

Sample Mean Score

Sales Organization

Date: 9/10/2004

Category 1

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.59			
Sales Manager: 2	4.4			
Other: 2	4.4			
Total: 7	4.48			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	3.66			
Sales Manager: 2	4.5			
Other: 2	4.5			
Total: 7	4.14			

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

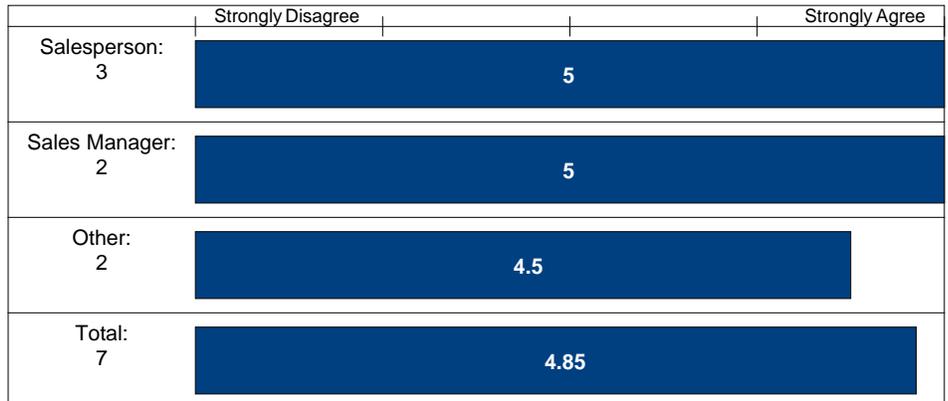
	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	4.5			
Other: 2	4.5			
Total: 7	4.42			

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



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



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



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Category 2

	Strongly Disagree			Strongly Agree
Salesperson: 3	4			
Sales Manager: 2	4.55			
Other: 2	4.05			
Total: 7	4.17			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	3.33			
Sales Manager: 2	4.5			
Other: 2	4			
Total: 7	3.85			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	5			
Other: 2	4.5			
Total: 7	4.57			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	3.66			
Sales Manager: 2	4.5			
Other: 2	4.5			
Total: 7	4.14			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	5			
Other: 2	4.5			
Total: 7	4.57			

10. Many salespeople at my organization are stagnating.

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	4.5			
Other: 2	3.5			
Total: 7	4.14			

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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			Strongly Agree
Salesperson: 3	4			
Sales Manager: 2	4.5			
Other: 2	3			
Total: 7	3.85			

12. Salespeople know the exact expectations of them.

	Strongly Disagree			Strongly Agree
Salesperson: 3	4			
Sales Manager: 2	4.5			
Other: 2	4.5			
Total: 7	4.28			

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

	Strongly Disagree			Strongly Agree
Salesperson: 2	4			
Sales Manager: 2	4			
Other: 2	4			
Total: 6	4			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4			
Sales Manager: 2	4.5			
Other: 2	4			
Total: 7	4.14			

Category 3

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.13			
Sales Manager: 2	4.34			
Other: 2	3.6			
Total: 7	4.04			

15. My organization gets many applications for sales positions.

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	4.5			
Other: 2	4.5			
Total: 7	4.42			

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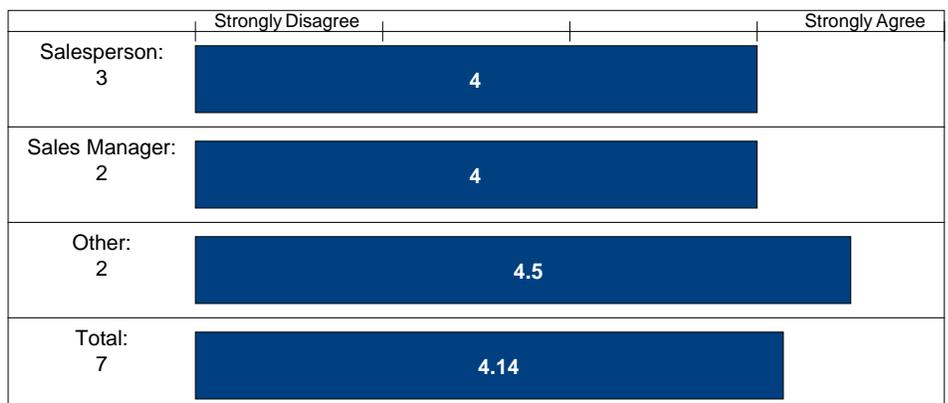
16. My organization has a method for determining key success factors for each sales job.



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



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



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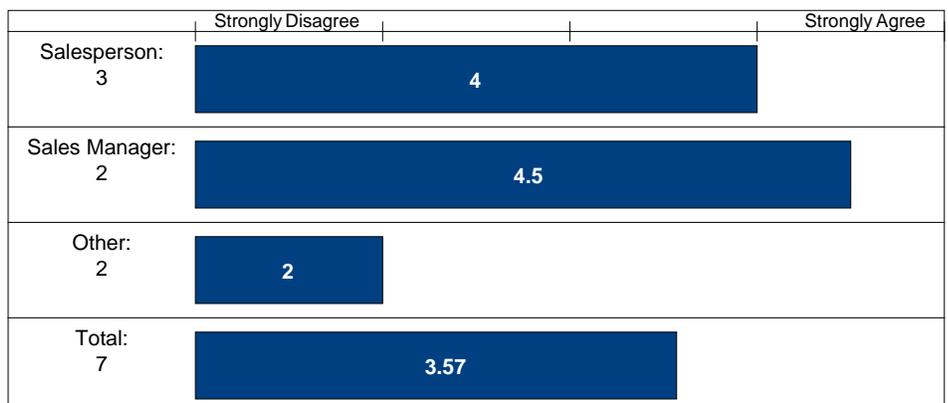
19. My organization has a method for objectively determining what personality traits each job and each applicant would bring to a position.



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



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

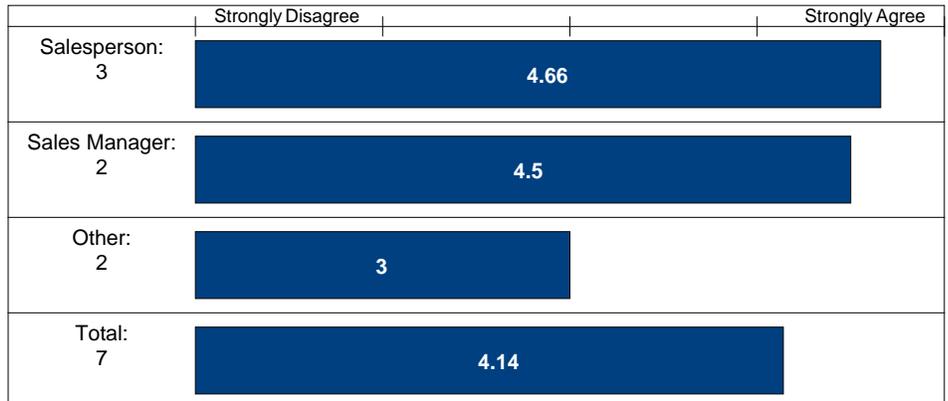


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22. The bar is always being raised when new salespeople are hired at my organization.



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



24. My organization typically hires from within our industry.



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Category 4

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.19			
Sales Manager: 2	4.21			
Other: 2	3.5			
Total: 7	4			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4			
Sales Manager: 2	3.5			
Other: 2	3.5			
Total: 7	3.71			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	3.66			
Sales Manager: 2	4.5			
Other: 2	3			
Total: 7	3.71			

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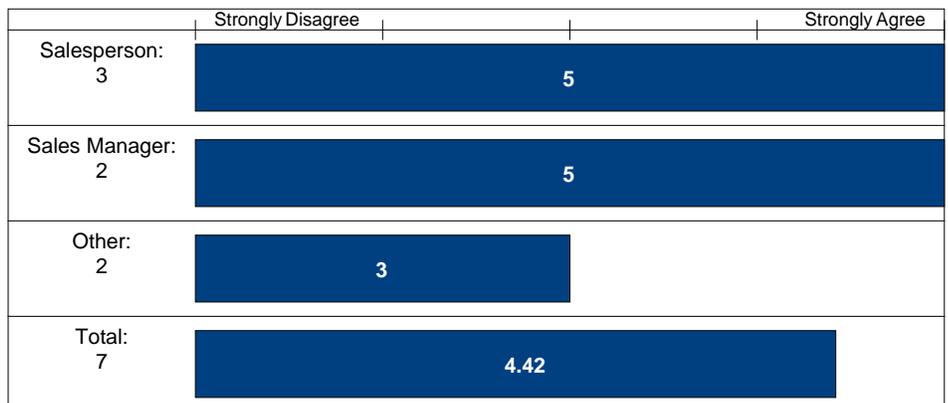
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27. My organization typically looks within our organization to hire sales managers.



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



29. Salespeople receive feedback based on clearly stated expectations.



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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4			
Sales Manager: 2	4			
Other: 2	3.5			
Total: 7	3.85			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4			
Sales Manager: 2	4.5			
Other: 2	4			
Total: 7	4.14			

Category 5

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.03			
Sales Manager: 2	4.55			
Other: 2	3.44			
Total: 7	4.01			

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



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



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

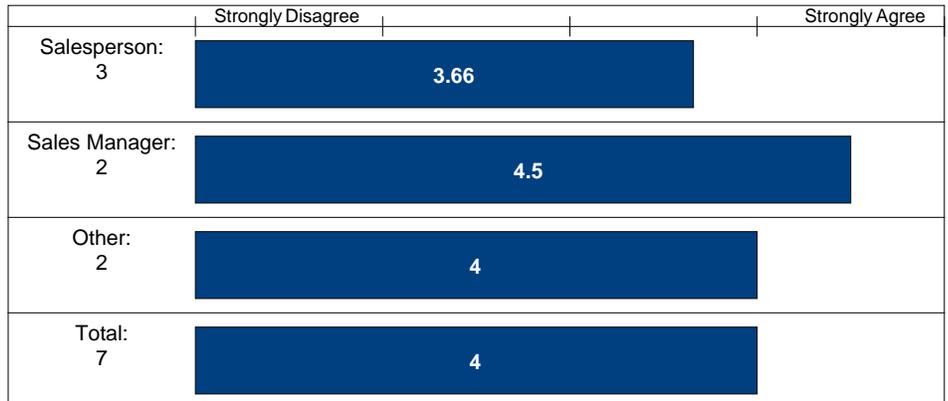


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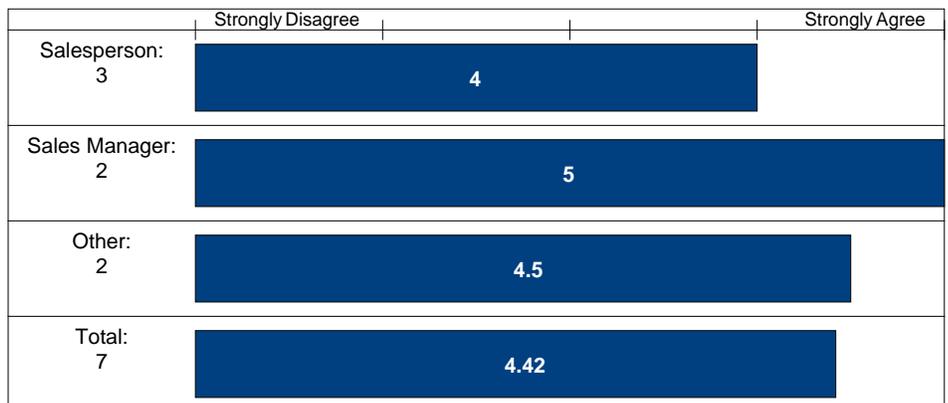
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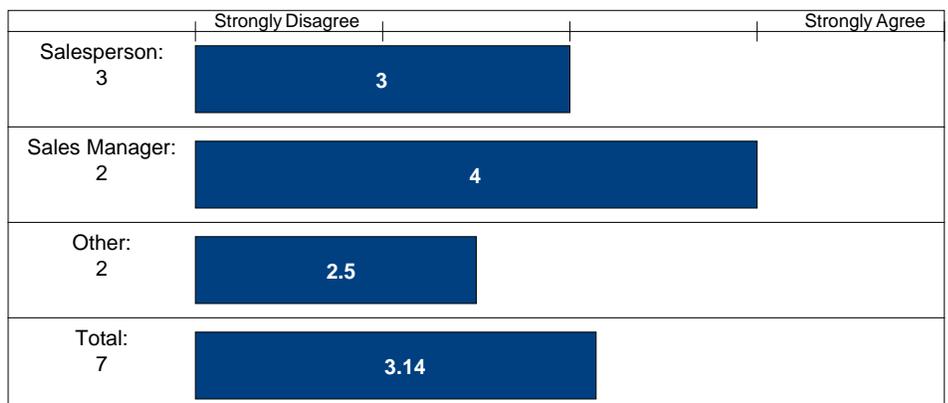
35. Sales managers spend enough time in the field coaching salespeople.



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



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



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

	Strongly Disagree			Strongly Agree
Salesperson: 3	3			
Sales Manager: 2	4			
Other: 2	2.5			
Total: 7	3.14			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	5			
Other: 2	3.5			
Total: 7	4.28			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	4.5			
Other: 2	2.5			
Total: 7	3.85			

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Category 6

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.11			
Sales Manager: 2	4.16			
Other: 2	3.27			
Total: 7	3.88			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	3.33			
Sales Manager: 2	4.5			
Other: 2	2			
Total: 7	3.28			

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

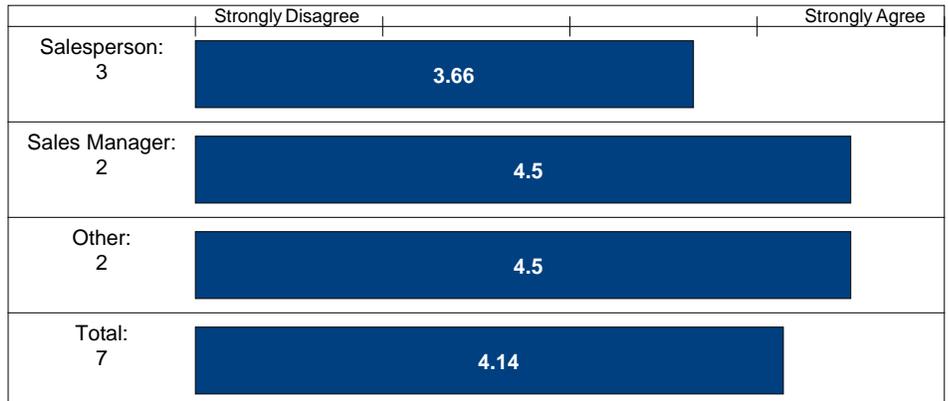
	Strongly Disagree			Strongly Agree
Salesperson: 3	5			
Sales Manager: 2	4.5			
Other: 2	3			
Total: 7	4.28			

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



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



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



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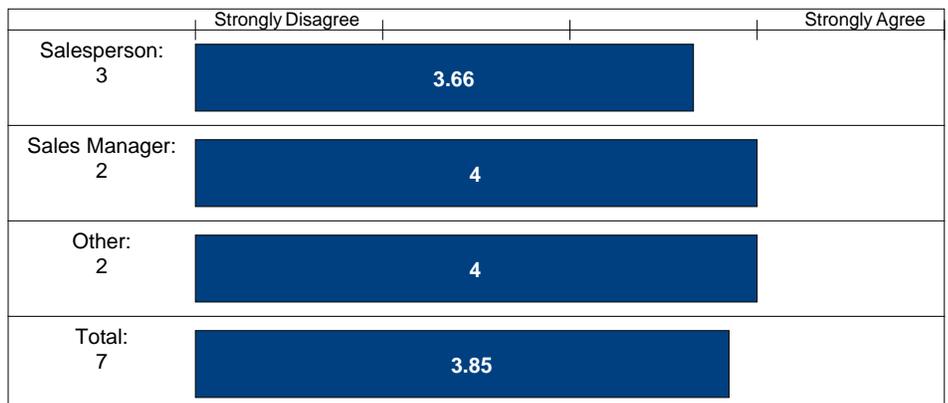
Sales Organization

Date: 9/10/2004

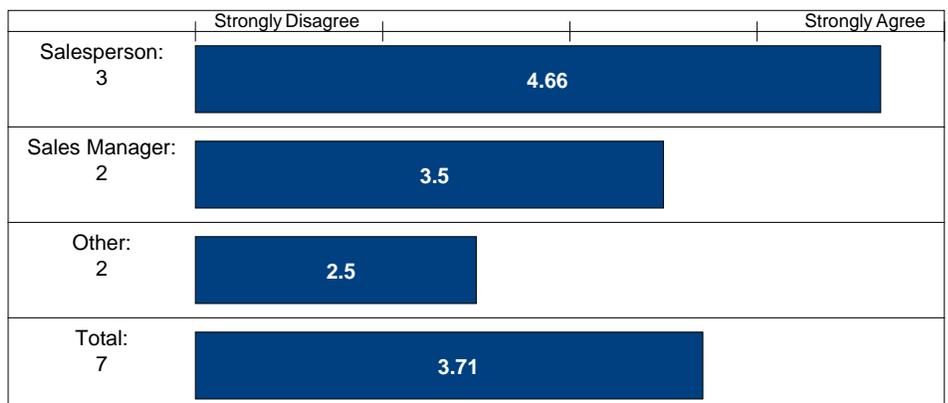
46. Salespeople at my organization know how to close sales successfully.



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



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



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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			Strongly Agree
Salesperson: 3	3.66			
Sales Manager: 2	4			
Other: 2	3.5			
Total: 7	3.71			

Category 7

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.08			
Sales Manager: 2	4.56			
Other: 2	3.62			
Total: 7	4.08			

50. The sales department at my organization is profitable.

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	4			
Other: 2	2.5			
Total: 7	3.71			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	5			
Other: 2	4.5			
Total: 7	4.57			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	5			
Other: 2	4			
Total: 7	4.42			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	3			
Sales Manager: 2	4			
Other: 2	3			
Total: 7	3.28			

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54. Sales department standards exceed those of other departments.



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



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



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

	Strongly Disagree		Strongly Agree
Salesperson: 3	3		
Sales Manager: 2	5		
Other: 2	4		
Total: 7	3.85		

Category 8

	Strongly Disagree		Strongly Agree
Salesperson: 3	4.14		
Sales Manager: 2	3.85		
Other: 2	3.35		
Total: 7	3.83		

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

	Strongly Disagree		Strongly Agree
Salesperson: 3	3.33		
Sales Manager: 2	3.5		
Other: 2	4		
Total: 7	3.57		

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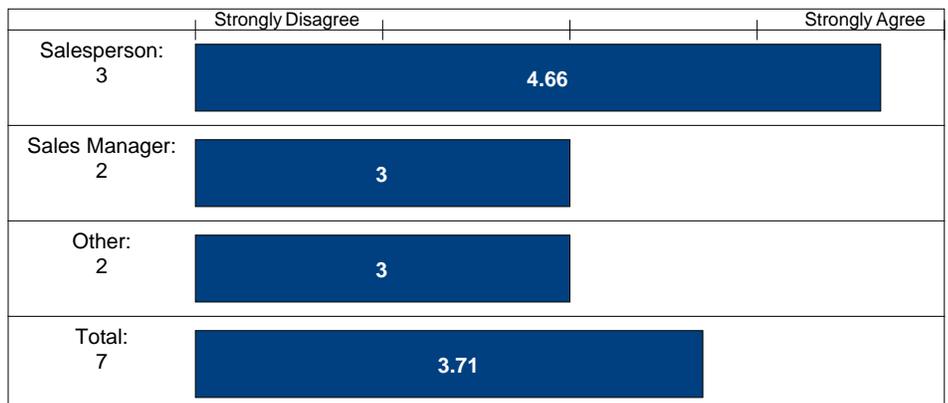
Sales Organization

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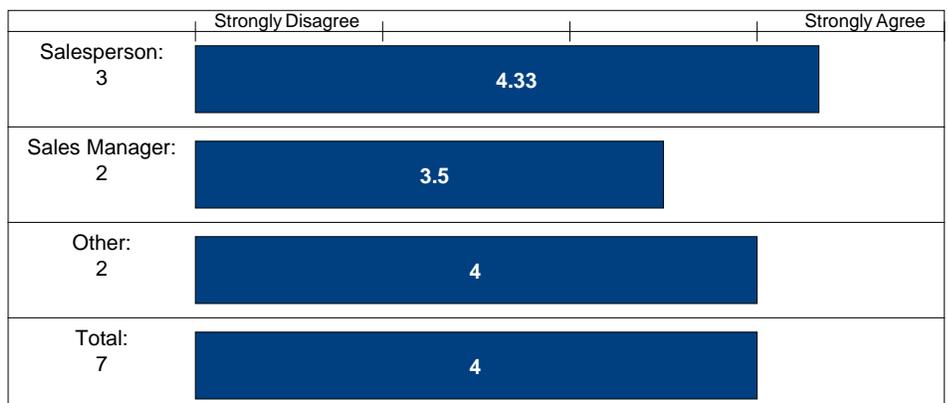
59. Salespeople at my organization have clear levels of responsibility.



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



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



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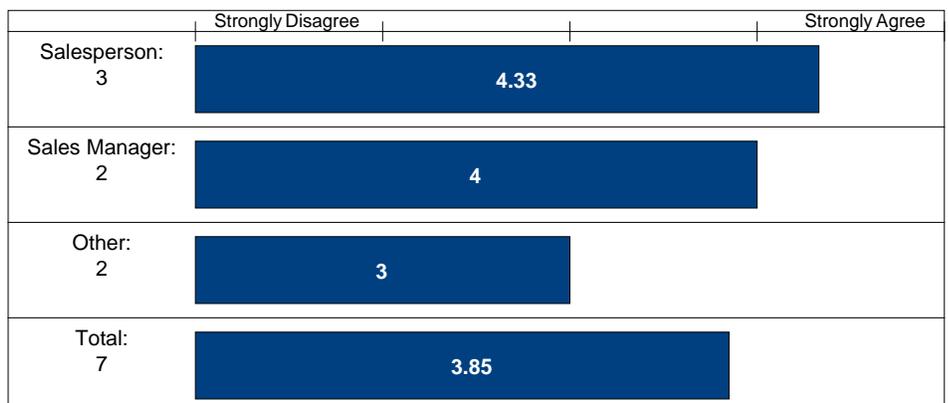
62. My organization's sales plan drives achievement.



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



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



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Category 9

	Strongly Disagree			Strongly Agree
Salesperson: 3	4			
Sales Manager: 2	4			
Other: 2	3.35			
Total: 7	3.81			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	3.66			
Sales Manager: 2	4			
Other: 2	4			
Total: 7	3.85			

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

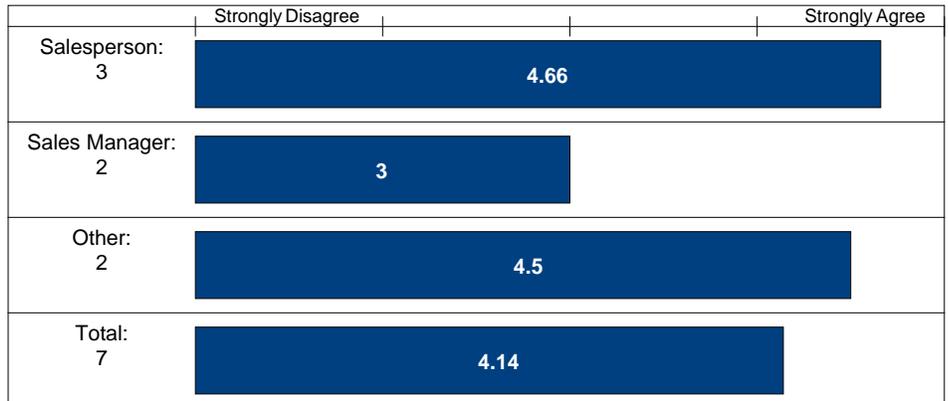
	Strongly Disagree			Strongly Agree
Salesperson: 3	4.66			
Sales Manager: 2	4			
Other: 2	4			
Total: 7	4.28			

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



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



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



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

	Strongly Disagree			Strongly Agree
Salesperson: 3	3.66			
Sales Manager: 2	4			
Other: 2	2.5			
Total: 7	3.42			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4			
Sales Manager: 2	4			
Other: 2	3			
Total: 7	3.71			

Category 10

	Strongly Disagree			Strongly Agree
Salesperson: 3	4			
Sales Manager: 2	3.5			
Other: 2	3.6			
Total: 7	3.74			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	3.5			
Other: 2	3.5			
Total: 7	3.85			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	3			
Other: 2	4			
Total: 7	3.85			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4			
Sales Manager: 2	4			
Other: 2	3.5			
Total: 7	3.85			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	3.33			
Sales Manager: 2	3.5			
Other: 2	4			
Total: 7	3.57			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4			
Sales Manager: 2	3.5			
Other: 2	3			
Total: 7	3.57			