



SMART WORK | ASSESSMENTS
we get people

powered by Predictive Science

Sales RepPOP™

For Individual Coaching and Development

Interpretation Guide



SalesRepPOP™ Interpretation Guide and Individual Coaching and Development

“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!

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 Dale Carnegie’s “**possibilities you don’t know about**” 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. This page is organized into two areas:

- **Snapshot of Sales Potential**, presenting dials for six key predictive attributes
- **Overall Sales Fit**, using traffic light icons to flag your fit to both Competitive Sales and Relationship Sales roles

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 coworkers

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

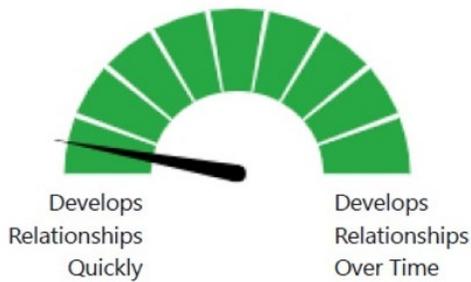


Left: extremely competitive; comfortable asserting self and own ideas; highly self-managed

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

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

People Orientation

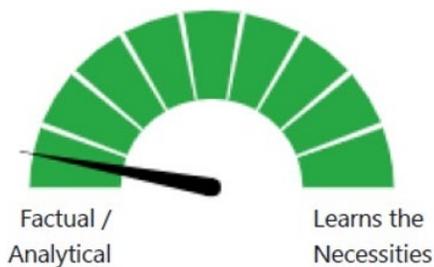


Left: very outgoing and gregarious; readily makes new acquaintances and enjoys the process

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

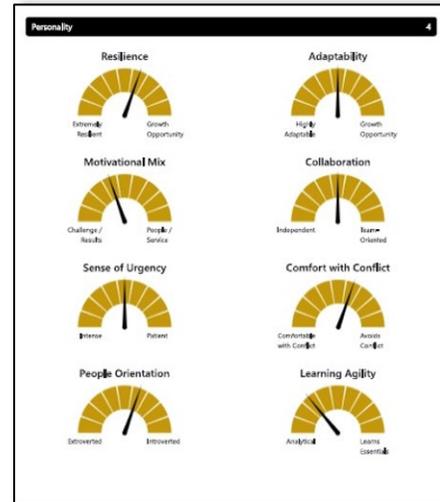
Middle: Balanced and situationally driven

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

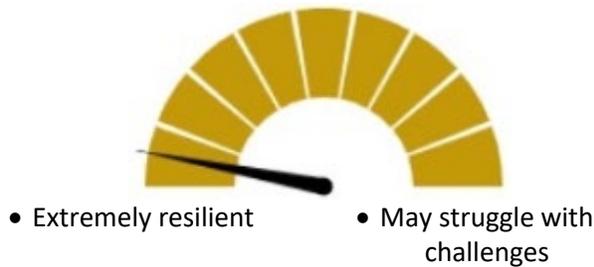
Personality

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!**



Resilience

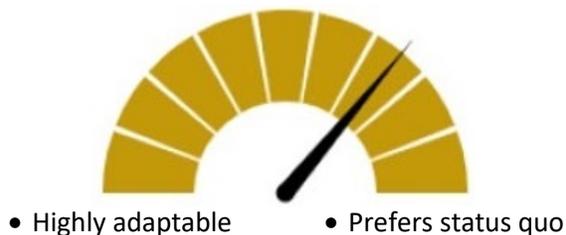


Left: naturally resilient; will push through difficult challenges; can handle client's "no"

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

Right: lacks resiliency; susceptible to giving up or changing course when faced with difficult challenges or uncertainty

Adaptability

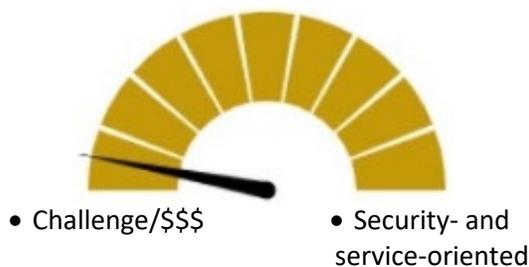


Left: responds effectively to a changing environment; functions well even in the face of uncertainty

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

Right: prefers to maintain the status quo rather than changing own behavior

Motivational Mix

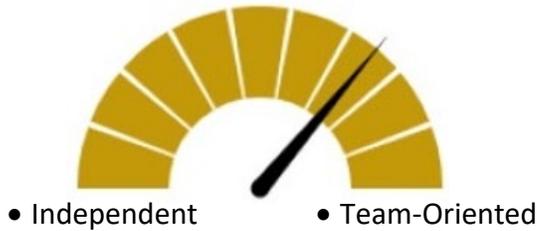


Left: Motivated by challenge, task completion, results, and financial success

Middle: balanced and situationally influenced

Right: Motivated by providing service and building professional relationships

Collaboration

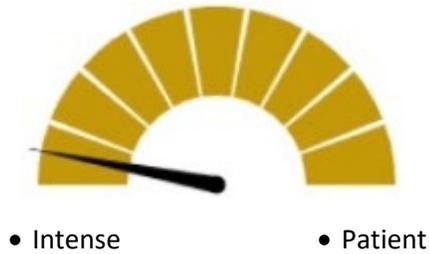


Left: extremely comfortable working alone, making decisions without input from others, and setting own goals

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

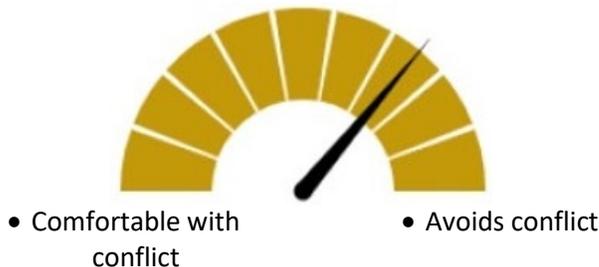


Left: has strong internal drive and preference for action; tends to relentlessly pursue goals, even when faced with obstacles

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

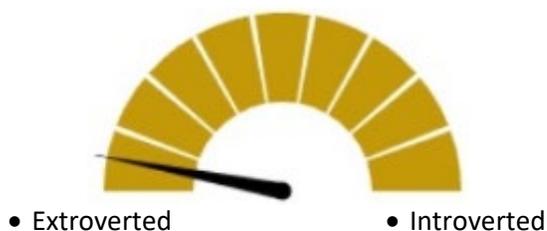


Left: very comfortable with difficult interpersonal situations; may even seek conflict when needed for progress

Middle: moderately comfortable handling conflict

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

People Orientation



Left: very outgoing and gregarious; readily makes new acquaintances

Middle: Balanced and situationally driven

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



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

Summary of Scores: Page 5 – A fully explanation of the Summary of Scores will be given during the Debrief Session

Emotional Quotient: Page 6

Emotional Intelligence is a critical competency in today’s world of selling. The ability to monitor one’s own emotions in the ups and downs of selling, while also being aware of the emotions of others through their tone of voice, body language, or even their specific words is critical to building relationships and ultimately to long-term performance. Emotional Intelligence is a “learned behavior” so understanding your feedback, compared to other high-performing sales professionals who’ve completed the **SalesRepPOP™** is the first step to building your EQ competency.

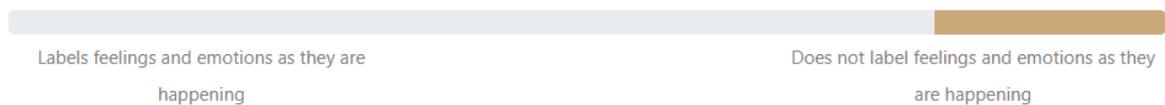
A great resource is Daniel Goldman’s book: [Daniel Goleman - Emotional Intelligence](#)

Emotional Intelligence

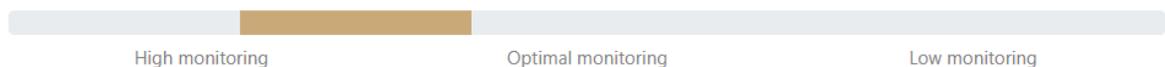
6

EQ Definition: The ability to understand and apply emotional information about ourselves and others effectively.

SELF AWARENESS I: MOOD LABELING – A measure of a person’s ability to accurately label personal feelings and emotions.



SELF AWARENESS II: MOOD MONITORING – A measure of the amount of energy a person puts forth in monitoring his/her own feelings and emotions.



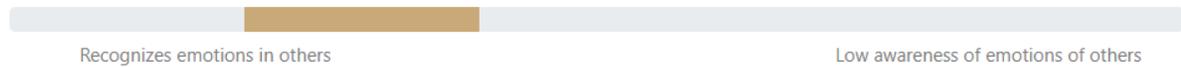
SELF CONTROL – A measure of a person’s restraint as it relates to one’s control over his/her impulses, emotions, and/or desires.



MANAGING EMOTIONAL INFLUENCES – A measure of a person's ability to manage emotional influences that would prevent him/her from taking those actions that he/she believes are necessary in dealing effectively with everyday situations and/or meeting personal goals.



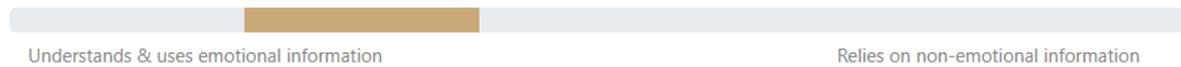
EMPATHY – A measure of a person's ability to understand the feelings and emotions of others.



SOCIAL JUDGEMENT – A measure of a person's ability to make appropriate decisions in social situations based on the emotional states of others.



OVERALL – An overall measure of how well a person understands emotional information and uses it effectively.



Responses from Attitudes and Opinions – Page 7-8

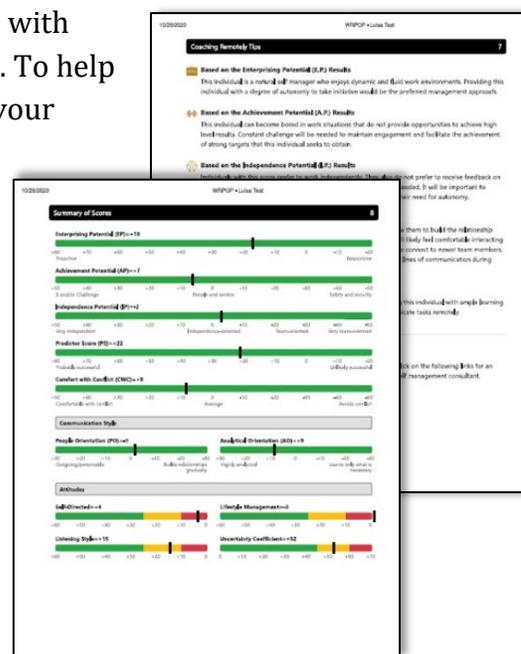
These pages reflect the responses you gave to the last section of the assessment, called attitudes and opinions. How you responded to these showed whether you answered them honestly, or possibly responded in somewhat of a socially desirable way.

Personal Development Report

Sales professionals often work very independently, with minimal contact and coaching from their managers. To help you become an effective *self-coach*, **page 10-11** of your SalesRepPOP™ Profile Report provides some tips for success based on your specific *statistical numerical result*. To make sense of these tips, it's essential to take a look at **page 5**, the Summary of Scores.

The Summary of Scores page displays a set of horizontal graphs. The data shown here are used individually or in combination to determine where the needle is situated on the various graphic dials that you've seen so far.

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 labels underneath each horizontal scale, the



descriptions of the extremes will look similar to those you've seen for the dials.

Whether displayed as a needle on a dial or as a black bar on a horizontal scale, the result you are seeing reflects a statistical analysis of the your responses compared with more than 30 million assessed individuals in our database.

The scales on the Summary of Scores page are labeled with the names the statisticians use to describe a particular personality dimension. The coaching tips on **page 6** refer to those same names. To help you connect the dots, note that the first three coaching tips refer to the first three scales on **page 7**: Enterprising Potential (EP), Achievement Potential (AP), and Independence Potential (IP). The fourth and fifth tips refer to the two scales under the heading Communication Style: People Orientation (PO) and Analytical Orientation (AO).

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

Understanding Attitudes & Opinions

An individual's strengths in the personality dimensions presented on **pages 3, 4, and 5** 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 5,7 &8** 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-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 toward the left in the green area, your assessment answers indicated that your self-confidence at that time was pretty strong. If your number 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 number is in the green area. If you were feeling

stressed out or worried, your number is in the yellow or red area.

Note: 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 Call Reluctance scale is a measure of your attitude about cold-calling, prospecting, and client rejections. A number 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 number 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.

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 be career-limiting.

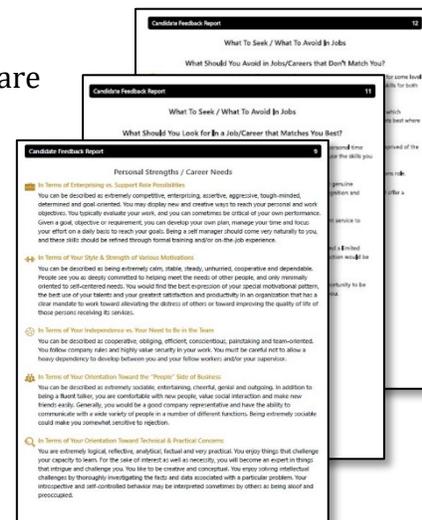
Professional Development Tips

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

The checklists provided on **page 11** give specific guidance on what to seek and what to avoid as 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 sales roles are likely to be most comfortable.



Competency-Specific Strengths-Based Coaching

Becoming competent and confident in sales-related skills is an essential part of your personal and professional development. The remaining pages of this guide define key competencies and then suggest how your particular personality strengths may affect your natural alignment with the classic requirements of professional sales roles.

As you review this material, keep in mind that 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. Strong profile alignment simply suggests that success may come to you more easily. But your motivation, commitment, and effort—the *will* part of the equation—ultimately determine your results.

The core competencies addressed in this section are:

- Results-Oriented
- Customer Acquisition
- Closing Skills
- Customer Experience
- Interpersonal Skills
- Communication
- Questioning
- Conflict Resolution
- Attitude
- Vision
- Adaptability
- External Awareness
- Professionalism
- Influence



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.
- Develops clear goals for meetings and projects.
- 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 page 3:* Self-Management
- *From page 4:* Resilience, Collaboration, Sense of Urgency
- *From page 5:* 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 page 3:* Business Development/Prospecting, Self Management, People Orientation, Analytical Orientation
- *From page 4:* Adaptability, Motivational Mix, Comfort with Conflict
- *From page 7:* 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 page 3:* Client Orientation/Closing Style, Approach to Feedback/Coaching, People Orientation
- *From page 4:* Motivational Mix, Collaboration, Sense of Urgency, Comfort with Conflict
- *From page 7:* 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 page 3:* Client Orientation/Closing Style
- *From page 4:* Resilience
- *From page 5:* Achievement Potential, Comfort-with-Conflict, 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 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 page 3:* Client Orientation/Closing Style
- *From page 4:* Resilience
- *From page 5:* People Orientation, Self-Confidence, Listening Style, Emotional Quotient



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- Improving your active listening skills to ensure that you truly hear what prospects are communicating to you

Strengths-Based Coaching

The general tips that follow show you how to target your self-coaching by addressing five of your core sales personality traits, as reported on **pages 3 and 4** of the Profile Report.

Self-Management



Individuals with results toward the left:	Individuals with results toward the right:
<ul style="list-style-type: none">• Encourage them to identify and pursue new opportunities for themselves—they enjoy challenges• Recognize that they typically take ownership and initiative with minimal management push• Give them short- and long-term goals to drive performance• Use them for assignments where there's minimal detail, and that would require an adaptable, fluid, non-systematic approach• Expect push-back against management oversight, which they often perceive as micro-managing	<ul style="list-style-type: none">• Give them specific parameters to guide their actions and decision-making, so that they know the boundaries of their autonomy• Encourage them to take ownership and be proactive in responding to the needs of others within the organization's structures• Keep them focused on longer-term goals• Use them for assignments that require strong attention to detail and adherence to standard operating procedures• Recognize that they generally welcome management oversight, which they perceive as supportive



Need for Structure



Individuals with results toward the left:

- Set clear expectations about what results are expected from them, and then allow them to set their own course, monitor their own progress, and solve their own problems as much as possible
- Give them assignments requiring little or no collaboration—they often enjoy working solo
- Recognize that as self-evaluating self-managers, they generally don't need or want a lot of feedback
- Expect them to make their own decisions with limited input from others (possibly including you)
- Use them as trail-blazers, developing new processes that can later be shared with individuals with results toward the right.



Individuals with results toward the right:

- Set expectations about the results that are expected from them, and provide them with clear processes, procedures, and guidelines to follow
- Give them assignments that benefit from constant collaboration and rely strongly on teamwork
- Expect them to seek a lot of input from you and others when making decisions
- Recognize that they thrive on feedback to confirm their decisions and performance
- Especially for offsite workers, help them develop and follow routines to give them a sense of structure and consistency, even though they are not physically working in the office

Learning Agility



Individuals with results toward the left:

- Set clear expectations about the type and level of new skills and knowledge to pursue—make sure this individual remains focused on value-added topics that are actually needed to meet job requirements
- When they are doing research or making decisions, encourage them to balance their deep desire for details with the need to actually get the task done, helping them avoid “analysis paralysis”



Individuals with results toward the right:

- Set clear expectations about the type and level of new skills and knowledge to pursue—make sure this individual appreciates why these topics are valuable and essential for job success
- When they are doing research or making decisions, encourage them to think beyond the obvious boundaries and make sure they consider enough detail



Comfort with Conflict



Individuals with results toward the left:

- Help them recognize and respect the fact that not everyone is as comfortable with conflict as they are
- Encourage them to focus on *constructive* forms of conflict—disagreements that:
 - Clarify important issues
 - Engage people in resolving issues
 - Address emotion appropriately
 - Encourage authentic communication
- Assure them that you and your organization will not tolerate illegal forms of conflict, such as violence, hate speech, abuse, or threats



Individuals with results toward the right:

- Help them understand that conflict is a natural aspect of human interaction—it can be constructive, not just destructive
- Encourage them to get training and build their expertise in skills such as negotiation, conflict resolution, active listening, and emotional intelligence
- Assure them that you and your organization will not tolerate illegal forms of conflict, such as violence, hate speech, abuse, or threats

People Orientation



Individuals with results toward the left:

- Offer this “people person” both formal and informal opportunities to interact with others—it energizes them
- Give them assignments that are focused on people and relationships
- Encourage networking opportunities, even if they are virtual
- Invest in building your own relationship with this individual to foster comfortable levels of communication and trust



Individuals with results toward the right:

- Allow this individual to be selective in managing interactions with others, both with whom, when, and how often
- Give them assignments that benefit from focused, independent work that doesn't require frequent interaction with large numbers of people
- Invest in building your own relationship with this individual to build trust and to develop a deeper understanding of his or her personality



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