

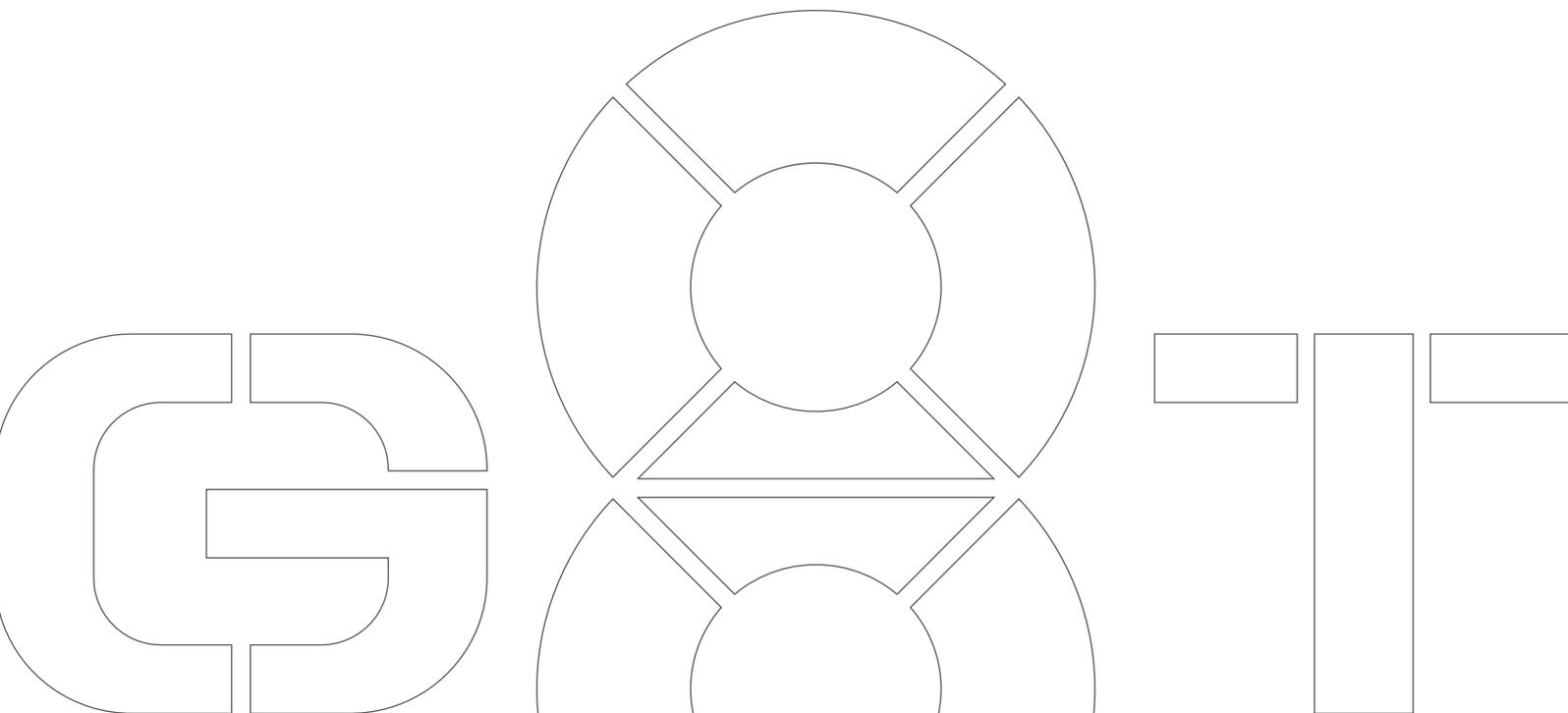


# REPORT

## SALES HIGH | PERSONAL

Max Mustermann

Apr 19, 2017



**CONTENTS**

<b>SALUTATORY GREETING</b>	2
<b>Leadership and Decisions</b>	3
Self-confident demeanor	3
<b>Support and Cooperation</b>	4
Tactical Skills	4
Customer Orientation	4
<b>Interaction and Presentation</b>	6
Empathy	6
Communications Style	6
<b>Analysis and Interpretation</b>	8
Handling of Ambiguities	8
Decision-making capabilities under time constraints	8
<b>Creation and Conceptualization</b>	10
Handling of Success and Failure	10
Human Intuition	10
<b>Organization and Execution</b>	12
Networking Skills	12
Conflict Management	13
<b>Adaptability and Coping</b>	14
Time-efficient Work	14
<b>Entrepreneurship and Performance</b>	15
Entrepreneurial Competency	15
Negotiation Skills	16
Enthusiasm	18
Quality Management	19

# SALUTATORY GREETING

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Dear participant,

In the following, you will receive feedback regarding the occupational competency procedure that you have recently completed.

All results are reported with regard to a norm sample. Your results are then compared with the norm sample and your characteristics are classified according to the surveyed dimensions.

The evaluation includes all relevant, job-related competencies and your individual characteristics in text form.

It should be noted that higher values do not mean a higher fit. Rather, your results should be interpreted in the light of your current professional situation.

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April 19, 2017

Salutatory greeting  
Page 2 of 20



# LEADERSHIP AND DECISIONS

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## SELF-CONFIDENT Demeanor

Your appearance is very authentic. You stick to most of your insecurities by not concealing them.

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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April 19, 2017

Leadership and Decisions  
Page 3 of 20

# SUPPORT AND COOPERATION

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## TACTICAL SKILLS

In most of the heated discussions and stressful situations you attempt to remain calm and level-headed. You think it is important to pursue a set strategy with tactical skills and rarely depart 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 a fundamental 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 style, sales managers only have a few communication strategies. They do not satisfy the different conversational requirements rhetorically.

## CUSTOMER ORIENTATION

Searching and finding a suitable solution for the customer's problem is important to you. There are only a few exceptional cases, in which you do not address the wishes or needs of the customer and stick to the existing solutions.

Above-average customer orientation

Opportunity:

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Max Mustermann  
April 19, 2017

Support and Cooperation  
Page 4 of 20

## SUPPORT AND COOPERATION

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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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Max Mustermann  
April 19, 2017

Support and Cooperation  
Page 5 of 20



# INTERACTION AND PRESENTATION

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## EMPATHY

You rarely consider the emotional situations of other individuals to be important. You usually try not to be influenced by them and concentrate on yourself. You only get involved in the injustices towards others in individual cases. However, in most cases, these injustices are not your problem.

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. Collaborations are in danger of failing due to intercultural misunderstandings.

## COMMUNICATIONS STYLE

It is always important for you to quickly reach a conclusion in conversations. Communication rules only slow down the process.

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

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Occupation-related competencies  
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Max Mustermann  
April 19, 2017

Interaction and Presentation  
Page 6 of 20

## INTERACTION AND PRESENTATION

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requirements. Employees that have sales managers 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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Max Mustermann  
April 19, 2017

Interaction and Presentation  
Page 7 of 20

# ANALYSIS AND INTERPRETATION

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## HANDLING OF AMBIGUITIES

It is important for you to ensure situations are clear and transparent. You try to avoid conflicting situations because they are just a waste of time and often cause unnecessary stress.

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.

## DECISION-MAKING CAPABILITIES UNDER TIME CONSTRAINTS

You usually make good decisions without having to think about them for a long time. While making decisions time constraints are rarely a problem for you.

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

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Max Mustermann  
April 19, 2017

Analysis and Interpretation  
Page 8 of 20

## ANALYSIS AND INTERPRETATION

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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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Max Mustermann  
April 19, 2017

Analysis and Interpretation  
Page 9 of 20

# CREATION AND CONCEPTUALIZATION

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## HANDLING OF SUCCESS AND FAILURE

You largely view your professional career as the result of your own efforts. In doing so, you rarely needed support and help. In rare cases, you consider it appropriate to support someone.

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.

## HUMAN INTUITION

Differentiated human intuition is important for your role as a manager. You use this knowledge to quickly identify the strengths and weakness of many employees and beneficially assess their potentials 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.

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

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Max Mustermann  
April 19, 2017

Creation and Conceptualization  
Page 10 of 20

# CREATION AND CONCEPTUALIZATION

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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 for 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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Max Mustermann  
April 19, 2017

Creation and Conceptualization  
Page 11 of 20

# ORGANIZATION AND EXECUTION

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## NETWORKING SKILLS

You quickly recognize, which collaborations are worth responding to in a profitable manner. You actively search for good cooperations and always make the effort to maintain them.

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 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

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Occupation-related competencies  
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Max Mustermann  
April 19, 2017

Organization and Execution  
Page 12 of 20

# ORGANIZATION AND EXECUTION

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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.

## CONFLICT MANAGEMENT

You view conflicts as potential problematic factors. Where possible, these must be dealt with quickly and efficiently because otherwise they stand in the way of constructive solutions and could unnecessarily place the attainment of joint goals in jeopardy.

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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Max Mustermann  
April 19, 2017

Organization and Execution  
Page 13 of 20

# ADAPTABILITY AND COPING

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## TIME-EFFICIENT WORK

Creating an overview of your work and free capacities is not a priority for you. You do not want to be held back by detailed planning.

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.

Personal report:

Occupation-related competencies  
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Max Mustermann  
April 19, 2017

Adaptability and Coping  
Page 14 of 20

# ENTREPRENEURSHIP AND PERFORMANCE

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## ENTREPRENEURIAL COMPETENCY

You want to find out more about the market in many fields. You develop your skills and knowledge in a targeted manner in order to use these for your own business. In doing so, you anticipate most changes in a timely manner.

Above-average entrepreneurial competency

Opportunity:

Entrepreneurial competency plays a fundamental 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:

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

Personal report:

Occupation-related competencies  
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Max Mustermann  
April 19, 2017

Entrepreneurship and Performance  
Page 15 of 20

# ENTREPRENEURSHIP AND PERFORMANCE

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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.

## NEGOTIATION SKILLS

In negotiations, it is important for you to protect your set goals. You usually pursue your goals with tenacity and independent of the course of conversation. In doing so, you are not open to entertain the different goals of your negotiating partner.

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.

Personal report:

Occupation-related competencies  
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Max Mustermann  
April 19, 2017

Entrepreneurship and Performance  
Page 16 of 20

# ENTREPRENEURSHIP AND PERFORMANCE

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Above-average negotiation skills and above-average customer orientation

Opportunity:

Intuition is very important for the phase between establishing 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.

Personal report:

Occupation-related competencies  
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Max Mustermann  
April 19, 2017

Entrepreneurship and Performance  
Page 17 of 20

# ENTREPRENEURSHIP AND PERFORMANCE

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## ENTHUSIASM

You think a lot about the opportunities that you could be faced with in the future and enjoy drawing up related plans. You would like to inspire colleagues with your enthusiasm for the chances that present themselves.

### 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

#### Opportunity:

The B2B business is usually very time-consuming. It can precede the sales conversation in several stages (establishing 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.

Personal report:

Occupation-related competencies  
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Max Mustermann  
April 19, 2017

Entrepreneurship and Performance  
Page 18 of 20

# ENTREPRENEURSHIP AND PERFORMANCE

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## QUALITY MANAGEMENT

You expect a high product and service quality. If this requirement is met, you usually advance the quality of processes through improvements.

### 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

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Occupation-related competencies  
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Max Mustermann  
April 19, 2017

Entrepreneurship and Performance  
Page 19 of 20

# ENTREPRENEURSHIP AND PERFORMANCE

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This combination is promising for the support of key account partners for luxury goods. Sales managers 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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April 19, 2017

Entrepreneurship and Performance  
Page 20 of 20

