

THE SALES MANAGEMENT ATTRIBUTE INDEX™

Jane Doe

Sales Manager
ABC Sales Company
7-22-2003

CRITICAL SALES MANAGEMENT ATTRIBUTES

COMPONENT ANALYSIS FOR : Jane Doe

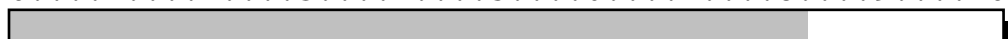
DEVELOPING OTHERS: How developed is Jane's ability to understand the needs, interests, strengths and weaknesses of others, and can she then effectively use this information for the purpose of developing others?

0 1 2 3 4 5 6 7 8 9 10
 8.8

HANDLING STRESS: What is Jane's ability to balance and defuse inner tensions and stress? Such tensions, if allowed to build up, might interfere with her ability to perform up to her potential.

0 1 2 3 4 5 6 7 8 9 10
 7.4

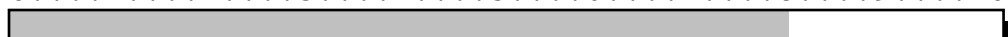
MONITORING OTHERS: What is Jane's ability to focus on the actions and decisions of others in a practical and pragmatic way in order to identify both their strengths and their weaknesses?

0 1 2 3 4 5 6 7 8 9 10
 8.3

PROJECT AND GOAL FOCUS: How well does Jane tend to stay on target regardless of circumstances, or does she easily become distracted, losing focus on the task at hand?

0 1 2 3 4 5 6 7 8 9 10
 7.9

QUALITY ORIENTATION: What is Jane's affinity for seeing details, grading them against a preset standard (either her own or one externally assigned), and identifying flaws?

0 1 2 3 4 5 6 7 8 9 10
 8.1

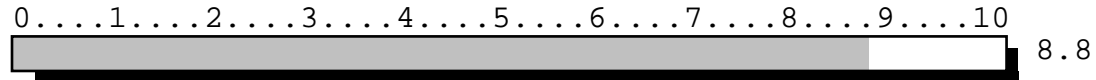
SYSTEMS JUDGMENT: To what degree is Jane capable of schematic thinking? How well does she accomplish things within the external system of people and things with which she works?

0 1 2 3 4 5 6 7 8 9 10
 8.6

CRITICAL SALES MANAGEMENT ATTRIBUTES

COMPONENT ANALYSIS FOR : Jane Doe

UNDERSTANDING MOTIVATIONAL NEEDS: How well does Jane understand the needs and desires of others, and how well does she use this knowledge to motivate them to succeed?



THE SALES MANAGEMENT ATTRIBUTE INDEX™ SUMMARY

This summary is of the information presented in the remaining pages of the report. We've placed it here, ahead of the supporting information, to give you an overall picture and provide a quick glance at the individual strengths and weaknesses of the respondent.

COMPONENT ANALYSIS FOR : Jane Doe

CONFLICT AND PROBLEM RESOLUTION



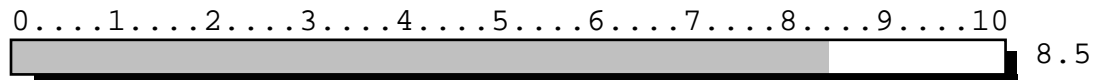
GETTING RESULTS



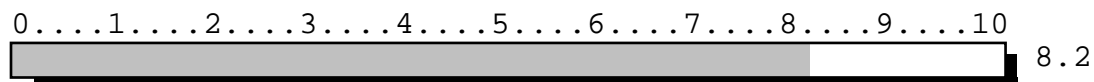
LEADERSHIP FOCUS



OPPORTUNITY ANALYSIS



PLANNING ORIENTATION



SELF AND PROJECT MANAGEMENT



STAFFING FOCUS

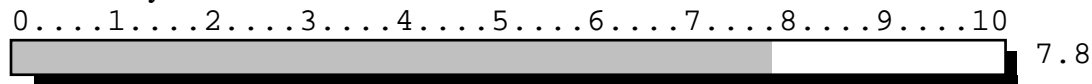


CONFLICT AND PROBLEM RESOLUTION

"Will Jane diffuse a conflict, or will she fuel it?" This measures Jane's ability to resolve a problem or conflict which involves people or customers.

COMPONENT ANALYSIS FOR : Jane Doe

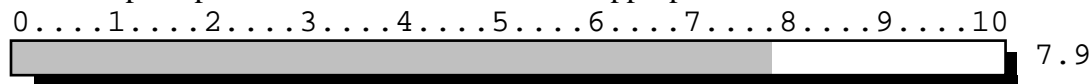
EMOTIONAL CONTROL: To what extent does Jane tend to maintain a rational and objective demeanor when faced with a stressful or emotional situation? Will she usually act objectively, rather than impulsively and emotionally?



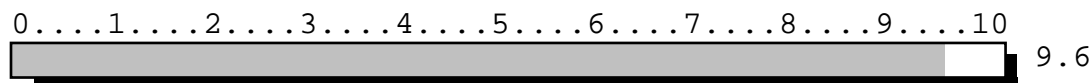
INTEGRATIVE ABILITY: Currently, what is Jane's capability for identifying the elements of a problem situation, understanding which components are critical, and then deciding what to do?



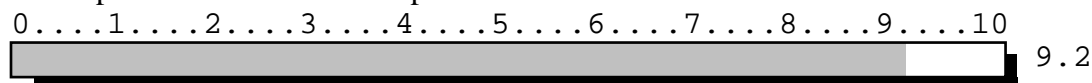
INTUITIVE DECISION MAKING: How accurately does Jane compile intuitive perceptions about a situation into an appropriate decision or action?



PROBLEM AND SITUATION ANALYSIS: To what degree can Jane identify the critical activities in a process? Is she able to break down the process into its component activities and understand what needs to be corrected?



SEEING POTENTIAL PROBLEMS: What is Jane's aptitude for structuring current situations in an ongoing scenario and being able to identify developments that could cause problems in the future?



USING COMMON SENSE: What is Jane's ability to focus on practical thinking, to see the world clearly and to make common sense decisions?



GETTING RESULTS

"What attributes does Jane possess that will help her to get results?" This provides information about Jane's raw ability to get results, to apply herself to a goal and accomplish it using a variety of abilities.

COMPONENT ANALYSIS FOR : Jane Doe

ACCOUNTABILITY FOR OTHERS: How likely is Jane to be responsible for the consequences of the actions of those whom she manages?



ATTENTION TO DETAIL: At this time how capable is Jane of seeing and paying attention to details? Does she tend to be thorough in assessing the finest components of a task?



CONSISTENCY AND RELIABILITY: How strong is Jane's internal need to be conscientious in her personal or professional efforts, to be both consistent and reliable in her life roles?



PERSONAL COMMITMENT: To what degree does Jane usually stay focused and committed to a task? Does this motivation come from within or does she require more external motivation or supervision?



RESULTS ORIENTATION: What is Jane's ability to identify the actions necessary to complete tasks and to obtain results?



SURRENDERING CONTROL: How comfortable is Jane with surrendering control of a given situation or its outcome to another person or a group of people, or does she feel a strong need to retain control herself?

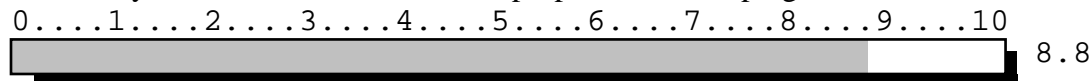


LEADERSHIP FOCUS

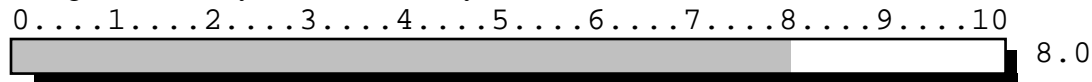
"What are Jane's leadership abilities?" This measures Jane's ability to lead others toward the successful completion of goals.

COMPONENT ANALYSIS FOR : Jane Doe

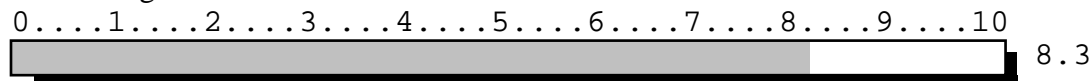
DEVELOPING OTHERS: How developed is Jane's ability to understand the needs, interests, strengths and weaknesses of others, and can she then effectively use this information for the purpose of developing others?



LEADING OTHERS: The ability to organize and to motivate people into getting things accomplished is key to leadership. How capable is Jane at doing this in a way that makes everyone feel a sense of order and direction?



MONITORING OTHERS: What is Jane's ability to focus on the actions and decisions of others in a practical and pragmatic way in order to identify both their strengths and their weaknesses?



UNDERSTANDING MOTIVATIONAL NEEDS: How well does Jane understand the needs and desires of others, and how well does she use this knowledge to motivate them to succeed?



GAINING COMMITMENT: How proficient is Jane at developing and invoking a self-motivating attitude in her employees or co-workers in the pursuit of their goals?



OPPORTUNITY ANALYSIS

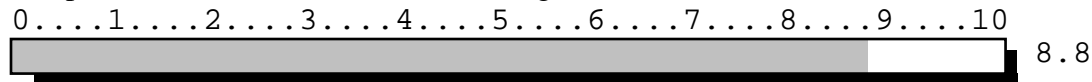
"Can Jane use her talents to formulate future opportunities?" This measures Jane's ability to accurately identify opportunities which may sometimes be distant, vague or hidden.

COMPONENT ANALYSIS FOR : Jane Doe

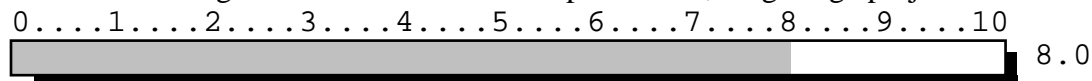
CONCEPTUAL THINKING: How well can Jane readily see the big picture to determine which direction to take, and how well does she use resources to attain future goals?



INTEGRATIVE ABILITY: Currently, what is Jane's capability for identifying the elements of a problem situation, understanding which components are critical, and then deciding what to do?



LONG RANGE PLANNING: What are Jane's natural abilities as they relate to being able to identify and evaluate resources and to then plan for their utilization throughout the execution of comprehensive, long-range projects?



PROACTIVE THINKING: At this time what is Jane's capability for accurately making predictive decisions? Does she factor future indications into her present actions, or does she tend to be more reactive, waiting until such time as all the information is actually at hand?



SEEING POTENTIAL PROBLEMS: What is Jane's aptitude for structuring current situations in an ongoing scenario and being able to identify developments that could cause problems in the future?



PLANNING ORIENTATION

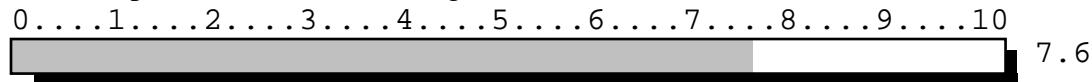
"Is Jane an effective planner and organizer?" This measures the skills necessary for Jane's ability to accurately identify objectives and implement the steps needed to achieve them.

COMPONENT ANALYSIS FOR : Jane Doe

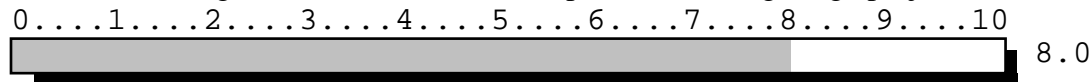
CONCEPTUAL THINKING: How well can Jane readily see the big picture to determine which direction to take, and how well does she use resources to attain future goals?



CONCRETE ORGANIZATION: What is Jane's current ability to understand the immediate concrete needs of a situation, and is she able to establish an effective plan of action for meeting those needs?



LONG RANGE PLANNING: What are Jane's natural abilities as they relate to being able to identify and evaluate resources and to then plan for their utilization throughout the execution of comprehensive, long-range projects?



REALISTIC GOAL SETTING FOR OTHERS: When setting goals for others how capable is Jane at appropriately assessing their personal abilities, the organizational resources available to them and the time allowed for completion of a goal? Does she set achievable stretch goals, or do they tend to be unrealistic?



SELF AND PROJECT MANAGEMENT

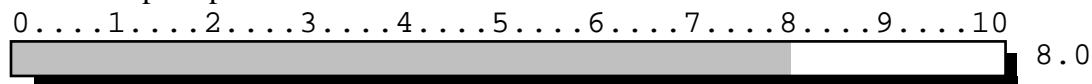
"Is Jane's internal insight clear enough to be of benefit, or does she require more external direction?" This category assesses to what extent Jane possesses the capacity to manage herself and project minimal stress and internal conflict.

COMPONENT ANALYSIS FOR : Jane Doe

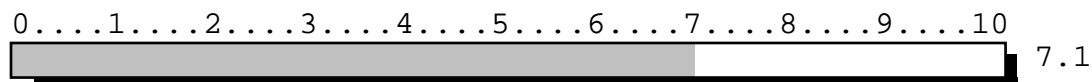
HANDLING STRESS: What is Jane's ability to balance and defuse inner tensions and stress? Such tensions, if allowed to build up, might interfere with her ability to perform up to her potential.



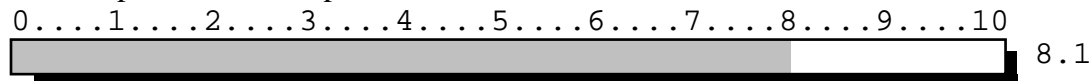
PERSONAL ACCOUNTABILITY: How likely is Jane to be responsible for the consequences of her own decisions and actions and not shift the focus or blame for poor performance to somewhere else or on others?



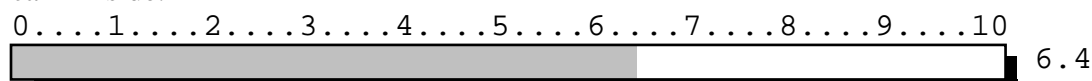
SELF ASSESSMENT: How proficient and practiced is Jane at taking her ability to evaluate the skills and techniques of others and turning it inward to evaluate herself in a similar fashion?



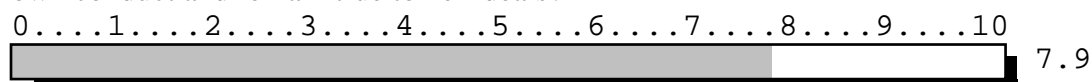
SELF CONFIDENCE: To what degree does Jane tend to develop and maintain an inner strength based on the desire to succeed and on her belief that she possesses the capabilities to succeed?



INTERNAL SELF CONTROL: What is Jane's tendency to remain calm and cool under pressure? Whereas "Emotional Control" relates to Jane's external actions when stressed, this capacity is an assessment of her ability to remain calm inside.



SELF DISCIPLINE AND SENSE OF DUTY: How strongly does Jane feel the need to be consistent and true to herself in her actions? Can she rule her own conduct and remain true to her ideals?



SELF AND PROJECT MANAGEMENT

COMPONENT ANALYSIS FOR : Jane Doe

PROJECT AND GOAL FOCUS: How well does Jane tend to stay on target regardless of circumstances, or does she easily become distracted, losing focus on the task at hand?



REALISTIC PERSONAL GOAL SETTING: How proficient is Jane at setting goals for herself that can realistically be achieved given her abilities, the resources available to her and the timeframe within which she has to work?



QUALITY ORIENTATION: What is Jane's affinity for seeing details, grading them against a preset standard (either her own or one externally assigned), and identifying flaws?

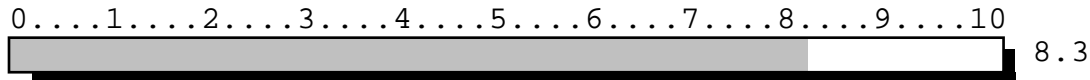


STAFFING FOCUS

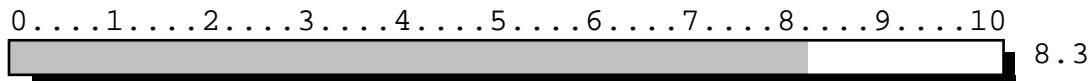
"Does Jane effectively manage the needs for first-class employees?" This measures Jane's ability to identify and implement the steps required to find, develop and retain the best talent.

COMPONENT ANALYSIS FOR : Jane Doe

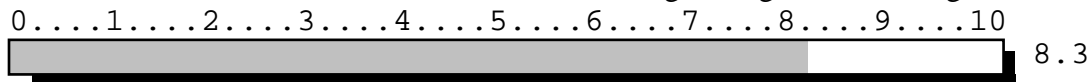
ATTITUDE TOWARD OTHERS: To what extent does Jane tend to maintain a positive, open and objective attitude toward others?



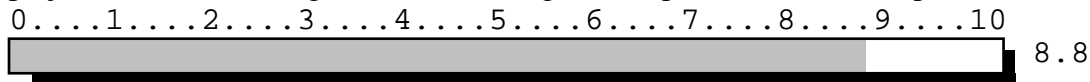
EMPATHETIC OUTLOOK: What is Jane's present capacity to perceive and understand the feelings and attitudes of others or to place herself in the shoes of another?



EVALUATING OTHERS: How realistic and accurate are the judgments that Jane tends to make about others? Does Jane clearly see their strengths and weaknesses and understand their manner of thinking, acting, and behaving?



FREEDOM FROM PREJUDICES: How well can Jane readily prevent prejudices from entering into and affecting an interpersonal relationship?



INTUITIVE DECISION MAKING: How accurately does Jane compile intuitive perceptions about a situation into an appropriate decision or action?



CLARITY AND FOCUS

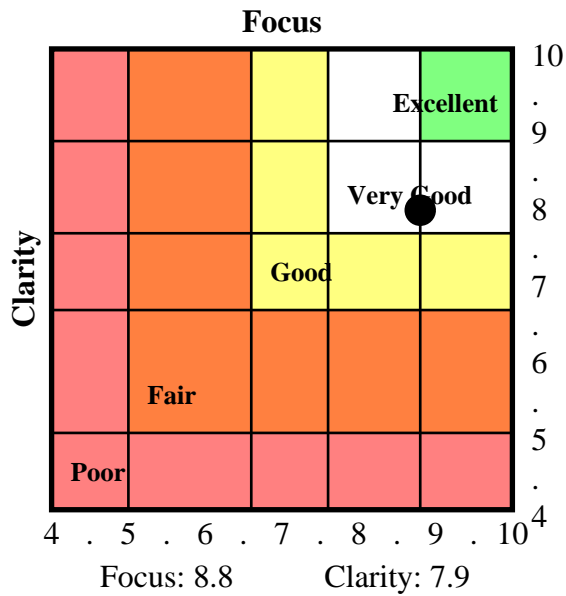
For consulting and coaching

CLARITY: The degree to which one can discern patterns, order and relationships related to specific dimensions.

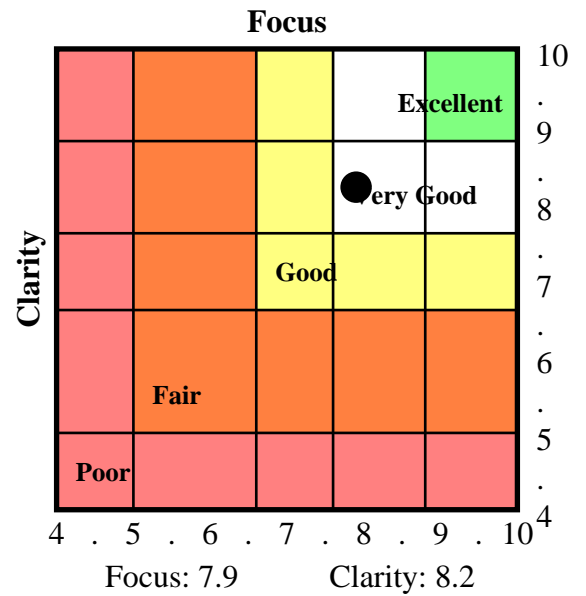
FOCUS: The degree to which one maintains targeted attention toward a specific factor or set of factors.

Jane Doe

INTERNAL



EXTERNAL



SALES MANAGEMENT-DIMENSIONAL BALANCE

For consulting and coaching

EXTERNAL FACTORS (Part 1)

*** Intrinsic Dimension**

Empathetic Outlook 8.3

How do you value others?

Accountability For Others
Attitude Toward Others
Developing Others
Evaluating Others
Monitoring Others

*** Extrinsic Dimension**

Practical Thinking 7.6

How practically do you see the world?

Attention To Detail
Concrete Organization
Consistency And Reliability
Quality Orientation

*** Systemic Dimension**

Systems Judgment 8.6

How do you value systems and order?

Proactive Thinking
Results Orientation

INTERNAL FACTORS (Part 2)

*** Intrinsic Dimension**

Self Esteem 7.4

How do you value yourself?

Emotional Control
Handling Stress
Self Assessment
Internal Self Control

*** Extrinsic Dimension**

Role Awareness 8.3

How do you value what you do?

Personal Commitment

*** Systemic Dimension**

Self Direction 7.9

What guides or drives your actions?

Project And Goal Focus
Self Discipline And Sense Of Duty

POSITIONAL SELF-ANALYSIS SHEET

Based on what you learned from Step 1, choose the 5 most highly scored capacities from your Attribute Index which you feel play a significant role in your daily activities, and write the name and score below under “Maximizers”. Repeat this process with the 5 most poorly scored capacities and record them under “Minimizers” below.

Next, to the right of each list under “Real-World Impact”, give as many real-world examples as you can of how these Maximizers benefit your endeavors. Repeat this process for the Minimizers you’ve listed as well.

<p>Example: Title (Sales Representative) Maximizers: <i>Handling Rejection (9.6) Very Good</i></p>	<p>Real-World Impact: <i>Because I don't take rejection as a personal affront to my self esteem I am able to keep going in the face of lots of adversity.</i></p>
--	--

Maximizers:

Real-World Impact:

Minimizers:

Real-World Impact:

CORE ATTRIBUTE LIST

For consulting and coaching

- Following Directions (10.0)
- Problem And Situation Analysis (9.6)
- Seeing Potential Problems (9.2)
- Problem Solving (8.9)
- Theoretical Problem Solving (8.8)
- Freedom From Prejudices (8.8)
- Developing Others (8.8)
- Realistic Goal Setting For Others (8.8)
- Understanding Prospect's Motivations (8.8)
see Understanding Motivational Needs
- Understanding Motivational Needs (8.8)
- Integrative Ability (8.8)
- Correcting Others (8.7)
- Conceptual Thinking (8.6)
- Results Orientation (8.6)
- Respect For Policies (8.6)
- Systems Judgment (8.6)
- Sense Of Belonging (8.6)
- Balanced Decision Making (8.4)
- Attitude Toward Others (8.3)
- Realistic Expectations (8.3)
- Evaluating Others (8.3)
- Project Scheduling (8.3)
- Human Awareness (8.3)
- Relating To Others (8.3)
- Sensitivity To Others (8.3)
- People Reading (8.3) *see Understanding Attitude*
- Understanding Attitude (8.3)
- Empathetic Outlook (8.3)
- Monitoring Others (8.3)
- Personal Relationships (8.3)
- Material Possessions (8.3)
- Attitude Toward Honesty (8.3)
- Role Awareness (8.3)
- Proactive Thinking (8.2)
- Using Common Sense (8.2)
- Accurate Listening (8.2) *see Evaluating What Is Said*
- Evaluating What Is Said (8.2)
- Sense Of Timing (8.2)
- Attention To Detail (8.1)
- Commitment To The Job (8.1) *see Personal Commitment*
- Personal Commitment (8.1)
- Self Confidence (8.1)
- Quality Orientation (8.1)
- Gaining Commitment (8.1)
- Meeting Standards (8.1)
- Consistency And Reliability (8.0)
- Personal Accountability (8.0)
- Realistic Personal Goal Setting (8.0)
- Leading Others (8.0)
- Long Range Planning (8.0)
- Job Ethic (8.0)
- Persuading Others (8.0)
- Persistence (8.0)
- Taking Responsibility (8.0) *see Personal Accountability*
- Intuitive Decision Making (7.9)
- Goal Directedness (7.9) *see Project And Goal Focus*
- Project And Goal Focus (7.9)
- Surrendering Control (7.9)
- Personal Drive (7.9)
- Self Discipline And Sense Of Duty (7.9)
- Conveying Role Value (7.9)
- Role Confidence (7.9)
- Initiative (7.9)
- Self Direction (7.9)
- Sense Of Mission (7.9)
- Enjoyment Of The Job (7.9)
- Self Starting Ability (7.9)
- Creativity (7.9)
- Emotional Control (7.8)
- Accountability For Others (7.7)
- Problem Management (7.7)
- Concrete Organization (7.6)
- Handling Rejection (7.6)
- Respect For Property (7.6)
- Status And Recognition (7.6)
- Practical Thinking (7.6)
- Handling Stress (7.4)
- Self Esteem (7.4)
- Self Improvement (7.4)
- Self Management (7.4)
- Self Assessment (7.1)
- Internal Self Control (6.4)