



Analyst-Link Commentary tm

Examinee: - **WILLIAM SMITH**
Company: - ABC Corporation
Job Title: - Territory Manager
Date: - November 21, 2011

Sales Development Format

INSTRUCTIONS:

The information contained in this report is designed to assist in understanding and interpreting traits necessary for success in Sales. Read the header information atop each page. This section is designed for Management Review and interpretation and is designed to be used as part of the facilitation process. The development text section is designed to be shared with the examinee.

CONTENTS:

- ◆ Analyst-Link Commentary (*Job Suitability Ranking*)
- ◆ Behavioral Hierarchy
- ◆ Action Plan

CONFIDENTIAL

SAMPLE REPORT

ALC Sales Development Program

INSIGHTS WHEEL - WORK-STYLE GRAPH:

The Success Insights Wheel Graph shows the natural and adapted work-style of the examinee.

BEHAVIORAL HIERARCHY:

Your key traits are shown on this page starting with the examinees greatest strengths and ending with traits that may require additional development.

- ◆ *Ratings of 9.0 to 10. Indicate High levels of competency*
- ◆ *Ratings of 7.0 to 8.5 are Above Average*
- ◆ *Ratings of 6.0 to 6.5 are Average*
- ◆ *Ratings of 5.5 to 5.75 are Marginal/Trainable*
- ◆ *Ratings of 5.0 to 5.5 are Marginal*
- ◆ *Ratings of 4.0 to 4.75 are considered to be Below Average*
- ◆ *Ratings of 3.0 to 3.75 are Poor*
- ◆ *Ratings of less than 3.0 are areas of concern.*

BENCHMARK:

Best results are obtained if a Benchmark is completed to accurately compare the examinee to the requirements of the job.

SUCCESS DISCOVERY PROCESS:

Please insist the examinee review this report and complete an action plan for improvement and fully complete the Success Discovery Process for Sales.

To assist in this effort -

Go to: ***www.analyst-link.net***

*Click on the Navigation Link Labeled - **SDP workbook***

Select and Print out Guide (5)

Complete the worksheets and create an Action Plan.

ANALYST-LINK COMMENTARY



Overall Job Ranking as: **Territory Manager**

Performance Development Report

Examinee: **William Smith**

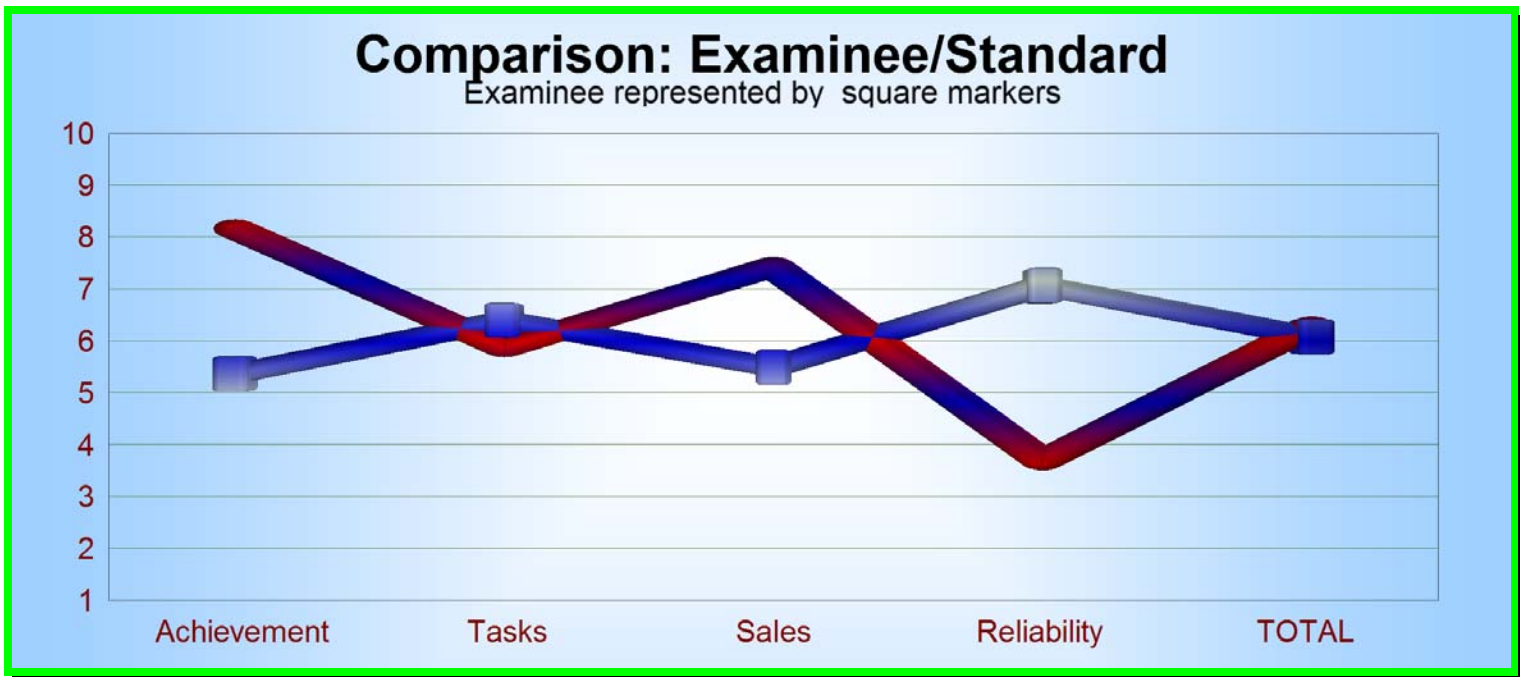
Overall Job Suitability: **30% Poor**

NOTE: Sales knowledge not a contributing part of this assessment. Administer the Sales Strategy Index.

Post-Hire Standard		Examinee/Comparison to Standard:		
Achievement Factors:	8.14	5.38	Marginal	-Lower
Task/Detail Factors:	5.88	6.39	Acceptable	-Higher
Selling Factors:	7.42	5.51	Marginal	-Lower
Reliability Factors:	3.72	7.05	Above Average	-Higher
COMPENSATING FACTORS:	6.29	6.08	Acceptable	-Lower

Background:

Years of Education: 14
 Number of Jobs in last 10 years: 3
 Number of years in the workplace: 10



NOTES:

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Territory Development Sales

Analyst Comments & Custom Training Guide

William Smith

Overall Behavioral Inventory (Strength) : 57.90%

Job Title: **Territory Manager**

Achievement standard for this job: **High**

Traits & Propensities	Standard	Examinee	TRAINING RECOMMENDATIONS
SELLING PROPENSITIES:			
Closing	7.10	5.29	- Focused effort necessary.
Handling Objections	8.23	5.40	- SUBSTANTIAL training required.
Empathy/Listening Skills	7.51	5.06	- Focused effort necessary.
Preparation/Thoroughness	6.75	6.06	- Minor review helpful.
Presentations/Communication	8.34	5.29	- SUBSTANTIAL training required.
Prospecting/rejection	8.23	5.29	- SUBSTANTIAL training required.
Follow-up/Thoroughness	6.27	6.06	
Servicing after the sale	6.94	5.62	- Some training recommended.
Sales Propensity Averages->	7.42	5.51	- Overall Strong Focus necessary.
ACHIEVEMENT PROPENSITIES:			
Challenge/Competitiveness	8.97	5.73	- SUBSTANTIAL training required.
Persuasiveness	8.04	5.34	* PROFESSIONAL TRAINING REQUIRED.
Results/Goal Orientation	7.84	5.06	* PROFESSIONAL TRAINING REQUIRED.
Self Confidence	7.82	5.31	- Focused effort necessary.
Motivation/Self Directed	8.03	5.45	- Focused effort necessary.
Achievement Averages->	8.14	5.38	- Substantial training a must!
TASK RELATED PROPENSITIES:			
Client Relations/Sociable	7.29	5.73	- Focused effort necessary.
Information/Fact Gathering	5.50	6.39	
Paper Work/Reports	4.84	7.05	
Task Propensity Averages->	5.88	6.39	- None
CONSISTENCY/RELIABILITY	3.72	7.05	

- Development Notes:

Existing Employee

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FACILITATION GUIDELINES

Being an effective coach is the primary duty of any Manager or Supervisor. The coaching process is all about building a "Communications Link" between management and employee.

Instructions:

1. Provide a copy of the Employee portion of the report to the employee. The Coach copy includes a job suitability rating. This portion of the report is Confidential and should not be shared with the employee.
2. Provide the appropriate Success Discovery Process (SDP) workbook
3. Ask the employee underline or highlight any statement in their copy of the report they strongly disagree with. Ask they fill out the "Success Discovery Process" Workbook and complete an Action Plan for improvement" focusing on the three most important areas to be improved. These items must be completed before the facilitation discussion.
4. Create a discussion agenda by underlining any statement on the review that, in your opinion is true, but impacts negatively on the employees' performance. Use this information along with notes from the employees' personnel file and job description to fill out your version of the "Action Plan" to be used as your discussion agenda. Also highlight positive statements that are true, use these to deliver praise to the employee. Balance development comments with praise commentary.
5. Create an unhurried setting, allow at least one hour for the facilitation process; serve a beverage, keep it casual. Remember your goal is to establish a dialog and assist the employee in creating their own development program. Allow the employee to do more than half of the talking. Ask their opinion of the Review; ask them to discuss any statement in the report with which they strongly disagree. Ask open ended questions. Ask for suggestions. Listen! Ask if you can take notes.
6. Your goal is to obtain improved performance through interactive dialog. It cannot be achieved if the employee has set up defensive barriers. Use positive comments to maintain interest. As they discuss statements from the report in dispute, it is acceptable to add your comments. Remember to agree or disagree with the REPORT not the employee. Do not be general, give specific examples. Stick to facts.
If the employee disagrees with a statement in the report and you concur say "In this instance I disagree with the report." If the employee disagrees with a statement in the report and it is true, say "In this instance I agree with the report and let me give you an example."
7. Don't allow complaints about the company, other employees, or other departments to mask the real purpose of this discussion; which is, to improve the performance of the employee being reviewed. Salary, benefits, and money issues are not and should never be part of the performance review and facilitation process. Compensation levels should increase only when the employee increases their value to the organization.
8. Combine your "Action Plan for Improvement" with theirs. Decide on mutually agreed improvement goals and write up a new "Action Plan" focusing on no more than 3 areas for improvement. Get input from the employee as to the best way to accomplish goals, and the time-frames involved.
9. Continue the momentum. Review the performance goals, weekly if necessary, to make certain focus is being maintained. When the first three areas for improvement are corrected; create a new action plan to address other issues. Focus and follow-up!

ALC Sales Action Plan Recommendations

NAME: _____

List three areas in which the examinee must focus effort. Select improvement items from the Development Guide , the text report, or the job description.

• **FIRST FOCUS AREA:** _____

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal:

• **SECOND FOCUS AREA:** _____

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal:

• **THIRD FOCUS AREA:** _____

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal:

Date: / /

Action Plan Commitment Agreement by: _____ (Examinee)

Supported by: _____ (Manager/Facilitator)



Success Insights for Sales tm

Sales Employee Development Copy

Examinee: - **WILLIAM SMITH**
Company: - ABC Corporation
Job Title: - Territory Manager
Date: - November 21, 2011

INSTRUCTIONS:

The information contained in this report is designed to assist in understanding and interpreting traits necessary for success in Sales. Read the header information atop each page.

This report comments on multiple behavioral dimensions including:

- ◆ *Reaction to problems and challenges.*
- ◆ *Ability to persuade communicate and influence.*
- ◆ *Adaptability to the pace of the work environment.*
- ◆ *Action Plan*

SAMPLE REPORT



BEHAVIORAL HIERARCHY

The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of eight (8) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

1. ORGANIZED WORKPLACE



2. ANALYSIS OF DATA



3. COMPETITIVENESS



4. CUSTOMER ORIENTED



5. FREQUENT CHANGE



6. URGENCY



7. FREQUENT INTERACTION WITH OTHERS



8. VERSATILITY



Understanding ALC Development Program for Sales

INFORMATION:

Behavioral research suggests that the most effective salespeople are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent) and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

SUCCESS DISCOVERY PROCESS:

After reviewing this report it is important that you read and fully complete the Success Discovery Process for Sales. Understanding how to apply the information contained herein to your sales effort is a vital step to effect performance improvement..

To assist in this effort -

Go to: **www.analyst-link.net**

Click on the Navigation Link Labeled - **SDP workbook**

Select and Print out Guide (5)

Complete the worksheets and create an Action Plan.

LINKED PERFORMANCE CATALYSTS

- **VALUE TO THE ORGANIZATION**
- **IDEAL (Work) ENVIRONMENT**

For a person to achieve their optimum value to the organization their ideal work environment needs must be fulfilled. The more closely the organization can provide the "Ideal work environment" the more "Value to the organization" attributes will be realized. The following two pages are closely linked. Please read them carefully.



VALUE TO THE ORGANIZATION

This section of the report identifies the specific talents and behavior William brings to the job. By looking at these statements, one can identify his role in the organization. The organization can then develop a system to capitalize on his particular value and make him an integral part of the team.

- Usually makes decisions with the bottom line in mind.
- Patient and empathetic.
- Places high value on time.
- Service-oriented.
- Tenacious.
- Dependable and loyal team worker.
- Competitive.
- Challenge-oriented.
- Good listener.



IDEAL ENVIRONMENT

This section identifies the ideal work environment based on William's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that William enjoys and also those that create frustration.

- Evaluation based on results, not the process.
- Forum to express ideas and viewpoint.
- Freedom from controls, supervision and details.
- An innovative and futuristic-oriented environment.
- Little conflict between people or customers.
- Nonroutine work with challenge and opportunity.



INTRODUCTION

Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- how you respond to problems and challenges.
- how you influence others to your point of view.
- how you respond to the pace of the environment.
- how you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

*"All people exhibit all four behavioral factors in varying degrees of intensity."
—W.M. Marston*



SALES CHARACTERISTICS

Based on William's responses, the report has selected general statements to provide a broad understanding of his sales style. This section highlights how he deals with preparation, presentation, handling objections, closing, and servicing. The statements identify the natural sales style he brings to the job. Eliminate or modify any statement that is not true based on sales training or experience.

William prefers to remain unemotional when he meets potential buyers, preferring to listen and evaluate the needs before attempting to sell the product or service. Most potential buyers feel comfortable with him. He is usually well prepared for the call and will present his information in a logical order. One of William's sales strengths is his ability to listen to what the buyer is saying. He can display the patience required to allow the buyer the opportunity to explain his needs. He likes to build close relationships with his customers and prefers making repeat calls, as opposed to cold calls. He resists making cold calls preferring to work in the more predictable environment of repeat calls. William may have difficulty selling the aggressive buyer who just wants to hear the "bottom line" benefits. His natural sales style is slower paced than what the aggressive buyer wants. Sometimes he prefers to sell tangible products over intangibles. Although he can probably sell either, he is more comfortable with products people can see and touch. He operates well as a member of a sales team and will coordinate his sales efforts with others. Many see him as a good neighbor and he is willing to help those he considers to be friends.

William's sales presentations can be time-consuming and drawn out. This can be either a strength or a weakness. The longer, drawn out presentation works best when selling a complex or expensive product. He likes to use sales aids to augment his presentation. In fact, he often takes too much material. He also tries to cover all the benefits for the buyer. He needs to extend himself to be more assertive when he is sure of his ground. By challenging the buyer he will, at times, increase his odds for success. Objections raised by



SALES CHARACTERISTICS

intimidating buyers will frustrate him. They are looking for direct answers to their objections, and he may feel threatened by their approach. William will avoid confrontation in his sales presentation. He may not even challenge a potential buyer who has been misinformed about his product or service. He will remain amiable and attempt to influence by using logic. He limits the use of emotion in his presentation. He personally is not influenced by emotion, and therefore limits its use.

William usually responds slowly to resistance when he is closing. He doesn't like confrontation, so he will avoid the resistance if possible. He services well what he sells. Servicing provides him with the opportunity to show just how friendly and neighborly he can be. He will take the time to see that all his accounts are serviced to the best of his ability. He can be guilty of spending too much time servicing old accounts and not enough time selling new accounts. William may accept and agree with the buyer who isn't ready to buy today. Buyers who want to think it over are usually given the chance. He will call back to get their decision. He will postpone closing if unsure of a buyer's feelings. He has an inherent dislike for rejection and may postpone closing a sale, hoping the buyers will purchase of their own accord.



CHECKLIST FOR COMMUNICATING

Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with William. Read each statement and identify the 3 or 4 statements which are most important to him. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with William most frequently.

Do:

- Read the body language--look for impatience or disapproval.
- Motivate and persuade by referring to objectives and results.
- Provide facts and figures about probability of success, or effectiveness of options.
- Be clear, specific, brief and to the point.
- Ask specific (preferably "what?") questions.
- Show sincere interest in him as a person; find areas of common involvement; be candid and open.
- Provide questions, alternatives and choices for making his own decisions.
- Provide a friendly environment.
- Take issue with facts, not the person, if you disagree.
- Support and maintain an environment where he can be efficient.
- Present your case softly, nonthreateningly with a sincere tone of voice.
- Present the facts logically; plan your presentation efficiently.
- Start, however briefly, with a personal comment. Break the ice.



DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with William. Review each statement with William and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Don't:

- Direct or order.
- Ramble on, or waste his time.
- Ask rhetorical questions, or useless ones.
- Come with a ready-made decision, and don't make it for him.
- Rush headlong into business or the agenda.
- Be redundant.
- Be vague; don't offer opinions and probabilities.
- Let disagreement reflect on him personally.
- Be abrupt and rapid.
- Stick coldly or harshly to business; on the other hand, don't lose sight of goals by being too personal.
- Offer assurances and guarantees you can't fulfill.



A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on William's self-perception and how, under certain conditions, others may perceive his behavior. Understanding this section will empower William to project the image that will allow him to control the situation.

"See Yourself As Others See You"

SELF-PERCEPTION

William usually sees himself as being:

Considerate
Good-Natured
Team player

Thoughtful
Dependable
Good listener

OTHERS' PERCEPTION

Under moderate pressure, tension, stress or fatigue, others may see him as being:

Nondemonstrative
Unconcerned

Hesitant
Inflexible

And, under extreme pressure, stress or fatigue, others may see him as being:

Possessive
Detached

Stubborn
Insensitive



KEYS TO MOTIVATING

This section of the report was produced by analyzing William's wants. People are motivated by the things they want; thus, wants that are satisfied no longer motivate. Review each statement produced in this section with William and highlight those that are present "wants."

William wants:

- To be part of a quality-oriented sales team.
- Referrals.
- To be recognized for his continuance of quality work.
- Control of his own destiny.
- Awards and rewards.
- Support staff to do detail work.
- Instructions so he can do the job right the first time.
- Evaluation on not only the results achieved, but the quality of the work and the price he paid for performance.
- Evaluation based on bottom line.
- Opportunity to discuss progress on major or new projects.
- Freedom from restrictive controls.
- Authority to install systems to achieve results.
- Sincere appreciation for achievements--may interpret as manipulation if overdone.



KEYS TO MANAGING

In this section are some needs which must be met in order for William to perform at an optimum level. Some needs can be met by himself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with William and identify 3 or 4 statements that are most important to him. This allows William to participate in forming his own personal management plan.

William needs:

- A list of all sales objections with answers.
- A sales presentation that is planned.
- To understand his role on the team--either a team player or the leader.
- A program to encourage creativity and self-worth.
- To know results expected and to be evaluated on the results.
- Rewards in terms of tangible things, not just flattery and praise.
- To be introduced to new prospects.
- Capable associates with which to work.
- To negotiate commitment face-to-face.
- A feeling of belonging--to know how important he is to the team.
- To set professional and family goals.



NATURAL AND ADAPTED SELLING STYLE

William Smith

William's natural selling style of dealing with problems, people, pace and procedures may not always fit the sales environment. This section is extremely important as it will identify if a salesperson's natural style or adapted style is correct for the current sales environment.

Natural	PROBLEMS - CHALLENGES	Adapted
<p>William is quite inquisitive and wants to be seen as an outwardly competitive person. He is results-oriented and likes to be innovative in his sales approach. He is not necessarily confrontational by nature, but will not turn down the opportunity for confrontation if the opportunity exists.</p>	<p>William's response to the sales environment is to be strong-willed and ambitious. He seeks to win against all obstacles.</p>	

Natural	PEOPLE - CONTACTS	Adapted
<p>William is factual and logical in his attempt to persuade others. He looks at things in a rather direct and straightforward manner. His approach can be analytical and objective when attempting to influence others.</p>	<p>William sees no need to change his approach to influencing others to his way of thinking. He sees his natural style to be what the environment is calling for.</p>	



Natural	PACE - CONSISTENCY	Adapted
<p>William's natural style prefers a sales environment that can take advantage of his relaxed demeanor, and patience is looked at as a requirement to win. He enjoys follow-up and follow-through. He resists selling new products until proven to his standards.</p>	<p>William feels to be successful in his present sales environment he must see many prospects/customers. He feels mobility is one of his strengths. He can go in many different directions with ease and control.</p>	

Natural	PROCEDURES - CONSTRAINTS	Adapted
<p>William is striving to be independent and self-directed. He is most comfortable in a sales environment where rules and procedures can be interpreted to meet the needs of his customer in certain situations.</p>	<p>William is cautious in his sales approach and will attempt to minimize risk. He will be dedicated in his presentation and comply with the company's sales policies. He will seek management approval before changing the sales policy to meet his prospect's needs. William will not exaggerate any of the potential results his product or service will deliver. He will only make claims in his presentation that he can document.</p>	



ADAPTED STYLE

William sees his present work environment requiring him to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why he is adapting this behavior.

- Authority to carry out responsibility.
- Using a systematic approach in the sales process.
- Using authority and responsibility for completing the sale.
- Challenging the status-quo.
- Presenting his product or service in a calm, detached manner.
- Using persistence and patience to achieve his goals.
- Having all the facts available before making a call.
- Attentive to the details that are involved with selling.
- Being alert to mistakes that may jeopardize a sale.
- Avoiding an emotional involvement with the product or service he represents.
- A resourceful, eager self-starter.
- Careful adherence to company rules.



AREAS FOR IMPROVEMENT

In this area is a listing of possible limitations without regard to a specific job. Review with William and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

William has a tendency to:

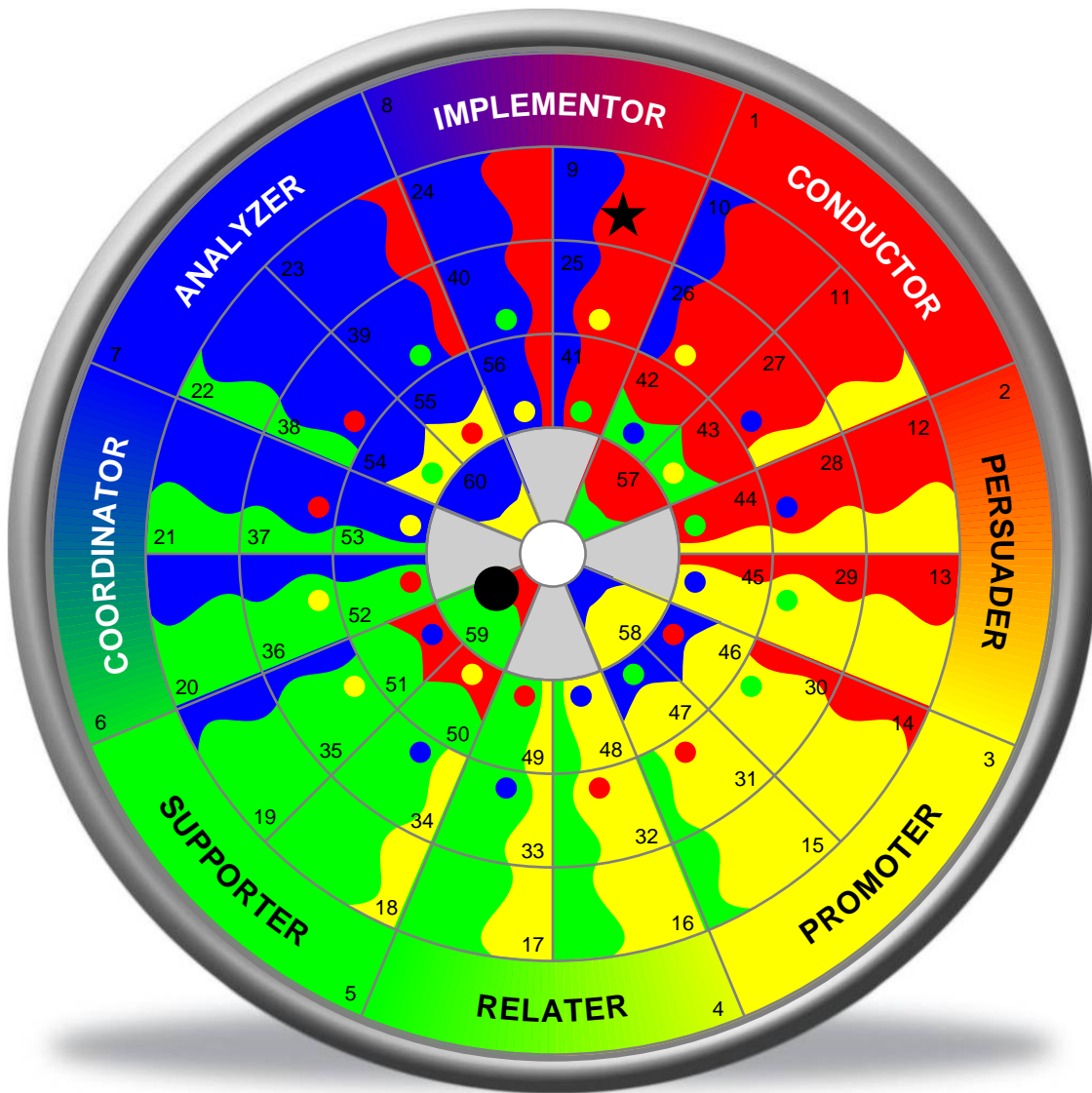
- Give a false sense of compliance to superiors because he fights passively and you do not know he is in disagreement.
- Not sell new products until he has all the product knowledge.
- Be overly organized.
- Confuse loyalty with performance, especially if his loyalty is rewarded.
- Deliver long presentations covering all the points at a slow pace.
- Be family-oriented--may resist overnight traveling.
- Take criticism of his work as a personal affront.
- Be slow to change--resists new ways of selling or prospecting.



William Smith

PSI

9-22-2011



Adapted: ★ (9) CONDUCTING IMPLEMENTOR

Natural: ● (59) CONDUCTING SUPPORTER (ACROSS)

Norm 2009 ML



This section provides suggestions on methods which will improve William's communications when selling to different styles. The tips include a brief description of typical people in which he may interact. By adapting to the communication style desired by other people, William will become more effective in his communications with them. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This flexibility and the ability to interpret the needs of others is the mark of a superior salesperson.

<p>When selling to a person who is dependent, neat, conservative, perfectionist, careful and compliant:</p> <ul style="list-style-type: none"> ● Prepare your "presentation" in advance. ● Stick to business--provide fact to support your presentation. ● Be accurate and realistic--don't exaggerate. <p>Factors that will create tension:</p> <ul style="list-style-type: none"> ● Being giddy, casual, informal, loud. ● Wasting time with small talk. ● Being disorganized or messy. 	<p>When selling to a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:</p> <ul style="list-style-type: none"> ● Be clear, specific, brief and to the point. ● Stick to business. Give an effective presentation. ● Come prepared with support material in a well-organized "package." <p>Factors that will create tension:</p> <ul style="list-style-type: none"> ● Talking about things that are not relevant to the issue. ● Leaving loopholes or cloudy issues. ● Appearing disorganized.
<p>When selling to a person who is patient, predictable, reliable, steady, relaxed and modest:</p> <ul style="list-style-type: none"> ● Begin with a personal comment--break the ice. ● Present yourself softly, nonthreateningly and logically. ● Earn their trust--provide proven products. <p>Factors that will create tension:</p> <ul style="list-style-type: none"> ● Rushing headlong into the interview. ● Being domineering or demanding. ● Forcing them to respond quickly to your questions. 	<p>When selling to a person who is magnetic, enthusiastic, friendly, demonstrative and political:</p> <ul style="list-style-type: none"> ● Provide a warm and friendly environment. ● Don't deal with a lot of details, unless they want them. ● Provide testimonials from people they see as important. <p>Factors that will create tension:</p> <ul style="list-style-type: none"> ● Being curt, cold or tight-lipped. ● Controlling the conversation. ● Driving on facts and figures, alternatives, abstractions.

ALC Self-Help Action Plan for Sales

NAME: _____

List three areas in which you see the need to focus effort along with your plan of action to achieve the desired goal. Select improvement items from the Development Guide , the text report, or suggestions from your manager or facilitator.

- **FIRST FOCUS AREA:** _____

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal:

- **SECOND FOCUS AREA:** _____

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal:

- **THIRD FOCUS AREA:** _____

Action Plan - Steps I will use to achieve improvement goals in this area:

Time frame to achieve this goal:

Date: / /

Action Plan Commitment Agreement by: _____ (Examinee)

Supported by: _____ (Manager/Facilitator)