



Development Report for: Ian George
Tested: 11/17/2005 7:49:18 AM

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SUCCESS: It's a rare individual who does not want it! Whether you are just starting a sales career or are a seasoned veteran, you must take personal responsibility for achieving your success. The purpose of this report is to help you to know yourself better - your strengths and, perhaps, some of your weaknesses - and to encourage you to commit the effort to achieve your full potential.

Your overall effectiveness in sales may be influenced by many factors. These include your personality, knowledge of effective sales techniques, experience, motivations, background, contacts and, sometimes, even a little bit of luck. Some of these factors are beyond the scope of this report; however, SalesMax provides valuable information about your personality and, if you completed those sections of the SalesMax questionnaire, your sales knowledge and your motivations that can help you understand yourself better and target your development efforts.

Sales Personality

Personality tends to influence effectiveness in virtually every job, but there is no denying that personality is an important component for being successful in sales. There is no exact "right" or "best" personality for consultative or relationship-oriented sales. Research does show, however, that most successful sales professionals share certain personality traits. We are going to show how you compare to other sales professionals on traits like assertiveness, sociability, energy, etc.

Sales Knowledge

Some people instinctively know how to approach a sales situation. Most, however, need training and study to achieve their personal best. We are going to show how you scored in a variety of sales situations – identifying sales prospects and pre-qualifying them all the way through negotiating and closing the sale. If you have little or no experience in sales, your scores may be lower than if you have considerable sales experience. Regardless, this information should help you target areas in which to focus your training efforts.

Sales Motivations

As it turns out, what motivates one person can be very different from what motivates another. You may be very aware of what motivates you and find that there are no surprises at all in this report. On the other hand, you may learn some new things about yourself.

Your next question should be: "Now that I know what motivates me, what should I do with this information?" You will want to share the insights you have gained with your manager and others in the organisation who are in a position to help you get more of what you want from the job. Further in this report, we will give you some tips for how to do this.

So, if you want to be the best salesperson you can possibly be, read on . . .

Reading Your Report

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Who Should See This Report?

This report has been written for your personal use. We hope it will help you to think about and plan for your future development. You may want to share all or parts of this report with others, especially if you trust their judgement and wisdom, and if they can assist you with development resources or advice. People to consider might include a family member, a current or past manager, a trusted mentor, a Human Resources representative or a career counsellor.

Overview of Your Development Report

The first section of this report represents feedback on your SalesMax results. These results will be interpreted in terms of how your personality and abilities may help or hinder your performance in consultative sales. If you completed those sections of the SalesMax questionnaire, you will also receive feedback on six key areas of sales knowledge and the importance of various motivators to you.

Next, specific development suggestions are provided to help you develop in the areas highlighted by SalesMax.

Finally, the last section of the report provides you with a framework for setting goals and creating a development action plan.

In reviewing your report, keep the following in mind:

The sales personality results are based on your self-perceptions and may be influenced by a favourable or unfavourable self-image. Others may see you differently than you see yourself.

We have compared your scores on the sales knowledge and sales personality portions of the survey to a sales professional norm group. It may be useful to think "compared to most sales professionals" as you read each.

Be careful not to over emphasise specific statements. Instead consider the overall picture and how your assessment results fit with your current job and future aspirations.

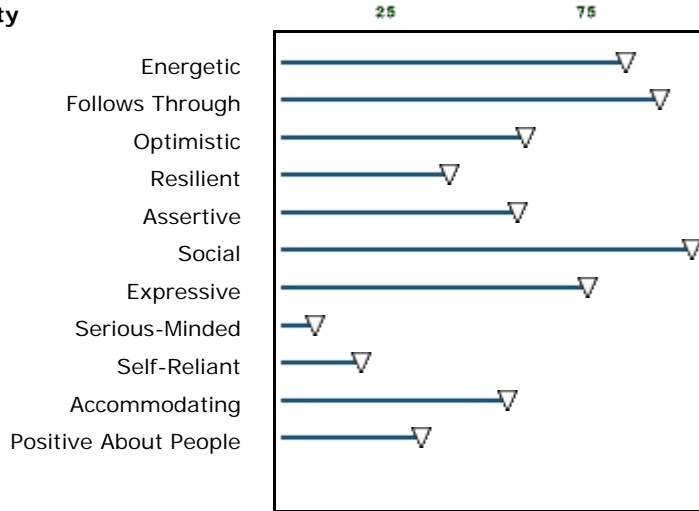
Take the time to read and consider the SalesMax Report information:

- Take an open, non-defensive attitude when reviewing the material. Review each section carefully and, as you consider the feedback statements, try to think of specific examples that can confirm if the inferences made by SalesMax do or do not apply to you.
- If you are not sure that a statement in the report describes you, ask someone you feel will give you honest feedback for his or her opinion.
- After reviewing your results, use the Goal Setting section of this report to help you set goals for your development and to construct an action plan for achieving your goals.

Over time, people change. If several years have passed since the date of this report, the results may no longer fit you. Remember, when you completed the SalesMax survey you were at a particular age, stage of development, level of experience, etc. With the passage of time, the characteristics measured by SalesMax may have changed.

Are you ready? Let's take a look at how you compare to other sales professionals . . .

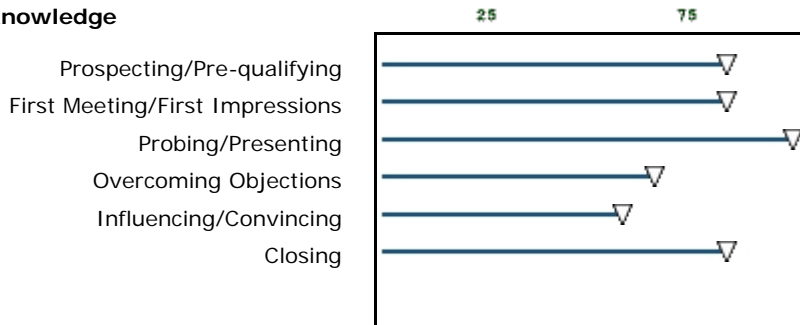
Sales Personality



The profile is a quick summary that will allow you to see your results compared to sales norms. The small darkened triangles indicate your percentile score compared to other salespeople.

Use these results and the suggestions that follow to develop areas needing improvement or to accentuate your strengths.

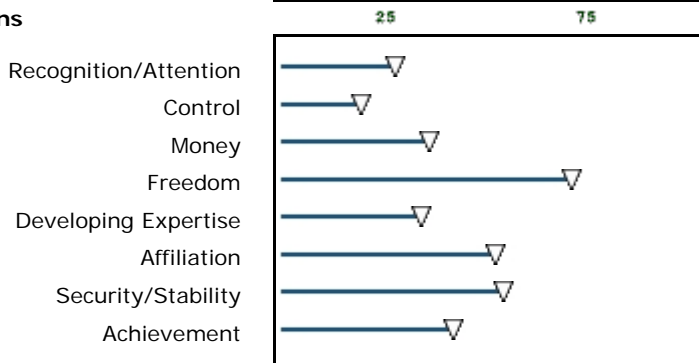
Sales Knowledge



These are your scores on Sales Knowledge.

Use low scores to target training or refresher work you may need.

Sales Motivations



These scores represent the relative importance of various motivators to you.

Think about what does and what does not motivate you. How can you get more of what you want from the job?

Personality Factors Linked to Sales Performance:

Your basic, underlying personality may help (+) you perform at a high level or may hinder (-) your effectiveness if you do not manage certain characteristics.

- + You are an energetic person who will work quickly and putting visible effort into your sales tasks.
- + Your conscientiousness and dependability about completing tasks are strengths for a sales role. Do not let up on seeing things through to the end.
- + You have a positive and optimistic outlook. This should allow you to avoid or overcome frustration in most situations and approach most opportunities with an open mind and positive expectations.
- +/- Not overly thin-skinned about the rejection that inevitably comes as part of sales, you should be able to bounce back from disappointments at an acceptable level. However, if you would like to improve in this area, see the Developing Greater Resilience suggestion provided later in this report.
- + You have a confident sales presence and feel comfortable exerting influence. Asking for the sale generally should come easily for you.
- + You are very outgoing and social. You are apt to be comfortable meeting new people and interacting with clients or customers. (In our work with sales professionals, however, we find that sometimes people who share your level of sociability can become so involved in the social interaction that they lose sight of the business objectives they are trying to achieve and end up not being as effective as they could be. You may want to guard against this possibility.)
- + You are an expressive person who should have little difficulty conveying your thoughts and ideas to customers and others. You should have a free and easy conversational style that can be spontaneous and enthusiastic.
- When it comes to work, the most successful salespeople are serious-minded and businesslike. You describe yourself as more impulsive and more willing to take unnecessary risks. To better emulate the most successful salespeople, consider the Becoming More Serious-Minded suggestion provided later in this report.

Personality Factors Not Directly Linked to Sales Performance:

While the following three personality factors have not yet been directly linked to sales performance they may have influence on your overall effectiveness at work.

- You appear to be somewhat less self-reliant than most salespeople. When faced with new problems or difficult situations, you probably tend to look to others for assistance or guidance and probably should strive to become more independent and willing to take charge and get things done on your own. Consider the Becoming More Self-Reliant suggestion provided later in this report.
- + You appear to be about as cooperative and accommodating as the typical salesperson.
- + You appear to have a balanced outlook regarding others and their intentions. That is to say, you are neither overly trusting and optimistic, nor negative and distrustful in your view of others.

Profile Interpretation

Ian George
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Sales Knowledge:

You appear to have a good understanding of effective consultative sales techniques in the following areas:

- + Identifying sales prospects and pre-qualifying them.
- + Recognising the importance of first impressions in initiating positive and productive sales relationships.
- + Developing a clear understanding of the customer's specific needs.
- + Problem solving and overcoming objections.
- + Negotiating and closing the sale.

SalesMax identified no strong sales training needs (on all of the scales you scored at least 40 percent correct).

Sales Motivations:

You appear to be most motivated by:

- Freedom – you appear to be motivated by the freedom and independence that many sales positions offer. You probably feel comfortable making your own decisions and operating autonomously. Rules, restrictions, and standard procedures probably seem unnecessary to you; you may lose motivation when your manager tries to control you. If so, try to view the situation from your bosses' or company's point of view. There may be good reasons for the policies and procedures and their attempts to control you. Once you make an effort to see things from this alternative point-of-view, the rules may seem more tolerable to you. If approached the right way, most people can influence the amount of freedom and satisfaction they receive from work. Usually this involves determining what the company or the boss needs for you to do, then doing these things without being asked.
- Affiliation – you get satisfaction from being liked and accepted by others. You tend to prefer work situations where there is significant opportunity to interact with other people in a positive and supportive manner. This is probably part of what attracted you to sales in the first place, but do guard against placing such importance on relationships that meeting sales objectives becomes secondary.
- Security and stability – a steady job and predictable pay appear important to you. What you are selling may be less important to you than working for a strong and reliable company. A loyal individual, you probably believe that loyalty and tenure should be the basis for continued employment and promotions. You may want to have some discussions with your boss about how people are valued and promoted in your organisation to make sure you are focusing on the right things from his/her perspective.

The following motivators do not appear to be important to you:

- Control – you appear to lack the interest or desire to supervise or manage the activities of others. You simply may not find this to be fulfilling or you may lack confidence in your ability to exert control over others. If the latter is true for you, you may be most comfortable in supporting sales roles such as an inside sales position or a consultative, number two role in support of a lead salesperson.

Developmental Suggestions Based On Your Personality

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This and the following section of your report provide developmental suggestions based on your Personality results and your Sales Knowledge results. These sections are followed by a final section that provides a guide for writing and using a Developmental Action Plan. We hope you will use these resources to become (or to continue to be) a top-level sales professional.

We have written personality-based developmental suggestions for you on the following topics:

- Developing Greater Resilience
- Becoming More Serious-Minded
- Becoming More Self-Reliant

Developmental Suggestions Based On Your Personality

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Developing Greater Resilience

The assessment results suggest that you may take rejection and negative feedback somewhat more personally than top performing salespeople. If this is true, consider the following suggestions to help you become more thick-skinned.

Activities

Difficulties and stress are part of every job. Sales jobs tend to have more rejection than some other types of work; try to accept the rejection without losing your motivation.

Develop a sense of humour about the realities of a sales job. This will help you cope better when you lose that big sale.

When faced with a difficult or failed sales call, treat it as a learning opportunity. Ask yourself what you can learn and imagine doing better the next time.

Expect good outcomes, and then have the persistence and determination to keep working at something until you are successful.

Books

Reading a book in the area of resilience or criticism tolerance may be useful. There are many available in most bookstores, usually in a Self-Help or Psychology section. Some that we can recommend include:

- [Resilience: The Power to Bounce Back When the Going Gets Tough](#) by Frederick Flach, M.D., Hatherleigh Press, 1997
- [The Survivor Personality: Why Some People Are Stronger, Smarter, and More Skillful at Handling Life's Difficulties...and How You Can Be, Too](#) by Al Siebert, Ph.D., Perigee Books/Berkley Publishing Group, 1996
- [The Power of Positive Criticism](#), by Hendrie Davis Weisinger, AMACOM, 2000.

Tapes

- [The Power of Positive Thinking \(Audio Cassette\)](#) by Norman Peale, Simon & Schuster, 1993.
- [Pulling Your Own Strings: Dynamic Techniques for Dealing With Other People and Living Your Life As You Choose \(Audio Cassette\)](#) by Wayne Dyer, Harper Audio, 1991.

Becoming More Serious-Minded

The assessment results suggest that you can be very spontaneous, impulsive, and unrestrained in your words and actions. Your customers may enjoy you or be amused by you, but they may not take you seriously. You may also take too many risks or make decisions you later regret. If this describes you, try a few of the following suggestions.

Activities

Stop and think before you speak. Especially when it involves important work relationships, try to control your immediate reactions to situations. Instead of responding with the first thing that comes to mind, take some time to think things through.

Take steps to increase your diplomacy and tact in communicating with others. Become aware of how you phrase or present ideas to others. Before speaking, consider how others may interpret what you are trying to say and consider how others may react. Make the necessary adjustments before you speak rather than trying to recover afterwards.

Pause a few minutes to think through your decisions or actions and their implications before reacting. Avoid making snap decisions or quick assumptions.

Develop the habit of reviewing alternatives and their potential consequences before responding. It is okay to tell someone you need to think about it and get back to them.

In situations of conflict, try to remain calm and controlled. Count to ten and walk away from the situation, if necessary, to avoid escalating the conflict. Exercise self-discipline and try to respond in a manner that is productive and that will lead to a resolution.

Ask a trusted mentor to point out situations where you might have said or done things that you should not have. Think about and rehearse what you should have said or done. Be prepared to behave better next time.

Books

Consider reading one or more of the following books:

- [Acceptable Risk](#) by Baruch Fischhof, Stephen Derby, & Sarah Lichtenstein, Cambridge University Press, 1984.
- [Decision Traps: Ten Barriers to Brilliant Decision-Making and How to Overcome Them](#) by Edward Russo & Paul Schoemaker, Fireside, 1990.
- [Smart Choices: A Practical Guide to Making Better Decisions](#) by John Hammond, Ralph Keeney & Howard Raiffa, Harvard Business School Publishing, 1998.
- [Managing Your Mouth: An Owner's Manual for Your Most Important Business Asset](#) by Robert L. Genua, AMACOM, 1993.

Becoming More Self-Reliant

Your assessment responses suggest that you tend to look to others for guidance rather than taking initiative on your own. If you are new to sales, perhaps additional training might give you the extra confidence you need to take charge and get things done. However, if this is a general issue for you, and if you would like to become more of a self-starter, consider the following suggestions.

Activities

Push yourself to take greater initiative. There are lots of ways to do this. Do the research to identify new leads, strategise an approach to reach a new market, take responsibility for setting up new appointments, look at your job and ask yourself how you could do it better.

Ask yourself: "What would my boss want me to do in this situation?" – then do it!

When faced with a significant decision or problem in your work, take the time to analyse it and arrive at one or two solutions or alternatives. Then, go to your boss (or co-workers if it is a project on which you are working with others) with options and recommendations rather than asking for suggestions about what to do.

Books

Consider reading one or more of the following books:

- [1001 Ways to Take Initiative at Work](#) by Bob Nelson & Matt Wawiora, Workman Publishing Company Inc., 1999.
- [On Becoming a Leader](#) by Warren Bennis, Perseus Publishing, 1994.
- [Take Control](#) by Michael Janke, Madison Books, 2000.
- [The Ultimate Guide to Mental Toughness: How to Raise Your Motivation, Focus and Confidence Like Pushing a Button](#) by Daniel Teitelbaum, Peak Performance Publishing, 1998.

Tapes

- [The 7 Habits of Highly Effective People \(Audio Cassette\)](#) by Stephen Covey, Simon & Schuster, 1989.
- [The 7 Habits of Highly Effective People \(Audio CD\)](#) by Stephen Covey, Covey Leadership Center, 2001.

Regardless if you are a newcomer to the sales profession or if you are an experienced pro who has extensive sales training, you should never stop improving your sales technique. Make a habit of regularly refreshing your knowledge throughout your sales career. The best sources for improving your knowledge and technique are usually those that have been tailored to your industry and your organisation. Look first to company-sponsored training programs offered by your internal training department or external providers. In many cases, your SalesMax distributor can provide excellent training and other resources to assist you. If these resources are not available, consider the following general resources provided on this page, or, if you scored low on one or more of the measured Sales Knowledge dimensions, consider the targeted resources we have provided on the following pages.

General Resources For Improving Your Sales Knowledge

Books:

- [How to Become a Rainmaker: The Rules for Getting and Keeping Customers and Clients](#) by Jeffrey J. Fox, Jefferey J. Fox, Hyperion; (May 2000)
- [The New Strategic Selling: The Unique Sales System Proven Successful by the World's Best Companies](#) by Stephen E. Heiman, Diane Sanchez, Tad Tuleja, Robert B. Miller, Warner Books, 1998.
- [The Sales Advantage: How to Get It, Keep It, and Sell More Than Ever](#), by Oliver Crom and Michael Crom, Free Press, 2002.
- [How Winners Sell: 21 Proven Strategies to Outsell Your Competition and Win the Big Sale](#), by David Stein, Bard Press, 2002.
- [Discover Your Sales Strengths: How the World's Greatest Salespeople Develop Winning Careers](#), by Benson Smith and Tony Rutigliano, Warner Books, 2003.

Tapes & Online Instruction:

- [The Selling Cycle](#). On-line, self-paced instruction offered by PrimeLearning.
- [5 Steps To Successful Selling \[ABRIDGED\]](#) Zig Ziglar, Nightingale-Conant Corp; Abridged edition (May 2002)
- [Sell Your Way to the Top](#) by Zig Ziglar, Nightingale-Conant Corp; (October 1994)
- [The One-Minute Sales Person](#) by Spencer, M.D. Johnson, Larry Wilson, Bantam Books-Audio; (July 1988)

Your Developmental Action Plan

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Now let's put it all together . . .

If you are like most salespeople, SalesMax pointed out some areas of strength and also some areas of potential weakness. After you have thought about your SalesMax feedback and developmental suggestions (and, perhaps, after you have had a chance to discuss them with someone you respect), write a developmental plan.

Building On Strengths

Start first by recognising your strengths and thinking about how you can build upon them to be effective in your job. Your SalesMax results can help you to highlight these areas.

1. Review your SalesMax feedback for potential strengths.
2. List those parts of your personality, knowledge and motivations that enable you to do your current job well and could help you to be successful in the future.
3. Next to each, list how this strength contributes to your job success and how you could use this asset more effectively in the future.

For example, Fred Salesperson is a very socially outgoing and assertive person. Here is what Fred decided to do to boost sales by building on strengths:

Plan for Building on Strengths <i>for</i> Fred Salesperson	
<i>Strength</i>	<i>Contribution to My Success</i>
1. I am socially outgoing	I enjoy my membership in the Rotary club and I have met some good prospects. - I will join the local Chamber of Commerce and network there.
2. I am assertive and enjoy influencing others	This helps me to promote ideas; others see me as a leader. - I will take more of a leadership role on the new product introduction team, and I will help the new salesperson close that big deal she has been asking for help on.
3.	

Now, use the form at the end of this report to plan how you will improve your sales by building on your strengths.

Your Developmental Action Plan

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Recognising Areas for Improvement

The second part of development involves improving your weaknesses. Remember that all of us have weaknesses as well as strengths; the key is to recognise them so that you can improve.

1. Review your feedback and developmental suggestions to identify areas for improvement.
2. List those 2-3 aspects of your personality, knowledge or motivations that most hinder your job performance.
3. Next to each, explain how this has limited your success.
4. For each, list the action steps you will take in the next six months to improve in this area.

For example, when it comes to rejection, Fred Salesperson is not very resilient. Here is what Fred decided to do to boost sales by recognising areas for improvement:

Plan for Developing Areas Needing Improvement <i>for</i> Fred Salesperson		
<i>Area for Improvement</i>	<i>How it Limits My Success</i>	<i>Improvement Action Steps</i>
1. I am not resilient about rejection or criticism.	When I lose a big sale, my motivation suffers for days afterwards. I am defensive when my boss asks me what I have done or when she suggests alternative ways to do things.	1. This month, I will read a suggested book. 2. Next quarter, I will attend a seminar. 3. Over the next six months, I will use what I learn to better manage my sensitivity to criticism, maintain my motivation, and learn from constructive feedback.
2.		
3.		

Now, use the form following at the end of this report to plan how you will increase your sales by developing those areas needing improvement.

Implementation

The best advice we can give you in implementing your development plan is to start **NOW**. Today, after completing your plan, you are motivated; tomorrow, as your work and personal life intrude, you will be distracted. Take action **TODAY**.

- Schedule a meeting with your manager, coach or mentor to review your plan and refine it based on their good advice.
- Enrol in the necessary courses and training.
- Visit the library or local bookstore or use the on-line links provided in this report to obtain books, CD's or audiotapes.
- Sign up for a seminar or some other type of training.
- Make a list of other on-the-job activities you will begin this week.

Remember that you are ultimately responsible for making the change. As you continue your development process keep the following in mind:

- Do not give up. Commit to pursuing your goals and persist in your efforts.
- Review your action plan often to ensure that you are on the right path and working to achieve your goals within your time frame.
- Reward yourself when you meet your goals and desired outcomes.
- Continuous improvement is the key to self-development. Once you have achieved the goals in this action plan, reassess your situation, review your results, set new goals, and continue on your path of growth and self-improvement.

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My Plan for Building on Strengths

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<i>Strength</i>	<i>Contribution to My Success</i>
1.	
2.	
3.	
4.	

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My Plan for Developing Areas Needing Improvement

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<i>Area for Improvement</i>	<i>How it Limits My Success</i>	<i>Improvement Action Steps</i>
1.		
2.		
3.		
4.		

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