

SALES MANAGERVIEW360

Sales Manager View360 Profile for:
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Full Court Press Inc.

17 Mar 2011

The Sales Manager View360 Feedback report is an instrument designed to provide a focus about specific sales performance leadership, interpersonal leadership and intrapersonal leadership competency strengths and development needs. It should not be used as the sole source of information concerning personnel actions including promotion, salary review, or termination.



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Summary Feedback Report

Introduction

This Feedback Report provides you information about how you are perceived on the 15 job critical supervisory and management competencies of Sales Manager View360.

This Feedback Report summarizes information from questionnaires completed by the following number and type of raters:

Self	1
Manager	1
Peer	2
Sales Rep	2
Team Member	2

This Feedback Report gives you:

- ✓ Competency Definitions
- ✓ Competency Rater Overview
- ✓ Competency Summary
- ✓ Most Frequent / Least Frequent Behaviors
- ✓ Behavior Summary
- ✓ Open Ended Comments
- ✓ Development Planning Guide

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Competency Definitions

Sales Performance Leadership

Drive for Results

Focuses on bottom-line results and achievement of sales goals. Sets and pursues aggressive sales goals. Monitors and addresses sales team and organizational performance issues.

Business Savvy

Seeks opportunities to expand existing sales. Ability to identify and communicate achievable sales strategies and initiatives. Identifies potential risks and opportunities to achieve sales goals and objectives.

Strategic Problem Solving

Analyzes situations, identifies alternative solutions, and develops specific actions; Gathers and utilizes available information in order to understand and solve organizational issues and problems.

Customer Focus

Commits to meeting the expectations and requirements of internal and external customers; Builds and maintains customer satisfaction with the products and services.

Sales Planning/Territory Management

Expands sales within existing accounts and develops relationships with key decision makers; Understands and responds to customer needs and tracks/monitors account activity; Uses analysis to identify and grow sales opportunities.

Interpersonal Leadership

Emotional Intelligence

Ability to effectively manage interpersonal relations in a cooperative, sensitive and collaborative manner. Seeks to listen and understand diverse viewpoints; Expresses sensitivity and empathy towards others.

Communication

Ability to present individual and organizational viewpoints to groups in a clear and persuasive manner. Ability to express written thoughts and ideas in a clear and concise manner. Ability to convey oral thoughts and ideas in a clear and concise manner.

Sales Team Empowerment

Involves sales team members in organizational planning, decision making and problem solving processes. Rewards and recognizes performance in a timely and appropriate manner.

Sales Leadership

Utilizes appropriate interpersonal styles and approaches in facilitating the team towards achievement of sales goals and targets.

Coaching and Mentoring

Ability to attract, develop and retain sales talent. Ability to coach, train and develop others.

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Competency Definitions Continued

Sales Team Development

Ability to create and develop engaged, cohesive, and high performance sales teams.

Performance Management

Provides sales team members with regular and timely feedback on their performance and offers support when individuals are confronted with problems.

Intrapersonal Leadership

Managing Self

Ability to effectively manage one's own time, energy and abilities for continuous personal growth and maximum performance.

Adaptability/Resilience

Ability to maintain balance and performance under pressure and stress. Ability to effectively cope with ambiguity and change in a constructive manner.

Engenders Trust

Acts with courage. Confronts difficult issues and takes constructive and responsible action. Acts with integrity. Displays honesty and candor.

FREQUENCY RATING SCALE

1	= Almost Never
2	= Infrequently
3	= Sometimes
4	= Frequently
5	= Almost Always
NA	= Not Observable or Not Applicable

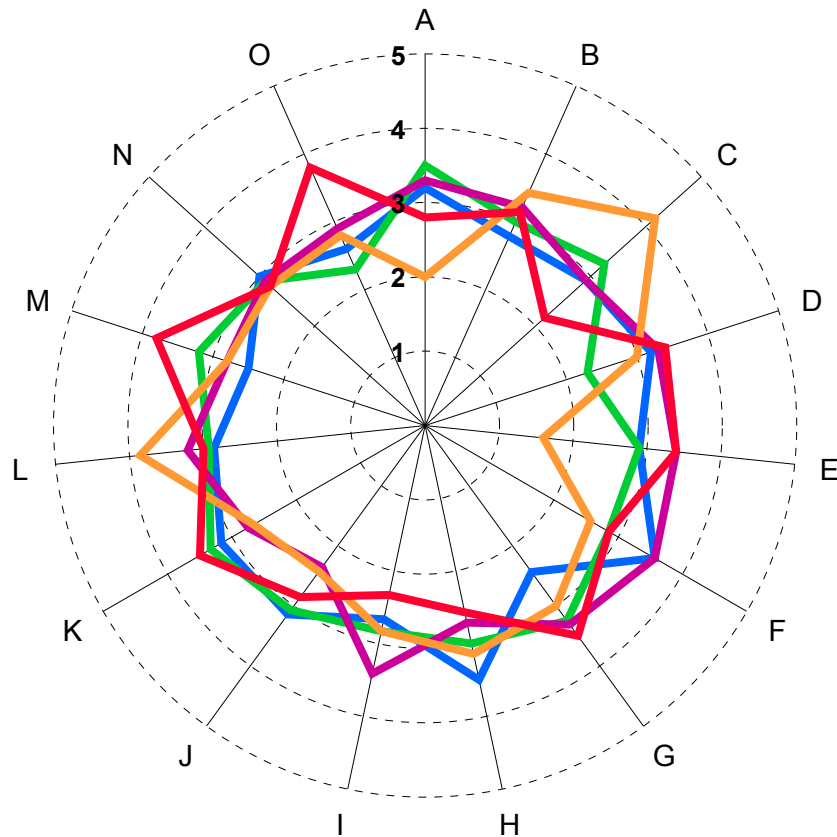
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Competency Rater Overview

The table shows the Average score from all respondents (excluding yourself) for each competency.

The graph shows how you have been rated at the Competency level by each of the different respondent types. Each line relates to a different respondent category as indicated in the key, with the letter corresponding to the competency in the table above.

Competency		Score
A	Drive for Results	3.14
B	Business Savvy	3.06
C	Strategic Problem Solving	3.19
D	Customer Focus	2.94
E	Sales Planning/Territory Management	2.86
F	Emotional Intelligence	3.22
G	Communication	3.00
H	Sales Team Empowerment	3.08
I	Sales Leadership	2.95
J	Coaching and Mentoring	2.80
K	Sales Team Development	3.02
L	Performance Management	3.12
M	Managing Self	2.83
N	Adaptability/Resilience	2.91
O	Engenders Trust	2.63



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Competency Introduction

How to Interpret Your Graphs

The bar graphs that follow compare your perceptions to those of other rater groups using average scores for each of the 15 ManagerView 360 competencies. Each rater group category and scores will be shown separately on the graphs with the actual raw score averages and number of raters shown on the right side. The thin line within each bar graph provides the range of scores for each rater group. The competencies are presented in descending order based on the average scores of all raters.

Differences of one-half a point or more by the different rater groups might suggest important perceptual differences. Each Sales Manager View360 graph is easy to understand and interpret. You and your respondents were asked to rate the observed behaviors using the following 5-point scale:

On the bar graphs that follow, the frequency ratings are indicated as shown below:

- 1 Almost Never
- 2 Infrequently
- 3 Sometimes
- 4 Frequently
- 5 Almost Always
- NA Not Observable or Not Applicable

Avs "Avs" is the average score and corresponds with the bar length.

N "N" shows the number of respondents who answered the questions in this competency.

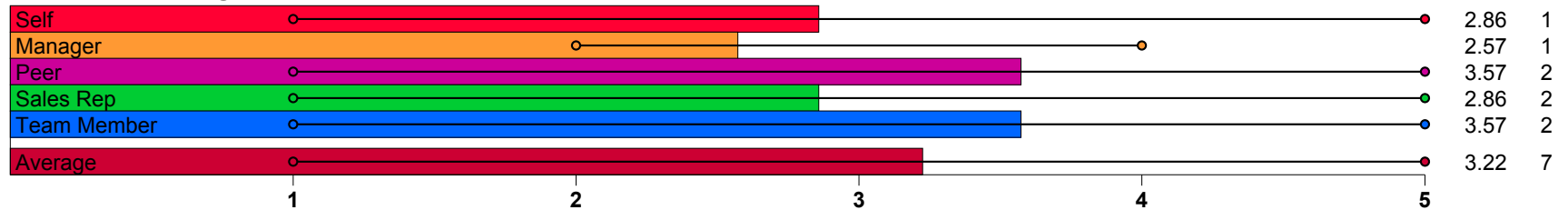
NR "NR" means no people from a particular rater group have responded.

AP "AP" means anonymity protection i.e., if fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity.

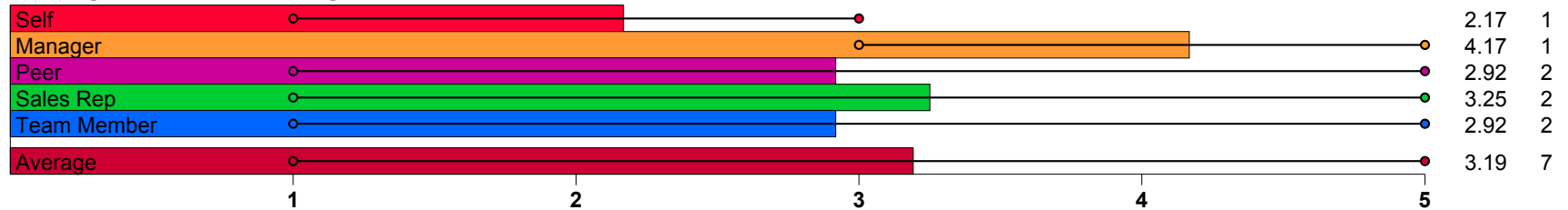
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Competency Summary

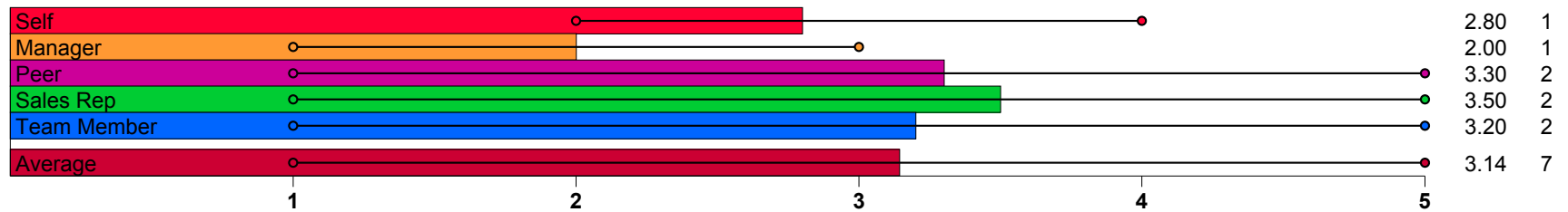
Emotional Intelligence



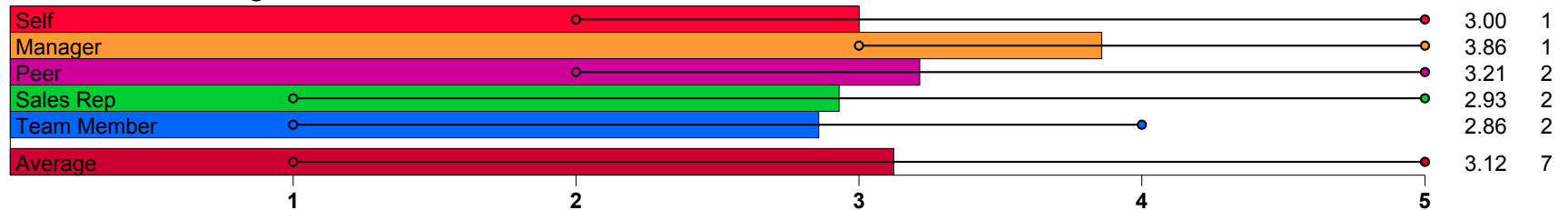
Strategic Problem Solving



Drive for Results



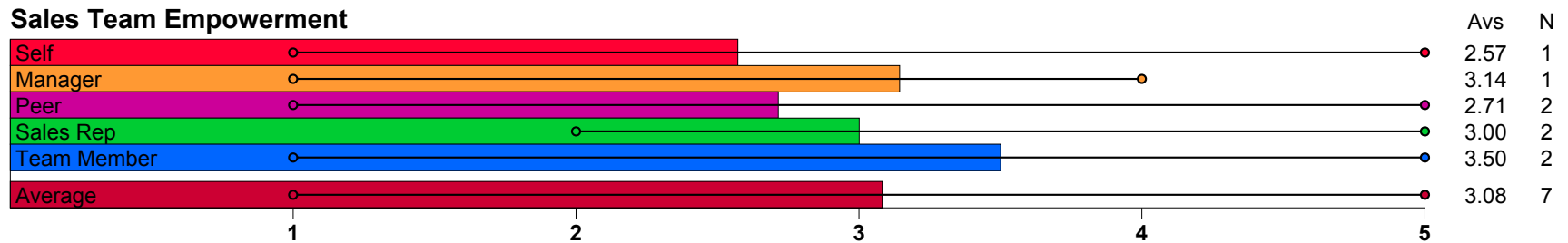
Performance Management



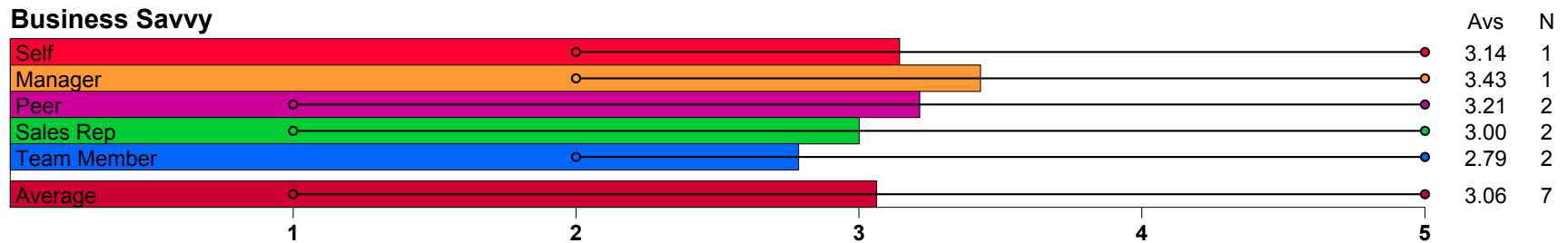
SALES MANAGERVIEW360

Competency Summary Continued

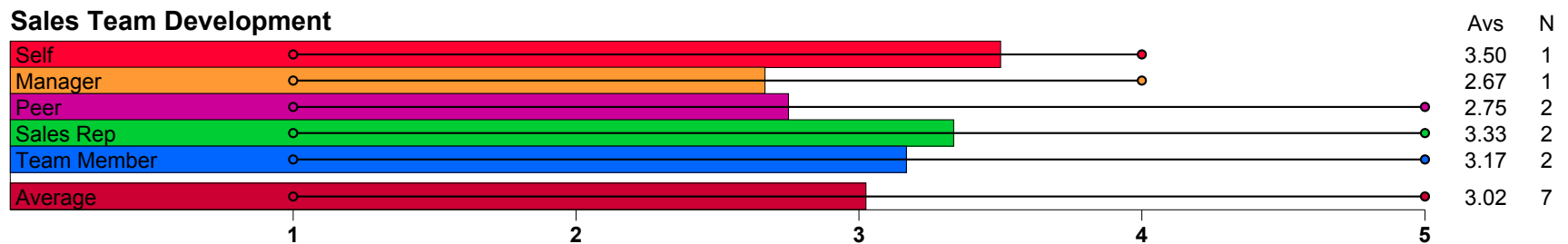
Sales Team Empowerment



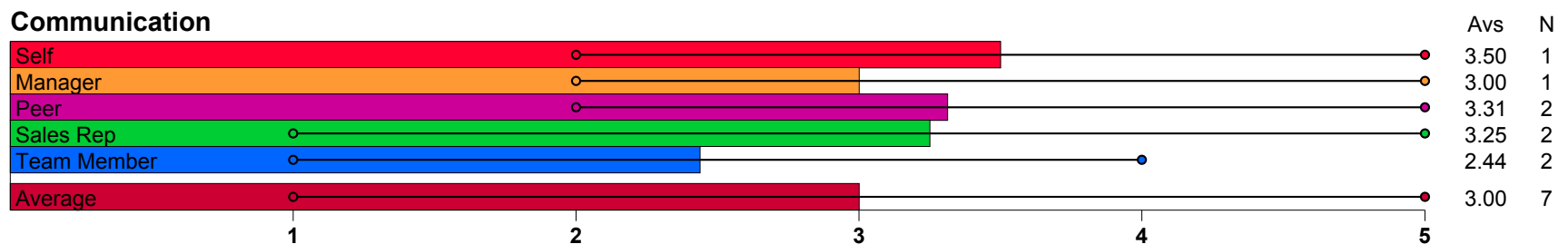
Business Savvy



Sales Team Development



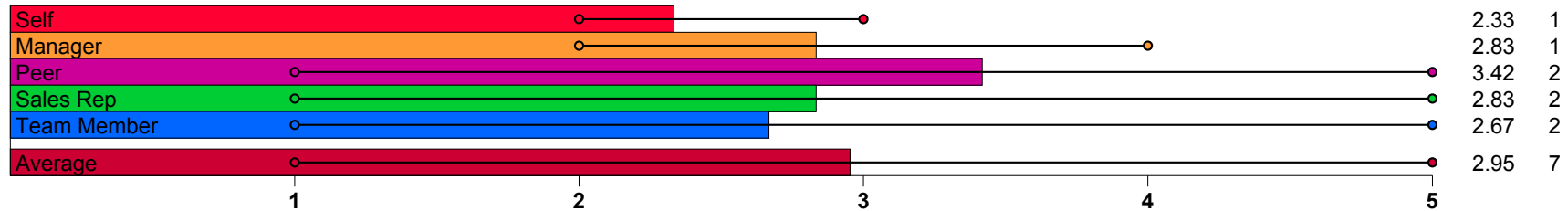
Communication



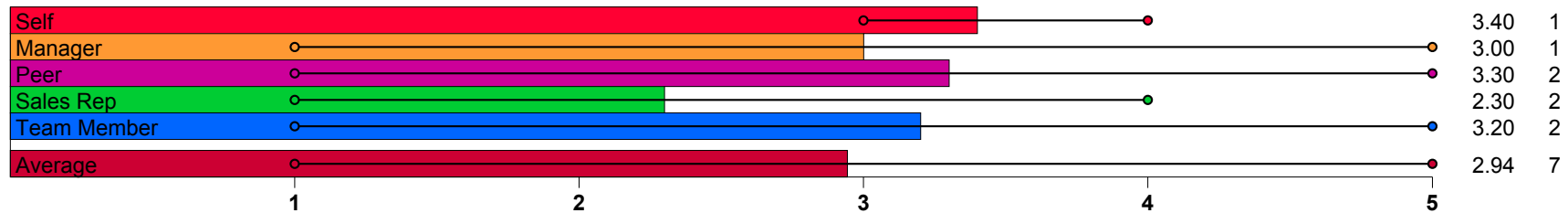
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Competency Summary Continued

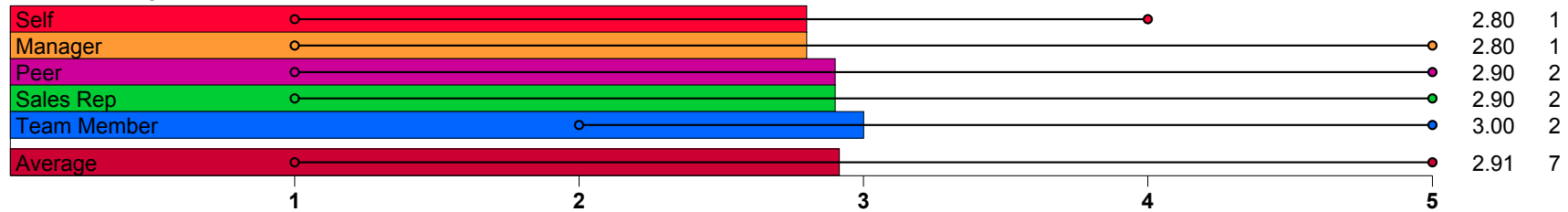
Sales Leadership



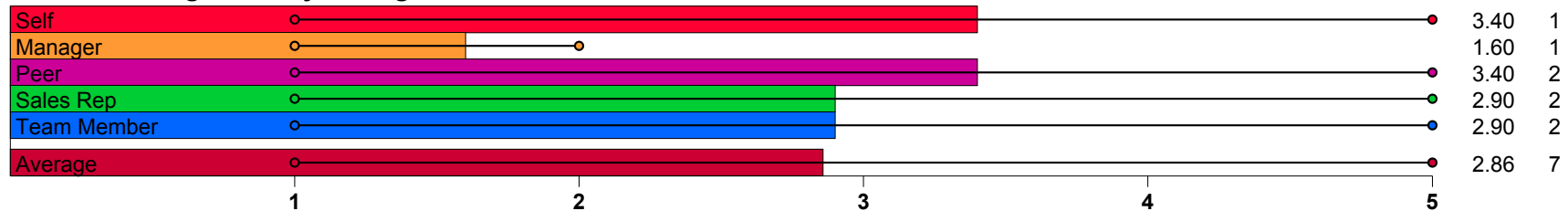
Customer Focus



Adaptability/Resilience



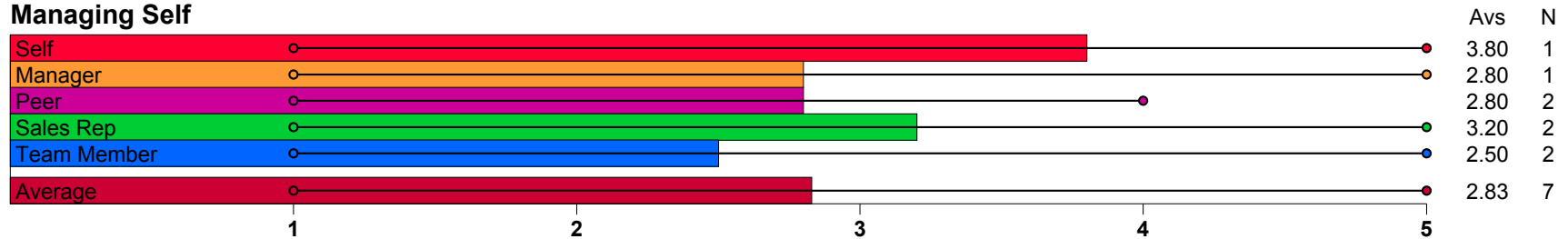
Sales Planning/Territory Management



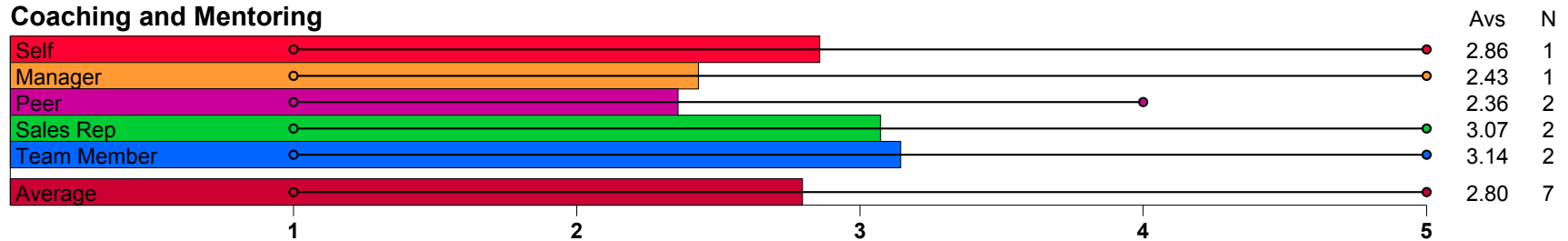
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Competency Summary Continued

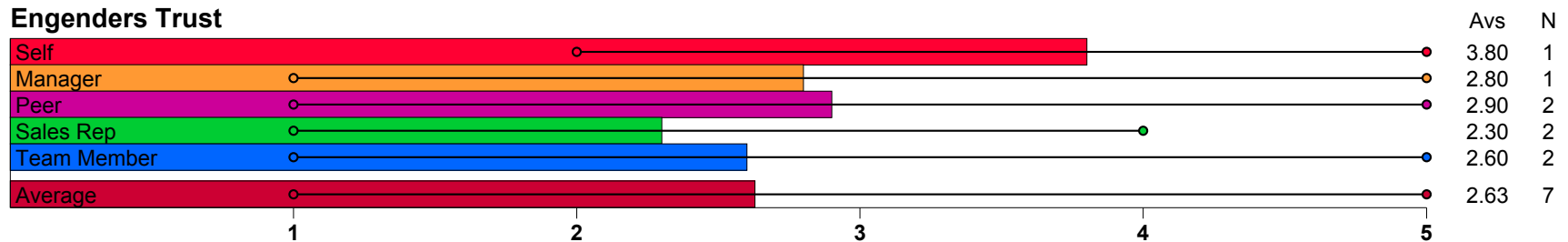
Managing Self



Coaching and Mentoring



Engenders Trust



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Most Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Sets, pursues and achieves aggressive sales goals and targets.	Drive for Results	4.1	0	0	2	2	3
Develops sales business plans that balance short-term results and long-term strategic priorities.	Sales Team Empowerment	4.0	0	1	1	2	3
Works productively while taking time for self to recuperate and sustain personal energy and health.	Sales Team Empowerment	3.7	0	0	4	1	2
Acts to improve and expand own skills and abilities. Shows interest and openness to ongoing learning and improvement.	Strategic Problem Solving	3.7	0	1	1	4	1
Identifies and communicates to sales team members their strengths and potential development areas in a constructive and beneficial manner.	Performance Management	3.7	0	1	1	4	1
Keeps others informed on new plans, data and developments without waiting for other to ask for information.	Performance Management	3.7	1	0	2	1	3
Maintains open, honest and non-defensive relationships with all team members.	Communication	3.7	1	0	1	3	2
Handle difficulties, obstacles and frustrations well without becoming frustrated, irritated or angry, and without upsetting others.	Emotional Intelligence	3.7	0	1	1	4	1
Puts the organization's interests above his or her career or professional ambitions.	Sales Team Development	3.6	1	1	1	1	3
Effectively schedules sales work activities and tasks.	Sales Leadership	3.6	0	1	2	3	1
Draws on the diverse skills and knowledge of others to achieve the most effective results.	Strategic Problem Solving	3.6	0	1	3	1	2

SALES MANAGERVIEW360

Most Frequent Behaviors - Manager

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Supports sales team member's career and professional development through coaching, training, mentoring and growth assignments.	Adaptability/Resilience	5.0	0	0	0	0	1
Keeps others informed on new plans, data and developments without waiting for other to ask for information.	Performance Management	5.0	0	0	0	0	1
Overcomes potential obstacles and challenges to achieve sales goals for the team.	Business Savvy	5.0	0	0	0	0	1
Inspires others with their vision and plans for the future.	Coaching and Mentoring	5.0	0	0	0	0	1
Maintains open, honest and non-defensive relationships with all team members.	Communication	5.0	0	0	0	0	1
Creates and analyzes a sales territory plan for the team to cultivate new prospects, identify old or lost customers and increase sales with existing clients.	Managing Self	5.0	0	0	0	0	1
Displays confidence and trust in others by delegating key tasks and responsibilities.	Engenders Trust	5.0	0	0	0	0	1
Works collaboratively with colleagues at all levels.	Customer Focus	5.0	0	0	0	0	1
Demonstrates a genuine interest in the career and professional development of sales team members.	Strategic Problem Solving	5.0	0	0	0	0	1
Focuses on key tasks when faced with limited resources or time.	Strategic Problem Solving	5.0	0	0	0	0	1
Demonstrates empathy and responsiveness to others.	Strategic Problem Solving	5.0	0	0	0	0	1

SALES MANAGERVIEW360

Most Frequent Behaviors - Peer

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Keeps others informed on new plans, data and developments without waiting for other to ask for information.	Performance Management	5.0	0	0	0	0	2
Displays single-mindedness in focusing energy on key sales goals and targets.	Customer Focus	4.5	0	0	0	1	1
Sets, pursues and achieves aggressive sales goals and targets.	Drive for Results	4.5	0	0	0	1	1
Develops sales business plans that balance short-term results and long-term strategic priorities.	Sales Team Empowerment	4.5	0	0	0	1	1
Acts to improve and expand own skills and abilities. Shows interest and openness to ongoing learning and improvement.	Strategic Problem Solving	4.5	0	0	0	1	1
Maintains open, honest and non-defensive relationships with all team members.	Communication	4.5	0	0	0	1	1
Supports sales team member's career and professional development through coaching, training, mentoring and growth assignments.	Adaptability/Resilience	4.5	0	0	0	1	1
Handle difficulties, obstacles and frustrations well without becoming frustrated, irritated or angry, and without upsetting others.	Emotional Intelligence	4.5	0	0	0	1	1
Identifies and meets the customer's needs and expectations (internal and external).	Sales Planning/Territory Management	4.5	0	0	0	1	1
Resists acting defensively and keeps an open mind when others disagree.	Sales Planning/Territory Management	4.5	0	0	0	1	1
Effectively schedules sales work activities and tasks.	Sales Leadership	4.5	0	0	0	1	1

SALES MANAGERVIEW360

Most Frequent Behaviors - Sales Rep

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Maintains poise, tenacity, focus and productivity during stressful and challenging times.	Coaching and Mentoring	4.5	0	0	0	1	1
Draws on the diverse skills and knowledge of others to achieve the most effective results.	Strategic Problem Solving	4.5	0	0	0	1	1
Sets, pursues and achieves aggressive sales goals and targets.	Drive for Results	4.5	0	0	0	1	1
Thoroughly and logically analyzes available market/sales data to seek the best solution or alternatives to a problem.	Adaptability/Resilience	4.5	0	0	0	1	1
Establishes and communicates clear, specific, attainable and measurable sales goals for the organization/team/individual.	Sales Team Development	4.5	0	0	0	1	1
Engenders a positive climate through the use of optimism, integrity and sincerity.	Drive for Results	4.0	0	0	1	0	1
Identifies opportunities and develops initiatives that add value to the organization.	Sales Team Development	4.0	0	0	0	2	0
Works productively while taking time for self to recuperate and sustain personal energy and health.	Sales Team Empowerment	4.0	0	0	1	0	1
Monitors and corrects sources of lagging individual and team sales goals.	Performance Management	4.0	0	0	1	0	1
Identifies and communicates to sales team members their strengths and potential development areas in a constructive and beneficial manner.	Performance Management	4.0	0	0	0	2	0
Handle difficulties, obstacles and frustrations well without becoming frustrated, irritated or angry, and without upsetting others.	Emotional Intelligence	4.0	0	0	0	2	0
Communicates expectations and holds sales team members accountable for achieving the required results.	Coaching and Mentoring	4.0	0	0	1	0	1
Maintains open, honest and non-defensive relationships with all team members.	Communication	4.0	0	0	0	2	0

SALES MANAGERVIEW360

Most Frequent Behaviors - Sales Rep

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Makes efficient use of time and resources to achieve results.	Communication	4.0	0	0	1	0	1
Facilitates effective meetings by maintaining focus and ensuring appropriate exchange of ideas, recommendations, information and plans.	Managing Self	4.0	0	0	1	0	1
Acts to improve and expand own skills and abilities. Shows interest and openness to ongoing learning and improvement.	Strategic Problem Solving	4.0	0	0	0	2	0
Even in time of uncertainty and ambiguity, makes timely decisions while exercising good judgment.	Business Savvy	4.0	0	0	1	0	1

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Most Frequent Behaviors - Team Member

The following behaviors were identified by your respondents as your most frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your most frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as frequently practiced. As such, you should consider ways to continue leveraging these behaviors as strengths.

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Asserts his/her ideas and opinions in the face of opposition.	Emotional Intelligence	5.0	0	0	0	0	2
Puts the organization's interests above his or her career or professional ambitions.	Sales Team Development	5.0	0	0	0	0	2
Develops sales business plans that balance short-term results and long-term strategic priorities.	Sales Team Empowerment	5.0	0	0	0	0	2
Identifies internal and external stakeholders (suppliers, customers) that can or will grow and develop the business	Customer Focus	4.0	0	0	1	0	1
Sets, pursues and achieves aggressive sales goals and targets.	Drive for Results	4.0	0	0	1	0	1
Establishes a plan and process for developing sales management and leadership successors.	Drive for Results	4.0	0	0	1	0	1
Identifies and meets the customer's needs and expectations (internal and external).	Sales Planning/Territory Management	4.0	0	0	1	0	1
Establishes and communicates clear, specific, attainable and measurable sales goals for the organization/team/individual.	Sales Team Development	4.0	0	0	1	0	1
Maintains an effective balance between work, family and personal life.	Sales Leadership	4.0	0	0	0	2	0
Uses diverse coaching techniques and methods (e.g., feedback, recognition, etc.) to help sales team members attain high levels of performance and success.	Managing Self	4.0	0	0	1	0	1
Demonstrates empathy and responsiveness to others.	Strategic Problem Solving	4.0	0	0	1	0	1
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and recommendations.	Sales Team Empowerment	4.0	0	0	0	2	0
Works productively while taking time for self to recuperate and sustain personal energy and health.	Sales Team Empowerment	4.0	0	0	1	0	1

SALES MANAGERVIEW360

Most Frequent Behaviors - Team Member

Most Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Uses written communications effectively and appropriately.	Coaching and Mentoring	4.0	0	0	1	0	1
Solicits and accepts feedback from others easily and uses the feedback to modify own behavior or performance.	Emotional Intelligence	4.0	0	0	1	0	1
Seeks to understand others, before, being understood.	Emotional Intelligence	4.0	0	0	0	2	0

SALES MANAGERVIEW360

Least Frequent Behaviors - All Raters

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Helps others to understand how the sales team's work contributes to the achievement of the organization's business goals.	Sales Planning/Territory Management	2.0	4	1	0	2	0
Displays rigor and discipline to analyze problems in a logical and organized manner.	Engenders Trust	2.3	1	4	1	1	0
Develops both short-term and long-term sales plans that analyze prospects and client data to understand profitability and future sales.	Performance Management	2.3	2	2	2	1	0
Uses written communications effectively and appropriately.	Coaching and Mentoring	2.3	3	1	2	0	1
Modifies his/her leadership style to persuade, motivate and influence others.	Sales Leadership	2.3	1	4	1	1	0
Considers the impact of feelings and emotions of others before making decisions or taking actions.	Engenders Trust	2.4	2	2	2	0	1
Identifies opportunities and develops initiatives that add value to the organization.	Sales Team Development	2.6	1	3	1	2	0
Acts with the customer in mind and in focus.	Communication	2.6	2	1	2	2	0
Communicates candidly and respectfully even in difficult situations.	Communication	2.6	1	4	0	1	1
Raises tough issues even it makes other feel uncomfortable.	Communication	2.6	1	2	3	1	0
Communicates with confidence, energy and passion that inspires, motivates and increases commitment to sales goals.	Sales Team Empowerment	2.6	1	2	3	1	0
Involves sales team members in decision-making, planning and problem solving processes.	Adaptability/Resilience	2.6	1	1	5	0	0
Removes obstacles and challenges which may be hindering the sales team's performance.	Customer Focus	2.6	1	4	0	1	1
Establishes a logical sequence of work activities and assignments.	Coaching and Mentoring	2.6	0	4	2	1	0

SALES MANAGERVIEW360

Least Frequent Behaviors - All Raters

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Confronts and constructively addresses matters that are affecting team work, engagement and morale.	Sales Planning/Territory Management	2.6	2	2	1	1	1
Makes an effort to acknowledge and resolve interpersonal tensions and conflicts with others.	Sales Leadership	2.6	2	2	1	1	1

SALES MANAGERVIEW360

Least Frequent Behaviors - Manager

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Helps others to understand how the sales team's work contributes to the achievement of the organization's business goals.	Sales Planning/Territory Management	1.0	1	0	0	0	0
Confronts and constructively addresses matters that are affecting team work, engagement and morale.	Sales Planning/Territory Management	1.0	1	0	0	0	0
Utilizes and manages time productively.	Sales Team Development	1.0	1	0	0	0	0
Considers the impact of feelings and emotions of others before making decisions or taking actions.	Engenders Trust	1.0	1	0	0	0	0
Involves sales team members in decision-making, planning and problem solving processes.	Adaptability/Resilience	1.0	1	0	0	0	0
Empowers others to make decision and implement solutions.	Drive for Results	1.0	1	0	0	0	0
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and recommendations.	Sales Team Empowerment	1.0	1	0	0	0	0
Identifies internal and external stakeholders (suppliers, customers) that can or will grow and develop the business	Customer Focus	1.0	1	0	0	0	0
Communicates expectations and holds sales team members accountable for achieving the required results.	Coaching and Mentoring	1.0	1	0	0	0	0
Maintains poise, tenacity, focus and productivity during stressful and challenging times.	Coaching and Mentoring	1.0	1	0	0	0	0
Provide consistent and regular feedback to sales team members about where their performance and day-to-day behavior exceeds, meets or falls short of expectations.	Managing Self	1.0	1	0	0	0	0

SALES MANAGERVIEW360

Least Frequent Behaviors - Peer

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Focuses on key tasks when faced with limited resources or time.	Strategic Problem Solving	1.5	1	1	0	0	0
Demonstrates empathy and responsiveness to others.	Strategic Problem Solving	1.5	1	1	0	0	0
Identifies opportunities and develops initiatives that add value to the organization.	Sales Team Development	1.5	1	1	0	0	0
Establishes and communicates clear, specific, attainable and measurable sales goals for the organization/team/individual.	Sales Team Development	1.5	1	1	0	0	0
Displays rigor and discipline to analyze problems in a logical and organized manner.	Engenders Trust	1.5	1	1	0	0	0
Helps others to understand how the sales team's work contributes to the achievement of the organization's business goals.	Sales Planning/Territory Management	1.5	1	1	0	0	0
Inspires others with their vision and plans for the future.	Coaching and Mentoring	1.5	1	1	0	0	0
Thoroughly and logically analyzes available market/sales data to seek the best solution or alternatives to a problem.	Adaptability/Resilience	1.5	1	1	0	0	0
Demonstrates high standards can be trusted to do what he or she says will be done.	Sales Team Empowerment	1.5	1	1	0	0	0
Makes decisions confidently and quickly when necessary.	Drive for Results	2.0	1	0	1	0	0
Even in time of uncertainty and ambiguity, makes timely decisions while exercising good judgment.	Business Savvy	2.0	1	0	1	0	0
Communicates candidly and respectfully even in difficult situations.	Communication	2.0	0	2	0	0	0
Makes efficient use of time and resources to achieve results.	Communication	2.0	0	2	0	0	0
Uses written communications effectively and appropriately.	Coaching and Mentoring	2.0	1	0	1	0	0

SALES MANAGERVIEW360

Least Frequent Behaviors - Peer

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Removes obstacles and challenges which may be hindering the sales team's performance.	Customer Focus	2.0	0	2	0	0	0
Allows for disagreements to emerge with the sales team and to be openly discussed.	Sales Team Empowerment	2.0	1	0	1	0	0
Communicates with confidence, energy and passion that inspires, motivates and increases commitment to sales goals.	Sales Team Empowerment	2.0	0	2	0	0	0

SALES MANAGERVIEW360

Least Frequent Behaviors - Sales Rep

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Displays single-mindedness in focusing energy on key sales goals and targets.	Customer Focus	1.0	2	0	0	0	0
Uses written communications effectively and appropriately.	Coaching and Mentoring	1.0	2	0	0	0	0
Considers the impact of feelings and emotions of others before making decisions or taking actions.	Engenders Trust	1.5	1	1	0	0	0
Removes obstacles and challenges which may be hindering the sales team's performance.	Customer Focus	1.5	1	1	0	0	0
Develops both short-term and long-term sales plans that analyze prospects and client data to understand profitability and future sales.	Performance Management	2.0	1	0	1	0	0
Acts in the best interests of the organization and voids potential risks to the organization's reputation.	Performance Management	2.0	1	0	1	0	0
Asserts his/her ideas and opinions in the face of opposition.	Emotional Intelligence	2.0	1	0	1	0	0
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and recommendations.	Sales Team Empowerment	2.0	0	2	0	0	0
Modifies his/her leadership style to persuade, motivate and influence others.	Sales Leadership	2.0	0	2	0	0	0
Maintains an effective balance between work, family and personal life.	Sales Leadership	2.0	0	2	0	0	0
Supports sales team member's career and professional development through coaching, training, mentoring and growth assignments.	Adaptability/Resilience	2.0	0	2	0	0	0
Understands the diverse emotional and psychological needs of the sales team.	Adaptability/Resilience	2.0	1	0	1	0	0
Uses diverse coaching techniques and methods (e.g., feedback, recognition, etc.) to help sales team members attain high levels of performance and success.	Managing Self	2.0	1	0	1	0	0

SALES MANAGERVIEW360

Least Frequent Behaviors - Sales Rep

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Maintains optimism and a positive attitude in the face of adversity and challenge.	Business Savvy	2.0	1	0	1	0	0
Recognize and rewards outstanding behavior and/or sales achievement.	Engenders Trust	2.0	1	0	1	0	0

SALES MANAGERVIEW360

Least Frequent Behaviors - Team Member

The following behaviors were identified by your respondents as your least frequently demonstrated behaviors and grouped by relevant competency. They are rank ordered so that the first item is perceived to be your least frequently demonstrated behavior. The number of raters is shown for each rating level of the behavior. A box indicates your own self-rating on this behavior (Note: If there is no box present for an item, it means that you did not provide an answer between the scale 1 and 5).

These represent behaviors perceived by others as infrequently practiced. As such, you should consider practicing these behaviors more frequently or helping others understand when you do demonstrate them.

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Displays confidence and trust in others by delegating key tasks and responsibilities.	Engenders Trust	1.0	2	0	0	0	0
Recognizes and understand the sales market opportunities, trends and competitors.	Emotional Intelligence	1.5	1	1	0	0	0
Acts with the customer in mind and in focus.	Communication	1.5	1	1	0	0	0
Develops both short-term and long-term sales plans that analyze prospects and client data to understand profitability and future sales.	Performance Management	1.5	1	1	0	0	0
Creates and analyzes a sales territory plan for the team to cultivate new prospects, identify old or lost customers and increase sales with existing clients.	Managing Self	1.5	1	1	0	0	0
Facilitates effective meetings by maintaining focus and ensuring appropriate exchange of ideas, recommendations, information and plans.	Managing Self	1.5	1	1	0	0	0
Engenders a positive climate through the use of optimism, integrity and sincerity.	Drive for Results	1.5	1	1	0	0	0
Modifies his/her leadership style to persuade, motivate and influence others.	Sales Leadership	1.5	1	1	0	0	0
Stays informed and analyzes the impact of sales market trends in relation to customer issues.	Sales Leadership	2.0	1	0	1	0	0
Utilizes and manages time productively.	Sales Team Development	2.0	0	2	0	0	0
Establishes and communicates organizational, departmental and sales team goals and performance standards.	Sales Team Development	2.0	1	0	1	0	0
Communicates with confidence, energy and passion that inspires, motivates and increases commitment to sales goals.	Sales Team Empowerment	2.0	1	0	1	0	0

SALES MANAGERVIEW360

Least Frequent Behaviors - Team Member

Least Frequent Behaviors	Competency	Average Score	1- Almost Never	2- Infrequently	3- Sometimes	4- Frequently	5- Almost Always
Demonstrates emotional maturity by supporting sales team members in the face of setbacks, challenges and failures.	Business Savvy	2.0	0	2	0	0	0
Raises tough issues even it makes other feel uncomfortable.	Communication	2.0	1	0	1	0	0
Maintains open, honest and non-defensive relationships with all team members.	Communication	2.0	1	0	1	0	0
Demonstrates a genuine interest in the career and professional development of sales team members.	Strategic Problem Solving	2.0	1	0	1	0	0
Brings people with diverse skills, experiences and backgrounds together to achieve the organization's desired results.	Customer Focus	2.0	1	0	1	0	0
Supports sales team member's career and professional development through coaching, training, mentoring and growth assignments.	Adaptability/Resilience	2.0	0	2	0	0	0

SALES MANAGERVIEW360

Behavior Summary

The average score for each Sales Manager View360 competency and specific questions are summarized below for each rater category (1 to 5 frequency scale with higher scores corresponding to more frequently observed behavior). If the symbol AP appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol NR appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters. If the symbol **AP** appears instead of a score it means anonymity protection (i.e., fewer than a specified minimum number of people from a particular rater group have responded, the score is not shown to protect anonymity). If the symbol **NR** appears instead of a score it means no people from a particular rater group have responded. The competencies are presented in descending order based on the average scores of all raters.

The number in parentheses next to the average score is an index of or measure of rater agreement. The range of scores for this statistical measure of rater agreement is 0 to 1 where "1" represents total agreement by all raters. A score closer to "0" suggests that there exists a wider level of disagreement among raters in their perceptions of how frequently you demonstrate specific actions or behaviors. The higher the agreement score, the greater the consistency and agreement among raters. An agreement score of less than .50 might suggest that you interpret the average score with caution as it might not truly represent an accurate indication of how you are perceived by all raters providing you with feedback.

Questions	Self	Manager	Peer	Sales Rep	Team Member	Average
Emotional Intelligence	2.86 (0.27)	2.57 (0.64)	3.57 (0.51)	2.86 (0.44)	3.57 (0.38)	3.22 (0.43)
Handle difficulties, obstacles and frustrations well without becoming frustrated, irritated or angry, and without upsetting others.	1.00 (1.00)	2.00 (1.00)	4.50 (0.75)	4.00 (1.00)	3.50 (0.75)	3.71 (0.56)
Solicits and accepts feedback from others easily and uses the feedback to modify own behavior or performance.	5.00 (1.00)	3.00 (1.00)	3.00 (1.00)	3.00 (1.00)	4.00 (0.50)	3.29 (0.65)
Balances the need to achieve sales business results with a consideration for employee's needs.	2.00 (1.00)	3.00 (1.00)	3.50 (0.75)	3.00 (0.00)	3.50 (0.75)	3.29 (0.42)
Asserts his/her ideas and opinions in the face of opposition.	2.00 (1.00)	2.00 (1.00)	3.50 (0.75)	2.00 (0.50)	5.00 (1.00)	3.29 (0.31)
Seeks to understand others, before, being understood.	5.00 (1.00)	2.00 (1.00)	3.00 (0.00)	3.00 (0.50)	4.00 (1.00)	3.14 (0.32)
Ensures cooperation and knowledge within and across the organization.	3.00 (1.00)	2.00 (1.00)	4.00 (1.00)	2.50 (0.75)	3.50 (0.25)	3.14 (0.44)
Recognizes and understand the sales market opportunities, trends and competitors.	2.00 (1.00)	4.00 (1.00)	3.50 (0.75)	2.50 (0.75)	1.50 (0.75)	2.71 (0.48)

SALES MANAGERVIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Sales Rep	Team Member	Average
Strategic Problem Solving	2.17 (0.55)	4.17 (0.55)	2.92 (0.28)	3.25 (0.29)	2.92 (0.48)	3.19 (0.33)
Acts to improve and expand own skills and abilities. Shows interest and openness to ongoing learning and improvement.	3.00 (1.00)	3.00 (1.00)	4.50 (0.75)	4.00 (1.00)	3.00 (0.50)	3.71 (0.56)
Draws on the diverse skills and knowledge of others to achieve the most effective results.	1.00 (1.00)	3.00 (1.00)	3.50 (0.25)	4.50 (0.75)	3.00 (1.00)	3.57 (0.48)
Creates meaning for sales team members by ensuring an understanding of how their work contributes to the success of the organization.	1.00 (1.00)	4.00 (1.00)	4.00 (0.50)	3.00 (1.00)	2.50 (0.75)	3.29 (0.56)
Demonstrates empathy and responsiveness to others.	3.00 (1.00)	5.00 (1.00)	1.50 (0.75)	2.50 (0.25)	4.00 (0.50)	3.00 (0.20)
Focuses on key tasks when faced with limited resources or time.	3.00 (1.00)	5.00 (1.00)	1.50 (0.75)	3.00 (0.00)	3.00 (0.50)	2.86 (0.18)
Demonstrates a genuine interest in the career and professional development of sales team members.	2.00 (1.00)	5.00 (1.00)	2.50 (0.75)	2.50 (0.25)	2.00 (0.50)	2.71 (0.31)
Drive for Results	2.80 (0.51)	2.00 (0.68)	3.30 (0.41)	3.50 (0.32)	3.20 (0.30)	3.14 (0.33)
Sets, pursues and achieves aggressive sales goals and targets.	4.00 (1.00)	3.00 (1.00)	4.50 (0.75)	4.50 (0.75)	4.00 (0.50)	4.14 (0.58)
Empowers others to make decision and implement solutions.	2.00 (1.00)	1.00 (1.00)	4.00 (0.50)	3.50 (0.25)	3.00 (0.50)	3.14 (0.27)
Establishes a plan and process for developing sales management and leadership successors.	2.00 (1.00)	2.00 (1.00)	3.00 (1.00)	2.50 (0.25)	4.00 (0.50)	3.00 (0.40)
Engenders a positive climate through the use of optimism, integrity and sincerity.	4.00 (1.00)	2.00 (1.00)	3.00 (0.50)	4.00 (0.50)	1.50 (0.75)	2.71 (0.36)
Makes decisions confidently and quickly when necessary.	2.00 (1.00)	2.00 (1.00)	2.00 (0.50)	3.00 (0.50)	3.50 (0.25)	2.71 (0.36)
Performance Management	3.00 (0.40)	3.86 (0.68)	3.21 (0.43)	2.93 (0.28)	2.86 (0.54)	3.12 (0.41)
Keeps others informed on new plans, data and developments without waiting for other to ask for information.	2.00 (1.00)	5.00 (1.00)	5.00 (1.00)	2.50 (0.25)	3.00 (1.00)	3.71 (0.31)
Identifies and communicates to sales team members their strengths and potential development areas in a constructive and beneficial manner.	2.00 (1.00)	4.00 (1.00)	3.50 (0.25)	4.00 (1.00)	3.50 (0.75)	3.71 (0.56)
Manages and controls emotions under pressure and stress.	4.00 (1.00)	4.00 (1.00)	3.00 (0.50)	3.50 (0.25)	3.50 (0.75)	3.43 (0.48)

SALES MANAGERVIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Sales Rep	Team Member	Average
Performance Management	3.00 (0.40)	3.86 (0.68)	3.21 (0.43)	2.93 (0.28)	2.86 (0.54)	3.12 (0.41)
Monitors and corrects sources of lagging individual and team sales goals.	2.00 (1.00)	4.00 (1.00)	2.50 (0.75)	4.00 (0.50)	2.50 (0.75)	3.14 (0.51)
Acts in the best interests of the organization and voids potential risks to the organization's reputation.	5.00 (1.00)	3.00 (1.00)	3.50 (0.75)	2.00 (0.50)	3.00 (0.50)	2.86 (0.51)
Demonstrates innovation and creativity by developing and/or improving concepts and ideas.	4.00 (1.00)	3.00 (1.00)	2.50 (0.75)	2.50 (0.25)	3.00 (0.50)	2.71 (0.48)
Develops both short-term and long-term sales plans that analyze prospects and client data to understand profitability and future sales.	2.00 (1.00)	4.00 (1.00)	2.50 (0.75)	2.00 (0.50)	1.50 (0.75)	2.29 (0.48)
Sales Team Empowerment	2.57 (0.20)	3.14 (0.44)	2.71 (0.45)	3.00 (0.50)	3.50 (0.41)	3.08 (0.43)
Develops sales business plans that balance short-term results and long-term strategic priorities.	1.00 (1.00)	4.00 (1.00)	4.50 (0.75)	2.50 (0.75)	5.00 (1.00)	4.00 (0.47)
Works productively while taking time for self to recuperate and sustain personal energy and health.	2.00 (1.00)	4.00 (1.00)	3.00 (1.00)	4.00 (0.50)	4.00 (0.50)	3.71 (0.56)
Establishes, cultivates and develops successful internal and external partnerships.	1.00 (1.00)	4.00 (1.00)	3.00 (1.00)	2.50 (0.75)	3.00 (0.50)	3.00 (0.62)
Demonstrates high standards can be trusted to do what he or she says will be done.	4.00 (1.00)	4.00 (1.00)	1.50 (0.75)	3.00 (1.00)	3.50 (0.75)	2.86 (0.51)
Allows for disagreements to emerge with the sales team and to be openly discussed.	5.00 (1.00)	2.00 (1.00)	2.00 (0.50)	3.50 (0.25)	3.00 (0.50)	2.71 (0.36)
Communicates in a manner that inspires commitment and support towards his/her ideas, suggestions and recommendations.	4.00 (1.00)	1.00 (1.00)	3.00 (0.50)	2.00 (1.00)	4.00 (1.00)	2.71 (0.42)
Communicates with confidence, energy and passion that inspires, motivates and increases commitment to sales goals.	1.00 (1.00)	3.00 (1.00)	2.00 (1.00)	3.50 (0.75)	2.00 (0.50)	2.57 (0.55)
Business Savvy	3.14 (0.44)	3.43 (0.55)	3.21 (0.46)	3.00 (0.35)	2.79 (0.53)	3.06 (0.44)
Encourages different views and perspectives by actively seeking and listening to the ideas of others.	2.00 (1.00)	3.00 (1.00)	4.00 (0.50)	3.00 (0.50)	3.50 (0.25)	3.43 (0.41)

SALES MANAGERVIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Sales Rep	Team Member	Average
Business Savvy	3.14 (0.44)	3.43 (0.55)	3.21 (0.46)	3.00 (0.35)	2.79 (0.53)	3.06 (0.44)
Develops systems and procedures to monitor individual, sales team and organizational progress on projects, tasks, assignments, budgets, costs and expenses.	2.00 (1.00)	4.00 (1.00)	3.50 (0.75)	3.00 (0.50)	2.50 (0.75)	3.14 (0.58)
Overcomes potential obstacles and challenges to achieve sales goals for the team.	4.00 (1.00)	5.00 (1.00)	3.00 (1.00)	3.00 (0.50)	2.50 (0.75)	3.14 (0.51)
Maintains optimism and a positive attitude in the face of adversity and challenge.	3.00 (1.00)	4.00 (1.00)	3.50 (0.75)	2.00 (0.50)	3.00 (0.50)	3.00 (0.47)
Even in time of uncertainty and ambiguity, makes timely decisions while exercising good judgment.	5.00 (1.00)	3.00 (1.00)	2.00 (0.50)	4.00 (0.50)	3.00 (1.00)	3.00 (0.47)
Responds helpfully to others' requests and takes the initiative to offer assistance and support.	4.00 (1.00)	2.00 (1.00)	3.00 (0.50)	3.00 (0.50)	3.00 (0.50)	2.86 (0.51)
Demonstrates emotional maturity by supporting sales team members in the face of setbacks, challenges and failures.	2.00 (1.00)	3.00 (1.00)	3.50 (0.25)	3.00 (0.00)	2.00 (1.00)	2.86 (0.27)
Sales Team Development	3.50 (0.44)	2.67 (0.45)	2.75 (0.38)	3.33 (0.31)	3.17 (0.30)	3.02 (0.33)
Puts the organization's interests above his or her career or professional ambitions.	4.00 (1.00)	3.00 (1.00)	3.50 (0.25)	2.50 (0.25)	5.00 (1.00)	3.57 (0.25)
Establishes and communicates clear, specific, attainable and measurable sales goals for the organization/team/individual.	4.00 (1.00)	4.00 (1.00)	1.50 (0.75)	4.50 (0.75)	4.00 (0.50)	3.43 (0.30)
Motivates sales staff to achieve both individual and team goals.	4.00 (1.00)	2.00 (1.00)	3.00 (1.00)	3.50 (0.25)	3.50 (0.25)	3.14 (0.38)
Establishes and communicates organizational, departmental and sales team goals and performance standards.	4.00 (1.00)	4.00 (1.00)	3.00 (0.50)	2.50 (0.25)	2.00 (0.50)	2.71 (0.36)
Utilizes and manages time productively.	4.00 (1.00)	1.00 (1.00)	4.00 (1.00)	3.00 (0.50)	2.00 (1.00)	2.71 (0.42)
Identifies opportunities and develops initiatives that add value to the organization.	1.00 (1.00)	2.00 (1.00)	1.50 (0.75)	4.00 (1.00)	2.50 (0.75)	2.57 (0.48)
Communication	3.50 (0.57)	3.00 (0.50)	3.31 (0.48)	3.25 (0.46)	2.44 (0.41)	3.00 (0.43)
Maintains open, honest and non-defensive relationships with all team members.	3.00 (1.00)	5.00 (1.00)	4.50 (0.75)	4.00 (1.00)	2.00 (0.50)	3.71 (0.36)

SALES MANAGERVIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Sales Rep	Team Member	Average
Communication	3.50 (0.57)	3.00 (0.50)	3.31 (0.48)	3.25 (0.46)	2.44 (0.41)	3.00 (0.43)
Remains calm under pressure and does not let stress interfere with problem solving and ability to exercise judgment.	2.00 (1.00)	2.00 (1.00)	4.00 (1.00)	3.00 (1.00)	3.50 (0.75)	3.29 (0.65)
Seeks out potential business opportunities with current prospects and new sales clients.	3.00 (1.00)	3.00 (1.00)	4.00 (0.50)	3.50 (0.75)	2.50 (0.75)	3.29 (0.56)
Makes efficient use of time and resources to achieve results.	3.00 (1.00)	4.00 (1.00)	2.00 (1.00)	4.00 (0.50)	3.00 (0.50)	3.14 (0.44)
Supports the sales team and actively conveys the needs of the team members to senior management.	4.00 (1.00)	2.00 (1.00)	3.50 (0.75)	3.00 (0.50)	2.50 (0.25)	2.86 (0.44)
Raises tough issues even it makes other feel uncomfortable.	4.00 (1.00)	3.00 (1.00)	3.00 (0.50)	2.50 (0.75)	2.00 (0.50)	2.57 (0.55)
Communicates candidly and respectfully even in difficult situations.	5.00 (1.00)	2.00 (1.00)	2.00 (1.00)	3.50 (0.25)	2.50 (0.25)	2.57 (0.35)
Acts with the customer in mind and in focus.	4.00 (1.00)	3.00 (1.00)	3.50 (0.75)	2.50 (0.25)	1.50 (0.75)	2.57 (0.41)
Sales Leadership	2.33 (0.76)	2.83 (0.55)	3.42 (0.31)	2.83 (0.43)	2.67 (0.41)	2.95 (0.38)
Effectively schedules sales work activities and tasks.	3.00 (1.00)	4.00 (1.00)	4.50 (0.75)	3.50 (0.75)	2.50 (0.75)	3.57 (0.55)
Stays informed and analyzes the impact of sales market trends in relation to customer issues.	2.00 (1.00)	4.00 (1.00)	4.00 (0.50)	3.50 (0.75)	2.00 (0.50)	3.29 (0.42)
Maintains an effective balance between work, family and personal life.	2.00 (1.00)	3.00 (1.00)	3.00 (0.50)	2.00 (1.00)	4.00 (1.00)	3.00 (0.54)
Ask probing questions to better understand an issue or point of view.	3.00 (1.00)	2.00 (1.00)	3.00 (0.00)	3.00 (0.50)	3.50 (0.25)	3.00 (0.24)
Makes an effort to acknowledge and resolve interpersonal tensions and conflicts with others.	2.00 (1.00)	2.00 (1.00)	2.50 (0.25)	3.00 (0.00)	2.50 (0.75)	2.57 (0.30)
Modifies his/her leadership style to persuade, motivate and influence others.	2.00 (1.00)	2.00 (1.00)	3.50 (0.75)	2.00 (1.00)	1.50 (0.75)	2.29 (0.56)
Customer Focus	3.40 (0.76)	3.00 (0.29)	3.30 (0.33)	2.30 (0.45)	3.20 (0.20)	2.94 (0.28)
Identifies internal and external stakeholders (suppliers, customers) that can or will grow and develop the business	3.00 (1.00)	1.00 (1.00)	4.00 (1.00)	3.00 (0.50)	4.00 (0.50)	3.29 (0.36)

SALES MANAGERVIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Sales Rep	Team Member	Average
Customer Focus	3.40 (0.76)	3.00 (0.29)	3.30 (0.33)	2.30 (0.45)	3.20 (0.20)	2.94 (0.28)
Works collaboratively with colleagues at all levels.	4.00 (1.00)	5.00 (1.00)	2.50 (0.25)	3.00 (0.50)	3.00 (0.00)	3.14 (0.18)
Brings people with diverse skills, experiences and backgrounds together to achieve the organization's desired results.	3.00 (1.00)	3.00 (1.00)	3.50 (0.25)	3.00 (1.00)	2.00 (0.50)	2.86 (0.44)
Displays single-mindedness in focusing energy on key sales goals and targets.	3.00 (1.00)	2.00 (1.00)	4.50 (0.75)	1.00 (1.00)	3.50 (0.25)	2.86 (0.18)
Removes obstacles and challenges which may be hindering the sales team's performance.	4.00 (1.00)	4.00 (1.00)	2.00 (1.00)	1.50 (0.75)	3.50 (0.25)	2.57 (0.35)
Adaptability/Resilience	2.80 (0.42)	2.80 (0.27)	2.90 (0.48)	2.90 (0.48)	3.00 (0.50)	2.91 (0.45)
Thoroughly and logically analyzes available market/sales data to seek the best solution or alternatives to a problem.	2.00 (1.00)	4.00 (1.00)	1.50 (0.75)	4.50 (0.75)	3.50 (0.75)	3.29 (0.36)
Supports sales team member's career and professional development through coaching, training, mentoring and growth assignments.	4.00 (1.00)	5.00 (1.00)	4.50 (0.75)	2.00 (1.00)	2.00 (1.00)	3.14 (0.32)
Removes practices and/or problems that impact negatively on the financial performance.	4.00 (1.00)	2.00 (1.00)	2.50 (0.75)	3.00 (1.00)	3.50 (0.75)	2.86 (0.68)
Understands the diverse emotional and psychological needs of the sales team.	1.00 (1.00)	2.00 (1.00)	3.00 (1.00)	2.00 (0.50)	3.50 (0.25)	2.71 (0.42)
Involves sales team members in decision-making, planning and problem solving processes.	3.00 (1.00)	1.00 (1.00)	3.00 (1.00)	3.00 (1.00)	2.50 (0.75)	2.57 (0.64)
Sales Planning/Territory Management	3.40 (0.32)	1.60 (0.76)	3.40 (0.32)	2.90 (0.35)	2.90 (0.43)	2.86 (0.34)
Identifies and meets the customer's needs and expectations (internal and external).	3.00 (1.00)	2.00 (1.00)	4.50 (0.75)	2.50 (0.75)	4.00 (0.50)	3.43 (0.41)
Resists acting defensively and keeps an open mind when others disagree.	5.00 (1.00)	2.00 (1.00)	4.50 (0.75)	3.50 (0.25)	3.00 (0.50)	3.43 (0.35)
Transfers the necessary authority to sales staff to ensure completion of delegated tasks, assignments and projects.	4.00 (1.00)	2.00 (1.00)	3.00 (1.00)	3.50 (0.75)	2.50 (0.75)	2.86 (0.68)

SALES MANAGERVIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Sales Rep	Team Member	Average
Sales Planning/Territory Management	3.40 (0.32)	1.60 (0.76)	3.40 (0.32)	2.90 (0.35)	2.90 (0.43)	2.86 (0.34)
Confronts and constructively addresses matters that are affecting team work, engagement and morale.	1.00 (1.00)	1.00 (1.00)	3.50 (0.25)	2.50 (0.25)	2.50 (0.75)	2.57 (0.30)
Helps others to understand how the sales team's work contributes to the achievement of the organization's business goals.	4.00 (1.00)	1.00 (1.00)	1.50 (0.75)	2.50 (0.25)	2.50 (0.25)	2.00 (0.35)
Managing Self	3.80 (0.27)	2.80 (0.34)	2.80 (0.42)	3.20 (0.42)	2.50 (0.28)	2.83 (0.35)
Provide consistent and regular feedback to sales team members about where their performance and day-to-day behavior exceeds, meets or falls short of expectations.	4.00 (1.00)	1.00 (1.00)	3.50 (0.75)	3.50 (0.75)	3.00 (0.00)	3.00 (0.29)
Uses diverse coaching techniques and methods (e.g., feedback, recognition, etc.) to help sales team members attain high levels of performance and success.	4.00 (1.00)	3.00 (1.00)	2.50 (0.75)	2.00 (0.50)	4.00 (0.50)	2.86 (0.44)
Creates and analyzes a sales territory plan for the team to cultivate new prospects, identify old or lost customers and increase sales with existing clients.	5.00 (1.00)	5.00 (1.00)	2.50 (0.25)	3.50 (0.25)	1.50 (0.75)	2.86 (0.18)
Facilitates effective meetings by maintaining focus and ensuring appropriate exchange of ideas, recommendations, information and plans.	1.00 (1.00)	2.00 (1.00)	3.00 (0.50)	4.00 (0.50)	1.50 (0.75)	2.71 (0.36)
Creates new concepts, models or ideas that synthesize market and sales information and data.	5.00 (1.00)	3.00 (1.00)	2.50 (0.25)	3.00 (1.00)	2.50 (0.75)	2.71 (0.56)
Coaching and Mentoring	2.86 (0.22)	2.43 (0.30)	2.36 (0.51)	3.07 (0.33)	3.14 (0.41)	2.80 (0.37)
Demonstrates consistency between actions and words.	5.00 (1.00)	4.00 (1.00)	2.50 (0.25)	3.50 (0.75)	3.00 (0.50)	3.14 (0.44)
Maintains poise, tenacity, focus and productivity during stressful and challenging times.	5.00 (1.00)	1.00 (1.00)	2.50 (0.75)	4.50 (0.75)	3.50 (0.75)	3.14 (0.38)
Ensures the sales team understands and balances the needs of customers while ensuring organizational profitability and productivity.	1.00 (1.00)	2.00 (1.00)	3.00 (0.50)	3.50 (0.25)	2.50 (0.25)	2.86 (0.32)
Inspires others with their vision and plans for the future.	3.00 (1.00)	5.00 (1.00)	1.50 (0.75)	2.50 (0.75)	3.50 (0.25)	2.86 (0.27)

SALES MANAGERVIEW360

Behavior Summary Continued

Questions	Self	Manager	Peer	Sales Rep	Team Member	Average
Coaching and Mentoring	2.86 (0.22)	2.43 (0.30)	2.36 (0.51)	3.07 (0.33)	3.14 (0.41)	2.80 (0.37)
Communicates expectations and holds sales team members accountable for achieving the required results.	2.00 (1.00)	1.00 (1.00)	2.50 (0.75)	4.00 (0.50)	2.50 (0.75)	2.71 (0.42)
Establishes a logical sequence of work activities and assignments.	3.00 (1.00)	2.00 (1.00)	2.50 (0.75)	2.50 (0.75)	3.00 (0.50)	2.57 (0.64)
Uses written communications effectively and appropriately.	1.00 (1.00)	2.00 (1.00)	2.00 (0.50)	1.00 (1.00)	4.00 (0.50)	2.29 (0.31)
Engenders Trust	3.80 (0.51)	2.80 (0.27)	2.90 (0.31)	2.30 (0.50)	2.60 (0.40)	2.63 (0.37)
Recognize and rewards outstanding behavior and/or sales achievement.	4.00 (1.00)	4.00 (1.00)	3.00 (0.50)	2.00 (0.50)	3.00 (1.00)	2.86 (0.51)
Selects and develops the best sales talent for key positions and assignments.	2.00 (1.00)	2.00 (1.00)	4.00 (0.50)	2.50 (0.25)	2.50 (0.75)	2.86 (0.38)
Displays confidence and trust in others by delegating key tasks and responsibilities.	4.00 (1.00)	5.00 (1.00)	3.00 (0.00)	3.00 (1.00)	1.00 (1.00)	2.71 (0.17)
Considers the impact of feelings and emotions of others before making decisions or taking actions.	4.00 (1.00)	1.00 (1.00)	3.00 (1.00)	1.50 (0.75)	3.50 (0.25)	2.43 (0.35)
Displays rigor and discipline to analyze problems in a logical and organized manner.	5.00 (1.00)	2.00 (1.00)	1.50 (0.75)	2.50 (0.75)	3.00 (0.50)	2.29 (0.56)

SALES MANAGERVIEW360

Open Ended Comments Summary Introduction

You and your respondents had the opportunity to provide written comments online about your perceived strengths and possible development areas.

The questions were:

- ✓ Please provide any written comments you have regarding what the individual could be doing more to be effective.
- ✓ Please provide any written comments you have regarding what the individual could be doing less to be effective.
- ✓ Please provide any written comments you have regarding what the individual could be doing differently to be effective.

These comments are provided on the next pages and are included verbatim without identifying the rater to ensure confidentiality.

Compare the open-ended comments provided in the next few pages with the graphs and other information provided in this feedback report.

Please keep in mind that not all comments will be easy to understand - not everyone can provide concrete, specific, non-judgmental feedback.

It is important to look for trends or themes as you read these comments - it is easy to find a single comment upsetting or even biased. However, if a number of comments focus on a specific area you might want to place a greater emphasis of importance on the specific behaviors to change to enhance your overall effectiveness.

The following questions might be useful in analyzing these open-ended comments:

- ✓ Are the comments consistent and reinforce the other feedback you have received?
- ✓ Do they add any new information or insight about your performance and effectiveness?
- ✓ Do you see any trends across the open-ended comments?
- ✓ How can you leverage your strengths?
- ✓ What areas are you committed to focus on as part of your executive development plan?

SALES MANAGERVIEW360

Open Ended Comments Summary

Feedforward: Doing More

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Open Ended Comments Summary Continued
Feedforward: Doing Less

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Open Ended Comments Summary Continued
Feedforward: Doing Differently

SALES MANAGERVIEW360

Development Planning Guide

Examining Your Sales Manager View360 Feedback Report

Your reactions to your Sales Manager View360 report provide insight that is useful not only in the interpretation of the results, but in deciding what you may do about them. Start with your feelings about the results.

If you had to select a single word or phrase to describe your emotional reaction, it would be:

What is it about your results that lead you to feel this way?

What new insights, if any, do you get from your results?

How do your perceptions compare to those of other rater groups? Are there any important trends?

What experiences or feedback from others seems very consistent with these results? What experiences or feedback from others seems very inconsistent with these results?

SALES MANAGERVIEW360

Development Planning Guide Continued

Deciding What Management Skills To Work On

The table below summarizes the 15 Sales Manager View360 competencies. Place a check next to the ones you rate as being most important to your current position below and place a check next to those skills that the majority of others see as possible development areas. Any competency with both columns checked suggests more critical development areas. These should be considered as part of your development action plan.

Competency Group	Competency	Competency Importance Rating	Development As Perceived By Others
Sales Performance Leadership	Drive for Results		
	Business Savvy		
	Strategic Problem Solving		
	Customer Focus		
	Sales Planning/Territory Management		
Interpersonal Leadership	Emotional Intelligence		
	Communication		
	Sales Team Empowerment		
	Sales Leadership		
	Coaching and Mentoring		
	Sales Team Development		
	Performance Management		
Intrapersonal Leadership	Managing Self		
	Adaptability/Resilience		
	Engenders Trust		

SALES MANAGERVIEW360

Development Planning Guide Continued

Focusing On Management Development

List three scale strengths based upon your Sales Manager View360 results below:

1. _____
2. _____
3. _____

List three possible development scales based upon your Sales Manager View360 results below:

1. _____
2. _____
3. _____

The Sales Manager View360 questionnaire feedback is to help you to develop your supervisory and management skills. Developing skills can be challenging because it almost always means replacing current behavior with a new pattern of behavior. This is not easy! The action planning process helps to increase your success. Research shows that desired change is more likely to be successful when:

- ✓ The desired skills and behaviors are specifically defined
- ✓ There is commitment and motivation to change
- ✓ An action plan is developed and shared with others
- ✓ An analysis is made of reasons for lack of success
- ✓ Other people support the change in observable ways
- ✓ The outcomes are visible and can be measured

The action plan worksheet on the next page will assist you at developing the skills you have identified based on the results of your Sales Manager View360 Questionnaire. As you begin work on your action plan, consider the following:

- ✓ Focus on a single specific skill or skill area
- ✓ Use the recommendations in your report as a basis for your plan
- ✓ Keep your plan simple and put it in writing
- ✓ Define how you will monitor and evaluate progress

SALES MANAGERVIEW360

Development Planning Guide Continued

Competency:	
Development Activities:	Target Dates:
Support/Resources Required:	
Measures of Success:	
Results Achieved:	