

THE SALES MANAGEMENT ATTRIBUTE INDEX™

John Doe

Sales Manager
XYZ Company
3-25-2003

CRITICAL SALES MANAGEMENT ATTRIBUTES

COMPONENT ANALYSIS FOR : John Doe

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

0 1 2 3 4 5 6 7 8 9 10



7.3 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



6.7 GOOD

MONITORING OTHERS: What is John'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



6.9 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.9 VG

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

0 1 2 3 4 5 6 7 8 9 10



7.6 GOOD

The following scale is used throughout the report.

- 0 to 5.0 = POOR
- 5.1 to 6.6 = FAIR
- 6.7 to 7.6 = GOOD
- 7.7 to 8.8 = VG
- 8.9 to 10 = EX

Rev: 0.89-0.87

CRITICAL SALES MANAGEMENT ATTRIBUTES

COMPONENT ANALYSIS FOR : John Doe

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

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.3 GOOD

The following scale is used throughout the report.

- 0 to 5.0 = POOR
- 5.1 to 6.6 = FAIR
- 6.7 to 7.6 = GOOD
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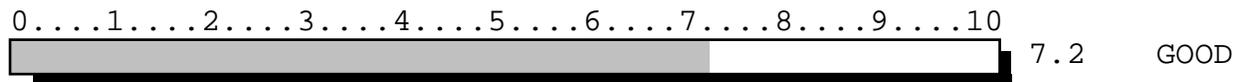
Rev: 0.89-0.87

THE SALES MANAGEMENT ATTRIBUTE

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 : John Doe

CONFLICT AND PROBLEM RESOLUTION



GETTING RESULTS



LEADERSHIP FOCUS



OPPORTUNITY ANALYSIS



PLANNING ORIENTATION



SELF AND PROJECT MANAGEMENT



STAFFING FOCUS



The following scale is used throughout the report.

- 0 to 5.0 = POOR
- 5.1 to 6.6 = FAIR
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CONFLICT AND PROBLEM RESOLUTION

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

COMPONENT ANALYSIS FOR : John Doe

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

0 1 2 3 4 5 6 7 8 9 10



6.3 FAIR

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

0 1 2 3 4 5 6 7 8 9 10



7.7 VG

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

0 1 2 3 4 5 6 7 8 9 10



6.8 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.6 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.3 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.6 GOOD

GETTING RESULTS

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

COMPONENT ANALYSIS FOR : John Doe

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

0 1 2 3 4 5 6 7 8 9 10



6.5 FAIR

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

0 1 2 3 4 5 6 7 8 9 10



7.6 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



8.0 VG

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

0 1 2 3 4 5 6 7 8 9 10



7.7 VG

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

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



6.8 GOOD

LEADERSHIP FOCUS

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

COMPONENT ANALYSIS FOR : John Doe

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

0 1 2 3 4 5 6 7 8 9 10



7.3 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

MONITORING OTHERS: What is John'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



6.9 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.3 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.7 VG

OPPORTUNITY ANALYSIS

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

COMPONENT ANALYSIS FOR : John Doe

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

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.7 VG

LONG RANGE PLANNING: What are John'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?

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.3 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.3 GOOD

PLANNING ORIENTATION

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

COMPONENT ANALYSIS FOR : John Doe

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

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.9 VG

LONG RANGE PLANNING: What are John'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?

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.3 GOOD

SELF AND PROJECT MANAGEMENT

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

COMPONENT ANALYSIS FOR : John Doe

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

0 1 2 3 4 5 6 7 8 9 10



6.7 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



6.4 FAIR

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

0 1 2 3 4 5 6 7 8 9 10



6.4 FAIR

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

0 1 2 3 4 5 6 7 8 9 10



7.5 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



5.7 FAIR

SELF DISCIPLINE AND SENSE OF DUTY: How strongly does John feel the need to be consistent and true to himself in his actions? Can he rule his own conduct and remain true to his ideals?

0 1 2 3 4 5 6 7 8 9 10



7.4 GOOD

SELF AND PROJECT MANAGEMENT

COMPONENT ANALYSIS FOR : John Doe

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

0 1 2 3 4 5 6 7 8 9 10



7.9

VG

REALISTIC PERSONAL GOAL SETTING: How proficient is John at setting goals for himself that can realistically be achieved given his abilities, the resources available to him and the timeframe within which he has to work?

0 1 2 3 4 5 6 7 8 9 10



7.0

GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.6

GOOD

STAFFING FOCUS

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

COMPONENT ANALYSIS FOR : John Doe

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

0 1 2 3 4 5 6 7 8 9 10



6.9 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



6.9 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.0 GOOD

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

0 1 2 3 4 5 6 7 8 9 10



7.3 GOOD

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

0 1 2 3 4 5 6 7 8 9 10

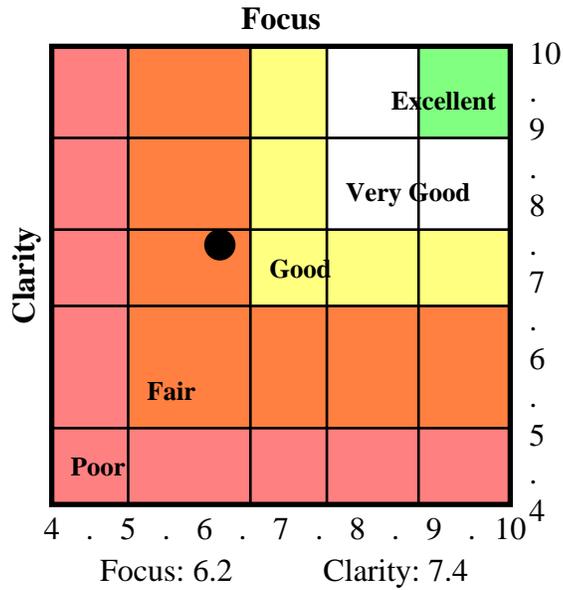


6.8 GOOD

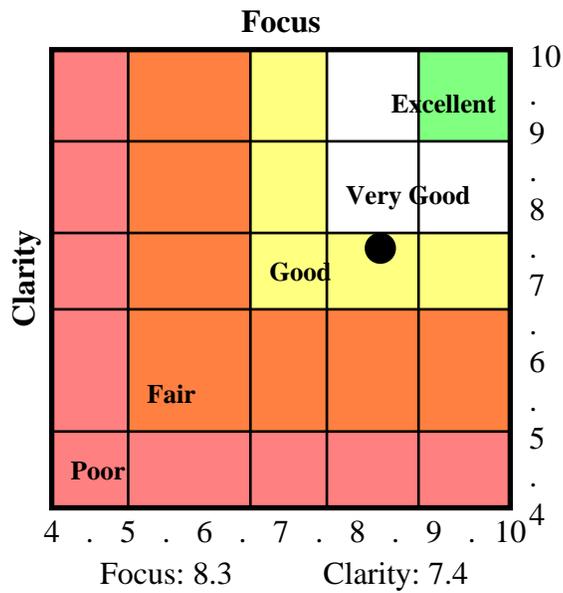
CLARITY AND FOCUS

John Doe

INTERNAL



EXTERNAL



SALES MANAGEMENT-DIMENSIONAL BALANCE

EXTERNAL FACTORS (Part 1)

* Intrinsic Dimension

Empathetic Outlook 6.9

How do you value others?

Accountability for Others 6.5
 Attitude towards others 6.9
 Developing others 7.3
 Evaluating others 7.0
 Monitoring others 6.9

* Extrinsic Dimension

Practical Thinking 7.9

How practically do you see the world?

Attention to detail 7.6
 Concrete organizing 7.9
 Consistency and reliability 8.0
 Quality orientation 7.6

* Systemic Dimension

Systems Judgment 7.4

How do you value systems and order?

Proactive thinking 7.3
 Results orientation 7.4

INTERNAL FACTORS (Part 2)

* Intrinsic Dimension

Self Esteem 6.7

How do you value yourself?

Emotional control 6.3
 Handling stress 6.7
 Self assessment 6.4
 Internal Self control 5.7

* Extrinsic Dimension

Role Awareness 8.1

How do you value what you do?

Personal Commitment 7.7

* Systemic Dimension

Self-Direction 7.4

What guides or drives your actions?

Project/Goal focus 7.9
 Self Discipline 7.4

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.

Example:

Title (Sales Representative)

Maximizers:

Handling Rejection (9.6) Very Good

Real-World Impact:

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.

Maximizers:

Real-World Impact:

Minimizers:

Real-World Impact:
