

SALESVIEW360

SalesView360 Profile for:
Sally Sample
CONFIDENTIAL

Jan 21 2016



Summary Feedback Report

Introduction

This Feedback Report provides you information about how you are perceived on the 13 critical competencies required for competitive performance within your organization.

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

Self	1
Manager	1
Customer	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

Consultative Sales Orientation

Explains features and benefits to current and prospective clients. Seeks to make sales suggestions to solve organizational, team and individual issues and problems.

Service Focus

Follows up on all commitments and promises. Keeps the client informed in a timely manner and provides ongoing customer service.

Sales Planning/Territory Management

Establishes a logical sequence of work activities and manages time productively. Develops short-term and long-term sales plans that analyze prospects and client data to expand future sales.

Interpersonal

Enabling Trust

Provides objective and impartial advice, information and support about purchasing products and services.

Demonstrating Respect

Responds to objections in a respectful manner. Respects sales decisions and allows clients to make purchasing decisions free from pressure.

Conflict Resolution

Manages and resolves interpersonal differences and conflicts with others and attempts to understand opposing points of view.

Influence/ Negotiation

Utilizes appropriate interpersonal styles and approaches in facilitating individuals and groups towards task achievement.

Listening

Listens attentively and understands the verbal communications of others

Oral / Written 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

Intrapersonal

Achievement Striving

Accomplishes tasks, projects and assignments on time and with quality. Sets ambitious sales goals and strives to consistently exceed them.

Resilience

Ability to maintain balance and performance under pressure and stress. Ability to effectively cope with ambiguity and change in a constructive manner. Demonstrates persistence during times of challenge.

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.

Self-Development

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

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 **SalesView360**.

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

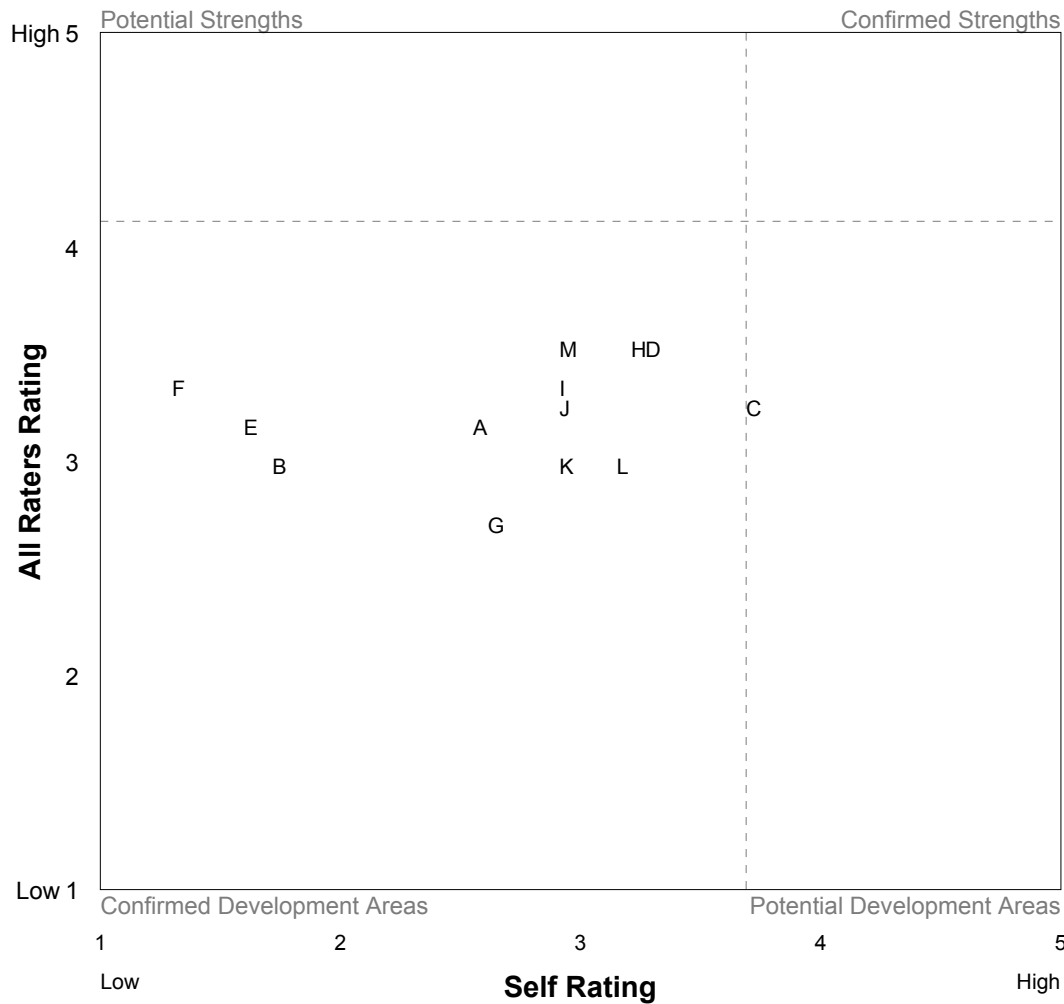
OTHER RATINGS	High	Potential Strengths	Confirmed Strengths
	Low	Confirmed Development Areas	Potential Development Areas
		Low	High

SELF RATINGS

HOW TO USE YOUR SELF-AWARENESS INDEX

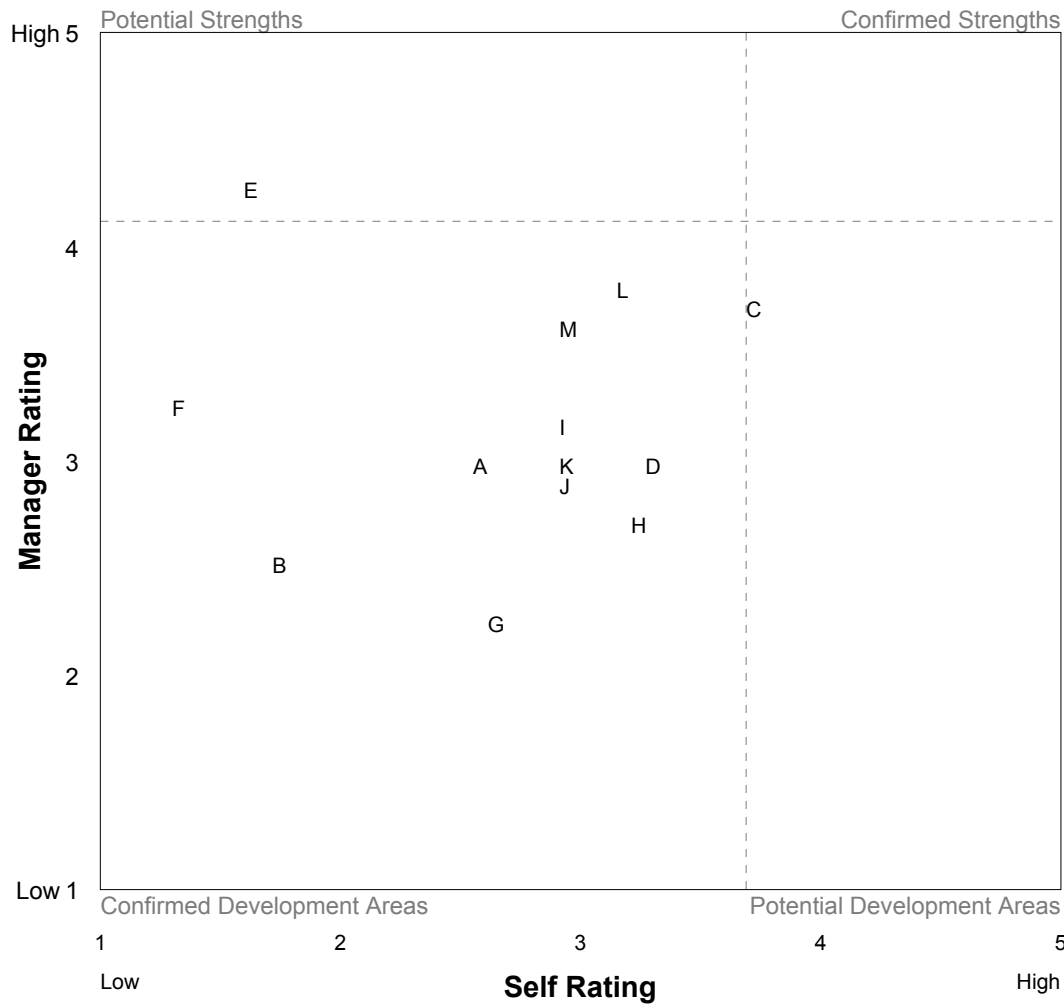
- ✓ First, examine the specific competencies that fall into each of these four quadrants
- ✓ Next, explore the themes of these competencies to see how they may or may not be logically related to each other. It's important to continue to leverage those competencies that are categorized as Confirmed or 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 = 5)



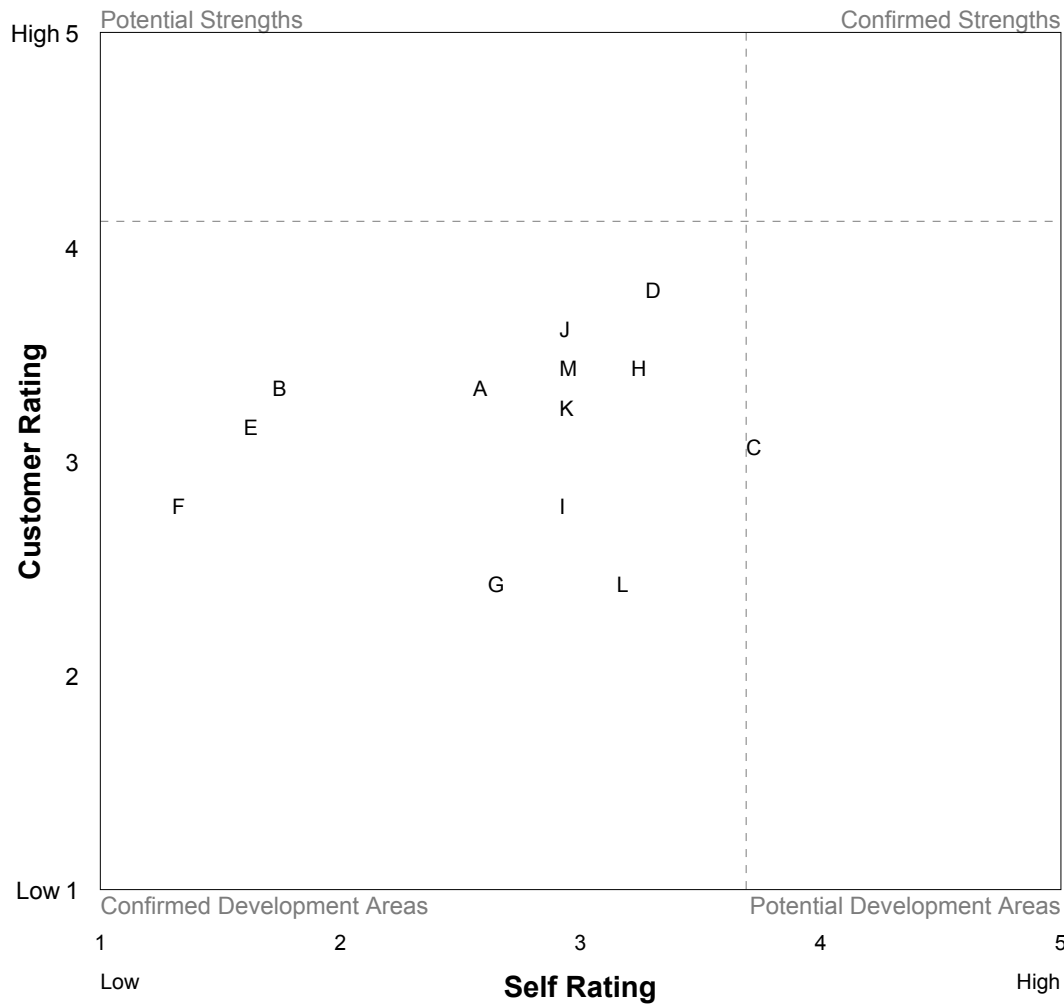
	Average Scores	
	Self	All Raters
Confirmed Development Areas		
A. Consultative Sales Orientation	2.60	3.24
B. Service Focus	1.80	3.00
D. Enabling Trust	3.33	3.53
E. Demonstrating Respect	1.67	3.20
F. Conflict Resolution	1.33	3.40
G. Influence/ Negotiation	2.67	2.73
H. Listening	3.25	3.55
I. Oral / Written Communication	3.00	3.40
J. Achievement Striving	3.00	3.35
K. Resilience	3.00	3.04
L. Problem Solving	3.20	3.00
M. Self-Development	3.00	3.53
Potential Development Areas		
C. Sales Planning/Territory Management	3.75	3.30

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



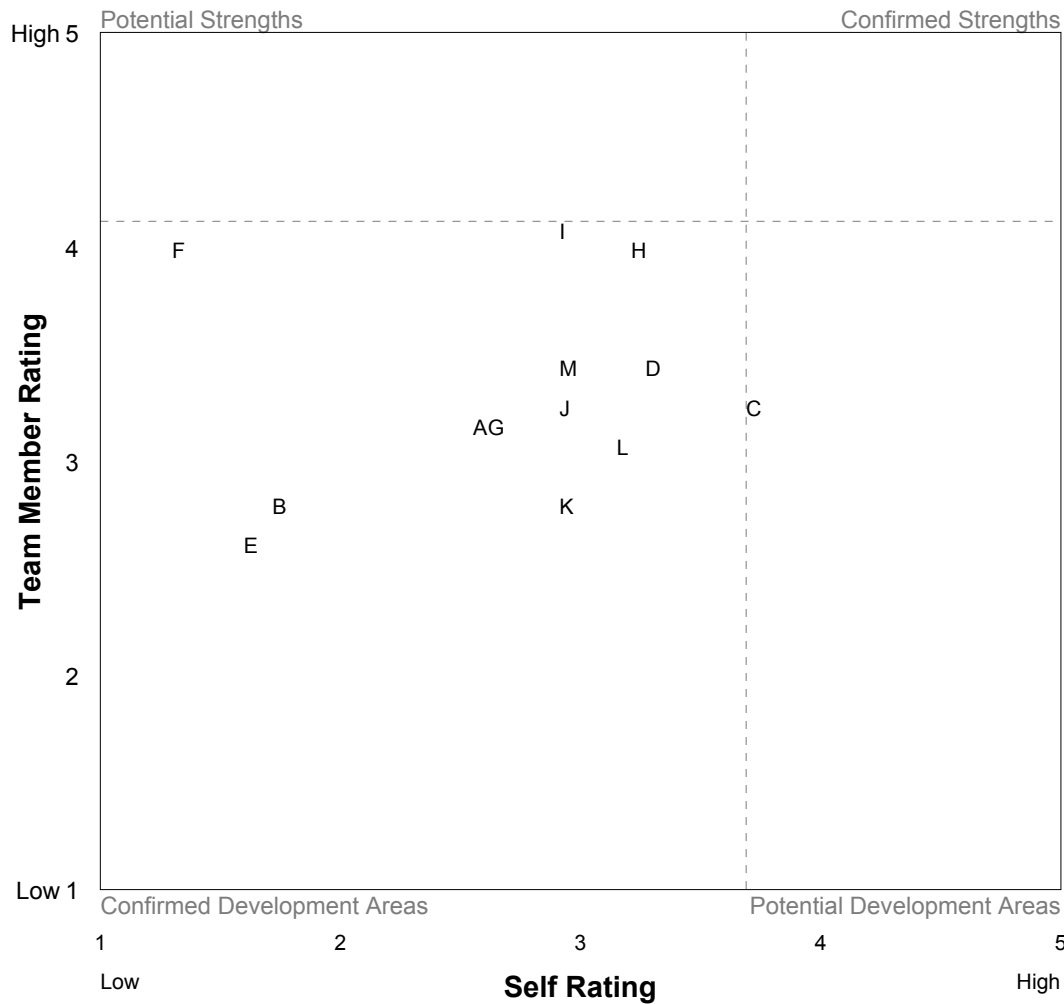
	Average Scores	
	Self	Manager
Potential Strengths		
E. Demonstrating Respect	1.67	4.33
Confirmed Development Areas		
A. Consultative Sales Orientation	2.60	3.00
B. Service Focus	1.80	2.60
D. Enabling Trust	3.33	3.00
F. Conflict Resolution	1.33	3.33
G. Influence/ Negotiation	2.67	2.33
H. Listening	3.25	2.75
I. Oral / Written Communication	3.00	3.20
J. Achievement Striving	3.00	3.00
K. Resilience	3.00	3.00
L. Problem Solving	3.20	3.80
M. Self-Development	3.00	3.67
Potential Development Areas		
C. Sales Planning/Territory Management	3.75	3.75

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



	Average Scores	
	Self	Customer
Confirmed Development Areas		
A. Consultative Sales Orientation	2.60	3.40
B. Service Focus	1.80	3.40
D. Enabling Trust	3.33	3.83
E. Demonstrating Respect	1.67	3.17
F. Conflict Resolution	1.33	2.83
G. Influence/ Negotiation	2.67	2.50
H. Listening	3.25	3.50
I. Oral / Written Communication	3.00	2.80
J. Achievement Striving	3.00	3.63
K. Resilience	3.00	3.30
L. Problem Solving	3.20	2.50
M. Self-Development	3.00	3.50
Potential Development Areas		
C. Sales Planning/Territory Management	3.75	3.13

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. Consultative Sales Orientation	2.60	3.20
B. Service Focus	1.80	2.80
D. Enabling Trust	3.33	3.50
E. Demonstrating Respect	1.67	2.67
F. Conflict Resolution	1.33	4.00
G. Influence/ Negotiation	2.67	3.17
H. Listening	3.25	4.00
I. Oral / Written Communication	3.00	4.10
J. Achievement Striving	3.00	3.25
K. Resilience	3.00	2.80
L. Problem Solving	3.20	3.10
M. Self-Development	3.00	3.50

Potential Development Areas

C. Sales Planning/Territory Management	3.75	3.25
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Competency Group Introduction

Competency Group Bar Graphs

Each SalesView360 bar graph compares your self ratings to those of the other rater groups across 3 competency groups:

- Sales
- Interpersonal
- Intrapersonal

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 SalesView360 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 SalesView360 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

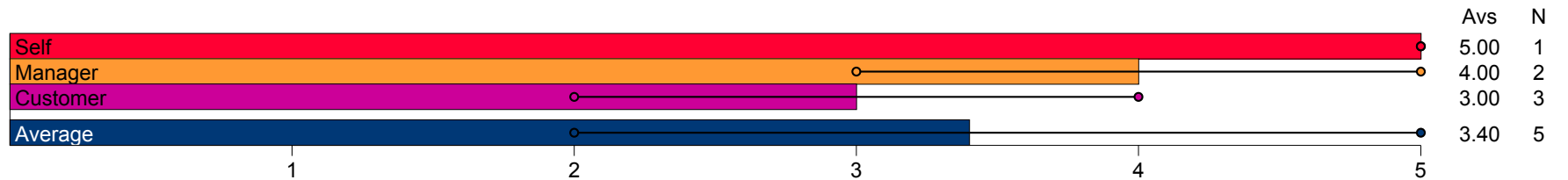
AP - "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

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

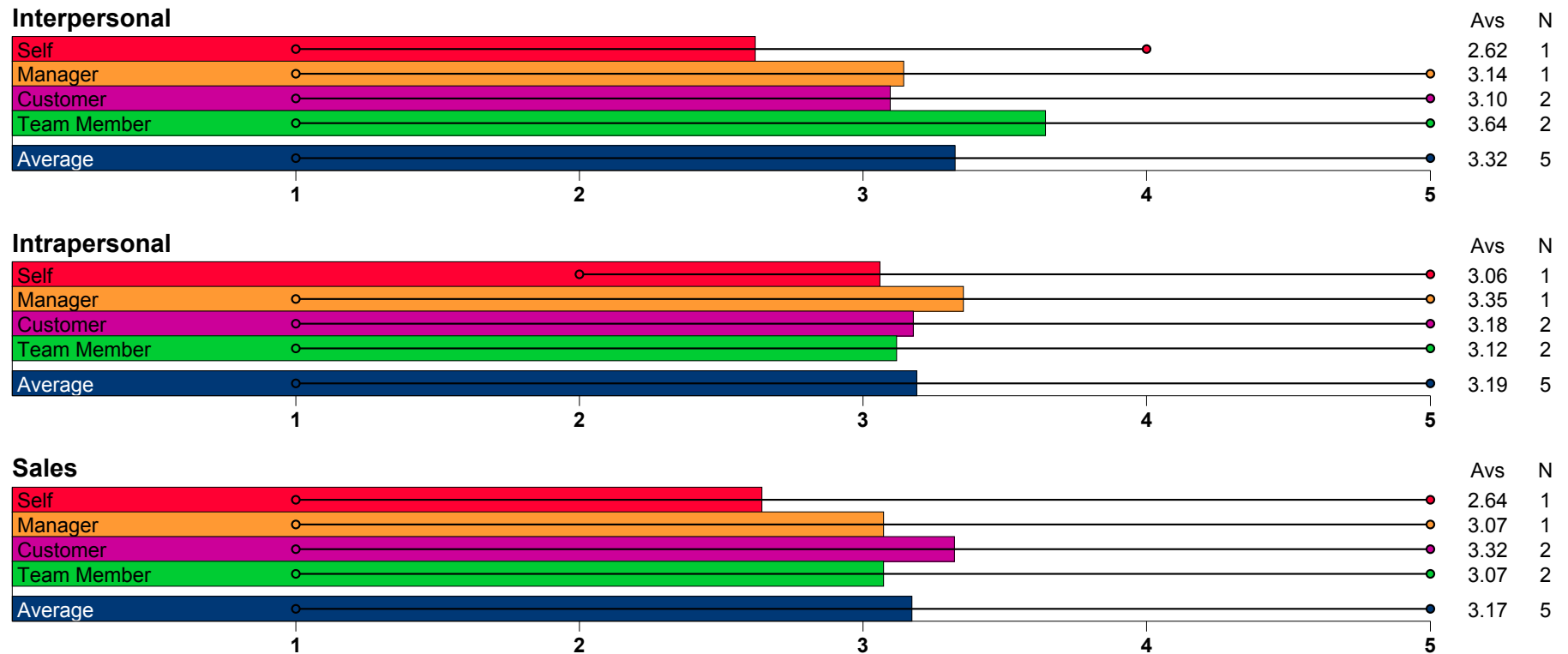


Range Bars - shows the range of scores, from the lowest to the highest.

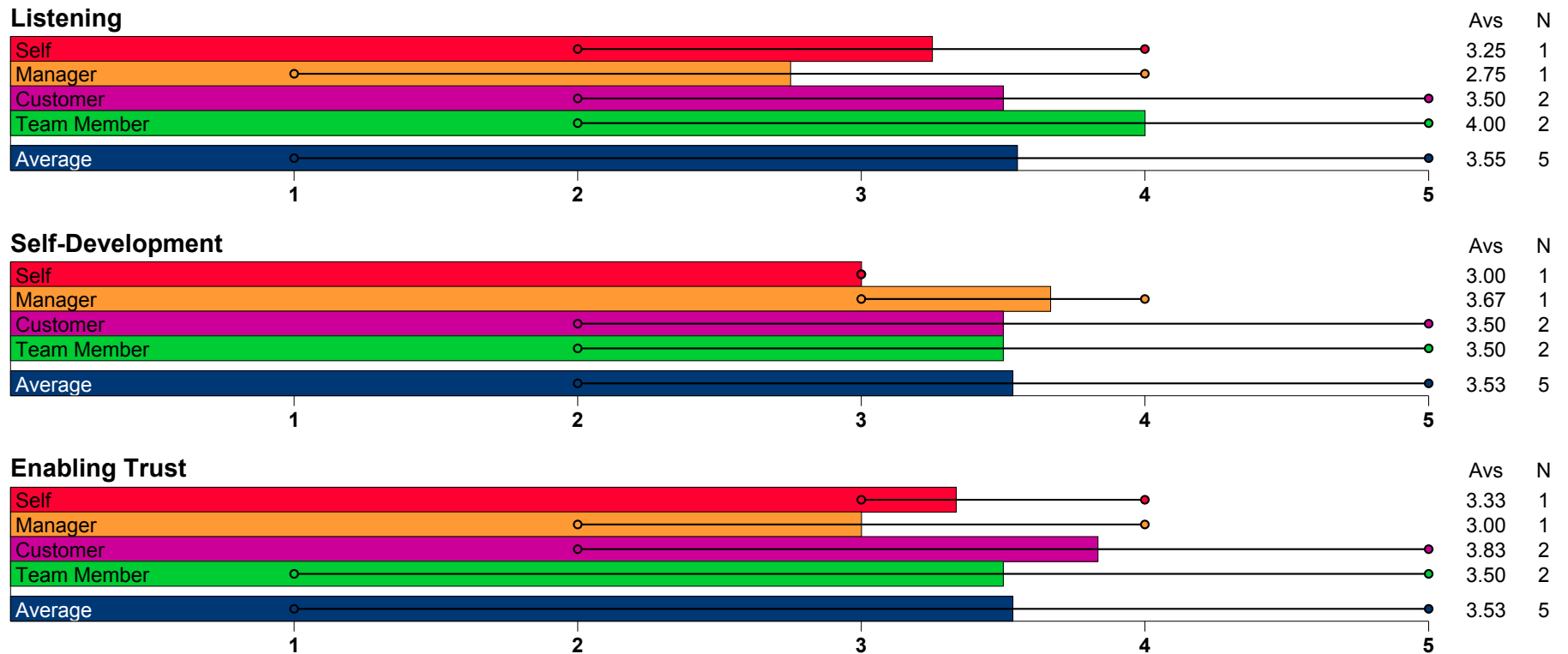
Rating Scale

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

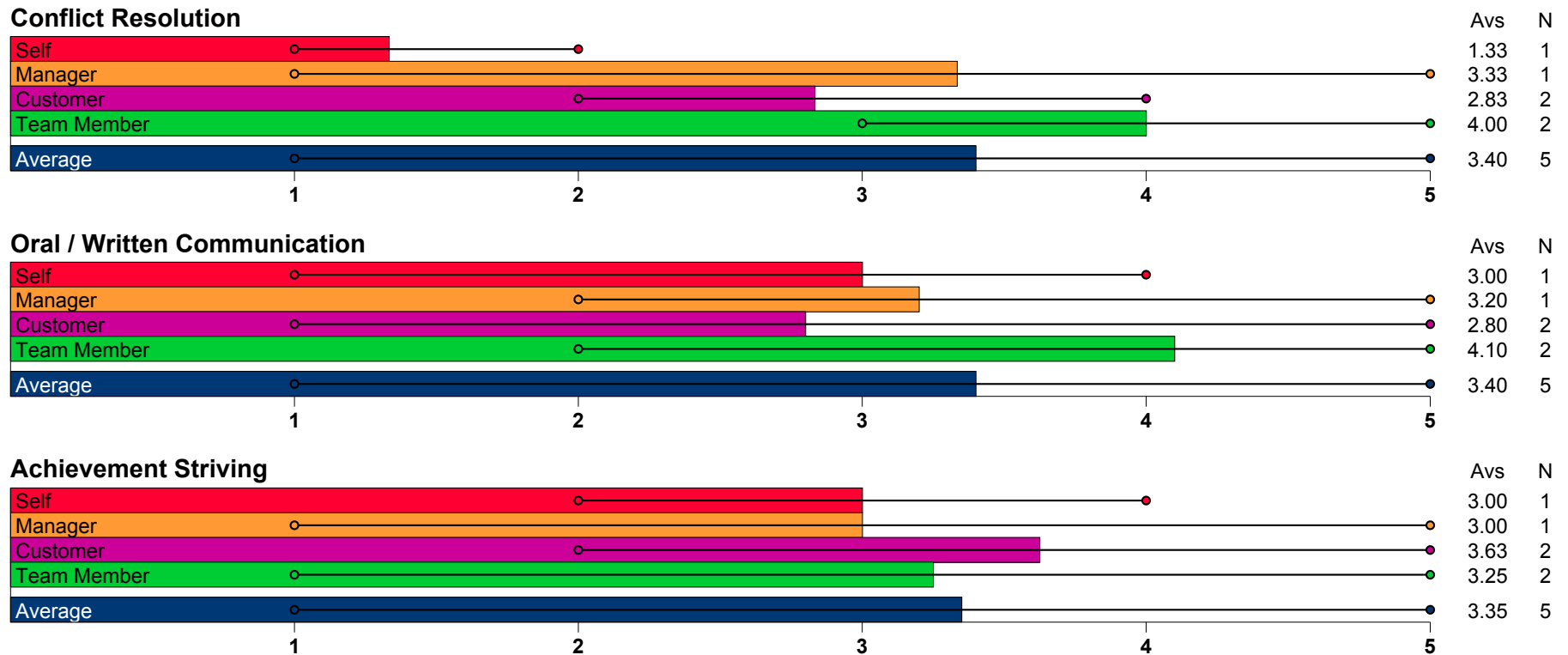
Competency Group Summary



Competency Summary

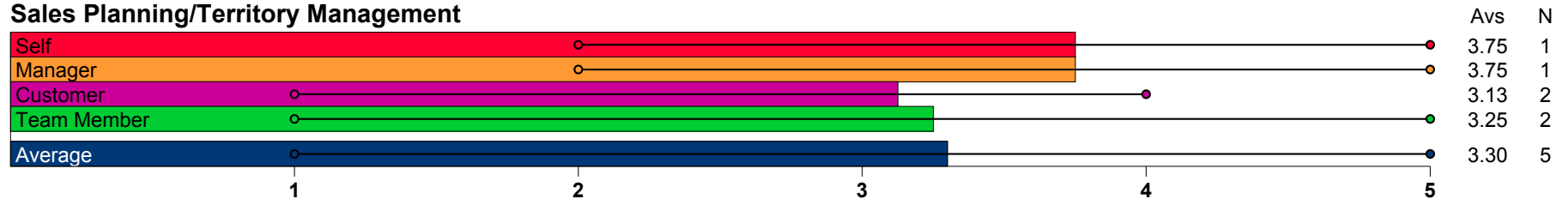


Competency Summary Continued

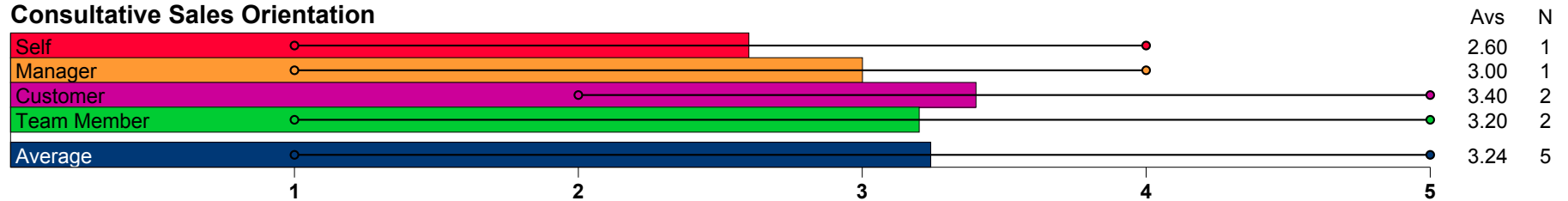


Competency Summary Continued

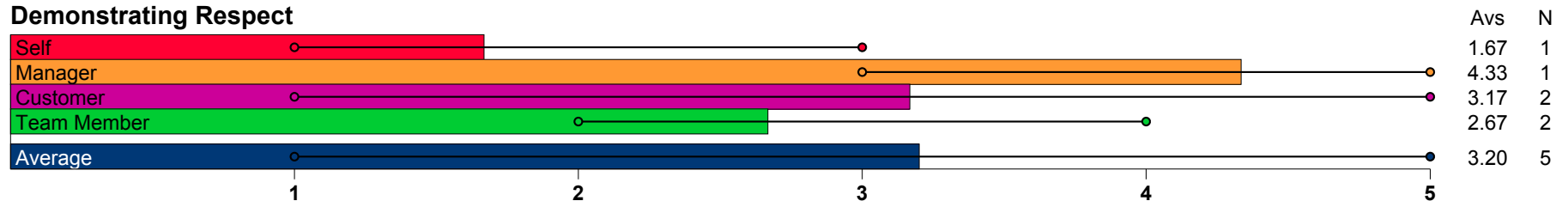
Sales Planning/Territory Management



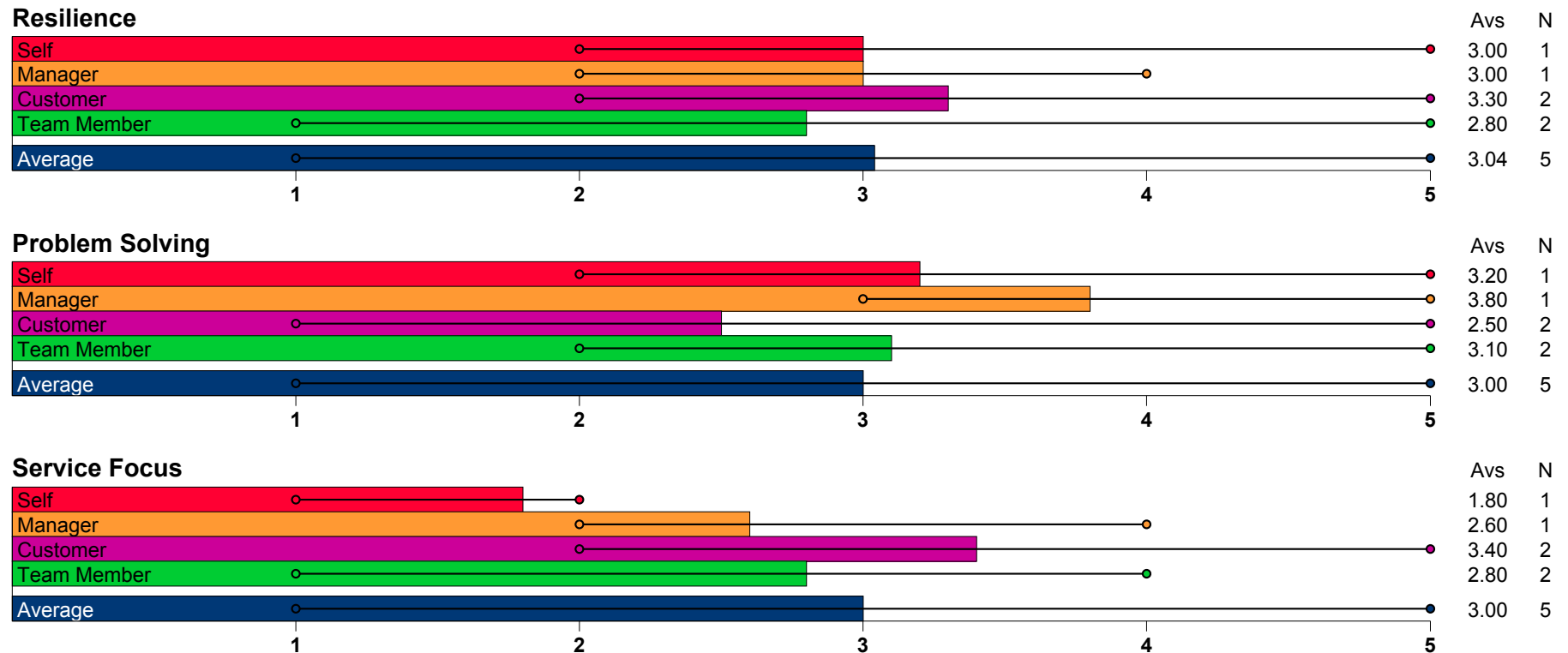
Consultative Sales Orientation



Demonstrating Respect

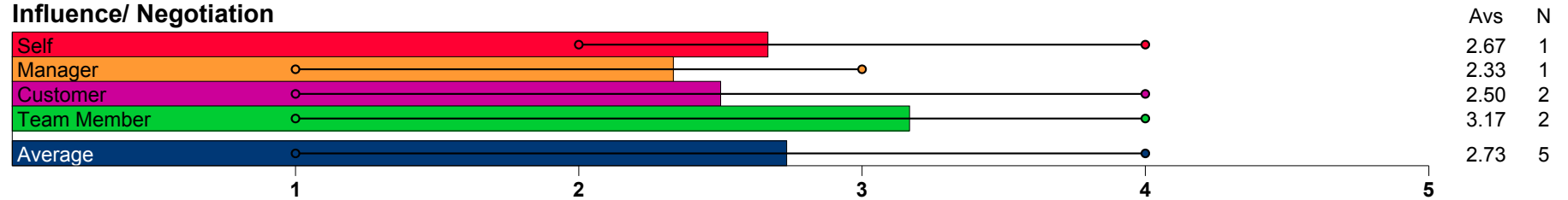


Competency Summary Continued



Competency Summary Continued

Influence/ Negotiation



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
Explains the benefits and features from using our products and services.	Consultative Sales Orientation	4.20	0	0	1	2	2
Provides clear, concise, and logical answers to questions from others.	Oral / Written Communication	4.20	0	1	0	1	3
Sets ambitious sales goals and strives to consistently exceed them.	Achievement Striving	4.00	0	0	2	1	2
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	1	3	1
Utilizes and manages time productively	Sales Planning/Territory Management	4.00	0	0	1	3	1
Pursues continuous learning and self-development of knowledge, experiences and skills.	Self-Development	4.00	0	0	2	1	2
Provides an equivalent level of service to all of my account needs, even when there is no incentive to do so.	Enabling Trust	3.80	0	1	0	3	1
Generates and considers multiple options before making a decision.	Problem Solving	3.80	0	2	0	0	3
Takes actions and makes decisions with minimal direction from others.	Achievement Striving	3.80	0	0	2	2	1

Most Frequent Behaviors - All Raters

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Summarizes and paraphrases what I have said in order to clarify understanding.	Listening	3.80	0	0	2	2	1
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	Listening	3.80	1	0	0	2	2

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
Demonstrates respect for my decision when I refrain from purchasing the product or service.	Demonstrating Respect	5.00	0	0	0	0	1
Responds to my objections in a respectful manner.	Demonstrating Respect	5.00	0	0	0	0	1
Utilizes and manages time productively	Sales Planning/Territory Management	5.00	0	0	0	0	1
Sets ambitious sales goals and strives to consistently exceed them.	Achievement Striving	5.00	0	0	0	0	1
Provides clear, concise, and logical answers to questions from others.	Oral / Written Communication	5.00	0	0	0	0	1
Gives presentations that are clear and logically organized.	Oral / Written Communication	5.00	0	0	0	0	1
Demonstrates an attempt to understand opposing points of view.	Conflict Resolution	5.00	0	0	0	0	1
Sticks with a decision or course of action unless it is obvious that it is incorrect.	Problem Solving	5.00	0	0	0	0	1
Generates and considers multiple options before making a decision.	Problem Solving	5.00	0	0	0	0	1
Performs all tasks and responsibilities in accordance with my standards and expectations.	Service Focus	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
Directs discussions of opposing views towards a win-win agreement.	Conflict Resolution	4.00	0	0	0	1	0
Explains the benefits and features from using our products and services.	Consultative Sales Orientation	4.00	0	0	0	1	0
Provides warnings about any possible problems that can arise during the use of the product or service.	Consultative Sales Orientation	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 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
Realistically appraises his/her own strengths and development areas.	Self-Development	4.00	0	0	0	1	0
Seeks and applies feedback and constructive criticism from others.	Self-Development	4.00	0	0	0	1	0
Handles pressure and stress (e.g. maintains poise, stays calm under pressure, avoids losing control of his/her emotions).	Resilience	4.00	0	0	0	1	0
Listens to what I say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	Listening	4.00	0	0	0	1	0
Summarizes and paraphrases what I have said in order to clarify understanding.	Listening	4.00	0	0	0	1	0
Discusses any disadvantages of the product or service objectively.	Enabling Trust	4.00	0	0	0	1	0

Most Frequent Behaviors - Customer

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
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	Listening	5.00	0	0	0	0	2
Pursues continuous learning and self-development of knowledge, experiences and skills.	Self-Development	4.50	0	0	0	1	1
Provides an equivalent level of service to all of my account needs, even when there is no incentive to do so.	Enabling Trust	4.50	0	0	0	1	1
Allows me to make purchasing decisions that are free from pressure.	Demonstrating Respect	4.00	0	0	1	0	1
Explains the benefits and features from using our products and services.	Consultative Sales Orientation	4.00	0	0	1	0	1
Provides information about new developments in the industry that are relevant to my buying decisions.	Consultative Sales Orientation	4.00	0	0	0	2	0
Uses appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan, activity, approach or method from prospects, clients, or others.	Influence/ Negotiation	4.00	0	0	0	2	0
After responding to objections, asks whether concerns have been satisfied.	Oral / Written Communication	4.00	0	0	1	0	1

Most Frequent Behaviors - Customer

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Demonstrates enthusiasm about the goals he/she sets and gets satisfaction from surpassing previous goals (his/her own or others').	Achievement Striving	4.00	0	0	0	2	0
Takes actions and makes decisions with minimal direction from others.	Achievement Striving	4.00	0	0	1	0	1
Provides more service than competing sales people.	Service Focus	4.00	0	0	0	2	0
Performs all tasks and responsibilities in accordance with my standards and expectations.	Service Focus	4.00	0	0	0	2	0
Maintains a positive outlook and attitude when encountering adversity and challenge.	Resilience	4.00	0	0	1	0	1
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	2	0
Establishes a logical sequence of work activities	Sales Planning/Territory Management	4.00	0	0	0	2	0

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
Provides clear, concise, and logical answers to questions from others.	Oral / Written Communication	5.00	0	0	0	0	2
Demonstrates an attempt to understand opposing points of view.	Conflict Resolution	4.50	0	0	0	1	1
Writes technical information in an easily understood manner.	Oral / Written Communication	4.50	0	0	0	1	1
Uses written communications effectively and appropriately.	Oral / Written Communication	4.50	0	0	0	1	1
Explains the benefits and features from using our products and services.	Consultative Sales Orientation	4.50	0	0	0	1	1
Waits out silences and listens patiently without interrupting others.	Listening	4.50	0	0	0	1	1
Summarizes and paraphrases what I have said in order to clarify understanding.	Listening	4.50	0	0	0	1	1
Effectively manages and resolves interpersonal differences/conflicts with others.	Conflict Resolution	4.00	0	0	1	0	1
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	1	0	1
Utilizes and manages time productively	Sales Planning/Territory Management	4.00	0	0	0	2	0

Most Frequent Behaviors - Team Member

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Pursues continuous learning and self-development of knowledge, experiences and skills.	Self-Development	4.00	0	0	1	0	1
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	Listening	4.00	0	0	0	2	0
Takes actions and makes decisions with minimal direction from others.	Achievement Striving	4.00	0	0	0	2	0
Sets ambitious sales goals and strives to consistently exceed them.	Achievement Striving	4.00	0	0	1	0	1
Provides objective and impartial advice about my purchasing decision.	Enabling Trust	4.00	0	0	1	0	1
Provides an equivalent level of service to all of my account needs, even when there is no incentive to do so.	Enabling Trust	4.00	0	0	0	2	0

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
Researches and utilizes available information in order to understand and solve issues and problems.	Problem Solving	2.00	2	1	2	0	0
Keeps me informed in a timely manner.	Service Focus	2.40	0	4	0	1	0
Establishes a logical sequence of work activities	Sales Planning/Territory Management	2.60	1	2	0	2	0
Creates and analyzes a sales territory plan to cultivate new prospects, identify old or lost customers and increase sales with existing clients	Sales Planning/Territory Management	2.60	2	1	0	1	1
Maintains a consistently high level of prospecting calls when encountering adversity or rejection.	Resilience	2.60	1	1	2	1	0
Responds to my objections in a way that helps me see my purchasing decision in new and useful ways.	Consultative Sales Orientation	2.60	0	3	1	1	0
Follows up on all promises and completes all commitments.	Service Focus	2.60	1	1	2	1	0
Maximizes his/her exposure in the market through consistent cold calls, effective marketing, and relationship-building.	Achievement Striving	2.60	1	1	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
Discloses his/her perspective and offers advice and creative ideas to support win-win solutions for clients.	Influence/ Negotiation	2.60	1	1	2	1	0
Provides information about new developments in the industry that are relevant to my buying decisions.	Consultative Sales Orientation	2.80	2	0	0	3	0
Provides relevant facts, research and information to facilitate successful negotiations over price, service and/or other options.	Influence/ Negotiation	2.80	1	0	3	1	0
Uses appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan, activity, approach or method from prospects, clients, or others.	Influence/ Negotiation	2.80	2	0	0	3	0
Demonstrates respect for my decision when I refrain from purchasing the product or service.	Demonstrating Respect	2.80	1	1	2	0	1
Makes high quality and logical decisions based on adequate information.	Problem Solving	2.80	0	2	2	1	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
Provides information about new developments in the industry that are relevant to my buying decisions.	Consultative Sales Orientation	1.00	1	0	0	0	0
Effectively manages and resolves interpersonal differences/conflicts with others.	Conflict Resolution	1.00	1	0	0	0	0
Demonstrates enthusiasm about the goals he/she sets and gets satisfaction from surpassing previous goals (his/her own or others').	Achievement Striving	1.00	1	0	0	0	0
Uses appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan, activity, approach or method from prospects, clients, or others.	Influence/ Negotiation	1.00	1	0	0	0	0
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	Listening	1.00	1	0	0	0	0
Follows up on all promises and completes all commitments.	Service Focus	2.00	0	1	0	0	0
Provides more service than competing sales people.	Service Focus	2.00	0	1	0	0	0
Keeps me informed in a timely manner.	Service Focus	2.00	0	1	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
Maintains a positive outlook and attitude when encountering adversity and challenge.	Resilience	2.00	0	1	0	0	0
Establishes a logical sequence of work activities	Sales Planning/Territory Management	2.00	0	1	0	0	0
Provides an equivalent level of service to all of my account needs, even when there is no incentive to do so.	Enabling Trust	2.00	0	1	0	0	0
After responding to objections, asks whether concerns have been satisfied.	Oral / Written Communication	2.00	0	1	0	0	0
Uses written communications effectively and appropriately.	Oral / Written Communication	2.00	0	1	0	0	0
Writes technical information in an easily understood manner.	Oral / Written Communication	2.00	0	1	0	0	0
Waits out silences and listens patiently without interrupting others.	Listening	2.00	0	1	0	0	0

Least Frequent Behaviors - Customer

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
Researches and utilizes available information in order to understand and solve issues and problems.	Problem Solving	1.00	2	0	0	0	0
Creates and analyzes a sales territory plan to cultivate new prospects, identify old or lost customers and increase sales with existing clients	Sales Planning/Territory Management	1.00	2	0	0	0	0
Discloses his/her perspective and offers advice and creative ideas to support win-win solutions for clients.	Influence/ Negotiation	1.50	1	1	0	0	0
Responds to my objections in a way that helps me see my purchasing decision in new and useful ways.	Consultative Sales Orientation	2.00	0	2	0	0	0
Provides relevant facts, research and information to facilitate successful negotiations over price, service and/or other options.	Influence/ Negotiation	2.00	1	0	1	0	0
Gives presentations that are clear and logically organized.	Oral / Written Communication	2.00	0	2	0	0	0
Uses written communications effectively and appropriately.	Oral / Written Communication	2.00	1	0	1	0	0
Demonstrates an attempt to understand opposing points of view.	Conflict Resolution	2.00	0	2	0	0	0

Least Frequent Behaviors - Customer

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Demonstrates respect for my decision when I refrain from purchasing the product or service.	Demonstrating Respect	2.00	1	0	1	0	0
Sticks with a decision or course of action unless it is obvious that it is incorrect.	Problem Solving	2.00	1	0	1	0	0
Keeps me informed in a timely manner.	Service Focus	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
Establishes a logical sequence of work activities	Sales Planning/Territory Management	1.50	1	1	0	0	0
Follows up on all promises and completes all commitments.	Service Focus	2.00	1	0	1	0	0
Maximizes his/her exposure in the market through consistent cold calls, effective marketing, and relationship-building.	Achievement Striving	2.00	1	0	1	0	0
Maintains a consistently high level of prospecting calls when encountering adversity or rejection.	Resilience	2.50	1	0	0	1	0
Maintains a positive outlook and attitude when encountering adversity and challenge.	Resilience	2.50	0	1	1	0	0
Maintains an effective balance between work, family, and personal life.	Resilience	2.50	1	0	0	1	0
Discusses any disadvantages of the product or service objectively.	Enabling Trust	2.50	1	0	0	1	0
Allows me to make purchasing decisions that are free from pressure.	Demonstrating Respect	2.50	0	1	1	0	0
Demonstrates respect for my decision when I refrain from purchasing the product or service.	Demonstrating Respect	2.50	0	1	1	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
Performs all tasks and responsibilities in accordance with my standards and expectations.	Service Focus	2.50	0	1	1	0	0
Uses appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan, activity, approach or method from prospects, clients, or others.	Influence/ Negotiation	2.50	1	0	0	1	0
Provides information about new developments in the industry that are relevant to my buying decisions.	Consultative Sales Orientation	2.50	1	0	0	1	0
Provides all relevant information about the product or service.	Consultative Sales Orientation	2.50	0	1	1	0	0
Researches and utilizes available information in order to understand and solve issues and problems.	Problem Solving	2.50	0	1	1	0	0

Behavior Summary

The average score for each SalesView360 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	Customer	Team Member	Average
Listening	3.25 (0.59)	2.75 (0.35)	3.50 (0.44)	4.00 (0.57)	3.55 (0.42)
Maintains appropriate eye contact and attentive non-verbal behavior when being spoken to.	3.00 (1.00)	1.00 (1.00)	5.00 (1.00)	4.00 (1.00)	3.80 (0.27)
Summarizes and paraphrases what I have said in order to clarify understanding.	4.00 (1.00)	4.00 (1.00)	3.00 (1.00)	4.50 (0.75)	3.80 (0.63)
Waits out silences and listens patiently without interrupting others.	2.00 (1.00)	2.00 (1.00)	3.00 (0.50)	4.50 (0.75)	3.40 (0.40)
Listens to what I say in a way that shows understanding (e.g., uses statements like, "You feel..." or "You seem to be saying...").	4.00 (1.00)	4.00 (1.00)	3.00 (0.50)	3.00 (0.50)	3.20 (0.51)
Self-Development	3.00 (1.00)	3.67 (0.76)	3.50 (0.52)	3.50 (0.52)	3.53 (0.56)
Pursues continuous learning and self-development of knowledge, experiences and skills.	3.00 (1.00)	3.00 (1.00)	4.50 (0.75)	4.00 (0.50)	4.00 (0.55)

Behavior Summary Continued

Questions	Self	Manager	Customer	Team Member	Average
Self-Development	3.00 (1.00)	3.67 (0.76)	3.50 (0.52)	3.50 (0.52)	3.53 (0.56)
Seeks and applies feedback and constructive criticism from others.	3.00 (1.00)	4.00 (1.00)	3.00 (1.00)	3.50 (0.75)	3.40 (0.76)
Realistically appraises his/her own strengths and development areas.	3.00 (1.00)	4.00 (1.00)	3.00 (0.50)	3.00 (0.50)	3.20 (0.51)
Enabling Trust	3.33 (0.76)	3.00 (0.59)	3.83 (0.47)	3.50 (0.37)	3.53 (0.43)
Provides an equivalent level of service to all of my account needs, even when there is no incentive to do so.	4.00 (1.00)	2.00 (1.00)	4.50 (0.75)	4.00 (1.00)	3.80 (0.51)
Provides objective and impartial advice about my purchasing decision.	3.00 (1.00)	3.00 (1.00)	3.50 (0.25)	4.00 (0.50)	3.60 (0.40)
Discusses any disadvantages of the product or service objectively.	3.00 (1.00)	4.00 (1.00)	3.50 (0.75)	2.50 (0.25)	3.20 (0.42)
Conflict Resolution	1.33 (0.76)	3.33 (0.15)	2.83 (0.55)	4.00 (0.59)	3.40 (0.40)
Demonstrates an attempt to understand opposing points of view.	1.00 (1.00)	5.00 (1.00)	2.00 (1.00)	4.50 (0.75)	3.60 (0.32)
Directs discussions of opposing views towards a win-win agreement.	2.00 (1.00)	4.00 (1.00)	3.50 (0.75)	3.50 (0.75)	3.60 (0.76)
Effectively manages and resolves interpersonal differences/conflicts with others.	1.00 (1.00)	1.00 (1.00)	3.00 (0.50)	4.00 (0.50)	3.00 (0.29)
Oral / Written Communication	3.00 (0.45)	3.20 (0.27)	2.80 (0.30)	4.10 (0.53)	3.40 (0.31)
Provides clear, concise, and logical answers to questions from others.	4.00 (1.00)	5.00 (1.00)	3.00 (0.50)	5.00 (1.00)	4.20 (0.42)
Writes technical information in an easily understood manner.	3.00 (1.00)	2.00 (1.00)	3.00 (0.00)	4.50 (0.75)	3.40 (0.19)
After responding to objections, asks whether concerns have been satisfied.	1.00 (1.00)	2.00 (1.00)	4.00 (0.50)	3.50 (0.75)	3.40 (0.49)
Uses written communications effectively and appropriately.	3.00 (1.00)	2.00 (1.00)	2.00 (0.50)	4.50 (0.75)	3.00 (0.29)
Gives presentations that are clear and logically organized.	4.00 (1.00)	5.00 (1.00)	2.00 (1.00)	3.00 (0.50)	3.00 (0.37)
Achievement Striving	3.00 (0.65)	3.00 (0.29)	3.63 (0.57)	3.25 (0.40)	3.35 (0.42)
Sets ambitious sales goals and strives to consistently exceed them.	3.00 (1.00)	5.00 (1.00)	3.50 (0.75)	4.00 (0.50)	4.00 (0.55)

Behavior Summary Continued

Questions	Self	Manager	Customer	Team Member	Average
Achievement Striving	3.00 (0.65)	3.00 (0.29)	3.63 (0.57)	3.25 (0.40)	3.35 (0.42)
Takes actions and makes decisions with minimal direction from others.	4.00 (1.00)	3.00 (1.00)	4.00 (0.50)	4.00 (1.00)	3.80 (0.63)
Demonstrates enthusiasm about the goals he/she sets and gets satisfaction from surpassing previous goals (his/her own or others').	3.00 (1.00)	1.00 (1.00)	4.00 (1.00)	3.00 (0.50)	3.00 (0.37)
Maximizes his/her exposure in the market through consistent cold calls, effective marketing, and relationship-building.	2.00 (1.00)	3.00 (1.00)	3.00 (0.50)	2.00 (0.50)	2.60 (0.49)
Sales Planning/Territory Management	3.75 (0.46)	3.75 (0.46)	3.13 (0.37)	3.25 (0.30)	3.30 (0.35)
Utilizes and manages time productively	4.00 (1.00)	5.00 (1.00)	3.50 (0.75)	4.00 (1.00)	4.00 (0.68)
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)	4.00 (1.00)	4.00 (0.50)	4.00 (0.68)
Creates and analyzes a sales territory plan to cultivate new prospects, identify old or lost customers and increase sales with existing clients	2.00 (1.00)	4.00 (1.00)	1.00 (1.00)	3.50 (0.25)	2.60 (0.19)
Establishes a logical sequence of work activities	5.00 (1.00)	2.00 (1.00)	4.00 (1.00)	1.50 (0.75)	2.60 (0.40)
Consultative Sales Orientation	2.60 (0.49)	3.00 (0.45)	3.40 (0.44)	3.20 (0.42)	3.24 (0.43)
Explains the benefits and features from using our products and services.	4.00 (1.00)	4.00 (1.00)	4.00 (0.50)	4.50 (0.75)	4.20 (0.63)
Provides warnings about any possible problems that can arise during the use of the product or service.	1.00 (1.00)	4.00 (1.00)	3.50 (0.25)	3.50 (0.75)	3.60 (0.49)
Provides all relevant information about the product or service.	3.00 (1.00)	3.00 (1.00)	3.50 (0.75)	2.50 (0.75)	3.00 (0.68)
Provides information about new developments in the industry that are relevant to my buying decisions.	2.00 (1.00)	1.00 (1.00)	4.00 (1.00)	2.50 (0.25)	2.80 (0.27)
Responds to my objections in a way that helps me see my purchasing decision in new and useful ways.	3.00 (1.00)	3.00 (1.00)	2.00 (1.00)	3.00 (0.50)	2.60 (0.60)

Behavior Summary Continued

Questions	Self	Manager	Customer	Team Member	Average
Demonstrating Respect	1.67 (0.53)	4.33 (0.53)	3.17 (0.27)	2.67 (0.63)	3.20 (0.36)
Responds to my objections in a respectful manner.	1.00 (1.00)	5.00 (1.00)	3.50 (0.25)	3.00 (0.50)	3.60 (0.32)
Allows me to make purchasing decisions that are free from pressure.	1.00 (1.00)	3.00 (1.00)	4.00 (0.50)	2.50 (0.75)	3.20 (0.51)
Demonstrates respect for my decision when I refrain from purchasing the product or service.	3.00 (1.00)	5.00 (1.00)	2.00 (0.50)	2.50 (0.75)	2.80 (0.34)
Resilience	3.00 (0.45)	3.00 (0.68)	3.30 (0.45)	2.80 (0.38)	3.04 (0.44)
Handles pressure and stress (e.g. maintains poise, stays calm under pressure, avoids losing control of his/her emotions).	2.00 (1.00)	4.00 (1.00)	3.50 (0.25)	3.50 (0.25)	3.60 (0.32)
Demonstrates resilience, adaptability and flexibility during challenging situations and times.	5.00 (1.00)	3.00 (1.00)	3.00 (0.50)	3.00 (1.00)	3.00 (0.68)
Maintains an effective balance between work, family, and personal life.	3.00 (1.00)	3.00 (1.00)	3.50 (0.75)	2.50 (0.25)	3.00 (0.45)
Maintains a positive outlook and attitude when encountering adversity and challenge.	3.00 (1.00)	2.00 (1.00)	4.00 (0.50)	2.50 (0.75)	3.00 (0.45)
Maintains a consistently high level of prospecting calls when encountering adversity or rejection.	2.00 (1.00)	3.00 (1.00)	2.50 (0.75)	2.50 (0.25)	2.60 (0.49)
Problem Solving	3.20 (0.51)	3.80 (0.51)	2.50 (0.36)	3.10 (0.53)	3.00 (0.40)
Generates and considers multiple options before making a decision.	2.00 (1.00)	5.00 (1.00)	3.50 (0.25)	3.50 (0.25)	3.80 (0.27)
Makes decisions confidently and quickly when necessary.	3.00 (1.00)	3.00 (1.00)	3.50 (0.75)	3.50 (0.75)	3.40 (0.76)
Sticks with a decision or course of action unless it is obvious that it is incorrect.	5.00 (1.00)	5.00 (1.00)	2.00 (0.50)	3.00 (1.00)	3.00 (0.37)
Makes high quality and logical decisions based on adequate information.	3.00 (1.00)	3.00 (1.00)	2.50 (0.75)	3.00 (0.50)	2.80 (0.63)
Researches and utilizes available information in order to understand and solve issues and problems.	3.00 (1.00)	3.00 (1.00)	1.00 (1.00)	2.50 (0.75)	2.00 (0.55)

Behavior Summary Continued

Questions	Self	Manager	Customer	Team Member	Average
Service Focus	1.80 (0.80)	2.60 (0.60)	3.40 (0.49)	2.80 (0.56)	3.00 (0.51)
Performs all tasks and responsibilities in accordance with my standards and expectations.	1.00 (1.00)	4.00 (1.00)	4.00 (1.00)	2.50 (0.75)	3.40 (0.60)
Sends follow-up communications after sales conversations to document any commitments and ensure client satisfaction.	2.00 (1.00)	3.00 (1.00)	3.50 (0.25)	3.50 (0.75)	3.40 (0.49)
Provides more service than competing sales people.	2.00 (1.00)	2.00 (1.00)	4.00 (1.00)	3.00 (1.00)	3.20 (0.63)
Follows up on all promises and completes all commitments.	2.00 (1.00)	2.00 (1.00)	3.50 (0.75)	2.00 (0.50)	2.60 (0.49)
Keeps me informed in a timely manner.	2.00 (1.00)	2.00 (1.00)	2.00 (1.00)	3.00 (0.50)	2.40 (0.60)
Influence/ Negotiation	2.67 (0.53)	2.33 (0.53)	2.50 (0.37)	3.17 (0.47)	2.73 (0.41)
Uses appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan, activity, approach or method from prospects, clients, or others.	2.00 (1.00)	1.00 (1.00)	4.00 (1.00)	2.50 (0.25)	2.80 (0.27)
Provides relevant facts, research and information to facilitate successful negotiations over price, service and/or other options.	4.00 (1.00)	3.00 (1.00)	2.00 (0.50)	3.50 (0.75)	2.80 (0.51)
Discloses his/her perspective and offers advice and creative ideas to support win-win solutions for clients.	2.00 (1.00)	3.00 (1.00)	1.50 (0.75)	3.50 (0.75)	2.60 (0.49)

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 SalesView360 Feedback Report

Your reactions to your SalesView360 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 13 SalesView360 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	Consultative Sales Orientation		
	Service Focus		
	Sales Planning/Territory Management		
Interpersonal	Enabling Trust		
	Demonstrating Respect		
	Conflict Resolution		
	Influence/ Negotiation		
	Listening		
	Oral / Written Communication		
Intrapersonal	Achievement Striving		
	Resilience		
	Problem Solving		
	Self-Development		

Development Planning Guide Continued

Focusing On Development

List three scale strengths based upon your SalesView360 results below:

1. _____
2. _____
3. _____

List three possible development scales based upon your SalesView360 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 SalesView360 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:	