



Development Report for: Suzanne Example
Tested: 3/1/2012 10:00:00 AM

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SUCCESS: It's a rare individual who does not want it! Whether you are just starting a sales career or are a seasoned veteran, you must take personal responsibility for achieving your success. The purpose of this report is to help you to know yourself better - your strengths and, perhaps, some of your weaknesses - and to encourage you to commit the effort to achieve your full potential.

Your overall effectiveness in sales may be influenced by many factors. These include your personality, knowledge of effective sales techniques, experience, motivations, background, contacts and, sometimes, even a little bit of luck. Some of these factors are beyond the scope of this report; however, the QFS - Professional Sales Selection Test provides valuable information about your personality and, if you completed those sections of the QFS - Professional Sales Selection Test questionnaire, your sales knowledge and your motivations that can help you understand yourself better and target your development efforts.

Sales Personality

Personality tends to influence effectiveness in virtually every job, but there is no denying that personality is an important component for being successful in sales. There is no exact "right" or "best" personality for consultative or relationship-oriented sales. Research does show, however, that most successful sales professionals share certain personality traits. We are going to show how you compare to other sales professionals on traits like assertiveness, sociability, energy, etc.

Sales Knowledge

Some people instinctively know how to approach a sales situation. Most, however, need training and study to achieve their personal best. We are going to show how you scored in a variety of sales situations – identifying sales prospects and pre-qualifying them all the way through negotiating and closing the sale. If you have little or no experience in sales, your scores may be lower than if you have considerable sales experience. Regardless, this information should help you target areas in which to focus your training efforts.

Sales Motivations

As it turns out, what motivates one person can be very different from what motivates another. You may be very aware of what motivates you and find that there are no surprises at all in this report. On the other hand, you may learn some new things about yourself.

Your next question should be: "Now that I know what motivates me, what should I do with this information?" You will want to share the insights you have gained with your manager and others in the organization who are in a position to help you get more of what you want from the job. Further in this report, we will give you some tips for how to do this.

So, if you want to be the best salesperson you can possibly be, read on . . .

Who Should See This Report?

This report has been written for your personal use. We hope it will help you to think about and plan for your future development. You may want to share all or parts of this report with others, especially if you trust their judgment and wisdom, and if they can assist you with development resources or advice. People to consider might include a family member, a current or past manager, a trusted mentor, a Human Resources representative or a career counselor.

Overview of Your Development Report

The first section of this report represents feedback on your QFS - Professional Sales Selection Test results. These results will be interpreted in terms of how your personality and abilities may help or hinder your performance in consultative sales. If you completed those sections of the QFS - Professional Sales Selection Test questionnaire, you will also receive feedback on six key areas of sales knowledge and the importance of various motivators to you.

Next, specific development suggestions are provided to help you develop in the areas highlighted by the QFS - Professional Sales Report.

Finally, the last section of the report provides you with a framework for setting goals and creating a development action plan.

In reviewing your report, keep the following in mind:

The sales personality results are based on your self-perceptions and may be influenced by a favorable or unfavorable self-image. Others may see you differently than you see yourself.

We have compared your scores on the sales knowledge and sales personality portions of the survey to a sales professional norm group. It may be useful to think "compared to most sales professionals" as you read each.

Be careful not to overemphasize specific statements. Instead consider the overall picture and how your assessment results fit with your current job and future aspirations.

Take the time to read and consider the QFS - Professional Sales Selection Test Report information:

- Take an open, non-defensive attitude when reviewing the material. Review each section carefully and, as you consider the feedback statements, try to think of specific examples that can confirm if the inferences made by the QFS - Professional Sales Report do or do not apply to you.
- If you are not sure that a statement in the report describes you, ask someone you feel will give you honest feedback for his or her opinion.
- After reviewing your results, use the Goal Setting section of this report to help you set goals for your development and to construct an action plan for achieving your goals.

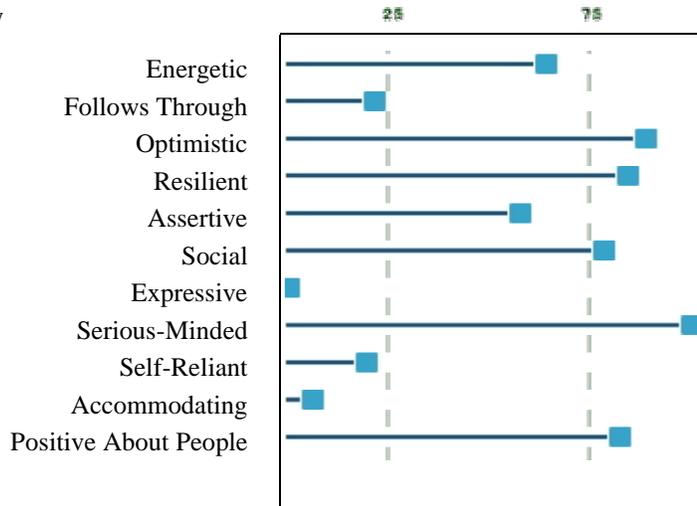
Over time, people change. If several years have passed since the date of this report, the results may no longer fit you. Remember, when you completed the QFS - Professional Sales Selection Test survey you were at a particular age, stage of development, level of experience, etc. With the passage of time, the characteristics measured by the QFS - Professional Sales Report may have changed.

Are you ready? Let's take a look at how you compare to other sales professionals . . .

Your Profile*

Suzanne Example
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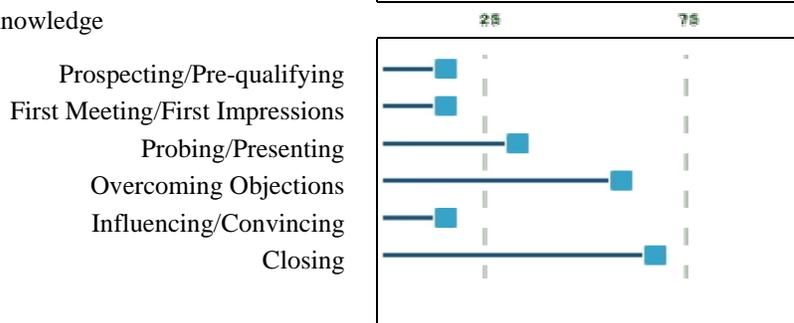
Sales Personality



The profile is a quick summary which will allow you to see your results compared to our sales norms. The small rectangles indicate your percentile score compared to these norms.

Use these results and the suggestions that follow to develop areas needing improvement or to accentuate your strengths.

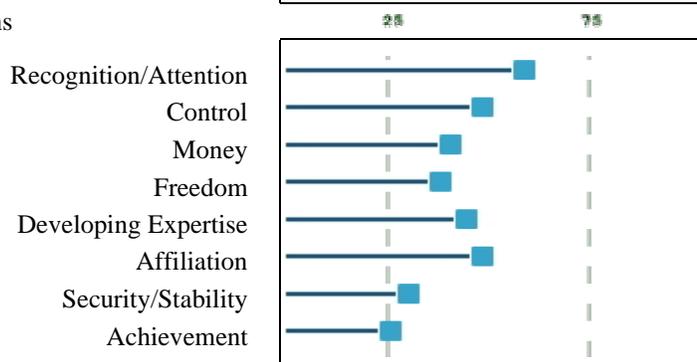
Sales Knowledge



These are your scores on Sales Knowledge.

Use low scores to target training or refresher work you may need.

Sales Motivations



These scores represent the relative importance of various motivators to you.

Think about what does and what does not motivate you. How can you get more of what you want from the job?

*Customized QFS Sales Personality Success Profile

Personality Factors Linked to Sales Performance:

Your basic, underlying personality may help (+) you perform at a high level or may hinder (-) your effectiveness if you do not manage certain characteristics.

- +/- You have an acceptable energy level. However, the most successful salespeople tend to be more energetic than you appear to be – make sure you set challenging and aggressive goals for yourself and then push yourself to deliver.
- You may not always be dependable about following through on your commitments. If this is true, consider the Improving Your Follow-Through suggestion provided later in this report.
- + You have a very positive and optimistic outlook. This should allow you to avoid or overcome frustration during difficult times and approach each new opportunity with an open mind and positive expectations.
- + You appear to be thick-skinned about the rejection that inevitably comes as part of sales. You should be able to bounce back quickly from disappointments.
- + You have a confident sales presence and feel comfortable exerting influence. Asking for the sale generally should come easily for you.
- + You are outgoing and social by nature. You are apt to be comfortable meeting new people and interacting with clients or customers.
- + You are likely to show an appropriate amount of restraint and professionalism with customers or clients. While your demeanor is likely to inspire confidence in customers or clients, make sure your approach is not too conservative or reserved.
- You appear to be somewhat less self-reliant than most salespeople. When faced with new problems or difficult situations, you probably tend to look to others for assistance or guidance and probably should strive to become more independent and willing to take charge and get things done on your own. Consider the Becoming More Self-Reliant suggestion provided later in this report.
- + You appear to have a balanced outlook regarding others and their intentions. That is to say, you are neither overly trusting and optimistic, nor negative and distrustful in your view of others.

Personality Factors Not Directly Linked to Sales Performance:

While the following personality factors have not yet been directly linked to sales performance they may have influence on your overall effectiveness at work.

- + When it comes to your work, you are very serious minded, businesslike, and professional. You take the time to make careful decisions and take only measured risks.
- You appear to be a very uncooperative person whose style will tend to be "I win, you lose." If this is true, not only will you have difficulty maintaining civil working relationships with coworkers and your boss, but in the long run, this will decrease your ability to maintain good relationships with customers and get repeat business. You should pay special attention to the Being More Accommodating suggestion provided later in this report.

Sales Knowledge:

You appear to have a good understanding of effective consultative sales techniques in the following areas:

- + Negotiating and closing the sale.

Your results suggest that you may need sales training in the following areas:

- Identifying sales prospects and pre-qualifying them.
- Understanding the importance of first impressions in initiating positive and productive sales relationships.
- Developing a clear understanding of the customer's specific needs.
- Convincing the customer of the value of company products and/or services.

Sales Motivations:

You appear to be most motivated by:

- Recognition and attention – you want to be recognized for work well done. Attention, recognition, and praise are important to you, and you will be motivated to work hard to achieve these rewards. There is some risk, however, that your motivation and performance will suffer when you do not get the recognition you feel you deserve. Try to discipline yourself to perform up to high internal standards, even when you feel you are not being recognized for your efforts. Give yourself “pats on the back” for a job well done, regardless of whether others recognize your efforts.

Developmental Suggestions Based On Your Personality

Suzanne Example
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This and the following section of your report provide developmental suggestions based on your Personality results and your Sales Knowledge results. These sections are followed by a final section that provides a guide for writing and using a Developmental Action Plan. We hope you will use these resources to become (or to continue to be) a top-level sales professional.

We have written personality-based developmental suggestions for you on the following topics:

- Increasing Your Work Pace
- Improving Your Follow-Through
- Becoming More Self-Reliant
- Being More Accommodating

Increasing Your Work Pace

A review of your answers to the personality questionnaire suggests that your work style is likely to be somewhat more slow-paced than that of the most successful salespeople. Certainly, there are many paths to productivity and effectiveness, not all of which include moving fast. The reality is, however, that, in sales, the more energy you apply, the better your chances for success. If you find yourself missing important deadlines that you could have met by stretching yourself a little, or not getting as much done as you should, or simply wishing you could be more energetic, consider the following suggestions:

Activities

Set ambitious, urgent time goals in your work. For example, if you currently call on ten customers a day, push yourself to call on eleven.

The sales cycle for some types of sales can be very lengthy. Set intermediate or check point deadlines to ensure that you continue making progress toward the sale.

Take a look at your schedule of physical exercise and make sure that you are doing some type of exercise on a consistent basis. (Be sure to check with your physician before beginning any exercise program.)

If you suffer from "afternoon fatigue," you may want to watch what you eat for lunch. Dietitians often recommend a small, high protein meal at lunchtime while avoiding alcohol and sugary desserts. Also, try to spend a short amount of time doing light aerobic exercise (for example, walking) during your lunch break. Exercising and practicing relaxation techniques on a regular basis may also increase your energy level.

Be aware that there are many time-wasting events that disrupt our productivity. Use the guidelines below to learn how to handle some common time wasters.

Lack of Objectives, Priorities and Deadlines:

- Make a list of your goals and objectives at the beginning of each day (a "to do" list).
- Do things you do not enjoy first. After completing some of the difficult tasks or some of the things you do not want to do, reward yourself by allowing yourself to do a part of the job you really enjoy.
- Attempt your highest priority items at your best time of the day. (Morning is usually best.)
- Set firm deadlines for having a job done.

Indecision or Procrastination:

- Make the decision to get started on something and make a commitment to complete it by "going public" and announcing it to others.
- Reward yourself for persistent effort with short breaks.
- Set short-term goals that lead to longer-term results.

Fatigue:

- When you find yourself wasting time through daydreaming or other non-productive behavior, take a short break. Get up, walk around, and then go back to work.
- When you are genuinely tired, call it a day. Plan on being productive after you have rested.

Books

Consider reading a book on Time Management:

- First Things First Every Day: Because Where You're Headed Is More Important Than How Fast You're Going by Stephen Covey, A. Roger Merrill, & Rebecca R. Merrill, Fireside, 1997.
- The Time Trap by Alex MacKenzie, AMACOM, 1997.
- How to Get Control of Your Time and Your Life by Alan Lakein, New American Library, 1996.

Read a book on Procrastination or Indecisiveness such as:

- The Now Habit: A Strategic Program for Overcoming Procrastination and Enjoying Guilt-Free Play by Neil Fiore, JP Tarcher, 1989.
- Self-Discipline In 10 Days, How To Go From Thinking To Doing by Theodore Bryant, HUB Publishing, 1999.
- Overcoming Procrastination; Or How to Think and Act Rationally in Spite of Life's Inevitable Hassles by Albert Ellis, & William Knaus, New American Library, 1983.
- The Procrastinator's Handbook: Mastering the Art of Doing It Now by Rita Emmett, Walker & Company, 2000.

There are many good books on Health and Fitness. Some of these include:

- The Aerobics Program for Total Well-Being by Kenneth Cooper, Bantam Doubleday Dell Publishing Group, 1985.
- 14 Days to Wellness: The Easy, Effective, and Fun Way to Optimum Health by Donald Ardell Ph.D., New World Library, 1999
- Tired of Being Tired: Overcoming Chronic Fatigue & Low Energy by Michael Schmidt, Frog Ltd, 1995.

Tapes

- Working Smarter: How to Get More Done in Less Time by Michael Leboeuf, Simon & Schuster (Audio Cassette), 1995.

Seminars

- Time and Territory Management for Salespeople, American Management Association
[<http://www.amanet.org/training/seminars/Territory-and-Time-Management-for-Salespeople.aspx>]

Improving Your Follow-Through

Your responses to the assessment suggest that, while your intentions may be good, you may not always complete the tasks that you start or consistently deliver what you promised. It may be that you commit to doing too much or fail to focus on key priorities. This may hinder your performance as well as the performance of others who are depending on you. To increase your persistence and follow-through, consider the following suggestions:

Activities

Organization skills can help you manage your productivity. Take 10 minutes at the end of each workday (or first thing in the morning) to make a list of what you will be doing the next day. Prioritize your activities and focus on the high priority tasks first.

Make sure that you keep track of deadlines. Use a calendar, your computer or a personal digital assistant (PDA) to remind yourself of important deadlines. Set interim deadlines to ensure that you are progressing on tasks that may lead to sales in the future.

Make every attempt to finish what you start. If you find that you have committed to more than you can complete on time, focus on the most important tasks and set or ask for revised deadlines for the others. Be sure to consider how your task completion schedule will affect other people and give higher priority to those tasks that will unblock their work. Always inform those people affected if you expect to miss a deadline, and try to inform them as early as you can.

Try to avoid overcommitting yourself. Do not agree to do something you cannot deliver on time. Be honest with yourself and with others. Everyone is busy, and most people understand that there is only so much you can do.

When you complete a sale, make sure all the paperwork is completed, and you have made all the arrangements necessary on your end for a smooth delivery of a product or service. Set a reminder on your calendar to ensure you close the loop with others.

Books

Consider reading one or more of the following books:

- [1001 Ways to Take Initiative at Work](#) by Bob Nelson & Matt Wawiora, Workman Publishing Company Inc., 1999.
- [Beware the Naked Man Who Offers You His Shirt: Do What You Love, Love What You Do and Deliver More Than You Promise](#) by Harvey Mackay, Ballantine Books (Trd Pap), 1996.
- [Getting a Project Done on Time: Managing People, Time, and Results](#) Paul B. Williams, AMACOM, 1996.

Tapes

- [5 Steps To Successful Selling \[ABRIDGED\]](#) Zig Ziglar, Nightingale-Conant Corp; Abridged edition (May 2002).

Seminars

- [Time Management](#) provided by American Management Association. [<http://www.amanet.org/training/seminars/Time-Management.aspx>]

Becoming More Self-Reliant

Your assessment responses suggest that you tend to look to others for guidance rather than taking initiative on your own. If you are new to sales, perhaps additional training might give you the extra confidence you need to take charge and get things done. However, if this is a general issue for you, and if you would like to become more of a self-starter, consider the following suggestions.

Activities

Push yourself to take greater initiative. There are lots of ways to do this. Do the research to identify new leads, strategize an approach to reach a new market, take responsibility for setting up new appointments, look at your job and ask yourself how you could do it better.

Ask yourself: "What would my boss want me to do in this situation?" – then do it!

When faced with a significant decision or problem in your work, take the time to analyze it and arrive at one or two solutions or alternatives. Then, go to your boss (or co-workers if it is a project on which you are working with others) with options and recommendations rather than asking for suggestions about what to do.

Books

Consider reading one or more of the following books:

- [1001 Ways to Take Initiative at Work](#) by Bob Nelson & Matt Wawiora, Workman Publishing Company Inc., 1999.
- [On Becoming a Leader](#) by Warren Bennis, Perseus Publishing, 1994.
- [Take Control](#) by Michael Janke, Madison Books, 2000.
- [The Ultimate Guide to Mental Toughness: How to Raise Your Motivation, Focus and Confidence Like Pushing a Button](#) by Daniel Teitelbaum, Peak Performance Publishing, 1998.

Tapes

- [The 7 Habits of Highly Effective People \(Audio Cassette\)](#) by Stephen Covey, Simon & Schuster, 1989.
- [The 7 Habits of Highly Effective People \(Audio CD\)](#) by Stephen Covey, Covey Leadership Center, 2001.

Seminars

- [Preparing for Leadership: What It Takes to Take the Lead](#), Seminar provided by American Management Association [http://www.amanet.org/training/seminars/Preparing-for-Leadership-What-it-Takes-to-Take-the-Lead.aspx]

Being More Accommodating

You appear to be unconcerned about whether others like you or what you do, especially if their acceptance depends upon you saying or doing things differently than you prefer. Taking a strong, uncompromising stance in a sales role can be effective in some situations, but can be counter-productive in many others. Likewise, there are many circumstances with a boss or coworkers in which cooperation and accommodation produce better outcomes for the organization and all of the people involved. Consider the following suggestions.

Activities

Work on developing a win-win style in dealing with others. Recognize that compromise and accommodation does not equal losing and can often lead to repeat business and better solutions to problems.

Pay attention to the needs and concerns of others. Try to exceed the expectations of your customers wherever possible. Do the same for your coworkers.

Consider the development of your human relations skills in general. You will find that the payoffs, in terms of commitment and support from others, can be very large.

Ask someone who knows you well to give you examples of when your behavior might be perceived as overly aggressive or competitive. What could you say or do differently to be (and be perceived to be) more cooperative?

Books

Consider reading one or more of the following books:

- [People Skills](#) by Robert Bolton, Simon & Schuster, 1986.
- [People Styles at Work: Making Bad Relationships Good and Good Relationships Better](#) by Robert Bolton, Dorothy G. Bolton, AMACOM, 1996.
- [Working Relationships: The Simple Truth About Getting Along With Friends and Foes at Work](#) by Bob Wall, Davies-Black Pub, 1999

Seminars

- [Building Better Work Relationships: New Techniques for Results-oriented Communication](#) provided by American Management Association.
- [Responding to Conflict: Strategies for Improved Communication](#) provided by American Management Association. [<http://www.amanet.org/training/seminars/Responding-to-Conflict-Strategies-for-Improved-Communication.aspx>]
- [The Essentials of Communicating with Diplomacy and Professionalism](#), provided by Skill Path Seminars [<http://www.skillpath.com/semdetail.html?ST=ECDP2&dcat=Perso>]

Regardless if you are a newcomer to the sales profession or if you are an experienced pro who has extensive sales training, you should never stop improving your sales technique. Make a habit of regularly refreshing your knowledge throughout your sales career. The best sources for improving your knowledge and technique are usually those that have been tailored to your industry and your organization. Look first to company-sponsored training programs offered by your internal training department or external providers. In many cases, your QFS - Professional Sales Selection Test distributor can provide excellent training and other resources to assist you. If these resources are not available, consider the following general resources provided on this page, or, if you scored low on one or more of the measured Sales Knowledge dimensions, consider the targeted resources we have provided on the following pages.

General Resources For Improving Your Sales Knowledge

Books:

- [How to Become a Rainmaker: The Rules for Getting and Keeping Customers and Clients](#) by Jeffrey J. Fox, Jefferey J. Fox, Hyperion; (May 2000)
- [The New Strategic Selling: The Unique Sales System Proven Successful by the World's Best Companies](#) by Stephen E. Heiman, Diane Sanchez, Tad Tuleja, Robert B. Miller, Warner Books, 1998.
- [The Sales Advantage: How to Get It, Keep It, and Sell More Than Ever](#), by Oliver Crom and Michael Crom, Free Press, 2002.
- [How Winners Sell: 21 Proven Strategies to Outsell Your Competition and Win the Big Sale](#), by David Stein, Bard Press, 2002.
- [Discover Your Sales Strengths: How the World's Greatest Salespeople Develop Winning Careers](#), by Benson Smith and Tony Rutigliano, Warner Books, 2003.

Tapes & Online Instruction:

- [Prime Sales](#). On-line, self-paced instruction offered by PrimeLearning.
- [5 Steps To Successful Selling \[ABRIDGED\]](#) Zig Ziglar, Nightingale-Conant Corp; Abridged edition (May 2002)
- [Sell Your Way to the Top](#) by Zig Ziglar, Nightingale-Conant Corp; (October 1994)
- [The One-Minute Sales Person](#) by Spencer, M.D. Johnson, Larry Wilson, Bantam Books-Audio; (July 1988)

Seminars:

Look first to targeted training from your training department or your QFS - Professional Sales Selection Test distributor. More general resources include the following:

- [American Management Association: Sales Seminars Listing](http://www.amanet.org/seminars/cmd2/sales.htm). [http://www.amanet.org/seminars/cmd2/sales.htm]

American Management Association: Marketing Seminars Listing

[Fundamental Selling Techniques for the New or Prospective Sales Person](http://www.amanet.org/training/seminars/Fundamental-Selling-Techniques-for-the-New-or-Prospective-Salesperson.aspx)

[http://www.amanet.org/training/seminars/Fundamental-Selling-Techniques-for-the-New-or-Prospective-Salesperson.aspx]

[Aligning Marketing and Sales: Achieve Success Through Collaboration](#)

[<http://www.amanet.org/training/seminars/onsite/Aligning-Marketing-and-Sales-Achieve-Success-Through-Collaboration.aspx>]

- [Professional Society for Sales and Marketing Training](http://www.smt.org/category/sales/) [<http://www.smt.org/category/sales/>]

Targeted Low-Knowledge Suggestion: Prospecting/Pre-qualifying

Improve your knowledge of techniques for identifying sales prospects and pre-qualifying them using the following targeted resources.

Books

- [The Power to Get In](#) by Michael A. Boylan, St. Martin's Press; (September 1998)
- [Cold Calling Techniques that Really Work!](#) by Stephan Schiffman, Adams Media Corporation; 4th edition (April 1999)

Targeted Low-Knowledge Suggestion: First Meetings/First Impressions

Improve your knowledge of techniques for making good first impressions and initiating positive and productive sales relationships using the following targeted resources.

Books

- [Selling To VITO \(The Very Important Top Officer\)](#) by Anthony Parinello, Denis Waitley, Adams Media Corporation; 2nd edition (1999)
- [Cold Calling Techniques that Really Work!](#) by Stephan Schiffman, Adams Media Corporation; 4th edition (April 1999)
- [The Power to Get In](#) by Michael A. Boylan, St. Martin's Press; (September 1998)

Tapes

- [The Fine Art of Small Talk: How to Start a Conversation, Keep It Going, Build Rapport -- And Leave a Positive Impression \(Audio Cassette\)](#) by Debra Fine, CareerTrack Publications, Inc, 1997.

Targeted Low-Knowledge Suggestion: Probing/Presenting

Improve your knowledge of techniques for developing a clear understanding of the customer's specific needs using the following targeted resources.

Books

- [Power Sales Presentations: Complete Sales Dialogues for Each Critical Step of the Sales Cycle](#) by Stephan Schiffman, Adams Media Corporation; 2nd edition (April 1993)
- [SPIN Selling](#) by Neil Rackham, McGraw-Hill Trade; (May 1, 1988)
- [How Winners Sell: 21 Proven Strategies to Outsell Your Competition and Win the Big Sale](#), by David Stein, Bard Press, 2002.

Targeted Low-Knowledge Suggestion: Influencing/Convincing

Improve your knowledge of techniques for convincing the customer of the value of company products and/or services using the following targeted resources.

Books

- [Bargaining for Advantage: Negotiation Strategies for Reasonable People](#) by G. Shell, Penguin USA, 2000.
- [Essentials of Negotiation](#) by Roy Lewicki, David Saunders & John Minton, Irwin Professional Publishers, 1996.
- [Getting Past No: Negotiating Your Way From Confrontation to Cooperation](#) by William Ury, Bantam Doubleday Dell Publishing, 1993.

Tapes

- [The Psychology Of Selling: The Art of Closing Sales](#), by Brian Tracy, Nightingale-Conant Corp; (March 2002)

Seminars:

Look first to targeted training from your training department or your QFS - Professional Sales Selection Test distributor. More general resources include the following:

- [Strategic Sales Negotiation](#), presented by American Management Association
[<http://www.amanet.org/training/seminars/Strategic-Sales-Negotiations.aspx>]

Your Developmental Action Plan

Suzanne Example
Surveyed: 3/1/2012 10:00:00 AM

Now let's put it all together . . .

If you are like most salespeople, the QFS - Professional Sales Report pointed out some areas of strength and also some areas of potential weakness. After you have thought about your QFS - Professional Sales Report feedback and developmental suggestions (and, perhaps, after you have had a chance to discuss them with someone you respect), write a developmental plan.

Building On Strengths

Start first by recognizing your strengths and thinking about how you can build upon them to be effective in your job. Your QFS - Professional Sales Report results can help you to highlight these areas.

1. Review your QFS - Professional Sales Report feedback for potential strengths.
2. List those parts of your personality, knowledge and motivations that enable you to do your current job well and could help you to be successful in the future.
3. Next to each, list how this strength contributes to your job success and how you could use this asset more effectively in the future.

For example, Fred Salesperson is a very socially outgoing and assertive person. Here is what Fred decided to do to boost sales by building on strengths:

Plan for Building on Strengths <i>for</i> Fred Salesperson	
<i>Strength</i>	<i>Contribution to My Success</i>
1. I am socially outgoing	I enjoy my membership in the Rotary club and I have met some good prospects. - I will join the local Chamber of Commerce and network there.
2. I am assertive and enjoy influencing others	This helps me to promote ideas; others see me as a leader. - I will take more of a leadership role on the new product introduction team, and I will help the new salesperson close that big deal she has been asking for help on.
3.	

Now, use the form at the end of this report to plan how you will improve your sales by building on your strengths.

Your Developmental Action Plan

Suzanne Example
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Recognizing Areas for Improvement

The second part of development involves improving your weaknesses. Remember that all of us have weaknesses as well as strengths; the key is to recognize them so that you can improve.

1. Review your feedback and developmental suggestions to identify areas for improvement.
2. List those 2-3 aspects of your personality, knowledge or motivations that most hinder your job performance.
3. Next to each, explain how this has limited your success.
4. For each, list the action steps you will take in the next six months to improve in this area.

For example, when it comes to rejection, Fred Salesperson is not very resilient. Here is what Fred decided to do to boost sales by recognizing areas for improvement:

Plan for Developing Areas Needing Improvement <i>for</i> Fred Salesperson		
<i>Area for Improvement</i>	<i>How it Limits My Success</i>	<i>Improvement Action Steps</i>
1. I am not resilient about rejection or criticism.	When I lose a big sale, my motivation suffers for days afterwards. I am defensive when my boss asks me what I have done or when she suggests alternative ways to do things.	1. This month, I will read a suggested book. 2. Next quarter, I will attend a seminar. 3. Over the next six months, I will use what I learn to better manage my sensitivity to criticism, maintain my motivation, and learn from constructive feedback.
2.		
3.		

Now, use the form following at the end of this report to plan how you will increase your sales by developing those areas needing improvement.

Implementation

The best advice we can give you in implementing your development plan is to start NOW. Today, after completing your plan, you are motivated; tomorrow, as your work and personal life intrude, you will be distracted. Take action TODAY.

- Schedule a meeting with your manager, coach or mentor to review your plan and refine it based on their good advice.
- Enroll in the necessary courses and training.
- Visit the library or local bookstore or use the on-line links provided in this report to obtain books, CD's or audiotapes.
- Sign up for a seminar or some other type of training.
- Make a list of other on-the-job activities you will begin this week.

Remember that you are ultimately responsible for making the change. As you continue your development process keep the following in mind:

- Do not give up. Commit to pursuing your goals and persist in your efforts.
- Review your action plan often to ensure that you are on the right path and working to achieve your goals within your time frame.
- Reward yourself when you meet your goals and desired outcomes.
- Continuous improvement is the key to self-development. Once you have achieved the goals in this action plan, reassess your situation, review your results, set new goals, and continue on your path of growth and self-improvement.

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My Plan for Building on Strengths

Suzanne Example
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<i>Strength</i>	<i>Contribution to My Success</i>
1.	
2.	
3.	
4.	

My Plan for Developing Areas Needing Improvement

Suzanne Example
Surveyed: 3/1/2012 10:00:00 AM

<i>Area for Improvement</i>	<i>How it Limits My Success</i>	<i>Improvement Action Steps</i>
1.		
2.		
3.		
4.		