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## Executive Full

### Introduction

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This report is designed to be used by individuals who are in an executive position or running a business where they are managing other people and responsible for business objectives. It may also be used by individuals who wish to gain insight as to how they might perform in their own business or as an executive. In both of these cases, the purpose is to provide additional insight to how you might increase your performance and/or explore other resources or people to minimize challenging areas. The report is broken down into 4 main behavioral areas:

- \* Business Planning and Vision
- \* Leading and Managing Employees
- \* Selling and Marketing Products and Services
- \* Servicing and Building Internal and External Customer Base

This information along with an understanding of your own background, experience and personal goals can assist you in understanding how to maximize your performance.

Mary, here is your report:

### Business Planning and Vision

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- You tend to be easy going when it comes to details and more loose with your planning
- It will generally take longer for you to think through the business plan and attempt to consider the many elements necessary for creating a long term vision
- You may have the tendency to simply keep trying things to see if they will work rather than taking the time to think through things in advance

Tip: It will be helpful for you to solicit the help of others who can assist in strategically thinking through your business plan and vision and to make sure that the appropriate level of details are covered

Tip: You may want to make sure that someone in your business is responsible for actually then monitoring the plan and making sure that you're on track

### Leading and Managing Employees

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- It may take you longer to think through solutions and complex employee problems
- Employees may become impatient with you as you think through complex issues

Tip: Solicit the help of a partner or outside consultant to think through solutions to problems that are new or different

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- You tend to be easily distracted and easy going when it comes to details and planning
  - You typically prefer to deal with things as they come up rather than plan ahead with employee which will lead to difficulty remembering to follow up with employees on projects and other items

Tip: A critical component of managing people and business is to follow through with others so that they can stay on track; you may want to solicit the help of a partner or key employee who can play this role for you or at least keep you on track with these details to be sure they are taken care of

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- You tend to be direct, often questioning things and offering opinions to employees
  - You tend to be comfortable with confrontation and handling difficult situations
  - Your natural skepticism and determined manner may stifle communication in that employees may not feel comfortable voicing their opinions to you
  - Your independent and outspoken nature may make it difficult for you to share control and decision making with partners and other key executives

Tip: Recognize that there is a difference between managing and leading; in order for you to more effectively lead others, you will have to find ways to let employees voice their ideas in a safe manner without confrontation and skepticism;

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- You tend to be friendly and sociable, but also able to work alone and listen to employees when they are talking

Tip: There may be times when you have to be particularly motivating for your employees which will require more energy and outward enthusiasm; don't underestimate the power of enthusiasm with your employees to keep them energized and excited about the company's goals

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- You tend to be more competitive and motivated by individual rewards
  - You may create a competitive environment and treat your employees as if they are motivated by individual rewards even when they are actually more team oriented and motivated by team incentives
  - There may be times when an employee should be recognized for their efforts but you inadvertently compete with them for the attention rather than recognizing them

Tip: Be careful that you create an environment that not only rewards individual performance but also allows team oriented individuals to feel they are appreciated for their contribution to the team's efforts; competitive environments can be very un-motivating and unproductive for many; do not assume that everyone is motivated by the same things you are

## **Selling and Marketing**

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- You typically take more time thinking through solutions for problems particularly if you have not seen them before
  - Highly complex or new types of problems can be very difficult for you to solve on the spot or present solutions to prospects quickly
  - Products or services that are more tangible in nature will be easier for you to market and sell versus those that require a more consultative and solution sales presentation
- Tip: If your product or service is complex and requires a more consultative sales presentation, you may want to solicit the help of others with this role in the business

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- Your tough minded and direct nature will help when it comes to dealing with rejection and overcoming the objections of many sales situations
  - Your approach may be too strong for some types of products or for the audience you are presenting to

Tip: Think of your audience and if it is called for, build some warm and tactful techniques into your presentation so that the prospect feels they are making the decision versus you telling them what they should do

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- You prefer a balance between marketing and selling something consistently but also reviewing those processes for new approaches

- Businesses that are overly structured in their marketing and sales efforts will be less motivating

Tip: From time to time, break down your sales and marketing processes to see what improvements can be made to make them more effective

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- You tend to be moderately outgoing and enthusiastic which will be helpful in most sales presentations allowing you to be upbeat while at the same time listening to your prospect when they are talking

- Products or services that require a highly enthusiastic presentation will be more difficult

Tip: In times when you have to present a more energized presentation, take additional time to prepare, so that your energy is dedicated to your presentation skills versus the content

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- You can usually handle the stress and rejection of selling unless it becomes extreme

- With products or services that are particularly difficult to sell, you may experience too much stress

Tip: When the level of rejection or difficulty of the sales process is high, you may want to consider soliciting the help of a partner or associate to take on all or part of the sales role for the business

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- You tend to be more competitive enjoying a more competitive type of sales environment

- Products or services which are typically sold with a softer approach or by a team-approach will be more difficult for you

Tip: If your product or service requires a more collaborative approach to the sale process, you may want to only be involved in the very early stages of the prospecting phase and move on to the next prospect once the prospect is ready to talk; allow others on your team to do the actual presentation and/or implementation meetings

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### **Servicing and Building Internal/External Customers**

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- You tend to be direct with customers which at times can come across as too strong rather than tactful and cooperative

- Customers may view you as uncompromising rather than willing to work with them to solve problems

Tip: If your business calls for a tactful and cooperative approach to customers, you may want delegate this role to others; when a customer situation is particularly difficult and confrontational, it will be helpful for you to get involved

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- You have a the ability to put structures in place for consistent customer experience while at the same time allowing for unique requests and problems

- Businesses that are too structured in their customer service may be more difficult for you to deal with

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- You tend to be moderately friendly with customers which works well in most environments

Tip: You may need to be more outgoing and friendly with customers in order to build loyalty; don't underestimate the power of optimism and enthusiasm to get customers excited about your product or service; it is usually a lot easier to get business from a current customer than to get a new customer

**Note: This report represents only a small part of the factors that can be helpful in determining job performance. It is not designed to specifically recommend or not recommend any individual for employment and the ultimate employment decision rests with the Employer.**

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