capabilities indicate that the individual is typical of most people in the comparison group, while Development Priorities identify those Capabilities where the individual's responses fall in the lower range. For each Capability, the narrative text provides feedback at the subscale level and reflects Sam's responses to the questionnaire. For the lowest ranked capabilities, a range of tips and resources are provided.

Capability Strengths

Capability Strengths represent ratings in the high range. These are likely to represent things that Sam enjoys and finds comfortable. It may be worth exploring with Sam how they could utilise these further.

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Why

PERSONAL DRIVE

SELF-BELIEF

(PERSONAL DRIVE: WHY)

The combination of a sense of control, optimism and positivity that enables an individual to be resilient.

Sam is likely to feel moderately confident in their own capabilities and their capacity to deal with challenges. However, there are likely to be some occasions when they would benefit from more self-assurance.

They appear to have a strong conviction that they are responsible for their own successes and failures, believing that they have control over work outcomes and that they play a key role in making success happen.

Showing a strong ability to remain positive when faced with challenging situations, they tend to see setbacks rationally even when under pressure and will bounce back quickly, accepting these as an opportunity to learn.

They are likely to be very self-aware, with an excellent understanding of their own strengths and limitations.

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How

INTERPERSONAL INSIGHT

CONNECTEDNESS

(INTERPERSONAL INSIGHT: HOW)

Developing and leveraging internal relationships and external networks.

Sam appears to build a strong internal network with a wide range of contacts, regularly sharing market and competitor information with them. They are also likely to draw on their internal network to support the sales process and to develop the best solutions for clients.

They appear to invest a lot of time in building a strong external network. They will also be likely to use their external network as a source of up-to-date information and may leverage their network through regular use of social media channels.

They will probably recognise the value of referrals as a source of new business but may be somewhat ad-hoc in the extent to which they ask their network for introductions.

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Benchmark Capabilities

Benchmark Capabilities indicate where the individual is typical of most people in the comparison group. These may include areas of strength but also elements where there is scope to develop further.

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Why

PERSONAL DRIVE

MOTIVATION
(PERSONAL DRIVE: WHY)

The desire to achieve success in a sales role and the source of that drive.

Sam seems to be fairly self-motivated, as well as willing to seek feedback and take up opportunities to develop themselves professionally; however, they could perhaps be more proactive in this.

They are likely to aim to achieve good results on most occasions and at times may feel energised when undertaking sales or business development activities.

They will probably bring a reasonable level of enthusiasm to sales and business development activities, although they may find it difficult to sustain this over a prolonged period. They also appear to be fairly persistent in their efforts to close a complex sale.

They are likely to be highly motivated by helping clients overcome challenges and find solutions, gaining great satisfaction from supporting clients in this way, particularly when their needs are complex.

7

What

SALES FOCUS

GATHERS KNOWLEDGE
(SALES FOCUS: WHAT)

Understanding of both client and wider economic and market drivers.

Sam is likely to invest time seeking to understand the factors that influence buying within a client organisation. It also seems important to them that they identify the key decision-makers and their personal drivers and priorities.

They appear to pay some attention to economic and market trends and the issues that these present for their clients, but there could be scope to do this more.

They are likely to be proactive in identifying and researching their clients' key competitors to develop a comprehensive understanding of the competitor landscape and to identify specific opportunities and threats for their clients.

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What

SALES FOCUS

EDUCATES THE CLIENT
(SALES FOCUS: WHAT)

Using expertise to 'find' problems, to innovate and become a trusted advisor.

Sam seems to be fairly focused on helping clients to identify their issues and problems. However, there could be scope to share more of their expertise and knowledge to help them see these with greater clarity, including issues they were previously unaware of.

They are reasonably likely to share insights with their clients and to link these to their clients' priorities. They may also link these insights to their company's own offer and seek to show clients the cost of inaction, although there may be scope to do this more consistently.

They are moderately likely to identify tailored and innovative solutions to solve client problems and to adapt these in response to their clients' changing needs.

7

How

INTERPERSONAL INSIGHT

PERSPECTIVE TAKING
(INTERPERSONAL INSIGHT: HOW)

Appreciating the client's perspective and accurately diagnosing what they are thinking.

Sam is fairly likely to want to understand the unique needs and drivers of their client stakeholders and may ask some questions that aim to elicit these.

They are likely to strongly appreciate the role that listening can play in understanding their clients better, aiming to strike an equal balance between talking and listening and allowing silences in conversation to give others time to think before responding. They are also likely to be good at quickly picking up on the non-verbal cues of others.

They seem to have a reasonably good understanding of what their clients are thinking and feeling. They are also likely to be fairly effective at appreciating their clients' feelings without losing sight of their own needs.

6

How

INTERPERSONAL INSIGHT

INTERPERSONAL STYLE
(INTERPERSONAL INSIGHT: HOW)

Building rapport and adapting behaviour to strengthen client engagement.

Quick to establish rapport with others, Sam is likely to build relationships with a wide range of client stakeholders effortlessly.

They appear to be fairly open and honest in their interactions with others. On occasion, they may come across either a little too forcefully or not sufficiently assertive in their communication style.

They appear to be able to adapt their messages to meet the needs of stakeholders to some extent and may attempt to modify their behaviour to suit the environment they are in, to some degree. When pitching, they may make some attempt to adapt their pitch in response to the reactions from clients.

They appear to show some belief in what they are selling and are likely to convey a reasonable level of enthusiasm to others.

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Development Priorities

Development Priorities identify where Sam's responses fall in the lower range. There is likely to be a need to address these areas in order to maximise performance. A range of activities and resources are offered to support Sam's development.

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Why

PERSONAL DRIVE

GOAL FOCUS

(PERSONAL DRIVE: WHY)

The clarity and alignment of an individual's short- and long-term goals.

Sam may not always set appropriate goals, either choosing goals that are overly ambitious or insufficiently stretching. They may also fail to ensure that the goals are clear and realistic enough, nor will they actively monitor their progress against the goals they set.

They appear to seek to balance short-term and long-term goals but may sometimes find it hard to achieve the optimal balance. At times they may break their goals down into smaller components, but there may be scope to do so more consistently.

They are unlikely to exhibit a clear focus on achieving the end goal, nor gain much satisfaction from completing work. As a result, they may be less committed to finishing the work they start.

DEVELOPMENT TIPS:

SETS APPROPRIATE GOALS

The following development tips and resources are provided for Sam in their Participant Report and shared here to aid your development discussions with Sam.

- Research suggests that goals should be Specific, Measurable, Achievable, Realistic and Timebound. Ensure that your business development goals follow this pattern and are NOT vague, unrealistic or open-ended. For instance, ensure that your goals for growing a client account are written in SMART terms.

BALANCES SHORT-TERM AND LONG-TERM GOALS

The following development tips and resources are provided for Sam in their Participant Report and shared here to aid your development discussions with Sam.

- Break your long-term goals for business growth into shorter-term sub-goals.
- Write them down and define your measures of success.
- Diarise your milestones and monitor your progress. This helps to maintain momentum and motivation. This could include setting regular points in time for reviewing your existing accounts and your pipeline.
- Use an Urgent-Important matrix to help you r prioritise and plan.

COMPLETION-ORIENTED

The following development tips and resources are provided for Sam in their Participant Report and shared here to aid your development discussions with Sam.

- Reflect on whether you struggle to see things through to completion. Here's a short read on small, practical daily steps you can take: https://www.theform.co.uk/journal/persistence-achieving-goals
- It also helps to harness your values, purpose and passion for what you do. What gives you a buzz and how can you draw upon this to help you to achieve your goals for business growth?
- Reading and further resources: https://positivepsychology.com/perseverance/

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DRIVES THE SALE
(SALES FOCUS: WHAT)

Seizing opportunities, taking control of the sale and creating momentum.

What

SALES FOCUS

Sam appears to be reasonably comfortable dealing with resistance and push-back from clients and is likely to anticipate and plan for common objections. They are moderately likely to focus on the value of the solution rather than the price when managing client objections. On occasion, they may be willing to walk away from a sale.

They seem to be fairly good at creating momentum in the buying process and may seek some opportunities to influence the pace of a sale. They may also be willing to adapt some internal practices to simplify the buying process for clients.

They appear to be reasonably effective at managing multiple client stakeholders, to some extent recognising the influence that different stakeholders have in the buying process and seeking to adapt their approach accordingly. They are moderately likely to attempt to build a network of client advocates who support their proposed solution.

DEVELOPMENT TIPS:

CONFIDENTLY HANDLES OBJECTIONS

The following development tips and resources are provided for Sam in their Participant Report and shared here to aid your development discussions with Sam.

- Prepare and rehearse sales meetings and pitches as a team; ask a colleague to take the client's role and offer objections.
- Remember to focus on the value of the solution and the costs and risks to the customer if they don't act (think financial costs, impact on employees and customers, their competitors stealing the advantage).
- If you find yourself giving in too easily to objections from clients:
    - Ask them “why”, what” “how” questions to fully explore the issue, their needs and value drivers. In other words, use the objection to have a conversation, explore opportunities and ensure that you understand their true concerns.
    - Remain calm, positive and inquisitive; avoid being defensive. Respond succinctly – use your solid preparation and don’t wing it.
    - Revisit the client’s original goal; does the objection help or hinder it?
    - Share testimonials where another client had similar objections but moved ahead and saw success with your solution.
    - Involve your client in the solution; mutually agree on a course of action and keep them in the loop.
- If you find yourself giving into requests for discounts:
    - Ask “why”, “what”, “how” questions to establish if cost is the real issue.
    - If it is, re-communicate the real value of the offer to their organisation.
    - If necessary, explore changing the scope or making a trade that changes the price, rather than dropping the price per se.
    - Be prepared to take it away and build a case, rather than answer too quickly or defensively in the moment.
- Equally, if a client isn’t willing to engage with you on a partnership basis – for instance they do not want to discuss their needs, concerns or objections, or to put you in front of the real decision-makers - it may be appropriate to recognise that your time would be better spent elsewhere, and to walk away.

SIMPLIFIES THE BUYING JOURNEY

The following development tips and resources are provided for Sam in their Participant Report and shared here to aid your development discussions with Sam.

- Always finish client meetings or conversations by establishing next steps and scheduling the next meeting.

- Be prepared to flex your own internal processes to meet the buying needs of the client. Do you have the internal connections you need to make this happen?

MANAGES KEY STAKEHOLDERS

The following development tips and resources are provided for Sam in their Participant Report and shared here to aid your development discussions with Sam.

- Draw a stakeholder map for your client. Identify those relationships that need to be developed further. Check for gaps and ask existing contacts to make introductions for you.
- Periodically check that you are not focusing your efforts too narrowly, for example spending most of your time on people with whom you get on well personally, or those who operate in just one area of the organisation.

INTERVIEW QUESTIONS

A menu of questions are provided below for Sam's three lowest scoring Capabilities. Managers should select the questions that are most relevant to Sam's Acuity profile and the target role. In some cases, follow up questions are provided as a guide. These should be used one at a time and can be tailored to suit the scenario and Sam's responses.

Drives the Sale

- When have you faced opposition or resistance from clients when pursuing a sale?
  - What did you do to overcome this?
  - How effective were you?
  - What was the result?
- When have you had to bring together a range of client stakeholders to secure a deal?
  - Who were they?
  - What did you do?
  - How successful were you?
- When is it appropriate to walk away from a sale?
  - Have you done so?
  - Tell me about it.
- Talk me through an example of when you have maintained the pace and momentum of a complex sale over a long period of time.

Goal Focus

- What goals do you set for yourself at work?
- How do you ensure that your short-term activities are aligned to your long-term goals?
- When under pressure what elements of your role do you prioritise?
- Talk me through an example of when you have shown persistence in achieving a challenging goal?
  - How did you maintain your focus?

Interpersonal Style

- How do you typically build rapport with new client contacts?
  - Why do you adopt that approach?
  - When has that approach not been effective?
  - What did you do to try to build your relationship with that individual?
- How do you convey your belief in what you are selling to clients?
- Talk me through a situation where you needed to quickly adapt your pitch to clients.
  - Why was this necessary?
  - How successful were you?

Established in 2005, we are a firm of business psychologists and HR specialists who support companies to recruit, train and develop their staff

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