

Sales Effectiveness Feedback Report

Sample User
11/19/2007 1:22:26 PM

Introduction

The following information is provided to help you navigate the information this is included in your Sales Effectiveness report.

1. Overall summary chart

The summary results chart provides a quick visual representation of your scores in seven competencies that make up the Sales Effectiveness profile. The scores to concentrate on are those above 3.5 (strong) and below 2.75 (need further development). Please note that these competency scores are averages; individual question scores can be viewed by clicking on the individual competency link you received via email upon completing the assessment.

2. Category description pages

This report contains three sections for each of the seven competencies. The first of these three sections explains the competency, lists average scores, and then provides high and low score interpretation notes. The second section provides a graphical representation of individual question scores. The third section provides broadly-based improvement actions for those individuals wanting to develop their competencies.

3. 10/10 Report

The "10/10" Report page provides the raw scores for the 10 highest scoring questions and the 10 lowest scoring questions out of the 84. It also identifies which competency each question is from.

4. Course and Reading suggestions

Development suggestions for the two lowest scoring competencies, including training courses and specific books that may provide some useful additional information are included here.

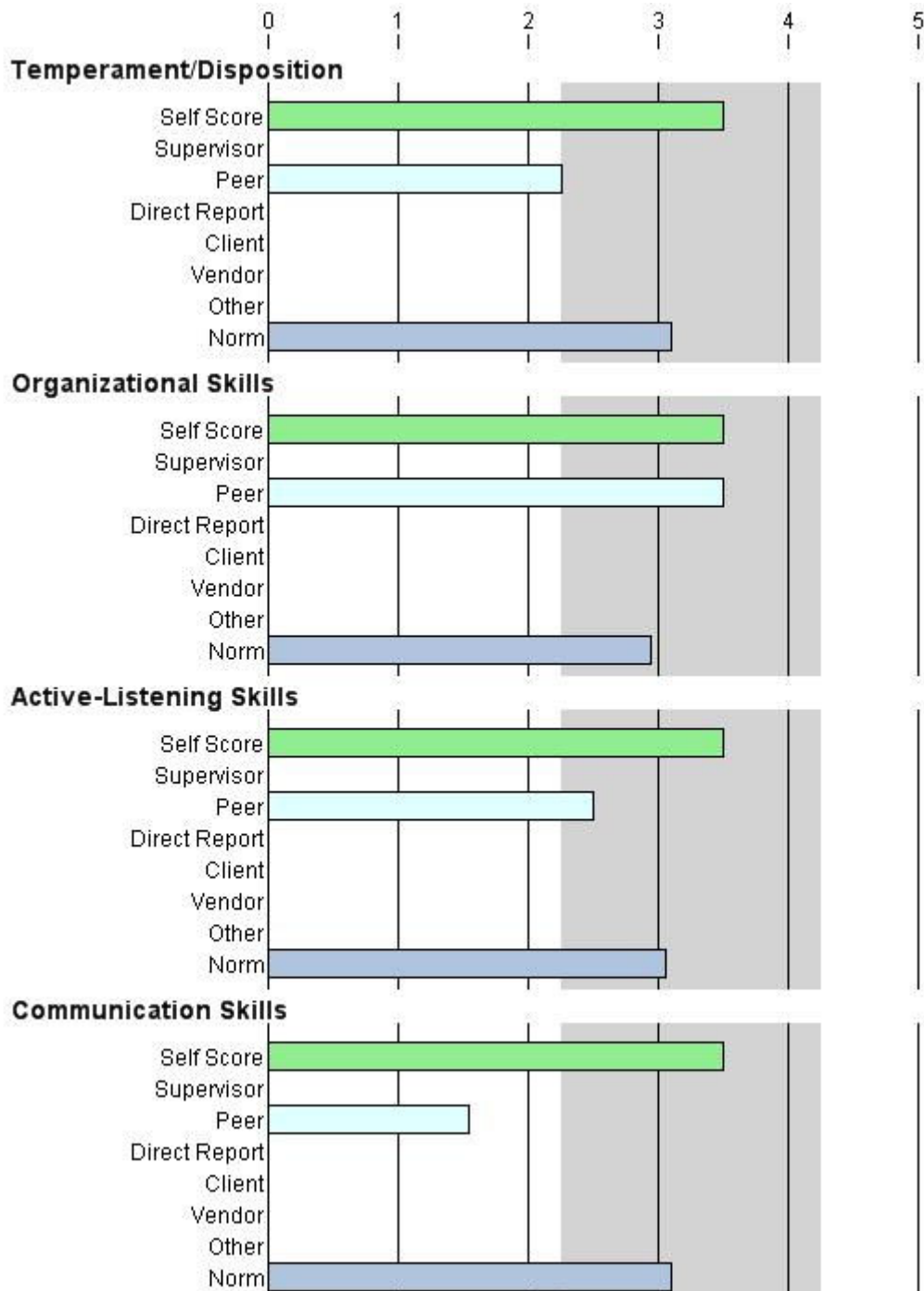
5. Development Plan

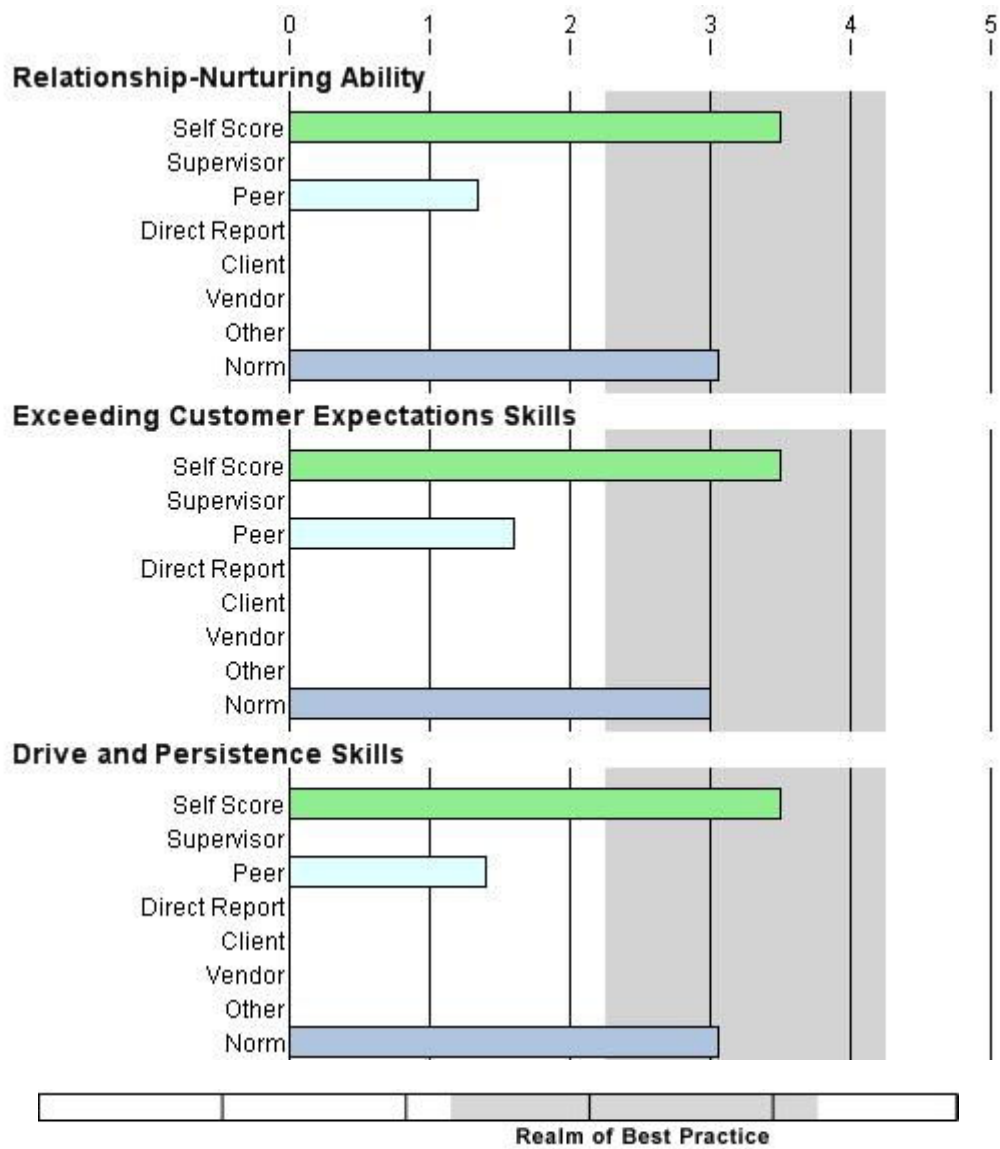
The development plan aggregates the five lowest scoring questions and puts them into a one page template. Individuals can use this template to record the specific actions they plan to take, as a result of their feedback, over the next twelve months. Individuals may draw upon the general guidance offered in their feedback report, or draw upon the "coaching tips" (see next section).

6. Coaching tips

The overall output report includes detailed coaching tips for the five lowest scoring questions. These coaching tips provide not only information about the particular questions, but provide some specific advice on what individuals might do to improve their skills or learn new behaviors in the future.

OVERALL SUMMARY



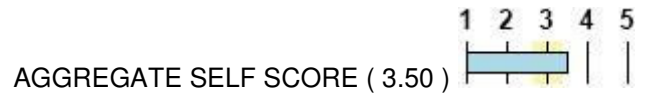


Norm bars shown on this chart are the progressive average scores of all individuals rating themselves on this questionnaire.

Sales Effectiveness Profile

TEMPERAMENT/DISPOSITION

Temperament/Disposition looks at your internal want or desire to find value and enjoyment through your relationships with other people in general and also looks at how comfortable you are at being in a sales situation. It asks the question: How well do you operate on an open, information sharing basis with old and new sales contacts around you?



Interpretation

LOW (less than 2.75)

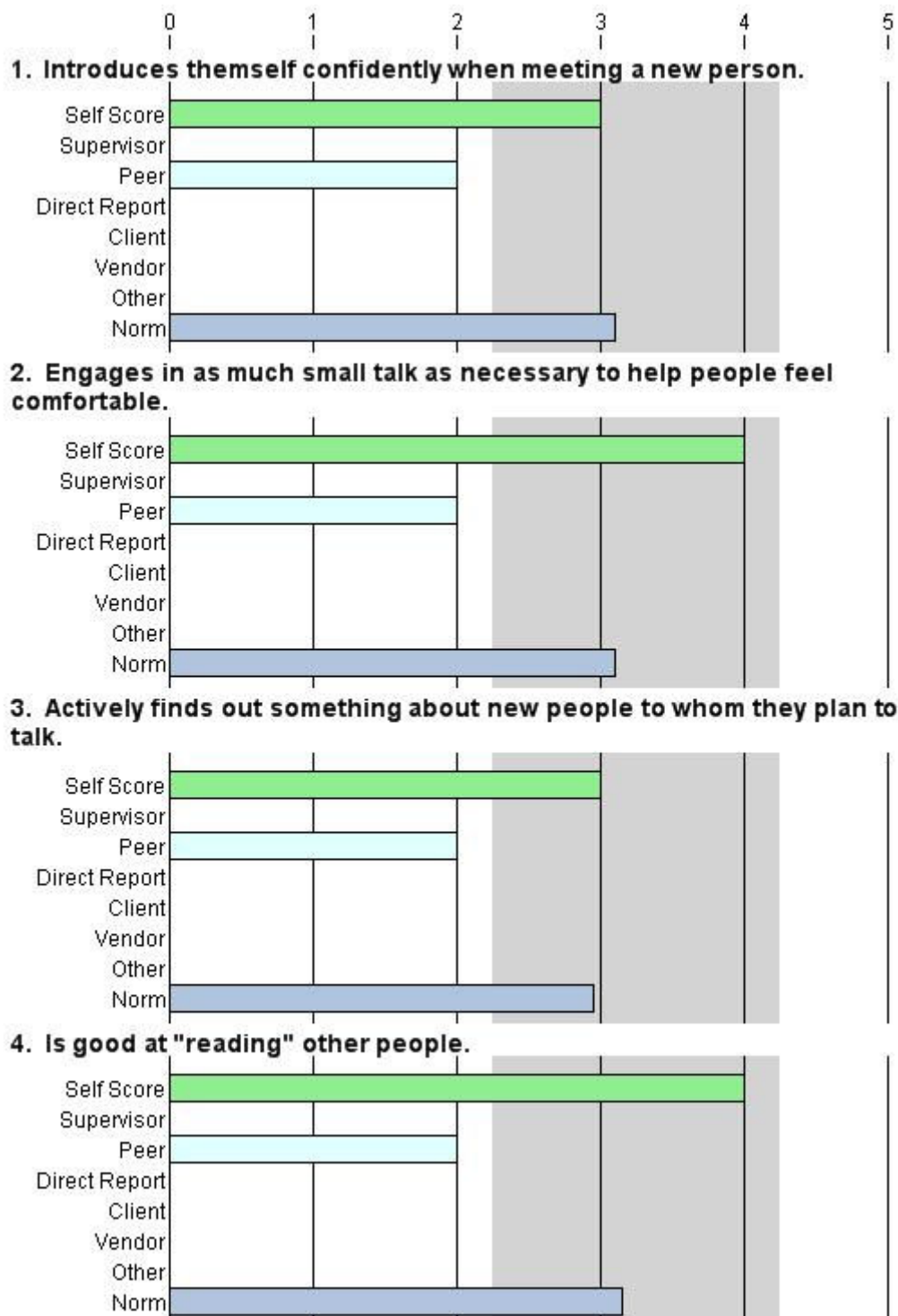
Scores predominantly in the ones and twos (almost never and occasionally) are likely to mean that you might operate as a loner much of the time, doing much more by yourself than with and through other people. You are also likely to be selective about whom you talk to, and usually only when you have a reason to initiate contact at all.

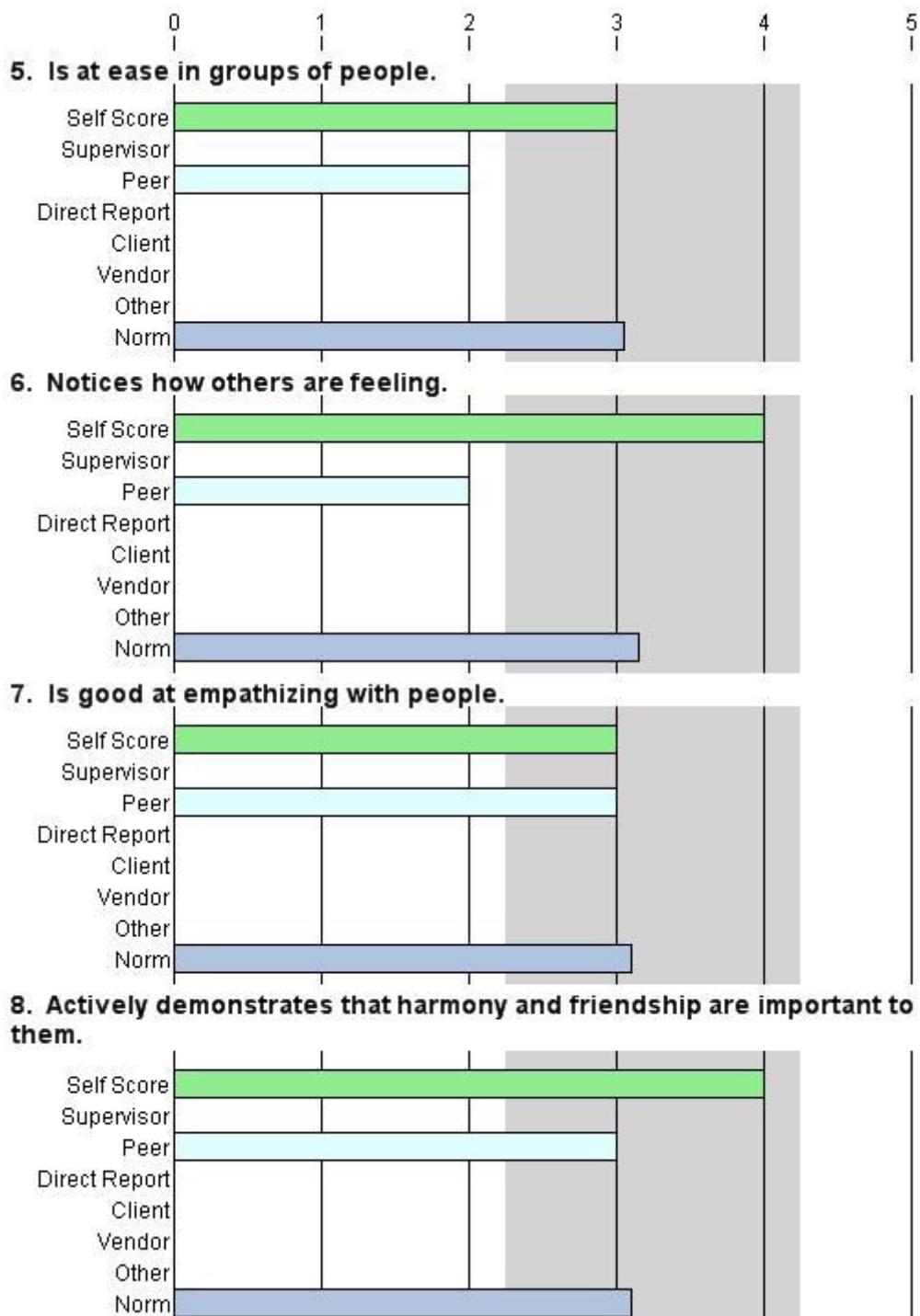
A low score person will be likely to lack general confidence about meeting new people and therefore only initiate contact when they feel the effort is likely to be tangibly worthwhile. They also tend to see most of their relationships with people as being transactional, operating only to make an exchange of some kind (on a like-for-like basis) rather than to offer benefits and solutions and help whenever needed.

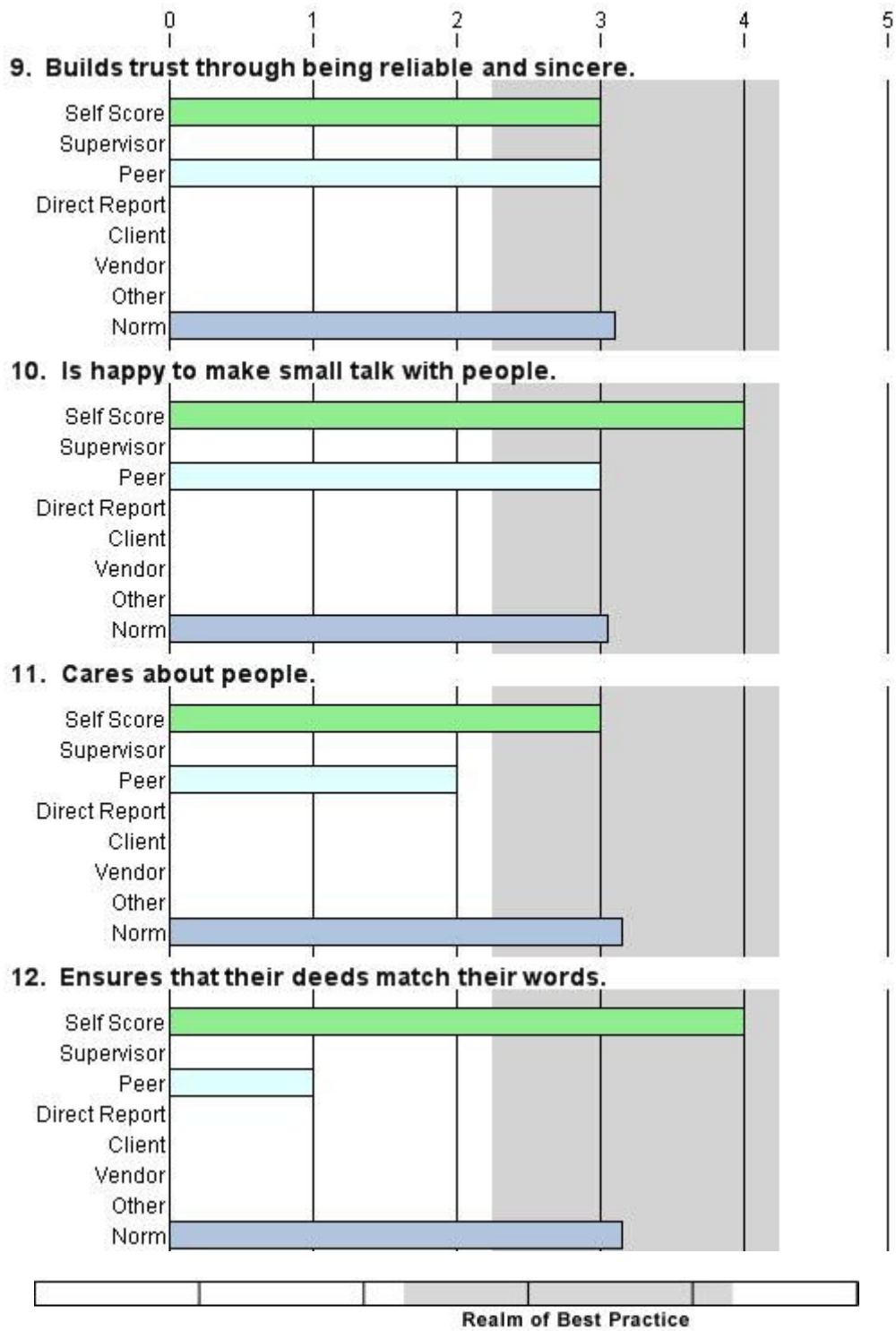
HIGH (greater than 3.5)

Scores predominantly in the fours and fives (very frequently and almost always) are likely to mean that you are an easy going and flexibly minded individual who likes to work with and through people on a regular basis. You are likely to be happy to offer support and help as well as to point out the advantages and benefits of particular solutions over others to your existing clients and prospective customers.

A high score person will be likely to go out of their way to build relationships with a wide range of people, offering support to them and creating the opportunity for greater influence and therefore success in any selling situation. Many relationships will therefore be deep and long-lasting friendships.







Norm bars shown on this chart are the progressive average scores of all individuals rating themselves on this questionnaire.

Temperament/Disposition looks at your internal want or desire to find value and enjoyment through your relationships with other people in general and also looks at how comfortable you are at being in a sales situation. It asks the question: How well do you operate on an open, information sharing basis with old and new sales contacts around you?

Improvement actions

Low scorers need to find ways to become more at ease in talking to people in general and in being open to talking to people without any particular purpose and engaging in small talk more often. Although it is not easy to quickly change, low scorers can also try to put themselves more often in the shoes of others and look to increase their overall empathy with people they meet.

Temperament/Disposition

- Make a commitment to network more widely as a means to meet more people, and build your levels of comfort in dealing with people that you do not know well or at all.
- Develop the ability to look at issues and situations you encounter from the point of view of those involved, and think about what actions you could take to be helpful or supportive.
- Take the opportunity to talk to strangers or people that you do not know well more frequently.
- Set yourself a target to engage in small talk conversation with at least one person that you do not know well every day (whether or not they are likely to be a good sales prospect).

ORGANIZATIONAL SKILLS

Organizational Skills looks at how well you use organizational and prioritization systems to efficiently and successfully sell to your sales contacts or prospects. It asks the question: **How effectively do you organize yourself and the information you gather about people to whom you intend to sell in order to maximize your chances of success?**



Interpretation

LOW (less than 2.75)

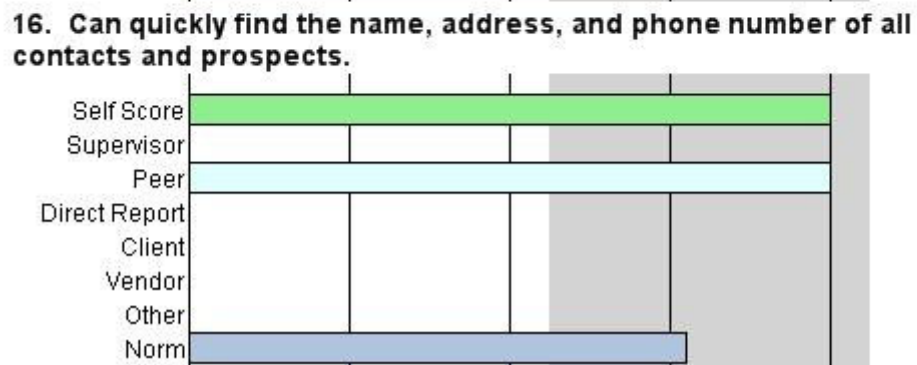
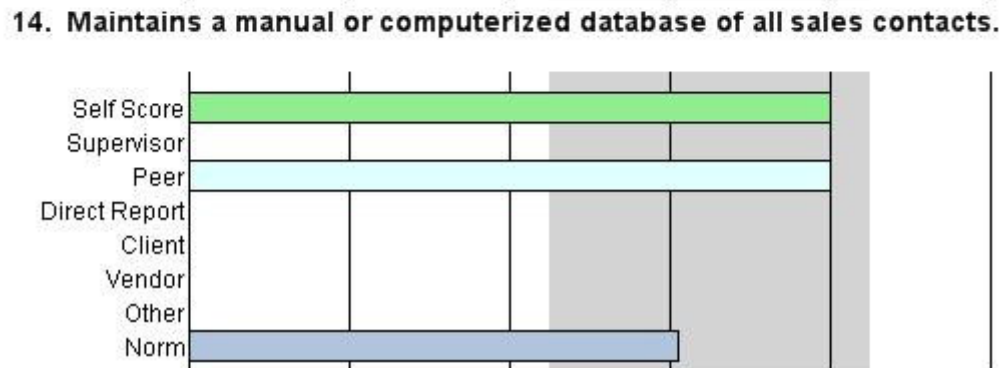
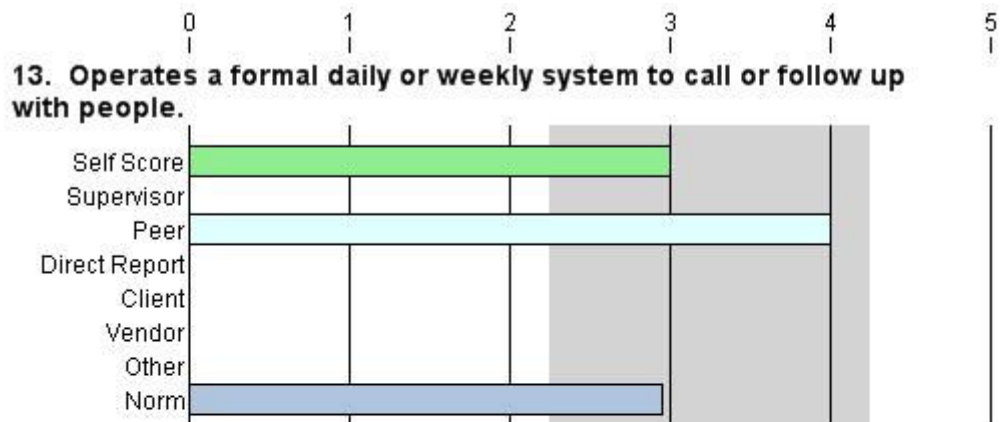
Scores predominantly in the ones and twos (almost never and occasionally) are likely to mean that you might not worry about setting up much in the way of systems before you engage in the selling process or gather relevant information that you might need to be successful. As a result, you might readily lose cards, paper, phone numbers, etc., and have to expend more time than necessary in finding what you need (and sometimes the same information again and again).

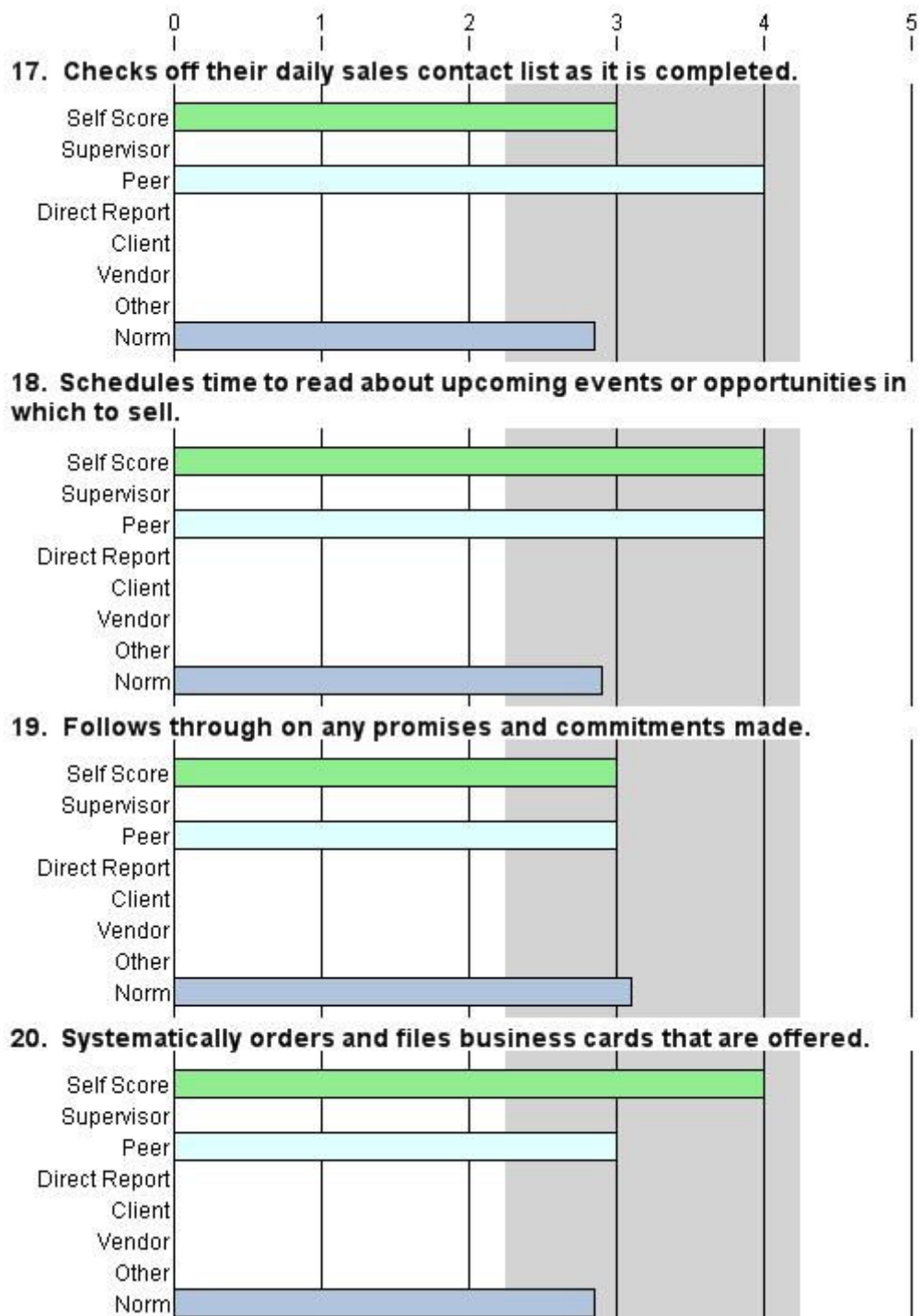
A low score person will be likely to approach the whole selling process in a disorderly fashion and therefore find themselves repeating their efforts to find people or follow up with them. Low scorers will also keep loose files or no organization system at all to refer to information that they have collected when they need it.

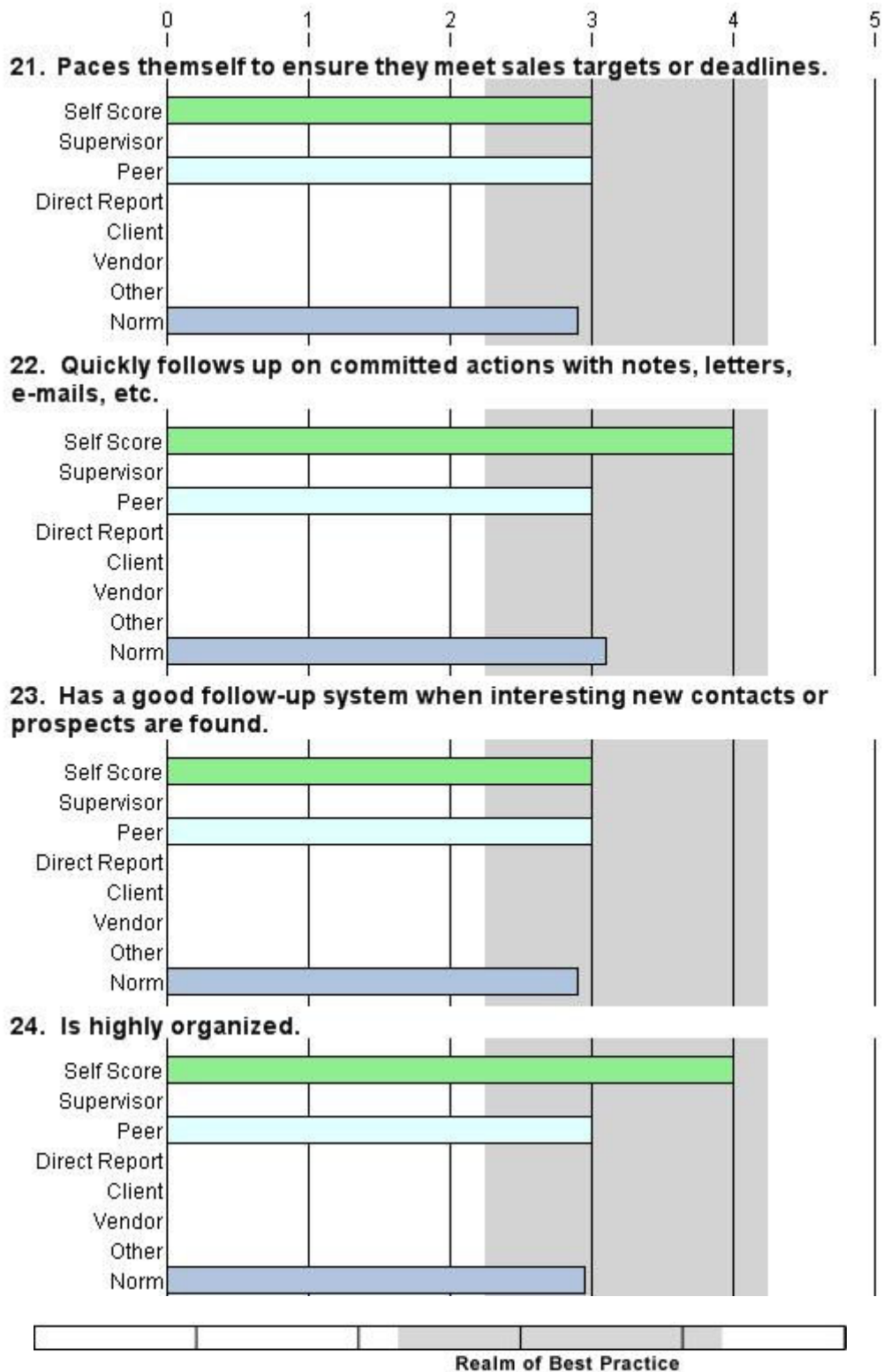
HIGH (greater than 3.5)

Scores predominantly in the fours and fives (very frequently and almost always) are likely to mean that you are serious about your sales networking and prospecting efforts and have set up a well-prepared and comprehensive system to keep track of your meetings and interfaces. You are also likely to be able to quickly find information that you have researched or gathered in order to present well or follow up effectively.

A high score person will be likely to set up a well-structured filing and data-collection system before they initiate any serious sales effort, as well as to think about how they will organize, collate, and categorize information. In addition, they will understand the importance of following up with people they meet and keeping any promises or commitments they make.







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Organizational Skills looks at how well you use organizational and prioritization systems to efficiently and successfully sell to your sales contacts or prospects. It asks the question: How effectively do you organize yourself and the information you gather about people to whom you intend to sell in order to maximize your chances of success?

Improvement actions

Low scorers need to establish a contact management system (either manual or computerized) and force themselves to log information from sales-oriented meetings and conversations as soon as they occur. In addition, they should transfer key data from discussions with prospects and customers as well as from leaflets, brochures, or business cards into their system frequently, sorting, categorizing, and labeling it so that it is easy to find when they need it.

Organizational skills

- Purchase, design, or adapt a sales/contact management system that is easy to use and easy to maintain for you, to accommodate all of your sales contact details.
- Teach yourself how to use your personal organization system properly and on a constant basis. At least once a month, review all the data you have collected, and categorize and prioritize it carefully.
- Develop the habit of making regular notes after all of your sales visits or meetings, and transferring the most relevant data to your contact management system.
- Regularly review the information that you collect on your sales prospects and your customers, and follow up with a letter, phone call, or e-mail (and also record any responses that you get).

ACTIVE-LISTENING SKILLS

Active-Listening Skills looks at how well you listen to, and successfully process your sales prospects or customers messages (both verbal and non-verbal) before you respond. It asks the question: How attentive or empathetic are your listening habits in ensuring that you've fully appreciated the customers entire communication?



Interpretation

LOW (less than 2.75)

Scores predominantly in the ones and twos (almost never and occasionally) are likely to mean that you might not always fully appreciate what prospects or customers communicate or that you miss important components of the overall message. You are also prone to being easily distracted and to jump into conversations before the sender has finished speaking.

A low score person will be likely to find that communications can be frustrating or even confusing. Although blame might often be attributed to the sales prospect or customer, this is more likely to arise as a result of poor listening, giving insufficient time and focus to hearing the full message and letting the mind wander to other things (or supposedly greater priorities and tasks).

HIGH (greater than 3.5)

Scores predominantly in the fours and fives (very frequently and almost always) are likely to mean that you are an attentive listener and effective at appreciating the tenor of most communications in whatever form they might take. You will therefore concentrate genuinely and focus well on what customers or sales prospects say to you and maintain a calm and patient demeanor to let clients get their message across without interruption.

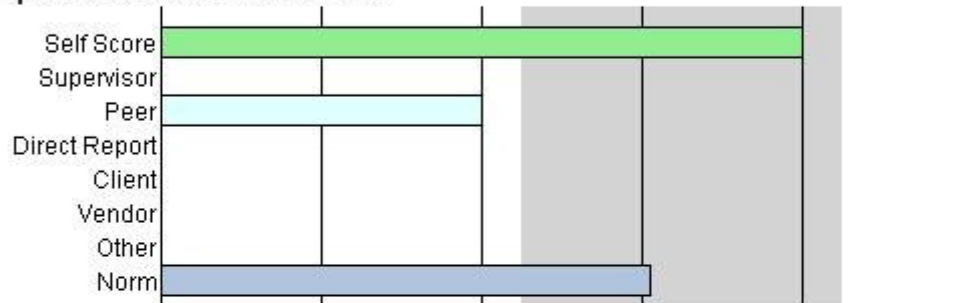
A high score person will be likely to be seen as a highly appreciative and attentive listener and one that freely gives of their time and energy to ensure that they have done as much as possible to hear and appreciate the senders full message. High scorers will therefore tend to be much more valued when a customer or prospective client is looking to communicate important or complex information and gain their insight or comment.

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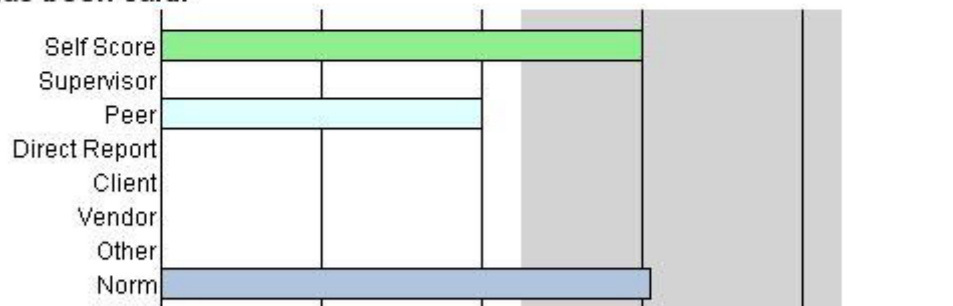
25. Avoids interrupting before the information sender has finished speaking.



26. Ensures that they are in the right frame of mind for all important sales discussions.

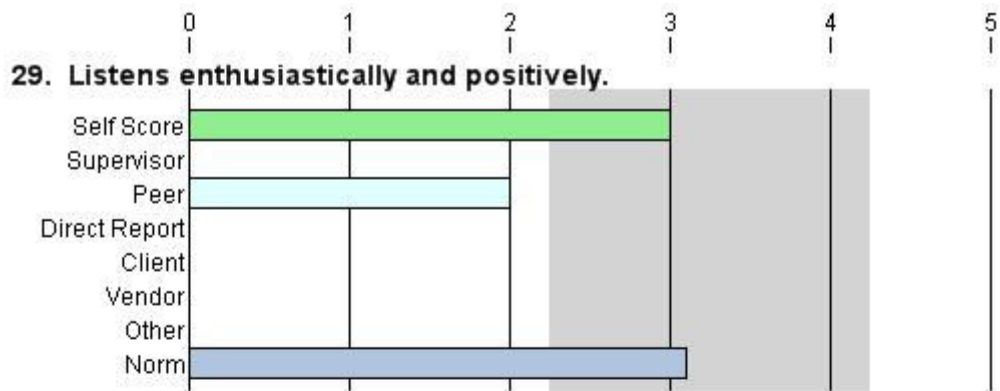


27. Often looks to paraphrase to test their interpretation of what has been said.

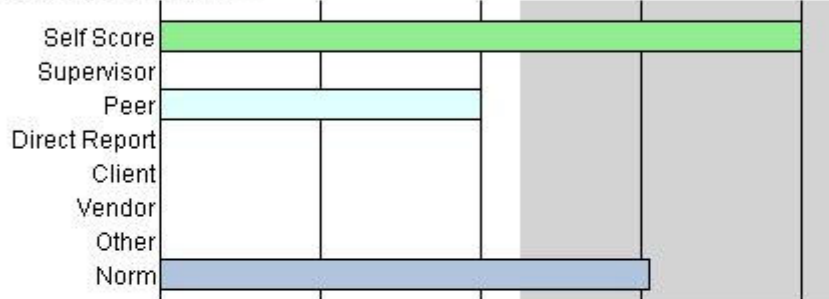


28. Ensures that their body language is positively conducive to active listening.





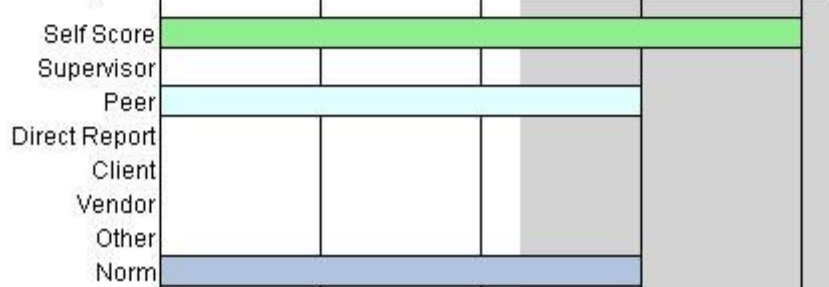
30. Avoids trivializing the ideas or views expressed by other people in talking with them.

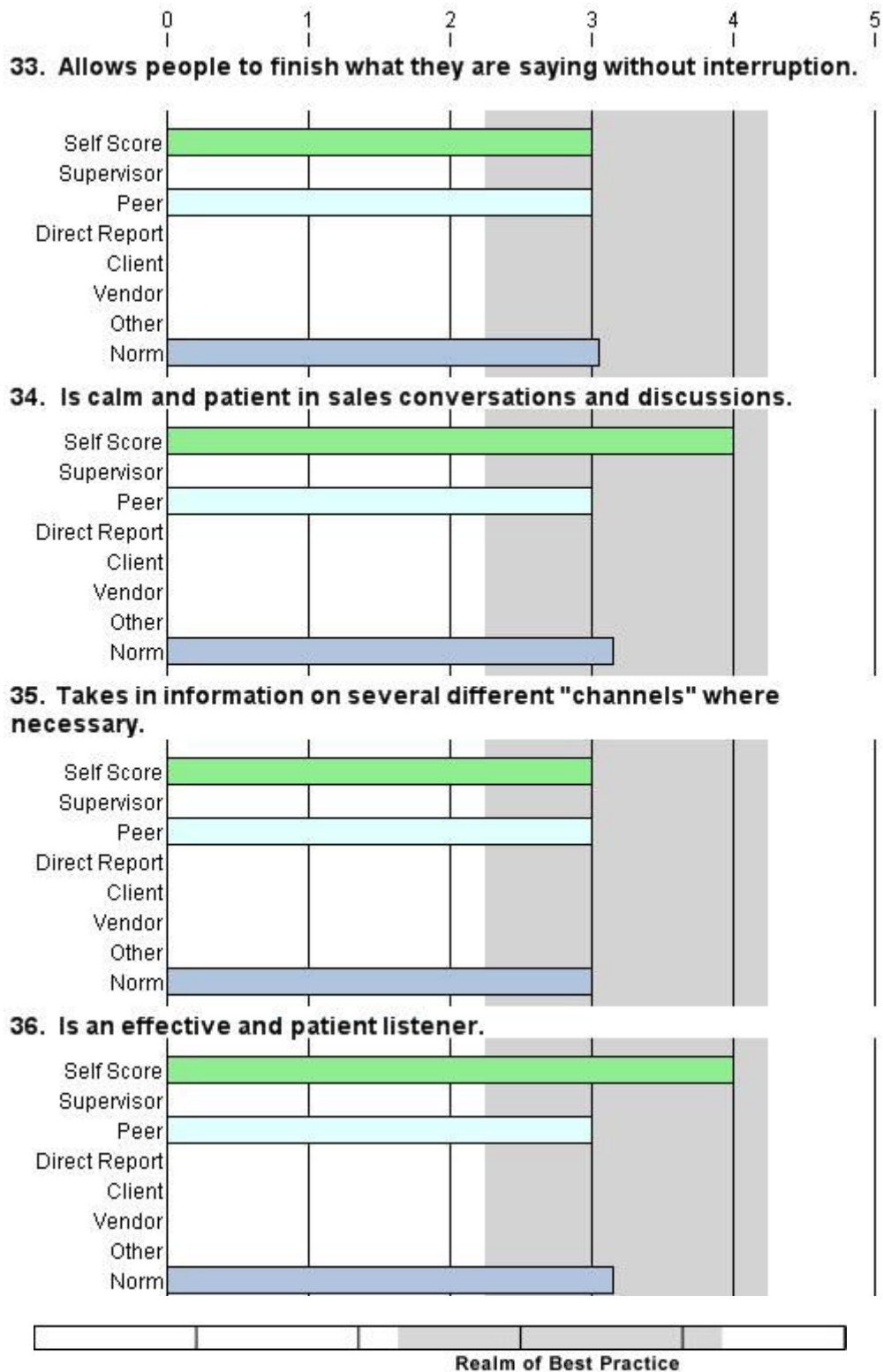


31. Looks people in the eye and regularly nods to demonstrate that they have understood.



32. Fully focuses attention and concentrates on what is being said.





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Active-Listening Skills looks at how well you listen to, and successfully process your sales prospects or customers messages (both verbal and non-verbal) before you respond. It asks the question: How attentive or empathetic are your listening habits in ensuring that youve fully appreciated the customers entire communication?

Improvement actions

Low scorers need to speak less and listen more. To do this, they need to find conducive listening environments where necessary, avoid interrupting and not allow their mind to wander. Most of all, they need to quietly hear the whole message being communicated without jumping in too soon.

Active Listening Skills

- Nod or show that you have understood in other ways at regular points in any conversation with a sales contact.
- Maintain as much direct eye contact as you can, and show genuine and focused interest in the communication (avoid generally showing any distraction, physical or mental).
- Try to smile at people more often, and be as friendly and sincere as you can when they are talking to you.
- Make a strong effort to put yourself in the other persons position and to imagine what they might be feeling or where they might be coming from in sending their message.

COMMUNICATION SKILLS

Communication Skills looks at the extent to which you listen and feed back to your contacts in order to build the quality and depth of all your sales relationships. It asks the question: How effectively do you give and receive from your sales contact network in order to establish efficient communication channels?



Interpretation

LOW (less than 2.75)

Scores predominantly in the ones and twos (almost never and occasionally) are likely to mean that you might fail to either listen effectively to sales contacts you meet or to communicate with your network contacts sufficiently to build deeper relationships with them. You are also likely to keep to yourself too much, often leaving you with missed sales opportunities.

A low score person will likely be a disconnected information island in a sales network. This means they don't always build relationships with their contacts to a deep enough level and might have to work much harder by churning and burning many more contacts who they meet than they should have to.

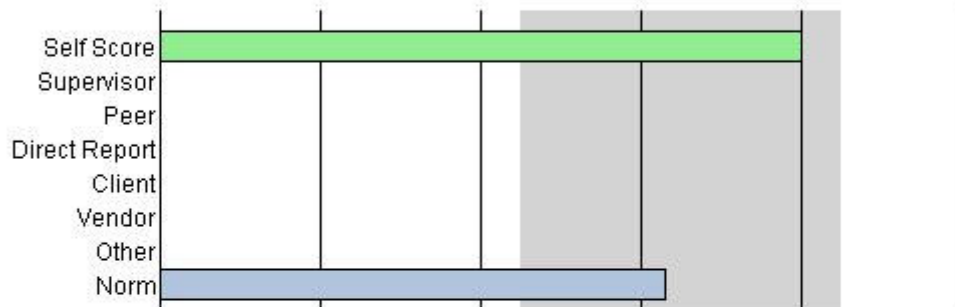
HIGH (greater than 3.5)

Scores predominantly in the fours and fives (very frequently and almost always) are likely to mean that you appreciate the value of carefully listening to and reading the needs of your contacts. You also understand that regular and varied communication over time considerably helps build strong and successful customer relationships.

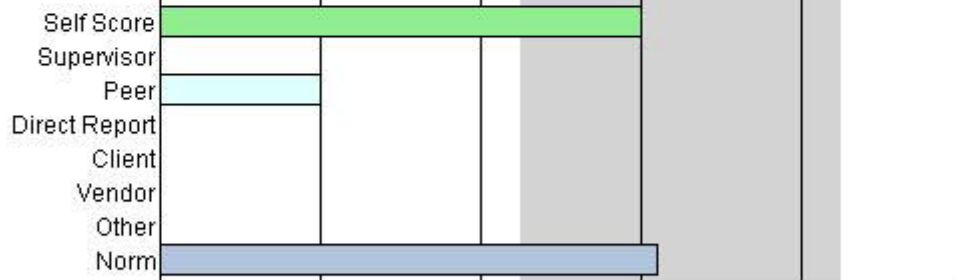
A high score person will likely enjoy being a contact or potential customer communication hub, or be seen as a well connected person. They are therefore both a useful data resource as well as a good first port of call for sales contacts to share their ideas or the challenges they face (and therefore are often seen to have potential solutions to their customers problems).



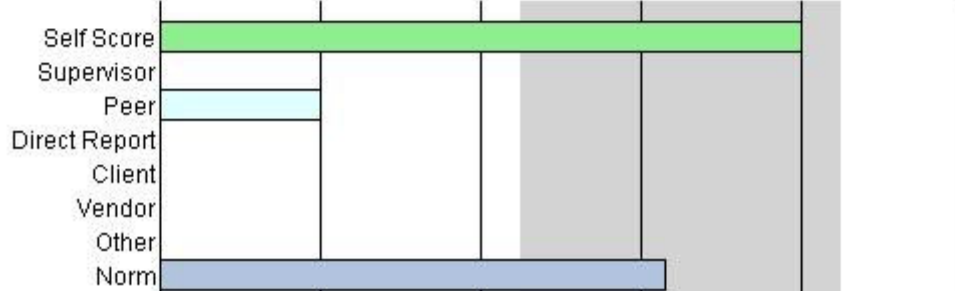
38. Trusts and follows their intuition about people and relationships.

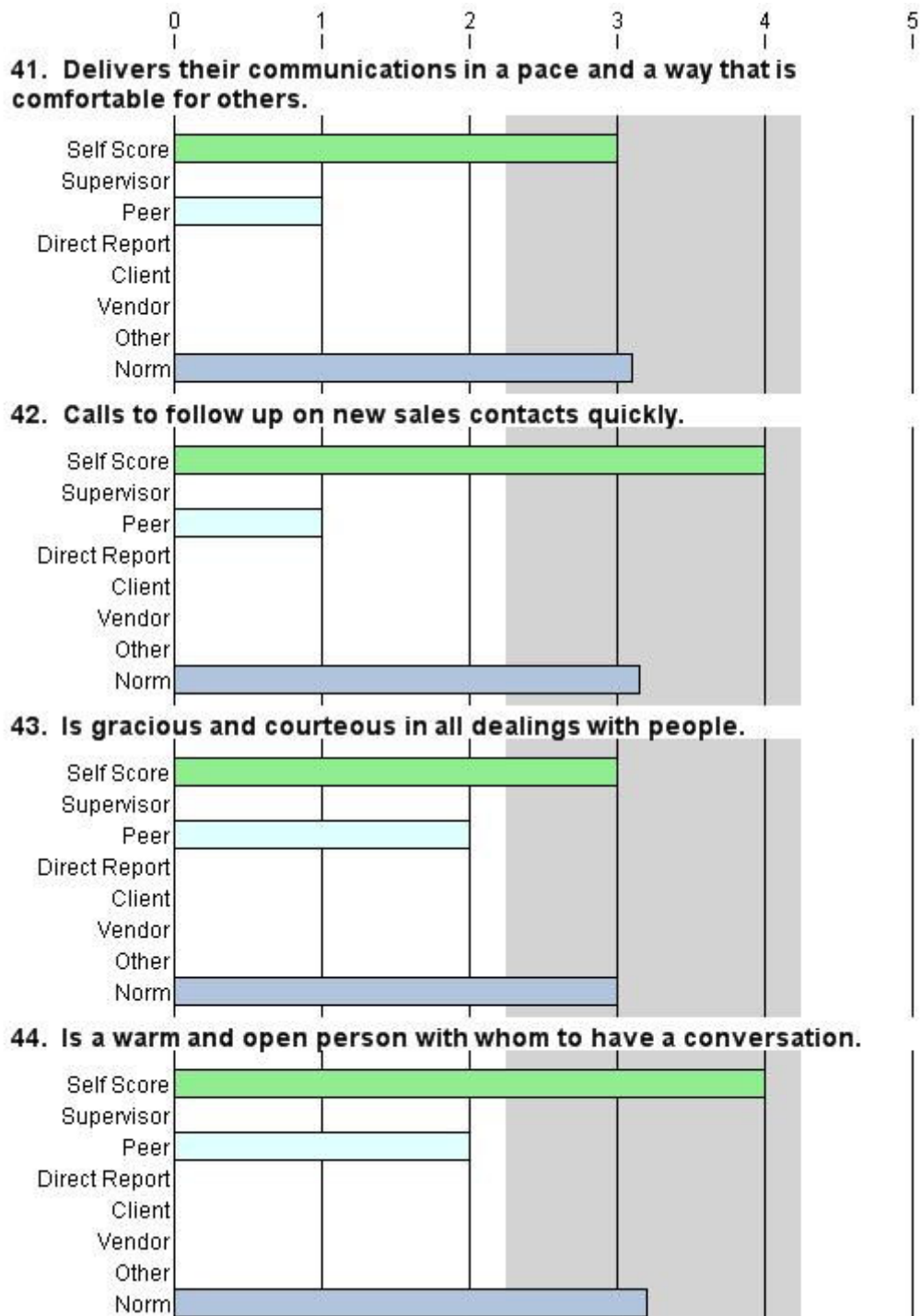


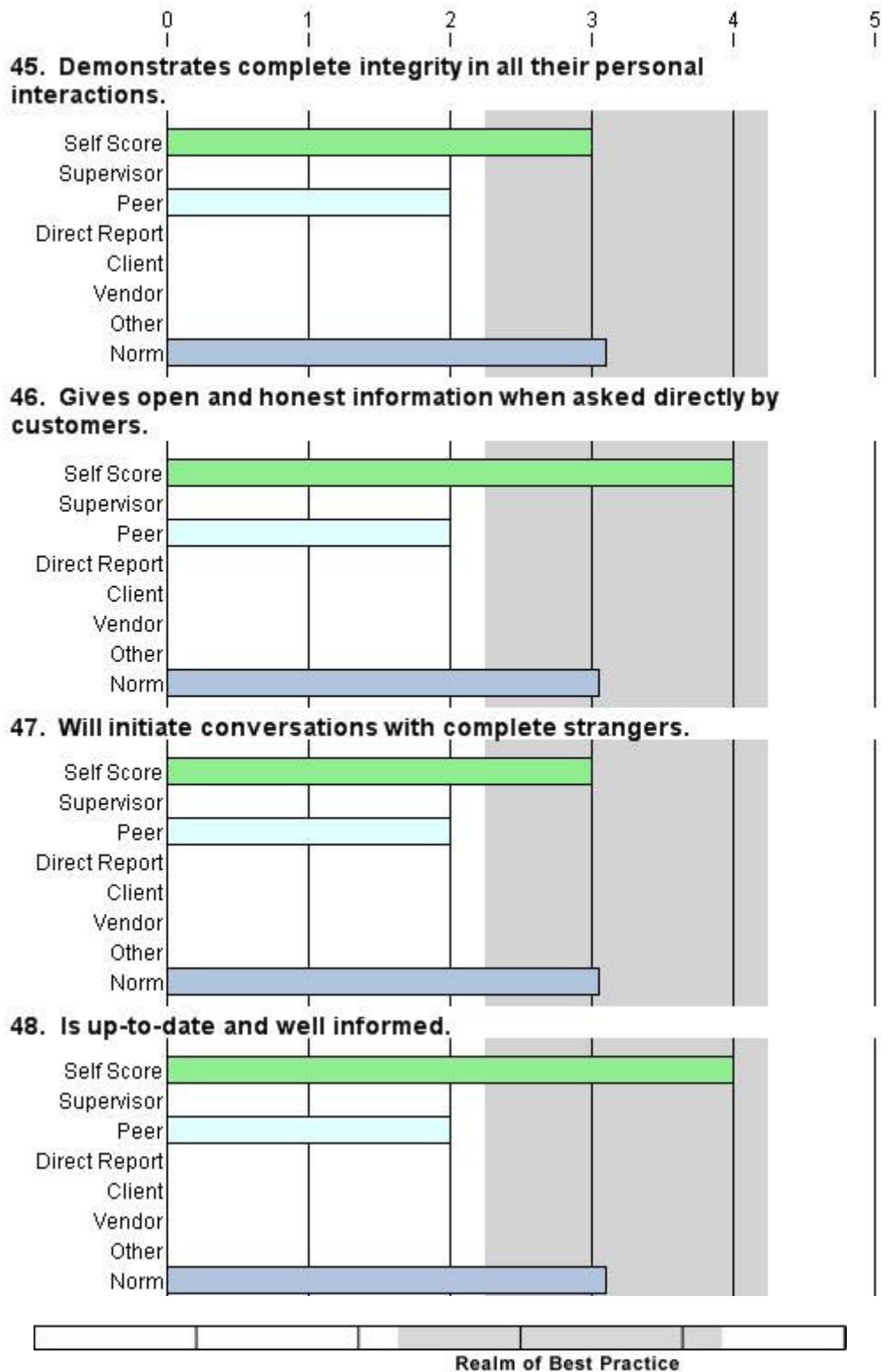
39. Maintains good eye contact with people when communicating.



40. Is highly conscious of the needs of any "audience" to which they communicate.







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Communication Skills looks at the extent to which you listen and feed back to your contacts in order to build the quality and depth of all your sales relationships. It asks the question: How effectively do you give and receive from your sales contact network in order to establish efficient communication channels?

Improvement actions

Low scorers should spend as much time as they can collecting useful data, information, and news and carefully assessing to whom it might be useful or interesting. Such information should be offered regularly and graciously to sales contacts as a way of opening up general communication channels and in order to help build relationships (including initiating relationships with completely new people and relative strangers).

Communication skills

- Keep files and folders for useful articles, ideas, news stories, clippings, or other data you read or see that you think may be interesting or worthy of follow up to help your sales effort.
- Think about whom might benefit from your product, information, or services (or may find it interesting and make contact and listen to what you have to offer). Use the excuse to talk and discover more about your contact to deepen your relationship.
- Start to think about the different prospects or customer audiences to which you have to communicate or present, and develop a list of variations in style and content that you may successfully adopt in the future.
- Develop a series of sales presentation scripts that you can deliver flawlessly and with total confidence in a range of different situations that you may encounter in the future.

RELATIONSHIP NURTURING ABILITY

Relationship-Nurturing Ability looks at the extent to which you sincerely and enthusiastically invest your time and effort into building and growing your relationships with your sales contacts. It asks the question: How well do you nurture your relationships with your contacts and prospective customers to develop high levels of warmth, empathy, and mutual trust?



Interpretation

LOW (less than 2.75)

Scores predominantly in the ones and twos (almost never and occasionally) are likely to mean that you are less concerned with or even blind to the needs of specific sales prospects and customers you meet. You might also be overly transactional in your dealings with people, thinking more about your own needs rather than those of other people.

A low score person will likely keep their sales conversations or meetings too short or is prone to focus only on what are perceived to be significant or important points of discussion (ignoring small talk or minor social exchange). They will also often forget peoples names and sometimes fail to recall details from past conversations.

HIGH (greater than 3.5)

Scores predominantly in the fours and fives (very frequently and almost always) are likely to mean that you are committed to creating a warm and enabling climate in which customers feel positive and valued when they come into contact with you. This means that you almost instinctively put yourself in other peoples shoes to better understand their needs and aspirations.

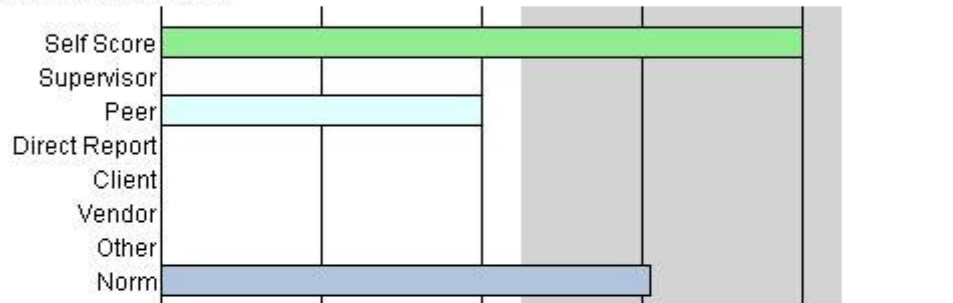
A high score person will be likely to quickly build empathy with most people they meet or at least find out a lot of minor details about the person that they can then recall and build upon in future conversations. They will also give much of themselves to others without ever feeling that they have to balance how much is given versus how much is taken.

0 1 2 3 4 5

49. Uses a variety of careful questioning approaches to understand a sales contact.



50. Watches people's facial expressions and hand movements carefully in all discussions.



51. Understands other people's non-verbal clues and signals when they are offered.



52. Reintroduces themselves to contacts met before to avoid any embarrassment.

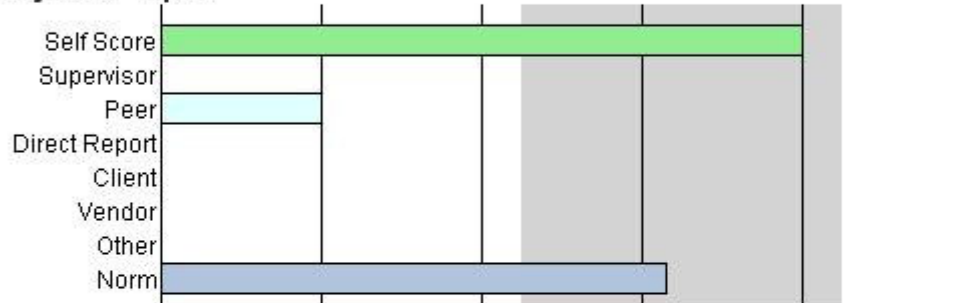


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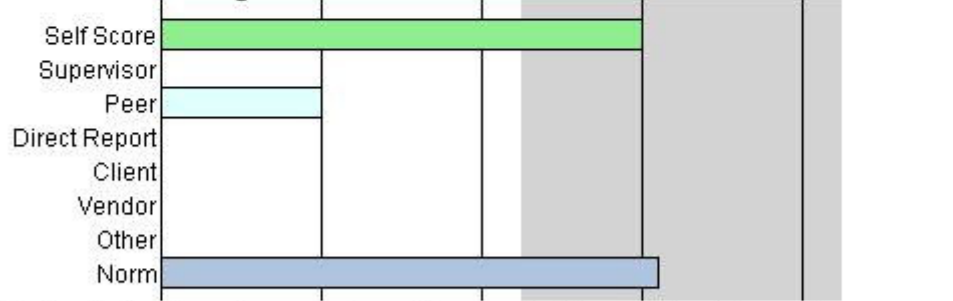
53. Understands that sales contacts' feelings and emotions communicate more than words.



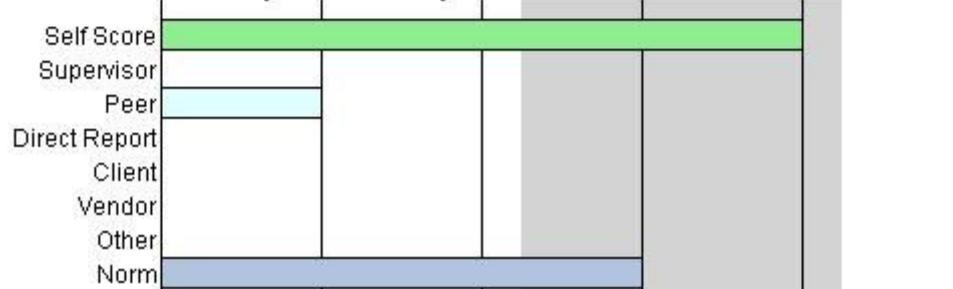
54. Shows genuine interest when contacts are talking, whatever the subject or topic.

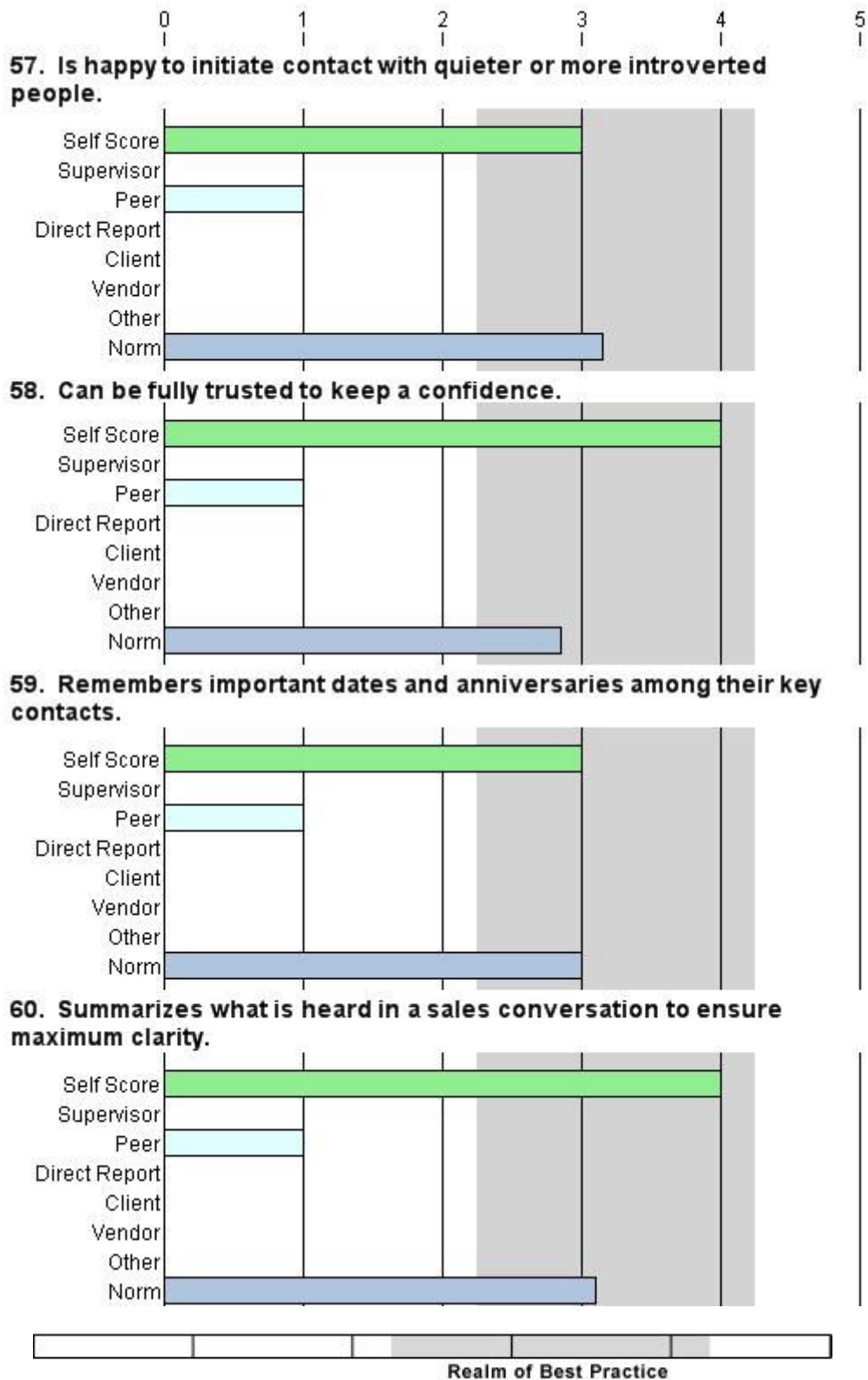


55. Follows through on commitments.



56. Looks to develop relationships each time contact is made.





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Relationship-Nurturing Ability looks at the extent to which you sincerely and enthusiastically invest your time and effort into building and growing your relationships with your sales contacts. It asks the question: How well do you nurture your relationships with your contacts and prospective customers to develop high levels of warmth, empathy, and mutual trust?

Improvement actions

Low scorers need to try to regularly imagine what their sales contacts might be thinking or feeling, or imagine what they might value. Having done this, they can look to provide ideas, suggestions, or general advice to be supportive. Such support should be genuinely and warmly offered with good eye contact and trying hard to remember details and personal facts from prior conversations.

Relationship nurturing ability

- Aim to be as positive and sincere as possible in all your conversations with your sales contacts, and be sensitive to peoples feelings or emotions, as well as their words.
- Try to develop as much trust as you can, and make sure that you meet any commitments that you make to customers.
- Make sure that your deeds always match your words when you make statements about what you intend to do after a discussion or meeting with a sales contact.
- Aim to look at every sales conversation that you plan to have with a prospect from their perspective as much as you can before holding the meeting, and plan to handle any objections that you can imagine.

EXCEEDING CUSTOMER EXPECTATIONS SKILLS

Exceeding Customer Expectations Skills looks at the extent to which the individual has an environmental radar tuned to the economy, competitors, the market, and customers to guide their day-to-day actions. It asks the question: How well do you listen to external sources of information and work across functions, departments, and teams to help offer sales service excellence to your customers?



Interpretation

LOW (less than 2.75)

Scores predominantly in the ones and twos (almost never and occasionally) are likely to mean that you may spend little or no time tuning in to the external commercial environment or the changing needs or demands of customers. As such, access to external business information is likely to be limited or far slower than it needs to be to keep up to date.

A low score person will likely face market surprises more frequently than they should because they do not have a well developed network of sources for information about changes to the economy, competitors, or customer needs. Decision making may therefore take place without a sound, up-to-date external market context or without reasonable regard to what is happening that might be relevant.

HIGH (greater than 3.5)

Scores predominantly in the fours and fives (very frequently and almost always) are likely to mean that you maintain an active interest in what is happening as far as your customers are concerned and in the external commercial world in general. This will include keeping up to date with what is happening in the economy, with competitor initiatives, and on the shifting needs of different types of customers.

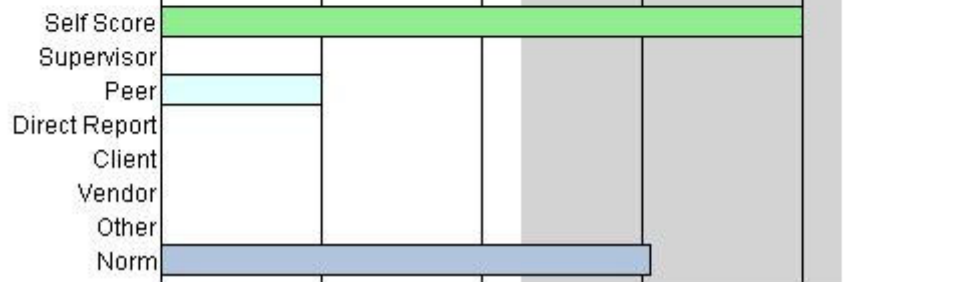
A high score person will be likely to invest a considerable amount of time and energy in developing effective sources of information (both inside and outside their organization) and with a wide variety of individuals and groups in different functions and businesses. This is done by nurturing a strong contact network and by maintaining a healthy, inquisitive interest in the commercial world at large.

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61. Understands the market and keeps up-to-date with competitor activity.



62. Keeps abreast of new or leading-edge business thinking.

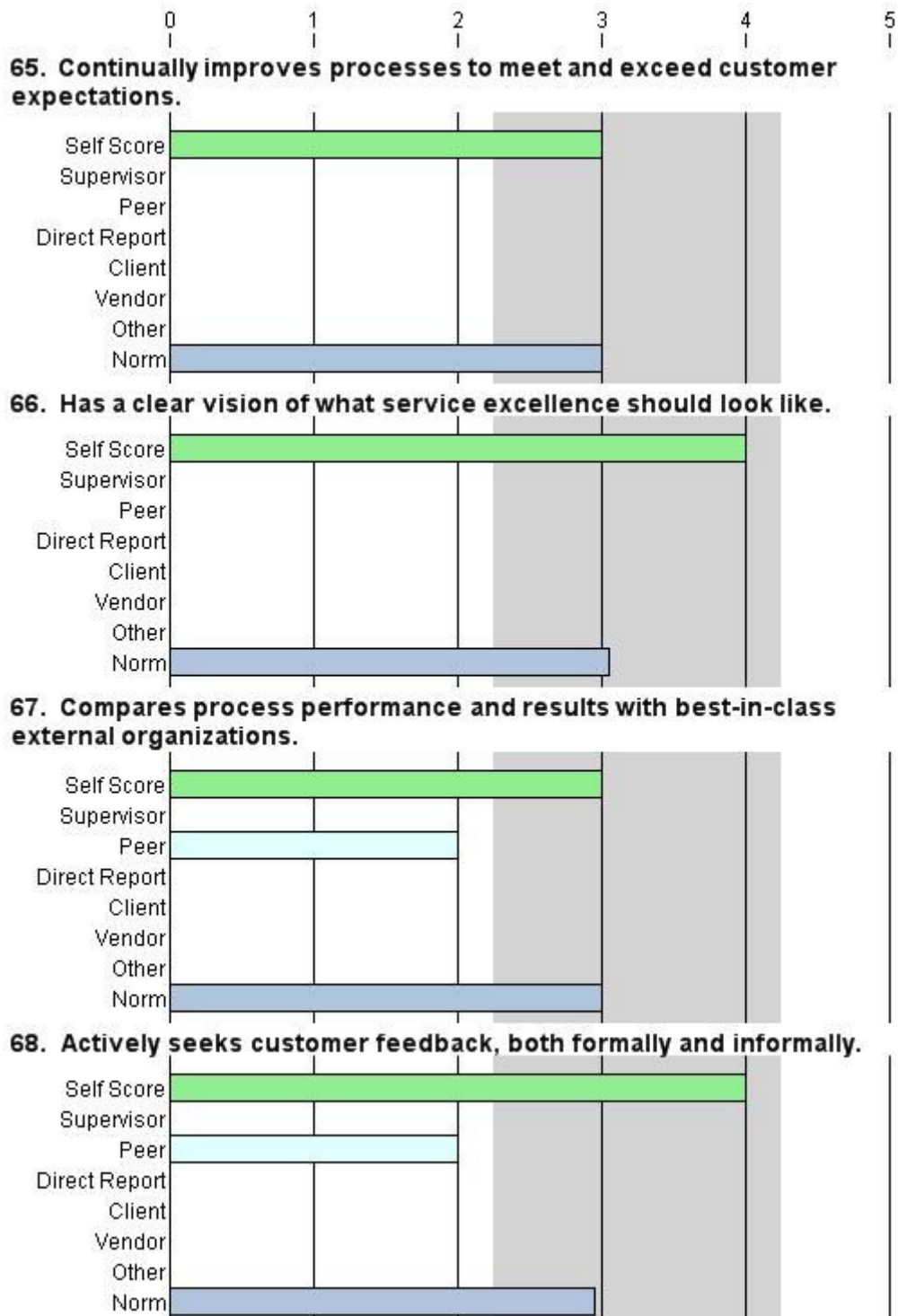


63. Has in-depth understanding about all key stakeholder groups and their changing needs.



64. Provides clear guidance to customers about what to expect and how best to get it.



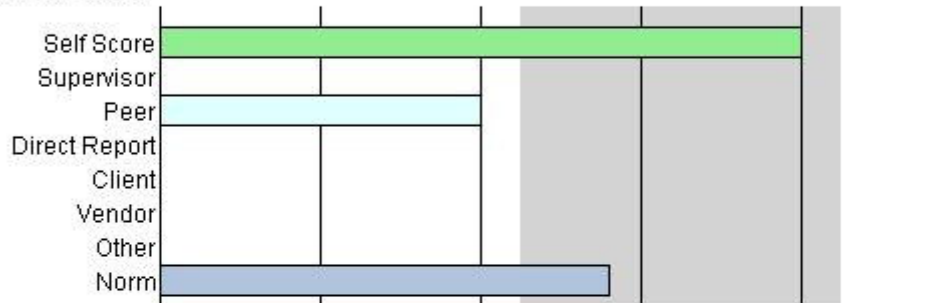


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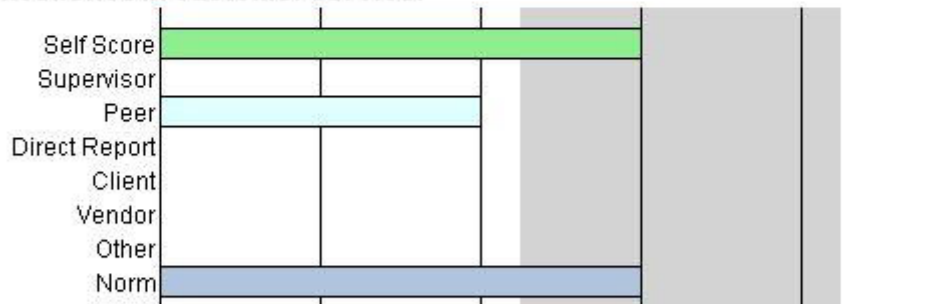
69. Systematically collects customer comments and categorizes them for later analysis.



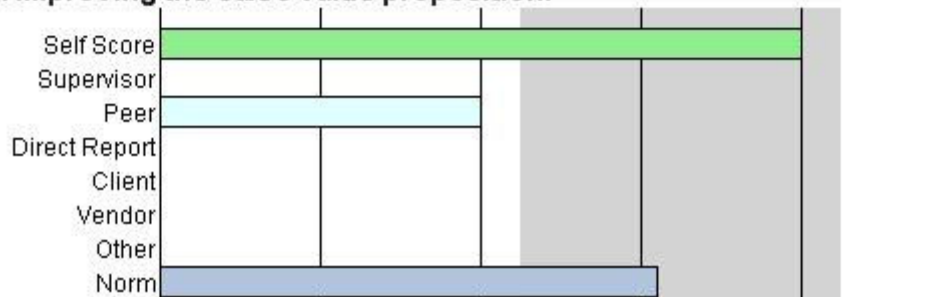
70. Looks to improve processes by carefully listening to their customers.



71. Actively seeks to exceed standards for achieving future excellence in customer service.



72. Clearly understands where technology can play an important role in improving the sales value proposition.



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Exceeding Customer Expectations Skills looks at the extent to which the individual has an environmental radar tuned to the economy, competitors, the market, and customers to guide their day-to-day actions. It asks the question: How well do you listen to external sources of information and work across functions, departments, and teams to help offer sales service excellence to your customers?

Improvement actions

Low scorers need to spend more time talking about general commercial issues to internal colleagues from other functions and departments and use this experience to start nurturing useful contacts inside and outside the business. This might include similar or competitive service organizations, suppliers, and other intermediary businesses. Learn to steer these conversations toward what people think about the direction in the economy, trends in competitor activity, or any shift in consumer attitudes or expectations.

Exceeding customer expectations

- Read more widely and regularly to keep up to date about trends in the market for best practice enterprises and other innovative industries and sectors.
- Take a greater interest in customer feedback, even actively communicate with customers to gain input on strengths and weaknesses about what they are being offered (and how it might be improved).
- Identify one key process in your work area that could be improved by technology and develop a plan to describe how this might be brought about.
- Engage in some external process benchmarking to test whether a targeted performance area is at a sufficiently competitive level for customer needs.

DRIVE AND PERSISTENCE SKILLS

Drive and Persistence Skills looks at the extent to which your sales contact relationship building efforts remain constant and relentless through obstacles and time. It asks the question: With how much tenacity do you develop your personal sales network and drive toward better outcomes through people?



Interpretation

LOW (less than 2.75)

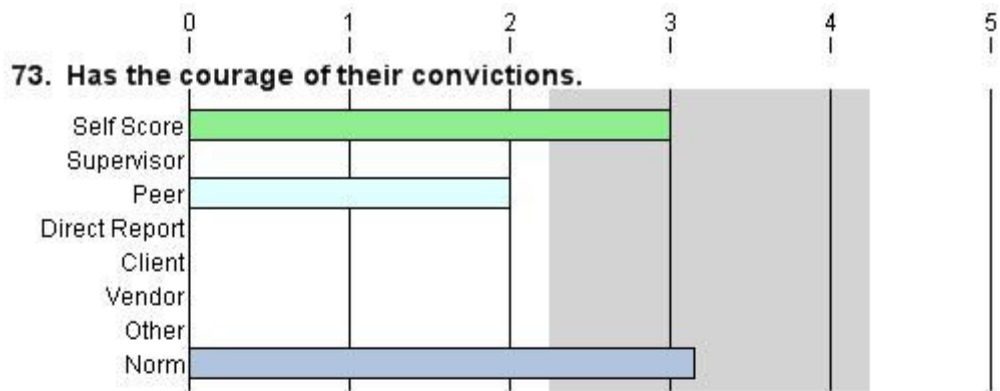
Scores predominantly in the ones and twos (almost never and occasionally) are likely to mean that you often become distracted or overly affected by obstacles and difficulties that arise when you are trying to build your customer base. Selling and general prospecting effort is therefore likely to be conducted too much at random, or by accident, and followed through with inadequate passion or energy.

A low score person will likely have only a limited commitment to achieving better results through people, too often preferring to take on difficult tasks or projects by themselves. They therefore might lose faith in their own ability to achieve some of their sales tasks or goals and occasionally let their customers down or fail to deliver on a promise or commitment.

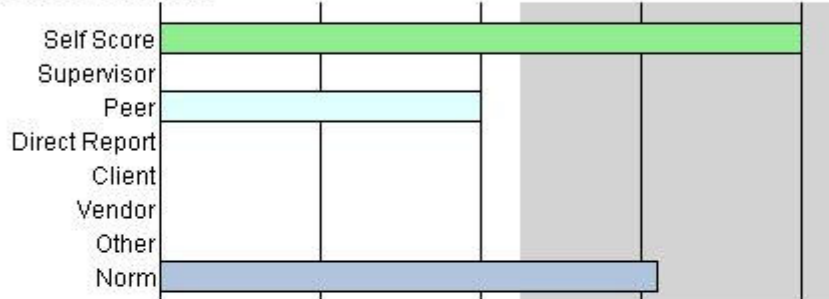
HIGH (greater than 3.5)

Scores predominantly in the fours and fives (very frequently and almost always) are likely to mean that you push strongly toward your sales relationship building goals or aspirations and to try jump over or avoid any obstacles you encounter. You are also likely to have high levels of self-motivation or internal drive and often act as a role model for others.

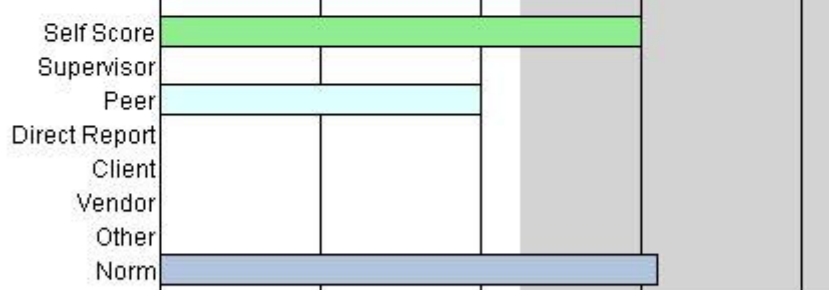
A high score person will likely be naturally enthusiastic about their customer relationships and often go out of their way to find opportunities to involve people in goals or challenges (other peoples and their own). They are also likely to take their sales commitments seriously and work hard to achieve results in order to help their whole customer base become successful over the long term.



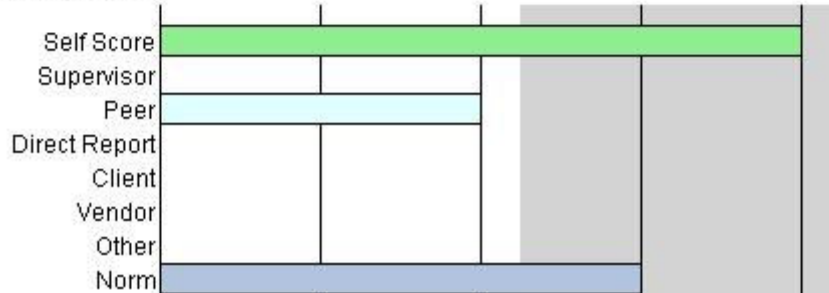
74. Sees that spending a lot of time connecting with people pays great dividends.

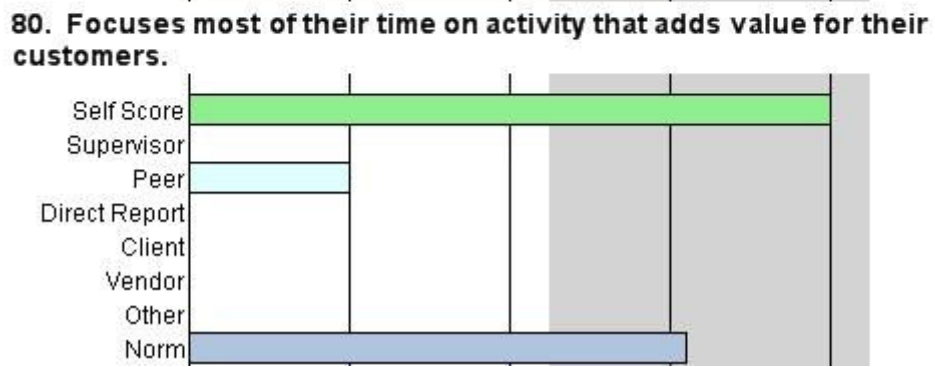
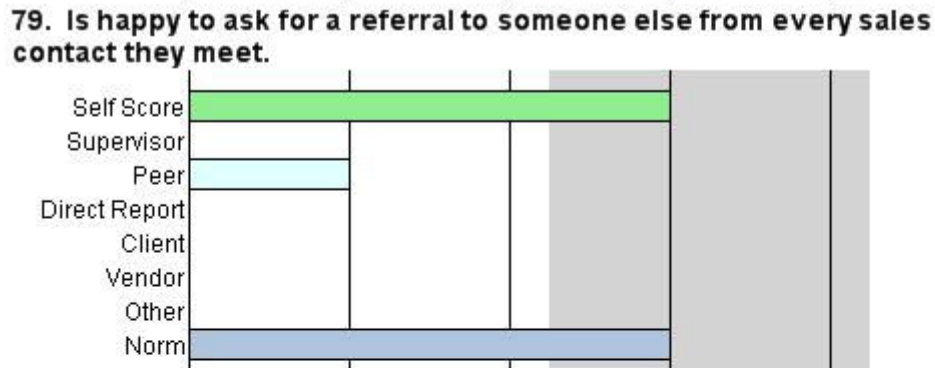
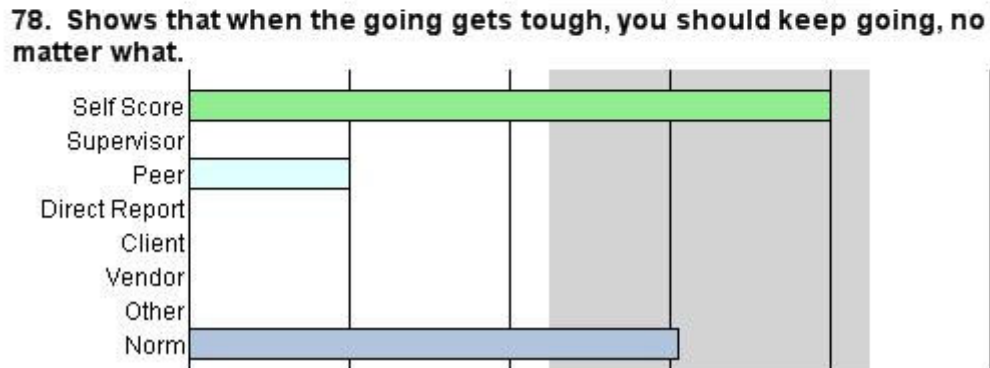
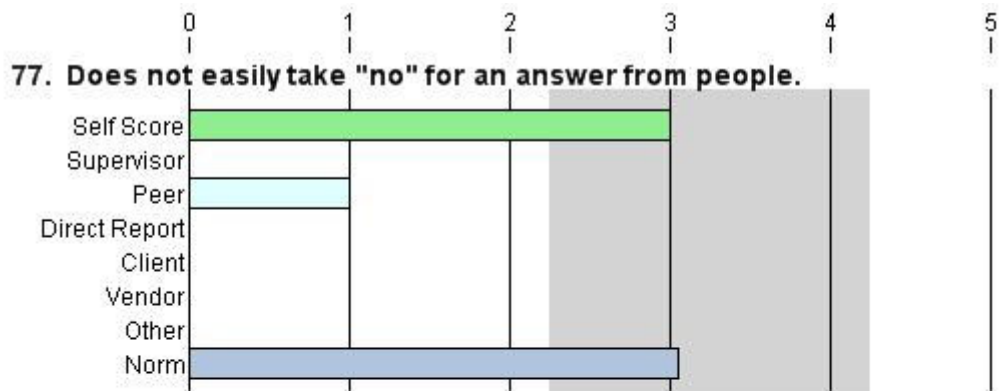


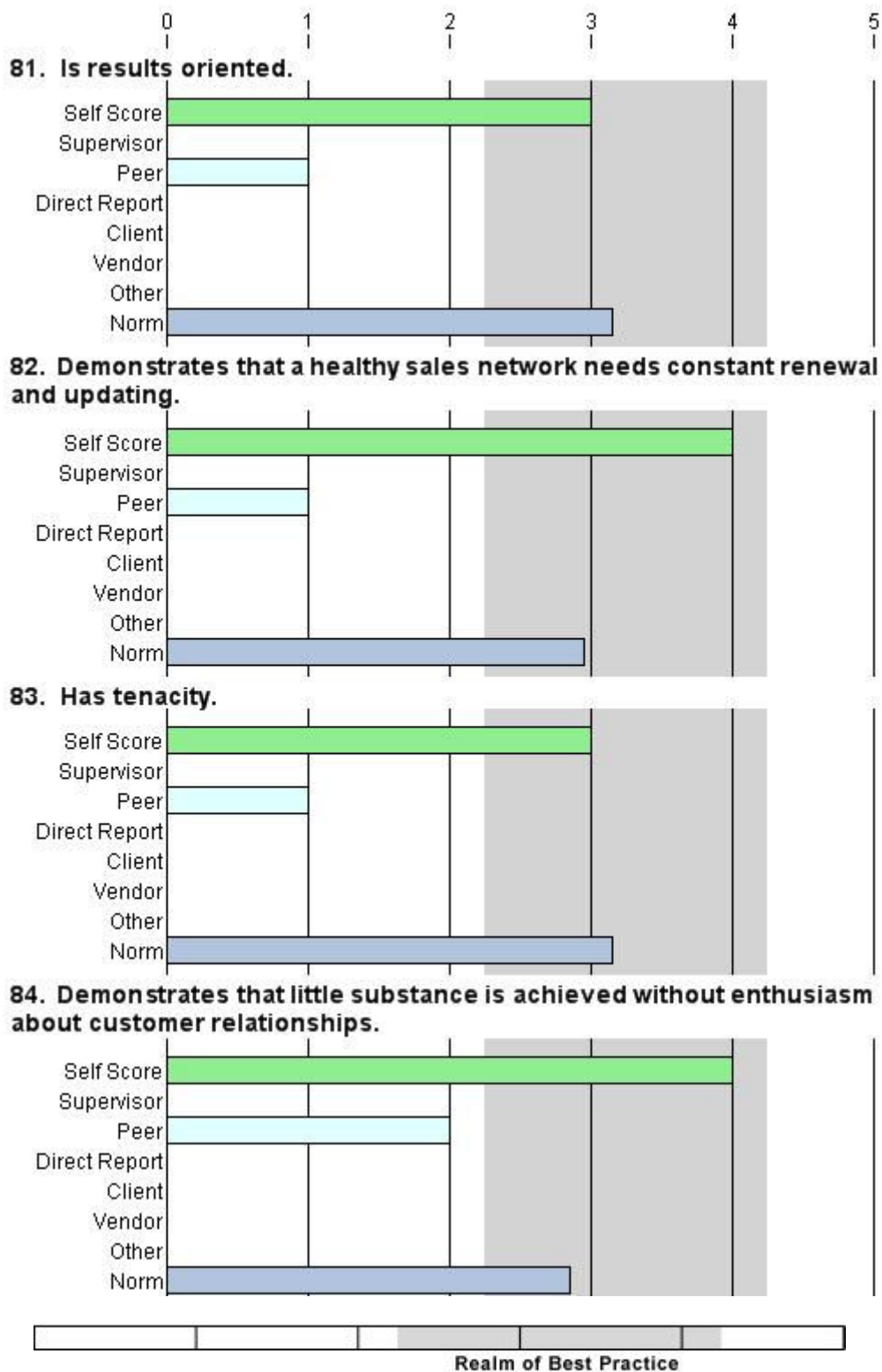
75. Is passionate about what people can achieve together.



76. Actively shows that relationship building has to be a life-long commitment.







Norm bars shown on this chart are the progressive average scores of all individuals rating themselves on this questionnaire.

Drive and Persistence Skills looks at the extent to which your sales contact relationship building efforts remain constant and relentless through obstacles and time. It asks the question: With how much tenacity do you develop your personal sales network and drive toward better outcomes through people?

Improvement actions

Low scorers need to think carefully about the whole sales cycle with each customer and make sure they organize as much effort and resources as are necessary in order to fully meet (and where possible exceed) their promises. This also entails becoming a personal role model for hard work, determination, and tenacity.

Drive and persistence

- Even in the face of obstacles, remain committed by sticking to your sales prospecting plans, and celebrate your successes rather than worry about your failures.
- Make a careful note of commitments that you make, or priorities that are important to your customers, and do everything you can to meet their expectations
- When good sales opportunities arise, think about the resources that you will need and the people that could potentially help you. Take steps to organize these at the earliest possible opportunity, or gain peoples commitment to assist you when you need their help.
- Even when you experience a "no sale" or rejection, get used to asking your prospective customer what else you could have done, or even whether they could recommend anyone else to which you could talk in the future.

THE 10/10 REPORT

Top 10 Strengths

Organizational Skills

- 14. Maintains a manual or computerized database of all sales contacts. 4.00
- 16. Can quickly find the name, address, and phone number of all contacts and prospects. 4.00
- 18. Schedules time to read about upcoming events or opportunities in which to sell. 4.00

Communication Skills

- 38. Trusts and follows their intuition about people and relationships. 4.00

Exceeding Customer Expectations Skills

- 66. Has a clear vision of what service excellence should look like. 4.00

Temperament/Disposition

- 8. Actively demonstrates that harmony and friendship are important to them. 3.50
- 10. Is happy to make small talk with people. 3.50

Organizational Skills

- 13. Operates a formal daily or weekly system to call or follow up with people. 3.50
- 15. Makes a list of things to do each day. 3.50
- 17. Checks off their daily sales contact list as it is completed. 3.50

Top 10 Development Needs

Communication Skills

- 37. Uses multiple channels to get sales messages across to people. 2.00
- 39. Maintains good eye contact with people when communicating. 2.00
- 41. Delivers their communications in a pace and a way that is comfortable for others. 2.00

Relationship-Nurturing Ability

- 53. Understands that sales contacts' feelings and emotions communicate more than words. 2.00
- 55. Follows through on commitments. 2.00
- 57. Is happy to initiate contact with quieter or more introverted people. 2.00
- 59. Remembers important dates and anniversaries among their key contacts. 2.00

Exceeding Customer Expectations Skills

- 61. Understands the market and keeps up-to-date with competitor activity. 2.00
- 63. Has in-depth understanding about all key stakeholder groups and their changing needs. 2.00

Drive and Persistence Skills

- 77. Does not easily take "no" for an answer from people. 2.00

COURSE AND READING SUGGESTIONS

The following are general reading and course suggestions that may help you to better understand the two categories in which your scores were the lowest and to assist you in writing your development plan.

Relationship-Nurturing Ability

Relationship-Nurturing Ability looks at the extent to which you sincerely and enthusiastically invest your time and effort into building and growing your relationships with your sales contacts. It asks the question: "How well do you nurture your relationships with your contacts and prospective customers to develop high levels of warmth, empathy, and mutual trust?"

Course Suggestion

- Relationship Based Selling
- Emotional Intelligence
- Building Empathy
- Empowering Others
- Building a Climate of Trust and Sincerity

Other Suggestion

- If you feel comfortable doing so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects, and other possible support they may be able to offer to improve your skills.

Reading Suggestion

- How to Work a Room : Learn the Strategies of Savvy Socializing. For Business and Personal Success: Susan RoAne, 1989.
- Power Schmoozing : The New Etiquette for Social and Business Success. Terri Mandell: 1996.
- Balancing Empathy and Interpretation : Relational Character Analysis. Lawrence Josephs: 1995.
- Empathic Accuracy. William Ickes(Editor): 1997.
- Salesman's Guide to More Effective Selling : The Handbook of Selling Skills.

Drive and Persistence Skills

Drive and Persistence Skills looks at the extent to which your sales contact relationship building efforts remain constant and relentless through obstacles and time. It asks the question: "With how much tenacity do you develop your personal sales network and drive toward better outcomes through people?"

Course Suggestion

- Assertiveness
- Conflict Resolution
- Time Management
- Problem Solving and Decision Making
- Change Management

Other Suggestion

- If you feel comfortable doing so, talk to your direct supervisor/manager or a training and development specialist about personal training, coaching, and specific projects, and other possible support they may be able to offer to improve your skills.

Reading Suggestion

- Power Networking. Donna Fisher: 1995.
- Business by Referral : Sure Fire Way to Generate New Business. Robert Davis and Ivan R. Misner: 1998.
- Unlimited Referrals : Secrets That Turn Business Relationships into Gold. Bill Cates: 1996.
- Asserting Yourself. Sharon Anthony Bower and Gordon Bower: Perseus, 1996.
- Don't Say Yes When You Mean No. Herbert Fenstecheim and Jean Baer: Dell, 1975.

DEVELOPMENT PLAN

Use the space below to write out your personal development plan for the next 12 months based on your results. Draw upon the general improvement actions in relevant areas of the report, and ideas that are suggested in the attached coaching tips.

37. Uses multiple channels to get sales messages across to people. Score: 2.00

Action to Take:

39. Maintains good eye contact with people when communicating. Score: 2.00

Action to Take:

41. Delivers their communications in a pace and a way that is comfortable for others. Score: 2.00

Action to Take:

53. Understands that sales contacts' feelings and emotions communicate more than words. Score: 2.00

Action to Take:

55. Follows through on commitments. Score: 2.00

Action to Take:

Communication Skills

Uses multiple channels to get sales messages across to people.

We have learned a lot about learning in the past few decades. We now know that students can learn the same thing in a number of different ways, and it is ineffective educators who stick with only one way of getting the concept across. We also know that we have only begun to scratch the surface of the world of learning styles, so it pays to be humble about our understanding of such things, and it does not behoove someone to say of someone else, “Ah, they’re just dumb—they’ll never get it.” So too with communication. The effective salesperson knows that it is not enough to presume that everyone will get a message sent in one way only; instead, multiple channels need to be used to get sales messages across to people. Here’s how to do that:

1. Some people see the big picture, while others are more impressed by the details. Try to tailor your delivery to suit the preferences of the person or persons you are presenting or talking to. Sometimes you have to lead people to a broader understanding. This might mean, for example that:

- With the “big picture” people, you show them how some details will affect the overall view (make sure that they see the trees as well as the forest).
- With the “details” people, you show them how the details feed into the big picture (make sure that they see the forest as well as the trees).

2. Some people see situations as technical puzzles, while others see the same situations as networks of interpersonal relationships. Try to tailor your delivery to suit the preferences of the person or persons you are talking to, but take care not to pander to the prejudices or blind spots of others—again, you have to sometimes lead people to a broader understanding.

3. People process information about the world in different ways. Some people are visual in orientation, some people are more receptive to data conveyed as sound, while some people are more sensitive to touch. Try to cater to all of these different modes by rephrasing concepts as you go:

- “Let’s change perspective and look at this from a different angle.”
- “I give you my word, you won’t hear of a better solution.”
- “I understand how you feel, so let’s stay in touch and talk again on this.”

4. We sometimes don’t get through to people because they perceive that things we propose in fact threaten them. Reframe issues and situations so that you reduce or eliminate differences between yourself and those you are communicating with. Reframing means

- Understanding the other person’s point of view and vested interests
- Putting issues and situations in context
- Anticipating the other person’s “yes, but ...” response
- Putting positive points before negative or “crunch” points

Communication Skills

Maintains good eye contact with people when communicating.

Eye contact is a non-verbal signal indicating trust, openness, and a high degree of interest. Your body language and eye contact are vital elements in good listening and communicating. Eye contact lets people know you are interested in what they have to say. It puts them at ease and makes them feel important and relaxed. When you listen closely, you drop the normal give and take for a while. You can “hear” the speaker’s deeper meanings through eye contact. As Ralph Waldo Emerson said, “The eyes of men converse as much as their tongues, but with the advantage that the ocular dialect needs no dictionary but is understood the world over.”

It is also important to remember that lack of eye contact might be a sign of indifference or hostility to the speaker and can be experienced by them as a put-down. The ability to have good eye contact is essential for effective interpersonal communication in our society.

Here are some hints on how to maintain good eye contact:

- Don’t look around the room or become distracted when talking to someone.
- Keep external distractions to a minimum (e.g., turn off your phone, hold your sales meetings in appropriate places, etc.).
- Use appropriate body language: lean forward, making eye contact. Use an open posture with arms and legs uncrossed.
- Always remember that effective eye contact expresses interest and desire to listen. Eye contact allows your contact to appraise your receptiveness to the other person and their message. It also helps the contact to gauge how safe he/she is with you.
- Focus your eyes softly on your contact and occasionally shifting the gaze to other parts of the body, to a gesturing hand, for example, and then back to the face and eye contact once again.
- Remember that poor eye contact occurs when the listener repeatedly looks away from the speaker, stares at him constantly or blankly, or looks away as soon as the speaker looks at the listener.
- Use appropriate body language. Use your face to show that you are interested—nod and establish eye contact. Sit in an open way, preferably not behind a desk or other barrier.

Communication Skills

Delivers their communications in a pace and a way that is comfortable for others.

Shakespeare's play *Hamlet* or Beethoven's *Fifth Symphony* could both be performed in ten minutes, but what would be the point? Works of art take as long as they take, and the same rule applies to communication processes. Be aware of time as a dimension of communication, and don't presume that one rate of time passing will suit all. Effective salespeople deliver their communications in a pace and a way that is comfortable for others. Here's how to do that:

1. Get some mechanical feedback on the way you communicate. That means using (you guessed it) video. You might resist the idea, and it might not be immediately practical, but you need to get an objective record of the way the world perceives you. You will probably find the experience simultaneously horrifying and fascinating. Note the pacing at which you deliver material: is it too slow? Too fast? Just right? Make a judgment, and adjust your style if necessary. If you can't get a video camera, use an audio recorder. It's not quite as good, but it's better than nothing because it is objective: none of us really knows what we actually sound like and look like to others.

2. When talking to your contacts, pay attention to the pace at which they talk. It might pay to begin to match your own pace to theirs, although only attempt this if:

- You feel that you can still get your message across without distortion
- You feel that you can still get your message across without feeling like an idiot
- You feel that you can still get your message across without the other person taking offense because they believe that you are mimicking them

3. Be aware of the concentration span of your audience. Variety is the spice of communication, and variety can be achieved by

- Varying the length of your sentences and words (short—long—short—long)
- Varying the volume, pitch, and emphasis of your voice
- Varying the structure or content: state a principle or generalization, and then give examples. Continue with that structure (generalization—example—generalization—example)
- Varying the material: use anecdotes, humor (if you feel that you can handle it)

4. Become skilled in repetition and rephrasing. If done skillfully enough, this allows you to reinforce points without sounding as though you are simply repeating yourself, and it gives a more rounded feel.

Relationship-Nurturing Ability

Understands that sales contacts' feelings and emotions communicate more than words.

We sometimes hear only with our head and not our heart. In other words, we sometimes look only at the surface of things, and not what is beneath the surface. In understanding the process of empathy, it's important to shift our attention from what people say to the way that they say it. We need to pay attention to the feelings or emotions behind the words used by our sales contacts. Here's how to do just that:

1. If someone said to you, "I'm quite happy with that decision," but had an angry expression on their face, was shaking their head, and was clenching their fists, you might be inclined to doubt what they were saying. You might be right to doubt. Pay attention not only to the words uttered, but the body language that accompanies those words. We are sometimes not fully aware of our internal state of mind, and therefore might not even be aware that our body language is contradicting (or reinforcing) what it is we say. Of course not being aware of something does not make that thing less true.
2. Just as gestures are important indicators of internal states of mind, so too is "verbal body language," or the patterns of emphasis, inflection, pitch, pause, volume, certainty, and confidence (or lack thereof) inherent in the words we utter. These patterns can reinforce the words we use, or contradict them. Tune your ears into these patterns for the full impact of meaning of just what it is that a sales contact is saying.
3. Pay attention to opinions as well as facts. In fact, pay more attention to a sales contact's opinions than to the facts that individual is expressing. In a real sense, we can all use different facts to convey different points of view. Facts are often means to an end, and not an end in themselves. Try to draw contacts on their opinions on matters, and while not ignoring the facts that are presented, don't be overwhelmed by them.
4. Journalists reporting on the speeches of politicians or business people sometimes use the expression "But there was deafening silence on the question of" Deafening silence means that the speaker has chosen to ignore certain issues, and thus those issues are conspicuous by their absence. Thus, when we listen to our sales contacts, we need to pay attention to what is unsaid, as well as what is said. What has motivated the other person to use words about some things, but neglect to use words about others?
5. The ancient Romans had a phrase that they used when trying to determine the hidden motivations of others: "Cui bono?" Who profits? It is sometimes cynical to think that our sales contacts have hidden motivations and agendas, but sometimes it is the height of realism to do so. What motivational patterns lie beneath the surface as a person is talking? Don't take everything at face value.

Relationship-Nurturing Ability

Follows through on commitments.

To build long-term empathy with a prospective customer or existing client, it is important for individuals to be seen as steady and stable and to be seen as someone who is dependable. This might involve the individual in giving advice, offering coaching and guidance, making regular judgments between alternative courses of action, and even keeping the occasional secret. To be seen as reliable, people need to see the salesperson as being open to listening, trustworthy, and mature in their attitude to anything that might be brought to their door. They must also be seen as someone who is credible in what they say and will always follow through on any commitments that they make.

Consider the following to help build your effectiveness in being relied upon by others and demonstrating commitment:

1. Take a direct and genuine interest in your contacts' and customers' concerns, issues, and feelings.
2. Openly offer support, advice, and guidance wherever it is needed (on a voluntary basis as far as your contact is concerned) and demonstrate that you are trustworthy and follow through on your promises.
3. Listen attentively whenever contacts share their thoughts and concerns with you (and keep any confidences that are entrusted to you).
4. Make yourself accessible for support and advice in as many different ways as you feel to be necessary, and build your reputation as a reliable sounding board for ideas and any problems that people might bring to you.
5. Avoid talking about team members or colleagues in a negative or disparaging way in front of customers at all times.
6. Mean everything that you say and say what you mean directly (with appropriate sensitivity) to leave no room for doubt about your feelings.
7. Always follow through and do whatever you promise to contacts when they ask favors of you.
8. Always keep people's confidences and private information entirely to yourself so as not to lose any credibility in the eyes of other people.