



# Sales IQ Plus

A Sales Skills Test

Report For: **Sample Report**  
Date: **9/14/2021**



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## Introduction to the Sales IQ Assessment Report

The Sales IQ Assessment is an objective analysis designed as a personalized map of your sales knowledge at this moment in time. It tells you where you are. It tells you why you are there - and it tells you where to go (in a nice kind of a way, even though Jeffrey & Tony are from New Jersey).

This is not an assessment of your intelligence, except as it relates to selling. However, sales intelligence can be increased through learning. The scores on this Sales IQ Assessment tell you how ready and suited you are for sales. It cannot tell you whether you will make sales but it certainly shows you how well you understand sales and will approach selling.

However, it is certainly not the only predictor of sales success. Your behavioral style, ambition and drive, passions, personal attitudes, interests and values and your judgment and quality of decision-making also can, and often do, contribute to sales success.

You have responded to 48 actual sales scenarios with a "best-to-worst" scorecard. Your results are included in this exclusive Sales IQ Assessment report and those results come complete with all the "why (rationale)" answers. A personalized assessment and 48 mini sales lessons? WOW!

- You get a score on each of the eight stages of the sales process.
- You get to measure your score against all salespeople, regardless of how and what you sell.
- You get to see all the answers to your questions.
- You get to discover how much your answers agree with the expert opinions.

**More importantly...** How well, or how poorly, you score on this Sales IQ Assessment can also tell you how to customize your sales training rather than using a one-size-fits-all program. Focus your sales training and coaching on strengthening your strong points and finding strategies and resources for your weak points.

Your "score" is not important; your sales improvement is. We are more concerned about your "desire" to become a better sales professional. So, we have included plenty of resources to help you grow as a sales professional. It is important to know that these questions and answers were designed from the REAL WORLD of selling by three of the best-selling sales book authors and Hall-of-Fame speakers to provide insight for YOUR WORLD of sales.

**With our best wishes for your continued sales improvement and success,**

**Jim Cathcart**

*Author of **Relationship Selling***

**Jeffrey Gitomer**

*Author of **The Sales Bible***

**Dr. Tony Alessandra**

*Author of **Non-Manipulative Selling***

## How We Measure Your Sales IQ

The eight steps below represent, from our experience, the most critical stages of successful selling. The 48 Sales IQ questions you completed are randomly generated from 100+ questions that explore best practices in each area.

This Sales IQ is not a statement of your potential, but rather a measure of your approach to, and understanding of, selling in today's professional, competitive environment. You may have enormous sales potential and yet score poorly on this Sales IQ, depending on what you currently know. In that case, with some additional training, you will quickly start to excel. Alternatively, you may have considerable sales knowledge but not possess many of the traits that would assure your sales success. In that case, you would go to work on yourself first and sales will follow.

### Here are the eight stages and their brief descriptions.

1. **Preparing** covers how you prepare for the sale and prepare yourself. You can be well prepared with information and sales tools but if you are not in the appropriate frame of mind, or if you do not appear professional to the buyer, you might not get the sale.
2. In **Targeting**, we explore the markets or groups you may target as prospects. Then we focus on the individuals with whom you will make contact. This includes the sales strategies and tactics you select for each target. Poor targeting with great selling would result in limited success because you would be selling to the wrong people.
3. **Connecting** is the initial contact step in selling where you must appeal to people intellectually so that they see you as a credible resource and emotionally so that they trust you as a person. Without either, you are inhibited from learning enough about them to solve their problems and make a sale.
4. **Assessing** needs and wants uncovers what to sell and how to sell it primarily through probing and listening. As they say, "In sales as in medicine, prescription before diagnosis is malpractice."
5. **Solving** the buyer's problem, or filling their need, is where most of the sales attention has been placed in the past. This is the part where you present your solutions, tell your stories, show your product or describe the outcomes that buying will produce. At its lowest level, this is a sales pitch. At its highest level, this is a dialogue where you prove there is great value to them in buying from you.
6. Once you have shown that you can solve their problem, it is time to gain their commitment to buy. This is the **Confirming** phase. Your goal is to confirm the commitment to purchase. Historically, this has been known as "closing" the sale, but the truth is that it is not an end but the initiation of your sales relationship, the beginning to serve the customer as they begin to pay you for the value they receive.
7. A confirmed sale needs **Assuring** that the value promised will be received. This is where relationships are built and customer loyalty is to be given (by you) more than expected (from them.)
8. **Managing** is the final phase of the sales cycle where you manage sales and accounts and self-management of yourself. Ultimately, we are all our own 'sales manager'. This is the phase of selling where you must get yourself to do what needs to be done even when you do not feel like doing it.

### Preparing, Targeting, Connecting, Assessing, Solving, Confirming, Assuring and Managing.

## Sales IQ Developmental Chart

	Question Number	Highly Developed	Advanced Development	Early Development	Needs Development
Sales Preparation	31, 32, 33		✓		
Self Preparation	34, 35, 36			✓	
Targeting the Right Markets	43, 44, 45	✓			
Targeting the right Methods	46, 47, 48	✓			
Connecting with the Head	19, 20, 21		✓		
Connecting with the Heart	22, 23, 24		✓		
Assessing the Person	1, 2, 3		✓		
Assessing the Situation	4, 5, 6		✓		
Collaborating with the Buyer	37, 38, 39	✓			
Educating the Buyer	40, 41, 42			✓	
Confirming the Solution	16, 17, 18			✓	
Confirming the Purchase	13, 14, 15			✓	
Assuring Current Satisfaction	10, 11, 12		✓		
Assuring Continuing Loyalty	7, 8, 9	✓			
Managing Sales	25, 26, 27	✓			
Managing Yourself	28, 29, 30		✓		

## Sales IQ Effectiveness Ratings

Your Sales IQ Effectiveness Ratings below illustrate your understanding of the most effective sales strategies in the 48 sales situations in this Sales IQ assessment. Understanding and using the most effective sales strategies most likely will increase your overall sales success.

The chart below illustrates your overall knowledge in the 48 sales situations compared to the average scores of all salespeople:

- Choosing the most effective sales strategy (knowing what’s best to do) – this is the percentage of times you chose the best answer in each phase of selling
- Choosing **either** the combined most and second most effective sales strategies (knowing what’s best to do plus an alternate 2nd best strategy) – this is the percentage of times you chose **either** the best and second best answers combined in each phase of selling

The higher your percentage score in any stage of the sales process, the better your knowledge, understanding and potential usage of the overall sales strategy required in each stage of the sales process.

	% of Time You Chose the Best Answer		% of Time You Chose either the 1 <sup>st</sup> or 2 <sup>nd</sup> Best Answer	
	Your Score	All Sales People Score	Your Score	All Sales People Score
<b>PREPARING</b>	0%	43%	50%	71%
<b>TARGETING</b>	83%	49%	100%	70%
<b>CONNECTING</b>	50%	53%	67%	74%
<b>ASSESSING</b>	50%	35%	67%	62%
<b>SOLVING</b>	50%	46%	67%	71%
<b>CONFIRMING</b>	33%	40%	33%	62%
<b>ASSURING</b>	50%	44%	83%	66%
<b>MANAGING</b>	33%	43%	83%	65%
<b>TOTAL</b>	44%	44%	69%	68%

## PREPARE Score

These results are from your overall **PREPARE** answers:

Out of 6 questions, you had:

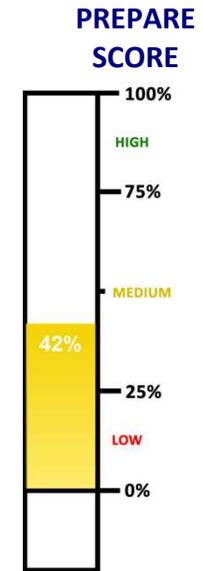
- 0 Most Appropriate Answer(s)
- 3 Second Most Appropriate Answer(s)
- 2 Third Most Appropriate Answer(s)
- 1 Least Appropriate Answer(s)

### PREPARE to Sell - Sales Preparation & Self Preparation

The questions in this area measure:

- **External preparation** is about researching and understanding your market, industry and competition by looking for information and resources outside of your own organization.
- **Internal preparation** is knowing and using your company, products, clients and resource team effectively. This involves looking for information and resources within your own organization.
- **Mental preparation** refreshing your knowledge and getting into the right frame of mind.
- **Physical preparation** preparing sales resources and personal appearance for the right impact.

To improve your PREPARE score, take action on the numerous suggestions on page 9.



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**Question 31** - The company hired you and you've completed your first training classes. They say you're ready to make sales calls. What's the first thing you need to do now?

You chose the **second** best answer, which is Target an area or list of prospects and create a plan for getting known among them.

**The best answer is:** Identify existing customers that you can talk with about how they benefit most from being a customer of your company.

**Rationale:** Once you're ready to make calls you can add to your appeal by directly understanding what customers like and dislike about your company. This will equip you to: 1. Identify others like them and 2. Understand the main appeal for them to buy from you.

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**Question 32** - In a research phone call what information should you seek about a prospect?

You chose the **second** best answer, which is Where is their greatest opportunity to improve?

**The best answer is:** What are their goals?

**Rationale:** Selling is helping and you can't help people unless you know what they want. Find out what their goals are so you can assist them in reaching them.

**Question 33** - You just discovered a new prospect that could buy your main product. What do you do first to prepare to sell to them?

You chose the **third** best answer, which is Think about what they want and need and why they would want to buy from you.

**The best answer is:** Go to their company website or personal LinkedIn page to learn more about them.

**Rationale:** The first thing you need is more useful information about your prospect. The easiest quick place to find that is their online listing or website. Explore it as if you were going to be a customer of theirs.

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**Question 34** - Sales have not been what you expected lately so how do you keep yourself focused and motivated toward your goals?

You chose the **fourth** best answer, which is Remember the cumulative effect of each effort.

**The best answer is:** Meet with some existing customers to discuss why they bought and how they are benefitting.

**Rationale:** You need to re-sell yourself on the value of what you are doing. Then your goals and actions will be relevant to you and your customers. Besides, you will pickup some positive energy and current examples by meeting with them.

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**Question 35** - How important are your sales materials and tools?

You chose the **third** best answer, which is The more you can put your best foot forward the more sales trust you will earn.

**The best answer is:** People form first impressions of you from your car, briefcase, samples, visuals, grooming and vocabulary.

**Rationale:** On your first contact people don't know you, so they form impressions from what they see and hear. Present them with only the most professional and appropriate images and actions

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**Question 36** - You have the information and tools you need, now how do you prepare the salesperson (you)?

You chose the **second** best answer, which is Focus your mind on the job you'll do and forget about any distracting projects or interests.

**The best answer is:** Review the best ideas and most compelling reasons as to how someone would benefit by buying from you.

**Rationale:** An attitude of helpfulness is best stimulated by reviewing the ways in which you can be of service. This makes your intentions real through actual applications of value.

## PREPARE to Sell - Sales Preparation & Self Preparation

### Sales Preparation

Here are some areas to explore to help improve your Sales Preparation effectiveness:

- Researching your industry, market, competitors, customers and prospects
- Studying various sales techniques, concepts and learning materials
- Getting demographics, statistics and details to better understand your prospect's needs
- Planning your territory and overall market strategies
- Projecting sales
- Setting general sales strategies and tactics
- Acquiring company, product and job knowledge
- Knowing the sales tools and systems that are most successful
- Researching customer histories
- Studying past clients and trends in your chosen markets
- Setting sales goals, activity goals, goals for each account and each sales contact
- Coordinating with others on your sales team

### Self-Preparation

Here are some areas to explore to help improve your Self Preparation effectiveness:

- Reviewing your specific goals for each sales contact
- Refreshing your knowledge of sales techniques, product details, and customer benefits offered by each feature of your product/ service
- Pricing strategies and options you can offer
- Reviewing vital information just prior to a sales contact
- Rehearsing the presentation
- Anticipating potential objections and concerns
- Reviewing answers to key questions
- Listing questions you will want to ask
- Getting yourself into a cheerful, helpful and proactive frame of mind
- Determining when and where to meet your customer
- Choosing the seating arrangement that works best
- Handling potential distractions in advance
- Assembling the sales tools and information resources you will need
- Allowing for interruptions and delays
- Inspecting every aspect of your appearance - clothes, grooming and personal hygiene
- Showing up on time
- Considering how you present yourself when you think others aren't looking
- Assure that your sales materials & products present the right image and work properly

## TARGET Score

These results are from your overall **TARGET** answers:

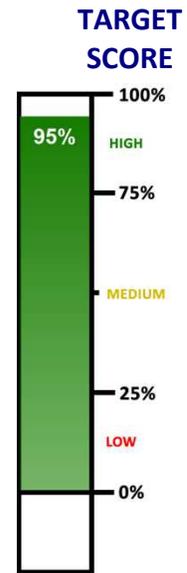
Out of 6 questions, you had:

- 5 Most Appropriate Answer(s)
- 1 Second Most Appropriate Answer(s)
- 0 Third Most Appropriate Answer(s)
- 0 Least Appropriate Answer(s)

### TARGET The Right People & Right Strategies

The questions in this area measure:

- **Targeting the right groups** involves identifying the categories, types of organizations and best groups of prospects who can best afford and benefit from your product or service.
- **Targeting the right individuals** is about identifying your ideal customers and finding the decision makers.
- **Strategies** involve building a reputation and brand position and choosing the approaches you take toward building demand for and distribution of your product.
- **Tactics** involve calling on the right people in the right ways to open up sales opportunities.



To improve your **TARGET** score, take action on the numerous suggestions on page 12.

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**Question 43** - When you are identifying what companies you want to target you need to

You chose the **first** best answer, which is Look at your current customers and identify the most profitable. Review the types of ideal new customers you wish to cultivate.

**The best answer is:** Look at your current customers and identify the most profitable. Review the types of ideal new customers you wish to cultivate.

**Rationale:** Create a profile of the top 20% of your current customers and try to find prospects who fit the profile of your top 20% customers.

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**Question 44** - When making new calls it is most important to do which of the following?

You chose the **second** best answer, which is Have your target contact predetermined and pre-qualified

**The best answer is:** Identify your target list and concentrate on those companies.

**Rationale:** Ideally, you should identify your target list and concentrate on those companies and, if possible, know who you are calling on and have them prequalified.

**Question 45** - The gatekeeper (assistant) is resisting your attempts to meet with the decision maker. What do you do?

You chose the **first** best answer, which is Try to make the gatekeeper a fan of your product and you as a resource to them.

**The best answer is:** Try to make the gatekeeper a fan of your product and you as a resource to them.

**Rationale:** A lack of respect toward a gatekeeper will close the gate altogether, so befriend this new ally and help them see how much you can help their company when they buy.

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**Question 46** - Do you start at the top or go to the most accessible contact?

You chose the **first** best answer, which is Get the highest-level contact you can; then even a hand-off will leave you with a power referral from above.

**The best answer is:** Get the highest-level contact you can; then even a hand-off will leave you with a power referral from above.

**Rationale:** If the person you are calling on is not the top decision maker, then do what you can to reduce the layers between your contact and the top decision maker. Always go to the person who can make the biggest and best decisions.

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**Question 47** - Your competitors have agreed to drop their price; do you do the same? How do you decide whether to sell on price or value?

You chose the **first** best answer, which is Review the customer's needs and emphasize the value you will provide. Show them actual numbers where you can.

**The best answer is:** Review the customer's needs and emphasize the value you will provide. Show them actual numbers where you can.

**Rationale:** The only way you can counter a lower price is by offering a better value. Show your customer the benefits you bring, not the lowest price you can tolerate.

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**Question 48** - Do you give a free sample, a demo, a partial solution or hold out for the full commitment before you deliver your value? How do you know which to do?

You chose the **first** best answer, which is Only by assessing the overall needs of the customer can you know what comes first.

**The best answer is:** Only by assessing the overall needs of the customer can you know what comes first.

**Rationale:** If you understand what the customer most cares about then you can select the best way to initiate the sale. Don't focus on the item you're selling, aim toward their biggest need.

## TARGET - The Right Markets & Right Methods

### Targeting the Right Markets

Here are some areas to explore to help improve your Targeting the Right Markets:

- Conducting market and competitive analysis by studying your product sales statistics
- Identifying the biggest pools of potential buyers through a clear profile of your ideal customer
- Analyzing sales potential of each product within each market segment
- Ranking accounts
- Generating a comprehensive market profile
- Developing a list of your “targets” and determining how they get their information
- Finding where your “targets” meet, groups they belong to, and publications they read
- Knowing who has decision-making power within the organization
- Isolating the most important needs you can address for decision-makers
- Following a valid process to qualify each prospective customer
- Spending very little time with non-decision makers and gatekeepers
- Assuring that you are calling on the people with whom you can best establish credibility
- Generating leads and getting introductions to those prospects
- Gaining qualified referrals by building an unending flow of future prospects
- Acquiring powerful testimonials and endorsements

### Targeting the Right Methods

Here are some areas to explore to help improve your Targeting the Right Methods:

- Determining what reputation and brand identity you want in your chosen markets
- Identifying the “professional assets” you will need to gain that reputation or position
- Choosing the media mix and sales approaches to use
- Acquiring the resources needed for promotion and publicity
- Having an ongoing process for stimulating interest in and desire for your products
- Selecting the best distribution methods for reaching your markets
- Coordinate using email, web marketing, social media, phone calls and other tools
- Selecting the right number and type of sales calls to make
- Determining how to best penetrate a company or industry - who to call on first, sales appeals to use, products to lead with, offers to make, who should make the first call, how to easily progress from one sale to another, and how many calls to make per prospect
- Developing methods for getting to the decision makers with minimal effort
- Learning how to sell through others or to committees
- Having a compelling “elevator talk” and unique value proposition
- Knowing your various sales hooks and opening statements
- Using samples and free gifts appropriately
- Determining how you can best reach your prospects with the credibility and confidence that will open doors and minds to your offer

## CONNECT Score

These results are from your overall **CONNECT** answers:

Out of 6 questions, you had:

- 3 Most Appropriate Answer(s)
- 1 Second Most Appropriate Answer(s)
- 2 Third Most Appropriate Answer(s)
- 0 Least Appropriate Answer(s)

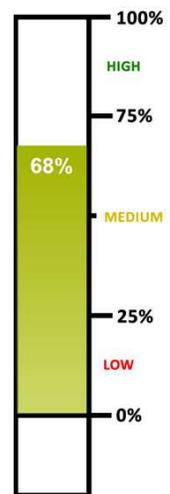
### CONNECT Intellectually & Emotionally

The questions in this area measure:

- **Credibility** is about establishing yourself as a viable resource to the prospect.
- **Activity** involves making the right number and type of sales contacts.
- **Relationship** is about understanding personality differences and buying styles.
- **Trust** is about building trust and managing relationship tension.

To improve your **CONNECT** score, take action on the numerous suggestions on page 15.

### CONNECT SCORE



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**Question 19** - The client isn't sure you understand how they think for decision-making. What do you do to reassure them?

You chose the **first** best answer, which is Ask them specifically what parts they want to clarify with you.

**The best answer is:** Ask them specifically what parts they want to clarify with you.

**Rationale:** Directness, when tactful, is always the shortest route to the truth. Don't be shy about asking what you need to know or do.

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**Question 20** - Your competitor has a PhD in her field and much scientific research about her product. You do not. How do you establish credibility?

You chose the **first** best answer, which is Demonstrate the value you can deliver; give an example or sample application.

**The best answer is:** Demonstrate the value you can deliver; give an example or sample application.

**Rationale:** The customer may trust the competitor more than you at first, but if you work even harder to be of value to them and show them proof then you'll level the playing field.

**Question 21** - The most effective way to make a first call is:

You chose the **third** best answer, which is Ask the gatekeeper for the person who is in charge of the product/service you sell.

**The best answer is:** Ask to speak to a salesperson and probe for more information about how to approach the decision maker to make the sale.

**Rationale:** A street smart salesperson making a sales call should always ask for a salesperson because you are brothers in the same profession and the sales department is your most likely department to give you real honest help. Leaving your material with the gatekeeper will find their trash can very quickly. Asking who is in charge puts them on the defensive and giving your sales presentation to the gatekeeper is a waste of everyone's time.

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**Question 22** - The financial value of your product is what most impresses you but your prospect seems to be unconvinced by numbers. What do you do?

You chose the **second** best answer, which is Observe their reaction as you describe other benefits you or it can deliver.

**The best answer is:** Probe to see what he or she values most: financial value, effect on the users, how existing systems will be affected, prestige of ownership, etc.

**Rationale:** Selling what appeals to you most will fail, so sell what they value most. Probe to identify it.

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**Question 23** - You are at a party with a friend who introduces you to a prospective customer. You should:

You chose the **first** best answer, which is Make friends by trying to find common interests and then exchange business cards.

**The best answer is:** Make friends by trying to find common interests and then exchange business cards.

**Rationale:** Having a non-business conversation is fine but not as good as finding common interests. It is always in your best interest to find common ground with people, whether they are prospective customers, potential referrals or just friends.

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**Question 24** - The prospect is blunt and impatient. You prefer a relaxed collaboration. What do you do?

You chose the **third** best answer, which is Find a compromise.

**The best answer is:** Adapt to the client's style by getting to the point and saving the casual conversation for later.

**Rationale:** If you ask the prospect to adapt to you then you'll lose them. Do the courteous thing, adapt to them temporarily.

## CONNECT - With the Head & With the Heart

### Connecting with the Head

Here are some areas to explore to help improve Connecting with the Head:

- Establishing your credentials and qualifications for helping the prospect with your type of product or service
- Using testimonials and endorsements wisely
- Tapping into referrals to open the dialogue
- Showing the importance of your offer to the prospect
- Asking compelling questions
- Documenting your claims
- Being organized and professional in your early communication
- Making the case for how much value you can bring to the prospect
- Using sales resources to build credibility as you communicate with each prospect or client
- Showing the person that you are there as a resource not merely as a vendor
- Getting in front of the right type and number of new and repeat customers who could benefit from buying
- Developing discipline in filling each day with actual sales contacts such as telephone calls, email communications, correspondence, in-person calls, and live demonstrations
- Increasing the amount and quality of direct communication with qualified prospects rather than just the supportive activities that process sales or lead to future business
- Becoming a viable resource to customers so it makes good sense to do business with you

### Connecting with the Heart

Here are some areas to explore to help improve Connecting with the Heart:

- Learning to read people to know how they process information and relate to others
- Matching the pace and style of the prospect
- Practicing good people skills such as courtesy, empathy, acknowledgement, and rapport building
- Knowing how to position yourself with the customer as an advisor, coach, problem solver, expert resource, strategic ally, business friend, and preferred provider
- Sustaining optimism and encouragement in the dialogue
- Keeping fear levels low while stimulating the need to buy
- Recognizing when tension should increase and should not
- Knowing the difference between relationship tension and task tension
- Showing concern for the needs of the prospect and respecting him or her as a person
- Being respectful of your competition without weakening your own sales position
- Knowing how to draw a line between being a social friend and being a business friend

## ASSESS Score

These results are from your overall **ASSESS** answers:

Out of 6 questions, you had:

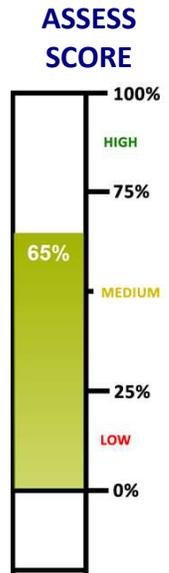
- 3 Most Appropriate Answer(s)
- 1 Second Most Appropriate Answer(s)
- 1 Third Most Appropriate Answer(s)
- 1 Least Appropriate Answer(s)

### ASSESS Situational Needs & Personal Wants

The questions in this area measure:

- **Probing** is about being skilled at asking the right questions and getting the answers.
- **Analyzing** is about identifying the needs and opportunities.
- **Understanding** is about finding the primary buying motive.
- **Empathizing** involves listening and people reading, understanding feelings as well as facts.

To improve your ASSESS score, take action on the numerous suggestions on page 18.



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**Question 1** - Daniel Burrus said, "Most people don't know what they might want until they know what is possible." What if your customer doesn't yet know what he or she wants?

You chose the **third** best answer, which is Tell them stories about what is possible.

**The best answer is:** Provide them a list to rank or choose from re: what they might want.

**Rationale:** When they can see some of the possibilities, they can think about them better. Showing a list to rate or rank will help them look beyond the present circumstances.

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**Question 2** - What if the person wants more than you can deliver?

You chose the **first** best answer, which is Serve them in stages and find resources for the extras.

**The best answer is:** Serve them in stages and find resources for the extras.

**Rationale:** Be their problem-solver not just their vendor. Find ways to solve the problems and start with the ones you personally can solve.

**Question 3** - What are some questions you could ask to get the prospect to “dream aloud” with you about what they really want?

You chose the **second** best answer, which is If you could have the solution turn out any way you want, what would it be?

**The best answer is:** In a perfect world, what would what you want it to look like?

**Rationale:** Looking to the future with an open mind is enjoyable and safe. It’s dreaming, so no commitment is implied. Help them share their fervent wishes with you openly.

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**Question 4** - How can you explore the situation beyond what the prospect has told you? If she says, “this is what we need!” what do you say or do to expand the conversation?

You chose the **first** best answer, which is Explain with a true example how another customer thought he needed x and found he needed y.

**The best answer is:** Explain with a true example how another customer thought he needed x and found he needed y.

**Rationale:** A story is a non-threatening way to confront a wrong conclusion. Tell them about someone, like them, who was almost sure they needed or wanted X and upon closer inspection discovered they’d benefit more from Y (whatever your better solution is.)

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**Question 5** - Your competition uses a “fact finder” form to expose needs but you want to discover more than mere facts. What else do you need to know about?

You chose the **first** best answer, which is What are they concerned about and what do they think the impact of buying would be for them?

**The best answer is:** What are they concerned about and what do they think the impact of buying would be for them?

**Rationale:** We don’t buy hammers; we buy the ability to drive nails. We don’t buy houses; we buy homes. So help the customer see the impact and value of having your product or service.

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**Question 6** - They say Prescription before Diagnosis is Malpractice. How do you get the information you need?

You chose the **fourth** best answer, which is Just start asking the questions in a logical way, they’ll answer.

**The best answer is:** Be sure to earn their trust before expecting disclosure of information.

**Rationale:** People only share information that they think is safe to share. So if you want them to open up more to you, prove they can trust you, not just with words, but solid proof if possible.

## ASSESS - The Situation & the Person

### Assessing the Situation

Here are some areas to explore to help improve Assessing the Situation:

- Knowing what to be curious about
- Understanding the many types of questions and questioning techniques
- Being skilled at asking for information in a non-threatening way
- Determining how this person and organization make buying decisions of this type
- Learning how to probe for information that you might otherwise overlook
- Exploring all the information presented to you in such a way that you identify the gap between what they have and what they need
- Recognizing the practicality of their expectations
- Assessing financial aspects
- Identifying opportunities, alternatives and options available
- Compiling and analyzing resources you can use
- Finding additional reasons for the prospect to buy
- Recognizing the roles that various people play in the buying decision

### Assessing the Person

Here are some areas to explore to help improve Assessing the Person:

- Finding the hot button items that contain the strongest appeal to the prospect
- Identifying the gap between what they need and what they want
- Recognizing prejudices or blind spots in their point of view
- Learning how they feel about competitive alternatives
- Identifying their fears and concerns
- Understanding their overall goals, values and priorities
- Seeing the limits to their authority and best ways to help them justify buying
- Respecting the importance of feelings and emotions
- Caring about how you can help
- Listening effectively by eliminating any irritating listening habits you may have developed
- Getting people to talk openly with you
- Being aware of differences in personality type, personal velocity, intellectual capacity, values, confidence levels, dreams, aspirations, fears, and concerns
- Adjusting your own pace or preferences to be more compatible with your customers' pace or preferences
- Dealing with different people in different ways while maintaining your own integrity

## SOLVE Score

These results are from your overall **SOLVE** answers:

Out of 6 questions, you had:

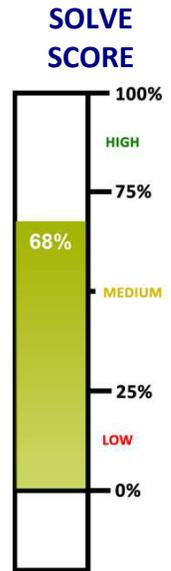
- 3 Most Appropriate Answer(s)
- 1 Second Most Appropriate Answer(s)
- 2 Third Most Appropriate Answer(s)
- 0 Least Appropriate Answer(s)

### SOLVE the Customer's Problem - Educating & Collaborating

The questions in this area measure:

- **Presenting** refers to your ability to deliver a persuasive presentation.
- **Showing Relevance** is about providing compelling evidence as to how the customer will benefit from buying.
- **Personalizing** is getting the customer to understand and feel the value of your offer.
- **Involving** gets the customer to participate in discovering the solution they seek.

To improve your SOLVE score, take action on the numerous suggestions on page 21.



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**Question 37** - How many questions should you use in a sales presentation versus statements or what is the best percentage of each?

You chose the **first** best answer, which is It is different with every client.

**The best answer is:** It is different with every client.

**Rationale:** The more you know the less you have to ask. The less you know and the less they know the more important the dialogue becomes. Be sure to involve the customer either way.

---

**Question 38** - If one person in a group is talking a lot and the others aren't then the others won't feel 'invested' in the answers. How can you spread out the participation among a group?

You chose the **first** best answer, which is Thank the contributor and ask the others what their thoughts are.

**The best answer is:** Thank the contributor and ask the others what their thoughts are.

**Rationale:** "Talkers" usually don't self-regulate. You'll probably need to tactfully interrupt their comments and draw out the others.

**Question 39** - Why does a Benefit matter to the buyer?

You chose the **second** best answer, which is The value of the product is produced when the benefits are received.

**The best answer is:** The buyer has no reason to care about your product or service; they only care about how it helps them.  
**Rationale:** People only buy benefits. They buy warmth, not heaters. They buy membership privileges, not memberships. Sell what it does for them.

---

**Question 40** - What is the difference between a Feature of your product and a Benefit of it?

You chose the **third** best answer, which is One feature can provide many benefits.

**The best answer is:** A feature is what it has; a benefit is what it does.  
**Rationale:** A feature is an ergonomic handle; the benefit is how it allows you to comfortably hold the item. People don't buy drills; they buy the ability to make holes easily.

---

**Question 41** - Your competitors have agreed to drop their price. Do you do the same or do you decide to sell on value?

You chose the **first** best answer, which is Review the customer's needs and emphasize the value you will provide. Show how you deliver more than others will even at your regular price.

**The best answer is:** Review the customer's needs and emphasize the value you will provide. Show how you deliver more than others will even at your regular price.  
**Rationale:** The only way you can counter a lower price is by offering a better value. Show your customer the benefits you bring, not the lowest price you can tolerate.

---

**Question 42** - How much of a sales presentation should be the "pitch"?

You chose the **third** best answer, which is Most of it because you know more about the product's value.

**The best answer is:** It should be a dialogue not a monologue. None of it should feel like a pitch.  
**Rationale:** The old days of the Sales Pitch are mostly gone. People expect an intelligent conversation that leads to a good decision.

## **SOLVE - The Customer's Problem - Educating & Collaborating**

### **Educating the Buyer**

**Here are some areas to explore to help improve Educating the Buyer:**

- Assembling compelling information and materials
- Using presentation tools with skill
- Speaking confidently and effectively with and without presentation aids
- Reacting professionally to distractions and interruptions
- Involving your listeners in your presentation by using persuasive language
- Blending gestures and words appropriately
- Changing pace and style to fit the situation
- Holding attention and starting and ending on time
- Being really good at presentations and doing them often by keeping your sales activity high
- Documenting and providing evidence of the value you are bringing to the customer
- Relating your presentation to the goals, interests, priorities, needs and values of your client
- Emphasizing the gap between what the person has and what they could have from you
- Quantifying the payoff for the client
- Building value units - take one of the client's needs, suggest a feature you offer, benefits accruing from the feature, value of the benefits to the client, proof that you can deliver the value, cemented by the client's agreement that this matters to him or her

### **Collaborating with the Buyer**

**Here are some areas to explore to help improve Collaborating with the Buyer:**

- Selling benefits and solutions rather than features
- Presenting the value units that were built into the "showing relevance" process
- Illustrating your points with stories and examples that relate directly to your client
- Conducting demonstrations that show the customer the value they will receive
- Using the customer's name and the name of their company as appropriate
- Referring to local and current items, people and issues in your presentation
- Using the customer's own words when responding to questions
- Getting the customer's support to help you make the sale
- Involving the customer in completing some of the steps in a demonstration
- Establishing a point-counterpoint role play discussion to illustrate a point
- Working as a partner in problem solving rather than as a persuader
- Putting yourself in your customer's position and speaking as his or her advocate
- Leading them through a series of questions to help them explore the benefits you can offer
- Working together to generate a plan
- Helping the prospect prepare to be an effective representative and advocate for you if they are presenting your proposal to others
- Assembling materials that they can use to sell others on your behalf

## CONFIRM Score

These results are from your overall **CONFIRM** answers:

Out of 6 questions, you had:

- 2 Most Appropriate Answer(s)
- 0 Second Most Appropriate Answer(s)
- 2 Third Most Appropriate Answer(s)
- 2 Least Appropriate Answer(s)

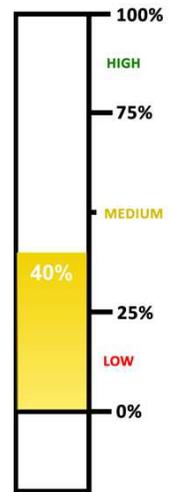
### CONFIRM the Solution & Commit to the Purchase

The questions in this area measure:

- **Summarizing** is giving benefit summaries and identifying next steps for your customer.
- **Negotiating** is mostly about resolving the customer's concerns without reducing your price.
- **Asking** is about clearly requesting the purchase and making it easy for the person to say yes.
- **Confirming** is getting the formal commitment to buy.

To improve your CONFIRM score, take action on the numerous suggestions on page 24.

### CONFIRM SCORE



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**Question 13** - Your customer said, "I love it! Now I just need to run this by my colleague and get approval." What do you do next?

You chose the **third** best answer, which is Ask for permission to do the presentation yourself.

**The best answer is:** Schedule a meeting for the three of you to discuss the purchase.

**Rationale:** No prospect, nor sales materials, can sell your ideas to the decision maker as well as you. Get in front of the decision maker in whatever appropriate ways you can.

---

**Question 14** - The prospect said he's going to buy but not right now. How do you proceed?

You chose the **third** best answer, which is Ask if there are any reasons not to go ahead and, if so, what are they?

**The best answer is:** Ask what conditions need to exist at buying time. Then write up the order so that it is ready the moment you get a Yes.

**Rationale:** You'll need to know what must happen in order for you to get a sale. So ask about the specifics, what does he need to know, do or get in order to proceed?

**Question 15** - He said that your product or service is a good solution and your price is fair. But he hasn't signed the order. What do you do or say now?

You chose the **first** best answer, which is Assume the sale and proceed to wrap up the details.

**The best answer is:** Assume the sale and proceed to wrap up the details.

**Rationale:** If you have confirmation that he's agreeable to buying then go ahead and sell it. He will resist or pause if you are going too fast for him.

---

**Question 16** - Do you really need for the buyer to say that she agrees with your proposed solution or can you just tell when they agree? Name some 'buying signals.'

You chose the **first** best answer, which is Their words indicate that they are speaking as an owner rather than an evaluator.

**The best answer is:** Their words indicate that they are speaking as an owner rather than an evaluator.

**Rationale:** The major buying signal is any evidence that they are no longer 'considering' buying but instead are thinking as the new owner. Instead of "if we were to buy..." they might be saying "when we put this into operation what will ..."

---

**Question 17** - How do you let them know that your product or service is really a good solution for them?

You chose the **fourth** best answer, which is Compare other solutions to yours.

**The best answer is:** Chart the numbers of how this purchase will help them.

**Rationale:** In today's society numbers are seen as 'real' proof. So the more you can document your claims with actual numbers and metrics the more compelling your case will be.

---

**Question 18** - If the customer says "Yes" it doesn't mean you really have a sale, yet. But until they agree with your solution, they aren't ready to buy. What factors go into seeing your solution as the right one?

You chose the **fourth** best answer, which is Tell them a story that illustrates the value of your solution.

**The best answer is:** Comparing various solutions out loud can lead to seeing the best one.

**Rationale:** It's not enough to get the customer to like your solution, they also need to see it as their best option. When you present solid information that shows one product vs. another then they can make a decision with more confidence.

## CONFIRM - Confirming the Solution & Confirming the Purchase

### Confirming the Solution

Here are some areas to explore to help improve Confirming the Solution:

- Giving benefit summaries and value illustrations that project what the customer will get
- Comparing statistics of owning vs. not owning your product
- Reviewing the reasons that they should want to buy
- Eliminating lingering concerns by responding effectively to objections and concerns
- Getting buy-in from others involved in the decision
- Gaining minor and major agreements toward the buying decision
- Using opinion questions, trial closes, and confirming smaller details to ease commitment
- Collaborating toward finding solutions vs. becoming adversaries in a disagreement
- Using tact and diplomacy effectively and apologizing when needed
- Agreeing to minor points without conceding major ones
- Letting the prospect prevail on some issues while standing your ground on others
- Comparing your positions on various issues, noting areas of general agreement
- Having organized answers to the most common concerns and questions
- Knowing your flexibility on price, terms, and conditions
- Noting the use of concessions and give-aways in the mix
- Considering the impact of your agreements on other departments and people

### Confirming the Purchase

Here are some areas to explore to help improve Confirming the Purchase:

- Recognizing buying signals and knowing how to respond to them and ask for the order
- Being clear and okay about asking for the order that does not increase relationship tension
- Using the customer's words in the statement you make just before requesting commitment
- Being clear and okay about asking for the order
- Allowing for silence after you ask for commitment
- Rehearsing asking for commitment with others so as to increase your confidence and poise
- Eliminating implied apologies or uncertainty in the way you ask for a commitment
- Knowing what words have power and what words do not
- Making it easy for the prospect to agree to the purchase
- Summarizing agreements and getting written commitments to specific agreements
- Ironing out all details before concluding the sales call
- Measuring your actual closing ratio (calls to sales) and value of each sale
- Getting the official signatures on the documents
- Noting and confirming the credit card or account numbers
- Getting the vital data such as social security number, purchase order number, etc.
- Assuring that the customer is fully aware that he or she has made a commitment to buy and they know the amount, terms and conditions to which they have agreed

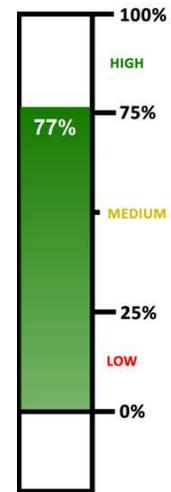
## ASSURE Score

These results are from your overall **ASSURE** answers:

Out of 6 questions, you had:

- 3 Most Appropriate Answer(s)
- 2 Second Most Appropriate Answer(s)
- 1 Third Most Appropriate Answer(s)
- 0 Least Appropriate Answer(s)

### ASSURE SCORE



## ASSURE Current Satisfaction & Continuing Loyalty

The questions in this area measure:

- **Review** is giving an on-site summary of the value of buying plus a preview of next steps.
- **Follow Through** is supervision of the delivery and initial steps of the ownership experience.
- **Up Serving** is adding value after the sale, increasing their satisfaction.
- **Recovery** is smoothly resolving problems and retaining the customer's loyalty.

To improve your ASSURE score, take action on the numerous suggestions on page 27.

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**Question 7** - What can you do to cause a feeling of continual connection with a customer?

You chose the **first** best answer, which is All of the above.

**The best answer is:** All of the above.

**Rationale:** There is not just one thing that reassures customers of your caring. Use all ways that you can.

---

**Question 8** - Your competitors have Preferred Buyer programs, social events for customers, and more money to spend on them than you do. How do you compete?

You chose the **first** best answer, which is Personally, you must be more service-oriented and eager to help than they are.

**The best answer is:** Personally, you must be more service-oriented and eager to help than they are.

**Rationale:** If you don't have the money and goodies then you must increase the amount of personal service you provide.

**Question 9** - You made the sale but someone else is delivering the value of your product or service. How do you sustain your connection with the buyer?

You chose the **second** best answer, which is Give them your personal contact info for questions or needs.

**The best answer is:** Call to review their experience and assure them that you will solve any problems in concert with the new person.

**Rationale:** Personal direct communication is the most powerful and persuasive of all. When you take time to personally hand off the account and reassure the buyer that you're still accessible it reduces their fear that you may have abandoned them.

---

**Question 10** - What is the best way to show the value of what someone has bought as you wrap up the details of their order?

You chose the **third** best answer, which is Summarize the highlights of your presentation.

**The best answer is:** Do a price-of-acquisition vs. cost-of-usage comparison.

**Rationale:** People often buy while their emotional desire is highest but that doesn't lead to logical memories about the wisdom of buying. So provide them with all the documented proof you can.

---

**Question 11** - There is always some tension in making a buying decision. Once they've bought most of their tension goes away, but as soon as you leave it returns. How do you avoid this "buyer's remorse"?

You chose the **second** best answer, which is Provide website links to easy and clear value descriptions or videos of the product.

**The best answer is:** Recap the actual monetary value of this decision and leave it with them.

**Rationale:** Others will ask them why they bought. They won't recall all you said. So make it easy for them to explain their choice and to remember the good reasons for buying.

---

**Question 12** - It is said that one is most satisfied with a purchase at the moment of making the commitment to buy. How do you sustain that feeling as you finalize their order and arrange for delivery?

You chose the **first** best answer, which is Give them a way to start benefitting immediately from this purchase.

**The best answer is:** Give them a way to start benefitting immediately from this purchase.

**Rationale:** Begin the ownership experience with them. Walk them through the use of the product or the first steps in receiving the service.

## ASSURE - Current Satisfaction & Continuing Loyalty

### Assuring Current Satisfaction

Here are some areas to explore to help improve Assuring Customer Satisfaction:

- Orientating the customer toward ownership
- Providing owner's documents, manuals, basic instructions, introductions to service personnel, samples, assistance in startup procedures, and initial hand holding
- Having the customer perform some of the functions in your presence to avoid operator error
- Conducting annual account reviews with existing customers
- Completing performance reports
- Getting feedback from customers as to their buying or ownership experience
- Conducting callbacks to check on delivery or initial use
- Checking with others within your company to assure that all goes as promised
- Getting feedback from the new owner that allows you to improve their experience immediately
- Doing little extra things that exceed the customer's expectations
- Making immediate corrections of problems or errors
- Causing the customer to feel safe, cared about, and as if they are in the hands of an expert
- Delivering what you promised
- Determining how strong the trust bond will be in the future

### Assuring Continuing Loyalty

Here are some areas to explore to help improve Assuring Continuing Loyalty:

- Holding yourself to high service standards by showing customers that you care
- Looking for ways to increase the customer's satisfaction without necessarily adding cost to you
- Sharing tips and new ideas for more owner enjoyment
- Performing in-person service calls on occasion and doing periodic account reviews
- Reminding customers of the value they are getting
- Considering your customers to be your business family and showing it
- Holding customer appreciation events
- Performing upgrades and purchase increases, when appropriate
- Resolving problems quickly by first fixing the person and then the problem
- Taking time to personally correct errors and offering sincere apologies when necessary
- Showing up to demonstrate your concern by listening fully before responding
- Replaying a customer's words and feelings before trying to explain your position
- Making allowances for the emotional component in a problem
- Acknowledging errors and insensitive behaviors
- Describing to the customer how you understand his or her dilemma
- Providing compensation appropriate to the error
- Making symbolic gestures of apology or sympathy
- Showing you care and won't delay doing what is appropriate to make the situation right again

## MANAGE Score

These results are from your overall **MANAGE** answers:

Out of 6 questions, you had:

- 2 Most Appropriate Answer(s)
- 3 Second Most Appropriate Answer(s)
- 0 Third Most Appropriate Answer(s)
- 1 Least Appropriate Answer(s)

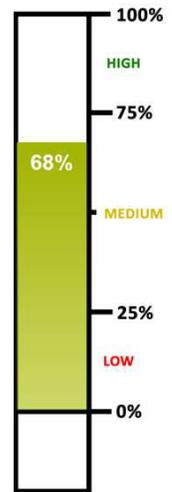
### MANAGE Your Sales Potential - Manage Sales & Manage Yourself

The questions in this area measure:

- **Managing Resources** is using technology and other resources to improve your sales effectiveness.
- **Managing Information** is keeping and using sales records to manage yourself effectively.
- **Growth** is about learning and improving, becoming a greater resource to others.
- **Motivation** is about self-leadership, getting yourself to do what needs to be done, when it needs to be done, whether you feel like it or not and still doing it well.

To improve your **MANAGE** score, take action on the numerous suggestions on page 30.

### MANAGE SCORE



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**Question 25** - What are the best times and ways for you to make sales contacts?

You chose the **second** best answer, which is It totally depends on the market you are in.

**The best answer is:** Certain markets have best times and methods. These can be researched and known.

**Rationale:** Doctors, for example; may be more accessible in the mornings. Bankers after noon. Healthcare workers between shifts. Retail people before store hours. Find out what it is for the people and markets you are calling on.

---

**Question 26** - What is the long-term value of a customer to you or your company? How can you find out the value of their 'buying lifetime'?

You chose the **second** best answer, which is The profit from a purchase plus the value of referrals and spin-offs.

**The best answer is:** Think of their value as a customer, a center of influence, a referral source, a case study, and as an end-user for feedback and updates

**Rationale:** Customers are assets to you on a number of different levels. Buying, referrals, testimonials, in-use case studies, centers of influence, quality feedback sources and more.

**Question 27** - How can you know your cost of making a sale?

You chose the **first** best answer, which is Measure the price of the goods and the cost of the time with the number of people vs. the revenue from the purchase.

**The best answer is:** Measure the price of the goods and the cost of the time with the number of people vs. the revenue from the purchase.

**Rationale:** In order to deliver a one-hour out-of-town speech Jim Cathcart calculates that he often spends as much as 28 hours in customer research, speech preparation, travel, onsite logistics, etc. What are the costs and time associated with what you do?

---

**Question 28** - What kind of a salesperson do you need to be in order to have the sales success you are aspiring to achieve?

You chose the **fourth** best answer, which is A highly knowledgeable one.

**The best answer is:** A strongly disciplined one.

**Rationale:** Your answer is what matters to you. It helps to ask yourself what qualities you can cultivate that will attract your desired goals to you.

---

**Question 29** - Since you are the main manager of yourself, how do you get yourself to do what needs to be done when you don't feel like doing it?

You chose the **second** best answer, which is Keep your goals visible daily.

**The best answer is:** Keep records of what matters so that you are tracking your performance.

**Rationale:** The way to get yourself motivated is by focusing on your 'motives', the things you want. Remind yourself what you're working toward and how to get there.

---

**Question 30** - What does it mean to truly be a Professional Salesperson?

You chose the **first** best answer, which is You operate by a set of ethical standards.

**The best answer is:** You operate by a set of ethical standards.

**Rationale:** Professionalism means you are educated for what you do, your education is never-ending, you do it for pay, you do it as a service to others, and you do it according to a set of ethical standards.

## **MANAGE Your Sales Potential - Managing Sales & Managing Yourself**

### **Managing Sales**

**Here are some areas to explore to help improve Managing Sales:**

- Reaching out to others for strength, wisdom and support
- Managing your time wisely, especially knowing and respecting the prime selling time
- Finding and using material resources such as sales tools, presentation equipment, demonstration models, computers, Customer Relationship Management or Sales Force Automation software, online presentation tools, resources within your own website, testimonials and case studies of successful sales or applications
- Keeping and using sales records to improve ratios of calls to contacts to presentations to sales to profits to customer retention to reorders and upgrades, etc.
- Monitoring your costs of doing business
- Recognizing your strengths and areas of vulnerability
- Managing business priorities
- Keeping good customer records and keeping your information up to date
- Tracking website usage, effectiveness of direct mail or email campaigns, sources of prospects, best-selling products, best areas for profit, etc.

### **Managing Yourself**

**Here are some areas to explore to help improve Managing Yourself:**

- Engaging in lifelong learning
- Setting and tracking personal and professional goal setting
- Building professional assets such as reputation, relationships, credentials and education
- Developing mental, physical, family, social, spiritual, career, financial and emotional assets
- Tracking and increasing your growth in each of the areas
- Focusing on career advancement and social advancement
- Cultivating the habit patterns of the person you would like to be
- Maintaining a positive mindset
- Resisting performance plateaus and overcoming sales slumps
- Handling rejection effectively
- Managing your personal priorities
- Keeping yourself active in your career
- Challenging yourself by reaching beyond your previous limits
- Reaching outside your own interests to be of service to others
- Becoming a better person with each passing day
- Raising the standards to which you hold yourself
- Clarifying your dreams and goals and keeping them before you every day
- Utilizing tools, information, and relationships to keep yourself at your best every day
- Encouraging others in their own quest to grow and succeed

## Your Opportunity

### Wait a minute!

You thought you were done, right? Not so fast my friend!

Though we congratulate you on making time to complete this Sales IQ assessment, we want to be sure that this is a starting point for you, not a destination. You have now set yourself apart from the vast majority of people in sales. You have drilled down to discover what you know about each phase of selling and to compare your approaches to the best practices of others.

### Now the fun begins!

Selling is one of the most exciting and enjoyable careers on Earth when you approach it with the willingness to work on new skills and an eagerness to learn. You have now discovered the inner workings of selling. You recognize the eight phases of selling and the skills within them.

So, unlike others who simply read another sales book or sign up for the next sales seminar at random, you can be "surgical" about your sales education. You can cut only where the need is and remove the unproductive ways and then replace them with proven success practices.

Toward Your Sales Success,

#### **Jim Cathcart**

*Author of **Relationship Selling***

#### **Jeffrey Gitomer**

*Author of **The Sales Bible***

#### **Dr. Tony Alessandra**

*Author of **Non-Manipulative Selling***

## Disclaimer

Assessments are a measure of what can be seen or discovered. Their value can be immense and millions of people use them to make better choices and take better actions.

This tool is presented for your use in testing the knowledge of the user. It was designed by veteran business leaders and educators who have achieved substantial status in their own fields. These Hall of Fame professional speakers, sales and marketing experts and psychological researchers have authored more than 50 books between them and conducted training for thousands of organizations around the world. They have been, and still are, sales professionals. It is from this base of experience and collective wisdom that this Sales IQ (SIQ) Assessment was created.

Information in this report should not be, and is not to be, used as the sole basis for consideration of selection for employment or job position. No person(s) should act or fail to act based on any material contained in this report. However, feel free to use this report as the stimulus for discussion of the many aspects of selling that apply to your sales situation with the person taking this assessment. Assessment takers should consult professional advice about any matter affecting them.

This report presents the results of the Sales IQ (SIQ) Assessment. The information contained within is personal, sensitive, private and confidential. There are no warranties, express or implied, regarding the SIQ assessment. You assume full responsibility, and the authors, assessment company, their agents, distributors, officers, employees, representatives, related or affiliated companies, and successors, and the company requesting you to complete this survey (THE GROUP), shall not be liable for, (i) your use and application of the SIQ Assessment, (ii) the adequacy, accuracy, interpretation or usefulness of the SIQ Assessment, and (iii) the results or information developed from your use or application of the SIQ Assessment. You waive any claim or rights of recourse due to claims against THE GROUP either in your own right or due to claims against THE GROUP by third parties. You shall indemnify and hold THE GROUP harmless against any claims, liabilities, demands or suits of third parties.

The foregoing waiver and indemnity shall apply to any claims, rights of recourse, liability, demand or suit for personal injury, property damage, or any other damage, loss or liability, directly or indirectly arising out of, resulting from or in any way connected with the SIQ Assessment, or the use, application, adequacy, accuracy, interpretation, usefulness, or management of the SIQ Assessment, or the results or information developed from any use or application of the SIQ Assessment, and whether based on contract obligation, tort liability (including negligence) or otherwise. In no event, will THE GROUP be liable for any lost profits or other consequential damages, or for any claim against you by a third party, even if one or more of THE GROUP has been advised of the possibility of such damages.