General: Sales Manager 360 Feedback Report

for Suzanne Sample

2/1/2016

General: Sales Manager	
Decisive Judgment	Making good decisions in a timely and confident manner.
Driving For Results	Challenging, pushing the organization and themselves to excel and achieve.
Customer Focus	Anticipating customers' needs and designing, promoting or supporting the delivery of products and services that exceed customers' expectations.
Resilience	Effectively dealing with work related problems, pressure, and stress in a professional and positive manner.
Persuading To Buy	Convincing others to buy a product or service.
Managing Others	Directing and leading others to accomplish organizational goals and objectives.
Motivating Others	Inspiring others to perform well by actively conveying enthusiasm and a passion for doing a good job.
Negotiation	Identifying the needs and motives of both parties involved and working toward mutually beneficial agreements.
Presentation Skills	Having the skills to effectively communicate to an audience in a formal setting.

General: Sales Manager
Your Summary Competency Ratings

▌ = All   ✳ = Self (1)   ⊙ = Boss (3)   ☐ = Peer (3)   ▽ = DirRpt (3)   ▨ = Other (3)

| Competency	Average Score		By Group	↑↓	📄
	1 2 3 4 5		1 2 3 4 5		
Decisive Judgment		3.24		3	
Driving For Results		2.67		9	•
Customer Focus		2.95		7	•
Resilience		3.02		6	
Persuading To Buy		4.14		1	
Managing Others		2.91		8	•
Motivating Others		3.04		5	
Negotiation		3.14		4	
Presentation Skills		4.07		2	

↑↓ This column shows the rank order of your scores on each competency from highest to lowest. (1-9)

📄 Detailed results are provided for each competency on the following pages. From these results, Assess 360 has attempted to determine those competencies you should consider first in a developmental plan. Based on this, developmental suggestions are provided in this report for the following competencies:

- Driving For Results
- Managing Others
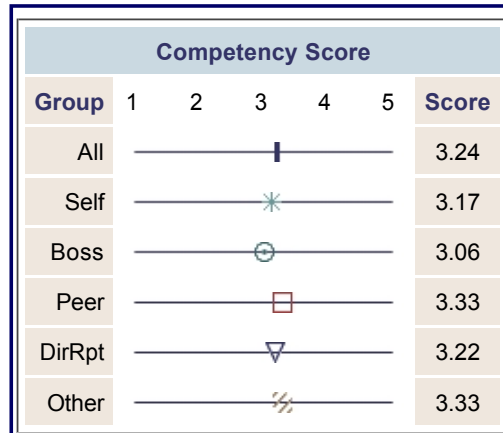- Customer Focus

COMPETENCY RESULTS

Relative Competency Rank

| 9 | 8 | 7 | 6 | 5 | 4 | **3** | 2 | 1 |
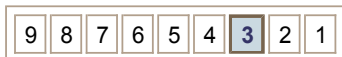
Low.......   ....**High**

Strongly Disagree = **1**   ...   Strongly Agree = **5**

Decisive Judgment

Making good decisions in a timely and confident manner.

People who display this competency make sound decisions with conviction and in a timely manner. After they have considered alternatives and possible consequences, they can decide upon a course of action and assume responsibility for their decisions.

Competency Score						
Group	1	2	3	4	5	**Score**
All						3.24
Self						3.17
Boss						3.06
Peer						3.33
DirRpt						3.22
Other						3.33

Behavior Strengths and Weaknesses **Comparison Key:** **+** = mean rating above 3.75 **-** = mean rating below 2.25	**Self**	**Boss**	**Peer**	**DirRpt**	**Other**	**All**
1. Takes personal responsibility for making decisions	+	+	+	+	+	+
2. Wisely considers alternatives and possible consequences						
3. Makes good decisions	+	+	+	+	+	+
4. Decides in a timely manner						
5. Decides with conviction and does not second guess the decision without very good new information	-	-	-	-	-	-
6. Confidently takes action based on his/her decisions						

( ) = no rating

See Appendix for actual scores and template ranges.

Relative Competency Rank

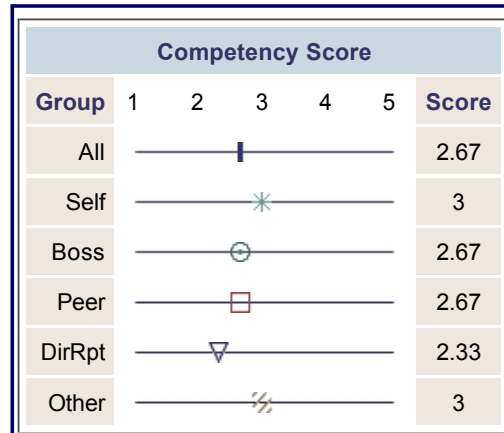| 9 | 8 | 7 | 6 | 5 | 4 | 3 | 2 | 1 |

Low....... ....**High**

Strongly Disagree = **1** ... Strongly Agree = **5**

Driving For Results

Challenging, pushing the organization and themselves to excel and achieve.

People who exhibit a drive for results establish or help establish objectives and contribute to their accomplishment. They assume personal responsibility for the success of the organization and persist, even when faced with obstacles, to achieve results.

Competency Score						
Group	1	2	3	4	5	**Score**
All						2.67
Self						3
Boss						2.67
Peer						2.67
DirRpt						2.33
Other						3

Behavior Strengths and Weaknesses Comparison Key: **+** = mean rating above 3.75 **-** = mean rating below 2.25	Self	Boss	Peer	DirRpt	Other	All
1. Challenges self and the organization to set high expectations						
2. Sets or helps to set appropriate goals and objectives						
3. Exerts the personal effort and hard work to achieve results						
4. Does not give up easily, persists						
5. Overcomes obstacles to achieve results						
6. Achieves results						

(   ) = no rating

See Appendix for actual scores and template ranges.
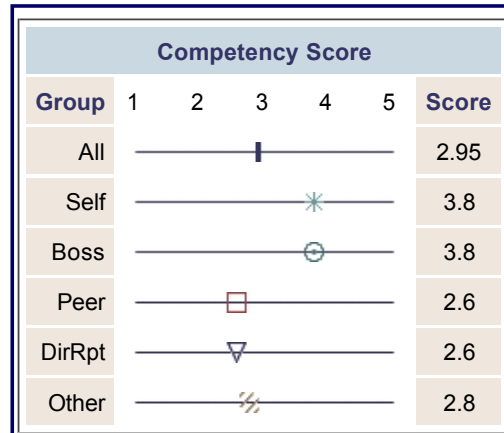
COMPETENCY RESULTS

Relative Competency Rank

| 9 | 8 | **7** | 6 | 5 | 4 | 3 | 2 | 1 |
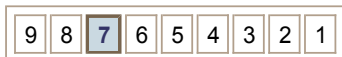
Low.......   ....**High**

Customer Focus

Strongly Disagree = **1**   ...   Strongly Agree = **5**

Anticipating customers' needs and designing, promoting or supporting the delivery of products and services that exceed customers' expectations.

People who are competent at customer focus have a desire to please customers and seek to anticipate customers' needs. They push the organization to do more than is required to ensure that the customer is satisfied.

Competency Score						
Group	1	2	3	4	5	Score
All						2.95
Self						3.8
Boss						3.8
Peer						2.6
DirRpt						2.6
Other						2.8

Behavior Strengths and Weaknesses Comparison Key: **+** = mean rating above 3.75 **−** = mean rating below 2.25	Self	Boss	Peer	DirRpt	Other	All
1. Actively gathers information about customers' businesses and works to understand their business perspectives	**+**	**+**	**−**	**−**		
2. Listens to and values customers' needs, suggestions and feedback	**+**	**+**	**−**	**−**		
3. Anticipates customers' needs			**+**	**+**	**−**	**+**
4. Within his/her areas of control, will develop or customize products and services to better meet the needs of the customer	**+**	**+**	**−**	**−**		
5. Actively champions the fulfillment of customers' needs within his/her group and the organization as a whole	**+**	**+**	**−**	**−**		

(   ) = no rating

See Appendix for actual scores and template ranges.

COMPETENCY RESULTS

Relative Competency Rank

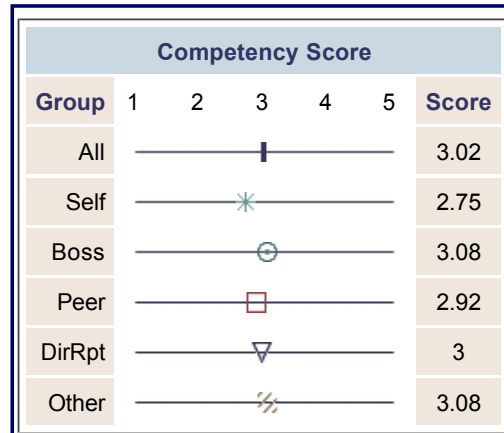| 9	8	7	**6**	5	4	3	2	1

Low....... ....**High**

Strongly Disagree = **1** ... Strongly Agree = **5**

Resilience

Effectively dealing with work related problems, pressure, and stress in a professional and positive manner.

People who exhibit resilience maintain a positive attitude even when faced with frustration, pressure or change. They recover quickly when faced with obstacles or setbacks.

Competency Score						
Group	1	2	3	4	5	Score
All						3.02
Self						2.75
Boss						3.08
Peer						2.92
DirRpt						3
Other						3.08

Behavior Strengths and Weaknesses Comparison Key: **+** = mean rating above 3.75 **-** = mean rating below 2.25	Self	Boss	Peer	DirRpt	Other	All
1. Is consistently positive in his/her attitudes about work	-					
2. Consistently behaves in a professional manner, regardless of circumstances	+					
3. Maintains a positive attitude despite stress and frustration						
4. Recovers quickly from disappointment, customer rejection, unfulfilled expectations and other setbacks	-			+		

( ) = no rating

See Appendix for actual scores and template ranges.

COMPETENCY RESULTS

Relative Competency Rank

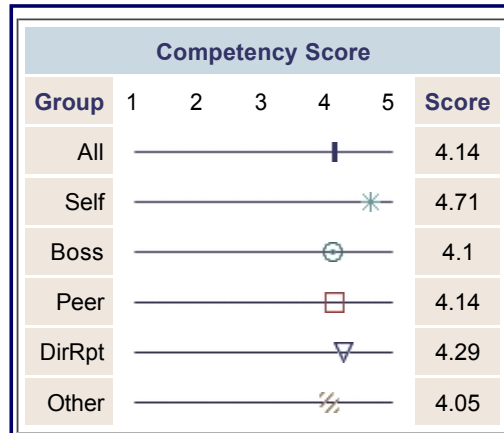| 9	8	7	6	5	4	3	2	1
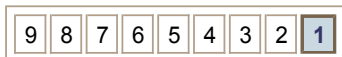
Low....... ....**High**

Strongly Disagree = **1** ... Strongly Agree = **5**

Persuading To Buy

Convincing others to buy a product or service.

People who are effective at this competency persuade others to buy a product or service without being excessively aggressive or pushy. They convince people by understanding how best to position their product or service, understanding their audience and modifying their method of persuasion accordingly. They are self-assured, respond confidently to objections and do not give up easily.

Competency Score						
Group	1	2	3	4	5	**Score**
All						4.14
Self						4.71
Boss						4.1
Peer						4.14
DirRpt						4.29
Other						4.05

| Behavior Strengths and Weaknesses Comparison Key: **+** = mean rating above 3.75 **-** = mean rating below 2.25	Self	Boss	Peer	DirRpt	Other	All
1. Has the courage or strength of purpose to sell	+	+	+	+	+	+
2. Is highly knowledgeable about the product or service that is being promoted	+	+	+	+	+	+
3. Attempts to understand his/her audience and adapt his/her message to fit them	+	+	+	+	+	+
4. Uses direct persuasion in sales discussions or presentations	+	+	+	+	+	+
5. Anticipates and confidently addresses objections or concerns	+	+	+	+	+	+
6. Is persistent and assertive without being excessively pushy	+			+		
7. Effectively persuades others to buy	+					

(   ) = no rating

See Appendix for actual scores and template ranges.

COMPETENCY RESULTS

Relative Competency Rank

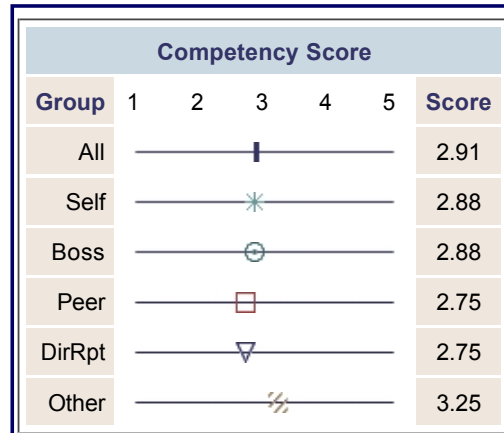| 9	8	7	6	5	4	3	2	1
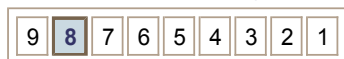
Low....... ....**High**

Strongly Disagree = **1** ... Strongly Agree = **5**

Managing Others

Directing and leading others to accomplish organizational goals and objectives.

People who display this competency effectively manage and direct the activities of others. They work through other people to accomplish objectives, and they encourage performance through motivation and feedback. They hold people accountable.

Competency Score						
Group	1	2	3	4	5	**Score**
All						2.91
Self						2.88
Boss						2.88
Peer						2.75
DirRpt						2.75
Other						3.25

Behavior Strengths and Weaknesses Comparison Key: **+** = mean rating above 3.75 **-** = mean rating below 2.25	Self	Boss	Peer	DirRpt	Other	All
1. Has a desire to lead or direct others and exerts the effort to do so	-	-	+	+		
2. Inspires others to perform by setting a good example of hard work and a willingness to extend him/herself to meet objectives	+	+				
3. Knows the strengths and weaknesses of each of the members of his/her group	+	+				
4. Sensibly delegates and assigns tasks to others according to their capacities			-	-	+	
5. Is fair and objective and does not play favorites			-	-	+	
6. Educates, trains and otherwise prepares his/her people to be effective in their jobs	-	-	+	+		
7. Holds others accountable for results and responsibly counsels, reprimands or takes other necessary action when others do not perform at the level of their capability	-	-	-	-	+	-
8. Assumes personal responsibility for the success or failure of his/her group, collectively and individually					-	

(   ) = no rating

See Appendix for actual scores and template ranges.

COMPETENCY RESULTS

Relative Competency Rank

| 9 | 8 | 7 | 6 | **5** | 4 | 3 | 2 | 1 |

Low.......   ....**High**

Strongly Disagree = **1**   ...   Strongly Agree = **5**

Motivating Others

Inspiring others to perform well by actively conveying enthusiasm and a passion for doing a good job.

People who display this competency encourage and inspire others.

Competency Score						
Group	1	2	3	4	5	Score
All						3.04
Self						3.25
Boss						3.08
Peer						3.17
DirRpt						3.08
Other						2.83

Behavior Strengths and Weaknesses Comparison Key: **+** = mean rating above 3.75 **-** = mean rating below 2.25	Self	Boss	Peer	DirRpt	Other	All
1. Displays a personal passion and self-motivation to perform at a high level						
2. Places a high value on creating and maintaining high levels of passion and enthusiasm in others						
3. Adapts his/her motivational style to fit different people	**+**					
4. Generates enthusiasm and passion in most or all of the people with whom he/she works						

( ) = no rating

See Appendix for actual scores and template ranges.

COMPETENCY RESULTS

Relative Competency Rank

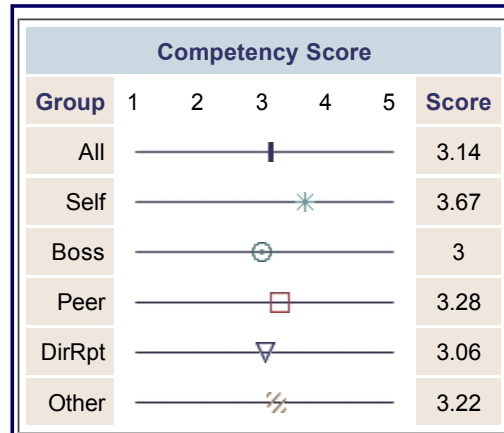| 9 | 8 | 7 | 6 | 5 | **4** | 3 | 2 | 1 |
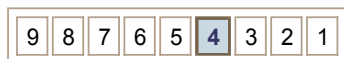
Low....... ....**High**

Strongly Disagree = **1** ... Strongly Agree = **5**

Negotiation

Identifying the needs and motives of both parties involved and working toward mutually beneficial agreements.

People who are competent at negotiation seek solutions that benefit both parties through mutual gains. They influence and convince others of their viewpoint as well as listen effectively. They reach agreements that are mutually beneficial without making too many concessions.

Competency Score						
Group	1	2	3	4	5	Score
All						3.14
Self						3.67
Boss						3
Peer						3.28
DirRpt						3.06
Other						3.22

Behavior Strengths and Weaknesses **Comparison Key:** **+** = mean rating above 3.75 **-** = mean rating below 2.25	Self	Boss	Peer	DirRpt	Other	All
1. Tries to understand the issues from the other party's perspective						
2. Influences the other party to see the issues from his/her perspective						
3. Tries to establish a discussion framework that recognizes that both parties must prosper						
4. Does not concede so much that his/her organization cannot profit from the agreement	**+**	**+**	**+**	**+**	**+**	**+**
5. Does not exact concessions from the other party that are so high that the other party cannot profit from the agreement	**+**			**+**		
6. Reaches agreements that are mutually beneficial	**+**					

( ) = no rating

See Appendix for actual scores and template ranges.

COMPETENCY RESULTS

Relative Competency Rank

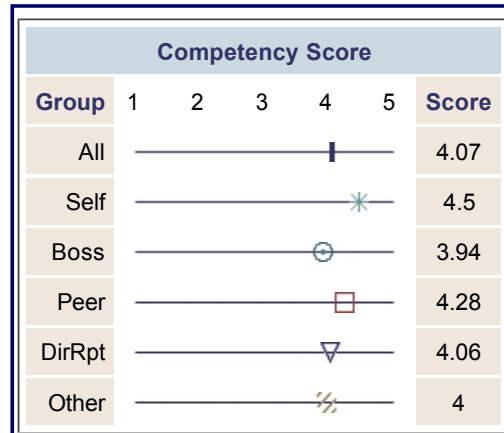| 9	8	7	6	5	4	3	**2**	1
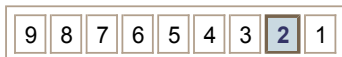
Low.......   ....**High**

Strongly Disagree = **1** ... Strongly Agree = **5**

Presentation Skills*

Having the skills to effectively communicate to an audience in a formal setting.

People who display this competency are able to organize and articulate their thoughts and ideas clearly. They use visual presentation tools to deliver information in a straightforward and logical way. They prepare well, adjust their message to their audience, and deliver smoothly.

Competency Score						
Group	1	2	3	4	5	**Score**
All						4.07
Self						4.5
Boss						3.94
Peer						4.28
DirRpt						4.06
Other						4

Behavior Strengths and Weaknesses Comparison Key: **+** = mean rating above 3.75 **−** = mean rating below 2.25	Self	Boss	Peer	DirRpt	Other	All
1. Is able to organize and articulate his/her thoughts and ideas clearly	+	+	+	+	+	+
2. Uses visual presentation tools to deliver information in a straight-forward and logical way	+	+	+	+	+	+
3. Is well prepared before he/she presents	+	+	+	+	+	+
4. Presents a mix of broad issues and detail appropriate for the audience	+	+	+	+	+	+
5. Delivers smoothly	+		+		+	+
6. Engages the audience	+					

( ) = no rating

See Appendix for actual scores and template ranges.

HIGHEST AND LOWEST RATED BEHAVIORS

This section lists the ten highest and ten lowest rated behaviors. More than ten will be listed when behaviors tied for rank.

Highest Rated Behaviors	Lowest Rated Behaviors
1. Is highly knowledgeable about the product or service that is being promoted (4.83) (Persuading To Buy) 2. Makes good decisions (4.58) (Decisive Judgment) 3. Is well prepared before he/she presents (4.58) (Presentation Skills*) 4. Presents a mix of broad issues and detail appropriate for the audience (4.5) (Presentation Skills*) 5. Attempts to understand his/her audience and adapt his/her message to fit them (4.5) (Persuading To Buy) 6. Has the courage or strength of purpose to sell (4.5) (Persuading To Buy) 7. Anticipates and confidently addresses objections or concerns (4.5) (Persuading To Buy) 8. Uses direct persuasion in sales discussions or presentations (4.25) (Persuading To Buy) 9. Does not concede so much that his/her organization cannot profit from the agreement (4.25) (Negotiation) 10. Uses visual presentation tools to deliver information in a straight-forward and logical way (4.17) (Presentation Skills*)	1. Decides with conviction and does not second guess the decision without very good new information (1.83) (Decisive Judgment) 2. Holds others accountable for results and responsibly counsels, reprimands or takes other necessary action when others do not perform at the level of their capability (2) (Managing Others) 3. Challenges self and the organization to set high expectations (2.67) (Driving For Results) 4. Sets or helps to set appropriate goals and objectives (2.67) (Driving For Results) 5. Exerts the personal effort and hard work to achieve results (2.67) (Driving For Results) 6. Does not give up easily, persists (2.67) (Driving For Results) 7. Overcomes obstacles to achieve results (2.67) (Driving For Results) 8. Achieves results (2.67) (Driving For Results) 9. Tries to understand the issues from the other party's perspective (2.67) (Negotiation) 10. Influences the other party to see the issues from his/her perspective (2.67) (Negotiation) 11. Tries to establish a discussion framework that recognizes that both parties must prosper (2.67) (Negotiation)

DEVELOPMENT SUGGESTIONS

Listed below are the competencies ranked in order of highest to lowest scores. Development suggestions for the lowest competencies immediately follow this page. However, you may view the development suggestions for any of the competencies by clicking on the competency name.

1. Persuading To Buy
2. Presentation Skills
3. Decisive Judgment
4. Negotiation
5. Motivating Others
6. Resilience
7. Customer Focus - *following*
8. Managing Others - *following*
9. Driving For Results - *following*

Driving For Results

Driving results in an organization requires more than just a personal best effort. Rather, positive organizational results come from the coordinated effort of many people. Leaders who consistently obtain high levels of performance and effectiveness from their organizations identify and focus on goals and objectives that are truly important to the organization. They assume personal responsibility for organizational achievement, challenge others to do the same, and persist despite obstacles.

Identify the target

There will always be many demands upon the resources of your part of the organization. To be effective, you must sort out the truly important from the potentially distracting. You must define for yourself and your group those results you wish to obtain above all else, and you must clearly and consistently communicate these objectives to your group. As you define these objectives, remember that good goals are:

- **Specific.** Set goals that are specific rather than general. For example, a specific goal like "increase production by 10%" is more effective than a general goal like "do your best."

- **Public.** Everyone in the organization should know and understand the goal, key milestones and progress to attainment.

- **Participative.** People are more likely to adopt goals as their own if they have participated in the goal setting process.

- **Challenging, but attainable.** In general, higher goals lead to higher results. However, people must believe the goal is attainable or they will not commit to it.

- **Measurable.** Progress to goal achievement should be measurable by objective standards and regular progress feedback should be available to all people involved. Progress feedback is an important motivator for most people and will reinforce the achievement of milestones and ultimate objectives.
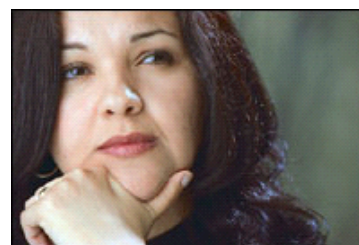
Take personal responsibility

If you wish to challenge others to achieve results you must lead by example. While much of your work activity will probably involve coordinating and managing rather than doing the work activities that will ultimately produce the desired results, you must commit as strongly or more strongly than the people you wish to influence and must work hard if you expect others to do so. Doing some of the most difficult or unpleasant work yourself or lending a helping hand to a person or group with too much to do will also increase the commitment and effort levels of your team.

Focus

Successful results do not happen by chance. The achievement of results depends upon maintaining focus on your goal(s) despite distractions.

- Review your priorities at the start of each workday. Give precedence to activities and tasks that support your goal by working on them first.

- Discipline yourself to have "focus time." Focus time is a period of time you set aside to concentrate all your efforts on accomplishing your goal. Minimize distractions during your "focus time" by shutting your

Personal Responsibility

Taking personal responsibility means asking yourself what you can do, and then doing it. In Personal Accountability, author John Miller suggests asking yourself questions that focus on taking personal responsibility:

- Take personal responsibility by asking questions that include "I," such as "What can I do…" Initiative starts with you; do not wait for someone else to make improvements happen.

- Avoid blaming others by asking yourself

door, not answering emails, and letting your calls go to voice mail. Try to devote at least 1 - 2 hours of focus time each day to your primary goal or priority.

- Identify "time wasters" by keeping a daily log. Write down all your activities in 15-minute increments for a 1 or 2 week period. Note how much time you spend on high priority activities versus low priority tasks. Brainstorm strategies to eliminate the typical distractions and time wasters that you identified.

questions that begin with "What" and "How" rather than "Who," "When," or "Why." For example, ask, "What can I do to increase product knowledge in my work group?" instead of "Why don't they give us more product training?"

- Focus on action by using words like do, achieve, and build. For example, ask yourself questions like "What can I do today to help my work group achieve its monthly production goal?"

Demonstrate enthusiasm

Optimism is contagious. Share a positive attitude toward the organization and excitement about achieving goals.

- Words make a difference. Try to be aware of the message you are communicating to others through your comments, jokes, and expressions. Strive to consistently communicate a positive attitude and avoid making discouraging remarks about the organization, the workload, or group goals. Good or bad, others will take their cue from you.

- Demonstrate your willingness to put in extra effort to achieve results. Let others see you working hard to meet or exceed goals. Offer to put in extra time to help others complete tasks related to your goals.

- Meet commitments and deadlines. If you fall behind schedule, go to work early, work late or skip lunch rather than asking for an extension. Others will see your commitment and are likely to follow your example.

Challenge others

Challenge your team to commit to the goal and assume personal responsibility for achieving their part. Certainly, you can demand performance, and you can dictate methods and procedures to be used by all to achieve the desired result. In the long run, however, you will be more effective if you use more positive and facilitative strategies.

Empowerment

Empowering others to accept responsibility and make decisions creates personal commitment to achieving results. Delegation is a key tool for encouraging others to take personal ownership for group objectives.

- Solicit input from other team members at the start of projects and throughout the initiative. Brainstorm ideas. Ask for input on decisions.

- Delegate responsibility for various aspects of the project. Ask for volunteers or assign a part of the project as a developmental opportunity for a specific team member. Delegating responsibility will help others grow in their careers and will allow you more time to focus on higher order activities.

Support

Achieving results requires more than just the will to do so. Often, people are unsure how to overcome obstacles and achieve their goals. Thus, a willingness to support, coach, and advise others in their efforts is an important component of obtaining results through others.

- Try to learn each team member's capabilities and understand their perspective of the job or project. What is working well and what can be done to improve? What challenges will each individual have in trying to accomplish the group goal?

- Investigate and understand the amount of work required for each task and the methods used to accomplish the task. Where in the process are obstacles likely to exist? Tap the expertise of key team members to prepare for and overcome these potential

setbacks.

- Strive to spend 20% of your day helping others achieve their results. Avoid detailed control of their activities, but be available to provide support on difficult issues. As problems arise, try to demonstrate how to solve the problem and discuss possible solutions rather than just providing the answers or doing the work yourself. At every opportunity, attempt to teach people how to solve the problem rather than just giving them the solution.

- People vary in their desire for structure and guidance. Some people enjoy the freedom to accomplish goals in their own way, while others prefer the comfort of structure and guidance. Adapt your style according to individual preferences and needs.

Feedback and reward

Reinforce hard work and accomplishment of desired results. Make a habit of rewarding top producers so that they will continue to put forth their best effort. Provide constructive feedback to those who are struggling to meet goals.

- Recognize good performance. Make a point of saying someone has done good work when they have, and make some of this praise public.

- Share the credit for achievements. Keeping the credit for yourself may bolster your personal ego in the short-term, but sharing credit will encourage results that will benefit the whole team in the long-term.

- When someone's performance falls below expectations, give him or her clear, unambiguous feedback and improvement guidance. Do this in private and with tact, but do not avoid this important responsibility.

Persist

Ultimately, most results are achieved through a persistent, focused effort despite obstacles, fatigue, and periods of discouragement.

- Stay focused on the objective, and help others to do the same.

- Communicate with your team regularly and maintain a constant message about the importance of goal attainment.

- Recognize when interest wanes or people become discouraged. At these times, redouble your efforts to communicate, support and remove obstacles.

Every difficult project will have an ebb and flow. Successful managers and their people make a habit of persisting through the low times to achieve the results they desire.

📖 Books

Accountability Leadership: How Great Leaders Build a High Performance Culture of Accountability and Responsibility Di Worrall , 2013. Overview
Focus: The Hidden Driver of Excellence Daniel Golemen , 2015. Overview
Fully Charged: How Great Leaders Boost Their Organization's Energy and Ignite High Performance Heike Bruch , 2011. Overview
How to Measure Anything: Finding the Value of Intangibles in Business Douglas W. Hubbard , 2014. Overview
Key Performance Indicators (KPI): Developing, Implementing, and Using Winning KPIs David Parmenter , 2015. Overview
Leading Your Business Forward: Aligning Goals, People, and Systems for Sustainable Success John Pyecha, Shane Yount, Seth Davies, Anna Versteeg , 2013. Overview
Mindful Leadership: The 9 Ways to Self-Awareness, Transforming Yourself, and Inspiring Others Marla Gonzalez , 2012. Overview
Resilience: Hard Won Wisdom for Living a Better Life Eric Greitens , 2016. Overview
Success Under Stress: Powerful Tools for Staying Calm, Confident, and Productive When the Pressure's On Sharon Melnick Ph.D. , 2013. Overview
What the Most Successful People Do Before Breakfast: And Two Other Short Guides to Achieving More at Work and at Home Laura Vanderkam , 2013. Overview

Multimedia

Taking Control of Your Workday Fred Pryor Seminars & CareerTrack Overview
The Oz Principle Unknown , 2009. Overview
How to Provide Effective Employee Discipline National Seminars Group , 2008. Overview
Journey to the Emerald City: Achieve a Competitive Edge by Creating a Culture of Accountability Unknown , 2009. Overview
Game Plan: Achieve Your Goals in Life, Career, and Business: Goal Strategy Playbook Unknown , 2015. Overview
Guide to Getting the Right Work Done Harvard Business Online , 2012. Overview
From Chaos to Control - How to Standardize Processes and Create Effective Work Procedures Unknown , 2011. Overview
Effective Criticism & Discipline Skills for Managers National Seminars Group , 2012. Overview
Accountability: The Key to Driving a High-Performance Culture Unknown , 2014. Overview
Courage to Execute: What Elite U.S. Military Units Can Teach Business About Leadership and Team Performance Audible.com , 2014. Overview

On-line Learning

Developing a High-performance Organization Coursepark Overview
Developing Character for Decisiveness Coursepark Overview
7 Essentials: Tier I Coursepark Overview
Managing and Achieving Organizational Goals American Management Association Overview
Managing Multiple Projects, Competing Priorities & Tight Deadlines National Seminars Group Overview
Mental Management: Keys to Peak Performance Center for Creative Leadership Overview
Overcoming the Barriers to Decisiveness Coursepark Overview
Planning for Performance Coursepark Overview
Recognizing and Diagnosing Problem Performance Coursepark Overview
Working for Your Inner Boss: Personal Accountability Coursepark Overview

Managing Others

Assigning work to others and telling them what to do is not the same as effectively managing them. Managing others requires a set of people skills that, when combined with a strong sense of integrity and professionalism, allows you to work through other people to accomplish objectives. As a manager you must encourage performance through motivation and feedback and also hold people accountable.

As you might guess, it would be impossible to provide a comprehensive primer in just a few pages. Many books have been written on this topic. Here, we try to provide you a general overview of the most important issues:

Demonstrate strength of character

Personal strength of character is one of the most important competencies of management. A manager must possess a sense of personal responsibility and accountability. Develop your own personal code of conduct and adhere to it at all times. Doing so will inspire and motivate others to do their personal best. Your list should look something like this:

- Maintain integrity and be above reproach in all you do

- Always keep your word

- Do not gossip or say things about people that you would not say to them directly

- Praise in public, criticize in private

- Admit your mistakes and be accountable for your actions

Develop and share your expertise

The best managers continually expand their knowledge and grow their skill set so that they increase their contribution to the organization. In turn, they share this knowledge and expertise with peers and subordinates to help them move the business forward.

- Take the time to become thoroughly knowledgeable about your organization and the business it is in. Attend briefings and presentations by others in the company. Read information published by your organization such as an annual report.

- Stay current by reading your industry's trade journals; maintain a network within and outside your organization to anticipate and be aware of new trends.

- Stay current with new technologies.

- If you have an area of technical expertise, read and take occasional courses to maintain those skills.

- Share your knowledge and expertise with others in ways that will help everyone achieve their business objectives.

Traits of a Good Manager

1. Behaves with personal integrity and professionalism

2. Displays a positive attitude and works hard

3. Organizes work schedules and assignments

4. Stays current with knowledge of the business and the way the group may be affected and keeps people informed

5. Explains actions and decisions, lets people know about changes

6. Listens to the input of subordinates and encourages their involvement

7. Disciplines poor performance and rewards good performance

8. Is consistent and fair with all subordinates

9. Coaches and develops all subordinates

Build Your Team

- Hire competent people. As a manager, take your responsibility for hiring motivated and competent people very seriously. Otherwise you will weaken the overall team. If you have not done so, take a course, read a book, or have a discussion with a human resources professional about best practices for hiring. Make a commitment to following these best practices no matter how busy you are.

- Foster a sense of community. Encourage people to help each other. Talk in terms of "we." Doing things together like going for lunch can also contribute to a sense of team.

- Empower people. The old model of a command-and-control manager is outdated. In today's workplace, a more successful model is to share information, prepare people well, then turn responsibility over to them.

- Educate, train and equip people to be effective in their jobs. Even if you work in a large organization with a training department, it is your responsibility to ensure that your subordinates are properly equipped.

- Set a good example. By your own actions and attitude, set a positive and optimistic tone in your workgroup. Be willing to work hard to achieve objectives.

Encourage open communication

- Clearly articulate your expectations for the group and for each member of the group. Encourage people to ask for clarification when they are uncertain.

- Keep people informed. Communicate openly and honestly about upcoming events, trends, or changes that will impact your workgroup or organization. If you do not know the answer to something, say so, then try to find the answer. Do not allow rumors or gossip to be the source of information for your workgroup.

- Foster an environment where people feel free to share ideas. This may be as simple as taking time to listen when your subordinates make suggestions or creating formal mechanisms such as suggestion programs or brainstorming sessions. Remember, a quick dismissal of an idea or excessive criticism may discourage future suggestions and creativity.

- Be available. Maintain an open-door policy, but do not expect people to seek you out. Make a point to interact with each of your people on a regular basis.

Plan and organize

- Plan the work of your group. Consider all that must be accomplished, the various deadlines or timeframes to be met, and the work steps required. Prioritize the work by importance and deadline and by consideration of critical tasks that must be accomplished before other tasks can begin.

- Establish task and work-step schedules and deadlines.

- Delegate work sensibly, considering the capabilities of each of the members of your group.

- Check progress against the plan frequently enough to recognize problems early.

Challenge and develop others

- Set high expectations for each of your people. If you expect mediocre performance, that is what you will get!

- Know your people. Learn their strengths and weaknesses, their likes and dislikes, and what they wish to achieve. To the extent that you can, take this information into account when assigning work or special projects.

- Recognize good performance. Make a point of saying someone has done good work when they have, and make some of this praise public. Consistently superior performance should be rewarded with pay raises, promotions, etc.

- When a subordinate's job performance falls below expectations, give clear, unambiguous feedback and improvement guidance. Do this in private and with tact, but do not avoid this responsibility. Do this early and regularly (if necessary). Do not wait for the annual performance review.

- Coach others to grow. As a manager, you have a responsibility to help your subordinates grow and develop. Consider this a long-term investment in the future success of your group.

Obviously, effectively managing others is not an easy task. You must develop skills in many areas in order to be successful. The best managers we know are those who understand that management is all about people. They work hard at being good managers and keep honing their skills. Do not be discouraged if you cannot master all these skills simultaneously. Persist in your efforts and you will get there!

> ✓
>
> **When disciplining subordinates, keep the following in mind:**
>
> - Give ample warning.
>
> - Be fair and impartial. Hold everyone to the same standards and expectations.
>
> - Be consistent. Do not ignore things one day but punish for the same things the next.
>
> - Focus on the facts; avoid personal attributions, gossip and emotions.

📖 Books

Mandatory Greatness: The 12 Laws of Driving Exceptional Performance Dale Dauten, J.T. O'Donnell , 2013. Overview
Play at Work: How Games Inspire Breakthrough Thinking Adam L. Penenberg , 2013. Overview
The Heart of Coaching: Using Transformational Coaching to Create a High-Performance Culture Thomas G. Crane, Lerissa Nancy Patrick , 2007. Overview
Balanced Scorecard Evolution: A Dynamic Approach to Strategy Execution Paul Niven , 2014. Overview
Carrots and Sticks Don't Work: Build a Culture of Employee Engagement with the Principles of RESPECT Paul L. Marciano , 2010. Overview
Conflict Management for Managers: Resolving Workplace, Client, and Policy Disputes Susan Raines , 2013. Overview
Conversations that Get Results and Inspire Collaboration: Engage Your Team, Your Peers, and Your Manager to Take Action Shawn Kent Hayashi , 2013. Overview
HBR's 10 Must Reads on Managing People Harvard Business Review , 2011. Overview
How to Measure Anything: Finding the Value of Intangibles in Business Douglas W. Hubbard , 2014. Overview
Management Richard L. Daft , 2015. Overview

📷 Multimedia

How to Handle Difficult People National Seminars Group Overview
Keeping Your People Revved in Tough & Uncertain Times National Seminars Group , 2009. Overview
Effective Criticism & Discipline Skills for Managers National Seminars Group , 2012. Overview
Managing Teams for High Performance Harvard Business Online , 2007. Overview
HBR Guide to Coaching Your Employees Unknown , 2014. Overview
The New Supervisor: Skills for Success JWA Video Overview
Turning Around Bad Employee Behavior National Seminars Group , 2011. Overview
Accountability: The Key to Driving a High-Performance Culture Unknown , 2014. Overview

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🌐 On-line Learning

Coaching and Mentoring Skills for Leadership Success National Seminars Group Overview
Coaching for High Peformance American Management Association Overview
Fundamentals of Supervision and Management Clemson University Overview
Fundamentals of Supervision and Management II Clemson University Overview
Delegating for Business Success American Management Association Overview
Developing a High-performance Organization Coursepark Overview

How to Develop the Strategic Plan American Management Association [Overview](#)
Management Essentials: Caring about Your Direct Reports Coursepark [Overview](#)
Management Skills for First-Time Supervisors National Seminars Group [Overview](#)

Customer Focus

Only the customer can define the quality of product and service, not the organization. People who exhibit a strong customer focus understand this. They understand that customer needs should influence departmental or organizational strategies.

Understand the Customer

Meeting and exceeding customer expectations is a result of understanding and anticipating their needs. Know your customer. Know their business. Know what helps them to succeed. If you offer something of value to their business, and if you do this consistently, you will gain customer support and loyalty.

- Understand your customer's industry. Learn about the specific challenges and opportunities they face, their goals and strategy, their industry climate, and how their business model differs from competing models. Attend industry conferences and identify key themes. Share what you have learned with others around you, as well as the customer, for their feedback and insight.

- Analyze your organization's customer behavior information. What products are increasing in sales? What products are decreasing? What services are most utilized? What type of customer is utilizing your products or services most? Least? How are your customers finding you? (Or, how are you finding your customers?) Identify themes.

- Talk to your customers. Ask for and encourage feedback and suggestions on how you can help them be more effective. Talk to them about how they utilize your products and services. What do they find the most useful? The least useful? What are their recommendations? Information directly from the customer is the most valuable in anticipating their needs.

As some good managers have put it, "You must either serve the customer directly, or you must serve someone else who does."

Maintaining a customer focus in your organization is more than providing good customer service. Certainly one of the outcomes of a customer focus is that those members of your organization who interact directly with customers will provide good service. However, in organizations with a strong customer focus, other people (those in engineering, production, accounting, etc.) are also concerned with meeting or exceeding customer expectations - producing new products the customer wants, providing consistent quality and timely deliveries, sending invoices that make sense to the customer, etc. They assume personal responsibility for ensuring that their part of the business anticipates and serves customer needs or makes it possible for someone else in the organization to do so.

- Survey the customers of your customer to learn how they view your customer's products. Read advertising and recruiting messages from your customer. What image are they trying to portray? What is the message to their customers and their potential employees? What is their culture? What do they value?

Create a Customer-First Strategy

Use your understanding of the customer to anticipate their needs and to design or improve offerings beyond their expectations. As you do, consider the following suggestions:

- Focus on what you do best. Customers expect quality. Focus your efforts on those things that you can do well. Try to resist the urge to develop products and offer services that customers may need, but that are not within your core expertise.

- Consider partnerships. Increasingly, customers want one-stop providers. Instead of attempting to offer all types of products and services, seek out strategic partnerships with other groups - either inside or outside your organization. These partnerships should be with groups who add value to the customer, complement what you offer and are committed to customer-first

values.

- Do not over-engineer your offering. Sometimes the best offerings are the simplest. Listen closely to what your customer wants and what features they consider the most important. If they are price-sensitive, they may not want to pay for extra features. If they are time-sensitive, they may not be able to wait while you finish the latest feature. Improve your offerings incrementally if necessary.

- Know your competition. How will you distinguish your product or service? How can your offering add greater value for the customer?

- Go beyond your product or service. What other aspects of your business affect the customer? Billing? Customer relations? Warehouse and delivery? The customer considers all of these things and more in evaluating your offering. Manage them all to meet or exceed customer expectations.

Support a Customer-First Culture

Make a customer-first attitude part of your organizational culture. The implicit values, attitudes and assumptions of the people in your organization, even the ones who have little contact with the customer, can promote or detract from customer initiatives. You want a culture in which everyone asks him- or herself how he or she can help serve the customer need, can improve the offering to better suit the customer, etc.

To build and maintain a customer-centered culture you should clearly align employee performance expectations with the resulting impact on the customer.

- Do your people know what the customer wants and needs? Regularly discuss the customer, customer needs and customer behaviors with your group. Challenge them to actively learn about the customer and their needs.

- Are their performance evaluations influenced by customer-related issues? Are people rewarded for customer-oriented behaviors? Try to link performance reviews, compensation, recognition, etc. to outcomes important to the customer.

Continually Evaluate the Success of Your Strategy

How do you know if your strategy is having an impact on customer retention and loyalty? The following are ways that you can evaluate your progress:

- Implement a feedback gathering process to track your progress. Gather information from customer focus groups, customer surveys, and direct feedback from salespeople or other customer contact positions.

- Carefully track your customer retention statistics. What are the trends? What type of customers are you retaining? What types of customers are you losing? (Large vs. small companies, industry type, type of product or service they buy, long-term vs. short-term customer?)

- Use information systems and technology to your advantage. What data or information can you gather from your current accounting system, order-tracking system, etc. that will help you in evaluating your success? Meet with your IT group to learn more about what type of data is being gathered. Are there other sources of information?

Books

The Customer Rules: The 39 Essential Rules for Delivering Sensational Service Lee Cockerell , 2013. Overview
Customer Relationship Management: Concept, Strategy, and Tools V. Kumar, Werner Reinartz , 2012. Overview
Customer Relationship Management: Concepts and Technologies Francis Buttle, Stan Maklan , 2015. Overview
Delivering Happiness: A Path to Profits, Passion, and Purpose Tony Hsieh , 2013. Overview
Essentials of CRM: A Guide to Customer Relationship Management Bryan Bergeron , 2013. Overview
Integrity Service: Treat Your Customers Right-Watch Your Business Grow Ron Willingham , 2013. Overview
Managing Customer Relationships: A Strategic Framework Don Peppers, Martha Rogers , 2011. Overview

The Customer Rules: The 39 Essential Rules for Delivering Sensational Service Lee Cockerell , 2013. Overview
The Customer Service Revolution: Overthrow Conventional Business, Inspire Employees, and Change the World John R. Dijulius III , 2015. Overview
The Innovator's Toolkit: 50+ Techniques for Predictable and Sustainable Organic Growth David Silverstein, Philip Samuel, Neil DeCarlo , 2012. Overview
The Zappos Experience: 5 Principles to Inspire, Engage, and WOW Joseph Michelli , 2011. Overview

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Multimedia

Process Completeness: Strategies for Aligning Service Systems with Customers' Service Needs Harvard Business School Publishing eLearning , 2009. Overview
Silo Busting: How to Execute on the Promise of Customer Focus Harvard Business Online , 2007. Overview
Stop Trying to Delight Your Customers Harvard Business School Publishing eLearning , 2010. Overview
How to Deliver Grand Slam Customer Service National Seminars Group , 2013. Overview
Focus on Your Customer: Profit Growth Strategies Audible.com , 2016. Overview
Customer Rage: Triggers, Tipping Points, and Take-Outs Harvard Business School Publishing eLearning , 2009. Overview
Customer Service Magic: Build Your Business, Focus On Company Culture And Build a Multi Million Dollar Empire That Keeps People Coming Back For More Unknown , 2014. Overview
Focus on Your Customer: Profit Growth Strategies Audible.com , 2016. Overview
Are You Ignoring Trends That Could Shake Up Your Business? Harvard Business School Publishing eLearning , 2010. Overview
Creating Winning Social Media Strategies Kantola Productions Overview

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On-line Learning

Customer Focus Bundle Coursepark Overview
Customer Service Fundamentals Clemson University Overview
Customer Service Fundamentals: Building Rapport in Customer Relationships Coursepark Overview
Customer Service That WOWS! National Seminars Group Overview
Voice of the Customer American Society for Quality (ASQ) Overview
Global Customer Relationship Management Essentials Thunderbird Overview
Developing a Customer-focused Sales Approach Coursepark Overview
Managing the Customer Satisfaction Process American Management Association Overview
Marketing Simulation: Managing Segments and Customers Harvard Business Online Overview
Keeping Customers for Life American Management Association Overview

Overview

In today's work environment, it is a given that we all must take personal responsibility for maintaining and improving our abilities and potential - so that we are prepared to maintain our current value in the workplace and improve our value over time.

Most organizations define what they need from people in terms of competency - the competencies required for a person to be effective in a current position or to be developed to be effective in a future position.

Your Assess 360 Feedback Report will help you to understand how effectively you display each of the competencies important to your role. For those areas you wish to improve, developmental suggestions are provided to help you grow.

Ultimately, for most of us, our success in current and future jobs is mostly dependent on the level of effort, self-discipline and self-development we apply.

Process

The career development process includes three stages:

- Awareness
- Goal Setting
- Action Planning

This part of the report will guide you through each of these stages. In the exercises that follow, you will take stock of your strengths and your weaknesses (self-awareness), select the most important areas on which to focus (goal setting) and write an action plan for your development.

As you work on your plan, think of self-development as a continuing cycle. You will not be finished when you complete your plan or even when you have completed all of the action steps in your plan.

To stay abreast or ahead of the workplace of the future, you will need to reassess yourself and your goals at regular intervals. Adjust or add to your development plans as you go forward. Remember that development is a continuing process to be worked throughout your career.

Additional Resources

Additional development resources are available through the ASSESS Career Development website at www.bigby.com/systems/assessv2/resources/employee. In this website you will find sample action plans, goal setting & action planning worksheets, and more.

Self Awareness

Capitalizing On Strengths

Start first by recognizing your strengths and thinking about how you can use them or build upon them to be effective in your job. Your Assess360 results can help you to highlight these areas.

Review your report for potential strengths. Think about your current job and the competencies that are important to success in your role. List on a sheet of paper those competencies that enable you to do your job well and could help you to be successful in the future.

Next to each competency, list how this strength could help you to contribute more in your current or future role. Try to list at least three ways this strength helps you.

Finally, identify at least one specific way you will apply this strength in the next six months. *For example:*

Strength: I plan and organize well.

Contribution:

- Helps me to effectively manage projects (mine and others)
- I am better able than most people to manage multiple tasks
- I usually have the resources I need available when I need them

In the next 6 months: I will take the lead for our team to develop a project plan for the development and production of a new product.

Recognizing Areas for Improvement

The second part of self-awareness is recognizing your weaknesses. Remember that all of us have weaknesses as well as strengths; the key is to recognize them so that you can improve.

Again, review your Assess 360 feedback and, especially, your development suggestions to identify areas for improvement. Think about your current role and the competencies important for success. List on a sheet of paper those competencies that might hinder your job performance. Consider the feedback from your overall group as well as that from specific groups (boss, peers, direct reports, etc.)

Next to each area for improvement, list how it might limit your effectiveness now and how it might limit your potential in the future. *For example:*

Area for Improvement: Decisive Judgment

Limitations:

- I miss opportunities because I take too long to decide
- Others hesitate to involve me because I may delay their decisions
- For some decisions, I seek more information than I need and waste time (mine and others')

Goal Setting

Once you have identified your strengths and your potential weaknesses, you are ready to set goals for your development. These goals might help you to capitalize on a strength or compensate for a weakness.

Example goals to capitalize on strengths might be:

- Better utilize my problem solving skills to help our team solve complex problems
- Better utilize my planning skills to coordinate projects for my group

Example goals for improving a potential weakness might be:

- Be willing to make decisions quicker, with less information
- Develop more tact in working with others outside my team so that we can help each other
- Become more supportive of change efforts

After you have reviewed your feedback and your development suggestions, and after you have highlighted your most important strengths to accentuate and your most important weaknesses to develop, write a list of development goals.

Once you have written this list, set your development priorities. That is, if your time and resources were limited (which they are), which of these would you work on first, second, third, etc?

Select your high priority goals (we usually recommend that you select between two and four goals) and begin building your Development Action Plans.

Building Your Development Action Plans

Much like the other projects you undertake at work, your development plans should be clearly outlined and well executed. For each of your goals, you should construct an Action Plan.

The key elements in an Action Plan are:

1. *Your Goal* - This is the competency (or behavior) you have identified either as an area to accentuate (an existing strength that you want to utilize more) or as a development area (something that could hinder your performance if not improved).

2. *Desired Outcomes* - As a result of working this plan, what new outcomes will be achieved? Try to tie these directly to your current job or to a desired future job. List at least three observable differences.

3. *Action Steps* - These are on-the-job activities that you will do, training and education opportunities you will complete, books you will read, role models you will enlist, or volunteer activities you will engage in. Ensure that your actions steps are detailed and specific, and will have a direct affect on the outcome of your goal. (If this is an area for development, the Development Suggestions included in your report should help you with the content of your action steps.)

4. *Target Dates* - The dates you will begin each action step and the dates you expect to complete them. Ensure that these dates are aggressive, but attainable and realistic.

5. *Progress Indicators* - Observable changes that will tell you that you are making progress toward your goal as a result of completing the action step.

6. *Barriers* - Anticipate what things may hinder your ability to complete the action step and develop a strategy to overcome them. Barriers might include time, resources, money, support from others, etc.

(Blank Action Plan Worksheets and examples of completed action plans may be printed separately from this report by going to www.bigby.com/systems/assessv2/resources/employee.)

Implementation

The best advice we can give you in implementing your development plan is to BEGIN 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 to obtain books or audiotapes.
- 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.
- Continual 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.

Decisive Judgment

I = All   ✱ = Self   ☉ = Boss   □ = Peer   ▽ = DirRpt   ╱ = Other

1 = Strongly Disagree   **2** = Disagree   **3** = Neutral   **4** = Agree   **5** = Strongly Agree

Averages	I	✱	☉	□	▽	╱
Behavior 1 : Takes personal responsibility for making decisions	4	4	4	4	4	4
Behavior 2 : Wisely considers alternatives and possible consequences	3	3	3	3	3	3
Behavior 3 : Makes good decisions	4.58	4	4	5	4.33	5
Behavior 4 : Decides in a timely manner	3	3	3	3	3	3
Behavior 5 : Decides with conviction and does not second guess the decision without very good new information	1.83	2	1.33	2	2	2
Behavior 6 : Confidently takes action based on his/her decisions	3	3	3	3	3	3

Responses

Responses	Self 1	2	3	4	5	Boss 1	2	3	4	5	Peer 1	2	3	4	5	DirRpt 1	2	3	4	5	Other 1	2	3	4	5	All 1	2	3	4	5
Behavior 1				1					3					3					3					3					13	
Behavior 2			1					3					3					3					3					13		
Behavior 3				1					3						3				2	1				3					6	7
Behavior 4			1					3					3					3					3					13		
Behavior 5		1				2	1					3					3					3				2	11			
Behavior 6			1					3					3					3					3					13		

Driving For Results

❙ = All ✳ = Self ⊙ = Boss ☐ = Peer ▽ = DirRpt ▨ = Other

1 = Strongly Disagree **2** = Disagree **3** = Neutral **4** = Agree **5** = Strongly Agree

Averages	1 2 3 4 5	❙	✳	⊙	☐	▽	▨
Behavior 1 : Challenges self and the organization to set high expectations		2.67	3	2.67	2.67	2.33	3
Behavior 2 : Sets or helps to set appropriate goals and objectives		2.67	3	2.67	2.67	2.33	3
Behavior 3 : Exerts the personal effort and hard work to achieve results		2.67	3	2.67	2.67	2.33	3
Behavior 4 : Does not give up easily, persists		2.67	3	2.67	2.67	2.33	3
Behavior 5 : Overcomes obstacles to achieve results		2.67	3	2.67	2.67	2.33	3
Behavior 6 : Achieves results		2.67	3	2.67	2.67	2.33	3

Responses	Self ✳ 1 2 3 4 5	Boss ⊙ 1 2 3 4 5	Peer ☐ 1 2 3 4 5	DirRpt ▽ 1 2 3 4 5	Other ▨ 1 2 3 4 5	All ❙ 1 2 3 4 5
Behavior 1	1	1 2	1 2	1 2	1 1 1	1 3 8 1
Behavior 2	1	1 2	1 2	1 2	1 1 1	1 3 8 1
Behavior 3	1	1 2	1 2	1 2	1 1 1	1 3 8 1
Behavior 4	1	1 2	1 2	1 2	1 1 1	1 3 8 1
Behavior 5	1	1 2	1 2	1 2	1 1 1	1 3 8 1
Behavior 6	1	1 2	1 2	1 2	1 1 1	1 3 8 1

Customer Focus

▌ = All ✳ = Self ⊙ = Boss ☐ = Peer ▽ = DirRpt ▨ = Other

1 = Strongly Disagree **2** = Disagree **3** = Neutral **4** = Agree **5** = Strongly Agree

Averages	1 2 3 4 5	▌	✳	⊙	☐	▽	▨
Behavior 1 : Actively gathers information about customers' businesses and works to understand their business perspectives		2.75	4	4	2	2	3
Behavior 2 : Listens to and values customers' needs, suggestions and feedback		2.75	4	4	2	2	3
Behavior 3 : Anticipates customers' needs		3.75	3	3	5	5	2
Behavior 4 : Within his/her areas of control, will develop or customize products and services to better meet the needs of the customer		2.75	4	4	2	2	3
Behavior 5 : Actively champions the fulfillment of customers' needs within his/her group and the organization as a whole		2.75	4	4	2	2	3

Responses	Self ✳					Boss ⊙					Peer ☐					DirRpt ▽					Other ▨					All ▌				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Behavior 1				1					3			3						3					3				6	3	4	
Behavior 2				1					3			3						3					3				6	3	4	
Behavior 3			1					3							3					3			3					3	4		6
Behavior 4				1					3			3						3					3				6	3	4	
Behavior 5				1					3			3						3					3				6	3	4	

Resilience

▌ = All   ✳ = Self   ⊙ = Boss   □ = Peer   ▽ = DirRpt   ⁄⁄ = Other

1 = Strongly Disagree   **2** = Disagree   **3** = Neutral   **4** = Agree   **5** = Strongly Agree

Averages	1 2 3 4 5	▌	✳	⊙	□	▽	⁄⁄
Behavior 1 : Is consistently positive in his/her attitudes about work		2.75	2	2.67	2.67	2.67	3
Behavior 2 : Consistently behaves in a professional manner, regardless of circumstances		2.92	4	3	3	2.67	3
Behavior 3 : Maintains a positive attitude despite stress and frustration		3	3	3	3	2.67	3.33
Behavior 4 : Recovers quickly from disappointment, customer rejection, unfulfilled expectations and other setbacks		3.42	2	3.67	3	4	3

Responses	Self ✳					Boss ⊙					Peer □					DirRpt ▽					Other ⁄⁄					All ▌				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Behavior 1		1					1	2				1	2				1	2				1	1	1			5	7	1	
Behavior 2				1			1	1	1			1	1	1			2		1			1	1	1			5	3	5	
Behavior 3			1				1	1	1			1	1	1		1		1	1				2	1		1	2	6	4	
Behavior 4		1						1	2			1	1	1				1	1	1		1	1	1			3	4	5	1

Persuading To Buy

▌ = All ✳ = Self ⊙ = Boss □ = Peer ▽ = DirRpt ⁄⁄ = Other

1 = Strongly Disagree **2** = Disagree **3** = Neutral **4** = Agree **5** = Strongly Agree

Averages	All ▌	Self ✳	Boss ⊙	Peer □	DirRpt ▽	Other ⁄⁄
Behavior 1 : Has the courage or strength of purpose to sell	4.5	5	4.33	4.67	5	4
Behavior 2 : Is highly knowledgeable about the product or service that is being promoted	4.83	5	5	4.67	4.67	5
Behavior 3 : Attempts to understand his/her audience and adapt his/her message to fit them	4.5	5	4.67	4.33	4.67	4.33
Behavior 4 : Uses direct persuasion in sales discussions or presentations	4.25	5	4	4.33	4	4.67
Behavior 5 : Anticipates and confidently addresses objections or concerns	4.5	5	4.67	4.67	4.33	4.33
Behavior 6 : Is persistent and assertive without being excessively pushy	3.42	4	3.33	3.33	4	3
Behavior 7 : Effectively persuades others to buy	3	4	2.67	3	3.33	3

Responses	Self ✳					Boss ⊙					Peer □					DirRpt ▽					Other ⁄⁄					All ▌				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Behavior 1				1					2	1				1	2					3					3				6	7
Behavior 2					1					3				1	2				1	2					3				2	11
Behavior 3					1				1	2				2	1				1	2				2	1				6	7
Behavior 4					1					3				2	1					3				1	2				9	4
Behavior 5					1				1	2				1	2				2	1				2	1				6	7
Behavior 6			1					2	1				2	1					3				3					7	6	
Behavior 7			1				1	2				1	1	1				2	1				3				2	8	3	

Managing Others

❙ = All   ✳ = Self   ⊙ = Boss   ☐ = Peer   ▽ = DirRpt   ▨ = Other

1 = Strongly Disagree   **2** = Disagree   **3** = Neutral   **4** = Agree   **5** = Strongly Agree

Averages	(chart 1–5)	All ❙	Self ✳	Boss ⊙	Peer ☐	DirRpt ▽	Other ▨
Behavior 1 : Has a desire to lead or direct others and exerts the effort to do so		3.25	2	2	4	4	3
Behavior 2 : Inspires others to perform by setting a good example of hard work and a willingness to extend him/herself to meet objectives		3.25	4	4	3	3	3
Behavior 3 : Knows the strengths and weaknesses of each of the members of his/her group		3.25	4	4	3	3	3
Behavior 4 : Sensibly delegates and assigns tasks to others according to their capacities		2.75	3	3	2	2	4
Behavior 5 : Is fair and objective and does not play favorites		2.75	3	3	2	2	4
Behavior 6 : Educates, trains and otherwise prepares his/her people to be effective in their jobs		3.25	2	2	4	4	3
Behavior 7 : Holds others accountable for results and responsibly counsels, reprimands or takes other necessary action when others do not perform at the level of their capability		2	2	2	1	1	4
Behavior 8 : Assumes personal responsibility for the success or failure of his/her group, collectively and individually		2.75	3	3	3	3	2

Responses

Responses	Self 1	Self 2	Self 3	Self 4	Self 5	Boss 1	Boss 2	Boss 3	Boss 4	Boss 5	Peer 1	Peer 2	Peer 3	Peer 4	Peer 5	DirRpt 1	DirRpt 2	DirRpt 3	DirRpt 4	DirRpt 5	Other 1	Other 2	Other 3	Other 4	Other 5	All 1	All 2	All 3	All 4	All 5
Behavior 1		1					3							3					3				3				4	3	6	
Behavior 2				1					3				3					3					3					9	4	
Behavior 3				1					3				3					3					3					9	4	
Behavior 4			1					3				3					3							3			6	4	3	
Behavior 5			1					3				3					3							3			6	4	3	
Behavior 6		1					3							3					3				3				4	3	6	
Behavior 7		1					3				3					3								3		6	4		3	
Behavior 8			1					3					3					3				3					3	10		

Motivating Others

❙ = All   ✳ = Self   ⊙ = Boss   □ = Peer   ▽ = DirRpt   ▨ = Other

1 = Strongly Disagree   **2** = Disagree   **3** = Neutral   **4** = Agree   **5** = Strongly Agree

Averages	1 2 3 4 5	❙	✳	⊙	□	▽	▨
Behavior 1 : Displays a personal passion and self-motivation to perform at a high level		3	3	3	3.33	2.67	3
Behavior 2 : Places a high value on creating and maintaining high levels of passion and enthusiasm in others		3	3	2.67	3.33	3	3
Behavior 3 : Adapts his/her motivational style to fit different people		3.08	4	3.33	2.67	3.67	2.67
Behavior 4 : Generates enthusiasm and passion in most or all of the people with whom he/she works		3.08	3	3.33	3.33	3	2.67

Responses	Self ✳					Boss ⊙					Peer □					DirRpt ▽					Other ▨					All ❙				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Behavior 1			1				1	1	1			1		2			1	2				1	1	1			4	5	4	
Behavior 2			1				1	2				1	1		1			3				1	1	1			3	8	1	1
Behavior 3				1				2	1			1	2					1	2			1	2				2	7	4	
Behavior 4			1					2	1				2	1				3			1		1	1		1		9	3	

Negotiation

▌ = All ✳ = Self ⊙ = Boss □ = Peer ▽ = DirRpt ⁄⁄ = Other

1 = Strongly Disagree   **2** = Disagree   **3** = Neutral   **4** = Agree   **5** = Strongly Agree

Averages	1 2 3 4 5	All ▌	Self ✳	Boss ⊙	Peer □	DirRpt ▽	Other ⁄⁄
Behavior 1 : Tries to understand the issues from the other party's perspective	▽▌□✳	2.67	3	2.67	2.67	2.33	3
Behavior 2 : Influences the other party to see the issues from his/her perspective	▽▌□✳	2.67	3	2.67	2.67	2.33	3
Behavior 3 : Tries to establish a discussion framework that recognizes that both parties must prosper	▽▌□✳	2.67	3	2.67	2.67	2.33	3
Behavior 4 : Does not concede so much that his/her organization cannot profit from the agreement	⊙▽□✳	4.25	5	4	4.67	4.33	4
Behavior 5 : Does not exact concessions from the other party that are so high that the other party cannot profit from the agreement	⊙▌□ ▽	3.33	4	3	3.33	4	3
Behavior 6 : Reaches agreements that are mutually beneficial	▽▌⁄⁄□✳	3.25	4	3	3.67	3	3.33

Responses	Self ✳					Boss ⊙					Peer □					DirRpt ▽					Other ⁄⁄					All ▌				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Behavior 1			1				1	2				1	2			1		2				1	1	1		1	3	8	1	
Behavior 2			1				1	2				1	2			1		2				1	1	1		1	3	8	1	
Behavior 3			1				1	2				1	2			1		2				1	1	1		1	3	8	1	
Behavior 4					1				3					1	2				2	1			1	1	1			1	7	5
Behavior 5				1				3					2	1				1	1	1			3					9	3	1
Behavior 6				1			1	1	1				1	2				3					2	1			1	7	5	

Presentation Skills

| = All   ✳ = Self   ⊙ = Boss   ☐ = Peer   ▽ = DirRpt   ▨ = Other

1 = Strongly Disagree   **2** = Disagree   **3** = Neutral   **4** = Agree   **5** = Strongly Agree

Averages	1 2 3 4 5	All	✳ Self	⊙ Boss	☐ Peer	▽ DirRpt	▨ Other
Behavior 1 : Is able to organize and articulate his/her thoughts and ideas clearly		4	4	4	4	4	4
Behavior 2 : Uses visual presentation tools to deliver information in a straight-forward and logical way		4.17	5	4.33	4	4.33	4
Behavior 3 : Is well prepared before he/she presents		4.58	5	4.33	5	4.33	4.67
Behavior 4 : Presents a mix of broad issues and detail appropriate for the audience		4.5	5	4.67	4.67	4.67	4
Behavior 5 : Delivers smoothly		3.83	4	3.33	4.33	3.33	4.33
Behavior 6 : Engages the audience		3.33	4	3	3.67	3.67	3

Responses	Self ✳					Boss ⊙					Peer ☐					DirRpt ▽					Other ▨					All				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Behavior 1				1					3					3					3					3					13	
Behavior 2					1				2	1				3					2	1				3					10	3
Behavior 3					1				2	1					3				2	1				1	2				5	8
Behavior 4					1				1	2				1	2				1	2				3					6	7
Behavior 5				1				2	1				2	1				2	1				1		2			5	5	3
Behavior 6				1				3					2	1					1	2			3					9	3	1