



# Sales Effectiveness

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## Feedback Report

**Personalized Report For: Sample Report**

**Completed: 3/1/2017**



# INTRODUCTION

This Sales Effectiveness Feedback Report consists of six components, which are described below.

## 1. Overall Summary

The summary results chart provides a quick visual representation of your scores in the seven competencies that make up the Sales Effectiveness profile. The areas to concentrate on are those scores above 3.5 (strong) and below 2.75 (need further development). Please note that these competency scores are averages; individual question scores can be viewed by clicking on the individual competency link.

## 2. Category Descriptions

There are three sections for each of the seven competencies. The first of these three sections explains the competency, lists average scores, and then provides high and low score interpretation notes. The second section provides a graphical representation of individual question scores. The third section provides broadly-based improvement actions for those individuals wanting to develop their competencies.

## 3. 10/10 Report

The "10/10" Report page provides the raw scores for the 10 highest scoring questions and the 10 lowest scoring questions out of the 84. It also identifies which competency each question is from.

## 4. Course and Reading Suggestions

Development suggestions for the two lowest scoring competencies, including specific recommendations regarding training courses and books that will provide useful information on the topic are included.

## 5. Development Plan

The development plan lists questions with the five lowest scores from the assessment and puts them into a one-page template. Individuals can use this template to record the specific actions they plan to take over the next twelve months based on the general guidance offered in their feedback report and the coaching tips.

## 6. Coaching Tips

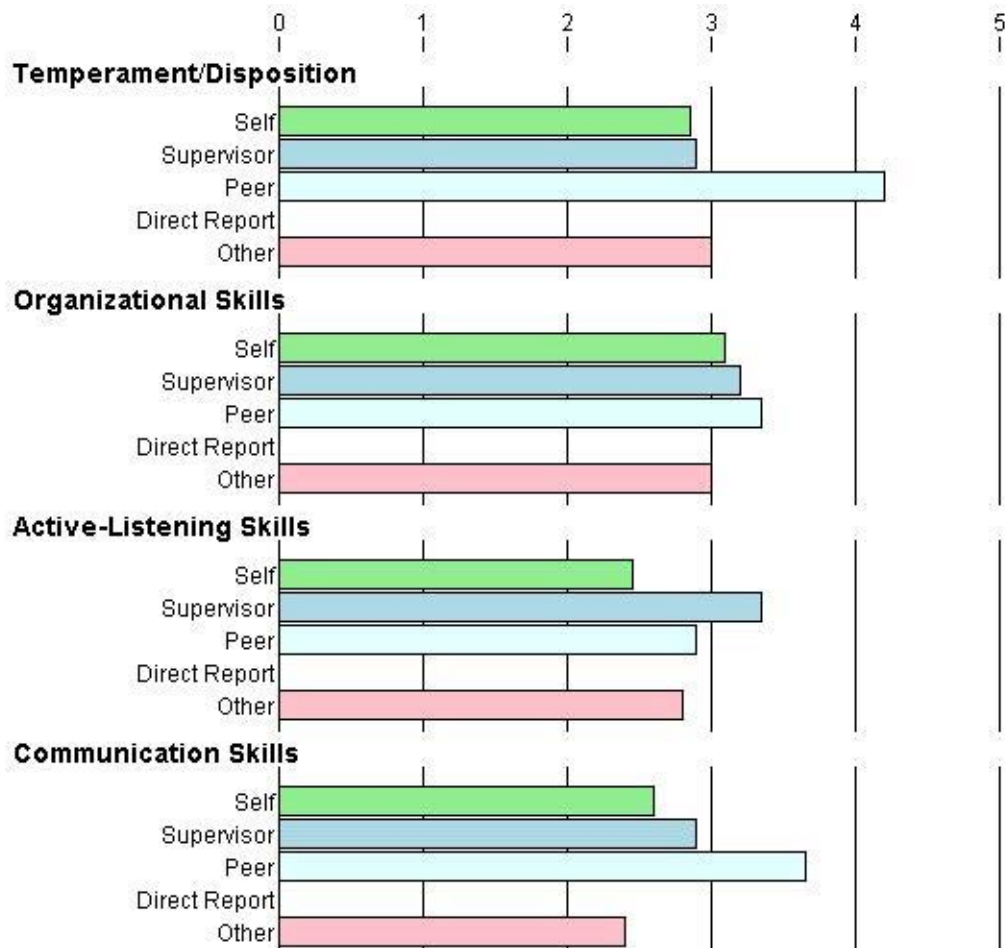
Detailed coaching tips for the five lowest scoring questions are provided in this section. They offer specific advice on what individuals might do to improve their skills in this competency and learn new behaviors.

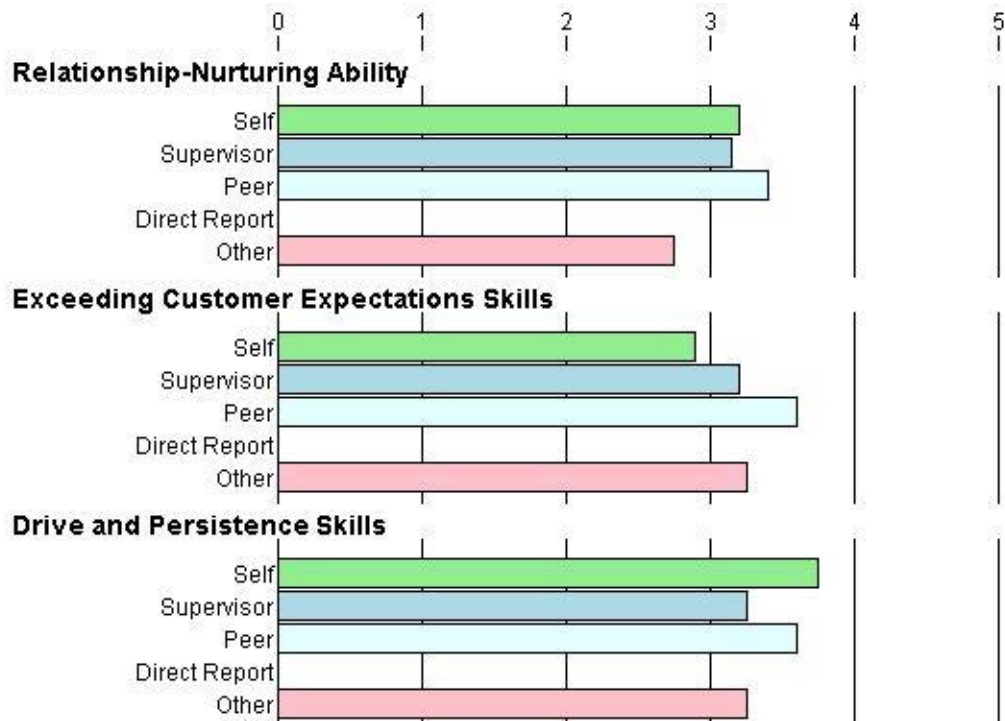
### Note on 360 Degree Feedback

If you received feedback from your supervisor, direct reports or peers using this assessment, please note the following: Ratings responses from all persons who completed the assessment are averaged to produce the results in the 10/10 Report, Course and Reading Suggestions, Development Plan, and Coaching Tips.



# OVERALL SUMMARY

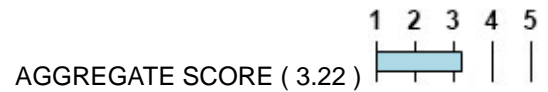






# TEMPERAMENT / DISPOSITION

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



## Interpretation

### LOW (less than 2.75)

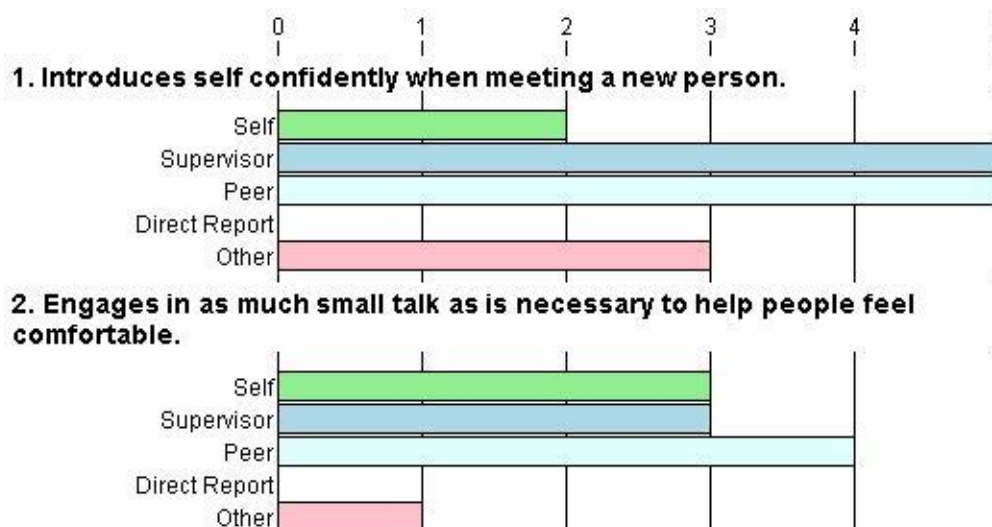
Response ratings predominantly in the ones and twos ("almost never" and "occasionally") suggest that you operate as a loner some or much of the time, doing much more by yourself than with and through other people. You are also likely to be selective about whom you talk to (usually only when you have a reason to initiate contact).

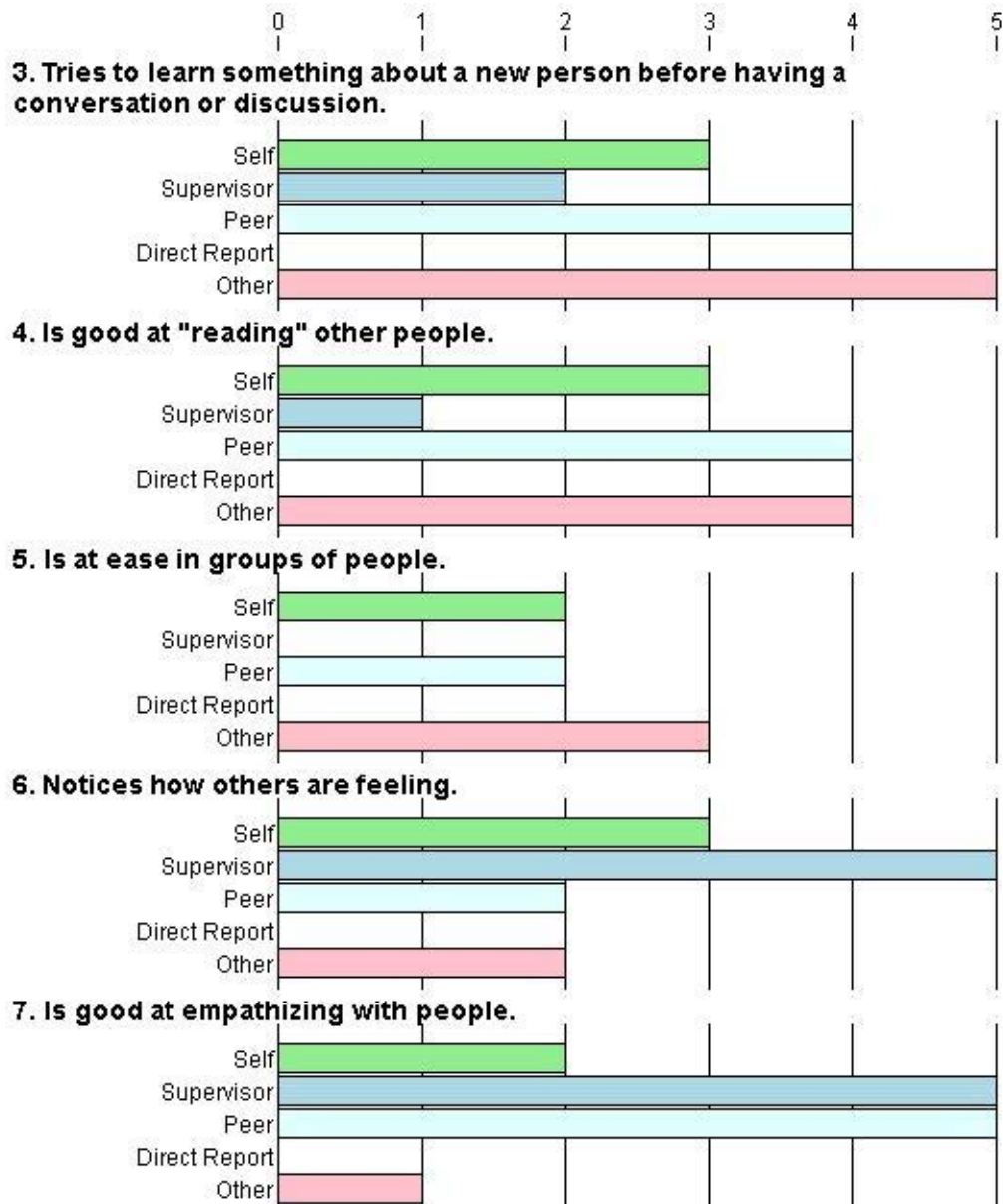
A low scorer is likely to lack general confidence about meeting new people and therefore only initiate contact when they feel the effort is likely to be tangibly worthwhile. Low scorers tend to consider most of their relationships with people as being "transactional," where the point is to make an exchange of some kind (on a like-for-like basis), rather than to offer benefits, solutions, and help.

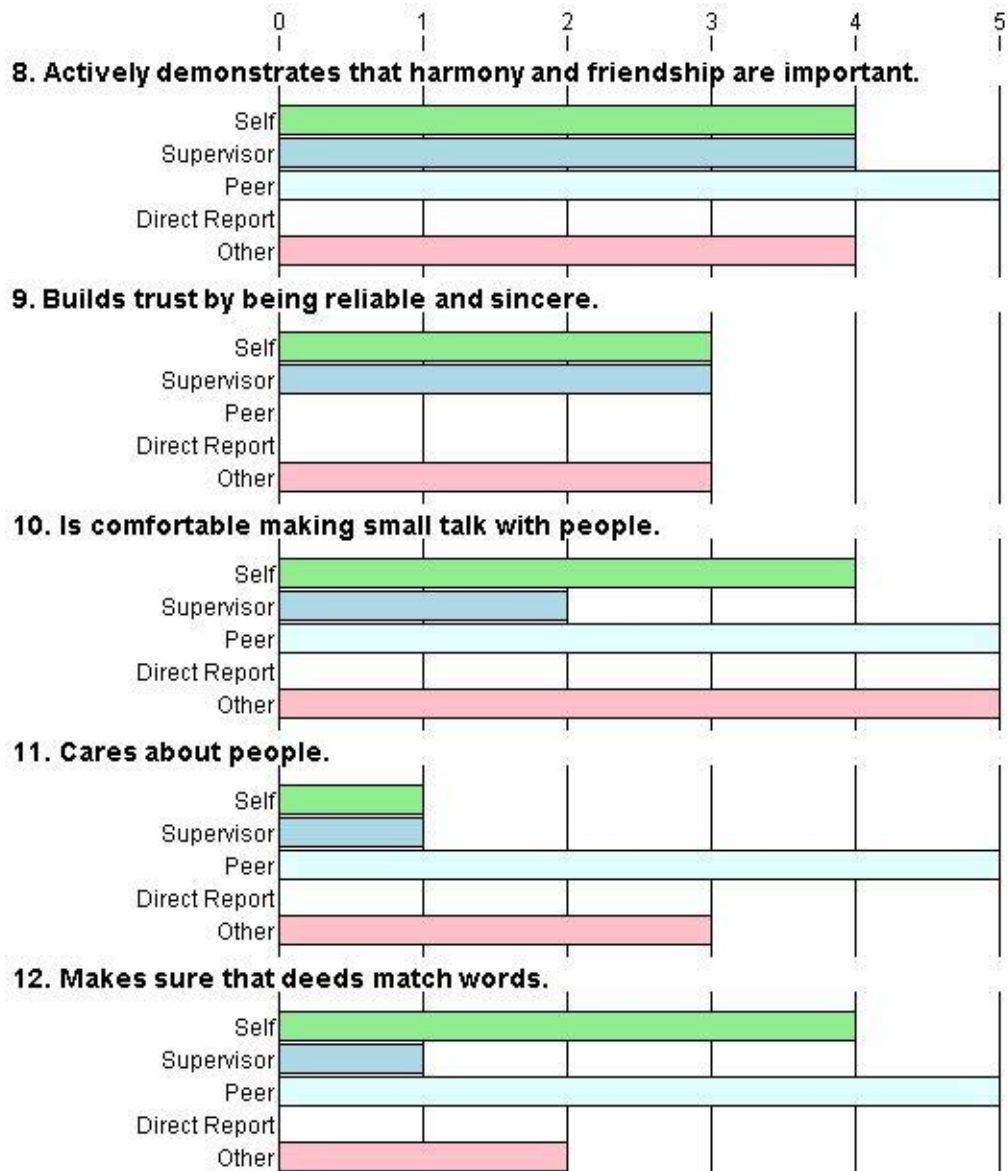
### HIGH (greater than 3.5)

Response ratings predominantly in the fours and fives ("very frequently" and "almost always") suggest that you are an easy-going and flexible individual who likes to work with and through people on a regular basis. You are likely to be happy to offer support and help, and are comfortable pointing out the advantages and benefits of particular solutions over others to your existing clients and prospective customers.

A high scorer is likely to go out of his or her way to build relationships with a wide range of people, offering support and creating the opportunity for greater influence and success in any selling situation. Many relationships will become deep and long-lasting friendships.







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

### **Recommendations for Overall Improvement**

Low scorers need to find ways to become more at ease in talking to people in general; initiate more spontaneous informal conversations; and engage in small talk more often. Although it is not easy to quickly change in this area, low scorers can start by putting themselves more often in the shoes of others and try to be more empathetic.

### **Ways to Strengthen or Improve Temperament/Disposition**

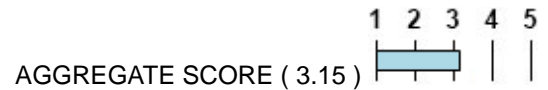
- Make a commitment to network more widely as a means to meeting more people, and strengthen your level of comfort in dealing with people you do not know well or at all.
- Develop the ability to look at issues and situations you encounter from the point of view of those involved, and think about what actions you could take to be helpful or supportive.
- Take the opportunity to talk to strangers or people you do not know well.
- Set yourself a daily target to engage in small talk or informal conversation with at least one person you do not know.





# ORGANIZATIONAL SKILLS

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



## Interpretation

### LOW (less than 2.75)

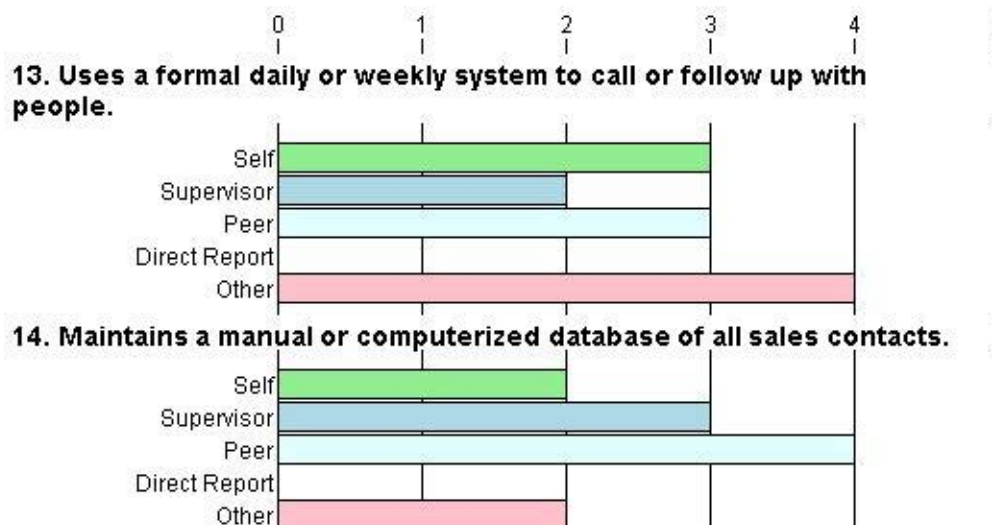
Response ratings predominantly in the ones and twos ("almost never" and "occasionally") suggest that you do little or no preparation and do not set up much in the way of organizational systems or gather relevant information that you might need to be successful at sales. As a result, you are more likely to lose cards, paper, phone numbers, etc., and have to expend more time than necessary in finding what you need (and sometimes have to look for the same information again and again).

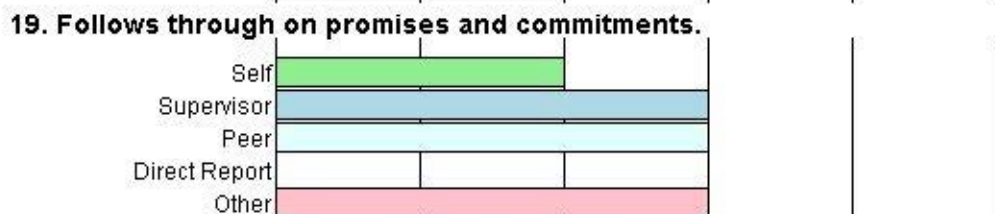
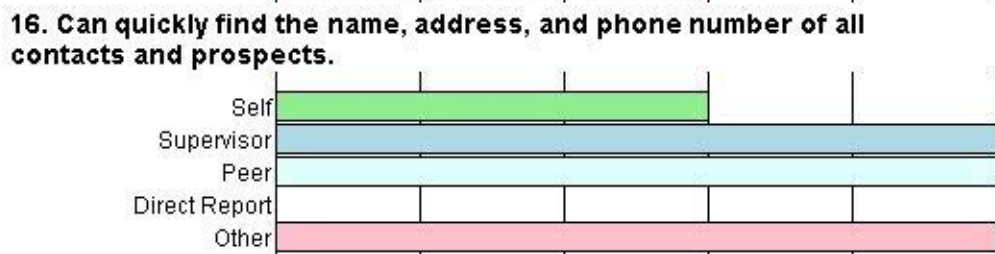
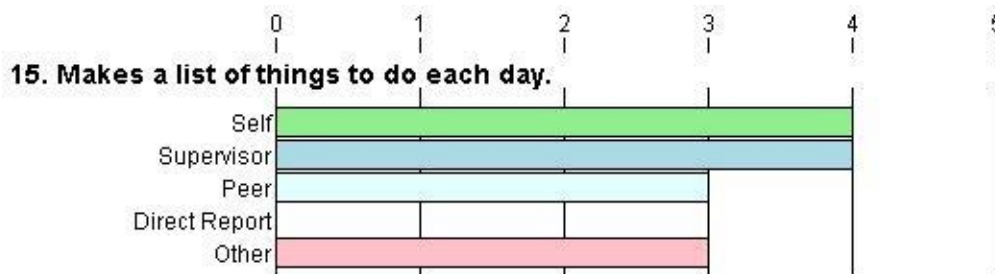
A low scorer tends to approach the whole selling process in a disorderly fashion and therefore find themselves repeating their efforts to find people or follow up with them. Low scorers are likely to keep only "loose" files or none at all, so they have no information to refer to when they need it.

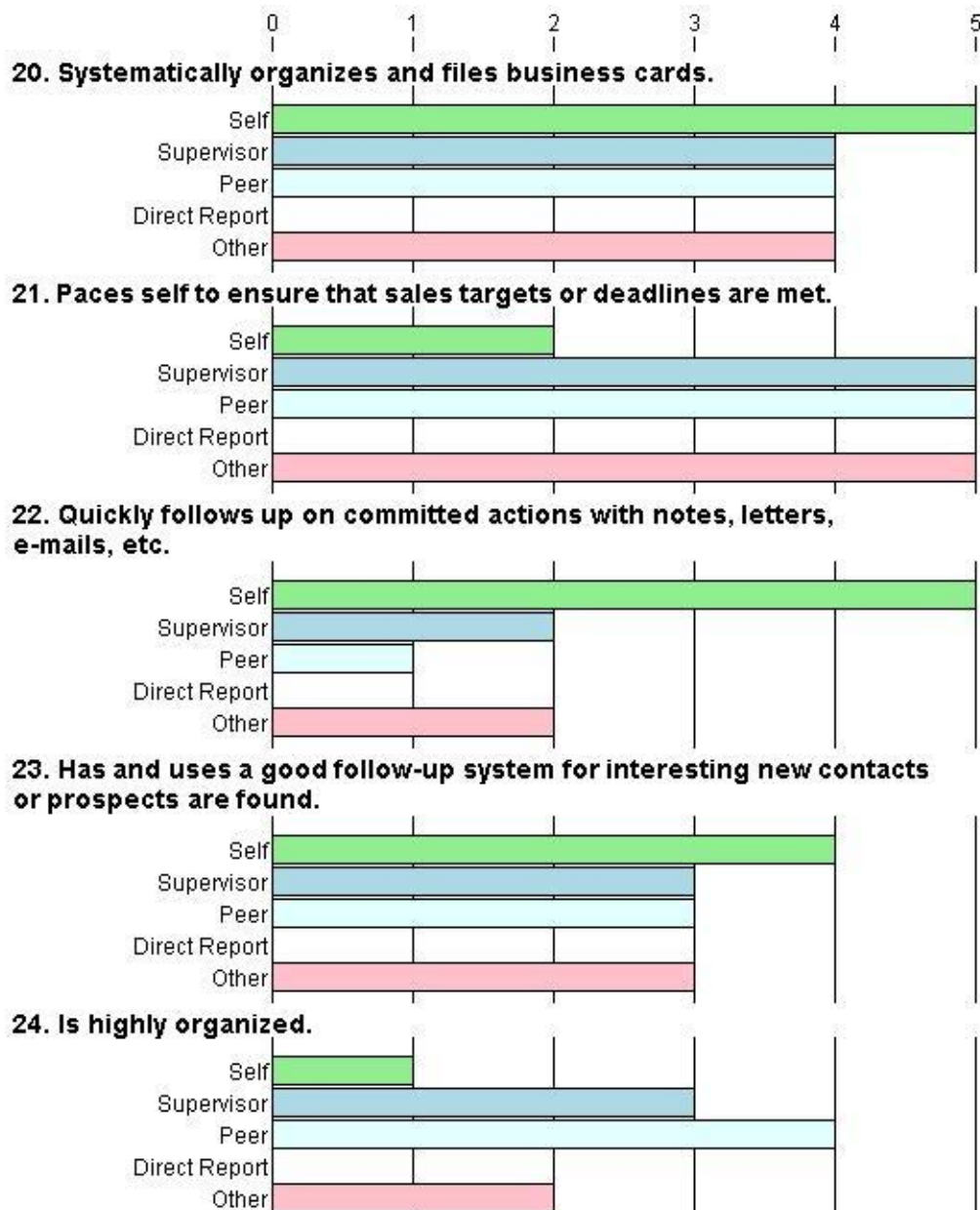
### HIGH (greater than 3.5)

Response ratings predominantly in the fours and fives ("very frequently" and "almost always") suggest that you are serious about your sales networking and prospecting efforts and have set up a well-prepared and comprehensive system to keep track of your meetings and contacts. You are more likely to quickly retrieve information that you have researched or gathered in order to present well or follow up effectively.

A high scorer usually sets up a well-structured filing and data-collection system before initiating a serious sales effort, and thinks about how he or she will organize, collate, and categorize information. In addition, such people will understand the importance of following up with people and keeping any promises or commitments they make.







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

### Recommendations for Overall Improvement

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 regularly transfer key data into the system including information from discussions with prospects and customers, leaflets, brochures, and business cards. They need to sort, categorize, and label the data so that it is easy to find when needed.

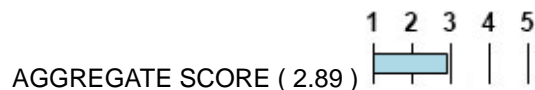
### Ways to Strengthen or Improve Organizational Skills

- Purchase, design, or adapt a sales/contact management system that is easy to use and easy to maintain. Use it to store, manage, and access all of your sales contact details.
- Teach yourself how to use your personal organization system properly and daily. 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. Record any responses that you get.



# 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. It asks the question: "How attentive or empathetic are you in ensuring that you've fully understood the customer's entire communication?"



## Interpretation

### LOW (less than 2.75)

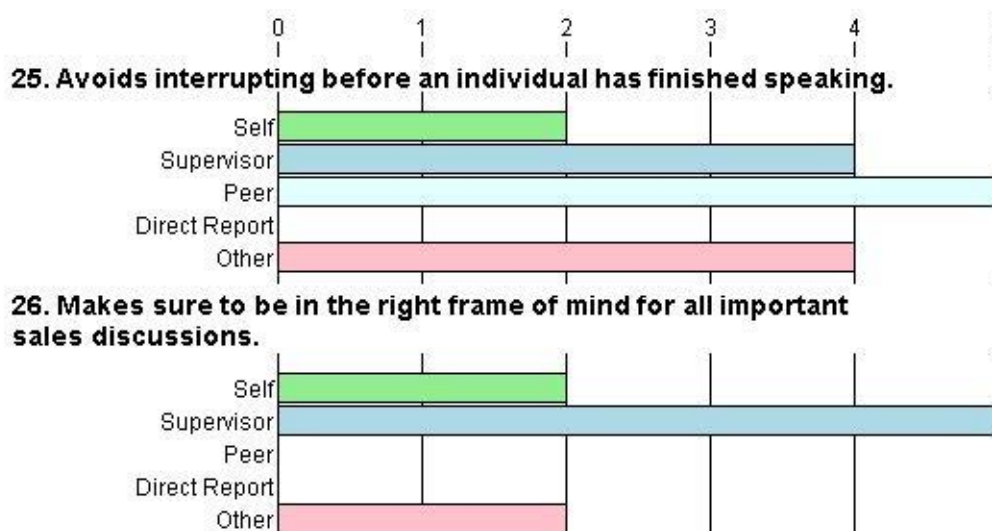
Response ratings predominantly in the ones and twos ("almost never" and "occasionally") suggest that you do not always fully appreciate what prospects or customers communicate, and that you miss important components of the overall message. You are also prone to being easily distracted and jump into conversations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

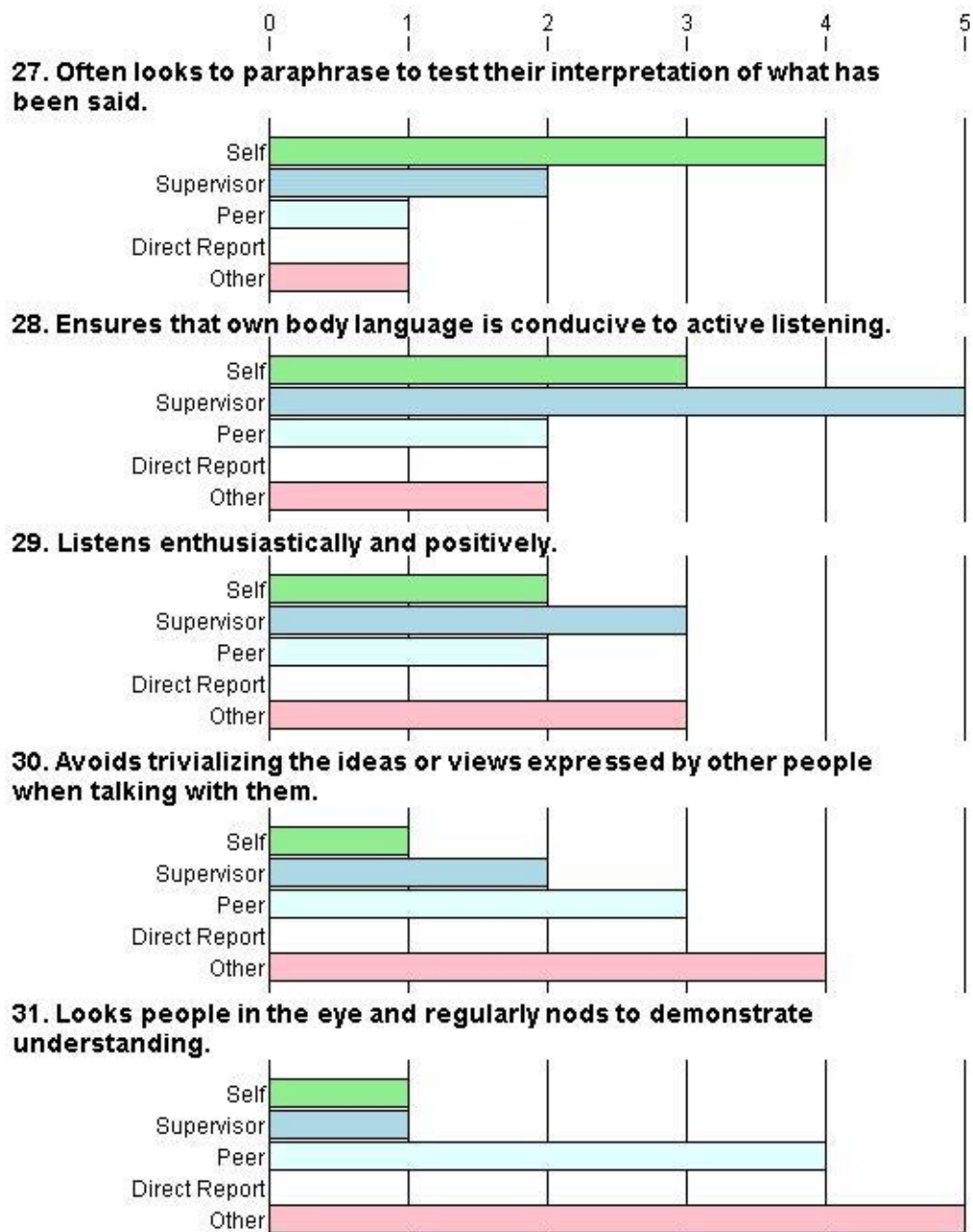
A low scorer is more likely to find communications frustrating or even confusing. Sometimes it's the fault of the sales prospect or customer, but it is more likely to arise as a result of poor listening, giving insufficient time and focus to hearing the full message, and letting the mind wander to other things (or supposedly greater priorities and tasks).

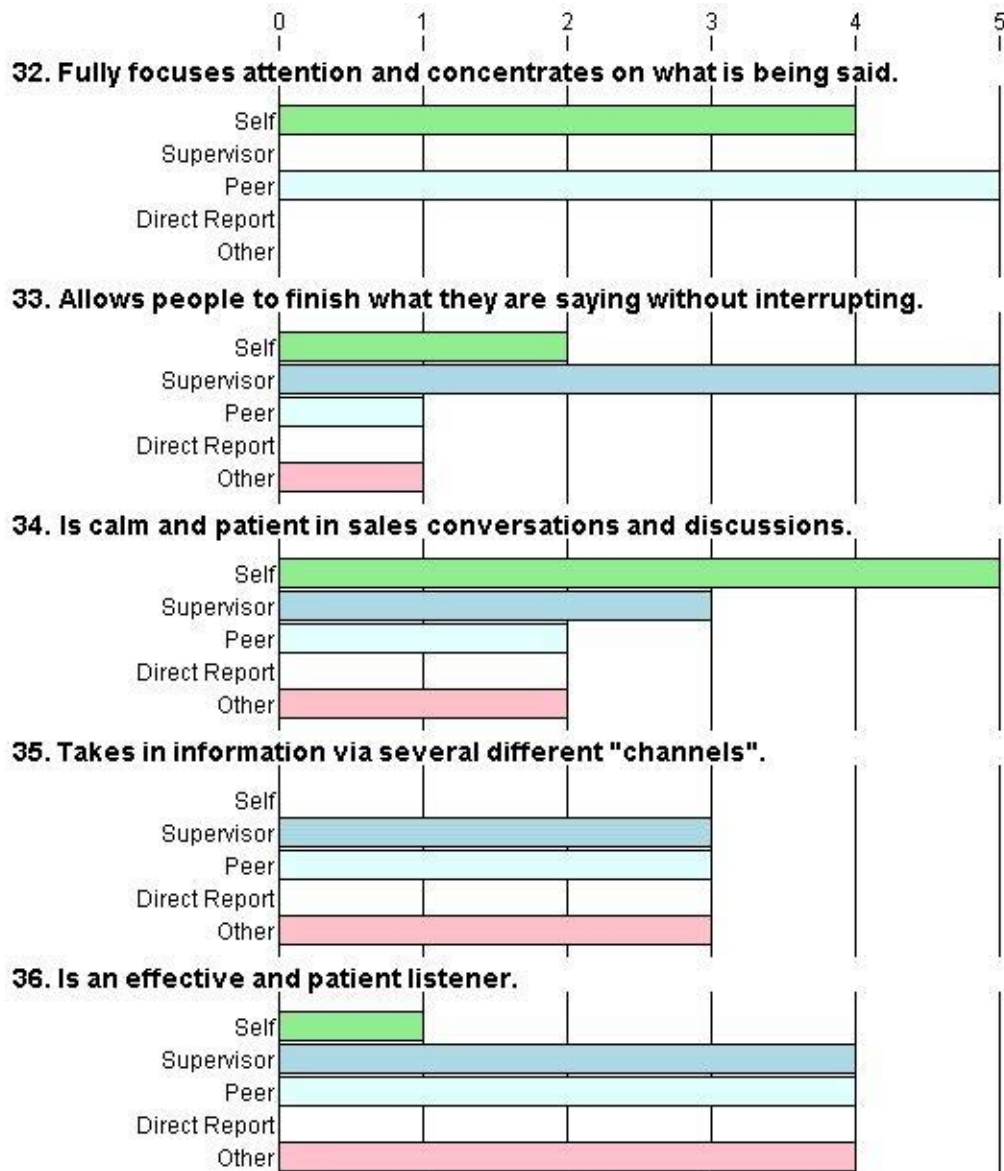
### HIGH (greater than 3.5)

Response ratings predominantly in the fours and fives ("very frequently" and "almost always") suggest that you are an attentive listener and effective at appreciating the tenor of most communications in whatever form they take. You 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.

High scorers tend to be highly appreciative and attentive listeners who do as much as possible to hear and appreciate the sender's full message. High scorers are the people customers and prospective clients seek out when they need feedback or insight on important or complex issues.







**Active-Listening Skills** looks at how well you listen to, and successfully "process" what a sales prospect or customer is saying both (verbal and non-verbal) before you respond. It asks the question: "How attentive or empathetic are you in ensuring that you've fully understood the customer's entire communication?"

### Recommendations for Overall Improvement

Low scorers need to speak less and listen more. To do this, they need to be in an area where they are able to listen easily and focus. They must not interrupt the speaker or allow their mind to wander. Most of all, they need to listen for and hear the whole message being communicated, without "jumping" in too soon.

### Ways to Strengthen or Improve Active Listening Skills

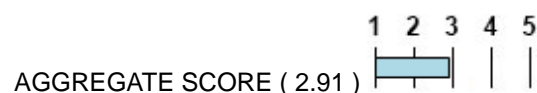
- At regular points in any conversation, nod or show in other ways that you have understood what a sales contact is saying.
- Maintain as much direct eye contact as you can, and show genuine and focused interest in what the speaker is saying. Avoid becoming physically or mentally distracted.
- Try to smile at people more often, and be as 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 to imagine what they might be feeling or where they might be coming from.





# COMMUNICATION SKILLS

**Communication Skills** looks at the extent to which you listen, respond and provide genuine feedback to your contacts in order to strengthen all your sales relationships. It asks the question: "How effectively are you at maintaining open and honest dialogue with people in your network in order to establish efficient communication channels?"



## Interpretation

### LOW (less than 2.75)

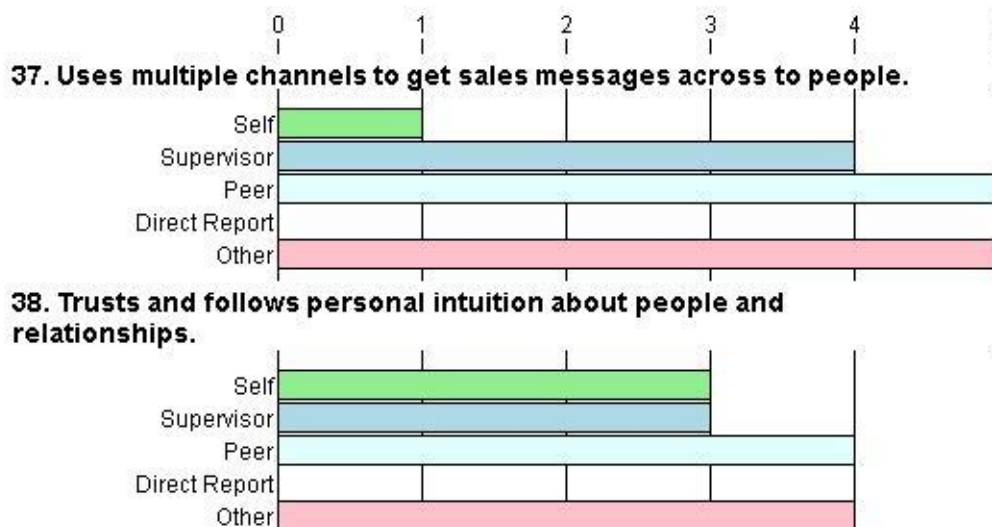
Response ratings predominantly in the ones and twos ("almost never" and "occasionally") suggest that you do not always listen effectively to sales contacts or communicate with your network contacts in ways that will help build deeper relationships with them. You are likely to keep to yourself too much, often leaving you with missed sales opportunities.

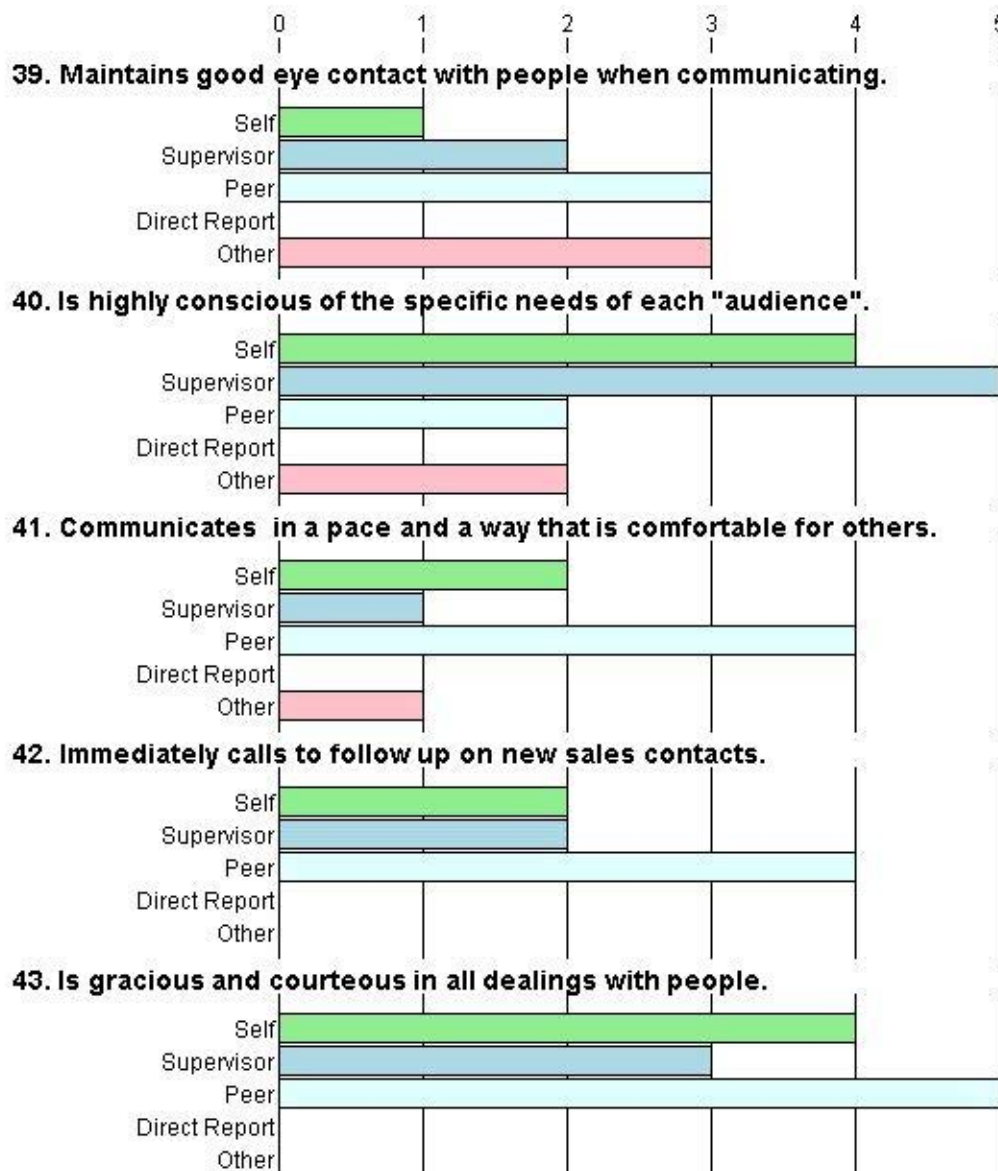
A low scorer is more likely to be a "disconnected information island" in a sales network. Such a person generally fails to nurture and deepen relationships and might have to work much harder to acquire a larger number of contacts to make up for the ones they lose.

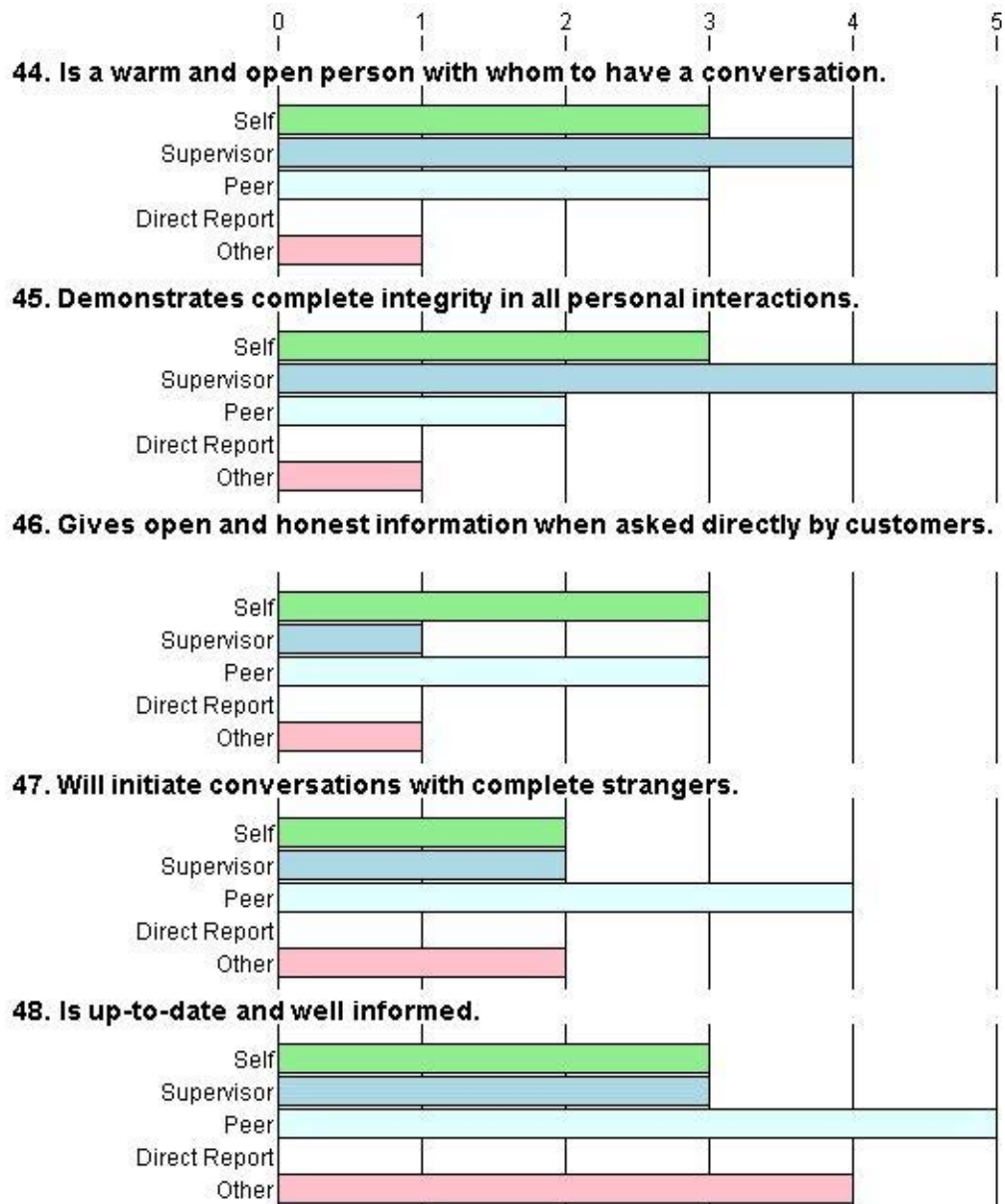
### HIGH (greater than 3.5)

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

A high scorer tends to enjoy being a contact or potential customer communication "hub," and is generally seen as a well connected person. He or she is therefore both a useful data resource and a good "first port of call" for sales contacts to share their ideas or the challenges they face. High scorers are able to offer solutions to their customers' problems.







**Communication Skills** looks at the extent to which you listen, respond and provide genuine feedback to your contacts in order to strengthen all your sales relationships. It asks the question: "How effectively are you at maintaining open and honest dialogue with people in your network in order to establish efficient communication channels?"

## Recommendations for Overall Improvement

Low scorers should spend as much time as they can collecting useful data, information, and news and then 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 building relationships. It can also be used when initiating relationships with new contacts and relative strangers.

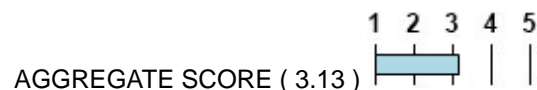
## Ways to Strengthen or Improve Communication Skills

- Keep files and folders for useful articles, ideas, news stories, clippings, and other data you read or see that you think will be interesting to others or worthy of follow up to help your sales effort.
- Who might benefit from your product, information, or services? Who will find it interesting and welcome contact? Use the excuse to talk and learn more about your contact to deepen your relationship.
- Start to think about the different prospects or customer audiences with whom you have to communicate or interact. Develop a list of variations in approach and content that you should have at the ready.
- Develop a series of sales presentation scripts that you can deliver flawlessly and with total confidence in a range of different situations.



# 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. It asks the question: "How well do you nurture your relationships with your contacts and prospective customers to develop high levels of warmth, empathy, and mutual trust?"



## Interpretation

### LOW (less than 2.75)

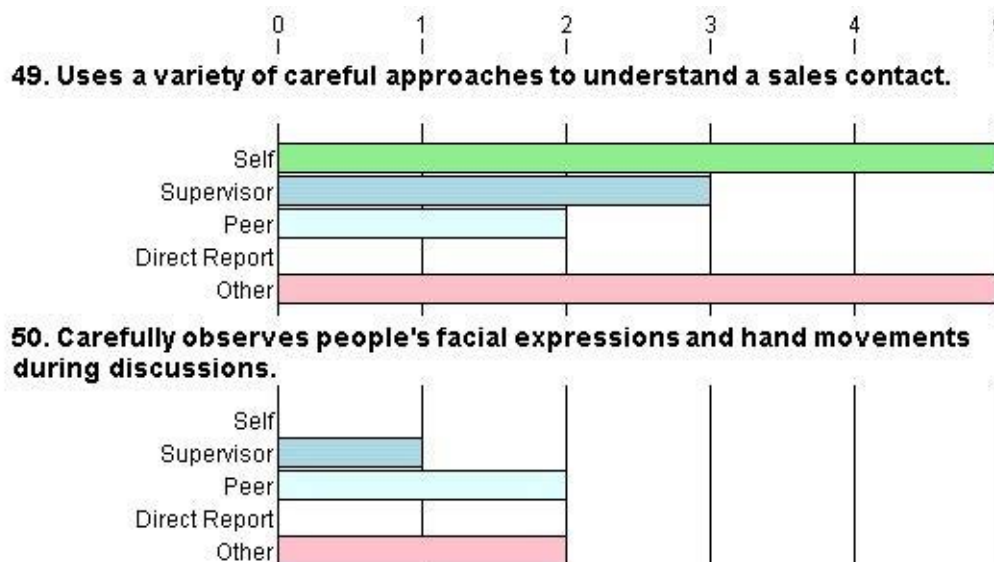
Response ratings predominantly in the ones and twos ("almost never" and "occasionally") suggest that you are less concerned with or even "blind" to the needs of specific sales prospects and customers you meet. You might also be overly transactional in your dealings with people, thinking more about your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

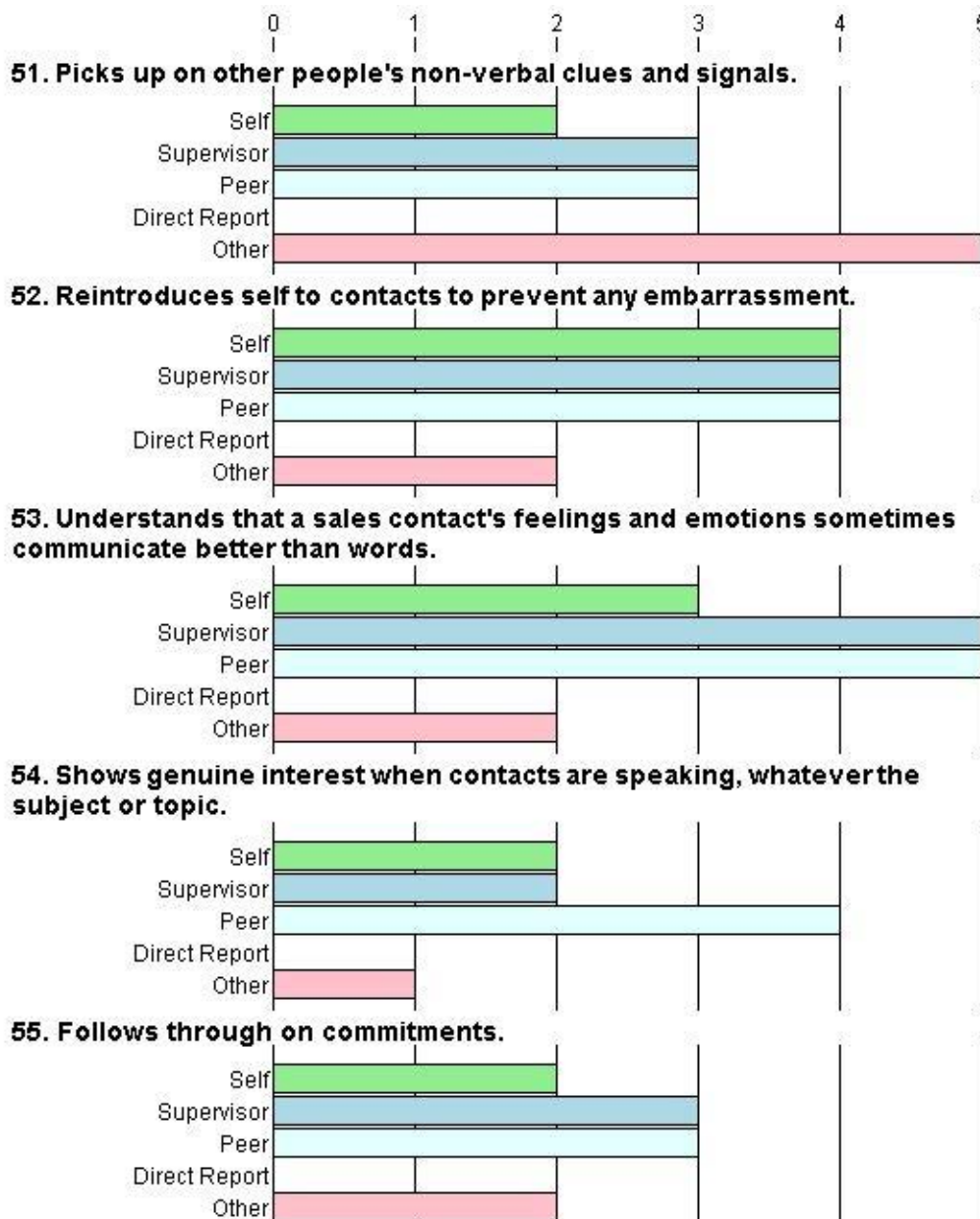
A low scorer tends to have only brief sales conversations and meetings and is prone to focus only on what are perceived to be significant or important points of discussion (ignoring small talk or minor social exchange). Low scorers often forget people's names and sometimes fail to recall details from past conversations.

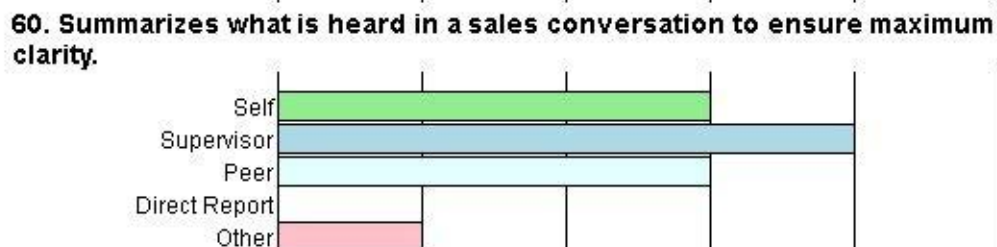
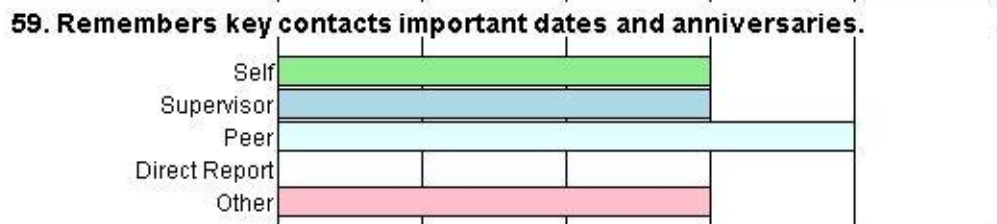
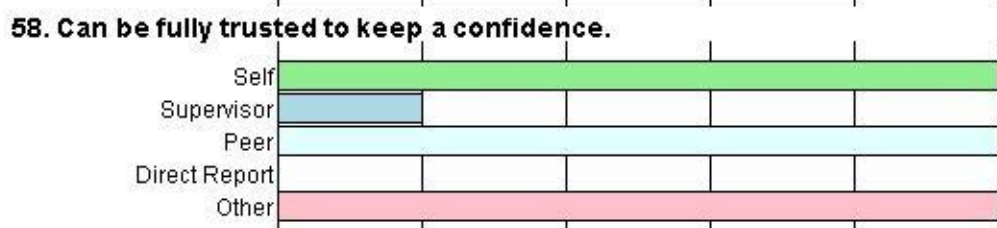
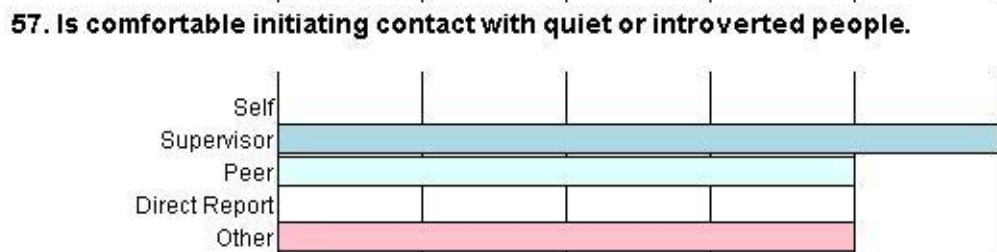
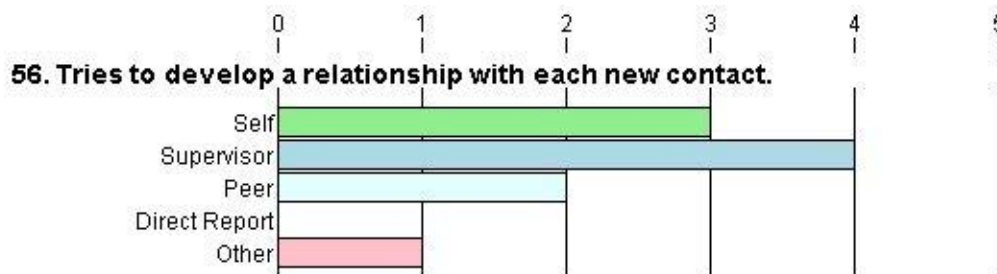
### HIGH (greater than 3.5)

Response ratings predominantly in the fours and fives ("very frequently" and "almost always") suggest that 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 almost instinctively put yourself in other people's "shoes" to better understand their needs and aspirations.

A high scorer is more likely to quickly build empathy in an interaction and learn minor details about the person that can be used in future conversations. Such people give much of themselves to others without ever feeling that they have to balance how much is given versus how much is received.







**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. It asks the question: "How well do you nurture your relationships with your contacts and prospective customers to develop high levels of warmth, empathy, and mutual trust?"

### Recommendations for Overall Improvement

Low scorers need to spend more time thinking about the values, goals, and concerns of their sales contacts. Having done this, they should look for ways to be supportive by offering ideas, suggestions, and general advice. Such support should be genuine and warmly offered with good eye contact. Try hard to remember details and personal facts from prior conversations.

### Ways to Strengthen or Improve Relationship Nurturing Ability

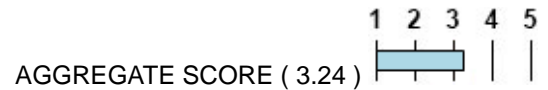
- Try to be as positive and sincere as possible in all your conversations with your sales contacts.
- Be sensitive to people's feelings or emotions, as well as their words.
- Try to develop as much trust as you can, and make sure that you meet any commitments that you make to customers.
- Make sure that 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.
- Before you meet with a sales prospect, think about what his or her goals and concerns might be regarding what you are offering, and how the individual will react. Then have a plan to respond to any objections or issues that are raised.





# EXCEEDING CUSTOMER EXPECTATIONS SKILLS

Exceeding Customer Expectations Skills looks at the extent to which the individual has their "environmental radar" tuned to the economy, competitors, the market, and customers to guide their day-to-day actions. It asks the question: "How well do you listen to external sources of information and work across functions, departments, and teams in order to provide service excellence to your customers?"



## Interpretation

### LOW (less than 2.75)

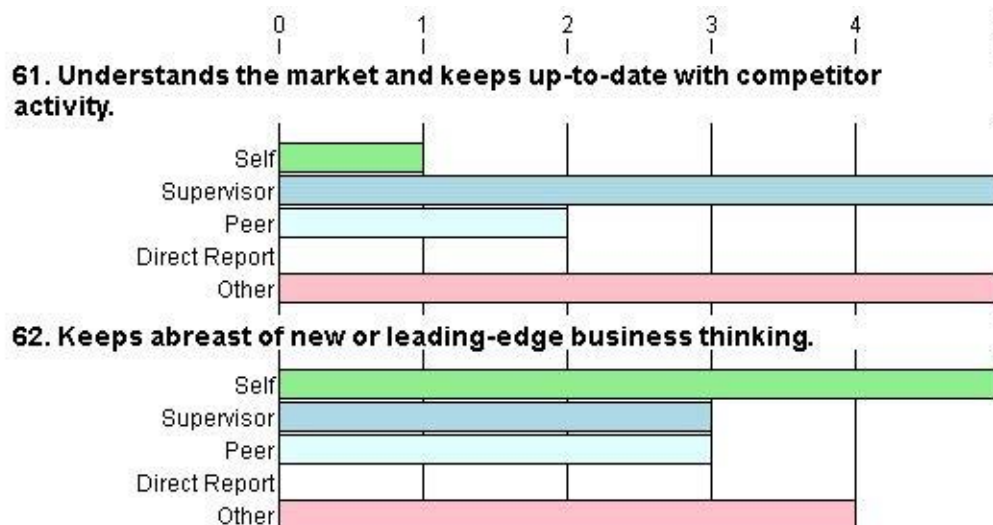
Response ratings predominantly in the ones and twos ("almost never" and "occasionally") suggest mean that you spend little or no time tuning in to the external commercial environment or the changing needs or demands of customers. Any external business information you have is likely to be limited or out of date because you are not keeping up.

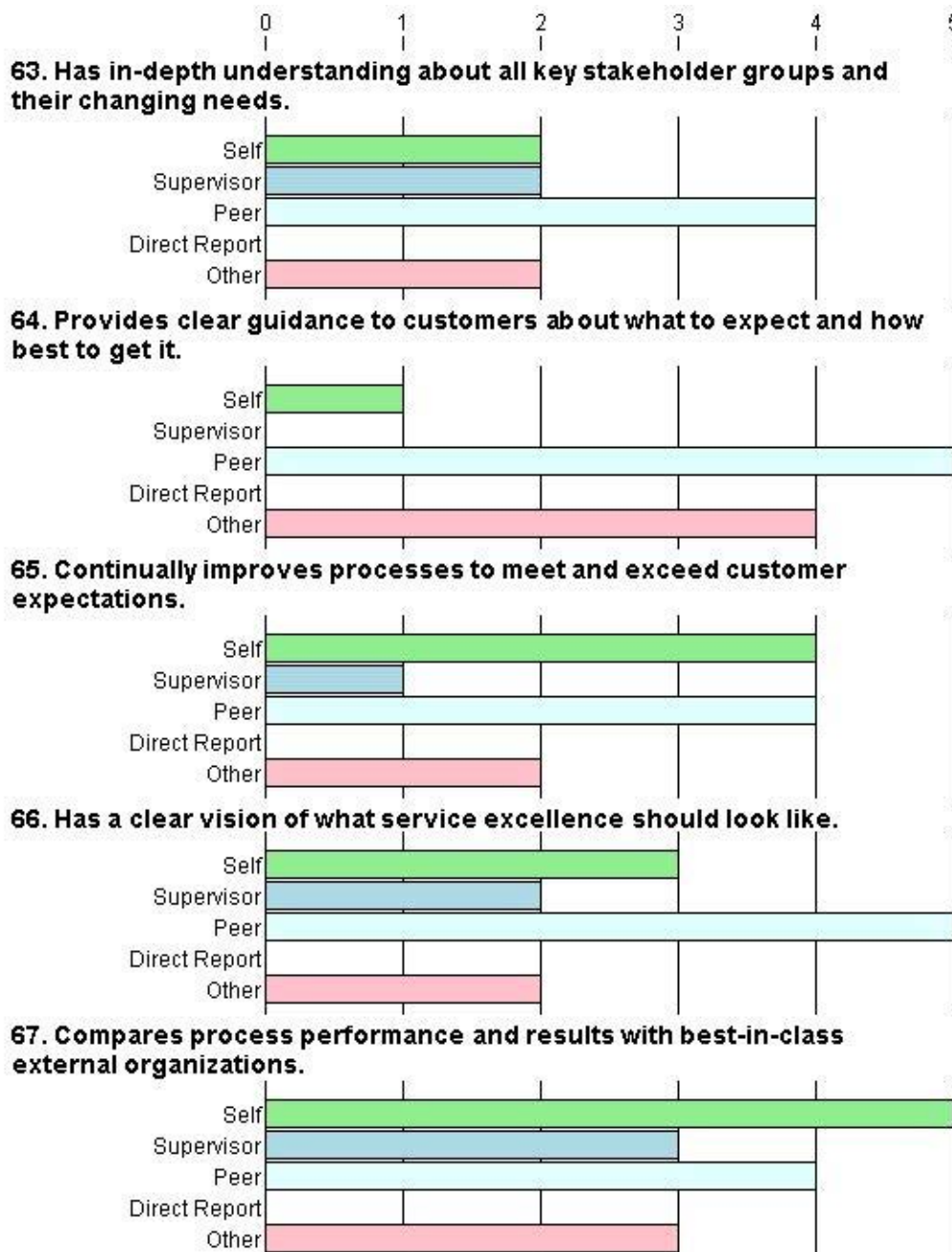
Low scorers are more likely to face market surprises because they do not have well-developed networks of sources for information about changes to the economy, competitors, or customer needs. Their decisions are not based on a sound, up-to-date external market contexts or reasonable knowledge of what is happening that is important to the customer.

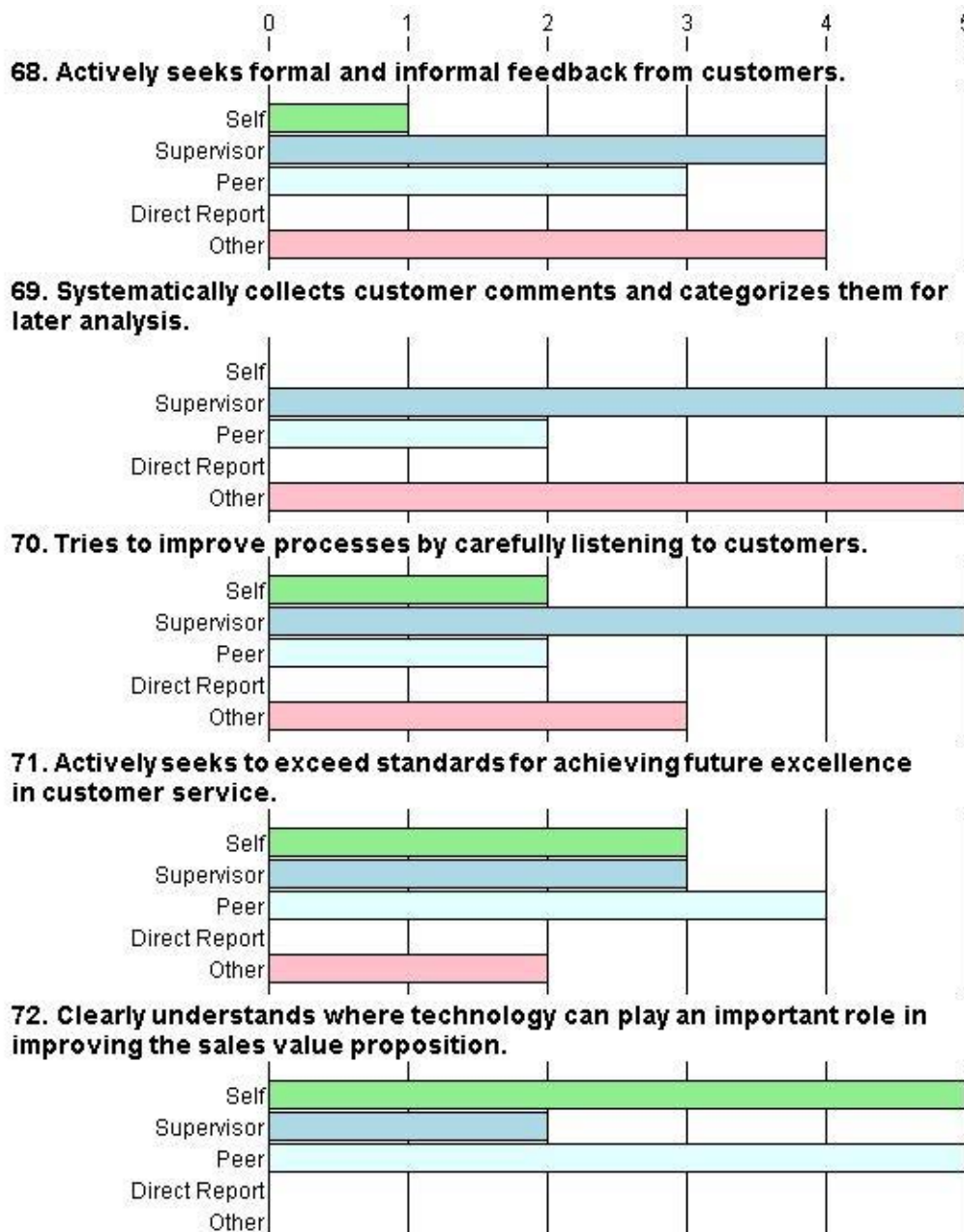
### HIGH (greater than 3.5)

Response ratings predominantly in the fours and fives ("very frequently" and "almost always") are likely to mean that you maintain an active interest in what is happening as far as your 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 scorer is likely to invest a considerable amount of time and energy in developing effective sources of information both inside and outside their organization. High scorers value and nurture relationships with a wide variety of individuals and groups in different functions and businesses. This is done by building a strong contact network and maintaining a healthy, inquisitive interest in the commercial world at large.







**Exceeding Customer Expectations Skills** looks at the extent to which the individual has their "environmental radar" tuned to the economy, competitors, the market, and customers to guide their day-to-day actions. It asks the question: "How well do you listen to external sources of information and work across functions, departments, and teams in order to provide service excellence to your customers?"

## Recommendations for Overall Improvement

Low scorers need to spend more time talking about the industry in general with colleagues from other functions and departments and use this experience to start nurturing useful contacts inside and outside the business. This might include similar or competitive service organizations, suppliers, and other intermediary businesses. Learn to steer these conversations toward what people think about the direction in the economy, trends in competitor activity and shifts in consumer attitudes or expectations so you can better inform and serve your customers.

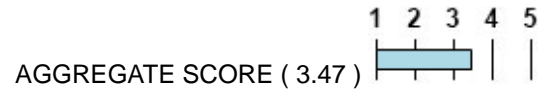
## Ways to Strengthen or Improve Exceeding Customer Expectations

- Read more widely and regularly to keep up to date about market trends and what is going on in best practice enterprises and other innovative industries and sectors.
- Take a greater interest in customer feedback, and actively communicate with customers so you know the strengths and weaknesses of what they are being offered and how things can 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 or not a targeted performance area is at a sufficiently competitive level for customer needs.



# DRIVE AND PERSISTENCE SKILLS

Drive and Persistence Skills looks at the extent to which your sales contact relationship-building efforts remain constant and relentless through obstacles and time. It asks the question: "With how much tenacity do you develop your personal sales network and drive in order to achieve better outcomes through people?"



## Interpretation

### LOW (less than 2.75)

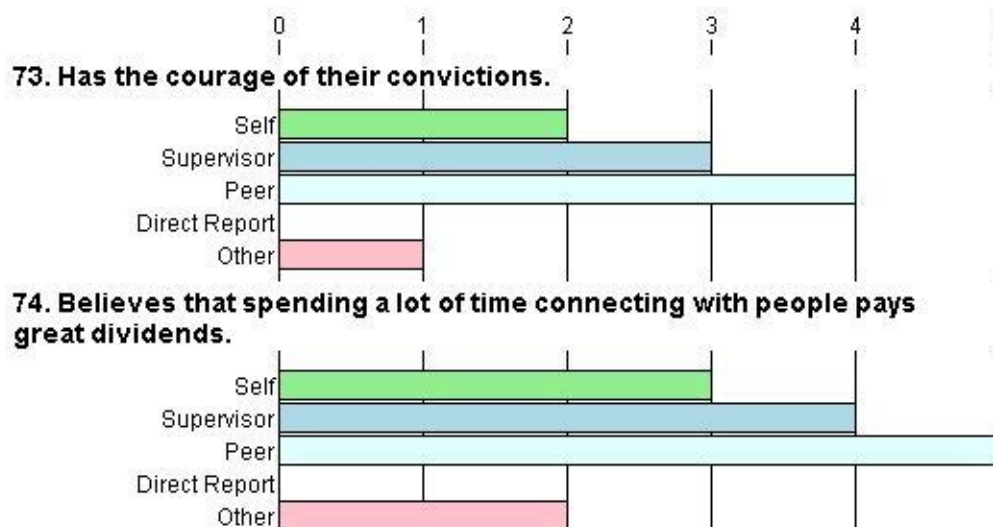
Response ratings predominantly in the ones and twos ("almost never" and "occasionally") suggest that you often become distracted or overly affected by obstacles and difficulties that arise when you are trying to build your customer base. Selling and general prospecting efforts are more likely to be conducted at random, or spontaneously, and followed through with inadequate passion or energy.

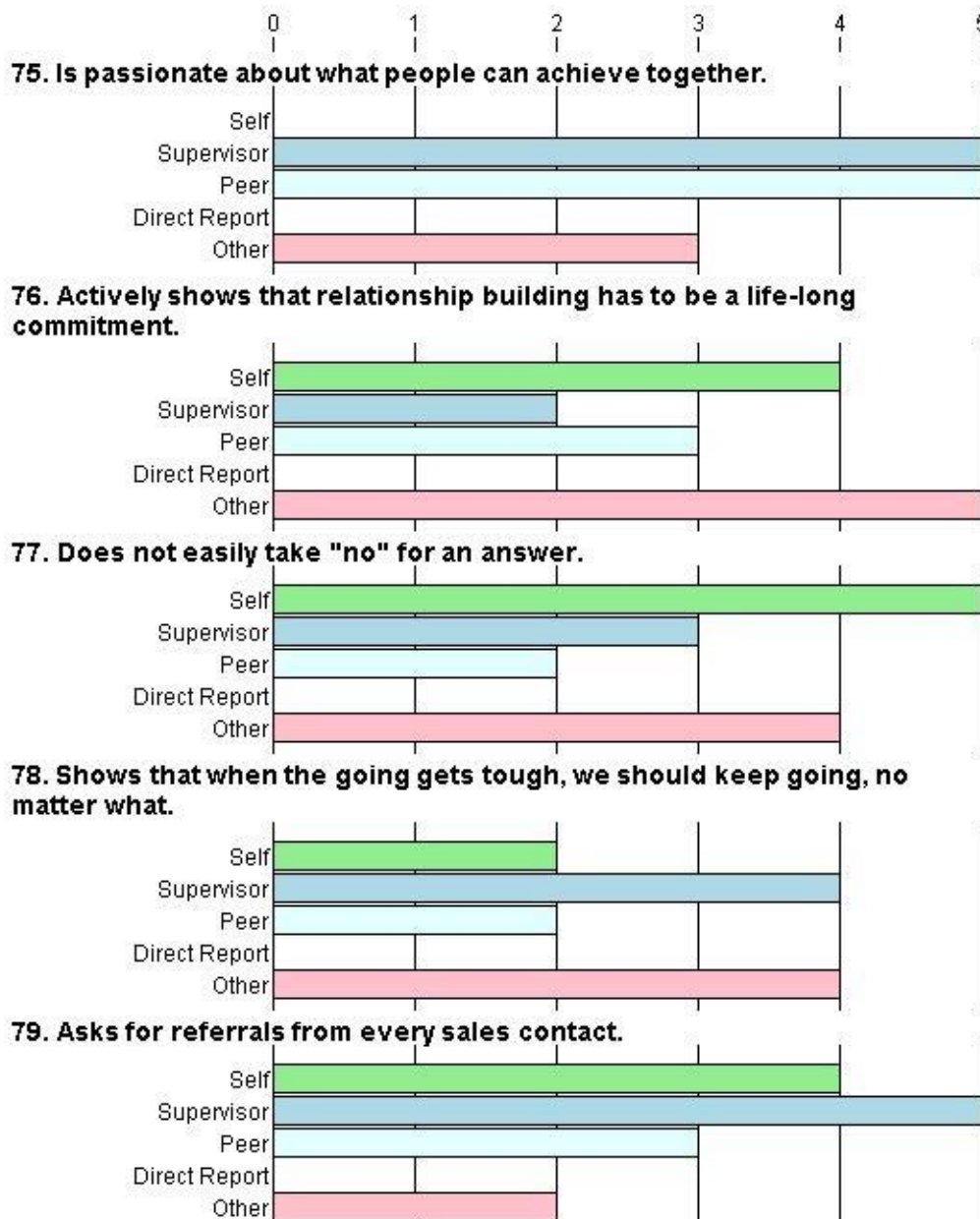
A low scorer will tend to have only a limited commitment to achieving better results through people and all too often prefers to take on difficult tasks or projects alone. Such people are more likely to lose faith in their own ability to achieve some of their sales tasks or goals and occasionally let their customers down or fail to deliver on a promise or commitment.

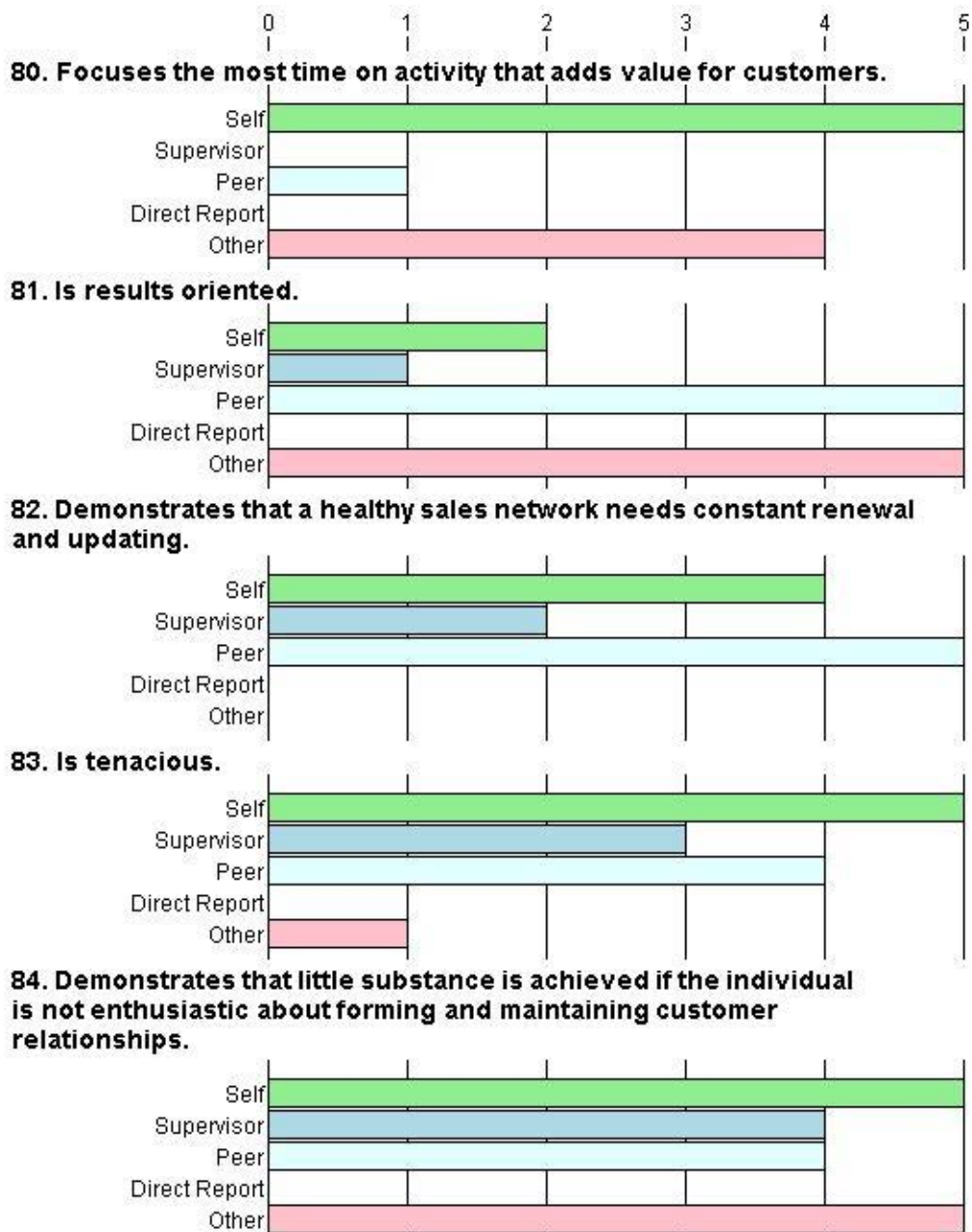
### HIGH (greater than 3.5)

Response ratings predominantly in the fours and fives ("very frequently" and "almost always") suggest that you push strongly toward your sales relationship-building goals or aspirations and to try "jump over" or avoid any obstacles 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 scorer tends to be naturally enthusiastic about his or her customer relationships and often goes out of his or her way to find opportunities to involve people in goals or challenges (other people's and their own). Such people are more likely to take their sales commitments seriously and work hard to achieve results in order to help all their customers become successful over the long term.







**Drive and Persistence Skills** looks at the extent to which your sales contact relationship-building efforts remain constant and relentless through obstacles and time. It asks the question: "With how much tenacity do you develop your personal sales network and drive in order to achieve better outcomes through people?"

## Recommendations for Overall Improvement

Low scorers need to think carefully about the whole sales cycle as it relates to each customer and make sure they are relentless in putting in as much effort and resources as it takes to fully meet and even exceed their promises. They also need to demonstrate hard work, determination, and tenacity at all times.

## Ways to Strengthen or Improve Drive and Persistence

- Even in the face of obstacles, remain committed by sticking to your sales prospecting plans.
- Celebrate your successes, rather than worry about your failures.
- Make a careful note of commitments that you make and 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 who might be able to help you. Take steps to organize these at the earliest possible opportunity and gain commitment when you need someone's help.
- Expect an occasional "no sale" or rejection. Get into the habit of asking your prospective customer what else you could have done to close the deal, and see if they can recommend anyone else who might be interested in your product or service.





# THE 10/10 REPORT

## Top 10 Strengths

### Drive and Persistence Skills

84. Demonstrates that little substance is achieved if the individual is not enthusiastic about forming and maintaining customer relationships. 4.50

### Active-Listening Skills

32. Fully focuses attention and concentrates on what is being said. 4.50

### Organizational Skills

16. Can quickly find the name, address, and phone number of all contacts and prospects. 4.50

### Drive and Persistence Skills

75. Is passionate about what people can achieve together. 4.33

### Relationship-Nurturing Ability

57. Is comfortable initiating contact with quiet or introverted people. 4.33

### Organizational Skills

21. Paces self to ensure that sales targets or deadlines are met. 4.25

20. Systematically organizes and files business cards. 4.25

### Temperament/Disposition

8. Actively demonstrates that harmony and friendship are important. 4.25

### Exceeding Customer Expectations Skills

72. Clearly understands where technology can play an important role in improving the sales value proposition. 4.00

69. Systematically collects customer comments and categorizes them for later analysis. 4.00

## Top 10 Development Needs

### Relationship-Nurturing Ability

50. Carefully observes people's facial expressions and hand movements during discussions. 1.67

### Organizational Skills

17. Checks names off a daily sales contact list when the call has been made. 1.75

### Active-Listening Skills

27. Often looks to paraphrase to test their interpretation of what has been said. 2.00

### Communication Skills

41. Communicates in a pace and a way that is comfortable for others. 2.00

46. Gives open and honest information when asked directly by customers. 2.00

### Active-Listening Skills

33. Allows people to finish what they are saying without interrupting. 2.25

### Communication Skills

39. Maintains good eye contact with people when communicating. 2.25

### Relationship-Nurturing Ability

54. Shows genuine interest when contacts are speaking, whatever the subject or topic. 2.25

### Temperament/Disposition

5. Is at ease in groups of people. 2.33

11. Cares about people. 2.50



# COURSE AND READING SUGGESTIONS

Here is a link to a 12 page workbook that can help you further  
<http://assessments24X7.com/rsb/RSBse.pdf>

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.

## 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. It asks the question: "How attentive or empathetic are your listening habits in ensuring that you've fully appreciated the customer's entire communication?"

### Course Suggestion

- Listening Skills
- Attentive Listening
- Effective Body Language
- Concentration Skills

### Other Suggestion

- 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, and other possible support they may be able to offer to improve your skills.

### Reading Suggestion

- Listening: The Forgotten Skill. Madelaine Burley Allen
- Effective Listening Skills. Abby Robertson Kratz
- Strategies in listening tasks for listening development, Michael Rost
- Quick Skills: Listening. Career Solutions Training Group
- Power listening. Rochelle Devereaux

### Course Suggestion

- Communication Skills
- Communication Skills
- Presentation Skills
- Effective Team Communication Skills
- Presentation Skills

## 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 your sales relationships. It asks the question: "How effectively do you give and receive from your sales contact network in order to establish efficient communication channels?"

### Course Suggestion

- Speaking Skills
- Writing Skills
- Feedback Giving and Receiving
- Listening Skills
- Communication Channels and Vehicles

- Influencing Others

#### **Other Suggestion**

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

#### **Reading Suggestion**

- Buff and Polish: A Practical Guide to Enhance your Professional Image and Communication Style. Kathryn Volin
- Thinking on Your Feet : How to Communicate Under Pressure. Marian K. Woodall
- Ask the Right Question : How to Get What You Want Every Time and in Any Situation. Rupert Eales-White
- 101 Ways to Improve Your Communication Skills Instantly. Jo Condrill, et al
- Basic Presentation Skills. Gary Kroehnert
- Smart Questions. Dorothy Leeds
- Communicate With Confidence : How to Say It Right the First Time and Every Time. Dianna Booher
- Artful persuasion: How to command attention, change minds and influence people. Harry Mills
- The Presentation Skills Workshop: Helping People Create and Deliver Great Presentations. Sherron Bienvenu
- The Anatomy of Persuasion. Norbert Aubuchon
- Friendly Persuasion : Dynamic Telephone Sales Training and Techniques for the 21st Century. Dan Coen: DCD Publishing



## DEVELOPMENT PLAN

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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.

**Carefully observes people's facial expressions and hand movements during discussions.** Score: 1.67  
**Action to Take:**

**Checks names off a daily sales contact list when the call has been made.** Score: 1.75  
**Action to Take:**

**Often looks to paraphrase to test their interpretation of what has been said.** Score: 2.00  
**Action to Take:**

**Communicates in a pace and a way that is comfortable for others.** Score: 2.00  
**Action to Take:**

**Gives open and honest information when asked directly by customers.** Score: 2.00  
**Action to Take:**

## RNA-2

### Relationship-Nurturing Ability

**Watches people's facial expressions and hand movements carefully in all discussions.**

The effective salesperson is an astute observer and pays attention to things that might appear to other people as being trivial. For example, facial expressions and hand movements can reveal much about the inner state of mind of a person. Here's what to look for:

1. People can reveal stress through facial expressions and hand movements, such as

- Fingers near or in the mouth (nail-biting, finger-biting)
- Seeking oral comfort/stress reduction (biting pens, glasses arms)
- Rapid touching of the face
- Staring eyes, pale expression, clenched hands

2. People can reveal a decision-making or evaluative frame of mind through facial expressions and hand movements, such as

- Stroking the chin
- Placing the index finger under the lips on the chin
- Placing the hand over the mouth
- Placing the hand on the cheek, with a finger possibly pointing up the temple
- Narrowing the eyes
- Pursing lips
- Wrinkling the brow

3. People can reveal a disapproving frame of mind through facial expressions and hand movements, such as

- Narrowing eyes
- Turning head away, and looking back
- Shaking head
- Crossing arms, rigid facial muscles
- Covering eyes with hand

4. People can reveal a frustrated frame of mind through facial expressions and hand movements, such as:

- Rigid jaw
- Grinding teeth
- Clenched fists
- Hand holding wrist, in front of body or behind
- Averted gaze, shaking head

5. People can reveal a dominating frame of mind through facial expressions and hand movements, such as

- Pointing
- Strong handshake
- Touching and gripping another person while talking to them
- Expansive hand gestures
- Protruded jaw
- Glaring gaze
- Head tilted back

## OS-5

### Organizational Skills

#### Checks off their daily sales contact list as it is completed.

If you commit to spending a few minutes making calls each day, it is an extremely pleasant feeling to check off each person you were supposed to contact that day. It is an achievement and means that your plan is working and you are (hopefully) achieving your goals.

Although there are no specific rules, in general we should make contact with our clients/prospects at least four times per year. Does that sound daunting? Well let's put that into perspective. What constitutes contact? Making contact with people can include a phone call, e-mail, thank-you note, birthday card, holiday card, business letter, sales proposal, or personal visit. It doesn't sound quite so daunting now does it? However, to achieve this, we must be organized and consistent as well as having a good data retrieval system.

Consider the following to improve your effectiveness in this area:

- Allocate at least 30 minutes everyday to call on sales prospects and customers. Decide how much time to allocate to current/past contacts and new/potential contacts.
- It is important to allocate a similar amount of time to contacting our existing contacts as we allocate to prospecting for new contacts. We cannot neglect one or the other and expect our network to grow.
- Having an idea of what it is that prevents you from completing those daily contacts might help you achieve that daily goal:
  - Procrastination.
  - Constant interruptions. Allocate uninterrupted time each day. Networking must take a high priority.
  - Not having the correct stationery available (e.g., birthday cards, thank-you cards, etc.).
  - Too many items on the list for the time allocated. Use the information you gather to re-plan. Be sensible—don't set yourself unachievable goals.
- Carefully determine what should be on your contact list:
  - Today's phone calls
  - Today's thank-you notes
  - Today's birthday cards
  - Other

Don't confuse this list with your daily "To Do" list, which could include other non-contact items. Of course you might incorporate both lists into one "To Do" list.

## ALS-3

### Active-Listening Skills

**Often looks to paraphrase to test their interpretation of what has been said.**

One of the best ways of testing to see whether you have fully understood the speaker is to paraphrase what has been said. This not only helps your understanding, but can often help the speaker appreciate whether they have properly conveyed the meaning that they intended.

Consider the following to improve your general effectiveness in the future:

1. Begin a paraphrase with statements like:

- “Now let me see if I’ve got this. Your main worry at the moment is . . . s.”
- “Can I just check with you to see if I’ve got the gist of this? The major factor ...”
- “Before you go on to that aspect—and I realize that it’s vital—can we just pause while I see if I’ve taken all of this on board? I think that you’re saying ...”

2. If it’s difficult to stop the other person, try non-verbal approaches of getting their attention, like:

- Holding up an open palm
- Gesturing into the middle of the space between you with one or two hands
- Touching the person on the arm
- Breaking eye contact momentarily
- Handing them a drink

3. Try to edit what you have been told. Summarize, generalize, and try to link related concepts together. The other person will often quickly tell you if you’ve got it wrong.

4. Pay particular attention to facts and figures, dates, and the pronunciation of people’s names. In fact, check with the other person to see if you have gotten these things right in the middle of your paraphrase.

5. Don’t wait until the speaker doesn’t want to speak any more: that could be five minutes down the track, or five hours. Gently and tactfully interrupt the flow of their narrative every now and then (for example, every 1 to 3 minutes) and give a paraphrase of the particular “block” of talk that has just taken place.



## CS-5

### Communication Skills

**Delivers their communications in a pace and a way that is comfortable for others.**

Shakespeare's play *Hamlet* or Beethoven's *Fifth Symphony* could both be performed in ten minutes, but what would be the point? Works of art take as long as they take, and the same rule applies to communication processes. Be aware of time as a dimension of communication, and don't presume that one rate of time passing will suit all. Effective salespeople deliver their communications in a pace and a way that is comfortable for others. Here's how to do that:

1. Get some mechanical feedback on the way you communicate. That means using (you guessed it) video. You might resist the idea, and it might not be immediately practical, but you need to get an objective record of the way the world perceives you. You will probably find the experience simultaneously horrifying and fascinating. Note the pacing at which you deliver material: is it too slow? Too fast? Just right? Make a judgment, and adjust your style if necessary. If you can't get a video camera, use an audio recorder. It's not quite as good, but it's better than nothing because it is objective: none of us really knows what we actually sound like and look like to others.

2. When talking to your contacts, pay attention to the pace at which they talk. It might pay to begin to match your own pace to theirs, although only attempt this if:

- You feel that you can still get your message across without distortion
- You feel that you can still get your message across without feeling like an idiot
- You feel that you can still get your message across without the other person taking offense because they believe that you are mimicking them

3. Be aware of the concentration span of your audience. Variety is the spice of communication, and variety can be achieved by

- Varying the length of your sentences and words (short—long—short—long)
- Varying the volume, pitch, and emphasis of your voice
- Varying the structure or content: state a principle or generalization, and then give examples. Continue with that structure (generalization—example—generalization—example)
- Varying the material: use anecdotes, humor (if you feel that you can handle it)

4. Become skilled in repetition and rephrasing. If done skillfully enough, this allows you to reinforce points without sounding as though you are simply repeating yourself, and it gives a more rounded feel.

## CS-10

### Communication Skills

#### **Gives open and honest information when asked directly by customers.**

Although it would be considered dangerous to be brutally honest all the time, most people would actually welcome more open and honest information that they typically receive. As a result (and particularly in sales and relationship building), it is important to realize that we should be prepared to be straight and not hold back whenever we are asked for help or for general information.

Consider the following to improve your effectiveness in this area:

- Honesty and openness create an atmosphere of trust in all your networking communications.
- Always remember that any lies can create a barrier to communication and definitely create a poor foundation for a long-term customer relationship.
- Reinforce your words with action. A concrete way of demonstrating that you are honest in what you say is to back up your verbal behavior with action. Keep your promises and you will eliminate one more barrier to communication.
- Reinforcing your words with action is a proactive process. You will enhance your communications ability as your reputation develops in a positive manner.
- Follow up verbal agreements with a written document to eliminate any possible confusion or future disagreement.
- Any effort you can make to create mutual trust and confidence will enhance the contact relationship building process. Ideas will flow more freely, and referrals will be given happily if your contact knows you to be honest and trustworthy.
- Freely give information that you know will assist a contact, without a “hook.” In other words, do it without expecting something in return.
- Give recognition to those who deserve it. Most people in the workforce do not receive recognition, but everyone likes recognition. Always give credit where credit is due.
- Avoid keeping useful or interesting information to yourself when you know that it will benefit one or more of your sales contacts.