



# Development Report

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Sample Company

## Introduction

This report can help you identify strengths and areas in need of development in terms of sales-related characteristics.

Using the information provided in this report, you can find out what skills can be leveraged and what is needed for improving your performance or preparing yourself for more senior roles. Basic strategies and a goal-setting framework are included in the report to help you create a plan of action moving forward.

## 1 Overview of Scores

**Overall Review** - This section provides a summary of your strengths and areas in need of development.

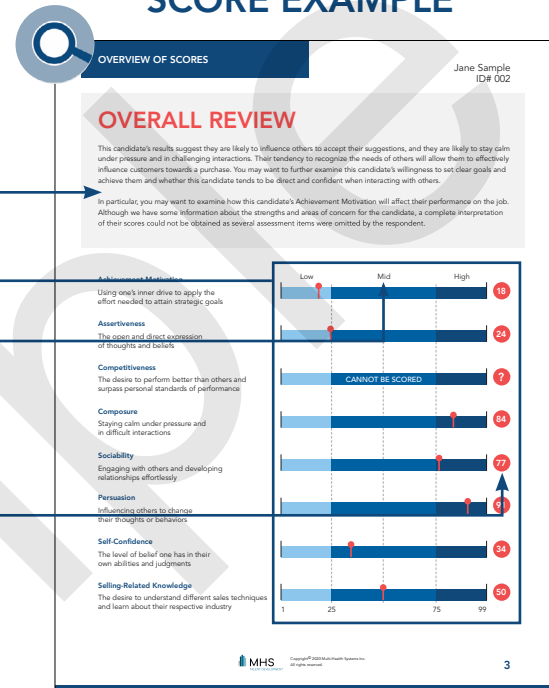
**Scores Overview** - This section gives a summary of your results.

**Score Labels** - Score labels provide a visual guide, indicating if a score falls into the:

- Low range (in the bottom 25% of the comparison group)
- Mid range (in the middle 50% of the comparison group)
- High range (in the top 25% of the comparison group)

**Scores** - The scores are in percentiles, ranging from 1 (lowest) to 99 (highest). For example, if you have a score of 90 that means you have scored better than 90% of those who have taken the assessment previously.

## SCORE EXAMPLE



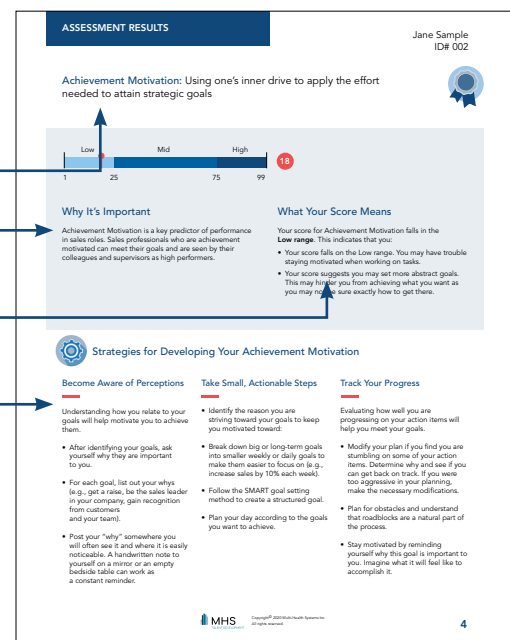
## 2 Assessment Results

**Description** - This section describes the competency.

**Importance** - This section explains why the competency is important for being successful in your role.

**Score Interpretation** - This section describes what your score means.

**Strategies for Development** - This section delivers strategies on how to improve the competency.



# OVERALL REVIEW

Your results suggest you are likely to influence others to accept your suggestions. In addition, you are likely to demonstrate a good understanding of different sales processes and techniques. Your tendency to recognize the needs of others will allow you to effectively influence customers towards making a purchase. You may want to work on improving your capability to communicate with others in a positive, friendly manner. In particular, you may want to examine how your Sociability will affect your performance on the job.

## Achievement Motivation

Using one's inner drive to apply the effort needed to attain strategic goals



## Assertiveness

The open and direct expression of thoughts and beliefs



## Competitiveness

The desire to perform better than others and surpass personal standards of performance



## Composure

Staying calm under pressure and in difficult interactions



## Sociability

Engaging with others and developing relationships effortlessly



## Persuasion

Influencing others to change their thoughts or behaviors



## Self-Confidence

The level of belief one has in their own abilities and judgments



## Selling-Related Knowledge

The desire to understand different sales techniques and learn about their respective industry





**Achievement Motivation:** Using one's inner drive to apply the effort needed to attain strategic goals



### Why It's Important

Achievement Motivation is a key predictor of performance in sales roles. Sales professionals who are achievement motivated can meet their goals and are seen by their colleagues and supervisors as high performers.

### What Your Score Means

Your score for Achievement Motivation falls in the **Mid range**. This indicates that you:

- Are likely to set moderate but achievable sales goals
- Are likely to need little prompting before taking action with potential customers
- May occasionally rely on others to motivate you to work towards your sales goals



## Strategies for Developing Your Achievement Motivation

### Become Aware of Perceptions

Internalizing the meaning behind your goals will help motivate you to achieve them.

- After identifying your goals, ask yourself why they are important to you.
- For each goal, list out your whys (e.g., get a raise, be the sales leader in your company, get prestige in your industry).
- Post your "why" somewhere you will often see it and where it is easily noticeable. A handwritten note to yourself on a mirror or an empty bedside table can work as a constant reminder.

### Take Small, Actionable Steps

When you have a large goal, break it down into smaller tasks.

- Break down big or long-term goals into smaller weekly or daily goals to make them easier to focus on (e.g., increase sales by 10% each week).
- Follow the SMART goal setting method to create a structured goal.
- Ask yourself what the most important tasks are for achieving your goals.
- Prioritize your tasks based on their importance and plan your day accordingly.

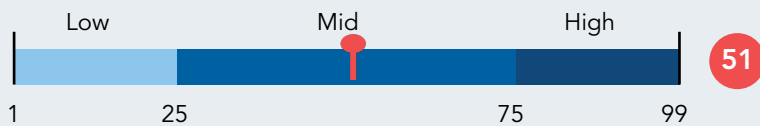
### Track Your Progress

Evaluating how well you are progressing on your action items will help you meet your goals.

- Plan for obstacles and understand that roadblocks are a natural part of the process.
- Modify your plan if you find you are stumbling on some of your action items. Determine why and see if you can get back on track. If you were too aggressive in your planning, make the necessary modifications.
- Stay motivated by reminding yourself why this goal is important to you. Imagine what it will feel like to accomplish it.



**Assertiveness:** The open and direct expression of thoughts and beliefs



### Why It's Important

Assertive sales professionals know what they want and are direct in asking for it, which helps them to be perceived as confident by customers. Consequently, assertive sales professionals are better at managing objections and closing deals.

### What Your Score Means

Your score for Assertiveness falls in the **Mid range**. This indicates that you:

- Are willing to directly ask customers to purchase a product or service
- May still pursue a sale when faced with rejection
- May take a moderate amount of time before asking for a sale



### Strategies for Developing Your Assertiveness

#### Be Direct

Practice having closing conversations.

- Think of different ways of being direct and have those methods ready for when you need them.
- Rehearse how to respond to typical objections and stall tactics that may arise in closing conversations.
- Being assertive is different from being aggressive. You can still ask for something directly while maintaining courtesy and professionalism.

#### Use The Foot-In-The-Door Technique

Individuals who have said yes to you once are more likely to agree to a larger request later.

- Rather than making a large request right away, make smaller requests first.
- Thank people for agreeing to your small requests, providing positive reinforcement that will make them more likely to agree later.
- Make your small requests take a little effort to complete, as doing so creates a sense that they've already put in effort, making it more likely that they will continue to do so.

#### Recognize The Difference Between a "Hard" and "Soft" No

Learn to recognize when someone doesn't want something and when they are just being reluctant.

- A first decline is more likely to be a "soft" no, so take the chance to convince them without being too pushy.
- Use a soft "no" to your advantage by recognizing their first decline but reemphasizing why they should say yes.
- Ask for their reasons for reluctance and provide an example of an experience you had with another customer where they overcame a similar reservation with positive results.



**Competitiveness:** The desire to perform better than others and surpass personal standards of performance



### Why It's Important

Competitive sales professionals have a desire to be number one, and this pushes them to reach out to more potential customers, close more deals, and seek higher-value opportunities.

### What Your Score Means

Your score for Competitiveness falls in the **High range**. This indicates that you:

- Increase your own effort when others match your sales performance
- Push others on your team to meet shared sales goals
- Seek to outperform other sales professionals



### Strategies for Maintaining Your Competitiveness

#### Seek Support

Competition doesn't mean you have to work alone. Your peers can be great resources you can benefit from.

- Share your goals. By telling others, you become accountable to more than just yourself. Use that accountability to drive yourself to succeed.
- Other people can offer perspective and provide advice when you are stuck on a problem. Getting others involved ensures that you have someone to go to for help.
- Ask others for help to keep yourself motivated. Doing so can help you get past the days when you don't want to work.

#### Pick a Target

Find someone or some standard you feel you would need to work hard to compete with or reach, whether that is a coworker or a past target.

- If your target is a person, look at what they've done well and try to emulate it. Don't be afraid to go up to that person and ask for advice. People, even those you are competing with, are often willing to help.
- If your target is a goal, identify the last person who reached that goal and find out how they got there.
- Set that target as your goal and outline the steps you'll need to take to reach it.

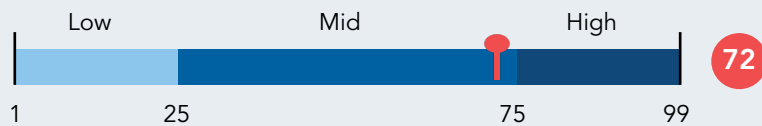
#### Track Your Performance

Choose a goal and determine when you want to accomplish it by. Then create a starting point and continue tracking how you are doing to get there.

- Identify the best methods for measuring your performance (e.g., sales numbers, customers contacted, etc.) and start tracking them.
- Track not only your progress, but also how quickly you're moving. Tracking both can help you really understand how you are doing.
- Create markers so that you can reward yourself whenever you reach important milestones.



## Composure: Staying calm under pressure and in difficult interactions



### Why It's Important

Sales roles are inherently stressful. The ability to stay level-headed under pressure and to handle negative feedback from customers in a calm manner is necessary for persisting through tough sales situations. Handling customer complaints effectively often results in repeat sales.

### What Your Score Means

Your score for Composure falls in the **Mid range**. This indicates that you:

- May periodically lose focus when under a lot of stress
- May occasionally become frustrated by demanding or difficult customers
- Are likely to keep calm when handling multiple tasks or requests



## Strategies for Developing Your Composure

### Plan Your Day

Prioritizing your tasks and planning your day accordingly gives you control and reduces your stress level.

- Make a list of your tasks when you feel overwhelmed by them.
- Prioritize your tasks by determining which ones are the most important and should be done first.
- Schedule a time for each task. It is important to be realistic about the amount of time you assign to each of them and include some buffer time for unpredictable events.

### Stay Objective

It is very important to stay objective and not take things personally when interacting with customers or when experiencing a rejection.

- Detach yourself from your customer's tone, words, and body language and focus on how you can solve their problems.
- Accept rejection if it happens. Recognize that it happens to everyone and is a useful reminder of how great success feels.
- Ask others about their experience with rejection. This will help you prepare yourself and gauge how often to expect rejection to happen.

### Practice a Healthy Lifestyle

Reduce your stress by adapting a healthy lifestyle.

- Take short breaks to relax and recharge your battery (e.g., take a short walk, be present or meditate in a quiet place).
- Pick up a personal project/hobby. It gives a focus point for your mind to switch from work to your own interests when the day is done.
- Do activities that calm your mind (e.g., read a good book, exercise, or listen to relaxing music).



## Sociability: Engaging with others and developing relationships effortlessly



### Why It's Important

Engaging with new customers and building relationships with existing customers are essential to the sales role. Individuals with a high level of Sociability actively build rapport with new customers, are easy to talk with, and foster greater loyalty from customers.

### What Your Score Means

Your score for Sociability falls in the **Low range**. This indicates that you:

- May struggle during initial talks or cold calls
- Are less likely to be interested in being around others
- May need additional time to build rapport with new customers



## Strategies for Developing Your Sociability

### Find Commonalities

Finding common ground between you and a customer is a good way to start off an interaction.

- Identify and share similarities in order to build a relationship with someone new. Finding ways that you and a new customer are similar is necessary for developing a positive relationship.
- Start with things that you have in common and that they are interested in. Get them talking and share your own personal experience. That back and forth will be a good way to learn more about them.

### Use Positive Communication

Using positive communications will make customers feel comfortable around you and help you build trusting relationships.

- Use positive phrases when giving customers new information that might be taken negatively. For example, if a product may be above their initial price range, focus on its value and show how it can solve their problems.
- Portray positive body language with open arms, open palms, and nodding when you are interacting with customers. If you are on the phone, be mindful of the tone of your voice.

### Develop a Set of Conversation Starters

Prepare a few stories or questions that are good for getting a conversation going.

- Think of different ways to start a conversation that make sense in the situation. Use that to create a dialogue and get someone talking.
- If you are feeling less confident about a conversation starter, try it out with people you trust beforehand. You may find yourself being more confident and more prepared by putting in a little more effort.



## Persuasion: Influencing others to change their thoughts or behaviors



### Why It's Important

Customers can often be reluctant to make a purchase and good sales professionals know how to turn someone from a "No" to a "Yes." Salespeople need to be able to positively influence a potential or current customer towards a purchase decision and negotiate in a way that benefits both parties.

### What Your Score Means

Your score for Persuasion falls in the **High range**. This indicates that you:

- Often are successful in changing people's minds
- Are likely to be able to persuade customers to accept your product recommendations
- Are effective at negotiating to get what you want from a customer



### Strategies for Maintaining Your Persuasion

#### Ask Questions Before You Make Your Pitch

Finding out more about your customers will help you understand what their needs and trigger points are.

- Asking questions makes the conversation about the customer and allows you to have a discussion centered on their needs.
- Ask questions that will help you better determine the best method for convincing your customer.
- By asking questions, you can get the information needed to make a more targeted and persuasive pitch.

#### Speak With Confidence

Confidence is often used as a measure of a person's trustworthiness. Speaking with confidence makes it more likely that customers will accept your advice and recommendations.

- While being overconfident can easily backfire, a healthy level of confidence can be the tipping point to closing a sale.
- Use positive language and tone. Doing so will get people excited to go along with your request.
- When faced with a challenge, maintain a confident tone. Doing so will help others feel more confident that you can overcome that challenge.

#### Do Your Homework

It can be hard to persuade someone when they counter your points, so make sure you have learned what you need to know before a sales interaction.

- Research your product, your customer, and potential questions you might be asked. This will give you the tools you need to present your pitch and respond to objections more persuasively.
- If you don't know something, ask others to help you find the answer to it. Understand that you are not expected to know everything so it's okay to ask others for help.



**Self-Confidence:** An individual's level of belief in their abilities and judgments



### Why It's Important

Self-confidence is essential for convincing customers to agree with one's perspectives about products and the market, as being confident is a sign of competence and makes them seem more trustworthy and believable.

### What Your Score Means

Your score for Self-Confidence falls in the **Mid range**. This indicates that you:

- Are likely to be self-assured about your success in certain sales situations
- May sometimes second-guess your own judgment
- May hesitate before making important decisions



### Strategies for Developing Your Self-Confidence

#### Enhance Your Knowledge of Products and Services

Knowledge of your products and services is key to selling with confidence.

- Get first-hand experience using the product or service you are offering.
- List all the benefits and areas that can be improved for each product or service.
- Put your learning into practice by getting co-workers or family members to pose as customers. Encourage them to ask challenging, intelligent questions and ask for their feedback on your answers.

#### Be Ready for Anything

To be more confident when interacting with others, you need to be prepared for the most common customer situations.

- List common sales scenarios (e.g., Dealing argumentative customers, persuading tech savvy customers, customers asking for a discount), and write down the steps to handle each situation. If you don't know the right answer, reach out to your supervisor or ask a senior team member.
- Put your list of scenarios into action by role-playing. Have someone play the role of a customer and ask for their input on how you handled the situation. This will help you to be more confident when you are in a real-world situation.

#### Start Now, Plan Later

Many people are prevention-focused, meaning they care more about avoiding failure than being successful. This mindset can lead them to avoid taking risks and trying out new things.

- Be aware of negative self-talk that might happen after making a mistake. Be conscious of negative thoughts and try to remind yourself that everyone makes errors.
- Accept that mistakes happen, and don't spend too much time thinking about them. Focus instead on learning from your mistakes and improving. Doing so will help you develop a greater belief in your abilities.



**Selling-Related Knowledge:** The desire to understand different sales techniques and learn about their respective industry



### Why It's Important

A stronger knowledge of selling techniques provides sales professionals with a set of tools and techniques that can help them during a sales negotiation. New trends in technology, consumer behaviors and expectations require that sales professionals stay informed and up-to-date.

### What Your Score Means

Your score for Selling-Related Knowledge falls in the **High range**. This indicates that you:

- Often have an extensive knowledge of your customers before a meeting
- Put in time and effort to stay up-to-date about your industry or product
- Are likely to possess a strong knowledge of the latest sales techniques and processes



### Strategies for Maintaining Your Selling-Related Knowledge

#### Attend a Conference

Taking the time to attend a conference related to your product or industry can give you an edge over your competition.

- Take the chance to learn about what others are doing in sales. This can help you identify things you could do yourself that will strengthen your sales performance.
- Use conferences for building up your network of sales professionals who can teach you new techniques.
- Use conferences to find the newest technology or insights. Use that knowledge to your advantage when speaking to customers.

#### Read Blogs and Magazines

Reading blogs or magazines devoted to sales or your industry can keep you up to date about important trends.

- By knowing what is being talked about, you can learn more about what your customers and customers are likely thinking about.
- Learn how new technologies are making sales more streamlined and intelligent.
- Learn new strategies to help build your social selling, prospecting and qualifying skills.

#### Follow the Competition

While it's important to choose your own path, it is also useful to take some time to learn about who your competition is.

- Finding out what your competition is doing can help spur ideas for what you can do to better serve your customers.
- Knowing your competition also helps you know what competitive advantage you have that others do not. This can be useful when interacting with customers who may not have the time or the resources to determine all the differences.

The steps you take toward developing your competencies will help determine your success. Use this step-by-step action plan to help guide you closer to your goals.

Specific  
Measurable  
Action-Oriented  
Realistic  
Timely

### Qualities

Write up to three overall qualities that you would like to have (e.g., being a confident professional, setting a good example for others, effective stress management). The goals you outline in this action plan should help you achieve the overall qualities you identified.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

### Competencies

Based on your results, choose up to three competencies to develop (e.g., Practice diligence to develop your Achievement Motivation). The SMART goals that you outline in the template should help to strengthen these competencies.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

### SMART Table

| Goal                                                                                 | Time Frame                                                              | Benefits                                                  | Measure of Success                                                  | Support and Resources Needed                                             | Potential Barriers                                 |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------|----------------------------------------------------|
| e.g., Act with more confidence when interacting with dissatisfied or angry customers | e.g., Role play scenarios once a week to reach goal within three months | e.g., Will become more relied upon by my team and manager | e.g., 30% more likely to reach a positive resolution with customers | e.g., Family, friends, and coworkers who are willing to practice with me | e.g., Not finding the time to practice with others |
|                                                                                      |                                                                         |                                                           |                                                                     |                                                                          |                                                    |
|                                                                                      |                                                                         |                                                           |                                                                     |                                                                          |                                                    |
|                                                                                      |                                                                         |                                                           |                                                                     |                                                                          |                                                    |

I commit to this action plan.

Signature \_\_\_\_\_

This Development Commitment Page is a tool to help hold you accountable for accomplishing the goals outlined in your Action Plan. As we all know too well, our plans for personal growth and development often fall by the wayside when we get engrossed in all our tasks and responsibilities. By outlining your objectives here and leaving a copy with your coach, you are made more accountable to reach your personal goals.

## Development Table

Due Date:

My Personal Development Goals

|    |  |
|----|--|
| 1. |  |
| 2. |  |
| 3. |  |
| 4. |  |

Your Signature \_\_\_\_\_

Your Coach's Signature \_\_\_\_\_

# FOR COACHES ONLY

This section will give you a sense of whether the participant responded in a way that affects the interpretation of their scores. There are three ways this is assessed:

## 1. Time to Completion

This indicator provides the total time the participant took to complete the assessment. In general, the assessment should take between 10 to 15 minutes to complete. It is important to note when this time is very short or particularly long.



The participant completed the assessment in **3 minute(s) and 59 second(s)**. This is a reasonable response time. This indicates they spent enough time to consider their responses when taking the assessment, and they likely completed the assessment in one sitting.

## 2. Positive Impression

This score assesses if the participant was responding to questions in a favorable manner, more than would normally be expected.



The participant does not demonstrate a tendency toward positive self-presentation, suggesting they were likely responding to questions in an unbiased manner.

## 3. Consistent Responding

This score assesses if the participant was responding in a consistent manner. For example, if they responded "often" to "I set hard goals", they should respond "rarely" to "I set easy goals".



The responses to the items showed adequate consistency. The participant is not likely to have responded carelessly or in a random fashion.