

SALES MANAGERVIEW360

Sales Manager View360 Profile for:
Sally Sample
CONFIDENTIAL

Feb 13 2015



Summary Feedback Report

Introduction

This Feedback Report provides you information about how you are perceived on the 15 job critical supervisory and management competencies of Sales Manager View360.

This Feedback Report summarizes information from questionnaires completed by the following number and type of raters:

Self	1
Manager	1
Peer	2
Direct Report	2
Team Member	2

This Feedback Report gives you:

- ✓ Competency Definitions
- ✓ Self Awareness Summary
- ✓ Competency Group Summary
- ✓ Competency Summary
- ✓ Most Frequent / Least Frequent Behaviors
- ✓ Behavior Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

Competency Definitions

Sales Performance Leadership

Drive for Results

Focuses on bottom-line results and achievement of sales goals. Sets and pursues aggressive sales goals. Monitors and addresses sales team and organizational performance issues.

Business Savvy

Seeks opportunities to expand existing sales. Ability to identify and communicate achievable sales strategies and initiatives. Identifies potential risks and opportunities to achieve sales goals and objectives.

Strategic Problem Solving

Analyzes situations, identifies alternative solutions, and develops specific actions; Gathers and utilizes available information in order to understand and solve organizational issues and problems.

Customer Focus

Commits to meeting the expectations and requirements of internal and external customers; Builds and maintains customer satisfaction with the products and services.

Sales Planning/Territory Management

Expands sales within existing accounts and develops relationships with key decision makers; Understands and responds to customer needs and tracks/monitors account activity; Uses analysis to identify and grow sales opportunities.

Interpersonal Leadership

Emotional Intelligence

Ability to effectively manage interpersonal relations in a cooperative, sensitive and collaborative manner. Seeks to listen and understand diverse viewpoints; Expresses sensitivity and empathy towards others.

Communication

Ability to present individual and organizational viewpoints to groups in a clear and persuasive manner. Ability to express written thoughts and ideas in a clear and concise manner. Ability to convey oral thoughts and ideas in a clear and concise manner.

Competency Definitions Continued

Sales Team Empowerment

Involves sales team members in organizational planning, decision making and problem solving processes. Rewards and recognizes performance in a timely and appropriate manner.

Sales Leadership

Utilizes appropriate interpersonal styles and approaches in facilitating the team towards achievement of sales goals and targets.

Coaching and Mentoring

Ability to attract, develop and retain sales talent. Ability to coach, train and develop others.

Sales Team Development

Ability to create and develop engaged, cohesive, and high performance sales teams.

Performance Management

Provides sales team members with regular and timely feedback on their performance and offers support when individuals are confronted with problems.

Intrapersonal Leadership

Managing Self

Ability to effectively manage one's own time, energy and abilities for continuous personal growth and maximum performance.

Adaptability/Stress Tolerance

Ability to maintain balance and performance under pressure and stress. Ability to effectively cope with ambiguity and change in a constructive manner.

Engenders Trust

Acts with courage. Confronts difficult issues and takes constructive and responsible action. Acts with integrity. Displays honesty and candor.

Competency Definitions Continued

RATING SCALE

1	Almost Never
2	Infrequently
3	Sometimes
4	Frequently
5	Almost Always
NA	Not Observable or Not Applicable

Self-Awareness Index Introduction

INTRODUCTION

Research suggests that accurate self-awareness about one's strengths and potential areas of development is important for effective job performance and success. The **Self-Awareness Index** provides a way for you to compare your own self-ratings to those of your raters (e.g. supervisor, direct reports, peers, etc.) on the critical competencies measured by **Sales Manager View360**.

The scores for all your raters have been averaged together and are compared to your own self-ratings and graphically displayed in one of the four quadrants shown below. The **Self-Awareness Index** can be categorized in four distinct ways:

- ✓ Potential Strengths - the competencies represented in this quadrant are those in which others rate you above average but you rate yourself below average relative to the norms. Others recognize these as potential strengths, but you do not
- ✓ Confirmed Strengths - the competencies represented in this quadrant are those rated above average by both yourself and other rater groups relative to the norms. They represent confirmed strengths -- assets on which you can leverage and capitalize on
- ✓ Potential Development Areas - the competencies represented in this quadrant are those that were rated below average by your rater groups but you rate yourself above average relative to the norms. You recognize these as potential strengths, but others do not
- ✓ Confirmed Development Areas - the competencies represented in this quadrant are those rated below average by both yourself and other rater groups relative to the norms. They represent confirmed development areas -- opportunities to potentially focus on

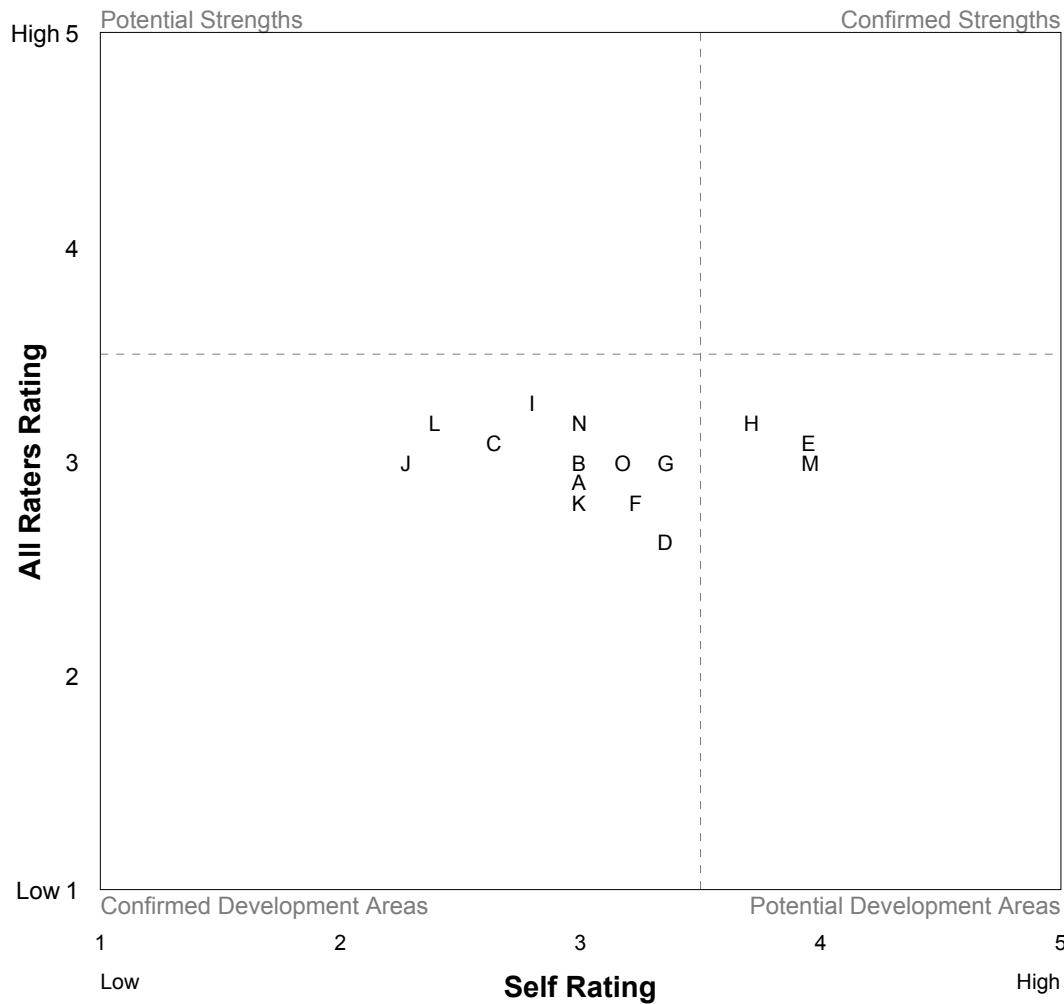
OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas
		Low	High

SELF RATINGS

HOW TO USE YOUR SELF-AWARENESS INDEX

- ✓ First, examine the specific competencies that fall into each of these four quadrants
- ✓ Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorized as Confirmed or Potential Strengths
- ✓ Finally, consider ways to enhance skills and effectiveness in those competencies categorized as Confirmed or Potential Development Areas

Self-Awareness Index Self - All Raters (N = 7)



Average Scores

	<u>Self</u>	<u>All Raters</u>
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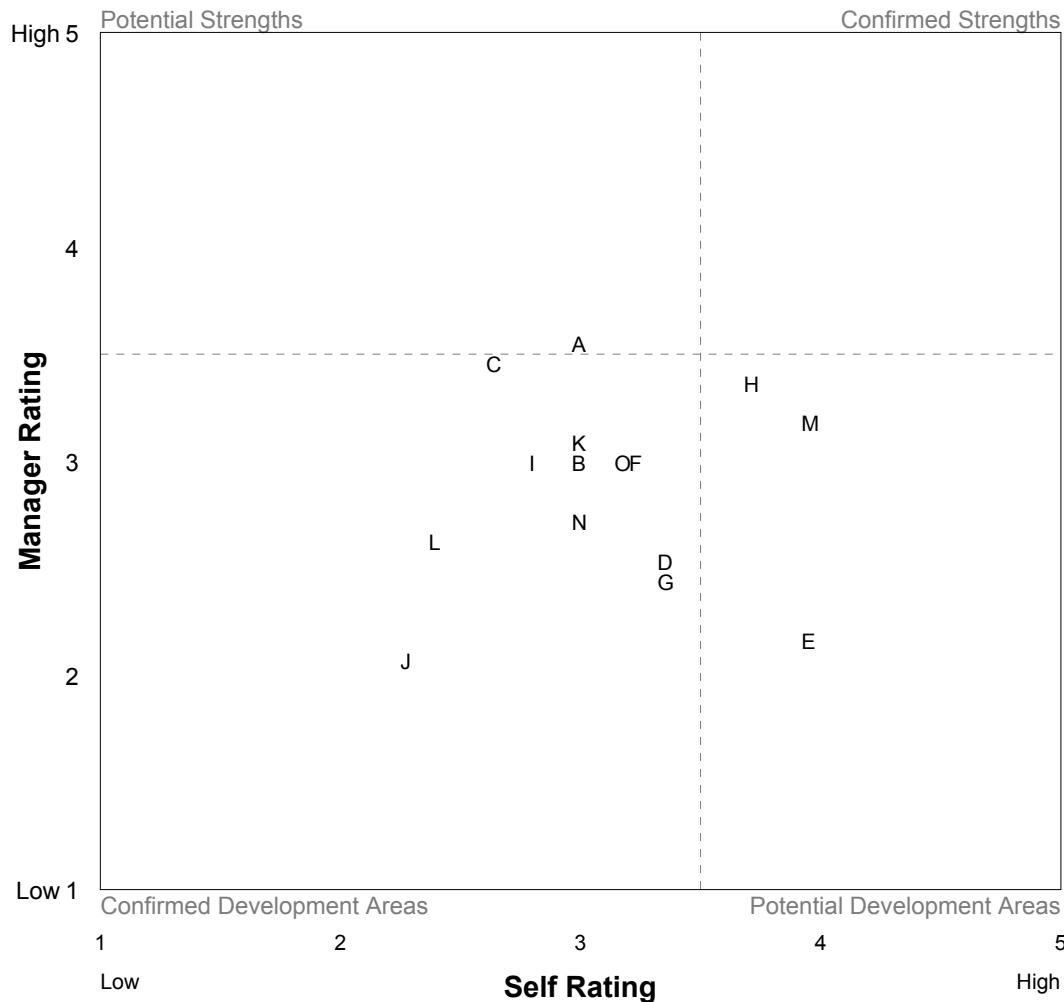
Confirmed Development Areas

A. Drive for Results	3.00	2.97
B. Business Savvy	3.00	3.08
C. Strategic Problem Solving	2.67	3.14
D. Customer Focus	3.40	2.71
F. Emotional Intelligence	3.29	2.82
G. Communication	3.38	3.04
I. Sales Leadership	2.83	3.29
J. Coaching and Mentoring	2.29	3.00
K. Sales Team Development	3.00	2.86
L. Performance Management	2.43	3.24
N. Adaptability/Stress Tolerance	3.00	3.23
O. Engenders Trust	3.20	3.06

Potential Development Areas

E. Sales Planning/Territory Management	4.00	3.14
H. Sales Team Empowerment	3.71	3.24
M. Managing Self	4.00	3.06

Self-Awareness Index Self - Manager (N = 1)



Average Scores

Self Manager

Potential Strengths

A. Drive for Results 3.00 3.60

Confirmed Development Areas

B. Business Savvy 3.00 3.14

C. Strategic Problem Solving 2.67 3.50

D. Customer Focus 3.40 2.60

F. Emotional Intelligence 3.29 3.00

G. Communication 3.38 2.50

I. Sales Leadership 2.83 3.00

J. Coaching and Mentoring 2.29 2.14

K. Sales Team Development 3.00 3.17

L. Performance Management 2.43 2.71

N. Adaptability/Stress Tolerance 3.00 2.80

O. Engenders Trust 3.20 3.00

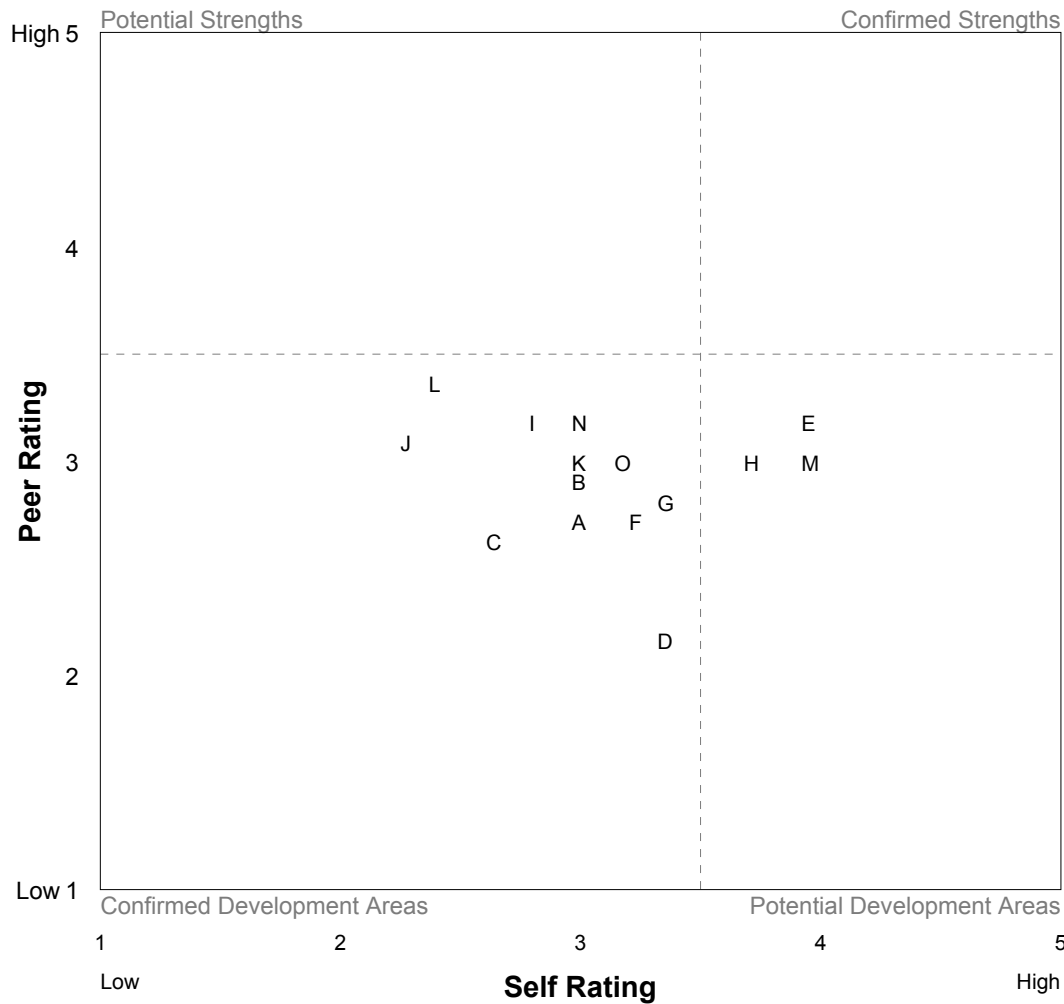
Potential Development Areas

E. Sales Planning/Territory Management 4.00 2.20

H. Sales Team Empowerment 3.71 3.43

M. Managing Self 4.00 3.20

Self-Awareness Index Self - Peer (N = 2)



Average Scores

	<u>Self</u>	<u>Peer</u>
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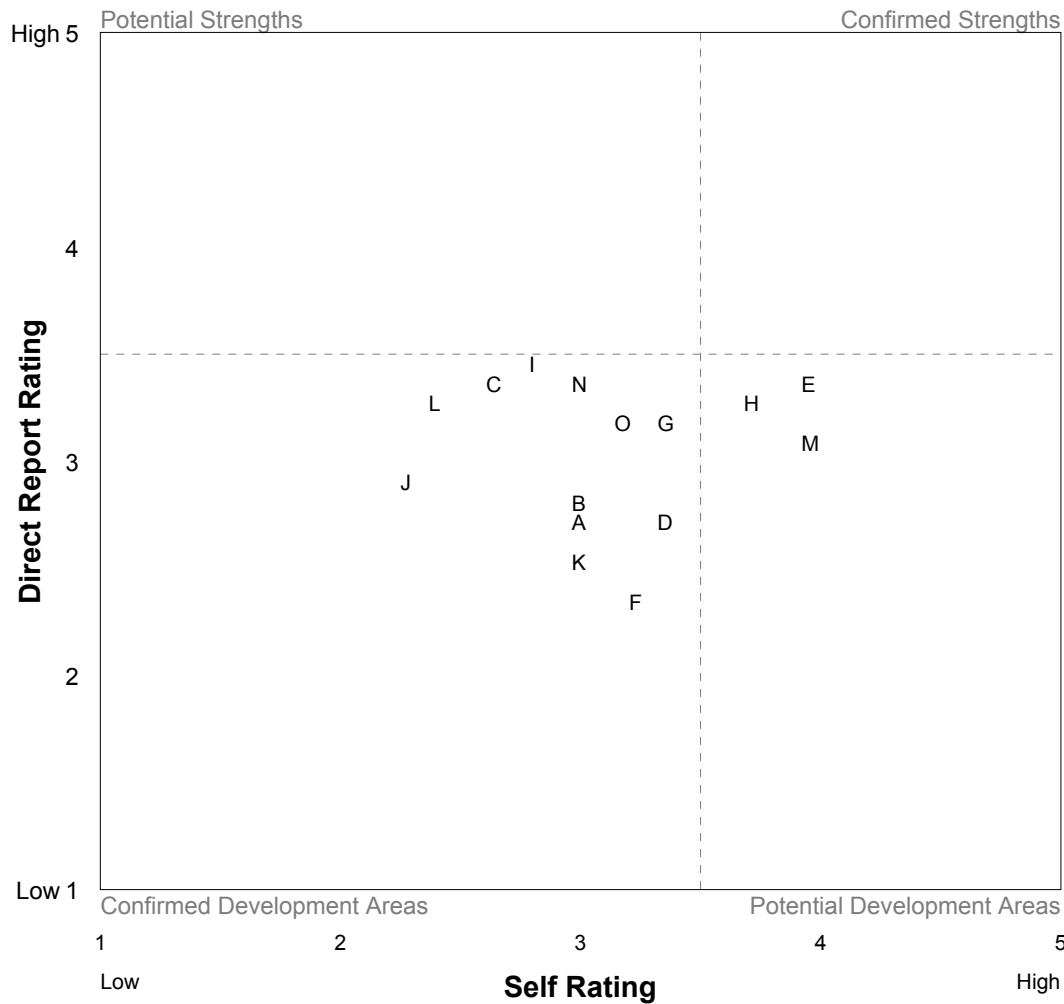
Confirmed Development Areas

A. Drive for Results	3.00	2.80
B. Business Savvy	3.00	3.00
C. Strategic Problem Solving	2.67	2.67
D. Customer Focus	3.40	2.20
F. Emotional Intelligence	3.29	2.79
G. Communication	3.38	2.88
I. Sales Leadership	2.83	3.25
J. Coaching and Mentoring	2.29	3.14
K. Sales Team Development	3.00	3.00
L. Performance Management	2.43	3.43
N. Adaptability/Stress Tolerance	3.00	3.20
O. Engenders Trust	3.20	3.00

Potential Development Areas

E. Sales Planning/Territory Management	4.00	3.20
H. Sales Team Empowerment	3.71	3.07
M. Managing Self	4.00	3.00

Self-Awareness Index Self - Direct Report (N = 2)



Average Scores

	<u>Self</u>	<u>Direct Report</u>
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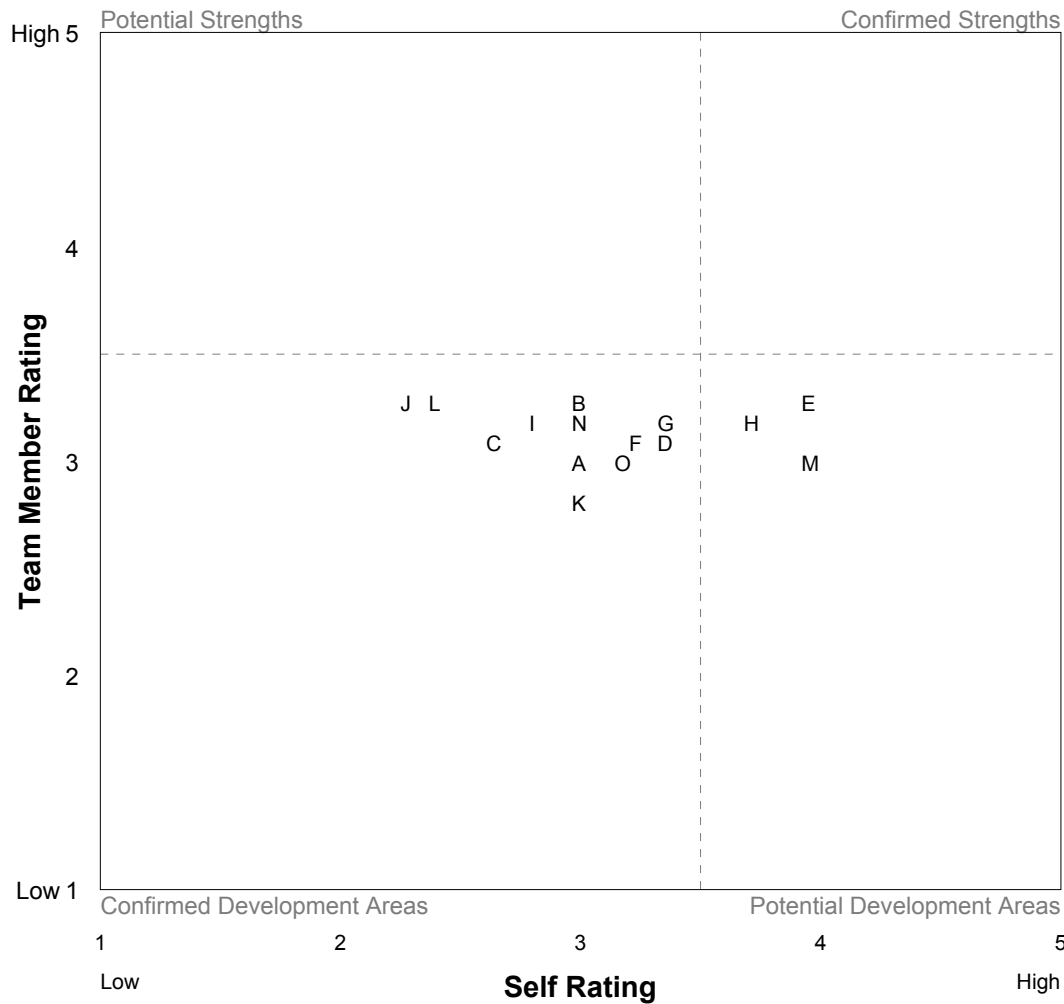
Confirmed Development Areas

A. Drive for Results	3.00	2.80
B. Business Savvy	3.00	2.86
C. Strategic Problem Solving	2.67	3.42
D. Customer Focus	3.40	2.80
F. Emotional Intelligence	3.29	2.43
G. Communication	3.38	3.25
I. Sales Leadership	2.83	3.50
J. Coaching and Mentoring	2.29	2.93
K. Sales Team Development	3.00	2.58
L. Performance Management	2.43	3.29
N. Adaptability/Stress Tolerance	3.00	3.40
O. Engenders Trust	3.20	3.20

Potential Development Areas

E. Sales Planning/Territory Management	4.00	3.40
H. Sales Team Empowerment	3.71	3.36
M. Managing Self	4.00	3.10

Self-Awareness Index Self - Team Member (N = 2)



Average Scores

	<u>Self</u>	<u>Team Member</u>
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Confirmed Development Areas

A. Drive for Results	3.00	3.00
B. Business Savvy	3.00	3.36
C. Strategic Problem Solving	2.67	3.17
D. Customer Focus	3.40	3.20
F. Emotional Intelligence	3.29	3.14
G. Communication	3.38	3.25
I. Sales Leadership	2.83	3.25
J. Coaching and Mentoring	2.29	3.36
K. Sales Team Development	3.00	2.83
L. Performance Management	2.43	3.29
N. Adaptability/Stress Tolerance	3.00	3.30
O. Engenders Trust	3.20	3.00

Potential Development Areas

E. Sales Planning/Territory Management	4.00	3.30
H. Sales Team Empowerment	3.71	3.21
M. Managing Self	4.00	3.00

Competency Group Introduction

Competency Group Bar Graphs

Each Sales Manager View360 bar graph compares your self ratings to those of the other rater groups across 3 competency groups:

- Sales Performance Leadership
- Interpersonal Leadership
- Intrapersonal Leadership

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 3 Sales Manager View360 competency groups. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competency groups are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each Sales Manager View360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviors using the following 5-point scale:

On the bar graphs that follow, the ratings are indicated as shown below:

- | | |
|----|----------------------------------|
| 1 | Almost Never |
| 2 | Infrequently |
| 3 | Sometimes |
| 4 | Frequently |
| 5 | Almost Always |
| NA | Not Observable or Not Applicable |

Competency Group Introduction Continued

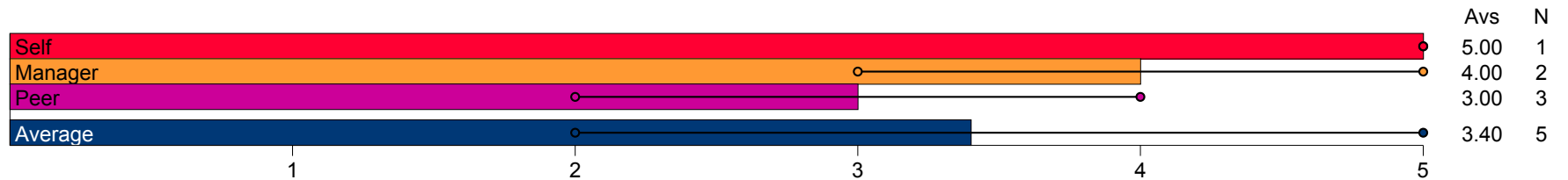
AP - "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

NR - "NR" means no people from a particular rater group have responded.

N - "N" shows the number of respondents who answered the questions in this competency group.

Avs - "Avs" is the average score and corresponds with the bar length.

Example



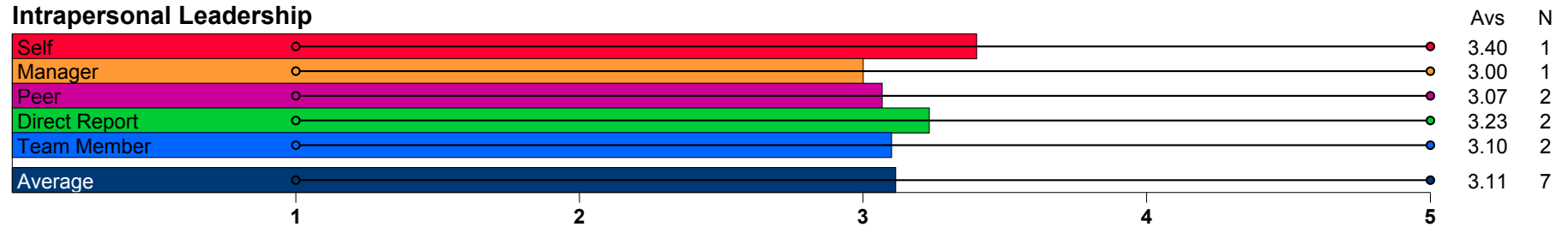
Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

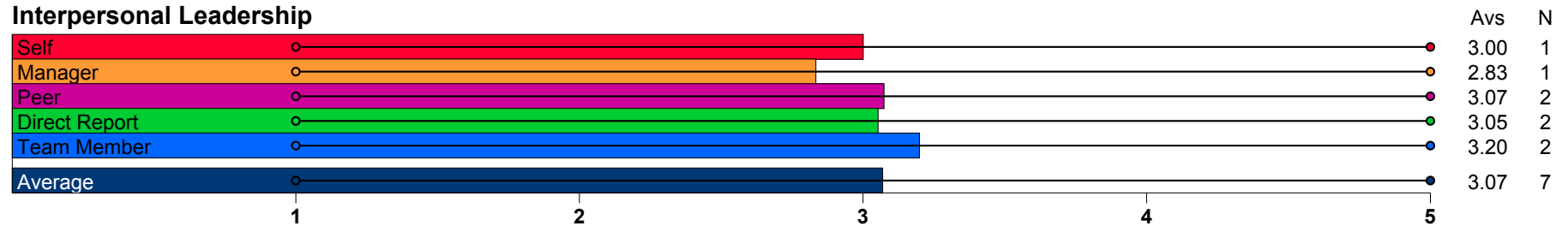
1 = Almost Never 2 = Infrequently 3 = Sometimes 4 = Frequently 5 = Almost Always

Competency Group Summary

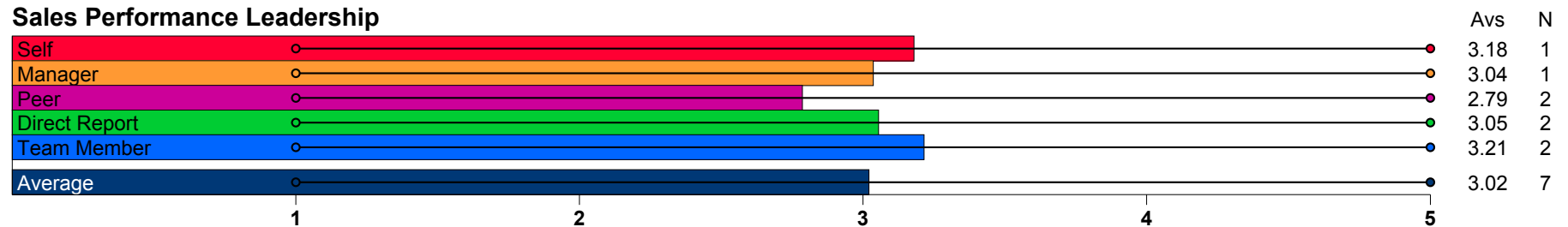
Intrapersonal Leadership



Interpersonal Leadership



Sales Performance Leadership



Competency Introduction

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 15 Sales Manager View360 competencies. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competencies are presented in descending order based on the average scores of all raters.

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On the bar graphs that follow, the ratings are indicated as shown below:

- 1 Almost Never
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- 3 Sometimes
- 4 Frequently
- 5 Almost Always
- NA Not Observable or Not Applicable

Competency Introduction Continued

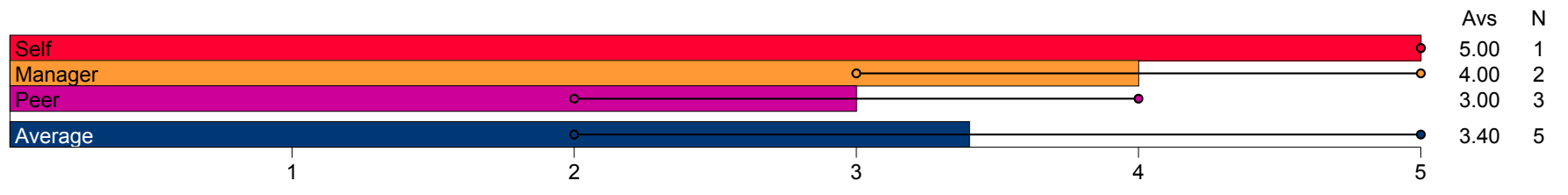
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Example



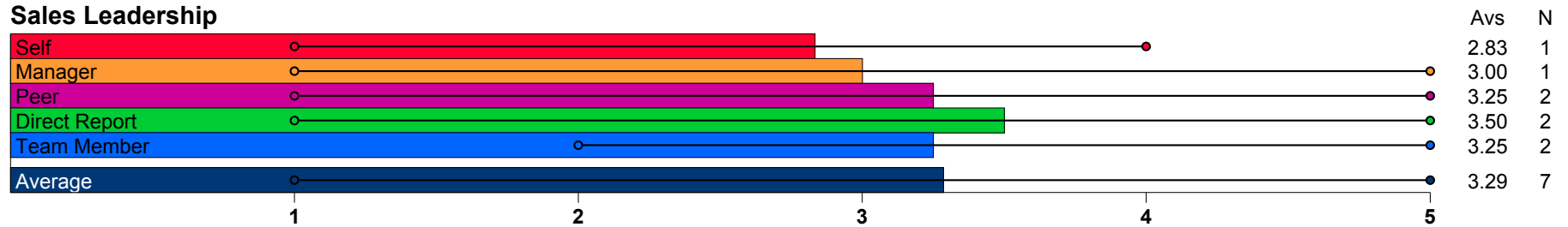
Range Bars - shows the range of scores, from the lowest to the highest.

Rating Scale

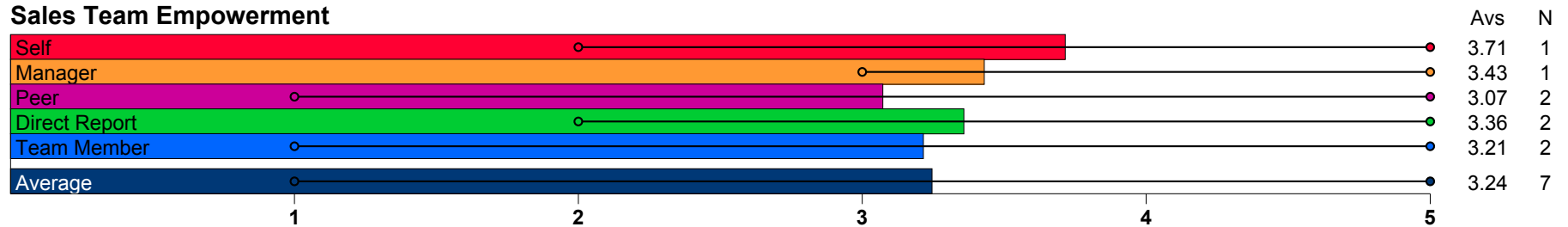
1 = Almost Never 2 = Infrequently 3 = Sometimes 4 = Frequently 5 = Almost Always

Competency Summary

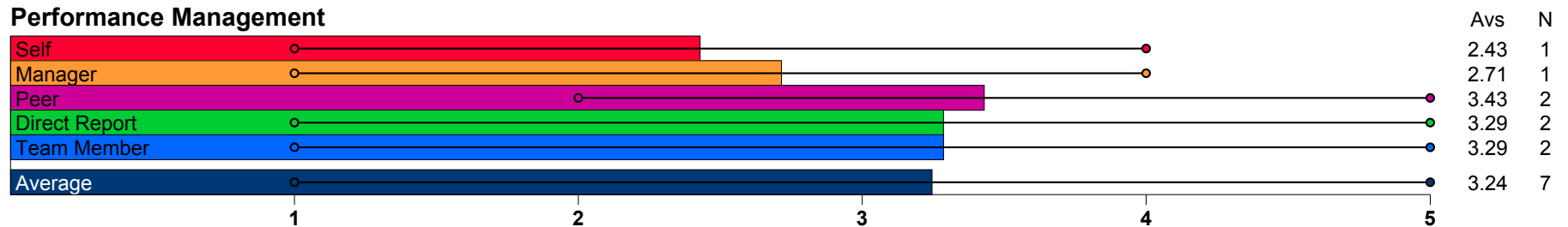
Sales Leadership



Sales Team Empowerment

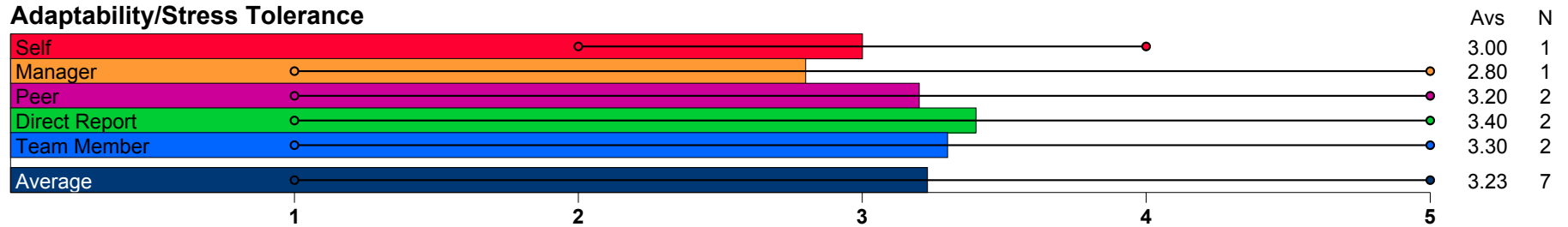


Performance Management

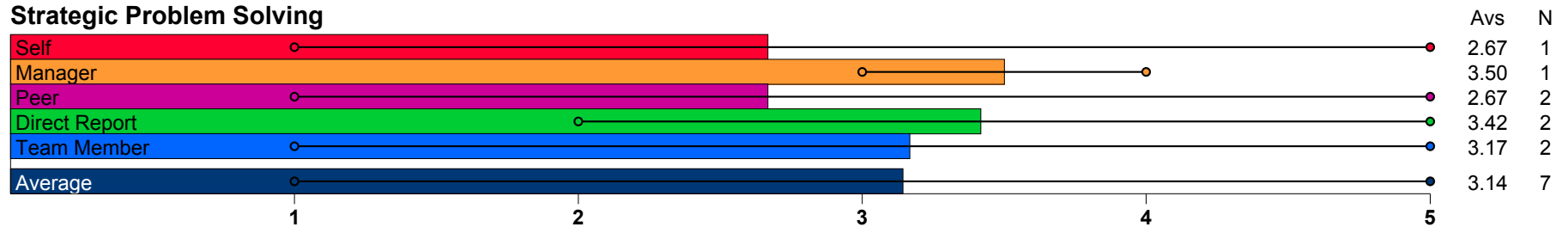


Competency Summary Continued

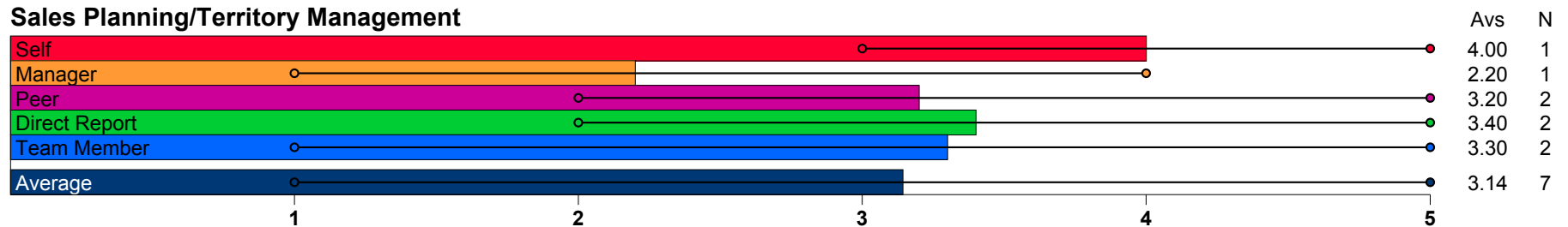
Adaptability/Stress Tolerance



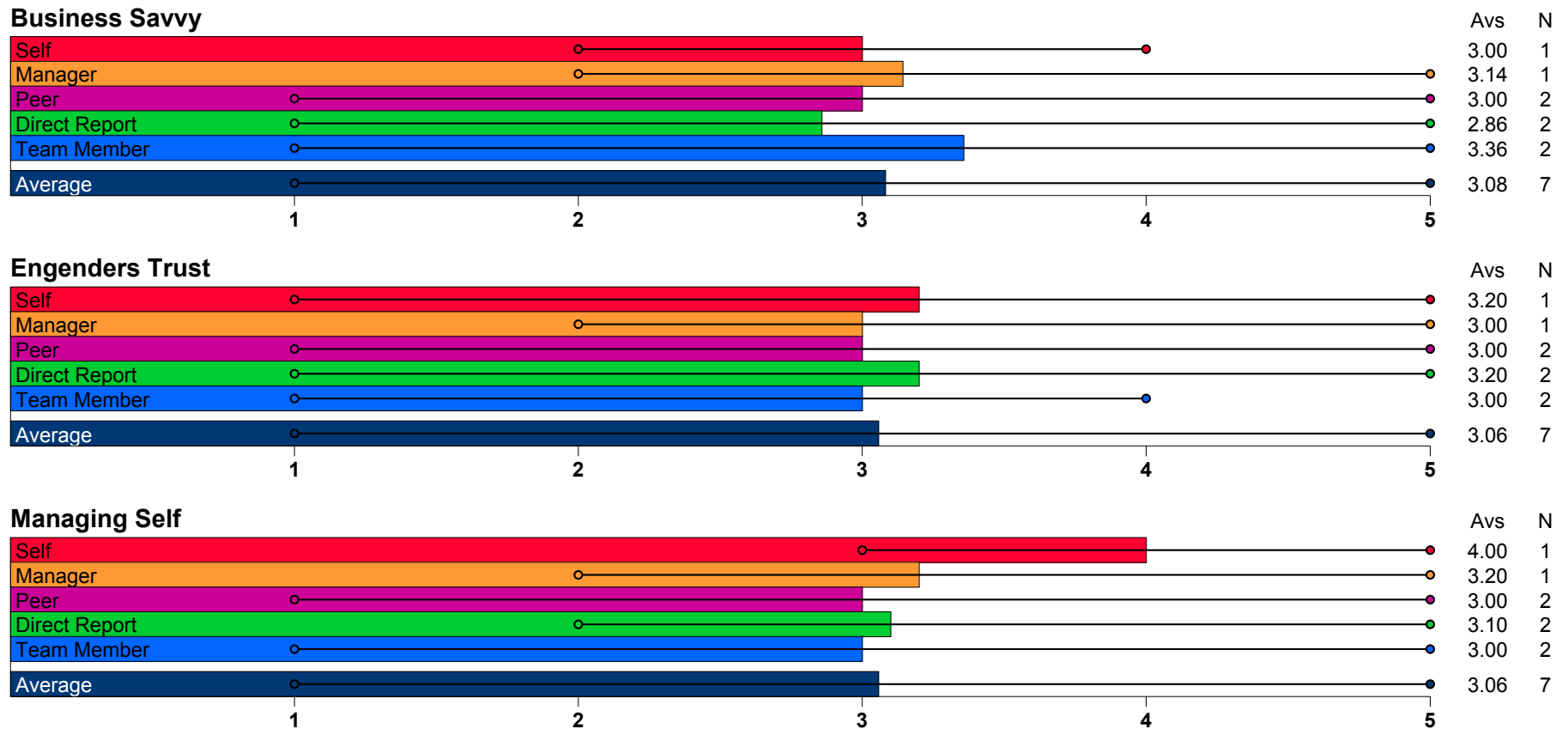
Strategic Problem Solving



Sales Planning/Territory Management

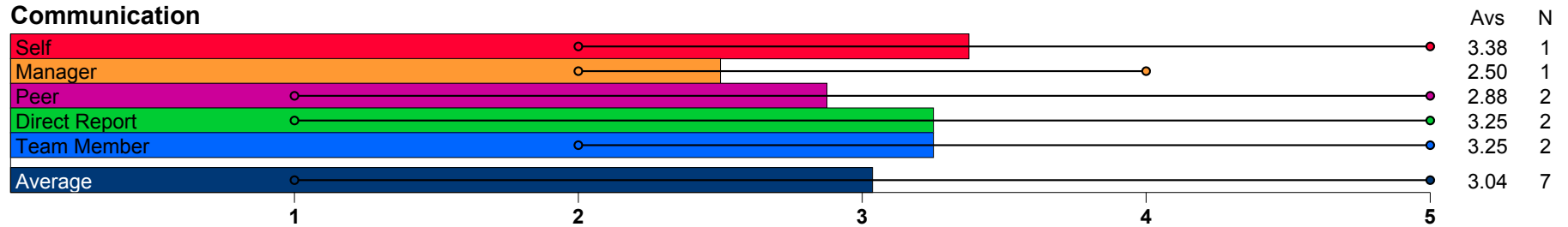


Competency Summary Continued

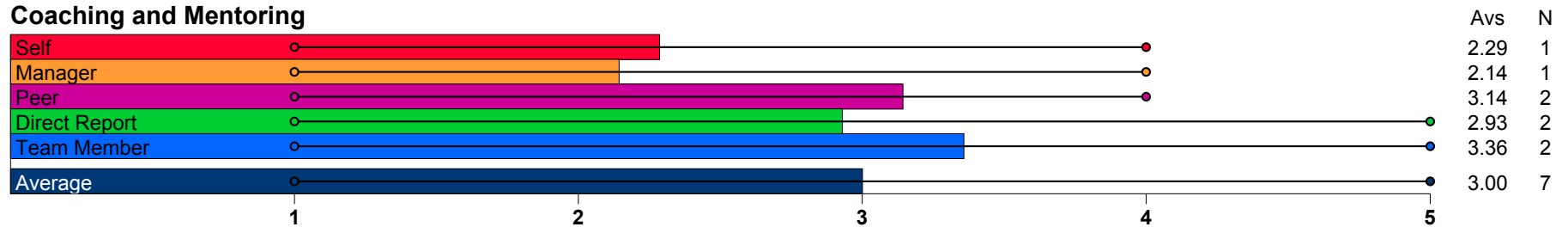


Competency Summary Continued

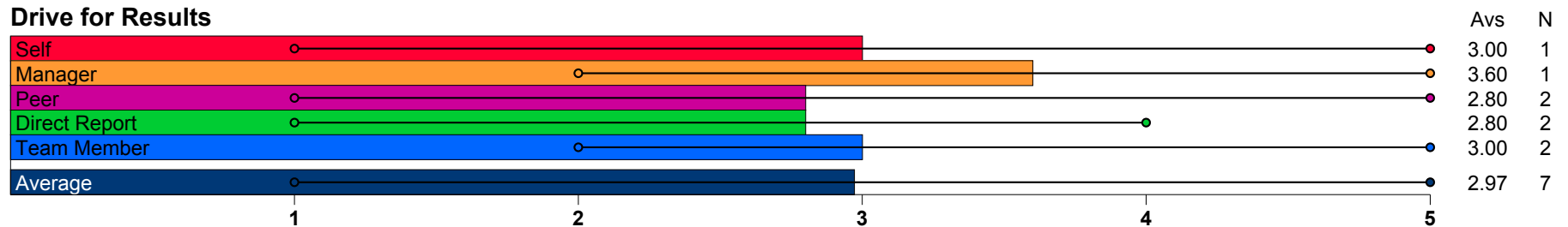
Communication



Coaching and Mentoring

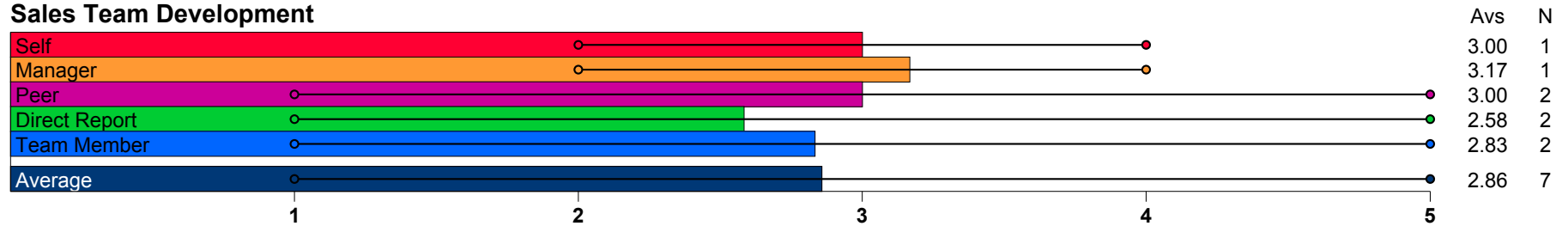


Drive for Results

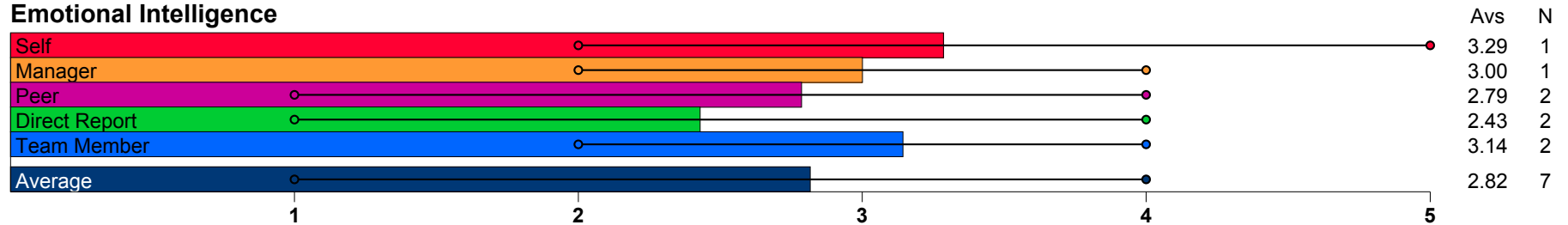


Competency Summary Continued

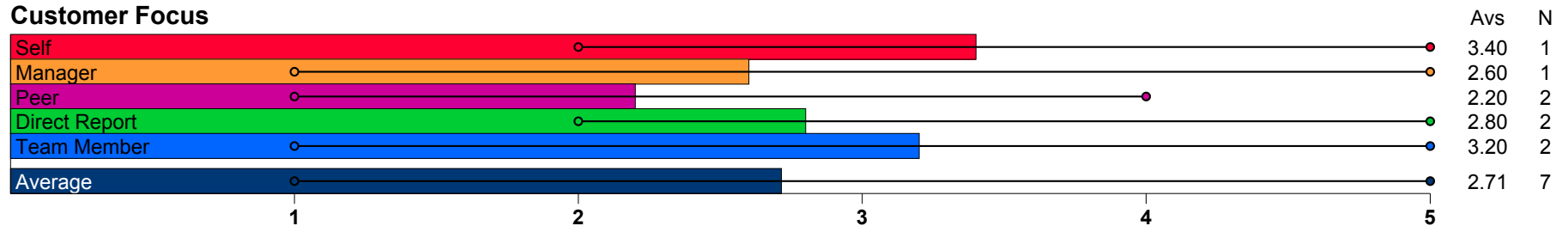
Sales Team Development



Emotional Intelligence



Customer Focus



Most Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Raises tough issues even it makes other feel uncomfortable.	Sales Leadership	4.14	0	1	1	1	4
Empowers others to make decision and implement solutions.	Sales Team Empowerment	4.00	0	0	2	3	2
Remains calm under pressure and does not let stress interfere with problem solving and ability to exercise judgment.	Adaptability/Stress Tolerance	3.86	0	1	1	3	2
Keeps others informed on new plans, data and developments without waiting for other to ask for information.	Communication	3.57	0	2	1	2	2
Maintains optimism and a positive attitude in the face of adversity and challenge.	Adaptability/Stress Tolerance	3.57	0	1	2	3	1
Sets, pursues and achieves aggressive sales goals and targets.	Drive for Results	3.57	1	0	1	4	1
Establishes a plan and process for developing sales management and leadership successors.	Coaching and Mentoring	3.57	1	1	0	3	2
Establishes and communicates clear, specific, attainable and measurable sales goals for the organization/team/individual.	Performance Management	3.57	0	1	2	3	1

Most Frequent Behaviors - All Raters

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Removes practices and/or problems that impact negatively on the financial performance.	Performance Management	3.57	0	2	0	4	1
Acts in the best interests of the organization and voids potential risks to the organization's reputation.	Engenders Trust	3.57	1	0	2	2	2
Motivates sales staff to achieve both individual and team goals	Sales Leadership	3.57	0	1	2	3	1

Most Frequent Behaviors - Manager

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Identifies internal and external stakeholders (suppliers, customers) that can or will grow and develop the business	Customer Focus	5.00	0	0	0	0	1
Demonstrates high standards can be trusted to do what he or she says will be done.	Engenders Trust	5.00	0	0	0	0	1
Raises tough issues even it makes other feel uncomfortable.	Sales Leadership	5.00	0	0	0	0	1
Helps others to understand how the sales team's work contributes to the achievement of the organization's business goals.	Drive for Results	5.00	0	0	0	0	1
Makes efficient use of time and resources to achieve results.	Managing Self	5.00	0	0	0	0	1
Handle difficulties, obstacles and frustrations well without becoming frustrated, irritated or angry, and without upsetting others.	Adaptability/Stress Tolerance	5.00	0	0	0	0	1
Involves sales team members in decision-making, planning and problem solving processes.	Sales Team Empowerment	5.00	0	0	0	0	1
Demonstrates innovation and creativity by developing and/or improving concepts and ideas.	Business Savvy	5.00	0	0	0	0	1

Most Frequent Behaviors - Manager

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Asserts his/her ideas and opinions in the face of opposition	Sales Leadership	4.00	0	0	0	1	0
Makes an effort to acknowledge and resolve interpersonal tensions and conflicts with others.	Sales Team Development	4.00	0	0	0	1	0
Balances the need to achieve sales business results with a consideration for employee's needs.	Sales Team Development	4.00	0	0	0	1	0
Acts to improve and expand own skills and abilities. Shows interest and openness to ongoing learning and improvement.	Managing Self	4.00	0	0	0	1	0
Demonstrates a genuine interest in the career and professional development of sales team members.	Coaching and Mentoring	4.00	0	0	0	1	0
Responds helpfully to others' requests and takes the initiative to offer assistance and support.	Coaching and Mentoring	4.00	0	0	0	1	0
Develops systems and procedures to monitor individual, sales team and organizational progress on projects, tasks, assignments, budgets, costs and expenses	Performance Management	4.00	0	0	0	1	0
Provide consistent and regular feedback to sales team members about where their performance and day-to-day behavior exceeds, meets or falls short of expectations.	Performance Management	4.00	0	0	0	1	0
Removes practices and/or problems that impact negatively on the financial performance.	Performance Management	4.00	0	0	0	1	0
Overcomes potential obstacles and challenges to achieve sales goals for the team.	Drive for Results	4.00	0	0	0	1	0
Sets, pursues and achieves aggressive sales goals and targets.	Drive for Results	4.00	0	0	0	1	0

Most Frequent Behaviors - Manager

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Thoroughly and logically analyzes available market/sales data to seek the best solution or alternatives to a problem.	Strategic Problem Solving	4.00	0	0	0	1	0
Even in time of uncertainty and ambiguity, makes timely decisions while exercising good judgment.	Strategic Problem Solving	4.00	0	0	0	1	0
Creates new concepts, models or ideas that synthesize market and sales information and data.	Strategic Problem Solving	4.00	0	0	0	1	0
Acts with the customer in mind and in focus	Customer Focus	4.00	0	0	0	1	0
Empowers others to make decision and implement solutions.	Sales Team Empowerment	4.00	0	0	0	1	0
Uses written communications effectively and appropriately.	Communication	4.00	0	0	0	1	0
Develops both short-term and long-term sales plans that analyze prospects and client data to understand profitability and future sales	Sales Planning/Territory Management	4.00	0	0	0	1	0
Creates and analyzes a sales territory plan for the team to cultivate new prospects, identify old or lost customers and increase sales with existing clients	Sales Planning/Territory Management	4.00	0	0	0	1	0
Works collaboratively with colleagues at all levels	Emotional Intelligence	4.00	0	0	0	1	0
Considers the impact of feelings and emotions of others before making decisions or taking actions.	Emotional Intelligence	4.00	0	0	0	1	0
Engenders a positive climate through the use of optimism, integrity and sincerity.	Emotional Intelligence	4.00	0	0	0	1	0

Most Frequent Behaviors - Peer

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Raises tough issues even it makes other feel uncomfortable.	Sales Leadership	5.00	0	0	0	0	2
Demonstrates high standards can be trusted to do what he or she says will be done.	Engenders Trust	4.50	0	0	0	1	1
Provide consistent and regular feedback to sales team members about where their performance and day-to-day behavior exceeds, meets or falls short of expectations.	Performance Management	4.50	0	0	0	1	1
Supports the sales team and actively conveys the needs of the team members to senior management.	Sales Team Development	4.50	0	0	0	1	1
Remains calm under pressure and does not let stress interfere with problem solving and ability to exercise judgment.	Adaptability/Stress Tolerance	4.50	0	0	0	1	1
Uses written communications effectively and appropriately.	Communication	4.50	0	0	0	1	1
Maintains an effective balance between work, family and personal life.	Managing Self	4.00	0	0	1	0	1
Establishes a plan and process for developing sales management and leadership successors.	Coaching and Mentoring	4.00	0	0	0	2	0
Selects and develops the best sales talent for key positions and assignments.	Coaching and Mentoring	4.00	0	0	0	2	0

Most Frequent Behaviors - Peer

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Resists acting defensively and keeps an open mind when others disagree	Emotional Intelligence	4.00	0	0	0	2	0
Recognize and rewards outstanding behavior and/or sales achievement.	Performance Management	4.00	0	0	0	2	0
Recognizes and understand the sales market opportunities, trends and competitors.	Business Savvy	4.00	0	0	1	0	1
Develops sales business plans that balance short-term results and long-term strategic priorities.	Business Savvy	4.00	0	0	1	0	1
Establishes a logical sequence of work activities and assignments	Sales Planning/Territory Management	4.00	0	0	1	0	1
Motivates sales staff to achieve both individual and team goals	Sales Leadership	4.00	0	0	0	2	0
Modifies his/her leadership style to persuade, motivate and influence others	Sales Leadership	4.00	0	0	1	0	1
Overcomes potential obstacles and challenges to achieve sales goals for the team.	Drive for Results	4.00	0	0	1	0	1
Encourages different views and perspectives by actively seeking and listening to the ideas of others.	Sales Team Empowerment	4.00	0	0	1	0	1

Most Frequent Behaviors - Direct Report

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Inspires others with their vision and plans for the future	Sales Leadership	4.50	0	0	0	1	1
Motivates sales staff to achieve both individual and team goals	Sales Leadership	4.50	0	0	0	1	1
Establishes a plan and process for developing sales management and leadership successors.	Coaching and Mentoring	4.50	0	0	0	1	1
Draws on the diverse skills and knowledge of others to achieve the most effective results.	Strategic Problem Solving	4.50	0	0	0	1	1
Communicates with confidence, energy and passion that inspires, motivates and increases commitment to sales goals.	Communication	4.50	0	0	0	1	1
Keeps others informed on new plans, data and developments without waiting for other to ask for information.	Communication	4.50	0	0	0	1	1
Maintains poise, tenacity, focus and productivity during stressful and challenging times.	Adaptability/Stress Tolerance	4.50	0	0	0	1	1
Maintains optimism and a positive attitude in the face of adversity and challenge.	Adaptability/Stress Tolerance	4.50	0	0	0	1	1

Most Frequent Behaviors - Direct Report

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Recognize and rewards outstanding behavior and/or sales achievement.	Performance Management	4.50	0	0	0	1	1
Acts in the best interests of the organization and voids potential risks to the organization's reputation.	Engenders Trust	4.50	0	0	0	1	1

Most Frequent Behaviors - Team Member

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and recommendations	Sales Leadership	5.00	0	0	0	0	2
Solicits and accepts feedback from others easily and uses the feedback to modify own behavior or performance.	Managing Self	4.50	0	0	0	1	1
Monitors and corrects sources of lagging individual and team sales goals.	Performance Management	4.50	0	0	0	1	1
Utilizes and manages time productively	Sales Planning/Territory Management	4.50	0	0	0	1	1
Develops sales business plans that balance short-term results and long-term strategic priorities.	Business Savvy	4.50	0	0	0	1	1
Keeps others informed on new plans, data and developments without waiting for other to ask for information.	Communication	4.50	0	0	0	1	1
Sets, pursues and achieves aggressive sales goals and targets.	Drive for Results	4.50	0	0	0	1	1
Empowers others to make decision and implement solutions.	Sales Team Empowerment	4.50	0	0	0	1	1
Identifies and meets the customers' needs and expectations (internal and external)	Customer Focus	4.50	0	0	0	1	1

Most Frequent Behaviors - Team Member

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Responds helpfully to others' requests and takes the initiative to offer assistance and support.	Coaching and Mentoring	4.50	0	0	0	1	1
Remains calm under pressure and does not let stress interfere with problem solving and ability to exercise judgment.	Adaptability/Stress Tolerance	4.50	0	0	0	1	1

Least Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Supports sales team member's career and professional development through coaching, training, mentoring and growth assignments.	Coaching and Mentoring	2.00	3	2	1	1	0
Stays informed and analyzes the impact of sales market trends in relation to customer issues.	Business Savvy	2.14	1	4	2	0	0
Ensures cooperation and knowledge within and across the organization	Customer Focus	2.29	3	0	3	1	0
Demonstrates emotional maturity by supporting sales team members in the face of setbacks, challenges and failures.	Emotional Intelligence	2.29	2	2	2	1	0
Facilitates effective meetings by maintaining focus and ensuring appropriate exchange of ideas, recommendations, information and plans.	Communication	2.29	0	5	2	0	0
Focuses on key tasks when faced with limited resources or time.	Drive for Results	2.43	1	4	0	2	0
Makes decisions confidently and quickly when necessary.	Strategic Problem Solving	2.43	2	1	3	1	0
Acts with the customer in mind and in focus	Customer Focus	2.43	1	3	2	1	0
Demonstrates empathy and responsiveness to others	Emotional Intelligence	2.43	1	3	2	1	0

Least Frequent Behaviors - All Raters

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Allows for disagreements to emerge with the sales team and to be openly discussed.	Sales Team Development	2.43	0	4	3	0	0

Least Frequent Behaviors - Manager

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Effectively schedules sales work activities and tasks	Sales Planning/Territory Management	1.00	1	0	0	0	0
Establishes a logical sequence of work activities and assignments	Sales Planning/Territory Management	1.00	1	0	0	0	0
Utilizes and manages time productively	Sales Planning/Territory Management	1.00	1	0	0	0	0
Identifies and meets the customers' needs and expectations (internal and external)	Customer Focus	1.00	1	0	0	0	0
Ensures cooperation and knowledge within and across the organization	Customer Focus	1.00	1	0	0	0	0
Manages and controls emotions under pressure and stress.	Adaptability/Stress Tolerance	1.00	1	0	0	0	0
Communicates expectations and holds sales team members accountable for achieving the required results.	Performance Management	1.00	1	0	0	0	0
Monitors and corrects sources of lagging individual and team sales goals.	Performance Management	1.00	1	0	0	0	0
Identifies and communicates to sales team members their strengths and potential development areas in a constructive and beneficial manner.	Coaching and Mentoring	1.00	1	0	0	0	0
Selects and develops the best sales talent for key positions and assignments.	Coaching and Mentoring	1.00	1	0	0	0	0

Least Frequent Behaviors - Manager

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Establishes a plan and process for developing sales management and leadership successors.	Coaching and Mentoring	1.00	1	0	0	0	0
Inspires others with their vision and plans for the future	Sales Leadership	1.00	1	0	0	0	0

Least Frequent Behaviors - Peer

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and recommendations	Sales Leadership	1.50	1	1	0	0	0
Stays informed and analyzes the impact of sales market trends in relation to customer issues.	Business Savvy	1.50	1	1	0	0	0
Acts with the customer in mind and in focus	Customer Focus	1.50	1	1	0	0	0
Removes obstacles and challenges which may be hindering the sales team's performance.	Sales Team Empowerment	1.50	1	1	0	0	0
Understands the diverse emotional and psychological needs of the sales team.	Emotional Intelligence	2.00	0	2	0	0	0
Considers the impact of feelings and emotions of others before making decisions or taking actions.	Emotional Intelligence	2.00	1	0	1	0	0
Engenders a positive climate through the use of optimism, integrity and sincerity.	Emotional Intelligence	2.00	0	2	0	0	0
Ensures cooperation and knowledge within and across the organization	Customer Focus	2.00	1	0	1	0	0

Least Frequent Behaviors - Peer

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Identifies internal and external stakeholders (suppliers, customers) that can or will grow and develop the business	Customer Focus	2.00	1	0	1	0	0
Balances the need to achieve sales business results with a consideration for employee's needs.	Sales Team Development	2.00	0	2	0	0	0
Ask probing questions to better understand an issue or point of view.	Communication	2.00	0	2	0	0	0
Helps others to understand how the sales team's work contributes to the achievement of the organization's business goals.	Drive for Results	2.00	1	0	1	0	0
Maintains open, honest and non-defensive relationships with all team members.	Engenders Trust	2.00	1	0	1	0	0

Least Frequent Behaviors - Direct Report

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Develops sales business plans that balance short-term results and long-term strategic priorities.	Business Savvy	1.00	2	0	0	0	0
Demonstrates emotional maturity by supporting sales team members in the face of setbacks, challenges and failures.	Emotional Intelligence	1.00	2	0	0	0	0
Brings people with diverse skills, experiences and backgrounds together to achieve the organization's desired results.	Sales Team Development	1.50	1	1	0	0	0
Supports the sales team and actively conveys the needs of the team members to senior management.	Sales Team Development	1.50	1	1	0	0	0
Focuses on key tasks when faced with limited resources or time.	Drive for Results	1.50	1	1	0	0	0
Modifies his/her leadership style to persuade, motivate and influence others	Sales Leadership	1.50	1	1	0	0	0
Communicates expectations and holds sales team members accountable for achieving the required results.	Performance Management	1.50	1	1	0	0	0
Demonstrates empathy and responsiveness to others	Emotional Intelligence	1.50	1	1	0	0	0

Least Frequent Behaviors - Direct Report

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Demonstrates high standards can be trusted to do what he or she says will be done.	Engenders Trust	2.00	0	2	0	0	0
Supports sales team member's career and professional development through coaching, training, mentoring and growth assignments.	Coaching and Mentoring	2.00	1	0	1	0	0
Responds helpfully to others' requests and takes the initiative to offer assistance and support.	Coaching and Mentoring	2.00	0	2	0	0	0
Acts with the customer in mind and in focus	Customer Focus	2.00	0	2	0	0	0
Ask probing questions to better understand an issue or point of view.	Communication	2.00	1	0	1	0	0
Allows for disagreements to emerge with the sales team and to be openly discussed.	Sales Team Development	2.00	0	2	0	0	0
Stays informed and analyzes the impact of sales market trends in relation to customer issues.	Business Savvy	2.00	0	2	0	0	0

Least Frequent Behaviors - Team Member

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Supports sales team member's career and professional development through coaching, training, mentoring and growth assignments.	Coaching and Mentoring	1.50	1	1	0	0	0
Maintains an effective balance between work, family and personal life.	Managing Self	1.50	1	1	0	0	0
Makes an effort to acknowledge and resolve interpersonal tensions and conflicts with others.	Sales Team Development	1.50	1	1	0	0	0
Overcomes potential obstacles and challenges to achieve sales goals for the team.	Drive for Results	2.00	0	2	0	0	0
Considers the impact of feelings and emotions of others before making decisions or taking actions.	Emotional Intelligence	2.00	0	2	0	0	0
Ensures cooperation and knowledge within and across the organization	Customer Focus	2.00	1	0	1	0	0
Demonstrates consistency between actions and words.	Engenders Trust	2.00	0	2	0	0	0
Makes decisions confidently and quickly when necessary.	Strategic Problem Solving	2.00	1	0	1	0	0
Provide consistent and regular feedback to sales team members about where their performance and day-to-day behavior exceeds, meets or falls short of expectations.	Performance Management	2.00	0	2	0	0	0

Least Frequent Behaviors - Team Member

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Develops systems and procedures to monitor individual, sales team and organizational progress on projects, tasks, assignments, budgets, costs and expenses	Performance Management	2.00	0	2	0	0	0
Facilitates effective meetings by maintaining focus and ensuring appropriate exchange of ideas, recommendations, information and plans.	Communication	2.00	0	2	0	0	0

Behavior Summary

The average score for each Sales Manager View360 competency and specific questions are summarized below for each rater category (1 to 5 scale with higher scores corresponding to more frequently observed behavior). If the symbol AP appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol NR appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters. If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviors. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Sales Leadership	2.83 (0.39)	3.00 (0.35)	3.25 (0.35)	3.50 (0.40)	3.25 (0.46)	3.29 (0.39)
Raises tough issues even it makes other feel uncomfortable.	2.00 (1.00)	5.00 (1.00)	5.00 (1.00)	4.00 (0.50)	3.00 (0.50)	4.14 (0.44)
Motivates sales staff to achieve both individual and team goals	4.00 (1.00)	3.00 (1.00)	4.00 (1.00)	4.50 (0.75)	2.50 (0.75)	3.57 (0.55)
Asserts his/her ideas and opinions in the face of opposition	1.00 (1.00)	4.00 (1.00)	2.50 (0.75)	3.50 (0.75)	3.00 (0.50)	3.14 (0.58)
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and recommendations	2.00 (1.00)	3.00 (1.00)	1.50 (0.75)	3.00 (1.00)	5.00 (1.00)	3.14 (0.32)
Inspires others with their vision and plans for the future	4.00 (1.00)	1.00 (1.00)	2.50 (0.75)	4.50 (0.75)	3.00 (1.00)	3.00 (0.40)
Modifies his/her leadership style to persuade, motivate and influence others	4.00 (1.00)	2.00 (1.00)	4.00 (0.50)	1.50 (0.75)	3.00 (0.50)	2.71 (0.36)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Sales Team Empowerment	3.71 (0.42)	3.43 (0.64)	3.07 (0.36)	3.36 (0.48)	3.21 (0.37)	3.24 (0.42)
Empowers others to make decision and implement solutions.	2.00 (1.00)	4.00 (1.00)	3.50 (0.75)	4.00 (0.50)	4.50 (0.75)	4.00 (0.62)
Involves sales team members in decision-making, planning and problem solving processes.	5.00 (1.00)	5.00 (1.00)	3.00 (0.00)	3.50 (0.75)	3.00 (0.50)	3.43 (0.30)
Displays confidence and trust in others by delegating key tasks and responsibilities.	2.00 (1.00)	3.00 (1.00)	3.00 (0.50)	4.00 (0.50)	3.00 (0.50)	3.29 (0.48)
Encourages different views and perspectives by actively seeking and listening to the ideas of others.	4.00 (1.00)	3.00 (1.00)	4.00 (0.50)	3.00 (0.50)	3.00 (0.50)	3.29 (0.48)
Transfers the necessary authority to sales staff to ensure completion of delegated tasks, assignments and projects	4.00 (1.00)	3.00 (1.00)	3.00 (0.50)	3.00 (1.00)	3.00 (0.00)	3.00 (0.40)
Creates meaning for sales team members by ensuring an understanding of how their work contributes to the success of the organization.	4.00 (1.00)	3.00 (1.00)	3.50 (0.75)	2.50 (0.75)	3.00 (0.50)	3.00 (0.62)
Removes obstacles and challenges which may be hindering the sales team's performance.	5.00 (1.00)	3.00 (1.00)	1.50 (0.75)	3.50 (0.25)	3.00 (0.50)	2.71 (0.36)
Performance Management	2.43 (0.55)	2.71 (0.36)	3.43 (0.55)	3.29 (0.39)	3.29 (0.39)	3.24 (0.42)
Establishes and communicates clear, specific, attainable and measurable sales goals for the organization/team/individual.	2.00 (1.00)	3.00 (1.00)	3.50 (0.75)	3.50 (0.25)	4.00 (1.00)	3.57 (0.55)
Removes practices and/or problems that impact negatively on the financial performance.	3.00 (1.00)	4.00 (1.00)	3.00 (0.50)	3.50 (0.25)	4.00 (1.00)	3.57 (0.48)
Recognize and rewards outstanding behavior and/or sales achievement.	2.00 (1.00)	2.00 (1.00)	4.00 (1.00)	4.50 (0.75)	2.50 (0.25)	3.43 (0.35)
Provide consistent and regular feedback to sales team members about where their performance and day-to-day behavior exceeds, meets or falls short of expectations.	1.00 (1.00)	4.00 (1.00)	4.50 (0.75)	3.50 (0.75)	2.00 (1.00)	3.43 (0.48)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Performance Management	2.43 (0.55)	2.71 (0.36)	3.43 (0.55)	3.29 (0.39)	3.29 (0.39)	3.24 (0.42)
Monitors and corrects sources of lagging individual and team sales goals.	2.00 (1.00)	1.00 (1.00)	3.00 (0.50)	3.00 (1.00)	4.50 (0.75)	3.14 (0.38)
Develops systems and procedures to monitor individual, sales team and organizational progress on projects, tasks, assignments, budgets, costs and expenses	4.00 (1.00)	4.00 (1.00)	3.00 (0.50)	3.50 (0.75)	2.00 (1.00)	3.00 (0.54)
Communicates expectations and holds sales team members accountable for achieving the required results.	3.00 (1.00)	1.00 (1.00)	3.00 (1.00)	1.50 (0.75)	4.00 (0.50)	2.57 (0.35)
Adaptability/Stress Tolerance	3.00 (0.68)	2.80 (0.34)	3.20 (0.34)	3.40 (0.36)	3.30 (0.45)	3.23 (0.37)
Remains calm under pressure and does not let stress interfere with problem solving and ability to exercise judgment.	2.00 (1.00)	3.00 (1.00)	4.50 (0.75)	3.00 (0.50)	4.50 (0.75)	3.86 (0.51)
Maintains optimism and a positive attitude in the face of adversity and challenge.	3.00 (1.00)	3.00 (1.00)	3.00 (0.50)	4.50 (0.75)	3.50 (0.75)	3.57 (0.55)
Maintains poise, tenacity, focus and productivity during stressful and challenging times.	3.00 (1.00)	2.00 (1.00)	3.50 (0.25)	4.50 (0.75)	2.50 (0.75)	3.29 (0.36)
Handle difficulties, obstacles and frustrations well without becoming frustrated, irritated or angry, and without upsetting others.	4.00 (1.00)	5.00 (1.00)	2.50 (0.25)	2.50 (0.25)	2.50 (0.25)	2.86 (0.18)
Manages and controls emotions under pressure and stress.	3.00 (1.00)	1.00 (1.00)	2.50 (0.75)	2.50 (0.75)	3.50 (0.75)	2.57 (0.55)
Strategic Problem Solving	2.67 (0.38)	3.50 (0.75)	2.67 (0.25)	3.42 (0.57)	3.17 (0.39)	3.14 (0.41)
Displays rigor and discipline to analyze problems in a logical and organized manner.	1.00 (1.00)	3.00 (1.00)	3.00 (0.00)	4.00 (1.00)	3.50 (0.75)	3.43 (0.41)
Even in time of uncertainty and ambiguity, makes timely decisions while exercising good judgment.	3.00 (1.00)	4.00 (1.00)	2.50 (0.25)	3.50 (0.75)	4.00 (0.50)	3.43 (0.41)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Strategic Problem Solving	2.67 (0.38)	3.50 (0.75)	2.67 (0.25)	3.42 (0.57)	3.17 (0.39)	3.14 (0.41)
Thoroughly and logically analyzes available market/sales data to seek the best solution or alternatives to a problem.	5.00 (1.00)	4.00 (1.00)	2.50 (0.75)	3.50 (0.75)	4.00 (1.00)	3.43 (0.64)
Draws on the diverse skills and knowledge of others to achieve the most effective results.	3.00 (1.00)	3.00 (1.00)	2.50 (0.75)	4.50 (0.75)	3.00 (0.50)	3.29 (0.48)
Creates new concepts, models or ideas that synthesize market and sales information and data.	2.00 (1.00)	4.00 (1.00)	3.00 (0.00)	2.50 (0.75)	2.50 (0.25)	2.86 (0.27)
Makes decisions confidently and quickly when necessary.	2.00 (1.00)	3.00 (1.00)	2.50 (0.25)	2.50 (0.75)	2.00 (0.50)	2.43 (0.48)
Sales Planning/Territory Management	4.00 (0.68)	2.20 (0.27)	3.20 (0.46)	3.40 (0.44)	3.30 (0.29)	3.14 (0.34)
Creates and analyzes a sales territory plan for the team to cultivate new prospects, identify old or lost customers and increase sales with existing clients	4.00 (1.00)	4.00 (1.00)	3.00 (1.00)	4.00 (0.50)	2.50 (0.25)	3.29 (0.42)
Establishes a logical sequence of work activities and assignments	5.00 (1.00)	1.00 (1.00)	4.00 (0.50)	3.50 (0.25)	3.50 (0.25)	3.29 (0.21)
Utilizes and manages time productively	4.00 (1.00)	1.00 (1.00)	3.50 (0.25)	3.00 (0.50)	4.50 (0.75)	3.29 (0.26)
Develops both short-term and long-term sales plans that analyze prospects and client data to understand profitability and future sales	4.00 (1.00)	4.00 (1.00)	3.00 (0.50)	2.50 (0.75)	3.50 (0.75)	3.14 (0.58)
Effectively schedules sales work activities and tasks	3.00 (1.00)	1.00 (1.00)	2.50 (0.75)	4.00 (1.00)	2.50 (0.25)	2.71 (0.36)
Business Savvy	3.00 (0.54)	3.14 (0.58)	3.00 (0.43)	2.86 (0.30)	3.36 (0.33)	3.08 (0.37)
Demonstrates innovation and creativity by developing and/or improving concepts and ideas.	4.00 (1.00)	5.00 (1.00)	3.50 (0.75)	3.00 (0.50)	3.00 (0.50)	3.43 (0.48)
Ensures the sales team understands and balances the needs of customers while ensuring organizational profitability and productivity.	2.00 (1.00)	3.00 (1.00)	3.00 (0.50)	3.50 (0.25)	4.00 (0.50)	3.43 (0.41)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Business Savvy	3.00 (0.54)	3.14 (0.58)	3.00 (0.43)	2.86 (0.30)	3.36 (0.33)	3.08 (0.37)
Identifies opportunities and develops initiatives that add value to the organization.	4.00 (1.00)	3.00 (1.00)	2.50 (0.75)	4.00 (0.50)	3.50 (0.25)	3.29 (0.42)
Recognizes and understand the sales market opportunities, trends and competitors.	4.00 (1.00)	2.00 (1.00)	4.00 (0.50)	3.00 (0.50)	3.50 (0.25)	3.29 (0.36)
Develops sales business plans that balance short-term results and long-term strategic priorities.	3.00 (1.00)	3.00 (1.00)	4.00 (0.50)	1.00 (1.00)	4.50 (0.75)	3.14 (0.22)
Seeks out potential business opportunities with current prospects and new sales clients.	2.00 (1.00)	3.00 (1.00)	2.50 (0.75)	3.50 (0.25)	2.50 (0.25)	2.86 (0.38)
Stays informed and analyzes the impact of sales market trends in relation to customer issues.	2.00 (1.00)	3.00 (1.00)	1.50 (0.75)	2.00 (1.00)	2.50 (0.75)	2.14 (0.68)
Engenders Trust	3.20 (0.27)	3.00 (0.45)	3.00 (0.33)	3.20 (0.34)	3.00 (0.45)	3.06 (0.38)
Acts in the best interests of the organization and voids potential risks to the organization's reputation.	5.00 (1.00)	3.00 (1.00)	3.00 (0.00)	4.50 (0.75)	3.50 (0.75)	3.57 (0.35)
Demonstrates high standards can be trusted to do what he or she says will be done.	4.00 (1.00)	5.00 (1.00)	4.50 (0.75)	2.00 (1.00)	2.50 (0.25)	3.29 (0.26)
Puts the organization's interests above his or her career or professional ambitions.	4.00 (1.00)	2.00 (1.00)	2.50 (0.75)	3.50 (0.75)	4.00 (1.00)	3.14 (0.58)
Demonstrates consistency between actions and words.	2.00 (1.00)	2.00 (1.00)	3.00 (1.00)	3.50 (0.25)	2.00 (1.00)	2.71 (0.48)
Maintains open, honest and non-defensive relationships with all team members.	1.00 (1.00)	3.00 (1.00)	2.00 (0.50)	2.50 (0.25)	3.00 (0.50)	2.57 (0.41)
Managing Self	4.00 (0.68)	3.20 (0.42)	3.00 (0.29)	3.10 (0.43)	3.00 (0.41)	3.06 (0.38)
Solicits and accepts feedback from others easily and uses the feedback to modify own behavior or performance.	4.00 (1.00)	2.00 (1.00)	2.50 (0.25)	4.00 (0.50)	4.50 (0.75)	3.43 (0.30)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Managing Self	4.00 (0.68)	3.20 (0.42)	3.00 (0.29)	3.10 (0.43)	3.00 (0.41)	3.06 (0.38)
Acts to improve and expand own skills and abilities. Shows interest and openness to ongoing learning and improvement.	4.00 (1.00)	4.00 (1.00)	3.50 (0.25)	3.00 (0.50)	3.00 (0.50)	3.29 (0.42)
Makes efficient use of time and resources to achieve results.	4.00 (1.00)	5.00 (1.00)	2.50 (0.25)	2.50 (0.75)	3.50 (0.75)	3.14 (0.38)
Maintains an effective balance between work, family and personal life.	5.00 (1.00)	2.00 (1.00)	4.00 (0.50)	3.50 (0.25)	1.50 (0.75)	2.86 (0.27)
Works productively while taking time for self to recuperate and sustain personal energy and health.	3.00 (1.00)	3.00 (1.00)	2.50 (0.75)	2.50 (0.75)	2.50 (0.75)	2.57 (0.75)
Communication	3.38 (0.39)	2.50 (0.65)	2.88 (0.42)	3.25 (0.28)	3.25 (0.40)	3.04 (0.38)
Keeps others informed on new plans, data and developments without waiting for other to ask for information.	4.00 (1.00)	2.00 (1.00)	2.50 (0.75)	4.50 (0.75)	4.50 (0.75)	3.57 (0.41)
Communicates with confidence, energy and passion that inspires, motivates and increases commitment to sales goals.	2.00 (1.00)	2.00 (1.00)	3.00 (0.50)	4.50 (0.75)	3.50 (0.25)	3.43 (0.35)
Uses written communications effectively and appropriately.	2.00 (1.00)	4.00 (1.00)	4.50 (0.75)	3.00 (0.50)	2.50 (0.75)	3.43 (0.48)
Establishes and communicates organizational, departmental and sales team goals and performance standards.	4.00 (1.00)	3.00 (1.00)	3.00 (0.50)	2.50 (0.25)	4.00 (0.50)	3.14 (0.38)
Seeks to understand others, before, being understood.	5.00 (1.00)	2.00 (1.00)	3.00 (0.00)	3.00 (0.00)	3.50 (0.25)	3.00 (0.11)
Communicates candidly and respectfully even in difficult situations.	5.00 (1.00)	2.00 (1.00)	2.50 (0.75)	4.00 (0.50)	2.50 (0.75)	2.86 (0.51)
Ask probing questions to better understand an issue or point of view.	2.00 (1.00)	3.00 (1.00)	2.00 (1.00)	2.00 (0.50)	3.50 (0.75)	2.57 (0.55)
Facilitates effective meetings by maintaining focus and ensuring appropriate exchange of ideas, recommendations, information and plans.	3.00 (1.00)	2.00 (1.00)	2.50 (0.75)	2.50 (0.75)	2.00 (1.00)	2.29 (0.77)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Coaching and Mentoring	2.29 (0.48)	2.14 (0.38)	3.14 (0.47)	2.93 (0.36)	3.36 (0.28)	3.00 (0.34)
Establishes a plan and process for developing sales management and leadership successors.	3.00 (1.00)	1.00 (1.00)	4.00 (1.00)	4.50 (0.75)	3.50 (0.25)	3.57 (0.30)
Demonstrates a genuine interest in the career and professional development of sales team members.	1.00 (1.00)	4.00 (1.00)	3.50 (0.75)	3.00 (0.50)	3.50 (0.25)	3.43 (0.48)
Selects and develops the best sales talent for key positions and assignments.	2.00 (1.00)	1.00 (1.00)	4.00 (1.00)	3.00 (0.00)	4.00 (0.50)	3.29 (0.21)
Responds helpfully to others' requests and takes the initiative to offer assistance and support.	1.00 (1.00)	4.00 (1.00)	2.50 (0.25)	2.00 (1.00)	4.50 (0.75)	3.14 (0.32)
Uses diverse coaching techniques and methods (e.g., feedback, recognition, etc.) to help sales team members attain high levels of performance and success.	3.00 (1.00)	2.00 (1.00)	3.00 (1.00)	2.50 (0.75)	3.50 (0.25)	2.86 (0.51)
Identifies and communicates to sales team members their strengths and potential development areas in a constructive and beneficial manner.	2.00 (1.00)	1.00 (1.00)	2.50 (0.75)	3.50 (0.75)	3.00 (0.50)	2.71 (0.48)
Supports sales team member's career and professional development through coaching, training, mentoring and growth assignments.	4.00 (1.00)	2.00 (1.00)	2.50 (0.25)	2.00 (0.50)	1.50 (0.75)	2.00 (0.47)
Drive for Results	3.00 (0.11)	3.60 (0.49)	2.80 (0.38)	2.80 (0.56)	3.00 (0.45)	2.97 (0.45)
Sets, pursues and achieves aggressive sales goals and targets.	1.00 (1.00)	4.00 (1.00)	2.50 (0.25)	3.50 (0.75)	4.50 (0.75)	3.57 (0.41)
Overcomes potential obstacles and challenges to achieve sales goals for the team.	3.00 (1.00)	4.00 (1.00)	4.00 (0.50)	3.50 (0.75)	2.00 (1.00)	3.29 (0.48)
Displays single-mindedness in focusing energy on key sales goals and targets.	1.00 (1.00)	3.00 (1.00)	2.50 (0.75)	3.00 (1.00)	3.00 (0.50)	2.86 (0.68)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Drive for Results	3.00 (0.11)	3.60 (0.49)	2.80 (0.38)	2.80 (0.56)	3.00 (0.45)	2.97 (0.45)
Helps others to understand how the sales team's work contributes to the achievement of the organization's business goals.	5.00 (1.00)	5.00 (1.00)	2.00 (0.50)	2.50 (0.75)	2.50 (0.75)	2.71 (0.42)
Focuses on key tasks when faced with limited resources or time.	5.00 (1.00)	2.00 (1.00)	3.00 (0.50)	1.50 (0.75)	3.00 (0.50)	2.43 (0.48)
Sales Team Development	3.00 (0.50)	3.17 (0.66)	3.00 (0.46)	2.58 (0.37)	2.83 (0.36)	2.86 (0.42)
Balances the need to achieve sales business results with a consideration for employee's needs.	4.00 (1.00)	4.00 (1.00)	2.00 (1.00)	3.50 (0.25)	3.50 (0.25)	3.14 (0.32)
Confronts and constructively addresses matters that are affecting team work, engagement and morale.	4.00 (1.00)	3.00 (1.00)	2.50 (0.75)	4.00 (1.00)	3.00 (1.00)	3.14 (0.68)
Makes an effort to acknowledge and resolve interpersonal tensions and conflicts with others.	4.00 (1.00)	4.00 (1.00)	3.50 (0.75)	3.00 (0.50)	1.50 (0.75)	2.86 (0.44)
Supports the sales team and actively conveys the needs of the team members to senior management.	2.00 (1.00)	3.00 (1.00)	4.50 (0.75)	1.50 (0.75)	2.50 (0.25)	2.86 (0.27)
Brings people with diverse skills, experiences and backgrounds together to achieve the organization's desired results.	2.00 (1.00)	3.00 (1.00)	2.50 (0.25)	1.50 (0.75)	4.00 (0.50)	2.71 (0.31)
Allows for disagreements to emerge with the sales team and to be openly discussed.	2.00 (1.00)	2.00 (1.00)	3.00 (1.00)	2.00 (1.00)	2.50 (0.75)	2.43 (0.75)
Emotional Intelligence	3.29 (0.48)	3.00 (0.54)	2.79 (0.53)	2.43 (0.44)	3.14 (0.58)	2.82 (0.50)
Resists acting defensively and keeps an open mind when others disagree	3.00 (1.00)	3.00 (1.00)	4.00 (1.00)	3.50 (0.75)	3.00 (0.50)	3.43 (0.64)
Works collaboratively with colleagues at all levels	3.00 (1.00)	4.00 (1.00)	3.50 (0.75)	2.50 (0.75)	4.00 (1.00)	3.43 (0.64)

Behavior Summary Continued

Questions	Self	Manager	Peer	Direct Report	Team Member	Average
Emotional Intelligence	3.29 (0.48)	3.00 (0.54)	2.79 (0.53)	2.43 (0.44)	3.14 (0.58)	2.82 (0.50)
Engenders a positive climate through the use of optimism, integrity and sincerity.	5.00 (1.00)	4.00 (1.00)	2.00 (1.00)	2.50 (0.25)	3.50 (0.75)	2.86 (0.44)
Considers the impact of feelings and emotions of others before making decisions or taking actions.	2.00 (1.00)	4.00 (1.00)	2.00 (0.50)	3.50 (0.75)	2.00 (1.00)	2.71 (0.48)
Understands the diverse emotional and psychological needs of the sales team.	2.00 (1.00)	2.00 (1.00)	2.00 (1.00)	2.50 (0.75)	3.50 (0.75)	2.57 (0.64)
Demonstrates empathy and responsiveness to others	4.00 (1.00)	2.00 (1.00)	3.00 (1.00)	1.50 (0.75)	3.00 (0.50)	2.43 (0.55)
Demonstrates emotional maturity by supporting sales team members in the face of setbacks, challenges and failures.	4.00 (1.00)	2.00 (1.00)	3.00 (0.50)	1.00 (1.00)	3.00 (1.00)	2.29 (0.48)
Customer Focus	3.40 (0.49)	2.60 (0.19)	2.20 (0.42)	2.80 (0.51)	3.20 (0.42)	2.71 (0.37)
Establishes, cultivates and develops successful internal and external partnerships	3.00 (1.00)	2.00 (1.00)	3.00 (0.50)	3.50 (0.25)	4.00 (0.50)	3.29 (0.36)
Identifies and meets the customers' needs and expectations (internal and external)	3.00 (1.00)	1.00 (1.00)	2.50 (0.25)	2.50 (0.75)	4.50 (0.75)	2.86 (0.27)
Identifies internal and external stakeholders (suppliers, customers) that can or will grow and develop the business	2.00 (1.00)	5.00 (1.00)	2.00 (0.50)	2.50 (0.75)	2.50 (0.75)	2.71 (0.42)
Acts with the customer in mind and in focus	4.00 (1.00)	4.00 (1.00)	1.50 (0.75)	2.00 (1.00)	3.00 (1.00)	2.43 (0.55)
Ensures cooperation and knowledge within and across the organization	5.00 (1.00)	1.00 (1.00)	2.00 (0.50)	3.50 (0.75)	2.00 (0.50)	2.29 (0.42)

Open Ended Comments Summary Introduction

You and your respondents had the opportunity to provide written comments online about your perceived strengths and possible development areas.

The questions were:

- ✓ Please provide any written comments you have regarding what the individual could be doing more to be effective.
- ✓ Please provide any written comments you have regarding what the individual could be doing less to be effective.
- ✓ Please provide any written comments you have regarding what the individual could be doing differently to be effective.

These comments are provided on the next pages and are included verbatim without identifying the rater to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgmental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviors to change to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

- ✓ Are the comments consistent and reinforce the other feedback you have received?
- ✓ Do they add any new information or insight about your performance and effectiveness?
- ✓ Do you see any trends across the open-ended comments?
- ✓ How can you leverage your strengths?
- ✓ What areas are you committed to focus on as part of your executive development plan?

Open Ended Comments Summary
Feedforward: Doing More

Open Ended Comments Summary Continued
Feedforward: Doing Less

Open Ended Comments Summary Continued
Feedforward: Doing Differently

Development Planning Guide

Examining Your Sales Manager View360 Feedback Report

Your reactions to your Sales Manager View360 report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

If you had to select a single word or phrase to describe your emotional reaction, it would be:

What is it about your results that lead you to feel this way?

What new insights, if any, do you get from your results?

How do your perceptions compare to those of other rater groups? Are there any important trends?

What experiences or feedback from others seems very consistent with these results? What experiences or feedback from others seems very inconsistent with these results?

Development Planning Guide Continued

Deciding What Competencies To Work On

The table below summarizes the 15 Sales Manager View360 competencies. Place a check next to the ones you rate as being most important to your current position below and place a check next to those skills that the majority of others see as possible development areas. Any competency with both columns checked suggests more critical development areas. These should be considered as part of your development action plan.

Competency Group	Competency	Competency Importance Rating	Development As Perceived By Others
Sales Performance Leadership	Drive for Results		
	Business Savvy		
	Strategic Problem Solving		
	Customer Focus		
	Sales Planning/Territory Management		
Interpersonal Leadership	Emotional Intelligence		
	Communication		
	Sales Team Empowerment		
	Sales Leadership		
	Coaching and Mentoring		
	Sales Team Development		
	Performance Management		
Intrapersonal Leadership	Managing Self		
	Adaptability/Stress Tolerance		
	Engenders Trust		

Development Planning Guide Continued

Focusing On Development

List three scale strengths based upon your Sales Manager View360 results below:

1. _____
2. _____
3. _____

List three possible development scales based upon your Sales Manager View360 results below:

1. _____
2. _____
3. _____

Developing skills can be challenging because it almost always means replacing current behavior with a new pattern of behavior. This is not easy! The action planning process helps to increase your success. Research shows that desired change is more likely to be successful when:

- ✓ The desired skills and behaviors are specifically defined
- ✓ There is commitment and motivation to change
- ✓ An action plan is developed and shared with others
- ✓ An analysis is made of reasons for lack of success
- ✓ Other people support the change in observable ways
- ✓ The outcomes are visible and can be measured

Development Planning Guide Continued

The action plan worksheet on the next page will assist you at developing the skills you have identified based on the results of your Sales Manager View360 Questionnaire. As you begin work on your action plan, consider the following:

- ✓ Focus on a single specific skill or skill area
- ✓ Use the recommendations in your report as a basis for your plan
- ✓ Keep your plan simple and put it in writing
- ✓ Define how you will monitor and evaluate progress

Development Planning Guide Continued

Competency:	
Development Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results Achieved:	