

Competencies

Top Performer Percentiles

Not Similar | 10th | Similar | 25th | Very Similar | 75th | Similar | 90th | Not Similar

Self Awareness & Management

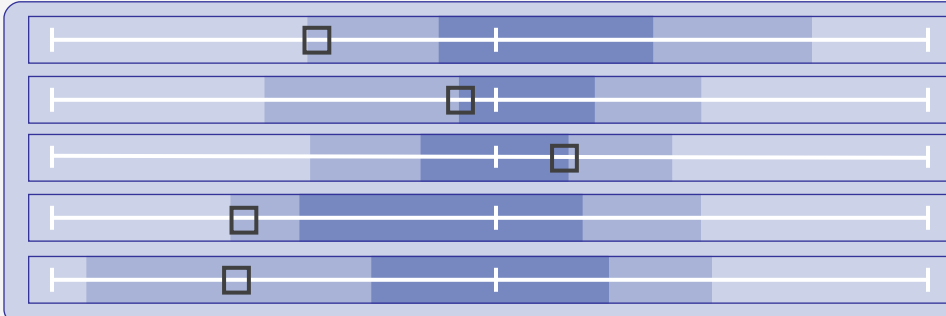
Achievement Orientation

Initiative

Impact & Influence

Self Confidence

Self Control



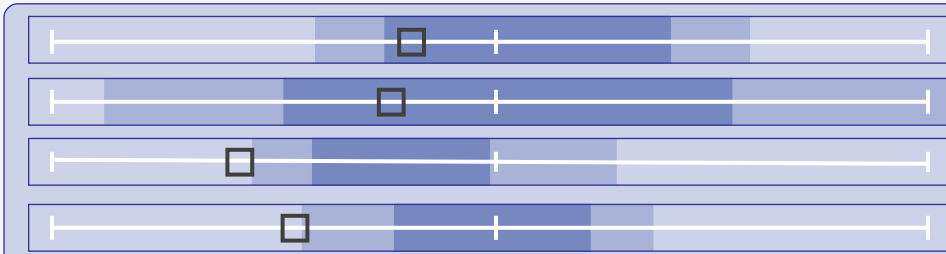
Social Awareness & Management

Interpersonal Understanding

Relationship Building

Service Orientation

Organizational Awareness

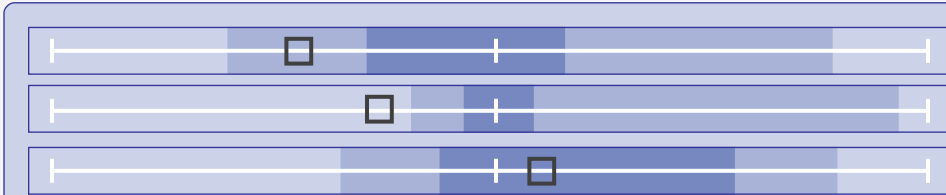


Cognitive

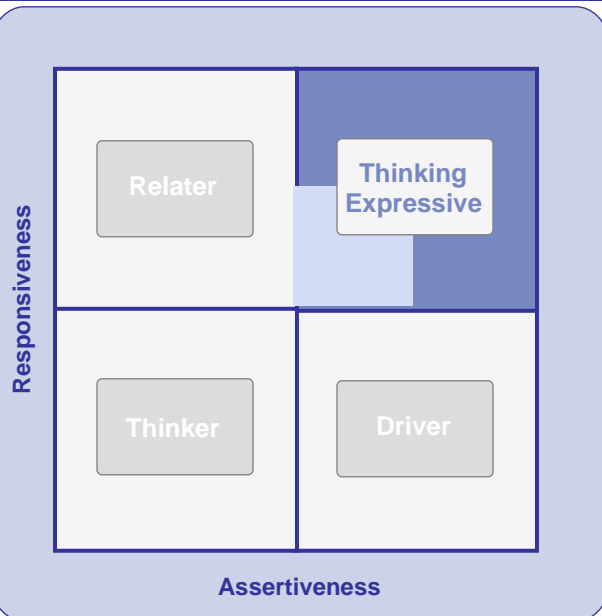
Analytic Thinking

Conceptual Thinking

Information Seeking



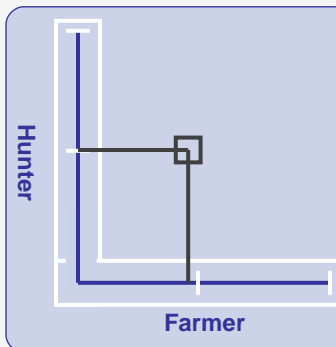
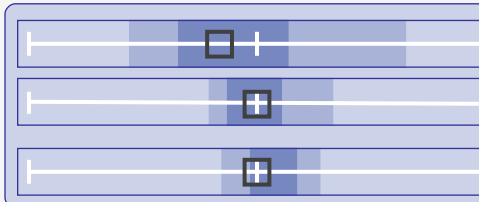
Social Styles



Assertiveness

Responsiveness

Versatility



A Brief Description of the Competencies

- Achievement Orientation consists of self management and working to achieve a desired result or exceed a standard. Sales people who set challenging goals, practice continuous improvement, and are efficient are more likely to be top performers than those who don't. Desire to achieve and to influence, coupled with versatility or adaptability and the urge to take initiative are the most important competencies for successful sales people.
- Taking the initiative to make something happen is often viewed as tenacity or persistence in sales. Those with high levels of Initiative will grab opportunities, as they arise, and will take quick action to deal with problems or to move actions forward. Desire to achieve and to influence, coupled with versatility or adaptability and the urge to take initiative are the most important competencies for successful sales.
- Influence is about establishing credibility and addressing others' needs in a way that will move them to buy. Sales people who make a good impression and can understand and meet a customer's primary needs have the ability to become top performers. Influence is particularly important for business to business sales and is as important for successful sales as the competency, Achievement Orientation. Desire to achieve and to influence, coupled with versatility or adaptability and the urge to take initiative are the most important competencies for successful sales people.
- Self Confidence is inner belief in one's own ability to perform. Sales people who have high Self Confidence are willing to accept challenges that others may pass by and maintain an optimistic attitude, even when faced with multiple problems and rejections. Self confident sales people are willing to speak up even when others disagree and they are willing to take responsibility for their actions. Self Confidence is a moderately prominent competency among top performers.
- Self Control is concerned primarily with being able to manage one's emotions. Sales people who with a high level of Self Control are not impulsive, and can be relied upon to remain calm and manage stress under difficult circumstances. While less important than many of the other competencies, Self Control has been shown to differentiate top sales performers from others.
- Interpersonal understanding is the ability to perceive and understand another's needs and attitudes well. Sales people who can hear, see, or sense a customer's needs, moods, and feelings are better able to satisfy that customer. Sales people who are perceptive listeners, empathic, aware of and sensitive to others' feelings, have one of the foundation skills for predicting others' reactions, influencing others and providing high-quality customer service. For more complex sales, information seeking behavior, observing nonverbal behavior and asking direct questions, are hallmarks of good sales people. Interpersonal Understanding is a moderately important competency for becoming a top performer.
- Sales people with high ratings in Relationship Building are apt to foster and maintain relationships over time. They build networks with people who may serve a work-related purpose, even if it is at some unknown time in the future. Sales people who build relationships build rapport easily. Relationship building is on a level of importance with Analytic and Conceptual Thinking, Information Seeking, and Organizational Awareness.
- Service orientation is the inclination to find and meet others' needs. Information Seeking behavior and Interpersonal Understanding must be high in order for exemplary service to be delivered. Sales people who really take the time to understand a customer's needs, can then take extra care and time to match their product or service to meet the customer's needs. Those who are willing to go the extra mile for a customer have a high level of Service Orientation. Service Orientation is a moderately prominent competency in top sales people, along with Interpersonal Understanding and Self Confidence.
- Organization Awareness is the ability to understand how organizations function, including how power impacts what happens in a sale. Sales people who understand the organization know how to identify the decision makers and can understand how to work on the inside to build coalitions that will support a sale. Organizational Awareness is to the organization what Interpersonal Understanding is to the individual. Organizational Awareness is on the same level of importance as Relationship Building, Analytic and Conceptual Thinking, and Information Seeking.
- Analytic Thinking is the ability to conduct complex reasoning, to take multiple factors into account, and to apply the analysis to solve problems. Analytic thinkers can break a problem or situation into smaller components that can then be tracked or traced to find a solution. Sales people who have a high level of competence in Analytic Thinking can identify the steps that need to be taken to complete a complex sales process. They can anticipate and prepare for barriers in the sales process and are the people who offer good explanations and plans for presentations. Analytic Thinking is on a level of importance with Relationship Building, Conceptual Thinking, Information Seeking, and Organizational Awareness.
- Conceptual Thinking is the ability to apply rules of thumb and to notice patterns, similarities and differences in situations, and to apply that information to the sales process. Conceptual thinkers can help clarify complex situations and draw reasonable conclusions from unrelated sources of information. Conceptual Thinking is on a level of importance with Relationship Building, Analytic Thinking, Information Seeking, and Organizational Awareness.
- Information Seeking is rooted in a natural curiosity and the desire to know more. Sales people who gather information from multiple sources and are willing to dig deeper by asking more direct questions or researching the competition, have a set of skills and knowledge that help them define problems that others may miss. This competency is important in identifying true customer needs and planning ways to approach complex sales situations. Information Seeking is on a level of importance equal to Relationship Building, Analytic and Conceptual Thinking, and Organizational Awareness.
- Assertiveness is the degree to which a person attempts to dominate or control the thoughts and actions of other people. Assertive people are quick to tell other people what they are thinking. They are direct and able to easily convey to others what actions they believe need to be taken in a situation.

A Brief Description of the Competencies (Continued)

- Responsiveness is the degree to which one is able to express one's feelings and understand the feelings of others. Responsive people focus on people and feelings more so than tasks. They believe in building rapport before dealing with tasks, and frequently talk about relationships and connections with people when working.
- Versatility, or adaptability, defines the ability to work well under a wide range of circumstances, situations, personal styles, and group norms. Versatile sales people can understand and honor the differences that they encounter. They can appreciate different points of view and will adapt to meet the challenge of the day. Desire to Achieve and to Influence, coupled with Versatility or adaptability and the urge to take Initiative are the most important competencies for successful sales people.
- A Hunter wants to identify and meet new customers and do whatever is necessary to close new accounts and deliver what is promised. Hunters like to be in the lime light, to make presentations, and to have results to demonstrate at the end of a quarter.
- A Farmer wants to nurture and maintain relationships with current customers and contacts. Farmers want to go out of their way to ensure that high quality and service are maintained, even if it means missing a deadline. They want to ensure that a customer's current and future needs are examined and satisfied.

Overview - Social Style

- Your primary social-interaction style is that of an Expressive.
- Expressives are friendly, enthusiastic, and can create involvement and excitement. They are naturals at initiating relationships with customers, establishing rapport quickly and providing engaging and persuasive conversation or presentations. Customers often feel like their input and ideas matter because they feel like the Expressive is "on their side". Expressives tend to get the energy moving in favor of a product or service and will explore options to meet the customer's wants and needs. They want to move things along quickly, want to be with other people to make things happen, and make the sales process as easy as it can be for the customer.
- Expressives want opportunities to meet their dreams in the work place and want to get off to a quick start when they arrive. They want to know how they will be recognized for their accomplishments.
- You are likely to be a good conversationalist who can get excited about new systems, new products, new approaches, etc. You tend to be pragmatic, independent, resolute, and curious about solving complex problems. Others with this style are hungry for knowledge and can inspire people with better ways, better products, and fresh approaches. You are likely to have a non-directive way of dealing with others, have a large circle of friends who are interested in ideas and activities and are most likely comfortable with verbal sparring. Others may see you as an entrepreneurial, easy going, and good humored, but sometimes restless person who finds routine boring.
- In stressful situations, an Expressive's backup style is to confront and sometimes blame others. They may make judgmental statements and display intense emotions.

Overview - Hunter/Farmer

- You appear motivated to continually build your customer base and to extend orders made by existing customers. You may actively identify and seek out new contacts and new customers. Whether it is attending events where you can meet new people or offering your services in community efforts, you are always looking for new ways to sell yourself and your employer to customers who might need what you have to offer. You are self-confident when interacting with others and are unscathed by personal rejection.
- You are accommodating to current customers and contacts. You remain informed and up-to-date on current customer needs and you work to keep them satisfied. Sometimes, you will put extra effort in on meeting unusual customer requests or "hand-holding" to make or keep a sale, but you do not want to spend large amounts of your time nurturing customers.
- You are motivated to continually build your customer base and to extend orders made by existing customers. You actively identify and seek out new contacts and new customers. Whether it is attending events where you can meet new people or offering your services in community efforts, you are always looking for new ways to sell yourself and your employer to customers who might need what you have to offer. You are self-confident when interacting with others and are unscathed by personal rejection. You are also accommodating to current customers and contacts. You remain informed and up-to-date on current customer needs and you work to keep them satisfied. Sometimes, you will put extra effort in on meeting unusual customer requests or "hand-holding" to make or keep a sale, but you do not want to spend large amounts of your time nurturing customers.

Possible Strengths

- You may bend the rules to get the job done, mobilize others, and put your work aside for the moment to help others.
- You appear able to make sound decisions and may view yourself as an expert, a catalyst, a mover, or an initiator, depending on the customer's need.
- You may often see failures as short-term and limited in scope. You can make a realistic assessment of a set back, acknowledge your contribution to it, find the balance between internal and external explanations for failure, and plan improvements for the future.
- You seem to be able to read between the lines to understand the issues or concerns that lie behind a customer's comments and feelings.
- You seem able to identify customers' real, underlying, and often unstated needs, and match them to the products and services that you know will meet their needs.

Possible Strengths (Continued)

- You are able to make inferences about a customer's preferences and can develop several possible options.

Possible Weaknesses

- You may not like heavy competition.
- You may not go beyond the decision maker in building support for your case. This can limit options for closing a sale.
- You may be easily frustrated, have difficulty managing your anger, and demonstrate unpredictable behavior at times.
- You may make quick decisions that may be too impulsive and prove inaccurate.
- Under certain circumstances, such as closing a deal, or handling customer complaints or special requests, you may not dedicate sufficient time or energy to ensure the customer's needs are met.
- You may not recognize patterns in your environment and thus be unable to make connections to a greater whole.
- Your probing skills may not be strong or well utilized, which limits your ability to offer what the customer really needs.

Management Tips - Social Styles

- Remind James that his social intelligence is of great importance in sales. His ability to understand others and to act appropriately, based on an appropriate interpretation of a situation, can determine the degree of success he has in any sale. Sales people can train themselves to be observant. Help him observe and note how customers behave in a variety of situations, on first meeting, under stress, at a meal, in the office, etc.
- Encourage James to use the following tips when identifying other's social-interaction styles. Identify styles based on another's behavior: Look for assertiveness behaviors such as, does this person tend to tell or ask? Identify responsiveness behaviors, such as does this person tend to show or demonstrate their feelings? Use posture and gestures, vocal cues, and verbal content for clues. Encourage James to go beyond first impressions and not decide too soon.
- James is likely to have creative ideas. Position him where his ideas will be used and valued, and be sure to recognize his successes, as he places a premium on how others perceive him. His self-esteem may suffer when he feels that others do not give him the recognition he deserves.
- James finds it easy to carry on a conversation. Give him a key assignment at social gatherings, dinners, or any events where you want to entertain prospects or customers.
- James will have a passion about something. Discover his passion and tie it to the work to be done.
- James brings energy to the workplace. Find ways to position him as close to your customers as possible. This will make your organization seem more positive and more dynamic.
- When the organization needs its people to embrace change, ask James to put these changes in the context of the organization's future needs. Have him make a presentation or write an internal article that puts these changes in perspective. He can help others rise above their present uncertainties and become almost as excited as he is about the possibilities of the future.
- Try to position James in a role where he has a chance to meet new people every day. Strangers energize him.

Management Tips - Competencies

- James will work to impact results for himself, his peers, and his team. Have James determine ways he can enlist his peers to achieve better results.
- James can take specific actions to influence customers prior to a presentation, like using reason, data, concrete examples, and visual aids. Encourage James to identify at least one person exhibiting each of the social-interaction styles in an upcoming presentation. Ask him to share his perceptions with you after the presentation and have him share the cues he used to identify the styles. Share your impressions and ideas.
- James can understand the content of a customer's message and can respond to customer's questions. Encourage James to look for additional clues that are not obvious, about how customers are responding to him, and things like their body language.
- James can have good working relationships. Encourage James to build solid relationships with customers.
- James provides customers with information they need to correctly understand and use a product or service. Suggest that James find out what a customer's needs are after they have had the product or service for a few months to be sure the customer is still satisfied. If they are not, ask James for ideas on how he can improve the relationship.
- James seems likely to follow-up on a customer's requests and complaints. Ask James to share what happens when he carries out his follow-up and suggest ways that he can build greater customer loyalty and better relationships when conducting follow-up activities.

Management Tips - Competencies (Continued)

- James seems able to identify different ways of solving problems. Suggest that James work with someone who has high analytic thinking skills on a project that requires more complex analysis to solve a problem.
- James may be able to anticipate some obstacles and think through appropriate next steps during a complex sales process. Have James participate in a team project that requires a high degree of Analytic Thinking. Be sure there are some strong analytic thinkers on the team.
- James is able to recognize patterns and consistencies in actions and interactions. Ask James to apply what he knows about a customer or an account to an upcoming situation.
- James may seek information from multiple sources about products, customers, their needs, and the competition. Suggest that James establish a regular time to research competitive products and how customers might use those products to meet their needs. Have James identify what differentiates your company in such situations.

Management Tips - Hunter/Farmer

- Encourage James to continue to build his customer base and to extend orders made by existing customers. Give him positive feedback, recognize and reward him. Provide assistance when he requests it. Remind him that it is possible to be high in both hunter and farmer behaviors and encourage him to serve customers needs over time, as it costs more to bring on new customers than to build the revenue stream from current customers.
- Encourage James to service his current customers and contacts in a way that satisfies their long-term needs. Ask him to go out of his way for certain customers who may need extra attention and who bring high value revenue to your company. Remind him that the competition may be around the corner and that what may seem like a small thing to him may be a big thing for a customer.
- Encourage James to continually build his customer base and to extend orders made by existing customers. Help him identify and seek out new contacts and new customers. Help him determine ways to search out needs of current high-value customers to keep them satisfied. Remind James that it costs more to acquire a new customer than to keep and build up revenue with existing customers.