

RCA LIMITED SELF-APPRAISAL SYSTEM FOR SALESMEN

The answers to the questions in this self-appraisal program involve those things which you, as a Salesman, should know about your work and your job. These questions strike at the vitals of your selling efforts. They are for your use - you answer them to yourself and for yourself. Try to see yourself as others see you. Based on your answers, you will know where you are weak; you can analyze yourself critically and find practical and specific solutions. Then follow through with improvement in your attitude and technique.

Consider each question thoughtfully and honestly - regularly during the year, checking the answers. Select and list for yourself several of your most serious weaknesses; and when those are overcome, select another group and work on them for correction.

Questions are arranged under the following headings:

1. Do I know the company's products?
2. Do I know, understand, and support the company's policies?
3. Do I know my markets and my trade factors intimately?
4. Am I maintaining and improving my dealer structure?
5. Do I manage my territory effectively?
6. Do I use sound selling methods and tactics?
7. Do I maintain a high standard of personal attributes?

DO I KNOW THE COMPANY'S PRODUCTS?

		Check your Answers	
		YES	NO
1.	Am I satisfied with my product knowledge?	___	___
2.	Do I know the important advantages and limitations of our products thoroughly so that I can step in at any point of objection or trouble in a convincing manner?	___	___
3.	Do I review and study frequently my product sales manuals to improve my product knowledge?	___	___
4.	Before I make any calls, do I check my product manuals and other literature to be sure I have in mind the outstanding selling ideas on the product to be discussed?	___	___
5.	Do I anticipate what my customer may want to know and prepare for his questions?	___	___
6.	When I don't know the answer, do I bluff or stall, and invent an answer, not honestly admitting I don't know?	___	___
7.	Do I always believe what I say about our products and services? Would I buy from a salesman like myself?	___	___
8.	Do I sell results and ideas about my merchandise, not just sell finished goods?	___	___
9.	Do I recommend the right product and follow through to see that it is properly used?	___	___
10.	Do I have factual examples of satisfied customers' experiences to back up my "results and use" arguments?	___	___

DO I KNOW THE COMPANY'S PRODUCTS? (Continued ...)

Check your
Answers
YES NO

11. Am I endeavoring to learn more about all types of industries to fully understand the purpose, utility and proper adaptation of our products? ____
12. Do I take pride in my special knowledge of one product only and make little effort to learn more about all the products I am responsible for selling? ____
13. When confronted with questions which I cannot answer, do I make a note of them and check later to obtain the facts so I will be prepared the next time? ____

DO I KNOW, UNDERSTAND, AND SUPPORT
THE COMPANY'S POLICIES?

	Check your Answers	
	YES	NO
1. Do I know the company's policies generally and by major product line?	_____	_____
2. Do I accept company policies in a positive way, rather than taking a negative position toward them?	_____	_____
3. If company policies are not clear to me, do I check their application with my manager to ensure a proper basis for presentation to my trade?	_____	_____
4. Do I plan my sales presentation of a company policy before calling upon my trade to assure proper interpretation of the policy?	_____	_____
5. Do I apply company policy so as to build a strong and lasting establishment?	_____	_____
6. Do I sense the importance of company policies in relation to company profit?	_____	_____
7. Do I realize that the company's policies have been prepared carefully and thoroughly by the management and deserve and must have my full support?	_____	_____

DO I KNOW MY MARKETS AND MY
TRADE FACTORS INTIMATELY?

Check your
Answers
YES NO

- | | | | |
|----|--|-----|-----|
| 1. | Have I analyzed each market in my territory and planned how I will make it produce more? | ___ | ___ |
| 2. | Do I study my markets with a plan for complete product representation in each one? | ___ | ___ |
| 3. | Do I know the relationship of the company's business in each of my markets, on each of our products, to potential volume in those markets and the approximate valuation now going to my competitors? | ___ | ___ |
| 4. | Am I well informed on the retail activity in each of my markets? | ___ | ___ |
| 5. | Do I plan my activities to permit concentration on markets where we are weak and where the greatest activity exists? | ___ | ___ |
| 6. | Do I maintain market analysis records with respect to the principal customers in my territory and their sources of supply and buying habits? | ___ | ___ |
| 7. | Am I planning and working to make real strides toward more intimate relations with each customer? | ___ | ___ |
| 8. | Am I acquainted with provincial, federal, and local regulations affecting our products? | ___ | ___ |
| 9. | Am I watching my markets closely enough to detect trends and shifts in the company's position and establishment? | ___ | ___ |

AM I MAINTAINING AND IMPROVING
MY DEALER STRUCTURE?

Check your
Answers
YES NO

- | | | | |
|----|---|---|---|
| 1. | Do I realize that I must gain new dealers, as well as maintain the present if the company is to keep abreast of the constant change and turnover in number, type, and character of our dealers? | — | — |
| 2. | Do I systematically cultivate new prospective customers so that I may quickly not only replace my losses in dealers but also increase my coverage? | — | — |
| 3. | What do I do about slipping customers? Do I study my own customer records regularly as a basis for planning my sales program? | — | — |
| 4. | Have I analyzed the sales to each customer in my market and planned how I will increase the sales to each this year? | — | — |
| 5. | Do I keep in mind, while selling, a complete knowledge of my customer's business, position, policies, and buying habits and suit my approach to fit them? | — | — |
| 6. | Do I know each customer's organization so well that I can prevent any narrow-minded or opinionated individual in it from stopping my sale? | — | — |
| 7. | Do I plan a long-term program of sound business building with each customer - and keep it up - rather than being an opportunist seeking today's order only? | — | — |
| 8. | Do I provide the credit department with thorough and accurate information as a basis for opening new accounts, and, when requested, provide this information on my present customers so that no business will be lost as a result of credit restrictions? | — | — |

DO I MANAGE MY TERRITORY EFFECTIVELY?

Check your
Answers
YES NO

1. Do I plan my work to prevent running around my territory in a skip-stop fashion with a waste of time and expense? ____ ____
2. Do I use good judgment in spending the company's money for traveling, entertainment, etc.? ____ ____
3. Do I have an order-getting objective on every call? ____ ____
4. Do I plan to get more interview time - less waiting and social talk time? ____ ____
5. Do I go over my plans carefully the night before to determine the persons I should see and the calls to be made in order to curtail waste time and motion? ____ ____
6. In planning my day's calls, am I guided by business reasons, not permitting personal likes and dislikes, accessibility, and other such factors to affect my judgment? ____ ____
7. Am I planning this year to make more calls, see more people, spend more time face to face with buyers, and devote more energy to studying the problems of my customers? ____ ____
8. Do I get an early start, fit my luncheon time into my day's plan, and get in a full afternoon every day? ____ ____
9. Do I make my luncheon plans count double by including a customer with whom company's business can be discussed to advantage outside of his office? ____ ____
10. Do I always make appointments with busy, important, hard-to-see people to save their time and mine? ____ ____

DO I MANAGE MY TERRITORY EFFECTIVELY? (Continued...)

Check your
Answers
YES NO

- | | | | |
|-----|--|-------|-------|
| 11. | If unforeseen circumstances interrupt my planned day, do I re-plan to include all the missed items and pick up the plan where the interruption took place? | _____ | _____ |
| 12. | Do I review each area of my territory before leaving it, confident that I am not missing an opportunity to get more business? | _____ | _____ |
| 13. | Are my reports to the District Office concise and to the point, factual, and of real significance - worth my time to write and the manager's time to read? | _____ | _____ |
| 14. | Am I studying my monthly performance statement and the customer record to detect where I am falling down in managing my territory? | _____ | _____ |
| 15. | Do I review regularly the sales program and requirements placed before me as a check upon my performance as manager of my territory? | _____ | _____ |
| 16. | Do I depend too much upon my superior to handle my difficult situations, and do I lack the initiative and courage to work them out myself? | _____ | _____ |
| 17. | Have I a sales plan for those important customers I did not sell last year? | _____ | _____ |
| 18. | When I have a special problem, do I really make sure that I have all the facts when reporting it? | _____ | _____ |

DO I USE SOUND SELLING METHODS AND TACTICS?

Check your
Answers
YES NO

1. Do I present my proposition to my customers in positive, enthusiastic terms, based upon my sincere belief and conviction that my product and story are right? _____
2. Successful sales presentations divide themselves into four logical steps: (a) gaining ATTENTION to the product or proposition; (b) building INTEREST in the mind of the customer; (c) creating the DESIRE to buy; and (d) getting ACTION and the order. Do I prepare beforehand to make complete and logical sales presentations, emphasizing all of these important steps? _____
3. Am I inclined to win arguments and run the risk of losing the order? _____
4. Do I antagonize my customer at the start by contradicting him rather than agreeing with him and then tactfully bringing him around to my way of thinking? _____
5. Do I give my customer a chance to tell the story of his requirements and interests first? _____
6. Do I fail to answer the customer's question fairly and squarely? _____
7. Do I talk too much? _____
8. Do I rush through what I have to say, perhaps looking at my watch, seeming to have a more important engagement? _____
9. Am I using my samples, literature, and promotional material effectively? _____

DO I USE SOUND SELLING METHODS AND TACTICS? (cont'd....)

Check your
Answers
YES NO

10. Are my presentations of company information monotonous, lacking in the enthusiasm and sincerity that come from personal acceptance? ___ ___
11. Where I am better acquainted, is it my tendency to stay too long? ___ ___
12. Do my prospects lose interest, fuss with papers, answer unimportant questions from the office force, thus indicating my inability to hold their interest until I am finished? ___ ___
13. Are my interviews tending to get longer, wasting both the customer's time and my own? ___ ___
14. Do I practice high pressure salesmanship, rushing prospects, doing anything to make a sale? ___ ___
15. Do I make a continuous presentation in logical steps, not faltering, or do I become hesitant while I grope for ideas, thumb through catalogs, or search my pockets? ___ ___
16. Do I simply say hello and start an aimless conversation when I should know why I make each call and plan what I am going to do and say? ___ ___
17. Am I handling all adjustments and complaints promptly and satisfactorily in recognition of their importance in maintaining customer good will? ___ ___
18. When I am confronted with competition, do I lose heart, not having the courage to do a hard and effective selling job? ___ ___
19. Am I spending my time worrying and talking about my competition when I should realize that all my time is needed to talk about my own business? ___ ___

DO I USE SOUND SELLING METHODS AND TACTICS?(cont'd....)

Check your
Answers
YES NO

20. Do I recognize that a good sales talk is never wasted and that some part of it may remain in the prospect's mind long after I have forgotten him, and may result in an order I never thought I could get? _____
21. Do I take my regular customers too much for granted, when I should keep selling them no matter how long I have known them? _____
22. Do I recognize and consider in my sales presentations that many customers don't know the difference between price and value, and yet, to most of them, quality, convenience, service, satisfaction, and durability are ahead of price in importance? _____
23. Some buyers are price buyers, and many are quality buyers, but the greatest number are in between, and they can be swayed one way or the other by the right kind of salesmanship. The quality-minded salesman builds them upward, and the price-minded salesman leads them downward. Am I a quality and profit-minded salesman? _____
24. Do I exhibit an interest in my customer's problems and their solution, and am I alert to the opportunity to acquaint him with the new things being developed by my company? _____
25. Do I keep a record of the objections encountered in my selling activities and then study and plan to overcome them in the future? _____
26. Do I always talk to the man who is most affable and easy to reach, not making sure that the discussion of my products is with the man who counts? _____

DO I USE SOUND SELLING METHODS AND TACTICS?(Cont'd....)

Check your
Answers
YES NO

- | | | | |
|-----|---|-----|-----|
| 27. | Am I a balanced individual - neither a comedian nor a grouch, friendly, not intimate? | ___ | ___ |
| 28. | Do I ever close a sales presentation without asking for the order? | ___ | ___ |
| 29. | Do I adopt the attitude that I am O.K. but my company is wrong, not remembering that I am the company to every prospect? | ___ | ___ |
| 30. | Do the orders I take stick rather than involve endless correspondence, perhaps making me back-track to straighten them out? | ___ | ___ |
| 31. | Do I lack thoroughness, and have an inclination to skim through all my plans and sales work? | ___ | ___ |
| 32. | Do I undiplomatically go over the buyer's head? | ___ | ___ |
| 33. | Am I a specialist on certain products when I should sell the full line for which I am responsible? | ___ | ___ |
| 34. | Do I review each call, deciding what caused its success or failure, using what I learn in my future planning? | ___ | ___ |

DO I MAINTAIN A HIGH STANDARD OF PERSONAL ATTRIBUTES?

		Check your Answers	
		YES	NO
1.	Can complete reliance be placed on my statements and promises?	—	—
2.	Is my judgment good?	—	—
3.	Do I know that it is not mistakes but their repetition that matters?	—	—
4.	Do I have a determination to win and a burning desire to excel in all that I do?	—	—
5.	Do I have a fighting heart, never knowing when I am licked?	—	—
6.	Am I an easy-going individual content with moderate success when I have greater capabilities?	—	—
7.	Am I inclined to bask in the light of what I accomplished yesterday instead of pressing forward for greater results today?	—	—
8.	Having started Monday full of resolutions, do I gradually let down as the week runs its course?	—	—
9.	Am I fearful of results, timid perhaps when I start talking, hoping the talk will soon be over?	—	—
10.	Do I become so friendly that I am easy to turn down; so agreeable that no one takes me seriously?	—	—
11.	Must I depend upon my manager with every new problem or program that is presented, when I should be a self-starter?	—	—

DO I MAINTAIN A HIGH STANDARD OF PERSONAL ATTRIBUTES? (Cont'd...)

	Check your Answers	
	YES	NO
12. Do I lack ability to grasp and solve problems?	___	___
13. Am I constantly talking about the dark side when I should induce my customers to look forward to new hopes and possibilities?	___	___
14. Do I have self-confidence without conceit?	___	___
15. Am I sold on my products, my job, and my company?	___	___
16. Would I hire myself for the territory I serve?	___	___
17. Do I have a good memory - not forgetful?	___	___
18. Am I courteous and tactful with those whom I work and come in contact with?	___	___
19. Am I prompt?	___	___
20. Am I loyal to my family?	___	___
21. Am I loyal to my company?	___	___
22. Am I enthusiastic and cheerful about my work?	___	___
23. Do my actions, dress, approach, and expression indicate I know my job and inspire confidence?	___	___
24. Am I doing all I should to maintain myself in good physical condition?	___	___
25. Can I conscientiously say that I really work?	___	___
26. Do I keep up the pace in quality selling performance all day without petering out toward evening?	___	___

DO I MAINTAIN A HIGH STANDARD OF PERSONAL ATTRIBUTES? (Cont'd...)

	Check your Answers	
	YES	NO
27. Am I inclined to alibi for my failures instead of recognizing mistakes, correcting them, and digging in for better performance?	_____	_____
28. Am I a buck passer?	_____	_____
29. Am I arrogant - surprised that my prospect doesn't know this or that?	_____	_____
30. Do I anticipate a negative reply from tough customers - feel sure that I won't sell them?	_____	_____
31. Do I believe what I expect others to believe when I say it?	_____	_____
32. Do I resent criticism?	_____	_____
33. Am I cocksure, proud, and perhaps boastful?	_____	_____
34. Am I impersonal in business, cooperating with all my business associates, regardless of how well I like them?	_____	_____
35. Are my ideas set and absolute and my mind closed to new ideas?	_____	_____
36. Do I fight for every order as though my job and the livelihood of myself and my family depended on it?	_____	_____
