

Training Needs Assessment

Confidential Survey Results

2021

Overall Report

Results Generated by HR-Survey
December 2021

This questionnaire presented a list of Job Skills and Organization Skills to both Supervisors and Managers. Individuals were asked to rate their Skill level with each skill on a 10-point scale where 1 was the lowest Skill level and 10 was the highest Skill level. An individual rating their own Skill level is considered a *self-assessment*. In addition to these two self-assessments, the managers were asked to assess their team's Skill level with each supervisor skill. The manager's assessment of their team is a form of **top-down assessment**.

Job Skills	Supervisor Assessment (Self)	Manager Assessment of Team	Manager Assessment (Self)	Gap Between Supervisor Self-Assessment and Manager Assessment of Team
Time management	7.79	6.00	8.05	-1.8 ▼
Change management	7.90	6.45	8.55	-1.5 ▼
Client Focus	8.15	6.70	9.10	-1.5 ▼
Empowering Others	8.09	6.60	8.75	-1.5 ▼
Co-Worker Development	7.92	5.75	8.20	-2.2 ▼
Coaching Skills	7.89	5.85	8.30	-2.0 ▼
Dealing with Negativity	7.90	6.53	8.20	-1.4 ▼
Partnering and Networking	7.85	5.80	8.05	-2.0 ▼
Change Management	7.57	6.35	8.60	-1.2 ▼
Negotiating with Others	7.96	6.75	8.85	-1.2 ▼
Teamwork	7.45	6.55	8.55	-0.9 ▼
Recognition of Others	8.44	6.20	8.60	-2.2 ▼
Non-verbal Communication	8.36	6.50	8.50	-1.9 ▼
Regulatory/Compliance	6.85	5.40	7.70	-1.4 ▼

Managerial Skills	Supervisor Assessment (Self)	Manager Assessment of Team	Manager Assessment (Self)	Gap Between Supervisor Self-Assessment and Manager Assessment of Team
Business Acumen	7.70	6.74	7.95	-1.0 ▼
Strategic Focus	7.64	6.32	7.85	-1.3 ▼
Strategic Insight	7.77	7.00	7.70	-0.8 ▼
Entrepreneurship	8.33	6.75	8.85	-1.6 ▼
The Company	8.12	6.89	8.30	-1.2 ▼
Creativity	7.69	7.11	8.11	-0.6 ▼
Planning	5.30	4.65	5.55	-0.6 ▼
Finding resources	5.47	5.25	6.45	-0.2 ▼
Vision	6.14	4.15	6.15	-2.0 ▼
Global Perspective	6.45	4.35	6.40	-2.1 ▼
Managing Budgets	6.48	5.79	8.45	-0.7 ▼
Structuring Departments	6.34	5.47	8.05	-0.9 ▼
Delegating Authority	5.20	3.56	4.63	-1.6 ▼
Establishing a Vision	8.77	7.80	9.45	-1.0 ▼
Organizational Design	8.72	7.15	8.95	-1.6 ▼

Job Class	Responded	Percent of Total
Supervisors	438	96%
Managers	20	4%
Overall Company Participation:	458	

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Job Skills

(Supervisors and Managers)

Level of Skill

The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (1) to green (10). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of Skill. This table also includes the level of Skill with each item on this section of the survey. Skill in this section is defined as a response from "6 to 10" on the response scale. The amount of Skill as a percentage of all responses is shown below.

<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Level of Skill</i>						
Administrative Skill	455	7.80	88.4%		18%	26%	25%	14%	
Decision Making	425	7.93	88.9%		13%	26%	29%	16%	
Quality	447	8.19	93.3%		12%	21%	30%	23%	
Problem Solving	453	8.12	93.2%		18%	23%	29%	19%	
Initiative	452	7.93	91.4%		14%	23%	25%	19%	
Innovation	453	7.91	91.6%		10%	14%	24%	25%	18%
Establishing Goals	453	7.91	89.0%		17%	23%	29%	15%	
Time Management	452	7.86	89.6%		15%	22%	29%	15%	
Change Management	452	7.62	87.4%		20%	21%	24%	13%	
Results Oriented	415	7.68	89.4%		11%	17%	26%	25%	11%
Technical Skills	458	8.00	92.8%		14%	26%	28%	15%	
Clear Communications	453	7.50	86.1%		12%	21%	19%	20%	14%
Managing Risk	454	8.45	94.3%		23%	39%	22%		
Safety	457	8.37	95.2%		13%	24%	35%	20%	
Regulatory/Compliance	447	6.89	70.9%		13%	14%	17%	15%	14%

Level of Skill

Dimension	Avg	0 20 40 60 80 100	Lack of Skill %	Skilled %
Safety	8.37		5%	95%
Managing Risk	8.45		6%	94%
Quality	8.19		7%	93%
Problem Solving	8.12		7%	93%
Technical Skills	8.00		7%	93%
Innovation	7.91		8%	92%
Initiative	7.93		9%	91%
Time Management	7.86		10%	90%
Results Oriented	7.68		11%	89%
Establishing Goals	7.91		11%	89%
Decision Making	7.93		11%	89%
Administrative Skill	7.80		12%	88%
Change Management	7.62		13%	87%
Clear Communications	7.50		14%	86%
Regulatory/Compliance	6.89		29%	71%

Level of Skill by Demographic

Administrative Skill

By Job Class	n	Avg	1 2 3 4 5 6 7 8 9 10
Supervisors	435	7.79	
Managers	20	8.05	

Decision Making

By Job Class	n	Avg	1 2 3 4 5 6 7 8 9 10
Supervisors	405	7.90	
Managers	20	8.55	

Quality

By Job Class	n	Avg	1 2 3 4 5 6 7 8 9 10
Supervisors	427	8.15	
Managers	20	9.10	

Problem Solving

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	433	8.09										
Managers	20	8.75										

Initiative

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	432	7.92										
Managers	20	8.20										

Innovation

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	433	7.89										
Managers	20	8.30										

Establishing Goals

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	433	7.90										
Managers	20	8.20										

Time Management

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	432	7.85										
Managers	20	8.05										

Change Management

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	432	7.57										
Managers	20	8.60										

Results Oriented

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	415	7.68										

Technical Skills

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	438	7.96										
Managers	20	8.85										

Clear Communications

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	433	7.45										
Managers	20	8.55										

Managing Risk

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	434	8.44										
Managers	20	8.60										

Safety

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	437	8.36										
Managers	20	8.50										

Regulatory/Compliance

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	427	6.85										
Managers	20	7.70										

Organization Skills

(Supervisors and Managers)

Level of Skill

The table below shows the responses in a more graphic form where the percentage of each kind of response is shown using a color from red (1) to green (10). The purpose of this graph is to easily compare the different items on this dimension to identify those with higher or lower levels of Skill. This table also includes the level of Skill with each item on this section of the survey. Skill in this section is defined as a response from "6 to 10" on the response scale. The amount of Skill as a percentage of all responses is shown below.

<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Level of Skill</i>	
Internal Skills				
Business Acumen	446	7.72	89.2%	20% 19% 23% 18%
Strategic Focus	440	7.65	83.4%	15% 17% 22% 22%
Strategic Insight	455	7.77	89.2%	11% 16% 20% 22% 20%
Entrepreneurship	454	8.36	94.5%	15% 21% 23% 31%
The Company	450	8.13	90.4%	14% 19% 29% 24%
Financial Skills				
Organizational Fluency	447	8.79	95.3%	11% 27% 46%
Fiscal Management	436	7.71	84.2%	14% 17% 21% 24%
Planning	435	5.31	50.3%	14% 11% 12% 12% 11%
Finding resources	431	5.52	55.2%	13% 12% 13% 13% 15%
External Skills				
Global Perspective	441	6.15	56.2%	13% 17% 12% 11% 19%
Negotiation	443	6.45	63.0%	12% 12% 12% 12% 23%
Managing Budgets	442	6.57	64.3%	12% 11% 12% 10% 25%
Structuring Departments	441	6.42	63.7%	13% 12% 13% 11% 21%
Visionary Skills				
Vision	422	5.17	45.0%	17% 10% 11% 11% 11%
Establishing a Vision	455	8.80	93.0%	15% 19% 51%
Organizational Design	451	8.73	91.4%	14% 20% 50%

Level of Skill

Dimension	Avg	0 20 40 60 80 100	Lack of Skill %	Skilled %
Organizational Fluency	8.79		5%	95%
Entrepreneurship	8.36		6%	94%
Establishing a Vision	8.80		7%	93%
Organizational Design	8.73		9%	91%
The Company	8.13		10%	90%
Business Acumen	7.72		11%	89%
Strategic Insight	7.77		11%	89%
Fiscal Management	7.71		16%	84%
Strategic Focus	7.65		17%	83%
Managing Budgets	6.57		36%	64%
Structuring Departments	6.42		36%	64%
Negotiation	6.45		37%	63%
Global Perspective	6.15		44%	56%
Finding resources	5.52		45%	55%
Planning	5.31		50%	50%
Vision	5.17		55%	45%

Level of Skill by Demographic

Business Acumen

By Job Class	n	Avg	1 2 3 4 5 6 7 8 9 10
Supervisors	426	7.70	
Managers	20	7.95	

Strategic Focus

By Job Class	n	Avg	1 2 3 4 5 6 7 8 9 10
Supervisors	420	7.64	
Managers	20	7.85	

Strategic Insight

By Job Class	n	Avg	1 2 3 4 5 6 7 8 9 10
Supervisors	435	7.77	
Managers	20	7.70	

Entrepreneurship

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	434	8.33										
Managers	20	8.85										

The Company

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	430	8.12										
Managers	20	8.30										

Organizational Fluency

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	428	8.81										
Managers	19	8.26										

Fiscal Management

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	418	7.69										
Managers	18	8.11										

Planning

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	415	5.30										
Managers	20	5.55										

Finding resources

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	411	5.47										
Managers	20	6.45										

Global Perspective

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	421	6.14										
Managers	20	6.15										

Negotiation

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	423	6.45										
Managers	20	6.40										

Managing Budgets

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	422	6.48										
Managers	20	8.45										

Structuring Departments

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10
Supervisors	421	6.34										
Managers	20	8.05										

Vision

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10	
Supervisors	403	5.20	█										
Managers	19	4.63	█										

Establishing a Vision

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10	
Supervisors	435	8.77	█										
Managers	20	9.45	█										

Organizational Design

By Job Class	n	Avg	1	2	3	4	5	6	7	8	9	10	
Supervisors	431	8.72	█										
Managers	20	8.95	█										

Leadership Skills

(Managers)

Level of Skill

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<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Level of Skill</i>				
Establishing Focus and Direction	53	7.66	96.2%	13%	15%	42%	26%
Managing Performance	53	8.25	84.9%		26%	42%	17%
Supervisory Skills	50	8.82	94.0%			32%	42%
Persuasion and Influence	53	8.32	94.3%			38%	30%
Project Management	53	9.02	100.0%	13%		40%	38%

Level of Skill

Dimension	Avg	0 20 40 60 80 100	Lack of Skill %	Skilled %
Project Management	9.02		0%	100%
Establishing Focus and Direction	7.66		4%	96%
Persuasion and Influence	8.32		6%	94%
Supervisory Skills	8.82		6%	94%
Managing Performance	8.25		15%	85%

People Skills

(Managers)

Level of Skill

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<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Level of Skill</i>															
Interpersonal Skills	57	6.18	68.4%	11%	18%	16%	32%	21%										
Trustworthy	57	6.49	75.4%	11%	14%	32%	23%											
Client Focus	57	6.63	63.2%	37%	16%	21%	26%											
Empowering Others	57	6.54	73.7%	19%	19%	30%	16%											
Co-Worker Development	57	5.95	54.4%	16%	26%	14%	26%											
Coaching Skills	57	5.91	50.9%	12%	37%	35%												
Dealing with Negativity	55	6.49	61.8%	31%	27%	20%												
Partnering and Networking	57	6.04	49.1%	39%	11%	12%	11%	16%										
Conflict Management	57	6.51	66.7%	28%	11%	28%	19%											
Negotiating with Others	57	6.65	63.2%	37%	11%	40%												
Teamwork	57	6.63	73.7%	19%	21%	14%	30%											
Recognition of Others	57	6.21	66.7%	26%	25%	25%												
Non-verbal Communication	57	6.42	70.2%	19%	23%	18%	18%	12%										
Effective Listening	57	5.25	38.6%	30%	25%	18%	11%											

Level of Skill

Dimension	Avg	0 20 40 60 80 100					Lack of Skill %	Skilled %
Trustworthy	6.49						25%	75%
Empowering Others	6.54						26%	74%
Teamwork	6.63						26%	74%
Non-verbal Communication	6.42						30%	70%
Interpersonal Skills	6.18						32%	68%
Conflict Management	6.51						33%	67%
Recognition of Others	6.21						33%	67%
Client Focus	6.63						37%	63%
Negotiating with Others	6.65						37%	63%
Dealing with Negativity	6.49						38%	62%
Co-Worker Development	5.95						46%	54%
Coaching Skills	5.91						49%	51%
Partnering and Networking	6.04						51%	49%
Effective Listening	5.25						61%	39%

Personal Skills

(Managers)

Level of Skill

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<i>Item</i>	<i>n</i>	<i>Avg</i>	<i>Level of Skill</i>	
Internal Skills				
Business Acumen	49	6.31	63.3%	10% 20% 27% 20% 12%
Strategic Focus	49	5.59	53.1%	16% 14% 16% 10% 29%
Strategic Insight	47	6.36	61.7%	11% 21% 38% 11%
Entrepreneurship	51	6.20	64.7%	25% 12% 24% 27%
Self-Management	49	6.53	85.7%	10% 22% 35% 22%
Financial Skills				
Flexibility	49	7.02	83.7%	10% 14% 29% 12% 18% 10%
Creativity	49	6.78	83.7%	10% 16% 20% 37% 10%
Planning	49	4.67	46.9%	24% 14% 18% 20%
Accountability	61	5.21	59.0%	23% 11% 21% 23% 11%
External Skills				
Vision	61	4.05	26.2%	20% 15% 30% 15%
Continual Improvement	61	4.38	37.7%	20% 18% 18% 23% 11%
Managing Budgets	56	5.80	64.3%	13% 16% 13% 14% 16% 18%
Integrity	56	5.54	60.7%	13% 16% 13% 14% 21%
Conflict Skills				
Negotiation	57	3.72	24.6%	28% 12% 14% 21%
Visionary Skills				
Punctuality	61	7.57	80.3%	20% 15% 13% 34%
Attitude	61	7.10	75.4%	16% 21% 20%

Level of Skill

Dimension	Avg	0 20 40 60 80 100					Lack of Skill %	Skilled %
Self-Management	6.53						14%	86%
Flexibility	7.02						16%	84%
Creativity	6.78						16%	84%
Punctuality	7.57						20%	80%
Attitude	7.10						25%	75%
Entrepreneurship	6.20						35%	65%
Managing Budgets	5.80						36%	64%
Business Acumen	6.31						37%	63%
Strategic Insight	6.36						38%	62%
Integrity	5.54						39%	61%
Accountability	5.21						41%	59%
Strategic Focus	5.59						47%	53%
Planning	4.67						53%	47%
Continual Improvement	4.38						62%	38%
Vision	4.05						74%	26%
Negotiation	3.72						75%	25%

What suggestions do you have for improving your Job Skills?

Topic	Count
Training/Development	30
Customer Focus	17
Communication	10
Process & Procedure	10
Practice	10
More Time	7
Leadership	5
Decision Making	4
Goals/Objectives	4
Regulatory/Compliance	4
Selling Tools	4
Quotas	2
Activities	1
Leads	1

Training/Development

- Learning how to draft enticing emails and sales brochures. (Supervisors)
- We could use more training. (Supervisors)
- I learn from others and can appreciate the skills that they have. I could benefit from listening to successful sales calls. (Supervisors)
- More training on tech and other areas of our business. (Supervisors)
- Coaching from multiple experts and not just one or two externals. (Supervisors)
- Continuing education in the manager area. I've been here over a year and still have many questions that need answered. (Supervisors)
- More online training for new recruits. (Supervisors)
- I need training around internal communications and the standard channels that should be used to work together. Continued Education on Salesforce new hire training is needed. (Supervisors)
- Continuing education classes. (Supervisors)
- More training on the tools we use for selling. (Supervisors)
- We need better training on the systems used. Reps needs to work with their marketing organization. (Supervisors)
- Training on "Social Selling" -- finding and connecting with potential buyers using social media platforms. (Supervisors)
- I would like more training for the new processes being implemented. (Supervisors)
- Continued training and coaching on specific products. (Supervisors)
- Utilize realistic scenarios in training. The training should be more relevant to the actual work performed on the job. (Supervisors)
- Make sure the training is relevant. (Supervisors)
- Learn how to maintain control of the conversation throughout a sales pitch or demonstration. (Supervisors)

- Learn how to make proposals more engaging. (Supervisors)
- Purchase more in-person or online managerial programs. (Supervisors)
- Offer more training for the "real world" applications. So far, the majority of the training has been generalized and doesn't focus on my division. (Supervisors)
- I would like to have technical training in various software/productivity applications. (Supervisors)
- Learning how to ask the right questions to determine the goals of the customer. (Supervisors)
- Learn how to respond better to rejections. (Supervisors)
- Continuing education for managers and business development (Supervisors)
- Develop a work plan. (Supervisors)
- Develop a list of prospective customers. (Supervisors)
- Learn how to better utilize quotas. (Supervisors)
- Offer a workshop on maximizing internal relationships. (Managers)
- Practice more customer calls. The more you do the better you get at it. (Managers)
- I would like training that addresses new technical tools that would provide better quotas. (Managers)

Customer Focus

- Learning deeply about your customer or target audience. Understand what their needs are. (Supervisors)
- Keeping the conversation with potential customers going. (Supervisors)
- Ability to have the latest models available for the customers to review. (Supervisors)
- Build rapport with the clients and customers. (Supervisors)
- To understand that it is more important to solve the customer's needs than to just close the deal. (Supervisors)
- I need to be able to anticipate future challenges that may arise with customers and to proactively prepare solutions. (Supervisors)
- Walking our potential customers through successful product demonstrations. (Supervisors)
- Guide prospects through an easy-to-follow demonstrations of the products. (Supervisors)
- Cultivate meaningful relationships with their buyers and decision makers. (Supervisors)
- Following up with prospects (Supervisors)
- Provide actionable insight to prospects. (Supervisors)
- Need to reach key decision makers and project leaders. (Supervisors)
- Practice my skills to further build relationships with customers. (Supervisors)
- Learning how to take an interest in the needs of others. (Supervisors)
- Understanding how to get the customer to decide to buy. (Supervisors)
- Understanding what business problem the customer is trying to solve. (Supervisors)
- Need to set aside time for prospecting new customers. (Supervisors)

Communication

- Clear and effective communication skills are required. (Supervisors)
- Optimize professional and social media profiles. (Supervisors)
- More cross-communication between people regarding tactics that work. (Supervisors)
- Improve active listening skills. (Supervisors)
- Building confidence in communication. (Supervisors)
- Follow up with additional information through a phone call or email. (Supervisors)
- Confirm agreements and information with follow-up emails. (Supervisors)
- Improve my listening skills (Managers)
- Understanding non-verbal skills better. (Managers)
- Respond quicker to requests for information. Need to be more responsive. (Managers)

Process & Procedure

- Industry standards knowledge certification (Supervisors)
- I need to focus more on time management each day. I should set micro-goals to help see what has been accomplished. (Supervisors)

- Less of a need to focus on telephone call handling. (Supervisors)
 - Overhaul the manager support system. We spend entirely too much time on non-supervisory related activities. (Supervisors)
 - We need to start using e-signatures to finalize contracts. (Supervisors)
 - Stop moving accounts around to benefit others. (Supervisors)
 - Stop trying to micro-manage our customers via calls. (Supervisors)
 - Reduce the non-supervision tasks and paperwork so we can focus more time on selling. (Supervisors)
 - I could do better by having less administrative work. (Supervisors)
 - Utilize scripts for phone calls may help (Supervisors)
-

Practice

- Keep up-to-date with selling skills through de-briefing sessions offered by associates. (Supervisors)
 - More practice and repetition in making successful calls. I need to better understand what I need to do. (Supervisors)
 - Strengthen and refine closing techniques to help seal the deal. (Supervisors)
 - I need more practice public speaking. (Supervisors)
 - I would like to work with a mentor to help improve my supervisory skills. (Supervisors)
 - Improvements to my self-confidence. (Supervisors)
 - Keep up with technical skills (Supervisors)
 - To be able to understand different selling styles, strengths, and weaknesses to help improve supervisory technique. (Supervisors)
 - Find someone who is successful and mirror what they do (Supervisors)
 - Meetings and breakout sessions with high performers. (Managers)
-

More Time

- More time in this position. Each day I get a little better. Practice makes perfect. (Supervisors)
 - More time to learn about our customers and how our products can assist them. (Supervisors)
 - Allow for more time to build rapport with customers. Stop the minimum daily quotas. (Supervisors)
 - We should spend more time doing on-line demonstrations and video-conferencing with customers. This is a new digital business world. (Supervisors)
 - Giving the supervisors more time to actually supervise versus focusing their time on completing quotas. (Supervisors)
 - Give me more time to discover opportunities for using the new tools. (Supervisors)
 - I need more time for account understanding. (Supervisors)
-

Leadership

- More supervisory training (Supervisors)
 - Supervisory training to improve emotional intelligence. (Supervisors)
 - I need more feedback and transparency from management. We need a clear vision across the company that each and every manager adheres to. (Supervisors)
 - I need to figure out which supervisory skills I need to improve, and set goals. (Supervisors)
 - Take management classes (Supervisors)
-

Decision Making

- Need to be able to make strategic decisions. (Supervisors)
 - Supervisory reps need to be able to adapt to a variety of situations. (Supervisors)
 - Be more willing to quickly adopt new strategies or techniques. (Supervisors)
 - Avoid being overly confident about closing a deal. (Supervisors)
-

Goals/Objectives

- Don't focus so much on meeting sales goals and quotas. It's the quality of the sales, not the quantity. (Supervisors)
 - Creating goals that can help me focus my attention and action. (Supervisors)
 - Discuss goals and plans with my manager. (Supervisors)
 - Being more effective in prioritizing time to exceed goals. (Managers)
-

Regulatory/Compliance

- It is important to understand the products we are selling. (Supervisors)
 - Having deep product knowledge means you can answer any question (Supervisors)
 - I need to increase my current level of business acumen. (Supervisors)
 - Avoid using tools that decrease productivity. (Supervisors)
-

Selling Tools

- I'm new to management, I would like additional instruction on it. (Supervisors)
 - Better computer tech would help. (Supervisors)
 - Simplify the selling tools being used. (Supervisors)
 - We could use more tools to view spending/buying habits and specific purchase histories of our customers. (Supervisors)
-

Quotas

- Don't focus so much on quotas. We need more managerial support. (Supervisors)
 - Don't focus solely on hitting personal numbers. Personal rapport is just as important. (Supervisors)
-

Activities

- Improved scheduling and planning of daily activities to maximize efficiency. (Supervisors)
-

Leads

- Give us access to various on-line resources like D&B and LinkedIn to help identify the key decision makers. (Supervisors)
-

Other Comment

- To improve my attitude and think more positively. (Supervisors)

What suggestions do you have for improving your Organization Skills?

Topic	Count
Training/Development	48
Selling Tools	9
Technology	8
More Time	6
Process & Procedure	5
Scheduling & Time	3
Quotas	3
Customer Focus	1
Hiring	1
Incentive	1
It is Good Now	1
Book	1

Training/Development

- More practice using the newest software tools. (Supervisors)
- Repetition, practice, and learning from more experienced colleagues. (Supervisors)
- Repetition and more time. (Supervisors)
- Additional training in workshops and sessions. (Supervisors)
- More training (Supervisors)
- Have some training on other tools used less often. (Supervisors)
- Teach more than just the basics. (Supervisors)
- Offer brief training sessions of specific software applications. (Supervisors)
- Self-directed training web-based tutorials (Supervisors)
- Offer mentor opportunities for training to see how experienced managers utilize the systems. (Supervisors)
- Give me access to experts strong in the places where I need help. (Supervisors)
- Systems training is especially needed for new hires. (Supervisors)
- I need more training (Supervisors)
- Have a course for each key system (Supervisors)
- More training with after-hours options (Supervisors)
- Offer training on how to set up group chats and video conferencing. (Supervisors)
- Offer actual systems training. The simulators aren't close enough to reality. (Supervisors)
- Offer training about remote connections and how to work more effectively remotely. (Supervisors)
- Offered systems training as continued education. (Supervisors)
- Need more practice with Systems. I didn't get an opportunity participate in the video conference about it. (Supervisors)
- I requested additional training on the Regional Asset system. (Supervisors)
- The current systems training is not as organized as it needs to be. (Supervisors)
- More initial training on gMail and additional other on-line tools. (Supervisors)

- Classroom training and one-one-one training. (Supervisors)
 - Training (Supervisors)
 - The overall training was a great overview of the system (Supervisors)
 - Sorry. But I have never been given instructions on how to use these programs. Often times the training that is learned isn't shared with others. (Supervisors)
 - We need training on Microsoft Teams and One Note. (Supervisors)
 - Teach us about skills that can cross over . (Supervisors)
 - Provide follow-up training after a few months on the job. (Supervisors)
 - Please give more training on how to use the current video conferencing options on the Internet. (Supervisors)
 - Make the training mandatory and self paced through a company-wide or intranet training site. (Supervisors)
 - We need more thorough training. (Supervisors)
 - I would prefer in-person training. (Supervisors)
 - Don't require training that is not relevant to our business areas. (Supervisors)
 - More training with actual situations and experiences from past clients (Supervisors)
 - The Accounting Department has had no training yet. Training should have been done in this critical area. (Supervisors)
 - The only training I am receiving is on-the-job training. (Supervisors)
 - We need more practice using the systems we have now. (Supervisors)
 - More hands-on training and learning by doing (Supervisors)
 - More practical training on the systems. (Supervisors)
 - Provide more systems training (Supervisors)
 - Maybe more in-depth training instead of just a brief overview. (Supervisors)
 - More hands on experiences in the training. (Supervisors)
 - Update the systems skills training. At first, the training was good. But now it definately needs updating. (Supervisors)
 - Outlook 365 needs updated training. The existing training is from several years (and versions) ago. (Supervisors)
 - Need 1-on-1 types of training (Supervisors)
 - More one on one training. (Supervisors)
-

Selling Tools

- While there are new tools available to use, there is not enough time to learn how to use them. (Supervisors)
 - I need to find time to work with the systems. (Supervisors)
 - Teach using brief overviews for each system (Supervisors)
 - I'm not familiar with XBA System. (Supervisors)
 - I need more experience with each system to get more familiar with them. (Supervisors)
 - I think we need a working to-do list system. How about using Worforce. (Supervisors)
 - Please add additional tools that would help to manage customer follow-ups (Supervisors)
 - We need new tools to make your day-to-day processes more streamlined and allow more time for developing client relationships. (Supervisors)
 - I think the systems are fairly easy to use. (Supervisors)
-

Technology

- We need better phone systems so that we don't have the static, dropped calls, and non-connectivity. (Supervisors)
 - I would like more training in Excel, Word, and Outlook (Supervisors)
 - You need to increase the internet speed. Video conferences are too slow because of it. (Supervisors)
 - More computer skills-training (Supervisors)
 - Utilize WorkSpace to its fullest extent and only having one system. (Supervisors)
 - Create a new User Manual for the systems (Supervisors)
 - Create a web-based video portal which explains how to use the different systems. (Supervisors)
 - Offer step-by-step instructions for the newer systems. (Supervisors)
-

More Time

- More time for training (Supervisors)
 - More Time. Its difficult to lean on colleagues for help when they have quotas they need to meet. (Supervisors)
 - Time. More time. (Supervisors)
 - More time with the systems (Supervisors)
 - Allow more time for training in Office applications such as Power-Point. (Supervisors)
 - We need more time on these processes and more time with these applications on the job. (Supervisors)
-

Process & Procedure

- Remove expired or outdated information. (Supervisors)
 - Please update the schedule of courses offered. Some of the information is out of date. (Supervisors)
 - Rotate the standard course offerings at each site on a monthly basis. (Supervisors)
 - Once we are hired, someone should explain how to set up system access right away. New employees hould be given access immediately. (Supervisors)
 - Include a "best practices" resource for employees (Supervisors)
-

Scheduling & Time

- More off-hours training opportunities. (Supervisors)
 - I would like someone to show me how to schedule rooms. (Supervisors)
 - I should get experience on the job. But additional off-hours training would help. (Supervisors)
-

Quotas

- Correct the reporting of key quotas and numbers. (Supervisors)
 - There needs to be a better way to get accurate quotas. (Supervisors)
 - Please update our systems. The quotas are getting out of date. (Supervisors)
-

Customer Focus

- Need help trying to find customer details and contact management. (Supervisors)
-

Hiring

- The new hire orientation is great, but once I started working I had more questions than were covered during the training. (Supervisors)
-

Incentive

- Give new employees additional training on these systems. (Supervisors)
-

It is Good Now

- I don't need training at this time. I am knowledgeable about the systems I use. (Supervisors)
-

Book

- Create a company-wide handbook with 'how-tos'. (Supervisors)
-

Other Comment

- I need more time in the system. (Supervisors)

What are the challenges that you face in developing yourself?

Topic	Count
More Time	28
Training/Development	25
Quotas	16
Workload	9
Process & Procedure	8
Culture	7
Customer Focus	6
Promotion/Opportunities	5
Tools	5
Working Environment	3
Leadership	2
Regulatory/Compliance	2
Communication	1

More Time

- I wish I had more time to participate in training or watch training videos. My job requires too much of my time in order to meet the sales quotas. (Supervisors)
- I feel I am running out of time to do my current job (Supervisors)
- More time during the workday. (Supervisors)
- More time. There is a lot of focus on meeting minimum quotas. Making time for self-development should be a priority. (Supervisors)
- Would like more time to do it. (Supervisors)
- Having the time to do anything beyond my job. Unfortunately my job requires the majority of my time. (Supervisors)
- Lack of time and resources. (Supervisors)
- Allocating enough time to do it (Supervisors)
- Trying to juggle multiple tasks at the same time is difficult for me since I'm new. (Supervisors)
- Time management is important. Plus additional training on where to locate important resources. (Supervisors)
- Managers are too impatient in closing deals. (Supervisors)
- I need to give myself more time to learn. (Supervisors)
- Having time available to attend the required training and still meet your daily quotas. (Supervisors)
- Time management. I still struggle with the day-to-day volume of work. (Supervisors)
- My biggest hurdle in attending training is finding the time to do it. (Supervisors)
- More time. Attending a training workshop takes time away from meeting my quotas. There should be some exceptions for attending training. This will be more beneficial in the long run. (Supervisors)
- Allowing for time away from the job and not have to worry about meeting the quotas. (Supervisors)
- Time. The workload is extreme. (Supervisors)
- It is hard to manage my time between training and required quotas (Supervisors)
- Being able to make the time to attend training and development. (Supervisors)
- Not enough time to spend on customer relations. I keep having to address issues that should have been handled by the customer service department. (Supervisors)

- Time is a major challenge in attending training and development workshops. (Supervisors)
- Time. It's difficult to meet customer needs, respond to customer issues, give product demonstrations, and attend meetings within a shift. (Supervisors)
- No time to meet the quotas with all the administrative work we have to do. (Supervisors)
- Finding the time to attend training workshops when my time is so valuable and important to meeting my quotas. (Supervisors)
- Finding time for learning activities. (Supervisors)
- Time management. Addressing immediate problems seems to take precedence over training needs. Not enough time. (Managers)
- Time management is important for getting work done on time. (Managers)

Training/Development

- Since I have to spend so much of my time on sales, I rarely get to attend training workshops. (Supervisors)
- Attending training workshops requires time away from making sales. We should be compensated accordingly. (Supervisors)
- I'm not aware of what training workshops are available. (Supervisors)
- Learning how to address specific customer needs when issues arrive. This can be a challenge when you are also trying to build a relationship with the customer. (Supervisors)
- Trying to manage my time better. When I'm not busy trying to make sales, I need to work at locating people who can coach and train me. I would like to shadow experts in the field. But I am having trouble identifying them. (Supervisors)
- It seems like the only chance for professional development at this point is for me to take continuing education classes on my own time. (Supervisors)
- As a new employee, I don't have enough knowledge about the systems. (Supervisors)
- Most of the training is on-the-job training. Please note that this training shouldn't be conducted during lunch hour. But how can you attend training when you are struggling to meet the quotas. If you can, try allowing for adjustments to the quotas to account for training taken. I would love to participate in the training. I'm just not sure how I can do it and still meet the quotas. (Supervisors)
- The training is insufficient and there is no one to ask when I have questions. (Supervisors)
- More training options. The same ones are offered each month. (Supervisors)
- There is an overall lack of emphasis on training and development. There is a lot of on-the-job learning that could have been covered in the orientation and training given for this position. (Supervisors)
- I feel that the initial training could have been more organized, and focused on the actual tasks faced day-to-day. (Supervisors)
- Not enough time to learn new tasks when I have to focus so much on the quotas. (Supervisors)
- As a new employee I am still learning how to respond to customer requests. I should be able to improve after a couple of months. Having more targeted training for new employees would help reduce the time it takes to become familiar with the new systems and tools. (Supervisors)
- Need to learn how to get in contact with decision makers and not just the assistants who place orders. (Supervisors)
- Staying focused on training and development. (Supervisors)
- We need more trainers in the department. (Supervisors)
- I have attended a significant amount of training workshops already. I have performed public speaking for years. I'm not sure where to turn to for more professional development. (Supervisors)
- I feel there is a lack of comprehensive training and developing materials. (Supervisors)
- Continuing education is important. Training should be required at regular intervals: example every 3 months. (Supervisors)
- There is not enough internal training. (Managers)
- I am always looking for ways to improve my skills. (Managers)
- I'm not always sure what my weaknesses are. There should be more focused assessments to determine strengths and weaknesses. (Managers)
- Where do I go when I have a question or situation that I cannot address? Are there experts that I should be turning to for advice? (Managers)
- Making more time for training. But currently, my customer needs take priority. (Managers)

Quotas

- Sometimes I have to skip certain training sessions that I wish to attend because I am too far from meeting the minimum quotas. (Supervisors)
 - The focus on quotas is hindering my professional development. (Supervisors)
 - There is too much of a focus on quotas and meeting quotas. (Supervisors)
 - I'm concerned about not being able to make it here due to customer interactions that do not meet the minimum quotas of frequency and duration. (Supervisors)
 - There isn't enough time to do this. I have to meet quotas even if what I really need is the time to participate in training and development. (Supervisors)
 - There is too much focus on quotas. I understand the importance of quotas but in an organization this large we need more flexibility. (Supervisors)
 - Quotas are important...but so is customer satisfaction. (Supervisors)
 - The only way I can control my numbers is if a large contract is approved asap. (Supervisors)
 - The quotas need re-aligned. They are out of date for the current systems. (Supervisors)
 - There is a constant rush to meet the quotas. (Supervisors)
 - Being able to consistently exceed the quotas is impossible and leaves little time for training and development. (Supervisors)
 - I think the continual focus on quotas is lowering my productivity. I need to spend more effort on customer satisfaction. (Supervisors)
 - There is a lot of pressure on meeting quotas especially when there are a lot of procedural tasks to complete. (Supervisors)
 - It is difficult to try learning your job while at the same time trying to meet your quota. (Supervisors)
 - Constantly worrying about getting put on probation for not meeting quotas. (Supervisors)
 - It would be good to not have to constantly worry about quotas and performance improvement plans. (Supervisors)
-

Workload

- We are too busy to find to practice using the systems. (Supervisors)
 - I'm just trying to complete the daily quotas. (Supervisors)
 - I need to be more effective in how I use my time to complete work tasks. (Supervisors)
 - Employees are being overworked with extra tasks. (Supervisors)
 - I focus on developing positive relationships with customers. Training sometimes has to come second. (Supervisors)
 - I have to spend more time doing administrative tasks more than ever. (Supervisors)
 - I'm too busy doing administrative and procedural tasks to get the time to make customer calls. (Supervisors)
 - Becoming more Skillable with repetitive tasks to complete quotas. (Supervisors)
 - I rarely succeed in meeting quotas during hectic work days and the administrative aspects of the job. (Managers)
-

Process & Procedure

- I need to stop using bad habits (Supervisors)
 - I should spend more time on the processes to facilitate customer interactions. (Supervisors)
 - Some information is outdated and departments are not being assessed on the same standards. (Supervisors)
 - Working through the different systems, procedures, and finding the right time. (Supervisors)
 - Too much procedural and administrative work. And the managers are constantly harping on our quotas. (Supervisors)
 - I struggle processes and procedures needed while still trying to meet the quotas. This definitely impacts my future prospects. (Supervisors)
 - I would like to better be able to address some of the administrative tasks needed. (Supervisors)
 - The tools are a little difficult to use and take too long to complete simple tasks (Supervisors)
-

Culture

- Knowing where I can turn to for help. The experienced reps are not willing to help junior reps. (Supervisors)
- There is a poor attitude in the department. (Supervisors)
- Working in my department requires a lot of "walking on egg-shells". I don't want to upset the culture. (Supervisors)
- The morale in the department is not good. (Supervisors)

- What was once a great working environment has now become a terrible one. We have challenges at all levels. (Supervisors)
 - It is a challenge to stay motivated and passionate about this job. However, I think the culture is very supportive. (Supervisors)
 - Sometimes I find the work ethic around me to be non-productive. (Supervisors)
-

Customer Focus

- Still trying to figure out how to get the customers to give me more information about who is making the decisions. The decision makers are key. (Supervisors)
 - I feel am unable to meet all of my customer needs. (Supervisors)
 - Spending a lot of time on procedural work takes away from customer relations. Though I try to turn this work into sales, I don't seem to be getting anywhere. (Supervisors)
 - I need to increase my customer relationship skills. (Supervisors)
 - Need to improve the flow of the conversations with customers. (Supervisors)
 - The customer service department rarely supports my customers needs. The shipping/receiving department is overworked. (Supervisors)
-

Promotion/Opportunities

- I am new in this job. I am looking forward to building opportunities for my success. (Supervisors)
 - Unfortunately there seems to be some degree of nepotism in the selection of individuals for promotion. (Supervisors)
 - I need to expand my role and learn more about how to be successful in higher roles (Supervisors)
 - Show more opportunities for promotion and a career ladder. I would like to highlight my other skills learned in previous roles. Don't just look at quotas. (Supervisors)
 - Offer more training resources to enable more promotional opportunities. (Managers)
-

Tools

- A better understanding of the systems and how they are best used for specific scenarios. (Supervisors)
 - We need access to more tools. (Supervisors)
 - My problem now is not understanding how some of the systems operate. (Supervisors)
 - None at this time. I just need a little more help with some of the on-line tools. (Supervisors)
 - Using tools to effectively balance work and family life (Supervisors)
-

Working Environment

- The hectic work environment makes it difficult to find time to pursue self development (Supervisors)
 - It's hard trying to work in an environment that doesn't support much innovation. (Supervisors)
 - Try to avoid distractions from endless meetings that can be done via email. These tasks hinder meeting our sales goals. (Supervisors)
-

Leadership

- My boss seems unable to assist me when I have questions about the systems. I think some additional training for the bosses would be beneficial. (Supervisors)
 - I am satisfied with the direction that the Leadership has taken in training employees. (Managers)
-

Regulatory/Compliance

- I am currently productive and working well. My manager should allow me more freedom since I am a high-performing individual. (Supervisors)
 - I don't have enough experience on the new products being offered. (Supervisors)
-

Communication

- Sales reps could benefit from training in public speaking. For example, participating in a toastmasters club to provide essential communication skills. (Supervisors)
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Co-workers

- When I have problems I am able to ask some of my co-workers for help. I don't know where I would be without them. (Supervisors)
-

Feedback

- Solicit feedback and suggestions from the employees on what should be included in training. (Managers)
-

Goals/Objectives

- Though I regularly exceed my specified goals, I'm still worried I'm about lose my job. (Supervisors)
-

Hiring

- The new hire orientation training does not cover the administrative tasks we need to perform once on the job. It would have been helpful to pair us with an expert so that I could get my questions answered. (Supervisors)
-

It is Good Now

- I think the training offered has met my needs and I am able to attend new training workshops at my location when needed. (Supervisors)
-

Work/Life Balance

- I would help if I could keeping a stronger boundary between work and personal life. (Supervisors)
-

Other Comment

- I just started, so I don't know what challenges I'll face. (Supervisors)

What suggestions do you have for improving your Department's Job Skills?

- Focus on the fundamentals. Understanding how to better meet the client's needs. (Managers)
- Better use of time and time management skills (Managers)
- Understanding changing markets (Managers)
- More relevant Sales Skills classes. Training to increase the quality of the services you offer. (Managers)
- Improve public speaking skills. It is important to learn how to speak effectively. (Managers)
- Take a time management course. Managing your day is very important. Do important tasks early in the day. (Managers)
- More experiential learning and use of resources. Try shadowing an expert for some time to learn new skills. (Managers)
- Practice, practice, practice. The more you do it the better you will become. (Managers)
- Try spacing out the calls with breaks inbetween to help recover and motivate. (Managers)
- We could use more industry specific training skills. (Managers)
- Learn how to listen better. Make sure you know what the client wants before you jump into your sales pitch. (Managers)
- Utilize sales aids such as PowerPoint presentations, effective use of spreadsheets, and promotional materials. (Managers)

What suggestions do you have for improving your Department's Systems skills?

- I need to practice more using the tools to assist. (Managers)
- A better understanding of the tools. (Managers)
- Try a little re-organization. There is some duplication of efforts here. (Managers)
- New systems training. The current documentation/user guide is outdated. (Managers)
- More training on teamwork and working with other divisions. (Managers)
- More practice using the systems. (Managers)
- Try more on-line training and remote learning opportunities that can be utilized off-hours. (Managers)
- I wish my peers had the same level of knowledge about the systems as I do. (Managers)
- More training from experts. Allow for adjustments to the quotas if you are participating in training. (Managers)

What are the challenges that you face in developing your Department?

- Give more challenging job experiences to utilize the training offered. Use it--or lose it. (Managers)
- Allow our team to focus more on the current task instead of fixing the work from others. (Managers)
- New hires are not fully being trained on the new systems. (Managers)
- I would like new hires to have more interpersonal skills and emotional intelligence. (Managers)
- More time! Need help with time management! (Managers)
- Try to reduce the amount of administrative tasks that are needed. I spend too much time pushing paperwork. (Managers)

- More time. I like to do formal training each month. But with the quotas I am under, there isn't enough time for that. (Managers)
- Removing administrative tasks from to focus more time on growing leads and business relationships. (Managers)