



# 360 Degree Feedback Report

17 August 2009

Bill Trial

Thomas Sales Questionnaire

Private & Confidential

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# Introduction

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This confidential 360 degree feedback report has been designed to provide you with a detailed analysis of the information received from various individuals and collated by Thomas360.

Relationship	Defined	Completed
Self	1	1
Manager	1	1
Peer	3	3
Team	2	2
Customer	2	2

If the number of responses that were returned is less than the expected minimum number, then the validity of this report is reduced and we would recommend further feedback.

This report provides you with a summary of the scores from your line manager and those respondents who have responded to the online 360 degree feedback questionnaire. These scores are summarised for each of the following 9 competency categories:

- Team Working
- Organisation
- Strategic Awareness
- Impact
- Professional Excellence
- Communication
- Influence
- Customer Focus
- Drive

The analysis of the 45 statements linked to the above identifies the average rating for each competency category (including and excluding self) and shows the range of scores that were given to you.

In addition, information is presented graphically and displays the top and bottom five statements to identify your strengths and areas for development, respectively.

You can also compare the degree of variation of the importance ranking of competency categories with your colleagues.

# Understanding your 360 Degree Feedback Report

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## Primary Objectives of the Report

Single sourced feedback is rarely comprehensive enough to be regarded as robust and of good quality. Where staff are regarded as empowered to do their own jobs and interact effectively with others, managers are regarded as a 'coach' to help and guide staff to obtain high levels of performance.

360 degree feedback is becoming increasingly popular in linking good quality feedback with maintaining and improving performance forming an essential part of personal development. The purpose of 360 degree feedback is to take feedback one step further and to involve a variety of people in the process.

## The purpose of 360 degree feedback

- To develop an awareness of your perceived behaviour within the workplace.
- To focus on changes that you need to make in order to develop.
- To provide you with information that will allow you to build upon what you do well.
- To allow you the opportunity to explore the reasons for the scoring.
- To pave the way for you to take action.
- To give you the opportunity to take responsibility for your own development.

This report is a compilation of all the questionnaires that you distributed to people that you work with.

# Ratings against each of the 9 competency categories

Explanation of the following tables

Each of the competencies has been broken down into statements, upon which you have received feedback.

Each statement has a summary of the distribution of scores from Self, Manager, Peers, Team, Customers and Others as applicable. Respondents have rated the statements based on their observations as follows:

- 7 - Great Deal (High) - the participant is exceptional and can be considered as a role-model in this area.
- 4 - Satisfactory - the participant is meeting a satisfactory standard for their role.
- 1 - Not Much (Low) - the participant needs considerable support or development in this area.
- Not Observed/Not Applicable - the participant does not have the opportunity to demonstrate this skill, or, if it is not applicable to their role. In the tables that follow, this column is labelled "Not Observed".

Each statement is given an average rating and each competency has an overall rating score.

1. Where "Not Observed/Not Applicable" has been selected it is excluded when calculating the average score.
2. The average rating for each respondent group is displayed to one decimal place.
3. The statement average is the calculated weighted average rating of each respondent group. The left-hand total box displays the average excluding self; the right-hand total box displays the average including self.
4. The competency average is calculated from the weighted statement averages (2). If a statement is not observed by anybody then it is not included in the competency average.

Establishes a compelling vision									Range	Average
Not Observed	Not Much			Great Deal						
	1	2	3	4	5	6	7			
Self	1							1		6.0
Manager					1					5.0
Peer				1	1				4 to 5	4.5
Team					1			1	5 to 7	6.0
Average Rating excluding self									5.2	5.4

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Overall Rating on Competency Category      Excluding Self      Including Self

4.3      4.4

# Impact

Establishes credibility quickly									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1					4.0
Peer				2			1		3 to 6	4.5
Team				1		1			3 to 5	4.0
Customer					2					4.0
Average Rating Excluding Self									4.1	4.5

Builds rapport easily									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						1				5.0
Peer					2	1			4 to 5	4.5
Team					1	1			4 to 5	4.5
Customer					1		1		4 to 6	5.0
Average Rating Excluding Self									4.8	5.0

Achieves win-win outcomes									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1					4.0
Peer					1	2				5.0
Team			1		1				2 to 4	3.0
Customer						2				5.0
Average Rating Excluding Self									4.2	4.6

Displays enthusiasm and commitment									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self						1				5.0
Manager					1					4.0
Peer						2	1		5 to 6	5.5
Team						2				5.0
Customer					1	1			4 to 5	4.5
Average Rating Excluding Self									4.8	4.8

Gains a reputation for reliability									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self						1				5.0
Manager					1					4.0
Peer				1		1	1		5 to 6	5.5
Team				1		1			3 to 5	4.0
Customer					2					4.0
Average Rating Excluding Self									4.4	4.5

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>4.5</b>	<b>4.7</b>

# Influence

Makes customers feel good about a purchase									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self						1			6.0	
Manager					1				5.0	
Peer				1	2				5.0	
Team			1		1				3 to 5 4.0	
Customer					1	1			5 to 6 5.5	
Average Rating Excluding Self									4.9	5.1

Sells the company's track record									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self						1			6.0	
Manager					1				5.0	
Peer					2	1			5 to 6 5.5	
Team				2					4.0	
Customer					1	1			5 to 6 5.5	
Average Rating Excluding Self									5.0	5.2

Deals effectively with customers' objections									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self							1		7.0	
Manager			1						3.0	
Peer			1	2					4.0	
Team			1	1					3 to 4 3.5	
Customer				1	1				4 to 5 4.5	
Average Rating Excluding Self									3.8	4.4

Demonstrates self-confidence									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self							1		7.0	
Manager						1			6.0	
Peer						2	1		6 to 7 6.5	
Team						1	1		6 to 7 6.5	
Customer						1	1		6 to 7 6.5	
Average Rating Excluding Self									6.4	6.5

Influences the customer's key decision makers									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self						1			6.0	
Manager					1				5.0	
Peer				1	2				5.0	
Team			1	1					3 to 4 3.5	
Customer					1	1			5 to 6 5.5	
Average Rating Excluding Self									4.8	5.0

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>5.0</b>	<b>5.2</b>

# Communication

Clarifies their understanding of the buyer's requirements									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self						1				5.0
Manager						1				5.0
Peer				3						3.0
Team			2							2.0
Customer				1	1				3 to 4	3.5
Average Rating Excluding Self									<b>3.4</b>	<b>3.7</b>

Is an articulate verbal communicator									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						1				5.0
Peer			1		2					4.0
Team			1		1				2 to 4	3.0
Customer					1	1			4 to 5	4.5
Average Rating Excluding Self									<b>4.1</b>	<b>4.5</b>

Picks up nonverbal signals from customers									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self						1				5.0
Manager				1						3.0
Peer				1	2					4.0
Team				2						3.0
Customer					2					4.0
Average Rating Excluding Self									<b>3.5</b>	<b>3.8</b>

Can write effective sales proposals									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1					4.0
Peer				2		1			3 to 5	4.0
Team				1	1				3 to 4	3.5
Customer						2				5.0
Average Rating Excluding Self									<b>4.1</b>	<b>4.5</b>

Listens actively without interrupting									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						1				5.0
Peer			1	2						3.0
Team		1	1						1 to 2	1.5
Customer				1		1			3 to 5	4.0
Average Rating Excluding Self									<b>3.4</b>	<b>3.9</b>

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>3.7</b>	<b>4.1</b>



# Team Working

Inspires commitment to making the team a success									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self					1				5.0	
Manager			1						3.0	
Peer		1				2			5.0	
Team			1	1					3 to 4	
Customer			1		1				3 to 5	
Average Rating Excluding Self									3.9	4.1

Shares expertise and information willingly									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self						1			6.0	
Manager					1				5.0	
Peer			1	1	1				4 to 5	
Team				2					4.0	
Customer					1	1			5 to 6	
Average Rating Excluding Self									4.8	5.0

Encourages everyone in the organisation to view themselves as part of one team									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self					1				5.0	
Manager				1					4.0	
Peer			1		2				5.0	
Team			2						3.0	
Customer	1					1			5.0	
Average Rating Excluding Self									4.2	4.4

Offers help and support to all members of the team									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self					1				5.0	
Manager			1						3.0	
Peer		1	1	1					3 to 4	
Team		2							1.0	
Customer				1	1				4 to 5	
Average Rating Excluding Self									3.0	3.4

Shares credit for sales successes									Range	Average
Not Observed	Not Much					Great Deal				
0	1	2	3	4	5	6	7			
Self						1			6.0	
Manager						1			6.0	
Peer			1		2				5.0	
Team		1		1					2 to 4	
Customer						2			6.0	
Average Rating Excluding Self									5.0	5.2

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>4.2</b>	<b>4.4</b>

# Organisation

Completes administration on time										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self					1					4 to 5	4.0
Manager						1					5.0
Peer		1			1	1					4.5
Team		2									1.0
Customer						2					5.0
Average Rating Excluding Self										3.9	3.9

Ensures promises and obligations to customers are fulfilled on time										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self							1			5 to 6	6.0
Manager						1					5.0
Peer				1		1	1				5.5
Team			2								2.0
Customer						1	1			5 to 6	5.5
Average Rating Excluding Self										4.5	4.8

Identifies actions to achieve sales targets										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self								1		5 to 6	7.0
Manager					1						4.0
Peer				1		1	1				5.5
Team					1	1				4 to 5	4.5
Customer	1					1					5.0
Average Rating Excluding Self										4.8	5.2

Monitors the achievement of sales targets										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self							1			4 to 5	6.0
Manager					1						4.0
Peer					1	2					5.0
Team					1	1					4.5
Customer	1					1					5.0
Average Rating Excluding Self										4.6	4.9

Sets challenging but realistic targets										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self							1			5 to 6	6.0
Manager				1							3.0
Peer						2	1				5.5
Team						1	1			5 to 6	5.5
Customer	1					1					5.0
Average Rating Excluding Self										4.8	5.0

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>4.5</b>	<b>4.8</b>

# Drive

Demonstrates persistence in the face of difficulties										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self								1		7.0	
Manager							1			6.0	
Peer							3			6.0	
Team						1	1			5 to 6	5.5
Customer						2				5.0	
Average Rating Excluding Self										5.6	5.9

Keeps focused under pressure										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self							1			6.0	
Manager						1				5.0	
Peer					2		1			4 to 6	5.0
Team						1	1			5 to 6	5.5
Customer							2			6.0	
Average Rating Excluding Self										5.4	5.5

Displays drive and determination										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self								1		7.0	
Manager						1				5.0	
Peer							2	1		6 to 7	6.5
Team							1	1		6 to 7	6.5
Customer							2			6.0	
Average Rating Excluding Self										6.0	6.2

Is focused on results										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self							1			6.0	
Manager							1			6.0	
Peer							2	1		6 to 7	6.5
Team							1	1		6 to 7	6.5
Customer							2			6.0	
Average Rating Excluding Self										6.2	6.2

Identifies areas for new opportunities										Range	Average
	Not Observed 0		Not Much					Great Deal			
		1	2	3	4	5	6	7			
Self								1		7.0	
Manager						1				5.0	
Peer			1		1	1				4 to 5	4.5
Team					2					4.0	
Customer					2					4.0	
Average Rating Excluding Self										4.4	4.9

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>5.5</b>	<b>5.7</b>

# Strategic Awareness

Facilitates relationships between external and internal customers									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self						1				5.0
Manager					1					4.0
Peer				2		1			3 to 5	4.0
Team			1	1					2 to 3	2.5
Customer					1	1			4 to 5	4.5
Average Rating Excluding Self									<b>3.8</b>	<b>4.0</b>

Ensures up-to-date information is held on customers and competitors									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self						1				5.0
Manager				1						3.0
Peer			1		2					4.0
Team			1	1					2 to 3	2.5
Customer	1					1				5.0
Average Rating Excluding Self									<b>3.6</b>	<b>3.9</b>

Takes calculated risks when making strategic decisions									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						1				5.0
Peer				1	1		1		4 to 6	5.0
Team		1		1					1 to 3	2.0
Customer	1						1			6.0
Average Rating Excluding Self									<b>4.5</b>	<b>4.8</b>

Recognises the need to continually improve products and services									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self								1		7.0
Manager					1					4.0
Peer					1	2				5.0
Team				1		1			3 to 5	4.0
Customer					1	1			4 to 5	4.5
Average Rating Excluding Self									<b>4.4</b>	<b>4.9</b>

Capitalises on competitor's weaknesses									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self								1		7.0
Manager					1					4.0
Peer					1	1	1		4 to 6	5.0
Team					1		1		4 to 6	5.0
Customer						1	1		5 to 6	5.5
Average Rating Excluding Self									<b>4.9</b>	<b>5.3</b>

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>4.2</b>	<b>4.6</b>

# Professional Excellence

Continually seeks to improve their expertise									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1					4.0
Peer				1	2				3 to 4	3.5
Team			1		1				2 to 4	3.0
Customer				1	1				3 to 4	3.5
Average Rating Excluding Self									3.5	4.0

Demonstrates in depth understanding of product range									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1						3.0
Peer				1	2				3 to 4	3.5
Team						2				5.0
Customer					1	1			4 to 5	4.5
Average Rating Excluding Self									4.0	4.4

Seeks high quality referrals from a variety of sources									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1					4.0
Peer					2		1		4 to 6	5.0
Team			1	1					2 to 3	2.5
Customer					1		1		4 to 6	5.0
Average Rating Excluding Self									4.1	4.5

Accepts constructive feedback positively									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self								1		7.0
Manager				1						3.0
Peer				1	1	1			4 to 5	4.5
Team			1	1					2 to 3	2.5
Customer				1		1			3 to 5	4.0
Average Rating Excluding Self									3.5	4.2

Recognises closing opportunities									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self								1		7.0
Manager				1						3.0
Peer						1	2		5 to 6	5.5
Team						2				5.0
Customer					1		1		4 to 6	5.0
Average Rating Excluding Self									4.6	5.1

	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>4.0</b>	<b>4.4</b>

# Customer Focus

Builds partnership relationships with the customer									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager					1					4.0
Peer					2	1			4 to 5	4.5
Team				1	1				3 to 4	3.5
Customer				1		1			3 to 5	4.0
Average Rating Excluding Self									4.0	4.4

Gains customers' trust and respect									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self						1				5.0
Manager						1				5.0
Peer				1	1		1		3 to 6	4.5
Team			1			1			2 to 5	3.5
Customer					1	1			4 to 5	4.5
Average Rating Excluding Self									4.4	4.5

Ensures that customer needs remain a priority against all other drivers									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1						3.0
Peer				1	1		1		4 to 6	5.0
Team				1		1			3 to 5	4.0
Customer					1		1		4 to 6	5.0
Average Rating Excluding Self									4.2	4.6

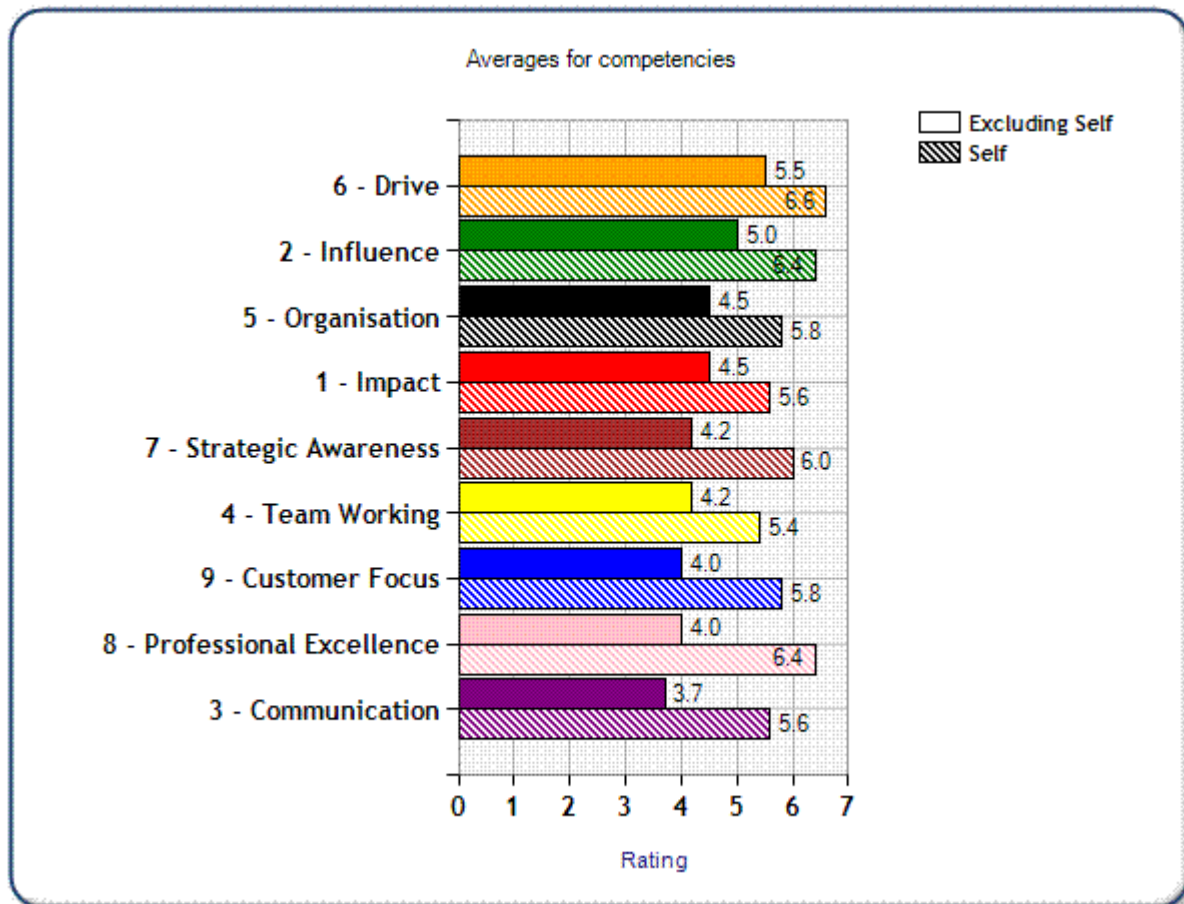
Proactively asks for feedback from customers									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager				1						3.0
Peer			1	1	1				3 to 4	3.5
Team			1	1					2 to 3	2.5
Customer				1	1				3 to 4	3.5
Average Rating Excluding Self									3.1	3.7

Responds flexibly to customers' needs									Range	Average
	Not Observed 0	Not Much					Great Deal			
		1	2	3	4	5	6	7		
Self							1			6.0
Manager						1				5.0
Peer				2	1				3 to 4	3.5
Team			1			1			2 to 5	3.5
Customer						1	1		5 to 6	5.5
Average Rating Excluding Self									4.4	4.7

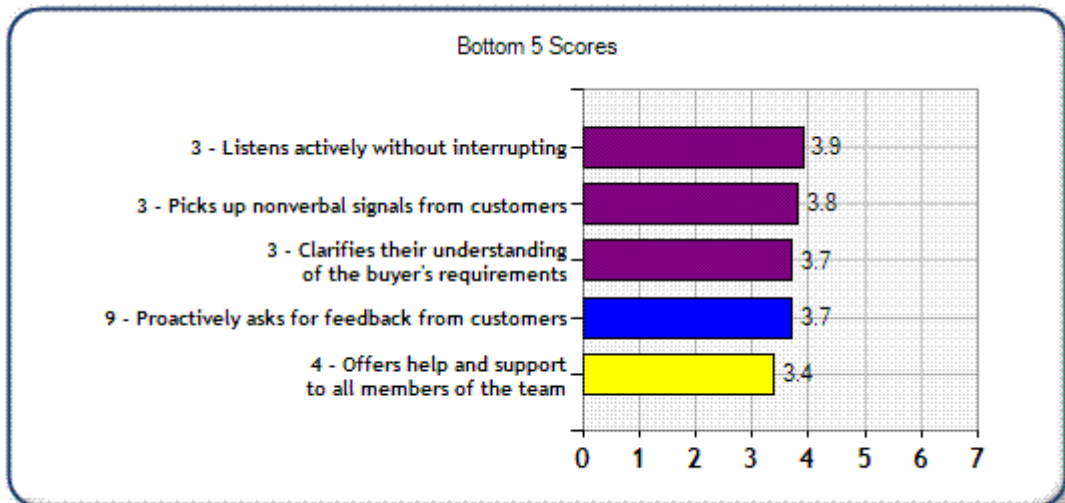
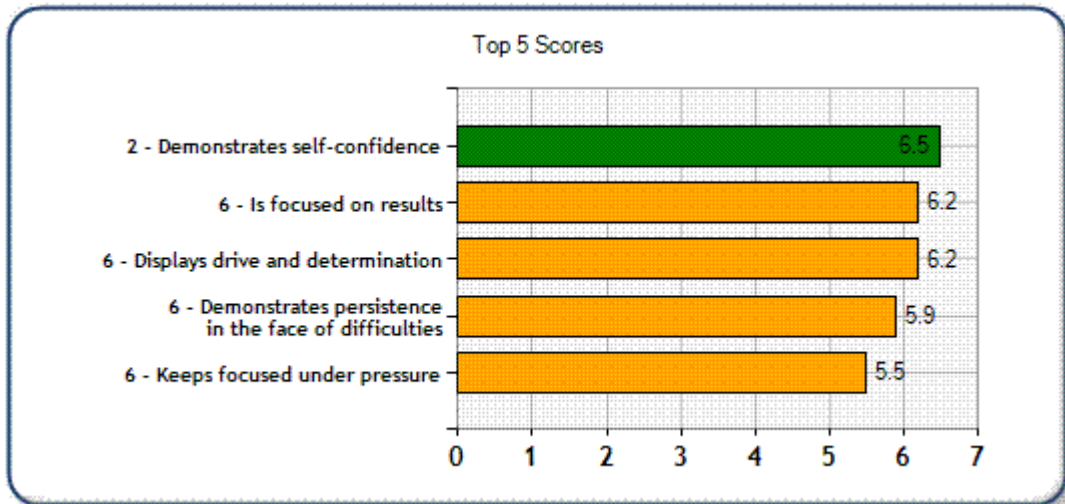
	Excluding Self	Including Self
<b>Overall Rating on Competency Category</b>	<b>4.0</b>	<b>4.4</b>

## Averages for competencies

The table below summarises the scores of your 360 feedback against each of the 9 competency categories. The higher the score the greater the perception that you display the behaviour. Competencies are ordered so that the competency with the highest average score (excluding self) is listed at the top.



## A graph of the top 5 and bottom 5 statement averages





## Summary of level of importance of each competency for job role

The following table summarises how you rate the importance of the competency for your job role. You will also see how your perception compares with other people that have given you feedback.

Competencies	Ranking						Rating
	1 = Most Important   9 = Least Important						
	Self	Manager	Peer	Team	Customer	Avg	
Drive	1	5	1	1	3	2.6	5.5
Customer Focus	6	1	5	2	1	3.3	4.0
Influence	5	2	2	3	3	3.5	5.0
Communication	3	3	4	4	2	3.7	3.7
Professional Excellence	2	7	3	4	8	4.8	4.0
Impact	4	4	5	6	5	4.9	4.5
Strategic Awareness	7	6	7	8	5	6.2	4.2
Organisation	9	8	9	8	7	7.9	4.5
Team Working	8	9	8	6	9	8.1	4.2

Ranking and Rating Comparison - Compare the Competency Rankings with your Competency Ratings. Your ratings are shown in the far right-hand column. The highest ranking competencies are at the top of the table. High ranking competencies alongside high rating indicates your key skills are well matched with the priorities in your current job role. Low ratings alongside high rankings indicates potentially high priority development areas.

Ranking Differences - Cells highlighted in yellow indicate areas with greatest difference in priority ranking between self and other respondent groups. Areas with large differences between ranking of competencies between yourself and other respondents often indicate a need to discuss the priorities of your role with those whom you work alongside. Large differences often indicate potential areas of tension or misunderstanding.

# Qualitative Observations

## **Key strengths and how they are observed in the workplace.**

Comments compiled in this section are recorded exactly as entered by the respondents - they are not edited, emphasized, ordered or filtered in any way. Where comments appear to be duplicated it is where the same comment has been entered by more than one respondent.

- Self confident in dealing with many different types of people
- Demonstrates eagerness to achieve results. If the opportunity seemed to present a sale then a very persistent and focused effort was made in carrying out sales disciplines (persistent dialing and follow up) until a meeting was set.
- Is self motivated and focused on results.
- Strong focus and determination shown in relation to personal business goals.
- Bill is energetic and very results oriented. He thrives in a challenging situation and pushes forward to win.
- Bill's drive and determination to achieve results stand out as strengths. He will do what needs to be done in order to achieve a successful outcome.
- Displays confidence in most situations.
- Builds rapport quickly, especially if there are commonalities with a person.
- Is extremely proactive in getting me what I need
- Highly focused on critical sales activities to drive my success and sales targets
- Builds rapport with customer and prospects. Generally seen as a friendly person.
- Well prepared for sales meetings in terms of sales documents and research about prospects.
- Confident in dealing with a variety of people
- Bill is friendly and fairly easy going once you get to know him.
- Bill is focused on sales results and will push for a close.
- Has a strong belief in his own abilities.
- Very focused and persistent. Called our organization continuously until we decided to meet. Persistently followed up until we decided to purchase.
- Is very professional and polite in my dealings with him

# Qualitative Observations

## **Areas for development that would make you more effective in your role.**

Comments compiled in this section are recorded exactly as entered by the respondents - they are not edited, emphasized, ordered or filtered in any way. Where comments appear to be duplicated it is where the same comment has been entered by more than one respondent.

### Responses that were given

- Administrative work is left late and not always completed effectively
- May need to build better or more empathetic relationships with clients. Seemed interested but often missed opportunities because of his own agenda. Tried to take client down a path to fulfill a perceived goal but was not always aligned or even aware of the urgency of client needs. Feedback from clients was he is very much a "sales guy".
- Use a steadier pace when presenting information as sometimes the full meaning is lost in too fast a presentation
- Besides strong drive, success in the sales position requires building up of personal knowledge and brand within the marketplace. May be even more successful in the sales role if attention is paid to these areas.
- Bill can sometimes be too direct and not listen to the other person's point of view. He could improve on his communication style by listening more actively and encouraging two-way dialogue.
- Bill's desk is always messy and his office is generally untidy. His organizational skills could improve. He also needs to fulfill the administration requirements of his role more effectively.
- Does not provide other employees with adequate information to effectively support accounts.
- Did not always seem to understand our needs. Seemed to have a specific goal in mind but did not always prioritize our needs.
- Sometimes rushes the conversation when I could benefit from a slower pace
- Sometimes overbooks his calendar and finds himself rushing to meetings to meet the demands. Not always enough time to complete each meeting thoroughly.
- There is an opportunity to have a much better understanding of our products so that solutions are better identified and aligned with client needs. At times, client questions were not properly answered and therefore needs analysis was not always thorough enough to get to a need for the client to buy.
- Try to develop more added value knowledge about our products and services
- Listening attentively to fully understand the needs of clients and team members. More listening before presenting and really understanding others' needs will allow for even more success.
- Bill's office is always a mess and he seldom submits his reports on time. Training in organization and administration would be recommended.
- Bill doesn't always listen to others' point of view and can sometimes interrupt and rush others. He should work on his communication skills
- Sometimes only gives consideration to his perspective and does not take into account other team members' perspectives. Could take more time to listen to other team members.
- Did not always answer our questions about products. Seemed to gloss over and give a surface answer or would take us down another path.
- Does not always have the depth of product knowledge I am looking for

# Personal Development Plan

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## Record your development needs and goals.

Use this page to outline your key development objectives identified as a result of completing this questionnaire.

Competence	
Development Need	
How to Achieve This	
Target Date	

Competence	
Development Need	
How to Achieve This	
Target Date	

Competence	
Development Need	
How to Achieve This	
Target Date	

# Notes

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