

**Table 2**  
**Items and Statistics for Scales Adapted from Previous Studies: Planning, Adaptive Behavior,**  
**Performance with Customers, and Internal Role Performance**

Construct Name Items for Construct	Mean	Standard Deviation	GFI	IFI	CFI	Construct Reliability	Item Reliability
Planning <sup>1</sup>	5.72	0.76	0.96	0.99	0.99	0.78	
I am careful to work on the highest priority tasks first.							0.51
I keep good records about my account(s).							0.47
I set personal goals for each sales call.							0.41
Each week, I make a plan for what I need to do.							0.38
I do not need to develop a strategy for a customer to get the order. <sup>2</sup>							0.24
I think about strategies I will fall back on if problems in a sales interaction arise.							0.20
Adaptive Behavior <sup>1</sup>	5.38	0.92	0.94	0.87	0.86	0.69	
I treat all of the buyers pretty much the same. <sup>2</sup>							0.76
I feel that most buyers can be dealt with in pretty much the same manner.							0.52
I vary my sales style from situation to situation.							0.16
I can easily use a wide variety of selling approaches.							0.12
Performance with Customers <sup>3</sup>	5.61	0.76	0.99	1.00	1.00	0.83	
Convincing customers that I understand their unique problems and concerns.							0.80
Working out solutions to a customer's questions and objections.							0.58
Quickly generating new sales of new company products.							0.45
Listening attentively to identify and understand the real concerns of your customers.							0.42
Internal Role Performance	5.07	0.81	1.00	1.03	1.00	0.71	
Acting as a special resource to other associates who need your assistance.							0.48
Recommending on your own initiative how company operations and procedures can be improved.							0.40
Knowing the benefits and features of your company products.							0.35
Keeping abreast of all your company's production and technological development.							0.30

Notes: <sup>1</sup> The seven-point response cues for each item were strongly disagree (1) to strongly agree (7). <sup>2</sup> Responses to this item were reverse scored. <sup>3</sup> Respondents were directed "on each of the following items, please rate how well you have performed relative to the average salesperson in similar selling situations," with seven-point response cues from needs improvement (1) to outstanding (7).

Hunter, Gary K. and William D. Perreault, Jr. (2006),  
 "Sales Technology Orientation, Information Effectiveness, and Sales Performance,"  
*Journal of Personal Selling and Sales Management*, 26, 2 (Spring), pp. 95-113, lead article.

**2007 James M. Comer Award**