



Human Capital Risk Management™  
*Ensuring profitable performance*



## **On Demand 360° Referencing**

**Name :** Sample Person  
**Telephone :** 416-123-4567  
**Email :** sales@selfmgmt.com

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**#ECXNU56R for Sample Person on July 16, 2007**

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**I. References**

**Information Completed by the Candidate**

#	Name	Title	Company	Relationship	Yrs	Telephone	Email	Invited	Completed
1	Andy Court	Director - Consulting Services	SAS Institute	Peer	4	416-363-4424	email	2007/07/16	2007/07/16
2	Cameron Dow	VP of Marketing	SAS Institute	Reporting	4	416-363-4424	email	2007/07/16	2007/07/19
3	Tim Wasik	Director - Institutional Sales	Scotia Capital	Reporting	2	416-863-7727	email	2007/07/16	2007/07/16

**Information Completed by Reference #1**

Information about you ...	
First Name	
Last Name	Andy Court
Present Company Name	SAS Canada
Current Position	
Telephone Number (daytime)	416-307-4637
Information about the person you are referencing ...	
Years Known	more than 10 years
Reason left the position	to pursue another opportunity
If applicable, would you hire this person again?	yes
Feel free to make any additional comments below. • Liam worked for SAS as a summer student while attending Queens.	

**I. References**

**Information Completed by the Candidate**

#	Name	Title	Company	Relationship	Yrs	Telephone	Email	Invited	Completed
1	Andy Court	Director - Consulting Services	SAS Institute	Peer	4	416-363-4424	email	2007/07/16	2007/07/16
2	Cameron Dow	VP of Marketing	SAS Institute	Reporting	4	416-363-4424	email	2007/07/16	2007/07/19
3	Tim Wasik	Director - Institutional Sales	Scotia Capital	Reporting	2	416-863-7727	email	2007/07/16	2007/07/16

**Information Completed by Reference #2**

Information about you ...	
First Name	
Last Name	Cameron Dow
Present Company Name	SAS Institute (Canada) Inc.
Current Position	
Telephone Number (daytime)	416-307-4622
Information about the person you are referencing ...	
Years Known	5 years
Reason left the position	to pursue another opportunity
If applicable, would you hire this person again?	yes
Feel free to make any additional comments below.	

**I. References**

**Information Completed by the Candidate**

#	Name	Title	Company	Relationship	Yrs	Telephone	Email	Invited	Completed
1	Andy Court	Director - Consulting Services	SAS Institute	Peer	4	416-363-4424	email	2007/07/16	2007/07/16
2	Cameron Dow	VP of Marketing	SAS Institute	Reporting	4	416-363-4424	email	2007/07/16	2007/07/19
3	Tim Wasik	Director - Institutional Sales	Scotia Capital	Reporting	2	416-863-7727	email	2007/07/16	2007/07/16

**Information Completed by Reference #3**

Information about you ...	
First Name	
Last Name	Tim Wasik
Present Company Name	Scotia Capital
Current Position	
Telephone Number (daytime)	416-863-7727
Information about the person you are referencing ...	
Years Known	1 year
Reason left the position	to pursue another opportunity
If applicable, would you hire this person again?	yes
Feel free to make any additional comments below.	

**II. Snapshot of Results**

**OVERALL SCORE:** The average of all 13 attributes.

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self				4.5	
Refs				3.9	

**1. market savvy**  
market savvy

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self				4.0	
Refs			3.3		

**2. ability to handle and work under pressure**  
ability to handle and work under pressure

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self					5.0
Refs				4.3	

**3. a strong sense of urgency**  
a strong sense of urgency

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self					5.0
Refs				4.0	

**4. the ability to successfully multi-task**  
the ability to successfully multi-task

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self				4.0	
Refs				4.0	

**5. tenacity and aggressiveness**  
tenacity and aggressiveness

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self					5.0
Refs				4.3	

**6. integrity**  
integrity

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self				4.0	
Refs				4.3	

**7. selling skills - ability to initiate sales presentations to business opportunity**  
selling skills - ability to initiate sales presentations to business opportunity

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self					5.0
Refs			3.3		

**8. closing skills - ability to move business opportunity to engaged business deal**  
closing skills - ability to move business opportunity to engaged business deal

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self					5.0
Refs			3.3		

**9. the ability to build and maintain strong client relationships**  
the ability to build and maintain strong client relationships

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self					5.0
Refs				4.0	

**10. team player**  
team player

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self				4.0	
Refs					4.7

**11. sensible risk taker**  
sensible risk taker

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self					5.0
Refs				3.7	

**12. self-confident**  
self-confident

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self				4.0	
Refs				4.3	

**II. Snapshot of Results (cont'd)**

**13. Knowing when to back off - the difference of being aggressive and losing the deal.**

Knowing when to back off - the difference of being aggressive and losing the deal.

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self				4.0	
Refs			3.3		

### III. Questions to Consider

Gap analysis reveals that responses to the following attributes give rise to some concern. Please explore the following questions with the candidate:

3. a strong sense of urgency (Gap = -1.0)

- Define "sense of urgency". How do you relate this definition to this position?
- If you were to rate the key attributes required for this position where would "sense of urgency" fall in this ranking and why?

7. selling skills - ability to initiate sales presentations to business opportunity (Gap = -1.7)

- Rate your selling skills compared to others you have worked with. Why have you rated yourself this way?
- Who is the person you most admire in the "selling" world? Why? What have you learned from that person?
- If you could attend any sales training program what would be the topic and why?
- We all have weaknesses - what is your in "selling"?

8. closing skills - ability to move business opportunity to engaged business deal (Gap = -1.7)

- Where would you rank "closing skills" on a scale of importance for a sales person? Why?
- What would others say about your closing skills?
- Tell me when you had to use all of your closing skills to win a deal. Be specific.
- In our business what do you think is the most important closing mistake?

9. the ability to build and maintain strong client relationships (Gap = -1.0)

- Tell me about a few of the strong client relationships you have built over the years. What made these relationships special?
- When did you lose a client due to the lack of "good client relationship" with the person you were dealing with? What did you learn from this?
- In your mind what is the "key" to building strong, lasting business relationships?

11. sensible risk taker (Gap = -1.3)

- Define "taking a risk" in our business?
- What is the riskiest thing you have ever done in work and outside of work? Give me an example for each situation.
- When have you lost "big" taking a risk? Be specific.
- In your mind what makes a "poor" risk taker?

**IV. Individual Attribute Scores**

**1. market savvy : market savvy**

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self				4.0	
Refs			3.3		
Ref#1			3.0		
Ref#2				4.0	
Ref#3			3.0		
AvgSelf				4.0	
AvgRefs			3.3		
BenchSelf				3.5	
BenchRefs				3.5	

		Gap Analysis										
		Below					Above					
Refs-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#1-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#2-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#3-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-AvgSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-AvgRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-BenchSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-BenchRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**2. ability to handle and work under pressure : ability to handle and work under pressure**

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self					5.0
Refs				4.3	
Ref#1				4.0	
Ref#2					5.0
Ref#3				4.0	
AvgSelf					5.0
AvgRefs				4.3	
BenchSelf				3.5	
BenchRefs				3.5	

		Gap Analysis										
		Below					Above					
Refs-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#1-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#2-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#3-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-AvgSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-AvgRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-BenchSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-BenchRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3. a strong sense of urgency : a strong sense of urgency**

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self					5.0
Refs				4.0	
Ref#1				4.0	
Ref#2					5.0
Ref#3			3.0		
AvgSelf					5.0
AvgRefs				4.0	
BenchSelf				3.5	
BenchRefs				3.5	

		Gap Analysis										
		Below					Above					
Refs-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#1-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#2-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#3-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-AvgSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-AvgRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-BenchSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-BenchRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**4. the ability to successfully multi-task : the ability to successfully multi-task**

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self				4.0	
Refs				4.0	
Ref#1				4.0	
Ref#2				4.0	
Ref#3				4.0	
AvgSelf				4.0	
AvgRefs				4.0	
BenchSelf				3.5	
BenchRefs				3.5	

		Gap Analysis										
		Below					Above					
Refs-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#1-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#2-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#3-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-AvgSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-AvgRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-BenchSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-BenchRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

\* Avg Self = Average of all Self ratings in your organization; Avg Refs = Average of all Reference ratings in your organization



**IV. Individual Attribute Scores (cont'd)**

**5. tenacity and aggressiveness : tenacity and aggressiveness**

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self					5.0
Refs				4.3	
Ref#1				4.0	
Ref#2					5.0
Ref#3				4.0	
AvgSelf					5.0
AvgRefs				4.3	
BenchSelf				3.5	
BenchRefs				3.5	

		Gap Analysis										
		Below					Above					
Refs-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#1-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#2-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#3-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-AvgSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-AvgRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-BenchSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-BenchRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**6. integrity : integrity**

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self				4.0	
Refs				4.3	
Ref#1					5.0
Ref#2				4.0	
Ref#3				4.0	
AvgSelf				4.0	
AvgRefs				4.3	
BenchSelf				3.5	
BenchRefs				3.5	

		Gap Analysis										
		Below					Above					
Refs-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#1-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#2-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#3-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-AvgSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-AvgRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-BenchSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-BenchRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**7. selling skills - ability to initiate sales presentations to business opportunity : selling skills - ability to initiate sales presentations to business opportunity**

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self					5.0
Refs			3.3		
Ref#1			3.0		
Ref#2				4.0	
Ref#3			3.0		
AvgSelf					5.0
AvgRefs			3.3		
BenchSelf				3.5	
BenchRefs				3.5	

		Gap Analysis										
		Below					Above					
Refs-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#1-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#2-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#3-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-AvgSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-AvgRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-BenchSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-BenchRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**8. closing skills - ability to move business opportunity to engaged business deal : closing skills - ability to move business opportunity to engaged business deal**

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self					5.0
Refs			3.3		
Ref#1			3.0		
Ref#2				4.0	
Ref#3			3.0		
AvgSelf					5.0
AvgRefs			3.3		
BenchSelf				3.5	
BenchRefs				3.5	

		Gap Analysis										
		Below					Above					
Refs-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#1-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#2-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#3-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-AvgSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-AvgRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-BenchSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-BenchRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

\* Avg Self = Average of all Self ratings in your organization; Avg Refs = Average of all Reference ratings in your organization

**IV. Individual Attribute Scores (cont'd)**

**9. the ability to build and maintain strong client relationships : the ability to build and maintain strong client relationships**

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self					5.0
Refs				4.0	
Ref#1				4.0	
Ref#2				4.0	
Ref#3				4.0	
AvgSelf					5.0
AvgRefs				4.0	
BenchSelf				3.5	
BenchRefs				3.5	

		Gap Analysis										
		Below					Above					
Refs-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#1-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#2-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#3-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-AvgSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-AvgRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-BenchSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-BenchRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**10. team player : team player**

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self				4.0	
Refs					4.7
Ref#1				4.0	
Ref#2					5.0
Ref#3					5.0
AvgSelf				4.0	
AvgRefs					4.7
BenchSelf				3.5	
BenchRefs				3.5	

		Gap Analysis										
		Below					Above					
Refs-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#1-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#2-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#3-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-AvgSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-AvgRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-BenchSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-BenchRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**11. sensible risk taker : sensible risk taker**

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self					5.0
Refs				3.7	
Ref#1			3.0		
Ref#2				4.0	
Ref#3				4.0	
AvgSelf					5.0
AvgRefs				3.7	
BenchSelf				3.5	
BenchRefs				3.5	

		Gap Analysis										
		Below					Above					
Refs-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#1-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#2-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#3-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-AvgSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-AvgRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-BenchSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-BenchRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**12. self-confident : self-confident**

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self				4.0	
Refs				4.3	
Ref#1				4.0	
Ref#2					5.0
Ref#3				4.0	
AvgSelf				4.0	
AvgRefs				4.3	
BenchSelf				3.5	
BenchRefs				3.5	

		Gap Analysis										
		Below					Above					
Refs-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#1-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#2-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#3-Self		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-AvgSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-AvgRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-BenchSelf		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-BenchRef		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

\* Avg Self = Average of all Self ratings in your organization; Avg Refs = Average of all Reference ratings in your organization

**IV. Individual Attribute Scores (cont'd)**

**13. Knowing when to back off - the difference of being aggressive and losing the deal. : Knowing when to back off - the difference of being aggressive and losing the deal.**

	1=poor	2=below avg	3=avg	4=above avg	5=outstanding
Self				4.0	
Refs			3.3		
Ref#1				4.0	
Ref#2			3.0		
Ref#3			3.0		
AvgSelf				4.0	
AvgRefs			3.3		
BenchSelf				3.5	
BenchRefs				3.5	

	Gap Analysis					
	Below			Above		
Refs-Self	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#1-Self	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#2-Self	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ref#3-Self	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-AvgSelf	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-AvgRef	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Self-BenchSelf	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Refs-BenchRef	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

\* Avg Self = Average of all Self ratings in your organization; Avg Refs = Average of all Reference ratings in your organization