

A-L

Sample Report

Examinee : - **MARK JORDAN**
Company: - ABC Corporation
Job Title: - B2B Sales Representative
Date: - June 11, 2006

SALES MANAGEMENT SUMMARY -

FasTrack Performance Development Review and Appraisal

INTRODUCTION:

Behavioral research suggests that the most effective sales managers are those who understand the strengths and weaknesses of their team. A salesperson's behavior is a necessary and integral part of who they are and is the foundation of what they are able to accomplish. This assessment report considers education, work history, behavioral propensities, and is custom configured to the job as it exists in your organization.

Contents:

- **Analyst-Link Recap** - (Job Suitability Graph)
- **Sales Manager's Report** & Analyst Comments

CONFIDENTIAL

This portion of the report is for Management use and is not to be distributed to the examinee.

SALES MANAGER'S INSTRUCTIONS

THIS SALES Performance REVIEW REPORT IS PRINTED IN THREE PARTS:

1. SALES MANAGER'S (Confidential) SUMMARY:

This summary is designed to show the behavioral match of the examinee as compared to successful people in the same type of job. This portion of the "FasTrack" report is not to be disseminated to the examinee as it contains a job suitability ranking based on your determination of the behavioral requirements of the job (as submitted to us on the Analyst-Link "Activator" form).

2. SALES TRAINING & DEVELOPMENT INSIGHTS - PART I

This is the "Training" section of the "Analyst-Link" commentary. It is designed to assist the employee in understanding the behavioral and motivational requirements of the job and to help them understand areas where training effort should be focused.

3. SALES TRAINING & DEVELOPMENT INSIGHTS - PART II

This section consists of the (R) Managing for Success Report. It contains valuable insight into the "work-style" of the examinee to help them understand their response to the work environment. The header atop each page contains information for use. Refer to the Success Discovery Process addendum to maximize the effectiveness of this report.

NOTE:

Pay close attention to the "Value to the Organization" and the "Ideal Environment" pages as they are symbiotically linked.

For a person to achieve their optimum value to the organization their ideal work environment needs must be fulfilled. The more closely the organization can provide the "Ideal work environment" the more "Value to the organization" attributes will be realized. Understanding the link between these two pages is critical to developing the examinee.

SKILL TRAINING:

We recommend the administration of the Sales Strategy Index (SSI) assessment to evaluate this persons ability to sell in a competitive environment and judge their ability to strategize for sales success.

FACILITATION:

For best results refer to our facilitation guidelines and encourage the employee to read their review instructions and complete the Success Discovery Process.

Success Discovery Process - Go to: www.analyst-link.net

Enter the following user name: **success**

Enter the following password: **guide** (lower case type) **Select Guide (4)**

SUCCESS FACTOR ANALYSIS

RANK as *Sales Representative*

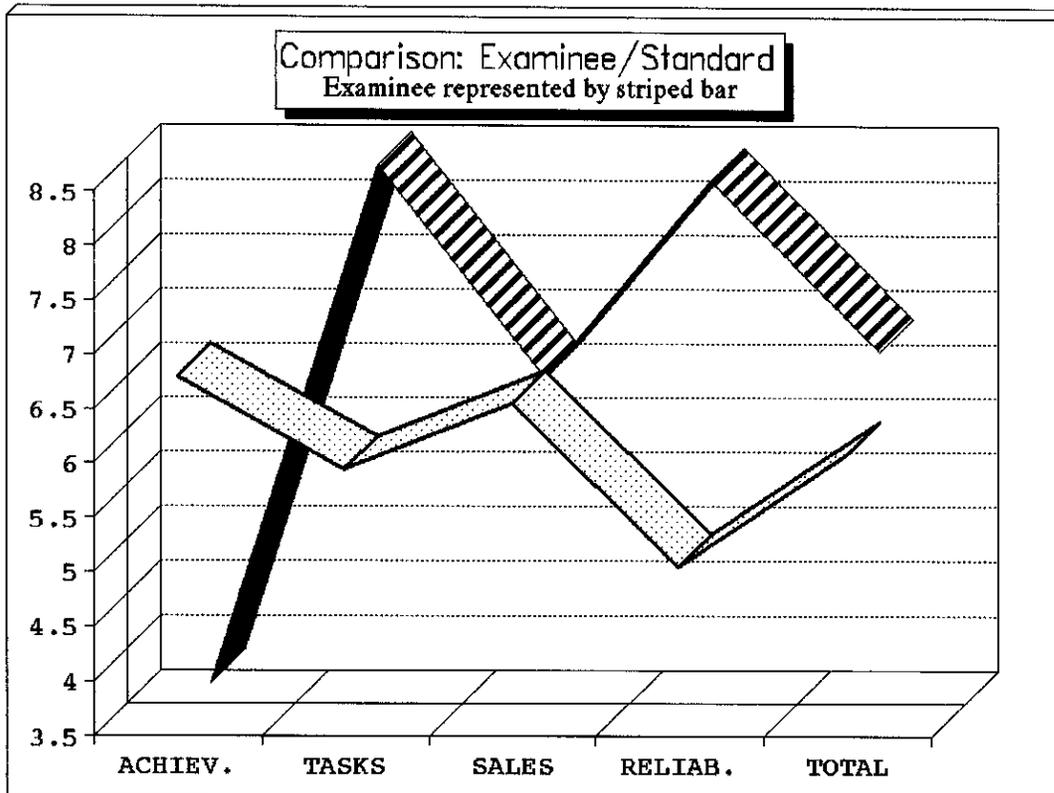
Examinee: **Mark Jordan**

Overall Job Suitability: 41% Below Average

NOTE: Sales knowledge not a contributing part of this assessment. Administer the Sales Strategy Index.

<i>Post-Hire Standard</i>	<i>Examinee/Comparison to Standard:</i>		
Achievement Factors: 6.81	3.69	Poor	-Lower
Task/Detail Factors: 5.95	8.43	Excellent	-Higher
Selling Factors: 6.55	6.48	Acceptable	-Lower
Reliability Factors: 5.05	8.30	Excellent	-Higher
COMPENSATING FACTORS: 6.09	6.72	Good	-Higher

Ability to work on commission: 6.44 Acceptable



Company: **ABC Corporation**

Sales Manager's Report

ABC Corporation

Mark Jordan
41% Below Average
Sales Representative

STATUS: Current Salesperson

BEHAVIORAL RANKINGS:

Match to "Standard"

Sales Factors:	6.48	Acceptable	-----	Lower
Achievement Factors:	3.69	Poor	-----	Lower
Task/Detail Factors:	8.43	Excellent	-----	Higher
Reliability Factors:	8.30	Excellent	-----	Higher
Compensating Factors:	6.72	Good		
Behavioral Inventory:	7.04			

Advancement Potential: -

Ability work on Commission: Acceptable

Overall Stress Factors:

Selling Skill Rating:

CURRENT FOCUS

BEHAVIORAL TRAITS

Standard	Examinee
----------	----------

TRAINING REQUIREMENTS

>>	<i>Sales Traits-</i>	6.55	6.48	- None
	<i>Achievement Traits-</i>	6.81	3.69	- MISMATCH TO JOB REQUIREMENT
	<i>Task Propensities-</i>	5.95	8.43	- None
>	<i>Consistency/Reliability-</i>	5.05	8.30	- None

- NOTE: A grade equal to the standard is recommended for "Key" items marked > or >>.

ANALYST COMMENTS:

- Mark exhibits a customer service/sales support behavioral profile. His natural and adapted work-style is "Analyzing Coordinator."
- Current sales orientation matches those who are focusing on client relations and servicing. Mark's current focus is moving away from sales and more toward service. His selling style is to disseminate information in hopes the client will buy. He requires substantial sales training and mentoring.
- Provide training as recommended on the detailed development guide.
- Make certain he completes the Success Discovery Process worksheets. Carefully facilitate this report.
- All ratings based on a scale of 1 to 10. 5.00 is a passing albeit marginal grade.
- Selling skill undetermined. Administer the Sales Strategy Index.

Rank: 3=Poor, 4=Below Average, 5=Marginal, 6=Acceptable, 6.50=Good, 7=Above Average, 8=Excellent, 9=Superior
 > = Key job parameter traits. >> = Most important job trait as selected by the test administrator.

<--> Compensating Factors point spread - Standard/Examinee 0.63 Supervision: Minimum

Number of jobs in 10 years: 2 Total Working Years: 11 Education years 16

ACTION PLAN - Manager's Recommendations

NAME: _____

List three areas in which you see the need to recommend focus effort along with your plan of action to achieve the desired goal. Select improvement items from the Development Guide , the text report, past work history (experiences), or job description.

- **FIRST FOCUS AREA:** _____

Action Plan - Steps to use to achieve improvement goals in this area:

Time frame to achieve this goal:

- **SECOND FOCUS AREA:** _____

Action Plan - Steps to use to achieve improvement goals in this area:

Time frame to achieve this goal:

- **THIRD FOCUS AREA:** _____

Action Plan - Steps to use to achieve improvement goals in this area:

Time frame to achieve this goal:

Date: / /

Action Plan Commitment Agreement by: _____ (Examinee)

Supported by: _____ (Manager/Facilitator)

The following pages contain:

An Additional Report

A-L

Sample Report

Examinee : - **MARK JORDAN**
Company: - ABC Corporation
Job Title: - B2B Sales Representative
Date: - June 11, 2006

SALES TRAINING & DEVELOPMENT INSIGHTS - Part I

Contents:

■ DETAILED DEVELOPMENT GUIDE

This page compares your work-style to top performers in the same type of job using one of our job specific databases combined with input from the MFS report by TTI Performance Systems Ltd. We interpret your natural and adapted ratings to custom define your training needs.

■ NATURAL/ADAPTED BEHAVIORAL SALES FOCUS

This page is both a verbal and visual representation your current focus. Review each item carefully especially those selected by the test administrator as being vital for success on the job (items marked >). Discuss any focus that is contrary to the needs of the job as it exists in your organization.

DETAILED DEVELOPMENT GUIDE

Prepared for: Mark Jordan

As: Sales Representative

-INSTRUCTIONS:

Carefully review the training and development recommendations listed on this page. Discuss them with your Sales Manager or Facilitator. Keep in mind they refer to "Behavioral and Motivational" traits, not skills. Items marked with > are considered to be important to the job. Item marked >> is of key importance.

Traits & Propensities		CURRENT FOCUS		TRAINING RECOMMENDATIONS	Stress Levels
ABC Corporation		Standard Examinee			
SELLING PROPENSITIES:					
>	Closing	7.95	4.65	* PROFESSIONAL TRAINING REQUIR	-
>	Handling Objections	7.75	4.55	* PROFESSIONAL TRAINING REQUIR	-
	Empathy/Listening Skills	5.18	8.55		-
	Preparation/Thoroughness	5.23	8.45		-
	Presentations/Communication	7.90	4.55	* PROFESSIONAL TRAINING REQUIR	-
	Prospecting/rejection	6.90	3.90	* PROFESSIONAL TRAINING REQUIR	-
>	Follow-up/Thoroughness	5.65	8.35		-
	Servicing after the sale	5.85	8.80		-
>>	Sales Propensity Averages->	6.55	6.48		
ACHIEVEMENT PROPENSITIES:					
	Challenge/Competitiveness	7.15	3.70	* PROFESSIONAL TRAINING REQUIR	-
	Persuasiveness	6.80	4.05	* PROFESSIONAL TRAINING REQUIR	-
	Results/Goal Orientation	6.73	3.45	* PROFESSIONAL TRAINING REQUIR	-
	Self Confidence	5.80	3.60	- SUBSTANTIAL training required.	-
	Motivation/Self Directed	7.55	3.65	* PROFESSIONAL TRAINING REQUIR	-
	Achievement Averages->	6.81	3.69		
TASK PROPENSITIES:					
>	Client Relations/Sociable	7.45	8.20		-
	Information/Fact Gathering	5.65	8.55		-
	Paper Work/Reports	4.75	8.55		-
	Task Propensity Averages->	5.95	8.43		
>	CONSISTENCY/RELIABILITY	5.05	8.30		-

Natural/Adapted Behavioral Focus - Sales 0.00**Understanding Change:** 0.00

The ratings listed here compare the "Natural" or "Basic" traits you bring to the job against the "Adapted" or "Response" traits upon which you are focusing in response to the perceived requirements of the job. These are considered to be "Raw" or transitional scores that are uninterpreted to your current focus. The interpreted scores may be found within the "Development Guide." They are adjusted to allow for your current phase which is weighted toward Pre-hire, Current Job Suitability, and/or Job development.

If the difference between Natural and Adapted behavior is greater than 1.50, it indicates a change in focus that is somewhat outside your normal range and may, even if the focus is positive, cause stress. The greater the difference the more intense the stress may become. Minor differences (1.00 or less) are often normal adaptations to your concept of the needs of the job. Major differences, (More than 2.00) indicate behavioral masking and are the primary cause of stress which in turn causes fragmented performance and job dissatisfaction. Intelligent people constantly adapt to their work environment (Transitional phasing) where even stress can be a positive force. Stress will dissapate when your current phase transition is complete.

Review this page with your manager or facilitator to determine if your current focus should be redirecte

	Natural or "Basic"	Adapted or "Response" [Trait intensity]	STRESS:
> Closing	5.25	4.25 <----- Declining	-
> Handling Objections	5.00	4.25 <----- Declining	-
Empathy/Listening Skills	8.25	8.75 -----> Increased Focus	-
Preparation/Thoroughness	8.00	8.75 -----> Increased Focus	-
Presentations/Communication	5.00	4.25 <----- Declining	-
Prospecting/rejection	4.50	3.50 <----- Declining	-
> Follow-up/Thoroughness	7.75	8.75 -----> Increased Focus	-
Servicing after the sale	8.50	9.00 -----> Increased Focus	-
>> <i>Sales Propensity Averages-></i>	6.53	6.44 <----- <i>Declining Overall Sales Focus</i>	
Challenge/Competitiveness	4.00	3.50 <----- Declining	-
Persuasiveness	4.50	3.75 <----- Declining	-
Results/Goal Orientation	3.75	3.25 <----- Declining	-
Self Confidence	3.75	3.50 <----- Declining	-
Motivation/Self Directed	4.25	3.25 <----- Declining	-
<i>Achievement Averages-></i>	4.05	3.45 <----- <i>Declining Achievement Focus</i>	
> Client Relations/Sociable	8.50	8.00 <----- Declining	-
Information/Fact Gathering	8.25	8.75 -----> Increased Focus	-
Paper Work/Reports	8.25	8.75 -----> Increased Focus	-
<i>Task Propensity Averages-></i>	8.33	8.50 -----> <i>Increased Overall Task Focus</i>	
> CONSISTENCY/RELIABILITY	8.00	8.50 -----> <i>Increased Reliability Focus</i>	-

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Managing For Success *tm*

Examinee : - **MARK JORDAN**
Company: - ABC Corporation
Job Title: - B2B Sales Representative
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SALES TRAINING & DEVELOPMENT INSIGHTS - Part II Workbook Section of the A-L Performance Development Review

"FasTrack" tm Program Contents:

- Value to the Organization (*potential*)
 - Ideal (*work*) Environment
(Value to the Organization becomes reality only when Ideal Work-Environment needs are met).
 - Sales (*work-style*) Characteristics
 - Checklist for Communicating with you
 - Don'ts on Communicating with you
 - Perceptions (*stress signals*)
 - Keys to Managing
 - Keys to Motivating
 - Natural versus Adapted Selling style
 - Adapted (sales) Style (*Current focus and approach to the job*)
 - Areas for Improvement
 - Selling & Communication Tips (*Guidelines to effectively persuade others*)
 - Action Plan
-
- **Success Discovery Process** - Go to: www.analyst-link.net
Enter the following user name: **success**
Enter the following password: **guide** (lower case type) **Select Guide (4)**

Read the development paragraph at the top of each of the following pages to understand the dynamics of your Work-Style.

VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior Mark brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Turns confrontation into positives.
- Always concerned about quality work.
- Cooperative member of the team.
- Adaptable.
- Proficient and skilled in his technical specialty.
- Respect for authority and organizational structure.
- Accurate and intuitive.

IDEAL ENVIRONMENT

This section identifies the ideal work environment based on Mark's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Mark enjoys and also those that create frustration.

- Familiar work environment with a predictable pattern.
- Prefers technical work, specialized area.
- Work place where people seldom get mad.
- Assignments that can be followed through to completion.
- Assignments that can be completed one at a time.
- An environment where he can use his intuitive thinking skills.
- Practical approach to selling his products or services.

INTRODUCTION

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- how you respond to problems and challenges.
- how you influence others to your point of view.
- how you respond to the pace of the environment.
- how you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

SALES CHARACTERISTICS

Based on Mark's responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the job. Eliminate or modify any statement that is not true based on sales training or experience.

Mark will never make any statements that cannot be backed by facts and data. He does not want to be seen as superficial or insincere. When Mark sees something that is wrong, he wants to fix it. He is oriented toward achieving practical sales results. He is sensitive to criticism of his sales effort. His sales approach is to be prepared and organized, and any criticism of his efforts usually attacks the very things that he values. He may reluctantly make cold calls. He prefers to sell in a predictable environment, and cold calls are hard to prepare for or predict the outcome. Mark is a traditionalist who may resist selling new products or services until they are proven to his standards. He believes that "going by the book" and following all the company rules and procedures will demonstrate the correct way for him to sell. He usually becomes frustrated if the company doesn't provide some policies to guide his sales effort. Sometimes Mark gathers so much data for his presentation it becomes difficult for him to decide what he should use.

Mark commonly brings up all the known objections so the buyers will have all the data to make their decision. He believes buyers prefer this approach to support their decisions. He may be defensive and too technical in answering objections from the aggressive buyers. He will not exaggerate in his sales presentation. You can be confident he will

SALES CHARACTERISTICS

support any statements he makes. He is prone to tell the complete story with every sales presentation. He is detailed and thorough, preferring an orderly and systematic approach. Mark may lean on management for assistance with his sales presentation. He wants to do it properly the first time, possibly requiring assistance from his manager. The aggressive-style buyer may force him to yield to the buyer's way of thinking. He may be reluctant to argue about it, preferring to avoid confrontation or conflict.

Mark takes pride in his competence or his ability to understand all the facts of a situation. He is good at concentrating on data while looking for the best method of solving the customer's problem. He may be reluctant to seek the order, usually caused by fear of failure. If he doesn't ask for the order, he hasn't failed. He will hesitate to close until he has completed his sales presentation. Sometimes he will miss early buying signals. Servicing what he sells is important to him. In fact, it depicts one of his strengths. Sometimes he will run out of time for closing because he took too long giving the presentation. He may hesitate to close on the first call. He rarely buys things for himself the first time he hears about them and, therefore, he is reluctant to close on the first call.

CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Mark. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Mark most frequently.

Do:

- Support your communications with correct facts and data.
- Give him time to be thorough, when appropriate.
- Provide solid, tangible, practical evidence.
- Prepare your "case" in advance.
- Give him time to verify reliability of your actions; be accurate, realistic.
- Be sincere and use a tone of voice that shows sincerity.
- Follow through, if you agree.
- Give him time to ask questions.
- Take time to be sure that he is in agreement and understands what you said.
- Draw up a scheduled approach to implementing action with a step-by-step timetable; assure him that there won't be surprises.
- Make an organized presentation of your position, if you disagree.
- Give him time to verify reliability of your comments--be accurate and realistic.
- Make an organized contribution to his efforts; present specifics, and do what you say you can do.

DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with Mark. Review each statement with Mark and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Don't:

- Talk to him when you're extremely angry.
- Be vague about what's expected of either of you; don't fail to follow through.
- Give your presentation in random order.
- Push too hard, or be unrealistic with deadlines.
- Make promises you cannot deliver.
- Rush him in the decision-making process.
- Use testimonies of unreliable sources; don't be haphazard.
- Talk in a loud voice or use confrontation.
- Leave things to chance or luck.
- Be disorganized or messy.
- Don't be haphazard.
- Use gimmicks or clever, quick manipulations.
- Make statements about the quality of his work unless you can prove it.

PERCEPTIONS

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Mark's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower Mark to project the image that will allow him to control the situation.

"See Yourself As Others See You"

SELF-PERCEPTION

Mark usually sees himself as being:

Precise
Moderate
Knowledgeable

Thorough
Diplomatic
Analytical

OTHERS' PERCEPTION

Under moderate pressure, tension, stress or fatigue, others may see him as being:

Pessimistic
Worrisome

Picky
Fussy

And, under extreme pressure, stress or fatigue, others may see him as being:

Perfectionistic
Strict

Hard-to-Please
Defensive

KEYS TO MANAGING

In this section are some needs which must be met in order for Mark to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Mark and identify 3 or 4 statements that are most important to him. This allows Mark to participate in forming his own personal management plan.

Mark needs:

- Training to handle sales objections.
- Quality sales aids.
- A way to say "no" when he feels "no" to the demanding customers.
- Alternative methods that won't affect quality.
- Complete instructions on his assignments.
- An exact job description and expectations in writing.
- Assistance in selling new or difficult customers.
- A manager who prefers quality over quantity.
- More confidence in his ability to sell new products.
- Appreciation from the boss for the "price" paid to perform.
- Support when under pressure to perform many activities quickly.
- A work environment without much conflict.
- Equipment that will allow him to perform up to his high standards.

KEYS TO MOTIVATING

This section of the report was produced by analyzing Mark's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with Mark and highlight those that are present "wants."

Mark wants:

- Referrals.
- To be recognized for his continuance of quality work.
- Door openers or sales aids that open doors.
- Precision work to perform.
- Advancement when he is ready.
- Complete directions for work to be completed and planned sales presentation in writing.
- High quality work standards.
- A sales plan he understands and accepts.
- To be part of a quality-oriented sales team.
- Limited exposure to new products.
- Freedom from conflict and confrontation.

NATURAL AND ADAPTED SELLING STYLE

Mark's natural selling style of dealing with problems, people, pace and procedures may not always fit the sales environment. This section is extremely important as it will identify if a salesperson's natural style or adapted style is correct for the current sales environment.

PROBLEMS - CHALLENGES (Natural)

Mark is cautious in his approach to selling and does not attempt to demand that his view, or opinion, be accepted at face value. He likes to help the prospect solve their problems within the framework of a cooperative environment. He will look for a compromise.

PROBLEMS - CHALLENGES (Adapted)

Mark sees no need to seek out challenges or opportunities. He prefers to just sit back and react in a low-key manner. He tends to avoid confrontation with potential buyers.

PEOPLE - CONTACTS (Natural)

Mark is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. He is trusting and also wants to be trusted.

PEOPLE - CONTACTS (Adapted)

Mark sees a need to be factual and logical while attempting to influence others. He feels a direct and straightforward approach is really what others want before they can be influenced.

NATURAL AND ADAPTED SELLING STYLE

PACE - CONSISTENCY (Natural)

Mark's natural style prefers a sales environment that can take advantage of his relaxed demeanor, and patience is looked at as a requirement to win. He enjoys follow-up and follow-through. He resists selling new products until proven to his standards.

PACE - CONSISTENCY (Adapted)

Mark feels that the sales environment doesn't require him to alter the way he deals with activity level and consistency.

PROCEDURES - CONSTRAINTS (Natural)

Mark feels comfortable following sales procedures and being totally prepared for his sales presentation. His structured approach will eliminate the error of omission and allow him to present his facts in a consistent manner.

PROCEDURES - CONSTRAINTS (Adapted)

The difference between Mark's basic and adapted sales style is not significant and he sees no need to change on this factor.

ADAPTED STYLE

Mark sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Depending on a proven method to sell his service or product.
- Cautious in potentially risky sales situations.
- Being a good listener.
- Using a systematic approach in the sales process.
- Using persistence and patience to achieve his goals.
- Using humor as a way of coping with conflict.
- Attentive to the details that are involved with selling.
- Presenting an agreeable demeanor to clients or customers.
- Having all the facts available before making a call.
- Presenting his product or service in a calm, detached manner.
- Avoiding an emotional involvement with the product or service he represents.
- Remaining cooperative in meeting the customer's needs.
- Careful adherence to company rules.

AREAS FOR IMPROVEMENT

In this area is a listing of possible limitations without regard to a specific job. Review with Mark and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

Mark has a tendency to:

- Bring up objections so the buyer will have all the data to base the decision on.
- Spend too much time servicing and not enough time selling new accounts.
- Have an inherent fear of closing.
- Rarely change his style to meet buyer's style.
- Often fail to close the sale when the buyer is ready to buy.
- Get bogged down in details and use details to protect his position.
- Take rejection personally, and may not close to avoid the pain.

SELLING TIPS

This section provides suggestions on methods which will improve Mark's communications when selling to different styles. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, Mark will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior salesperson.

When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business. Give an effective presentation.
- Come prepared with support material in a well-organized "package."

Factors that will create tension:

- Talking about things that are not relevant to the issue.
- Leaving loopholes or cloudy issues.
- Appearing disorganized.

When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details, unless they want them.
- Provide testimonials from people they see as important.

Factors that will create tension:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

SELLING TIPS

When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present yourself softly, nonthreateningly and logically.
- Earn their trust--provide proven products.

Factors that will create tension:

- Rushing headlong into the interview.
- Being domineering or demanding.
- Forcing them to respond quickly to your questions.

When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "presentation" in advance.
- Stick to business--provide fact to support your presentation.
- Be accurate and realistic--don't exaggerate.

Factors that will create tension:

- Being giddy, casual, informal, loud.
- Wasting time with small talk.
- Being disorganized or messy.

ACTION PLAN for Self-Development

NAME: _____

List three areas in which you see the need to focus effort along with your plan of action to achieve the desired goal. Select improvement items from the Development Guide , the text report, or suggestions from your manager or facilitator.

- **FIRST FOCUS AREA:** _____

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal: _____

- **SECOND FOCUS AREA:** _____

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal: _____

- **THIRD FOCUS AREA:** _____

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal: _____

Date: / /

Action Plan Commitment Agreement by: _____ (Examinee)

Supported by: _____ (Manager/Facilitator)