

REPORT

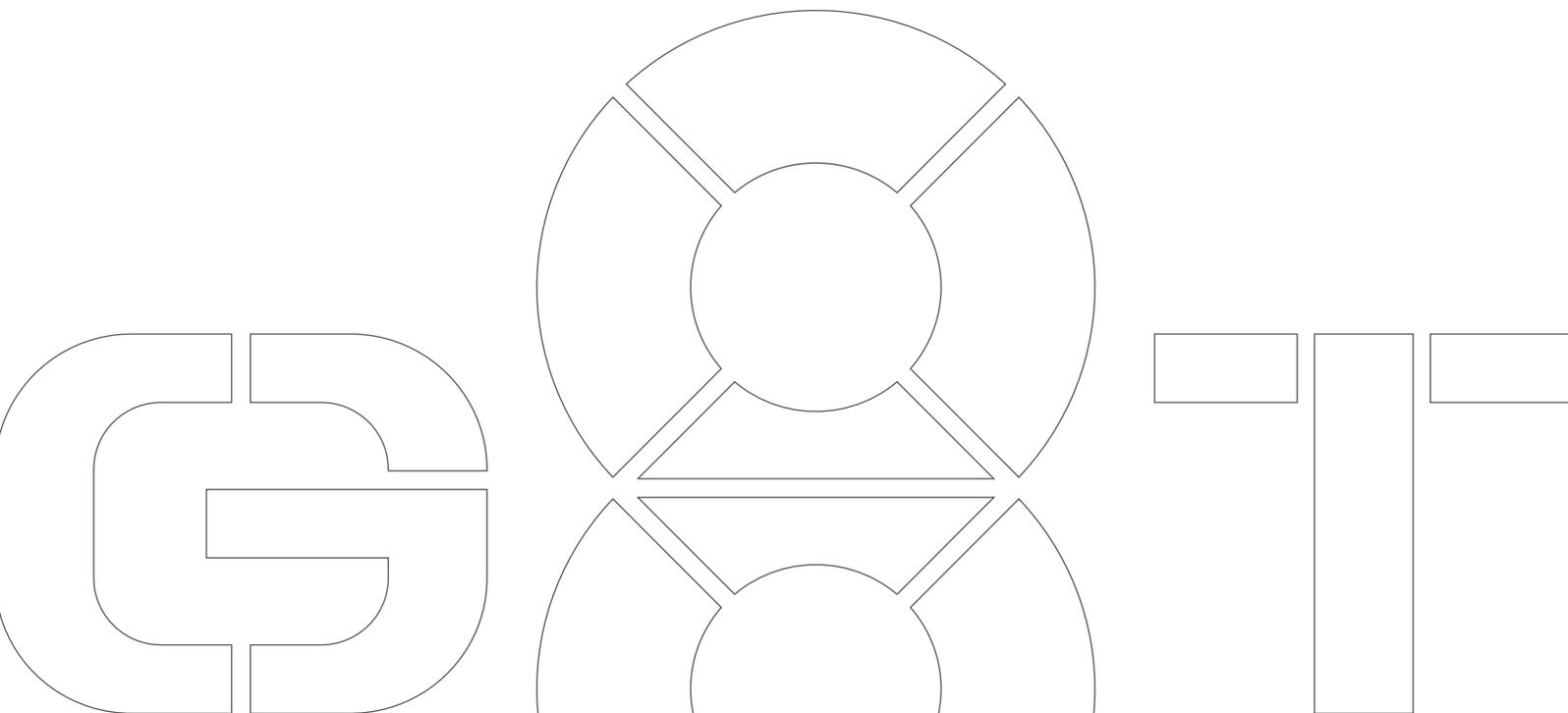
OCCUPATION-RELATED COMPETENCIES

G8T-SH

CLIENT VERSION

Max Mustermann

APRIL 19, 2017



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WELCOME

Liebe/r Klient/in,

Today you are receiving feedback with regard to the occupational competency test that your employee recently completed.

All the results are observed with regard to a reference sample. In doing so, the result of the tested person is compared with the reference sample and their scores are comparatively arranged on the dimensions gathered. High scores always mean that the tested person ascribes a characteristic that is greater than the individuals in the reference.

Psychological tests have different measurement accuracies. Similar to weighing scales, the accuracy of the measurement is not perfect. Therefore, the results are stated in sections. These fields take many fluctuations into consideration due to the measurement inaccuracy.

NOTE:

It must be observed that higher scores do not equate to a greater fit. Moreover, the result must be interpreted by taking the current occupational situation of the test person into consideration.

OCCUPATION-RELATED COMPETENCIES

The G8T used here, determines 8 known competencies, which can be derived from the analyses of existing competency models: Leadership and Decisions, Support and Cooperation, Interaction and Presentation, Analysis and Interpretation, Creation and Conceptualization, Organization and Execution, Adaptability as well as Entrepreneurship and Performance. In addition to these eight broad competencies, the G8T also permits a detailed analysis. Thus, in the addition to the results associated with the Great 8, the results of the underlying competency fields are also communicated in the following. In the process, we will first explain which behaviors help characterize individuals with higher scores on the respective Great 8 competency. This is complemented by classifying the G8T results in a competence range, which the statements from the reference are based on. The competence range is composed of 5 fields and also has a colored background. The further right the score of the tested person, the more the competence is attributed, compared to the comparative sample.

Among the competence ranges, you will also find detailed explanations of the competencies constituting competency fields. Even here, we plan on carrying out a subsequent comparative classification of the response pattern.

NOTE:

It must be observed that higher scores do not equate to a greater fit. Moreover, the result must be interpreted by taking the current occupational situation of the test person into consideration.

Summary

Leadership and Decisions			
Self-confident demeanor	Authentic, unplayed appearance		Self-confident sovereign appearance
Support and Cooperation			
Tactical Skills	Spontaneous, intuitive and authentic in discussions		Deliberate, tactical and strategic in discussions
Customer Orientation	Orientation to product sales		Orientation to customer wishes
Interaction and Presentation			
Empathy	Unaffected by the feelings of others		Empathetic, high sense of justice
Communications Style	Direct, pragmatic conversation		Respectful, partner-focused conversation
Analysis and Interpretation			
Handling of Ambiguities	Tendency for clarity and unambiguity		Open to contradictions and reorientations
Decision-making capabilities under time constraints	Considered decisions under time-pressure, low-risk, deliberate		decisive under time-pressure, quick, efficient
Creation and Conceptualization			
Handling of Success and Failure	Proud, self-confident, high self-regard		Giving and receiving help, grateful, humble
Human Intuition	Thought-out, careful judgment of people		Experienced, intuitive judgment of people
Organization and Execution			
Networking Skills	Focus on individual cooperations		Committed, active search for cooperation partners
Conflict Management	Conflicts seen as disturbing factor, inhibitive, unnecessary		Conflicts seen as opportunity, constructive handling of things
Adaptability and Coping			
Time-efficient Work	Flexible timing, spontaneous, no advance planning		Planned timing, forward-looking, efficient
Entrepreneurship and Performance			
Entrepreneurial Competency	Market-informed, necessary market knowledge		Market-experience, anticipation of market events
Negotiation Skills	Diplomatic, flexible, adaptable		Assertive, compelling
Enthusiasm	Present-focused, careful, thoughtful		Future-focused, inspired, enthusiastic
Quality Management	Correct, fulfilling the requirements		Going above and beyond, flawless, precise

LEADERSHIP AND DECISIONS

Self-confident demeanor:

When compared to the reference sample, the response pattern of the score corresponds to:



places great importance on authenticity. He/She admits to having insecurities and does not conceal them.

usually appears self-confident and his/her insecurities are rarely noticeable. This individual has no problems admitting to a few insecurities.

appears confident. He/She can easily conceal any insecurity.

Below average or average self-confident demeanor

Risk:

A self-confident demeanor for sales managers is important in the event of making initial contact with new partner companies, support of important customers or in negotiations with sales partners. In case of low scores, deals are in danger of failing and relationships are not maintained according to the requirements. Customers do not feel they are being taken seriously, when not even the representative of the company is impressed by the products or services.

Sales managers with low scores are also not taken seriously by the leaders of their sales teams. Their authority is questioned. Employees have difficulties following instructions, when their manager is obviously not impressed by it. Particularly decisions and specification that are difficult or difficult for the employees to understand are easily faced with resistance, if these are not addressed to them in a convincing manner.

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SUPPORT AND COOPERATION

Tactical Skills:

When compared to the reference sample, the response pattern of the score corresponds to:



always attempts to react authentically. In heated discussions and stressful situations, this often means strong emotional responses for this individual. Set strategies are frequently switched and are adapted to the current situation.

tries to stay calm in heated discussions and stressful situations most of the time. In certain situations, this individual finds it necessary to respond authentically, which includes displays of emotion. Set strategies are adapted to the current situation.

is firmly committed to approaching all stressful situations calmly and with a level head. In this conjunction, this individual considers it important to consistently pursue a set strategy through tactical skills and to not deviate from it.

Above-average tactical skills and below average communication style

Risk:

Above-average tactical skills are relevant for sales managers who are confronted with assignments, in which a forward-looking approach is necessary. They carefully consider how they can face the individual challenges (employee management, sales planning and controlling, market analyses) and implement their plans.

Tactical skills can play an elementary role for negotiations with key account partners. High scores indicate that sales managers address the different phases of the negotiations (establishing contact, maintaining relationships, closing deals) with different tactics. Even under pressure, they stick to their set plans and negotiate with tenacity. In case of a bad communication

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SUPPORT AND COOPERATION

style, sales managers only have a few communication strategies. They do not satisfy the different conversational requirement rhetorically.

Customer Orientation:

When compared to the reference sample, the response pattern of the score corresponds to:



usually considers the search for a solution for the customer's problem redundant. He/She is convinced that if a product is good, the customer's wishes and needs should be based on the product.

either considers the search for a solution that will resolve the customer's problem essential or redundant. Depending on his/her assessment, he/she will address the customer's needs or will stick to the existing solutions.

considers the customer's wishes and needs to be a priority. He/She always focuses on finding a way to address the customer's wishes and needs. He/She is prepared to adapt existing solutions accordingly.

Above-average customer orientation

Opportunity:

Sales managers with a high level of customer orientation focus on the customer during the sale of their products. This is particularly decisive for products and services that can be individually tailored to the customer. Sales managers consider the needs of the customers, before they bring forward a customized offer. A high score is also promising for the long-term retention of key accounts. Sales managers also respond to the wishes and concerns of their customers, if there is no immediately pending deal.

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INTERACTION AND PRESENTATION

Empathy:

When compared to the reference sample, the response pattern of the score corresponds to:



tries not to be impacted by the emotional situation of other individuals. This individual does not consider injustices against others obstacles for their work.

only considers the emotional situation of other individuals important in certain situations. When those arise, he/she tries to put himself/herself in their situation to be able to react appropriately. If others are targeted by injustices, this individual will usually carefully consider whether getting involved will pay off.

pays extremely close attention to the emotional situation of others. He/She attempts to put him/herself in their position with the aim of reacting appropriately. This individual places great emphasis on preventing injustices against others and gets involved.

Below or average empathy

Risk:

A low score represents a particular risk for sales managers, who have increased interaction with the employees and leaders of their sales teams. Employees in these structures are more frequently frustrated, if they feel that they are treated with very little empathy or are not understood by their sales managers. A personal relationship to the sales manager only occurs in a few cases.

Sales managers with a low level of empathy find it difficult to understand the standards and behavioral patterns of important international customers. Collabo-

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INTERACTION AND PRESENTATION

rations are in danger of failing due to intercultural misunderstandings.

Communications Style:

When compared to the reference sample, the response pattern of the score corresponds to:



considers it important to get down to business in conversations and to conclude them quickly. He/She is of the opinion that in most cases, small talk and compliance with communications rules are just roadblocks.

considers it important to respect the counterpart in most conversations and to make sure that what is being said is not misunderstood and observes certain communication rules. At the same time, he/she is convinced that in certain conversational scenarios, a quick result should also be achievable in the absence of communications rules.

considers it important to respect the counterpart and to make sure that what is being said is not misunderstood. To achieve this, he/she uses various communication techniques and strategies.

Below average or average communication style

Risk:

Sales managers are in constant contact with management, employees and leaders or their sales teams, major customers or key accounts. They communicate upwards, downwards, externally and internally. A below average communication style not enough to be able to fulfil these different conversational requirements. Employees that have sales managers

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INTERACTION AND PRESENTATION

with low scores are often dissatisfied and frustrated. This is particularly true for employees that have an intensified need for personal support and appreciation from the superiors. Even business relationships are in danger of failing, if business partners feel they are not being taken seriously due to an inadequate communication style of the sales manager.

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ANALYSIS AND INTERPRETATION

Handling of Ambiguities:

When compared to the reference sample, the response pattern of the score corresponds to:



considers it important to ensure situations are always transparent and clear. This individual tries to avoid conflicting situations given that in his/her opinion, they are a mere waste of time and cause unnecessary stress.

considers it important to ensure situations are transparent and clear. In the few conflicting situations that arise, this individual will attempt to stay level headed.

does not shy away from conflicting situations. It is important to this individual to keep a level head – even in these situations. To compensate, he/she tries to adapt to these ambiguous situations as quickly as possible while remaining balanced.

Below average or average handling of ambiguities

Risk:

For sales managers with low scores, it is important to create clear situations and avoid conflicting situations. Such conflicts of interests are difficult for sales managers to avoid. For example, they must combine the interests of management with those of the team leaders of key account customers. This is not possible in case of low scores and sales managers quickly feel stressed and overwhelmed. It can also result in contradictions in case of constant monitoring and development of the sales strategies, goals and costs. This can result in an extensive reorganization of the sales strategies. Sales managers with a little experience with ambiguity misconceive the necessity of consistent process optimization.

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ANALYSIS AND INTERPRETATION

Decision-making capabilities under time constraints:

When compared to the reference sample, the response pattern of the score corresponds to:



makes the best decisions when there is plenty of time to contemplate the problems. He/She refuses to make decisions under time constraints to minimize the risk of errors.

makes decisions without a great deal of thought. He/She tries to avert time constraints with the aim of not being subject to too much pressure.

always makes decisions without much hesitation. This individual is not affected by time constraints during the decision-making phase.

Above-average decision-making capabilities under time constraints

Opportunity:

Sales managers with high scores are most likely to make faster decisions. This increases the chance for individuals that have to make many decisions every day to work efficiently. Even under time constraints, sales managers maintain an overview of which decisions have priority and which need to be made quickly. High scores are decisive for the leading sales managers, particularly if successful action presupposes decisiveness. In case of long-term sales strategies, this field plays a subordinate role.

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CREATION AND CONCEPTUALIZATION

Handling of Success and Failure:

When compared to the reference sample, the response pattern of the score corresponds to:



sees his/her own career as the result of his/her own efforts. This individual is proud to have achieved all of this without help and support and is convinced that any other individual can also attain their goals without support.

considers his/her own career as the result of his/her own efforts and the help as well as support received from others at the right time. This individual is willing to support others when deemed appropriate.

realizes how important the help and support received from others was for his/her own professional career and is therefore always willing to extend the same kind of support to others.

Below average handling of success and failure

Risk:

Sales managers with little handling of success and failure rarely support the employees of the sales teams. They feel like they have been abandoned. This increases the risk for unmotivated employees. Among new employees, this can quickly result in the employees feeling overwhelmed.

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CREATION AND CONCEPTUALIZATION

Human Intuition:

When compared to the reference sample, the response pattern of the score corresponds to:



uses his/her human intuition to identify strengths and weaknesses of individuals he/she has known for a long time. He/She tries to assess the potential for a position after giving it some detailed thought. This individual is of the opinion that some individuals cannot be evaluated even after one has known them for a long time.

considers his/her human intuition important for his/her role as a manager. This individual uses his/her human intuition to quickly identify the strengths and weaknesses of some employees and to beneficially assess their potential for a position. He/She is of the opinion that a thorough assessment of most individuals will take quite some time.

considers a differentiating human intuition key for his/her role as a manager. This individual tries to use his/her human intuition to quickly identify the strengths and weakness of all individuals to beneficially assess their potential for a position.

Above-average human intuition and above-average entrepreneurial competency

Opportunity:

Above-average human intuition increases the chance for satisfaction of the employees. A sales manager with a high level of human intuition uses his/her employees in sales teams according to their skills and needs. Sales managers with a simultaneously high level of entrepreneurial competency also consider the current developments of the market. Sales managers with this combination provide good prerequisites to optimally occupy the field service and office duty.

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CREATION AND CONCEPTUALIZATION

If sales managers are involved in the personnel selection, high scores help the assessment of the candidates.

Above-average human intuition above-average tactical skills and above-average negotiation skills

Opportunity:

Good human intuition is helpful when dealing with different decision-makers of a key account partner. Sales managers quickly and validly assess the strengths and weaknesses of their respective negotiating partner and adapt their versatile tactics in the conversations according to the counterpart. With a simultaneously high level of negotiation skills, the chance of the conversations being successfully concluded with different negotiating partners in terms of the company is great.

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ORGANIZATION AND EXECUTION

Networking Skills:

When compared to the reference sample, the response pattern of the score corresponds to:



checks, which cooperations will be profitable, in detail. In some cases, this will produce one-time and beneficial cooperations.

recognizes cooperations that will pay off. He/She is of the opinion that most such cooperations will be beneficial only once. This individual rarely tries to maintain these cooperations.

quickly recognizes cooperations that will pay off. The aim is to actively search and to always maintain such cooperations.

Above-average networking skills

Opportunity:

Networking skills are elementary for the acquisition of key account partners. Sales managers with high scores are constantly on the lookout for new worthwhile cooperations. In doing so, they quickly know who the important decision-makers among the business partners are and attempt to make direct contact with them. In order to establish contacts, they use various communication channels such as social media, e-mail, telephone or seek out personal contact on site.

Above-average networking skills and above-average enthusiasm and above-average human intuition

Opportunity:

Sales managers that need to occupy many positions in their sales teams, provide good prerequisites with this combination. They look for potential sellers, even if there are no vacant positions and maintain

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ORGANIZATION AND EXECUTION

this contact until the position in question is available. This speeds up the process of recruitment. Sales managers with this combination, rarely have positions that are vacant for a long time. Good human intuition helps accurately estimate the strengths and weakness of the potential employees.

Above-average networking skills and below average empathy

Risk:

Sales managers with a high level of network skills usually maintain good relationships to their business partners and customers. Having a low level of empathy at the same time, can also include cooperations that are not worthwhile. Sales managers find it difficult to correctly evaluate the intentions and motivation of the counterpart. It can result in tough and unsuccessful negotiations, which could have been avoided, if the situation was assessed correctly.

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ORGANIZATION AND EXECUTION

Conflict Management:

When compared to the reference sample, the response pattern of the score corresponds to:



considers conflicts as potential problematic factors that unnecessarily place the attainment of joint goals in jeopardy. This individual attempts to avert conflicts with the aim of not putting constructive solutions at risk.

considers conflicts as potential problematic factors or opportunities for further development. Central conflicts may stand in the way of constructive solutions. This individual will spend the least amount of time necessary to address these problems. Other conflicts may make a major contribution to the finding of a solution in the eyes of this individual.

always understands conflicts as an opportunity for further development. This individual is of the opinion that conflicts do not stand in the way of constructive solutions, but actually make a major contribution to the finding of a solution.

Below average or average conflict management

Risk:

Employee management represents a significant competency for sales managers. In case of low scores, sales managers do not recognize emerging conflicts in their teams in good time. Thus, it can result in increased conflicts and a bad and thereby, negative working atmosphere in the sales teams.

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ADAPTABILITY AND COPING

Time-efficient Work:

When compared to the reference sample, the response pattern of the score corresponds to:



does not need any detailed plans to address assignments directly and without losing time. This individual usually considers detailed plans redundant and wants to keep an overview without relying on them.

attempts to get a good overview of his/her workload and available capacities if assignments are complex, so that he/she will be able to handle such assignments regardless of time constraints. For simpler assignments, this individual considers detailed plans redundant.

always places great emphasis on being able to have a good overview of his/her work and available capacities. Attempts to handle all assignments regardless of any time constraints thanks to planning with foresight.

Below average or average time-efficient work

Risk:

Sales managers must structure their working day well, in order to fulfil all assignments equally. Low time-efficient work is usually not enough for sales managers. Due to insufficient planning, they are not able to combine the coordination of sales activities, management of employees and support of key account customers in a timely manner. This can only result in overtime and dissatisfaction.

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ENTREPRENEURSHIP AND PERFORMANCE

Entrepreneurial Competency:

When compared to the reference sample, the response pattern of the score corresponds to:



considers his/her existing market knowledge sufficient to use it for the benefit of his/her own business.

is willing to find out more about the market in some fields. He/She wants to expand his/her knowledge and know-how specifically in these areas. In many fields, this person considers his/her existing market knowledge sufficient to use it for the benefit of his/her own business.

is inclined to always learn more about the market in all fields. He/She wants to use this knowledge and know-how specifically for his/her own business. This individual considers the anticipation of changes as a key competency for this purpose.

Above-average entrepreneurial competency

Opportunity:

Entrepreneurial competency plays an elementary role for sales managers. Profound knowledge about the market and its changes is indispensable for their assignments. They derive the sales goals of their teams and for their fields through comprehensive analyses of the markets, competition and from potential customers. They recognize when it is crucial to generate sales and in which moments focus should be placed on customer retention.

Above-average entrepreneurial competency and above-average networking skills

Opportunity:

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High level of entrepreneurial competency also helps with the identification of key account customers. As a result of their analyses, sales managers recognize who will generate a turnover or who is important for the company as a reference customer. With a simultaneously high level of networking skills, sales managers are prepared for market or product changes because they can resort to a large pool of potential customers.

Above-average entrepreneurial competency and above average tactical skills and above-average enthusiasm

Opportunity:

Sales managers with this combination always adapt their tactical skills and activities to the market development and anticipated changes. They not only recognize when it is necessary to establish a new sales channel or expand an existing one. They also know how these goals are to be achieved. For negotiations with key account partners, sales managers with this combination provide the necessary entrepreneurial expertise in order to be able maneuver at eye level.

Above-average entrepreneurial competency and above-average customer orientation

Opportunity:

Sales managers with entrepreneurial competency analyze markets and potential customers. With a simultaneously high level of customer orientation, they use their target group analysis for the selection of suitable distribution channels. This is particularly decisive for products, in which a combination of different distribution channels (direct, indirect, wholesales or online) is promising.

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ENTREPRENEURSHIP AND PERFORMANCE

Negotiation Skills:

When compared to the reference sample, the response pattern of the score corresponds to:



considers it important to handle set goals flexibly in negotiations so that they can be directly adjusted to the courses of the conversation. In this context, this individual is open to entertain different goals of the negotiating party.

considers it important to protect the set goals in many negotiations. This individual will only be open to entertain different goals of the negotiating party in few courses of the conversation.

considers it important to protect the set goals in all negotiations. This individual will not be able to entertain different goals of the negotiating party, regardless of the course of conversation.

Above-average negotiation skills

Opportunity:

The negotiation skills of sales managers are decisive for the acquisition, negotiations, and support of key account managers. The foundation for a successful cooperation can be set with an above-average score. Sales managers do not lose sight of the goals in the negotiations. In sales conversations, sales teams benefit from the preparatory work of sales managers with good negotiation skills. For this purpose, it should be ensured that sales managers regularly brief their sales teams about the results of the negotiation at a higher level.

Above-average negotiation skills and above-average customer orientation

Opportunity:

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Intuition is very important for the phase between making contact with key account partners and the conclusion of the transaction. Negotiation skills must be used to inform the customer that you would like to win him/her over without losing the customer orientation and appearing too pushy. Sales managers with this combination are able to maintain this balance.

Above-average negotiation skills and below average or average self-confident demeanor

Risk:

Sales managers that appear insecure cannot use their above-average negotiation skills. Key account customers notice the insecurities and can use them in the negotiations for their benefit. Often they do not take the company seriously, when not even their representative is impressed by his/her product.

Above-average negotiation skills and above-average enthusiasm and above-average tactical skills

Opportunity:

The negotiation goals with key account partners or B2B customers can often not be achieved in a conversation. In truth, the subgoals must be achieved first (create personal contact, gain trust), before it results in deals and long-term business relationships. Sales managers with high negotiation skills, a high level of enthusiasm and a high level of tactical skills, design their negotiations with the appropriate foresight. They arrange different tactics for the different stages of negotiation and thus, do not jeopardize the long-term goals.

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ENTREPRENEURSHIP AND PERFORMANCE

Enthusiasm:

When compared to the reference sample, the response pattern of the score corresponds to:



makes the current situation his/her priority. This person rarely wants to look into future plans in order to avoid slowing down the optimization of the current status.

does not want to lose sight of the opportunities that might arise in the future. If this individual finds it particularly promising, he/she will attempt to draft related plans and to implement them.

always keeps the opportunities that might arise in the future in mind and attempts to draft related plans. He/She embraces these opportunities with enthusiasm and wants to generate enthusiasm among colleagues.

Above-average enthusiasm

Opportunity:

Above-average scores provide good prerequisites for sales managers, who are involved in long-term strategic sales planning. This is particularly relevant, if it constantly results in changes due to the contested and fast moving markets. Sales managers with enthusiasm try not to lose sight of the options, which may arise in the future. The chance of successfully implementing future-oriented plans is good, if the enthusiasm is high. Sales managers regularly search for these opportunities and bring along motivation.

Above-average enthusiasm and above-average tactical skills

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ENTREPRENEURSHIP AND PERFORMANCE

The B2B business is usually very time-consuming. It can precede the sales conversation in several stages (making contact, presentation, test phase). In return, sales managers with this combination provide good prerequisites. They plan the individual steps in a forward-looking manner and bring the necessary tactical skills for each section.

Above-average enthusiasm and above-average entrepreneurial competency

Opportunity:

Sales managers with a high level of enthusiasm and entrepreneurial competency are able to analyze markets, competition and customers with foresight and predict the key figures and developments. With this combinations, the sales managers can control the sales teams in target-oriented manner.

Quality Management:

When compared to the reference sample, the response pattern of the score corresponds to:



expects products and services to work as intended. This individual will be satisfied if this expectation is met.

expects high product and service quality. This individual will be satisfied if this expectation is met. He/She rarely tries to further advance the quality of processes through improvements.

exclusively expects premium quality in terms of products and services. Even if this expectation is met, this individual still tries to further advance the quality of processes through constant improvements.

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Above-average quality management

Opportunity:

Sales managers with above average quality management attach a lot of importance on a good service during the support of key account customers. The company benefits from sales managers with good experience in quality management because customers with a high customer value feel well looked after.

Sales managers with a high level of experience in quality management provide good prerequisites for the sale of top products because they identify with the product. It is important for them to give their own opinion, employee and customer feedback to the decision-makers in the company in order to contribute towards the ongoing quality assurance.

Above-average quality management

Risk:

If the range of products contains different levels of quality, in the case of a high quality management, there is the risk that sales managers exclusively concentrate on the top products during sales planning. This can result in bad end-of-year figures for products from the low price and quality segment.

If the range does not contain any products with the highest level of quality, sales managers with high quality management get frustrated quickly. They have the feeling they need to sell products that they do not represent.

Above-average quality management and above-average entrepreneurial competency and above-average negotiation skills

Opportunity:

This combination is promising for the support of key account partners for luxury goods. Sales managers

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ENTREPRENEURSHIP AND PERFORMANCE

are able to use information about the market and the competition for the negotiations profitably and thus, emphasize the uniqueness of their product. In hard-fought markets, in which the company is dependent on a few large customers, this combination has the potential of being able to distance itself from the competition in a decisive manner.

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