

“To thine own self be true”

~William Shakespeare



Every sales professional knows that to succeed in the marketplace, you've got to differentiate your products from those of the competition. Not surprisingly, this bit of wisdom translates directly into the area of career development.

What sets the true *you* apart from all the other individuals who are scrambling for jobs and elbowing their way up the ladder of success?

Today's business climate requires an *empowering* supervisor, an *engaging* department head, a *transformational* leader. And every sales manager is expected to consistently inspire and achieve optimal performance with a sales force made up of employees from different cultures, different backgrounds, even different generations (Boomers, X-ers, Ys, Millennials, and whatever comes next).

So are you cut out to be a sales manager? What sales leadership assignments would be a good fit for your talents? How can you know? Can you be a sales manager and still be true to yourself, as Shakespeare challenges you to be?

Your **SalesManagementPOP™** assessment results—**your personal profile**—can help you answer these questions confidently, using the power of serious statistical science. It is a source of reliable, objective information for understanding **your own self-management potential**, as well as your guide for successfully managing the diversity of sales talent in today's tumultuous business and economic climate.

Your individual **SalesManagementPOP™** profile helps you *identify your competitive differentiators* and gain insights into which job roles, corporate cultures, and opportunities are the best fit for your talents.

This guide provides you with background and context to help you maximize the benefits you'll receive from studying your **SalesManagementPOP™** results. Keep your report close by so you can really understand every aspect of your personal profile as you read this guide.

What can I learn from my results?

Who am I?

You have a self-image. You see yourself in the mirror each day as you are preparing for your work. You recognize your features, your skin tone, blemishes, protruding ears or nose. “I can thank my parents for that kisser,” you might even say.

However, when you see yourself in photographs, you realize that you look different in many ways from your mirror image. And then when you pass friends on the street who haven’t seen you for a few weeks, they may comment on something different about your appearance that makes you stop and think, “Gee, I guess it *has* been awhile since we last saw each other!”



Professionally, you have a certain self-image, too. And it may or may not align with the way others see you. You know—like the colleague you find arrogant, who describes himself as confident. Or the boss you feel micromanages you, but who describes herself as *helpful*.

Some companies inflict 360° reviews on their management team, in hopes that colleagues will provide helpful feedback to each other about their leadership style and performance. Surely hearing from superiors, peers, and subordinates will offer insight.

These reviews can often be very helpful when the sales manager is open to those opinions and perceptions of the people who work with them but often require an external coach to help “translate” and/or interpret the data to create developmental plans.

All of these examples are opportunities to receive **feedback**. But often, the feedback doesn’t line up with the recipient’s self-image. And therefore is never assimilated. No lessons are learned, no insights gained.

Feedback is useful when it is provided in an *understandable* way—objectively, with evidence—in the context of reinforcing strengths and remediating shortcomings, followed with an action plan, identifying next steps for improvement.

In fact, feedback is most powerful when it addresses characteristics that you can actually change.

Some things are habits we have acquired, while other traits are “hard-wired” from our genes and our childhood. If you think about it, you can change some aspects of your image pretty easily. For example, you might change your hairstyle, your glasses, your clothing style. Men might grow a beard. Women might change their hair color.

On the other hand, some things don’t seem to be within your control. For example, some people are just naturally talented when it comes to presentations or technology. It’s easy

for those individuals to perform well in front of the company or when troubleshooting a computer glitch. And with effort and the right interest, they can become highly paid motivational speakers or own their own GeekSquad™ franchise. Some talents are natural, and some talents are acquired.

Of course, people who lack natural talent can still be successful—they just have to work harder, which takes a great deal of motivation and sustained effort.

This idea of achieving success by **applying effort to maximize talents** extends far beyond the lecture circuit or the computer lab. It's actually the key to high performance in virtually every type of profession.

Not surprisingly, high performance is also tied to the **opportunities** you seek, find, and pursue in your life. You might think that finding great opportunities is pure luck—being in the right place at the right time. But successful people seek out and even create opportunities for themselves that match their talents and interests.

The deeper your understanding of your natural talents, your capacity for effort, and your attitudes, the better equipped you are to achieve high levels of performance.

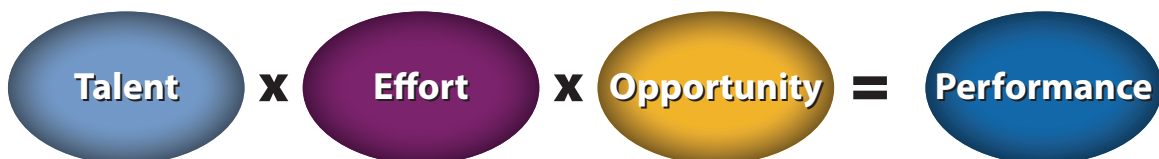


Your **SalesManagementPOP™** report provides you with information about the way you naturally apply your talents, effort, and attitudes to your opportunities based on your responses when you completed it.

The relationship among talent, effort, and opportunity is summarized in what we refer to as the *Performance Equation*.

What is the Performance Equation?

Dr. John Marshall, the founder of Self Management Group in Toronto, Canada, and the developer of this assessment, has devoted his life to studying high performers and understanding what it is that sets them apart from average performers. Based on more than 30 years of advanced statistical science, he has identified **three factors** that combine to create **performance**:

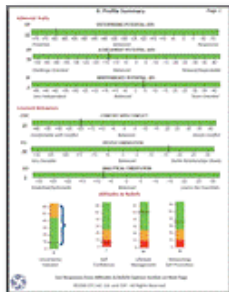


You'll learn more about each of these three factors as you explore your **SMP™ report**, but for now, here's a working definition of these crucial elements:

- ❖ **Talent** can be thought of as a combination of who you are (e.g., your inherent and learned traits) and what you know (knowledge and skills). Talent reflects **what you can do**.

❖ Similarly, **effort** is a combination of what you think (your attitudes and beliefs) and what you actually do (actions you take). Effort reflects **what you will do**.

❖ **Opportunity** refers to the success potential available to you in any given professional environment. Every company presents its own mission, structure, and culture. Every job has a specific content focus, with specialized skill and knowledge requirements. The more closely your talent and effort levels match the attributes of a given job, company and boss, the more likely you are to thrive and flourish there. Also, the more closely the business mission matches your interests, preferences, and life situation, the more likely you are to be happy in that position. Your performance in any particular opportunity, then, is affected by **how well you fit** with that particular job's requirements.



Your **SalesManagementPOP™ report** provides you with valuable **objective data related to talent and effort**. And Dr. Marshall's research team has analyzed hundreds of jobs and companies to identify exactly which talent and effort profiles are the best fit for specific companies and cultures. That means that by comparing your results to the profiles of top performers in those companies, **you can identify those areas in your own profile that most closely align with and predict success**. On the other hand, if there is a great mismatch between your profile results and those of high-performing colleagues, you may want to rethink your opportunity.

How does the SalesManagementPOP™ describe me?

How does SalesManagementPOP™ describe my talent?

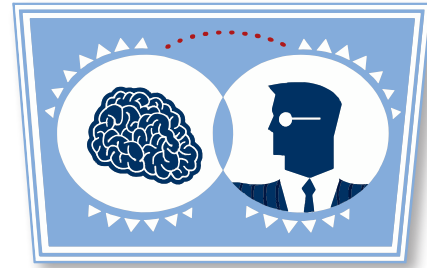
In casual conversation, when we talk about *talent*, we typically mean natural, in-born gifts, such as quick wit or outgoing personality, or special aptitudes, such as being good with numbers or foreign languages. In the specific scientific language of the **SalesManagementPOP™** assessment, the word *talent* refers to:

- ❖ Inherent traits
 - ❖ Learned behaviors
 - ❖ Knowledge and skills
- } **What you can do**

Inherent traits are characteristics that really don't change, once they are established. These traits are permanent, "hard-wired" parts of your character. Inherent traits include things like personality, initiative, sensitivity, and common sense. And in most people, those traits are fully formed by about age 15. Your profile gives you information about some of the most

important inherent traits that drive performance found in every person, as determined by decades of advanced statistical research.

Your profile also provides information about some essential **learned behaviors**. As the name suggests, these talents have been learned and you can choose to replace those behaviors and learn new ones, or continue them as you have been. Of course, the longer you've been behaving in a particular way or doing some things unconsciously, the harder it is to change them.



Eventually, learned behaviors become so ingrained that they are virtually as hard-wired as your inherent traits. Typically, people change their learned behaviors only when they have a very powerful reason to do so, and it usually takes a lot of effort over a long period of time. Even then, they often slide back into old habits.

The third component of talent, **knowledge and skills**, is certainly important, but it is *not* measured by your **SalesManagementPOP™** assessment. You already know what you've learned in life and studied in your education and training experiences, and you have many other sources of information about this knowledge and skill base.

Perhaps more importantly for your purposes, **your knowledge and skills are constantly growing and changing** throughout your life. You learn new things all the time, sometimes without even trying. (Think about all the brand tag lines you know ... how hard did you have to study to learn *those*?) So if you *really* want to learn something badly enough, you can almost always do it. As with changing learned behaviors, though, it can sometimes take a great deal of sustained effort and the will to persist.

How does my SalesManagementPOP™ describe effort?

As with talent, the word *effort* has an informal meaning; i.e., making a sincere attempt to do something by investing energy and focused hard work in achieving a result. In the language of your **SMP™** assessment, effort goes hand-in-hand with *attitude*.

The difference between having great potential vs. delivering great performance is strongly bound by a combination of a person's attitude and effort:

- ⚙️ Attitude = habits of thought
 - ⚙️ Effort = habits of behavior
- } **What you will do**

The **SMP™** assessment measures several key aspects of your **attitudes** and **beliefs** that have a powerful influence on your willingness to expend effort and energy toward your goals. Attitude affects behavior, and negative attitude eventually leads to less effort, negative behaviors, and lower performance.

The attitudes and beliefs indicators in your **SMP™** profile are different from the other measurements in the profile. They focus on how you were thinking and feeling around the time when you took the assessment, and may not reflect your *long-term* attitudes and beliefs. For example, if you've been dealing with unusually high levels of personal stress for some time, your measure of attitudes and beliefs will be influenced by that.

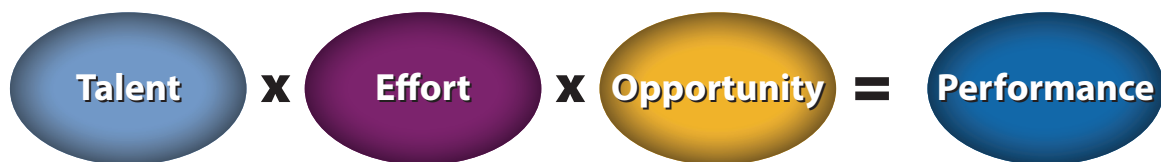


In summary, think of your profile like a medical report. The traits and behaviors scores are like your height, eye color, length of stride and hat size—things that rarely change after a certain age, but make up much of your image.

The attitude/beliefs sections are like your vital signs—temperature, blood pressure, and heart rate. These are highly variable from day to day and season to season, but offer important clues about where you are at any particular point in time.

The more you understand about your natural talent and effort, the better equipped you are to evaluate the many situations you will face and the challenges you will undertake

For most people, **high levels of performance and job satisfaction** can be achieved most easily in those assignments with requirements and conditions that align well with their natural talent and preferred effort.



By providing an objective and statistically reliable perspective and calibration of your inherent talent and natural effort, your **SalesManagementPOP™** assessment profile can be *extremely* valuable in helping you assess the foundations of your job performance, both now and throughout your working life.

This objective perspective of who you are and what image you project to others can have powerful benefits to those who dig deeply into its meaning and make the effort required to be successful with their current opportunity, or to begin looking for a better-fitting opportunity.

Can I trust my SMP™ results?

How is this assessment different from others?

You may be familiar with or have even taken some of the other assessments that are commonly used to help people learn more about themselves; for example:

- ❖ Myers-Briggs—The Myers-Briggs Type Indicator® (MBTI®) is a personality inventory that describes 16 personality types based on a person's personality traits, including introversion, extroversion, sensing, intuiting, feeling, thinking, perceiving and judging
- ❖ DISC®—The DISC® profile describes four categories of behavior that are linked to an individual's perceptions of self in relationship to his or her environment. Familiar spin-offs of DISC® are known by names such as SocialStyleSM, Predictive Index®, and Interaction Styles.
- ❖ Five Factors®—The Five Factors® assessment is a variation of the original work by Marston and the DISC® that adds the Extroversion/Introversion trait from the work of Karl Jung and Meyers-Briggs.
- ❖ Caliper—the Caliper personality test measures over twenty-five personality traits that relate to job performance. A trained psychologist is required to interpret results and recommend actions.

All of these are well-regarded tools that can be valuable in certain circumstances; however, they all focus primarily on *description*, and are classified as **ipsative** assessments (using forced-choice, yes/no constructs). These tools describe the preferred behavioral styles of an individual, but are not designed for comparing one individual with another. In contrast, statistically **normative** instruments (using comparatives and the Likert scale) can be used *predictively* when one individual's results are compared to another's.



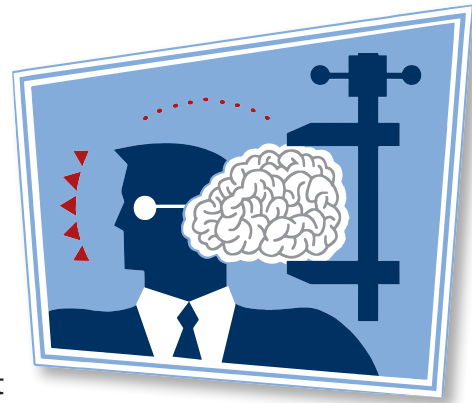
Your **SalesManagementPOP™** is based on over 30 years of statistical research and analysis. Your profile doesn't just describe you—it actually **predicts**, with up to 99.5% statistical probability, your results compared to empirically (or observed) correlated data from other managers in other companies.

How do I know I can rely on my SMP™ results?

The **SalesManagementPOP™** assessment, like the other assessments listed above, is a **psychometric** test. The word *psychometric* is formed from the Greek words for *mental* and *measurement*. The goal of a psychometric test is to provide an objective way to measure your mind.

As noted above, **SalesManagementPOP™** is *normative*, unlike the other assessments mentioned. Its data is also statistically *normalized*. One very reliable way to get an objective mind measurement is to compare an individual's answers to a standard, or a *norm*. To

determine what the norm is, researchers have to gather and statistically analyze large amounts of data. The patterns that emerge from that statistical analysis become the norm for that population. A validation study is a statistical analysis to prescribed norms.



Generally speaking, the more data included in the analysis, the more accurate the resulting norm. The developers of the **SalesManagementPOP™** assessment have gathered more than **25 million assessments** taken by people around the world with the goal of determining norms related to **high performance** in certain jobs—that is, the traits, behaviors, attitudes, and beliefs that are held by people who are extremely successful in their work and life.

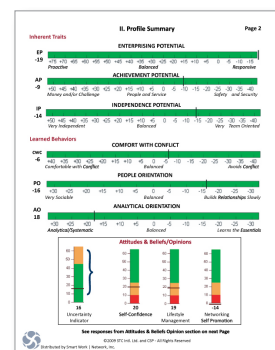
After more than 30 years of studying the psychometrics of high performance, the **SalesManagementPOP™** developers and researchers understand the traits and behaviors that have the greatest impact on an individual’s potential for successful performance. And they’ve analyzed hundreds of jobs in hundreds of companies to identify which profile is the best fit for each company and each type of management assignment.



Numerous studies across vastly different industries have shown conclusively that individuals whose personal profiles closely match a company’s superior performance profile can be **highly successful** in those companies.

What does my SalesManagementPOP™ contain?

Your **SalesManagementPOP™** assessment results are summarized on the Profile Summary (page 21 of your **SalesManagementPOP™ Report**). The page is full of graphs, some horizontal and some vertical. Each graph is a scale that represents an inherent trait, a learned behavior, learned style or an attitude or belief.



Your responses relating to each of these constructs have been statistically analyzed, and your results are presented **in the form of a number** that places you somewhere between two extremes on the particular scale. Before you go any further, here’s something that’s *extremely* important for you to understand:



There’s no such thing as a “good” number or a “bad” number!!

The scales used for measuring these inherent traits and learned behaviors

aren't like school grades. **You cannot pass or fail. None of these items have a "right" or "wrong" answer.** Only what's right for you.

Instead, your position on any given scale compares you to the normal distribution (sometimes in the shape of or referred to as a Bell Curve) for that item. And that comparison helps predict what sales management cultures are a good fit for you—situations that don't require a great stretch beyond your natural approach, as defined by your natural traits, behaviors, styles and attitudes.

What traits are measured in my profile?

Your **SalesManagementPOP™** profile measures the inherent traits that are known to have the greatest impact on sales management performance success, based on decades of advanced statistical science. The inherent traits are:

- ❖ **Enterprising Orientation**—a measure of your potential for planning and directing yourself effectively; an indication of your ability to establish, focus on and achieve your goals
- ❖ **Achievement Orientation**—an assessment of the factors that motivate you to achieve and spur you to do your best, the *internal* motivators for you
- ❖ **Independence Orientation**—a measure of your need for structure, your need for feedback or affirmation, and your team orientation; that is, do you prefer to go your own way, or do you flourish working with others using a shared structure?

Why are these particular traits so important?

These three traits, taken together, provide a measure of **self-management**. Generally speaking, self-management refers to an individual's *ability* and *willingness* to see what needs to be done, take action to do it, assess how well it worked, and adjust as necessary—and to do all this *without* external direction or pressure. The drive to perform comes from inside, not outside.

To put it more formally, and to highlight the roles that the three inherent traits play in self-management, consider this definition:



Self-Management is the level of initiative (measured by Enterprising Orientation) that individuals *can* and *will* invest in pursuit of results that are important to them (Achievement Orientation) in an environment that adequately balances freedom and structure (Independence Orientation).

You'll learn more about self-management, why it's important, and how you can make the most of your self-management potential later.

Which learned behaviors and styles are measured?

Your **SalesManagementPOP™** profile provides measures for two learned behaviors:

- ❖ **Comfort with Conflict**—reflects your comfort with situations where conflict exists or where there is the potential for conflict
- ❖ **Emotional Quotient**—indicates your ability to monitor your emotions and other people’s emotions, and then act accordingly



Also, your **SalesManagementPOP™** profile provides measures for two learned communication styles:

- ❖ **People Orientation**—reflects your approach to building relationships with other people and the degree to which you enjoy meeting or working closely with others
- ❖ **Analytical Orientation**—reflects your interest in learning for its own sake, and your comfort/preferences dealing with technical, detailed information

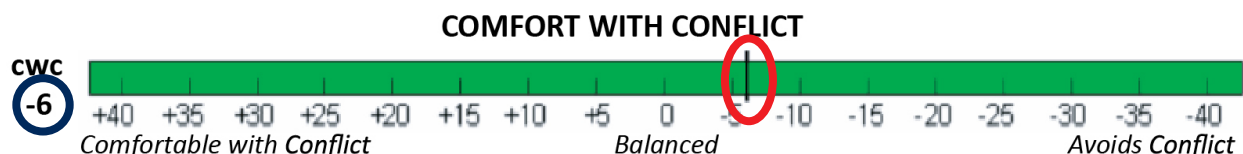
Why are these particular behaviors so important?

These four behavioral constructs reflect your preferred approach to working with **people** and with **information**. These are the essence of sales management performance. Because they are learned, they *could* be changed; however, at some point early in one’s career, these behaviors become deeply ingrained. Given that these are critical to managerial success, understanding your natural preferences on these behaviors is a key element to finding the areas of greatest challenge and potential for you.

How do I read the scales in my Profile Scales Summary?

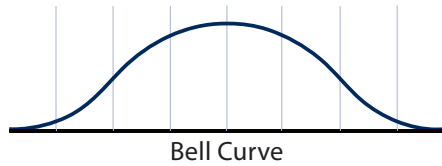
Your **Profile Summary** contains a graph for each trait, behavior, style, attitude, and belief measured by the assessment. Similar graphs appear, with annotations, in your Profile Overview on pages 3-7.

Each graph displays a black bar (*circled in red below*) at the point on the scale that corresponds to the numerical value that was statistically determined, based on your responses. The exact numerical value is also displayed to the left of the green bar (*circled in blue below*).



For example, here's the scale for the Comfort with Conflict construct, displaying a sample result:

Remember, your responses relating to each of these constructs have been statistically analyzed, and the result is presented in the form of a number that places you somewhere between two extremes on the scale.



Note: The numbers displayed on the scales vary from construct to construct, and may look a bit confusing. Actually, the numbers on each scale range from +144 to -144; however, the scale graphics in your report show only a portion of that range.

To determine what portion is displayed in each graphic, the statistical researchers at Self Management Group have plotted millions of data points on each scale and identified where the peak of the Bell Curve lies for that construct. The number associated with the peak of the Bell Curve becomes the center of the displayed scale.

Unless you're a statistician, you don't really need to be too concerned about the absolute numbers on the scale. The two important things to know are:

- ❖ To understand your own number, focus on your *relative position* on the scale.
- ❖ When comparing your number with a manager or team member's number, it's helpful to realize that an absolute variance of 25 points (above or below the other's) can often be a compatibility factor—you truly *see things differently*.

In the sample Comfort with Conflict scale above, the extremes are "Comfortable with Conflict" on the left, and "Avoids Conflict" on the right. The middle section is labeled "Balanced." The individual receiving this profile has a pretty balanced conflict comfort-level, neither seeking it out nor running from it.



Just knowing that you have a "balanced" Comfort with Conflict doesn't really tell you much. But later, when you start looking at how traits and behaviors line up with the requirements for success, understanding where you stand on this—or any other trait—becomes *very* important.

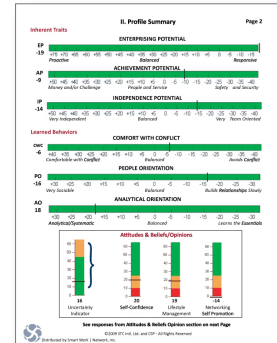
For example, if your Comfort with Conflict number were far to the right, toward "Avoids Conflict," would you most likely work well in a sales management position that deals constantly with dissatisfied customers or employee corrective actions? Probably not.



It's all about the fit—how well does your natural hard-wired potential match the requirements of a particular assignment and team? We'll explore that in detail later in this guide.

What does *my* profile show?

Now, finally, it's time to dig into your personal **SalesManagementPOP™** results report—your personal profile—and see what you can learn about your inherent traits, learned behaviors, and styles.



Note: The trowel icon (see below) indicates activities and questions that we've provided to help you really "dig deeper" into your profile.

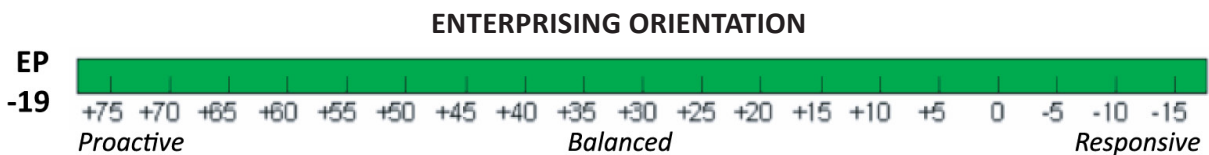


- Open your **SalesManagementPOP™ Profile** and find the summary page (page 21). It looks like the example above right.

To understand your profile results, take time to look at each graph in detail. Remember, results are neither "good" nor "bad"—they simply indicate where you stand between two extremes relative to millions of other people.

The Enterprising Orientation scale is a measure of your potential for planning and directing yourself effectively; an indication of whether you enjoy initiating activities or prefer being more responsive to outside direction. The extremes on this scale are "Proactive" on the left and "Responsive" on the right.

Enterprising Orientation is an inherent trait. It includes the ability to see a need, visualize a plan, set goals, determine the necessary behaviors, assess your performance, stick to the plan, and execute accordingly. It is sometimes referred to as the Initiative scale.



- **On your own profile, find your number on the Enterprising Orientation scale** by locating the vertical black bar. Is it near the left, the right or the middle?

In the sample Enterprising Orientation graph, the number is to the right, reflecting an individual who prefers to respond to requests rather than to actively take the initiative.



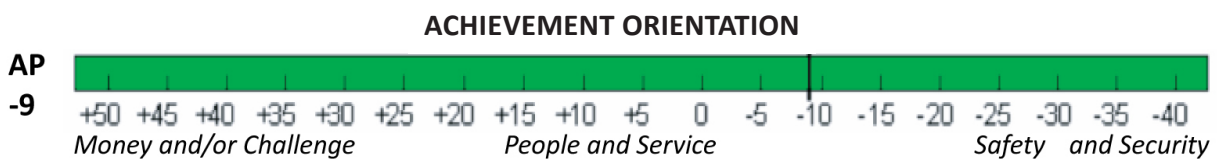
Note: This eyeglasses icon (see below) indicates examples provided to illustrate how people with different assessment results might respond to or interpret specific situations differently. These examples draw from circumstances you might have encountered as you were growing in your career.



Enterprising Orientation. Having been selected to participate in a sales team project:

- **Left** – An individual with a number on the left (proactive) was probably the first to speak, and said something like, “Well, I’ve got it all figured out and the answer is right under our noses. ...”
- **Right** – An individual (Sam) with a number on the right (responsive) might have said “Okay—that sounds very possible, but what are we supposed to do about it? I’m not sure we have the go-ahead to implement a solution.”
- **Middle** – A person with a number in the middle might have said “I like your approach, but I’m with Sam. Let’s make sure we have an understanding of what the outcome from this project needs to look like and make sure we hit every one of the requirements.”

The Achievement Orientation scale is an assessment of the factors that motivate you to achieve and spur you to do your best. This scale is an indicator of what the internal motivators are that drive you to actually take initiative. The extremes on this scale are “Money and/or Challenge” (left) and “Safety and Security” (right). In the middle, you find people moved by “People and Service.”



The Achievement Orientation scale reflects your inherent trait related to motivation. People whose number is on the left are excited and work harder when there are new challenges to overcome, money on the table, or “spoils” for the victorious. People whose number is on the right are more interested in work that is predictable and secure—low on risk, steady and even-keeled. And a number in the middle indicates people who are motivated by helping people or providing a useful service.



- **On your own profile, find your number on the Achievement Orientation scale** by locating the vertical black bar. Is it located near the left, the right or the middle?

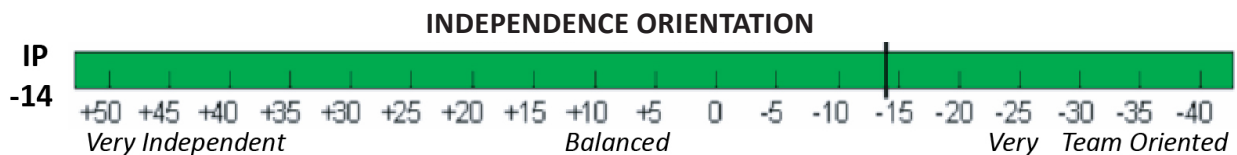
In the sample Achievement Orientation graph (above), the number is near the middle, reflecting an individual who is motivated largely by helping others or serving a greater cause.



Achievement Orientation. When given a schedule opening and forced to make a choice about how to invest this free time:

- **Left** – People on the left side of this scale are moved to participate in some challenging event, like beating their own best time in a 5k race, or taking on a new intellectual pursuit that seems a bit daunting, such as earning a Black Belt in Quality Management or reading *War and Peace*. Or they may choose to take on a side job that offers extra income and new venues for financial gain.
- **Right** – People on the right often enjoy stay-at-home pursuits like reading a favorite author or watching a familiar movie. Or they may spend time with a close-knit group of friends who all like picnics in the neighborhood park, ball games, or restaurants where the waitress knows to bring them “the usual.”
- **Middle** – People near the midpoint of this scale are likely to do volunteer work in their community, go on mission trips, or promote charitable concerns that they believe will make the world a better place.

The Independence Orientation scale is a measure of your need for structure, your need for feedback and affirmation, and your team orientation. It shows whether you are comfortable making decisions on your own or prefer to confer with others. The extremes for this scale are “Very Independent” (left) and “Very Team Oriented” (right).



The Independence Orientation scale reflects an inherent trait. It measures your preference for working with others, your need for reinforcement, and your appetite for structure; that is, do you prefer to go your own way, or do you flourish working with others using a shared process and structure? Do you want and appreciate feedback from others you work with, or do you keep your own score (and assume others do as well)? People whose number is on the far left of this scale may be considered “lone wolves.” They typically prefer to work alone. They don’t appreciate much structure, typically creating their own as needed. They also like defining their own rules and score-keeping system, and don’t hesitate to make decisions without checking with anyone else. At the far right are people who really prefer teamwork, need firm guidelines and checklists, and like to get lots of feedback from their managers and team members. They typically seek input from others before making decisions.





- **On your own profile, find your number on the Independence scale** by locating the vertical black bar. Is it located near the left, the right or the middle?

In the sample Independence Orientation graph, the number is to the right, indicating an individual who is team-oriented, preferring to work in a group rather than working alone.



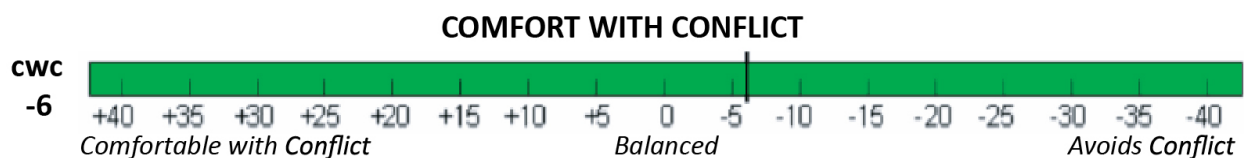
Independence Orientation. Upon being asked to set up a new product line channel with a new sales team:

- **Left** – An individual with a number on the left would be inclined to develop his or her own innovative approach to establishing the new sales team. After getting the ideas fleshed out with some research and a preliminary plan drafted, this person presents the plan with an assumption that it will be approved as is.
- **Right** – An individual with a number on the right probably tackles a start-up project by getting lots of input from coworkers and pulling together a project team to share the idea-generation and the workload. This individual is likely to look for similar areas to serve as models for the new sales team to replicate.
- **Middle** – Individuals with a number in the middle more than likely start out with a rough idea and a plan in mind for finding suitable ideas and research data. They have a group of colleagues that they typically brainstorm with, just to get different perspectives. Then they flesh out that original idea for a preliminary presentation, with the expectation that more data will be provided by the boss after the first round.



Remember: Taken together, the inherent traits measured by the Enterprising Orientation, Achievement Orientation, and Independence Orientation provide an assessment of your **Self-Management Potential**—the level of initiative that individuals *can* and *will* invest in pursuit of results that are important to them in an environment that adequately balances their need for freedom and structure.

The Comfort with Conflict scale is a reflection of your comfort with situations where there's conflict, or the potential for it. The extremes on this scale are "Comfortable with Conflict" (left) and "Avoids Conflict" (right).



Comfort with Conflict is a learned behavior. People whose number is to the left on this scale are not only comfortable with conflict—they may actively initiate it to reach a conclusion, solve a problem, get their way, or make a point. These people are effective debaters and are not bothered by stressful interpersonal situations. People in the middle simply handle conflicts as they arise. People on the far right *really* don't like conflict, and will try to avoid it whenever they can, or even acquiesce when they feel necessary.



- **On your own profile, find your number on the Comfort with Conflict scale** by locating the vertical black bar. Is it located near the left, the right or the middle?

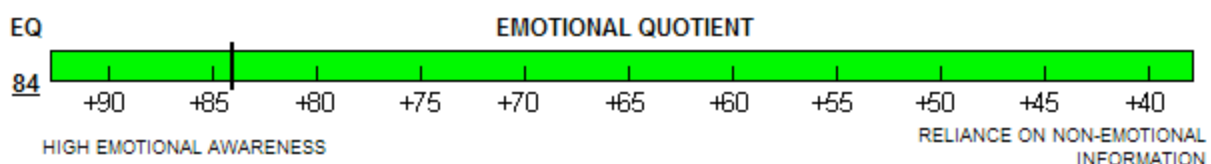
In the sample Comfort with Conflict graph, the number is near the middle. This indicates that the individual has a balanced approach to conflict, neither seeking nor avoiding it.



Comfort with Conflict. During a business meeting, your Vice President of Sales (the boss) makes a controversial and disagreeable recommendation

- **Left** – People on the left of the scale might ask questions during the meeting to probe into the reasoning behind the recommendation. They will probably consider a variety of angles and examples perhaps both positive and negative to illustrate other perspectives or simply to make sure these alternatives were considered. They may even challenge the recommendation or at least the assumptions used.
- **Right** – People on the right side of the scale typically choose to defer to the vice president in the moment or, if deeply concerned, may raise questions in the hallway after the meeting, one-on-one with an assistant.
- **Middle** – People in the middle may question the assumptions during the meeting, but go along with the boss's recommendation until other options become apparent. They may conduct one-on-one conversations to explore alternatives.

The Emotional Quotient scale reports on how sensitive and responsive you are to your own emotions and the emotions of those around you. The extremes on this scale are “High Emotional Awareness” (left) and “Reliance on Non-Emotional Information” (right).



Emotional Quotient is a learned behavior. Individuals with a number on the left use emotions frequently in communicating messages, enlivening relationships, and making decisions. People in the middle use emotional information when it's available and obvious, but do not particularly rely on it. Those with numbers on the right side of the scale prefer to rely on factual, non-emotional data when making decisions. In fact, they often distrust emotional information, and are generally uncomfortable with much outward emotional content in their work communications and relationships.



- **On your own profile, find your number on the Emotional Quotient scale** by locating the vertical black bar. Is it near the left, the right or the middle?

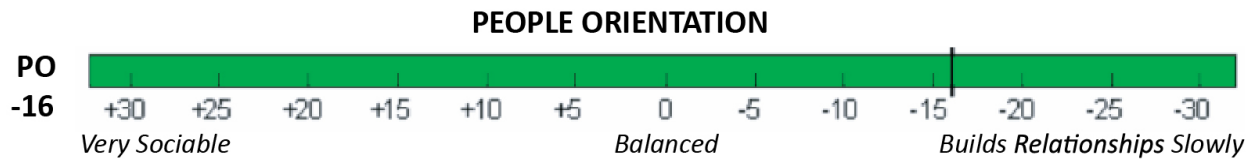
In the sample Emotional Quotient graph, the number is toward the left. This indicates that the individual notices the emotional state of others and responds to it rather easily. This individual also has a healthy awareness of his or her own emotional state and can manage situations appropriately as they arise.



Emotional Quotient. An internal supplier department has created a backlog of incoming work to be processed. As a result, some teams have to work overtime, and this must be communicated and arranged.

- **Left** – Sales managers on the left of the scale are empathetic and may take on the suffering of those on the team. “I know this is going to be rough on your families and, believe me, I’m going to be right here beside you as we work through this backlog. How about I go out and buy pizzas for everyone? Mary, I’ll get you the vegetarian style that you prefer.”
- **Right** – Sales managers on the right side of the scale have learned to have a thick skin and to minimize their response to emotions. They may say something like “Hey, this is what’s required. There’s no use complaining about it—it is what it is.”
- **Middle** – Sales managers in the middle will typically balance the need for the business tasks to be completed with how everybody feels about it. They may say something like, “I know this is going to put a burden on your personal plans, but let’s work together on this and manage it the best we can. I’m sure we’ll get it wrapped up pretty quickly.”

The People Orientation scale reports on your approach to building relationships with other people and the degree to which you enjoy meeting new people. The extremes on this scale are “Very Sociable” (left) and “Builds Relationships Slowly” (right).



People Orientation is a learned communication style. Individuals whose number is on the left side of this scale make contacts quickly and comfortably. They make new friends very easily. Individuals with a number on the right take more time to develop friendships. They prefer to be cautious about new relationships, and tend to restrict the number of relationships they have to manage.



- **On your own profile, find your number on the People Orientation scale** by locating the vertical black bar. Is it near the left, the right or the middle?

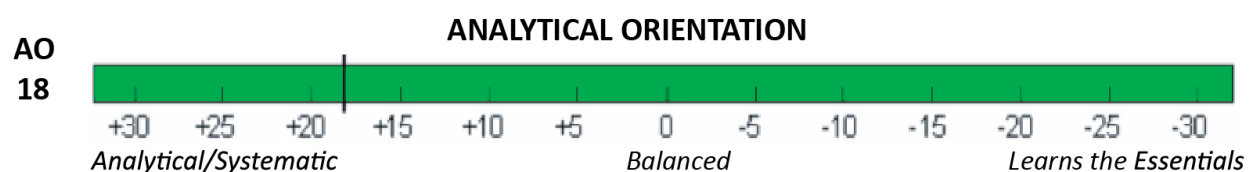
In the sample People Orientation scale, the number is toward the right, indicating someone who prefers to take time in building new relationships.



People Orientation. At an industry conference networking event:

- **Left** – People on the left of the scale are fearless about striding up to a stranger, extending a hand, and saying, "Hi, I'm Frieda. I don't believe we've met. This is my first visit to the Sales Networking series. Where did you find those delicious-looking hors d'oeuvres?"
- **Right** – Someone whose number is on the right will enter the room and quickly scan the crowd, looking for familiar faces or, preferably, old friends. He or she is likely to spend the entire evening chatting with only the members of this inner circle.
- **Middle** – People in the middle are likely to start out by connecting with friends and colleagues, but will also make an effort to draw first-timers into the conversation and seek out new contacts.

The Analytical Orientation scale evaluates your interest in learning for its own sake, and your preference for dealing with technical, detailed information. The extremes on this scale are "Analytical/Systematic" (left) and "Learns the Essentials" (right).



The Analytical Orientation scale is also called “Investigative Orientation,” and it’s a learned communication style. Analytical Orientation is all about the amount of data individuals feel they need for their job to complete the assignment successfully.

People whose number is on the far left really depend on having lots of data to make decisions. Indeed, at the *very* far left, you may feel they always need just a little *more* data before they can act. People whose number is on the right side feel they need only the minimum information necessary to get the job done. At the very far right are people who do not feel compelled to seek information to inform their decisions—they believe they already know everything they need to know. Individuals near the middle of the scale tend to trust a balance of data and intuition.



- **On your own profile, find your number on the Analytical Orientation scale** by locating the vertical black bar. Are you located near the left, the right or the middle?

In the sample Analytical Orientation scale, the number is toward the left, indicating someone who is somewhat systematic and enjoys learning technical information.



Analytical Orientation. When the Vice President of Sales assigns someone to evaluate a new Customer Relationship Management software product:

- **Left** – An individual with a number on the left will probably study the user manual, explore the navigation options, and execute detailed use-cases to try out all the software’s functions, even those not on the sales manager’s requirements list. This person will probably visit user forums and read reviews about the product—and also some of its competitors, just to be thorough.
- **Right** – A person with a number on the right will most likely scan the user manual chapters about the desired functions, and will try them out just enough to get a general comfort level that the product can meet the sales manager’s requirements. This individual isn’t likely to pursue all the product’s bells and whistles just because they’re there.
- **Middle** – An individual in the middle will be reasonably thorough in identifying a robust set of test cases and making sure that the software fully meets the sales manager’s requirements. If this person sees that the software also has potential to save time or provide additional functionality that would have practical use, he or she will dig a little deeper—but only because it adds value, not just for the fun of it.



- Now that you've learned something about the inherent traits, learned behaviors, and learned communication styles in your profile, you can deepen

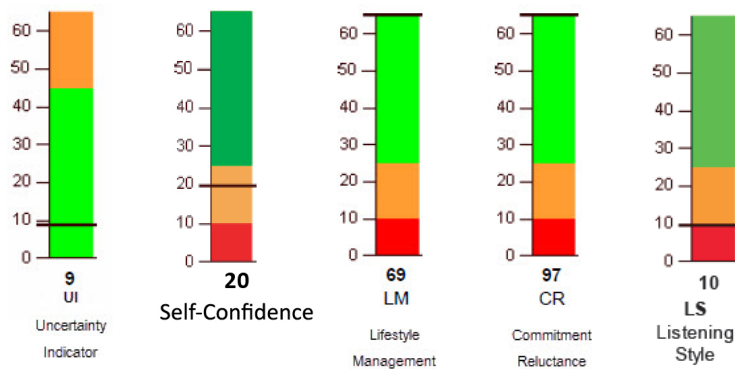
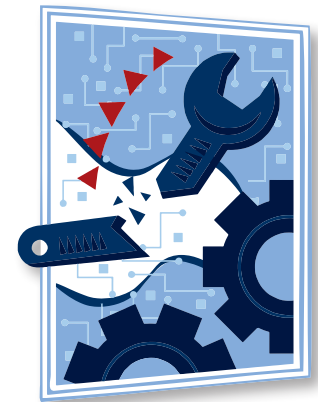
your understanding by answering the following questions for **each** of the three trait scales and four behavior scales:

- Does the description for your position on the scale sound like you? Why or why not?
- Think about and note any circumstances or experiences in your life that may have influenced your position on each of these scales. Why are you there?

Which attitudes and beliefs are measured?

The attitudes and beliefs indicators in your profile offer you some insights regarding how you were thinking and feeling around the time when you took the assessment. Although they may not reflect your long-term feelings, they still provide valuable information to help you in the short-term.

For example, consider the case of someone who's been struggling with personal problems (e.g., illness, family issues) or recently had a major life change (e.g., relocation, new boss, major relationship change). Experiences like that can certainly shape your self-confidence and your sense of being in control of your life and career. The attitudes and beliefs results would most likely be different for an assessment taken under those circumstances as compared to the results from an assessment taken after those issues have been resolved and stabilized.



The attitude and belief results can be found at the bottom of your **SalesManagementPOP™ Profile Summary** (page 21 of your profile). Look for five vertical scales like the example above.

The **SalesManagementPOP™** provides one important indicator, plus results for four attitudes and beliefs:

- ❖ **Uncertainty Indicator**—an indicator of how accurate your attitudes and beliefs measurements are
- ❖ **Self-Confidence scale**—a measure of how much you feel in control of your life and circumstances
- ❖ **Lifestyle Management scale**—a measure of how well you’re coping with the stresses in your life
- ❖ **Commitment Reluctance**—a measure of your ability to commit to your career responsibilities, and your comfort asking others to make and keep their commitments
- ❖ **Listening Style scale**—a measure of your attention and active listening to others

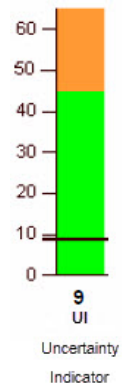
Now that you have a general understanding of these constructs, it’s time to find your specific numbers in your personal **SalesManagementPOP™** assessment results.

Once again, you must remember:



There’s no such thing as a “good” number or a “bad” number!!

The Uncertainty Indicator is a measure of how accurate your attitudes and beliefs measurements are. This indicator helps you verify that you were answering the questions in the Opinion section of the assessment as honestly as possible without over-analyzing, second-guessing yourself, or trying to give the “right” answer that somebody else would expect you to give.



- **On your personal profile summary page, find your number on the Uncertainty Indicator scale** by locating the vertical black bar. Is it in the yellow or in the green?

A number in the green area means that your attitudes and beliefs answers were reliable. The results presented for Self-Confidence, Lifestyle Management, Commitment Reluctance, and Listening Style should be highly applicable to understanding your current attitudes and beliefs.

A number in the yellow suggests you may have tried to take the assessment as if it were a test with right and wrong answers. Or perhaps you were struggling to give “socially acceptable” answers rather than responding as frankly as possible. In that case, the results

presented for the four attitudes and beliefs may not be particularly helpful.

The Uncertainty Indicator number is based on several very carefully crafted statements in the Opinions section that are really true/false choices, such as “I have never told a lie.” Any response other than “Strongly disagree” suggests that someone may be striving to game the system, or find the “correct” or “impressive” response.



To help you understand your Uncertainty Indicator results, page 15 of your **SalesManagementPOP™ Profile** contains a list of all the statements from the Opinions section with your answers. The number in parentheses to the right of the question tells you which of the numbered agree/disagree responses you gave (from “1=Don’t agree at all” to “5=Definitely agree”).

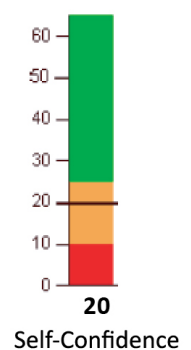
By the way, the Uncertainty Indicator may also be in the yellow if you took the assessment in a language other than your native language, or if you have an extremely high Analytical Orientation number.



- **If your Uncertainty Indicator is in the yellow**, look at your answers on page 15 of your **SalesManagementPOP™ Profile** and ask yourself whether you were perhaps treating the assessment like a test with right or wrong answers, over-analyzing your responses, or striving to give answers that you hoped would impress someone.

The Self-Confidence scale is a measure of how much you feel in control of your life—your ability to influence the events and situations that you may face on a daily basis.

If your number on the Self-Confidence scale is in the top part of the green area, your assessment answers indicated that your self-confidence at that time was pretty strong. If your number is in the lower part of the green, or in the yellow or red areas, your circumstances were making you feel less than optimistic for the moment. That could be a reflection of stress or problems you’ve been facing recently. If you feel this measurement reflects a persistent issue, you may want to consult a trusted counselor for assistance.

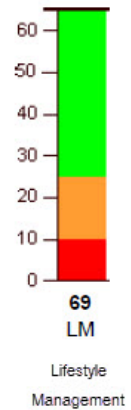


- **Find your number on the Self-Confidence scale** by locating the black bar. Is it in the green, the yellow, or the red area? (Our example is in the yellow.)

The Lifestyle Management scale is a measure of how well you're doing with the demands of your life and the things that may be creating stress for you. If you were feeling like you had your stress under control, your number is in the green area. If you were feeling stressed out or worried, your number is in the yellow or red area.



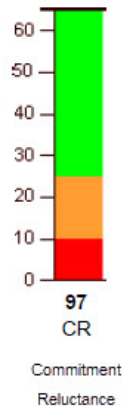
- **Find your number on the Lifestyle Management scale** by locating the black bar. Is it in the green, the yellow, or the red area? (Our example is in the green.)



The Commitment Reluctance scale is a measure of your ability to commit to your job and career responsibilities, and your comfort with asking others to make and keep commitments. A number in the green area means you are usually very comfortable committing yourself and seeking commitment from others. A number in the yellow or red suggests that you are reluctant to commit and to enforce commitment.



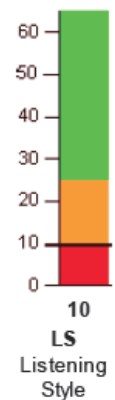
- **Find your number on the Commitment Reluctance scale** by locating the black bar. Is it in the green, the yellow, or the red area? (Our example is in the green.)



The Listening Style scale is a measure of your level of attentive listening and whether you practice active-listening skills to the concerns of other people. The items evaluated deal with patience, your effort toward actually trying to understand the other person, and overall courtesy. Those with a number in the green are seen as attentive, courteous, and conscientious about assuring a speaker that he or she is being understood. People with a number in the yellow or red need coaching in these areas. They may be showing impatience, apparent lack of empathy, indifference to other people's concerns and opinions, and other behaviors that could have a negative effect on deal negotiations or even career advancement.



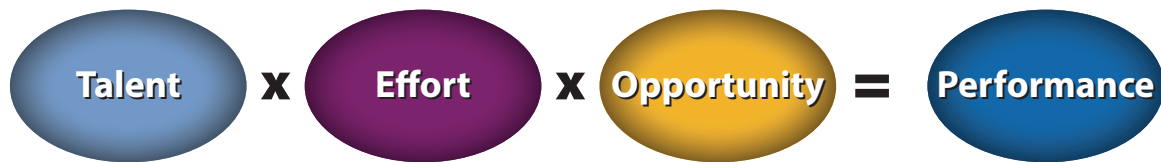
- **Find your number on the Listening Style scale** by locating the black bar. Is it in the green, the yellow, or the red area? (Our example is in the red.)



*This next section of this guide gives you specific information to help you use your **SMP** results and apply your new self-knowledge as you consider your career options and opportunities.*

How do I use my SalesManagementPOP™ profile?

As you saw earlier, the relationship among talent, effort, and opportunity is summarized in the *Performance Equation*.



Thanks to your **SalesManagementPOP™** profile, you should now have a much deeper understanding of two of the elements in this equation:

- ❖ **Talent**—the combination of who you are (your inherent traits) and what you know (learned behaviors, learned communication styles plus knowledge and skills). Talent reflects **what you *can* do**.
- ❖ **Effort**—the combination of what you think (your attitudes and beliefs) and what you actually do (actions). Effort reflects **what you *will* do**.

Generally speaking, individuals are happier and more successful in assignments where the requirements of the opportunity align well with their natural talent and effort profiles. So the next step for you is to find out which elements of your job assignment are a good match and which are not.



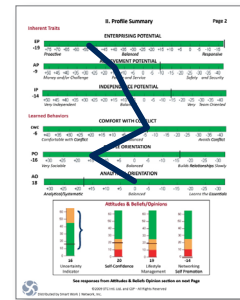
By mapping your personal profile against the requirements of your current and future opportunities, your **SalesManagementPOP™** results offer *statistically predictive* information about areas that you naturally can leverage and those that will require extra effort.

If you took the **SalesManagementPOP™** assessment as part of a job application process, the hiring manager will be comparing your profile to the profile that's been developed and statistically validated for that *specific* job and the culture of that *specific* organization. Smart leaders rely on the science of selection to make sure the people they hire have the greatest possible chance for achieving and sustaining high levels of performance in their organization.

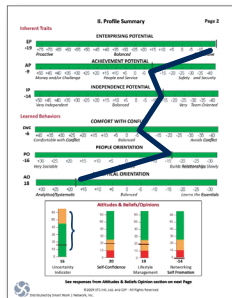
If you took the **SalesManagementPOP™** assessment as part of a personal development initiative, you can apply the insights from your profile to help you make better choices about what opportunities to pursue.

How does a personal profile “fit” your job requirements?

If you connected the numbers on your profile summary with a big blue line, you would see a literal profile *shape* emerge. Based on decades of research, we also know that the requirements of specific job roles in specific companies, across different industries working, with different types of employees and customers define a certain profile shape as well.



As you evaluate each opportunity, consider carefully the many elements it comprises: the company culture, the manager’s style, the customers, the schedule, the tools and resources, the other people on the team, the physical environment, and so on. Any of these elements could be a source of leverage or a source of frustration as you strive to maximize your performance results.



Then, as you compare your profile to the requirements and “shape” of each opportunity, think about how well you fit these different characteristics, based on what you have learned from studying your assessment results. Which elements match completely? Which elements would be a stretch for you? Are you willing to make the sustained extra effort that those would require? Which elements could become your Achilles Heel? And how would you prevent that from happening?

For example, when considering your work objectives and environment, identify the areas of natural fit and the areas where you have to put out much more effort. These areas are the ones where you can significantly improve your results by implementing action plans to better leverage your strengths. You may even want to consider seeking a mentor to help with these areas, either inside or outside of your organization. Having studied your profile results and done your self-analysis, you’ve already completed the hard work. Now you just need some ideas on how to improve your techniques.

Does my profile tell me *everything* I need to know when considering performance improvement or job coaching?

Definitely not!

Consider this—it’s absolutely possible to perform well at something you don’t really like doing. Likewise, you may get pleasure from striving to do something that you never really master. **Neither of these options makes a sound long-term professional choice.**

For your own health and well-being throughout a long career, you need to find joy and satisfaction in your work. And employers need engaged people who are consistent high performers, always meeting or exceeding the needs of the organization and its customers.

It's hard to be a high performer over the long haul if you are working in an area that doesn't leverage your inherent strengths.

As noted earlier, your profile contains valuable information for answering *some* of the big questions related to management performance. Psychometric science is great for taking huge amounts of data across large numbers of people and identifying the group norms.

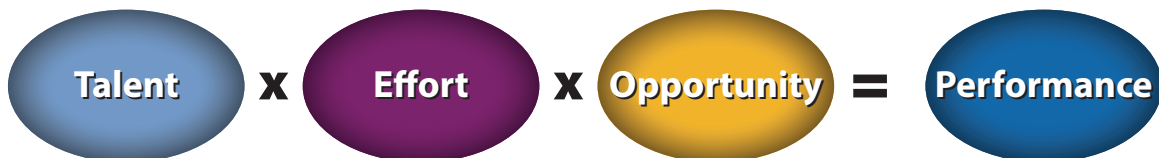
But your individual job and career performance can't be "normed"—your unique tastes, preferences, experiences, abilities, and life circumstances are yours alone, and must play a significant role in the choices you make and your job performance.



How can I maximize my performance?

It's been said that having a lot of potential is something of a curse. So how do you get from *potential success* to *actual success*?

Early on, you saw that achieving success in a given **opportunity** comes from applying **effort** to maximize your **talents**. That's really just another way of stating the Performance Equation:



With help from your **SalesManagementPOP™ Profile** and other resources, you now have a better understanding of your natural **talent** (your inherent traits, learned behaviors, learned communication styles plus knowledge and skills), your current **effort** (your attitudes and beliefs), and how to determine your fit with a given assignment.

Notice that, in the specific language of the profile, the word *effort* was defined as a construct of several attitudes and beliefs that are measured and "normed." It's important to know that the **informal** definition of effort also has a role in achieving high performance—**effort** demonstrated by **making a sincere attempt to do something, by investing energy and hard work in moving yourself toward your goals.**

The difference between having great potential vs. delivering great performance ties to a combination of a person's attitude and effort. Earlier, we said:

- ⚙️ Attitude = habits of thought
 - ⚙️ Effort = habits of behavior
- } **What you will do**

You also need to understand that beyond your habits, there's also the question of your **energy**, which is another expression of what you **will** do:

- ⚙️ Attitude = quality of energy
 - ⚙️ Effort = quantity of energy
- } **What you will do**

Your **SalesManagementPOP™** assessment does not directly measure your energy, but it *does* provide a highly reliable indicator of your natural ability and willingness to expend energy to move yourself toward your goals: your potential for **self-management**, as indicated by your Enterprising Orientation, your Achievement Orientation, and your Independence Orientation.



Self-Management is the level of **initiative** (measured by Enterprising Orientation) that individuals **can and will** invest in pursuit of **results that are important** to them (Achievement Orientation) in an environment that adequately **balances freedom and structure** (Independence Orientation).

Individuals who are high self-managers have the **internal drive** to work hard to meet goals that really **motivate** them. And high self-managers who land in an environment that doesn't have the right balance of structure and independence will typically find ways to **work through** or **around** any environmental constraints, or even **change them!**

Why is self-management so important?

In the 21st century, the world of work has evolved. Businesses have to be leaner and more productive—getting more work done with fewer people. So more and more companies are looking for people who are fully engaged with their work, have initiative, a strong motivation to learn and exert effort, and a balance between team-orientation and independence. These people don't require close supervision, detailed guidance, or frequent feedback.

Dr. Peter F. Drucker, one of the world's foremost futurists and business experts, predicted this development in an article that was published more than a decade ago:

"In a few hundred years, when the history of our time is written from a long-term perspective, it is likely that the most important event those historians will see is not

technology, not the internet, and not ecommerce. [Instead,] it is an **unprecedented change** in the human condition. For the first time—literally—substantial and rapidly growing numbers of people have to make **choices**. For the first time, **they will have to manage themselves**. And [most workers are] totally unprepared for it.”

Building on his thought, then, you can see that **you** will have to manage yourself and your career. **Ultimately, your job performance success is your own responsibility.** You have to find what motivates you, and provide the internal drive to succeed. Even the best boss in the world can’t give you those things—they come from within.

Is there a good or bad **SalesManagementPOP™** profile?

Certainly not! As we’ve said over and over, your numbers are neither “good” nor “bad.” But this insight about self-management reinforces how important it is to seek out assignments and roles that are a good fit to your profile.

Advanced statistical analysis has repeatedly shown that, of all the components in the **SalesManagementPOP™** profile, these same three traits (Enterprising Potential, Achievement Potential, and Independence Potential) show up as **differentiators** of success, satisfaction, and longevity in management assignments.

It’s all about matching your potential to the right job role. A mismatch between your potential and a particular job role generally means you’ll either not enjoy the job, be less than a top performer, or both, and ultimately you will not stay with it long term. That’s why understanding “who you really are” from the **SalesManagementPOP™** is so important.



Your path to success starts with understanding your profile results, determining **what your strengths are**, and then **building** on those strengths by investing your talents and effort into pursuing your work in a way that is a good fit to those strengths and stretching in those developmental areas

Your SalesManagementPOP™ Profile is designed to help you do exactly that! It contains a variety of recommendations custom-tailored to your personal profile:

- ❖ The **scale-specific analysis pages** (pages 8 through 14) provide an in-depth discussion of the implications of your results on each specific scale, along with some “food for thought” questions and developmental suggestions that may enhance your success potential in that area.
- ❖ The **Key Management Characteristics** section (pages 16 through 20) highlights your natural approach to crucial aspects of managing yourself, managing for results, and managing others.

- The **Tips for Evaluating Career Opportunities** section on pages 23-24, translates the numerical statistical results into helpful paragraphs that describe and summarize what your profile means. It also contains a checklist of what to look for and what to avoid in career based opportunities, based on your profile results.

This concludes the SalesManagementPOP™ Interpretation Guide. At this point, you should have a **stronger sense of who you are**, and which opportunities and assignments are most likely to be comfortable and potentially successful for you, given your inherent traits, learned behaviors, learned communication styles and attitudes and beliefs.

Congratulations!—You're on your way!

Good luck on your performance journey! If you rigorously apply what you've learned about yourself from your **SalesManagementPOP™**, you have a great head-start toward reaching your desired performance goals and enjoying a long, successful, and satisfying sales management career.

To learn more about the concept of self-management and its importance in today's world of work, read Principles of Self-Management: The Key to Personal and Professional Success, by John C. Marshall, Ph.D., and Bob McHardy, CLU. It's available from the Smart Work | Assessments website (SmartWorkAssessments.com).



Good Luck!

from the Smart Work | Assessments team