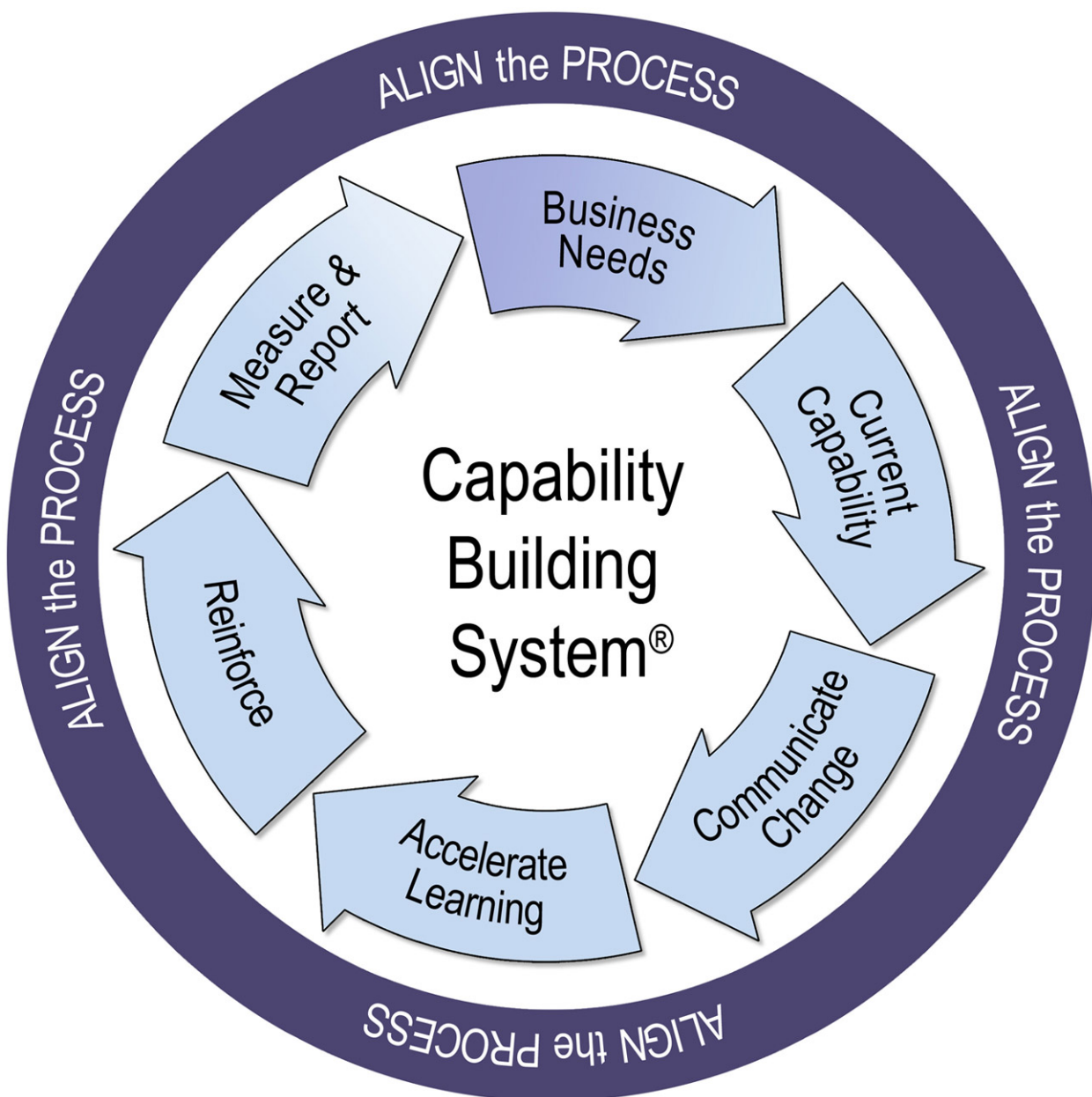


## Global Sales Competency Study for Imparta Ltd - Summary Report

Prepared by: Imparta Ltd

This report by Imparta (or its agents) is provided as-is and is intended for the Client indicated. Except as explicitly provided for in writing by Imparta, Imparta disclaims all warranties, including express and implied warranties, fitness for a particular purpose for use, accuracy, integration, completeness or timeliness. Client will not hold Imparta (or its agents) responsible for any decisions or actions taken as a result of this report. Further, Client agrees to Indemnify Imparta (and its agents) against any third party claims arising out of the use of this report.

IN NO EVENT WILL IMPARTA BE LIABLE FOR ANY INCIDENTAL, SPECIAL OR CONSEQUENTIAL DAMAGES, INCLUDING DAMAGES FOR LOSS OF PROFITS OR REVENUE, EVEN IF ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. IN NO EVENT SHALL IMPARTA'S LIABILITY TO CLIENT OR ANY OTHER THIRD PARTY EXCEED THE AMOUNTS PAID TO IMPARTA BY CLIENT FOR THE WORK DONE OR DELIVERABLES PRODUCED UNDER THE STATEMENT OF WORK UNDER WHICH THIS REPORT WAS PROVIDED.



## Introduction

### Overview

As you know, your organisation has recently taken part in a 180 degree feedback exercise to help your organisation gain a better understanding of its sales performance and an insight into the potential training and development needs of your team/division. By distributing the individuals' reports, each participant assessed can have the opportunity to review their individual results with their line manager. This summary report was constructed by combining the performance ratings of each individual enabling you to review the average capabilities of the group as a whole.

### What have you been assessed against?

A competency model formed the benchmark against which all participants have been assessed. For each competence a number of behaviour statements were written describing high performance. These statements were shown within the questionnaire and used by each respondent to assess levels of effectiveness. The outputs from all questionnaires informed the series of graphs within this report.

### How will the outcomes be used?

The outputs from each of the individual reports have been combined to form a team/division/organisational summary and this can be used to gauge internal capabilities and/or inform the content of any internal or external development programmes.

### What will I find in the report?

- Executive Summary
- Overview of Self and Manager Competency Rating Averages
- Competency Rating Averages
- Highest 5 Behaviour Rating Averages By Self & Manager
- Lowest 5 Behaviour Rating Averages By Self & Manager
- Behaviour Rating Averages
- A Traffic Light Report

### What do the bar graphs mean?

- Each graph is determined by the responses given in the questionnaires.
- By allocating values to the degree of effectiveness for each of the behaviours it is possible to represent performance for each competence on a scale from 0 to 5.
- By looking at the shape of the bar charts relative strengths can easily be identified.
- You will also notice a percentage (%) score below each main bar on the bar chart and a reference to quality or 'dropped scores' – if a respondent selects 'no evidence' as an answer in the questionnaire this attracts a score of '0', meaning they have not had any opportunity to witness or evidence a particular behaviour. The more often this response is selected the more difficult it becomes to provide conclusive feedback. So the percentage (%) score is an indication of how often the respondent was able to make an assessment. If the score is 100%, an assessment of performance was made in answer to each and every question. If the percentage (%) score was say 70%, then this means that for 30% of the responses, the respondent(s) selected 'no evidence'.

### How does the traffic light report work?

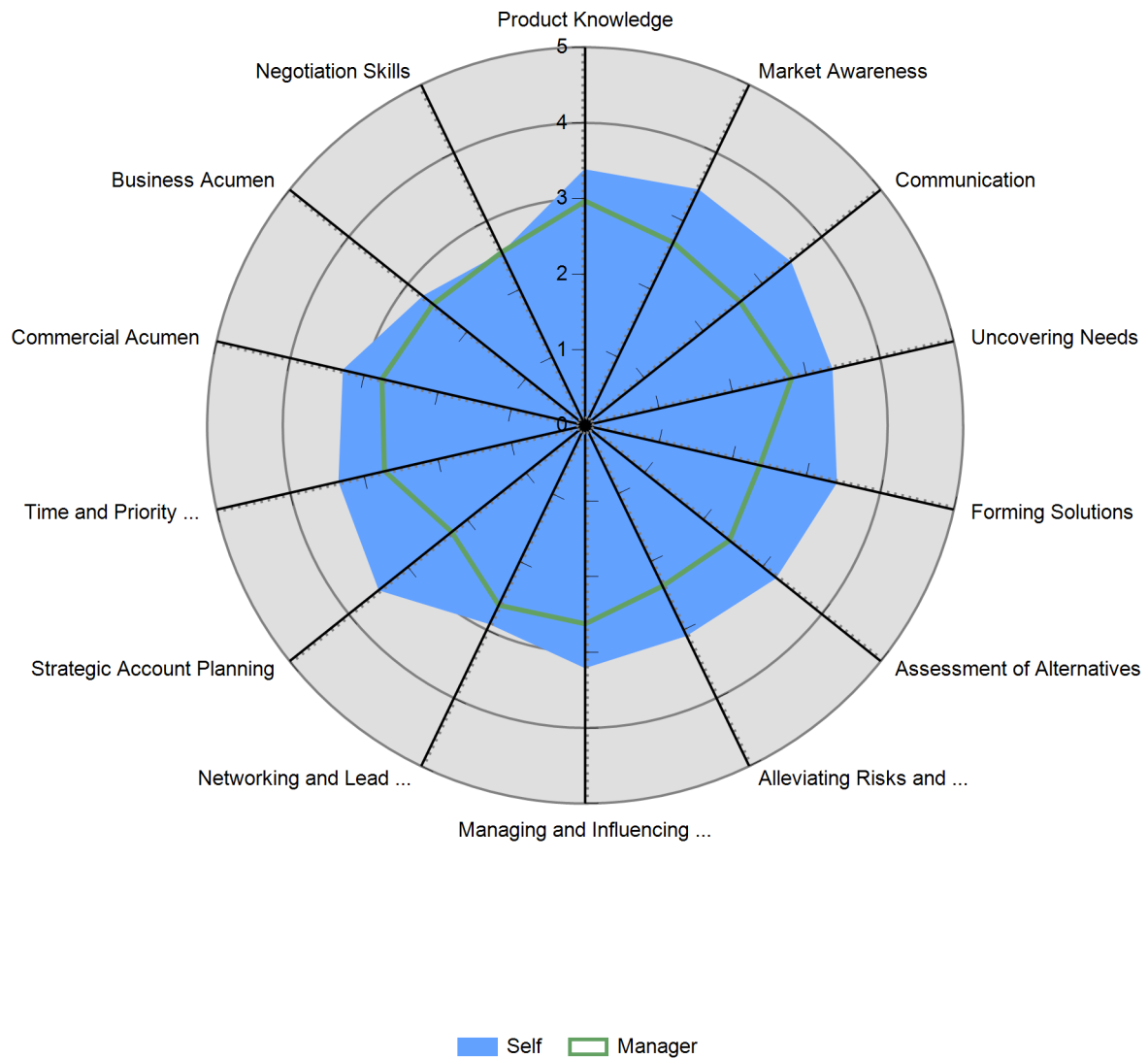
The traffic light report enables a comparison to be made of the relative performance of each participant, determined by responses from line managers only. Those participants who have consistently been assessed as strong by their line managers across every competence will be seen at/near the top of the table.

The background colours are assigned in the following way for all the scores under the competencies and separately for values in the total column:

- Green scores fall in the top 40% (on or above the 60th percentile for score values ordered lowest to highest)
- Amber scores fall in the middle 27% (on or above the 33rd percentile and below the 60th percentile)
- Red scores fall in the bottom 33% (below the 33rd percentile)

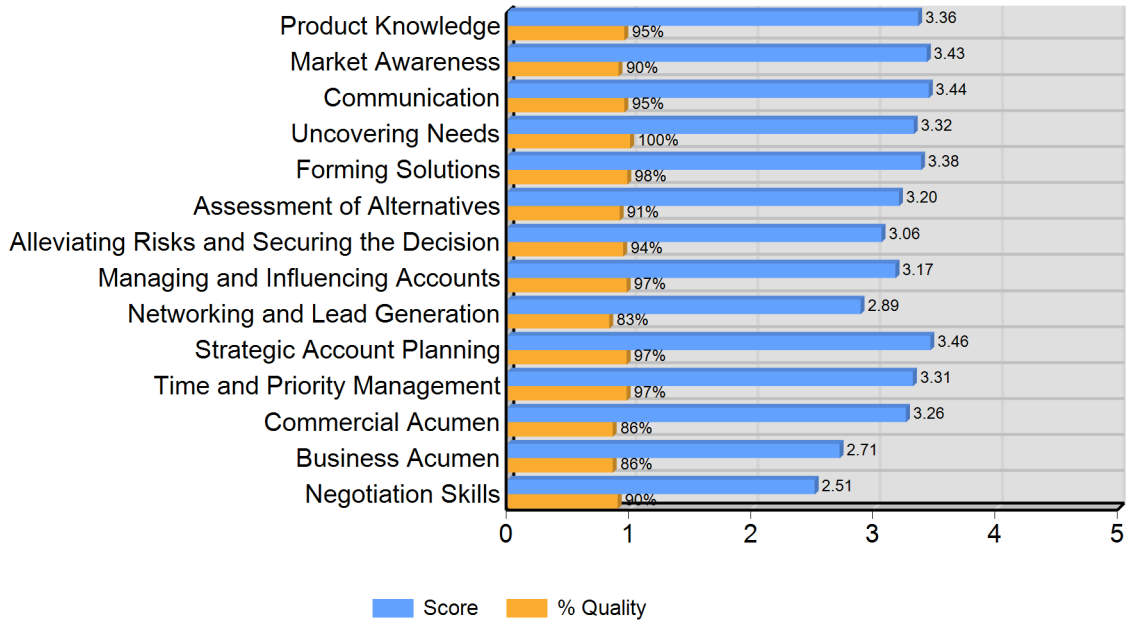
## Executive Summary

### Chart showing Manager & Self



## Overview of Self and Manager Competency Rating Averages

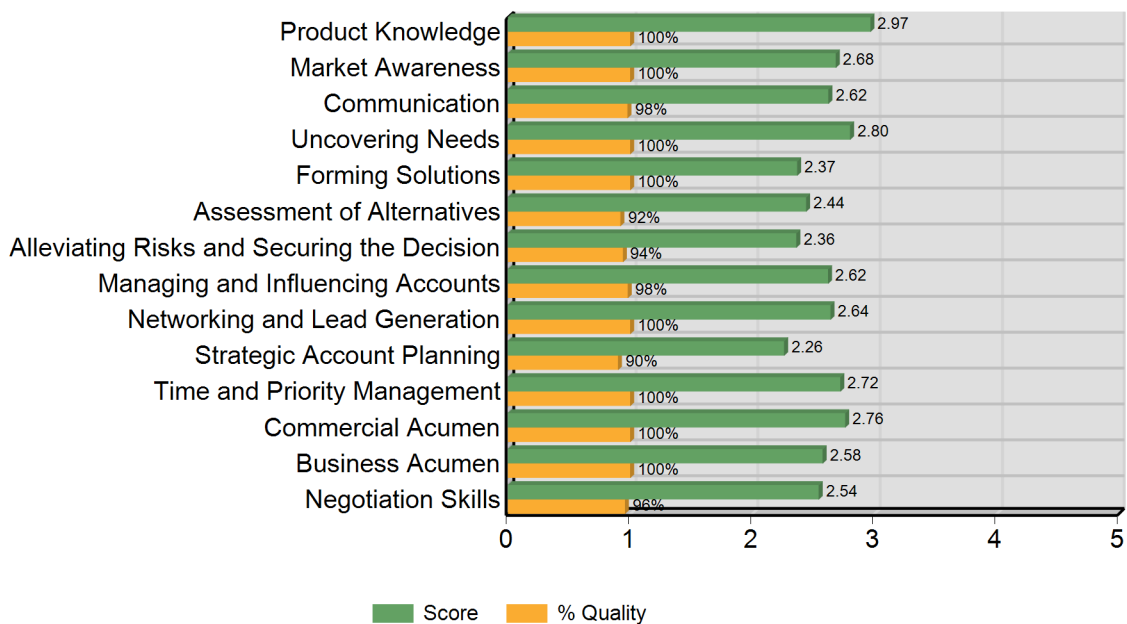
### Self Assessment Overall Averages



Number of forms submitted: 7

% Quality = A Reflection of Dropped Scores (No Evidence selections by respondents)

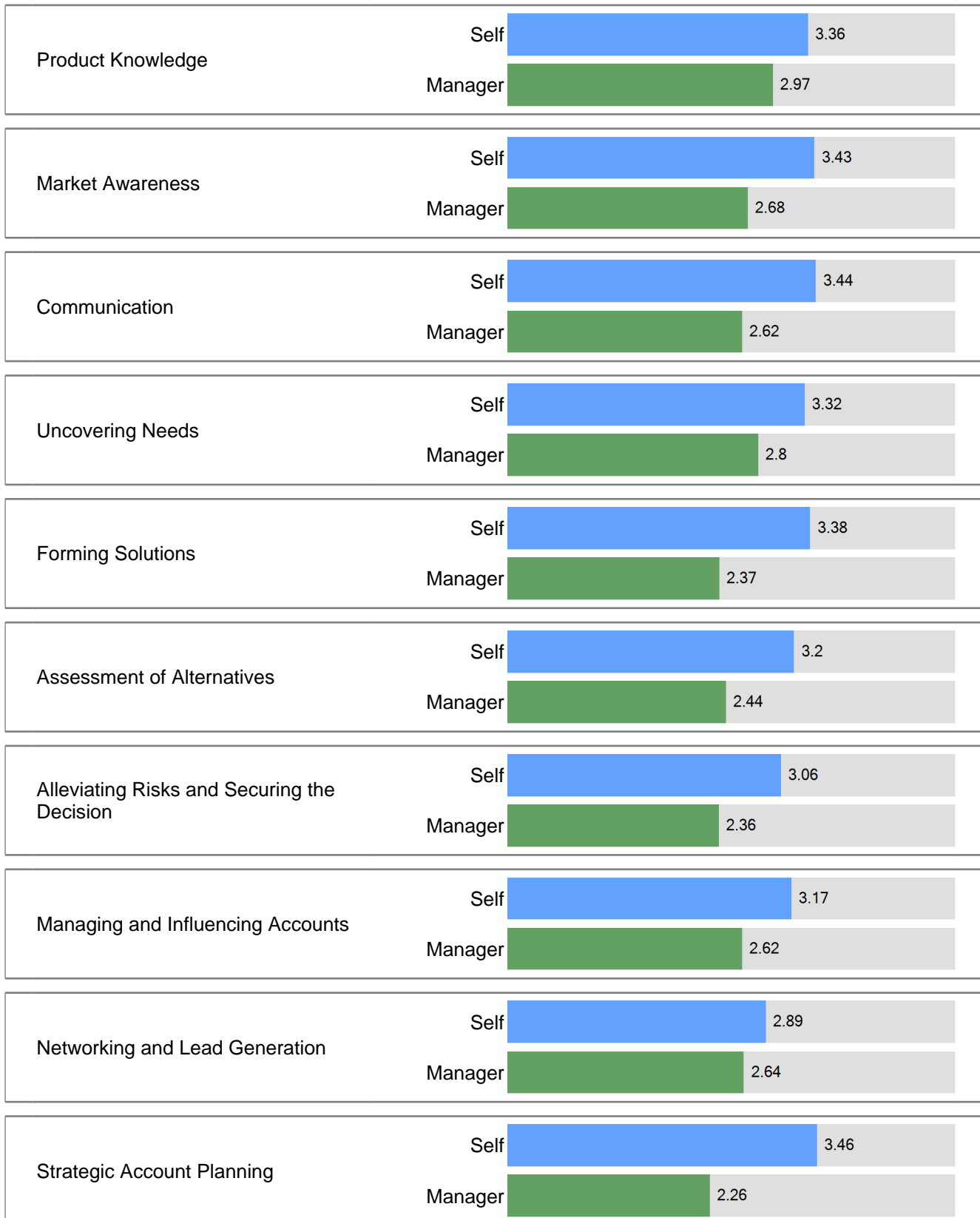
### Manager Assessment Overall Averages



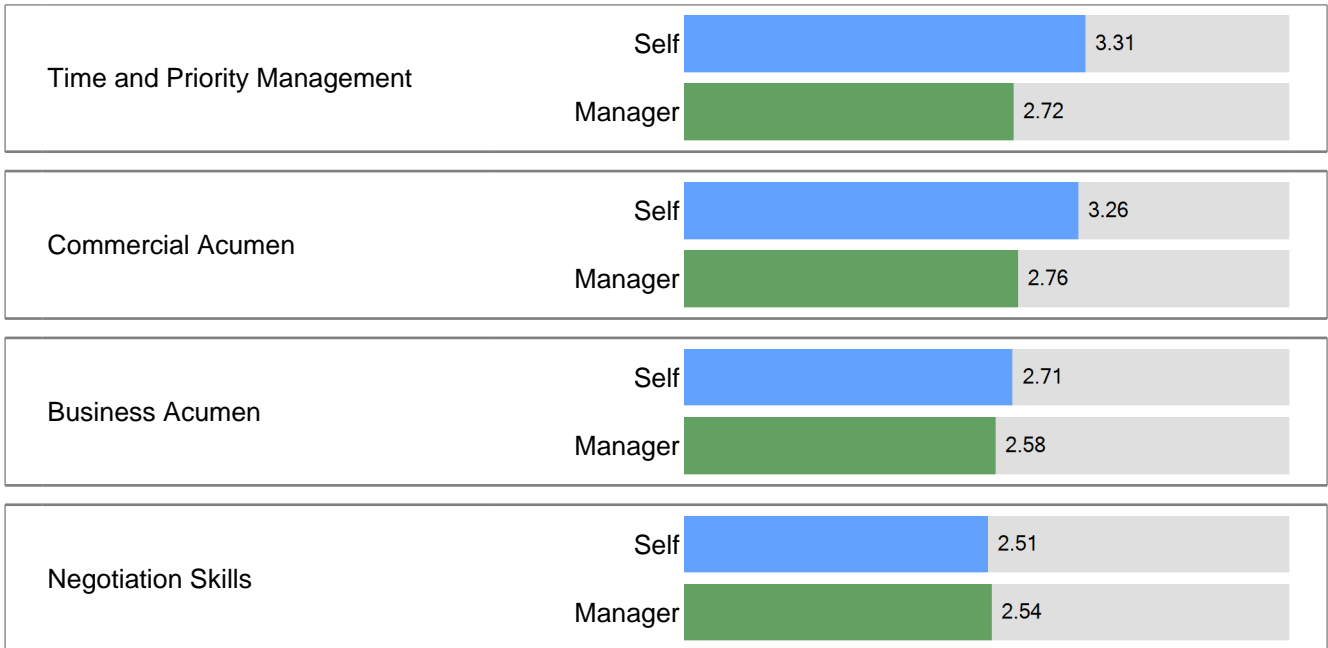
Number of forms submitted: 10

% Quality = A Reflection of Dropped Scores (No Evidence selections by respondents)

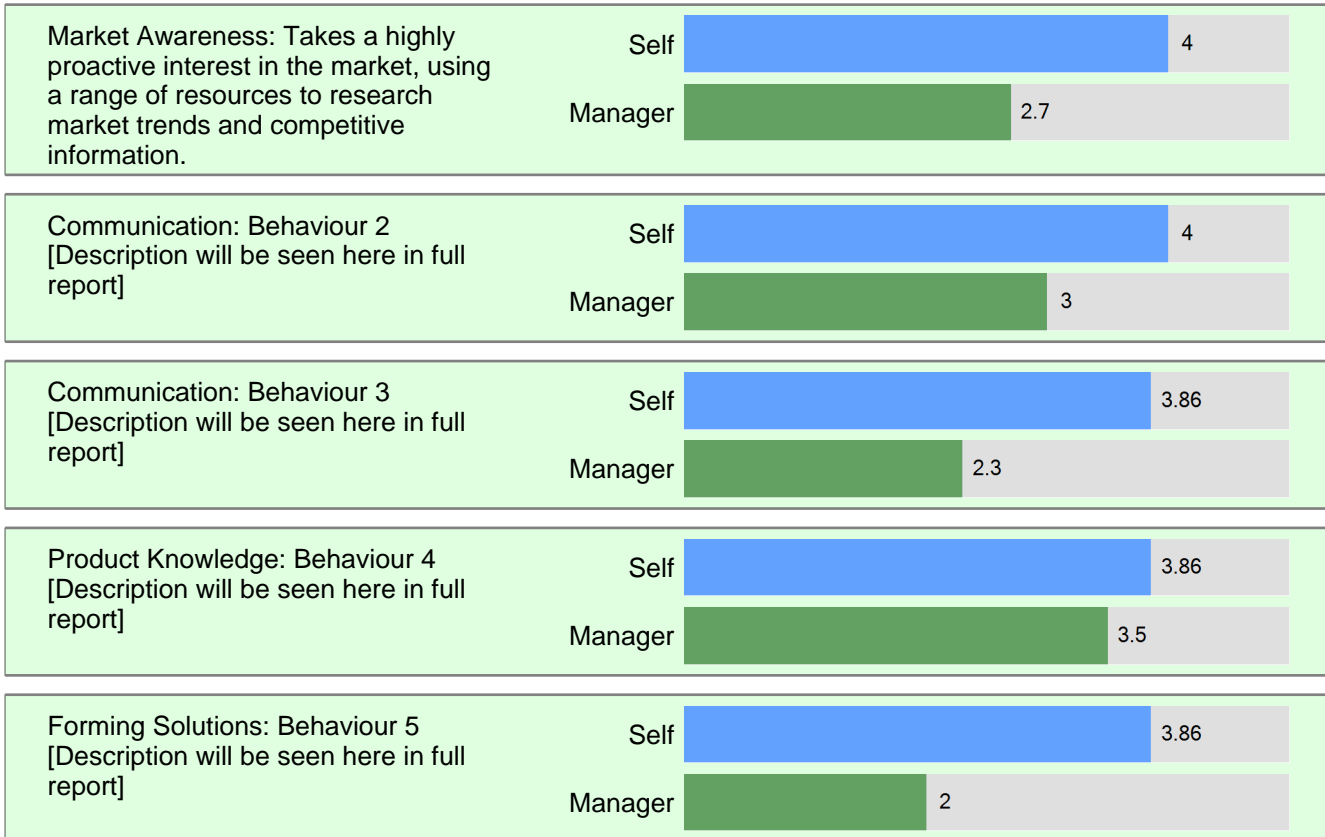
## Competency Rating Averages



ILLUSTRATIVE SAMPLE USING FICTIONAL SOURCE DATA  
DESIGN MAY VARY



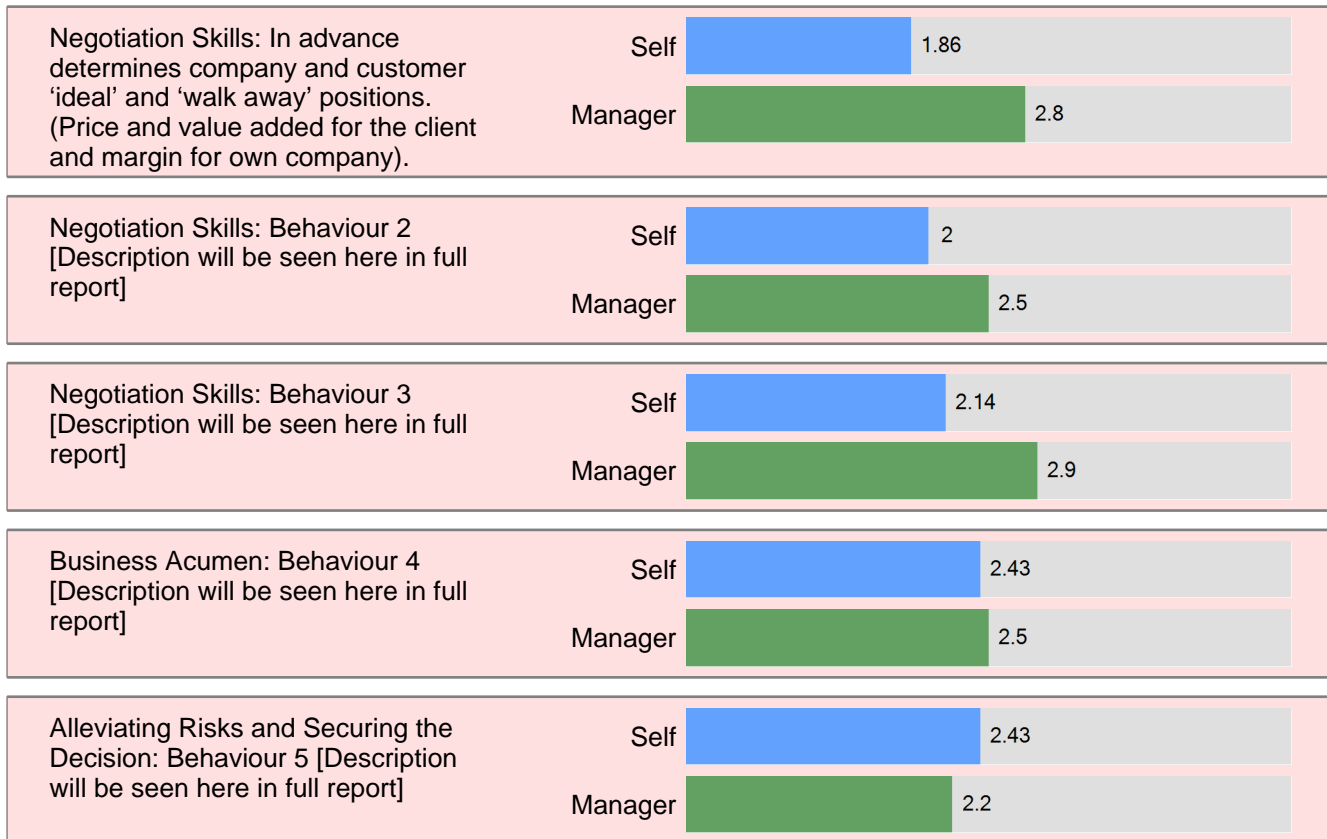
## Highest 5 Behaviour Rating Averages by Self



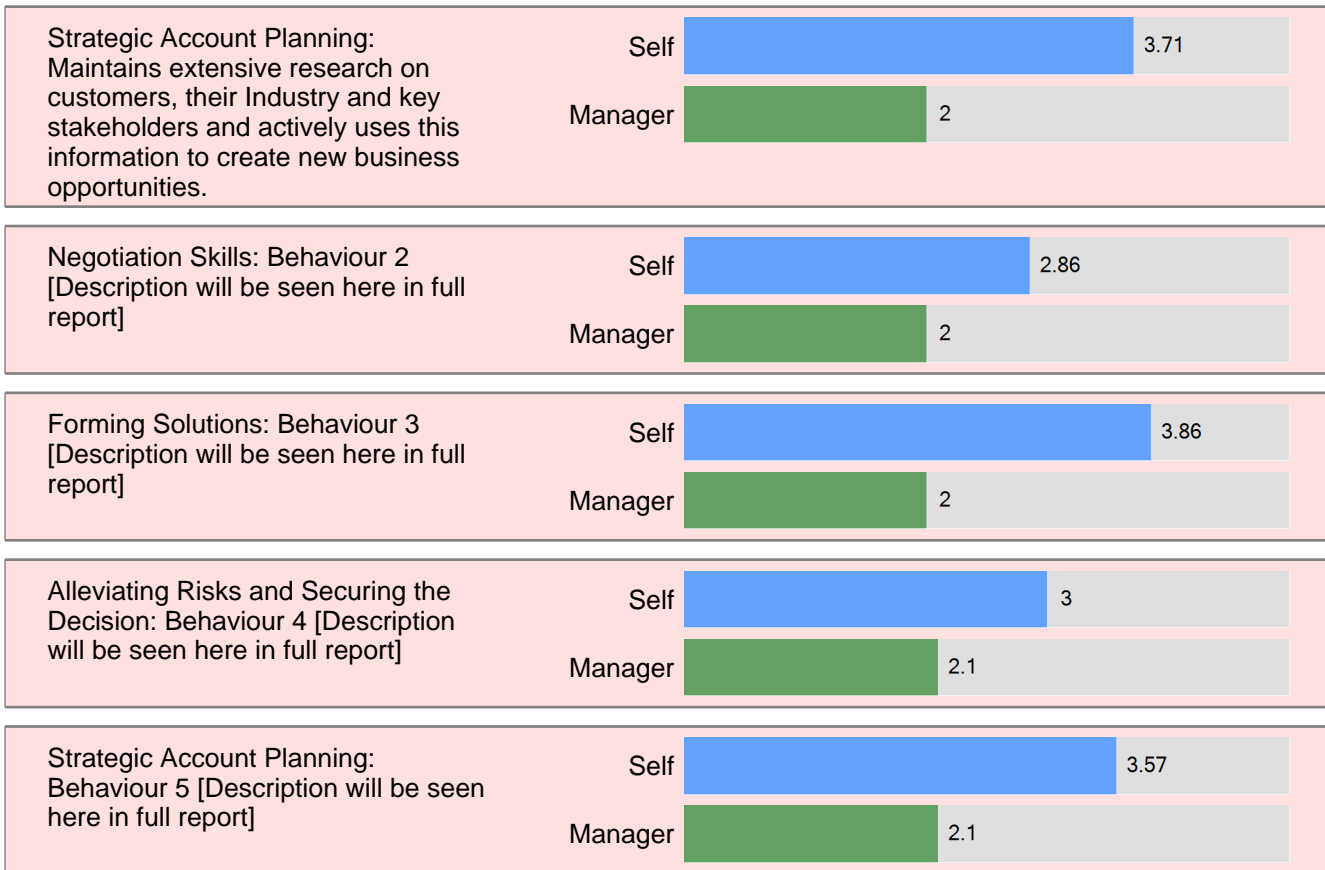
## Highest 5 Behaviour Rating Averages by Manager



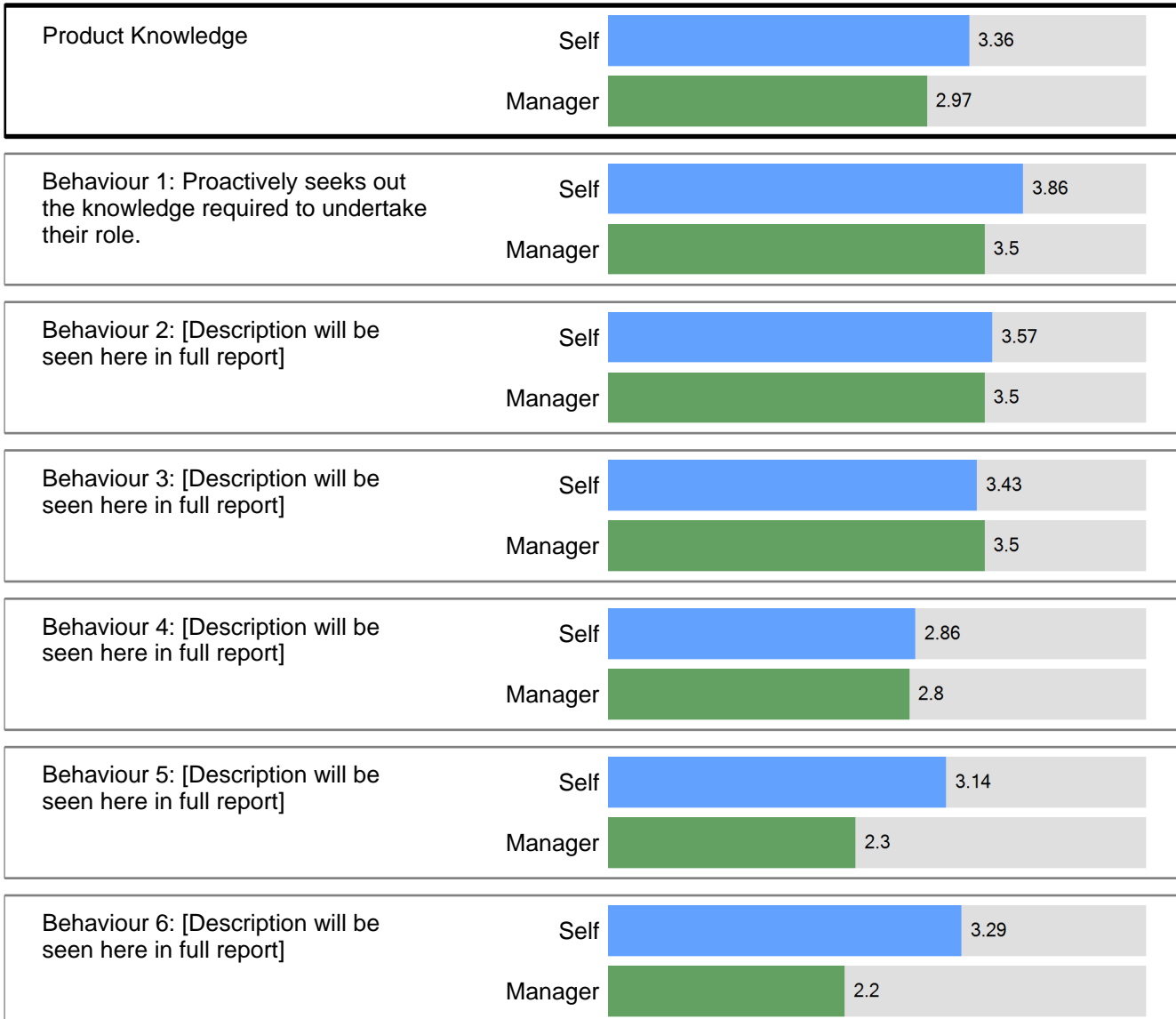
## Lowest 5 Behaviour Rating Averages by Self



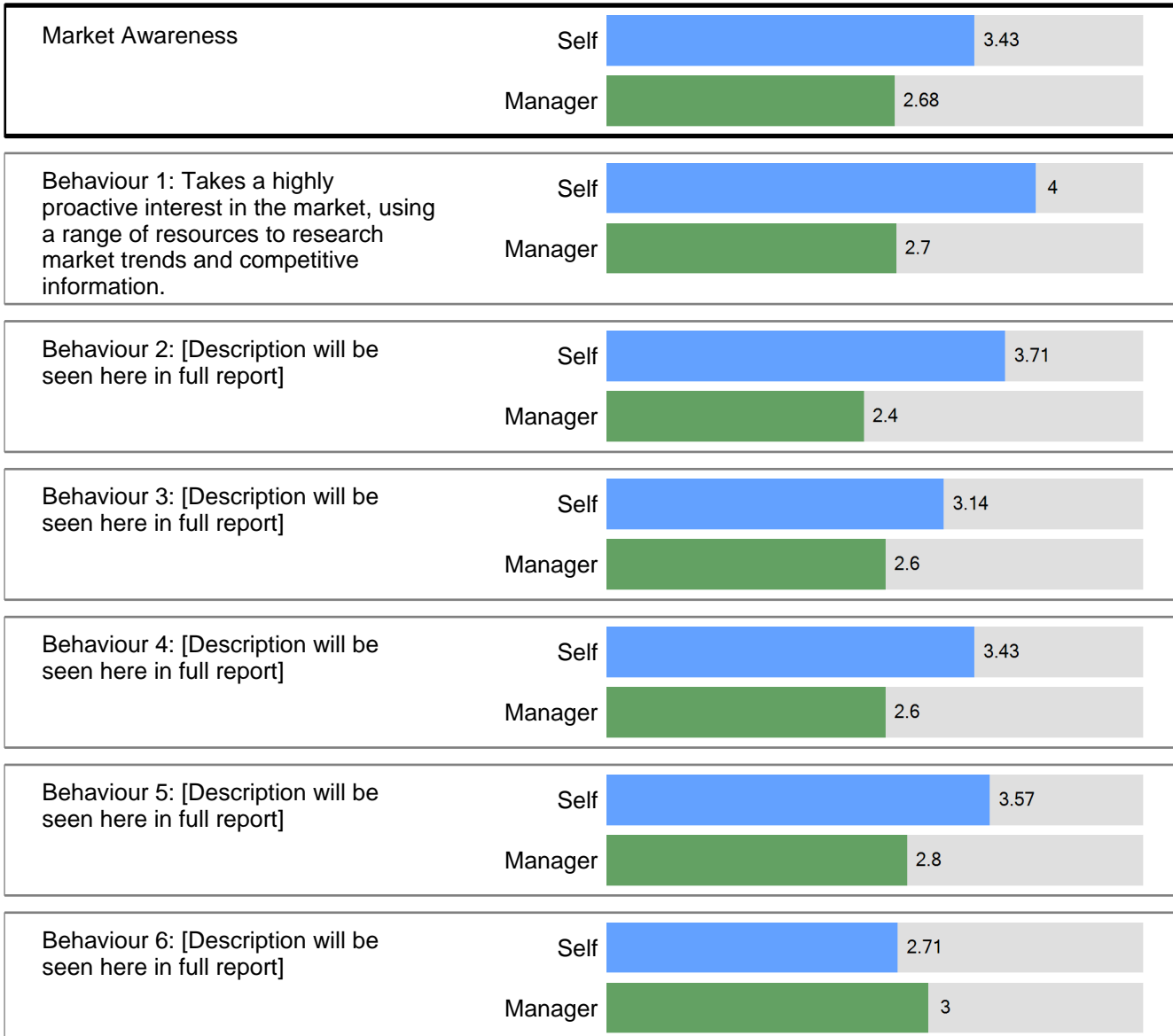
## Lowest 5 Behaviour Rating Averages by Manager



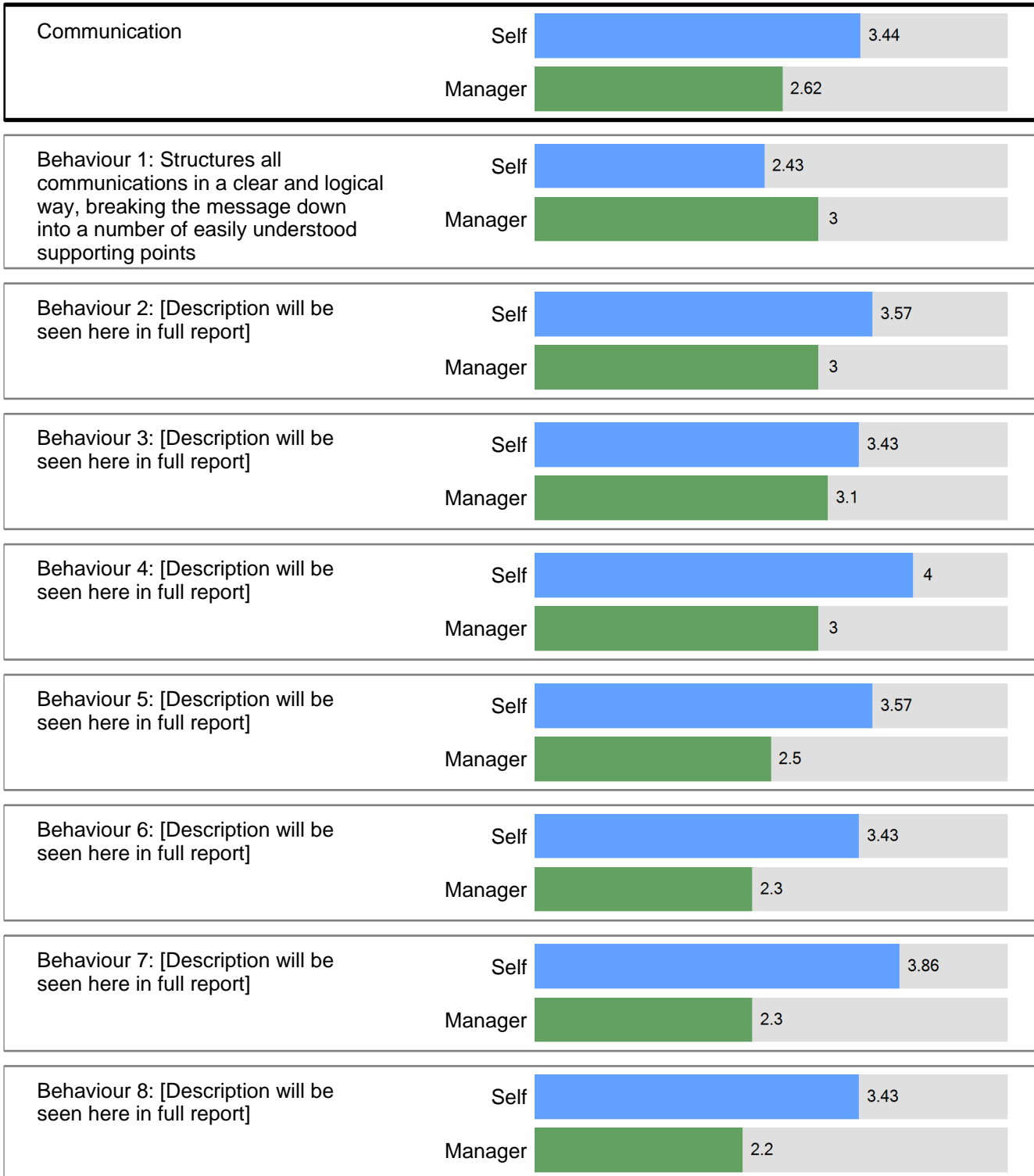
## Behaviour Rating Averages Competency: Product Knowledge



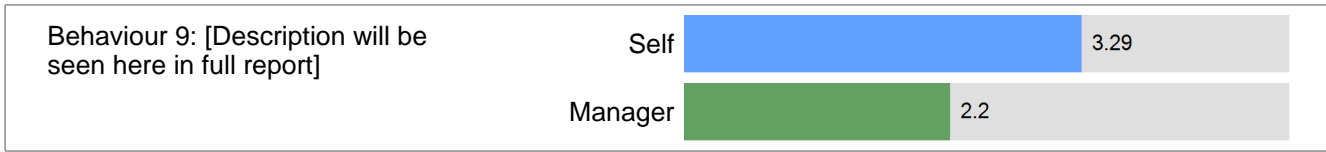
## Behaviour Rating Averages Competency: Market Awareness



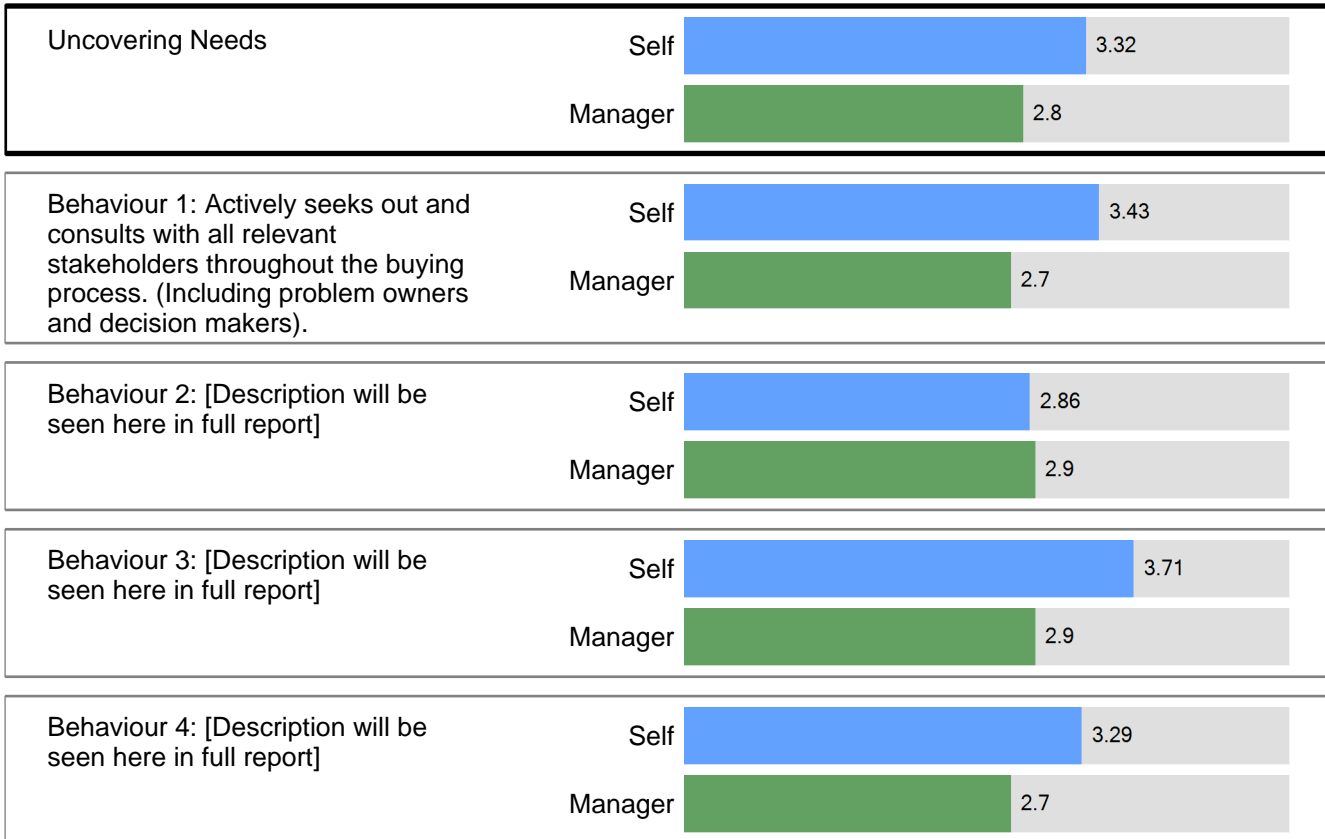
## Behaviour Rating Averages Competency: Communication



ILLUSTRATIVE SAMPLE USING FICTIONAL SOURCE DATA  
DESIGN MAY VARY



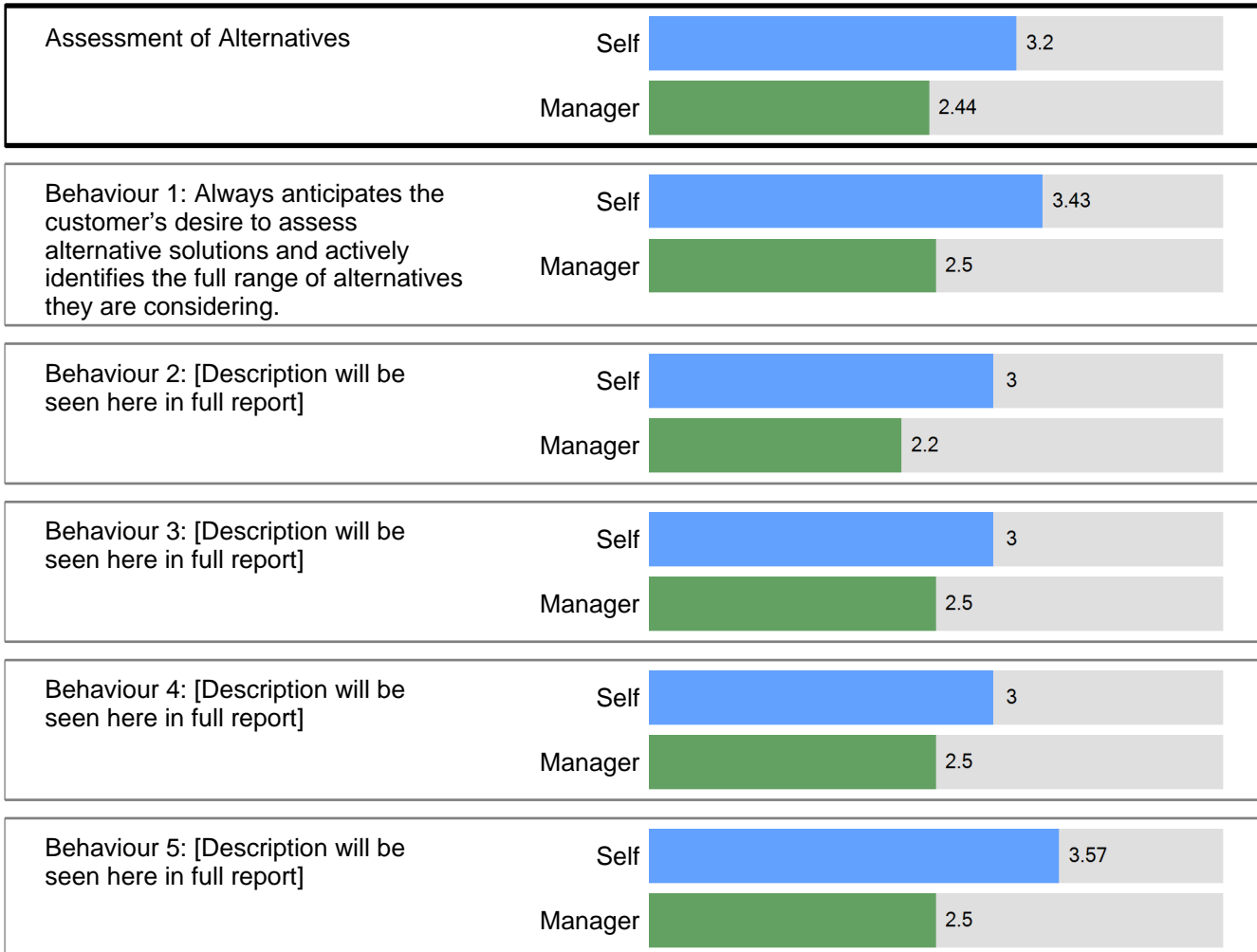
## Behaviour Rating Averages Competency: Uncovering Needs



## Behaviour Rating Averages Competency: Forming Solutions

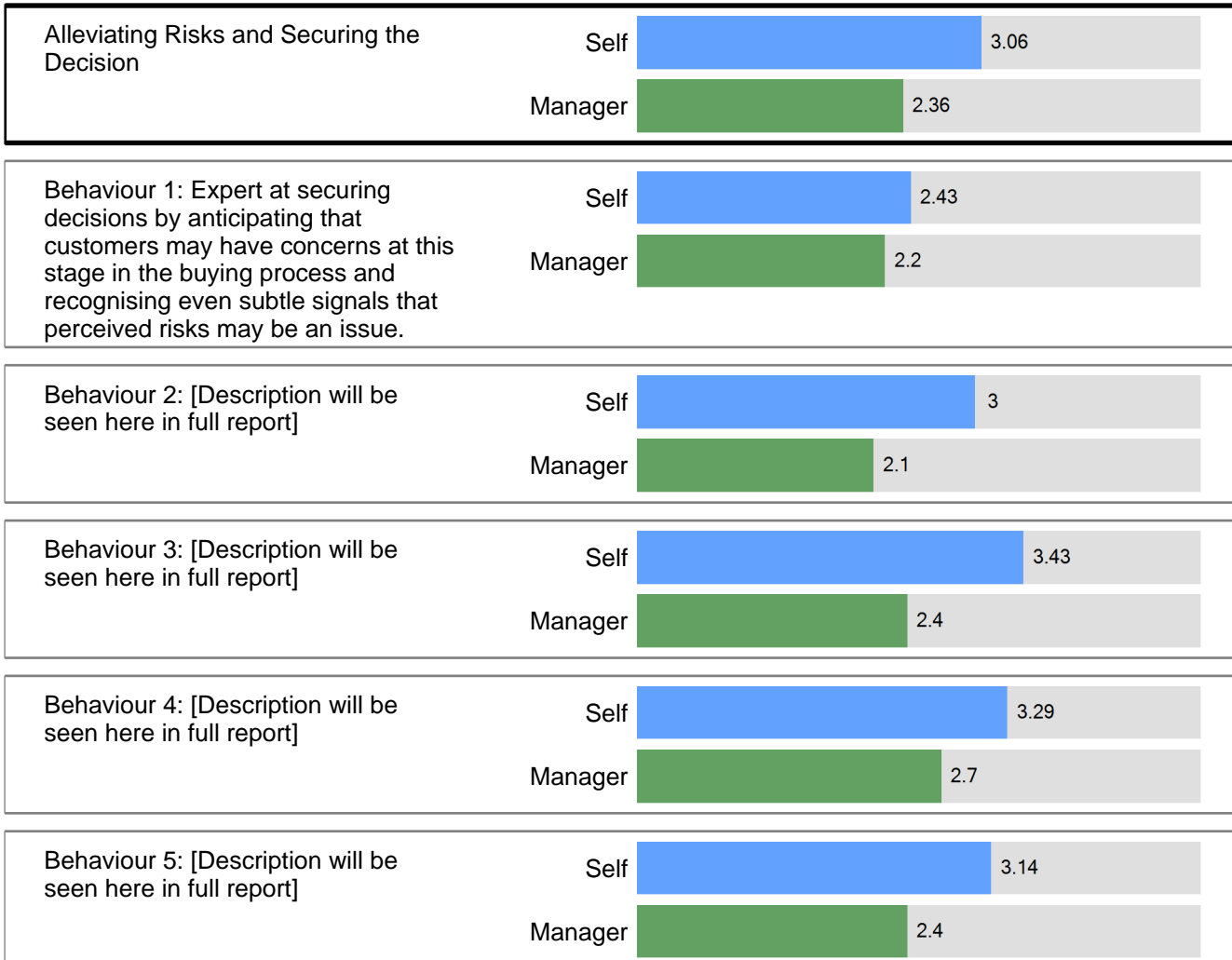


## Behaviour Rating Averages Competency: Assessment of Alternatives

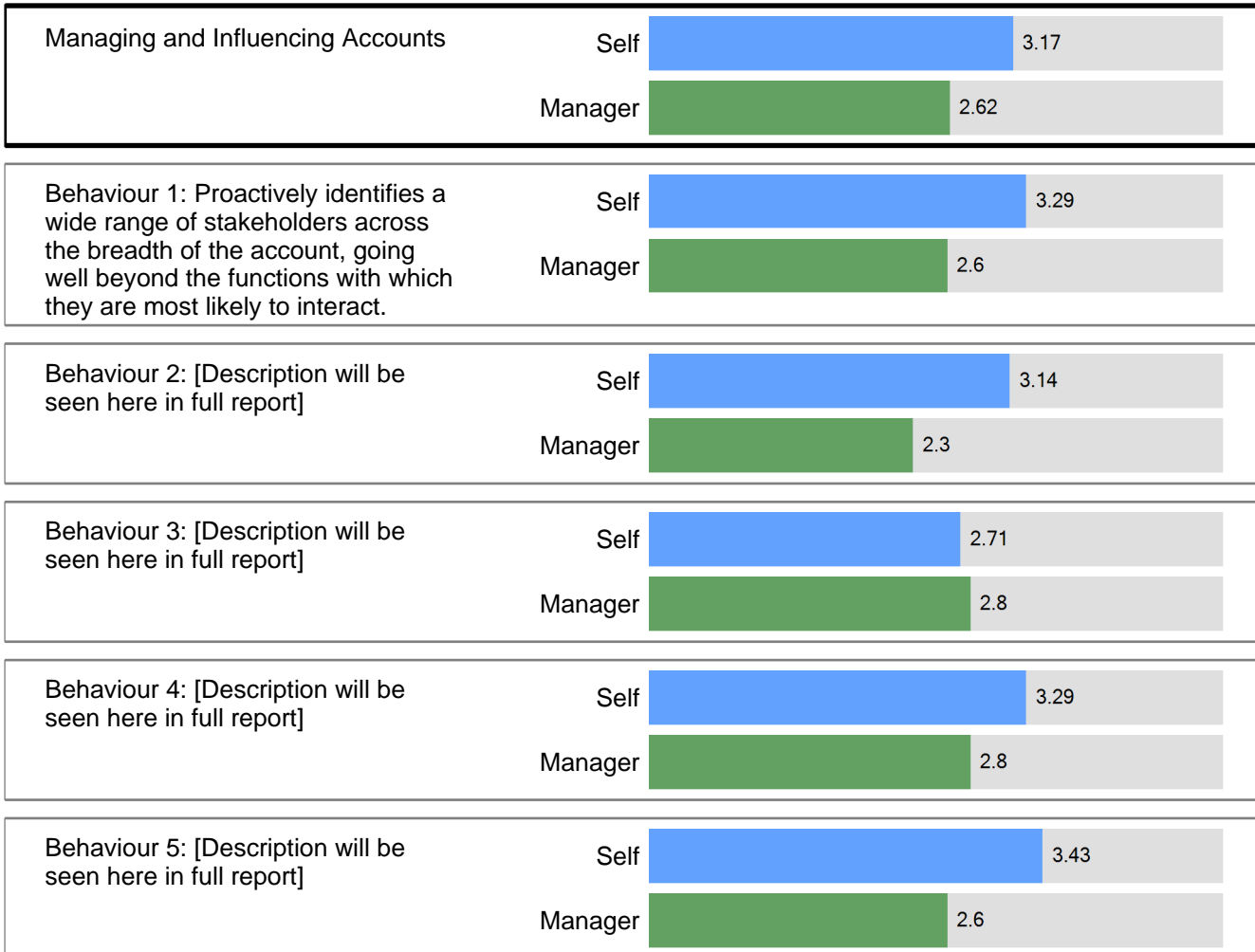


## Behaviour Rating Averages

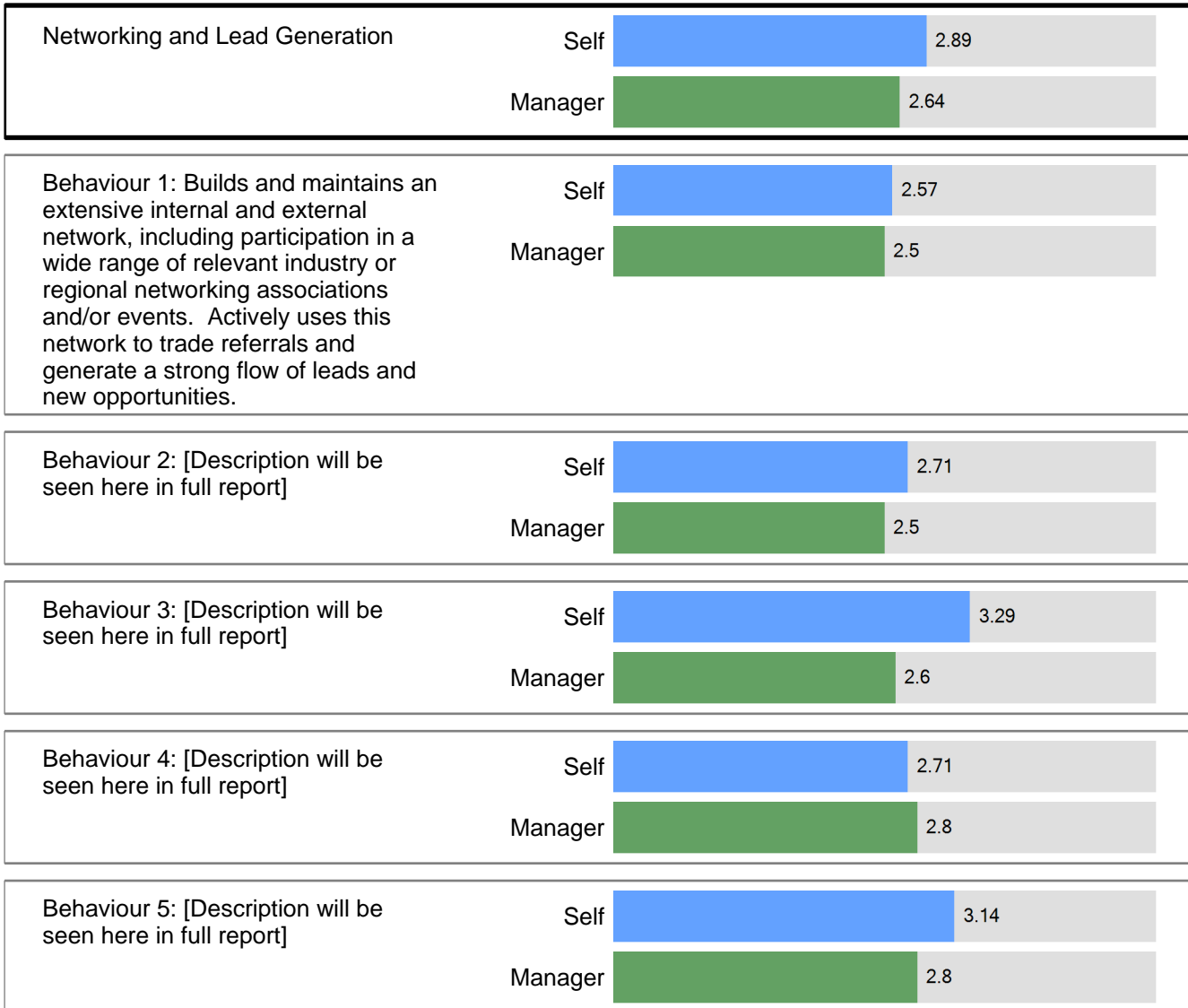
### Competency: Alleviating Risks and Securing the Decision



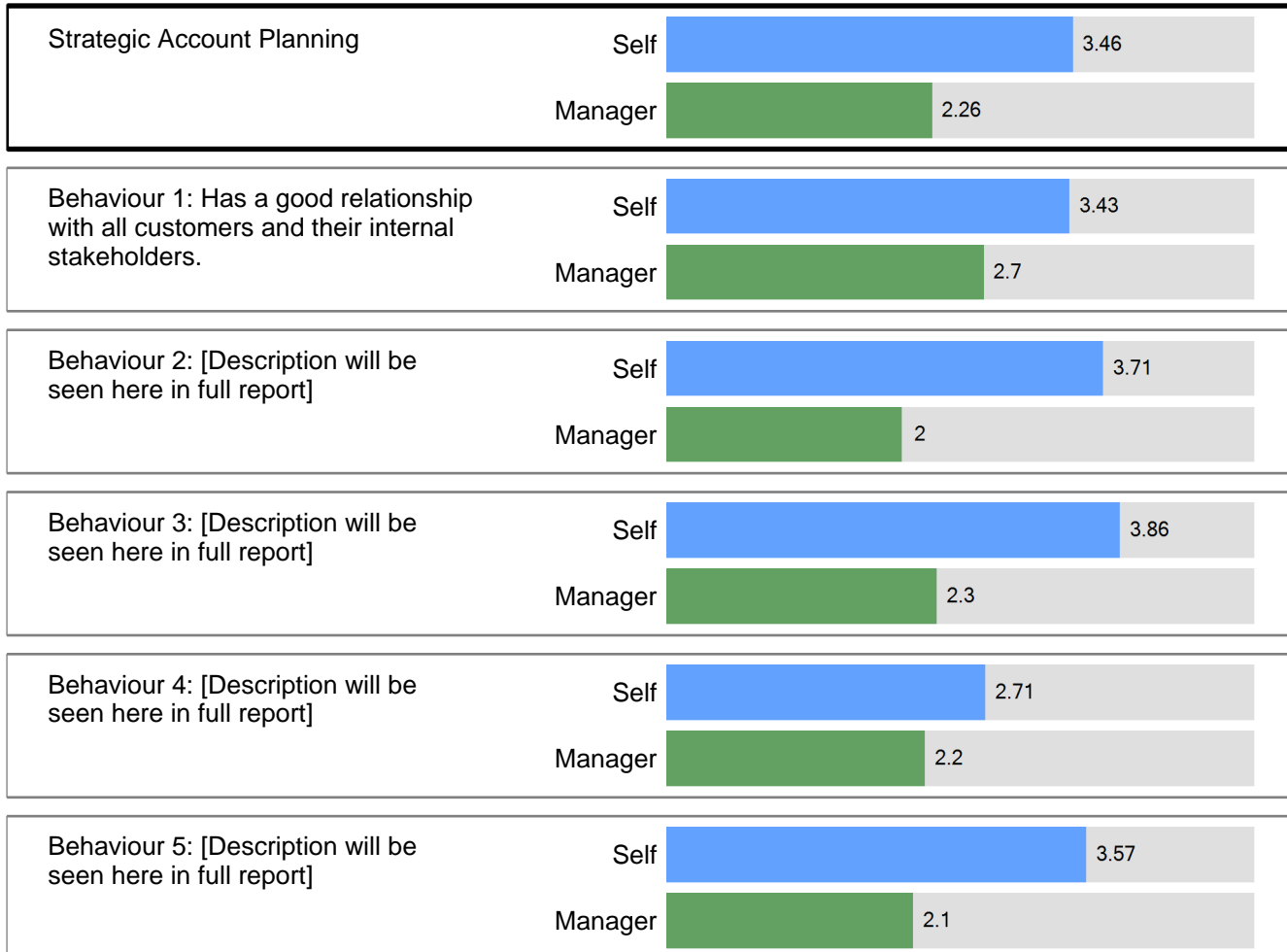
## Behaviour Rating Averages Competency: Managing and Influencing Accounts



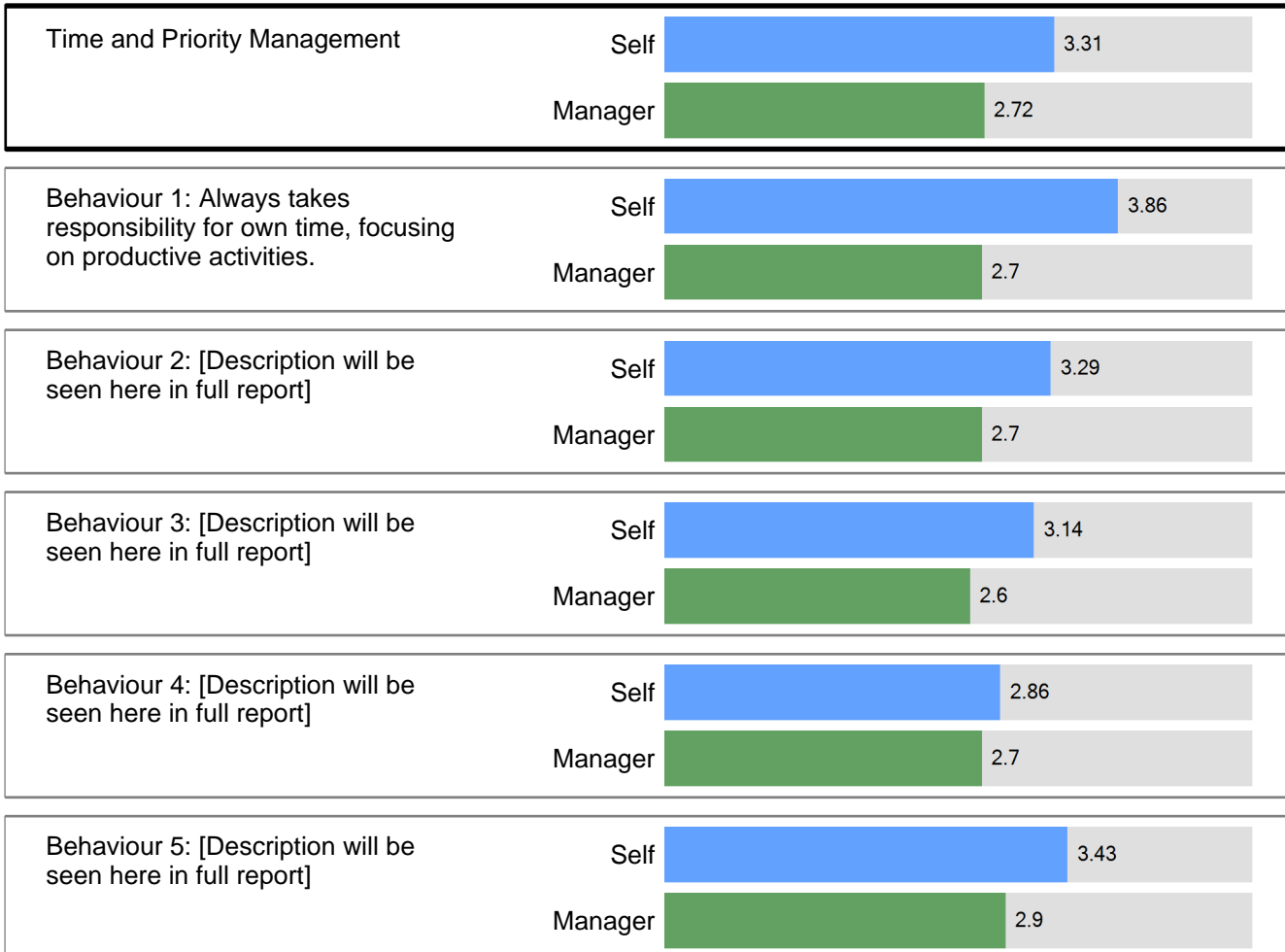
## Behaviour Rating Averages Competency: Networking and Lead Generation



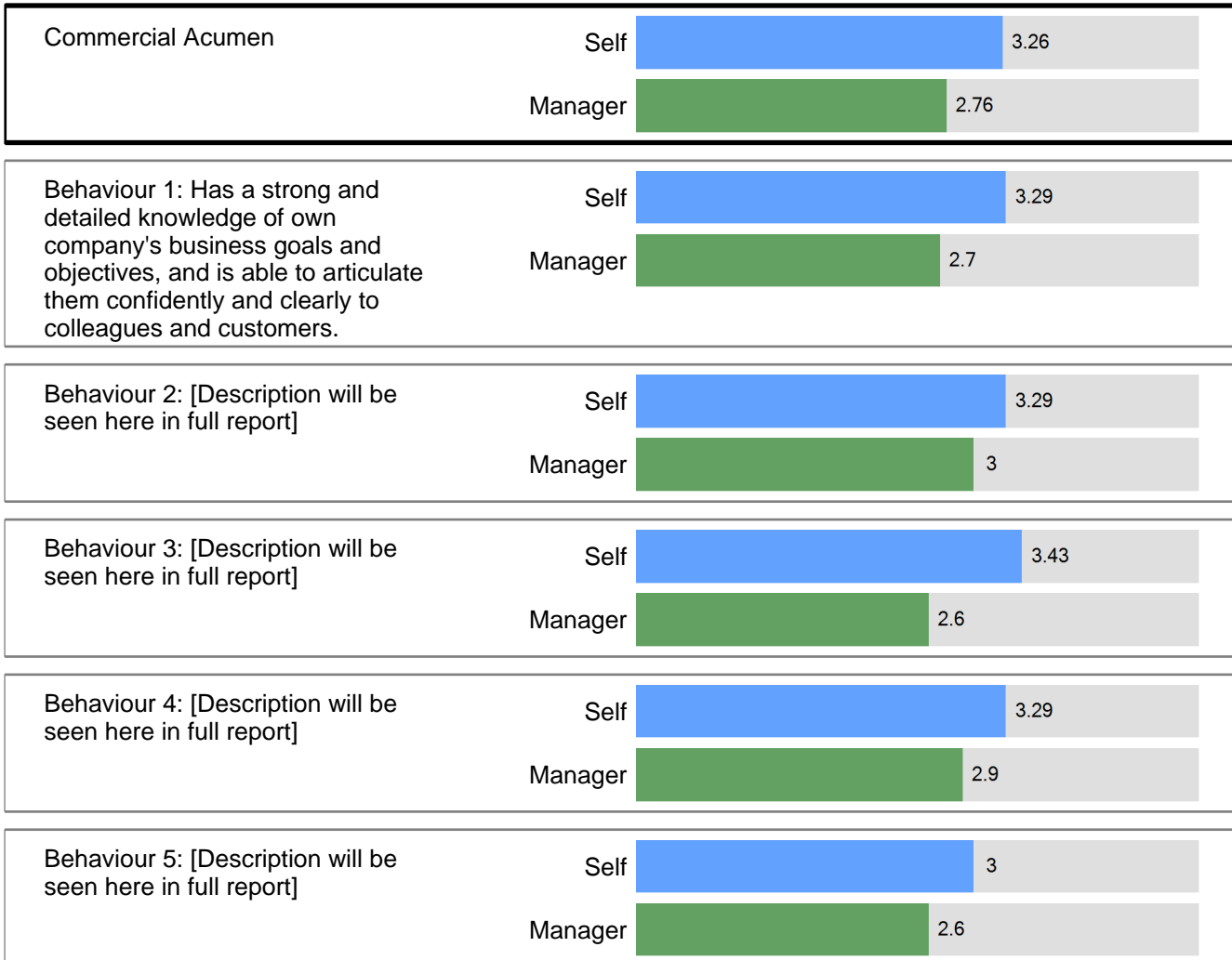
## Behaviour Rating Averages Competency: Strategic Account Planning



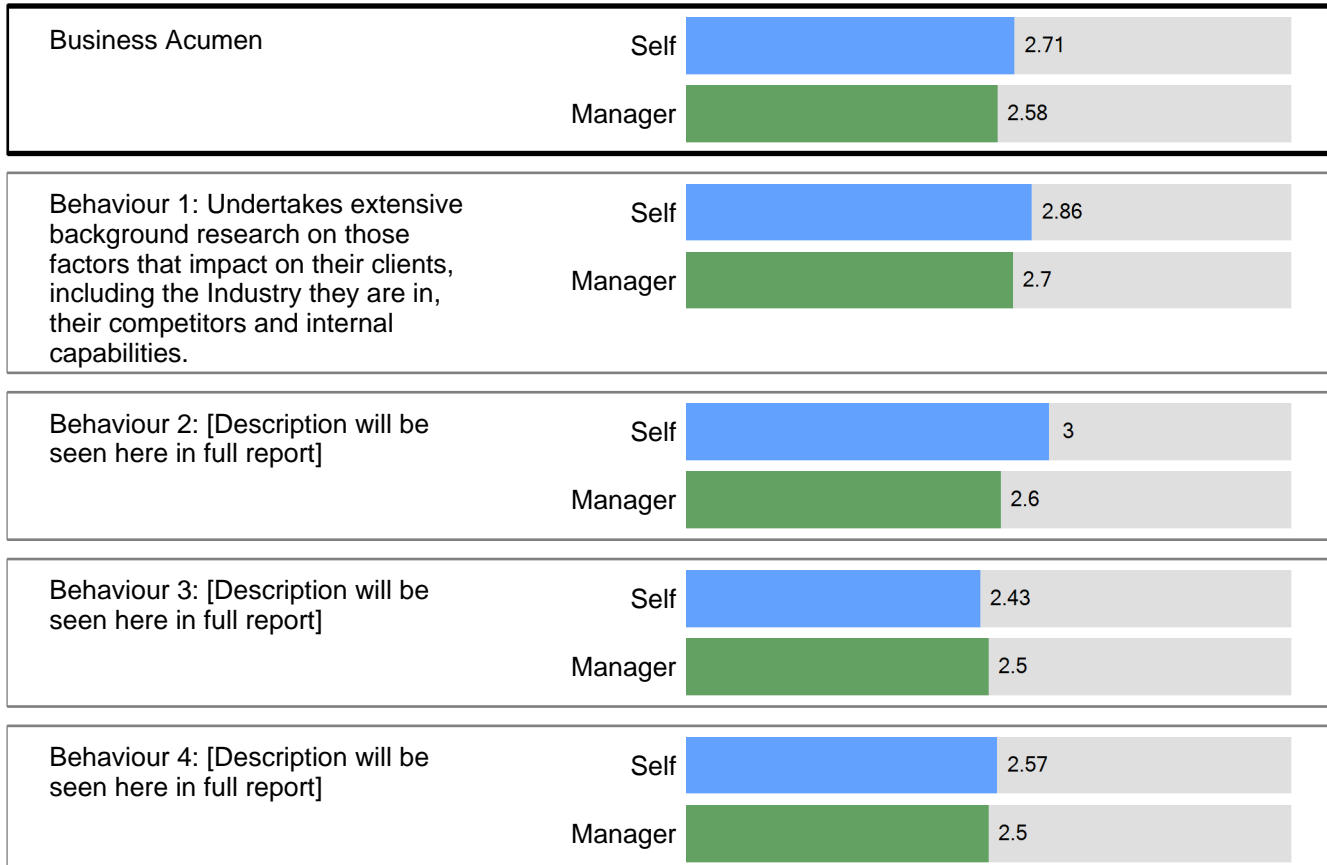
## Behaviour Rating Averages Competency: Time and Priority Management



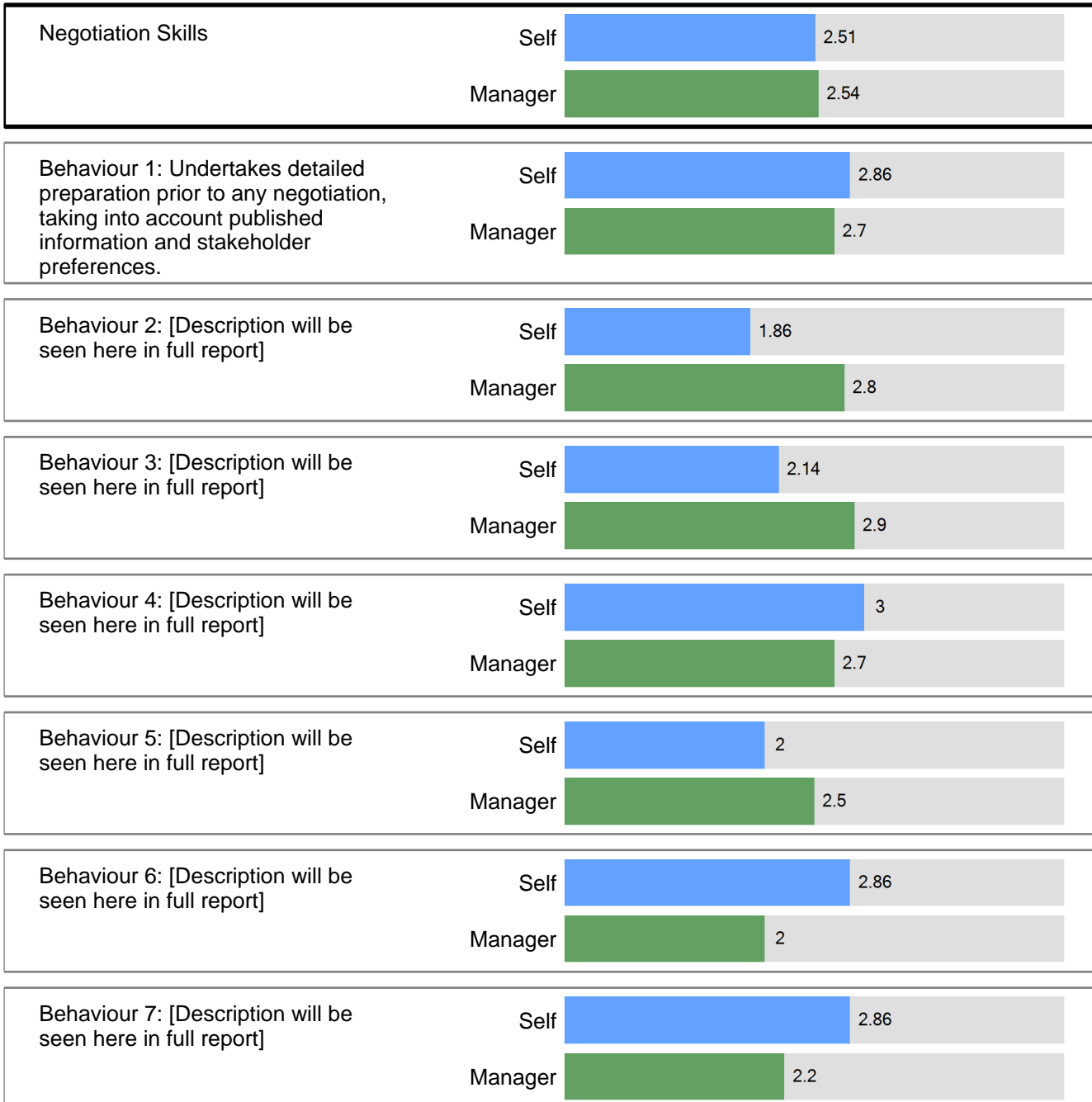
## Behaviour Rating Averages Competency: Commercial Acumen



## Behaviour Rating Averages Competency: Business Acumen



## Behaviour Rating Averages Competency: Negotiation Skills



## Manager Perspective Traffic Light Report

Name	Product Knowledge	Market Awareness	Communication	Uncovering Needs	Forming Solutions	Assessment of Alternatives	Alleviating Risks and Securing the Decision	Managing and Influencing Accounts	Networking and Lead Generation	Strategic Account Planning	Time and Priority Management	Commercial Acumen	Business Acumen	Negotiation Skills	Total
Person 1	83	90	76	80	70	76	68	72	76	64	92	68	80	89	1,083
Person 2	70	73	56	80	67	60	64	68	80	60	44	68	50	51	891
Person 3	53	43	53	55	50	80	56	52	60	48	56	56	60	57	780
Person 4	73	73	24	55	53	36	56	44	60	48	44	52	50	63	732
Person 5	40	47	53	55	50	40	52	56	36	44	56	48	45	57	679
Person 6	67	47	56	70	27	32	24	44	60	44	48	52	50	26	645
Person 7	50	37	67	25	27	36	24	44	32	48	64	60	45	57	615
Person 8	67	43	49	40	30	52	40	40	40	40	56	40	55	26	618
Person 9	40	43	42	55	47	56	48	48	48	28	48	52	40	37	632
Person 10	50	40	49	45	53	20	40	56	36	28	36	56	40	46	595
Average	59	54	52	56	47	49	47	52	53	45	54	55	52	51	727