

This assessment is based on the responses given in the Extended DISC® Behavioural Assessment Questionnaire. This assessment should not be the sole criterion for making decisions about this person. The purpose of this assessment is to provide supporting information for the respondent in self-development.

# Sam Sample

Organisation:

FinxS

Date:

02.09.2021



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Organisation:

Date:

**FinxS****02.09.2021****Introduction to the FinxS® Sales Manager 18:**

The FinxS® Sales Manager 18 is designed to help you better understand and further develop your skills to successfully perform 18 important competences for managing sales. You can learn all of the competences, and you can be good at any of them. However, some of the competences come more naturally for you, whereas others require more practice and understanding of how to think and act to succeed. The report does not take into account what you have learned but focuses on what is natural - and what is not - for you.

**How to use the FinxS® Sales Manager 18:**

This assessment identifies your natural, hard-wired DISC behavioural tendencies in the 18 sales manager competences. Each of the 18 competences is deconstructed into individual behavioural competences to allow for a very clear identification of your unique sales strengths and development areas.

You will notice that every behavioural competence shows an expectation score of "5". No one will ever score "5" on every competence. Rather, the expectation scores are the ideal, or target, that are compared against your natural behavioural style.

If you keep in mind that this report focuses on what is natural for you, you will notice that you will agree with most of your results. However, you may have some reluctance to accept certain development areas. Again, this is a very normal reaction as it is always more difficult for everyone to explore their weakness or blind spots that hinder their present level of success. Also, keep in mind the purpose of this assessment is to provide guidance on how you can become even more successful, and the scores do not measure any behavioural modifications that you make. It simply identifies your natural, unmodified DISC style.

Finally, we highly recommended that you review your results with a professional facilitator who has been trained to interpret this FinxS® Sales Manager 18 report. They have been professionally trained to interpret the assessment and how to develop a clear roadmap for your success.



**Sam Sample**

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**FinxS****02.09.2021****Sales Manager competences:**

The sales manager competences identified in the FinxS® Sales Manager 18 report are: Managing Sales Process, Managing Sales, Managing Change, Managing Talent, Sales Leadership, Holding Accountable, Providing Feedback, Communication, Hiring Talent, Sales Coaching, Training Sales, Key Account Management, Terminating Employees, Social Selling, Self-Criticism, Delegation, Goal Setting, and Supporting. More detailed descriptions of each competence can be found in the report sections covering each competence.

**Questions to increase your understanding of your sales manager competences**

The FinxS® Sales Manager 18 report concentrates on how natural each of the competences is for you. It does not take into account what you have learned during your career or what is needed from you at the moment and in the future. In order to best use the results of this report, you could ask yourself the following questions (after being properly facilitated to understand the meaning of each of the competences and your scores):

1. Are you utilising and making the best out of the competences that are the most natural for you?
2. When acquiring additional skills and knowledge, have you focused on competences that are your natural strengths or weaknesses?
3. How well do your natural strengths meet with your current sales manager role?
4. How to adjust your management style with different types of sales professionals?
5. What competences are most critical to you at the moment?

**Disclaimer:**

FinxS® Sales Manager 18 results should never, and in no circumstances, be used as the sole criterion to make decisions. It is not designed, and cannot be used, to make "yes-no" hiring decisions. One must always consider many other factors, such as skills, attitudes, intelligence, knowledge, education and experience that are not measured by this assessment.

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## Managing Sales

Having a high-level understanding of the role of sales in the company's business, anticipating clients' future needs and communicating them to product development, understanding the finances relating to sales, managing sales as a critical corporate function.

Acquiring all details needed for strategy development:  20%

Long-term development of existing business processes:  25%

Identifying new unanticipated opportunities and threats in the environment:  25%

Having a strategic perspective, seeing the bigger picture:  25%

Seeing the big picture in multifaceted situations:  25%

Seeing the whole organisation – how things are connected:  20%

Setting up a detailed strategic plan:  25%

Selling the strategy to the organisation to get people to take action:  100%

Taking a big picture perspective at the structure of a new system:  35%

Creating a development process with sequential steps:  55%

Persistently developing more business:  100%

Communicating the strategy in such a way that people identify with it:  100%

Maintaining stakeholder relations to achieve results:  100%

Connecting several operational processes to support achieving the goal:  35%

Conducting cause and effect analysis in a logical manner:  35%

Competence Match Percentage: 48%

Person score  Expectation

Please note that sales managers are often required to have very different types of competences. It is very unlikely that all of them will match with your natural behavioural style. Please identify those competences that clearly are your natural strengths and those that require more focus and concentration from you.

**Sam Sample**

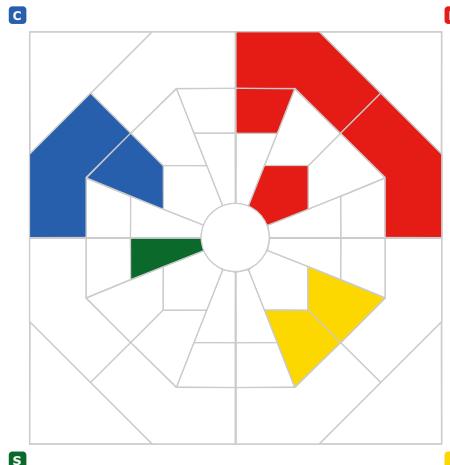
Organisation:

**FinxS**

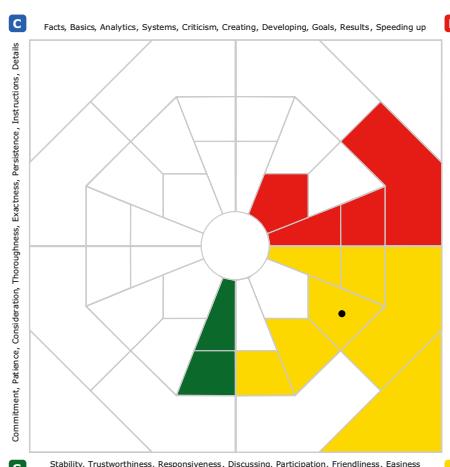
Date:

**02.09.2021****Managing Sales - Required Behaviours**

Below is the visual representation where the required behaviours to succeed with this competence are located on the Extended DISC® Diamond model.

**Your Natural Comfort Area**

This is where your hard-wired, natural behavioural comfort area is located on the Extended DISC® Diamond model. Compare to the required behaviours above.



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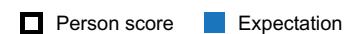
02.09.2021

## Managing a Sales Process

Creating a sales process that is based on measurable results, communicating the sales process in a clear and undisputable manner, making sure everyone follows the process and taking immediate corrective action when not, being ready to change the process when identifying something that could be done better.



Competence Match Percentage: 43%



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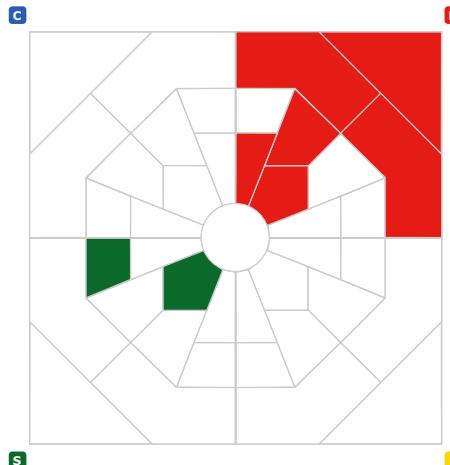
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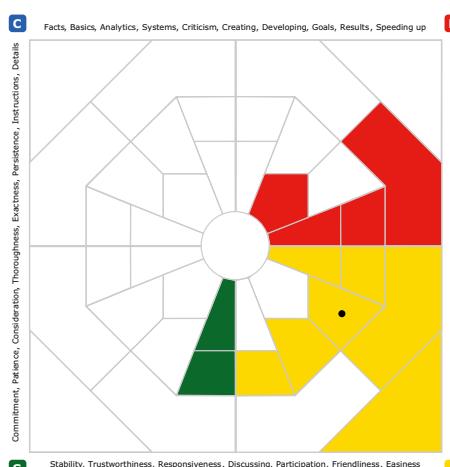
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**02.09.2021****Managing a Sales Process - Required Behaviours**

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**Your Natural Comfort Area**

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## Managing Change

Understanding constant change is needed as everything around the business is also constantly changing. Both looking for opportunities to anticipate change and reacting quickly to changes in the environment. Considering change more as an opportunity than a threat.

Sustaining a permanent state of change toward perfection:  25%

Taking initiative to develop new business opportunities:  65%

Anticipating change in the environment and preparing for it:  25%

Being a catalyst for thoughtful and appropriate change:  25%

Reacting quickly and decisively to unexpected changes and events:  25%

Showing courage to stand up against opposition to promote change:  35%

Is willing to invent and try anything new in the search for improvement:  100%

Searching continuously for change:  90%

Encouraging people to accept and understand undesired changes:  55%

Being a positive change agent and able to create excitement:  80%

Showing a positive example when dealing with change:  65%

Being open to new experiences, ideas and cultures:  55%

Communicating and motivating the need for change to the organisation:  65%

Is a positive change agent:  100%

Implementing change in a positive way:  100%

Competence Match Percentage: 61%

Person score  Expectation

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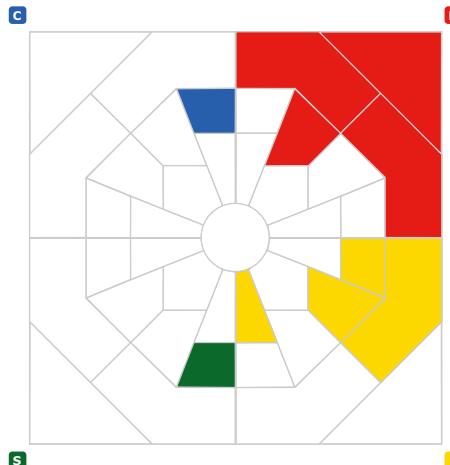
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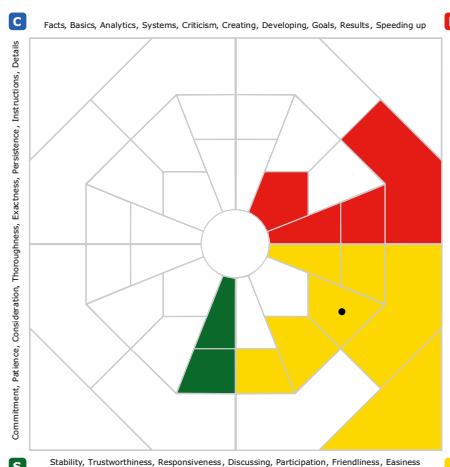
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**02.09.2021****Managing Change - Required Behaviours**

Below is the visual representation where the required behaviours to succeed with this competence are located on the Extended DISC® Diamond model.

**Your Natural Comfort Area**

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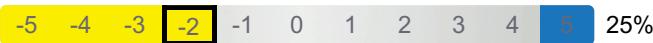
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## Managing Talent

Having the ability to focus on developing peoples' skills and requiring everyone to aim for their best. Giving time and focus to everyone to identify their unique skills and the exact areas where they need further development. Keeping people motivated to improve their skills and develop independently.

Being able to identify all details needed to develop a certain skill:  20%

Understanding what skills an organisation needs and it currently has:  25%

Making salespeople critically assess their performance:  25%

Keeping the organisation in constant improvement process:  35%

Engaging salespeople to compete on self-development:  90%

Maximum utilisation of the skills of each team member:  35%

Setting measurable and challenging development goals for salespeople:  35%

Pointing out clearly the development needs required to achieve the goals:  55%

Encouraging salespeople to actively share ideas:  55%

Constant, positive encouragement of people:  100%

Active developer of others' skills:  100%

Inspiring and encouraging people:  100%

Developing an encouraging work environment for salespeople:  100%

Encouraging salespeople to become more eager to learn:  100%

Respecting other people's ideas and knowledge:  25%

Competence Match Percentage: 60%

Person score  Expectation

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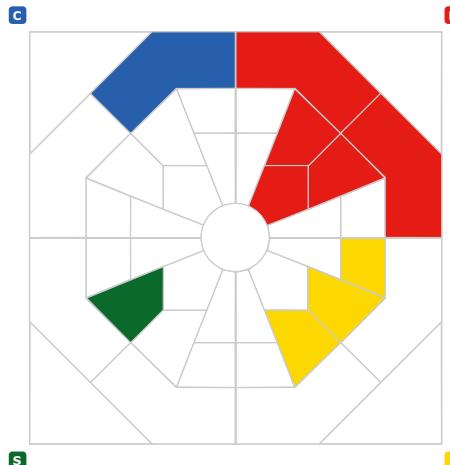
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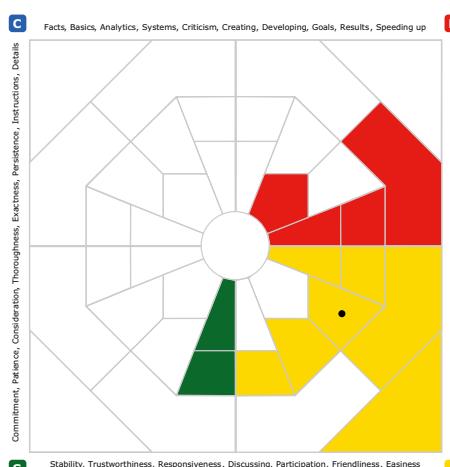
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**02.09.2021****Managing Talent - Required Behaviours**

Below is the visual representation where the required behaviours to succeed with this competence are located on the Extended DISC® Diamond model.

**Your Natural Comfort Area**

This is where your hard-wired, natural behavioural comfort area is located on the Extended DISC® Diamond model. Compare to the required behaviours above.



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**Sales Leadership**

Being a role model, inspirer and motivator of sales professionals. Communicating in a goal-focused and motivating manner with the purpose of keeping salespeople active and focused. Providing immediate feedback as well as coaching and mentoring the sales force. Being able to utilise and develop the strengths of each individual.



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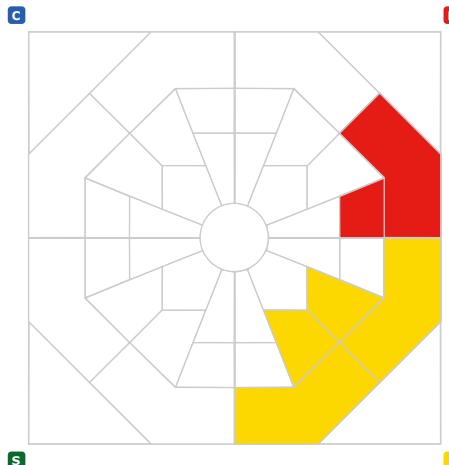
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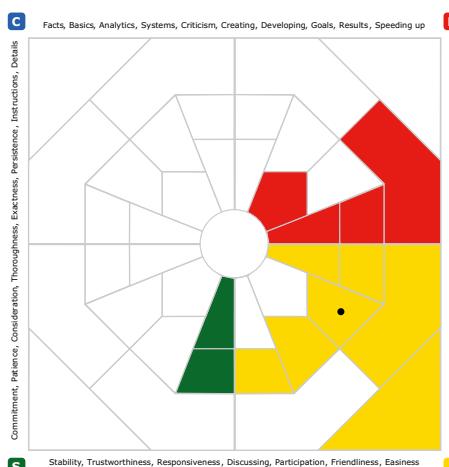
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**02.09.2021****Sales Leadership - Required Behaviours**

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**Your Natural Comfort Area**

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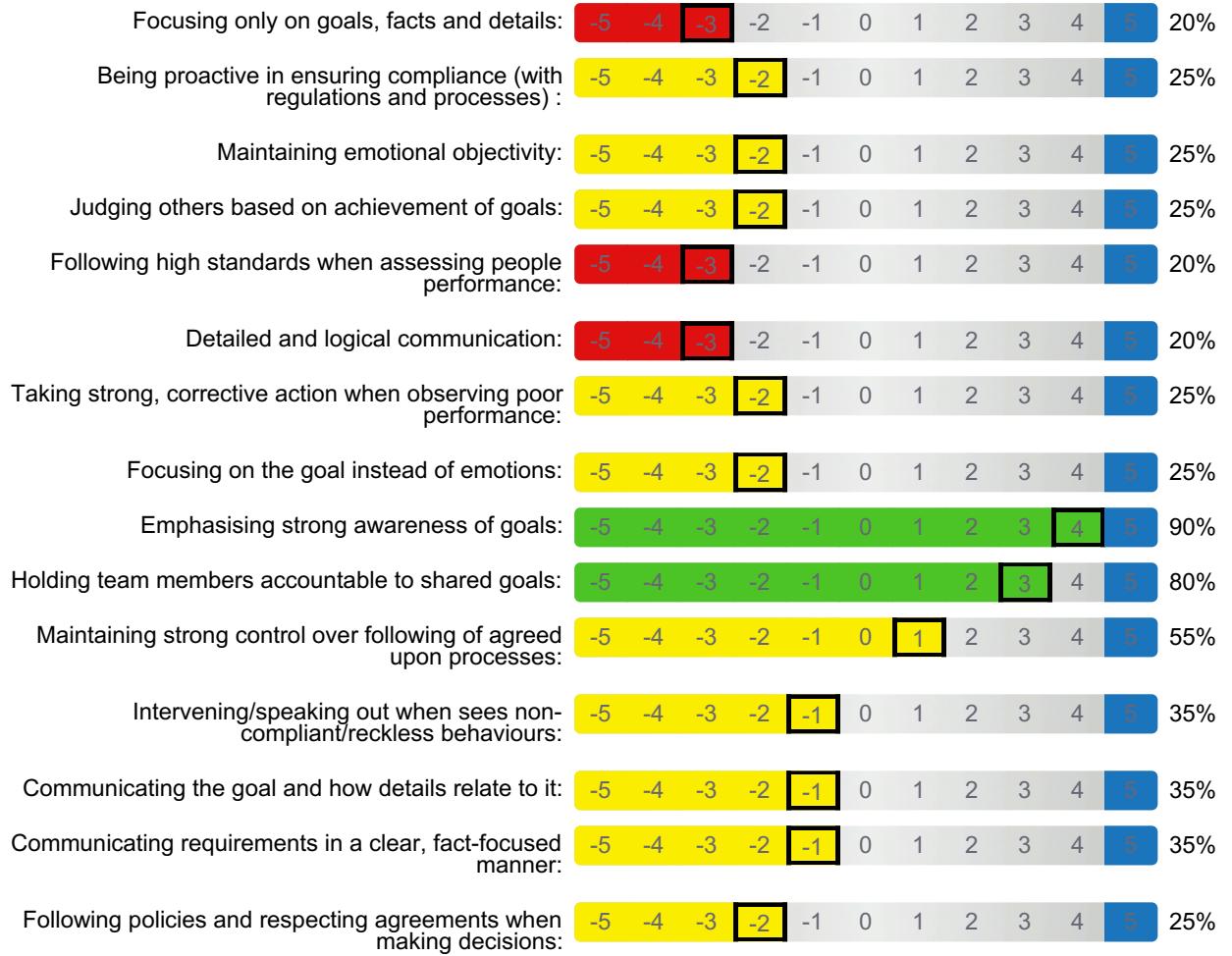
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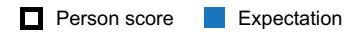
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**Holding Accountable**

Making sure everyone knows what their responsibilities and goals are. Constantly following up on performance and achievement of goals. Taking immediate action and not accepting poor behaviour. Expressing clearly one's expectations and providing direct feedback.



Competence Match Percentage: 36%



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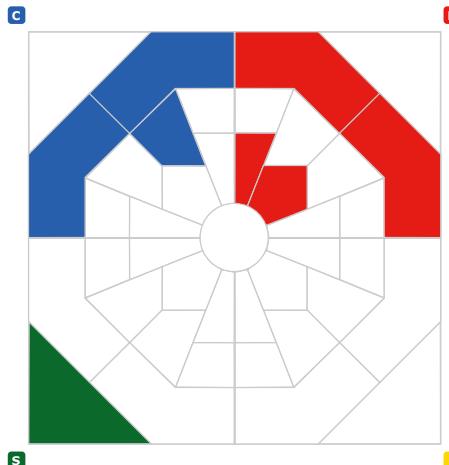
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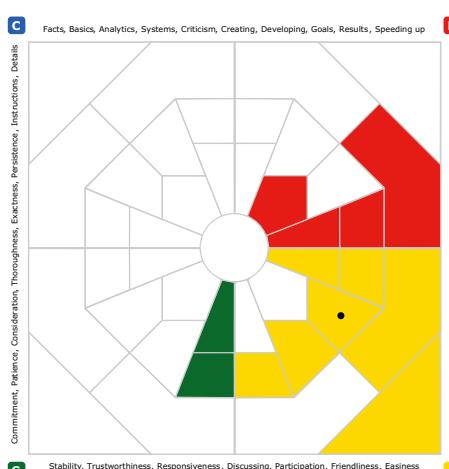
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**02.09.2021****Holding Accountable - Required Behaviours**

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**Your Natural Comfort Area**

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Organisation:

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## Providing Feedback

Providing constructive feedback on both positive and negative aspects of performance. Focusing both on facts and emotions on feedback. Thoroughly explaining the reasoning behind feedback, asking for comments and committing to jointly agreed plans. Being available when asked for feedback.

Discussing with people about the challenging details in their work:  35%

Covering carefully all the details relating to others' concerns:  20%

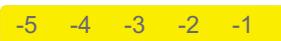
Providing others with the technical support they ask for:  25%

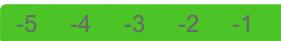
Providing detailed help after carefully listening to exact needs:  25%

Respecting other people's opinions and providing them with the support they need:  25%

Listening attentively and asking specifying questions:  55%

Demonstrating the learning outcome from setbacks:  100%

Providing constructive reinforcement and developmental feedback:  55%

Reassuring people in a positive manner:  90%

Helping others by listening and discussing in a positive way:  65%

Reinforcing messages with positive emotions:  100%

Allowing others to talk while expressing that they are listening:  25%

Treating everyone in a fair manner:  35%

Providing constructive feedback:  90%

Picking up on others' emotions even when not articulated:  55%

Competence Match Percentage: 53%

Person score  Expectation

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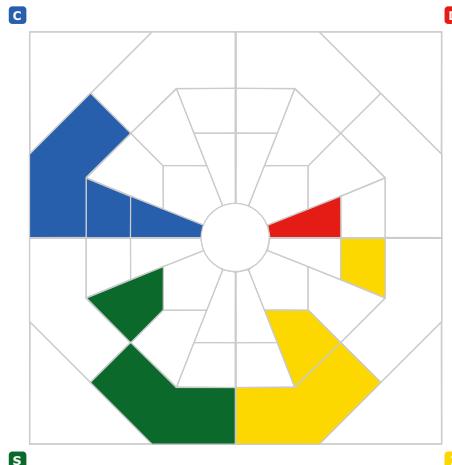
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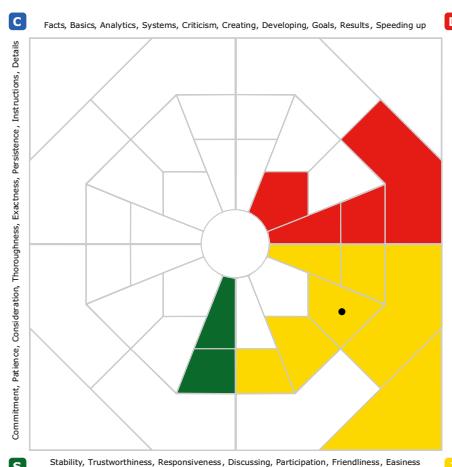
Date:

**02.09.2021****Providing Feedback - Required Behaviours**

Below is the visual representation where the required behaviours to succeed with this competence are located on the Extended DISC® Diamond model.

**Your Natural Comfort Area**

This is where your hard-wired, natural behavioural comfort area is located on the Extended DISC® Diamond model. Compare to the required behaviours above.



## Sam Sample

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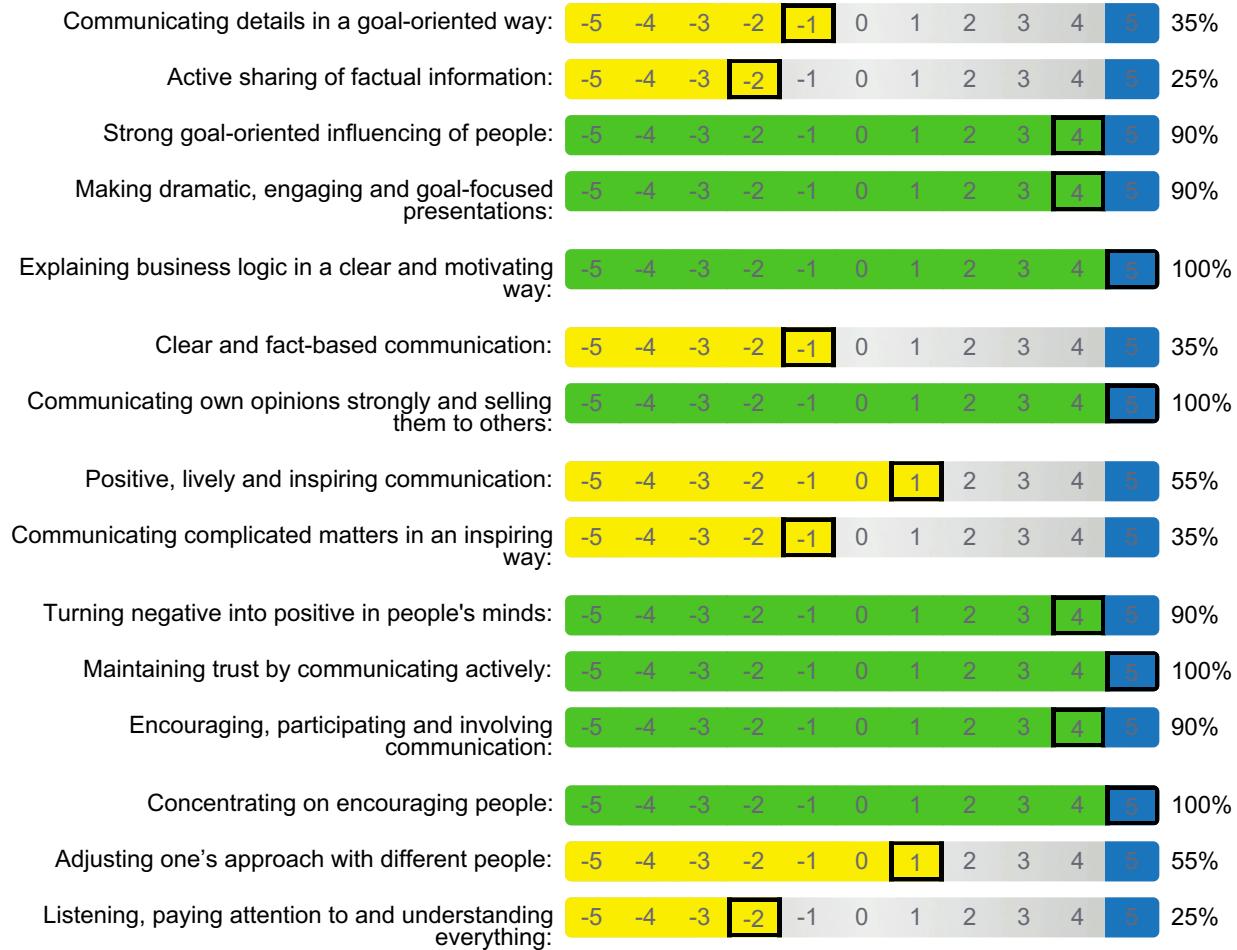
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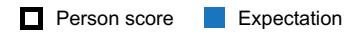
02.09.2021

## Communication

Being an active communicator on both positive and negative aspects of performance. Using communication as a method to manage sales. Being able to focus on both facts and emotions. Being able to adjust communication to the situation and audience. Understanding when it is time to talk and when to listen.



Competence Match Percentage: 68%



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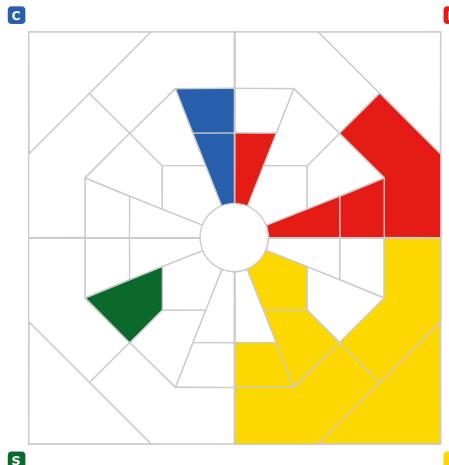
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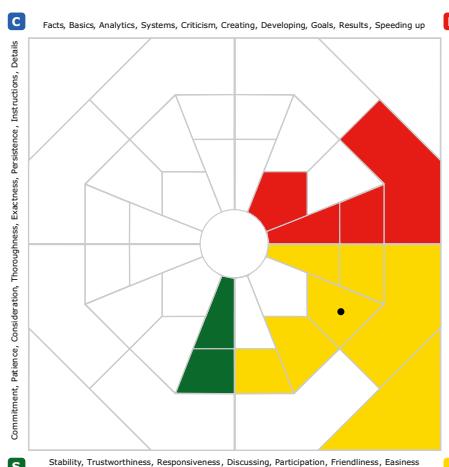
Date:

**02.09.2021****Communication - Required Behaviours**

Below is the visual representation where the required behaviours to succeed with this competence are located on the Extended DISC® Diamond model.

**Your Natural Comfort Area**

This is where your hard-wired, natural behavioural comfort area is located on the Extended DISC® Diamond model. Compare to the required behaviours above.



## Sam Sample

Organisation:

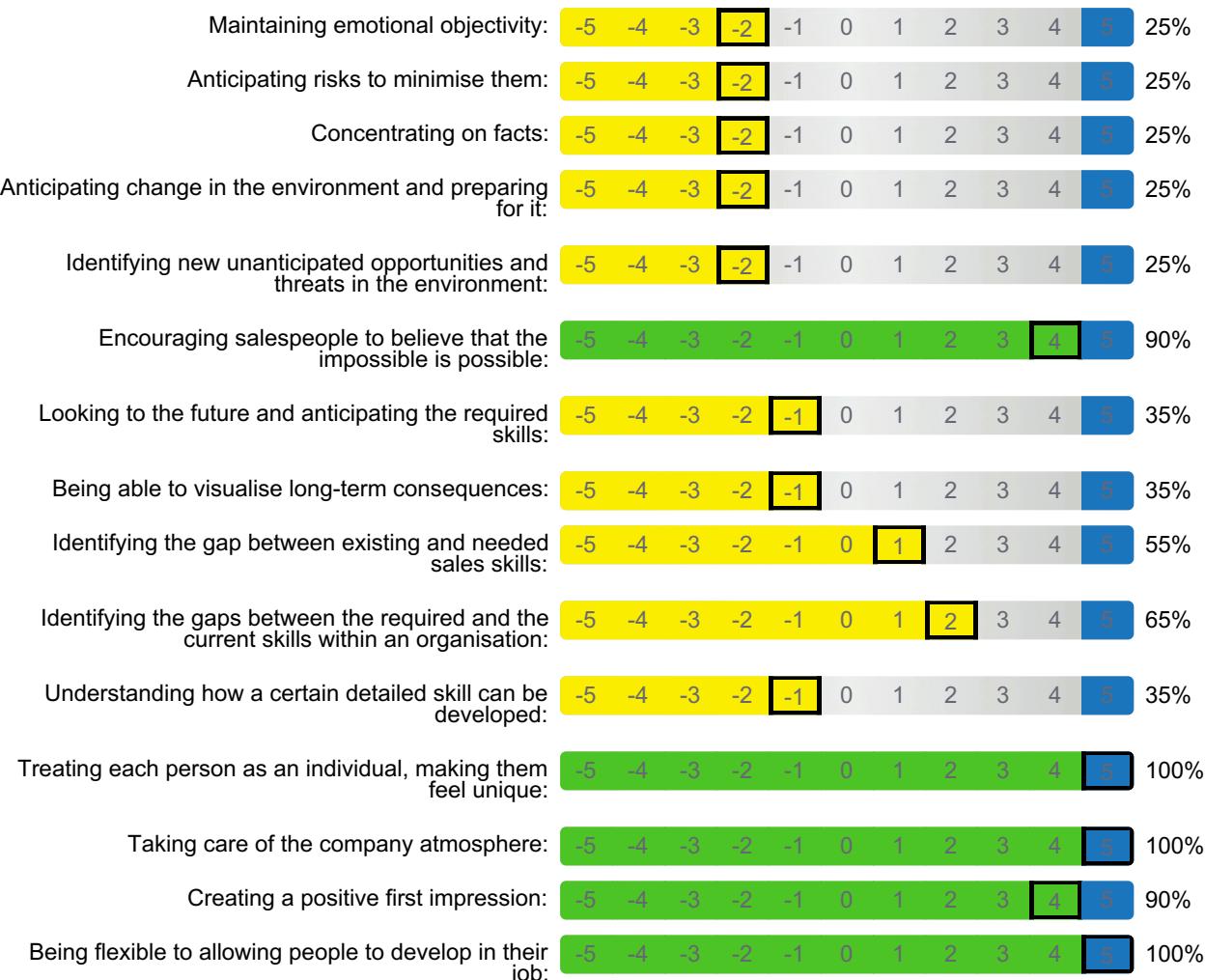
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## Hiring Talent

Identifying the current and future needs of the organisation and understanding the skills needed to meet those needs. Paying attention to the skills and potential of a candidate and putting aside own preferences and emotions. Understanding how a certain skill can be developed to benefit the growth of the organisation. Creating an environment where people like to work.



Competence Match Percentage: 55%

 Person score Expectation

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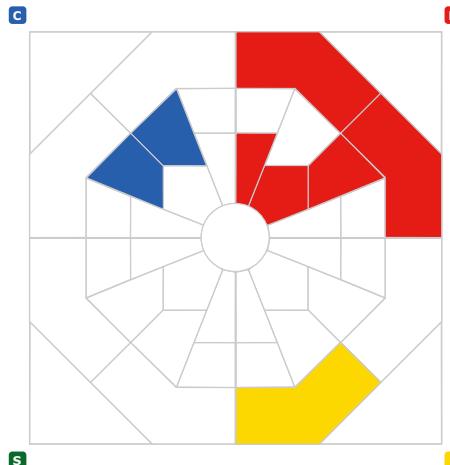
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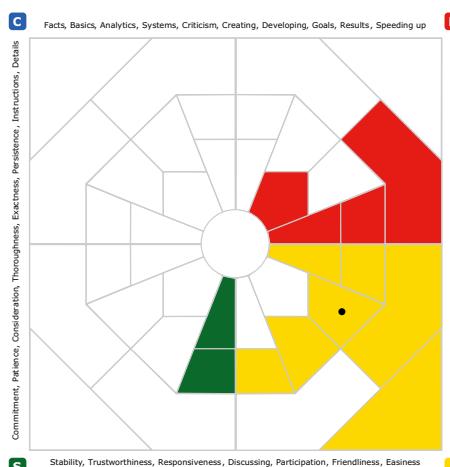
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**02.09.2021****Hiring Talent - Required Behaviours**

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**Your Natural Comfort Area**

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**Sales Coaching**

Paying attention to each sales professional to understand their areas of development and the potential that is not yet fully utilised. Helping a person to understand their strengths and development areas. Working together with a coachee to create a development plan that aims to improve their sales performance. Following up on its execution.

Assertively moving a coachee through the coaching process:  90%

Strongly encouraging a coachee to take action:  90%

Being able to take over the conversation from where the other person stopped:  90%

Focusing on the next step and how to proceed:  65%

Paying attention only to the essential information:  80%

Helping others to understand how they deliver the strategy, vision, mission, and values:  100%

Asking questions to support drawing intuitive conclusions when solving a problem:  100%

Facilitating structured, logically proceeding meetings with clear outcomes:  25%

Ensuring that coaching interventions end with a clear goal or action plan:  100%

Moving a coachee towards the goal:  100%

Treating each person as an individual, making them feel unique:  100%

Maintaining an environment that keeps coachee at ease:  100%

Inspiring others to have the motivation to help themselves:  100%

Coaching others to support their development and reaching goals:  100%

Transforming complicated matters positively:  35%

Competence Match Percentage: 85%

Person score  Expectation

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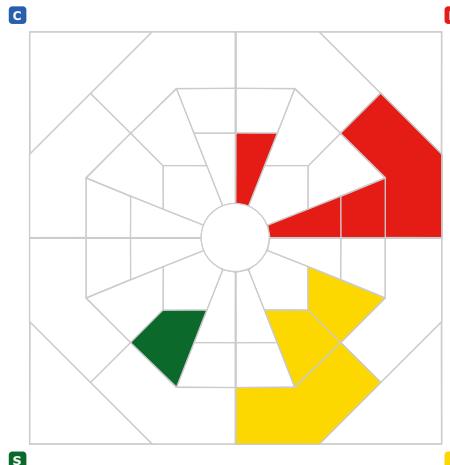
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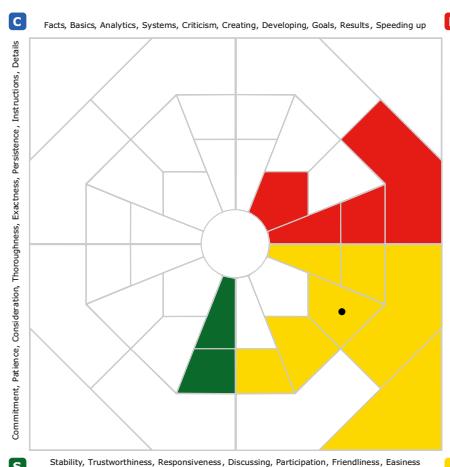
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**FinxS****02.09.2021****Sales Coaching - Required Behaviors**

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**Your Natural Comfort Area**

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## Training Sales

Providing inspirational, practical and goal-focused training. Providing examples, initiating discussion and facilitating exercises that all develop the specific skills needed to achieve the sales goals. Linking training to the existing sales process.



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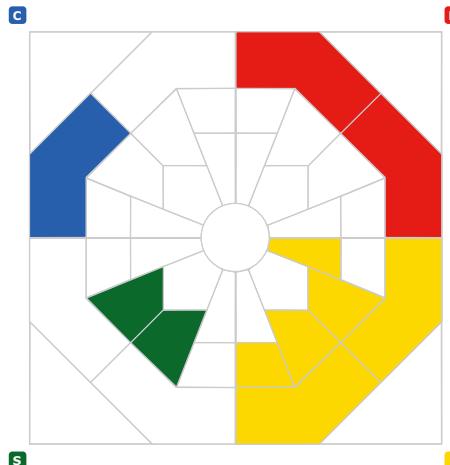
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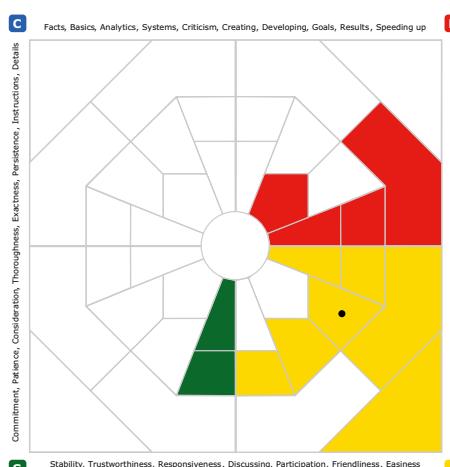
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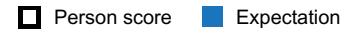
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**Key Account Management**

Creating a bond with the key customers by actively communicating, providing extra and exceptional service, prioritising and proactively anticipating their needs. Giving the clients a feeling they are receiving VIP treatment. Allocating enough resources and responding promptly to all the inquiries from these clients.



Competence Match Percentage: 65%



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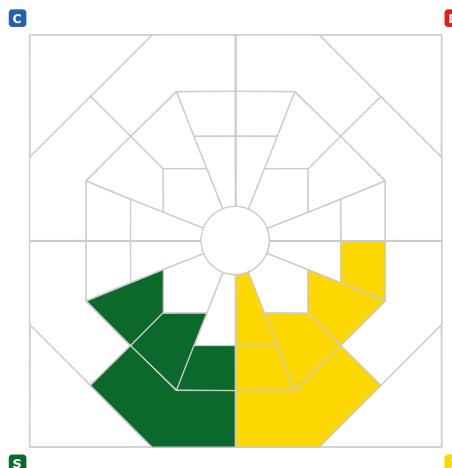
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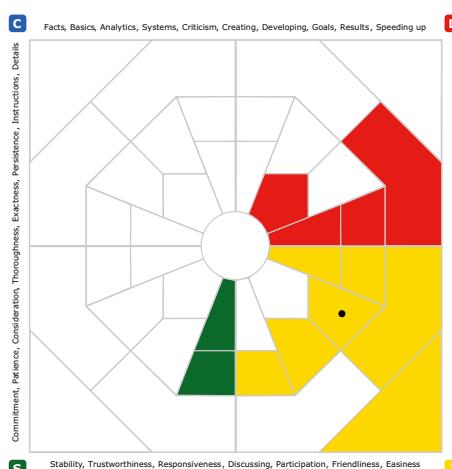
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**02.09.2021****Key Account Management - Required Behaviours**

Below is the visual representation where the required behaviours to succeed with this competence are located on the Extended DISC® Diamond model.

**Your Natural Comfort Area**

This is where your hard-wired, natural behavioural comfort area is located on the Extended DISC® Diamond model. Compare to the required behaviours above.



## Sam Sample

Organisation:

Date:

FinxS

02.09.2021

## Terminating Employees

Setting high-performance standards, monitoring performance and taking appropriate actions when standards are not met. Having no difficulty taking radical actions when needed. Being direct in communication and not letting emotions interfere with assessing peoples' performance and communicating with them.



Please note that sales managers are often required to have very different types of competences. It is very unlikely that all of them will match with your natural behavioural style. Please identify those competences that clearly are your natural strengths and those that require more focus and concentration from you.

**Sam Sample**

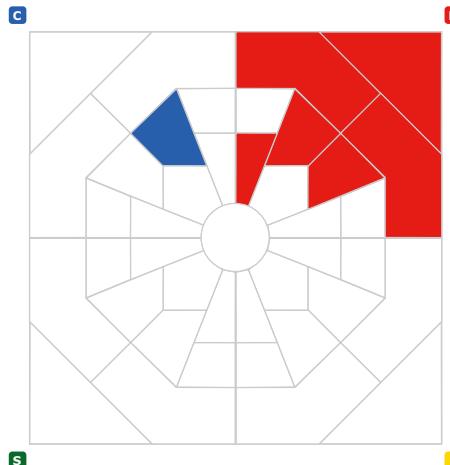
Organisation:

**FinxS**

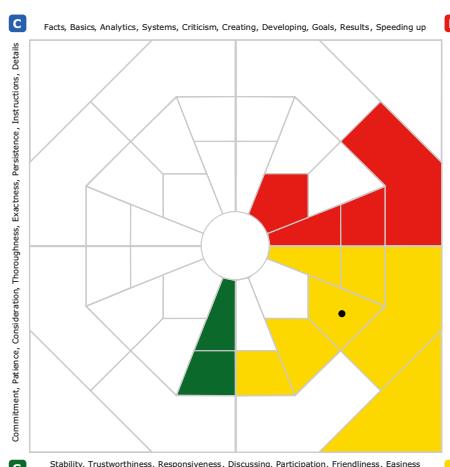
Date:

**02.09.2021****Terminating Employees - Required Behaviours**

Below is the visual representation where the required behaviours to succeed with this competence are located on the Extended DISC® Diamond model.

**Your Natural Comfort Area**

This is where your hard-wired, natural behavioural comfort area is located on the Extended DISC® Diamond model. Compare to the required behaviours above.



## Sam Sample

Organisation:

FinxS

Date:

02.09.2021

**Social Selling**

Being an active promoter of one's company and its products/services. Communicating naturally in all media. Presenting oneself in an inspiring and engaging manner making people feel excited and happy to hear more. Not going into too many details or too complicated topics but keeping the communication positive and easy to understand and like.



Please note that sales managers are often required to have very different types of competences. It is very unlikely that all of them will match with your natural behavioural style. Please identify those competences that clearly are your natural strengths and those that require more focus and concentration from you.

**Sam Sample**

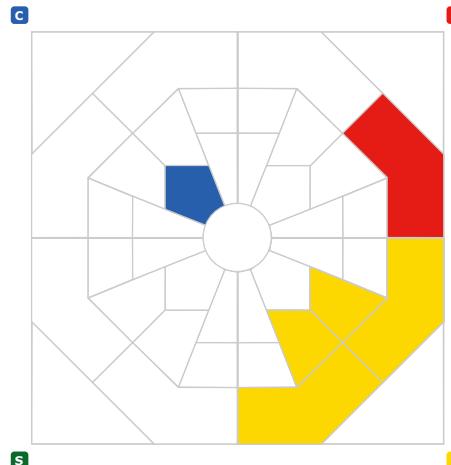
Organisation:

**FinxS**

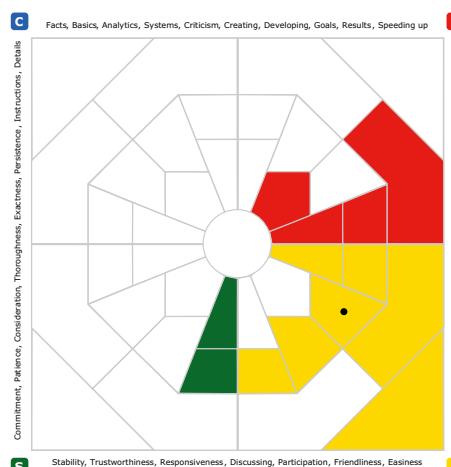
Date:

**02.09.2021****Social Selling - Required Behaviours**

Below is the visual representation where the required behaviours to succeed with this competence are located on the Extended DISC® Diamond model.

**Your Natural Comfort Area**

This is where your hard-wired, natural behavioural comfort area is located on the Extended DISC® Diamond model. Compare to the required behaviours above.



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## Sam Sample

Organisation:

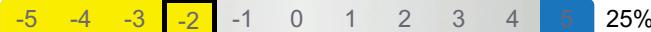
Date:

FinxS

02.09.2021

**Self-Criticism**

Taking responsibility for the achievement of own and team goals. Measuring own performance and taking immediate corrective actions when needed. Asking for help and accepting advice. Not hiding behind explanations or excuses nor trying to place the blame on others.

Correcting own decisions until they are perfect:  25%

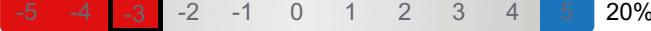
Critically evaluating own performance:  20%

Being compliant with regulations and processes:  20%

Being able to receive detailed feedback on how they could improve their performance:  25%

Being alert to one's own mistakes and willing to fix them:  20%

Being open to detailed advice for personal development without becoming defensive:  25%

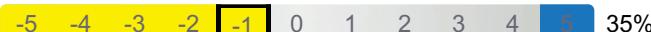
Taking care of one's area of responsibilities:  20%

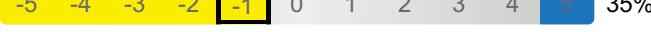
Being prepared to listen to new ideas:  25%

Assessing own performance from customer's point of view:  35%

Being mindful of one's style and its impact:  35%

Being willing to accept and share personal learning goals:  55%

Being willing to share one's mistakes with others:  35%

Taking care of everything reliably and by participating:  35%

Asking for feedback on own behaviour:  55%

Apologising for own behaviour:  55%

Competence Match Percentage: 32%  Person score  Expectation

Please note that sales managers are often required to have very different types of competences. It is very unlikely that all of them will match with your natural behavioural style. Please identify those competences that clearly are your natural strengths and those that require more focus and concentration from you.

**Sam Sample**

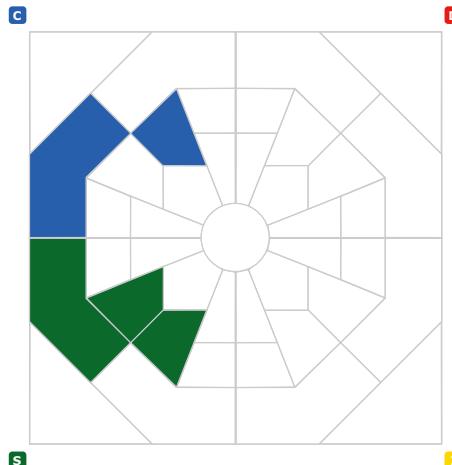
Organisation:

**FinxS**

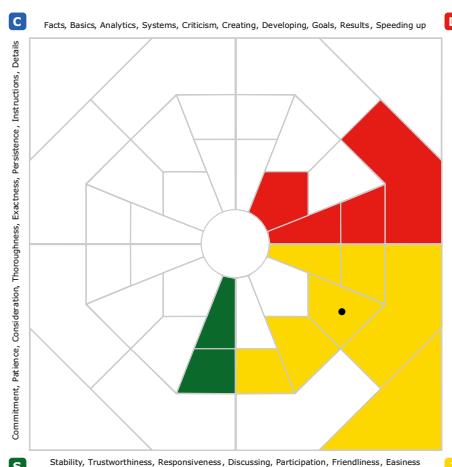
Date:

**02.09.2021****Self-Criticism - Required Behaviours**

Below is the visual representation where the required behaviours to succeed with this competence are located on the Extended DISC® Diamond model.

**Your Natural Comfort Area**

This is where your hard-wired, natural behavioural comfort area is located on the Extended DISC® Diamond model. Compare to the required behaviours above.



## Sam Sample

Organisation:

Date:

FinxS

02.09.2021

**Delegation**

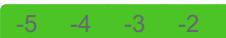
Describing tasks in a way that they can be delegated easily. Trusting and motivating people to handle their responsibilities. Not wanting to interfere or deciding on every detail. Following up with people on a regular and pre-planned schedule. Being available for providing support. Holding people accountable on shared responsibilities.

Defining detailed descriptions for each team member's role:  20%

Providing very detailed instructions on how to follow the existing processes:  20%

Demanding communication and leading from a distance:  25%

Organising people to better achieve the goals:  100%

Delegating and allowing people to perform:  90%

Delegating tasks easily:  100%

Delegating easily by selling the idea to others:  80%

Creating a process that minimises the need for support:  55%

Organising and delegating tasks to optimise task completion:  55%

Developing new operative processes for the team:  35%

Promoting and providing training for the new processes:  35%

Positive guidance and sharing of information:  55%

Communicating the goal in a way so others can identify with it:  55%

Letting people focus on and take their time to succeed in their work:  25%

Defining processes that help others succeed in set tasks:  35%

Competence Match Percentage: 52%

Person score  Expectation

Please note that sales managers are often required to have very different types of competences. It is very unlikely that all of them will match with your natural behavioural style. Please identify those competences that clearly are your natural strengths and those that require more focus and concentration from you.

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**Sam Sample**

Organisation:

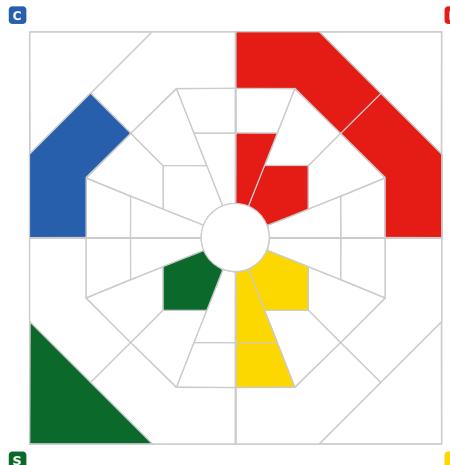
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**FinxS**

**02.09.2021**

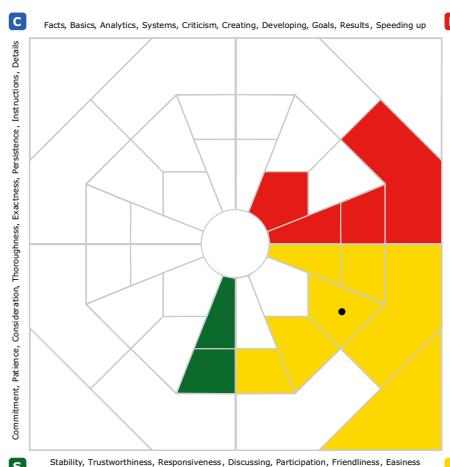
### **Delegation - Required Behaviours**

Below is the visual representation where the required behaviours to succeed with this competence are located on the Extended DISC® Diamond model.



### **Your Natural Comfort Area**

This is where your hard-wired, natural behavioural comfort area is located on the Extended DISC® Diamond model. Compare to the required behaviours above.



## Sam Sample

Organisation:

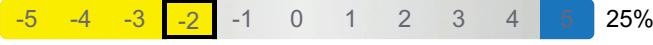
Date:

FinxS

02.09.2021

## Goal Setting

Setting achievable goals that require the best performance from the sales team. The goals are measurable and based on the capacity of each sales professional. Achieving the goals requires everyone to develop and commit to reaching them. Goals relate to the organisation's strategy and are challenging at the same time.

Making plans with detailed goals, responsibilities and milestones:  25%

Describing the goal in full detail:  20%

Being able to anticipate the long-term consequences:  25%

Seeking to continually improve the business performance:  25%

Developing business strategies that leverage opportunities and minimise risk:  25%

Identifying and monitoring critical business metrics:  20%

Monitoring the execution of action plans and taking immediate action when needed:  25%

Setting up goals that require persistence in following quality and time constraints:  25%

Making courageous and risky decisions when under pressure:  90%

Pushing the team forward by focusing strongly on goals:  90%

Adjusts quickly to changing priorities:  55%

Driving decision making processes:  65%

Goal-focused attitude towards work:  65%

Adjusting plans to achieve the goal in changing circumstances:  100%

Setting motivating goals:  100%

Competence Match Percentage: 50%

Person score  Expectation

Please note that sales managers are often required to have very different types of competences. It is very unlikely that all of them will match with your natural behavioural style. Please identify those competences that clearly are your natural strengths and those that require more focus and concentration from you.

## Sam Sample

Organisation:

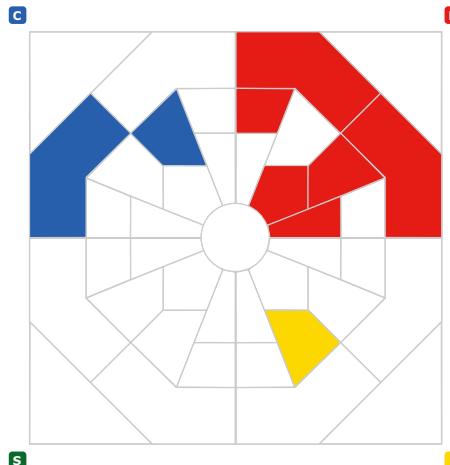
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Date:

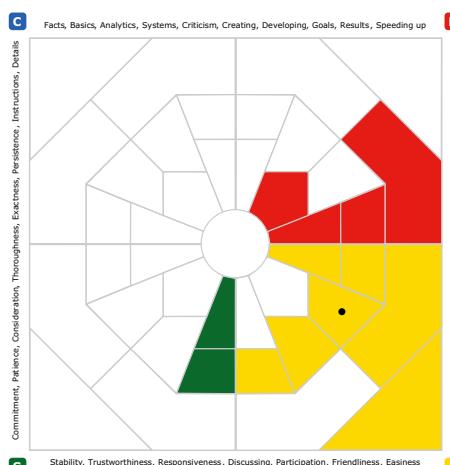
02.09.2021

**Goal Setting - Required Behaviours**

Below is the visual representation where the required behaviours to succeed with this competence are located on the Extended DISC® Diamond model.

**Your Natural Comfort Area**

This is where your hard-wired, natural behavioural comfort area is located on the Extended DISC® Diamond model. Compare to the required behaviours above.



## Sam Sample

Organisation:

Date:

FinxS

02.09.2021

**Supporting**

Providing support to the sales professionals. Being both proactive and reactive in providing support. Encouraging people to ask for help. While being thorough and patient in providing support, still holding people accountable for achieving their goals and taking responsibility for their tasks.

Supporting people with their need for understanding change:  35%

Providing detailed help after carefully listening to exact needs:  25%

Respecting other people's opinions and providing them with the support they need:  25%

Finding a logic in what the other person is saying and challenging it:  100%

Challenging the other person to change their opinion:  65%

Spending the necessary time with a person to support learning:  65%

Sharing of new learning with others:  55%

Maintaining a positive atmosphere when supporting others:  55%

Having the patience to support others with routines and details:  20%

Approaching everyone with dignity and respect:  20%

Providing the same detailed support repeatedly:  20%

Helping others by providing the support they need:  25%

Supporting everyone to achieve the goals:  25%

Listening, participative management style:  55%

Helping and guiding others:  55%

Competence Match Percentage: 43%

Person score  Expectation

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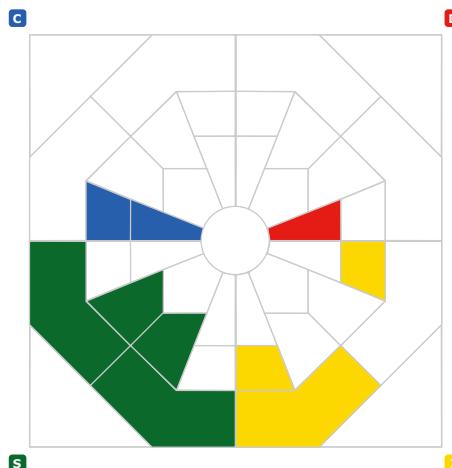
**Sam Sample**

Organisation:

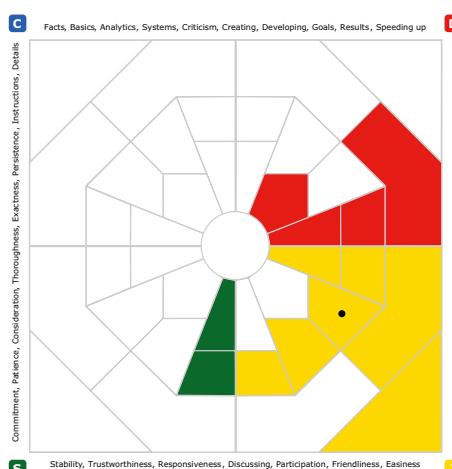
Date:

**FinxS****02.09.2021****Supporting - Required Behaviours**

Below is the visual representation where the required behaviours to succeed with this competence are located on the Extended DISC® Diamond model.

**Your Natural Comfort Area**

This is where your hard-wired, natural behavioural comfort area is located on the Extended DISC® Diamond model. Compare to the required behaviours above.



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