

SAMPLE VERSION
SALES
REDDIN CONSULTANTS

1/01/11

Sales Effectiveness Diagnosis

Summary of Sales Skills

Name: SAMPLE VERSION
 Company: REDDIN CONSULTANTS
 Department: SALES

Date: 1/01/11

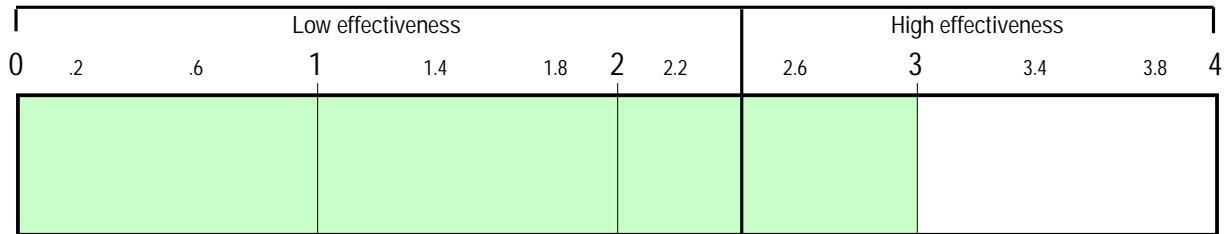
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1. Task Orientation Extent to which a person directs his (her) own efforts to obtain sales, characterized by planning, organization, visits and follow-up sales.																					2.2
2. Relationships Orientation Extent to which a person has personal relationships with clients, characterized by mutual trust, respect upon ideas and feeling's consideration.																					1.8
3. Sales Effectiveness Extent to and manner in which a person achieves results as expected from his (her) position.																					3.0
4. Sales Aptitude Management power shown by the person to effectively handle sales skills.																					2.6
5. Vulnerability Areas to be improved in order for the person to effectively manage sales skills.																					1.4
6. Resistance to Change Extent to and manner in which the person manifests opposition to changing sales situations.																					1.0
7. Adaptability Effectiveness with which the person adapts to sales situations or dominates them.																					2.4
8. Effectiveness under Pressure Sales effectiveness showed by the person under pressure situations.																					2.6
9. Need for Structure Degree to which the person requires support from the structure: hierachy, policies formal channels, orders and specific information, for achieving results.																					1.6



Sales Effectiveness

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This is a person of high sales effectiveness who likes to direct his (her) own efforts, and those of others who work in his (her) sales force, in order to obtain sales in the shortest time possible. He (she) is concerned about complying with determined quotas, is demanding but expresses trust toward his (her) customers, and opens channels of communication with them if this will get him (her) foreseen sales results. He (she) influences his (her) sales force through his (her) own devotion to intense work, motivating them by means of different kinds of incentive plans based on quality and quantity.

He (she) is similarly interested in both customers and specific sales. He (she) obtains results by adequately coordinating the work of the customer people who are involved in purchase decision-making, as well as by seeking to effectively maximize the efforts of people around his (her) sales force, setting high performance standards. His (her) high effectiveness enables him (her) to influence others toward obtaining high quotas, getting them to identify with organizational objectives in order to generate integration.

His (her) effectiveness increases when he (she) becomes interested in adhering to organizationally established sales techniques, purchasing methods, quotas and reports. He (she) then works apart and is perceived to be an orderly, constant and discreet person who is concerned about details. He (she) utilizes strict controls and supervision over sales in order to obtain established results. He (she) is highly reliable because of his (her) adaptation to organized systems, as well as his (her) discipline toward superiority.

He (she) on occasions tends to use authoritarianism in certain sales situations; he (she) turns toward aggressiveness and imposition with both customers and people around his (her) sales force. He (she) is interested in immediate sales without taking into account any other consideration, when he (she) ought to be a more understanding and interactive person who is interested in basic administration matters. Such an attitude leads him (her) to exhibit impulsive, impetuous, vehement and harsh conduct.



Sales Aptitude

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His (her) management is characterized by his (her) insistence on getting maximum benefit out of the best trained people's knowledge and experience, so that he (she) continually produces overloads on talented customers. In his (her) inmost conscience he (she) recognizes the significance of his (her) customers' contribution but does not express it verbally to avoid excess confidence. He (she) prefers to retain the right to demand at any time instead of creating instances where he (she) might have to grant concessions as a result of having recognized a good purchase.

Pressure that work produces stimulates in him (her) a certain amount of creativity and relative freedom of action. He (she) is generally willing to adapt to circumstances without neglecting of objectives. It is characteristic for him (her) to try out different ways, though not always with desired success. He (she) is on some occasions seen to be individualistic and on others too soft; he (she) is in the balance adaptable and effective.

In certain situations, he (she) maintains formal relations with Sales Management, characterized by discipline and solidarity with top command. He (she) keeps a distant and respectful relationship, efficiently responding to each one of the details that are entrusted to him (her). He (she) is a good subordinate and institutional salesman.

He (she) often creates conditions to achieve sales personnel's participation in Sales Management's decisions, since he (she) consider his (her) sales force to be a team. He (she) opens up to challenge by stimulating and taking on challenging goals that move him (her) to continuous improvement.

He (she) on occasions maintains respectful and formal relationships with customers. He (she) applies institutional decisions rigorously and pays attention to avoid deviations. He (she) obtains results in his (her) relationship with this sector by adhering to legality and equability; he (she) also keeps within the limits of the communication lines established by status.

He (she) encourages the group participation of several of customers' personnel for clinching sales in some environments, as a way of getting better decisions relating to purchases. He (she) creates and maintains mutually beneficial relationships with customers and allows them to set their own level of effort or involvement in buying decisions.



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He (she) considers that both competition and his (her) person have a job to do and does not exhibit much interest in the former's activities. When so required, he (she) formally attends competitive requirements and maintains a relationship based on professionalism. He (she) avoids any personal relationships so as to conserve objectivity and insure an ethical relationship. He (she) responds effectively to the structural precepts of the market.

He (she) keeps informed of competitors' activities and often initiates effective strategies to control them. He (she) seeks the interdependence and interaction that results in high effectiveness from interphase in relation to the market. He (she) has open communication channels with other suppliers and acts immediately to have an effective influence in the marketplace. He (she) promotes his (her) requirements and ideas with determination, having openness toward any suggestion for improvement.

On occasions when clinching sales, he (she) prefers to be guided by the tradition of orienting or solving problems. His (her) attitude is distant and cautious, seeking to make it clear what the scopes of responsibility are for both parties and getting a just relationship once the deal is clinched. He (she) follows his (her) presentations literally and avoids deviating from them even when he (she) could clinch the deal more rapidly.

In certain environments, he (she) works together with all those who are interested so as to clinch sales better, choosing the most appropriate sales method. He (she) likes to set high performance standards in this area and acts to get his (her) customers personally committed in the purchase decision, seeking the best possible sales clinching for the satisfaction of both parties.

He (she) knows the principles of creative sales but is found to be rather scrupulous in implementing ideas coming from Sales Management; he (she) likewise takes charge of seeing that these function as stipulated. Because of his (her) characteristics, he (she) is likely to produce few ideas, as he (she) identifies best with what already functions well. He (she) is interested in any ideas leading to improved structure.

If the situation so requires it is easy for him (her) to combine and coordinate efforts in the process of ideas generation for creativity and innovation in sales. He (she) promotes the best ideas even when he (she) was not the one who originated them. He (she) contributes his (her) best toward creatively improving customer relationships, as well as for raising his (her) sales standards.

He (she) many times believes that adherence to procedures and standards is an essential step for sales productivity as, there being less deviations, there will be less waste of supplies and human energy. He (she) is interested in controlling his (her) work performance by establishing clear limits, since the great volume of customer calls require using methods and systems to maintain control. This type of approach gives better results with present customers where it is not very necessary to make

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sales efforts, since most of the contacts with customers are to obtain new orders, so that reliability and efficiency are important so as to keep them satisfied.

He (she) acts convinced that creative solutions arise from the combination of individual talents for the optimum use of resources, and he (she) works continuously, motivating the efforts of others and his (her) own as a way of continuously improving sales productivity.

He (she) has a marked tendency to periodically handle reports as a way of controlling situations in sales. He (she) prefers to check his (her) results with documents to eliminate misunderstandings and thus follow-up on decisions taken and his (her) functional results. However, he (she) rarely includes information that has not been requested specifically.

He (she) is sometimes unconditional on reports as an opportunity to sustain the results of his (her) function and support communications among the people involved in sales. His (her) reports are precise, punctual and in detail, and also contain motivational elements; he (she) thus indicates a good knowledge of what they are for and in time diminishes the possibility of any misunderstanding.

He (she) is an orderly, systematic and consistent person who follows company policy. He (she) both respects and enforces it as a means of making his (her) area's operations more efficient. His (her) conduct adds efficiency to both policy conduction and to his (her) job.

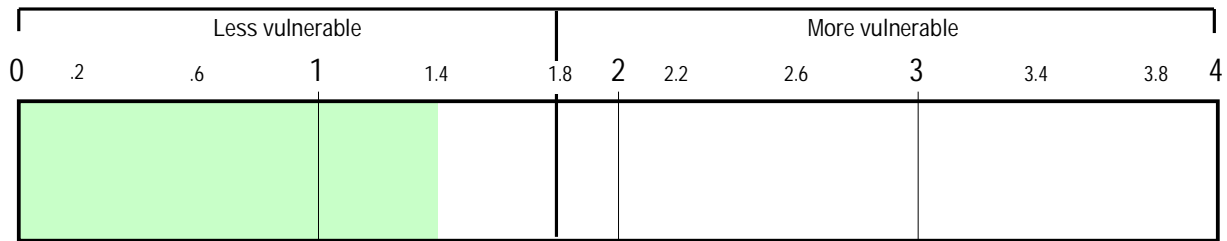
In some environments, he (she) supports company policy with an open attitude, admitting that it is needed as a reference frame. He (she) recognizes good policy and considers that the reasons for it should be understood by all those who need to apply it. He (she) allows people around him (her) and his (her) customers to participate and become involved in generating ideas to improve them. He (she) contributes his (her) best for the creative optimization of policies.



Vulnerability

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The person is vulnerable when:

He (she) is a person who builds up interpersonal relations for work motives exclusively and is most of the time found to be very demanding and exacting with too strict a tolerance margin. Any failure to comply in relation with his (her) orders causes noisy irritation, accompanied by sharp aggressiveness; thus, his (her) reaction for controlling the situation rather takes the form of a persecutorial attitude.

When he (she) gets to the point of confrontation in facing evident failure to comply with agreements, he (she) reacts in a disconcerting manner, as he (she) exhibits unexpected understanding expressed in terms of fleeting tolerance. He (she) might perhaps try some advice but, before he (she) finishes giving it, he (she) will have again fallen into a frame of distrust and resentment. Because of his (her) ample repertory of conducts, his (her) spirit of collaboration frequently leads him (her) to overlook his (her) own priorities, getting to be a very soft person toward others. However, his (her) best sales attributes can come forth at any time, which helps him (her) to lessen the damage.

He (she) tends to work independently from his (her) sales force and rejects their suggestions. His (her) aggressiveness makes for difficult relationships with others because he (she) easily provokes feelings of discomfort and unwillingness, thus feeding a vicious circle that worsens with time and ends up in a frame of extreme authoritarianism and submission.

Because of the harshness of his (her) conduct, it is difficult for him (her) to have relationships with same level colleagues (peers), since he (she) insists on aggressive and critical behavior to endure tension overloads. His (her) competitive character leads him (her) to continual collision with the former, since he (she) does not stop criticizing and looking down at them besides rejecting their suggestions when the latter are not in agreement with his (her) plans.

Even though he (she) on some occasions makes many "cold" calls, his (her) impulsiveness leads him (her) to confront new prospects if they do not buy immediately. Such an attitude leads to unpopularity and marks him (her) as an authoritarian and despotic person, because he (she) tries to impose his (her) criteria by any means.

He (she) does not always have expected success in handling objections because he (she) continually tends to impose, oppressing others' willpower and initiative. In such conditions, the result of handling



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objections will depend fundamentally upon his (her) strength and initiative. He (she) criticizes and prods any customers who do not follow his (her) line in form and time.

In regard to sales goals, he (she) is at other times a poorly effective person due to his (her) tendency establish strict controls over his (her) activities that on many occasions provokes negative behaviors of low customer involvement and commitment, thereby increasing the risk of deviations. His (her) interest in immediate results makes it difficult for him (her) to set goals for the future.

His (her) communication is rather ineffective, since he (she) on many occasions refuses to listen to the opinions of others, as he (she) considers that only his (her) viewpoints are valid. His (her) expressions are always full of egocentrism and of such energy that he (she) tries to fit all criteria into his (her) He (she) exhibits little receptiveness toward others' ideas and frequently criticizes them.

Inconsistency can be observed in the area of self-organization since, if things do not come out as he (she) had foreseen, he (she) tends to impose plans and goals that are too high so that he (she) does not in the end achieve satisfaction with the results. He (she) is found to be intolerant when criticized for delays or inefficiency.

Likewise in self-evaluation, he (she) usually moves with little effectiveness, because he (she) generally criticizes and constantly evaluates his (her) own performance. Any deviation from his (her) plans leads him (her) to feelings of guilt that make him (her) demand more of himself (herself) than he (she) can really comply with.

Sometimes, his (her) concept of objectives setting is simply to establish what his (her) person considers ought to be achieved, without taking into account other possibilities nor present conditions. He (she) thinks that for sales to be accomplished it is enough to just think about them. His (her) objectives usually aim toward the short term and are always the result of his (her) decision, since he (she) does not accept the intervention of others in this aspect.

It is difficult for him (her) to handle formal sales meetings as his (her) impatience and aggressiveness prevent him (her) from concentrating on objectives at the meeting. He (she) frequently tries to dominate them, leading people toward his (her) criteria and conclusions. He (she) constantly expresses his (her) annoyance at having to wait for others to come to the conclusions he (she) wants to impose.

He (she) on occasions exhibits poor effectiveness in facing customer complaints on account of his (her) tendency to suppress them, applying authoritarian conduct. His (her) mental attitude leads him (her) to find who to blame instead of finding those who are responsible. In such conditions, what he (she) really causes when facing complaints is a tense situation, as his (her) attitude is to denounce guilty persons, scold them and subject them to whatever action at the service of his (her) willpower. The underlying causes are smothered and contained, thus causing pressure to build-up.

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His (her) impatience many times leads him (her) to be an impetuous and upsetting person for change introductions because he (she) continually expects customers to yield to his (her) to his (her) sense of urgency and criteria. He (she) prefers for change implementation to depend on his (her) strength and influence as it is difficult for him (her) to trust others.



Resistance to Change

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Low resistance					High resistance							
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He (she) is a person who, on account of his (her) mental structure, would seem to resist change but due to, not only his (her) high effectiveness, but also his (her) interest in customers' needs, he (she) manages to adapt his (her) behavior to what the sales situation requires, thus exhibiting his (her) openness to change. He (she) will only resist change if it goes against his (her) own values or if he (she) is not convinced about the capability and knowledge of whoever proposes it. He (she) is perceived to be a person who is willing to listen to customers' opinions.

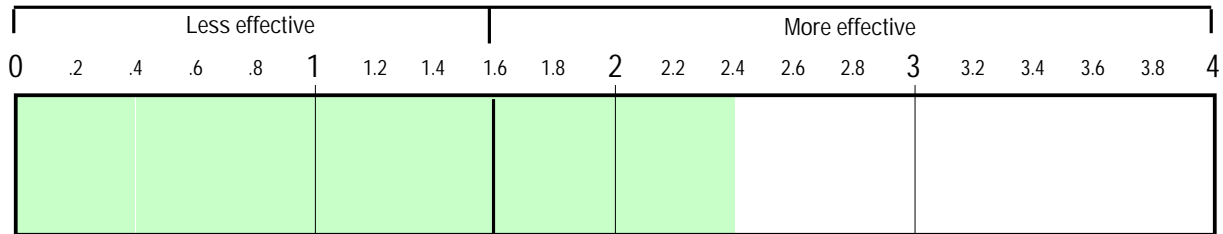
In situations of considerable demands, he (she) tends to resist change and insists on directing customers' purchase decisions on the basis of his (her) authoritarianism, even when he (she) ought to focus more toward comprehension, order or participation. However, he (she) is generally a person who is open to changing his (her) conduct, exhibiting great ability to perceive what the sales situation requires in terms of behavior.



Adaptability

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His (her) adaptability is moderately high because, on many occasions, the ample repertory of conducts with which he (she) faces different sales situations that arise turns out to be effective. Due to his (her) mental structure, he (she) directs his (her) interest toward making specific sales within time limits, but he (she) does not neglect attention to customers' needs.

His (her) moderate flexibility allows him (her) to be tolerant in poorly structured situations. His (her) lack of perception toward power leads him (her) to level out status differences among hierarchies. He (she) is willing to see new viewpoints and become exposed to influences if this will improve the obtaining of results. He (she) orients toward reality and it guides his (her) actions; he (she) opens up to accepting a variety of functional styles, various degrees of participation and a series of control techniques, as long as these are adequate. He (she) is perceived to be a tolerant, interdependent, objective and sensitive person.

Generally, he (she) is highly adaptable in circumstances where he (she) sees his (her) task in terms of effectively maximizing his (her) efforts and those of his (her) sales force, in both short and long term sales. He (she) sets high production and performance standards and motivates his (her) customers to buy, but he (she) recognizes individual differences in his (her) dealings with them. He (she) then talks in groups to several of customers' personnel in order to clinch sales, then acting as a powerful motivating force. He (she) adequately handles situations where more than one solution is feasible for customers' needs, where the relative effectiveness of such solutions is difficult to gauge and where the number and evaluation of solutions improves through interaction.

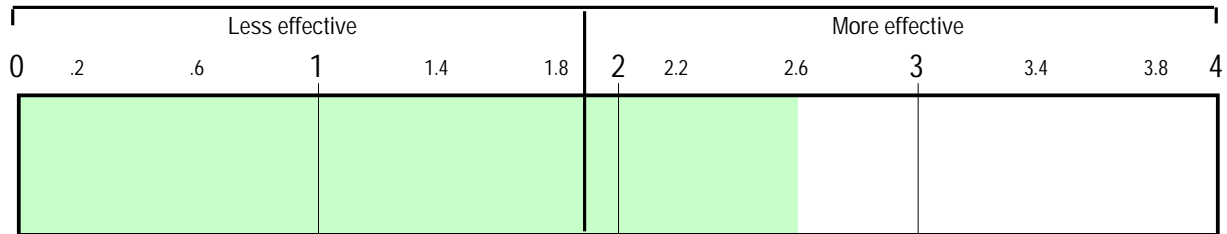
He (she) normally guides customers to adhere to standards ruling sales operations and the established order, for the purpose of achieving his (her) functional objectives. He (she) is then interested in progress control and the design of schemes to organize his (her) environment and thus create consistency and clearness in the sales process.



Effectiveness under Pressure

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His (her) flexibility offers him (her) greater objectivity under pressure. It helps him (her) to appreciate viewpoints of great variety, thus getting a more complete version of reality. He (she) clearly identifies to what extent prudence, patience and restraint, strength and haste, or tolerance and autonomy are appropriate. He (she) easily undertakes varied relationships with almost any kind of customers, thus managing to increase his (her) influence over them and also increasing his (her) effectiveness. Correspondence can be seen among his (her) mental states and environmental conditions; candor and realism then appear in his (her) way of acting.

The first characteristics that appear are poise, maturity and balance, which enable him (her) to respond sensibly to any customer demands as well as offer practical solutions, making it easier to solve any difficulty. He (she) is capable of materializing the efforts of the involved parties and likewise opens up to accommodate decisions made by the group, more so than his (her) own decisions.

In stable situations, he (she) prefers to function impersonally, devoted to his (her) job and being interested in order during the promotion process and compliance to basic performance standards. He (she) is capable of managing diverse control systems and sales supervision, managing to be highly effective in circumstances where repetition and routine are required.

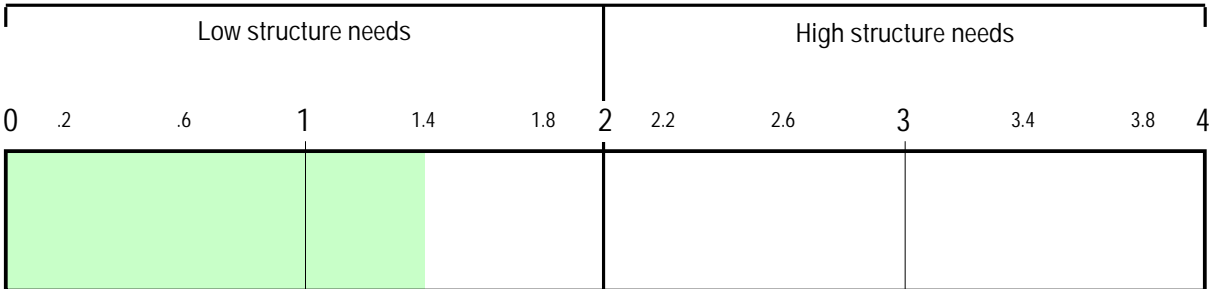
At other times his (her) weakness is noticeable as he (she), under considerable tension, turns to a caustic and threatening conduct losing the sense of balance that characterizes him (her). He (she) wants customers to do what his (her) willpower desires, shows loss of control and lets changes overpower him (her).



Need for Structure

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Due to his (her) personal characteristics, he (she) exhibits understanding and consideration toward customers' needs as long as his (her) sales results are within the minimum expectations that have been established and made known previously. He (she) acts on the principle that customers must be motivated so as to achieve greater productivity, but in no other condition. He (she) is therefore capable of handling both structured sales environments and ambiguous environments.

Likewise, the flexibility that characterizes him (her) makes him (her) resort to what has been established previously only in those circumstances where this is inevitable; he (she) thus prefers the use of common sense. He (she) exhibits preference for procedures and basic rules that are poorly structured, as well as for open planning whereby any unplanned event can be handled with the least necessary amount of energy.

Due to the above, he (she) is a practical and effective person in decision-making, matters where little background exists. Therefore, due to his (her) experience and effectiveness, he (she) is someone who is capable of handling both structured and ambiguous sales. He (she) is a person for whom it is important for his (her) superior to be intelligent and hardworking, allowing him (her) to work alone. The superior must be alert when borderline situations arise, since problems can arise in the application of his (her) influence and compliance with objectives.



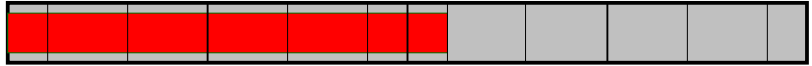
Sales Styles Profile

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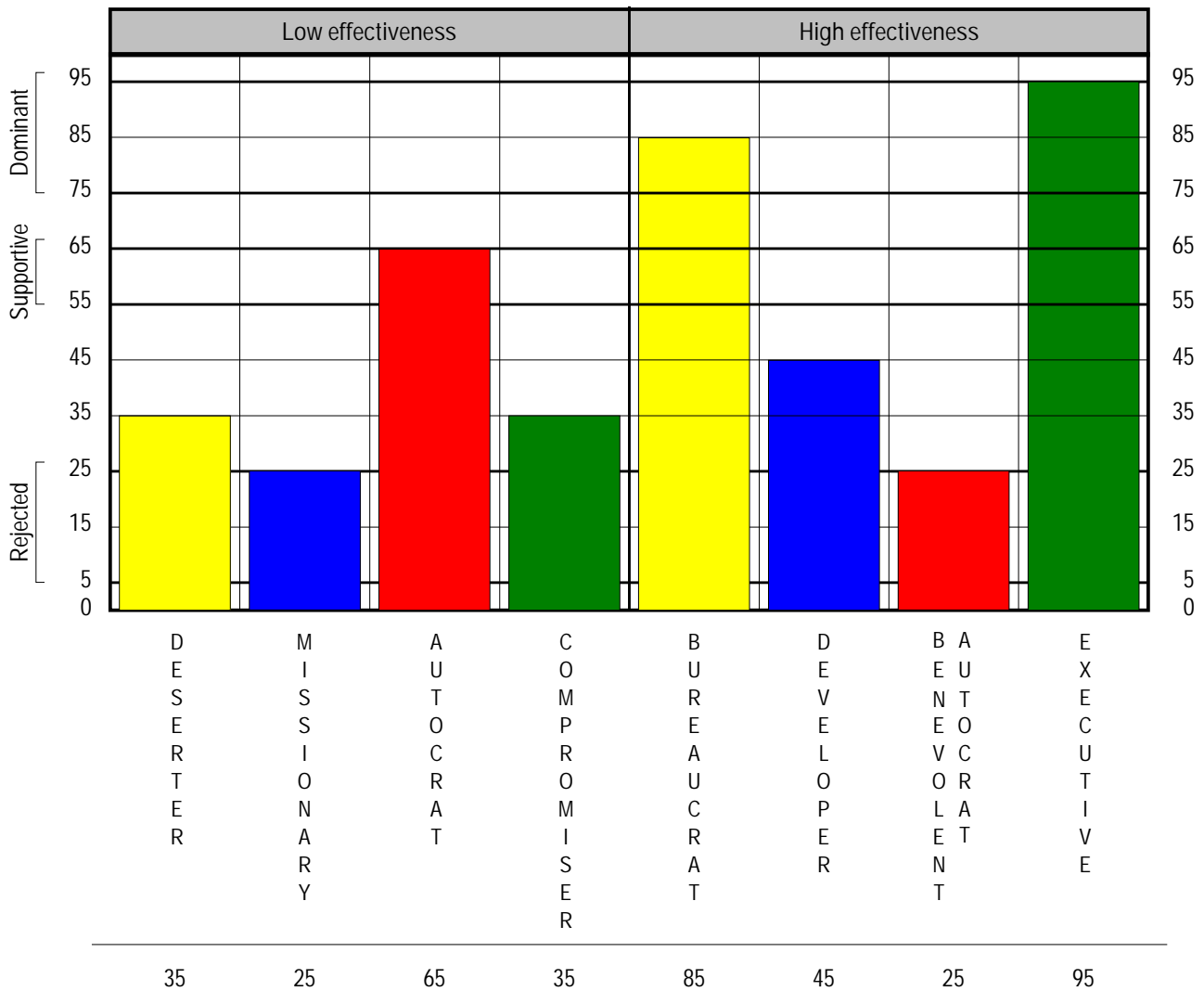
Task Orientation:



Relationships Orientation



Basic style:



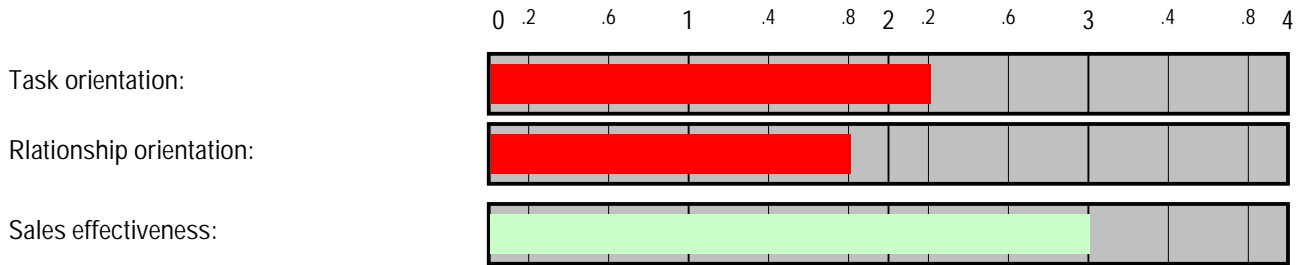
Behavioral patterns employed to face present work situations



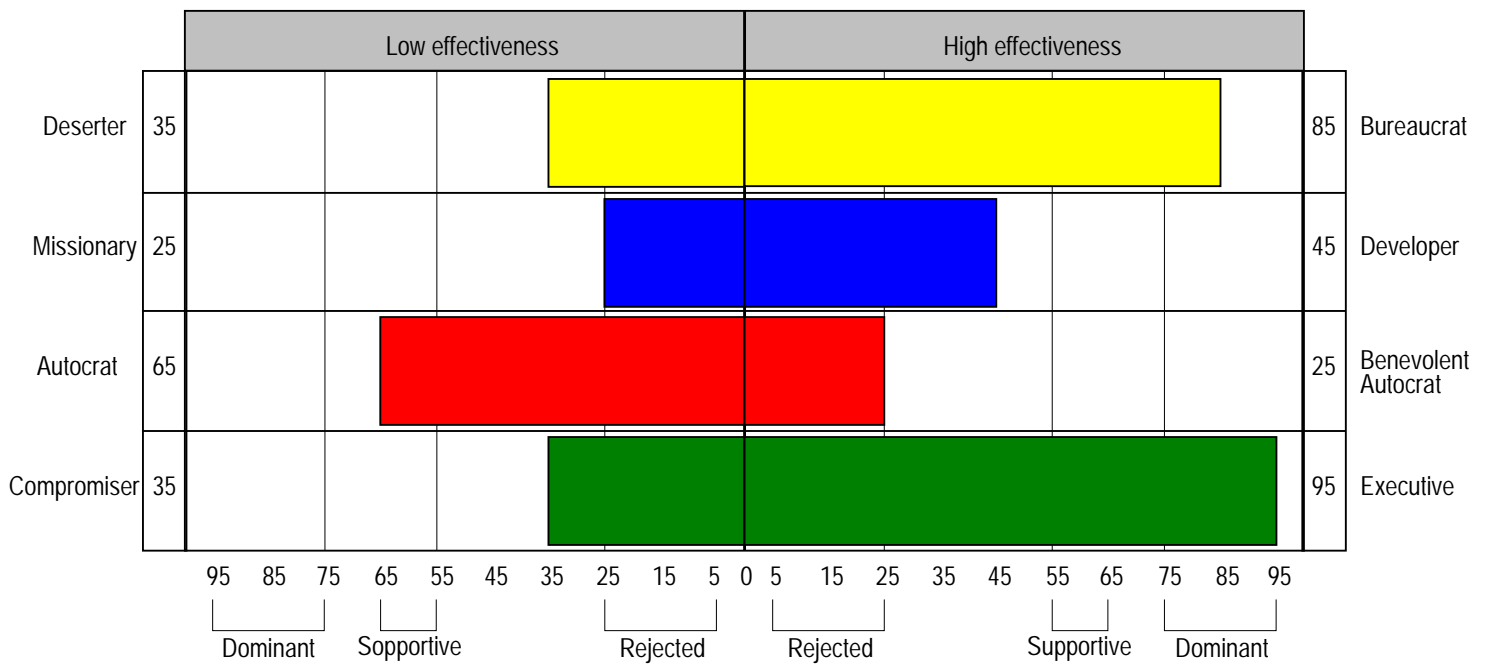
Balance of Sales Styles

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Basic Style:



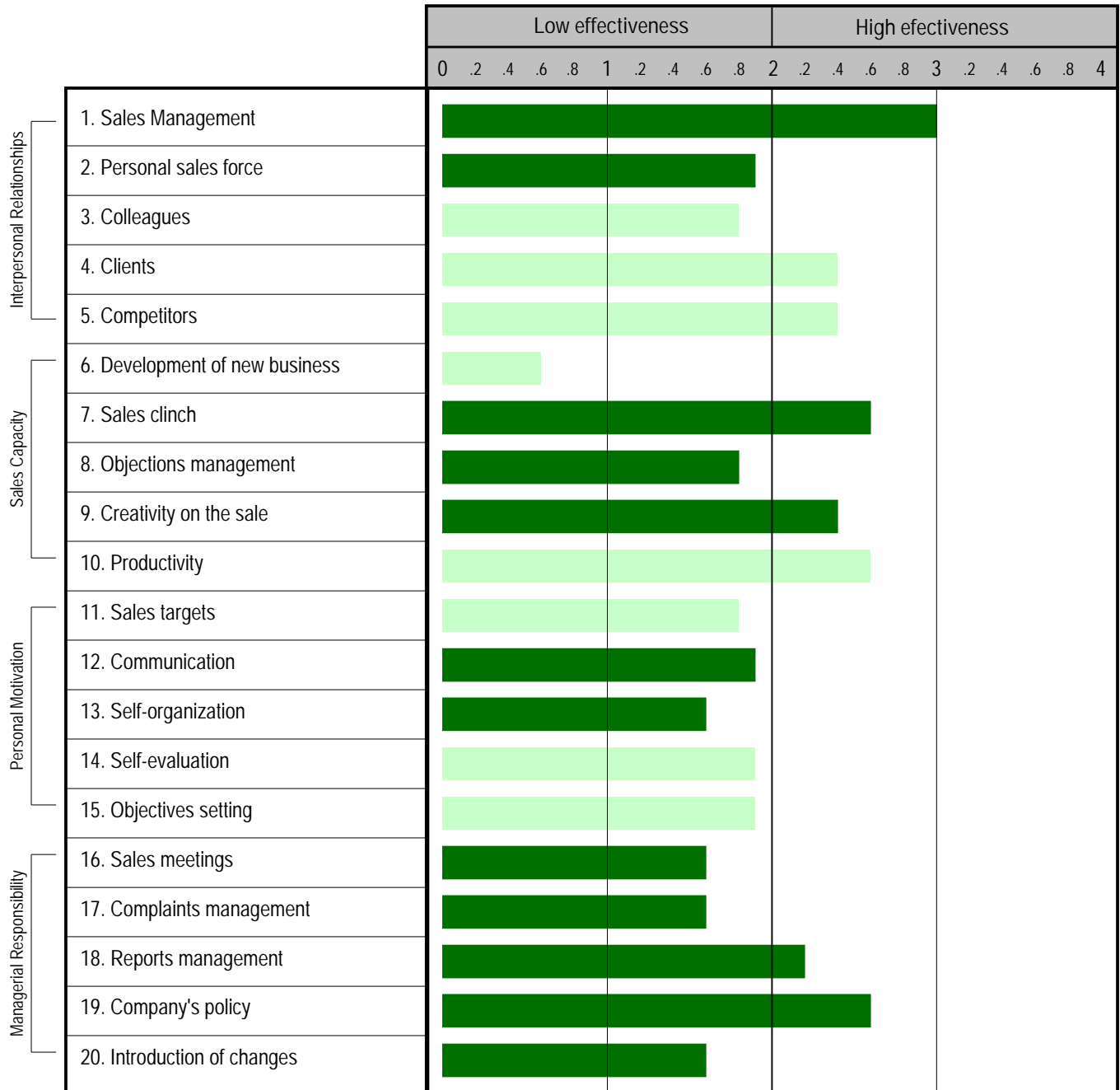
Behaviours Profile to face present situational demands.



Sales Skills

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- Essential skill demanded by present position
- Skill not very demanded by present position

Degree of competence in skills he (she) uses to handle interpersonal relationships, sales capacity, personal motivation and managerial responsibility

