

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

Category 1

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	13.33	13.33	73.33	0
Sales Manager: 2	0	10	0	30	60	0
Other: 2	0	0	10	40	50	0
Total: 7	0	2.86	8.57	25.71	62.86	0

1. My organization teaches up-to-date sales methods to its salespeople.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	66.67	0	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	0	50	50	0
Total: 7	0	0	28.57	28.57	42.86	0

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2. Salespeople at our organization are taught helpful prospecting techniques.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	66.67	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	0	50	50	0
Total: 7	0	0	0	57.14	42.86	0

3. Salespeople at our organization are taught helpful pre-call planning techniques.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	0	100	0
Sales Manager: 2	0	0	0	0	100	0
Other: 2	0	0	0	50	50	0
Total: 7	0	0	0	14.29	85.71	0

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4. My organization provides relevant, up-to-the-minute tools and sales aids for its salespeople.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	0	100	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	0	50	50	0
Total: 7	0	0	0	28.57	71.43	0

5. My organization clearly defines and rewards what it takes to be a sales success.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	0	100	0
Sales Manager: 2	0	50	0	0	50	0
Other: 2	0	0	50	0	50	0
Total: 7	0	14.29	14.29	0	71.43	0

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Sales Organization

Date: 9/10/2004

Category 2

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	14.81	18.52	14.81	48.15	3.7
Sales Manager: 2	0	0	0	44.44	55.56	0
Other: 2	5.56	5.56	5.56	44.44	38.89	0
Total: 7	1.59	7.94	9.52	31.75	47.62	1.59

6. My organization has a formal, structured training program for sales managers.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	0	66.67	0	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	0	100	0	0
Total: 7	0	14.29	0	71.43	14.29	0

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7. My organization has an effective performance management system of sales managers.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	0	66.67	0
Sales Manager: 2	0	0	0	0	100	0
Other: 2	0	0	0	50	50	0
Total: 7	0	0	14.29	14.29	71.43	0

8. Sales managers at my organization are strong, effective leaders.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	0	33.33	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	0	50	50	0
Total: 7	0	14.29	0	42.86	42.86	0

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9. We have too much turnover in our sales team.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	0	66.67	0
Sales Manager: 2	0	0	0	0	100	0
Other: 2	0	0	0	50	50	0
Total: 7	0	0	14.29	14.29	71.43	0

10. Many salespeople at my organization are stagnating.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	0	66.67	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	50	0	0	50	0
Total: 7	0	14.29	14.29	14.29	57.14	0

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11. Sales managers at my organization know, with exact precision, precisely how to manage and motivate each salesperson individually.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	33.33	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	50	0	0	0	50	0
Total: 7	14.29	0	14.29	28.57	42.86	0

12. Salespeople know the exact expectations of them.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	0	0	66.67	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	0	50	50	0
Total: 7	0	14.29	0	28.57	57.14	0

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13. Sales managers at my organization have strong product knowledge.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	0	33.33	33.33
Sales Manager: 2	0	0	0	100	0	0
Other: 2	0	0	0	100	0	0
Total: 7	0	0	14.29	57.14	14.29	14.29

14. Sales managers at my organization have strong sales skills.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	0	0	66.67	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	50	0	50	0
Total: 7	0	14.29	14.29	14.29	57.14	0

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Category 3

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	3.33	6.67	13.33	26.67	50	0
Sales Manager: 2	0	0	5	55	40	0
Other: 2	5	20	20	20	35	0
Total: 7	2.86	8.57	12.86	32.86	42.86	0

15. My organization gets many applications for sales positions.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	66.67	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	0	50	50	0
Total: 7	0	0	0	57.14	42.86	0

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16. My organization has a method for determining key success factors for each sales job.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	66.67	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	50	0	50	0
Total: 7	0	0	14.29	42.86	42.86	0

17. My organization assesses prospective applicants against established success factors for the job.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	33.33	0	33.33	0	33.33	0
Sales Manager: 2	0	0	0	100	0	0
Other: 2	0	0	0	0	100	0
Total: 7	14.29	0	14.29	28.57	42.86	0

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Date: 9/10/2004

18. My organization has a method for objectively determining an applicants' selling skills before hiring them.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	33.33	33.33	0
Sales Manager: 2	0	0	50	0	50	0
Other: 2	0	0	0	50	50	0
Total: 7	0	0	28.57	28.57	42.86	0

19. My organization has a method for objectively determining what personality traits each job and each applicant would bring to a position.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	33.33	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	50	0	50	0	0
Total: 7	0	14.29	14.29	42.86	28.57	0

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20. I feel that I am 100% compatible with the requirements of my job.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	33.33	0	33.33	0
Sales Manager: 2	0	0	0	100	0	0
Other: 2	0	0	50	50	0	0
Total: 7	0	14.29	28.57	42.86	14.29	0

21. My current job offers me with the day-to-day rewards that keep me committed.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	0	0	66.67	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	100	0	0	0	0
Total: 7	0	42.86	0	14.29	42.86	0

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22. The bar is always being raised when new salespeople are hired at my organization.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	33.33	66.67	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	100	0	0	0
Total: 7	0	0	28.57	28.57	42.86	0

23. All applicants are screened as thoroughly as they should be before being hired.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	33.33	66.67	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	50	0	0	0	50	0
Total: 7	14.29	0	0	28.57	57.14	0

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24. My organization typically hires from within our industry.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	0	100	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	50	0	0	50	0
Total: 7	0	14.29	0	14.29	71.43	0

Category 4

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	23.81	33.33	42.86	0
Sales Manager: 2	0	0	14.29	50	35.71	0
Other: 2	0	28.57	21.43	21.43	28.57	0
Total: 7	0	8.16	20.41	34.69	36.73	0

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25. My organization's sales management hiring practices are different from our sales hiring practices.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	33.33	33.33	0
Sales Manager: 2	0	0	50	50	0	0
Other: 2	0	0	50	50	0	0
Total: 7	0	0	42.86	42.86	14.29	0

26. My organization's sales management hiring practices are as rigorous as our sales hiring practices.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	66.67	0	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	50	0	50	0	0
Total: 7	0	14.29	28.57	28.57	28.57	0

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Sales Organization

Date: 9/10/2004

27. My organization typically looks within our organization to hire sales managers.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	66.67	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	50	50	0	0	0
Total: 7	0	14.29	14.29	42.86	28.57	0

28. My organization selects the most qualified sales managers regardless of where they are found.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	0	100	0
Sales Manager: 2	0	0	0	0	100	0
Other: 2	0	50	0	50	0	0
Total: 7	0	14.29	0	14.29	71.43	0

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Date: 9/10/2004

29. Salespeople receive feedback based on clearly stated expectations.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	66.67	33.33	0
Sales Manager: 2	0	0	50	50	0	0
Other: 2	0	0	0	0	100	0
Total: 7	0	0	14.29	42.86	42.86	0

30. My organization maintains tight metrics related to the expectations placed on salespeople.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	33.33	33.33	0
Sales Manager: 2	0	0	0	100	0	0
Other: 2	0	50	0	0	50	0
Total: 7	0	14.29	14.29	42.86	28.57	0

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31. Teaching and coaching are top priorities of sales managers at my organization.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	33.33	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	50	0	50	0
Total: 7	0	0	28.57	28.57	42.86	0

Category 5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	14.81	11.11	29.63	44.44	0
Sales Manager: 2	0	0	5.56	33.33	61.11	0
Other: 2	5.56	11.11	27.78	44.44	11.11	0
Total: 7	1.59	9.52	14.29	34.92	39.68	0

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Sales Organization

Date: 9/10/2004

32. My organization has an aggressive recruitment program in place to attract strong salespeople.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	0	100	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	0	100	0	0
Total: 7	0	0	0	42.86	57.14	0

33. All sales managers at my organization follow a standard sales management system diligently.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	66.67	33.33	0
Sales Manager: 2	0	0	0	0	100	0
Other: 2	0	0	50	50	0	0
Total: 7	0	0	14.29	42.86	42.86	0

Sample Frequency Distribution

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34. My organization provides regular, consistent sales training for salespeople.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	33.33	66.67	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	0	100	0	0
Total: 7	0	0	0	57.14	42.86	0

35. Sales managers spend enough time in the field coaching salespeople.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	0	33.33	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	50	0	50	0
Total: 7	0	14.29	14.29	28.57	42.86	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

36. Sales managers spend quality time coaching salespeople at my organization.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	0	0	66.67	0
Sales Manager: 2	0	0	0	0	100	0
Other: 2	0	0	0	50	50	0
Total: 7	0	14.29	0	14.29	71.43	0

37. My organization has a process that allows salespeople to establish their own targets.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	33.33	33.33	0	0
Sales Manager: 2	0	0	50	0	50	0
Other: 2	50	0	0	50	0	0
Total: 7	14.29	14.29	28.57	28.57	14.29	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

38. Management training is required for sales managers at my organization.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	33.33	33.33	0	0
Sales Manager: 2	0	0	0	100	0	0
Other: 2	0	50	50	0	0	0
Total: 7	0	28.57	28.57	42.86	0	0

39. Our sales team's sales goals are increased across the board.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	0	66.67	0
Sales Manager: 2	0	0	0	0	100	0
Other: 2	0	0	50	50	0	0
Total: 7	0	0	28.57	14.29	57.14	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

40. Our sales team's sales goals are based primarily on last year's performance.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	66.67	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	50	50	0	0	0
Total: 7	0	14.29	14.29	42.86	28.57	0

Category 6

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	14.81	0	44.44	40.74	0
Sales Manager: 2	0	5.56	11.11	44.44	38.89	0
Other: 2	5.56	22.22	27.78	27.78	16.67	0
Total: 7	1.59	14.29	11.11	39.68	33.33	0

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41. We have a valuable and systematic orientation program for new salespeople.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	0	66.67	0	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	100	0	0	0	0
Total: 7	0	42.86	0	42.86	14.29	0

42. Salespeople at my organization receive formal and valuable information relative to our market-place and products.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	0	100	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	50	0	0	0	50	0
Total: 7	14.29	0	0	14.29	71.43	0

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43. My organization relies on current, experienced salespeople to pass on valuable knowledge to new salespeople.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	0	33.33	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	0	50	50	0
Total: 7	0	14.29	0	42.86	42.86	0

44. My organization teaches its salespeople how to sell value.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	33.33	66.67	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	100	0	0	0
Total: 7	0	0	28.57	28.57	42.86	0

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45. My organization's sales process values the customer above all else.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	100	0	0
Sales Manager: 2	0	50	0	0	50	0
Other: 2	0	50	0	50	0	0
Total: 7	0	28.57	0	57.14	14.29	0

46. Salespeople at my organization know how to close sales successfully.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	66.67	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	50	0	50	0
Total: 7	0	0	14.29	42.86	42.86	0

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47. My organization works to ensure that salespeople truly believe in its products and services.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	0	33.33	33.33	0
Sales Manager: 2	0	0	0	100	0	0
Other: 2	0	0	0	100	0	0
Total: 7	0	14.29	0	71.43	14.29	0

48. My organization wants to ensure salespeople have true mastery of selling skills.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	33.33	66.67	0
Sales Manager: 2	0	0	50	50	0	0
Other: 2	0	50	50	0	0	0
Total: 7	0	14.29	28.57	28.57	28.57	0

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49. Salespeople at my organization are required to complete a prescribed number of activities daily relative to phone calls, visits, etc.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	0	33.33	33.33	0
Sales Manager: 2	0	0	50	0	50	0
Other: 2	0	0	50	50	0	0
Total: 7	0	14.29	28.57	28.57	28.57	0

Category 7

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	4.17	4.17	12.5	37.5	41.67	0
Sales Manager: 2	0	0	0	43.75	56.25	0
Other: 2	0	18.75	25	31.25	25	0
Total: 7	1.79	7.14	12.5	37.5	41.07	0

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50. The sales department at my organization is profitable.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	0	66.67	0
Sales Manager: 2	0	0	0	100	0	0
Other: 2	0	50	50	0	0	0
Total: 7	0	14.29	28.57	28.57	28.57	0

51. People at my organization believe it could thrive just as well without the sales department.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	66.67	33.33	0
Sales Manager: 2	0	0	0	0	100	0
Other: 2	0	0	0	50	50	0
Total: 7	0	0	0	42.86	57.14	0

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52. The sales department is supported by key organization executives.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	66.67	33.33	0
Sales Manager: 2	0	0	0	0	100	0
Other: 2	0	0	50	0	50	0
Total: 7	0	0	14.29	28.57	57.14	0

53. Sales department standards are equal to those of other departments.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	33.33	33.33	0	0
Sales Manager: 2	0	0	0	100	0	0
Other: 2	0	50	0	50	0	0
Total: 7	0	28.57	14.29	57.14	0	0

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54. Sales department standards exceed those of other departments.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	66.67	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	0	50	50	0
Total: 7	0	0	0	57.14	42.86	0

55. The sales force at my organization has clear, measurable expectations OTHER than sales quotas.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	33.33	66.67	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	50	0	50	0	0
Total: 7	0	14.29	0	42.86	42.86	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

56. My organization sets clear standards for our sales team.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	33.33	66.67	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	50	50	0	0
Total: 7	0	0	14.29	42.86	42.86	0

57. I believe that the sales department brings great value to my organization.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	33.33	0	33.33	0	33.33	0
Sales Manager: 2	0	0	0	0	100	0
Other: 2	0	0	50	0	50	0
Total: 7	14.29	0	28.57	0	57.14	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

Category 8

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	9.52	14.29	28.57	47.62	0
Sales Manager: 2	0	7.14	21.43	50	21.43	0
Other: 2	0	21.43	35.71	28.57	14.29	0
Total: 7	0	12.24	22.45	34.69	30.61	0

58. My organization measures its salespeople on the right criteria.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	33.33	0	33.33	0
Sales Manager: 2	0	0	50	50	0	0
Other: 2	0	0	50	0	50	0
Total: 7	0	14.29	42.86	14.29	28.57	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

59. Salespeople at my organization have clear levels of responsibility.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	0	33.33	33.33	0
Sales Manager: 2	0	0	0	100	0	0
Other: 2	0	50	50	0	0	0
Total: 7	0	28.57	14.29	42.86	14.29	0

60. The levels of responsibility and authority given to salespeople at my organization match.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	33.33	66.67	0
Sales Manager: 2	0	50	0	50	0	0
Other: 2	0	50	0	50	0	0
Total: 7	0	28.57	0	42.86	28.57	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

61. My organization rewards its salespeople for the right things.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	66.67	33.33	0
Sales Manager: 2	0	0	50	50	0	0
Other: 2	0	0	0	100	0	0
Total: 7	0	0	14.29	71.43	14.29	0

62. My organization's sales plan drives achievement.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	0	66.67	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	0	50	0	50	0
Total: 7	0	0	28.57	14.29	57.14	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

63. Sales managers at my organization mean well but don't have the authority to get much accomplished.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	66.67	33.33	0
Sales Manager: 2	0	0	0	50	50	0
Other: 2	0	50	0	50	0	0
Total: 7	0	14.29	0	57.14	28.57	0

64. My organization's pay plan reasonably reflects our abilities to deliver what's required.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	0	66.67	0
Sales Manager: 2	0	0	50	0	50	0
Other: 2	0	0	100	0	0	0
Total: 7	0	0	57.14	0	42.86	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

Category 9

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	4.76	19.05	47.62	28.57	0
Sales Manager: 2	0	7.14	7.14	64.29	21.43	0
Other: 2	0	28.57	28.57	21.43	21.43	0
Total: 7	0	12.24	18.37	44.9	24.49	0

65. My organization's salespeople know how the organization is positioned in the market.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	66.67	0	0
Sales Manager: 2	0	0	0	100	0	0
Other: 2	0	0	50	0	50	0
Total: 7	0	0	28.57	57.14	14.29	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

66. My organization's salespeople know how the products we offer are positioned in the market.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	33.33	66.67	0
Sales Manager: 2	0	0	50	0	50	0
Other: 2	0	0	50	0	50	0
Total: 7	0	0	28.57	14.29	57.14	0

67. My organization's salespeople know how they themselves are perceived in the marketplace.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	33.33	66.67	0
Sales Manager: 2	0	50	0	50	0	0
Other: 2	0	0	0	50	50	0
Total: 7	0	14.29	0	42.86	42.86	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

68. My organization provides basic sales training to service and technical personnel.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	33.33	33.33	0
Sales Manager: 2	0	0	0	0	100	0
Other: 2	0	0	50	50	0	0
Total: 7	0	0	28.57	28.57	42.86	0

69. My organization's sales tools reflect the organization's marketing message.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	0	66.67	0	0
Sales Manager: 2	0	0	0	100	0	0
Other: 2	0	100	0	0	0	0
Total: 7	0	42.86	0	57.14	0	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

70. My organization holds our sales team accountable for exceeding customer expectations.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	66.67	0	0
Sales Manager: 2	0	0	0	100	0	0
Other: 2	0	50	50	0	0	0
Total: 7	0	14.29	28.57	57.14	0	0

71. The more sales, marketing and service departments coordinate, the more successful an organization will be.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	33.33	33.33	0
Sales Manager: 2	0	0	0	100	0	0
Other: 2	0	50	0	50	0	0
Total: 7	0	14.29	14.29	57.14	14.29	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

Category 10

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	6.67	20	40	33.33	0
Sales Manager: 2	0	20	30	30	20	0
Other: 2	0	20	30	20	30	0
Total: 7	0	14.29	25.71	31.43	28.57	0

72. My organization field tests sales aids and sales tools before they are used in the field.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	0	66.67	0
Sales Manager: 2	0	0	50	50	0	0
Other: 2	0	50	0	0	50	0
Total: 7	0	14.29	28.57	14.29	42.86	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

73. My organization doesn't work out all the potential bugs before introducing new products.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	0	66.67	33.33	0
Sales Manager: 2	0	0	100	0	0	0
Other: 2	0	0	50	0	50	0
Total: 7	0	0	42.86	28.57	28.57	0

74. My organization solicits feedback from the field about the response to new products.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	33.33	33.33	0
Sales Manager: 2	0	0	0	100	0	0
Other: 2	0	0	50	50	0	0
Total: 7	0	0	28.57	57.14	14.29	0

Sample Frequency Distribution

Sales Organization

Date: 9/10/2004

75. My organization updates training and tools are updated based on data received from the field.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	33.33	0	66.67	0	0
Sales Manager: 2	0	50	0	0	50	0
Other: 2	0	0	50	0	50	0
Total: 7	0	28.57	14.29	28.57	28.57	0

76. Management gets sales involved in the product development process.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Applicable
Salesperson: 3	0	0	33.33	33.33	33.33	0
Sales Manager: 2	0	50	0	0	50	0
Other: 2	0	50	0	50	0	0
Total: 7	0	28.57	14.29	28.57	28.57	0