

Alicia Sample
Sales Effectiveness
self feedback report

Monday, January 20, 2003

Introduction

The following information is provided to help you to navigate the extensive information that is included in this Sales Effectiveness output report.

1. Overall summary chart

The summary results chart provides a quick visual representation of your scores in seven categories that make up the Sales Effectiveness profile. Scores upon which to most concentrate are above 3.5, which are considered to be strong and scores below 2.75, which may be in need of further development. Please note that these category scores are averages. Individual question scores can be viewed by clicking on the category label hyperlink.

2. Category description pages

This report contains three output pages for each of the seven categories. The first of these three pages explains the category, list average scores and then provides high and low score interpretation notes. The second page provides a graphical representation of individual question scores. The third page in the set provides broadly based improvement actions for those individuals wanting to develop their competencies in the overall category.

3. 10/10 Report

The 10/10 Report page provides the raw scores for the top 10 highest scoring questions and the bottom 10 lowest scoring questions out of the 84. It also identifies the categories to which these questions belong.

4. Course and Reading suggestions

This output report includes development suggestions for the two lowest scoring categories out of the seven. These suggestions include training courses that may prove helpful, as well as specific books that may provide some useful additional information.

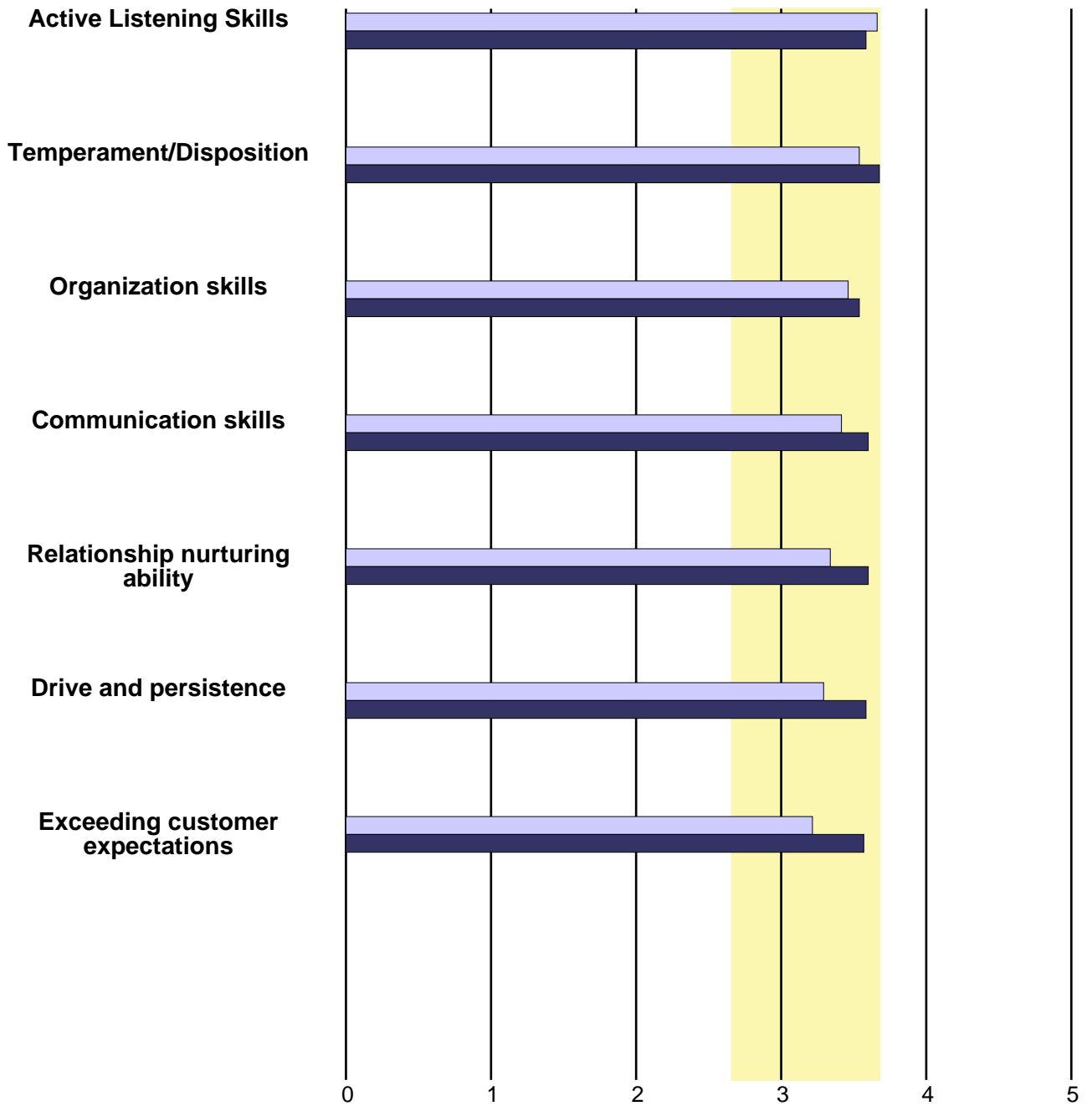
5. Development Plan

The development plan takes the five lowest scoring questions on aggregate and puts them into a single page template for individuals to record the specific actions that they plan to take as a result of their feedback during the forthcoming twelve month period. Individuals may draw upon any of the general guidance offered in their feedback report, or perhaps more usefully, draw upon the coaching tips ideas that are also included (see next section)

6. Coaching tips

The overall output report includes detailed coaching tips for the five lowest scoring questions on aggregate (consistent with the one page development plan). These coaching tips provide not only elaborative information about the particular questions but provide some specific advice on what individuals might do to improve their skills or learn new behaviors in the future.

OVERALL SUMMARY



Self Norm

The above chart is sorted in descending order of summary scores.

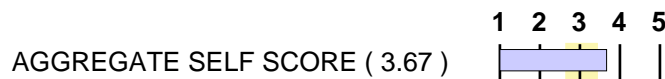
Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

Sales Effectiveness Profile

ACTIVE LISTENING SKILLS

Active Listening skills looks at how well you listen to, and successfully process your sales prospect's or customer's messages (both verbal and non-verbal) before you respond. This category asks the question "How attentive or empathetic are your listening habits in ensuring that you've fully appreciated the customer's entire communication"?

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scores predominantly in the ones and twos ('almost never' and 'occasionally') are likely mean that you may not always fully appreciate what prospects or customers communicate or miss important components of the overall message. You are also prone to being easily distracted and to jump into conversations before the sender has finished speaking.

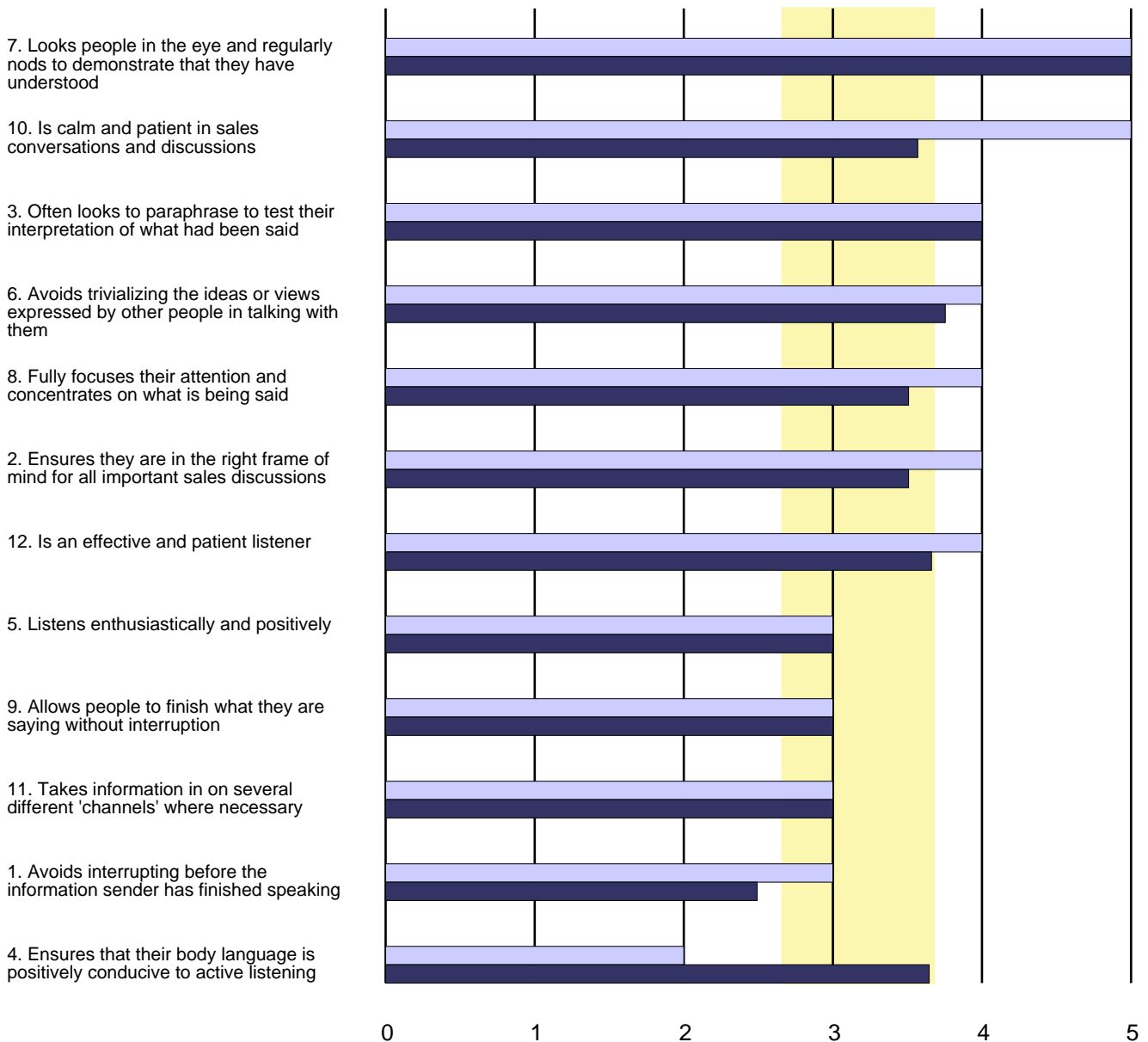
A low score person will be likely to find that communications can be frustrating or even confusing. Although blame may often be attributed to the sales prospect or customer, this is more likely to arise as a result of poor listening, giving insufficient time and focus to hearing the full message and letting the mind wander to other things (or supposedly greater priorities and tasks)."

HIGH (greater than 3.5)

"Scores predominantly in the fours and fives ('very frequently' and 'almost always') are likely to mean that you are an attentive listener and effective at appreciating the 'tenor' most communications in whatever form they may take. You will therefore concentrate genuinely and focus well on what customers or sales prospects say to you and maintain a calm and patient demeanor to let clients get their message across without interruption.

A high score person will be likely to be seen as a highly appreciative and attentive listener and one that freely gives of their time and energy to ensure that they have done as much as possible to hear and appreciate the sender's full message. High scorers will therefore tend to be much more valued when a customer or prospective client is looking to communicate important or complex information, and gain their insight or comment."

Sales Effectiveness Profile ACTIVE LISTENING SKILLS



Self
 Norm

The above chart is sorted in descending order of summary scores.

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Sales Effectiveness Profile

ACTIVE LISTENING SKILLS

Active Listening skills looks at how well you listen to, and successfully process your sales prospect's or customer's messages (both verbal and non-verbal) before you respond. This category asks the question "How attentive or empathetic are your listening habits in ensuring that you've fully appreciated the customer's entire communication"?

Improvement actions

Low scorers need to speak less and listen more. To do this they need to become more concerned to find conducive listening environments where necessary, avoid interrupting and letting their mind wander. Most of all they need to try to quietly hear the whole message being communicated without 'jumping' in too soon.

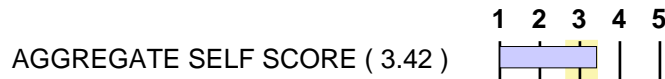
Active Listening Skills	<ul style="list-style-type: none">-Nod or show that you have understood in other ways at regular points in any conversation with a sales contact.-Maintain as much direct eye contact as you can and show genuine and focused interest in the communication (and avoid generally showing any distraction - physical or mental).-Try to smile at people more often and be a friendly and sincere as you can when they are talking to you.-Make a strong effort to put yourself in the other person's position and to imagine what they might be feeling or where they might be coming from in sending their message.
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Sales Effectiveness Profile

COMMUNICATION SKILLS

Communication skills looks at the extent to which you listen and feed back to your contacts in order to build the quality and depth of all of your sales relationships. This category asks the question "How effectively do you give and receive from your sales contact network in order to establish efficient communication channels?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scores predominantly in the ones and twos ('almost never' and 'occasionally') are likely to mean that you may fail to either listen effectively to sales contacts you meet or to communicate with your network contacts sufficiently well enough to build 'deeper' relationships with them. You are also likely to keep yourself to yourself rather too much leaving you often 'missing the sales opportunity'.

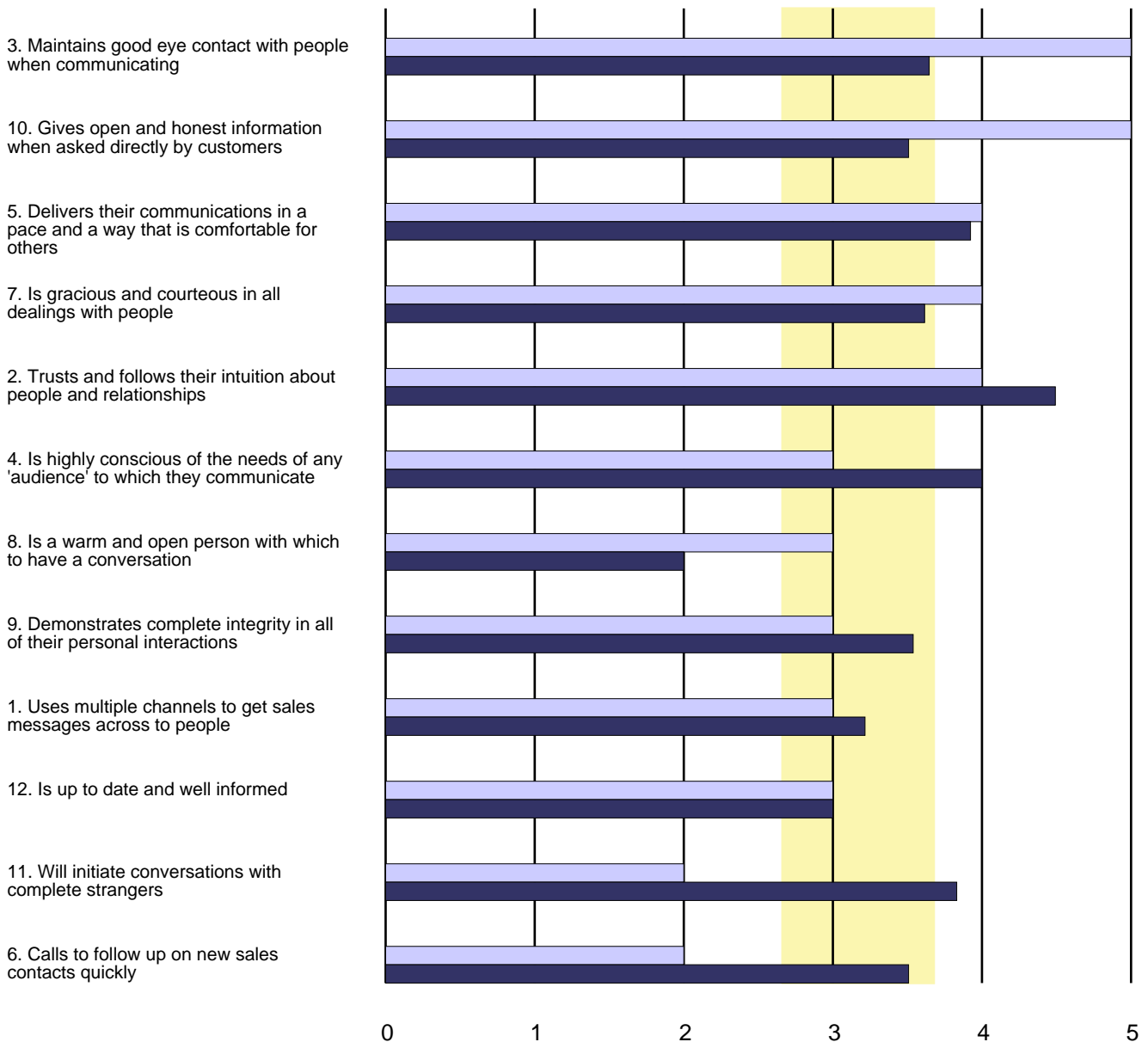
A low score person will be likely to be more of a "disconnected information island" in a sales network. This means they don't always build relationships with their contacts to a deep enough level, and may have to work much harder by "churning and burning" many more contacts that they meet than they could or should."

HIGH (greater than 3.5)

"Scores predominantly in the fours and fives ('very frequently' and 'almost always') are likely to mean that you appreciate the value of carefully listening to and 'reading' the needs of your contacts. You also well understand that regular and varied communication over time considerably helps to build strong and successful customer relationships.

A high score person will be likely to enjoy being a contact or potential customer communication 'hub', or be seen to be a well connected person. They are then therefore both a useful data resource as well as a good 'first port of call' for sales contacts to share their ideas or the challenges they face (and are often therefore seen to have potential solutions to their customer's problems)."

Sales Effectiveness Profile COMMUNICATION SKILLS



Self Norm

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Sales Effectiveness Profile COMMUNICATION SKILLS

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Improvement actions

Low scorers should spend as much time as they can in collecting useful data, information and news and carefully assess to whom it might be useful or interesting. Such information should be offered regularly and graciously to sales contacts as a way of opening up general communication channels, and in order to help build relationships (including initiating relationships with completely new people and relative strangers).

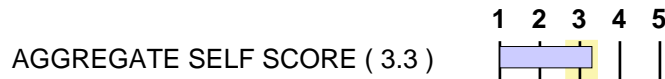
Communication skills	<ul style="list-style-type: none">-Keep files and folders for useful articles, ideas, news stories, clippings or other data you read or see that you think may be interesting or worthy of follow up to help your sales effort.-Think about whom might benefit from your product, information, or services (or may find it interesting and make contact and listen to what you have to offer). Use the excuse to talk and discover more about your contact and to deepen your relationship.-Start to think about the different prospects or customer audiences to which you have to communicate or present and develop a list of variations in style and content that you may successfully adopt in the future.-Develop a series of sales presentation 'scripts' that you can deliver 'flawlessly' and with total confidence in a range of different situations that you may encounter in the future.
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Sales Effectiveness Profile

DRIVE AND PERSISTENCE

Drive and persistence looks at the extent to which your sales contact relationship-building efforts remain constant and relentless through obstacles and time. This category asks the question "With how much tenacity do you develop your personal sales network and drive hard towards better outcomes through people?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scores predominantly in the ones and twos ('almost never' and 'occasionally') are likely to mean that you often become distracted or overly affected by obstacles and difficulties that arise when you are trying to build your customer base. Selling and general prospecting effort is therefore likely to be conducted too much at random, or by accident, and followed through with inadequate passion or energy.

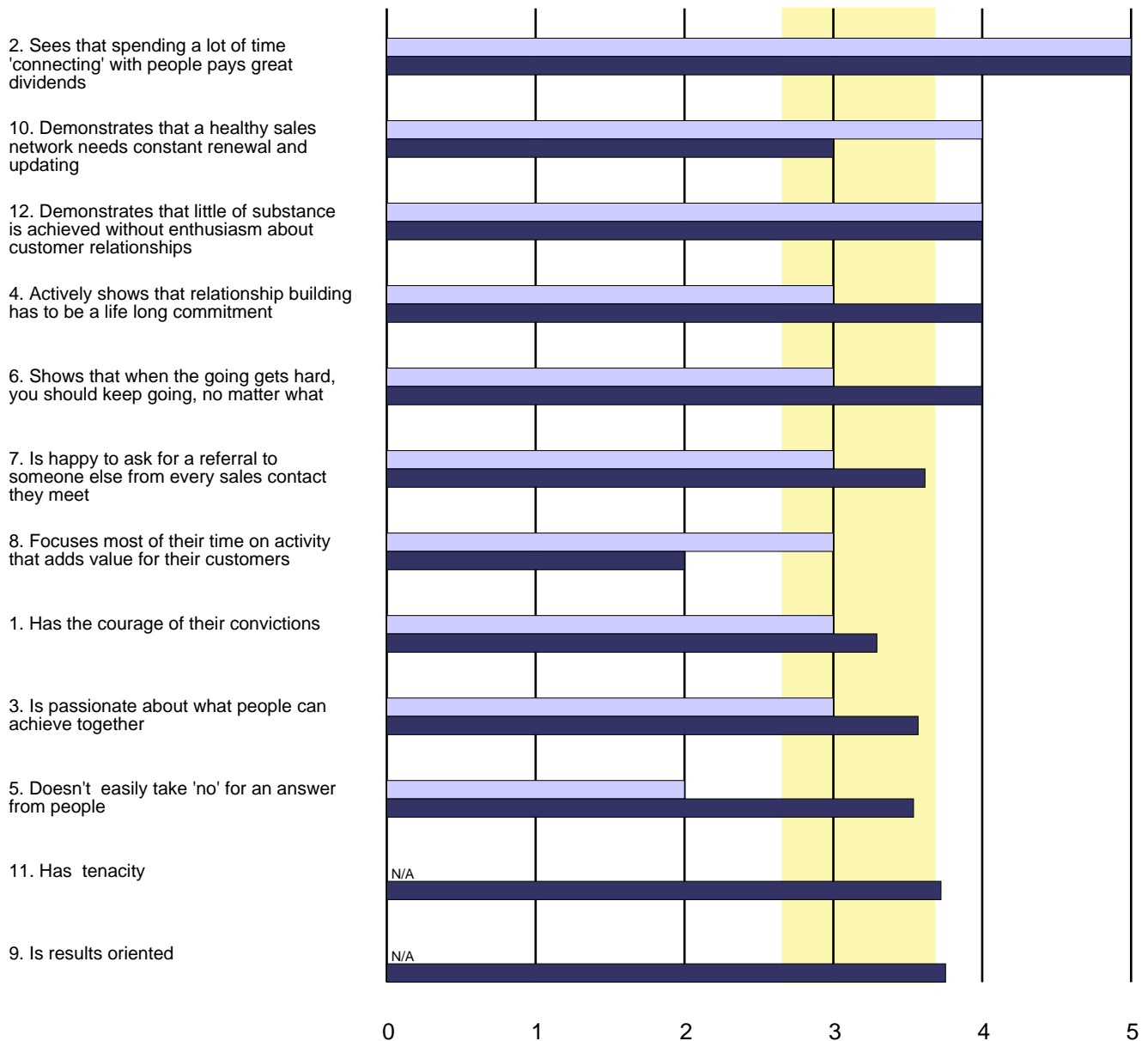
A low score person will be likely to have only a limited commitment to achieving better results through people, preferring to take on difficult tasks or projects too often by themselves. They will therefore, find that they may lose faith in their own ability to achieve some of their sales tasks or goals and occasionally therefore let their customers down or fail to deliver on a promise or commitment."

HIGH (greater than 3.5)

"Scores predominantly in the fours and fives ('very frequently' and 'almost always') are likely to mean that you push strongly towards your sales relationship building goals or aspirations and to try to 'jump over' or avoid any obstacles that you encounter. You are also likely to have high levels of self-motivation or internal drive and often act as a role model for others.

A high score person will be likely to be naturally enthusiastic about their customer relationships and often go out of their way to find opportunities to involve people in goals or challenges (other people's and their own). They are also likely to take their sales commitments seriously and work hard to achieve results in order to help their whole customer base grow to be successful and prosper over the longer term."

Sales Effectiveness Profile DRIVE AND PERSISTENCE



Self Norm

The above chart is sorted in descending order of summary scores.

Norm bars shown on this chart are the progressive average aggregate scores of all individuals rating themselves on this questionnaire.

Sales Effectiveness Profile

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Improvement actions

Low scorers need to think carefully about the whole sales cycle with each customer and make sure that they organize as much effort and resources as are necessary in order to fully meet (and where possible exceed) their promises. This also entails becoming a personal role model for hard work, determination and tenacity.

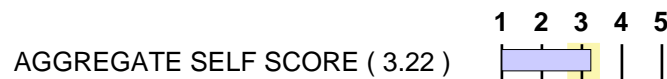
Drive and persistence	<ul style="list-style-type: none">-Even in the face of obstacles, remain committed by sticking to your sales prospecting plans, and celebrate your successes rather than worry about your failures.-Make a careful note of commitments that you make, or priorities that are important to your customers and do everything you can to meet their expectations-When good sales opportunities arise, think about the resources that you will need and the people that could potentially help you. Take steps to organize these at the earliest possible opportunity or gain people's commitment to assist you when you need their help.-Even when you experience a 'no sale' or rejection, get used to asking your prospective customer what else you could have done or even whether they could recommend anyone else to which you could talk in the future.
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Sales Effectiveness Profile

EXCEEDING CUSTOMER EXPECTATIONS

Exceeding customer expectations looks at the extent to which the individual has an 'environmental radar' tuned to the economy, competitors, the market and customers to guide their day to day actions. This category asks the question "How well do you listen to external sources of information, and work across functions, departments and teams to help offer sales service excellence to your customers?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scores predominantly in the ones and twos ('almost never' and 'occasionally') are likely mean that this person may spend little or no time in 'tuning in' to the external commercial environment or the changing needs or demands of customers. As such, access to external business information is likely to be limited or far slower than it needs to be to keep usefully up to date.

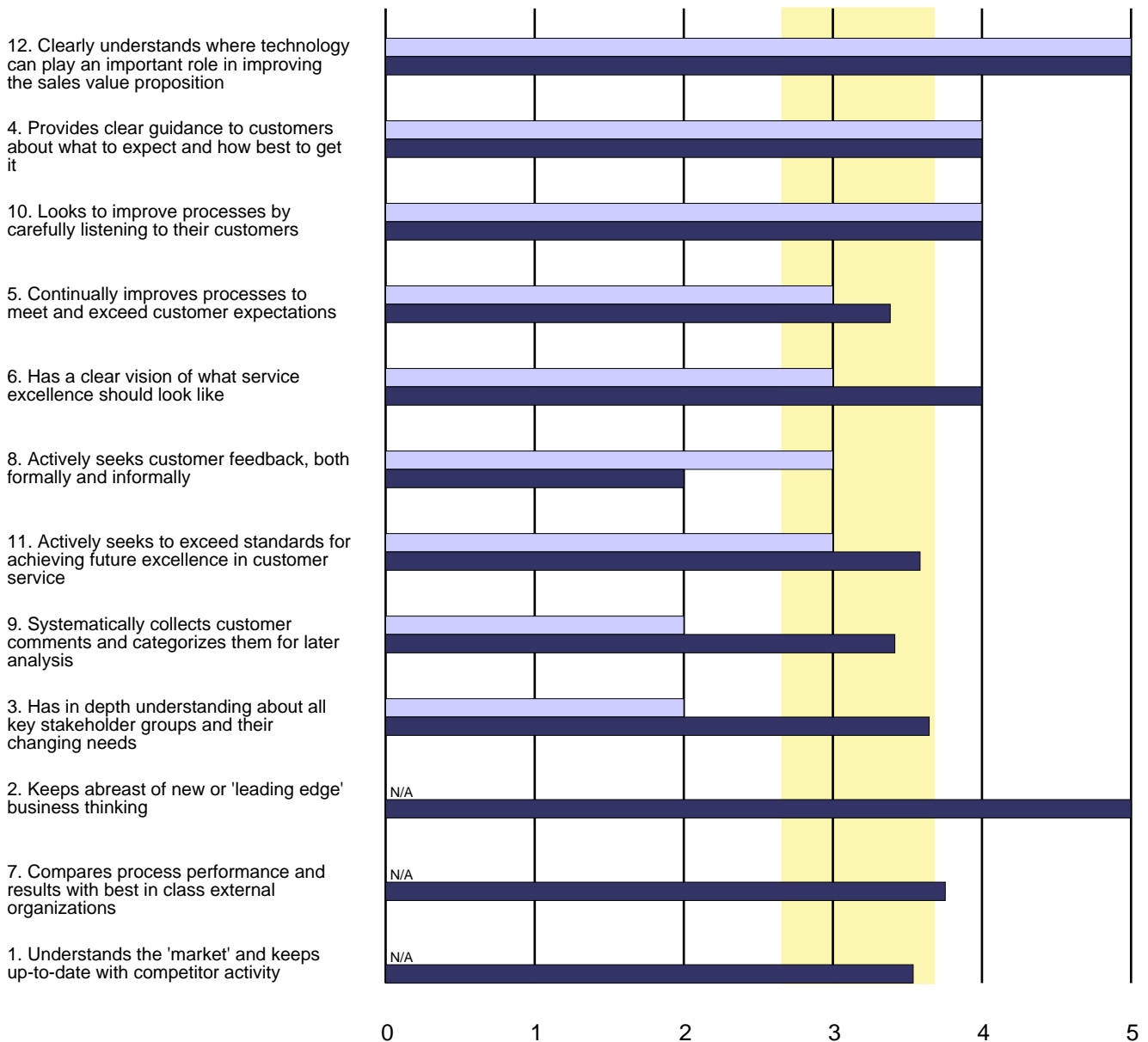
A low score person will be likely to face market surprises more frequently than they should because they do not have a well developed network of sources for information about changes to the economy, competitor or customer needs. Decision-making may therefore take place without a sound, up to date external market context or without reasonable regard to what is happening that may be relevant."

HIGH (greater than 3.5)

"Scores predominantly in the fours and fives ('very frequently' and 'almost always') are likely mean that this individual maintains an active interest in what is happening as far as their customers are concerned and in the external commercial world in general. This will include keeping up to date with what is happening in the economy, with competitor initiatives and on the shifting needs of different types of customers.

A high score person will be likely to invest a considerable amount of time and energy in developing effective sources of information (both inside and outside their organization) and with a wide variety of individuals and groups in different functions and businesses. This is done by nurturing a strong contact network and by maintaining a healthy inquisitive interest in the commercial world at large."

Sales Effectiveness Profile EXCEEDING CUSTOMER EXPECTATIONS



Self Norm

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Sales Effectiveness Profile

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Exceeding customer expectations looks at the extent to which the individual has an 'environmental radar' tuned to the economy, competitors, the market and customers to guide their day to day actions. This category asks the question "How well do you listen to external sources of information, and work across functions, departments and teams to help offer sales service excellence to your customers?"

Improvement actions

Low scorers need to spend more time in talking about general commercial issues to internal colleagues from other functions and departments and use this experience to start nurturing useful contacts inside and outside the business. This may include other similar or competitive service organizations, suppliers and other intermediary businesses. Learn to steer these conversations towards what people think about the trends in the economy, in competitor activity or in any shift in consumer attitudes or expectations.

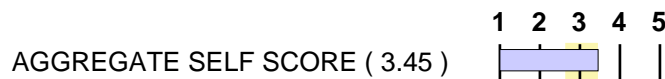
Exceeding customer expectations	<ul style="list-style-type: none">-Read more widely and regularly to keep up to date about trends in the market in best practice enterprises and in other innovative industries and sectors.-Take a greater interest in customer feedback and even actively communicate with customers to gain input on strengths and weaknesses about what they are being offered (and how it might be improved).-Identify one key process in your work area that could be improved by technology and develop a plan to describe how this might be brought about.-Engage in some external process benchmarking to test whether a targeted performance area is at a sufficiently competitive level for customer needs.
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Sales Effectiveness Profile

ORGANIZATION SKILLS

Organizational skills looks at how well you use organizational and prioritization systems to efficiently and successfully sell to your sales contacts or prospects. This category asks the question "How effectively do you organize yourself and the information you gather about people to which you intend to sell in order to maximize your chances of success?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scores predominantly in the ones and twos ('almost never' and 'occasionally') are likely to mean that you may not worry about setting up much in the way of systems before you engage in the selling process or gather relevant information that you may need to be successful. As a result, you may frequently lose cards, paper, phone numbers etc, and have to expend more time than necessary in finding what you need (and sometimes the same information again and again).

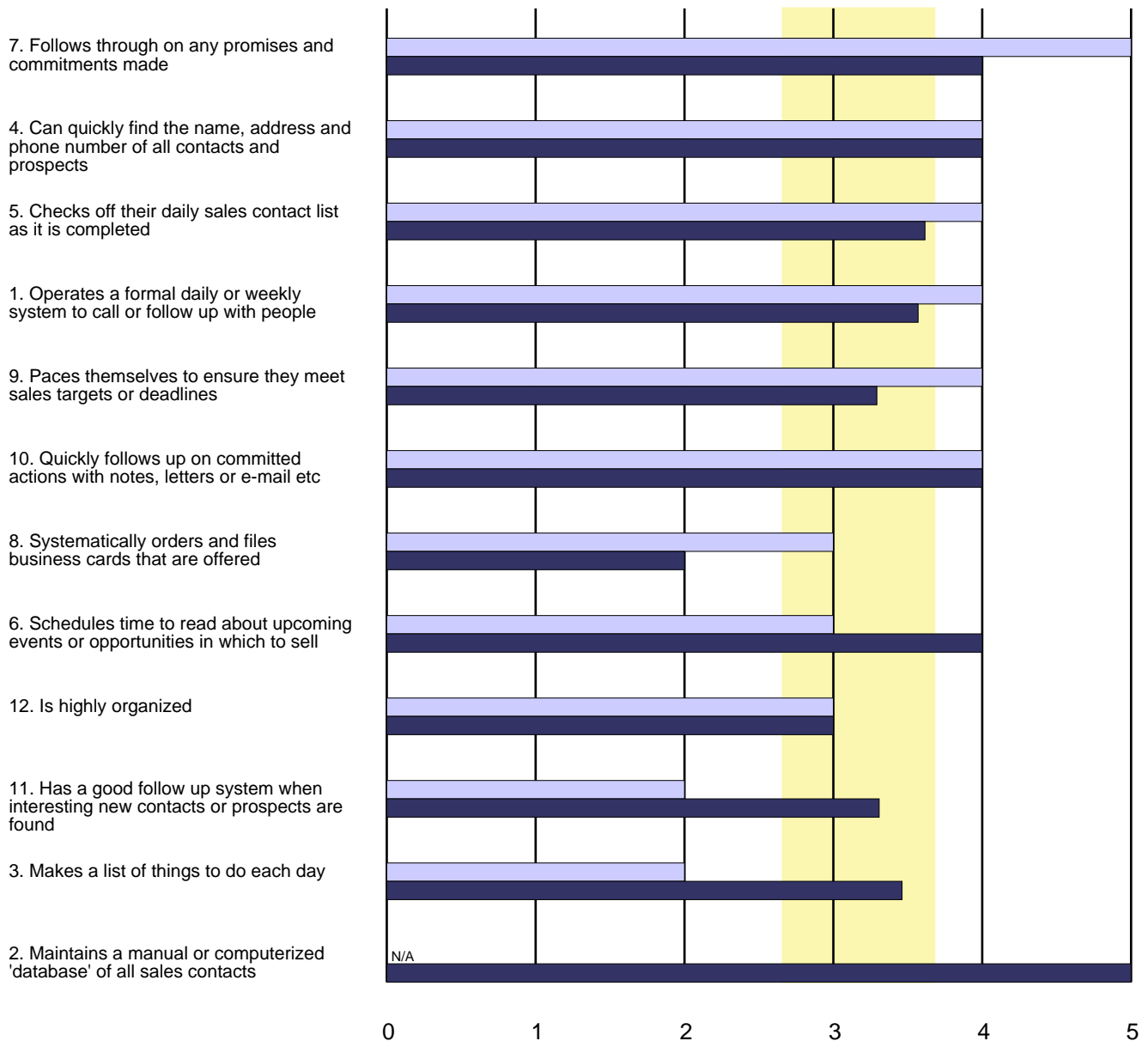
A low score person will be likely to approach the whole selling process in a 'disorderly' fashion and therefore find themselves repeating their efforts to find people or follow up with them. Low scorers will also keep 'loose' files or no organization system at all, so as to refer to information that they have collected when they need it."

HIGH (greater than 3.5)

"Scores predominantly in the fours and fives ('very frequently' and 'almost always') are likely to mean that you take your sales networking and prospecting efforts seriously and to have set up a well-prepared and comprehensive system to keep track of your meetings and interfaces. You are also likely to be able to quickly find information that you have researched or gathered, in order to present well or to follow up effectively.

A high score person will be likely to set up a well structured filing and data collection system before they initiate any serious sales effort, as well as to think about how they will organize, collate and categorize information. In addition, they will understand the importance of following up with people that they meet and keeping any promises or commitments that they make."

Sales Effectiveness Profile ORGANIZATION SKILLS



Self Norm

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Improvement actions

Low scorers need to establish a contact management system (either manual or computerized) and force themselves to log information from sales oriented meetings and conversations as soon as they occur. In addition, they should transfer key data from discussions with prospects and customers as well as from leaflets, brochures or business cards into their system frequently, sorting, categorizing and labeling it so that it is easy to find and search when they need it.

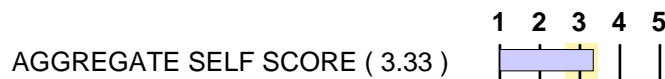
Organization skills	<ul style="list-style-type: none">-Purchase, design or adapt a sales/contact organization system that is easy to use and easy to maintain for you and to accommodate all of your sales contact details.-Teach yourself how to use your personal organization system properly and on a constant basis. At least once a month, review all the data you have collected, and categorize and prioritize it carefully.-Develop the habit of making regular notes after all of your sales visits or meetings and transferring the most relevant data to your contact management system.-Regularly review the information that you collect on your sales prospects and your customers and follow up with a letter, phone call or e-mail etc (and also record any responses that you get).
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Sales Effectiveness Profile

RELATIONSHIP NURTURING ABILITY

Relationship nurturing ability looks at the extent to which you sincerely and enthusiastically invest your time and effort into building and growing your relationships with your sales contacts. This category asks the question "How well do you nurture your relationships with your contacts and prospective customers so as to develop high levels of warmth, empathy and mutual trust?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scores predominantly in the ones and twos ('almost never' and 'occasionally') are likely mean that you are less concerned, or even 'blind' to the needs of specific sales prospects and customers that you meet. You may also be overly 'transactional' in your dealings with people, thinking more about your own needs rather than those of other people.

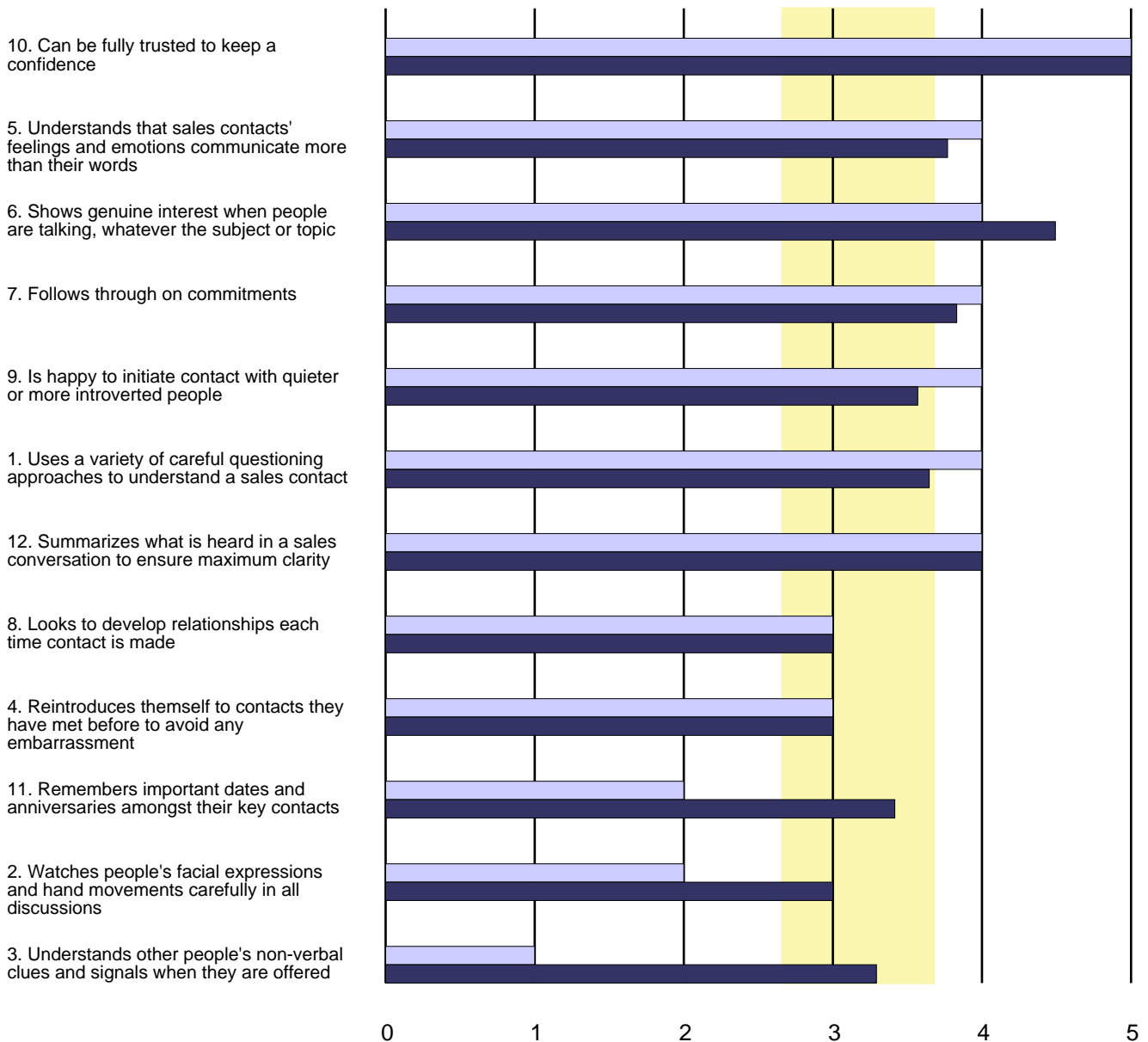
A low score person will be likely to keep their sales conversations or meetings too short, or are prone to focus only on what are perceived to be significant or important points of discussion (ignoring 'small' talk or minor social exchange). They will also often forget people's names and sometimes fail to recall details from past conversations."

HIGH (greater than 3.5)

"Scores predominantly in the fours and fives ('very frequently' and 'almost always') are likely to mean that you are you are committed to creating a warm and enabling climate in which customers feel positive and valued when they come into contact with you. This means that you are likely to almost instinctively put yourself in the 'shoes' of other people, in order to better understand their needs and aspirations.

A high score person will be likely to quickly build empathy with most people that they meet, or at least find out a lot of minor details about the person, that they can then recall, and build upon in future conversations. They will also give much of themselves to others, without ever feeling that they have to 'balance' how much is 'given' versus how much is 'taken'."

Sales Effectiveness Profile RELATIONSHIP NURTURING ABILITY



Self Norm

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Sales Effectiveness Profile

RELATIONSHIP NURTURING ABILITY

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Improvement actions

Low scorers need to try to regularly imagine what their sales contacts may be thinking or feeling, or imagine what they might value. Having done this, they can look to provide ideas, suggestions or general advice to be supportive. Such support should be genuinely and warmly offered with good eye contact, and trying hard to remember details and personal facts from prior conversations.

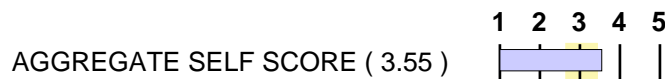
Relationship nurturing ability	<ul style="list-style-type: none">- Aim to be as positive and sincere as possible in all your conversations with your sales contacts and be sensitive to people's feelings or emotions as well as their words.- Try to develop as much trust as you can and make sure that you meet any commitments that you make to customers.- Make sure that your deeds always match your words when you make statements about what you intend to do after a discussion or meeting with a sales contact.- Aim to look at every sales conversation that you plan to have with a prospect from their perspective as much as you can before holding the meeting and plan to handle any objections that you can imagine.
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Sales Effectiveness Profile

TEMPERAMENT/DISPOSITION

Temperament/Disposition looks at your internal want or desire to find value and enjoyment through your relationships with other people in general and also looks at how 'comfortable' you are in being in a sales situation. This category asks the question "How well do you operate on an open, "information sharing" basis with old and new sales contacts around you?"

1 = almost never, 5 = almost always.



Interpretation

LOW (less than 2.75)

"Scores predominantly in the ones and twos ('almost never' and 'occasionally') are likely mean that you may operate more like a 'loner' much of the time, doing much more by yourself than with and through other people. You are also likely to be selective about whom you talk, and usually only when you have a reason to initiate contact at all.

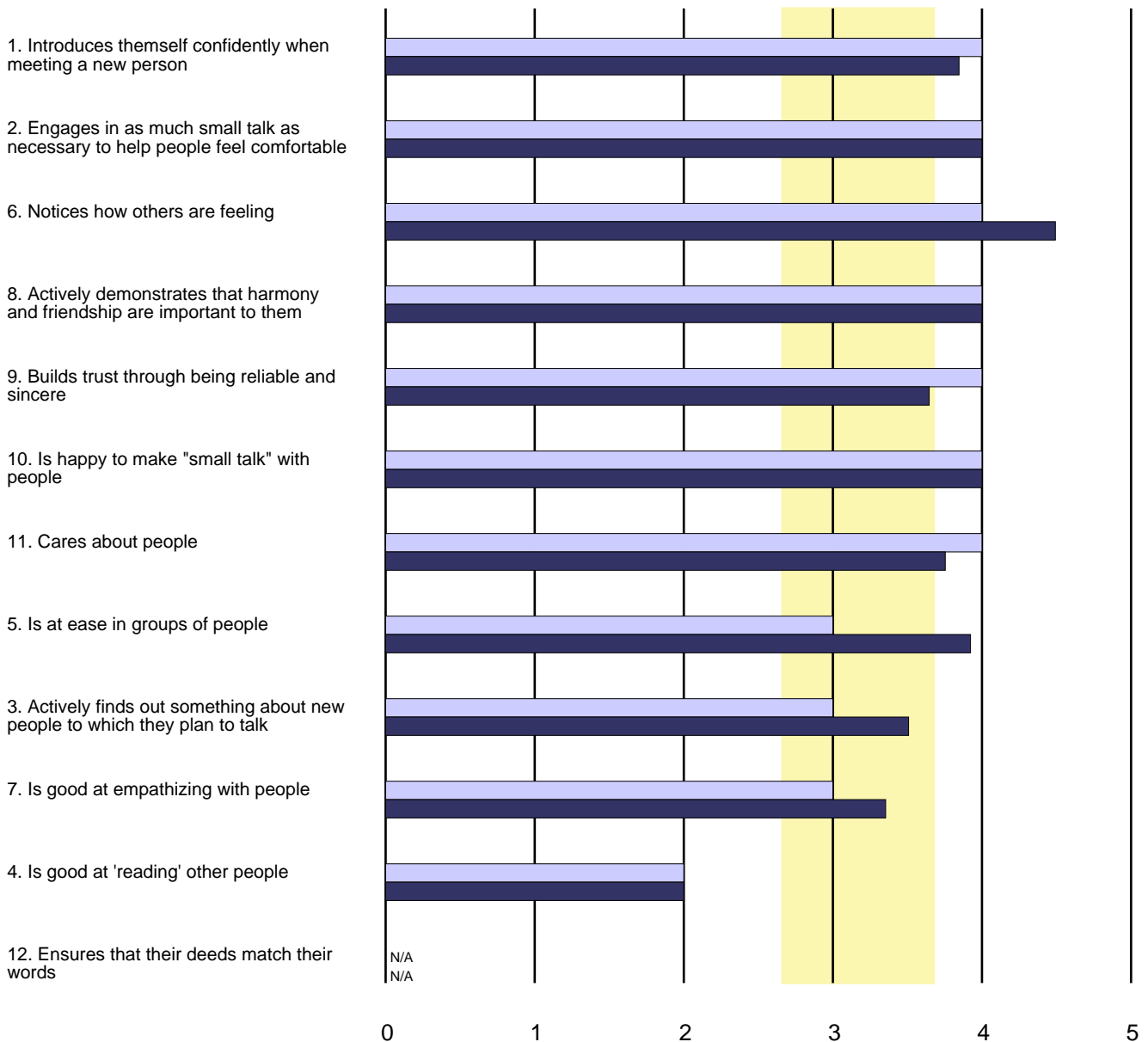
A low score person will be likely to lack general confidence about meeting new people and therefore only initiate contact when they feel that the effort is likely to be tangibly worthwhile. They also tend to see most of their relationships with people as being 'transactional' or operating only to make an exchange of some kind (on a like for like basis) rather than to offer benefits and solutions and help whenever needed."

HIGH (greater than 3.5)

"Scores predominantly in the fours and fives ('very frequently' and 'almost always') are likely to mean that you are an easy going and flexibly minded individual that likes to work with and through people on a regular basis. In doing this, you are likely to be happy to offer support and help as well as being skilled at pointing out the advantages and benefits of particular solutions over others to your existing clients and prospective customers.

A high score person will be likely to go out of their way to build relationships with a wide range of people, thus offering support to them and the opportunity for greater influence and therefore success in any selling situation. Many relationships will therefore be deep and long lasting friendships."

Sales Effectiveness Profile TEMPERAMENT/DISPOSITION



Self Norm

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Sales Effectiveness Profile TEMPERAMENT/DISPOSITION

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Improvement actions

Low scorers needs to find ways to become more at ease in talking to people in general and in being open to talking to people without any particular purpose and engaging in small talk more often. Although it is not easy to quickly change, low scorers can also try to put themselves more often in the shoes of others and look to increase their overall empathy with people that they meet.

	<ul style="list-style-type: none">-Make a commitment to network more widely as a means to meet more people and build your levels of comfort in dealing with people that you do not know well or at all.-Develop the ability to look at issues and situations you encounter from the point of view of those involved, and think about what actions you could take to be helpful or supportive.-Take the opportunity to talk to strangers or people that you do not know well more frequently.-Set yourself a target to engage in small talk conversation with at least one person that you do not know well every day (whether or not they are likely to be a good sales prospect).
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THE '10/10' REPORT

Top 10 development needs

		scores
Relationship nurturing ability	3. Understands other people's non-verbal clues and signals when they are offered	1.0
Communication skills	6. Calls to follow up on new sales contacts quickly	2.0
Active Listening Skills	4. Ensures that their body language is positively conducive to active listening	2.0
Communication skills	11. Will initiate conversations with complete strangers	2.0
Drive and persistence	5. Doesn't easily take 'no' for an answer from people	2.0
Exceeding customer expectations	3. Has in depth understanding about all key stakeholder groups and their changing needs	2.0
Exceeding customer expectations	9. Systematically collects customer comments and categorizes them for later analysis	2.0
Organization skills	3. Makes a list of things to do each day	2.0
Organization skills	11. Has a good follow up system when interesting new contacts or prospects are found	2.0
Relationship nurturing ability	2. Watches people's facial expressions and hand movements carefully in all discussions	2.0

Top 10 strengths

Active Listening Skills	7. Looks people in the eye and regularly nods to demonstrate that they have understood	5.0
Active Listening Skills	10. Is calm and patient in sales conversations and discussions	5.0
Communication skills	3. Maintains good eye contact with people when communicating	5.0
Communication skills	10. Gives open and honest information when asked directly by customers	5.0
Drive and persistence	2. Sees that spending a lot of time 'connecting' with people pays great dividends	5.0
Exceeding customer expectations	12. Clearly understands where technology can play an important role in improving the sales value proposition	5.0
Organization skills	7. Follows through on any promises and commitments made	5.0
Relationship nurturing ability	10. Can be fully trusted to keep a confidence	5.0
Active Listening Skills	2. Ensures they are in the right frame of mind for all important sales discussions	4.0
Active Listening Skills	3. Often looks to paraphrase to test their interpretation of what had been said	4.0

COURSE AND READING SUGGESTIONS

The following are general reading and course suggestions that may help you to better understand the two categories in which your scores were the lowest and to assist you in writing your development plan.

Exceeding customer expectations

Exceeding customer expectations looks at the extent to which the individual has an 'environmental radar' tuned to the economy, competitors, the market and customers to guide their day to day actions. This category asks the question "How well do you listen to external sources of information, and work across functions, departments and teams to help offer sales service excellence to your customers?"

Course Suggestions

- Effective customer service
- Total Quality management
- Benchmarking
- Networking and relationship building
- Supplier partnering
- Managing external stakeholders

Reading Suggestions

- Service Wisdom, Ron Zemke and Chip Bell, Lakewood Books, 1989
- The Sales Bible, Jeffrey H. Gitomer, William Morrow and Co, 1994
- Moments of Truth, Jan Carlzon, Harper & Row, 1989 edition
- The Only Thing that Matters, Karl Albrecht, Harper Collins, 1992
- A Passion for Excellence, Tom Peter & Nancy Austin, Fontana, 1986
- Customers First, Denis Walker, Gower Publishing, 1990
- Customer Driven Quality, Richard Whitely

Other Suggestions

- If you feel comfortable to do so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects to improve your skills and other possible support they may be able to offer.

COURSE AND READING SUGGESTIONS

Drive and persistence

Drive and persistence looks at the extent to which your sales contact relationship-building efforts remain constant and relentless through obstacles and time. This category asks the question "With how much tenacity do you develop your personal sales network and drive hard towards better outcomes through people?"

Course Suggestions

- Assertiveness
- Conflict resolution
- Time management
- Problem solving and decision making
- Change management

Reading Suggestions

- "Close More Sales!: Persuasion Skills That Boost Your Selling Power
- The David Solution, Valerie Stewart, Gower, 1992
- Pulling your own strings, Wayne Dyer, Harper Collins, 1991
- Asserting yourself, Sharon Anthony Bower and Gordon Bower, Perseus, 1996
- Don't say yes when you mean no, Herbert Fenstecheim and Jean Baer, Dell, 1975

Other Suggestions

- If you feel comfortable to do so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects to improve your skills and other possible support they may be able to offer.

DEVELOPMENT PLAN

Use the space below to write out your personal development plan for the next 12 months based on your results. Draw upon the general improvement actions in relevant areas of the report and ideas that are suggested in the attached coaching tips.

Development Area: Understands other people's non-verbal clues and signals when they are offered		1.0	N/A	N/A
Action to Take:	Target Date:			
Development Area: Calls to follow up on new sales contacts quickly		2.0	N/A	N/A
Action to Take:	Target Date:			
Development Area: Ensures that their body language is positively conducive to active listening		2.0	N/A	N/A
Action to Take:	Target Date:			
Development Area: Will initiate conversations with complete strangers		2.0	N/A	N/A
Action to Take:	Target Date:			
Development Area: Doesn't easily take 'no' for an answer from people		2.0	N/A	N/A
Action to Take:	Target Date:			

5 Relationship Nurturing Ability

Understands other people's non verbal clues and signals when they are offered

Non-verbal clues and signals can tell us so much about others, and indeed about ourselves. The effective salesperson in effect speaks another language – the language of the body and non-verbal communication. Here are some of the messages conveyed in that language:

1. Some people convey the fact that they are powerful (or like to think of themselves as powerful) through body language, but there is more to non-verbal communication than just body language. Power is conveyed through:
 - invading other people's personal space
 - touching other people
 - speaking loudly
 - speaking softly (knowing that others will recognize this as a threat signal)
 - taking up a lot of personal space
 - having expensive office fittings
 - having a chair that is physically higher than other chairs
 - keeping people waiting
2. People can sometimes signal that they are in sympathy or empathy with us – they're on the same wavelength. Empathy can be signaled by:
 - mirroring the other person's gestures
 - mirroring the other person's postures
 - imitating the other person's speaking and laughing style
 - imitating the other person's clothing
 - listening more than speaking
 - nodding as the other person is speaking
3. The effective salesperson knows that, while body language and non-verbal communication can help us to understand others, there is also considerable variation from culture to culture as to what non-verbal communication actually means. It makes sense therefore to learn the non-verbal rules of people from other cultures, whether that means as preparation for travelling to other countries or simply getting broader understanding of multicultural communication in one's home country. There are, for example, considerable cultural variations in:
 - the acceptable social distance between people
 - acceptable levels and types of touching of others (within and between genders)
 - acceptable volume levels for conversation in public situations
 - acceptable levels and types of gestures in social settings
4. The effective salesperson is wary of trying to "read people's minds through their body language." It is very easy to over-interpret non-verbal clues and signals, inferring specific states of mind that simply do not exist. We can never be absolutely sure about how another person is feeling simply by looking at their non-verbal communication (can we ever be sure even of our own feelings?).



4 Communication Skills

Calls to follow up on new sales contacts quickly

Many of us at times have “call reluctance”. We just can’t bring ourselves to lift that phone and make the call. We fear rejection. The best way to overcome this fear is to be prepared.

Following up quickly on new contacts is extremely important. As you make new contacts they should immediately be put into your database, with relevant notes on where you met them, what was discussed, their area of interest. By keeping good notes it is easier to make that follow-up call. You can then schedule uninterrupted time each week for your follow-ups

There are many good computer programs on the market today that will keep your contacts organized and prompt you to call them. Find one that suits you and keep it up to date. If you don’t like using computerized tools, no problem – just keep a good card index system.

Consider the following to improve your effectiveness in this area:

- Keep good records – you need to have a database where all your sales contact details are stored. As the relationship develops new information can be gathered and added to the record.
- When you meet a new contact, jot down the date and where you met them write something you remember about the person and any action required, on the back of their card, and add it to your database immediately.
- Review whether you have a proper system whereby you can schedule a follow up phone call after meeting a new sales contact? Where possible ensure that this is a written system or even better a computerized one.
- Try to make sure that you have a block of time (or several short ones) scheduled each week to follow up on new sales contacts?
- Use email, postcards, or thank you cards wherever possible to consolidate the relationships that you make. Sometimes this can help eliminate “Phone Tag”.
- A handwritten note (approx 25 words) is sometimes a most powerful follow-up tool. A hand written note attached to a business card, brochure or proposal can enhance the lasting impression you leave with your contact.



Active Listening Skills

Ensures that their body language is positively conducive to attentive listening

How do others know that we are listening? We can make sympathetic noises (“uh-huh,” “Mmmm”), but apart from those, the only way that others know that we are actually alive and breathing and paying attention is through the body language signals we send out.

Make sure that you send those signals out, and make sure that they are unambiguous – that is, that they only send one message, and not more than one. Here’s how:

1. Give the person full eye contact. Don’t stare, but look levelly at the person. Don’t blink too quickly (this may give the impression that you are stressed), and don’t be distracted by those things going on around you.
2. Face the person square on. Make sure that the front of your body is parallel with theirs. Don’t twist away, as this may suggest that in fact you are more interested in things, which are going on at other angles to the planes of your bodies. Even worse, it may suggest that you are about to run away. Twisting away is what you tend to do when a boring person at a party traps you. In those circumstances, it may be justified to orient your body away from the person talking (although even “bores” sometimes possess some very non-boring information, which they may eventually – disclose).
3. Don’t gesture restlessly. Don’t fiddle with clothing, hair, jewelry, papers, or anything else that seems to be taking up more of your attention than the person speaking.
4. Give nodding feedback to the other person. Such micro-gestures are important for the other person as they show that you are paying attention. If you doubt this, try engaging people in conversation, and when it is their turn to speak, withhold any nodding feedback. You will probably find that the person talking becomes somewhat disconcerted – they can’t put their finger on it, but suddenly they seem to be talking to a robot. Don’t be a robot.
5. When someone is speaking, imagine that that person is giving out clues to the whereabouts of a million dollars. If you can suspend disbelief just for the duration of the conversation and semi-believe this fantasy, you will be amazed at how your listening behavior and body language will change. Maybe in another sense, and within a rather longer time frame, they **are** in fact giving out clues to the whereabouts of a million dollars. Do you really want someone else to get that million dollars? Yes, of course, that sounds appallingly selfish, but at least answer the question for yourself.



4 Communication Skills

Will initiate conversations with complete strangers

Initiating conversation can be a daunting challenge for shy people or people new to sales work, but practice makes perfect. We therefore, need to learn several skills that allow us to exchange information with people without feeling that it is a daunting or energy draining experience.

Some people are so nervous making conversation with strangers that they don't listen at all, rather they mainly concentrate on what they will say next. The result is the conversation doesn't flow. They may also feel that they won't know what to say next or even be rejected in some way. All such facts can be very real to the individual but must be overcome if selling is to be successful at all.

Here are some helpful hints to get you started:

- Introduce yourself confidently, tell the new contact your name, what company you are from and what your occupation is. Hand them your calling card and collect theirs (practice what you will say beforehand). Ask them an open-ended question about themselves then ...listen.
- Here are some examples of conversation starters:
 - “What was the highlight of your week?” Don't focus on negative subjects. Keep your conversation light and interesting.
 - “I'm buying a new mobile phone, where did you buy yours?” “Would you shop with them again?”
 - “How long have you worked in your present company/job?”
- Be as prepared as you can, have your calling cards in one pocket and blank cards (to use for their details in case they have no business card on them).
- Read the paper or listen to the latest news, so you are up to date and can get into small talk quickly when it is necessary to start the conversation off.
- Listen, Listen, Listen. Maintain good eye contact, while the new contact is speaking to you and limit your own talking.
- Deliberately try to move out of your comfort zone by seeking out people you don't know but would be interesting to talk to. Seek out newcomers or first timers in social or business settings with which you are familiar. These people often look and feel like a fish out of water. Making the first contact with these people will often endear you to them for life. Don't forget every best customer was once a total stranger.



7 Drive and Persistence

Doesn't easily take 'no' for an answer from people

We all experiences knock-backs in life. Successful people “pick themselves up dust themselves off and start all over again” – persistence is therefore the key. However, because people say “no” once doesn't mean they wont change their mind at a later date.

Baseball is the only major sport in which the defensive team initiates the action. The game doesn't start until the ball is delivered from the pitcher. Offense begins by stepping up to the plate.

When you think about it, the same is true when selling or looking for new people to meet and influence to make a decision. To reach contacts and secure referrals, you must step into the batter's box. You may strike out at first, but eventually you'll hit a home run.

Consider the following to improve your effectiveness in this area:

- There are many reasons why people say no initially. Always ask for feedback, make sure your contact understood exactly what you were proposing.
- Recognize that a “no” could mean that you haven't worked hard enough to build your relationship with that person to a point where he is happy to invest time, money or referrals, with you.
- Maintain a steady level of persistence – keep working toward your goal, but be patient. People learn fast, but they also forget fast. Call them and let them know that you are still interested in them. Eventually your persistence will pay off.
- Go back to your basic relationship building action plan. Write a note thanking them for their time. e.g. “Thank you John for taking the time to listen to my proposal. It is with sincere regret that your immediate plans do allow you to participate at this time. However, if you need any information or have any questions, please feel free to call. I will keep you posted on any new developments that may be of interest to you.” With your thank you note you have left the door open to try again in the future.
- Develop high levels of trust before you push your contacts to make decisions or take action. Taking time to build the relationship slowly and carefully will reduce the number of times that you hear the word “no”.

