

SalesRepPOP™ Interpretation Guide

“We all have possibilities we don’t know about. We can do things we don’t even dream we can do!”

~Dale Carnegie



Congratulations on pursuing a career in professional sales! Your chosen career path is packed with potential for work that is fulfilling *and* financially rewarding!

Your timing is excellent, too. According to a report published in *Fast Company* magazine, “Wholesale and manufacturing sales reps were in the **top six most in-demand** jobs” on major job-seeking websites, and “business-to-business (B2B) sales reps were near the top of the ‘hot jobs’ list in that sector.”

Success in sales, and frankly, in any career, is based on two key elements: *will* and *skill*. Individuals who maximize them both become **Golden Eagles**—high achievers who soar above the rest of the crowd!

So how do you do that? By identifying your true *inherent* strengths and then choosing to invest effort in mastering core sales *competencies*.

Drucker: Build on Strengths!

“It takes far more energy and work to improve from incompetence to mediocrity than it takes to improve from first-rate performance to excellence. ...

“Energy, resources, and time should go instead into making a competent person into a star performer.”

Thanks to the **SalesRepPOP™** assessment, you now have objective, statistical insights into your **inherent strengths** in the personality dimensions that are most predictive of high performance and retention in both competitive and relationships sales roles. Your Profile Report can reveal the “**possibilities [you] don’t know about**” that Dale Carnegie speaks of to help you achieve your *biggest* dreams!

This guide will help you interpret and apply these insights as you **develop your sales skillset**. Learn how to leverage your natural drive and your preferred approach to working with people to be more effective in **customer acquisition** and **relationship-building**. Use your analytical strengths to get better at **questioning** prospects about their needs. And tap the Profile’s snapshot of your current sense of self-confidence and lifestyle management to foster your **positive attitude** and focus your **stress management** efforts.

Good luck and happy selling!

What is the SalesRepPOP™?

The SalesRepPOP™ from Smart Work|Assessments, LLC is part of an extensive suite of objective, statistically valid **Predictor Of Potential** assessments that have been used for more than 40 years to help sales managers and sales teams around the world recognize and build on their strengths. The SalesRepPOP™ uses the power of “big data” and predictive analytics to measure your personality traits and then compare your profile to the profiles of known high performers who thrive in sales roles. The more similar your profile is to the ideal model, the more likely you are to be a high performer.

You can benefit from using the SalesRepPOP™ in a variety of scenarios, including:

- Assessing how your natural personality strengths align with the requirements of specific sales roles and opportunities
- Using the insights from the Profile Report to fine-tune your professional development plans for honing your sales-related competencies
- Sharing your Profile Report with your mentors and managers to jointly determine the most effective ways to work together to maximize your strengths

How Do I Read My SalesRepPOP™ Profile Report?

The SalesRepPOP™ uses easy-to-understand “speedometer” dials to report on personality traits and dimensions that are significant in determining an individual’s potential and general fit to professional sales roles. The title of the dial identifies the personality dimension result being reported.



Each dial presents its dimension as a continuum between extremes. Labels are provided on each end of the dial to identify the extremes for that particular dimension, and the needle indicates your result, relative to the extremes. Keep in mind that the placement of the needle reflects a statistical analysis of your responses compared with more than *40 million assessed individuals* in our database.

Most dials are presented as solid green or solid gold. However, three dials—for the make-or-break sales success qualities—are color-coded. The placement of the needle displays how well your profile matches the ideal Sales Representative profile:



Green = strong natural fit for Sales

Yellow = may need extra coaching and support to succeed

Red = not a good natural fit; this individual may find this career path very challenging and require greater effort to achieve success in professional sales roles

The remainder of this section guides you page by page through the SalesRepPOP™ Profile Report so that you can comprehend the meaning of each element and the science behind it.

Predictive Snapshot

Use the Predictive Snapshot on **page 3** of the Profile Report to determine at a glance whether you are naturally well-suited to a career in Sales.

Snapshot of Sales Potential

The top row on the Snapshot page contains color-coded dials for three dimensions that are extremely powerful predictors of success in a sales role:



Business Development / Prospecting



Green: comfortable initiating contact with prospects and constantly moving relationship toward closing

Yellow: reluctant to initiate contact with prospects; may need extra training and coaching to commit to consistent cold-calling

Red: very uncomfortable initiating contact with prospects, although willing to respond to inquiries; may be more suited to Customer Service or Sales Support roles

Client Orientation / Closing Style



Green: willing to maintain constant contact with prospects to present solutions and persuade them to close the sale

Yellow: hesitant to follow up with prospects; may need extra training and coaching to develop a strong closing style

Red: very uncomfortable with strong closing techniques; significant management support needed to develop confidence and competence in this area

Approach to Feedback / Coaching



Green: has no problem working independently, monitoring and improving own performance; rarely seeks feedback from management or colleagues

Yellow: seeks frequent coaching from management and prefers to receive regular feedback from co-workers

Red: strongly benefits from close interaction with manager and team members; may be more suited to Customer Service or Sales Support roles

The second row on the Snapshot page contains green dials for three additional dimensions that are critical components of sales ability:

Self Management

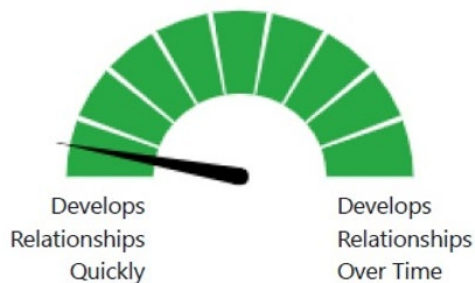


Left: extremely competitive; comfortable asserting self and own ideas; highly self-managed

Middle: reasonably competitive and assertive, but also comfortable in a collaborative environment

Right: prefers to let others take the lead; may need consistent coaching and support for success in sales roles

People Orientation

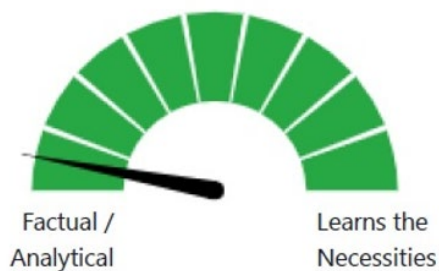


Left: very outgoing and gregarious; readily makes new acquaintances and enjoys the process

Middle: Approach to relationships is balanced and situationally driven

Right: naturally more introverted; prefers to have a few close social relationships that build gradually over time

Analytical Orientation



Left: very detail-oriented and analytical; enjoys learning new things; naturally curious; values knowledge for its own sake

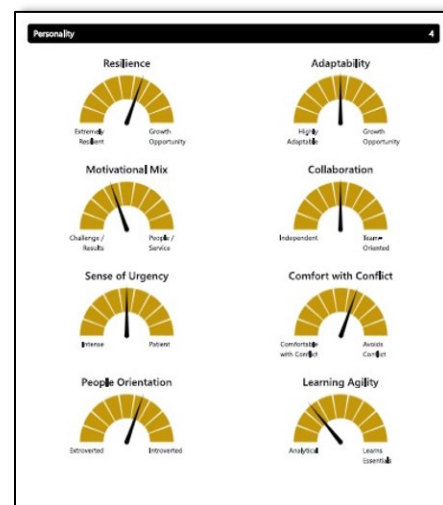
Middle: Balanced and situationally driven

Right: prefers to learn just the essentials; values knowledge that has direct benefit to their objectives

Personality

You can derive significant benefit from deepening your self-awareness of strengths in personality dimensions beyond the basics presented in the Predictive Snapshot. **Page 4** of the Profile Report displays eight other facets assessed by the SalesRepPOP™. These results offer valuable insights related to your potential performance in any career.

You may notice that the green-yellow-red ranges do not appear here. That's because **every position on every dial represents a strength or opportunity!**



Resilience

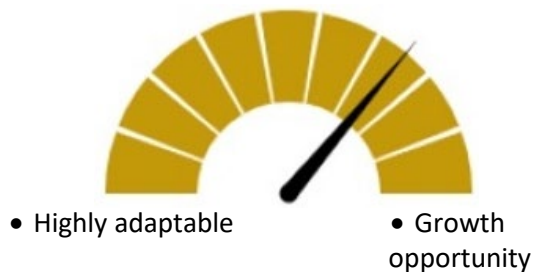


Left: naturally resilient; will push through difficult challenges; can handle client's "no"

Middle: has potential to be resilient, but could benefit from training and development in this area

Right: individual may view challenges as roadblocks or hurdles and may feel as though they cannot accomplish their goals until they are removed

Adaptability

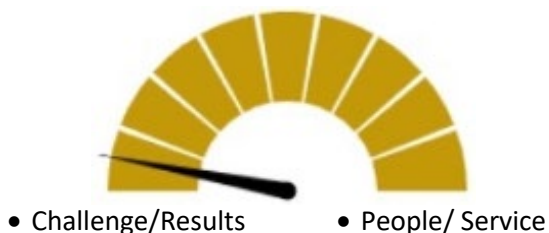


Left: responds effectively to a changing environment; functions well even in the face of uncertainty

Middle: handles change reasonably well; neither a significant strength nor weakness

Right: prefers routine and structure; when this familiar structure is removed, they may experience feelings of doubt and discomfort

Motivational Mix

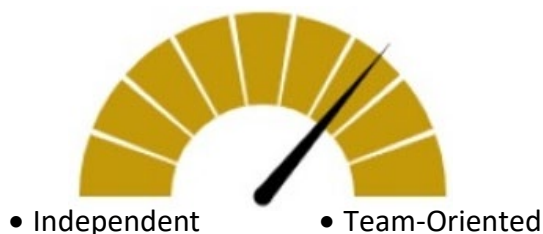


Left: Motivated by challenge, task completion, results, and financial success

Middle: balanced and situationally influenced

Right: Motivated by providing service and building professional relationships

Collaboration

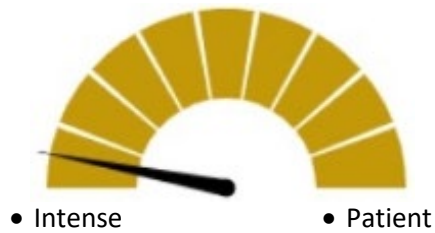


Left: extremely comfortable working alone, making decisions without input from others, and setting own goals

Middle: comfortable working alone, and also enjoys opportunities to work in a collaborative setting

Right: highly values being part of a strong team, with opportunities to gather a variety of feedback and input on decisions

Sense of Urgency

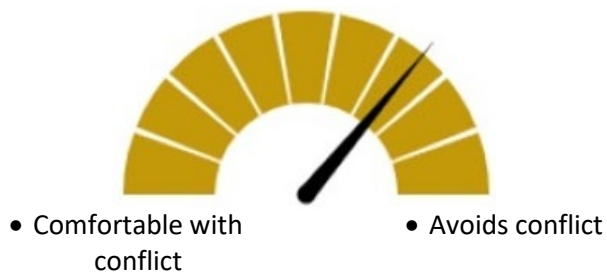


Left: has strong internal drive and preference for action; tends to relentlessly pursue goals, even when faced with obstacles

Middle: balanced on this trait; task or situation dictates approach

Right: is comfortable with a leisurely pace; may need urging from management to stay focused on deadlines

Comfort with Conflict



Left: very comfortable with difficult interpersonal situations; may even seek conflict when needed for progress

Middle: moderately comfortable handling conflict

Right: very uncomfortable with situations of interpersonal conflict; tends to avoid or ignore it

Learning Agility

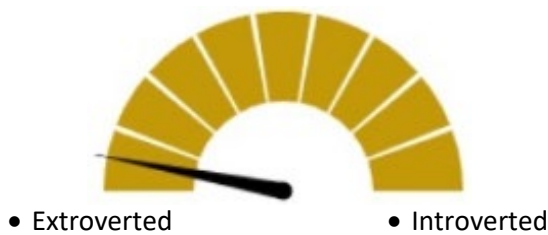


Left: very detail-oriented and analytical; enjoys learning new things; naturally curious; values knowledge for its own sake

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People Orientation



Left: very outgoing and gregarious; readily makes new acquaintances

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Right: naturally more introverted; prefers to have a few close social relationships that build gradually over time

Personality Dimensions: Reality Check



You can gain valuable self-awareness from considering each separate personality dimension and the particular perspective it reveals. However, the reality is that the dimensions do *not* operate in isolation.

You are a complex person, with your own unique history. Your total personality is more than just the sum of the individual parts.

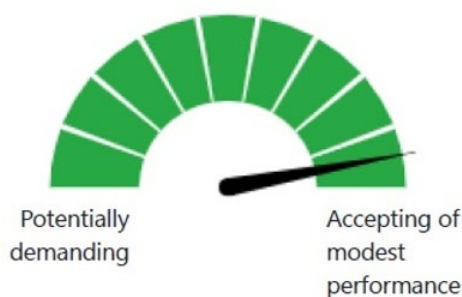
So as you interpret and apply your Profile Report results, resist the temptation to put too much emphasis on any one dimension by itself. Consider the interplay of the dimensions, how they may complement each other, or seem to conflict. Most importantly, remember that *every* position on *every* dial is a strength. Constantly be on the lookout for opportunities that allow you to use your strengths to the maximum, whatever they are!

Management Preview

As you gain experience and build a solid career as a sales professional, you may consider moving into Sales Management. The strengths and skills needed to be an effective manager are different from those needed as a sales rep. The Management Preview on **page 5** of your Profile Report gives you a peek into your particular strengths in four key traits, plus an overall predictor of how well your strengths align with those needed for management.



Performance Management



Left: holds self to very high performance standards, and is likely to treat others similarly

Middle: balanced and situationally driven

Right: does not demand the best of others; may be satisfied with mediocre results

Leadership Style



Left: extremely confident in directing others; may not consistently solicit input from team members

Middle: balanced and situationally driven

Right: more comfortable leading as a member of the team, frequently seeking their input on decisions and action plans

Training & Development



Left: committed to and adept at supporting team members in building their skills and abilities; gives feedback consistently and effectively

Middle: willing and able to support team member strength-building; gives helpful feedback

Right: not comfortable training and developing others; may struggle with providing useful feedback, especially in addressing performance issues

Recruiting/Attraction



Left: very effective in identifying and bringing new talent into the organization

Middle: successfully identifies and recruits new talent

Right: recruiting and attracting new talent may be a challenge; extra coaching and support might be needed

OVERALL PREVIEW



Left: individual is a very strong candidate for promotion into Sales Management roles, assuming necessary skills are also present

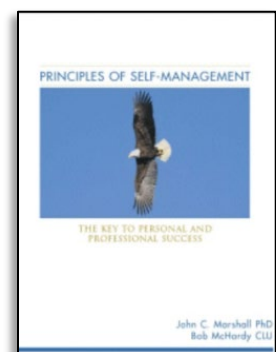
Middle: individual is a solid candidate for promotion, with skill development and mentoring

Right: not a strong fit for Sales Management role, but with appropriate skill training, mentoring, and oversight, can do an adequate job

Being a good Sales Manager begins with being a good *self*-manager. You'll also need additional skills specifically related to leading others and helping them achieve their desired results. The following books are excellent resources for go-getters who want to become Golden Eagles and help others to do the same:

- *Principles of Self-Management: The Key to Personal and Professional Success*
- *Managing Effort: Getting Results*

These books were written by Dr. John C. Marshall PhD, the original developer of the POP™ assessment suite. They offer a wealth of information about taking control of one's life and career while building self-confidence and reducing stress in the process. The books are available from Self Management Group (selfmgnt.com) or your favorite online book-seller.



Summary of Scores

The Summary of Scores on **page 6** displays a set of horizontal graphs, called *scales*. Our statisticians use the scale data shown here individually or in combination to determine where the needle is situated on the various graphic dials that you've seen so far.

The scales are identified by the names that the statisticians use to refer to each trait measured by the assessment (for example, Enterprising Potential, Comfort with Conflict). And just like the dials, each horizontal scale displays an individual's results on a continuum between two extremes. In fact, when you look at the scale names and the labels underneath, many of the names and descriptions of the extremes will look similar to those you've seen used for the dials.



Whether displayed as a needle on a dial or as a vertical indicator bar on a horizontal scale, the result you are seeing reflects a statistical analysis of the assessee's responses compared with more than 40 million assessed individuals in our database.

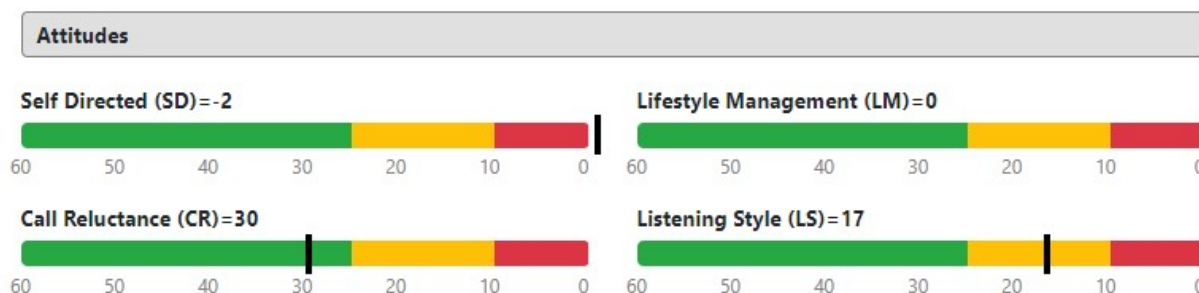
If you would like to explore the full depth of the Summary of Scores page and the statistical underpinning of this assessment, contact Smart Work | Network, Inc. to schedule a conversation.

The Summary of Scores page does contain some important personal indicators that do not appear elsewhere in the Profile Report: Attitudes.

Understanding Attitudes

An individual's strengths in the personality dimensions presented on **pages 3, 4, and 5** of the Profile Report rarely change, and can therefore be used to predict an individual's potential and alignment to specific job roles.

The dimensions presented under the Attitudes heading on **page 6** are much more variable, and reflect your attitudes and beliefs right around the time that you completed the assessment. These dimensions are not predictive; however, they *do* offer valuable insights about factors that can negatively affect your current focus and performance.



The Self-Directed 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 indicator bar on the Self-Directed scale is in toward the left in the green area, your assessment answers indicated that your self-confidence at that time was pretty strong. If your bar is toward the right in 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.



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 indicator bar is in the green area. If you were feeling stressed out or worried, your bar is in the yellow or red area.

Self-direction and stress level are *internal perceptions*, and they are not easy to change. However, skill training is available to help you become more effective in managing your perceptions. Counseling is another option. If your company offers a formal Employee Assistance Program, you might seek information about those services, especially if your results are in the red.

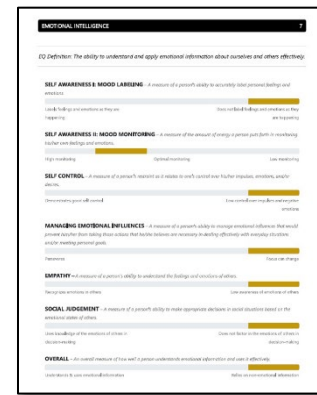
The Listening Style scale is a measure of your level of attentive listening and whether you practice active-listening skills to the concerns of other people. The items evaluated deal with patience, your effort toward actually trying to understand the other person, and overall courtesy. Those with an indicator bar in the green are seen as attentive, courteous, and conscientious about assuring a speaker that he or she is being understood. People with a bar 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 be career-limiting.

The Call Reluctance scale is a measure of your attitude about cold-calling, prospecting, and client rejections. An indicator bar in the green area means you are usually very comfortable initiating sales conversations and seeking commitment from others. You typically don’t take rejection personally. A bar in the yellow or red suggests that you are reluctant to make calls and may struggle to handle the rejections that are inevitably a part of sales.

Understanding Emotional Quotient

Let’s face it—all human beings are emotional beings, no matter how rational and businesslike we prefer to believe that we are. The **Emotional Intelligence** report displays information reflecting how sensitive and responsive you are to your own emotions and the emotions of those around you.

Page 7 of your profile report presents seven **Emotional Quotient (EQ)** dimensions, each shown as a continuum between extremes. Labels are provided on each end of the scale to identify the extremes for that particular dimension. Your result appears in these scales as a gold bar in one of five positions.



In general, results toward the left of the scale indicate that the individual uses emotions frequently in communicating messages, animating relationships, and making decisions. Results in the middle indicates that someone uses emotional information when it's available and obvious, but is not particularly reliant on it.

Those with a bar toward 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.

Emotional intelligence is a learned behavior, and one that can contribute significantly to your success in sales. As you make your professional development plan, look for opportunities to strengthen and sharpen your interpersonal competencies in reading and using emotional information—your own *and* your customers'.

Professional Development Tips

The dials and scales in your SalesRepPOP™ Profile Report are useful for quickly getting a general sense of where your strengths are on multiple personality dimensions. As you pursue your professional development, more detailed, nuanced descriptions of your strengths become extremely valuable.

On **page 9**, the Personal Strengths/Career Needs report explains your particular strengths and the impact they are are likely to have on your career.

The checklists provided on **pages 10 and 11** give specific guidance on what to seek and The what to avoid you evaluate career paths and actual job openings. **Remember:** the more closely your profile aligns with the profile of known high performers *in a specific job role*, the more likely you are to easily achieve success.

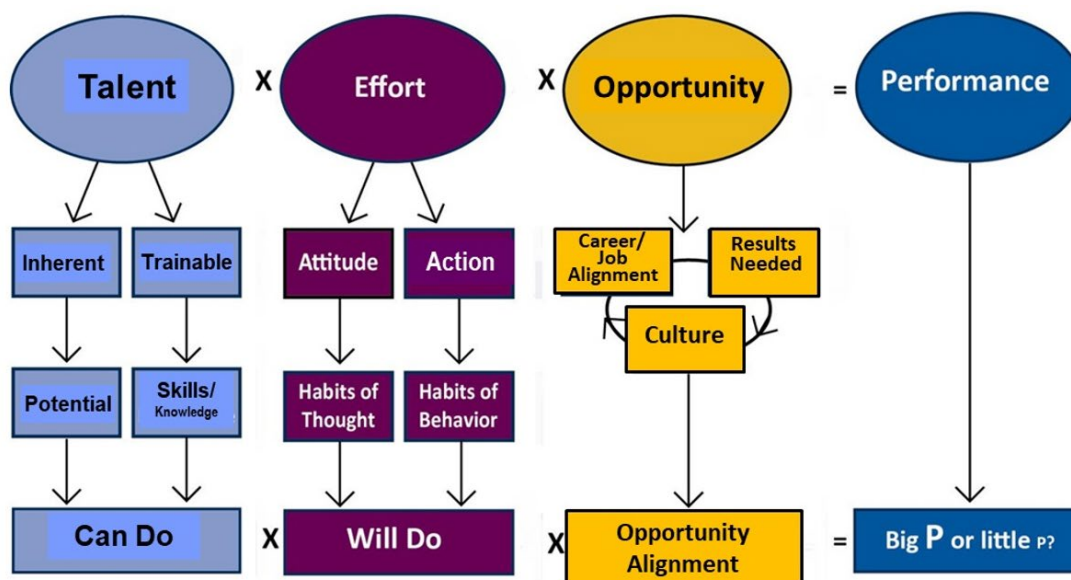
Studying these observations and recommendations can guide you toward good choices about what competencies to build, what job openings are likely to be comfortable, and which ones are not a good natural fit.



Becoming a Golden Eagle

Earlier in this document you were introduced to the concept of Golden Eagles—the high achievers who soar above the rest of the crowd by maximizing the *will* and the *skill* they bring to their careers. Because Golden Eagles consistently meet or exceed the requirements of their role, they are much sought-after by employers, and typically enjoy long and lucrative careers.

To help you in your quest to become a Golden Eagle, it's helpful to understand more fully what is meant by *skill* and *will*. Dr. John C. Marshall, the creator of the SalesRepPOP™, explains these concepts and how they interact in what he calls the **Performance Equation**:



~~John C. Marshall, Ph.D., 1999

As Dr. Marshall defines it, three factors determine whether your performance is high (like a Golden Eagle) or low: Talent, Effort, and Opportunity. You'll note that this is a multiplication equation, because the more you have of each factor, the more powerfully they magnify each other, and the higher your overall performance will be. Let's look at each factor in detail.

Talent is what you *can* do—your *skill*. This model differentiates between two different types of talent. First, you have **Inherent** talent, gifts that you developed naturally without any conscious effort on your part while you were growing up. Your environment and experiences shaped your personality so that some ways of thinking and behaving are just “who you are.” The inherent talents form the foundation of your **Potential** for success. The SalesRepPOP™ measures and reveals the personality dimensions that are most predictive of high performance.

In addition to your inherent talent, you also have **Trainable** talent. All of the **Skills** and **Knowledge** you have acquired through the years fall into this classification. And the wonderful thing about trainable talent is that at any time, you can choose to master *new*

skills! Your professional development plan is actually a roadmap for increasing the trainable skills that have the greatest impact on your success as a sales professional.

Of course, mastering beneficial new skills and knowledge doesn't always just magically occur. You usually have to work at it. And that brings us to the second factor in the Performance Equation: Effort.



Effort is what you *will* do—the Attitudes and Actions you are motivated to pursue and to invest energy into. Your **Attitudes** are your **Habits of Thought**. For example, are you typically optimistic or pessimistic? Do you believe you can exert control over your life, or do you feel like you are at the mercy of forces beyond your control?

It should come as no surprise to you that Golden Eagles consistently embrace *positive* habits of thought. The power of positive attitudes is that they drive positive and productive **Actions**; that is, your **Habits of Behavior**. When you frame your life experiences in a positive way, and believe that your actions matter, you are more likely to invest your time and energy in doing things that move you toward high performance and your personal vision of success.

The third factor in the Performance Equation is **Opportunity**. You can think of this as the career context in which you are applying your Talent and Effort. Every industry, career, and job offers opportunities with their own unique **Career Path/Job Assignments, Results Needed, and Culture**.

Your path to **high performance** starts with understanding your profile results, determining **what your strengths are**, and then building on those strengths by investing your **Talent** and **Effort** into pursuing an **Opportunity** that's a good *fit* to those strengths.

When you pursue an Opportunity that is a natural fit with your Talents, your path is like a smooth highway. The majority of your Effort translates into speedy progress toward your goal. It is perfectly valid to pursue an Opportunity that you are passionate about, but is **not** a natural fit. Just keep in mind that you will be facing an uphill battle that will consume a lot of your Effort to move forward even a little bit. ***The choice is yours!***



In summary, your personality strengths alone do *not* define your destiny! Your personality cannot readily be changed; however, if you choose to invest enough effort, you can succeed even in areas where your strengths don't naturally align to the role. Your motivation, commitment, and effort ultimately determine your results.

Enhancing Your Trainable Talents

Now that you better understand what your Inherent Talents are, you are ready to build on those strengths by enhancing your Trainable Talents—becoming fully competent and confident in key sales-related skills. The remaining pages of this guide define several core competencies and then suggest how your particular personality strengths may affect your natural alignment with some of the classic requirements of professional sales roles.

Results-Oriented

Definition

The ability to focus on the desired result of one's own or one's unit's work, setting challenging goals, focusing effort on the goals, and meeting or exceeding them.

- Develops challenging but achievable goals.
- Maintains commitment to goals in the face of obstacles and frustrations.
- Finds or creates ways to measure performance against goals.
- Exerts unusual effort over time to achieve a goal.
- Has a strong sense of urgency about solving problems and getting work done.

Related Personality Dimensions

- *From Profile Report page 3:* Self Management
- *From Profile Report page 4:* Resilience, Collaboration, Sense of Urgency
- *From Profile Report page 6:* Enterprising Potential, Independence Potential



If your results are toward the left on these dimensions, build on your natural strengths by:

- Taking ownership and initiative with minimal management push
- Identifying both short- and long-term goals to drive performance
- Seeking assignments where there's minimal detail, and that would benefit from an adaptable, fluid, non-systematic approach
- Demonstrating that you can “roll with the punches” when you encounter obstacles and sales resistance
- Remaining open to management oversight; don't assume that all feedback is micro-management



If your results are toward the right on these dimensions, build on your natural strengths by:

- Working with management to identify specific parameters to guide your actions and decision-making
- Focusing on longer-term goals while still accomplishing short-term tasks
- Seeking assignments that require being responsive to the needs of others, strong attention to detail, and adherence to standard operating procedures
- Working persistently toward goals beyond your comfort zone
- Welcoming management oversight and support

Customer Acquisition

Definition

The ability to identify and engage with prospective buyers, offer solutions, and close sales.

- Creates, refreshes, and consistently implements a sales plan
- Determines characteristics of fully qualified sales prospects
- Gains access to appropriate decision-makers
- Translates products and services into a unique, integrated solutions that addresses the prospect's business problems or strategic initiatives
- Presents solutions in a way that captures and maintains the decision-maker's attention
- Transforms prospects into customers

Related Personality Dimensions

- *From Profile Report page 3:* Business Development/Prospecting, Self Management, People Orientation, Analytical Orientation
- *From Profile Report page 4:* Adaptability, Motivational Mix, Comfort with Conflict
- *From Profile Report page 6:* Self-Confidence, Call Reluctance, Listening Style, Emotional Quotient



If your results are toward the left on these dimensions, build on your natural strengths by:

- Building sales plans and processes that keep you organized, but allow plenty of flexibility for quickly responding to new challenges and opportunities
- Framing each prospecting opportunity as an enjoyable and motivating personal challenge
- Developing a large and ever-growing network of contacts
- Honing your ability to recognize and use your own emotional status and that of others to gain trust and strengthen relationships
- Leveraging your strengths as an active listener to identify their true needs
- Monitoring your research efforts to avoid “analysis paralysis”



If your results are toward the right on these dimensions, build on your natural strengths by:

- Building sales plans and processes that give you a clear structure, usable feedback, and a framework for managing unexpected developments
- Framing each prospecting opportunity as an opportunity for solving someone's problems and providing service to them
- Nurturing a network of contacts with whom you have a solid reputation
- Leveraging your innate ability to effectively use emotional information in connecting with prospects and clients
- Improving your active listening skills to ensure that you truly hear what prospects are communicating to you
- Monitoring your research efforts to make sure you dig deeply and don't stop with the first idea you find

Customer Experience

Definition

The ability to demonstrate concern for meeting and ideally exceeding customers' expectations.

- Quickly and effectively solves customer problems
- Talks to customers to find out what they want and how satisfied they are with what they are getting
- Lets customers know he/she is willing to work with them to meet their needs
- Finds ways to measure and track customer satisfaction
- Presents a cheerful, positive manner with customers

Related Personality Dimensions

- *From Profile Report page 3:* Client Orientation/Closing Style, Approach to Feedback/Coaching, People Orientation
- *From Profile Report page 4:* Motivational Mix, Collaboration, Sense of Urgency, Comfort with Conflict
- *From Profile Report page 6:* Listening Style, Emotional Quotient



If your results are toward the left on these dimensions, build on your natural strengths by:

- Seeking customer feedback and sustaining relationships consistently over the long haul rather than being satisfied solely with one's own assessment of customers' satisfaction
- Viewing attainment of high customer service and satisfaction levels as a worthy personal challenge
- Prioritizing needs of existing customers appropriately to ensure repeat business
- Avoiding and/or deescalating conflicts with customers to maintain strong, positive relationships
- Honing your ability to recognize and use emotional cues to gain trust and strengthen relationships
- Leveraging your strengths as an active listener to identify their true needs



If your results are toward the right on these dimensions, build on your natural strengths by:

- Leveraging your natural desire to get feedback and build strong customer relationships over time
- Maximizing the motivating power of delivering outstanding customer experience
- Preventing procrastination when responding to client problems and needs—press for prompt solutions
- Addressing, not avoiding, any conflicts that arise with customers
- Applying your innate ability to effectively use emotional information in connecting with prospects and clients
- Improving your active listening skills to ensure that you truly hear what prospects are communicating to you

Closing Skills

Definition

The ability to monitor and build a state of customer willingness and readiness for making a buying decision, and then capitalizing on such by asking for and securing the order.

- Formulates a value proposition, with customer input, that clearly and compellingly presents the pros and cons of the solution presented
- Uses trial closes and good questioning to accurately gauge the prospect's degree of willingness and readiness to buy
- Recognizes and defuses objections successfully
- Closes a high percentage of sales

Related Personality Dimensions

- *From Profile Report page 3:* Client Orientation/Closing Style
- *From Profile Report page 4:* Resilience
- *From Profile Report page 6:* Self-Confidence, Listening Style, Emotional Quotient



If your results are toward the left on these dimensions, build on your natural strengths by:

- Leveraging your natural persistence in communicating with prospects and attempting to close
- Sustaining commitment to closing the sale and to maintaining self-confidence, even in the face of foot-dragging
- Striving to recognize and use emotional cues to gain trust and be persuasive
- Using your strengths as an active listener to hear clearly the prospect's concerns and questions



If your results are toward the right on these dimensions, build on your natural strengths by:

- Strengthening your commitment to landing the prospect and moving toward close
- Recognizing that factors outside of your control affect every sale, so that setbacks do not shake your self-confidence
- Leveraging your innate ability to effectively use emotional information in reading prospects and guiding them to a successful close
- Improving your active listening skills to ensure that you truly hear what prospects are communicating to you

Interpersonal Skills

Definition

The ability to interact effectively with everyone involved in the sales cycle, including prospects, customers, management, and colleagues.

- Nurtures strong relationships for mutual benefit
- Listens actively for insights into customers' procedural and personal needs
- Demonstrates courtesy and respect for all concerned at all times
- Maintains self-confidence and minimizes stress for self and others
- Recognizes and manages conflict while maintaining positive relationships

Related Personality Dimensions

- *From Profile Report page 3:* Business Development/Prospecting, Approach to Feedback/Coaching, People Orientation
- *From Profile Report page 4:* Adaptability, Collaboration, Comfort with Conflict
- *From Profile Report page 7:* Self-Confidence, Lifestyle Management, Listening Style, Emotional Quotient



If your results are toward the left on these dimensions, build on your natural strengths by:

- Balancing persistence and relationship-building speed with respect for others' pace and information needs
- Modulating desire for operating independently with the need for teamwork, cooperation, and exchange of ideas and feedback
- Leveraging your own adaptability when working with others who are more rigid
- Respecting that everyone does not respond to conflict as well as you do
- Striving to recognize and use emotional cues to gain trust and be persuasive
- Using your strengths as an active listener to hear clearly the ideas, concerns, and questions of others



If your results are toward the right on these dimensions, build on your natural strengths by:

- Using your natural responsiveness to nurture relationships with prospects and existing customers
- Recognizing that others may feel they have a relationship with you more quickly than you sense that bond
- Balancing your desire for frequent feedback and personal interactions with others' desire for independence
- Pushing yourself to be flexible when the situation requires it
- Mastering conflict management skills despite your personal discomfort
- Leveraging your innate ability to effectively use emotional information
- Improving your active listening skills to ensure that you truly hear what prospects are communicating to you

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