



## **Charles Poulton's Selling Profile**

10 Nov 2023

# Contents

Introduction .....	2
Profile Matrix.....	2
Sales Cycle.....	2
Validated Sales Benchmark.....	2
REACH Competencies .....	2
Profile Matrix: Advisor .....	3
Sales Cycle Overview: Advisor .....	4
Sales Cycle: Prospecting .....	5
Sales Cycle: Building Rapport.....	6
Sales Cycle: Discovering Needs .....	7
Sales Cycle: Presenting Solutions .....	8
Sales Cycle: Overcoming Objections.....	9
Sales Cycle: Negotiating/Closing the Sale .....	10
Sales Cycle: Servicing the Client .....	11
Validated Sales Benchmark .....	12
Profile Markers .....	13
REACH Competencies.....	14
Conclusion .....	15
Important Note .....	17

# Introduction

The Selling Profile report is a coaching resource based on responses to the REACH Survey. The report provides behavioral insights regarding an individual's likely approach to commonly recognized steps of the sales cycle. These insights are reported based on quantified measures (referred to as "dimensions") of the individual's stated preferences and tendencies. Although the dimensions can be applied in a variety of workplace activities, this report is focused on identifying the individual's likely approach to working and collaborating within a sales context. The following key elements comprise the contents of this Selling Profile:

## Profile Matrix

The matrix is a color-coded representation of the four Selling Profiles, revealing the individual's primary style with which they advance through the sales cycle (meaning, the style they most comfortably leverage). Each profile is based on psychometric measures of the individual's behavioral preferences and tendencies. The profiles include:

- Counselor Profile (people-focused; thinking-oriented)
- Coach Profile (people-focused; acting-oriented)
- Driver Profile (task-focused; acting-oriented)
- Advisor Profile (task-focused; thinking-oriented)

While this report indicates the individual's primary profile, the most effective sales professionals understand the value in leveraging each profile at times (based on the sales cycle, product mix, and prospect/buyer preferences). This report is used most effectively in identifying and developing one's primary profile, followed by coaching to recognize and apply the other profiles. Note: An overview of the markers for all four Selling Profiles is provided on page 12 of this report.

## Sales Cycle

While profiles can be developed in a general sense, this report focuses on developing the sales potential within each profile. For every step of the sales cycle, potential strengths and development targets are reported for the individual.

## Validated Sales Benchmark

The individual's profile dimensions are compared to a benchmark of high-performing sales professionals. Ideal dimension ranges are indicated, revealing how the individual's preferences and tendencies compare with high performers.

## REACH Competencies

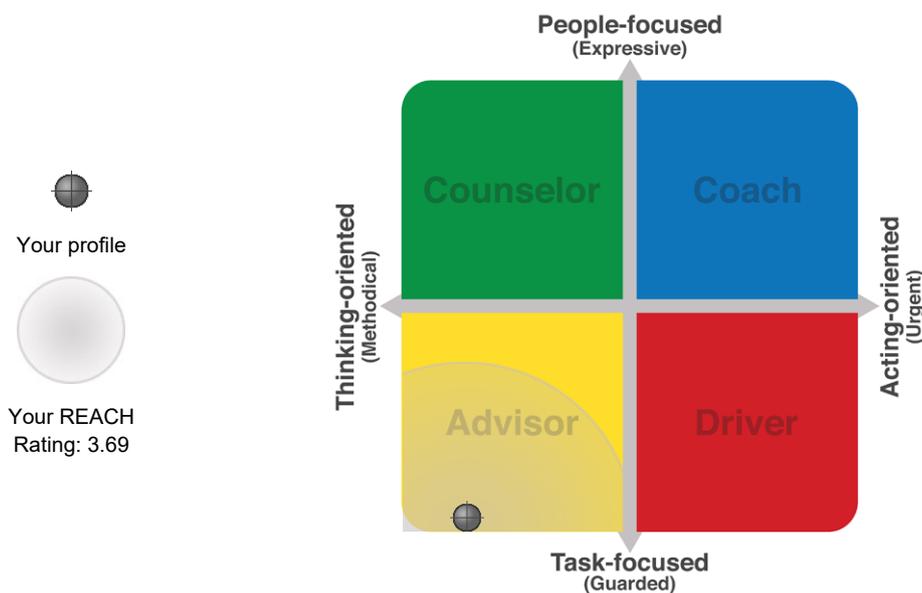
The agility of the individual's unique profile is graphically displayed as a circular zone around their matrix plot. This zone may be interpreted as the area of the matrix within which they feel most comfortable interacting with others and influencing others' decision-making. The larger the REACH, the greater the agility with which they may adapt to other styles of influence when relating to people and achieving goals.

## Profile Matrix: Advisor

The REACH Profile reveals behavioral preferences and tendencies which are likely to influence an individual's approach to the sales process. Specifically defined as RELating and ACHieving Dimensions, these preferences and tendencies provide insight regarding an individual's approach to specific goals and activities common to the sales process, as well as the personal interactions involved along the way. Taken together, these RELating and ACHieving Dimensions combine to reveal one of four Selling.

Based on their responses to the REACH Survey, the individual's profile is best described as the: Advisor. The Advisor is most commonly recognized as being:

- more **Thinking-oriented** than **Acting-oriented** meaning that you may be more methodical and thoughtful about achieving your goals (this is your Achievement Drive).
- more **Task-focused** than **People-focused** meaning that you may be more objective and reserved in how you relate with others (this is your Relational Drive).



Key markers or behaviors of the Advisor may include:

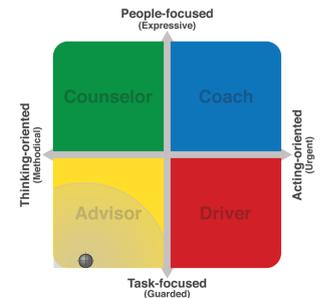
- **Communicating** with a reserved formal style
- **Conflict-handling** by identifying compromise alternatives
- **Delegating** by 'teaching' the suggested approach
- **Planning** through methodical, detailed preparation
- **Learning** with careful step-by-step reflection

For a graphical summary of the key markers or behaviors of all profiles, refer to page 12.

# Sales Cycle Overview: Advisor

## Prospecting

Of the four profiles, the Advisor will likely have the most difficulty with developing and nurturing a pipeline of potential prospects. The Advisor may be hesitant to meet new people or to strike up a conversation with strangers, significantly limiting their success in networking. The Advisor may spend excessive time prequalifying prospects to create a short list of very high probability targets. As a result, they may miss opportunities with less obvious prospects.



## Building Rapport

The Advisor's approach to building rapport will likely be quite subdued or reserved. They may be inclined to wait for others to share personal information, and will likely be hesitant to open up to prospects they have only recently met. They may not feel that developing rapport is as important as other steps. They will emphasize the product's features and details rather than a relationship with the prospect.

## Discovering Needs

This important step is where the Advisor will feel most at ease, due to their patience and objectivity. They will likely have a strong grasp of specifications and requirements, enabling them to match up the prospect's needs with potential solutions. However, a distant nature may inhibit the deep level of questioning needed to uncover the prospect's personal interest.

## Presenting Solutions

The Advisor tends to rely on a very methodical, factual approach in presenting to the buyer. If they struggle at all in this step, it will be because they may focus too much on details, figures, and analysis, overwhelming the prospect with too much information. An Advisor will prefer to make a presentation one-on-one, to an individual of comparable status. The Advisor prefers a scripted presentation and may be uncomfortable responding to unexpected questions.

## Overcoming Objections

The Advisor is likely to be well-prepared to address potential objections raised by the prospect. Whereas other profiles may tend to gloss over objections, the Advisor's command of features and specifications allows them to provide an informative response. Prospects will be inclined to appreciate the depth and objectivity with which the Advisor addresses their concerns.

## Negotiating/Closing the Sale

Because of their methodical approach to achieving goals, the Advisor may postpone asking for a sale until "all i's are dotted, and all t's are crossed". As such, they may miss the prospect's cues that they are ready to make a decision. When this occurs, the Advisor may actually talk themselves out of a sale. They may be more interested in completing the presentation as it was prepared, in its entirety, rather than seeking an early close.

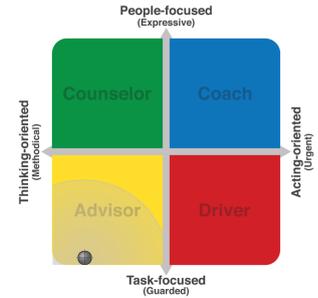
## Servicing the Client

After the sale, the Advisor will likely be quite diligent in following up with any outstanding issues. They will tend to focus on the measurable aspects of the customer's satisfaction with the product or service, rather than maintaining the client relationship over time. The Advisor's guarded nature may make them reluctant to ask for referrals or to seek repeat business.

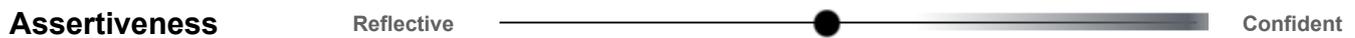
# Sales Cycle: Prospecting

Prospecting is the process of identifying and qualifying potential customers. It involves finding, screening and maintaining prospective buyers within a sufficient pipeline to support sales goals.

*Of the four profiles, the Advisor will likely have the most difficulty with developing and nurturing a pipeline of potential prospects. The Advisor may be hesitant to meet new people or to strike up a conversation with strangers, significantly limiting their success in networking. The Advisor may spend excessive time prequalifying prospects to create a short list of very high probability targets. As a result, they may miss opportunities with less obvious prospects.*



Considering the behavioral dimensions associated with Prospecting, Charles can use the tips below to manage when to REACH and potential derailers:



This dimension describes how the individual asserts their viewpoint. Some tend to be very quick to assert their opinions and may seek to persuade others. Others tend to be more reserved and defer opportunities to offer their opinion. Most people seem to dislike public speaking but will assert themselves when needed. A more reflective individual may seek co-worker’s input and guidance when identifying and qualifying potential prospects.

**When to REACH:** A more reflective individual may be uncomfortable cold calling new prospects or initiating contact with existing customers. Confidence can be gained by practicing a scripted introduction prior to contacting a prospect.



This dimension describes how the individual pursues goals, whether for personal or work initiatives. While some prefer to work at a steady, balanced pace, others show an intense, urgent pace. Most people tend to fluctuate between a measured and intense focus at times. A more intense individual will be driven to engage in multiple prospecting activities to maintain and grow a strong pipeline.

**When to REACH:** A more intense individual may neglect some of the more mundane tasks of prospecting while looking for the "big deal". Prospecting routines should be established to maintain an active pipeline of qualified prospects.



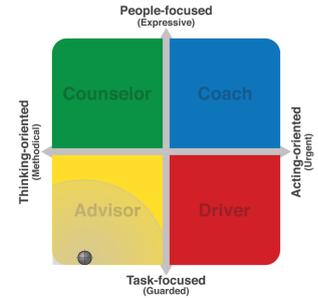
This dimension describes how the individual learns and processes information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most people tend to balance both perceptive and analytical approaches to some degree in making decisions. A more analytical individual will take a detailed approach to prospecting with an emphasis on research and analysis.

**When to REACH:** A more analytical individual may be hesitant to call on prospects without complete background information. Knowledge and experience with similar clients can often supplement limited prospect information.

Legend: ● Charles Poulton      ————— Benchmark      ✓ Potential Strength      ⚠ When to REACH

# Sales Cycle: Building Rapport

Developing Rapport is the process of establishing mutual trust between the salesperson and the customer. In this step, the salesperson gains the buyer's confidence and can transition to the role of trusted partner. The rapport built at this step has a significant influence on the remaining steps of the sales cycle.



*The Advisor's approach to building rapport will likely be quite subdued or reserved. They may be inclined to wait for others to share personal information, and will likely be hesitant to open up to prospects they have only recently met. They may not feel that developing rapport is as important as other steps. They will emphasize the product's features and details rather than a relationship with the prospect.*

Considering the behavioral dimensions associated with Building Rapport, Charles can use the tips below to manage when to REACH and potential derailers:

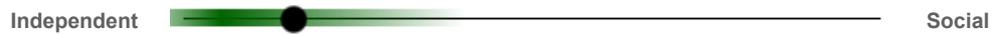
## Openness



This dimension describes the individual's interest in sharing personal information with others. While some tend to place a high value on privacy and formality, others are much more open in their communication. Most people tend to be quiet at times, and open up in others, depending on the circumstances. A more guarded individual will likely approach prospects with a greater degree of formality.

**When to REACH:** A more guarded individual may be uncomfortable approaching a stranger and slow to initiate a conversation. Role play and practice will develop the conversational skills needed to establish a workable rapport.

## Affiliation



This dimension describes how the individual collaborates with others in getting things done. While some of us prefer to go it alone and work independently, others are much more comfortable when they can work together. Most people tend to work independently or collectively at times, based on the circumstances. A more independent individual is less likely to fear rejection when initiating conversations with prospects.

**Potential Strength:** A more independent individual may appear aloof and unapproachable at times. Each sale is a collaborative effort that requires some degree of relationship building - which often begins with social interaction.

## Self-protection



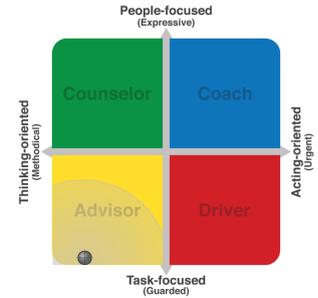
This dimension describes how the individual tends to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, people tend to balance trust with skepticism in common situations. A more trusting individual will typically be open to other's opinions and considerate of conflicting points of view.

**Potential Strength:** A more trusting individual may be slow to recognize a prospect's intention and/or capacity to purchase. Appropriate levels of scrutiny and questioning early in the rapport building stage may reveal a prospect's true potential.

Legend:	Charles Poulton	Benchmark	Potential Strength	When to REACH
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# Sales Cycle: Discovering Needs

Discovering Needs is the process of understanding the customer's desires and concerns in light of the available products or services. Effective questioning, supported by product knowledge, can provide opportunities for the salesperson to present value-added solutions.



*This important step is where the Advisor will feel most at ease, due to their patience and objectivity. They will likely have a strong grasp of specifications and requirements, enabling them to match up the prospect's needs with potential solutions. However, a distant nature may inhibit the deep level of questioning needed to uncover the prospect's personal interest.*

Considering the behavioral dimensions associated with Discovering Needs, Charles can use the tips below to manage when to REACH and potential derailers:

## Consideration



This dimension describes how the individual recognizes the feelings and interests of those around them. While some people go out of their way to learn how they can help others, some people tend to approach others more formally or objectively. Most people tend to fluctuate between sensitive and objective approaches. A more objective individual will typically assess a prospect's needs in a factual and less emotional manner.

 **Potential Strength:** A more objective individual may fail to appreciate the emotional and other intangible factors driving a buyer's needs. Active listening techniques can help in developing sensitivity to a prospect's verbal and nonverbal communication.

## Decision-making



This dimension describes how the individual learns and processes information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most people tend to balance both perceptive and analytical approaches to some degree in making decisions. A more analytical individual takes an investigative and facts-based approach to understanding a buyer's needs.

 **When to REACH:** A more analytical individual may probe deeper for more specific information than a prospect is comfortable providing. An awkward stall can be avoided by knowing when to begin summarizing needs and begin presenting solutions.

## Openness



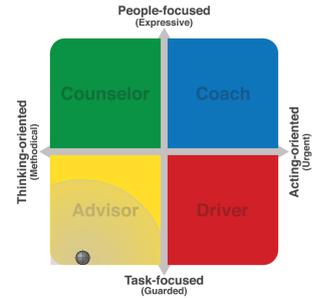
This dimension describes the individual's interest in sharing personal information with others. While some tend to place a high value on privacy and formality, others are much more open in their communication. Most people tend to be quiet at times, and open up in others, depending on the circumstances. A more guarded individual may take a formal and direct approach when assessing a prospect's needs.

 **When to REACH:** A more guarded individual may appear detached and self-focused at times, limiting the potential to discover unmet needs. A prospect will typically provide verbal and non-verbal clues that may suggest necessary adjustments in the upcoming presentation.

Legend:	 Charles Poulton	 Benchmark	 Potential Strength	 When to REACH
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# Sales Cycle: Presenting Solutions

Presenting Solutions is the process of providing the customer with the product or service that satisfies their needs. Communicating the benefits of a product or service is most effective in the context of the buyer’s respective situation.



*The Advisor tends to rely on a very methodical, factual approach in presenting to the buyer. If they struggle at all in this step, it will be because they may focus too much on details, figures, and analysis, overwhelming the prospect with too much information. An Advisor will prefer to make a presentation one-on-one, to an individual of comparable status. The Advisor prefers a scripted presentation and may be uncomfortable responding to unexpected questions.*

Considering the behavioral dimensions associated with Presenting Solutions, Charles can use the tips below to manage when to REACH and potential derailers:

**Decision-making**      Analytical ————— ● ————— Intuitive

This dimension describes how the individual learns and processes information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most people tend to balance both perceptive and analytical approaches to some degree in making decisions. A more analytical individual provides practical and thought-out solutions based on the buyer’s current situation.

**When to REACH:** A more analytical individual may be reluctant to improvise a presentation if a buyer is not responding as anticipated. Developing presentations that go beyond the logic and practicality of the solution can help to gain emotional buy-in.

**Assertiveness**      Reflective ————— ● ————— Confident

This dimension describes how the individual asserts their viewpoint. Some tend to be very quick to assert their opinions and may seek to persuade others. Others tend to be more reserved and defer opportunities to offer their opinion. Most people seem to dislike public speaking but will assert themselves when needed. A more reflective individual will seek to minimize tension by getting the customers to agree to solutions along the way.

**When to REACH:** A more reflective individual may lack confidence when presenting a solution and therefore allow a buyer to take control of the conversation. Confidence can be developed through a solid understanding of the solution and benefits prior to the presentation.

**Risk Tolerance**      Cautious ————— ● ————— Bold

This dimension describes how the individual approaches uncertain or risky situations. Some people seem to be natural risk takers, while others tend to be more cautious and careful. Most people tend to fluctuate between avoiding and taking risks, depending on the situation. A more cautious individual will prefer to present solutions that are supported by a proven track record.

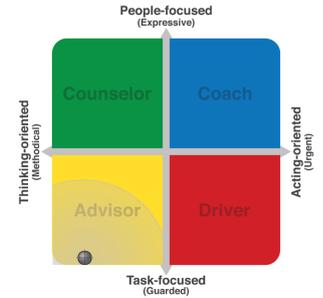
**Potential Strength:** A more cautious individual may be hesitant to present an innovative solution that they are not completely familiar with. By understanding the potential risks of a solution and how to mitigate them, tension can be reduced.

Legend: ● Charles Poulton      ————— Benchmark      ✓ Potential Strength      ⚠ When to REACH

# Sales Cycle: Overcoming Objections

Overcoming Objections involves understanding any potential opposition the buyer may offer to the solutions presented, and then adapting the presentation to address each concern.

*The Advisor is likely to be well-prepared to address potential objections raised by the prospect. Whereas other profiles may tend to gloss over objections, the Advisor's command of features and specifications allows them to provide an informative response. Prospects will be inclined to appreciate the depth and objectivity with which the Advisor addresses their concerns.*



Considering the behavioral dimensions associated with Overcoming Objections, Charles can use the tips below to manage when to REACH and potential derailers:

## Adaptability

Consistent



Flexible

This dimension describes how the individual navigates change. While some prefer stability and a predictable environment, others enjoy frequent change and lots of variety. For the most part, people tend to display both reluctance and flexibility at times, depending on the significance of the change. A more consistent individual will carefully consider established and proven alternatives before responding to the buyer's objections.

**When to REACH:** A more consistent individual may become stressed and resistant if a buyer's objections are unexpected. Developing alternative solutions in anticipation of various objections will demonstrate a willingness to explore unrevealed needs.

## Consideration

Objective



Nurturing

This dimension describes how the individual recognizes the feelings and interests of those around them. While some people go out of their way to learn how they can help others, some people tend to approach others more formally or objectively. Most people tend to fluctuate between sensitive and objective approaches. A more objective individual will emphasize the practicality of the presented solutions when responding to objections.

**Potential Strength:** A more objective individual may discount the buyer's thoughts and opinions when evaluating the merit of their objections. The buyer's objections may arise from feelings and emotions, as opposed to the practicality of the solution.

## Self-protection

Skeptical



Trusting

This dimension describes how the individual tends to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, people tend to balance trust with skepticism in common situations. A more trusting individual will listen to the buyer's objections and consider the merits with an open mind.

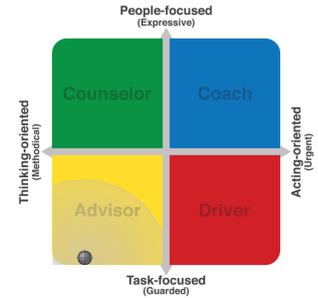
**Potential Strength:** A more trusting individual may tend to accept the buyer's objections at face value without further clarification. Exploring the buyer's objections will help to clarify the reasoning behind the reluctance to purchase.

Legend: Charles Poulton Benchmark Potential Strength When to REACH

# Sales Cycle: Negotiating/Closing the Sale

Having identified the prospect as a qualified buyer with capacity to purchase, been accepted as a trusted advisor, discovered the buyer’s needs and presented solutions, this step involves asking for the order.

*Because of their methodical approach to achieving goals, the Advisor may postpone asking for a sale until “all i’s are dotted, and all t’s are crossed”. As such, they may miss the prospect’s cues that they are ready to make a decision. When this occurs, the Advisor may actually talk themselves out of a sale. They may be more interested in completing the presentation as it was prepared, in its entirety, rather than seeking an early close.*



Considering the behavioral dimensions associated with Negotiating/Closing the Sale, Charles can use the tips below to manage when to REACH and potential derailers:

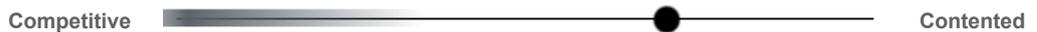
## Intensity



This dimension describes how the individual pursues goals, whether for personal or work initiatives. While some prefer to work at a steady, balanced pace, others show an intense, urgent pace. Most people tend to fluctuate between a measured and intense focus at times. A more intense individual may drive the sales process with urgency and will build appropriate tension when approaching the close.

**When to REACH:** A more intense individual may become too aggressive moving to the close and make the buyer uncomfortable. If they appear uncomfortable with the pace of the process, it is best to slow down and reconnect with the buyer.

## Status Motivation



This dimension describes how the individual relates to others as they accomplish goals. While some tend to thrive in competitive settings where they are rewarded for their individual performance, others prefer cooperative efforts and team rewards. Most people tend to enjoy both opportunities from time to time. A more contented individual will work with the buyer to achieve a win-win negotiation prior to moving to the close.

**When to REACH:** A more contented individual may be hesitant to push to the close without the support or assistance of other team members. Increased confidence can come from understanding the product's benefits to the buyer as well as the process of closing a sale.

## Assertiveness



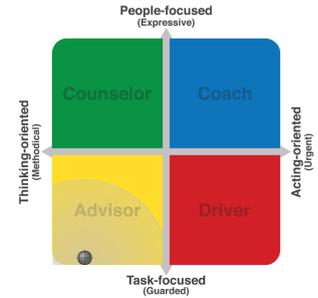
This dimension describes how the individual asserts their viewpoint. Some tend to be very quick to assert their opinions and may seek to persuade others. Others tend to be more reserved and defer opportunities to offer their opinion. Most people seem to dislike public speaking but will assert themselves when needed. A more reflective individual may seek support from team members and permission from the buyer prior to moving to the close.

**When to REACH:** A more reflective individual may allow the buyer to take the lead in negotiations, especially during the closing process. Confidence in a presentation can be developed by practice and role playing.

Legend:	Charles Poulton	Benchmark	Potential Strength	When to REACH
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# Sales Cycle: Servicing the Client

Servicing the Client involves working with the customer to answer questions and resolve concerns that may arise after the purchase. Although the final step of the Sales Cycle, this stage often reveals new opportunities to further grow and cultivate customer relationships.



*After the sale, the Advisor will likely be quite diligent in following up with any outstanding issues. They will tend to focus on the measurable aspects of the customer's satisfaction with the product or service, rather than maintaining the client relationship over time. The Advisor's guarded nature may make them reluctant to ask for referrals or to seek repeat business.*

Considering the behavioral dimensions associated with Servicing the Client, Charles can use the tips below to manage when to REACH and potential derailers:

## Self-protection

Skeptical



Trusting

This dimension describes how the individual tends to view others' intentions or reliability. While some are comfortable giving others the benefit of the doubt, others will be inclined to scrutinize things more carefully. For the most part, people tend to balance trust with skepticism in common situations. A more trusting individual will listen to the customer's issues and concerns with an open mind.

 **Potential Strength:** A more trusting individual may not appropriately confirm and verify information as provided by the customer. Probing questions will help confirm that the information provided accurately represents potential service issues.

## Decision-making

Analytical



Intuitive

This dimension describes how the individual learns and processes information in making decisions. Some tend to rely on their intuition and experience, while others rely on a more analytical approach. Most people tend to balance both perceptive and analytical approaches to some degree in making decisions. A more analytical individual will approach most customer service issues in a methodical manner and seek a practical solution.

 **When to REACH:** A more analytical individual may take longer than expected to resolve an issue if complete information is unavailable. By learning to recognize when it is appropriate to lean on intuition and experience, issues can be uncovered even when information is scarce.

## Consideration

Objective



Nurturing

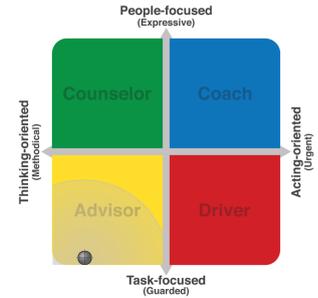
This dimension describes how the individual recognizes the feelings and interests of those around them. While some people go out of their way to learn how they can help others, some people tend to approach others more formally or objectively. Most people tend to fluctuate between sensitive and objective approaches. A more objective individual is likely to stay focused on the facts of a servicing need when assisting an emotional client.

 **Potential Strength:** A more objective individual may not exhibit the level of empathy a client may expect while servicing their need. Learning to recognize the client's emotions and respond with empathy is key to an effective resolution that maintains the relationship.

Legend:	 Charles Poulton	 Benchmark	 Potential Strength	 When to REACH
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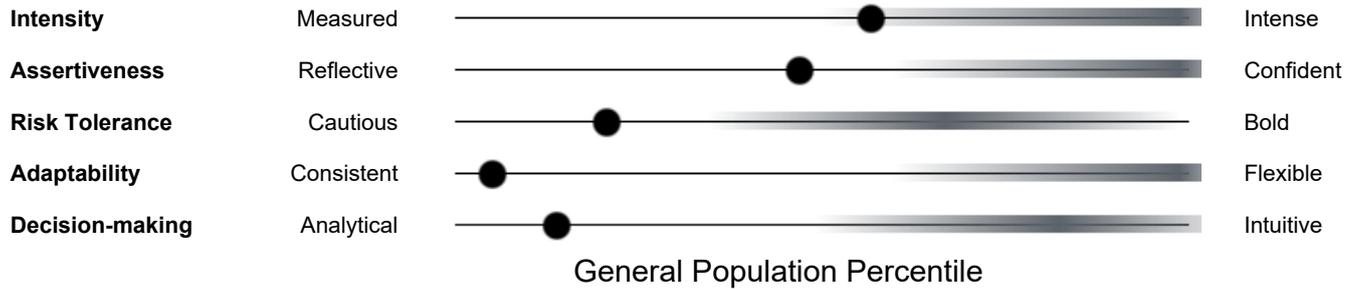
# Validated Sales Benchmark

The following is a graphical representation of the individual's preferences and tendencies for each of the ten RELating and ACHieving Dimensions. The individual's responses are superimposed on a validated benchmark of high performing sales professionals (indicated by the shaded areas).



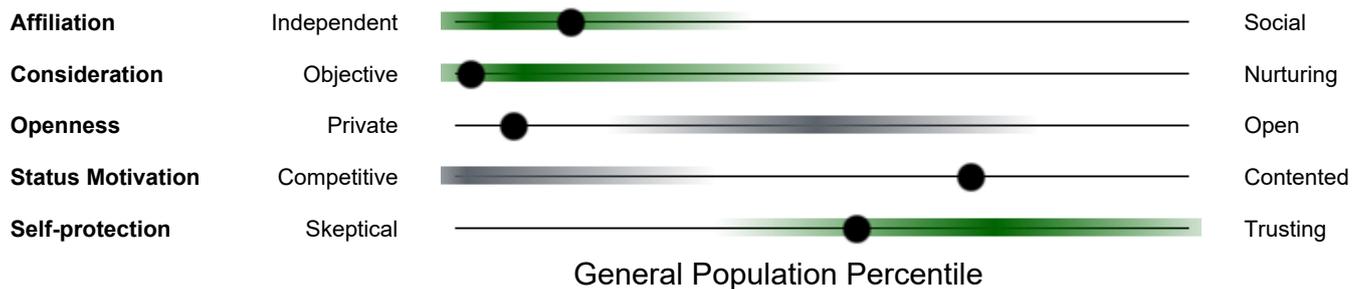
## Achieving Dimensions

These Achieving Dimensions describe how the individual tends to approach tasks and goals in the sales cycle.



## Relating Dimensions

These Relating Dimensions describe how the individual tends to interact with others in the sales cycle.



Responses within the shaded areas indicate the individual's preferences and tendencies may tend to closely resemble the behaviors of high performing sales professionals. Responses outside the shaded areas may indicate a potential challenge for the individual, revealing an opportunity for further development (such as training, coaching and practice). Over time and with development, individuals can learn to model the behavior of high performers as reflected in this Validated Sales Benchmark.



# Profile Markers

While our responses may differ at times based on unique situations, most of us tend to leverage just one of the four profiles in common situations. We can easily recognize a profile (in ourselves and others) by observing specific markers. Identify the markers below for your primary Leading Profile and then review how other profiles may differ in similar situations. Consider what situations might require you to adapt your profile, especially when interacting with others who may have different preferences and tendencies.

## Recognizing the Counselor

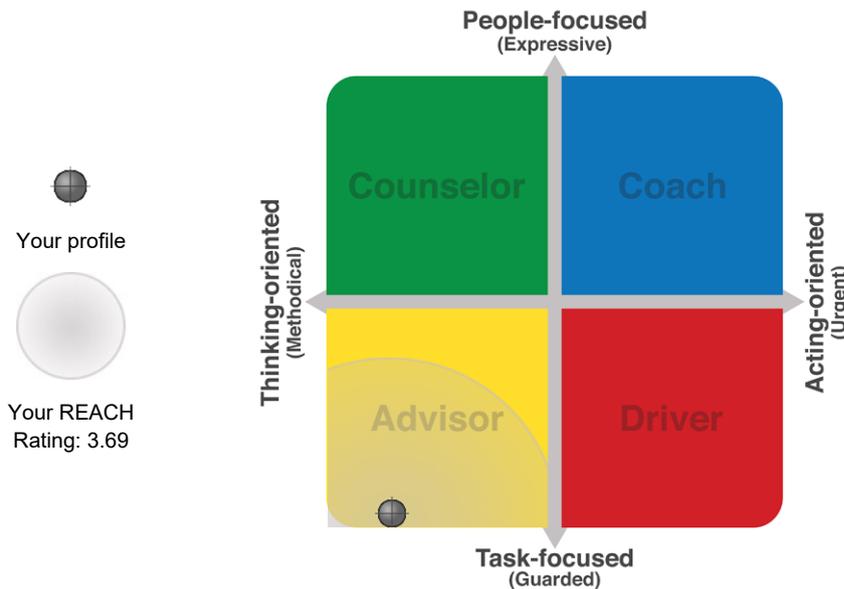
Counselors are best recognized for being: Thinking-oriented and People-focused. The key 'markers' or behaviors of the Counselor Profile include:

- **Communicating** with a warm, comforting style
- **Conflict-handling** by accommodating others' views
- **Delegating** by 'asking' others for participation
- **Planning** through a careful, flexible approach
- **Learning** with careful, step-by-step reflection

## Recognizing the Coach

Coaches are best recognized for being: Acting-oriented and People-focused. The key 'markers' or behaviors of the Coach Profile include:

- **Communicating** with charisma, dynamic style
- **Conflict-handling** by collaborating on solutions
- **Delegating** by 'selling' others on participation
- **Planning** through a fluid, interactive approach
- **Learning** with active, 'big picture' understanding



## Recognizing the Advisor

Advisors are best recognized for being: Thinking-oriented and Task-focused. The key 'markers' or behaviors of the Advisor Profile include:

- **Communicating** with a reserved, formal style
- **Conflict-handling** by identifying compromises
- **Delegating** by 'teaching' the suggested approach
- **Planning** through methodical, detailed preparation
- **Learning** with careful, step-by-step reflection

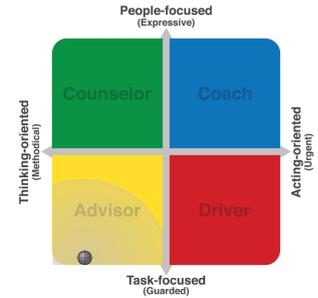
## Recognizing the Driver

Drivers are best recognized for being: Acting-oriented and Task-focused. The key 'markers' or behaviors of the Driver Profile include:

- **Communicating** with a focused, intense style
- **Conflict-handling** by directly confronting the issue
- **Delegating** by 'directing' the course of action
- **Planning** through an urgent, adaptive approach
- **Learning** with active, 'big picture' understanding

# REACH Competencies

The ability to leverage all four Selling Profiles at the right time and in a competent manner, may determine if the individual will REACH their sales potential. Cultivating such agility requires the recognition and development of key competencies that may be associated with each profile. Whereas the preceding pages reveal behavioral preferences and tendencies. This page indicates the individual's comfort level in performing specific competencies that have been linked to sales performance. Regardless of the product or market, higher performance may be REACHed by strengthening these competencies via continued development, training and coaching.



		Population Average	Self-rating	0	1	2	3	4	5
Relating to Others	<b>Counseling Characteristics</b>								
	Assimilating team members	3.81	3.00	<div style="width: 75%;"></div>					
	Cultivating team spirit	3.80	4.00	<div style="width: 100%;"></div>					
	Identifying personal needs	3.57	2.00	<div style="width: 40%;"></div>					
	Recognizing others' efforts	3.87	3.00	<div style="width: 75%;"></div>					
<b>Average:</b>		<b>3.76</b>	<b>3.00</b>	More Challenging		Moderate		More Comfortable	
Achieving Goals	<b>Coaching Characteristics</b>								
	Building rapport	3.67	3.00	<div style="width: 75%;"></div>					
	Easing tensions during conflict	3.53	3.00	<div style="width: 75%;"></div>					
	Finding opportunities for synergy	3.55	4.00	<div style="width: 100%;"></div>					
	Rallying others around a cause	3.69	4.00	<div style="width: 100%;"></div>					
<b>Average:</b>		<b>3.61</b>	<b>3.50</b>	More Challenging		Moderate		More Comfortable	
Achieving Goals	<b>Driving Characteristics</b>								
	Establishing clear expectations	3.68	4.00	<div style="width: 100%;"></div>					
	Evaluating individual performance	3.59	3.00	<div style="width: 75%;"></div>					
	Exercising control over processes	3.51	4.00	<div style="width: 100%;"></div>					
	Guiding team during change	3.43	4.00	<div style="width: 100%;"></div>					
<b>Average:</b>		<b>3.55</b>	<b>3.75</b>	More Challenging		Moderate		More Comfortable	
Achieving Goals	<b>Advising Characteristics</b>								
	Addressing quality concerns	3.58	5.00	<div style="width: 100%;"></div>					
	Aligning resources with needs	3.48	5.00	<div style="width: 100%;"></div>					
	Designing team structure/function	3.50	5.00	<div style="width: 100%;"></div>					
	Integrating diverse perspectives	3.58	3.00	<div style="width: 75%;"></div>					
<b>Average:</b>		<b>3.54</b>	<b>4.50</b>	More Challenging		Moderate		More Comfortable	
<b>REACH Quotient:</b>		<b>3.62</b>	<b>3.69</b>						

## Conclusion

Whether the individual has reviewed this Selling Profile as a self-assessment exercise, or as part of a formal sales coaching or training program, what is most important is encouraging change based on the insight gained. Evaluating strengths and development opportunities can be humbling for sure, and it is natural to view one's own sales approach only in the most positive light. Still, real growth comes from candidly identifying how they perform in the sales cycle, while considering how their behaviors tend to reveal certain patterns that may contribute to success. Only then can the individual proceed with an informed recognition of where they might strengthen their approach. To the extent that this report facilitates such recognition, agility and change, their time will have been well spent.

We hope this has been a valuable learning experience for you,  
and that you continue your development journey.



## Important Note

The information contained herein describes certain behavioral preferences and tendencies derived from the participants' self-reporting. While such patterns of behavior tend to be consistent over time, these can change based on circumstances beyond the scope of what has been measured by this survey. Therefore, this information does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of future behavior. No part of this information is intended to convey a psychological, medical, or psychiatric evaluation, and in no way is this information intended to convey an evaluation of employability. This information is intended to provide insight that is useful in coaching, team-building, and other aspects of professional development and training. No employment decision should be made based, in whole or in part, on the results contained herein, and no indication of suitability for employment should be inferred or implied based on the REACH Culture Survey.