

*Salesperson Navigator  
Organizational Summary Report For:  
Sample Company*

*Finding your way in today's world of work*

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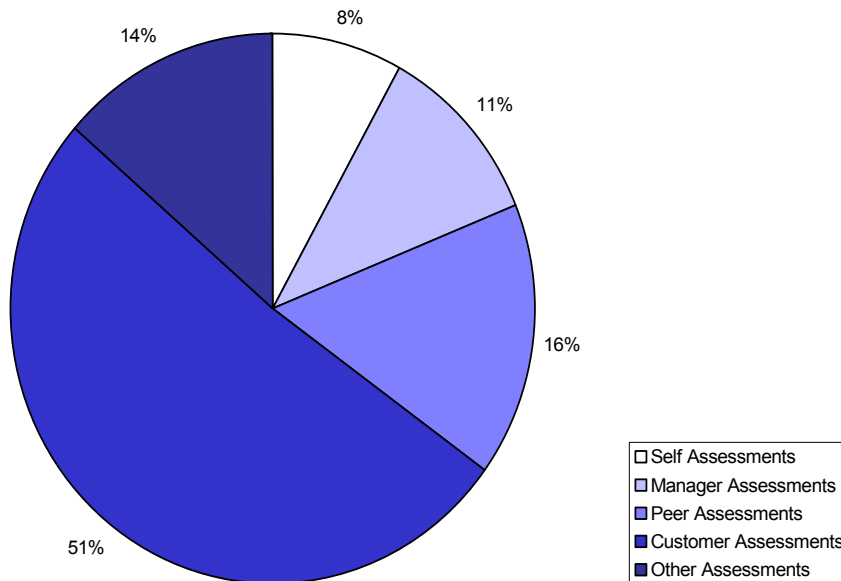
## Organizational Summary Report Description

The purpose of the Salesperson Navigator is to examine the capabilities and competencies of your organization and to help you identify developmental opportunities needed to achieve your vision of success. This report provides the results of the Salesperson Navigator your organization recently conducted. There are four sections to this report:

- **Overview:** A two-page summary of the results and description of the study population
- **Strengths and Developmental Opportunities:** A summary of the organization's primary strengths and critical developmental opportunities
- **Item Report:** Analysis of item level results
- **Item Report by Respondent Group:** Detailed analysis of the competencies and individual items for each respondent type

## Overview

### Description of Sample



**Number of Respondents  
for Each Respondent Type**

Self	30
Manager	40
Peer	60
Customer	190
Other	50

## Principal Strengths and Opportunities

Your organization's principal strengths and developmental opportunities were:

STRENGTHS	DEVELOPMENTAL OPPORTUNITIES
◆ Understanding Account Dynamics	◆ Ensuring Personal Development
◆ Acquiring & Qualifying Business	◆ Developing Teamwork
◆ Discovering Needs	◆ Knowing the Customer
◆ Driving for Results	◆ Applying Business Acumen

These strengths and developmental opportunities were determined by aggregating the overall current and target competency ratings for all participants. Gap scores were then determined based on the difference between the overall current and overall target ratings. The competencies with the smallest gaps between overall current and target ratings are considered strengths; competencies with the largest gaps are considered development opportunities.






## Strengths and Opportunities Summary

	Overall Current <span style="float:right">Overall Target</span>					Organization Overall		Indicator	Percent of - Opport.	Current Norm		
	Limited Extent	Moderate Extent		Great Extent		Current	Target				Gap: Current - Target	
	0	25	50	75	100							
<b>Number of Respondents: 340</b>												
◆ Understanding Account Dynamics							74	90	-16.7		0	74
◆ Acquiring & Qualifying Business							76	93	-17.1		0	76
◆ Discovering Needs							76	94	-18.0		25	76
◆ Driving for Results							77	96	-18.3		0	77
◆ Managing the Competition							75	93	-18.6		50	75
◆ Closing the Business							77	95	-18.6		0	77
◆ Developing Relationships							76	95	-19.1		0	76
◆ Creating Innovative Approaches							77	96	-19.4		25	77
◆ Fostering Communication							77	96	-19.5		25	77
◆ Supporting the Customer							75	95	-20.0		0	75
◆ Working with Technology							73	94	-20.1		25	73
◆ Knowing Your Products							72	92	-20.2		25	72
◆ Managing Sales Strategy							73	93	-20.7		0	73

# Salesperson Navigator Organizational Summary Report







Group: Sample Report  
Organization: Sample Company  
ID#: z01

## Strengths and Opportunities Summary

	<div style="display: flex; justify-content: space-between;"> <span>■ Overall Current</span> <span>□ Overall Target</span> </div>					Organization Overall		Indicator	Percent of - Opport.	Current Norm	
	Limited Extent	Moderate Extent	Great Extent	Current	Target	Gap: Current - Target					
	0	25	50	75	100						
◆ Collaborating Cross-Functionally						73	94	-21.0		25	73
◆ Demonstrating Sales Versatility						73	94	-21.1		50	73
◆ Applying Business Acumen						70	93	-22.2	▼	50	70
◆ Knowing the Customer						72	94	-22.3	▼	25	72
◆ Developing Teamwork						68	91	-22.6	▼	50	68
◆ Ensuring Personal Development						72	96	-24.0	▼	25	72

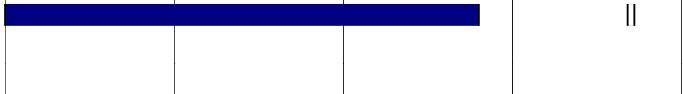
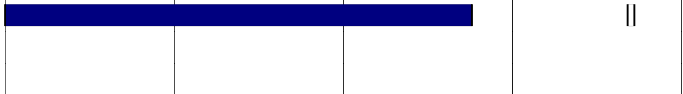
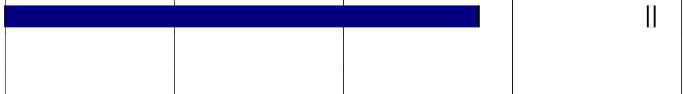
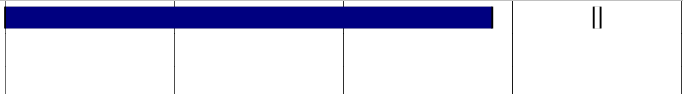
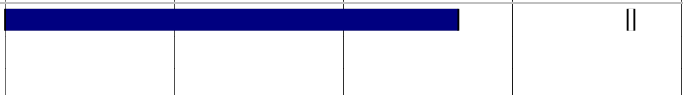
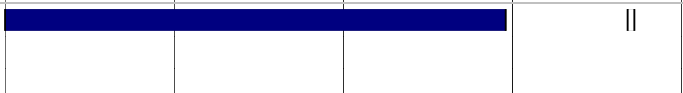
# Salesperson Navigator Organizational Summary Report Consultant

Group: Sample Report  
Organization: Sample Company  
ID#: z01

Competency/Item	Overall Current  Overall Target 					Organization: Current Target	Gap: Current - Target	Indicator	Norm: Current	% Distribution			
	Limited Extent	Moderate Extent	Great Extent	0-50	51-75					76-100			
	0	25	50	75	100								
<b>Discovering Needs</b>						76	94	-18.0		76	0	75	25
• Focuses discussions on uncovering the customer's business needs rather than on own product's features						72	94	-22.8		72	0	75	25
• Calls on a variety of functional areas in the customer's organization to discover needs						75	95	-19.5		75	0	50	50
• Uses different types of questions to stimulate a discussion of critical business issues						74	90	-16.4		74	0	75	25
• Asks thoughtful, probing questions that uncover the customer's needs and motives						81	95	-14.4		81	0	0	100
• Confirms understanding of customer needs and expectations						77	93	-16.8		77	0	75	25




















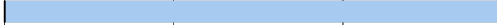





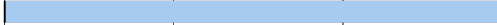
# Salesperson Navigator Organizational Summary Report Technical Effectiveness

Group: Sample Report  
Organization: Sample Company  
ID#: z01

Competency/Item	<div style="display: flex; justify-content: space-between;"> <span>■ Overall Current</span> <span>□ Overall Target</span> </div>					Organization:		Gap: Current - Target	Indicator	Norm: Current	% Distribution		
	Limited Extent	Moderate Extent	Great Extent	Current	Target	0-50	51-75				76-100		
	0	25	50	75	100								
<b>Applying Business Acumen</b>						70	93	-22.2	⬇	70	0	75	25
• Applies knowledge of business principles to support sales efforts						69	93	-24.7	⬇	69	0	75	25
• Analyzes customer's business performance data to help develop own sales strategy						70	96	-25.7	⬇	70	0	75	25
• Uses a variety of financial reports to draw conclusions about a customer's financial health						72	88	-15.3	⬆	72	0	75	25
• Uses knowledge of interrelationships among customer business functions (e.g., R&D, marketing) in own sales efforts						67	93	-25.7	⬇	67	25	50	25
• Considers the customer's budgeting processes in determining own sales approach						74	93	-19.8		74	0	75	25














# Salesperson Navigator Organizational Summary Report Consultant

Group: Sample Report  
Organization: Sample Company  
ID#: z01

Competency/Item	Raters	Overall Current  Overall Target 					Organization:		Gap: Current-Target	Norm: Current	% Distribution			
		Limited Extent	Moderate Extent	Great Extent	Current	Target	0-50	51-75			76-100			
		0	25	50	75	100								
<b>Discovering Needs</b>	Overall							<b>76</b>	<b>94</b>	<b>-18.0</b>	<b>76</b>	<b>0</b>	<b>75</b>	<b>25</b>
	Self							80	92	-11.7	80	0	33	67
	Manager							73	95	-22.5	73	0	75	25
	Peer							76	93	-16.0	76	0	50	50
	Customer							76			76	0	50	50
Other							78	93	-15.4	78	0	50	50	
• Focuses discussions on uncovering the customer's business needs rather than on own product's features	Overall							<b>72</b>	<b>94</b>	<b>-22.8</b>	<b>72</b>	<b>0</b>	<b>75</b>	<b>25</b>
	Self							83	92	-8.3	83	0	67	33
	Manager							69	94	-25.0	69	25	75	0
	Peer							75	94	-18.8	75	0	100	0
	Customer							74			74	0	75	25
Other							69	96	-27.1	69	50	0	50	
• Calls on a variety of functional areas in the customer's organization to discover needs	Overall							<b>75</b>	<b>95</b>	<b>-19.5</b>	<b>75</b>	<b>0</b>	<b>50</b>	<b>50</b>
	Self							83	92	-8.3	83	0	67	33
	Manager							75	94	-18.8	75	25	50	25
	Peer							72	91	-18.8	72	0	100	0
	Customer							77			77	0	50	50
Other							77	100	-22.9	77	0	50	50	
• Uses different types of questions to stimulate a discussion of critical business issues	Overall							<b>74</b>	<b>90</b>	<b>-16.4</b>	<b>74</b>	<b>0</b>	<b>75</b>	<b>25</b>
	Self							75	83	-8.3	75	0	100	0
	Manager							69	94	-25.0	69	25	75	0
	Peer							81	94	-12.5	81	0	50	50
	Customer							73			73	0	75	25
Other							73	83	-10.4	73	0	50	50	



# Salesperson Navigator Organizational Summary Report Consultant

Group: Sample Report  
Organization: Sample Company  
ID#: z01

Competency/Item	Raters	Overall Current  Overall Target 					Organization:		Gap: Current-Target	Norm: Current	% Distribution		
		Limited Extent	Moderate Extent	Great Extent	Current	Target	0-50	51-75			76-100		
		0	25	50	75	100							
<ul style="list-style-type: none"> <li>Asks thoughtful, probing questions that uncover the customer's needs and motives</li> </ul>	Overall						81	95	-14.4	81	0	0	100
	Self						83	100	-16.7	83	0	67	33
	Manager						88	100	-12.5	88	0	50	50
	Peer						75	94	-18.8	75	0	100	0
	Customer						79	94	-18.8	79	0	25	75
<ul style="list-style-type: none"> <li>Confirms understanding of customer needs and expectations</li> </ul>	Overall						77	93	-16.8	77	0	75	25
	Self						75	92	-16.7	75	0	100	0
	Manager						63	94	-31.3	63	50	50	0
	Peer						79	91	-11.5	79	0	50	50
	Customer						75	96	-21.0	75	0	50	50
	Other						90	96	-6.3	90	0	0	100






# Salesperson Navigator Organizational Summary Report Technical Effectiveness

Group: Sample Report  
Organization: Sample Company  
ID#: z01

Competency/Item	Raters	Overall Current  Overall Target 					Organization:		Gap: Current- Target	Norm: Current	% Distribution		
		Limited Extent	Moderate Extent	Great Extent	0	25	50	75			100	Current	Target
<b>Applying Business Acumen</b>	Overall						70	93	-22.2	70	0	75	25
	Self						73	80	-6.7	73	33	0	67
	Manager						64	92	-27.9	64	25	50	25
	Peer						70	94	-24.2	70	0	50	50
	Other						78	93	-14.6	78	0	50	50
• Applies knowledge of business principles to support sales efforts	Overall						69	93	-24.7	69	0	75	25
	Self						83	75	8.3	83	0	67	33
	Manager						69	92	-22.9	69	50	25	25
	Peer						69	97	-28.1	69	0	100	0
	Other						69	92	-22.9	69	50	0	50
• Analyzes customer's business performance data to help develop own sales strategy	Overall						70	96	-25.7	70	0	75	25
	Self						67	83	-16.7	67	33	67	0
	Manager						69	92	-22.9	69	25	75	0
	Peer						65	100	-35.4	65	0	100	0
	Other						77	96	-18.8	77	0	50	50
• Uses a variety of financial reports to draw conclusions about a customer's financial health	Overall						72	88	-15.3	72	0	75	25
	Self						67	75	-8.3	67	33	0	67
	Manager						63	92	-29.2	63	75	0	25
	Peer						81	75	6.3	81	0	50	50
	Other						73	96	-22.9	73	0	50	50
• Uses knowledge of interrelationships among customer business functions (e.g., R&D, marketing) in own sales efforts	Overall						67	93	-25.7	67	25	50	25
	Self						67	75	-8.3	67	33	33	33
	Manager						56	92	-35.4	56	50	50	0
	Peer						65	100	-35.4	65	0	100	0
	Other						81	88	-6.3	81	0	50	50

# Salesperson Navigator Organizational Summary Report Technical Effectiveness

Group: Sample Report  
Organization: Sample Company  
ID#: z01

Competency/Item	Raters	Overall Current <span style="color: blue;">■</span> Overall Target <span style="color: gray;">□</span>					Organization:		Gap: Current-Target	Norm: Current	% Distribution		
		Limited Extent	Moderate Extent	Great Extent	Current	Target	0-50	51-75			76-100		
		0	25	50	75	100							
<ul style="list-style-type: none"> <li>Considers the customer's budgeting processes in determining own sales approach</li> </ul>	Overall						74	93	-19.8	74	0	75	25
	Self						83	92	-8.3	83	33	0	67
	Manager						63	92	-29.2	63	75	0	25
	Peer						69	97	-28.1	69	0	100	0
	Other						90	92	-2.1	90	0	0	100

## Curriculum Planning

### Purpose

The purpose of the Navigator Sample Curriculum Planning Report is to help you make decisions about the resources available to meet the development needs of people in your organization. There are two sections to this report:

- **Developmental Resources by Competency:** This section provides you with developmental recommendations for your organization's greatest developmental opportunities.
- **Curriculum Development Guide:** This section provides a summary of all developmental resources for all of the competencies measured.

## Developmental Resources by Competency

This section of your report describes developmental recommendations for your organization's greatest developmental opportunities.

<b>Competency</b>	The competencies listed here are your organization's greatest developmental needs based upon the number of people in the organization who have the competency as a developmental opportunity.
<b>Competency Level</b>	Developmental recommendations are provided at three levels: foundational, intermediate, and advanced.
<b>Priority Count</b>	This indicates the number of people in your organization who received this competency level as one of their developmental recommendations.
<b>Developmental Resources</b>	This column shows the developmental resources available, at three levels, in developing this competency.

Competency	Level	Priority Count	Developmental Resources
			Resource
Discovering Needs	Intermediate	13	Negotiating to Yes. Wilson Learning Corporation. (Workshop)
Managing the Competition	Foundational	24	Hussey, D. and Jenster, P. (1999) Competitor Intelligence: Turning Analysis into Success. John Wiley & Sons. (Book)
	Intermediate	26	Selling Competitive Business Solutions. Wilson Learning Corporation. (Workshop) Trout, J. and Rivkin, S. (2000) Differentiate or Die: Survival in Our Era of Killer Competition. John Wiley & Sons. (Book) Gordon, I. (2001) Competitor Targeting: Winning the Battle for Market and Customer Share. John Wiley & Sons. (Book) Hussey, D. and Jenster, P. (1999) Competitor Intelligence: Turning Analysis into Success. John Wiley & Sons. (Book) Kasper, J. (2002) Short Cycle Selling: Beating Your Competitors in the Sales Race. McGraw-Hill Trade. (Book)
Fostering Communication	Advanced	20	Parolini, C. (1999) The Value Net: A Tool for Competitive Strategy. John Wiley & Sons. (Book) Selling Competitive Business Solutions. Wilson Learning Corporation. (Workshop) Yoffie, D. and Kwak, M. (2001) Judo Strategy: Turning Your Competitors' Strength to Your Advantage. Harvard Business School Press. (Book, Audio Download) Gordon, I. (2001) Competitor Targeting: Winning the Battle for Market and Customer Share. John Wiley & Sons. (Book) Holden, J. (1999) Power Base Selling. John Wiley & Sons. (Book) Kasper, J. (2002) Short Cycle Selling: Beating Your Competitors in the Sales Race. McGraw-Hill Trade. (Book)
	Intermediate	13	Negotiating to Yes. Wilson Learning Corporation. (Workshop) Social Style Series. Wilson Learning Corporation. (Workshop) The Contributing Team Member. Wilson Learning Corporation. (Workshop)
Ensuring Personal Development	Advanced	15	The Contributing Team Member. Wilson Learning Corporation. (Workshop)
	Intermediate	13	Abraham, J. (2000) Getting Everything You Can Out of All You've Got. St. Martin's Press. (Audiocassette) Sheerer, R. (1999) No More Blue Mondays: Four Keys to Finding Fulfillment at Work. Davies-Black. (Book) Taking Initiative. Wilson Learning Corporation. (Workshop) Working in Challenging Times. Wilson Learning Corporation. (Workshop) Buckingham, M. and Clifton, D. (2001) Now, Discover Your Strengths. Simon & Schuster Audio. (Audiocassette) Canfield, J., Hewitt, L., and Hansen, M. (2000) The Power of Focus. Health Communications. (Book) Fortgang, L. (2002) Living Your Best Life: Discover Your Life's Blueprint for Success. J.P. Tarcher Publishing. (Book) Leading from Within. Wilson Learning Corporation. (Workshop)
Ensuring Personal Development	Advanced	10	Maxwell, J. (2000) Failing Forward: How to Make the Most of Your Mistakes. Thomas Nelson Publishing. (Book) Cripe, E., and Mansfield, R. (2001) The Value-Added Employee: 31 Competencies to Make Yourself Irresistible to Any Company. Butterworth-Heinemann. (Book) Fortgang, L. (1998) Take Yourself to the Top: The Secrets of America's #1 Career Coach. Warner Books. (Book)

Competency	Level	Priority Count	Developmental Resources
			Resource
			Strategic Innovation Management. Wilson Learning Corporation. (Workshop) Hinds, P. and Kiesler, S. (2002) Distributed Work. MIT Press. (Book) Katzenbach, J. and Smith, D. (2001) The Discipline of Teams: A Mindbook-Workbook for Delivering Small Team Performance. John Wiley & Sons. (Book)
Knowing Your Products	Foundational	13	Product/Service-Specific Information
	Intermediate	8	Product/Service-Specific Information
	Advanced	23	Product/Service-Specific Information
Applying Business Acumen	Intermediate	14	Berkeley Executive Program. Haas School of Business, UC Berkeley. <a href="http://www.haas.berkeley.edu">www.haas.berkeley.edu</a> . (Executive Development Program) University of Michigan School of Business. Executive Education Center. <a href="http://execed.bus.umich.edu/">http://execed.bus.umich.edu/</a> Wharton Executive MBA Program. The Wharton School, University of Pennsylvania. <a href="http://www.wharton.upenn.edu">www.wharton.upenn.edu</a> . (Executive Development Program) Harvard Business School. <a href="http://www.hbs.edu">www.hbs.edu</a> INSEAD Executive Education. INSEAD. <a href="http://www.insead.fr">www.insead.fr</a> . (Executive Development Program)
	Advanced	24	Nagle, T. and Holden, R. (2002) The Strategy and Tactics of Pricing: A Guide to Profitable Decision Making. Prentice Hall. (Book) Porter, M. (1998) Competitive Advantage: Creating and Sustaining Superior Performance. Free Press. (Book) Zambruski, M. (1999) The Business Analyzer and Planner: The Unique Process for Solving Problems, Finding Opportunities, and Making Better Decisions Every Day. AMACOM. (Book) Albright, S.C., Winston, W., and Zappe, C. (2001) Managerial Statistics. Duxbury Press. (Book) Hunger, J. and Wheelen, T. (2000) Essentials of Strategic Management. Prentice Hall. (Book)
Working with Technology	Intermediate	13	Moore, G. and McKenna, R. (2002) Crossing the Chasm. HarperBusiness. (Book) Noonan, B. (2001) Understanding Technology Enabled Selling: Staying Ahead of the CRM Curve. The Edge. (Audio CD-ROM) Christensen, C. (2000) The Innovator's Dilemma: When New Technologies Cause Great Firms to Fall. Boston: HighBridge Company. (Audiocassette) Albright, S.C., Winston, W., and Zappe, C. (2001) Managerial Statistics. Duxbury Press. (Book) Kudyba, S. and Hoptruff, R. (2001) Data Mining and Business Intelligence. Idea Group Publishing. (Book)
	Advanced	6	Albright, S.C., Winston, W., and Zappe, C. (2001) Managerial Statistics. Duxbury Press. (Book) Diorio, S. (2001) Beyond "e": 12 Ways Technology Is Transforming Sales and Marketing Strategy. McGraw Hill College Division. (Book) Gates, B. (1999) Business @ the Speed of Thought: Using a Digital Nervous System. Time Warner Company. (Book)

## Curriculum Development Guide

This section of the report provides a list of the developmental resources for each of the competencies measured. The tables provide the following information:

<b>Competency</b>	This is a complete list of all competencies.
<b>Developmental Level</b>	Competency scores are classified into three developmental levels: <i>foundational</i> (0-50), <i>intermediate</i> (51-75), and <i>advanced</i> (over 75). The developmental recommendations suggested are selected by determining the score levels of a participant's overall current and target competency ratings. For example, if a participant's overall current rating for Planning is 35 and the overall target rating is 70, this person is considered to be at the <i>foundational</i> level but needs to be at the <i>intermediate</i> level. Accordingly, developmental recommendations for both the <i>foundational</i> and <i>intermediate</i> levels would be provided.
<b>Count</b>	This is the total number of people who need competency development at this development level, although it may not be considered a priority need for each individual.
<b>Resources</b>	These columns list the developmental resources available for each competency at each development level.

# Navigator Sample Organizational Curriculum Planning Report Consultant

Group: Sample Report  
Organization: Sample Company  
ID#: OVERALL

Competency	Foundational Level		Intermediate Level		Advanced Level	
	Count	Resources	Count	Resources	Count	Resources
◆ KNOWING THE CUSTOMER		<p>Barney, J. (2001) Gaining and Sustaining Competitive Advantage. Prentice Hall. (Book)</p> <p>Hanan, M. (1999) Consultative Selling: The Hanan Formula for High-Margin Sales at High Levels. AMACOM. (Book)</p> <p>Sacks, R. and Basch, R. (2001) Super Searches to the Source: The Interviewing and Hands-On Information Strategies of Top Primary Researchers-Online, on the Phone, and in Person. Online Magazine Publishers. (Book)</p> <p>Selling Power Editors. (2001) Faster Sales: How Technology Can Help You Win. Personal Selling Power. (Audiocassette)</p> <p>The Counselor Salesperson. Wilson Learning Corporation. (Workshop, Online Delivery)</p>	23	<p>Hock, R. (2001) The Extreme Searcher's Guide to Web Search Engines. CyberAge Books. (Book)</p> <p>Rackham, N. and DeVincintis, J. (1999) Rethinking the Sales Force: Redefining Selling to Create and Capture Customer Value. McGraw Hill. (Book)</p> <p>Stapleton, J. (2002) From Vendor to Business Resource: Transforming the Sales Force for the New Era of Selling. Summa Business. (Book)</p> <p>Consulting with Clients. Wilson Learning Corporation. (Workshop)</p> <p>The Counselor Salesperson. Wilson Learning Corporation. (Workshop, Online Delivery)</p> <p>The Versatile Salesperson. Wilson Learning Corporation. (Workshop, Online Delivery)</p>	4	<p>Fleisher, C. and Bensoussan, B. (2002) Strategic and Competitive Analysis: Methods and Techniques for Analyzing Business Competition. Prentice Hall. (Book)</p> <p>Jenster, P. and Hussey, D. (2001) Company Analysis: Determining Strategic Capability. John Wiley &amp; Sons. (Book)</p> <p>Kahaner, L. (1998) Competitive Intelligence: How to Gather, Analyze, and Use Information to Move Your Business to the Top. Touchstone Books. (Book)</p> <p>Sheth, J. and Sobel, A. (2000) Clients for Life: How Great Professionals Develop Breakthrough Relationships. Simon &amp; Schuster. (Book)</p> <p>Creating Competitive Business Solutions. Wilson Learning Corporation. (Workshop)</p>
◆ DISCOVERING NEEDS		<p>Hanan, M. (1999) Consultative Selling: The Hanan Formula for High-Margin Sales at High Levels. AMACOM. (Book)</p> <p>Heiman, S., Sanchez, D., and Tuleja, T. (1998) The New Strategic Selling: The Unique Sales System Proven Successful by the World's Best Companies. Warner Books. (Book)</p> <p>Sheth, J. and Sobel, A. (2000) Clients for Life: How Great Professionals Develop Breakthrough</p>	2	<p>Freese, T. (2000) Secrets of Question Based Selling. Sourcebooks Trade. (Book)</p> <p>Heiman, S., Sanchez, D., and Tuleja, T. (1998) The New Strategic Selling: The Unique Sales System Proven Successful by the World's Best Companies. Warner Books. (Book)</p> <p>Negotiating to Yes. Wilson Learning Corporation. (Workshop)</p> <p>Consulting with Clients. Wilson Learning Corporation. (Workshop)</p>	14	<p>Geraghty, B. (1998) Visionary Selling: How to Get to Top Executives-And How to Sell Them When You're There. Simon &amp; Schuster. (Book)</p> <p>Hanan, M. (1999) Consultative Selling: The Hanan Formula for High-Margin Sales at High Levels. AMACOM. (Book)</p> <p>Malcolm, J. (2000) Bottom-line Selling: The Sales Professional's Guide to Improving Customer Profits. McGraw-Hill. (Book)</p>

# Navigator Sample Organizational Curriculum Planning Report Consultant

Group: Sample Report  
Organization: Sample Company  
ID#: OVERALL

Competency	Foundational Level		Intermediate Level		Advanced Level	
	Count	Resources	Count	Resources	Count	Resources
		Relationships. Simon & Schuster. (Book) Stephens, N. and Adams, R. (1997) Streetwise Customer-Focused Selling: Understanding Customer Needs, Building Trust, and Delivering Solutions...the Smarter Path to Sales Success. Adams Media Corporation. (Book) The Counselor Salesperson. Wilson Learning Corporation. (Workshop, Online Delivery)		The Counselor Salesperson. Wilson Learning Corporation. (Workshop, Online Delivery) The Versatile Salesperson. Wilson Learning Corporation. (Workshop, Online Delivery)		Swaddling, D. and Miller, C. (2001) Customer Power: How to Grow Sales and Profits in a Customer-Driven Marketplace. Wellington Press. (Book) Creating Competitive Business Solutions. Wilson Learning Corporation. (Workshop)
◆ DEVELOPING RELATIONSHIPS		Futrell, C. (2002) ABC's of Relationship Selling with ACT! Express CD-ROM. Irwin/McGraw-Hill. (Book) Hanan, M. (1999) Consultative Selling: The Hanan Formula for High-Margin Sales at High Levels. AMACOM. (Book) Masciarelli, J. (2000) PowerSkills: Building Top-Level Relationships for Bottom-Line Results. Nimbus Press. (Book) Sheth, J. and Sobel, A. (2000) Clients for Life: How Great Professionals Develop Breakthrough Relationships. Simon & Schuster. (Book) The Counselor Salesperson. Wilson Learning Corporation. (Workshop, Online Delivery)	10	Farber, B. (2001) 12 Clichés of Selling and Why They Work. Workman Publishing Company. (Book) Fox, J. (2000) How to Become a Rainmaker: The Rules for Getting and Keeping Customers and Clients. Audio Renaissance. (Audiocassette) Negotiating to Yes. Wilson Learning Corporation. (Workshop) Consulting with Clients. Wilson Learning Corporation. (Workshop) The Counselor Salesperson. Wilson Learning Corporation. (Workshop, Online Delivery) The Versatile Salesperson. Wilson Learning Corporation. (Workshop, Online Delivery)	14	Bacon, T. (1999) Selling to Major Accounts. AMACOM. (Book) Dawson, R. (2000) Developing Knowledge-Based Client Relationships: The Future of Professional Services. Butterworth-Heinemann. (Book) Day, G. (1999) The Market Driven Organization: Understanding, Attracting, and Keeping Valuable Customers. The Free Press. (e-Book) Swaddling, D. and Miller, C. (2001) Customer Power: How to Grow Sales and Profits in a Customer-Driven Marketplace. Wellington Press. (Book) Consulting with Clients. Wilson Learning Corporation. (Workshop) Creating Competitive Business Solutions. Wilson Learning Corporation. (Workshop)

# Navigator Sample Organizational Curriculum Planning Report Technical Effectiveness

Group: Sample Report  
Organization: Sample Company  
ID#: OVERALL

Competency	Foundational Level		Intermediate Level		Advanced Level	
	Count	Resources	Count	Resources	Count	Resources
◆ KNOWING YOUR PRODUCTS		Product/Service-Specific Information	22	Product/Service-Specific Information	4	Product/Service-Specific Information
◆ APPLYING BUSINESS ACUMEN		<p>Brookson, S. (2001) Understanding Accounts. DK Publishing. (Book)</p> <p>Bruner, R., Eaker, M., and Freeman, R. (1997) The Portable MBA. John Wiley &amp; Sons. (Book)</p> <p>Ebert, R. and Griffin, R. (2002) Business Essentials. Prentice Hall. (Book)</p> <p>Slywotsky, A. (1996) Value Migration: How to Think Several Moves Ahead of the Competition. Harvard Business School Press. (Book)</p> <p>Welton, R. and Friedlob, G. (2001) Keys to Reading an Annual Report. Barrons. (Book)</p>	23	<p>Berkeley Executive Program. Haas School of Business, UC Berkeley. <a href="http://www.haas.berkeley.edu">www.haas.berkeley.edu</a>. (Executive Development Program)</p> <p>Harvard Business School. <a href="http://www.hbs.edu">www.hbs.edu</a></p> <p>INSEAD Executive Education. INSEAD. <a href="http://www.insead.fr">www.insead.fr</a>. (Executive Development Program)</p> <p>University of Michigan School of Business. Executive Education Center. <a href="http://execed.bus.umich.edu/">http://execed.bus.umich.edu/</a></p> <p>Wharton Executive MBA Program. The Wharton School, University of Pennsylvania. <a href="http://www.wharton.upenn.edu">www.wharton.upenn.edu</a>. (Executive Development Program)</p>	23	<p>Albright, S.C., Winston, W., and Zappe, C. (2001) Managerial Statistics. Duxbury Press. (Book)</p> <p>Hunger, J. and Wheelen, T. (2000) Essentials of Strategic Management. Prentice Hall. (Book)</p> <p>Nagle, T. and Holden, R. (2002) The Strategy and Tactics of Pricing: A Guide to Profitable Decision Making. Prentice Hall. (Book)</p> <p>Porter, M. (1998) Competitive Advantage: Creating and Sustaining Superior Performance. Free Press. (Book)</p> <p>Zambruski, M. (1999) The Business Analyzer and Planner: The Unique Process for Solving Problems, Finding Opportunities, and Making Better Decisions Every Day. AMACOM. (Book)</p>
◆ WORKING WITH TECHNOLOGY		<p>Hock, R. (2001) The Extreme Searcher's Guide to Web Search Engines. CyberAge Books. (Book)</p> <p>Holden, J. (2000) World Class Selling: The Crossroads of Customer, Sales, Marketing, and Technology. John Wiley &amp; Sons. (Book)</p> <p>MacPherson, K. (2001) Permission-Based E-Mail Marketing That Works! Dearborn Trade. (Book)</p> <p>Selling Power Editors. (2001) Faster Sales: How Technology Can Help</p>	31	<p>Albright, S.C., Winston, W., and Zappe, C. (2001) Managerial Statistics. Duxbury Press. (Book)</p> <p>Christensen, C. (2000) The Innovator's Dilemma: When New Technologies Cause Great Firms to Fall. Boston: HighBridge Company. (Audiocassette)</p> <p>Kudyba, S. and Hoptroff, R. (2001) Data Mining and Business Intelligence. Idea Group Publishing. (Book)</p>	13	<p>Albright, S.C., Winston, W., and Zappe, C. (2001) Managerial Statistics. Duxbury Press. (Book)</p> <p>Diorio, S. (2001) Beyond "e": 12 Ways Technology Is Transforming Sales and Marketing Strategy. McGraw Hill College Division. (Book)</p> <p>Gates, B. (1999) Business @ the Speed of Thought: Using a Digital Nervous System. Time Warner Company. (Book)</p> <p>Greenberg, P. (2001) CRM at the</p>