



Business DNA[®] Sales Engagement 360° Profile

Selling Style Performance Report for Chris Coddington

Providing in-depth feedback to assist in the development of your sales performance and the building of enhanced customer relationships.

Date of Completion: 1-August-2009

Business DNA[®] Sales Engagement 360° Profile

Chris Coddington

01-August-2009

Introduction

Chris, the primary objective of this report is to create a heightened self-awareness of the strengths and struggles of your sales approach. This report uses results gathered from your Business DNA Natural Talents Profile and results gathered from you, your client's and peer's completion of the Business DNA Sales Engagement 360 Profile. This report is designed for you to ultimately improve your business effectiveness, become a better salesperson, and to develop and grow your relationship with your clients and peers in a more positive manner. In particular, the focus of the report is to help you more productively apply your strengths and also manage your struggles so they do not become weaknesses and reduce your effectiveness.

Report Format

- **Section 1: Natural Behavior Selling Style- Summary of your Selling Behaviors based on your Business DNA Natural Talents Profile.**
- **Sections 2-8: Feedback on how others perceive your Sales approach in the areas of Communication Bridge, Results Driver, Relationship Connector, Sales EQ, Trust Builder, Sales Values, and Sales Competence.**
- **Section 9: Analysis of your Sales Engagement 360° feedback.**
- **Section 10: Summary of written comments provided by your raters.**

Raters

5 raters participated in the BusinessDNA Sales Engagement 360 for you. All of the raters responded anonymously and the results in this report will be kept confidential.

Scoring:

- Your scores in Sections 2 to 8 are based on the following scales:
1= Strongly Disagree 2= Disagree 3= Slightly Disagree 4= Neither agree nor disagree
5= Slightly agree 6= Agree 7= Strongly Agree
- Your Overall Average Score is an average of how all raters have assessed you for the particular item.

Methodology to Interpreting This Report and Developing Your Selling Style Performance Plan

- The starting point of this report in Section 1 is to identify your Natural Selling Behaviors. Natural Selling Behaviors reflect the core of who you are and therefore the foundation of your strengths and struggles for being a Salesperson. The key to your future Selling success will be how you consistently use your strengths and manage your struggles. This will always be a "balancing act". Nevertheless, to grow as a sales person there will be areas of modification required in the appropriate circumstances.
- **Sections 2 to 8 show how you perceive yourself and how others experience your actual performance in 75 Sales style attributes across 7 key areas fundamental to providing your services. These experiences of your Selling style may differ to your natural behavior for many reasons. The reasons can include circumstances, education, beliefs and your overall confidence in yourself.**
- The next key area that the report identifies is your "Self Perception Opportunities" for each Selling style attribute in Sections 2 to 8. The Self Perception Opportunity is the difference between how you perceive your Sales approach and how others perceive it. A positive perception opportunity indicates that you perceive your Sales approach to be better than how others have rated you. A negative perception opportunity indicates you perceive your Selling style to be worse than how others have rated you. In both cases, where the perception opportunity is 2 or more then this would be an area to focus on in your Selling Style Development Plan. These scores are highlighted in red.
- In addition, the report identifies your "Strengths Development Opportunity" for each Sales attribute in Sections 2 to 8. The Strengths Development Opportunity is the difference between how others experience your Sales approach and the maximum score of 7. Where the opportunity is 2 or more this would be a strengths development area that needs to be addressed in your Selling Style Performance Plan.
- In Section 9, we provide in summary format a Selling Style Performance Plan based on your Sales Engagement 360 profile feedback. This will help assimilate the key areas that need to be considered in your selling style development.
- You will also find the written comments in Section 10 very helpful in identifying your rater's thoughts in assessing your Sales approach.
- A key to becoming a successful salesperson is accepting constructive feedback. This is the goal of the report. There will be some areas that you may be surprised by or even hurt by. This is natural. Please remember there are no perfect salespeople and growth is a constant journey.

Section 1: Natural Behavior Selling Style- Strategist profile

We have prepared this Sales Engagment 360° Report starting with your Core Work Life Profile based on the Natural Talents Profile. Your Core Work Life Profile is "Strategist", which is one of our ten unique profiles. This information will most closely describe your natural behavioral style for being a Salesperson. However, it may not reflect how your Selling style has been changed or influenced from time to time by circumstances, learning or values.

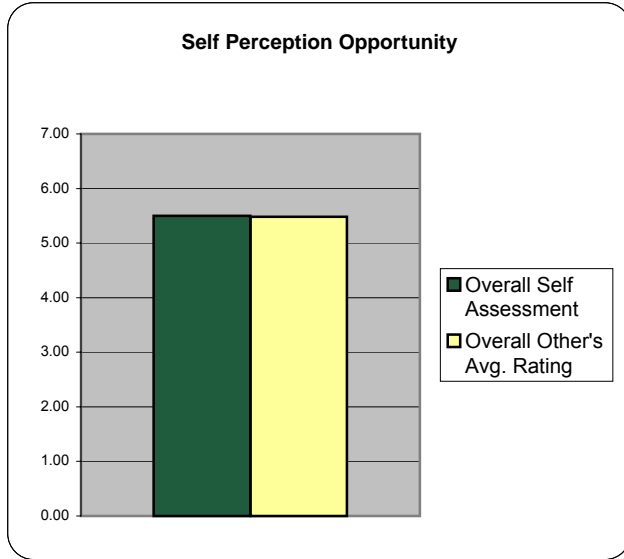
Strategists are highly charged, creative leaders with their feet firmly set on the ground and well able to realize visions. They excel by blending their strong drive to reach goals with a desire for precision, accuracy, and quality. As a result, they are equipped to be strategic leaders in situations where achieving results in a challenging environment is a priority.

Natural Behavioral Style per your Natural Talents Profile			
Factor 1 - Commanding			
1.	Take Charge	63	
	Authoritative		60
	Self-reliant		65
	Frank		52
Factor 2 - People			
2.	Outgoing	45	
	Expressive		45
	Sociable		39
	Communicative		52
Factor 3 - Patience			
3.	Patient	26	
	Empathetic		28
	Encouraging		27
	Accepting		33
Factor 4 - Structured			
4.	Planned	53	
	Accurate		51
	Scheduled		51
	Persistent		58
Factor 5 - Trust			
5.	Trust	39	
	Delegator		37
	Open		45
	Approachable		26
	Relaxed		47
Factor 6 - Pioneering			
6.	Pioneering	63	
	Initiator		60
	Competitive		70
	Determined		58
Factor 7 - Risk			
7.	Risk	74	
	Bold		73
	Risk Tolerant		74
Factor 8 - Creativity			
8.	Creativity	53	
	Original		52
	Enterprising		53
	Left/Right Brain		50

Based on the combination of the behavioral factors, your natural talents for being a salesperson are set out in the table below.		
Sales Behavior Insights		
1	Desire to Lead:	HIGH
2	Relationships:	LOW
3	Results:	HIGH
4	Setting Goals:	HIGH
5	Pursuing Goals	HIGH
6	New Solution Driven:	HIGH
7	Detailed:	MEDIUM
8	Direct Communication:	HIGH
9	Difficult Conversations:	HIGH
10	New Account Sales:	HIGH
11	Quick Decision-Making:	HIGH
12	Need for Control:	HIGH

Section 2: Communication Bridge

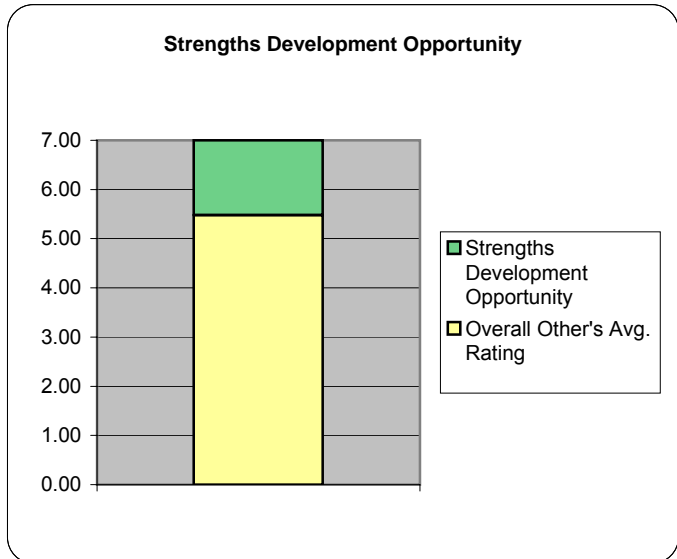
Being a successful Sales person requires continuous clear communication to manage your customer's expectations and keep them on track. Foundational to a salesperson's ability to build trust with customers and the team, will be communication. Sound relationships cannot be built without effective communication.



Overall Self Assessment 5.5

– Overall Other's Avg. Rating 5.48

Overall Self Perception Opportunity: 0.02



Total Maximum Rating: 7

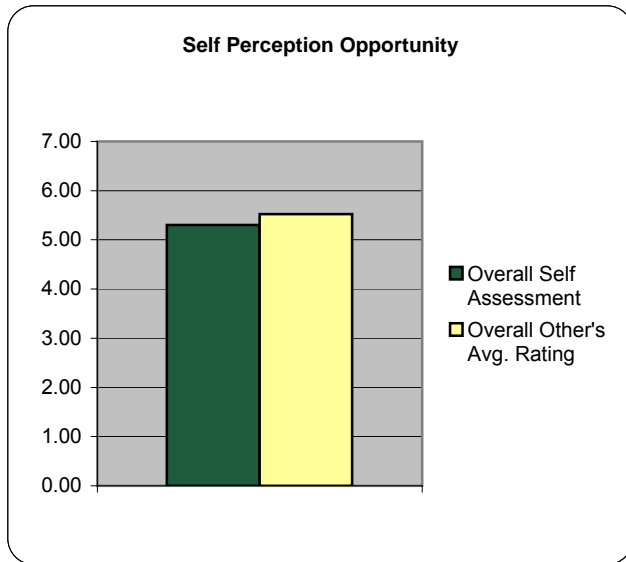
– Overall Other's Avg. Rating 5.48

Overall Strengths Development Opportunity: 1.52

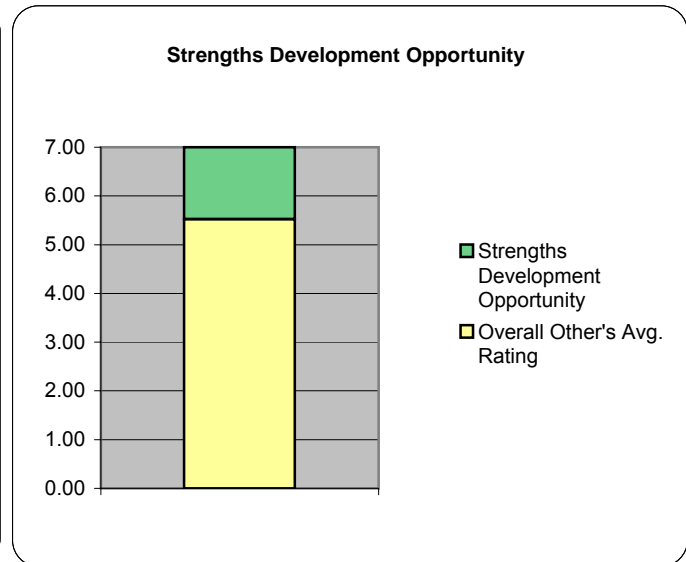
Communication Bridge Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
1. Comfortable speaking directly	6.0	5.60	0.40	1.40
2. Responds diplomatically when needed	5.0	4.80	0.20	2.20
3. Clearly communicates value of services	6.0	6.00	0.00	1.00
4. Provides appropriate level of information	4.0	5.60	-1.60	1.40
5. Adapts communication style for people/situations	5.0	5.60	-0.60	1.40
6. Speaks calmly in difficult conversations	5.0	5.80	-0.80	1.20
7. Communicates genuine concern for others	6.0	5.00	1.00	2.00
8. Does not embellish explanations	6.0	4.80	1.20	2.20
9. Expresses true views in meetings	6.0	5.80	0.20	1.20
10. Manages expectations to avoid surprises for others	6.0	5.80	0.20	1.20

Section 3: Results Driver

Paramount to continuous success in engaging customers requires achieving satisfactory results. Results driven behaviors of a salesperson describe their ability to guide the sales process, implement plans and have an appropriate focus on achieving targets. A true Results Driver will find new leads, set clear goals and follow through on sales opportunities.



Overall Self Assessment 5.3
- Overall Other's Avg. Rating 5.52
Overall Self Perception Opportunity: -0.22

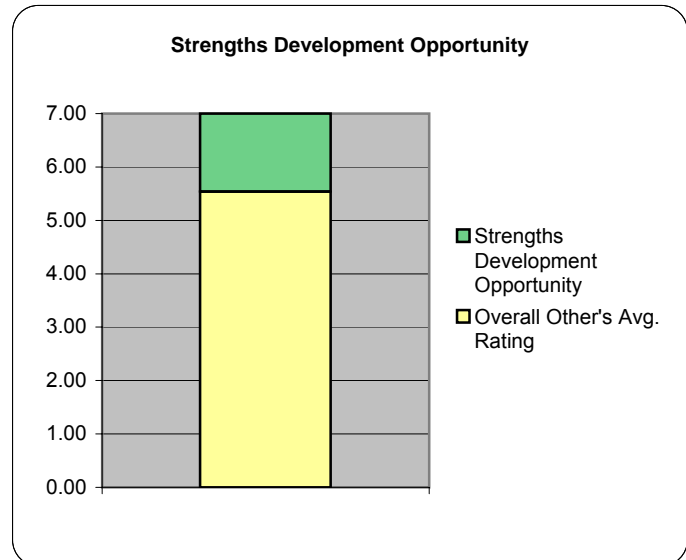


Total Maximum Rating: 7
- Overall Other's Avg. Rating 5.52
Overall Strengths Development Opportunity: 1.48

Results Driver Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
11.Completes needs and wants review on a timely basis	5.0	6.00	-1.00	1.00
12.Monitors accountability to goals	6.0	5.60	0.40	1.40
13.Decisive decision-maker	6.0	5.80	0.20	1.20
14.Timely response to questions	6.0	5.20	0.80	1.80
15.Keeps track of information	5.0	5.60	-0.60	1.40
16.Takes action and is proactive	6.0	5.00	1.00	2.00
17.Appropriate monitoring of product performance	6.0	5.60	0.40	1.40
18.Helps define and set clear goals for customers	3.0	5.40	-2.40	1.60
19.Ability to confront problems	4.0	5.60	-1.60	1.40
20.Arranges regular meetings	6.0	5.40	0.60	1.60

Section 4: Relationship Connector

A dominating factor determining the success of any salesperson is his or her ability to create lasting relationships with customers. A true Relationship Connector builds relationships to get improved results by constantly demonstrating patience, listening skills and empathy for those customers that he or she interacts with. They are focused on investing time and energy in the development of their customers.



Overall Self Assessment 5
- Overall Other's Avg. Rating 5.54
Overall Self Perception Opportunity: -0.54

Total Maximum Rating: 7
- Overall Other's Avg. Rating 5.54
Overall Strengths Development Opportunity: 1.46

Relationship Connector Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
21. Discovers what is important to each person	5.0	5.20	-0.20	1.80
22. Provides regular encouragement and support	4.0	6.00	-2.00	1.00
23. Allows sufficient interaction time	6.0	5.60	0.40	1.40
24. Likeable and friendly	5.0	5.40	-0.40	1.60
25. Treats people with respect	6.0	5.20	0.80	1.80
26. Good listener	4.0	5.40	-1.40	1.60
27. Addresses sensitive issues with empathy and tact	5.0	5.80	-0.80	1.20
28. Responds to questions patiently	5.0	5.80	-0.80	1.20
29. Wants and helps others to succeed	6.0	5.60	0.40	1.40
30. Comfortable in discussing personal and familial issues	4.0	5.40	-1.40	1.60

Section 5: Sales EQ

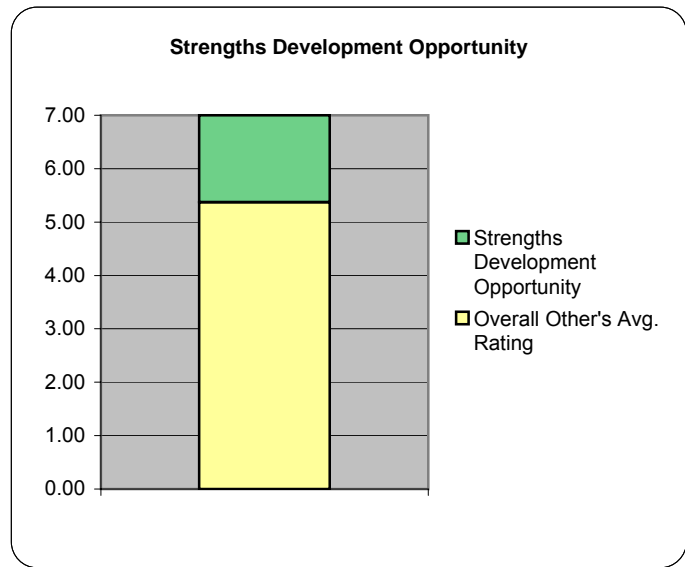
Sales EQ, or “Emotional Intelligence” is the ability of the salesperson to proactively manage his or her own emotions and appropriately respond to the emotions of customers. The role as an emotionally intelligent salesperson is centered on the ability to recognize and balance the impulses and influences of the logical and emotional parts of the brain and transfer that emotional balance to your customers.



Overall Self Assessment 4.87

– Overall Other's Avg. Rating 5.37

Overall Self Perception Opportunity: -0.51



Total Maximum Rating: 7

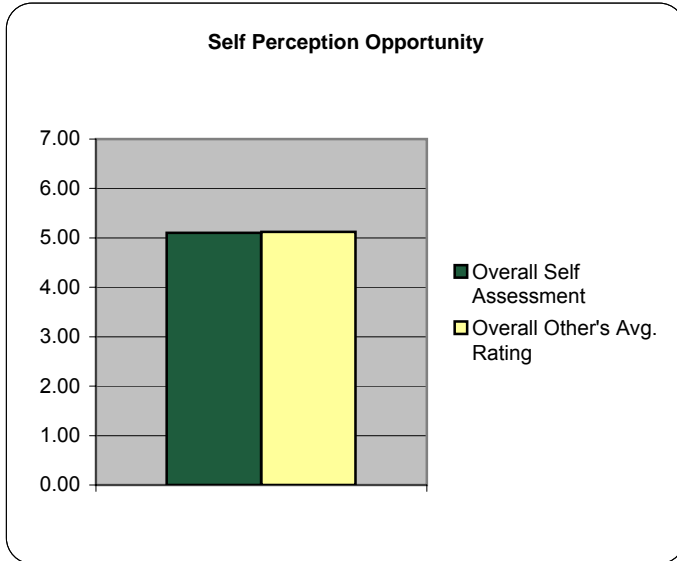
– Overall Other's Avg. Rating 5.37

Overall Strengths Development Opportunity: 1.63

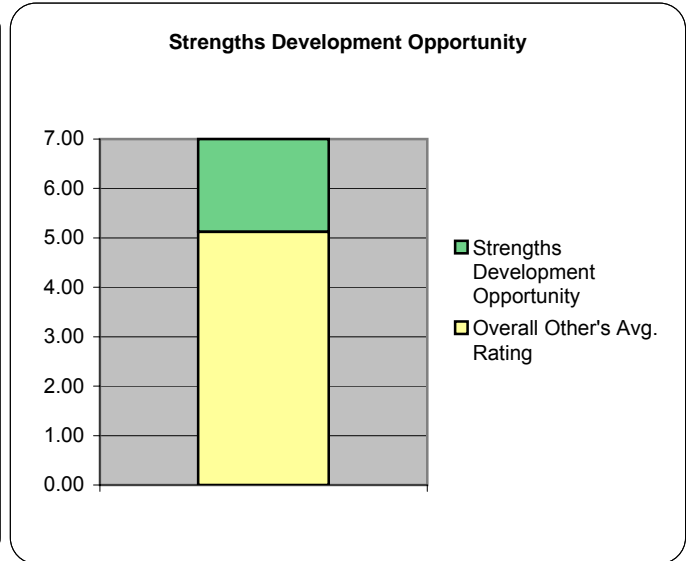
Sales EQ Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
31. Acknowledges how customers feel	6.0	5.00	1.00	2.00
32. Allows others to be open about frustrations without becoming defensive	4.0	5.60	-1.60	1.40
33. Comfortable listening openly to others feedback about his/her performance	4.0	5.20	-1.20	1.80
34. Takes personal responsibility	6.0	5.40	0.60	1.60
35. Comfortable when solutions challenged	5.0	4.60	0.40	2.40
36. Allows prices to be questioned	5.0	5.20	-0.20	1.80
37. Comfortable when solutions challenged	4.0	5.20	-1.20	1.80
38. Allows prices to be questioned	5.0	5.00	0.00	2.00
39. Reacts appropriately to changes in financial conditions	6.0	6.00	0.00	1.00
40. Demonstrates decision-making discipline	5.0	5.60	-0.60	1.40
41. Recognizes and responds appropriately to the emotions of others	4.0	5.80	-1.80	1.20
42. Displays sound judgement	4.0	5.20	-1.20	1.80
43. Avoids trivializing the feelings of customers	6.0	5.20	0.80	1.80
44. Willing to compromise	4.0	5.80	-1.80	1.20
45. Manages ego and self-promotion	5.0	5.80	-0.80	1.20

Section 6: Trust Builder

A salesperson's ultimate currency for obtaining buy-in from his/her customers is trust. In order to gain trust of others, a salesperson must first learn to trust him or herself and then secondly trust others. The ability of a salesperson to trust him or herself will be significant in determining whether there is trust with customers and also inside the team.



Overall Self Assessment 5.1
- Overall Other's Avg. Rating 5.12
Overall Self Perception Opportunity: -0.02

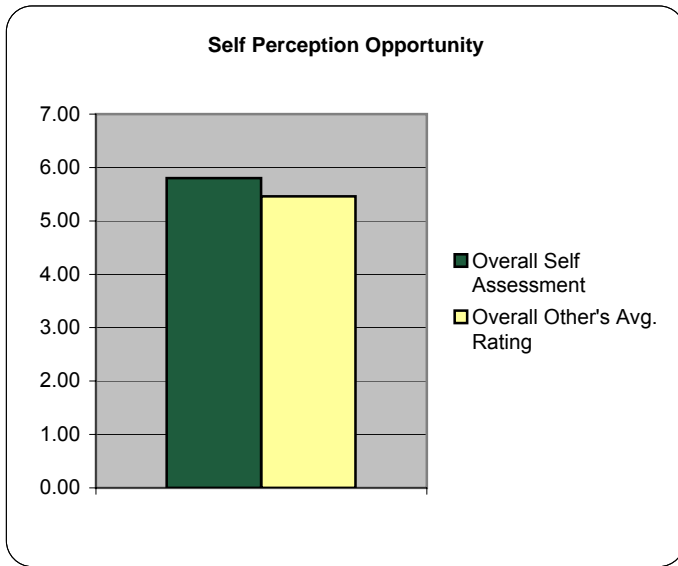


Total Maximum Rating: 7
- Overall Other's Avg. Rating 5.12
Overall Strengths Development Opportunity: 1.88

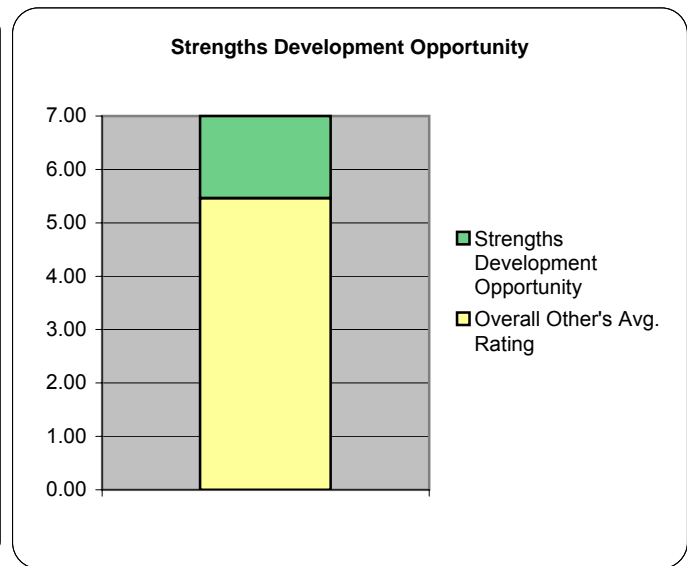
Trust Builder Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
46. Respects confidentiality	6.0	5.40	0.60	1.60
47. Provides positive energy	4.0	5.20	-1.20	1.80
48. Provides relaxed environment	4.0	4.80	-0.80	2.20
49. Reliable and consistent	5.0	4.60	0.40	2.40
50. Approachable	5.0	5.20	-0.20	1.80
51. Vulnerable, acknowledges his/her mistakes	5.0	5.20	-0.20	1.80
52. Shows humility	6.0	4.80	1.20	2.20
53. Keeps his/her promises	4.0	4.80	-0.80	2.20
54. Authentic	6.0	5.60	0.40	1.40
55. Has an inclusive approach	6.0	5.60	0.40	1.40

Section 7: Sales Values

The core of any salesperson's decisions will be his or her values. This will be foundational to success for the salesperson and the business. Without demonstrating strong values, a salesperson will not obtain a sufficient level of commitment from customers to sustain strong relationships.



Overall Self Assessment 5.8
– Overall Other's Avg. Rating 5.46
Overall Self Perception Opportunity: 0.34

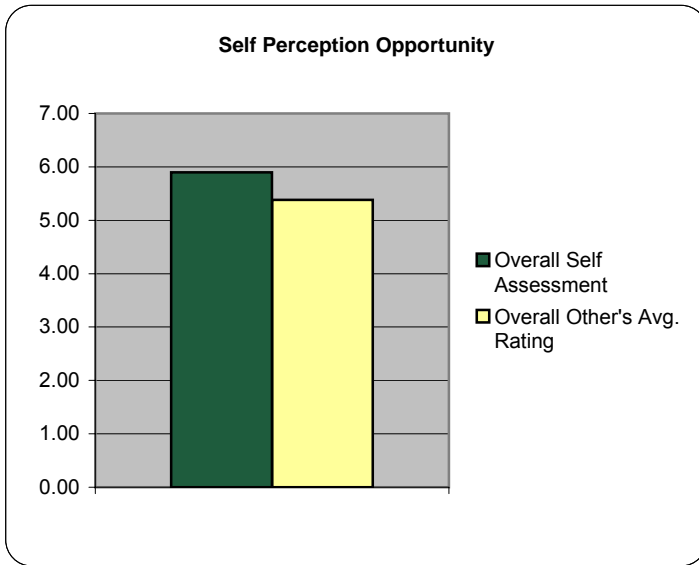


Total Maximum Rating: 7
– Overall Other's Avg. Rating 5.46
Overall Strengths Development Opportunity: 1.54

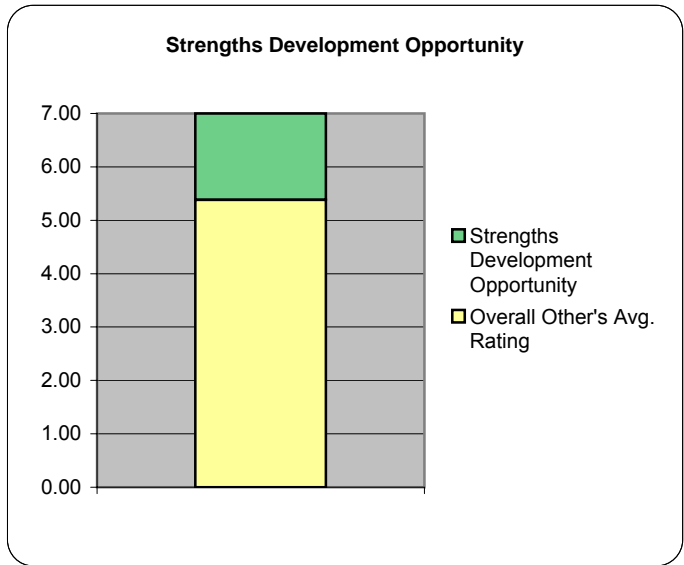
Sales Values Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
56. Supports customer goals first	5.0	5.80	-0.80	1.20
57. Demonstrates courage to do the right thing	6.0	5.20	0.80	1.80
58. Has honesty and integrity	6.0	5.40	0.60	1.60
59. Walk matches talk	6.0	5.40	0.60	1.60
60. Prices charged represent value for money	6.0	5.20	0.80	1.80
61. Manages conflicts of interest	6.0	5.60	0.40	1.40
62. A good role model	6.0	5.60	0.40	1.40
63. Treats customers fairly	6.0	5.20	0.80	1.80
64. Does not oversell products for his/her gain	6.0	5.60	0.40	1.40
65. Transparent with charges and commissions	5.0	5.60	-0.60	1.40

Section 8: Sales Competence

Integral to providing high quality advice is a salesperson's competency. Sales competence refers to the degree to which a salesperson has developed the skills, aptitudes and knowledge levels to provide and implement solutions for the customer. Competency allows a salesperson to process difficult and high impact decisions that need to be made in a timely manner.



Overall Self Assessment 5.9
– Overall Other's Avg. Rating 5.38
Overall Self Perception Opportunity: 0.52



Total Maximum Rating: 7
– Overall Other's Avg. Rating 5.38
Overall Strengths Development Opportunity: 1.62

Sales Competence Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A minus B)	Strengths Development Opportunity (Max score of 7 minus B)
66. Thinks ahead with strategic insights	6.0	5.60	0.40	1.40
67. Makes wise decisions	6.0	5.40	0.60	1.60
68. Implements ideas properly and accurately	6.0	5.20	0.80	1.80
69. Well prepared	6.0	5.00	1.00	2.00
70. Simplifies complex concepts	6.0	5.40	0.60	1.60
71. Solves problems resourcefully	6.0	5.40	0.60	1.60
72. Provides education	6.0	5.60	0.40	1.40
73. Uses analysis in offering solutions	6.0	5.00	1.00	2.00
74. Demonstrates sound product knowledge	6.0	5.40	0.60	1.60
75. Helps you understand the solution offered	5.0	5.80	-0.80	1.20

Section 9: Your Selling Style Performance Plan

Your Selling Style Performance Plan has been developed to highlight specific areas of your Selling style. We recommend that your Selling style development be focused on Parts A and B first. After you have addressed items in parts A and B, additional insights on your Selling style can be found on the following page, parts C and D of your Selling Style Performance Plan.

A. Your Selling Style Strengths:

Your Selling Style Strengths are the 10 items in which you scored highest on out of 75 total items based on the "Other's Avg. Rating". The development focus on these items is to encourage you to maintain your current level of Sales performance in these areas.

	Selling Style Attribute	Category	Self Assessment	Other's Avg. Rating
1	39. Reacts appropriately to changes in financial conditions	Sales EQ	6	6.0
2	11. Completes needs and wants review on a timely basis	Results Driver	5	6.0
3	3. Clearly communicates value of services	Communication Bridge	6	6.0
4	22. Provides regular encouragement and support	Relationship Connector	4	6.0
5	56. Supports customer goals first	Sales Values	5	5.8
6	28. Responds to questions patiently	Relationship Connector	5	5.8
7	27. Addresses sensitive issues with empathy and tact	Relationship Connector	5	5.8
8	6. Speaks calmly in difficult conversations	Communication Bridge	5	5.8
9	45. Manages ego and self-promotion	Sales EQ	5	5.8
10	75. Helps you understand the solution offered	Sales Competence	5	5.8

B. Your Selling Style Development Opportunities:

Your Selling Style Development Opportunities are the 7 Selling Style Categories (scored in sections 2 to 8) ranked using the "Overall Other's Avg. Rating". These Selling Style Categories are ranked based on the amount of time you should allocate towards developing your Sales skills in these areas. A rank of 1 indicates this category will require the most attention in your Selling Style Performance Plan and a score of 7 indicates that this category would need the least amount of time for development. The time you allocate towards the lowest ranking items will promote positive Selling style development.

	Selling Style Category	Self Assessment	Overall Other's Avg. Rating
1	Trust Builder	5.1	5.12
2	Sales EQ	4.87	5.37
3	Sales Competence	5.9	5.38
4	Sales Values	5.8	5.46
5	Communication Bridge	5.5	5.48
6	Results Driver	5.3	5.52
7	Relationship Connector	5	5.54

C. Your Selling Style Self Perception Opportunity:

Your Selling Style Self Perception Opportunity table shows the top 10 items in which you could further develop your Selling style strengths based on "Your Self Perception Opportunity". The Self Perception Opportunity is the difference between how you perceive your Sales approach and how others perceive it. A positive perception opportunity indicates that you perceive your Sales approach to be better than how others have rated you. A negative perception opportunity indicates you perceive your Sales approach to be worse than how others have rated you. In both cases, where the perception opportunity is 2 or more then this would be an area to focus on in your Selling Style Performance Plan. These scores are highlighted in red.

	Selling Style Attribute	Category	Your Self Perception Opportunity
1	18.Helps define and set clear goals for customers	Results Driver	-2.4
2	22. Provides regular encouragement and support	Relationship Connector	-2.0
3	41. Recognizes and responds appropriately to the emotions of others	Sales EQ	-1.8
4	44. Willing to compromise	Sales EQ	-1.8
5	4. Provides appropriate level of information	Communication Bridge	-1.6
6	19.Ability to confront problems	Results Driver	-1.6
7	32. Allows others to be open about frustrations without becoming defensive	Sales EQ	-1.6
8	30. Comfortable in discussing personal and familial issues	Relationship Connector	-1.4
9	26. Good listener	Relationship Connector	-1.4
10	52. Shows humility	Trust Builder	1.2

D. Your Strengths Development Opportunity:

Your Strengths Development Opportunity table shows the top 10 items in which you could further develop your Selling style strengths, based on the "Other's Avg. Rating". The Strengths Development Opportunity is the difference between how others experience your Selling Style and the maximum score of 7. Where the opportunity is 2 or more this would be a strengths development area that needs to be addressed in your Selling Style Performance Plan.

	Selling Style Attribute	Category	Your Strengths Development Opportunity
1	49. Reliable and consistent	Trust Builder	2.4
2	35. Comfortable when solutions challenged	Sales EQ	2.4
3	52. Shows humility	Trust Builder	2.2
4	2. Responds diplomatically when needed	Communication Bridge	2.2
5	53. Keeps his/her promises	Trust Builder	2.2
6	48. Provides relaxed environment	Trust Builder	2.2
7	8. Does not embellish explanations	Communication Bridge	2.2
8	69. Well prepared	Sales Competence	2.0
9	7. Communicates genuine concern for others	Communication Bridge	2.0
10	16.Takes action and is proactive	Results Driver	2.0

Following the assessment of your Selling style using the 75 Selling style attributes, raters were prompted to provide anonymous written feedback on your Selling Style Strengths, Areas for Development and on your Overall Sales Approach. The rater's comments are below.

Comments on your Selling Style Strengths:

Your Comments: Good communicator, Very personable , and Assertive

Other's Comments:

Makes confident decisions	Always prepared	Confident
Determines facts from research	Patient	Self assured
Great analyzer	Initiating, wants to set the agenda	Logically presents facts
Organized and scheduled	Gives reasonable estimates quickly	Encourages feedback
Confident when facing objections	Understands needs and strategic potential	Optimistic

Comments on your Areas of Development:

Your Comments: Remember to keep frequent contact with customers

Other's Comments:

Be readily available to customers

Inform customers of any sudden changes in service

Be willing to compromise on items that customers feel are important

Allow others to be open about frustrations without becoming defensive

Enhance listening skills

Comments on your Overall Sales Approach:

Your Comments: I can work on being more scheduled in keeping contact with customers as well as building the relationship with them.

Other's Comments:

Maintain a more regular schedule to contact customers and inform them on any changes and status of plan.

Remember to make decisions on behalf of your customers and their goals.

Provides facts in a logically organized manner.

Remember that all criticism from customers is constructive, addressing all concerns will only make you a better salesperson.

Chris is a good salesperson, however, by listening more to others he could enhance his skills.

Further Education

We have a number of education and facilitation programs available to enhance your understanding of what the Business DNA profiles mean and how to use them in your business. Please contact us at inquiries@businessdnaresources.com for more information and access to the following programs:

- Executive Coaching
- Personal Development
- Business Succession
- Business Risk Management
- Team Development
- Hiring
- Sales Coaching
- Business Planning