



# Growth Sales Leader Navigator Organizational Summary Report For: Growth Sales Leader Navigator - Sample Group

Finding your way in today's world of work

This report includes ratings from:

Self	14
Manager	14
Direct Report	21
Peer	22
Customer	20
Unclassified	18

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## Overall Summary

Role	Competency	<div style="display: flex; justify-content: space-between;"> <span>■ Current</span> <span>□ Target</span> </div>					Organization Overall		Gap: Current - Target
		Limited Extent		Moderate Extent		Great Extent	Current	Target	
		0	25	50	75	100			
Visionary	Developing Employees						54	72	-18.4
	Coaching & Feedback						55	74	-18.6
	Motivating Employees						56	73	-17.8
	Communicating Vision & Purpose						54	72	-18.0
	Setting Sales Group Objectives						56	75	-18.2
	Understanding the Competitive Environment						53	75	-21.4
	Leveraging Internal Relationships						55	72	-16.7
Tactician	Ensuring Customer Satisfaction						56	73	-16.8
	Managing Sales Performance						57	72	-15.4
	Setting Employee Goals						59	73	-14.0
	Monitoring Sales Activities						57	75	-17.9
	Managing Accounts/Territories						57	74	-17.3
	Hiring & Staffing						55	76	-20.7
	Managing Budgets & Expenses						58	73	-15.6
Facilitator	Demonstrating Interpersonal Versatility						58	72	-14.6
	Resolving Conflict						56	72	-15.9
	Persuading Others						58	70	-12.6
	Listening						61	74	-13.2
	Speaking Effectively						57	72	-15.0
	Leading Sales Teams						59	72	-13.6
	Adapting to Cultural Differences						56	72	-16.3
Contributor	Understanding Business Issues						58	73	-15.5
	Making Decisions						57	74	-17.3
	Supporting Sales Efforts						60	74	-14.2
	Consultative Sales Acumen						57	73	-15.6
	Strategic Sales Acumen						58	75	-17.0





















## Strengths Summary

	Raters	<div style="display: flex; justify-content: space-between;"> <span>■ Current</span> <span>□ Target</span> </div>					Organization Overall		Gap: Current - Target	Percent of Opportunity	Current Norm
		Limited Extent	Moderate Extent		Great Extent	Current	Target				
		0	25	50	75	100					
t <a href="#">Persuading Others</a>	All Other						58	70	-12.6	36	49
	Self						49	66	-17.2		50
t <a href="#">Listening</a>	All Other						61	74	-13.2	36	53
	Self						52	74	-21.5		49
t <a href="#">Leading Sales Teams</a>	All Other						59	72	-13.6	36	50
	Self						48	69	-20.8		45

## Opportunities Summary

	Raters	<div style="display: flex; justify-content: space-between;"> <span>■ Current</span> <span>□ Target</span> </div>					Organization Overall		Gap: Current - Target	Percent of Opportunity	Current Norm
		Limited Extent	Moderate Extent		Great Extent	Current	Target				
		0	25	50	75	100					
t <a href="#">Understanding the Competitive Environment</a>	All Other						53	75	-21.4	57	48
	Self						47	73	-25.5		46
t <a href="#">Hiring &amp; Staffing</a>	All Other						55	76	-20.7	50	50
	Self						50	67	-16.7		43
t <a href="#">Coaching &amp; Feedback</a>	All Other						55	74	-18.6	50	46
	Self						52	72	-20.3		48

## Strength Behaviors

Behavior (Competency)	Raters	■ Current □ Target				Great Extent 100	Org. Overall		Gap: Current - Target	Nom: Current	% Distribution		
		Limited Extent	Moderate Extent		Current		Target	0-50			51-75	76-100	
		0	25	50									75
t Effectively responds to unanticipated questions, concerns, or challenges (Persuading Others)	All Other						60	70	-9.8	56	38	62	0
	Self						46	67	-20.8	50	67	25	8
t Translates overall sales objectives into individual goals and quotas (Setting Employee Goals)	All Other						62	72	-10.1	52	38	31	31
	Self						48	73	-25.0	38	58	33	8
t Establishes common understanding of team's goals, objectives, timeframes, deliverables, and expected level of performance (Leading Sales Teams)	All Other						59	70	-11.1	53	38	62	0
	Self						46	73	-27.1	46	75	17	8
t Communicates and documents performance expectations (for example: sales forecasts, customer satisfaction) (Managing Sales Performance)	All Other						59	70	-11.1	52	46	38	15
	Self						44	75	-31.2	46	75	17	8
t Pays attention to how things are said by others (for example: tone, feelings, context, nonverbal cues) (Listening)	All Other						62	74	-11.6	54	31	69	0
	Self						48	75	-27.1	42	75	8	17
t Holds salespeople accountable for following up with customers to ensure their satisfaction (Ensuring Customer Satisfaction)	All Other						58	70	-11.7	57	31	69	0
	Self						50	67	-16.7	54	75	17	8
t Answers questions from the audience appropriately (Speaking Effectively)	All Other						59	71	-12.1	53	31	62	8
	Self						58	69	-10.4	46	58	8	33
t Provides guidance in identifying products or solutions that address customers' needs (Supporting Sales Efforts)	All Other						62	74	-12.2	54	31	62	8
	Self						44	75	-31.2	42	83	8	8
t Ensures that all team members have an opportunity to provide input (Leading Sales Teams)	All Other						59	71	-12.5	46	54	31	15
	Self						56	75	-18.7	46	58	25	17
t Structures presentations, offerings, and negotiations in ways that help close the sale (Strategic Sales Acumen)	All Other						62	74	-12.5	53	31	62	8
	Self						42	71	-29.2	38	83	8	8

## Opportunity Behaviors Behavior (Competency)

Behavior (Competency)	Raters	<div style="display: flex; justify-content: space-around;"> <span>■ Current</span> <span>□ Target</span> </div>					Org. Overall		Gap: Current - Target	Nom: Current	% Distribution		
		Limited Extent	Moderate Extent		Great Extent	Current	Target	0-50			51-75	76-100	
		0	25	50	75	100							
t Makes sound staffing decisions by matching the job's requirements to the individuals' capabilities (Hiring & Staffing)	All Other						53	79	-25.9	45	46	54	0
	Self						48	65	-16.7	38	67	17	17
t Keeps current on the competitive implications of economic and business trends (Understanding the Competitive Environment)	All Other						53	75	-22.8	49	54	46	0
	Self						50	75	-25.0	46	75	8	17
t Ensures that salespeople fulfill their account/territory assignments and responsibilities (Managing Accounts/Territories)	All Other						54	77	-22.2	48	46	54	0
	Self						48	77	-29.2	46	75	17	8
t Creates strategies to succeed against the competition (Strategic Sales Acumen)	All Other						54	76	-22.2	49	54	46	0
	Self						40	73	-33.3	38	92	8	0
t Maintains knowledge of own organization's competitive strengths and vulnerabilities (Understanding the Competitive Environment)	All Other						53	75	-21.9	48	46	54	0
	Self						54	71	-16.7	54	67	17	17
t Provides specific job performance advice to help sales staff develop their skills (Coaching & Feedback)	All Other						54	76	-21.6	47	46	54	0
	Self						56	75	-18.7	50	58	25	17
t Stays informed about key competitors and their strategies, strengths, and weaknesses (Understanding the Competitive Environment)	All Other						53	74	-21.2	44	54	38	8
	Self						44	77	-33.3	46	83	0	17
t Makes timely decisions in spite of complexity, ambiguity, and uncertainty (Making Decisions)	All Other						53	74	-21.2	47	46	54	0
	Self						46	75	-29.2	46	83	17	0
t Ensures sales staff see the progress made toward achieving the vision (Communicating Vision & Purpose)	All Other						54	75	-20.8	47	46	54	0
	Self						46	67	-20.8	46	75	25	0
t Demonstrates fairness across employees when managing performance (Managing Sales Performance)	All Other						55	75	-20.0	49	31	69	0
	Self						52	75	-22.9	54	75	0	25

# Growth Sales Leader Navigator Organizational Summary Report

## Character

Character	Raters	Extent				Org. Overall	Gap: Other - Self	Norm: Current	% Distribution		
		Limited Extent 0	25	Moderate Extent 50	75				Great Extent 100	0-50	51-75
<b>Social Character</b>											
t Integrity - Keeps organizational and personal promises and commitments	All Other					52		43	46	54	0
	Self					54	-1.8	46	67	17	17
t Compassion - Shows genuine concern for the welfare and feelings of others	All Other					53		45	46	54	0
	Self					54	-0.8	50	58	25	17
t Propriety - Demonstrates professional and culturally appropriate behavior when dealing with others	All Other					59		49	46	46	8
	Self					60	-1.0	58	50	25	25
t Values Diversity - Values diversity of race, gender, age, organizational level, and cultural experiences and beliefs	All Other					58		48	38	62	0
	Self					48	9.6	54	75	25	0
t Cooperative - Willingly offers to help, assist, or collaborate with others in accomplishing work goals	All Other					61		54	23	69	8
	Self					48	13.5	46	75	25	0
t Accessible - Makes self available to others	All Other					62		54	31	62	8
	Self					42	20.2	42	83	17	0

## Sales Process Management

		Strongly Disagree	Neutral			Strongly Agree	Org. Current	Nom Current	% Distribution			
Raters		0	25	50	75	100			0-50	51-75	76-100	
<b>Qualifying Ratios</b>												
	All Other						59	48	38	38	23	
	Self						53	48	58	33	8	
t	Created new business opportunities						56	48	38	62	0	
	All Other						56	46	75	17	8	
	Self						50	46	75	17	8	
t	Increased the number of leads that are well qualified						61	49	38	38	23	
	All Other						56	50	58	25	17	
	Self						56	50	58	25	17	
<b>Access Ratios</b>												
	All Other						60	49	31	54	15	
	Self						54	52	42	50	8	
t	Created effective messages for gaining access to prospective customers						59	50	31	62	8	
	All Other						50	46	67	25	8	
	Self						50	46	67	25	8	
t	Gained greater access to the key decision makers in customer organizations						61	49	38	46	15	
	All Other						58	58	50	33	17	
	Self						58	58	50	33	17	
<b>Opportunity Ratios</b>												
	All Other						61	51	31	54	15	
	Self						52	48	50	42	8	
t	Increased the number of proposals/bids considered by customers						60	51	31	69	0	
	All Other						54	50	50	50	0	
	Self						54	50	50	50	0	
t	Increased the proportion of well qualified prospects who ask for proposals/bids						62	50	31	54	15	
	All Other						50	46	75	17	8	
	Self						50	46	75	17	8	
<b>Win Ratios</b>												
	All Other						63	55	23	62	15	
	Self						55	50	50	42	8	
t	Increased the number of accounts that we win						59	48	31	62	8	
	All Other						50	46	58	42	0	
	Self						50	46	58	42	0	
t	Improved our overall win/loss ratio						67	61	23	54	23	
	All Other						60	54	42	42	17	
	Self						60	54	42	42	17	
<b>Growth Ratios</b>												
	All Other						62	52	38	46	15	
	Self						54	48	50	33	17	
t	Achieved or exceeded our customer satisfaction objectives						59	48	38	46	15	
	All Other						58	50	50	25	25	
	Self						58	50	50	25	25	
t	Increased the number of customers who make add-on or additional purchases						65	56	31	46	23	
	All Other						50	46	67	17	17	
	Self						50	46	67	17	17	

# Growth Sales Leader Navigator Organizational Summary Report

## Behavioral Detail

Raters		■ Current □ Target				Great Extent 100	Org. Overall		Gap: Current - Target	Nom: Current	% Distribution		
		Limited Extent 0	25	Moderate Extent 50	75		Current	Target			0-50	51-75	76-100
<b>Coaching &amp; Feedback</b>		All Other	55	74	-18.6	46	38	62	0				
	Self	52	72	-20.3	48	42	50	8					
	Manager	43	72	-28.4	35	62	38	0					
	Direct Report	49	74	-25.3	43	56	44	0					
	Peer	62	74	-12.2	48	30	40	30					
	Customer	65	79	-13.5	58	11	67	22					
	Unclassified	57	70	-13.5	49	44	56	0					
<sup>t</sup>	Provides feedback on an ongoing basis, rather than just during formal performance reviews	All Other	55	74	-19.2	48	46	46	8				
	Self	48	73	-25.0	46	75	17	8					
	Manager	50	69	-19.2	46	54	38	8					
	Direct Report	42	78	-36.6	40	78	22	0					
	Peer	60	74	-13.7	45	40	40	20					
	Customer	72	81	-9.7	62	22	33	44					
	Unclassified	50	67	-16.7	48	56	44	0					
<sup>t</sup>	Provides specific examples when giving feedback	All Other	56	73	-16.7	46	46	46	8				
	Self	54	65	-10.4	50	58	25	17					
	Manager	40	73	-32.7	36	77	23	0					
	Direct Report	59	67	-7.9	49	44	33	22					
	Peer	55	74	-18.7	38	60	10	30					
	Customer	70	75	-4.6	68	11	67	22					
	Unclassified	54	74	-19.4	40	44	56	0					
<sup>t</sup>	Involves the employee in an open discussion of the performance feedback to obtain his or her perceptions and reactions	All Other	56	73	-16.9	45	54	46	0				
	Self	50	77	-27.1	46	58	42	0					
	Manager	42	73	-30.8	29	85	8	8					
	Direct Report	45	74	-28.2	39	67	33	0					
	Peer	69	75	-6.2	53	20	50	30					
	Customer	63	73	-9.7	53	33	44	22					
	Unclassified	60	69	-9.7	53	56	44	0					

# Growth Sales Leader Navigator Organizational Summary Report

## Behavioral Detail

Raters		<div style="display: flex; justify-content: space-around;"> <span>■ Current</span> <span>□ Target</span> </div>				Org. Overall		Gap: Current - Target	Nom: Current	% Distribution			
		Limited Extent	Moderate Extent	Great Extent	Current	Target	0-50			51-75	76-100		
		0	25	50	75	100							
t	Provides specific job performance advice to help sales staff develop their skills	All Other					54	76	-21.6	47	46	54	0
	Self					56	75	-18.7	50	58	25	17	
	Manager					40	71	-30.8	29	85	8	8	
	Direct Report					49	77	-28.7	43	67	33	0	
	Peer					63	73	-10.0	55	50	20	30	
	Customer					56	86	-30.1	49	44	44	11	
	Unclassified					64	72	-8.3	58	33	56	11	



Growth Sales Leader Navigator  
Organizational Curriculum Planning Report For:  
Growth Sales Leader Navigator - Sample Group

Finding your way in today's world of work

## Development Resources by Competency

This section of your report describes development recommendations for your organizations greatest development opportunities.

Competency	The competencies listed here are your organizations greatest development needs based upon the number of people in the organization who have the competency as a development opportunity.
Competency Level	Development recommendations are provided at three levels: foundational, intermediate, and advanced.
Priority Count	This indicates the number of people in your organization who received this competency level as one of their development opportunities.
Development Resources	This column shows the development resources available for developing this competency.

# Growth Sales Leader Navigator Organizational Summary Report

Competency	Competency Level	Priority Count	Development Resources
Coaching & Feedback	Foundational	4	Coaching. Evoking Excellence in Others (2nd Edition) (Book). By: James Flaherty
			Coaching, Counseling & Mentoring. How to Choose & Use the Right Technique to Boost Employee Performance (Book). By: Florence M. Stone
			Crucial Conversations. Tools for Talking when Stakes Are High (Book). By: Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler
			Feedback Toolkit. 16 Tools for Better Communication in the Workplace (Book). By: Rick Maurer
	Intermediate	5	Job Feedback. Giving, Seeking, and Using Feedback for Performance Improvement (Book). By: Manuel London
			Leading for Performance: Coaching for Performance (Workshop). Wilson Learning Corporation
			Lighthouse Coaching (Webcast-based Workshop). Wilson Learning Corporation
			Managing Sales Performance (Workshop). Wilson Learning Corporation
			Job Feedback. Giving, Seeking, and Using Feedback for Performance Improvement (Book). By: Manuel London
Advanced	4	Awakening the Leader Within. A Story of Transformation (Book). By: Kevin Cashman with Jack Forem	
		Crucial Confrontations. Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior (Book). By: Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler	
		The Heart of Coaching. Using Transformational Coaching to Create a High-Performance Culture (2nd Edition) (Book). By: Thomas G. Crane	
		Communicating for Managerial Effectiveness (Book). By: Philip G. Clampitt and Gabriel M. Vasquez	
			Lighthouse Coaching (Webcast-based Workshop). Wilson Learning Corporation
			Managing Human Performance. Coaching for Improved Performance module (Workshop). Wilson Learning Corporation
			The Leader Manager: Achieving Performance with Fulfillment. Feedback module (Workshop). Wilson Learning Corporation
			Leading Competitive Business Solutions (Workshop). Wilson Learning Corporation
			Managing Target Account Selling (Workshop). Wilson Learning Corporation
			Frames of Reference. How Men and Women Can Overcome Communication Barriers and Increase Their Effectiveness at Work (Book). By: Carol Rudman, Ph.D.
			Secrets of an Executive Coach. Proven Methods for Helping Leaders Excel Under Pressure (Book). By: Alan Downs
			Face It. Recognizing and Conquering the Hidden Fear That Drives All Conflict at Work (Book). By: Art Horn
			Crucial Confrontations. Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior (Book). By: Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler

## Development Resources by Frequency

This section of your report provides information on the most frequently recommended development resources (courses, books, etc.). Since some resources are recommended for multiple competencies, it can be useful to examine specific developmental resources by the overall frequency with which they are suggested to members of your organization. The charts on the following pages provide the following information:

Number Recommended	This is the total number of people receiving recommendations for each course, book, or other development resource.
Development Resource	This column lists the name and related information for each development resource.
Competency	This column indicates which competencies are associated with each development resource.

# Growth Sales Leader Navigator Organizational Summary Report

Number Recommended	Development Resource	Competency
6	Leading for Performance: Interviewing for Selection (Workshop). Wilson Learning Corporation	Hiring & Staffing
6	Lighthouse Coaching (Webcast-based Workshop). Wilson Learning Corporation	Coaching & Feedback
6	Negotiating to Yes (Workshop). Wilson Learning Corporation	Resolving Conflict Persuading Others
6	Principle-Centered Leadership (Book). By: Stephen R. Covey	Demonstrating Interpersonal Versatility Social Character
6	Recognizing and Rewarding Employees (Book). By: R. Brayton Bowen	Motivating Employees
6	The Power of Versatility (Workshop). Wilson Learning Corporation	Demonstrating Interpersonal Versatility Social Character
6	Impact Hiring. The Secrets of Hiring a Superstar (Book). By: Frederick W. Ball and Barbara B. Ball	Hiring & Staffing
6	Crucial Confrontations. Tools for Resolving Broken Promises, Violated Expectations, and Bad Behavior (Book). By: Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler	Coaching & Feedback Resolving Conflict
6	UPFRONT: Persuasion Through Presentation (Workshop). Wilson Learning Corporation	Speaking Effectively
6	The Leader Manager: Achieving Performance with Fulfillment. Feedback module (Workshop). Wilson Learning Corporation	Coaching & Feedback
6	The 360-Degree Leader. Developing Your Influence from Anywhere in the Organization (Book). By: John C. Maxwell	Motivating Employees Demonstrating Interpersonal Versatility Persuading Others
6	Leading Leaders. How to Manage Smart, Talented, Rich, and Powerful People (Book). By: Jeswald W. Salacuse	Coaching & Feedback Motivating Employees
6	Managing Account Planning (Workshop). Wilson Learning Corporation	Setting Sales Group Objectives Managing Sales Performance Managing Accounts/Territories
6	Designing the Customer-Centric Organization: A Guide to Structure, Strategy and Process (Book). By: Jay R. Galbraith	Understanding the Competitive Environment Managing Accounts/Territories

## Glossary

Term/Phrase	Definition
All Other	Average ratings given by all raters except Self.
Behavior	A behavior is a specific and discrete action or activity that addresses an important aspect of leadership.
Character	Leadership Character is comprised of the values, characteristics, and clarity of purpose that determines what a person wants to be as a leader. It is expressed in the consistency of behavior -- the degree to which a leader's actions match his or her words.
Competency	A competency is a collection of related important behaviors that describe a skill or ability required for effective job performance.
Competency Level	Development recommendations are provided at three levels: foundational, intermediate, and advanced.
Current Bar (Overall Summary)	The Current Bar shows the average current performance rating across all participants. Current performance is an indication of what raters believe is the actual level of performance these participants are currently exhibiting.
Current Bar (All other sections)	The All Other Current Bar shows the average current performance rating (excluding Self ratings) across all participants. The remaining Current Bars show the average current performance rating, by rater group, across all participants. Current performance is an indication of what raters believe is the actual level of performance these participants are currently exhibiting.
Current Norm	This column shows the average Current performance rating across all participants' scores within your organization.
Customer	Average ratings given by clients or customers of the participants.
Direct Report	Average ratings given by people who report directly to the participants.
Gap: Current-Target	This column shows the gap between Current and Target performance ratings across all participants. Negative gap values indicate that Current performance is below Target performance levels. Positive gap values indicate that Current performance exceeds Target performance levels.