EDGE 360°
Assessment

- Confidential -

This Report Prepared for:

JOHN DOE JR.
XYZ CORPORATION

Edge 360 For Sales Managers
February 2018

The following assessment report has been generated from the responses provided by selected members of this individual's work group, supervisors, peers, subordinates, and internal or external customers. The specific content and findings of this report should be used only to benchmark, determine developmental needs, and track the progress of such development. These results must not be used as the sole basis for selection decisions, or as the basis for any disciplinary action.

Edge 360 For Sales Managers
Individual Feedback Report

Participant's Name: JOHN DOE JR.
Organization: XYZ Corporation
Report Date: February 2018

This **Edge 360 For Sales Managers Individual Feedback Report** has been prepared specifically for you.

The information contained in this report is based on information about your leadership skills and performance collected on the assessment questionnaire you and others completed recently. These assessment questionnaires were completed by you and others around you - your supervisor, peers, subordinates, customers and others.

You and your other assessors answered questions as to how frequently you performed 120 specific leadership behaviors. You were also asked to rank the relative importance of 9 specific leadership tasks. Finally, an opportunity was offered to give written comments regarding your strengths as a leader, as well as any areas which might benefit from further development of your leadership skills.

Feedback is Essential for Development

The former Mayor of New York City, Ed Koch, used to greet constituents on the streets of his city with the simple question, "How am I doing?" And he listened to their responses, good and bad.

Mayor Koch recognized that getting constant feedback on his performance (especially from those most affected by his performance) was essential to his continued success as a leader.

The value of the information in this report is in the use to which you put these results. What is most important is not what this report says, but what you do with the information it contains.

The data contained in this report will help you measure your current progress as a leader, provide a benchmark for comparison as you continue to develop and implement your leadership skills, and provide ongoing motivation and direction for self-development. Your continuing development as a leader is so important to your organization and to those with whom you work that they have agreed to invest the time necessary to give you this detailed feedback. Your job is to accept, understand, and use the feedback which has been offered to you.

Soliciting and Accepting Feedback

As leaders rise through the hierarchies of their organizations, they often receive less and less honest information about themselves and their performance. With most positions of leadership comes perceived power and authority. Subordinates and others are sometimes fearful of displeasing those in leadership positions and often may give less than frank and candid feedback on a leader's performance when asked directly, face to face, as Ed Koch asked his constituents on the streets of New York.

A 360° assessment process such as this offers others an opportunity to give you accurate and helpful feedback in a constructive and confidential manner.

Strengths & Needs . . . as well as Unseen Strengths & Blind Spots

This feedback may help to validate your own self-perceptions. It is unlikely that you have reached your position in your organization by behaving in a random way. You already have an understanding of appropriate leadership behavior and probably have a pretty good idea of your own strengths and needs. But honest and reliable feedback is necessary to test your own perceptions, recognize previously unseen strengths, and become aware of blind spots in your own self-perceptions.

Self-Perception vs. Reality

Humans are said to be the only animals capable of self-deception. On occasion, our self perceptions may be creating blind spots in our view of ourselves. We may think of a particular leadership task as one of our towering strengths while others around us may see that, in reality, this task is more of a glaring need. We need feedback from others to make sure that our view of ourselves is completely realistic.

Feedback Is an Investment

When others give you feedback in a 360° assessment process such as this, they become involved in the process of improvement. They have invested time, energy, and thought into your development as a leader and have become actively involved in your growth and continued improvement. They are more likely to continue to support your development when you ask for their feedback, act on their feedback, and follow through with them afterwards.

Three more quick points before we turn to the reports . . .

1. This feedback report is simply information. It is *not* a "report card" or an appraisal of your worth as a leader, or as a person.

2. The feedback contained in this report is inherently *subjective*. In other words, this information is based on the perceptions and opinions of others.

3. In your development as a leader, what matters most is how *you* evaluate this information - what it means to you, not what it means to others around you.

Interpreting Your Reports

Your Individual Feedback Report is actually a collection of several different types of reports. Each of these sets of reports looks at the information collected in different ways.

Task Summary Report

The Task Summary Report gives a bird's-eye view of your assessment results. In completing your 360° assessment questionnaire, your assessors rated how frequently you performed 120 specific leadership behaviors. These 120 behaviors can be linked together to form a group of 9 discrete leadership tasks, such as Managing Change or Coaching Employees. Each leadership task contains several leadership behaviors. The Task Summary Report shows your overall ratings for each of these 9 leadership tasks. There are two reports, one in alphabetical order by task and the second in order by performance rating with your highest rated leadership task at the top.

Gap Analysis Report

The Gap Analysis Report shows how you rated yourself in the 9 leadership tasks compared to how your supervisor, your direct reports, your peers, customers and others rated you. These reports are important for spotting *unseen strengths* - areas in which you may have rated your performance significantly lower than others did, as well as *blind spots* - those tasks in which you may have rated yourself significantly higher than others did. Highlighting these gaps can be a source of excellent insight and the starting point for discussion with others as to why your ratings might have differed.

Importance Rankings Report

The Importance Rankings Report shows the overall importance rankings given for each of the 9 leadership tasks and how each group of raters (yourself, your supervisor, your subordinates, your peers, your customers and others) ranked the importance of each leadership task. This information can be useful as you attempt to prioritize the areas in which you seek further development. These reports can also highlight tasks in which you and others may hold significantly different opinions as to the relative importance of that particular task and may serve as an excellent discussion starter exploring these differing perceptions.

Importance / Performance Grid

As a follow-up to the Importance Rankings Report, the Importance / Performance Grid sets up a four-quadrant view of your performance ratings compared to the overall importance rankings given by your raters. This report can help prioritize areas for development as well as identify areas of strength you can build on. For example, you may wish to focus your development efforts on those tasks which were rated "high" in importance in which your performance level was "low."

Knowledge / Performance Grid

As part of your assessment program, you may have completed a knowledge-based assessment instrument (or test) such as *KNOWLEDGE for Leaders* which tests your knowledge of the most effective leadership behaviors. If you have completed such a test, then your feedback report may contain a report called the Knowledge / Performance Grid. This four-quadrant report will highlight your strengths (areas in which you have demonstrated high knowledge and high ratings for performance) as well as showing other correlations between your knowledge and performance. This report can be helpful in identifying training and coaching needs, as well as areas in which you might be able to mentor others based on your high knowledge/high performance.

Strengths / Needs Report

The Strengths / Needs Report lists your 20 top-rated and your 20 lowest-rated of the 120 behavioral statements. This report will help you identify those specific behaviors which are recognized by your raters as particular strengths, as well as those behaviors which may need further attention and development work.

Item Detail / Frequency Distribution Report

The Item Detail / Frequency Distribution Report gives the most comprehensive look at your assessment results. For each of the 9 leadership tasks assessed, you will see how each of the rater groups (self, supervisor, subordinates, peers, customers and others) rated you. You will also see each behavior item which contributed to this task score and the detailed ratings report for each item.

Task Summary Report

Task Summary Report

The following Task Summary Report gives an overall view of the results of your 360° assessment and are compiled from the responses given by up to five groups of raters: yourself, your supervisor(s), your subordinates, your peers, and your customers.

120 Behaviors Rated

Your raters responded to 120 very specific statements regarding your leadership behaviors. These behavior statements included items such as *"Uses effective techniques at the beginning of a call to establish rapport."* and *"Handles conflict with confidence and skill."* Your raters were asked to rate how frequently you performed a given behavior using the following six-point scale:

Six-Point Scale

1. Almost Never
2. Not Usually
3. Sometimes
4. Often
5. Usually
6. Almost Always

9 Leadership Tasks

These 120 specific leadership behaviors can be grouped within 9 discrete leadership tasks. For instance, the following two items, *"Uses effective techniques at the beginning of a call to establish rapport."* and *"Handles conflict with confidence and skill.,"* are both part of the overall leadership task called *"Communicating Effectively."*

"Average All" Rating

The ratings you received from all your raters for each item were averaged together to give an "Average All" score for each item. The average item scores for each item pertaining to one leadership task were then averaged together to determine an "Average All" score for each of the 9 tasks. These "Average All" scores for each task were used in producing the following Task Summary Report.

Strength

4   5   6
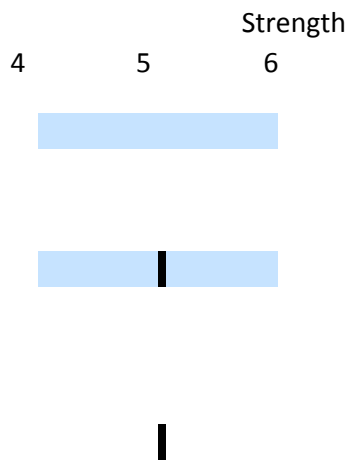
You will notice that most tasks on the report have a **bar** on the chart to the right of the task name. This bar shows the range of item scores you received for that task. The task average score for each rater category is used to prepare this bar.

The "Average All" score for each task is represented on the following charts by a **thick black line** and the score itself is indicated by the number to the left of the graph.

If there is no bar, only a **black vertical line**, then all raters gave you that same rating - there was no variance in their ratings.

The first Task Summary Report shows the tasks and their scores in alphabetical order by task. The second Task Summary Report shows the tasks sorted by performance, with the highest rated task listed at the top.

Task Summary Report

	Average Of All Raters	Need	Strength
		1 2 3	4 5 6
Closing	**4.91**		
Communicating Effectively	**4.89**		
Customer Service	**5.09**		
Ethics	**4.81**		
Handling Objections	**4.96**		
Identifying Needs	**4.97**		
Planning	**5.02**		
Prospecting	**4.91**		
Sales Presentations	**4.81**		

Task Summary Report

	Average Of All Raters	Need	Strength

Chart scale: Need 1 — 2 — 3 — 4 — Strength 5 — 6

Task	Average Of All Raters
Customer Service	**5.09**
Planning	**5.02**
Identifying Needs	**4.97**
Handling Objections	**4.96**
Prospecting	**4.91**
Closing	**4.91**
Communicating Effectively	**4.89**
Ethics	**4.81**
Sales Presentations	**4.81**

Gap Analysis Report

Gap Analysis Report

The following Gap Analysis Reports are among the most powerful reports in this package. These reports will show you how your own evaluation of your performance compares to that given by your Supervisor, Direct Reports, Peers, Customers.

1. The first question this report answers is **"How do others view my performance for each leadership task?"**
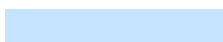
The bar shows the range of scores given by everyone who rated your performance - you, your Supervisor, Direct Reports, Peers, Customers.

The dark vertical line shows the average of all the scores given by yourself and all others.

2. The next question is "**How do my Supervisor, Direct Reports, Peers, Customers view my performance for each leadership task?"**

Each report shows how a specific group rated your performance for each leadership task. In this case, your Supervisor's rating is shown. The Supervisor's rating is indicated by the white square which appears on the bar.

3. The third question is **"How did I rate myself on each leadership task?"**

Your own rating for each task is indicated by the black dot. You can see at a glance whether your own rating is higher or lower than that given by your Supervisor. You can see how close your own rating was to the overall average score given by all others. You can also see whether your own rating was within the range of ratings given by all others, or whether - as in the example at left - your rating of your own performance was different than the rating given by all others.

4. Finally, we can ask, **"Are there any significant gaps between my own ratings of my performance, and the ratings given by my Supervisor, Direct Reports, Peers, Customers for these leadership tasks?"**

If a significant gap (greater than one point on the scale) appears between the rating you have given yourself and the rating given by the comparison group - in this case, your supervisor - then your attention is called to that gap by the placement of a line connecting the two ratings.

If you rated yourself significantly higher (greater than one point on the scale) than the comparison group rated you, then a bold black line connects the two ratings and calls your attention to a potential *blind spot* - an area in which you may be overrating your own performance. The number to the left of the scale shows the size of the gap.

If you rated yourself significantly lower (greater than one point on the scale) than the comparison group rated you, then a dotted gray line connects the two ratings and calls your attention to a potential *hidden strength* - an area in which you may be underrating your own performance. The number to the right of the scale shows the size of the gap.

Gap Analysis Report - **Supervisor Comparison**

	Need			Strength		
	1	2	3	4	5	6

Closing **-1.64**

Supervisor
Self

Communicating Effectively

Supervisor
Self

Customer Service

Supervisor
Self

Ethics **-1.77**

Supervisor
Self

Handling Objections

Supervisor
Self

Identifying Needs

Supervisor
Self

Planning

Supervisor
Self

Prospecting

Supervisor
Self

Sales Presentations **-1.30**
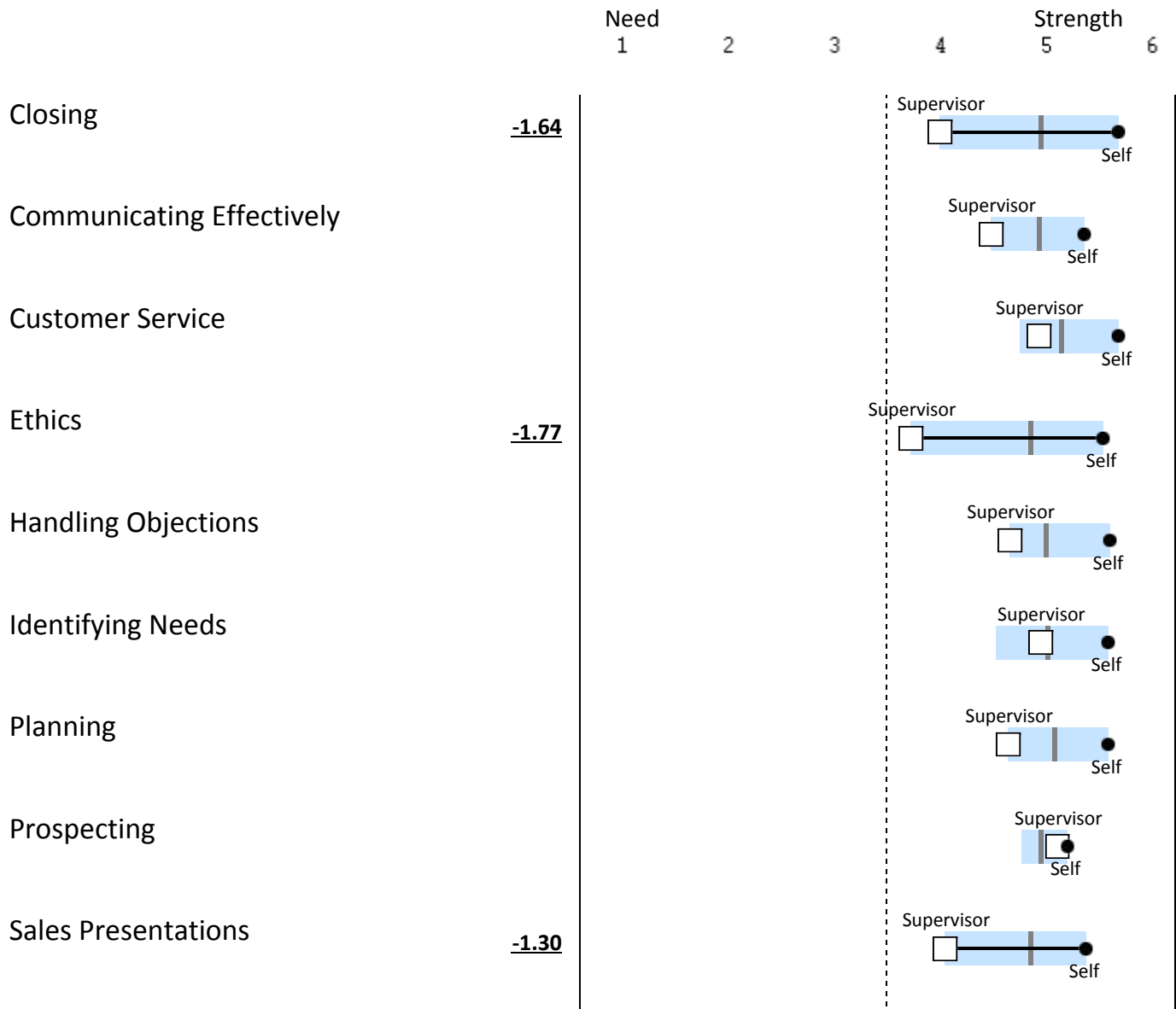
Supervisor
Self

Gap Analysis Report - Direct Reports Comparison

	Need			Strength		
	1	2	3	4	5	6

Closing

Direct Reports
Self

Communicating Effectively

Direct Reports
Self

Customer Service

Direct Reports
Self

Ethics

Direct Reports
Self

Handling Objections

Direct Reports
Self

Identifying Needs

Direct Reports
Self

Planning

Direct Reports
Self

Prospecting

Direct Reports
Self

Sales Presentations

Direct Reports
Self
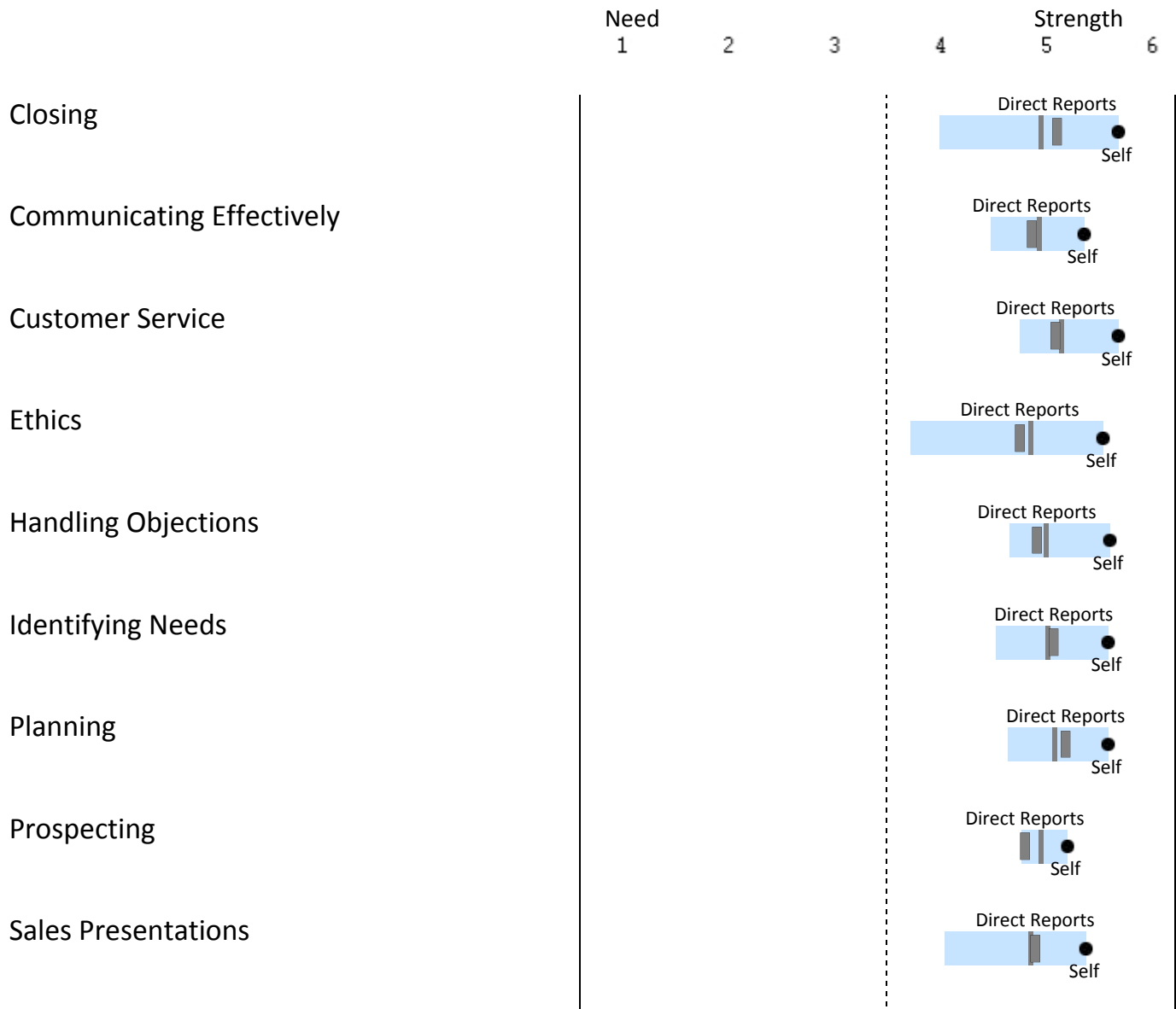
Gap Analysis Report - Peers Comparison

	Need				Strength	
	1	2	3	4	5	6

Closing

Communicating Effectively

Customer Service

Ethics

Handling Objections

Identifying Needs

Planning

Prospecting

Sales Presentations
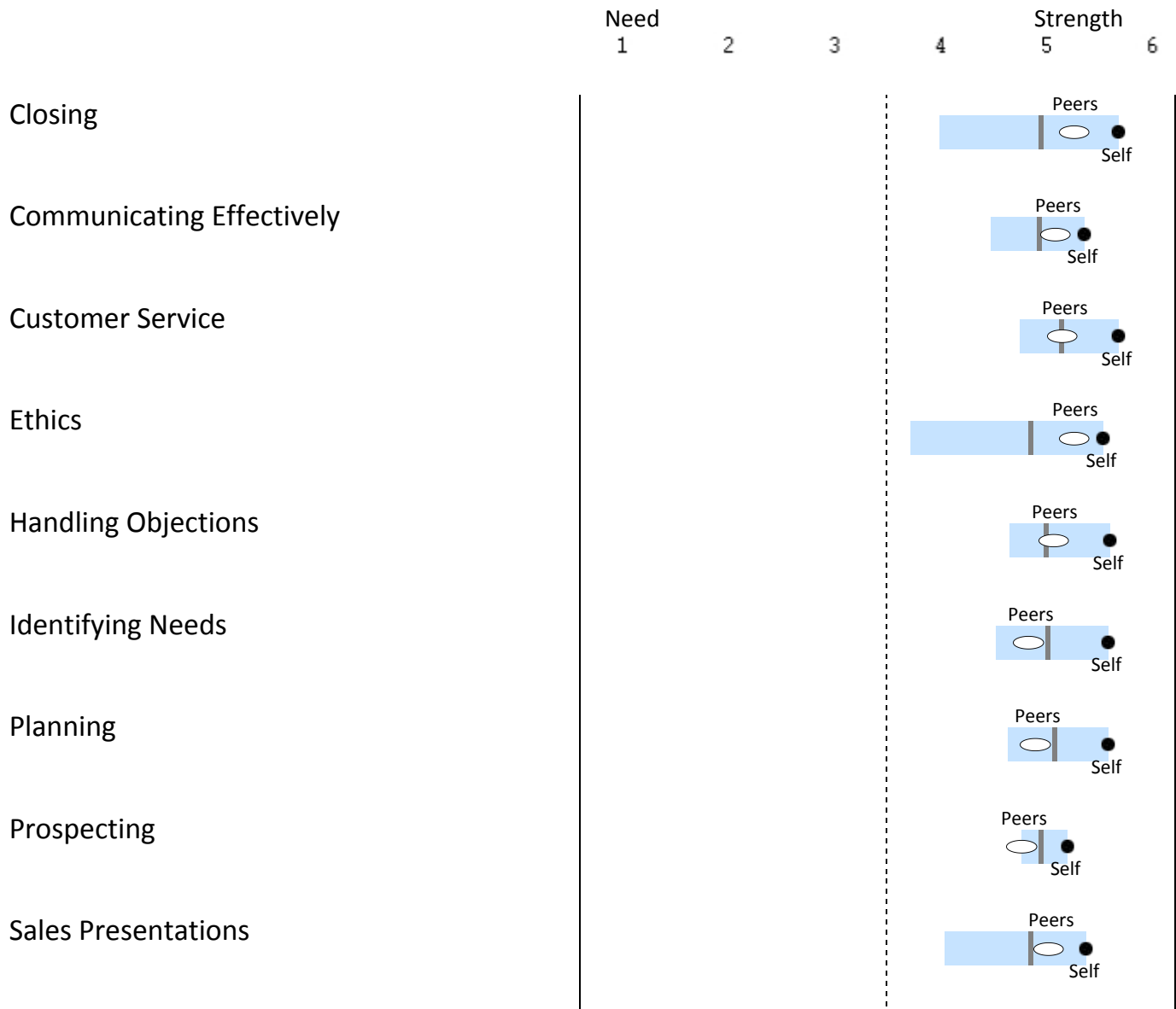
Gap Analysis Report - Customers Comparison

	Need	Strength
	1 2 3	4 5 6

Closing   **-1.04**

Customers / Self

Communicating Effectively

Customers / Self

Customer Service

Customers / Self

Ethics

Customers / Self

Handling Objections

Customers / Self

Identifying Needs   **-1.03**

Customers / Self

Planning

Customers / Self

Prospecting

Customers / Self

Sales Presentations
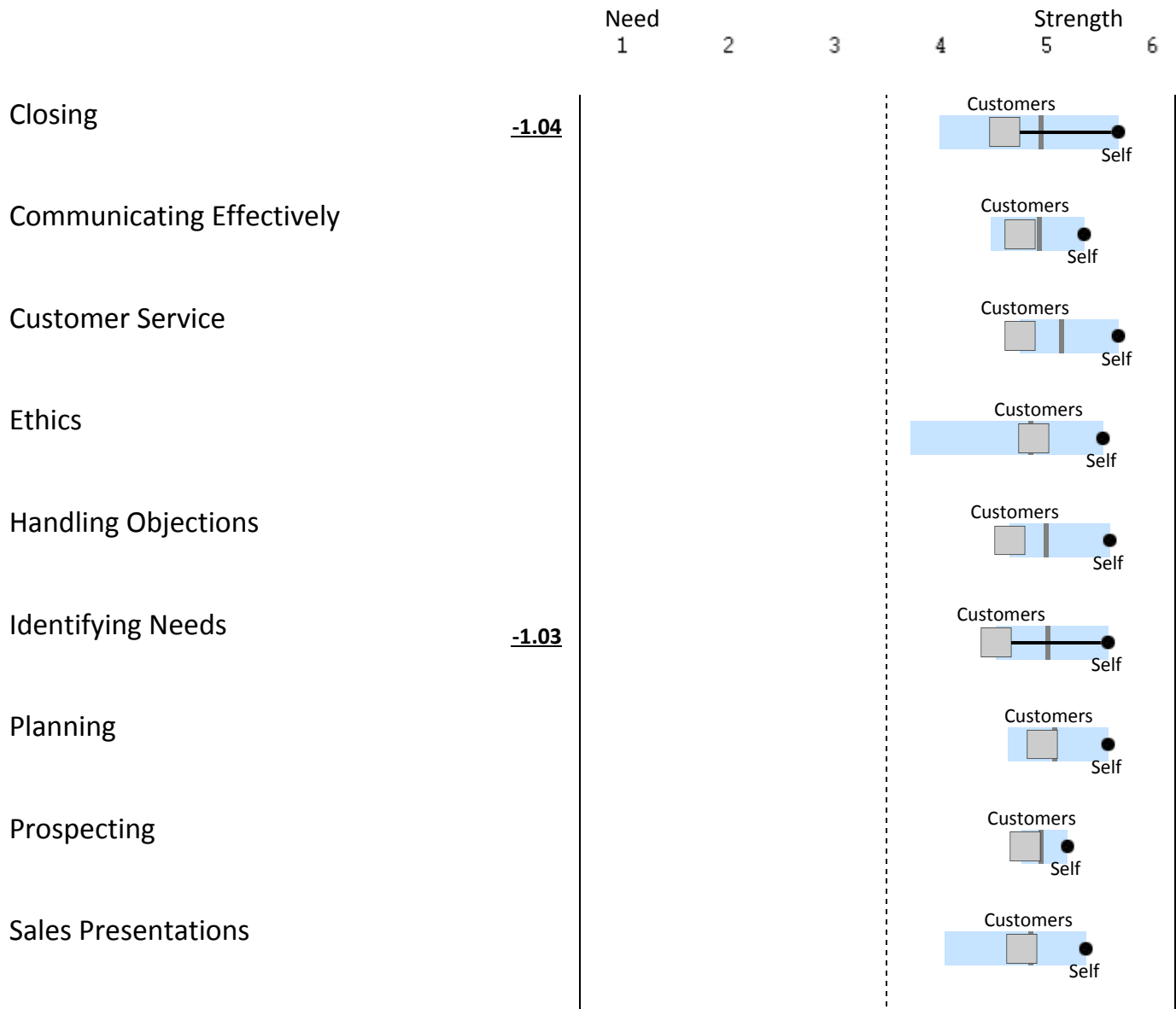
Customers / Self

Gap Analysis Report - All Rater Comparison Report

	Need				Strength	
	1	2	3	4	5	6

Closing

Communicating Effectively

Customer Service

Ethics

Handling Objections

Identifying Needs

Planning

Prospecting

Sales Presentations
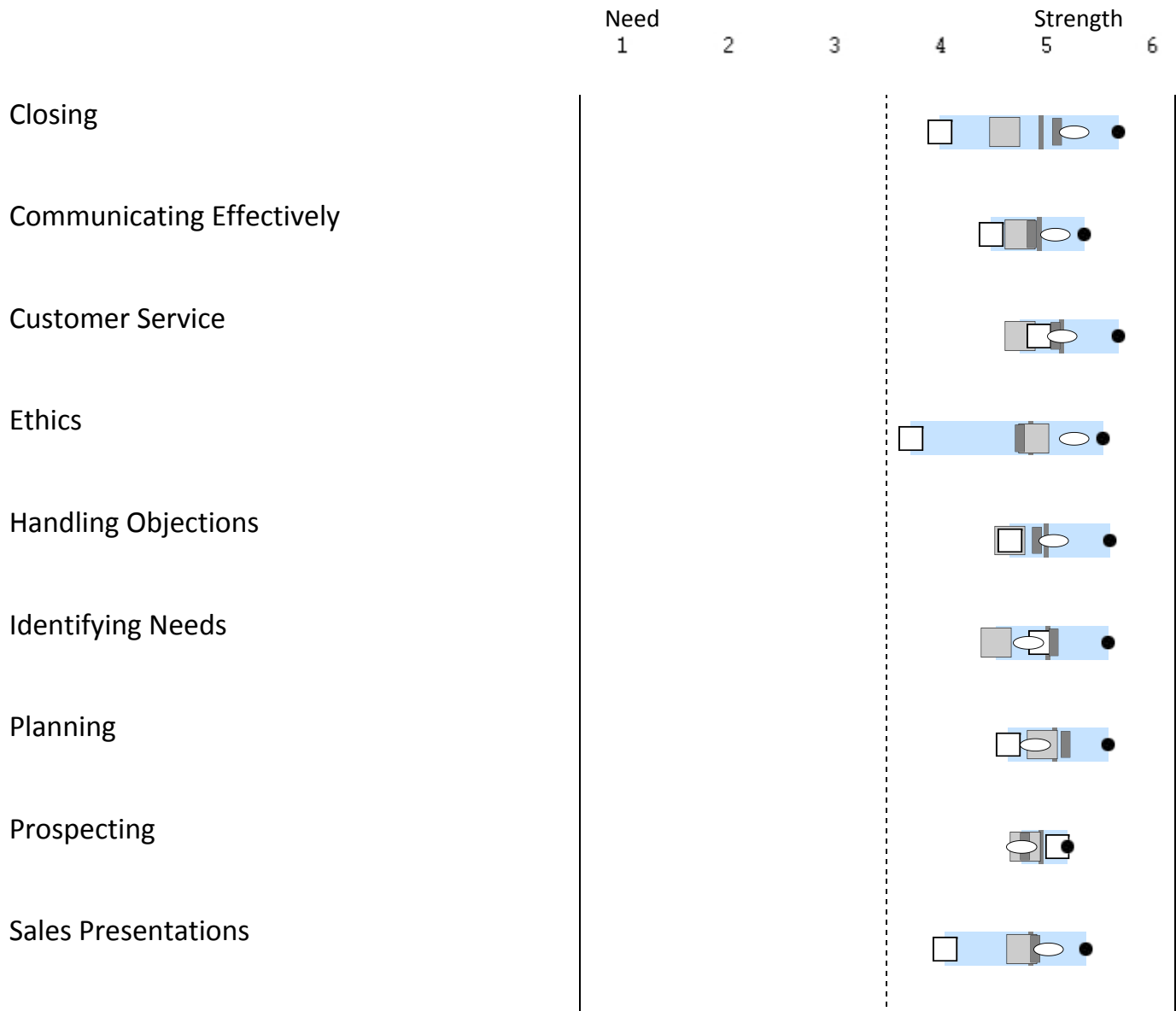
Legend

● = Self   ☐ = Supervisor   ▌ = Direct Reports   ⬭ = Peers

▢ = Customers

Importance Rankings Report
Importance / Performance Grid

Importance Rankings Report

9 Leadership Tasks

You, and the others who rated you, were asked to rate the importance of each of the 9 leadership tasks assessed by the **Edge 360 For Sales Managers**. You were asked to specify which of these leadership tasks were the most important to your job.

Importance Ratings

The ratings given by all raters were averaged. Based on the average importance rating given by all raters, the leadership tasks were sorted and listed in descending order of importance.

Average Importance

The average importance rating is listed in the column to the left of the graph marked **"Average All."**

Critically Important
Very Important
Important

The **bar** is a graphic depiction of the average importance rating. Any rating higher than 0.67 falls into the *Critical* column, any average rating falling between 0.34 and 0.67 falls into the *Very Important* column, and any average rating below 0.34 falls into the *Important* column.
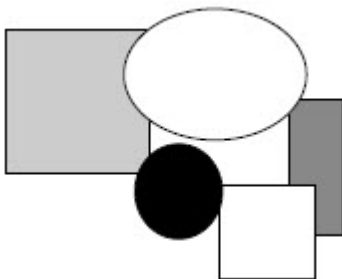
The average importance rating given by each rater group in your report (Self, Supervisor, Direct Reports, Peers, Customers) for each task is shown on the report by a symbol placed in the appropriate column.

Self = ●

Supervisor = ☐

Direct Reports = ▌

Peers = ⬭

Customers = ▢

You can easily see how your rating compares to the importance rating given by your supervisor or others and see where differences of opinion as to the relative importance of a task may exist. These differences, if significant (for instance, when you think a task is merely important, but your supervisor believes it to be critically important), may be a signal that some discussion is needed regarding the priorities you set in your job.

Importance / Performance Grid

Need High Importance / Low Performance	High Importance / High Performance
Low Importance / Low Performance	Low Importance / High Performance

This report shows the correlation between the importance rankings of the leadership tasks given by your raters, and the rating of your performance in those same tasks. The tasks are listed on the grid in descending order of importance.

Any tasks rated *high in importance* (0.5 or greater on a scale of 0 to 1) but *low in performance* (less than 5 on a scale of 1 to 6) are shown in the upper left quadrant of the grid. These items can be considered **immediate development needs** and should probably be the focus of additional training and development efforts.

High Importance / Low Performance	**Strength** High Importance / High Performance
Low Importance / Low Performance	Low Importance / High Performance

Those tasks that are *high in importance* (0.5 or greater on a scale of 0 to 1) and *high in performance* (5 or greater on a scale of 1 to 6) are listed in the upper right quadrant of the grid and can be considered **strengths** and could be tasks in which you might consider mentoring others.

This report can help you prioritize any training and development needs and highlight any strengths.

Importance Rankings Report

		Important	Very Important	Critical

Planning	0.91	Customers		Peers Self
				Supervisor
				Direct Reports

Prospecting	0.82	Self	Direct Reports	Supervisor
				Peers
				Customers

Sales Presentations	0.82		Direct Reports	Self
			Peers	Supervisor
				Customers

| Customer Service | 0.55 | Supervisor | Direct Reports | Self |
| | | Peers | Customers | |

Communicating Effectively	0.36	Peers Self Customers		
		Supervisor		
		Direct Reports		

Ethics	0.27	Peers Self		
		Customers Supervisor		
		Direct Reports		

Closing	0.18	Customers Supervisor		Self
		Direct Reports		
		Peers		

Handling Objections	0.09	Peers Self		
		Customers Supervisor		
		Direct Reports		

Identifying Needs	0.09	Peers Self		
		Customers Supervisor		
		Direct Reports		

Importance / Performance Grid

High Importance / Low Performance	High Importance / High Performance
Importance greater or equal to 0.5 on a scale of 0-1 **Performance less than 5 on a scale of (1-6)**	**Importance greater or equal to 0.5 on a scale of 0-1** **Performance greater than or equal to 5 on a scale of (1-6)**
Prospecting Sales Presentations	Planning Customer Service
Low Importance / Low Performance	**Low Importance / High Performance**
Importance less than 0.5 on a scale of 0-1 **Performance less than 5 on a scale of (1-6)**	**Importance less than 0.5 on a scale of 0-1** **Performance greater than or equal to 5 on a scale of (1-6)**
Communicating Effectively Ethics Closing Handling Objections Identifying Needs	

Knowledge / Performance Grid

Knowledge / Performance Grid

This report shows the correlation between the knowledge you have demonstrated on a particular leadership task and the performance rating given on the **Edge 360 For Sales Managers**.

The measurement of knowledge typically comes from the results of a knowledge-based assessment test such as *Knowledge for Sales v 4.2* that you have completed.

Knowledge Improvement Opportunity	Strength
Training Need	Coaching Need

Any tasks rated *high in knowledge* and *high in performance* are listed in the upper right quadrant of the grid. These tasks can be considered **Strengths**.

Any tasks rated *high in knowledge* and *low in performance* are listed in the lower right quadrant of the grid. These tasks can be considered **Coaching Needs** and might benefit from further efforts to improve your on-the-job application of the knowledge you have demonstrated.

Any tasks rated *low in knowledge* and *high in performance* are listed in the upper left quadrant of the grid. These tasks can be considered **Knowledge Improvement Opportunities**. Although your performance is rated highly, you might benefit from increasing your level of knowledge regarding the proper performance of this task.

Any tasks rated *low in knowledge* and *low in performance* are listed in the lower left quadrant of the grid. These tasks can be considered **Training Needs** and should be the focus of additional training and development efforts.

Gray Italic Text

Any tasks shown in gray italic text were not measured by a knowledge-based test.

Bold Text

Any tasks shown in **bold text** were rated as Very Important or Critically Important tasks by your raters.

Knowledge / Performance Grid

Knowledge Improvement Opportunity **Low Knowledge / High Performance** Knowledge less than 70th percent Performance greater than or equal to 5 on a scale of (1-6)	Strength **High Knowledge / High Performance** Knowledge greater than or equal to 70th percent Performance greater than or equal to 5 on a scale of (1-6)
Customer Service **Planning**	
Training Need **Low Knowledge / Low Performance** Knowledge less than 70th percent Performance less than 5 on a scale of (1-6)	Coaching Need **High Knowledge / Low Performance** Knowledge greater than or equal to 70th percent Performance less than 5 on a scale of (1-6)
Ethics Handling Objections Identifying Needs	Closing **Communicating Effectively** **Prospecting** **Sales Presentations**

Strengths / Needs Report

Strengths / Needs Report

20 Highest-Rated Behaviors

&

20 Lowest-Rated Behaviors

The Strengths / Needs Report lists your 20 highest-rated behaviors and your 20 lowest-rated behaviors of the 120 behavioral items assessed.

Each listed strength or need includes the leadership task from which the item is taken, the text of the behavior statement (and item #) as it was printed in the assessment questionnaire, and a graphic depiction of the overall average rating you received for that item.

Strength

4   5   6
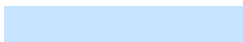
The bar indicates the range of scores given on that item by all the rating groups (Self, Supervisor, Direct Reports, Peers, Customers).

5.13

The vertical black line indicates the average of all ratings (including your own). The average rating score is printed to the right of the vertical black line.

If there is no bar, then all raters gave you the same rating for that item - there was no variance between the ratings.

Strengths / Needs Report

Need   Strength

	1	2	3	4	5	6

#1 Strength - Item 102 - Communicating Effectively
Is an effective communicator and understands that communication is the most important aspect of sales.
    5.71

#2 Strength - Item 87 - Handling Objections
Knows the steps of handling an objection.
    5.64

#3 Strength - Item 98 - Customer Service
Follows up in a timely manner and exceeds expectations.
    5.64

#4 Strength - Item 49 - Customer Service
Knows how to communicate customer service issues effectively.
    5.55

#5 Strength - Item 64 - Sales Presentations
When presenting knows when the interest is at its highest level.
    5.55

#6 Strength - Item 67 - Planning
When planning and preparing- plans an agenda for calls on existing clients.
    5.55

#7 Strength - Item 70 - Sales Presentations
Understands the differences between features advantages and benefits.
    5.55

#8 Strength - Item 5 - Identifying Needs
Identifies needs for each client in order to increase the chance of a sale.
    5.45

#9 Strength - Item 26 - Sales Presentations
Uses features to drive the sale forward by matching it to product benefits.
    5.45

#10 Strength - Item 43 - Communicating Effectively
Reads non -verbal clues and responds appropriately.
    5.45
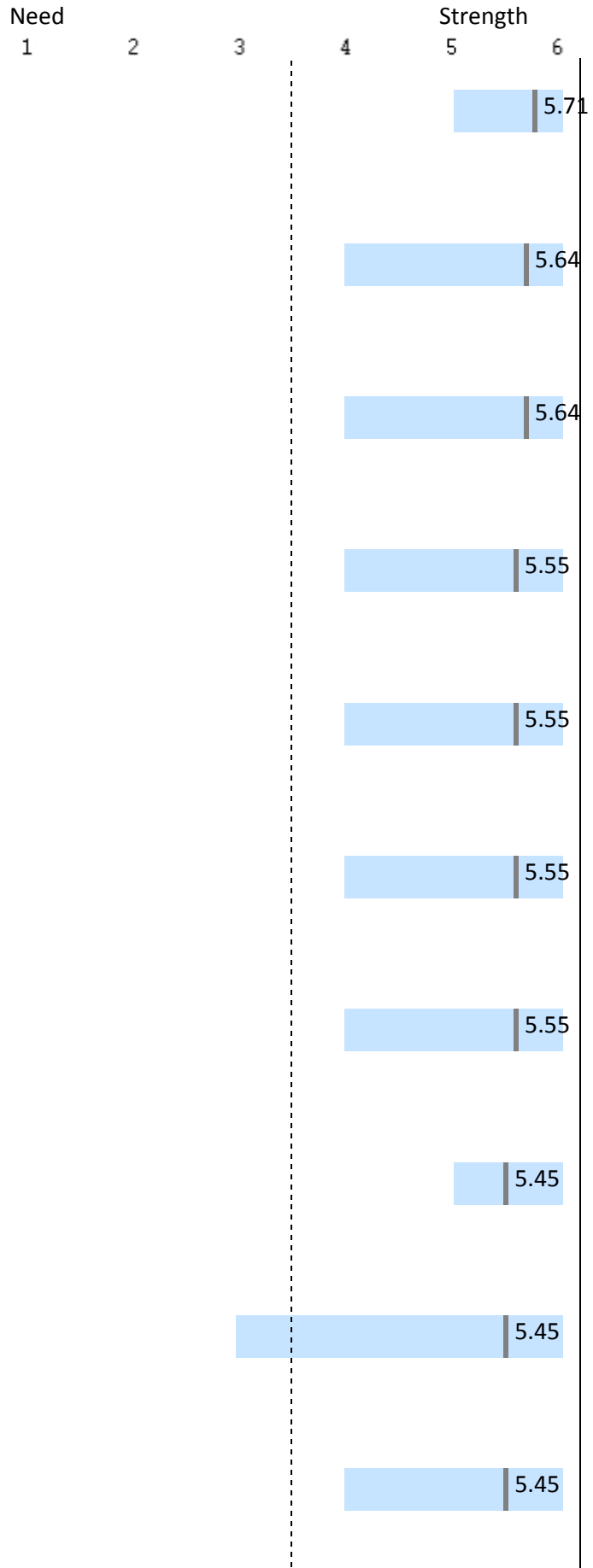
Strengths / Needs Report

#11 Strength - Item 55 - Customer Service
When problems have been solved makes everyone in the organization that is a contact know that it has been solved quickly.

5.45

#12 Strength - Item 85 - Handling Objections
Overcomes objections by asking clarifying questions and looking for more information to establish context.

5.45

#13 Strength - Item 95 - Planning
Calls ahead to lets clients and prospects know when they are running late.

5.45

#14 Strength - Item 107 - Closing
Uses the "assumption close" when it is appropriate- which is to proceed with the order until the client stops them.

5.43

#15 Strength - Item 13 - Communicating Effectively
Communicates in ways that are relevant and effective for the situation.

5.36

#16 Strength - Item 32 - Planning
Takes the time to research the prospect and plan for an initial call.

5.36

#17 Strength - Item 53 - Handling Objections
When the objections of price comes up- asks for clarification.

5.36

#18 Strength - Item 75 - Sales Presentations
Uses PowerPoint judiciously to support the presentation being made.

5.36

#19 Strength - Item 93 - Handling Objections
Handles each objection using effective techniques- including the timing of the objection.

5.36

#20 Strength - Item 2 - Prospecting
Knows the most effective methods for prospecting and uses them.

5.27

Strengths / Needs Report

Need   Strength

| 1 | 2 | 3 | 4 | 5 | 6 |
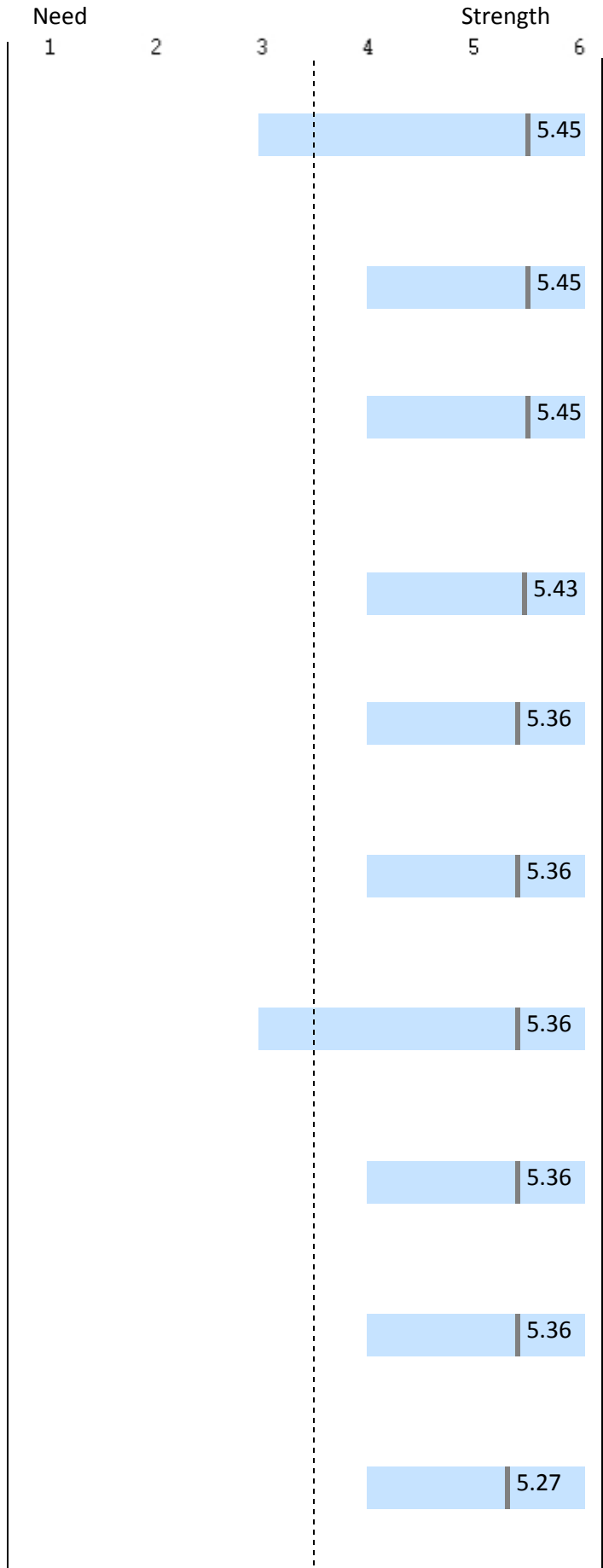
#1 Need - Item 66 - Prospecting
Uses different approaches for getting appointments including phone, direct mail and personal visits.

4.00

#2 Need - Item 111 - Sales Presentations
Knows how to use visuals most effectively.

4.00

#3 Need - Item 14 - Handling Objections
Handles objections by asking clarifying questions.

4.09

#4 Need - Item 104 - Sales Presentations
Knows trust is built when the client is talking and uses techniques to get them to talk.

4.14

#5 Need - Item 23 - Prospecting
Prospects consistently and understands the reasons why it is important.

4.27

#6 Need - Item 38 - Sales Presentations
For high level executive meetings keeps presentation short and to the point.

4.27

#7 Need - Item 86 - Planning
Understands all the elements of preparation for a call.

4.27

#8 Need - Item 100 - Handling Objections
Knows how to handle the " I'm satisfied" objection by asking questions to uncover possible dissatisfaction.

4.29

#9 Need - Item 58 - Ethics
Knows how to handle ethical situations in a proper manner.

4.36

#10 Need - Item 83 - Communicating Effectively
Ability to read non verbal communication and to respond appropriately- because only 7% of communication is verbal.

4.36

Strengths / Needs Report

Need   Strength

	1	2	3	4	5	6
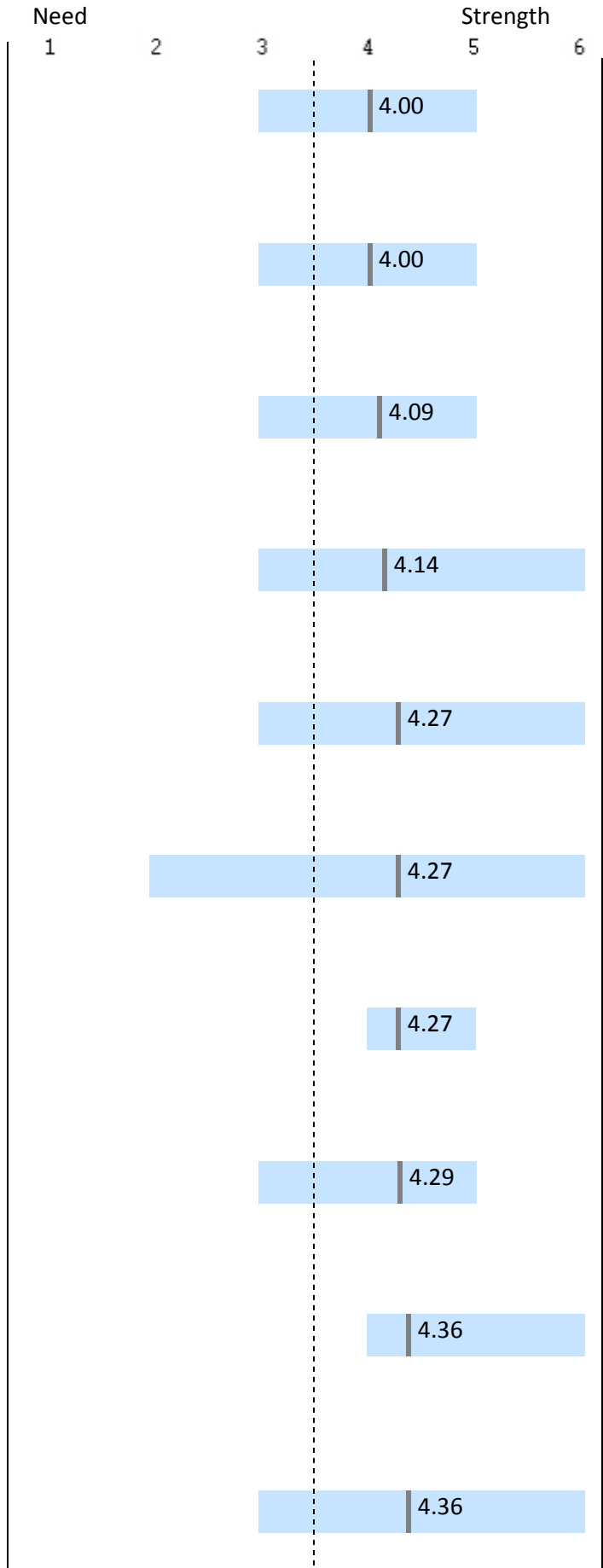
#11 Need - Item 101 - Customer Service
Knows that service is about words but more importantly action.

4.43

#12 Need - Item 105 - Ethics
Is able to recognize when progress is not being made and is able to try alternative approaches.

4.43

#13 Need - Item 114 - Identifying Needs
Uses open ended questions to get more than a yes or no answer.

4.43

#14 Need - Item 116 - Planning
Uses time efficiently by planning other calls in the same area to increase selling time and reduce travel time.

4.43

#15 Need - Item 118 - Customer Service
Understands that mistakes can be made- but can be resolved with an apology and a nice card.

4.43

#16 Need - Item 119 - Planning
Understands the value of time in the sales equations and doesn't wait longer than 30 - 40 minutes for any scheduled meeting.

4.43

#17 Need - Item 24 - Sales Presentations
Presents only the features that are relevant for that client.

4.45

#18 Need - Item 51 - Closing
Knows when to use the if -then close effectively by asking if the company could do x then would they buy.

4.45

#19 Need - Item 54 - Communicating Effectively
Uses clarifying question to enhance communication.

4.45

#20 Need - Item 65 - Handling Objections
Knows how to use strategy when there is resistance be being willing to be second "for now".

4.45
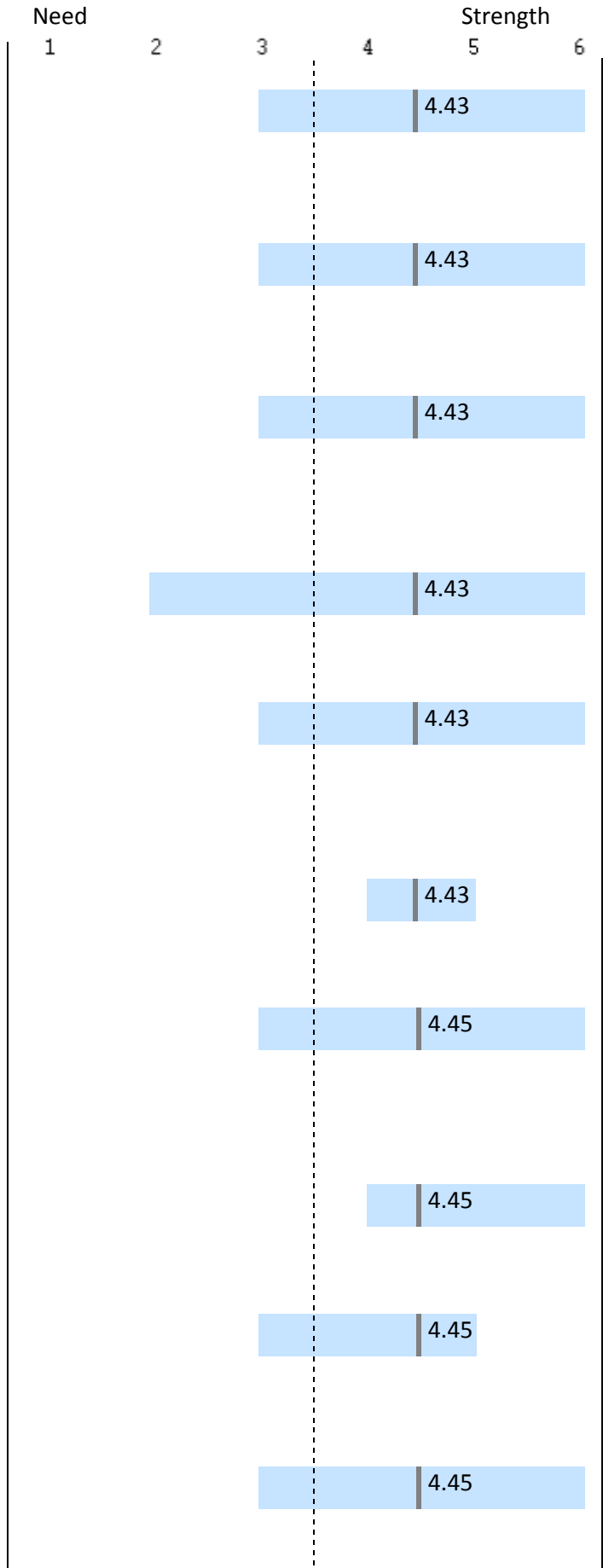
Item Detail / Frequency Distribution Report

Item Detail / Frequency Distribution Report

This report offers the most detailed look at the results of your **Edge 360 For Sales Managers** assessment.

Avoid "Paralysis by Analysis"

For many participants, this report provides more information than is really necessary to receive a benefit from this type of assessment. Concentrating on all the nitty-gritty details of an assessment such as this can sometimes create a kind of "paralysis by analysis." You can become so consumed by details that you lose sight of the overall picture - failing to see the forest for the trees. Having said that, however, this report can be very useful in pinpointing training needs and other areas for focus. For instance, if you show a training need in a particular task, it can be helpful to examine the individual behavior statements that describe that task and see if improvements in one or two specific behaviors could improve your overall performance of that task.

Item Detail

Task Ratings From Each Rating Group

Avg w/o Self
Avg w Self
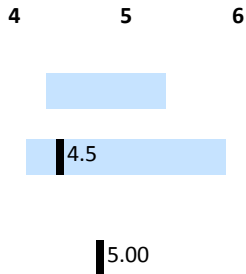
The Item Detail shows your overall ratings for each of the 9 leadership tasks measured by this assessment as rated by yourself, your supervisor, subordinates, peers, and customers.

In addition to ratings from each rater group, you will see two more ratings: Avg w/o Self and Avg w Self. The Avg w/o Self rating is the average rating from all the raters except for yourself. The Avg w Self rating is the average rating from all the raters including yourself.

4	5	6

4.5

5.00

The bar shows the range of ratings given by the rating group.

The vertical black line indicates the average rating for that rating group. This average rating score is printed to the right of the vertical black line.

If there is no bar, then all the raters in that group gave you the same rating - there was no variance in their ratings.

Number of Raters

Self(1)
Supervisor(1)
Direct Reports(3)
Peers(3)
Customers(3)
Avg w/o Self(10)
Avg w Self(11)

Beside each rating group's label you will see a number in parentheses. This number reflects how many persons in that rating group gave a response for that particular item. For instance, the Self category will usually show "(1)" because you were the only rater counted in this category. If you failed to respond to an item, or chose "Not Sure" for that item on the assessment questionnaire, you will not see a Self label and there will not be a score shown on the graph.

Frequency Distribution
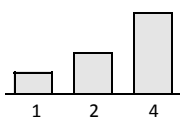
The bar graph indicates what percentage of your raters gave you a specific rating. The taller the bar graph, the higher the percentage of raters giving that rating. Bar graphs are shown for ratings 1 through 6, as well as "n/a" which means that no rating was given by the rater.

1	2	4

The numbers underneath each bar graph indicate the number of raters giving that particular rating.

Closing

		1	2	3	4	5	6	n/a
	Self					5.64		
	Supervisor				4.00			
	Direct Reports					5.08		
	Peers					5.24		
	Customers				4.60			
	Avg w/o Self				4.73			
	Avg w Self				4.91			
counts		0	1	4	37	27	36	16

Item #8

Asks for the business by closing when appropriate.

	1	2	3	4	5	6	n/a
Self (1)					5.0		
Supervisor (1)				4.0			
Direct Reports (3)					5.0		
Peers (3)					5.3		
Customers (3)					5.3		
Avg w/o Self (10)					5.1		
Avg w Self (11)					5.1		
counts	0	0	0	4	2	5	0

Item #10

Recognizes buying signals and responds by using the appropriate closing technique.

	1	2	3	4	5	6	n/a
Self (1)					5.0		
Supervisor (1)					5.0		
Direct Reports (3)					5.3		
Peers (3)					5.7		
Customers (3)					5.0		
Avg w/o Self (10)					5.3		
Avg w Self (11)					5.3		
counts	0	0	0	2	4	5	0

Item #34

Knows a trial close and when to use one when it can be effective.

	1	2	3	4	5	6	n/a
Self (1)					5.0		
Supervisor (1)				4.0			
Direct Reports (3)					5.0		
Peers (3)				4.7			
Customers (3)				4.3			
Avg w/o Self (10)				4.6			
Avg w Self (11)				4.6			
counts	0	0	0	5	5	1	0

Item #40

Knows how to use the choice close when it is appropriate.

	1	2	3	4	5	6	n/a
Self (1)					5.0		
Supervisor (1)		2.0					
Direct Reports (3)						6.0	
Peers (3)					5.3		
Customers (3)				4.3			
Avg w/o Self (10)				4.9			
Avg w Self (11)				4.9			
counts	0	1	1	2	1	6	0

Item #51

Knows when to use the if-then close effectively by asking if the company could do x then would they buy.

	1	2	3	4	5	6	n/a
Self (1)						6.0	
Supervisor (1)				4.0			
Direct Reports (3)					5.0		
Peers (3)				4.0			
Customers (3)				4.0			
Avg w/o Self (10)				4.3			
Avg w Self (11)				4.5			
counts	0	0	0	8	1	2	0

Item #68

Understands closing and asks for business at the right time.

	1	2	3	4	5	6	n/a
Self (1)						6.0	
Supervisor (1)					5.0		
Direct Reports (3)				4.7			
Peers (3)					5.3		
Customers (3)				4.3			
Avg w/o Self (10)				4.8			
Avg w Self (11)				4.9			
counts	0	0	0	3	6	2	0

Closing

		1	2	3	4	5	6		1	2	3	4	5	6	n/a

Item #77

Can identify buying signals and ask closing questions.

Self (1)	6.0
Supervisor (1)	4.0
Direct Reports (3)	4.3
Peers (3)	4.3
Customers (3)	4.3
Avg w/o Self (10)	4.3
Avg w Self (11)	4.5

Distribution: 0 0 1 6 2 2 0

Item #99

After asking a closing question waits for a response.

Self (1)	6.0
Supervisor (1)	4.0
Direct Reports (2)	5.0
Peers (1)	6.0
Customers (2)	3.5
Avg w/o Self (6)	4.5
Avg w Self (7)	4.7

Distribution: 0 0 1 2 2 2 4

Item #107

Uses the "assumption close" when it is appropriate- which is to proceed with the order until the client stops them.

Self (1)	6.0
Supervisor (1)	4.0
Direct Reports (2)	6.0
Peers (1)	6.0
Customers (2)	5.0
Avg w/o Self (6)	5.3
Avg w Self (7)	5.4

Distribution: 0 0 0 2 0 5 4

Item #110

Asks closing questions.

Self (1)	6.0
Supervisor (1)	3.0
Direct Reports (2)	5.0
Peers (1)	5.0
Customers (2)	5.5
Avg w/o Self (6)	4.8
Avg w Self (7)	5.0

Distribution: 0 0 1 1 2 3 4

Item #115

Is not intimidated or afraid to ask closing questions and asks them when a buying signal is present.

Self (1)	6.0
Supervisor (1)	5.0
Direct Reports (2)	4.5
Peers (1)	6.0
Customers (2)	5.0
Avg w/o Self (6)	5.0
Avg w Self (7)	5.1

Distribution: 0 0 0 2 2 3 4

Communicating Effectively

	1	2	3	4	5	6	n/a
Self					5.33		
Supervisor				4.47			
Direct Reports				4.84			
Peers					5.07		
Customers				4.73			
Avg w/o Self				4.78			
Avg w Self				4.89			

Histogram counts: 1 | 0 | 12 | 44 | 55 | 49 | 4

Item #1

Uses effective techniques at the beginning of a call to establish rapport.

	Rating
Self (1)	5.0
Supervisor (1)	4.0
Direct Reports (3)	4.7
Peers (3)	4.0
Customers (3)	5.0
Avg w/o Self (10)	4.5
Avg w Self (11)	4.5

Histogram counts: 0 | 0 | 0 | 7 | 2 | 2 | 0

Item #4

Handles conflict with confidence and skill.

	Rating
Self (1)	5.0
Supervisor (1)	4.0
Direct Reports (3)	4.3
Peers (3)	4.7
Customers (3)	5.7
Avg w/o Self (10)	4.8
Avg w Self (11)	4.8

Histogram counts: 0 | 0 | 0 | 4 | 5 | 2 | 0

Item #13

Communicates in ways that are relevant and effective for the situation.

	Rating
Self (1)	5.0
Supervisor (1)	5.0
Direct Reports (3)	5.3
Peers (3)	5.3
Customers (3)	5.7
Avg w/o Self (10)	5.4
Avg w Self (11)	5.4

Histogram counts: 0 | 0 | 0 | 2 | 3 | 6 | 0

Item #16

Listens to what the client is saying both verbally and non-verbally.

	Rating
Self (1)	5.0
Supervisor (1)	4.0
Direct Reports (3)	4.3
Peers (3)	6.0
Customers (3)	4.3
Avg w/o Self (10)	4.8
Avg w Self (11)	4.8

Histogram counts: 0 | 0 | 2 | 3 | 1 | 5 | 0

Item #18

Adapts the communication approach for each client.

	Rating
Self (1)	6.0
Supervisor (1)	5.0
Direct Reports (3)	4.3
Peers (3)	4.7
Customers (3)	4.3
Avg w/o Self (10)	4.5
Avg w Self (11)	4.6

Histogram counts: 0 | 0 | 1 | 3 | 6 | 1 | 0

Item #19

Listens to the client on a call and lets the client do most of the talking.

	Rating
Self (1)	5.0
Supervisor (1)	3.0
Direct Reports (3)	4.3
Peers (3)	6.0
Customers (3)	4.3
Avg w/o Self (10)	4.7
Avg w Self (11)	4.7

Histogram counts: 1 | 0 | 2 | 1 | 1 | 6 | 0

Communicating Effectively

		1	2	3	4	5	6	1	2	3	4	5	6	n/a

Item #21

Asks open ended questions to create dialogue.

	Rating
Self (1)	5.0
Supervisor (1)	4.0
Direct Reports (3)	5.0
Peers (3)	5.3
Customers (3)	5.0
Avg w/o Self (10)	5.0
Avg w Self (11)	5.0

Distribution: 0 | 0 | 0 | 4 | 3 | 4 | 0

Item #33

Responds appropriately to clients questions and concerns.

	Rating
Self (1)	6.0
Supervisor (1)	5.0
Direct Reports (3)	5.0
Peers (3)	4.3
Customers (3)	4.3
Avg w/o Self (10)	4.6
Avg w Self (11)	4.7

Distribution: 0 | 0 | 2 | 0 | 8 | 1 | 0

Item #43

Reads non -verbal clues and responds appropriately.

	Rating
Self (1)	6.0
Supervisor (1)	5.0
Direct Reports (3)	5.7
Peers (3)	5.3
Customers (3)	5.3
Avg w/o Self (10)	5.4
Avg w Self (11)	5.5

Distribution: 0 | 0 | 0 | 2 | 2 | 7 | 0

Item #45

Knows how to read body language and non-verbal cues as well as how to control their own body language.

	Rating
Self (1)	6.0
Supervisor (1)	4.0
Direct Reports (3)	4.7
Peers (3)	4.3
Customers (3)	4.3
Avg w/o Self (10)	4.4
Avg w Self (11)	4.5

Distribution: 0 | 0 | 0 | 7 | 2 | 2 | 0

Item #54

Uses clarifying question to enhance communication.

	Rating
Self (1)	5.0
Supervisor (1)	5.0
Direct Reports (3)	4.3
Peers (3)	4.7
Customers (3)	4.0
Avg w/o Self (10)	4.4
Avg w Self (11)	4.5

Distribution: 0 | 0 | 2 | 2 | 7 | 0 | 0

Item #83

Ability to read non verbal communication and to respond appropriately- because only 7% of communication is verbal.

	Rating
Self (1)	6.0
Supervisor (1)	5.0
Direct Reports (3)	4.0
Peers (3)	4.7
Customers (3)	3.7
Avg w/o Self (10)	4.2
Avg w Self (11)	4.4

Distribution: 0 | 0 | 2 | 5 | 2 | 2 | 0

Item #84

Handles angry clients by letting them vent and showing empathy.

	Rating
Self (1)	5.0
Supervisor (1)	5.0
Direct Reports (3)	5.3
Peers (3)	5.7
Customers (3)	5.0
Avg w/o Self (10)	5.3
Avg w Self (11)	5.3

Distribution: 0 | 0 | 0 | 2 | 4 | 5 | 0

Item #88

Doesn't interrupt when listening to a client.

	Rating
Self (1)	5.0
Supervisor (1)	4.0
Direct Reports (3)	5.3
Peers (3)	5.0
Customers (3)	4.0
Avg w/o Self (10)	4.7
Avg w Self (11)	4.7

Distribution: 0 | 0 | 1 | 2 | 7 | 1 | 0

Communicating Effectively

		1	2	3	4	5	6	1	2	3	4	5	6	n/a
Item #102 Is an effective communicator and understands that communication is the most important aspect of sales.	Self (1)					5.0								
	Supervisor (1)					5.0								
	Direct Reports (2)						6.0							
	Peers (1)						6.0							
	Customers (2)						6.0							
	Avg w/o Self (6)						5.8							
	Avg w Self (7)						5.7	0	0	0	0	2	5	4

Customer Service

	1	2	3	4	5	6		1	2	3	4	5	6	n/a
Self						5.64								
Supervisor					4.91									
Direct Reports					5.06									
Peers					5.12									
Customers					4.74									
Avg w/o Self					4.96									
Avg w Self					5.09			0	0	6	23	40	44	8

Item #11

Makes the commitment to provide customer service which is timely and appropriate.

	Rating							n/a
Self (1)	5.0							
Supervisor (1)	4.0							
Direct Reports (3)	4.7							
Peers (3)	4.7							
Customers (3)	4.3							
Avg w/o Self (10)	4.5							
Avg w Self (11)	4.5	0	0	1	4	5	1	0

Item #17

Maintains an appropriate and high quality level of communication after the sale.

	Rating							n/a
Self (1)	5.0							
Supervisor (1)	6.0							
Direct Reports (3)	5.0							
Peers (3)	5.0							
Customers (3)	4.7							
Avg w/o Self (10)	5.0							
Avg w Self (11)	5.0	0	0	0	2	7	2	0

Item #35

Has a consistent policy of calling all messages back within 24 hours.

	Rating							n/a
Self (1)	6.0							
Supervisor (1)	5.0							
Direct Reports (3)	4.7							
Peers (3)	5.3							
Customers (3)	5.3							
Avg w/o Self (10)	5.1							
Avg w Self (11)	5.2	0	0	1	2	2	6	0

Item #49

Knows how to communicate customer service issues effectively.

	Rating							n/a
Self (1)	6.0							
Supervisor (1)	5.0							
Direct Reports (3)	5.3							
Peers (3)	6.0							
Customers (3)	5.3							
Avg w/o Self (10)	5.5							
Avg w Self (11)	5.5	0	0	0	2	1	8	0

Item #55

When problems have been solved makes everyone in the organization that is a contact know that it has been solved quickly.

	Rating							n/a
Self (1)	6.0							
Supervisor (1)	4.0							
Direct Reports (3)	5.7							
Peers (3)	6.0							
Customers (3)	5.0							
Avg w/o Self (10)	5.4							
Avg w Self (11)	5.5	0	0	1	1	1	8	0

Item #72

Understands that customer service is the role of everyone in the organization and uses them as a resource.

	Rating							n/a
Self (1)	6.0							
Supervisor (1)	6.0							
Direct Reports (3)	5.0							
Peers (3)	4.7							
Customers (3)	4.7							
Avg w/o Self (10)	4.9							
Avg w Self (11)	5.0	0	0	0	2	7	2	0

Customer Service

		1	2	3	4	5	6	1	2	3	4	5	6	n/a

Item #79

When a client has a problem- responds quickly and finds creative approaches to service when they are needed.

Self (1)	6.0
Supervisor (1)	4.0
Direct Reports (3)	5.7
Peers (3)	5.0
Customers (3)	4.3
Avg w/o Self (10)	4.9
Avg w Self (11)	5.0

1	2	3	4	5	6	n/a
0	0	0	3	5	3	0

Item #81

When actions to provide great customer service has been taken- lets them know verbally and in writing to build high perceived value.

Self (1)	6.0
Supervisor (1)	5.0
Direct Reports (3)	5.0
Peers (3)	5.3
Customers (3)	5.0
Avg w/o Self (10)	5.1
Avg w Self (11)	5.2

1	2	3	4	5	6	n/a
0	0	0	2	5	4	0

Item #98

Follows up in a timely manner and exceeds expectations.

Self (1)	5.0
Supervisor (1)	6.0
Direct Reports (3)	5.7
Peers (3)	5.3
Customers (3)	6.0
Avg w/o Self (10)	5.7
Avg w Self (11)	5.6

1	2	3	4	5	6	n/a
0	0	0	1	2	8	0

Item #101

Knows that service is about words but more importantly action.

Self (1)	6.0
Supervisor (1)	4.0
Direct Reports (2)	5.0
Peers (1)	3.0
Customers (2)	4.0
Avg w/o Self (6)	4.2
Avg w Self (7)	4.4

1	2	3	4	5	6	n/a
0	0	1	3	2	1	4

Item #118

Understands that mistakes can be made- but can be resolved with an apology and a nice card.

Self (1)	5.0
Supervisor (1)	5.0
Direct Reports (2)	4.0
Peers (1)	6.0
Customers (2)	3.5
Avg w/o Self (6)	4.3
Avg w Self (7)	4.4

1	2	3	4	5	6	n/a
0	0	2	1	3	1	4

Ethics

	1 2 3 4 5 6	1 2 3 4 5 6 n/a
Self	5.50	
Supervisor	3.73	
Direct Reports	4.73	
Peers	5.24	
Customers	4.86	
Avg w/o Self	4.64	
Avg w Self	4.81	0 0 11 26 39 32 13

Item #22

Is ethical when answering questions about the products.

	1 2 3 4 5 6	1 2 3 4 5 6 n/a
Self (1)	6.0	
Supervisor (1)	3.0	
Direct Reports (3)	4.7	
Peers (3)	5.3	
Customers (3)	4.3	
Avg w/o Self (10)	4.6	
Avg w Self (11)	4.7	0 0 2 2 4 3 0

Item #29

Is ethical when answering questions about business dealings.

	1 2 3 4 5 6	1 2 3 4 5 6 n/a
Self (1)	6.0	
Supervisor (1)	4.0	
Direct Reports (3)	5.3	
Peers (3)	5.0	
Customers (3)	5.7	
Avg w/o Self (10)	5.2	
Avg w Self (11)	5.3	0 0 0 1 6 4 0

Item #30

Handles problems in an ethical truthful manner.

	1 2 3 4 5 6	1 2 3 4 5 6 n/a
Self (1)	6.0	
Supervisor (1)	3.0	
Direct Reports (3)	5.0	
Peers (3)	5.3	
Customers (3)	5.0	
Avg w/o Self (10)	4.9	
Avg w Self (11)	5.0	0 0 1 3 2 5 0

Item #36

Avoids all possibility of impropriety at all times.

	1 2 3 4 5 6	1 2 3 4 5 6 n/a
Self (1)	5.0	
Supervisor (1)	3.0	
Direct Reports (3)	4.7	
Peers (3)	4.7	
Customers (3)	5.3	
Avg w/o Self (10)	4.7	
Avg w Self (11)	4.7	0 0 2 1 6 2 0

Item #58

Knows how to handle ethical situations in a proper manner.

	1 2 3 4 5 6	1 2 3 4 5 6 n/a
Self (1)	5.0	
Supervisor (1)	4.0	
Direct Reports (3)	4.3	
Peers (3)	4.0	
Customers (3)	4.7	
Avg w/o Self (10)	4.3	
Avg w Self (11)	4.4	0 0 0 8 2 1 0

Item #78

Doesn't spread information or rumors about the competition.

	1 2 3 4 5 6	1 2 3 4 5 6 n/a
Self (1)	5.0	
Supervisor (1)	4.0	
Direct Reports (3)	5.0	
Peers (3)	5.3	
Customers (3)	5.3	
Avg w/o Self (10)	5.1	
Avg w Self (11)	5.1	0 0 0 4 2 5 0

Ethics

Item #82

When tough decisions have to be made-they are done quickly and directly as to what is right- call the client. Open and honest actions build trust.

Rater	Score
Self (1)	5.0
Supervisor (1)	4.0
Direct Reports (3)	4.7
Peers (3)	5.7
Customers (3)	5.3
Avg w/o Self (10)	5.1
Avg w Self (11)	5.1

1	2	3	4	5	6	n/a
0	0	1	1	5	4	0

Item #96

Is as honest as possible in ethical situations.

Rater	Score
Self (1)	6.0
Supervisor (1)	4.0
Direct Reports (3)	4.3
Peers (3)	5.3
Customers (3)	4.3
Avg w/o Self (10)	4.6
Avg w Self (11)	4.7

1	2	3	4	5	6	n/a
0	0	1	3	5	2	0

Item #105

Is able to recognize when progress is not being made and is able to try alternative approaches.

Rater	Score
Self (1)	6.0
Supervisor (1)	3.0
Direct Reports (2)	4.0
Peers (1)	5.0
Customers (2)	4.5
Avg w/o Self (6)	4.2
Avg w Self (7)	4.4

1	2	3	4	5	6	n/a
0	0	3	0	2	2	4

Item #108

Never gives out information about a client to anyone.

Rater	Score
Self (1)	5.0
Supervisor (1)	3.0
Direct Reports (2)	4.5
Peers (1)	6.0
Customers (2)	5.0
Avg w/o Self (6)	4.7
Avg w Self (7)	4.7

1	2	3	4	5	6	n/a
0	0	1	1	4	1	4

Item #120

When faced with a situation where there is a problem, is honest and straightforward.

Rater	Score
Supervisor (1)	6.0
Direct Reports (2)	5.5
Peers (1)	6.0
Customers (2)	4.0
Avg w/o Self (6)	5.2
Avg w Self (6)	5.2

1	2	3	4	5	6	n/a
0	0	0	2	1	3	5

Handling Objections

	1	2	3	4	5	6			1	2	3	4	5	6	n/a
Self						5.57									
Supervisor				4.64											
Direct Reports				4.89											
Peers				5.05											
Customers				4.64											
Avg w/o Self				4.81											
Avg w Self				4.96											
									0	0	13	28	60	45	8

Item #6

Can skillfully handle objections as the arise using the correct techniques.

Self (1)	6.0		
Supervisor (1)	5.0		
Direct Reports (3)	5.3		
Peers (3)	5.0		
Customers (3)	4.7		
Avg w/o Self (10)	5.0		
Avg w Self (11)	5.1		

0	0	0	1	8	2	0

Item #14

Handles objections by asking clarifying questions.

Self (1)	5.0		
Supervisor (1)	3.0		
Direct Reports (3)	4.0		
Peers (3)	4.3		
Customers (3)	4.0		
Avg w/o Self (10)	4.0		
Avg w Self (11)	4.1		

0	0	4	2	5	0	0

Item #27

Resolves open issues to help clients make a decision.

Self (1)	5.0		
Supervisor (1)	3.0		
Direct Reports (3)	4.7		
Peers (3)	5.3		
Customers (3)	5.0		
Avg w/o Self (10)	4.8		
Avg w Self (11)	4.8		

0	0	2	2	3	4	0

Item #41

Uses silence as an effective tool when handling objections.

Self (1)	6.0		
Supervisor (1)	5.0		
Direct Reports (3)	5.0		
Peers (3)	5.3		
Customers (3)	4.0		
Avg w/o Self (10)	4.8		
Avg w Self (11)	4.9		

0	0	1	1	7	2	0

Item #47

Knows the best response to objections both real and not real.

Self (1)	6.0		
Supervisor (1)	5.0		
Direct Reports (3)	5.3		
Peers (3)	5.0		
Customers (3)	5.3		
Avg w/o Self (10)	5.2		
Avg w Self (11)	5.3		

0	0	1	2	1	7	0

Item #53

When the objections of price comes up- asks for clarification.

Self (1)	6.0		
Supervisor (1)	6.0		
Direct Reports (3)	5.0		
Peers (3)	5.7		
Customers (3)	5.0		
Avg w/o Self (10)	5.3		
Avg w Self (11)	5.4		

0	0	1	1	2	7	0

Handling Objections

		1	2	3	4	5	6	n/a

Item #65

Knows how to use strategy when there is resistance be being willing to be second "for now".

Respondent	Avg							
Self (1)	6.0							
Supervisor (1)	3.0							
Direct Reports (3)	4.3							
Peers (3)	5.0							
Customers (3)	4.0							
Avg w/o Self (10)	4.3							
Avg w Self (11)	4.5							

Histogram counts: 0, 0, 3, 1, 6, 1, 0

Item #71

Knows that a smokescreen objection is a false objection designed to hide the real objection.

Respondent	Avg
Self (1)	5.0
Supervisor (1)	4.0
Direct Reports (3)	5.0
Peers (3)	5.0
Customers (3)	5.3
Avg w/o Self (10)	5.0
Avg w Self (11)	5.0

Histogram counts: 0, 0, 0, 2, 7, 2, 0

Item #85

Overcomes objections by asking clarifying questions and looking for more information to establish context.

Respondent	Avg
Self (1)	6.0
Supervisor (1)	6.0
Direct Reports (3)	5.7
Peers (3)	5.3
Customers (3)	5.0
Avg w/o Self (10)	5.4
Avg w Self (11)	5.5

Histogram counts: 0, 0, 0, 1, 4, 6, 0

Item #87

Knows the steps of handling an objection.

Respondent	Avg
Self (1)	6.0
Supervisor (1)	5.0
Direct Reports (3)	5.7
Peers (3)	6.0
Customers (3)	5.3
Avg w/o Self (10)	5.6
Avg w Self (11)	5.6

Histogram counts: 0, 0, 0, 1, 2, 8, 0

Item #93

Handles each objection using effective techniques- including the timing of the objection.

Respondent	Avg
Self (1)	6.0
Supervisor (1)	6.0
Direct Reports (3)	5.7
Peers (3)	5.3
Customers (3)	4.7
Avg w/o Self (10)	5.3
Avg w Self (11)	5.4

Histogram counts: 0, 0, 0, 1, 5, 5, 0

Item #94

Uses proper technique of asking what they need to think about on a " think about it" objection.

Respondent	Avg
Self (1)	5.0
Supervisor (1)	4.0
Direct Reports (3)	4.3
Peers (3)	4.3
Customers (3)	4.7
Avg w/o Self (10)	4.4
Avg w Self (11)	4.5

Histogram counts: 0, 0, 0, 7, 3, 1, 0

Item #100

Knows how to handle the " I'm satisfied" objection by asking questions to uncover possible dissatisfaction.

Respondent	Avg
Self (1)	5.0
Supervisor (1)	5.0
Direct Reports (2)	4.0
Peers (1)	5.0
Customers (2)	3.5
Avg w/o Self (6)	4.2
Avg w Self (7)	4.3

Histogram counts: 0, 0, 1, 3, 3, 0, 4

Item #106

Knows how to handle objections.

Respondent	Avg
Self (1)	5.0
Supervisor (1)	5.0
Direct Reports (2)	4.5
Peers (1)	4.0
Customers (2)	4.5
Avg w/o Self (6)	4.5
Avg w Self (7)	4.6

Histogram counts: 0, 0, 0, 3, 4, 0, 4

Identifying Needs

	1	2	3	4	5	6
Self						5.54
Supervisor					4.92	
Direct Reports					5.04	
Peers					4.82	
Customers				4.51		
Avg w/o Self					4.82	
Avg w Self					4.97	

1	2	3	4	5	6	n/a
0	1	8	27	48	35	24

Item #5

Identifies needs for each client in order to increase the chance of a sale.

	Value
Self (1)	5.0
Supervisor (1)	6.0
Direct Reports (3)	5.7
Peers (3)	5.3
Customers (3)	5.3
Avg w/o Self (10)	5.5
Avg w Self (11)	5.5

1	2	3	4	5	6	n/a
0	0	0	0	6	5	0

Item #20

Identifying needs by being consultative and taking notes.

	Value
Self (1)	5.0
Supervisor (1)	5.0
Direct Reports (3)	5.3
Peers (3)	5.0
Customers (3)	5.0
Avg w/o Self (10)	5.1
Avg w Self (11)	5.1

1	2	3	4	5	6	n/a
0	0	0	1	8	2	0

Item #28

Able to ask questions to identify needs.

	Value
Self (1)	6.0
Supervisor (1)	5.0
Direct Reports (3)	5.7
Peers (3)	5.0
Customers (3)	4.7
Avg w/o Self (10)	5.1
Avg w Self (11)	5.2

1	2	3	4	5	6	n/a
0	0	1	2	2	6	0

Item #31

On a first call can skillfully identify needs.

	Value
Self (1)	5.0
Supervisor (1)	5.0
Direct Reports (3)	5.3
Peers (3)	4.3
Customers (3)	4.7
Avg w/o Self (10)	4.8
Avg w Self (11)	4.8

1	2	3	4	5	6	n/a
0	0	1	1	8	1	0

Item #63

Can identify needs by asking solid open ended opinion finding questions.

	Value
Self (1)	6.0
Supervisor (1)	5.0
Direct Reports (3)	5.0
Peers (3)	4.7
Customers (3)	4.7
Avg w/o Self (10)	4.8
Avg w Self (11)	4.9

1	2	3	4	5	6	n/a
0	0	0	3	6	2	0

Item #69

Able to identify needs by asking open ended questions of all the key players in an organization.

	Value
Self (1)	5.0
Supervisor (1)	4.0
Direct Reports (3)	4.7
Peers (3)	4.0
Customers (3)	5.3
Avg w/o Self (10)	4.6
Avg w Self (11)	4.6

1	2	3	4	5	6	n/a
0	0	0	7	1	3	0

Identifying Needs

	1	2	3	4	5	6	n/a

Item #76

Able to identify needs which is a challenge, problem or an opportunity a client has using selling skills.

Rater	Rating	1	2	3	4	5	6	n/a
Self (1)	5.0							
Supervisor (1)	5.0							
Direct Reports (3)	4.3							
Peers (3)	5.3							
Customers (3)	4.0							
Avg w/o Self (10)	4.6							
Avg w Self (11)	4.6	0	0	2	1	7	1	0

Item #103

Knows open ended questions and asks them most of the time- because they generate dialogue.

Rater	Rating	1	2	3	4	5	6	n/a
Self (1)	6.0							
Supervisor (1)	6.0							
Direct Reports (2)	5.5							
Peers (1)	4.0							
Customers (2)	4.0							
Avg w/o Self (6)	4.8							
Avg w Self (7)	5.0	0	0	0	3	1	3	4

Item #109

Identifies needs easily.

Rater	Rating	1	2	3	4	5	6	n/a
Self (1)	6.0							
Supervisor (1)	6.0							
Direct Reports (2)	5.5							
Peers (1)	4.0							
Customers (2)	4.0							
Avg w/o Self (6)	4.8							
Avg w Self (7)	5.0	0	0	0	3	1	3	4

Item #112

Uncovers needs by asking questions.

Rater	Rating	1	2	3	4	5	6	n/a
Self (1)	6.0							
Supervisor (1)	2.0							
Direct Reports (2)	5.5							
Peers (1)	6.0							
Customers (2)	4.5							
Avg w/o Self (6)	4.7							
Avg w Self (7)	4.9	0	1	0	1	2	3	4

Item #113

Uses fact finding, opinion finding, open ended questions as tools to uncover needs.

Rater	Rating	1	2	3	4	5	6	n/a
Self (1)	6.0							
Supervisor (1)	5.0							
Direct Reports (2)	4.0							
Peers (1)	6.0							
Customers (2)	5.0							
Avg w/o Self (6)	4.8							
Avg w Self (7)	5.0	0	0	1	0	4	2	4

Item #114

Uses open ended questions to get more than a yes or no answer.

Rater	Rating	1	2	3	4	5	6	n/a
Self (1)	5.0							
Supervisor (1)	4.0							
Direct Reports (2)	4.5							
Peers (1)	5.0							
Customers (2)	4.0							
Avg w/o Self (6)	4.3							
Avg w Self (7)	4.4	0	0	1	3	2	1	4

Item #117

Identifies needs through various techniques including observation, questions, and research.

Rater	Rating	1	2	3	4	5	6	n/a
Self (1)	6.0							
Supervisor (1)	6.0							
Direct Reports (2)	4.5							
Peers (1)	4.0							
Customers (2)	3.5							
Avg w/o Self (6)	4.3							
Avg w Self (7)	4.6	0	0	2	2	0	3	4

Planning

	1	2	3	4	5	6		1	2	3	4	5	6	n/a
Self						5.54									
Supervisor					4.62										
Direct Reports						5.15									
Peers					4.87										
Customers					4.94										
Avg w/o Self					4.90										
Avg w Self					5.02										
Counts								0	1	6	30	49	49	8

Item #7
Plans activities to maximum level of effectiveness.

	Rating		Counts
Self (1)	5.0		
Supervisor (1)	3.0		
Direct Reports (3)	5.3		
Peers (3)	4.3		
Customers (3)	5.7		
Avg w/o Self (10)	4.9		
Avg w Self (11)	4.9		

Counts: 0 0 2 0 6 3 0

Item #15
Plans coverage of the territory in the way that is most efficient and productive.

	Rating
Self (1)	6.0
Supervisor (1)	5.0
Direct Reports (3)	5.0
Peers (3)	5.3
Customers (3)	5.0
Avg w/o Self (10)	5.1
Avg w Self (11)	5.2

Counts: 0 0 1 2 2 6 0

Item #32
Takes the time to research the prospect and plan for an initial call.

	Rating
Self (1)	6.0
Supervisor (1)	4.0
Direct Reports (3)	6.0
Peers (3)	5.3
Customers (3)	5.0
Avg w/o Self (10)	5.3
Avg w Self (11)	5.4

Counts: 0 0 0 3 1 7 0

Item #44
Uses some form of time management system to effectively manage time.

	Rating
Self (1)	5.0
Supervisor (1)	6.0
Direct Reports (3)	5.3
Peers (3)	5.3
Customers (3)	5.0
Avg w/o Self (10)	5.3
Avg w Self (11)	5.3

Counts: 0 0 0 1 6 4 0

Item #46
Has the ability to plan all the elements of an initiative.

	Rating
Self (1)	5.0
Supervisor (1)	6.0
Direct Reports (3)	4.3
Peers (3)	4.7
Customers (3)	5.0
Avg w/o Self (10)	4.8
Avg w Self (11)	4.8

Counts: 0 0 1 2 6 2 0

Item #57
Knows how to plan the day to maximize selling time- which means doing administrative work during off peak times (early morning and late afternoon).

	Rating
Self (1)	6.0
Supervisor (1)	5.0
Direct Reports (3)	4.7
Peers (3)	4.3
Customers (3)	5.0
Avg w/o Self (10)	4.7
Avg w Self (11)	4.8

Counts: 0 0 2 1 5 3 0

Planning

		1	2	3	4	5	6		1	2	3	4	5	6	n/a

Item #59

Plans for an initial call by doing research about the client.

	Rating
Self (1)	6.0
Supervisor (1)	6.0
Direct Reports (3)	5.3
Peers (3)	5.3
Customers (3)	4.7
Avg w/o Self (10)	5.2
Avg w Self (11)	5.3

Distribution: 1:0 2:0 3:0 4:1 5:6 6:4 n/a:0

Item #61

Plans at the end of this week for the following week.

	Rating
Self (1)	6.0
Supervisor (1)	4.0
Direct Reports (3)	5.7
Peers (3)	4.7
Customers (3)	5.3
Avg w/o Self (10)	5.1
Avg w Self (11)	5.2

Distribution: 1:0 2:0 3:0 4:2 5:5 6:4 n/a:0

Item #67

When planning and preparing- plans an agenda for calls on existing clients.

	Rating
Self (1)	6.0
Supervisor (1)	6.0
Direct Reports (3)	6.0
Peers (3)	5.7
Customers (3)	4.7
Avg w/o Self (10)	5.5
Avg w Self (11)	5.5

Distribution: 1:0 2:0 3:0 4:2 5:1 6:8 n/a:0

Item #86

Understands all the elements of preparation for a call.

	Rating
Self (1)	5.0
Supervisor (1)	4.0
Direct Reports (3)	4.3
Peers (3)	4.0
Customers (3)	4.3
Avg w/o Self (10)	4.2
Avg w Self (11)	4.3

Distribution: 1:0 2:0 3:0 4:8 5:3 6:0 n/a:0

Item #95

Calls ahead to lets clients and prospects know when they are running late.

	Rating
Self (1)	6.0
Supervisor (1)	5.0
Direct Reports (3)	6.0
Peers (3)	5.3
Customers (3)	5.0
Avg w/o Self (10)	5.4
Avg w Self (11)	5.5

Distribution: 1:0 2:0 3:0 4:2 5:2 6:7 n/a:0

Item #116

Uses time efficiently by planning other calls in the same area to increase selling time and reduce travel time.

	Rating
Self (1)	5.0
Supervisor (1)	2.0
Direct Reports (2)	5.0
Peers (1)	5.0
Customers (2)	4.5
Avg w/o Self (6)	4.3
Avg w Self (7)	4.4

Distribution: 1:0 2:1 3:0 4:2 5:3 6:1 n/a:4

Item #119

Understands the value of time in the sales equations and doesn't wait longer than 30 - 40 minutes for any scheduled meeting.

	Rating
Self (1)	5.0
Supervisor (1)	4.0
Direct Reports (2)	4.0
Peers (1)	4.0
Customers (2)	5.0
Avg w/o Self (6)	4.3
Avg w Self (7)	4.4

Distribution: 1:0 2:0 3:0 4:4 5:3 6:0 n/a:4

Prospecting

		1	2	3	4	5	6	n/a
	Self					5.17		
	Supervisor					5.08		
	Direct Reports					4.78		
	Peers					4.75		
	Customers					4.78		
	Avg w/o Self					4.85		
	Avg w Self					4.91		
		0	0	6	41	54	31	0

Item #2 — Knows the most effective methods for prospecting and uses them.		1	2	3	4	5	6	n/a
	Self (1)					5.0		
	Supervisor (1)						6.0	
	Direct Reports (3)					5.0		
	Peers (3)					5.3		
	Customers (3)					5.3		
	Avg w/o Self (10)					5.3		
	Avg w Self (11)					5.3		
		0	0	0	1	6	4	0

Item #3 — Can identify and sort best potential prospects.		1	2	3	4	5	6	n/a
	Self (1)				4.0			
	Supervisor (1)					5.0		
	Direct Reports (3)					5.0		
	Peers (3)				4.3			
	Customers (3)					5.0		
	Avg w/o Self (10)				4.8			
	Avg w Self (11)				4.7			
		0	0	0	5	4	2	0

Item #12 — Has the ability to call and get appointments for quality sales calls.		1	2	3	4	5	6	n/a
	Self (1)						6.0	
	Supervisor (1)						6.0	
	Direct Reports (3)				4.0			
	Peers (3)				4.7			
	Customers (3)					5.3		
	Avg w/o Self (10)				4.8			
	Avg w Self (11)				4.9			
		0	0	1	4	1	5	0

Item #23 — Prospects consistently and understands the reasons why it is important.		1	2	3	4	5	6	n/a
	Self (1)					5.0		
	Supervisor (1)					5.0		
	Direct Reports (3)				4.7			
	Peers (3)				4.0			
	Customers (3)			3.7				
	Avg w/o Self (10)				4.2			
	Avg w Self (11)				4.3			
		0	0	1	7	2	1	0

Item #48 — Has the ability to locate clients that fit the criteria and are most likely to buy.		1	2	3	4	5	6	n/a
	Self (1)					5.0		
	Supervisor (1)				4.0			
	Direct Reports (3)					5.3		
	Peers (3)				4.7			
	Customers (3)				4.3			
	Avg w/o Self (10)				4.7			
	Avg w Self (11)				4.7			
		0	0	0	4	6	1	0

Item #50 — Calls for appointments with out selling- knows the objective is the appointment.		1	2	3	4	5	6	n/a
	Self (1)					5.0		
	Supervisor (1)						6.0	
	Direct Reports (3)					5.3		
	Peers (3)					5.0		
	Customers (3)					5.3		
	Avg w/o Self (10)					5.3		
	Avg w Self (11)					5.3		
		0	0	0	0	8	3	0

Prospecting

		1	2	3	4	5	6	1	2	3	4	5	6	n/a

Item #52

Has the ability to determine if a prospect is qualified and worth spending time with in terms of sales potential.

Self (1)	5.0
Supervisor (1)	3.0
Direct Reports (3)	5.0
Peers (3)	5.3
Customers (3)	5.0
Avg w/o Self (10)	4.9
Avg w Self (11)	4.9

Distribution: 1: 0, 2: 0, 3: 1, 4: 2, 5: 5, 6: 3, n/a: 0

Item #56

Knows to call on the prospect that is the likely to close because of a personal referral

Self (1)	5.0
Supervisor (1)	6.0
Direct Reports (3)	4.7
Peers (3)	5.0
Customers (3)	4.7
Avg w/o Self (10)	4.9
Avg w Self (11)	4.9

Distribution: 1: 0, 2: 0, 3: 0, 4: 2, 5: 8, 6: 1, n/a: 0

Item #60

Keeps prospecting at all times to maintain sales momentum.

Self (1)	5.0
Supervisor (1)	5.0
Direct Reports (3)	5.0
Peers (3)	5.7
Customers (3)	5.3
Avg w/o Self (10)	5.3
Avg w Self (11)	5.3

Distribution: 1: 0, 2: 0, 3: 0, 4: 2, 5: 4, 6: 5, n/a: 0

Item #66

Uses different approaches for getting appointments including phone, direct mail and personal visits.

Self (1)	5.0
Supervisor (1)	4.0
Direct Reports (3)	4.3
Peers (3)	3.7
Customers (3)	3.7
Avg w/o Self (10)	3.9
Avg w Self (11)	4.0

Distribution: 1: 0, 2: 0, 3: 2, 4: 7, 5: 2, 6: 0, n/a: 0

Item #74

Asks clients for referrals on a regular and consistent basis.

Self (1)	6.0
Supervisor (1)	5.0
Direct Reports (3)	4.3
Peers (3)	5.0
Customers (3)	5.0
Avg w/o Self (10)	4.8
Avg w Self (11)	4.9

Distribution: 1: 0, 2: 0, 3: 1, 4: 1, 5: 7, 6: 2, n/a: 0

Item #97

When prospecting gets an appointment with the decision maker.

Self (1)	6.0
Supervisor (1)	6.0
Direct Reports (3)	4.7
Peers (3)	4.3
Customers (3)	4.7
Avg w/o Self (10)	4.7
Avg w Self (11)	4.8

Distribution: 1: 0, 2: 0, 3: 0, 4: 6, 5: 1, 6: 4, n/a: 0

Sales Presentations

	1	2	3	4	5	6		1	2	3	4	5	6	n/a
Self					5.35									
Supervisor		4.05												
Direct Reports				4.88										
Peers					5.00									
Customers				4.75										
Avg w/o Self				4.67										
Avg w Self				4.81				1	1	13	66	62	69	8

Item #9

Can present the relevant benefits to the client based on identified need.

	Score		1	2	3	4	5	6	n/a
Self (1)	4.0								
Supervisor (1)	3.0								
Direct Reports (3)	4.7								
Peers (3)	5.3								
Customers (3)	5.0								
Avg w/o Self (10)	4.8								
Avg w Self (11)	4.7		0	0	1	3	5	2	0

Item #24

Presents only the features that are relevant for that client.

	Score		1	2	3	4	5	6	n/a
Self (1)	6.0								
Supervisor (1)	4.0								
Direct Reports (3)	5.0								
Peers (3)	3.7								
Customers (3)	4.3								
Avg w/o Self (10)	4.3								
Avg w Self (11)	4.5		0	0	1	6	2	2	0

Item #25

During presentations involves client by using visuals, samples and questions.

	Score		1	2	3	4	5	6	n/a
Self (1)	5.0								
Supervisor (1)	3.0								
Direct Reports (3)	5.0								
Peers (3)	4.7								
Customers (3)	4.3								
Avg w/o Self (10)	4.5								
Avg w Self (11)	4.5		0	0	1	3	7	0	0

Item #26

Uses features to drive the sale forward by matching it to product benefits.

	Score		1	2	3	4	5	6	n/a
Self (1)	6.0								
Supervisor (1)	5.0								
Direct Reports (3)	5.3								
Peers (3)	5.0								
Customers (3)	6.0								
Avg w/o Self (10)	5.4								
Avg w Self (11)	5.5		0	0	1	1	1	8	0

Item #37

Can effectively present to groups without distracting habits or problems.

	Score		1	2	3	4	5	6	n/a
Self (1)	5.0								
Supervisor (1)	5.0								
Direct Reports (3)	4.7								
Peers (3)	5.3								
Customers (3)	5.0								
Avg w/o Self (10)	5.0								
Avg w Self (11)	5.0		0	0	0	2	7	2	0

Item #38

For high level executive meetings keeps presentation short and to the point.

	Score		1	2	3	4	5	6	n/a
Self (1)	5.0								
Supervisor (1)	2.0								
Direct Reports (3)	5.3								
Peers (3)	4.0								
Customers (3)	4.0								
Avg w/o Self (10)	4.2								
Avg w Self (11)	4.3		0	1	0	7	1	2	0

Sales Presentations

		1	2	3	4	5	6	1	2	3	4	5	6	n/a

Item #39

Has excellent product knowledge and uses that knowledge when it is useful.

Role	Score
Self (1)	6.0
Supervisor (1)	1.0
Direct Reports (3)	4.7
Peers (3)	5.0
Customers (3)	5.7
Avg w/o Self (10)	4.7
Avg w Self (11)	4.8

Distribution: 1 | 0 | 0 | 1 | 6 | 3 | 0

Item #42

Makes benefit statements which are as specific as possible.

Role	Score
Self (1)	5.0
Supervisor (1)	4.0
Direct Reports (3)	4.3
Peers (3)	5.3
Customers (3)	5.3
Avg w/o Self (10)	4.9
Avg w Self (11)	4.9

Distribution: 0 | 0 | 0 | 3 | 6 | 2 | 0

Item #62

Conducts presentations that are involved and energetic in order to maintain attention.

Role	Score
Self (1)	5.0
Supervisor (1)	6.0
Direct Reports (3)	5.0
Peers (3)	4.7
Customers (3)	4.0
Avg w/o Self (10)	4.7
Avg w Self (11)	4.7

Distribution: 0 | 0 | 0 | 6 | 2 | 3 | 0

Item #64

When presenting knows when the interest is at its highest level.

Role	Score
Self (1)	6.0
Supervisor (1)	4.0
Direct Reports (3)	5.3
Peers (3)	5.7
Customers (3)	6.0
Avg w/o Self (10)	5.5
Avg w Self (11)	5.5

Distribution: 0 | 0 | 0 | 1 | 3 | 7 | 0

Item #70

Understands the differences between features advantages and benefits.

Role	Score
Self (1)	6.0
Supervisor (1)	6.0
Direct Reports (3)	5.7
Peers (3)	6.0
Customers (3)	4.7
Avg w/o Self (10)	5.5
Avg w Self (11)	5.5

Distribution: 0 | 0 | 0 | 2 | 1 | 8 | 0

Item #73

Uses demonstrations to get more client involvement in a presentation.

Role	Score
Self (1)	5.0
Supervisor (1)	3.0
Direct Reports (3)	5.3
Peers (3)	4.7
Customers (3)	4.0
Avg w/o Self (10)	4.5
Avg w Self (11)	4.5

Distribution: 0 | 0 | 1 | 6 | 1 | 3 | 0

Item #75

Uses PowerPoint judiciously to support the presentation being made.

Role	Score
Self (1)	6.0
Supervisor (1)	4.0
Direct Reports (3)	5.7
Peers (3)	5.3
Customers (3)	5.3
Avg w/o Self (10)	5.3
Avg w Self (11)	5.4

Distribution: 0 | 0 | 0 | 3 | 1 | 7 | 0

Item #80

Identifies the decision makers by asking "Who should be involved in this presentation?"

Role	Score
Self (1)	5.0
Supervisor (1)	6.0
Direct Reports (3)	4.3
Peers (3)	4.7
Customers (3)	4.7
Avg w/o Self (10)	4.7
Avg w Self (11)	4.7

Distribution: 0 | 0 | 0 | 6 | 2 | 3 | 0

Sales Presentations

		1	2	3	4	5	6	1	2	3	4	5	6	n/a

Item #89

For group presentations- tries to determine the motives of the meeting participants in advance in order to prepare the responses and to have appropriate data available.

- Self (1): 6.0
- Supervisor (1): 5.0
- Direct Reports (3): 4.7
- Peers (3): 4.7
- Customers (3): 4.3
- Avg w/o Self (10): 4.6
- Avg w Self (11): 4.7

Distribution: 0 0 0 6 2 3 0

Item #90

Works trade shows to collect qualified leads for follow-up.

- Self (1): 5.0
- Supervisor (1): 4.0
- Direct Reports (3): 4.7
- Peers (3): 5.7
- Customers (3): 6.0
- Avg w/o Self (10): 5.3
- Avg w Self (11): 5.3

Distribution: 0 0 1 1 3 6 0

Item #91

Knows how to ask clarifying questions to get more detail and information to clear up points which are vague or general.

- Self (1): 6.0
- Supervisor (1): 6.0
- Direct Reports (3): 4.3
- Peers (3): 4.7
- Customers (3): 4.3
- Avg w/o Self (10): 4.6
- Avg w Self (11): 4.7

Distribution: 0 0 2 1 6 2 0

Item #92

Understands features are a physical characteristic of the product.

- Self (1): 5.0
- Supervisor (1): 4.0
- Direct Reports (3): 5.0
- Peers (3): 5.7
- Customers (3): 5.0
- Avg w/o Self (10): 5.1
- Avg w Self (11): 5.1

Distribution: 0 0 1 2 3 5 0

Item #104

Knows trust is built when the client is talking and uses techniques to get them to talk.

- Self (1): 5.0
- Supervisor (1): 3.0
- Direct Reports (2): 4.0
- Peers (1): 6.0
- Customers (2): 3.5
- Avg w/o Self (6): 4.0
- Avg w Self (7): 4.1

Distribution: 0 0 2 3 1 1 4

Item #111

Knows how to use visuals most effectively.

- Self (1): 5.0
- Supervisor (1): 3.0
- Direct Reports (2): 4.5
- Peers (1): 4.0
- Customers (2): 3.5
- Avg w/o Self (6): 3.8
- Avg w Self (7): 4.0

Distribution: 0 0 2 3 2 0 4

Written Comments

Written Comments

These written comments have been provided by your assessors to provide further feedback, observations, and suggestions for your continued development. These comments are presented as they have been received, without editing or alterations made.

Written Comments

Things the person does that should be continued:

- Follow up with the client in a timely fashion.

What could this person do to be more effective?

- Provide more timely feedback to employees.

What does this person do that should be stopped?

- Making decisions without all the facts.

Action Plan

Action Plan

Use the following pages to create your own personalized action plan for further development. This action plan should include steps to build on the strengths you have identified, and to further develop areas of need.

1. Select no more than three strengths and three needs to start with and list those on the following pages.
2. State your objective *(what do you want to do?)* regarding this particular strength or need.
3. Plan appropriate actions, learning experiences, and exercises to further develop this area.
4. Identify other people and resources that you can turn to for assistance in developing this area.
5. Finally, set specific target dates or milestones for completion of these development activities.

You might want to turn to your supervisor, peers, or others to help develop your action plan. Discuss this plan with others, get additional ideas and feedback, involve others in helping you achieve your objectives.

As you reach your objectives and complete these plans, turn to a new strength or need and continue to develop your skills and abilities as an effective leader.

Strengths On Which To Build

Strength:	Objective:	
Actions:	**Resources / People:**	**Milestone / Target Dates:**

Strength:	Objective:	
Actions:	**Resources / People:**	**Milestone / Target Dates:**

Strength:	Objective:	
Actions:	**Resources / People:**	**Milestone / Target Dates:**

Notes:

Needs To Address

Need:	Objective:	
Actions:	**Resources / People:**	**Milestone / Target Dates:**

Need:	Objective:	
Actions:	**Resources / People:**	**Milestone / Target Dates:**

Need:	Objective:	
Actions:	**Resources / People:**	**Milestone / Target Dates:**

Notes: