



Well-Run Concepts Sales Index™

Sample Report

21 Mar 2013

Welcome to YOUR Sales Index:

You are a unique individual and many aspects make up your “personality”. The foundation of **YOU** in your sales role is made up of your values of yourself and the world around you. In this sales profile we look specifically at your understanding and feelings about the world around you (Sales World View) and yourself (Sales Self View) from a sales perspective. Together this will show YOU insights into **WHY** you do the things you do in sales, **HOW** you go about doing them and **WHAT** you can do when you are fully engaged in selling.

SALES WORLD VIEW: This measures how much you understand and how you feel about the external world around you from a sales perspective. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done as a salesperson? Do you understand the value of following the sales plan and rules, and do you rely heavily on them in your sales role or are you a maverick?

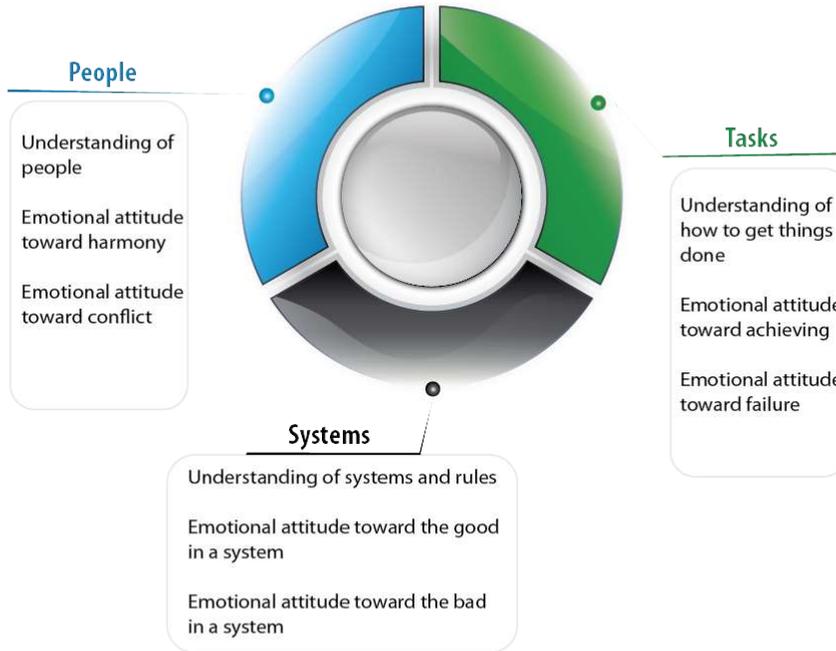
SALES SELF VIEW: This measures how much you understand and how you feel about yourself. Do you understand where you have come from, where you are in your sales role and where you are going in your sales career? How do you feel about your potential to grow and develop, your current role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today as a sales person?

COMBINED ATTRIBUTES: These attributes are measured by combining your Sales World View and Sales Self View to get a complete picture of YOU from a sales perspective.

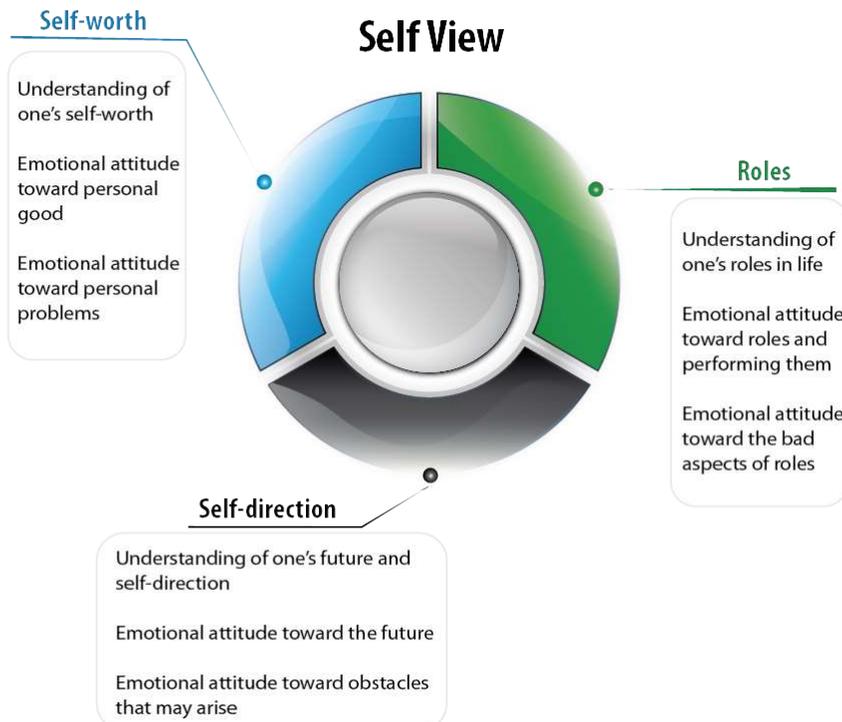


6 Cognitive Dimensions 12 Emotional Intelligence Factors

World View



Self View



Attribute		Reliability : 0.868 : 0.866	Score
Sales World View			
People	1. Emotional Control and Composure		6.6
	2. Customers, Co-workers and Sales Relationships:		7.0
	3. Attitude toward Interpersonal Harmony:		Neutral
	4. Attitude toward Interpersonal Conflict:		Under-Valued
Tasks	5. Sales Operations and Processes:		6.6
	6. Attitude toward Sales Success:		Neutral
	7. Attitude toward Sales Failure:		Under-Valued
Systems	8. Sales Organization and Management:		7.6
	9. Attitude toward Sales Management Benefits:		Over-Valued
	10. Attitude toward Sales Management Deficiencies:		Over-Valued

Sales Self View			
My Self	11. Self-control		6.7
	12. Intuitive Awareness of Self-worth in Sales:		6.2
	13. Attitude toward Personal Potential in Sales:		Under-Valued
	14. Attitude toward Personal Problems in Sales:		Over-Valued
My Roles	15. Sales Role Engagement:		8.4
	16. Attitude toward Peak Sales Performance:		Over-Valued
	17. Attitude toward Performance Problems in Sales:		Under-Valued
My Future	18. Sales Self-identity and Self-direction:		7.5
	19. Attitude toward Personal Growth in Sales:		Neutral
	20. Attitude toward Personal Setbacks in Sales:		Under-Valued

Attribute	Reliability : 0.868 : 0.866	Score
COMBINED		
21. Accountability for Others:		8.2
22. Concentration:		7.6
23. Conceptual Thinking:		9.4
24. Conflict Management:		6.9
25. Continuous Learning:		9.2
26. Customer Focus:		7.2
27. Decision Making Ability:		7.1
28. Diplomacy and Tact:		7.3
29. Empathy toward Others:		7.0
30. Flexibility:		8.6
31. Goal Achievement:		7.6
32. Influencing Others:		6.6
33. Interpersonal Skills:		6.5
34. Intuition:		7.6
35. Objective Listening:		7.2
36. Personal Accountability:		7.8
37. Planning and Organizing:		9.4
38. Practical Problem Solving Ability:		6.6
39. Resiliency:		8.8
40. Results Orientation:		7.4
41. Self-management:		8.2
42. Self-starting Ability:		6.7
43. Teamwork:		7.7

Attribute	Reliability : 0.868 : 0.866	Score
ATTRIBUTE SCORES FROM HIGHEST TO LOWEST		
Conceptual Thinking:		9.4
Planning and Organizing:		9.4
Continuous Learning:		9.2
Resiliency:		8.8
Flexibility:		8.6
Sales Role Engagement:		8.4
Accountability for Others:		8.2
Self-management:		8.2
Personal Accountability:		7.8
Teamwork:		7.7
Concentration:		7.6
Goal Achievement:		7.6
Intuition:		7.6
Sales Organization and Management:		7.6
Sales Self-identity and Self-direction:		7.5
Results Orientation:		7.4
Diplomacy and Tact:		7.3
Customer Focus:		7.2
Objective Listening:		7.2
Decision Making Ability:		7.1
Customers, Co-workers and Sales Relationships:		7.0
Empathy toward Others:		7.0
Conflict Management:		6.9
Self-control		6.7
Self-starting Ability:		6.7
Emotional Control and Composure		6.6
Influencing Others:		6.6
Practical Problem Solving Ability:		6.6
Sales Operations and Processes:		6.6
Interpersonal Skills:		6.5
Intuitive Awareness of Self-worth in Sales:		6.2

Sales World View



This measures how much you understand and how you feel about the external world around you from a sales perspective. Do you understand people and do you tend to over-value relationships, treat them situationally or manipulate them to get what you want? Do you know how to get things done as a salesperson? Do you understand the value of following the sales plan and rules, and do you rely heavily on them in your sales role or are you a maverick?

1. Emotional Control and Composure

How well do you maintain emotional control under situational stress?



This score reflects your capacity to face problem situations in an appropriate and rational manner, without loss of objectivity or emotional control.

A **moderate score** indicates that you have the capacity to analyze problem situations in an appropriate and rational manner most of the time, but you may have difficulty maintaining composure, or react emotionally to certain stressful situations. This is especially true when you are under deadlines, pressure, or when faced with something totally unexpected, like things not going as planned. You do not mind expressing your feelings or emotions on a regular basis. You tend not to hold back what you feel needs to be said, and people generally know where they stand with you.

2. Customers, Co-workers and Sales Relationships:

How important are customers and co-workers to you?



This score measures your understanding of others and your mental clarity regarding the importance of customers and co-workers in any sales or business effort. It measures how you generally esteem and appreciate other people. Your clarity score expresses your judgment about how high or how low you place “relationship” values within the full spectrum of sales values.

A **high score** indicates you are capable of managing interpersonal relationships well, and you tend to be sensitive to and supportive of customers as well as co-workers. You are good at reading others’ needs and desires, and are generally perceived as empathetic.

Note: The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range**, then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score

above approaches a 10.

3. Attitude toward Interpersonal Harmony:

How well do you get along with others?



This score is a measure of your attitude toward effective, harmonious relations with others at work. It shows your attitude and feeling toward the positive aspects of interacting with others and the benefit others can bring to your sales performance; it is also a measure of emotional satisfaction and fulfillment derived from your interaction with customers, co-workers and others.

A **neutral** attitude reflects realistic judgment and expectations of others, and objectivity regarding interpersonal relationships and others' talents and good qualities. You are an objective listener and communicator who enjoys professional and personal interaction with others, while keeping just the right distance – not getting overly close or too distant.

4. Attitude toward Interpersonal Conflict:

How well can you handle buyer resistance or support staff mistakes?



This score measures your attitude toward interpersonal conflict and discord. It shows your attitude toward the negative aspects of interacting with customers and co-workers and the potential harm others can and often do.

An **under-valued** attitude shows that potential faults or deficiencies in others are under-valued, ignored, or overlooked, making others' mistakes and shortcomings less bad than they really are - e.g. It is OK to run over clients to make the sale., or to lose customers to the competition.

You have a slight tendency of not focusing on interpersonal conflict or problems. This could be due to having a stronger focus on the sales process, only looking for the positives in your interactions, or you may feel conflict and objections are a routine part of the sales process and you simply take them in stride.

5. Sales Operations and Processes:

How clearly do you understand and value the cause and effect aspects of sales operations and transactions?



This dimension reflects your mental grasp of tangible, observable sales business realities: tasks,

actions, causal relations between sales efforts and results, practical sales routines, including highlighting product or service benefits and customizing presentations, and how they all fit together in space and time in a given situation. This score also measures your capacity to understand sales operations and production tasks and how they relate to each other in critical processes, and to perform the directed routines as a sales person or manager with a strong work ethic.

A **moderate score** indicates that you generally know what to do or how to present and persuade in a given sales situation, but you may occasionally take things for granted, overlook certain details, or get impatient with the process.

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6. Attitude toward Sales Success:

What is your attitude toward the positive processes of sales operations that lead to success?



This score reflects your attitude toward success in sales. It shows how you relate to the good, constructive aspects of the sales process and measures the emotional closeness or distance you feel toward practical sales operations. This includes the degree of familiarity and involvement with customers, workflow, company procedures, and co-workers in their functional roles.

A **neutral** attitude indicates objectivity and fair judgment toward established sales norms and processes. You are socially and professionally adept, and tend to be in sync with the give-and-take of a sales presentation when it comes to asking questions to identify specific customer needs before telling/selling, to best customize and organize your presentation. You empower your prospects and customers to make the right buying decision through your skillful presentations, willingness to answer their questions, fair pricing, etc.

7. Attitude toward Sales Failure:

What is your attitude when business does not go as planned?



This score reflects your attitude toward sales and business problems, cancellations and failure. It shows how you relate to the negative as well as disruptive and potentially destructive aspects of sales processes.

An **under-valued** attitude indicates that you judge “bad” or deficient sales processes

as less bad than they really are, indicating that you may ignore or accept problems that could lead to failure. In your mind, putting off paperwork, transaction errors, losing sales, poor presentations, incompetent service and support personnel, etc. are all part of routine sales operations and are to be accepted as such.

8. Sales Organization and Management:

How well do you understand discipline and the organizational demands of your sales job or position?



This dimension is about “what’s what” in the sales world in terms of how the business is organized with a chain of command, policies, prospecting, strategic plans, product knowledge, and established sales procedures. It involves standards, principles, quotas, organization, rules, and all elements establishing discipline, structure, and order to best manage your sales context.

A **high score** indicates conscientiousness and understanding of rules, policies, and expert product and service knowledge as well as productive relations with authority figures, such as managers, owners and designated regulatory entities (e.g. laws applying to sales). You are a sales person who has developed sales strategies that work in the sense of planning your work and working your plan in a way that organizes your selling process, making it efficient and effective (especially if you have a large territory to cover). You understand the importance of knowing all the product or service information, presenting yourself as an authority, and qualifying leads or prospects to make best use of your available time.

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9. Attitude toward Sales Management Benefits:

How disciplined are you with respect to organizational sales requirements?



This score measures your attitude toward the benefits of managing your sales work or territory, and defining your sales strategy, as well as your prospecting efforts and the discipline required to be effective in sales. This score reflects your attitude about your planning, organizational, and fiduciary responsibilities, as well as thorough product and service knowledge and experience learned by coping with systematic sales organization through good planning.

An **over-valued** attitude indicates loyalty, conformity, and reliance on established policies and following the sales plan, as well as compliance with established authority and ethical/financial systems. This attitude shows you have high respect for the company’s organization and management, and you may even be fastidious about

staying on top of any new product or service knowledge available, reading journals that apply to your sales industry to learn more, and adhering to rules, plans and routines, feeling discomfort when order and structure are not present. You are a strong believer in following a sales and prospecting plan that is well-defined and enables you to work your territory efficiently; you also tend to qualify your sales leads and make it a habit to ask satisfied customers for referrals, doing your best to meet or exceed sales quotas.

10. Attitude toward Sales Management Deficiencies:

To what extent do you accept or reject poor or incompetent sales management?



This score measures your attitude toward sales disorganization and deficiencies and incompetence in sales management that could result in errors and mistakes or missed sales opportunities.

An **over-valued** attitude toward “bad” or incompetent management in sales reflects your tendency to over-focus on the deficiencies of a poor sales management structure, disorganization, or sales management incompetence. You refuse to tolerate improper or poorly designed sales planning, which could lead to a loss in sales, and you are willing to directly address these kinds of errors with those involved. This attitude indicates you are vigilant about maintaining an effective sales strategy and an efficient prospecting system. You do your best to complete paperwork requirements and avoid giving out any information to your clients that could be misleading, or misunderstood. You may be quite critical of others who “cheat” or break the rules, as well as sales managers and sales people who may not live up to reasonable expectations like sales quotas, and are willing to point out organizational and systems deficiencies.

Sales Self View



This measures how much you understand and how you feel about yourself. Do you understand where you have come from, where you are in your sales role and where you are going in your sales career? How do you feel about your potential to grow and develop, your current role and your direction toward the future? Are you focused on the past, the present or the future and how does that affect you today as a sales person?

11. Self-control

How well do you handle and respond to situational stresses that directly affect you?



This is a measure of your ability to handling the challenges of everyday life in sales. It is the capacity to keep your emotions and actions under control when confronted with personal problems, and your ability to respond to these problems in a calm, rational manner.

A **moderate score** indicates your capacity to handle and respond to personal sales role or career stresses/challenges well most of the time, but on occasion, you may react emotionally, showing frustration or irritability.

12. Intuitive Awareness of Self-worth in Sales:

How well do you understand the value you bring to sales as a unique individual?



This score measures your intuitive sense of self-worth, an awareness of your “being there” - apart from what you can do or achieve.

A **moderate score** indicates a relatively clear awareness of your unique individual self (who you are), but you may have a stronger focus on what you can do or achieve in life or in your sales role, versus taking time out to just enjoy “being” yourself. You have moderate faith in yourself and you generally try to do the best that you can. You may still be exploring your sales potential and talents, and how to best apply them in the world.

Note: The next 2 attributes (with percentage scores) are relative to the value of the attribute score above (with the 10 point scale). If the number **above is in the high range** , then the attributes below are **less significant** and become more tendencies (or situational attributes) as your score above approaches a 10.

13. Attitude toward Personal Potential in Sales:

Do you have the inner desire to improve and get better through drawing out your potential?



This score reflects your emotional orientation toward your inner potential and the degree to which you desire to tap into your undeveloped potential in sales and bring it into reality for greater personal and professional success. It is a measure of the quality of your internal motivation.

An **under-valued** score indicates you agree you have a lot of undeveloped potential within and you desire to more fully develop and apply your talents.

This attitude indicates varying levels of dissatisfaction with yourself. You may enjoy being yourself, but you may not feel totally at home in sales, or feel that selling brings out your best. This may result in some degree of discomfort in the sales context, but it also tends to fuel the fire within to improve yourself and increases your potential for success.

14. Attitude toward Personal Problems in Sales:

What is your attitude concerning personal problems?



This score reflects your orientation toward personal problems or obstacles that may stand in your way to achieving sales success.

An **over-valued** attitude indicates that you feel you currently have some personal problems (e.g. your past sales performance or mistakes may upset you, or make you feel ashamed, you may have a fear of failure, you may be unhappy with or depressed about certain aspects of your current sales position, etc.). However, you strongly desire to overcome these problems.

15. Sales Role Engagement:

Do you feel your talents are being fully utilized within your current sales role?



This score measures your ability to achieve and maintain the harmonious integration of your personal and sales roles. It indicates the degree to which you are getting personal fulfillment and a sense of personal achievement from your sales role as well as your identification with your various roles in life.

A **high score** indicates that you love what you do for a living and identify strongly with your professional sales role. You have achieved a high level of role harmony, and you are not experiencing conflict between your work-role and your personal life. You tend to fully engage yourself in the sales job or position you currently have and you try to be fully present to each task or role responsibility as you are doing it. This indicates you are highly success oriented and you tend to handle your workload well.

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16. Attitude toward Peak Sales Performance:

How well do you perform in your current sales job?



This score reflects your attitude toward professional sales success, and the degree to which you enjoy your sales role, as well as your other responsibilities in the sense of consistently working toward your professional goals.

An **over-valued** score indicates that you get a strong sense of personal satisfaction and achievement from your sales role, and you welcome the opportunities and challenges you are presented with. You know you are competent, and you love selling for a living. You are generally a high performer and achiever with the right talents for the job. This gives you an attitude of self-confidence – you love working hard to improve your performance, and do your best to meet or exceed clearly-defined goals.

17. Attitude toward Performance Problems in Sales:

How do you respond when problems arise or things go wrong?



This score reflects your attitude toward problems or deficiencies in your sales performance, working conditions, work ethic, professional sales readiness and engaged participation, which can and often do lead to failure.

An **under-valued** attitude indicates you do not see many, if any, problems or obstacles to maintaining sales readiness and a strong, productive professional life. You do not feel that your work is disorganized or that you are unable to handle the demands of sales work. Instead, you are proud of your performance, and you feel you have good work habits and a strong work ethic; you feel you are doing the very best you can.

18. Sales Self-identity and Self-direction:

How clearly do you identify with your specific profession, job or career in sales?



This score measures the clarity of your self-identity in terms of your specific sales profession or career, and your mental understanding of the mental planning and discipline necessary to best organize your sales work, your life and prepare for the future.

A **high score** indicates you see a clear sense of direction in your life and career; you have a strong, stable, and mature self-image in terms of doing a specific type of work in sales. You meet your sales goals and responsibilities with energy and enthusiasm, and have a high level of self-identity with sales work. You understand productive work principles and you have definite plans, clear performance goals, as well as the discipline to forge ahead to your targeted destination.

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19. Attitude toward Personal Growth in Sales:

Are you headed for greater sales success?



This score reflects your attitude about your positive aspirations and sales career goals for the future.

A **neutral** score indicates you have an objective and realistic view about yourself in terms of the definition of your sales-identity and self-direction. You are open to performance improvement suggestions, and you may be keeping your future somewhat open to capture the best opportunity that may come along. A neutral score here can also indicate that most of your energy and time is focused on what you are doing in the present, or what you have accomplished in the past, and you simply see the future as a continuation of the past or present. You may be so overly engaged in fulfilling your current professional responsibilities that you tend to put any new plans or goals for the future on the back burner.

20. Attitude toward Personal Setbacks in Sales:

How do you handle potential personal failures?

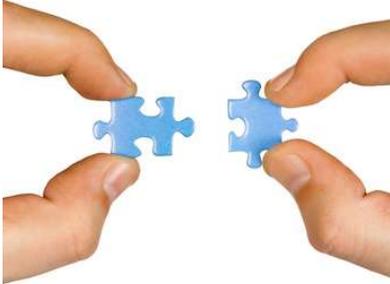


This score reflects your attitude towards barriers, difficulties and loss of direction on the road to success in your sales career and life.

An **under-valued** attitude indicates you do not focus on potential hurdles, problems or failure in your sales career future, and you may simply feel that you have no obstacles or difficulties to overcome at this time.

You feel very clear about where you are going, and you certainly know where you don't want to be. You judge yourself as a sales success – "failure" is not part of your vocabulary. You see no obstacles or barriers to your sales success. You are locked on "full speed" ahead, and your performance is highly consistent, disciplined and you make very few if any mistakes.

Combined View



These attributes are measured by combining your Sales World View and Sales Self View to get a complete picture of YOU from a sales perspective.

21. Accountability for Others:

Do you take responsibility for the actions of others?



This score measures the degree to which a person will take responsibility for the actions of others. One who is accountable for other people will say “the buck stops here” for all errors, omissions, or poor performance.

A **high score** indicates you try to be accountable for others in virtually all circumstances, without making excuses. You do not lay the blame on other people publicly. You accept the consequences of the actions of any people you may be responsible for.

22. Concentration:

How well can you maintain focus throughout a given task or project?



This is the measure of your ability to focus full attention on the task at hand.

A **high score** indicates you are not easily distracted; you are one who works with intensity. A high score also indicates you focus well – you do not like to be disturbed or interrupted.

23. Conceptual Thinking:

How well are you able to visualize a plan or model conceptually from start to finish?



This score measures how well a person can mentally envision a big picture (comprehensive, long-range plans or goals), or visualize models, methodologies or processes. It includes the capacity to

identify, evaluate and allocate resources that will be needed to implement and achieve the specific plans or long-range goals, while accurately visualizing the potential results.

A **high score** indicates you definitely have the capacity to mentally envision models, methodologies, and processes, as well as the execution of a long-range sales plan or projection. You also tend to make accurate predictions concerning the potential results.

24. Conflict Management:

How well do you manage conflict in sales?



This score measures the capacity to identify and resolve differences of opinion, disagreements, contention and opposition, through making the adjustments necessary to bring them into accord. Conflict management includes gathering relevant information through appropriate questioning and listening. Then ensuring each party fully understands the other's views, in an open and candid manner. This entails presenting well-documented, relevant data, and options for reaching the best resolution with personal conviction to gain consensus.

A **moderate score** indicates that most of the time, you are capable of addressing conflict situations effectively. You generally are able to diffuse the tension of conflict, listen effectively to the issues, and reach a mutually beneficial agreement to work through the issues at hand, while maintaining a good professional working relationship. However, there are times and situations when this is more difficult for you than others. This may be especially true when the conflict centers around you or your vision, versus between other individuals on the team.

25. Continuous Learning:

How motivated are you to keep learning?



This score measures the degree of a person's desire and motivation to consistently learn more.

A **high score** indicates you have a passion for knowledge in general, and you enjoy learning new skills as well. You like to keep up with what is happening in the world (news), as well as innovations in your industry or profession, and take advantage of continuing education courses or training opportunities.

26. Customer Focus:

How well do you focus on your customers and their needs?



This score measures the strength of a person's focus on, and engagement with customers.

A **high score** indicates you are a sales person who is highly sensitive to customer needs and desires. You are good at building trust and personal rapport, listen well, and do your best to fulfill customer expectations and ensure they are satisfied. This generally results in repeat business and referrals.

27. Decision Making Ability:

How well do you make decisions in sales?



This score measures the ability to make consistently sound, accurate, and timely decisions in your work role.

A **high score** indicates that you can effectively make decisions that are consistently appropriate, productive, and efficient. This enables you to work "smarter" and respond better to the needs of your customers, teammates and managers.

28. Diplomacy and Tact:

Do you maintain poise under pressure and promote cooperation and understanding?



This score measures a person's sensitivity to others and appreciation of their feelings. It also focuses on the sensibility and tact it takes to promote cooperation and understanding on all sides, without causing conflict.

A **high score** indicates you have developed a keen sense of what to do or say in difficult or delicate situations, to maintain good relations with others and avoid offending them. You tend to create a good impression when meeting strangers, are socially adept, and maintain poise even under the stress of potentially embarrassing, or volatile situations. If you are called upon to criticize or correct someone, you do your best to raise receptivity and keep the interaction constructive.

29. Empathy toward Others:

Do you understand and empathize with people?



This score measures a person's capacity and capability for managing interpersonal relationships in a sensitive manner, with care, appreciation and respect for the other person and their thoughts, feelings, and point of view.

A **high score** indicates you are able to effectively understand and empathize with other people,

with genuine sensitivity to their needs and desires; actually putting yourself in their shoes. You are perceived as a caring sales person who is truly concerned about taking care of your customers as well as your co-workers or support staff. At times, you may even put other's needs ahead of your own, or ahead of getting things done or the established rules of the organization.

30. Flexibility:

How adaptable are you in sales?



This score measures a person's capacity to adapt easily to different types of people, new situations and changing environments.

A **high score** indicates you are not rigid or stubborn in your thinking or approach to life. You are open-minded, with a willingness to compromise and entertain new thoughts, ideas, and ways of doing things. This means you have developed a high level of versatility and adapt well to change.

31. Goal Achievement:

How well do you focus on achieving your sales goals?



This score measures the capacity to concentrate one's full attention on the project or goal(s) at hand. It calls for unwaveringly staying on target, in spite of potential difficulties or distractions, until the project or goal is achieved. This requires clarity and dedication to the goal itself, as well as personal commitment and discipline.

A **high score** indicates you have the ability to stay focused and on track when engaged in achieving your sales goals. You always keep the goal(s) before you, while ignoring potential problems or interruptions. You stick with it, are resourceful, and strive to hit your numbers, come what may.

32. Influencing Others:

Are you able to influence people to make the sale?



This score measures the capacity to convincingly present one's position, opinions, feelings, or views to others in such a way that they will listen, and say yes to the sale. This usually requires good sales intuition, listening and communication skills, appealing to another's feelings, sense of reason or pain point, while trying to demonstrate or prove that something is true, credible, essential, commendable, or worthy of doing, buying or owning.

A **moderate score** indicates that you have a moderate level of sensitivity when it comes to

listening and understanding others' views, concerns, potential objections, and defenses. Most of the time, you will respond to them effectively to positively influence their minds and opinions to say yes and buy.

33. Interpersonal Skills:

Do you have the skills to effectively communicate with others?



This score measures your ability to interact well with others through your sensitivity and understanding of interpersonal relationships and team dynamics, coupled with your ability to effectively communicate with others, while maintaining your emotional control (even during times of pressure and stress).

A **moderate score** indicates that you feel comfortable and demonstrate sensitivity when dealing with others most of the time, whether the context is personal, professional or social. You generally listen and communicate well, but if you are under pressure or have deadlines to meet, this could impact your emotional control, and you may not always be as skillful or adept as you could be.

34. Intuition:

How well can you “feel into the situation” and process without needing to think, analyze, or have all the facts about it?



This is the capacity to sense the most important aspects of complex situations and problems, with the ability to take appropriate action when all the facts are not available.

A **high score** indicates you can make accurate intuitive decisions. You have the ability to “shoot well from the hip” – a few important elements are enough for you to work with. You can feel into the core of situations without knowing or analyzing all the facts and take the right action.

35. Objective Listening:

Are you able to listen to what is being said and evaluate it in an objective manner?



This is the capacity to objectively listen, understand, and accurately interpret what someone else is saying. Listening requires focusing one's full attention on the other person and hearing not only the content of what is being said, but also discerning the other person's feelings and motives for what they are saying. Personal opinions and mental criticisms must be withheld while listening to objectively evaluate what was said.

A **high score** indicates you have the capacity to realistically evaluate what you hear, because you

tend to be open-minded, can suspend your own judgment, and genuinely care about others' opinions. You likely pay attention to people's body language, tone, and content. You also have present moment awareness in conversations, rather than thinking about the work you have to do or another agenda.

36. Personal Accountability:

Do you take personal responsibility for your actions?



This score measures a person's capacity to take responsibility for their own actions, conduct, obligations, and decisions as well as the consequences thereof. This requires an internal willingness to be answerable for oneself and one's actions, without shifting focus or blame on anything or anyone else.

A **high score** indicates you will take personal responsibility for failures, as well as successes, with no excuses. You are willing to stand behind your actions and decisions. If you have made an error, your focus will be on correcting that error and moving ahead.

37. Planning and Organizing:

Are you able to envision the future and plan accordingly?



This score measures the capacity to see the big picture and envision a different, better future as well as the ability to forge clear, realistic plans to bring this picture of the future into the present.

A **high score** indicates you are able to clearly "see into the future" as if it were in the present. Then, you see exactly how to make this futuristic picture real and actual by establishing clear goals to fulfill your vision for your work life success.

38. Practical Problem Solving Ability:

How well are you able to solve routine problems in a practical manner?



This score measures the ability to understand a problem or problem situation, and solve it. This requires the ability to identify exactly what needs to be done to actually resolve the problem, which can range from solving a customer complaint to an organization-wide issue.

A **moderate score** indicates you are able to understand most aspects of a problem well, and generally, you are good at identifying workable options for resolving the problem. You may at times be quick to solve a problem and at other times you may want additional time or data before you make a decision on a solution and take action.

39. Resiliency:

How resilient and persistent are you?



This score measures the capacity to steadily pursue any project or goal that a person is committed to, in spite of difficulties, opposition or discouragement. This requires inner strength, perseverance and determination to stay on course in the face of adversity, regardless of problems or obstacles.

A **high score** indicates you have a strong capacity to stay focused, motivated and committed to see the project through, or to achieve the goal you are working toward. You have the inner strength, drive and determination it takes to stay on course and bounce back, no matter what circumstances may occur.

40. Results Orientation:

How focused are you on sales results?



This score measures the capacity to clearly and objectively understand and implement all variables necessary to obtain defined or desired results, including specific people/talents, work processes, speed, or whatever it takes to get the job done. This is generally demonstrated by the ability to complete work tasks efficiently, meeting deadlines, performance goals, or quotas as expected.

A **high score** indicates you tend to be efficient and productive in organizing your tasks toward achieving results. For you, reaching the destination is much more important than enjoying the journey. You may be highly driven or demanding, if you consider the results much more important than the process or people necessary to achieve it.

41. Self-management:

Are you able to manage and organize yourself effectively?



This score measures a person's identity with their job or career plus their clarity of self-organization in terms of a well-defined self-image and clear personal expectations. The combination of career involvement and self-organization reveals how people manage themselves. This requires role responsibility, personal accountability, and goal clarity, as well as self-discipline, organization, and a personal commitment to live and work up to one's self-imposed standards.

A **high score** indicates you are very good at managing and organizing yourself, and you are also a good role model for others. You are clear and definite about your sales role, and you have the necessary discipline to focus your abilities, time, and energy on achieving your future goals. You

tend to take responsibility and are accountable for results, because you are good at planning your work and working your plan.

42. Self-starting Ability:

Are you motivated to jump right in and get going?



This score measures a person's sense of urgency in linking a desired future outcome to the present. If a person has the desire to achieve a future goal, this score reveals the degree to which they feel compelled to bring it about as soon as possible. Once the goal has been defined, or the plan has been created, self-starters do not need additional motivation or prodding to get going. They have internal motivation and the drive to get to work.

A **moderate score** indicates you generally demonstrate a strong sense of internal motivation and drive. Much of the time, you will take the personal initiative necessary to start a project, as opposed to having someone else directing or telling you what to do. However, if your goals or future plans change or become less clear, you may develop a lower sense of urgency, because you do not have a clear target in mind.

43. Teamwork:

Are you focused on all aspects of sales teamwork?



This score measures a person's attitude toward the cooperative aspects of working closely with others, and being a contributing team member. There is no "I" in team, and good teamwork consists of surrendering, or subordinating one's personal prominence as an individual or employee, to the efficiency of the whole, ensuring that the team functions as a collaborative harmonious unit to successfully achieve a mutual goal.

A **high score** indicates you find it easy to relate to, work with, and share well with others, as opposed to being a maverick, the "star" producer, or keeping power and control to yourself. You feel comfortable being a sales team member and demonstrate a willingness to do your part to achieve the sales goals of the organization. You believe "together, we can achieve more."

Profile Notes: