



Development Report for:

Suzanne Example

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About the SalesMax Report - Questions? Call Employee Selection & Development, Inc. at 800-947-5678.

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 organization 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.

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 judgment 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 counselor.

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 favorable or unfavorable 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.

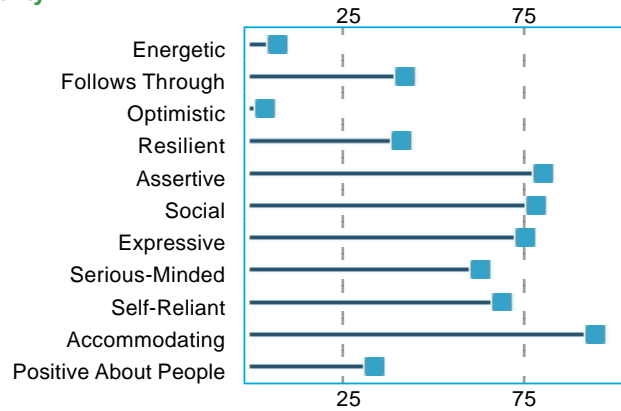
Be careful not to overemphasize specific statements. Instead consider the overall picture and how your assessment results fit with your current job and future aspirations.

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.

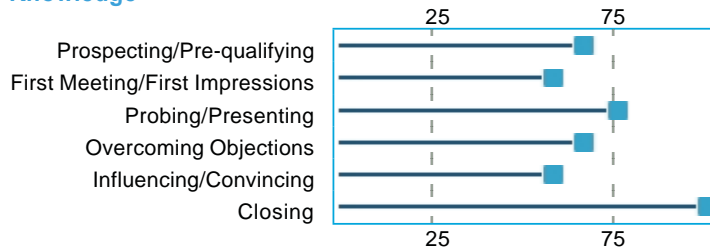
Sales Personality



The profile is a quick summary which will allow you to see your results compared to our sales norms. The small rectangles indicate your percentile score compared to these norms.

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

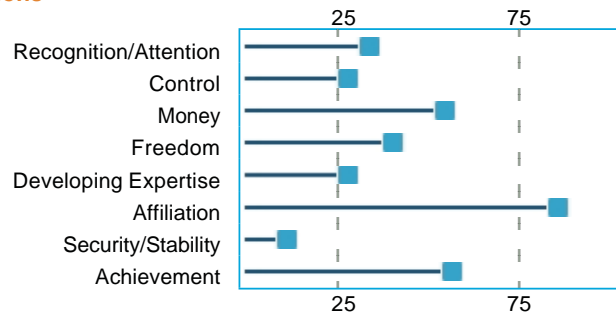
Sales Knowledge



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.

- − Your energy level appears to be well below that of the typical successful salesperson. While it is possible to compensate for a slow or methodical work pace by working smarter or being more organized than most other salespeople, a low energy level can be a significant liability. To improve in this area, see the Increasing Your Work Pace suggestion provided later in this report.
- − You may be somewhat less dependable about following through on your commitments than the best salespeople. If this is true, consider the Improving Your Follow-Through suggestion provided later in this report.
- − You appear to be very negative in your outlook. You may be inclined to worry or become upset more easily than most other sales professionals. To improve in this area, consider the suggestions provided under the heading of Being More Optimistic later in this report.
- + 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 outgoing and social by nature. You are apt to be comfortable meeting new people and interacting with clients or customers.
- + 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 your work, you are serious minded, businesslike, and professional. You generally take the time to make careful decisions and take only measured risks.

Personality Factors Not Directly Linked to Sales Performance:

While the following 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 self-reliant. In most situations, you take initiative and get things done without having to rely on others for encouragement, advice, or guidance.
- +/− You appear to be a very cooperative, accommodating person who will go to considerable effort to get along with other people and meet their needs. (While this is a strength in general, you may sometimes be too agreeable or you may compromise too quickly. See the Overly Accommodating developmental suggestion provided later in this report.)
- + 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.

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.
- + 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 strongly motivated by:

Affiliation – you get great 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.

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

Security and stability – security and a predictable paycheck do not appear to be the most important motivators for you. You may be more of a risk-taker who is willing to take a chance for the potential to achieve the things that are more important to you. Job security and stability often become more important to people at different points in their lives; you may find that they may become more important to you in the future.

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:

- Increasing Your Work Pace
- Improving Your Follow-Through
- Being More Optimistic
- Developing Greater Resilience
- Guard Against Being Overly Accommodating

Increasing Your Work Pace

A review of your answers to the personality questionnaire suggests that your work style is likely to be much more slow-paced than that of the most successful salespeople. Certainly, there are many paths to productivity and effectiveness, not all of which include moving fast. The reality is, however, that, in sales, the more energy you apply, the better your chances for success. If you find yourself missing important deadlines that you could have met by stretching yourself a little, or not getting as much done as you should, or simply wishing you could be more energetic, consider the following suggestions:

Activities

Set ambitious, urgent time goals in your work. For example, if you currently call on ten customers a day, push yourself to call on eleven.

The sales cycle for some types of sales can be very lengthy. Set intermediate or check point deadlines to ensure that you continue making progress toward the sale.

Take a look at your schedule of physical exercise and make sure that you are doing some type of exercise on a consistent basis. (Be sure to check with your physician before beginning any exercise program.)

If you suffer from "afternoon fatigue," you may want to watch what you eat for lunch. Dieticians often recommend a small, high protein meal at lunchtime while avoiding alcohol and sugary desserts. Also, try to spend a short amount of time doing light aerobic exercise (for example, walking) during your lunch break. Exercising and practicing relaxation techniques on a regular basis may also increase your energy level.

Be aware that there are many time-wasting events that disrupt our productivity. Use the guidelines below to learn how to handle some common time wasters.

Lack of Objectives, Priorities and Deadlines:

- Make a list of your goals and objectives at the beginning of each day (a "to do" list).
- Do things you do not enjoy first. After completing some of the difficult tasks or some of the things you do not want to do, reward yourself by allowing yourself to do a part of the job you really enjoy.
- Attempt your highest priority items at your best time of the day. (Morning is usually best.)
- Set firm deadlines for having a job done.

Indecision or Procrastination:

- Make the decision to get started on something and make a commitment to complete it by "going public" and announcing it to others.
- Reward yourself for persistent effort with short breaks.
- Set short-term goals that lead to longer-term results.

Fatigue:

- When you find yourself wasting time through daydreaming or other non-productive behavior, take a short break. Get up, walk around, and then go back to work.
- When you are genuinely tired, call it a day. Plan on being productive after you have rested.

Books

Consider reading a book on Time Management:

- [Aligning Strategy and Sales: The Choices, Systems, and Behaviors that Drive Effective Selling](#) by Frank V. Cespedes, 2014.
- [The 10 Second Sale: Write Emails That help You Sell Smarter, Sell Better, and Sell More](#) by David Traub, 2015.

- [Mojo: How to Get It, How to Keep It, How to Get It Back if You Lose It](#) by Marshall Goldsmith, 2010.
- [The Power of Full Engagement: Managing Energy, Not Time, Is the Key to High Performance and Personal Renewal](#) by Jim Loehr & Tony Schwartz, 2004.

Read a book on Procrastination or Indecisiveness such as:

- [The Now Habit: A Strategic Program for Overcoming Procrastination and Enjoying Guilt-Free Play](#) by Neil Fiore, 2007.
- [Self-Discipline In 10 Days, How To Go From Thinking To Doing](#) by Theodore Bryant, 2004.
- [18 Minutes: Find Your Focus, Master Distraction, and Get the Right Things Done](#) by Peter Bergman, 2011.

There are many good books on Health and Fitness. Some of these include:

- [Be Bold and Win the Sale: Get Out of Your Comfort Zone and Boost Your Performance](#) by Jeff Shore, 2013.
- [Full Throttle: 122 Strategies to Supercharge Your Performance at Work](#) by Gregg M. Steinberg, 2009.
- [Power, Passion and Purpose: 7 Steps to Energizing Your Life](#) by Ann Nichols Roulac, 2006.
- [All-Day Energy: 100 Ways to Boost Your Energy ... Now!](#) by Syd Hoffman, 2012.

Improving Your Follow-Through

Your responses to the assessment suggest that, while your intentions may be good, you may not always complete the tasks that you start or consistently deliver what you promised. It may be that you commit to doing too much or fail to focus on key priorities. At times, this may hinder your performance or the performance of others who are depending on you. If this is true for you, consider the following suggestions.

Activities

Organization skills can help you manage your productivity. Take 10 minutes at the end of each workday (or first thing in the morning) to make a list of what you will be doing the next day. Prioritize your activities and focus on the high priority tasks first.

Make sure that you keep track of deadlines. Use a calendar, your computer or a personal digital assistant (PDA) to remind yourself of important deadlines. Set interim deadlines to ensure that you are progressing on tasks that may lead to sales in the future.

Make every attempt to finish what you start. If you find that you have committed to more than you can complete on time, focus on the most important tasks and set or ask for revised deadlines for the others. Be sure to consider how your task completion schedule will affect other people and give higher priority to those tasks that will unblock their work. Always inform those people affected if you expect to miss a deadline, and try to inform them as early as you can.

Try to avoid over committing yourself. Do not agree to do something you cannot deliver on time. Be honest with yourself and with others. Everyone is busy, and most people understand that there is only so much you can do.

When you complete a sale, make sure all the paperwork is completed, and you have made all the arrangements necessary on your end for a smooth delivery of a product or service. Set a reminder on your calendar to ensure you close the loop with others.

Books

Consider reading one or more of the following books:

- [The Follow-Through Factor: Getting from Doubt to Done](#) by Gene C. Hayden, 2010.
- [Sales: Sales Strategies - The Top 100 Best Ways to Increase Sales \(Sales, Sales Strategies, Sales Techniques, Sales...\)](#) by Ace McCloud, 2015.
- [The 25 Best Time Management Tools & Techniques: How to Get More Done Without Driving Yourself Crazy](#) by Pamela Dodd and Doug Sundheim, 2005.
- [The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change](#) by Stephen R. Covey, 2007.
- [Ready for Anything \(Electronic Book\)](#) by David Allen, 2007.

Being More Optimistic

Your responses to the personality questionnaire suggest that you are pessimistic in your outlook. You may tend to worry and have periods when your work morale is low. If this is true, the following suggestions may be useful to you in developing a more positive outlook.

Activities

Develop a personal strategy for constructively handling your feelings. No one strategy works for everyone. Below are a few methods that many people have used to successfully manage their feelings. One or a combination of these control strategies may work for you. Decide which are most comfortable for you and try one or more for at least one week on a consistent basis. It will take some practice before you see results. Do not give up.

Letter Writing:

If you feel upset (or angry) with someone, try writing the person a letter you never send. Many people find that they can better understand their own feelings by trying to communicate in this more formal and thoughtful manner. Also, it will allow you to vent your feelings without producing a counterproductive outcome. DO NOT send the letter. Tear it up instead.

Avoid Negative Self-Talk:

If you find self-defeating phrases (e.g. "This is terrible, " "I always mess things", etc.) come quickly to you when you are upset, try Thought Stopping. Think loudly "Stop! Stop!" Immediately replace the destructive train of thought with more appropriate, problem solving thoughts like:

- "Why is this so upsetting?"
- "What can I control, and what is beyond my control?"
- "What are my options?"
- "What steps will I take?"

By doing this you are well on your way to rational thinking even during periods of turmoil.

Do positive, fun things:

Many times, becoming active and involved in things that you enjoy can counteract negative feelings. Such things can include reading a favorite book or author, going to a movie, calling a friend, or engaging in some type of physical exercise. Also, it often helps to take time out to indulge yourself in a hobby or special activity such as taking a walk, playing golf or a vigorous workout.

Books

Reading a book in the area of personal adaptation or stress management may be useful. There are many available in most bookstores, usually in a Self-Help or Psychology section. Some which we can recommend include:

- [How to Stop Worrying and Start Living](#) by Dale Carnegie, 2004.
- [Learned Optimism: How to Change Your Mind and Your Life](#) by Martin Seligman, 2006.
- [The Power of Positive Thinking](#) by Dr. Norman Vincent Peale, 2007.
- [Train Your Brain to Get Happy: The Simple Program That Primes Your Grey Cells for Joy, Optimism, and Serenity](#) by Teresa Aubele Ph.D, Stan Wenck Ph.D and Susan Reynolds, 2011.
- [The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change](#) by Stephen R. Covey, 2007.

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 humor 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:

- [**The Resiliency Advantage: Master Change, Thrive Under Pressure, and Bounce Back from Setbacks**](#) by Al Siebert, 2005.
- [**Mental Resilience: The Power of Clarity: How to Develop the Focus of a Warrior and the Peace of a Monk**](#) by Kamal Sarma, 2008.
- [**Learned Optimism: How to Change Your Mind and Your Life**](#) by Martin E.P. Seligman, 2006.
- [**Resilience: How to Navigate Life's Curves \(Positive Psychology News\)**](#) by Kathryn Britton, Senia Maymin, Kevin Gillespie and Eleanor Chin, 2009.
- [**Happiness at Work: Be Resilient, Motivated, and Successful - No Matter What**](#) by Srikumar S. Rao, 2010.
- [**The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change**](#) by Stephen R. Covey, 2007.
- [**The Power of Positive Thinking**](#) by Dr. Norman Vincent Peale, 2007.

Guard Against Being Overly Accommodating

You describe yourself as a very accommodating and agreeable person. People probably respond well to your cooperative style and your interest in maintaining amiable relationships. This is a strength in many circumstances but may be a weakness in others. For example, if you are overly concerned about what others think of you and with pleasing people, you may be unwilling to negotiate for the most favorable terms, a fair price, etc. If you want to moderate this tendency, consider the following suggestions.

Activities

Accept the fact that you will not be able to keep everyone happy all of the time. Have a clear idea of your company's values and mission: be willing to act consistently with those values, even when others may disagree.

Be alert for situations where you are avoiding difficult discussions or compromising too quickly.

Consider attending a formal negotiations course such as those offered by the American Management Association.

Books

Consider reading a book on conflict resolution:

- [The Power of Positive Confrontation: The Skills You Need to Know to Handle Conflicts at Work, Home, and in Life](#) by Barbara Pachter & Susan Magee, 2001.
- [Resolving Conflicts at Work: Ten Strategies for Everyone on the Job](#) by Kenneth Cloke and Joan Goldsmith, 2011.
- [Bargaining for Advantage: Negotiation Strategies for Reasonable People](#) by G. Richard Shell, 2006.

Read about Influencing and Convincing:

- [Influencing and Collaborating for Results \(Leading from the Center\)](#) by Duke Corporate Education, 2005.
- [Increase Your Influence at Work](#) by Richard A. Luecke and Perry McIntosh, 2011.
- [Be Bold and Win the Sale: Get Out of Your Comfort Zone and Boost Your Performance](#) by Jeff Shore, 2013.

Read a book on win-win negotiations:

- [Getting Past No: Negotiating Your Way From Confrontation to Cooperation](#) by William Ury, 1993.
- [Getting More: How to Negotiate to Achieve Your Goals in the Real World](#) by Stuart Diamond, 2010.
- [The One Minute Negotiator: Simple Steps to Reach Better Agreements](#) by Don Hutson, George Lucas, and Ken Blanchard, 2010.

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 organization. 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:

- [To Sell Is Human: The Surprising Truth About Moving Others](#) by Daniel H. Pink, 2013.
- [The New Strategic Selling: The Unique Sales System Proven Successful by the World's Best Companies, Revised and Updated for the 21st Century](#) by Stephen E. Heiman & Diane Sanchez, 2005.
- [The Ultimate Sales Machine: Turbocharge Your Business with Relentless Focus on 12 Key Strategies](#) by Jay Conrad Levinson and Michael Gerber, 2008.
- [The Sales Bible: The Ultimate Sales Resource, New Edition](#) by Jeffrey H. Gitomer, 2008.
- [Selling to the C-Suite: What Every Executive Wants You to Know About Successfully Selling to the Top](#) by Dr. Stephen J. Bistriz, 2009.
- [The Challenger Sale: Taking Control of the Customer Conversation](#) by Matthew Dixon and Brent Adamson, 2011.
- [Mastering the Complex Sale: How to Compete and Win When the Stakes are High!](#) by Jeff Thull, 2010.
- [Customer Centered Selling: Sales Techniques for a New World Economy](#) by Robert L. Joiles, 2009.
- [CustomerCentric Selling, Second Edition](#) by Michael T. Bosworth, John R. Holland and Frank Visgatis, 2009.
- [The New Solution Selling: The Revolutionary Sales Process That is Changing the Way People Sell](#) by Keith M. Eades, 2003.

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 recognizing 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.

Recognizing 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 recognize 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.

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.
- Enroll 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.

Strength

Contribution to My Success

1.		
2.		
3.		
4.		

	Area for Improvement	How it Limits My Success	Improvement Action Steps
1.			
2.			
3.			
4.			