

Sample Mean Score

Sales Organization

Date: 9/13/2007

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			

Sample Mean Score

Sales Organization

Date: 9/13/2007

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	5			
Sales Manager: 2	5			
Other: 2	4.5			
Total: 7	4.85			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	5			
Sales Manager: 2	4.5			
Other: 2	4.5			
Total: 7	4.71			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	5			
Sales Manager: 2	3.5			
Other: 2	4			
Total: 7	4.28			

Sample Mean Score

Sales Organization

Date: 9/13/2007

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			

Sample Mean Score

Sales Organization

Date: 9/13/2007

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			

Sample Mean Score

Sales Organization

Date: 9/13/2007

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			

Sample Mean Score

Sales Organization

Date: 9/13/2007

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			

Sample Mean Score

Sales Organization

Date: 9/13/2007

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	4.5			
Other: 2	4			
Total: 7	4.28			

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

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

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

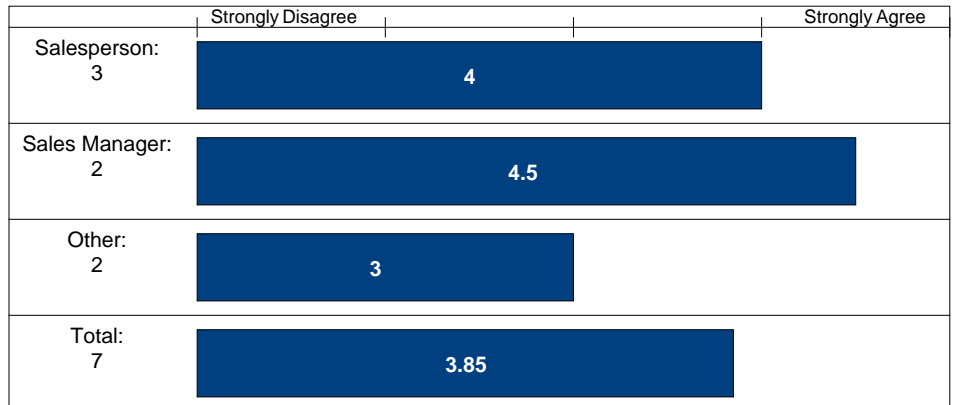
	Strongly Disagree			Strongly Agree
Salesperson: 3	4			
Sales Manager: 2	4			
Other: 2	4.5			
Total: 7	4.14			

Sample Mean Score

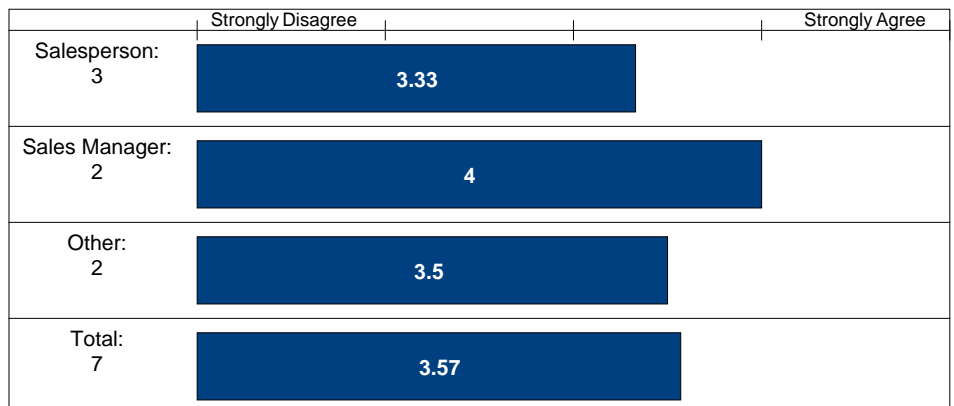
Sales Organization

Date: 9/13/2007

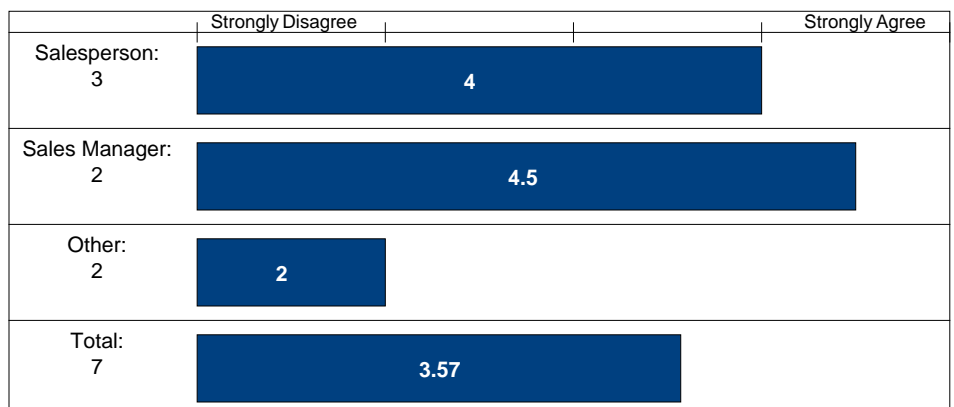
19. My organization has a method for objectively determining what personality traits each job and each applicant would bring to a position.



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.

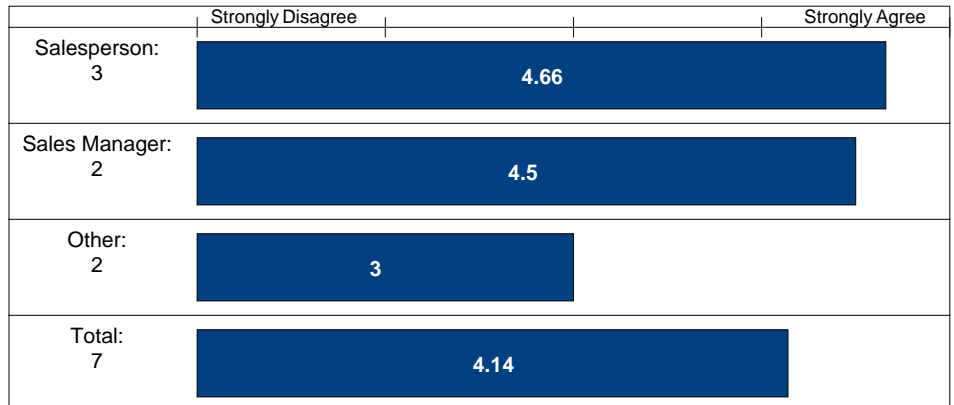


Sample Mean Score

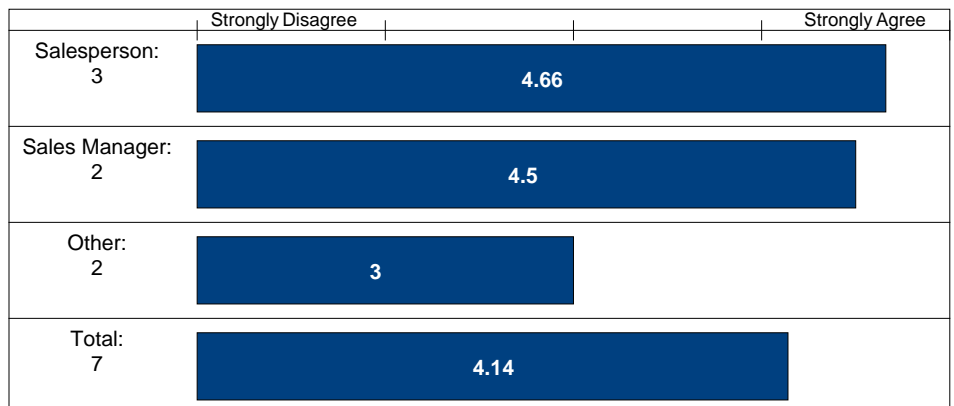
Sales Organization

Date: 9/13/2007

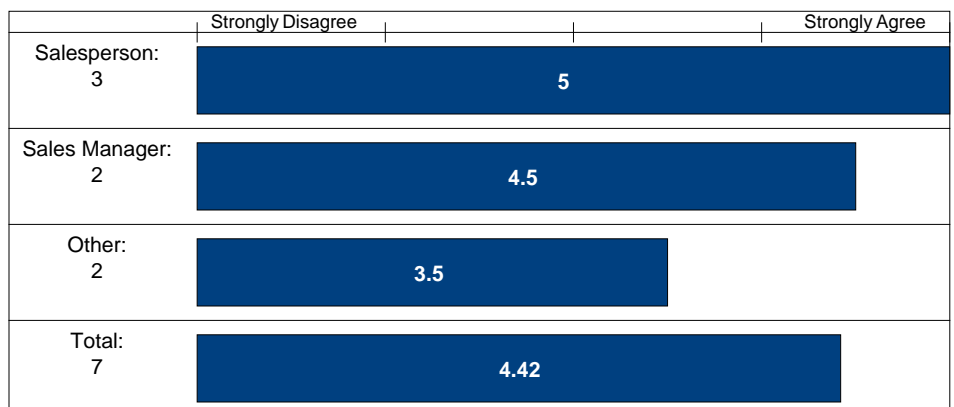
22. The bar is always being raised when new salespeople are hired at my organization.



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



24. My organization typically hires from within our industry.



Sample Mean Score

Sales Organization

Date: 9/13/2007

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.

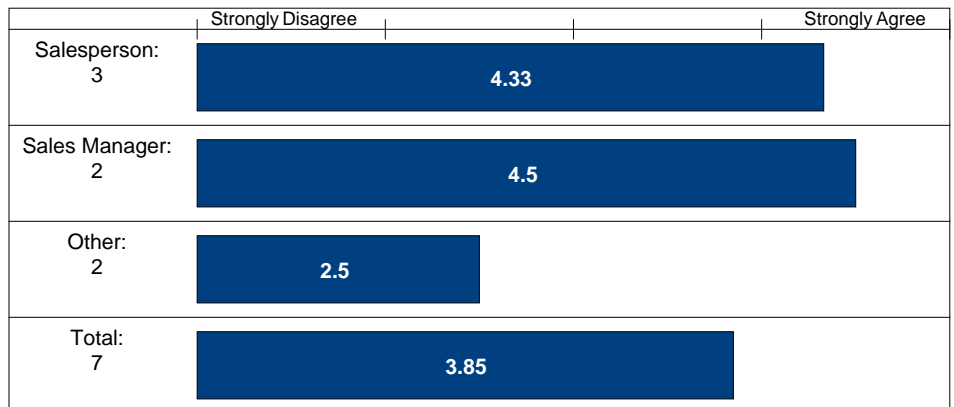
	Strongly Disagree			Strongly Agree
Salesperson: 3	3.66			
Sales Manager: 2	4.5			
Other: 2	3			
Total: 7	3.71			

Sample Mean Score

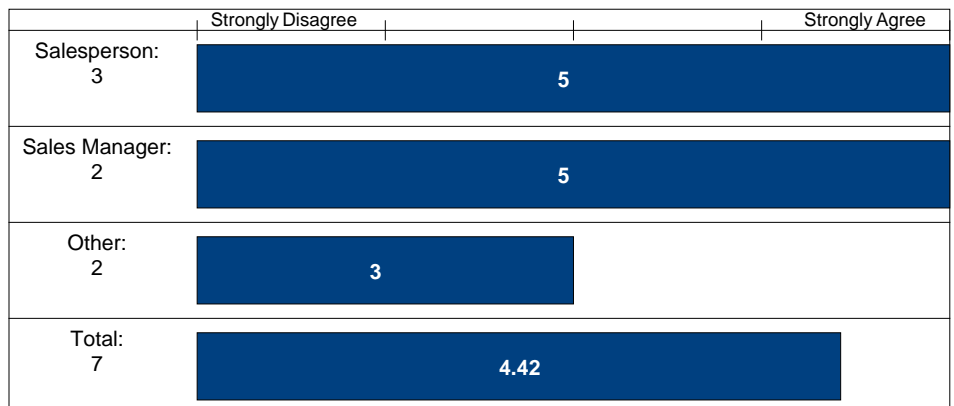
Sales Organization

Date: 9/13/2007

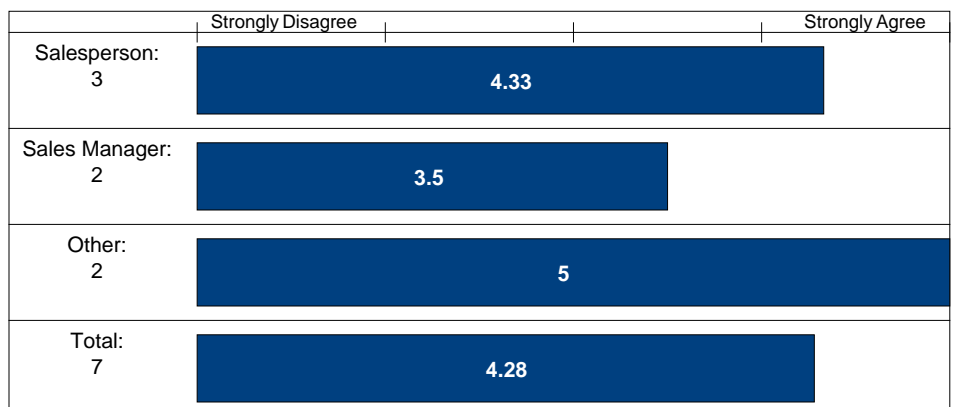
27. My organization typically looks within our organization to hire sales managers.



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



29. Salespeople receive feedback based on clearly stated expectations.



Sample Mean Score

Sales Organization

Date: 9/13/2007

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			

Sample Mean Score

Sales Organization

Date: 9/13/2007

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	5			
Sales Manager: 2	4.5			
Other: 2	4			
Total: 7	4.57			

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

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

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

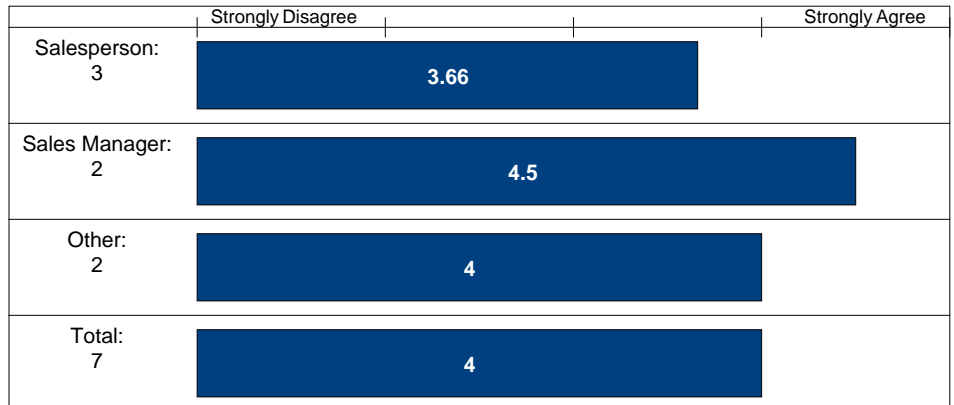
	Strongly Disagree			Strongly Agree
Salesperson: 3	4.66			
Sales Manager: 2	4.5			
Other: 2	4			
Total: 7	4.42			

Sample Mean Score

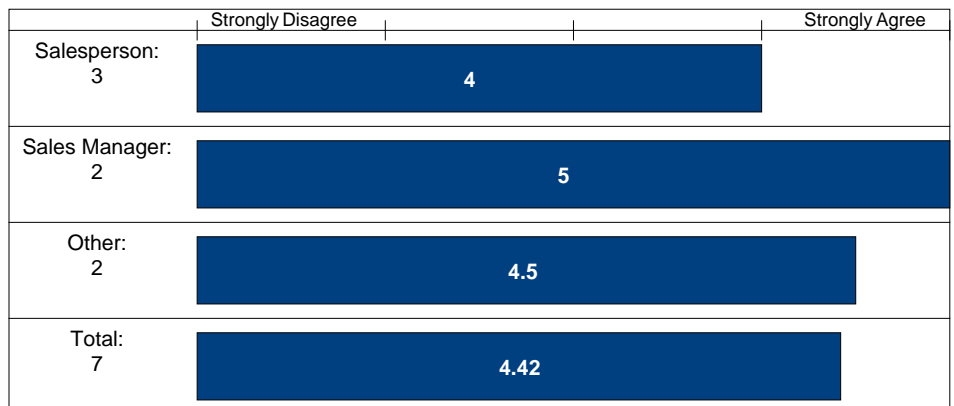
Sales Organization

Date: 9/13/2007

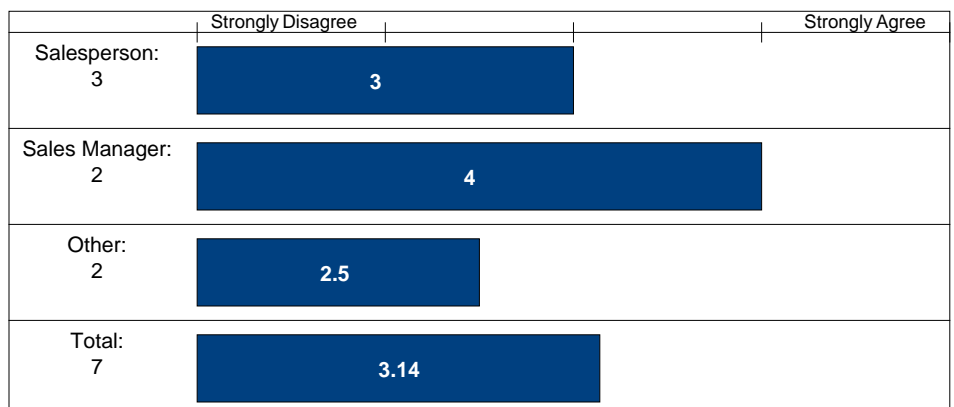
35. Sales managers spend enough time in the field coaching salespeople.



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.



Sample Mean Score

Sales Organization

Date: 9/13/2007

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			

Sample Mean Score

Sales Organization

Date: 9/13/2007

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			

Sample Mean Score

Sales Organization

Date: 9/13/2007

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

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

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.66			
Sales Manager: 2	4.5			
Other: 2	3			
Total: 7	4.14			

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

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

Sample Mean Score

Sales Organization

Date: 9/13/2007

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	4.5			
Other: 2	4			
Total: 7	4.28			

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

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

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.66			
Sales Manager: 2	3.5			
Other: 2	2.5			
Total: 7	3.71			

Sample Mean Score

Sales Organization

Date: 9/13/2007

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			

Sample Mean Score

Sales Organization

Date: 9/13/2007

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.

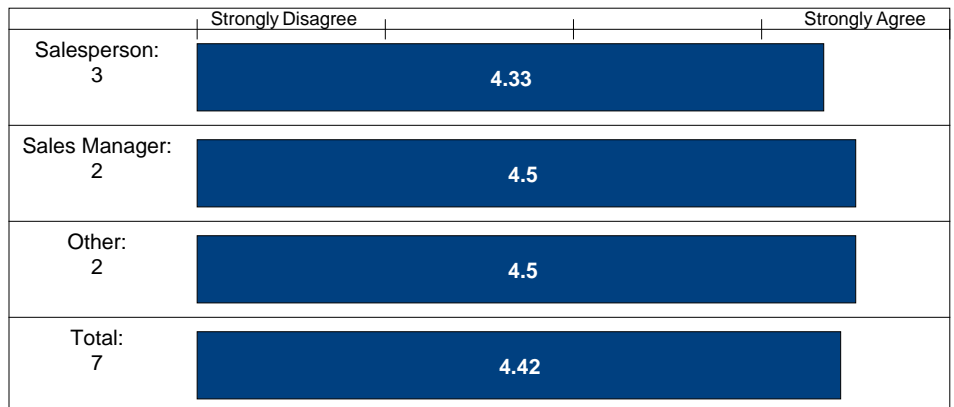
	Strongly Disagree			Strongly Agree
Salesperson: 3	3			
Sales Manager: 2	4			
Other: 2	3			
Total: 7	3.28			

Sample Mean Score

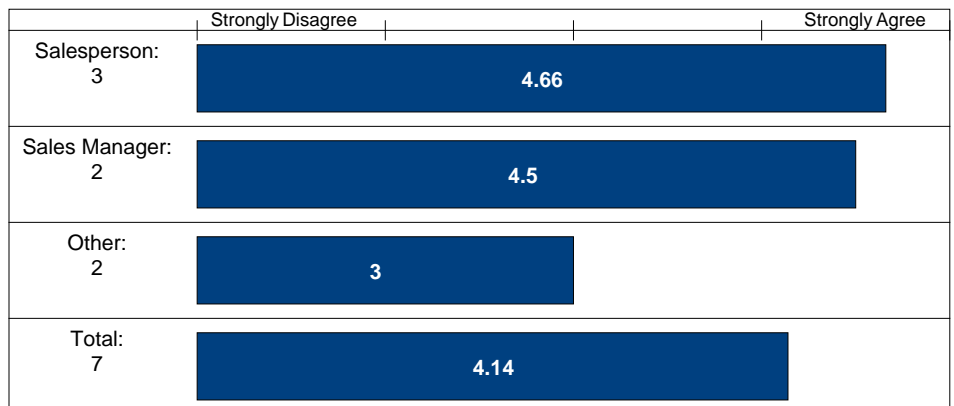
Sales Organization

Date: 9/13/2007

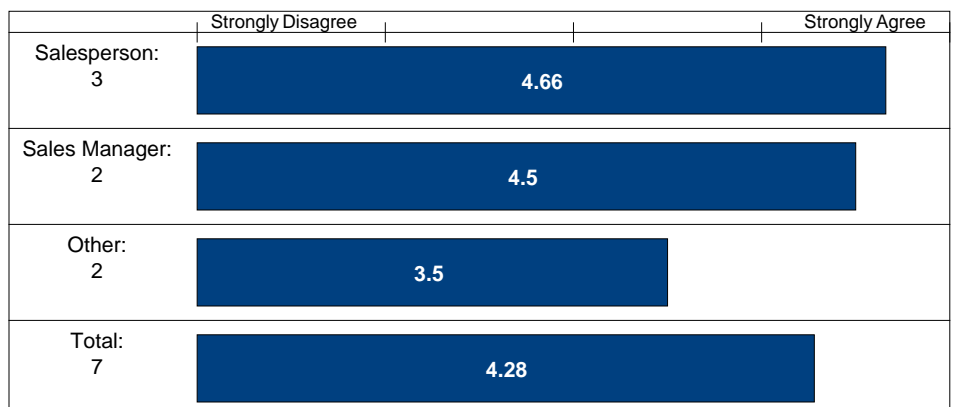
54. Sales department standards exceed those of other departments.



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.



Sample Mean Score

Sales Organization

Date: 9/13/2007

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.

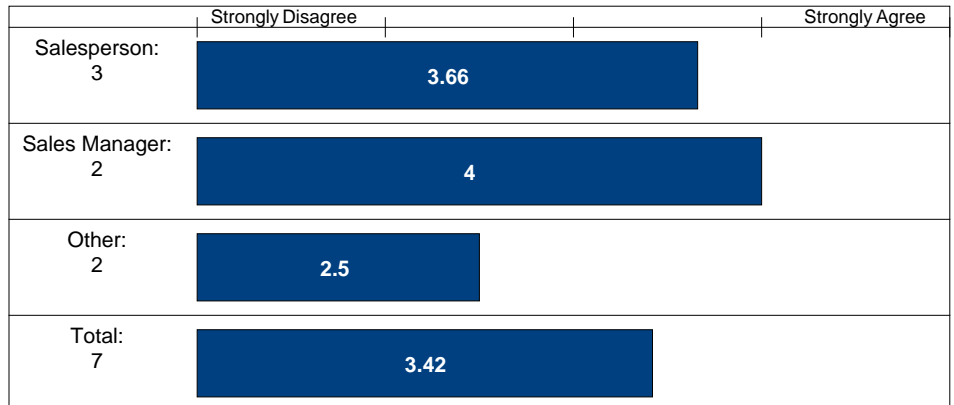
	Strongly Disagree			Strongly Agree
Salesperson: 3	3.33			
Sales Manager: 2	3.5			
Other: 2	4			
Total: 7	3.57			

Sample Mean Score

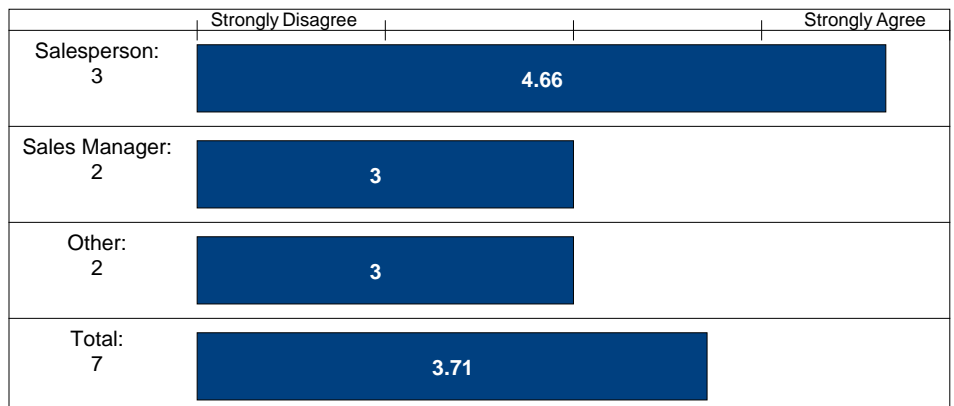
Sales Organization

Date: 9/13/2007

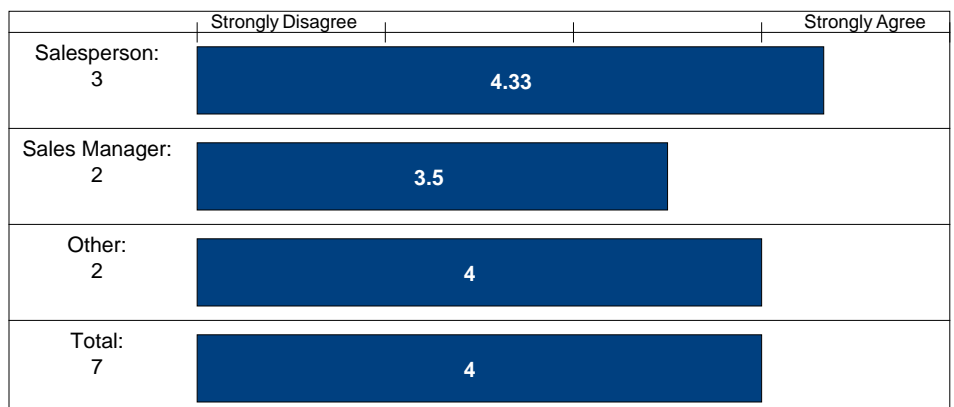
59. Salespeople at my organization have clear levels of responsibility.



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



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



Sample Mean Score

Sales Organization

Date: 9/13/2007

62. My organization's sales plan drives achievement.

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	4.5			
Other: 2	4			
Total: 7	4.28			

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

	Strongly Disagree			Strongly Agree
Salesperson: 3	4.33			
Sales Manager: 2	4.5			
Other: 2	3			
Total: 7	4			

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

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

Sample Mean Score

Sales Organization

Date: 9/13/2007

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.

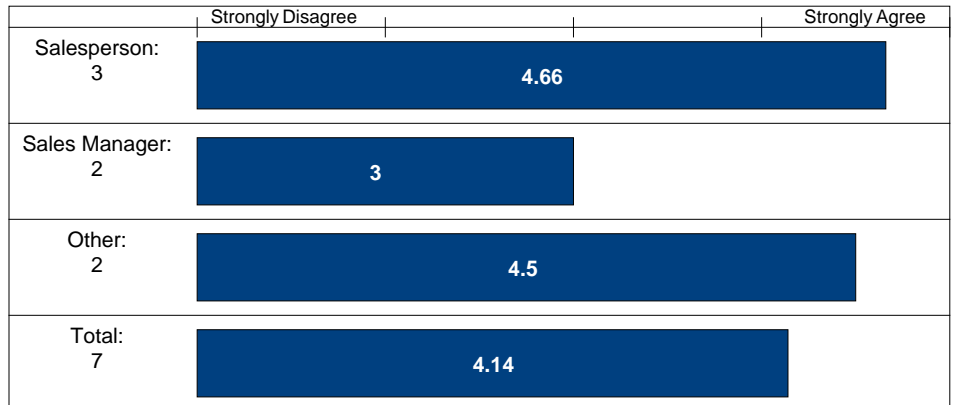
	Strongly Disagree			Strongly Agree
Salesperson: 3	4.66			
Sales Manager: 2	4			
Other: 2	4			
Total: 7	4.28			

Sample Mean Score

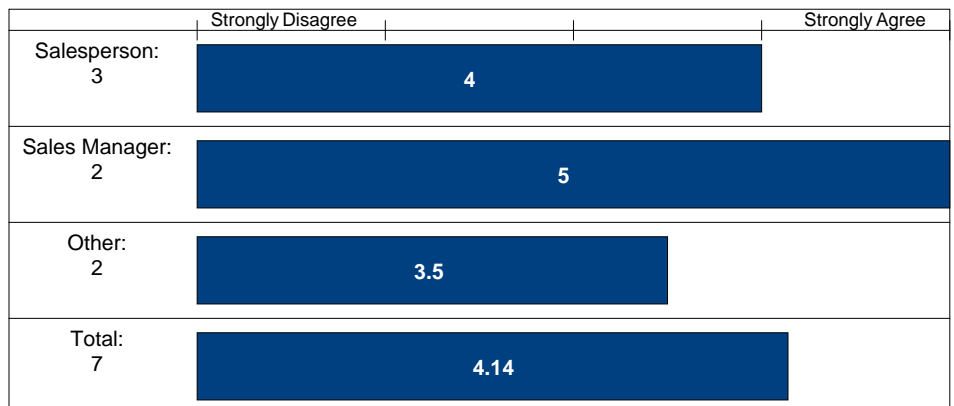
Sales Organization

Date: 9/13/2007

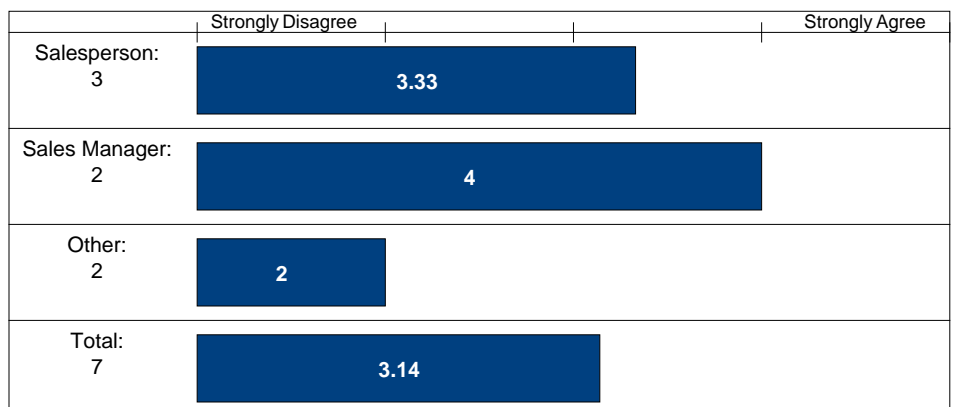
67. My organization's salespeople know how they themselves are perceived in the marketplace.



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



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



Sample Mean Score

Sales Organization

Date: 9/13/2007

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			

Sample Mean Score

Sales Organization

Date: 9/13/2007

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			

Sample Mean Score

Sales Organization

Date: 9/13/2007

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			