

Prepared by:



Salesperson Development Report

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**Partnering With You To Drive
Organizational Effectiveness**

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Introduction

Purpose of the Salesperson Development Report

Applied research, combined with more than 35 years of practical experience, has highlighted the fact that **greater self-awareness** leads to greater career success. The more you know about yourself, the more it will help you to be productive, successful, and happy in your endeavors. This principle is particularly true for sales professionals, who work closely with customers, vendors, and co-workers in order to accomplish their goals and to excel at what they do.

The intention of this report can be thought of as a **looking glass**, which reflects your style of relating with others as you work toward your sales goals. The results shown on this report reflect how you report yourself on a personality questionnaire, and in comparison to other highly successful salespersons.

No person is perfectly suited for his or her occupational role. Instead, every person exhibits personal **gifts** and **limits** relative to the activities that comprise a job. The intention of this report is to assist you in gaining a clearer perspective of your gifts and limits. Once identified, the report then provides you with developmental suggestions and Action Plan options to help you drive your development forward.

Why Use the Salesperson Development Report?

Professional development and behavioral change requires more than heightened self-awareness—it also requires **capitalizing on your strengths** and **reducing your deficiencies**. Often, organizations enroll employees in various training and development courses only when weaknesses are identified. This approach rarely is successful in achieving sustained behavioral change. Sure, the behavior may change for a day to two, perhaps even a week. But, how many times have you attended a seminar or a training class to find yourself reverting to your former ways only a few months after the course?

The Personal Development Process

We suggest you follow the **Personal Development Process**[®], depicted at the end of this section, as you read through this report. Personal development is best described as a five-step, repeatable, dynamic process. Its effectiveness depends on its focus and implementation. In this case, the goal of becoming or remaining the

Number One Salesperson in the company is the framework for the skills and resources we discuss.

As you progress from section to section, take time to allow yourself to explore the various questions and issues.

The components of the Personal Development Process[®] include:

- ⇒ Setting Your **Mission**
- ⇒ Taking a **Personal Inventory**
- ⇒ Identifying **Learning Pathways**
- ⇒ Taking **Action**
- ⇒ Evaluating **Results**

Setting Your Mission:

Before starting developmental activities, it is imperative to identify your goal or intention. Without a definite direction, personal and professional development happens randomly and sporadically. It is critical that the end goal or accomplishment is clear in your mind so that the developmental exercise is focused and appropriate for your career growth.

To help you set your mission, you may want to identify – and put in writing – specific strategies and tactics that you can monitor on a regular basis. Breaking down a large goal into smaller, more manageable components is often more motivating. For instance:

MISSION

To be the highest selling person in my company for next year.



STRATEGY

Each quarter I will be the top seller.



TACTIC

Every day I will prospect one new client

Taking Your Personal Inventory:

Once your Mission has been identified, the next step is to assess your gifts and limitations relative to the competencies demanded for a successful salesperson. This report, in fact, is your Personal Inventory. The dimensions on which you are being assessed have been

identified as being critical to successful selling. Your personal inventory compares the critical attributes to the attributes you possess.

The areas covered in this inventory include:

- Problem-Solving Ability
- Prominence
- Friendliness
- Self-Control
- Resilience
- Independence
- Tough-Mindedness

Your scores on the various dimensions will also be compared to the scores of a large sample of successful salespersons.

Identifying Learning Pathways:

As you read your Personal Inventory, you will learn of differences, or gaps, that exist between how you describe yourself versus how other top performing salespersons describe themselves. These gaps identify areas for growth and development. We have provided you with developmental suggestions for each gap. It is important to focus on one or two developmental activities that would provide you with the greatest benefits for your effort. Trying to tackle all of the developmental activities would be overwhelming and de-motivating.

Taking Action:

To change your behavior and achieve your goal of professional growth and development, it is critical to put into action the skills that you learn from the developmental suggestions. Without practice, the newly acquired behaviors will dissipate. As an analogy, think about professional and world-class athletes. They are continuously practicing their skills, although they may already be one of the best in the world in their sport. They are constantly developing their proficiency. Olympic athletes spend years perfecting their skills for one chance at the gold!

Evaluating Results:

Once you have practiced your new behavior and skill set for several weeks or months, begin asking others to evaluate you. It is not necessary to let others know that you are looking to grow and develop in certain areas; however, it is important to get feedback from others regarding your efforts. For instance, if you are learning to develop your listening skills yet others don't see the results, you may need to adjust your training efforts.

Throughout the Personal Inventory section of this report, we will make specific statements regarding how your style affects the key skills required of highly successful salespersons. Wherever possible, we emphasize how your personality style affects the following critical sales characteristics:

Your ability to...

- ◆ **Prospect for new customers**
- ◆ **Close the sale**
- ◆ **Cold-call**
- ◆ **Network**
- ◆ **Manage your territory**
- ◆ **Negotiate contracts, etc.**

Although this list of critical selling skills is not exhaustive, it does include the basic skills necessary for a successful career in sales.

3-Color Exercise

Getting the Most from Your Salesperson Development Report

The purpose of this report is to identify possible areas of development, so that you become a more effective salesperson. The statements in the report are not truths, but ways of looking at how you respond to people and to life, and how your behavior can have certain advantages and disadvantages, depending upon the situation.

It is important for you to determine which report statements are relevant to your particular set of circumstances. The following technique will assist you in this process and put you in a position to develop your action plan. As you read the following pages about your results, please do the following:

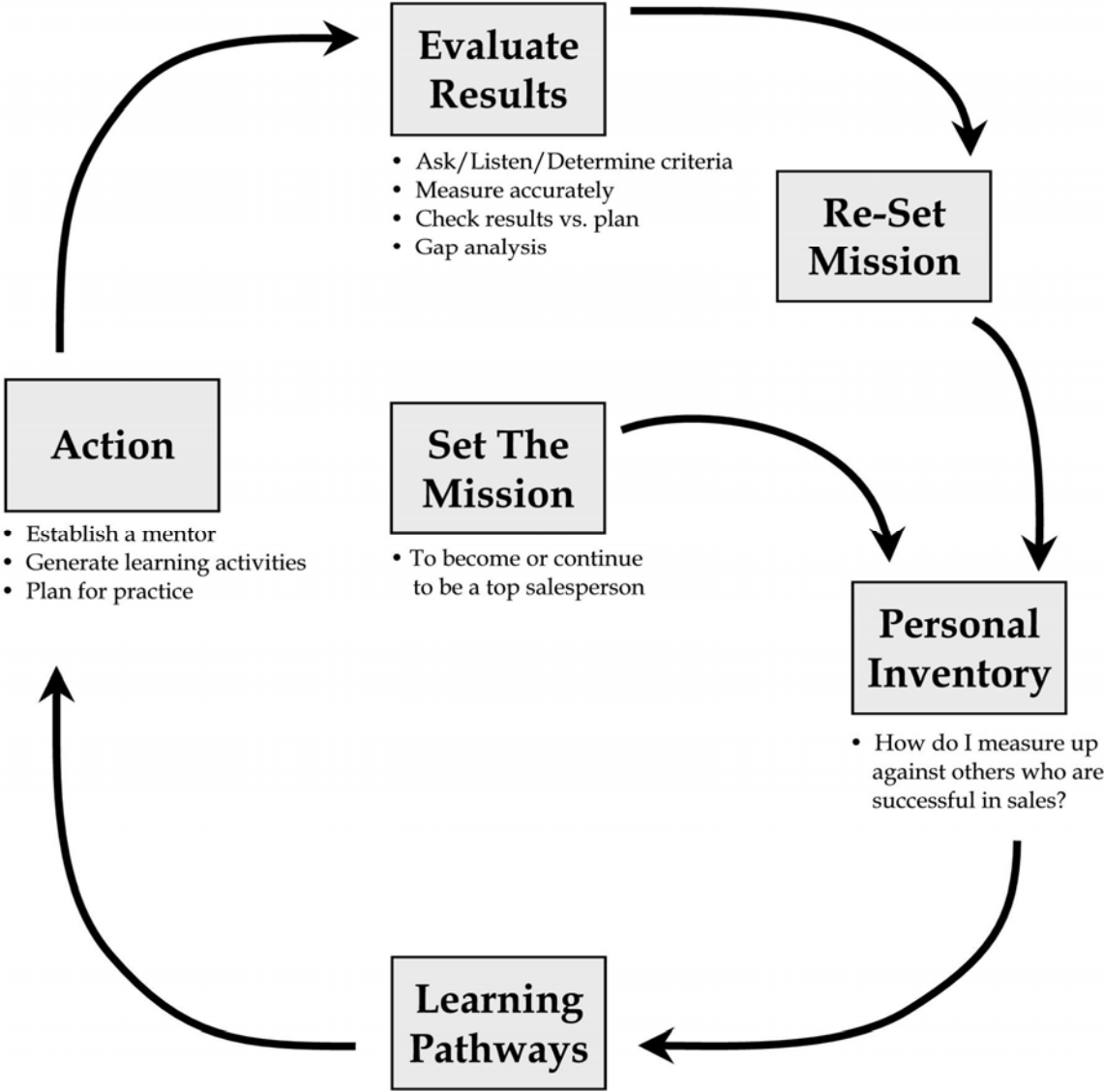
1. Get three different colored highlighters.
 - a. Take one color and go through the statements for each dimension and highlight all the statements that you agree are your strengths.
 - b. Then, take another highlighter and mark all those statements with which you disagree.
 - c. Lastly, take the remaining color and highlight those areas that you agree are possible areas for development.
2. Take a sheet of paper and list all your strengths. You may need a second sheet of paper. (If you get to a third sheet, you may want to consider the developmental possibility of increased humility.)
3. Use another sheet of paper to list the areas with which you disagree. Share these statements with people whom you trust (your spouse, your good friends, your associates). It will be important to see if they agree with you that these statements are not accurate. If you are the only one who thinks the statements do not fit, you may want to reconsider.
4. On a clean sheet of paper, write down the areas that are developmental possibilities. Put them in an order that you see as being most important to least important relative to your job or the mission statement that you may have made for your life.
5. At the end of this report, you will be asked to summarize your strengths and limitations, and to develop an action plan. So, finally, select one or two strength areas and one or two areas for development. Put each of these into the appropriate section of the Action Plan at the end of your report.

For strengths, focus on what is working well with each skill and how you could enhance it so that you will be able to make even better use of this powerful resource. Investigate ways to learn more about this skill and how to apply it better.

For example, many individuals have strong, rational minds and are able to learn very well. They do, however, tend to use primarily their analytical skills and are not as facile at using the creative side of their intellectual resources. Rather than learning more about this area, they just accept that they are not creative and thus do not push or expand in this area. Reading materials that allow for greater understanding of how to be systematically creative (for example, the works of Edward De Bono) allow for expansion of skills in this area. This enables a greater use of intellectual resources that are already available.

For developmental areas, write down a key area that seems most relevant to you — one that you wish to improve upon. Remember that there is nothing all good or all bad about any area. It is important to see how this area works for you currently and how it does not. In this way, you can better focus your learning and be more receptive to the ideas available. For example, many individuals who move into supervision or management are aware that they are very good at getting along with people. In fact, their highly accommodating style has been very effective in operating in teams or working with other groups. However, when it comes to directing the actions of others, which also requires the ability to confront and deal with conflict, these individuals may have difficulty. They attempt to be successful in this area without learning some of the basic skills that go with being effectively assertive.

Personal Development Process



Interpreting the Results

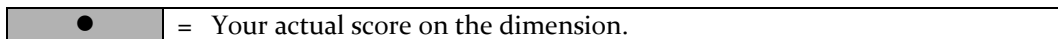
This report is based on computerized comparisons between your responses and the composite responses of hundreds of successful salespeople. The scores, for both you and the average group profile discussed in the report, are derived from the *Sixteen Personality Factor Questionnaire*, 5th Edition (16PF®). The 16PF is a commercially available, thoroughly researched, and well-respected personality inventory that is widely used in business and industry. In general, the 16PF is used to predict occupational success and satisfaction. Other common applications for the 16PF personality assessment in business environments are selection and placement of employees (identifying person-job fit) and career development within organizations.

Your scores for each scale are presented on individual pages. The ability dimension and each personality factor are presented as bar graphs.

The **TYPICAL SCORE** indicates the average score for a top performing salesperson. A score within this range indicates that you report yourself similarly on the particular dimension, as compared to other successful sales professionals.

HIGHER AND LOWER SCORES are deviations from the typical score of the profile of salespersons in the report. If you describe yourself differently as compared to the general profile, an explanation of the differences will appear in a separate statement below the dimension.

YOUR SCORE is represented by a gray bar:



The gray bar indicates a suggested confidence interval around the black dot, which identifies your exact score. The gray bar is a reminder that variations in the measurement process can give a bit more range to these scores than just the dot.

It is unlikely that anyone will match the target ranges for all of the dimensions reflected in this hierarchy. But, it is important to increase your self-awareness and establish the skills required for effective leadership. With a clear understanding of your style, based on these dimensions, you can begin the developmental process.

** As you read through your report, try to remember these two very important ideas:

1. This report is not an evaluation of your performance. Rather, it is a workbook that is intended to help you grow as a professional. It is simply a developmental exercise. This report should be interpreted with caution. The statements contained in the report are not etched in stone nor are they undeniable truths. Think of the statements as questions or hypotheses that must be verified by you and/or others. If a statement seems to be far off the mark or inaccurate, discuss your score with others (friends, family, coworkers, customers, etc.) If they agree with you, ignore the particular score and consider other ones.

Dimensions Analyzed

Below is an explanation of the key dimensions analyzed by this report:

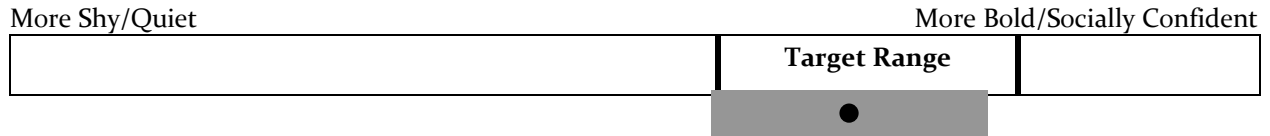
Problem Solving	This score is related to your ability to learn new material quickly, to master the product, to present it well, and to pay attention to client's needs. It is typically related to school grades and will show up in other learning achievements.
Social Skills	This scale measures social and interpersonal skills. It emphasizes being adventurous, socially bold, willing to go out and meet new people, and eager to look into new environments. This behavior is related to success in prospecting, cold calls, and networking. It measures social confidence and composure which balances high enthusiasm. This balance allows you to be more convincing and persuasive.
Friendliness	This scale measures your tendency to be warm, receptive, and expressive. It assesses how quickly you relate to people, and how easily they are able to see your warmth and genuine interest in them. It also measures your openness, forthrightness, and comfort with being appropriately self-disclosing.
Follow-Through	Scores on this scale represent your capacity to direct your energies toward goals and commitments. A score within range indicates your interest in making calls even when the apparent payoff is low. This assesses your perseverance, timeliness, focus, organization, and attention to details. It is a measurement as to how much you keep track of loose ends, and push to have events go smoothly.
Durability & Resilience	This score reflects your capacity to persist under stress, initiate action, and bounce back from disappointment. It is related to confidence, goal-directedness, and endurance.
Drive	This scale denotes ambition and drive, as well as, a determination to get your way. This is an important aspect to being an effective salesperson. It is important to have enough of this element, but not too much or too little. In the right proportion, it will show up as your ability to be purposeful, motivated, and focused without being overly aggressive.
Inuition	This dimension focuses on sensitivity to people and to ideas, and a willingness to try new approaches. There is a good balance between being responsive to how others feel and think and in being practical, factual, and business-minded. This dimension tends to moderate drive and aggressiveness, and it helps in reading others in various social interactions.

Profile Summary Report

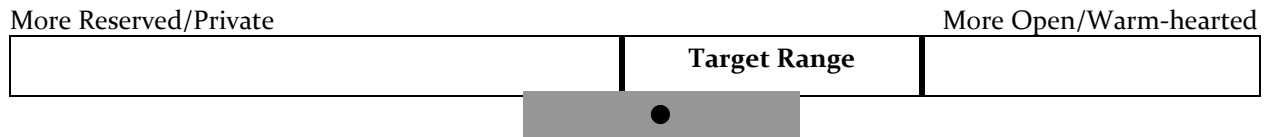
Problem-Solving Ability



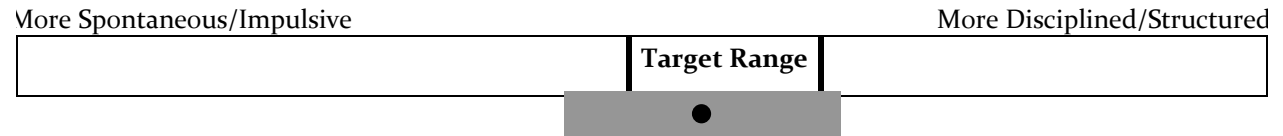
Social Skills



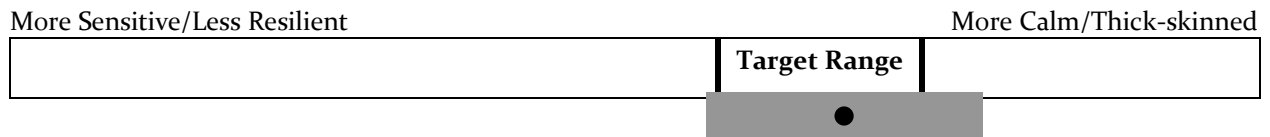
Friendliness



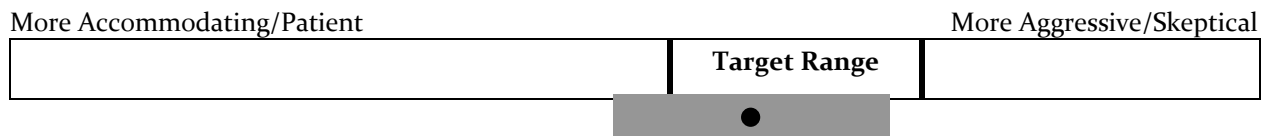
Follow-Through



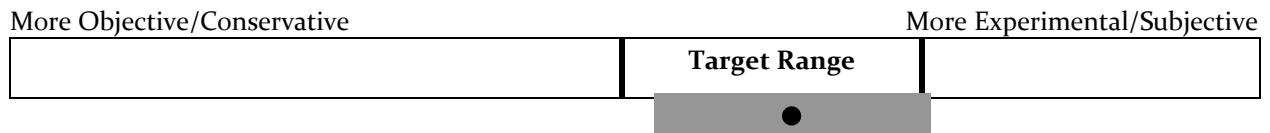
Durability & Resilience



Drive



Intuition



Problem-Solving Ability

This score is related to your ability to learn new material quickly, to master the product, to present it well, and to pay attention to client's needs. It is typically related to school grades and will show up in other learning achievements.

Relevant sales traits include:

- Analytical Learning
- Business Acumen
- Communication

More Concrete/Literal

More Abstract/Complex



You score below the expected level for salespersons. You may struggle with learning new product information or communicating this material to your customer. Thinking on your feet and responding quickly to customer needs may be difficult for you. Your verbal and numerical skills may not be at the level required for top performance in this job.

Strong statements about yourself on this dimension:

You may have a more practical approach to selling, and you may capitalize on your ability to persuade and influence your customers. Learning to balance your pragmatic approach with a more creative one will help you to anticipate and react to customer needs.

Developmental Suggestions:

Developing better thinking skills can lead to more strategic and effective problem solving abilities. Typically, thinking skills are not taught in traditional school coursework, but there are numerous workshops and courses available. Edward DeBono is an author frequently cited in these classes, and his book *Teach Yourself to Think* provides a good foundation. See the Resource List at the end of the report for an inventory of options available to you.

Lower scores on this dimension may suggest you may not read much. If this is true for you, this could limit your vocabulary which is essential for sales people. It can also have an impact on your ability to articulate your thoughts and communicate at a higher level. The ability to persuade and influence others in the sales process can be enhanced by being well read and able to express yourself more effectively.

In addition, if reading is not one of your strengths, it may have an impact on your ability to stay on top of current business trends as well as staying up to date on the latest strategies. If you are not all that comfortable spending time reading, it is as easy as reading 10 pages a day 20 days out of every month and you will read a book in a month's time if not less. Use alternatives, such as books on CD or short downloaded audio topics.

Practice - Keep up to date with your industry and market by reading popular trade publications. For example, read the New York Times, the Wall Street Journal, and Harvard Business Review. Reading current periodicals will help you stay informed regarding your competitors. Doing so can bolster your business acumen. Staying up to date on overall current events will also allow you to develop an "early warning system" for events that may impact your market.

Practice - Spend time with individuals who are more experienced and seasoned. If you are in a technical arena, spend time with the engineers and technicians as they can be a valuable resource and speed your learning curve. In addition, they can perhaps open doors to people who can help *influence your ability to sell more internally in an organization*.

Practice - Debrief individuals who have been spending time in the field. Tap into their knowledge and ask them about competing products/services they have encountered. Find out how these are being received in the market and how they compare to your own products/services, etc. Doing so may add to your sales presentations and to your ability to handle objections, as you will gain valuable knowledge that can complement your customer engagement.

You report yourself as being practical and focused. This is beneficial when it comes to digging in to the details and data, but be careful as you may be guilty of spending too much time in the minutia. You may wind up "missing the forest for the trees". While these traits allow you to concentrate on getting things done in an organized manner, it can limit you from being more strategic. To develop a more visionary and innovative style, consider the following ideas.

Practice - Identify a problem to be solved or a result you would like to achieve. Now brainstorm about the kind of outcomes you would like to produce. Fantasize! Don't worry about how you will accomplish the outcome, just picture "what would it look like if..." Don't limit your vision. State the desired outcome, and then design the steps it might take to get there. Throw your hat over the wall, and then figure out how to get it. Dwell on "what is possible" rather than what you already know how to do. Have fun creating something you didn't think was possible.

Practice - Attend classes or read materials on creative problem solving (i.e. *The Creative Edge, Creative Decision Making*). Learning to become more open and resourceful in discussions with customers will help you anticipate market trends, overcome sales objectives, and manage difficult financing situations, etc.

You tend to push yourself, others, or both for results; this characteristic sometimes leads to impatience. However, it is helpful to keep your eagerness in perspective. Your sales efforts (prospecting and cold calling) and life in general will not proceed as you expect, and many things (i.e. your customer's response) will not proceed as quickly as you anticipate. Moving too quickly may turn off your customers; they may believe you are too high pressure.

Evaluate the kind of sales scenario you are in. Is it highly transactional, fast paced and quick hitting, or does it involve a longer sales cycle with more of a conceptual selling strategy? You may become bored and impatient with the latter. You may give up too quickly on a sale or situation and not give it the time it needs to develop if you do not see instant gratification.

Practice - Take on a project with someone who has a more traditional approach than you do. Pick someone whose thinking has frustrated you in the past, and create a solution that incorporates the best of both of your styles.

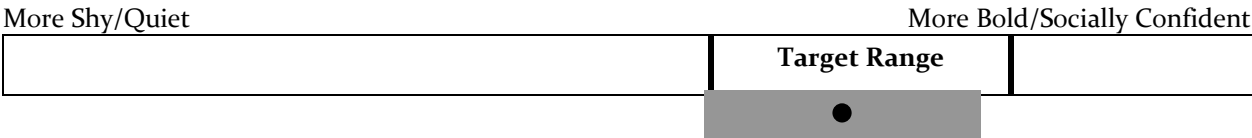
Practice - Use words that emphasize personal choice, such as “I want,” “ I would prefer,” and “I choose.” Using these words will help you focus on what is in your control and what is outside of your control.

Practice - Learning to control your eagerness and to become more patient will help you guide the customer to your desired outcome. You need to decide whether a more driven or patient style is most appropriate; typically, you need to be able to adopt either style, depending on the situation.

Social Skills

This scale measures social and interpersonal skills. It emphasizes being adventurous, socially bold, willing to go out and meet new people, and eager to look into new environments. This behavior is related to success in prospecting, cold calls, and networking. It measures social confidence and composure which balances high enthusiasm. This balance allows you to be more convincing and persuasive.

<i>Relevant sales traits include:</i>
<ul style="list-style-type: none">• Prospecting Skills• Telephone Skills• Presentation Skills



You fall within the target range for being outgoing and people oriented. The advantages of your social comfort lie in the practical fact that successful sales professionals are involved with people on a daily basis, and developing customer relationships with customers is critical to success. Being naturally attentive to people issues has advantages, and your presenting, prospecting, and telephone skills are typically selling strengths. You tend to comfortably navigate new social environments which can advance your social and organizational awareness.

Your score on this dimension is a composite made up of several individual factors. Pay attention to exceptions to your general orientation or where you may have too much concern about others. Salespersons need to be able to be involved and venture into unknown social circumstances with confidence but must also stand firm when necessary and appropriate in challenging negotiations. Generally, you report an awareness and interest in activities and issues that involve interactions with others.

Strong statements about yourself on this dimension:

A contributor to your Social Skills is your ability to deal with life in a calm and even-keeled way. You do not become too upset or too excited by circumstances that life delivers; this quality helps you manage the frustrations and disappointments inherent in the world of sales. You will tend to display initiative as you believe in yourself and in your ideas.

At the same time, you are reporting that you are more reserved and factual when dealing with customers. It may be helpful for you to increase your skill and ability to acknowledge and express your concern and understanding for customer needs.

Adventurousness is helpful in a sales role, which requires travel and a frequent change, initiative, influence and social awareness. However, you are reporting a strong desire for change and activity that you may not remain satisfied with your current situation for any length of time. Thus, you may find it necessary to change your circumstances regularly. This need for change can undermine the stability, consistency, and durability of relationships that you are trying to develop with your customers. Although your presentations and prospecting skills can generally be strengths, your adventurousness can interfere with your preparation and follow through. How you report yourself on this dimension is different than the average high-performing salesperson.

Developmental Suggestions:

While your high interest in adventure and variety assists you in venturing out and initiating customer contact, it may create frustration if life is not changing quickly enough.

This trait is about being socially outgoing. This is beneficial when it comes to cold calling, prospecting, networking and giving presentations. But it can work against if you spend too much time self promoting.

Practice - Impatience with the status quo and boredom with details might be tendencies that get in the way of your effectiveness as a salesperson. Set aside time at the end of each day to review any loose ends. Create a plan that attends to those details. You may have to do follow-up work, or you can assign someone else to do the required tasks. Remember that as a sales professional, you are ultimately responsible. Create accountabilities and follow up on them.

Practice - Develop the frame of mind that you are in this endeavor for the long haul; remember that some sales cycles will take a good deal of time and patience. Don't allow yourself you give up on a customer too easily.

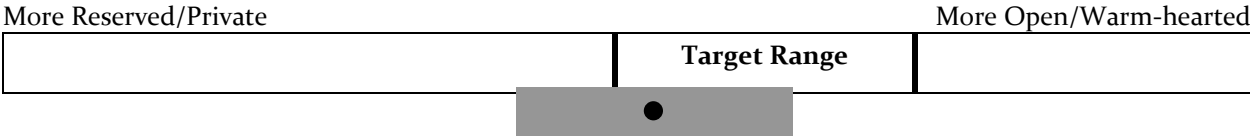
Practice - Confirm that you have followed through on promises or other customer retention efforts. Keep track of what is or is not happening for the customer after the sale has been made.

Practice - Do difficult tasks first during the day when you are fresh, rather than waiting until the end of the day, when you have less energy.

Friendliness

This scale measures your tendency to be warm, receptive, and expressive. It assesses how quickly you relate to people, and how easily they are able to see your warmth and genuine interest in them. It also measures your openness, forthrightness, and comfort with being appropriately self-disclosing.

<i>Relevant sales traits include:</i>
<ul style="list-style-type: none">• Social/Interpersonal• Interpersonal Openness• Group Orientation



Your score is similar to other top performing salespersons. This score indicates that you are reasonably expressive and open and that you are motivated by building relationships with others. These attributes are beneficial as a very large aspect of being a successful salesperson is possessing good social and organizational awareness. Customers tend to buy from those whom they like. You are comfortable working in groups, and you enjoy being part of a team environment. As such, making presentations and entertaining clients is easy and, perhaps, fun for you. At the same time, customers enjoy working with you and find you to be receptive and interested in supporting their needs. While your interest in building relationships is strong, it does not interfere with being focused and accomplishing what needs to be done—closing the sale.

Strong statements about yourself on this dimension:

You report yourself as being a bit more reserved as compared to the general profile of a salesperson. Your style is more typical for engineers or technical people. You are indicating an unusual attitude in that you prefer “things” to “people.” You seem to be removed from frequent people-contact, and you generally like to keep your own company or that of a few close friends. Learning to be more expressive and receptive with your customers can assist you in building these important sales and networking relationships. Doing so can advance your customer orientation and also have a positive impact to your prospecting and telephone skills.

Your tough-minded and serious demeanor may increase the chances that your reserved style inhibits you from developing the strong relationships that you seek.

Developmental Suggestions:

Because you have a stronger interest in things and ideas than in people, your sales relationships may benefit from some conscious attention by demonstrating interest and by engaging in rapport. Your scores on this dimension suggest you may not be very comfortable with small talk. Small talk regarding non-business related items is helpful with building rapport. It is important to make sure you are more skilled in this area. The book *Friendship Factor* can provide insight and help. In a purely transactional selling role or a business development role where long-term relationships are not that critical, this trait will be acceptable. However, in an account management role you will want to pay more attention to the quality of the relationships and the time you spend cultivating them.

Practice - Create a list of personal data on customers and other business relationships (names of children, spouse, special interests, etc.). Use this list of personal data to make inquiries into areas of their lives that they have already shared with you. Consciously listen and add to the list any time someone gives you more personal data. Doing so can add to your social and emotional awareness.

Practice - Because you have a tendency to be more reserved and aloof as compared to how highly successful salespersons describe themselves, you might benefit from practice expressing yourself in a more animated fashion. Practice may even include voice or acting lessons which can positively impact your telephone and presentation skills. Videotaping yourself or comparing yourself to others may also heighten your emotional awareness. You may not realize that you keep your expressions and gestures in a neutral stance. As you become more aware of how you relate with others, you will be able to more successfully change your expressions and gestures in order to generate added positive influence.

Classes (i.e. Dale Carnegie), training seminars, or weekend experiences that encourage practice in relating to people in a more influential fashion will promote success in sales endeavors.

Practice - Change your sales tactics in an effort to provide more novelty for your customers. Put together an advertising campaign that is fun and intriguing for your customers.

Practice - Friendliness and enthusiasm are hallmarks of salespersons. Ensure that others see you in this same fashion. Customers tend to do business with people they enjoy. Use humor, whenever appropriate.

Follow-Through

Scores on this scale represent your capacity to direct your energies toward goals and commitments. A score within range indicates your interest in making calls even when the apparent payoff is low. This assesses your perseverance, timeliness, focus, organization, and attention to details. It is a measurement as to how much you keep track of loose ends, and push to have events go smoothly.

Relevant sales traits include:

- Follow-through; Conscientiousness
- Time Management
- Territory/Account Management

More Spontaneous/Impulsive

More Disciplined/Structured



Your score on Follow-Through is within the target range for successful salespersons. Balance is highly important on this personality dimension. You indicate an overall respect for systems and procedures, but you are not so bound to them that you cannot go past them when necessary. Some flexibility as well as a capacity to not get mired in the details of day-to-day operations, is required in sales. The challenge is to be mindful of critical details and procedures without being trapped by them. This requires the ability to have both microscopic and telescopic vision. In this way, you are able to move in close when necessary and then look up to the horizon when appropriate. This balance helps you to listen to the immediate needs of your customers and also anticipate their future needs to stay ahead of your competition.

Strong statements about yourself on this dimension:

A contributor to your emotional resilience is your high degree of self-control. You are reporting that you are rarely upset and that you manage most challenges in an even-keeled and calm fashion. If this is an accurate assessment of your adaptability/resilience, the advantage to you is that you are not easily upset by what life throws at you. You are able to manage the disappointment and frustration that occurs with being a salesperson, and you are able to follow-through even when events (cold calls, negotiations, etc.) are not transpiring as you would like. However, it may be difficult for you to express your understanding and appreciation for customer concerns.

Contributing to your lack of emotional expression is your reserved and more tough-minded approach to people and events. You may find it difficult to express your sensitivity to customers, which can limit your customer effectiveness in a variety of engagements (i.e. telephone and presentation skills, and handling objections).

Paying attention to and following rules is an important component of a successful salesperson; however, you are reporting an adherence to, almost a dependence on, rules and regulations. The rigid support of policies and procedures may prohibit your flexibility to manage the disruptions that occur in your job (i.e. listening to the changing needs of your customer, modifications to schedules, thinking on your feet when you have planned a presentation and your customer wants something else).

Your more practical approach to activities contributes to your self-control and organizational skills. While attending to pragmatic matters is important, as you focus on getting things done, considering creative and resourceful ways to increase your sales volume can be advantageous to you. See the Developmental Suggestions in the next chapter for ways to broaden your more practical style.

A contributor to your self-control is your concern for detail. While this is a positive attribute in a technical world where precision and accuracy are important, your meticulous behavior may inhibit your flexibility. You may get caught up in details when it is important to move quickly. Being somewhat a perfectionist, you ensure that your I's are dotted and your T's are crossed, which serves you well administratively. (Your call reports are well documented, you are clear and articulate, and your agendas are precise.) Learning to apply the 80/20 rule may be helpful in operating more flexibly and expeditiously when the situation demands it; particularly when your sales presentations deviate from the original script.

Developmental Suggestions:

You report yourself as being highly conscientious and as having a preference for rules and procedures. You typically are able to plan, execute, and follow through in your quest to achieve an end result. While this style assists you in being self-disciplined, it may limit your flexibility, making it difficult for you to comfortably manage changing client situations, which are to be expected in today's fast-paced business environment. Learning to become less structured can help you handle customer objections and make you more creative when closing the sale.

Practice - Identify a time when you were frustrated with someone you work with or live with because they ignored or "redefined" a policy or rule that you hold sacred. Create a different scenario where both of you would feel okay with the outcome of the situation. Notice how difficult it is for you to see another way of doing something. Next, challenge yourself by identifying an innovation to apply with new or existing clients.

Practice - Choose a part of your daily routine and make a commitment to change it. It may be something as simple as changing the time you brush your teeth or switching which arm is on top when you cross your arms. Notice your discomfort, but don't let it stop you. The goal of this practice is to help you develop some flexibility.

Read - Chapter 10 of *The 10 Dumbest Mistakes that Smart People Make* will help you learn how to step out of thinking how life "should" be. Take note of how your presentation and listening skills

can improve by applying this information. Are you more comfortable with prospecting or initiating work even when you do not have all the right answers?

You are detail-oriented, and you like to have things in place and to have events proceed smoothly. While this style helps you stay on top of administrative details, your desire to fully articulate and plan can keep you from stretching yourself. In fact, this can cause you to delay actually getting out and making sales calls. Although it may be uncomfortable for you, be willing to make mistakes and to not be “perfect” in all that you do. It will become easier for you to take calculated risks in order to grow your sales volume, and you will become better at limiting your organization skills from interfering with your results.

Practice - Extraordinary salespersons are able to visualize and problem-solve in a way that is outside of what they know they can accomplish. Setting goals when you know exactly how you will achieve them is safe, but it will not help you to be an extraordinary salesperson. Identify a goal you have in place right now, and ask yourself the following questions: How can I make the goal bigger? Have I set my goal to a level that I know I can accomplish or to a level of what I would really like to see happen? Notice your discomfort when you begin thinking outside of the box that you know to be “realistic.” Redesign the project so that it stretches you, and go for it.

Reading - *Perfectionism: What’s Bad About Being Too Good* may provide more insight on this developmental area. See how to apply the learning from this book by challenging yourself with being a bit more creative and spontaneous in your next sales presentation.

You are more practical, and your ability to concentrate and focus is strong. As such you tend to be organized and self-controlled. However, learning to approach situations more strategically can help you anticipate future sales opportunities. Consider working on the developmental suggestion below, or create a technique that will help you access your resourcefulness.

Practice - Here’s an exercise to expand your imaginative and innovative side. Make a “wish list” of goals you would like to accomplish, things you would like to have, relationships you would like to develop. Don’t stop to think about how these things might come about. The point is to dream... don’t be practical. If you find yourself analyzing how a goal will be possible, make yourself put the idea on the list and move on. Notice that this exercise will be uncomfortable for you.

Practice - Additional training may include APTT seminars, H.B. Gelatt’s *Creative Decision Making*, and William C. Miller’s *The Creative Edge*.

Practice - Talk with someone who you feel is more creative and innovative than you. Brainstorm ways in which you could increase your sales volume or identify new opportunities. This exercise will help you do two things: 1) build your sales 2) teach the process of creative problem solving and brainstorming. If possible, do this exercise with someone in the marketing or advertising professions.

Durability & Resilience

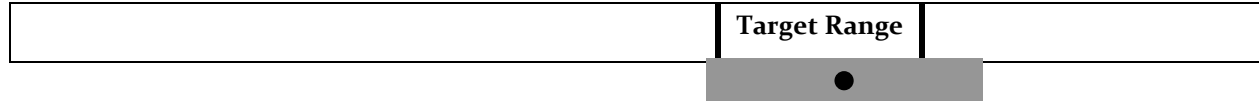
This score reflects your capacity to persist under stress, initiate action, and bounce back from disappointment. It is related to confidence, goal-directedness, and endurance.

Relevant sales traits include:

- Handling Objections
- Emotional Quotient
- Calmness

More Sensitive/Less Resilient

More Calm/Thick-skinned



Your Durability & Resilience score is within the target range, which suggests you have a generally good level of emotional resilience. You are responsive to your feelings, but do not get upset with change, disruption, challenge, and disappointment. Salespeople are constantly in the face of resistance and opportunity; risk and reward; success and rejection. It is to your advantage to remain somewhat resilient to these pressures and to maintain your self-confidence; moving forward with conviction, not blind to risks, but steadily and purposefully to a successful closing deal. This course of action takes a good degree of resilience, which you are currently reporting.

Strong statements about yourself on this dimension:

You have reported that you manage most of life's events in a consistent and stable way. In your sales role, you are able to manage disappointment and rejection well. However, there may be instances where you may be able to express a bit more compassion and empathy when and where appropriate. Reflect on your ability to be supportive and understanding with customers and coworkers.

You tend to relate with others in a reserved and tough-minded manner, and this style contributes to your more staid posture. Teamed with your limited emotional expression, you may find it difficult to communicate your concern and interest in customer concerns.

You have reported yourself as having a slightly more tough-minded approach to relationships as compared to others in sales. This characteristic contributes to your score on Durability and Resilience, as a thick skin is frequently helpful for people who work directly with customers. You can manage the rejection and disappointment that comes with the job. However, you may lack an appreciation for the opinions and feelings of others, and you may be insensitive to your own level of emotional awareness. As a result, it may be difficult for you to listen to and empathize well with your customers, which may detract from the strength of your relationships.

Your more reserved and skeptical approach to others makes it more difficult for you to express your appreciation and concern for customer problems. Learning to become more expressive and

accepting of others would assist you in listening, understanding, and expressing concern when handling customer objections.

Developmental Suggestions:

You report yourself as being more rational and objective, as well as uncomfortable relating with others in a “soft” way. Your objectivity assists you in dealing with your customers in an emotionally detached way. However, your objectivity may make you less approachable and may hinder you from forming strong relationships with your customers, co-workers, and others who are critical to your success. While some of the following exercises may be uncomfortable for you initially, consider the tips suggested below.

Practice - Select a book, tape, or course on listening skills, and create daily practices to enhance your openness in listening to others’ points of view. Listening implies that you are not speaking but, rather, are focusing on the other person’s speaking. Make sure you understand what the other person is saying by reflecting back to them what you heard before you respond. Make note of people’s response to this new behavior. Are they more open with you? Do you feel more related to them? Remember that the point of this practice is to become more approachable for those with whom you work closely, as well as your family and friends. With practice, your emotional awareness will advance.

Practice - Don’t assume that your customers understand—confirm that they do. Recognize that different people absorb information through different senses—seeing, doing, hearing, feeling, etc. Be redundant, but give the same message in several different ways. Don’t concentrate on just one means of communication, unless it is the one favored by the customer.

Practice - Bring more personal elements into your discussions. For example, talk about the quality of your company’s service, the fact that you are all outdoors people or music lovers. Establish a link between you and the buyer by discussing more than strict technical information.

Practice - Be especially sensitive to the customer when he or she is “down.” Try to show kindness. Do the customer a favor when he or she is having a difficult time. Doing so can help you to display empathy which can further your relationships.

Practice - Show your appreciation for home office people who assist you. Take someone out to lunch or send flowers or a humorous card to the staff to let them know you are thinking of them.

Drive

This scale denotes ambition and drive, as well as, a determination to get your way. This is an important aspect to being an effective salesperson. It is important to have enough of this element, but not too much or too little. In the right proportion, it will show up as your ability to be purposeful, motivated, and focused without being overly aggressive.

Relevant sales traits include:

- Drive
- Closing Skills
- Openness to Experiences

More Accommodating/Patient

More Aggressive/Skeptical



Your score on Drive falls within the target range when compared to strong salespersons. You most likely exhibit the interest to take initiative when required, and you will follow-through to meet your objectives. You most likely have the forcefulness to push through resistance, and you will continue through obstacles to reach a positive conclusion. A balance on this dimension allows you to be assertive and close on the sale without being unduly aggressive or forceful. These attributes can also help with your account management and prospecting for new business.

Strong statements about yourself on this dimension:

A contributor to your higher Drive is your interest in being in control, leading, or dominating. Your more assertive, take-charge style is common in successful salespeople and is part of being persistent and driven. You are motivated to push through resistance and you typically display the appropriate initiative to get results. You have a generally productive stance.

You report yourself as being a bit more reserved and tough in expression. You may come across as having a more aggressive win/lose style, which may not be to your overall advantage. It will be helpful for you to learn how to soften this approach.

Being more competitive will allow you to prospect with greater vigor and influence more successfully. You will have a greater likelihood of closing and pushing for results.

Your more skeptical nature and your high drive may cause you to push with a certain degree of aggressiveness that may help you achieve results but may be hard on your relationships. It will be helpful for you to learn how to continue to influence and prospect effectively without as many negative side effects. Your closing skills will likely be high, but it may be more on the short-term rather than the long-term relationships within those accounts you manage. You may not be as receptive in your listening, and you may tend to challenge objections rather than acknowledge individuals for their concerns.

Being more open minded and experimental in your thinking and approach to sales, you are regularly considering alternative ways to get your foot in the door. Indeed, you are driven and eager to close the sale. When balanced with appropriate Social Skills and ability to develop relationships, your drive can serve you well. Yet, it is important that you monitor and hold your impatience in check. Too much can negatively impact your listening skills and ability to hear what the customer's needs are as you may be following your own agenda. You may exhibit the traits of the "hunter" vs, the "farmer" and the one time sale may be your strength.

You are indicating a good balance of being both self-reliant and cooperative with the group. You can make plans and coordinate with others, and you can also act on your own when necessary. In a sales role, it is important to be able to be self-reliant because in many circumstances you are on your own. At the same time, there are other circumstances where coordinating with others to contact more people and establish leads is also an advantage. Your balanced nature allows you to be open and learn from others, as well as to ask for help if you need guidance.

It is likely that you cooperate with others in prospecting, and you can attend to your own activities as well as network well. You have a greater likelihood of listening to input from others and accepting the observations in a balanced fashion. That is, you will listen to the suggestions offered by others and, at the same time, rely on your own opinion when appropriate.

Lowering your Drive score is your reported high degree of relaxation. You are reporting very little stress or tension. Although this low level of tension can be productive for your well being, if this is a realistic statement of your internal emotional state, it may not provide as much energy, initiation, and urgency as advantageous for high performance.

With your reported higher interest in being competitive and dominant, this is most likely more of a variable state. Your competitiveness does not appear to create much tension. A lower tension level may not create the urgency to close or to push for results as quickly as optimum. It may be a comfortable position for handling objections and for listening to others; you may not feel upset or stressed. On the other hand, the customer may not be aware that there is a high level of urgency to respond to the challenge or to get things done in a timely fashion. Without stressing your system, it may be helpful to see how to raise your tension level when it can serve you well for a short period of time, and then step back to your more comfortable state when the job is complete.

Developmental Suggestions:

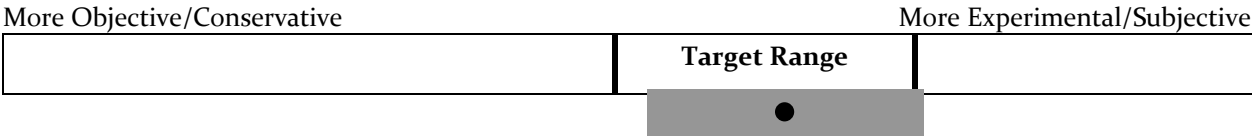
Being highly relaxed can be good, but it is also important to have enough drive and energy to manage all that is involved in a sales career.

Practice - In order to propel yourself forward, create weekly goals. Make sure your weekly goals support your long-range goals. (If you haven't created a vision of the big picture, do that first). From those weekly goals, create daily commitments. Keep track of your progress. Do this exercise for one month. Log your results. Are you being more productive? If so, are you excited about your sales achievements? Do you feel confined or stretched by your daily commitments? Being relaxed is a trait that in many ways serves you well. In a sales role, though, your patience may sabotage sales opportunities.

Intuition

This dimension focuses on sensitivity to people and to ideas, and a willingness to try new approaches. There is a good balance between being responsive to how others feel and think and in being practical, factual, and business-minded. This dimension tends to moderate drive and aggressiveness, and it helps in reading others and in social interactions.

<i>Relevant sales traits include:</i>
<ul style="list-style-type: none">• Creative Ability• Communication• Openness to Experiences



Scoring in the target range on Intuition, you balance practical business issues with envisioning possibilities and handling customer objections. Being intuitive and empathetic, you read people well and you use your social awareness toward productive ends (building customer relationships). You boldly identify and venture into new customer opportunities, form lasting business relationships, demonstrate appropriate concern for customers, and respond to events in a productive manner that is in line with your sales goals.

Strong statements about yourself on this dimension:

Contributing to your Intuition score is your high sense of adventure and curiosity of new people and environments. These are positive attributes in a sales role which requires travel, frequent change of circumstances, and a constant need to meet and greet potential customers. Being socially bold, you are at ease when socializing and entertaining customers and, in general, you are comfortable in the variety of circumstances (telephone conversations, presentations, etc) in which you find yourself.

There is a potential limitation to your very high level of boldness. You are reporting such an extreme that you may not remain satisfied with the status quo for long. Thus, you may find it necessary to change your circumstances every few years. This can detract from your interest in providing the sense of stability and reliability to your customers.

Detracting from your Intuition score is your more tough-minded approach to relating to others. Your toughness assists you in cold calling, prospecting, and certain account management negotiations. While your objective nature is a positive attribute in these circumstances, it can also limit your ability to read others and to be empathetically in tune with their needs.

Your more reserved and serious approach contributes to your objective communication style.

While you may exhibit a more precise and analytic approach to sales (which lends itself well in technical environments), some, who prefer more “relationship selling,” may be less comfortable with you.

Supporting your Intuition is your keen eye and your ability to spot when things are out of place. You enjoy experimenting with new ideas, and you prefer change to status quo. These attributes contribute to your interest in taking care of your customers as well as identifying innovative sales opportunities. You may see opportunities that your competitors do not.

At times, your impatient nature can appear aggressive or even hostile to others. This approach will inhibit your ability to establish productive relationships with your customers and co-workers.

Developmental Suggestions:

Your strong interest in adventure and variety may create frustration for you if life is not changing quickly enough. Not only can your boldness and interest in moving quickly impede your attention to details, but it can hinder your effectiveness in actively listening to customer concerns.

Practice - Impatience with the status quo and boredom with details may be tendencies that hinder your sales effectiveness. Set aside time at the end of each day to review any loose ends. Create a plan that attends to those details. You may have to do follow-up work from your prospecting, or you can assign someone else to do the required tasks. Remember that as a salesperson, you are the link between your company and your customers. Create accountabilities and follow up on them.

Practice - Learn to slow down; put your need to move quickly aside, and focus on actively listening to your customers. When using active listening skills, you may be able to pick up subtle cues in your customer’s conversation. Slow down and listen to the conversation that is on the other end so that you will be able to respond appropriately rather than being caught up in your agenda. As you attend to these clues, pay close attention to your instinct...what is it saying to you?

You report yourself as being more rational and objective as well as uncomfortable relating to others in a “soft” way. While your objectivity assists you in responding to your customers, particularly those that prefer logic and facts, it can hamper you from reading subtleties from your customers. These subtleties can be seen in body language, tone of voice, facial expressions, etc. Being more sensitive to and better in-tune with these issues will help you listen to and read your customers, thus bolstering your emotional and social awareness. While some of the following exercises may be uncomfortable for you initially, consider the tips suggested below.

Practice - Select a book, tape, or course on listening skills, and create daily practices to enhance your openness in listening to others’ points of view. Listening implies that you are not speaking but, rather, are focusing on the other person’s speaking. Make sure you understand what the other person is saying by reflecting back to them what you heard before you respond. Make note of people’s response to this new behavior. Are they more open with you? Do you feel closer to them? Remember that the point of this practice is to better read and understand your customers

and coworkers. This behavior means suspending your thoughts in order to appreciate the needs of others.

Practice - Try changing how you appeal to a particular customer or coworker by tuning into their feelings. Pay attention to what you will change or add to your approach. Attempt to anticipate how the person will respond. Afterward, take note of what went well and how you may be able to incorporate this into other sales engagements.

In many circumstances, you prefer to be the person who creates and develops ideas. Although your ideas may be progressive, they may not take into consideration tried-and-true techniques. In your drive to achieve, you may find it helpful to consider another point of view (even if it appears to be more conservative). Your drive for innovation and willingness to try new ideas may inhibit you from listening to the needs of your customers, or appealing to their more conservative inclinations.

You may be critical of those things that do not change quickly enough. Be careful in voicing your opinion as to how you come across. Make sure it is constructive and insightful, so as not to inadvertently offend others.

Read - *Collaborative Selling* and *Communicating at Work*, both by Tony Alessandra, are two books that will help you to better understand your communication style and how to adjust your style to that of your customers.

Practice - Create a daily practice of asking for and listening to another's point of view, prior to taking action. Customers may feel dismissed by your impatience and unwillingness to hear their opinions. By developing good listening skills, you not only establish relationships, but you may acquire knowledge that you normally would not take time to hear.

Practice - Listen to your internal dialog. That is, listen to what you are saying to yourself. You may find that you are using words such as "I must," "I have to," and "I should." These words are very demanding, and they inhibit the flexibility that is required in sales environments. Learning to shift your internal language to use phrases such as "I would prefer," "It would be nice," and "I choose" would allow you to focus on what is in your control and what is not. Then, you would be able to attend more to what your customer needs than to what you want.

Action Plan

Once new learning is established, the need for practice and action is imperative if the new skill is to be truly incorporated into your behavioral repertoire. Just knowing about a new way of acting does not constitute being proficient. Creating an **Action Plan** that transfers new insight into new behavior is an essential part of the developmental process. Your development may include generating work assignments that would be good environments for honing these skills.

As you begin to write your Action Plan:

- ◇ Be as specific as possible. In addition to identifying a specific action, include pertinent information such as a target date, location, names of individuals involved, and specific tactics. Enter this information in a calendar or wherever you will be reminded to check on your progress.
- ◇ Consider how you will overcome potential obstacles to your success and what resources you will need to accomplish your objectives.
- ◇ Finally, consider the benefits to you of accomplishing your plan. What is in it for you to make positive changes?
- ◇ When you have successfully completed this action plan, savor your success and growth. Then choose another item from your developmental list, and make another plan.
- ◇ Remember: As you attempt to make modifications in your typical patterns of behavior, you may feel uncomfortable, and often things will not go as anticipated. Practice, Practice, Practice. As you persist, your target behavior will become easier and more comfortable to execute.

We have provided below an Action Plan for you to track your progress. If this doesn't work for you, create your own technique for committing to a plan of action.

There is no right or wrong way to develop an Action Plan. The goal is to identify a growth area that would provide you with the biggest pay-off for your personal investment and commit, on a daily basis if needed, to a new way of behaving in your business. Try not to be perfect, just....

Identify it and Go For It!

Building on Strengths (1 or 2 recommended)

Identify Strengths and Objectives	Learning and Action Steps	Resources/Individual Support Needed From	Completion Date

Developmental Focus (1 or 2 recommended)

Identify Strengths and Objectives	Learning and Action Steps	Resources/Individual Support Needed From	Completion Date

RESOURCES FOR YOUR BENEFIT

To further assist you with your personal and professional development, we invite you to review our leadership newsletter, **Rick's TIPS**. **Rick's TIPS** explores the competencies necessary for successful leadership and provides activities to assist with the development and mastery of these skills.

Rick's TIPS can be found by visiting our website at www.theeg.com.

In addition, we have compiled a list of recommended reading materials that we feel will benefit those interested in continuous growth.

These selections have been reviewed by our staff and we are confident you will gain valuable knowledge and insight from them.

The recommended reading materials are divided by developmental category:

Motivation	Strategic Planning
Self – Improvement	Sales and Marketing
Expanding Your Mind	Negotiation Skills
Communication	Finance and Business
Conflict Management	Controls
Management	Manufacturing
Coaching and Mentoring	Quality Control
Sales	Human Resources
Management/Coaching	Interviewing
Leadership	Customer Service
Business Development	

We update this information often as new and valuable resources come to our attention and suggestions are encouraged. Many titles are linked to various sources on the web like Amazon.com and Barnes and Noble.com.

We invite you to visit our website at www.theeg.com for the latest version of our recommended reading list.

Good Luck and Good Reading!