Sales Development Companion

For Demo Surveys December from Better Inc

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Better Inc.

Technology Improving the World

Contents

Introduction: What is this report?

This report highlights the strengths and development opportunities of your team overall, and for the individuals within the team.

The purpose of this report is to provide stimulus and thought-provoking guidance to grow your team's effectiveness through strengths-based management, training for agility, and understanding your team with additional perspectives.

Why REACH Matters

Growing REACH grows effectiveness in different sales roles around the world – look at some of the science behind REACH, and why REACH matters here.

Team Benchmarking and Training Opportunities

The shaded areas represent the attributes of the highest performing salespeople in studies over thousands of salespeople, worldwide.

In these studies, high performance was a balance of achievement against targets, preserving margins, quality of sales (fewer refunds, complaints etc.) and average tenure in the role.

At each stage of the sales cycle there are key activities that came more naturally to this personality profile than other personality types. The good news is that we can all learn to be effective at those activities that require us to stretch beyond what comes naturally to us. In other words, we can learn to expand our natural skill set with training, coaching and practice.

We can measure our growth in those areas by measuring our REACH Quotient and looking at our REACH zone.

Part 1: Team Profiles
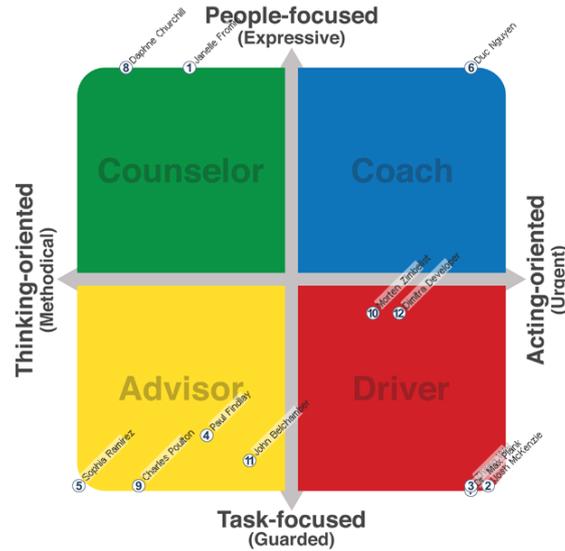
How we tend to work:

- 50% tend to be more **methodical** (than urgent)
- 50% tend to be more **urgent** (than methodical)
- 75% tend to be more **task focused** (than people focused)
- 25% tend to be more **people focused** (than task focused)

High performing salespeople may be found in each quadrant. Put another way, personality style doesn't predict sales ability or guarantee sales performance. It is the layers underneath that makes people more likely to enjoy and therefore thrive in different types of sales environments.

For example, people on the right-hand side of the grid may tend to prefer a fast-paced sales environment, whereas people on the left-hand side may prefer longer sales cycles or a more measured pace.

So, while personality doesn't represent sales ability, looking at this big picture may help guide strategic thinking in sales management approaches such as:

- Specialisation in different steps of the sales cycle
- Motivation, remuneration and incentive structures
- Development through coaching and training
- Future hires

For example:

Could a high performing/high potential *methodical* sales person increase their activity levels with:
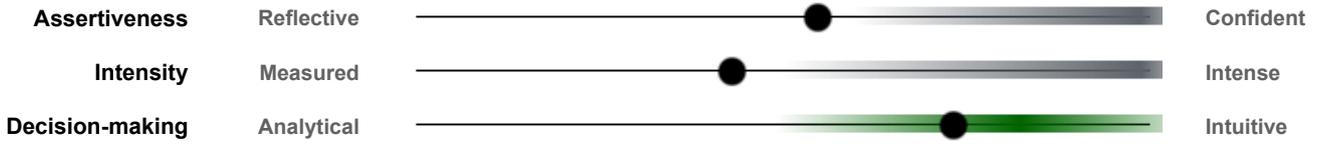
- time management training and goal setting;
- different KPI's; and/or
- different incentive structures?

Or, could a high performing/high potential *urgent* salesperson improve their attention to detail with:
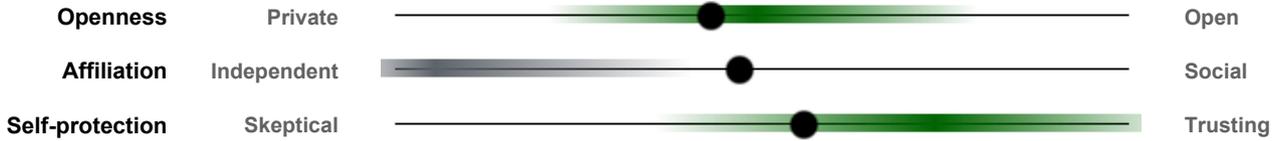
- different systems and processes;
- altered sales support; and/or
- purposeful coaching and management?

Part 2: The Team's Natural Style

Sales Cycle: Prospecting

Assertiveness	Reflective		Confident
Intensity	Measured		Intense
Decision-making	Analytical		Intuitive

Sales Cycle: Building Rapport

Openness	Private		Open
Affiliation	Independent		Social
Self-protection	Skeptical		Trusting

Sales Cycle: Discovering Needs

Consideration	Objective		Nurturing
Decision-making	Analytical		Intuitive
Openness	Private		Open

Sales Cycle: Presenting Solutions

Decision-making	Analytical		Intuitive
Assertiveness	Reflective		Confident
Risk Tolerance	Cautious		Bold

Sales Cycle: Overcoming Objections

Adaptability	Consistent		Flexible
Consideration	Objective		Nurturing
Self-protection	Skeptical		Trusting

Sales Cycle: Negotiating/Closing the Sale

Intensity	Measured		Intense
Status Motivation	Competitive		Contented
Assertiveness	Reflective		Confident

Sales Cycle: Servicing the Client

Self-protection	Skeptical		Trusting
Decision-making	Analytical		Intuitive
Consideration	Objective		Nurturing

Strategic Thinking with Conversation Starters

The purpose of the following section is to provide the opportunity to reflect on our team, our sales processes and needs in a strategic way.

Each page in this section has two steps in the sales cycle and highlights. One, where our team's natural inclination most likely sits; and two, offers some thought provoking questions to create the opportunity to think through where we should invest our time and development to optimise outcomes.

Every sales context is different, and the opportunities for each company are different at different times.

For example, in a retail sales environment the need for prospecting may not be relevant. Whereas a business to business sales team, the focus may be on converting more sales through effective needs analysis or generating repeat business through focusing more on servicing the client.

So, this report is not intended to provide all the answers, that is situationally dependent and requires strategic thinking and collaboration.

Instead, this report is designed to help provide some additional ways to think about your team, and to set strategies with additional clarity.

If you are using this report independently with your team and would like additional input, REACH Ecosystem certified partners are available for additional perspective and collaboration.

Sales Cycle: Prospecting Team Averages

|			
Assertiveness	Reflective		Confident
Intensity	Measured		Intense
Decision-making	Analytical		Intuitive
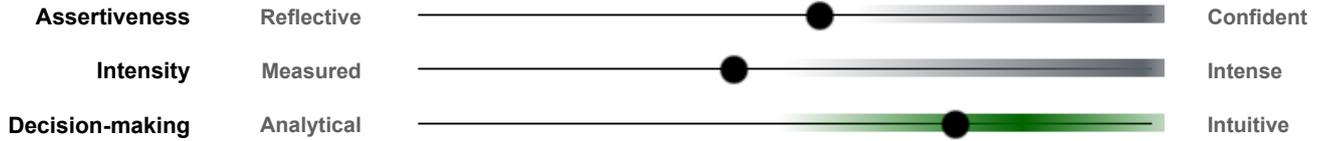
Conversation Starters:

- Could you improve performance in Prospecting or other stages of the sales cycle by changing incentive or management focus?
- Is there an opportunity for strengths-based management? The table above shows team averages, if certain team members are naturally inclined to enjoy Prospecting, can you give them more opportunity to add value doing this activity, and allow other people to focus on the areas they naturally enjoy more?
- Is Prospecting an area that you should focus training and development for the team or specific individuals?
- Is Prospecting an area that you could hire more purposefully for? That is to hire purposefully for people that have Prospecting as a natural inclination.
- Are there other stages in the sales cycle that are more important in your context, should they be the focus of incentive, specialization, development or hiring?

Sales Cycle: Building Rapport Team Averages

Openness	Private		Open
Affiliation	Independent		Social
Self-protection	Skeptical		Trusting
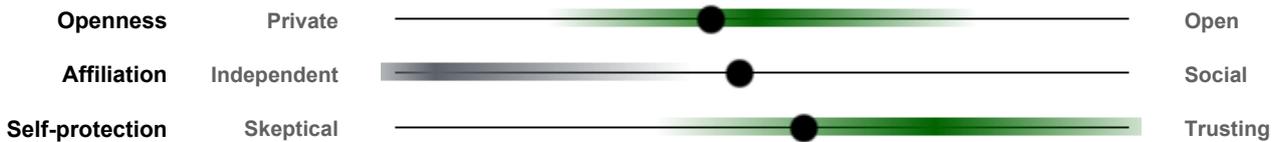
Conversation Starters:

- Could you improve performance in Building Rapport or other stages of the sales cycle by changing incentive or management focus?
- Is there an opportunity for strengths-based management? The table above shows team averages, if certain team members are naturally inclined to enjoy Building Rapport, can you give them more opportunity to add value doing this activity, and allow other people to focus on the areas they naturally enjoy more?
- Is Building Rapport an area that you should focus training and development for the team or specific individuals?
- Is Building Rapport an area that you could hire more purposefully for? That is to hire purposefully for people that have Building Rapport as a natural inclination.
- Are there other stages in the sales cycle that are more important in your context, should they be the focus of incentive, specialization, development or hiring?
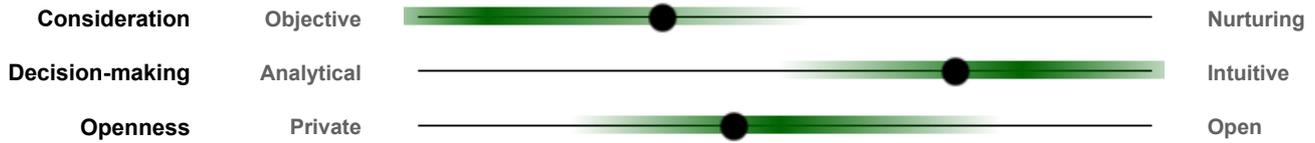
Sales Cycle: Discovering Needs Team Averages

Consideration	Objective		Nurturing
Decision-making	Analytical		Intuitive
Openness	Private		Open

Conversation Starters:

- Could you improve performance in Discovering Needs or other stages of the sales cycle by changing incentive or management focus?
- Is there an opportunity for strengths-based management? The table above shows team averages, if certain team members are naturally inclined to enjoy Discovering Needs, can you give them more opportunity to add value doing this activity, and allow other people to focus on the areas they naturally enjoy more?
- Is Discovering Needs an area that you should focus training and development for the team or specific individuals?
- Is Discovering Needs an area that you could hire more purposefully for? That is to hire purposefully for people that have Discovering Needs as a natural inclination.
- Are there other stages in the sales cycle that are more important in your context, should they be the focus of incentive, specialization, development or hiring?
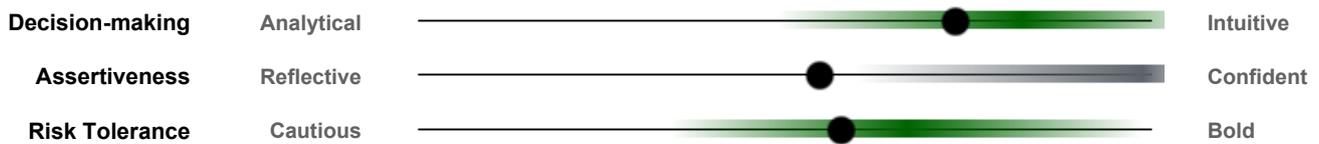
Sales Cycle: Presenting Solutions Team Averages

Decision-making	Analytical		Intuitive
Assertiveness	Reflective		Confident
Risk Tolerance	Cautious		Bold

Conversation Starters:

- Could you improve performance in Presenting Solutions or other stages of the sales cycle by changing incentive or management focus?
- Is there an opportunity for strengths-based management? The table above shows team averages, if certain team members are naturally inclined to enjoy Presenting Solutions, can you give them more opportunity to add value doing this activity, and allow other people to focus on the areas they naturally enjoy more?
- Is Presenting Solutions an area that you should focus training and development for the team or specific individuals?
- Is Presenting Solutions an area that you could hire more purposefully for? That is to hire purposefully for people that have Presenting Solutions as a natural inclination.
- Are there other stages in the sales cycle that are more important in your context, should they be the focus of incentive, specialization, development or hiring?
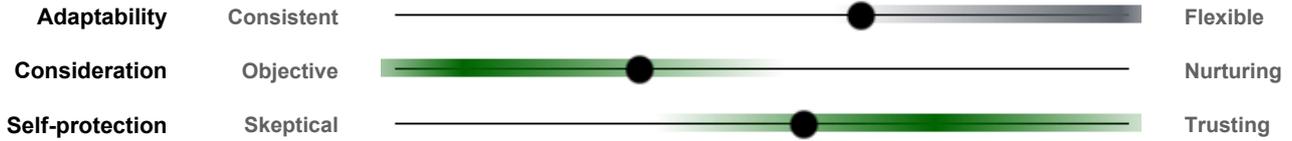
Sales Cycle: Overcoming Objections Team Averages

Adaptability	Consistent	——●——	Flexible
Consideration	Objective	——●——	Nurturing
Self-protection	Skeptical	——●——	Trusting

Conversation Starters:

- Could you improve performance in Overcoming Objections or other stages of the sales cycle by changing incentive or management focus?
- Is there an opportunity for strengths-based management? The table above shows team averages, if certain team members are naturally inclined to enjoy Overcoming Objections, can you give them more opportunity to add value doing this activity, and allow other people to focus on the areas they naturally enjoy more?
- Is Overcoming Objections an area that you should focus training and development for the team or specific individuals?
- Is Overcoming Objections an area that you could hire more purposefully for? That is to hire purposefully for people that have Overcoming Objections as a natural inclination.
- Are there other stages in the sales cycle that are more important in your context, should they be the focus of incentive, specialization, development or hiring?
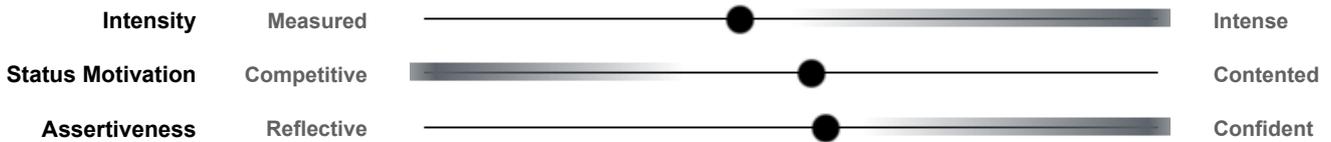
Sales Cycle: Negotiating/Closing the Sale Team Averages

Intensity	Measured	——●——	Intense
Status Motivation	Competitive	——●——	Contented
Assertiveness	Reflective	——●——	Confident

Conversation Starters:

- Could you improve performance in Negotiating/Closing the Sale or other stages of the sales cycle by changing incentive or management focus?
- Is there an opportunity for strengths-based management? The table above shows team averages, if certain team members are naturally inclined to enjoy Negotiating/Closing the Sale, can you give them more opportunity to add value doing this activity, and allow other people to focus on the areas they naturally enjoy more?
- Is Negotiating/Closing the Sale an area that you should focus training and development for the team or specific individuals?
- Is Negotiating/Closing the Sale an area that you could hire more purposefully for? That is to hire purposefully for people that have Negotiating/Closing the Sale as a natural inclination.
- Are there other stages in the sales cycle that are more important in your context, should they be the focus of incentive, specialization, development or hiring?
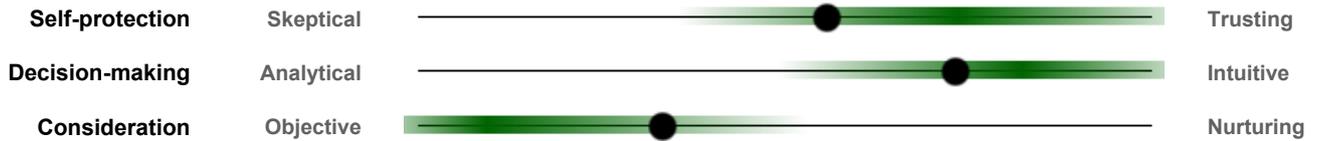
Sales Cycle: Servicing the Client Team Averages

Self-protection	Skeptical	——————⬤—————	Trusting
Decision-making	Analytical	——————————⬤——	Intuitive
Consideration	Objective	———⬤————————	Nurturing

Conversation Starters:

- Could you improve performance in Servicing the Client or other stages of the sales cycle by changing incentive or management focus?
- Is there an opportunity for strengths-based management? The table above shows team averages, if certain team members are naturally inclined to enjoy Servicing the Client, can you give them more opportunity to add value doing this activity, and allow other people to focus on the areas they naturally enjoy more?
- Is Servicing the Client an area that you should focus training and development for the team or specific individuals?
- Is Servicing the Client an area that you could hire more purposefully for? That is to hire purposefully for people that have Servicing the Client as a natural inclination.
- Are there other stages in the sales cycle that are more important in your context, should they be the focus of incentive, specialization, development or hiring?

Part 3: Individual Styles and Natural Preferences

The next section encourages reflection on and strategic thinking for each team member. These insights are intended to be used to guide positive and constructive conversations with each person and to be used in conjunction with their REACH Selling Profile.

The personality dimensions do not represent skills, they represent what people most likely feel naturally comfortable to do. Therefore, it's important to use these insights to develop a collaborative strategy, and not to make judgement of competency or performance.

For example, if the report indicates a person doesn't share the personality attributes of someone who naturally enjoys prospecting, it doesn't mean this person hasn't found an approach that 'works for them'.

Dimitra Developer Sales Profile

Sales Cycle: Prospecting

Assertiveness	Reflective		Confident
Intensity	Measured		Intense
Decision-making	Analytical		Intuitive

Sales Cycle: Building Rapport
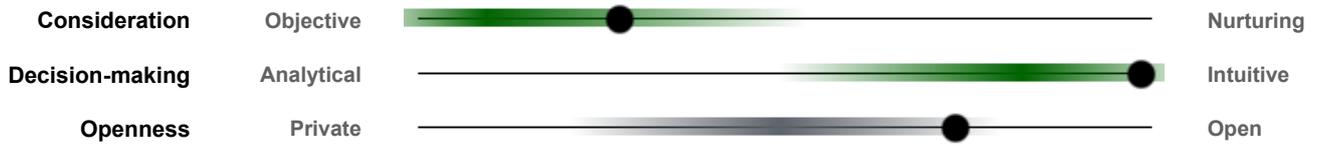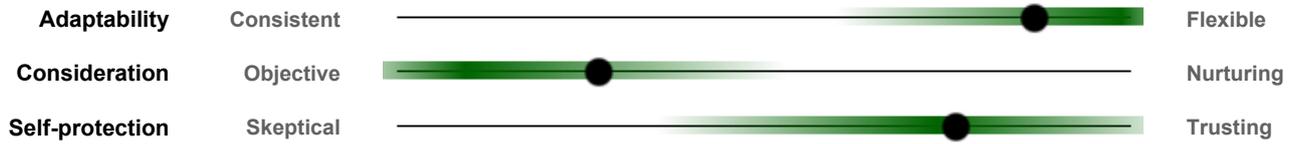
Openness	Private		Open
Affiliation	Independent		Social
Self-protection	Skeptical		Trusting

Sales Cycle: Discovering Needs

Consideration	Objective		Nurturing
Decision-making	Analytical		Intuitive
Openness	Private		Open

Sales Cycle: Presenting Solutions

Decision-making	Analytical		Intuitive
Assertiveness	Reflective		Confident
Risk Tolerance	Cautious		Bold

Sales Cycle: Overcoming Objections

Adaptability	Consistent		Flexible
Consideration	Objective		Nurturing
Self-protection	Skeptical		Trusting

Sales Cycle: Negotiating/Closing the Sale

Intensity	Measured		Intense
Status Motivation	Competitive		Contented
Assertiveness	Reflective		Confident

Sales Cycle: Servicing the Client

Self-protection	Skeptical		Trusting
Decision-making	Analytical		Intuitive
Consideration	Objective		Nurturing

Dimitra Developer Current REACH 3.44
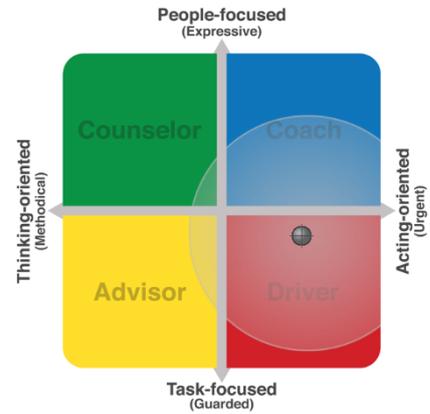
REACH Agility

A person's natural style which is indicated by their position on the grid shown above gives a high-level overview of their approach to life and sales. Dimitra's style is referred to as a driver which means they are urgent and guarded.

The shaded area represents Dimitra's REACH Zone or area of agility. This represents how fluidly and easily Dimitra's can adapt their natural style to different customer's needs.
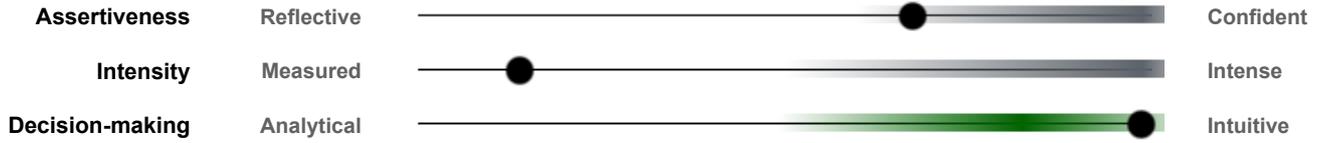
Research around the world in all types of sales has demonstrated that by increasing a person's REACH zone, we see a corresponding increase in sales effectiveness. The conversation starters below are designed to encourage strategic thinking around specialization and strengths-based management and professional development to grow REACH.

Conversation Starters:

- Dimitra probably enjoys Discovering Needs, Overcoming Objections, Servicing the Client, and is probably least comfortable in Building Rapport, Negotiating/Closing the Sale, Prospecting.
- Is that reflected in how Dimitra approaches their role?
- Thinking about Dimitra, is there an opportunity to discuss this with them, and see if they agree?
- Is there an opportunity to ask if they would like development in either their natural areas to take their skills to the next level, or to focus on the areas that don't feel as natural and comfortable?
- Are there any team members that may be able to specialize in certain steps of the sales cycle and get a better outcome as a team?
- Is there an opportunity for peer to peer coaching?
- Best practice is to walk through Dimitra's Selling Profile with them and discuss it with them individually to find opportunities for development, coaching and to help them perform at their best.
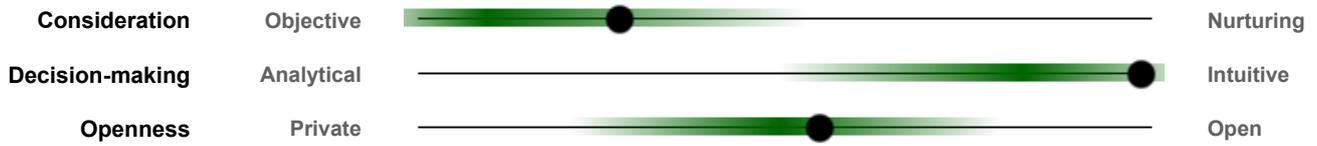
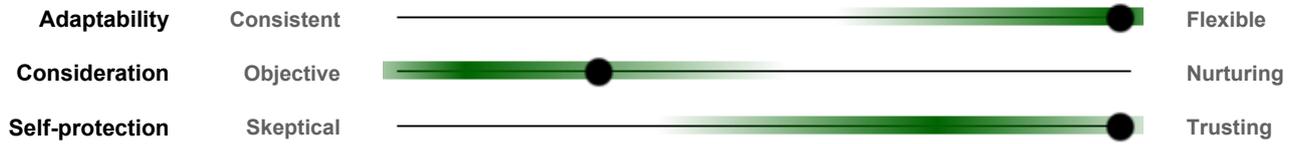# Morten Zimbelist Sales Profile

Sales Cycle: Prospecting

Assertiveness	Reflective		Confident
Intensity	Measured		Intense
Decision-making	Analytical		Intuitive

Sales Cycle: Building Rapport

Openness	Private		Open
Affiliation	Independent		Social
Self-protection	Skeptical		Trusting

Sales Cycle: Discovering Needs

Consideration	Objective		Nurturing
Decision-making	Analytical		Intuitive
Openness	Private		Open

Sales Cycle: Presenting Solutions

Decision-making	Analytical		Intuitive
Assertiveness	Reflective		Confident
Risk Tolerance	Cautious		Bold

Sales Cycle: Overcoming Objections

Adaptability	Consistent		Flexible
Consideration	Objective		Nurturing
Self-protection	Skeptical		Trusting

Sales Cycle: Negotiating/Closing the Sale

Intensity	Measured		Intense
Status Motivation	Competitive		Contented
Assertiveness	Reflective		Confident

Sales Cycle: Servicing the Client

Self-protection	Skeptical		Trusting
Decision-making	Analytical		Intuitive
Consideration	Objective		Nurturing

Morten Zimbelist Current REACH 3.25
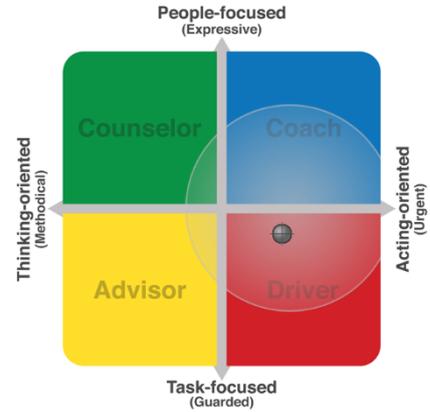
REACH Agility

A person's natural style which is indicated by their position on the grid shown above gives a high-level overview of their approach to life and sales. Morten's style is referred to as a driver which means they are urgent and guarded.

The shaded area represents Morten's REACH Zone or area of agility. This represents how fluidly and easily Morten's can adapt their natural style to different customer's needs.
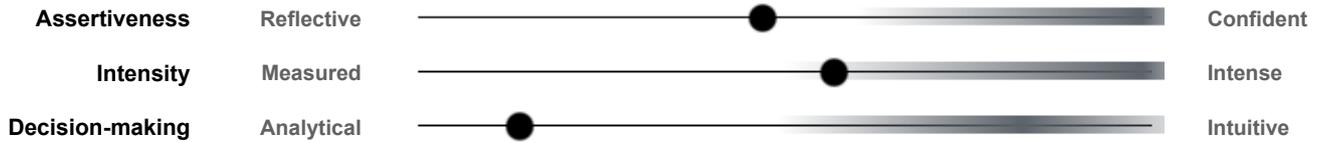
Research around the world in all types of sales has demonstrated that by increasing a person's REACH zone, we see a corresponding increase in sales effectiveness. The conversation starters below are designed to encourage strategic thinking around specialization and strengths-based management and professional development to grow REACH.

Conversation Starters:

- Morten probably enjoys Discovering Needs, Presenting Solutions, Overcoming Objections, and is probably least comfortable in Building Rapport, Negotiating/Closing the Sale, Prospecting.
- Is that reflected in how Morten approaches their role?
- Thinking about Morten, is there an opportunity to discuss this with them, and see if they agree?
- Is there an opportunity to ask if they would like development in either their natural areas to take their skills to the next level, or to focus on the areas that don't feel as natural and comfortable?
- Are there any team members that may be able to specialize in certain steps of the sales cycle and get a better outcome as a team?
- Is there an opportunity for peer to peer coaching?
- Best practice is to walk through Morten's Selling Profile with them and discuss it with them individually to find opportunities for development, coaching and to help them perform at their best.

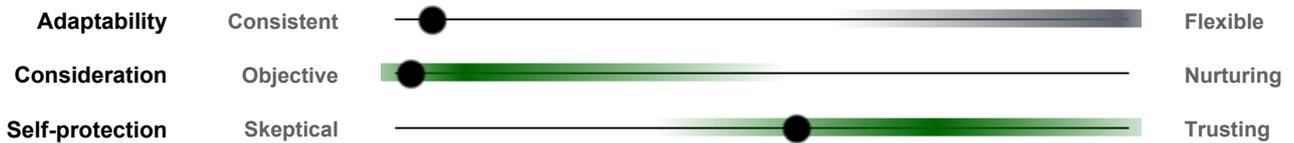# Charles Poulton Sales Profile

Sales Cycle: Prospecting

Assertiveness	Reflective		Confident
Intensity	Measured		Intense
Decision-making	Analytical		Intuitive

Sales Cycle: Building Rapport

Openness	Private		Open
Affiliation	Independent		Social
Self-protection	Skeptical		Trusting

Sales Cycle: Discovering Needs

Consideration	Objective		Nurturing
Decision-making	Analytical		Intuitive
Openness	Private		Open

Sales Cycle: Presenting Solutions

Decision-making	Analytical		Intuitive
Assertiveness	Reflective		Confident
Risk Tolerance	Cautious		Bold

Sales Cycle: Overcoming Objections

Adaptability	Consistent		Flexible
Consideration	Objective		Nurturing
Self-protection	Skeptical		Trusting

Sales Cycle: Negotiating/Closing the Sale

Intensity	Measured		Intense
Status Motivation	Competitive		Contented
Assertiveness	Reflective		Confident

Sales Cycle: Servicing the Client

Self-protection	Skeptical		Trusting
Decision-making	Analytical		Intuitive
Consideration	Objective		Nurturing

Charles Poulton Current REACH 3.69
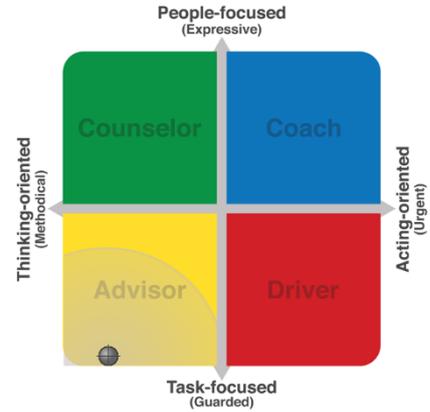
REACH Agility

A person's natural style which is indicated by their position on the grid shown above gives a high-level overview of their approach to life and sales. Charles's style is referred to as a advisor which means they are methodical and guarded.

The shaded area represents Charles's REACH Zone or area of agility. This represents how fluidly and easily Charles's can adapt their natural style to different customer's needs.
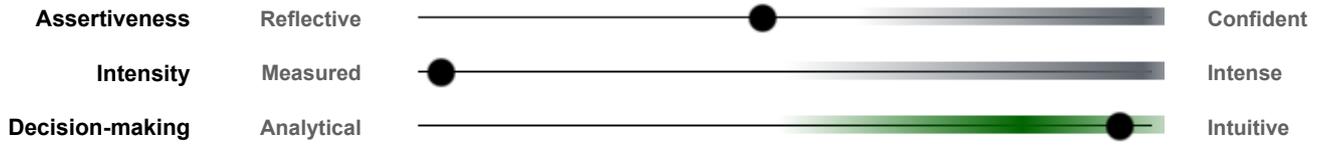
Research around the world in all types of sales has demonstrated that by increasing a person's REACH zone, we see a corresponding increase in sales effectiveness. The conversation starters below are designed to encourage strategic thinking around specialization and strengths-based management and professional development to grow REACH.

Conversation Starters:

- Charles probably enjoys Building Rapport, Servicing the Client, Discovering Needs, and is probably least comfortable in Prospecting, Presenting Solutions, Overcoming Objections.
- Is that reflected in how Charles approaches their role?
- Thinking about Charles, is there an opportunity to discuss this with them, and see if they agree?
- Is there an opportunity to ask if they would like development in either their natural areas to take their skills to the next level, or to focus on the areas that don't feel as natural and comfortable?
- Are there any team members that may be able to specialize in certain steps of the sales cycle and get a better outcome as a team?
- Is there an opportunity for peer to peer coaching?
- Best practice is to walk through Charles's Selling Profile with them and discuss it with them individually to find opportunities for development, coaching and to help them perform at their best.

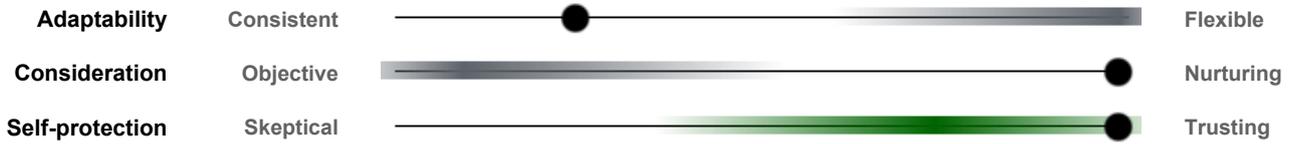# Daphne Churchill Sales Profile

Sales Cycle: Prospecting

Assertiveness	Reflective		Confident
Intensity	Measured		Intense
Decision-making	Analytical		Intuitive

Sales Cycle: Building Rapport

Openness	Private		Open
Affiliation	Independent		Social
Self-protection	Skeptical		Trusting

Sales Cycle: Discovering Needs

Consideration	Objective		Nurturing
Decision-making	Analytical		Intuitive
Openness	Private		Open

Sales Cycle: Presenting Solutions

Decision-making	Analytical		Intuitive
Assertiveness	Reflective		Confident
Risk Tolerance	Cautious		Bold

Sales Cycle: Overcoming Objections

Adaptability	Consistent		Flexible
Consideration	Objective		Nurturing
Self-protection	Skeptical		Trusting

Sales Cycle: Negotiating/Closing the Sale

Intensity	Measured		Intense
Status Motivation	Competitive		Contented
Assertiveness	Reflective		Confident

Sales Cycle: Servicing the Client

Self-protection	Skeptical		Trusting
Decision-making	Analytical		Intuitive
Consideration	Objective		Nurturing

REACH**LX**

Daphne Churchill Current REACH 3.62
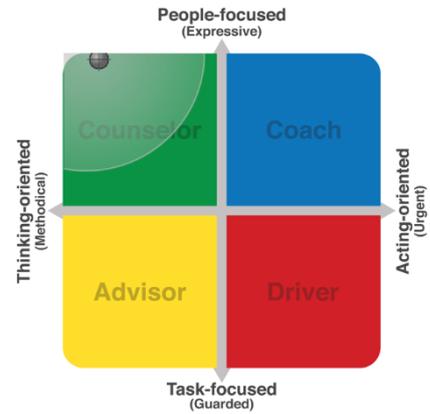
REACH Agility

A person's natural style which is indicated by their position on the grid shown above gives a high-level overview of their approach to life and sales. Daphne's style is referred to as a counselor which means they are methodical and expressive.

The shaded area represents Daphne's REACH Zone or area of agility. This represents how fluidly and easily Daphne's can adapt their natural style to different customer's needs.
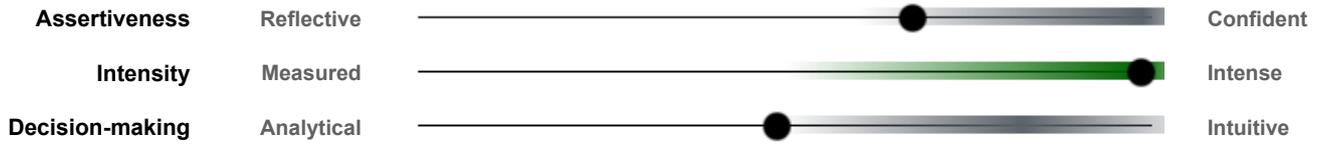
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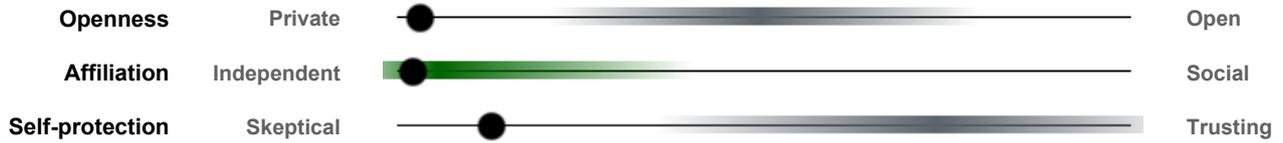
Conversation Starters:

- Daphne probably enjoys Presenting Solutions, Discovering Needs, Negotiating/Closing the Sale, and is probably least comfortable in Overcoming Objections, Building Rapport, Servicing the Client.
- Is that reflected in how Daphne approaches their role?
- Thinking about Daphne, is there an opportunity to discuss this with them, and see if they agree?
- Is there an opportunity to ask if they would like development in either their natural areas to take their skills to the next level, or to focus on the areas that don't feel as natural and comfortable?
- Are there any team members that may be able to specialize in certain steps of the sales cycle and get a better outcome as a team?
- Is there an opportunity for peer to peer coaching?
- Best practice is to walk through Daphne's Selling Profile with them and discuss it with them individually to find opportunities for development, coaching and to help them perform at their best.

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Dr Max Plank Sales Profile

Sales Cycle: Prospecting

Assertiveness	Reflective		Confident
Intensity	Measured		Intense
Decision-making	Analytical		Intuitive

Sales Cycle: Building Rapport

Openness	Private		Open
Affiliation	Independent		Social
Self-protection	Skeptical		Trusting

Sales Cycle: Discovering Needs

Consideration	Objective		Nurturing
Decision-making	Analytical		Intuitive
Openness	Private		Open

Sales Cycle: Presenting Solutions

Decision-making	Analytical		Intuitive
Assertiveness	Reflective		Confident
Risk Tolerance	Cautious		Bold

Sales Cycle: Overcoming Objections

Adaptability	Consistent		Flexible
Consideration	Objective		Nurturing
Self-protection	Skeptical		Trusting

Sales Cycle: Negotiating/Closing the Sale

Intensity	Measured		Intense
Status Motivation	Competitive		Contented
Assertiveness	Reflective		Confident

Sales Cycle: Servicing the Client

Self-protection	Skeptical		Trusting
Decision-making	Analytical		Intuitive
Consideration	Objective		Nurturing

Dr Max Plank Current REACH 3.56
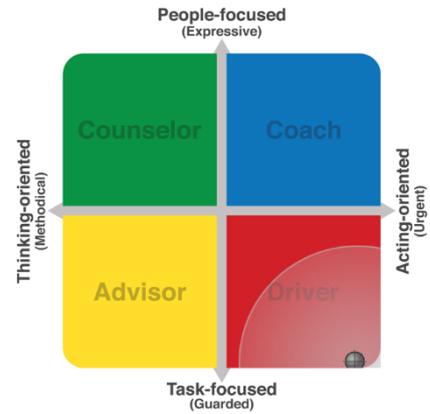
REACH Agility

A person's natural style which is indicated by their position on the grid shown above gives a high-level overview of their approach to life and sales. Dr Max's style is referred to as a driver which means they are urgent and guarded.

The shaded area represents Dr Max's REACH Zone or area of agility. This represents how fluidly and easily Dr Max's can adapt their natural style to different customer's needs.
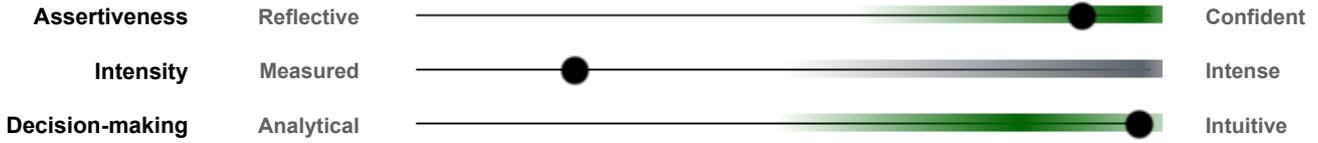
Research around the world in all types of sales has demonstrated that by increasing a person's REACH zone, we see a corresponding increase in sales effectiveness. The conversation starters below are designed to encourage strategic thinking around specialization and strengths-based management and professional development to grow REACH.

Conversation Starters:

- Dr Max probably enjoys Overcoming Objections, Servicing the Client, Building Rapport, and is probably least comfortable in Presenting Solutions, Negotiating/Closing the Sale, Discovering Needs.
- Is that reflected in how Dr Max approaches their role?
- Thinking about Dr Max, is there an opportunity to discuss this with them, and see if they agree?
- Is there an opportunity to ask if they would like development in either their natural areas to take their skills to the next level, or to focus on the areas that don't feel as natural and comfortable?
- Are there any team members that may be able to specialize in certain steps of the sales cycle and get a better outcome as a team?
- Is there an opportunity for peer to peer coaching?
- Best practice is to walk through Dr Max's Selling Profile with them and discuss it with them individually to find opportunities for development, coaching and to help them perform at their best.

Duc Nguyen Sales Profile

Sales Cycle: Prospecting

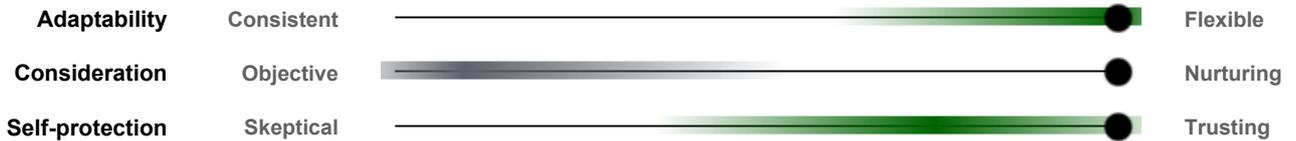|			
Assertiveness	Reflective		Confident
Intensity	Measured		Intense
Decision-making	Analytical		Intuitive

Sales Cycle: Building Rapport

Openness	Private		Open
Affiliation	Independent		Social
Self-protection	Skeptical		Trusting

Sales Cycle: Discovering Needs

Consideration	Objective		Nurturing
Decision-making	Analytical		Intuitive
Openness	Private		Open

Sales Cycle: Presenting Solutions

Decision-making	Analytical		Intuitive
Assertiveness	Reflective		Confident
Risk Tolerance	Cautious		Bold

Sales Cycle: Overcoming Objections

Adaptability	Consistent		Flexible
Consideration	Objective		Nurturing
Self-protection	Skeptical		Trusting

Sales Cycle: Negotiating/Closing the Sale

Intensity	Measured		Intense
Status Motivation	Competitive		Contented
Assertiveness	Reflective		Confident

Sales Cycle: Servicing the Client

Self-protection	Skeptical		Trusting
Decision-making	Analytical		Intuitive
Consideration	Objective		Nurturing

Duc Nguyen Current REACH 3.69
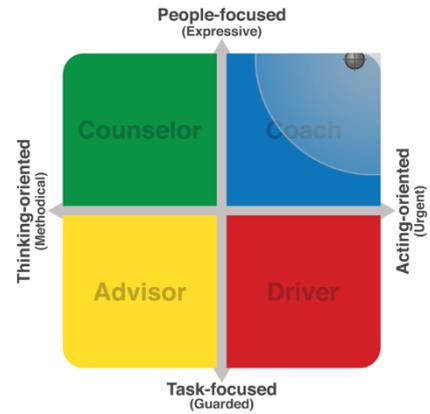
REACH Agility

A person's natural style which is indicated by their position on the grid shown above gives a high-level overview of their approach to life and sales. Duc's style is referred to as a coach which means they are urgent and expressive.

The shaded area represents Duc's REACH Zone or area of agility. This represents how fluidly and easily Duc's can adapt their natural style to different customer's needs.
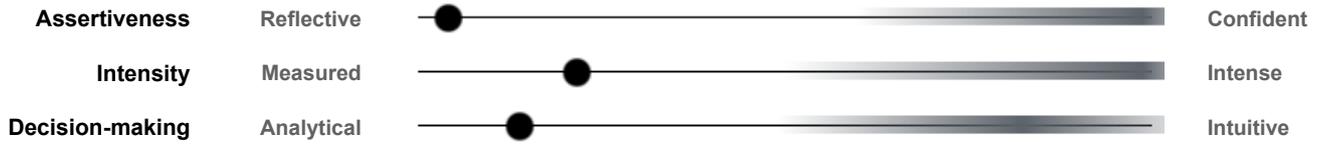
[Research around the world in all types of sales](#) has demonstrated that by increasing a person's REACH zone, we see a corresponding increase in sales effectiveness. The conversation starters below are designed to encourage strategic thinking around specialization and strengths-based management and professional development to grow REACH.
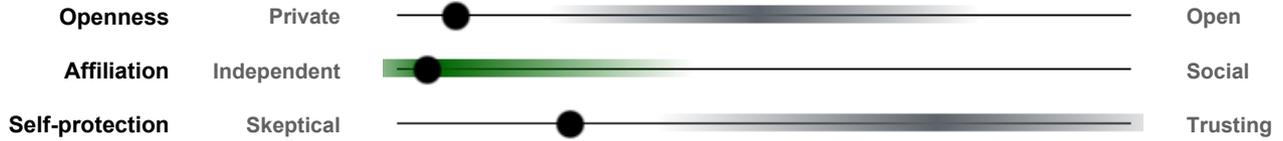
Conversation Starters:

- Duc probably enjoys Presenting Solutions, Prospecting, Negotiating/Closing the Sale, and is probably least comfortable in Building Rapport, Servicing the Client, Overcoming Objections.
- Is that reflected in how Duc approaches their role?
- Thinking about Duc, is there an opportunity to discuss this with them, and see if they agree?
- Is there an opportunity to ask if they would like development in either their natural areas to take their skills to the next level, or to focus on the areas that don't feel as natural and comfortable?
- Are there any team members that may be able to specialize in certain steps of the sales cycle and get a better outcome as a team?
- Is there an opportunity for peer to peer coaching?
- Best practice is to walk through Duc's Selling Profile with them and discuss it with them individually to find opportunities for development, coaching and to help them perform at their best.

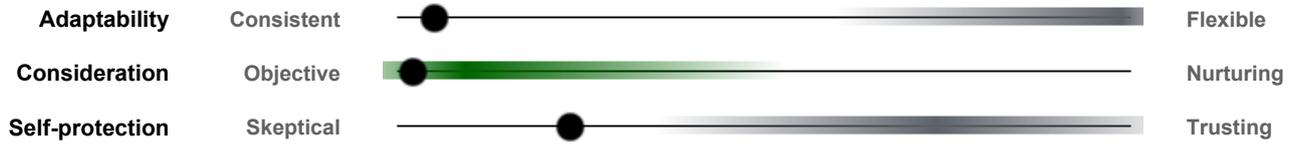# Sophia Ramirez Sales Profile

Sales Cycle: Prospecting

Assertiveness	Reflective	●	Confident
Intensity	Measured	●	Intense
Decision-making	Analytical	●	Intuitive

Sales Cycle: Building Rapport

Openness	Private	●	Open
Affiliation	Independent	●	Social
Self-protection	Skeptical	●	Trusting

Sales Cycle: Discovering Needs

Consideration	Objective	●	Nurturing
Decision-making	Analytical	●	Intuitive
Openness	Private	●	Open

Sales Cycle: Presenting Solutions

Decision-making	Analytical	●	Intuitive
Assertiveness	Reflective	●	Confident
Risk Tolerance	Cautious	●	Bold

Sales Cycle: Overcoming Objections

Adaptability	Consistent	●	Flexible
Consideration	Objective	●	Nurturing
Self-protection	Skeptical	●	Trusting

Sales Cycle: Negotiating/Closing the Sale

Intensity	Measured	●	Intense
Status Motivation	Competitive	●	Contented
Assertiveness	Reflective	●	Confident

Sales Cycle: Servicing the Client

Self-protection	Skeptical	●	Trusting
Decision-making	Analytical	●	Intuitive
Consideration	Objective	●	Nurturing

REACHLX

Sophia Ramirez Current REACH 3.12
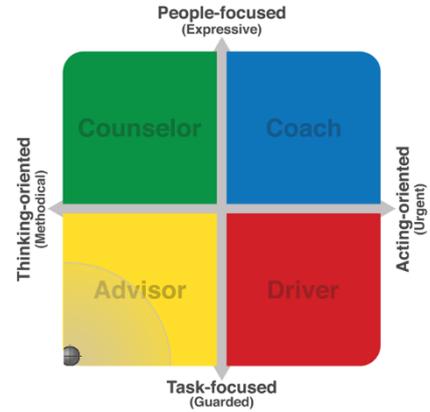
REACH Agility

A person's natural style which is indicated by their position on the grid shown above gives a high-level overview of their approach to life and sales. Sophia's style is referred to as a advisor which means they are methodical and guarded.

The shaded area represents Sophia's REACH Zone or area of agility. This represents how fluidly and easily Sophia's can adapt their natural style to different customer's needs.
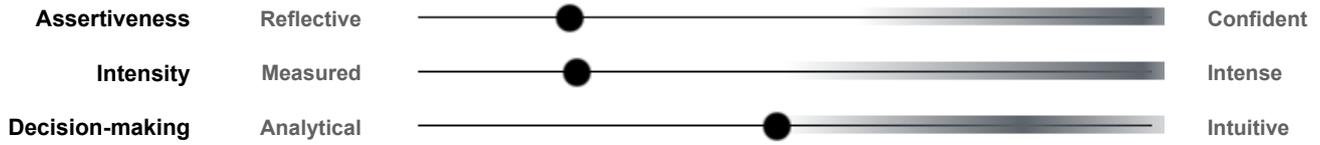
Research around the world in all types of sales has demonstrated that by increasing a person's REACH zone, we see a corresponding increase in sales effectiveness. The conversation starters below are designed to encourage strategic thinking around specialization and strengths-based management and professional development to grow REACH.
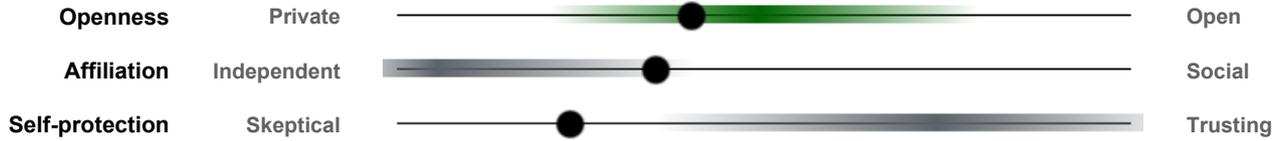
Conversation Starters:

- Sophia probably enjoys Building Rapport, Servicing the Client, Overcoming Objections, and is probably least comfortable in Prospecting, Negotiating/Closing the Sale, Presenting Solutions.
- Is that reflected in how Sophia approaches their role?
- Thinking about Sophia, is there an opportunity to discuss this with them, and see if they agree?
- Is there an opportunity to ask if they would like development in either their natural areas to take their skills to the next level, or to focus on the areas that don't feel as natural and comfortable?
- Are there any team members that may be able to specialize in certain steps of the sales cycle and get a better outcome as a team?
- Is there an opportunity for peer to peer coaching?
- Best practice is to walk through Sophia's Selling Profile with them and discuss it with them individually to find opportunities for development, coaching and to help them perform at their best.
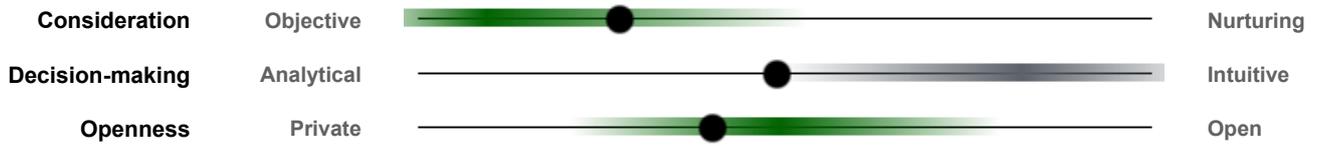
REACH LX

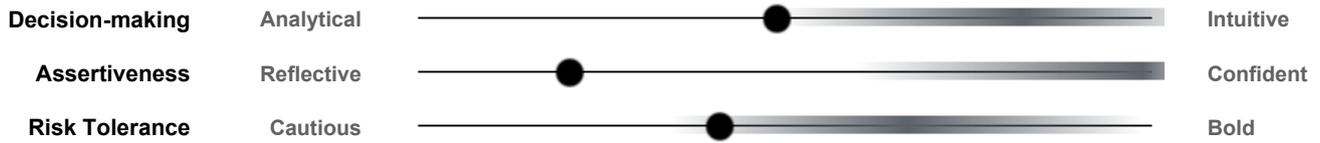# Paul Findlay Sales Profile

Sales Cycle: Prospecting

Assertiveness	Reflective	Confident
Intensity	Measured	Intense
Decision-making	Analytical	Intuitive

Sales Cycle: Building Rapport

Openness	Private	Open
Affiliation	Independent	Social
Self-protection	Skeptical	Trusting

Sales Cycle: Discovering Needs

Consideration	Objective	Nurturing
Decision-making	Analytical	Intuitive
Openness	Private	Open

Sales Cycle: Presenting Solutions

Decision-making	Analytical	Intuitive
Assertiveness	Reflective	Confident
Risk Tolerance	Cautious	Bold

Sales Cycle: Overcoming Objections

Adaptability	Consistent	Flexible
Consideration	Objective	Nurturing
Self-protection	Skeptical	Trusting

Sales Cycle: Negotiating/Closing the Sale

Intensity	Measured	Intense
Status Motivation	Competitive	Contented
Assertiveness	Reflective	Confident

Sales Cycle: Servicing the Client

Self-protection	Skeptical	Trusting
Decision-making	Analytical	Intuitive
Consideration	Objective	Nurturing

Paul Findlay Current REACH 5.00
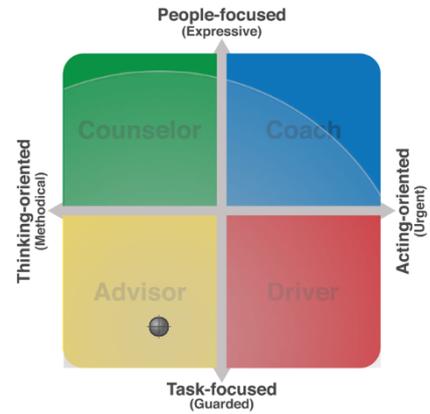
REACH Agility

A person's natural style which is indicated by their position on the grid shown above gives a high-level overview of their approach to life and sales. Paul's style is referred to as a advisor which means they are methodical and guarded.

The shaded area represents Paul's REACH Zone or area of agility. This represents how fluidly and easily Paul's can adapt their natural style to different customer's needs.
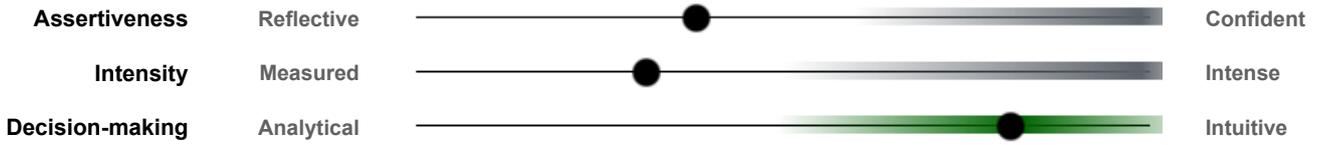
Research around the world in all types of sales has demonstrated that by increasing a person's REACH zone, we see a corresponding increase in sales effectiveness. The conversation starters below are designed to encourage strategic thinking around specialization and strengths-based management and professional development to grow REACH.
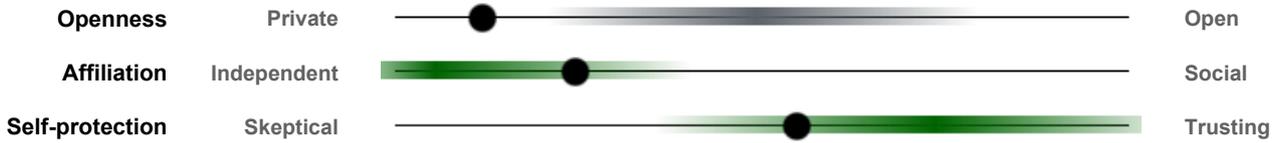
Conversation Starters:

- Paul probably enjoys Building Rapport, Servicing the Client, Overcoming Objections, and is probably least comfortable in Negotiating/Closing the Sale, Prospecting, Presenting Solutions.
- Is that reflected in how Paul approaches their role?
- Thinking about Paul, is there an opportunity to discuss this with them, and see if they agree?
- Is there an opportunity to ask if they would like development in either their natural areas to take their skills to the next level, or to focus on the areas that don't feel as natural and comfortable?
- Are there any team members that may be able to specialize in certain steps of the sales cycle and get a better outcome as a team?
- Is there an opportunity for peer to peer coaching?
- Best practice is to walk through Paul's Selling Profile with them and discuss it with them individually to find opportunities for development, coaching and to help them perform at their best.

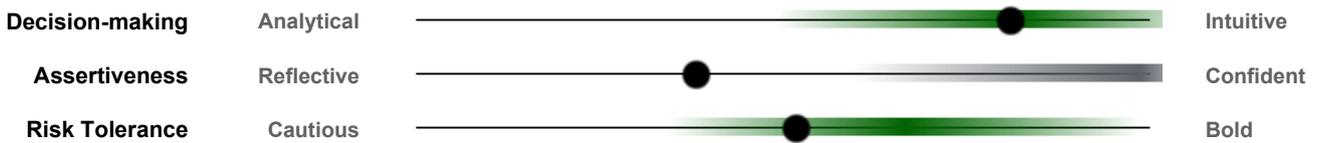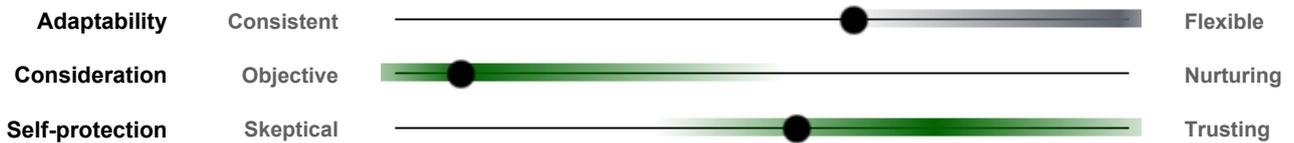# John Belchamber Sales Profile

Sales Cycle: Prospecting

Assertiveness	Reflective	—————●————————————	Confident
Intensity	Measured	————————●——————————	Intense
Decision-making	Analytical	————————————————●———	Intuitive

Sales Cycle: Building Rapport

Openness	Private	——●——————————————————	Open
Affiliation	Independent	————————●———————————	Social
Self-protection	Skeptical	——————————●—————————	Trusting

Sales Cycle: Discovering Needs

Consideration	Objective	——●——————————————————	Nurturing
Decision-making	Analytical	———————————————●————	Intuitive
Openness	Private	——●——————————————————	Open

Sales Cycle: Presenting Solutions

Decision-making	Analytical	———————————————●————	Intuitive
Assertiveness	Reflective	———————●———————————	Confident
Risk Tolerance	Cautious	—————————●——————————	Bold

Sales Cycle: Overcoming Objections

Adaptability	Consistent	—————————————●———————	Flexible
Consideration	Objective	——●——————————————————	Nurturing
Self-protection	Skeptical	—————————●——————————	Trusting

Sales Cycle: Negotiating/Closing the Sale

Intensity	Measured	————————●——————————	Intense
Status Motivation	Competitive	———————●———————————	Contented
Assertiveness	Reflective	———————●———————————	Confident

Sales Cycle: Servicing the Client

Self-protection	Skeptical	——————————●—————————	Trusting
Decision-making	Analytical	———————————————●————	Intuitive
Consideration	Objective	——●——————————————————	Nurturing

John Belchamber Current REACH 0.00
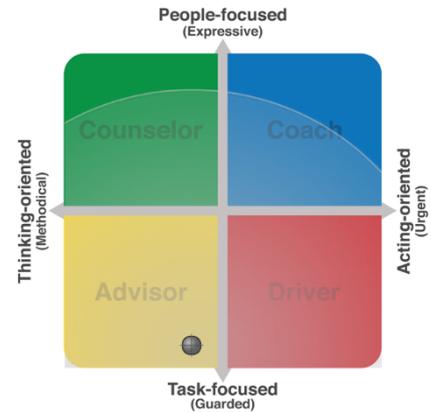
REACH Agility

A person's natural style which is indicated by their position on the grid shown above gives a high-level overview of their approach to life and sales. John's style is referred to as a advisor which means they are methodical and guarded.

The shaded area represents John's REACH Zone or area of agility. This represents how fluidly and easily John's can adapt their natural style to different customer's needs.
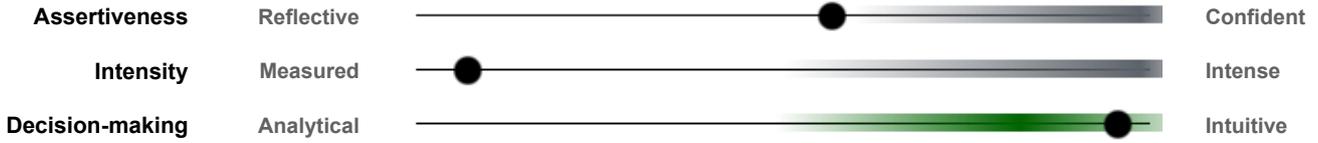
Research around the world in all types of sales has demonstrated that by increasing a person's REACH zone, we see a corresponding increase in sales effectiveness. The conversation starters below are designed to encourage strategic thinking around specialization and strengths-based management and professional development to grow REACH.

Conversation Starters:

- John probably enjoys Servicing the Client, Discovering Needs, Overcoming Objections, and is probably least comfortable in Negotiating/Closing the Sale, Prospecting, Building Rapport.
- Is that reflected in how John approaches their role?
- Thinking about John, is there an opportunity to discuss this with them, and see if they agree?
- Is there an opportunity to ask if they would like development in either their natural areas to take their skills to the next level, or to focus on the areas that don't feel as natural and comfortable?
- Are there any team members that may be able to specialize in certain steps of the sales cycle and get a better outcome as a team?
- Is there an opportunity for peer to peer coaching?
- Best practice is to walk through John's Selling Profile with them and discuss it with them individually to find opportunities for development, coaching and to help them perform at their best.
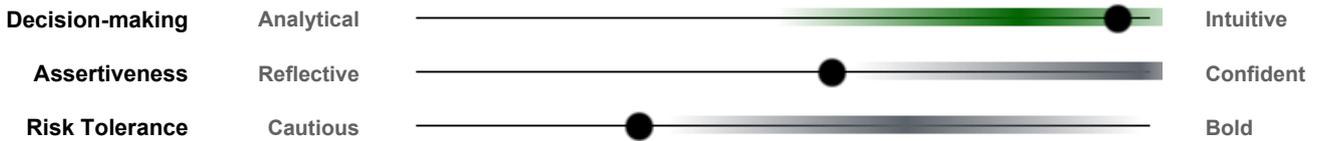
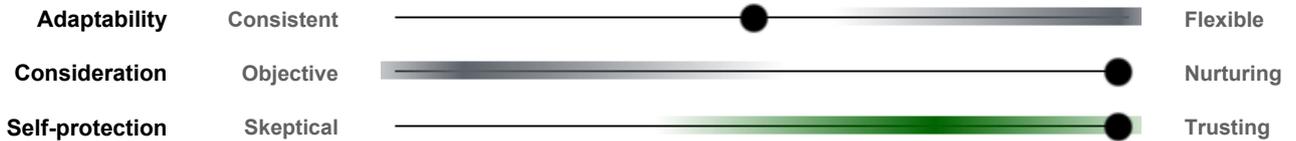# Janelle Fromm Sales Profile

Sales Cycle: Prospecting

Assertiveness	Reflective	—————————————●—————————————	Confident
Intensity	Measured	●—————————————————————————	Intense
Decision-making	Analytical	——————————————————————●——	Intuitive

Sales Cycle: Building Rapport

Openness	Private	———————————————————————●	Open
Affiliation	Independent	●————————————————————●———	Social
Self-protection	Skeptical	—————————————————————●	Trusting

Sales Cycle: Discovering Needs

Consideration	Objective	———————————————————————●	Nurturing
Decision-making	Analytical	——————————————————————●—	Intuitive
Openness	Private	———————————————————————●	Open

Sales Cycle: Presenting Solutions

Decision-making	Analytical	——————————————————————●—	Intuitive
Assertiveness	Reflective	——————————————●——————————	Confident
Risk Tolerance	Cautious	————————●—————————————————	Bold

Sales Cycle: Overcoming Objections

Adaptability	Consistent	————————————●———————————	Flexible
Consideration	Objective	———————————————————————●	Nurturing
Self-protection	Skeptical	———————————————————————●	Trusting

Sales Cycle: Negotiating/Closing the Sale

Intensity	Measured	●—————————————————————————	Intense
Status Motivation	Competitive	———————————————————————●———	Contented
Assertiveness	Reflective	——————————————●——————————	Confident

Sales Cycle: Servicing the Client

Self-protection	Skeptical	———————————————————————●	Trusting
Decision-making	Analytical	——————————————————————●—	Intuitive
Consideration	Objective	———————————————————————●	Nurturing

REACH**LX**

Janelle Fromm Current REACH 3.19
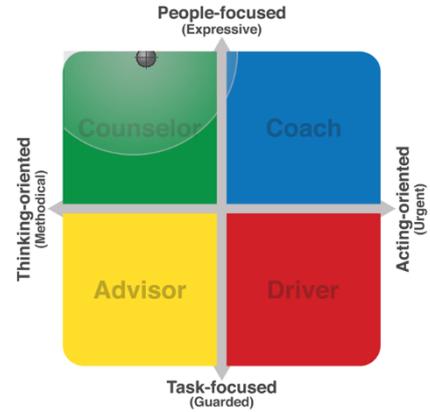
REACH Agility

A person's natural style which is indicated by their position on the grid shown above gives a high-level overview of their approach to life and sales. Janelle's style is referred to as a counselor which means they are methodical and expressive.

The shaded area represents Janelle's REACH Zone or area of agility. This represents how fluidly and easily Janelle's can adapt their natural style to different customer's needs.
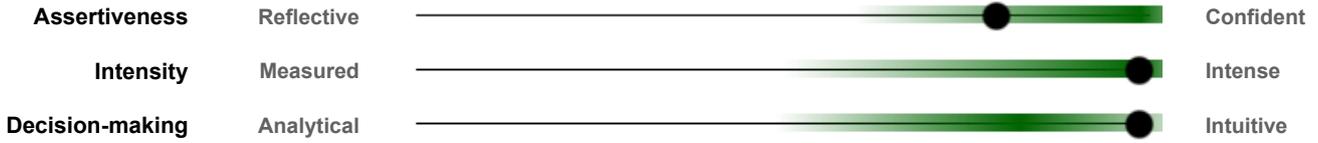
Research around the world in all types of sales has demonstrated that by increasing a person's REACH zone, we see a corresponding increase in sales effectiveness. The conversation starters below are designed to encourage strategic thinking around specialization and strengths-based management and professional development to grow REACH.

Conversation Starters:

- Janelle probably enjoys Presenting Solutions, Negotiating/Closing the Sale, Prospecting, and is probably least comfortable in Overcoming Objections, Building Rapport, Servicing the Client.
- Is that reflected in how Janelle approaches their role?
- Thinking about Janelle, is there an opportunity to discuss this with them, and see if they agree?
- Is there an opportunity to ask if they would like development in either their natural areas to take their skills to the next level, or to focus on the areas that don't feel as natural and comfortable?
- Are there any team members that may be able to specialize in certain steps of the sales cycle and get a better outcome as a team?
- Is there an opportunity for peer to peer coaching?
- Best practice is to walk through Janelle's Selling Profile with them and discuss it with them individually to find opportunities for development, coaching and to help them perform at their best.
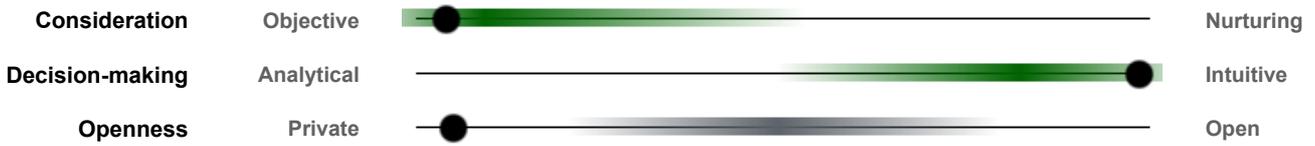
Josh McKenzie Sales Profile

Sales Cycle: Prospecting

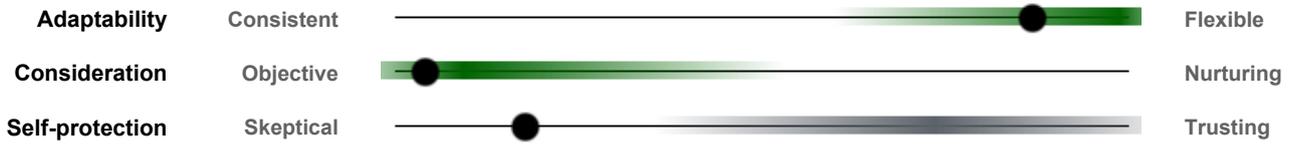| **Assertiveness** | Reflective | ━━━━━━━━━━━━━━━●━━━ | Confident |
| **Intensity** | Measured | ━━━━━━━━━━━━━━━━●━ | Intense |
| **Decision-making** | Analytical | ━━━━━━━━━━━━━━━━●━ | Intuitive |

Sales Cycle: Building Rapport

Openness	Private	●━━━━━━━━━━━━━━━━━	Open
Affiliation	Independent	━●━━━━━━━━━━━━━━━━	Social
Self-protection	Skeptical	━━━━●━━━━━━━━━━━━━	Trusting

Sales Cycle: Discovering Needs

Consideration	Objective	●━━━━━━━━━━━━━━━━━	Nurturing
Decision-making	Analytical	━━━━━━━━━━━━━━●━	Intuitive
Openness	Private	●━━━━━━━━━━━━━━━━━	Open

Sales Cycle: Presenting Solutions

Decision-making	Analytical	━━━━━━━━━━━━━━●━	Intuitive
Assertiveness	Reflective	━━━━━━━━━━━●━━━	Confident
Risk Tolerance	Cautious	━━━━━━━━━━━━━●━	Bold

Sales Cycle: Overcoming Objections

Adaptability	Consistent	━━━━━━━━━━━●━━━	Flexible
Consideration	Objective	━●━━━━━━━━━━━━━━━	Nurturing
Self-protection	Skeptical	━━━●━━━━━━━━━━━━━	Trusting

Sales Cycle: Negotiating/Closing the Sale

Intensity	Measured	━━━━━━━━━━━━━●━	Intense
Status Motivation	Competitive	━●━━━━━━━━━━━━━━━	Contented
Assertiveness	Reflective	━━━━━━━━━━━●━━━	Confident

Sales Cycle: Servicing the Client

Self-protection	Skeptical	━━━●━━━━━━━━━━━━━	Trusting
Decision-making	Analytical	━━━━━━━━━━━━━━●━	Intuitive
Consideration	Objective	●━━━━━━━━━━━━━━━━━	Nurturing

Josh McKenzie Current REACH 3.44
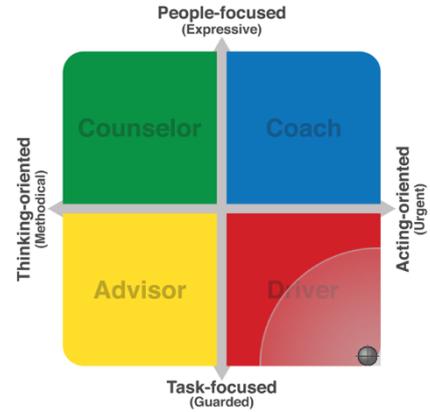
REACH Agility

A person's natural style which is indicated by their position on the grid shown above gives a high-level overview of their approach to life and sales. Josh's style is referred to as a driver which means they are urgent and guarded.

The shaded area represents Josh's REACH Zone or area of agility. This represents how fluidly and easily Josh's can adapt their natural style to different customer's needs.
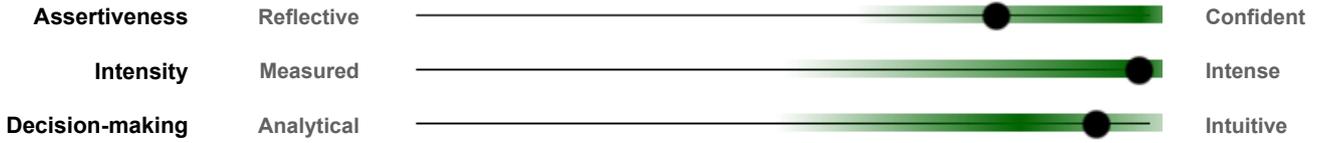
Research around the world in all types of sales has demonstrated that by increasing a person's REACH zone, we see a corresponding increase in sales effectiveness. The conversation starters below are designed to encourage strategic thinking around specialization and strengths-based management and professional development to grow REACH.

Conversation Starters:

- Josh probably enjoys Overcoming Objections, Servicing the Client, Prospecting, and is probably least comfortable in Negotiating/Closing the Sale, Presenting Solutions, Discovering Needs.
- Is that reflected in how Josh approaches their role?
- Thinking about Josh, is there an opportunity to discuss this with them, and see if they agree?
- Is there an opportunity to ask if they would like development in either their natural areas to take their skills to the next level, or to focus on the areas that don't feel as natural and comfortable?
- Are there any team members that may be able to specialize in certain steps of the sales cycle and get a better outcome as a team?
- Is there an opportunity for peer to peer coaching?
- Best practice is to walk through Josh's Selling Profile with them and discuss it with them individually to find opportunities for development, coaching and to help them perform at their best.

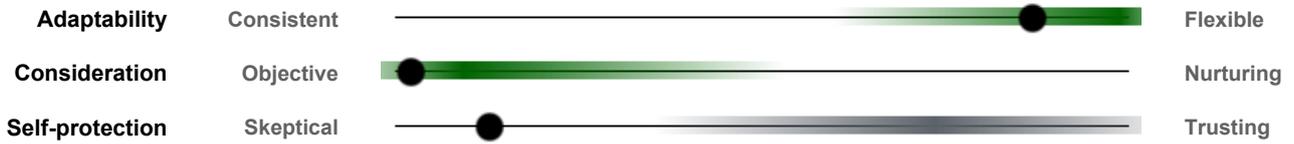# Zhang Wei Sales Profile

Sales Cycle: Prospecting

Assertiveness	Reflective		Confident
Intensity	Measured		Intense
Decision-making	Analytical		Intuitive

Sales Cycle: Building Rapport

Openness	Private		Open
Affiliation	Independent		Social
Self-protection	Skeptical		Trusting

Sales Cycle: Discovering Needs

Consideration	Objective		Nurturing
Decision-making	Analytical		Intuitive
Openness	Private		Open

Sales Cycle: Presenting Solutions

Decision-making	Analytical		Intuitive
Assertiveness	Reflective		Confident
Risk Tolerance	Cautious		Bold

Sales Cycle: Overcoming Objections

Adaptability	Consistent		Flexible
Consideration	Objective		Nurturing
Self-protection	Skeptical		Trusting

Sales Cycle: Negotiating/Closing the Sale

Intensity	Measured		Intense
Status Motivation	Competitive		Contented
Assertiveness	Reflective		Confident

Sales Cycle: Servicing the Client

Self-protection	Skeptical		Trusting
Decision-making	Analytical		Intuitive
Consideration	Objective		Nurturing

Zhang Wei Current REACH 3.19

REACH Agility

A person's natural style which is indicated by their position on the grid shown above gives a high-level overview of their approach to life and sales. Zhang's style is referred to as a driver which means they are urgent and guarded.

The shaded area represents Zhang's REACH Zone or area of agility. This represents how fluidly and easily Zhang's can adapt their natural style to different customer's needs.

Research around the world in all types of sales has demonstrated that by increasing a person's REACH zone, we see a corresponding increase in sales effectiveness. The conversation starters below are designed to encourage strategic thinking around specialization and strengths-based management and professional development to grow REACH.

Conversation Starters:

- Zhang probably enjoys Prospecting, Servicing the Client, Overcoming Objections, and is probably least comfortable in Negotiating/Closing the Sale, Presenting Solutions, Discovering Needs.
- Is that reflected in how Zhang approaches their role?
- Thinking about Zhang, is there an opportunity to discuss this with them, and see if they agree?
- Is there an opportunity to ask if they would like development in either their natural areas to take their skills to the next level, or to focus on the areas that don't feel as natural and comfortable?
- Are there any team members that may be able to specialize in certain steps of the sales cycle and get a better outcome as a team?
- Is there an opportunity for peer to peer coaching?
- Best practice is to walk through Zhang's Selling Profile with them and discuss it with them individually to find opportunities for development, coaching and to help them perform at their best.

Training Recommendations

Please note, these training recommendations are designed to grow REACH and improve agility - not just specific sales techniques. You can find more details about [REACH Quotient here](#).

Sales Training Recommendations

The Team Overall

Negotiating/Closing the Sale
- [Supervising Others Training](#)
- [Leadership Development Training](#)
- [Assertiveness and Self Confidence Training](#)
- [Lean Six Sigma Black Belt Certification Training - Signature Series](#)
- [Lean Six Sigma Green Belt Certification Training - Signature Series](#)
- [Lean Six Sigma Yellow Belt Certification Training Signature Series](#)
- [Advanced Skills for Elite PA's and EA's](#)
- [Foundation Skills for Elite Personal Assistants and Executive Assistants Training Course](#)
- [Manage People and Performance Training](#)
- [Minute-Taking Training](#)
- [The 10 Dimensions of Effective Leadership](#)
- [Time Management for Managing Projects and Complex Tasks](#)

Prospecting
- [Supervising Others Training](#)
- [Leadership Development Training](#)
- [Manage People and Performance Training](#)
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- [Train the Trainer Training](#)

Overcoming Objections
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Charles Poulton

Prospecting

- [Supervising Others Training](#)
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Presenting Solutions

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Josh McKenzie

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Discovering Needs
- [PPA - Building Team Synergy](#)
- [PPA - Identifying Difference as Opportunities](#)
- [Advanced Skills for Elite PA's and EA's](#)
- [Business Writing Essentials for the Modern Workplace](#)
- [Business Writing for the Digital Era](#)
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Janelle Fromm

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Building Rapport
- Communication Skills Training
- Customer Service Training
- Professional Telephone Skills
- Sales Training
- Retail Sales Training
- Emotional Intelligence (EQ) Training
- Body Language Training
- Business Etiquette Training
- Cross Cultural Communication

Servicing the Client
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Zhang Wei

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Morten Zimbelist

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Daphne Churchill

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Dr Max Plank

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Duc Nguyen

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Sophia Ramirez

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Dimitra Developer

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John Belchamber

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Paul Findlay

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We hope this has provided valuable, actionable insights.

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.