



IFDA Sales & Marketing Conference

**Success Characteristics for
Today's Sales Professional**

July, 2007

Today's Presentation

- Part One: Success Characteristics of Today's Street Sales Professional.
- Part Two: Superstars and the Silver Bullet!
- Part Three: Developing and Managing a World Class Sales Team.
- Q & A

Part One ...

- The single most sought-after success characteristic of today's Sales Professional invariably starts with ...

The *Super-Human!*

- Is Management's expectation when recruiting
 - Take applicant at face value whether true or not
 - Take risk of not knowing more than is possible prior to hiring
 - Compare applicant to other sales persons rather than comparing him/her to measurable success characteristics
- Reality vs.. expectations
 - 80/20 rule - the key is discovering who are your top players
 - Turnover - anyone who doesn't stay long enough for the investment you've made to pay off
 - Low productivity - anyone who isn't a top player

The *Super-Human* ...

- Is the average person on the street with extra-ordinary *potential* and we see it as the sales manager's job to recognize and develop that potential.

Key Characteristics of Successful Sales Professionals

1. *Personal Accountability*: fulfillment of commitments made
2. *Personal Integrity*: values
3. *Self-Management*: self-starter, follow-through
4. *Interpersonal Skills*: co-workers, customers, embraces diversity, treats others with dignity, respect
5. *Influencing Others*: ability to affect others' actions & decisions
6. *Goal achievement*: overall ability to set, pursue and attain achievable personal, professional and team goals regardless of obstacles or circumstances
7. *Passion for the work*: *I love this work* because I have a passion to make money
8. *Right Attitude*: learner, listener, communicator, self-belief

These Success Characteristics are Essential

- In building and developing those future sales leaders into a successful sales force.

When These Characteristics are Downplayed in the Selection Process

Sooooo much time is wasted on

- Recruitment and Selection process
- Training and Developing the wrong people
- Tracking, fixing and preventing repetitive errors
- Picking up the slack of disengaged workers
- Morale issues
- *The % that should not have been hired in the first place!*

Question ...

- Is there a Silver Bullet, a tool to help identify these success characteristics that will lead us to *Super-Human*?



Part Two ...

- Use and application of Assessments in the Selection, Development and Retention of *Super-Humans*

Answer ...

- The closest tool to a Silver Bullet we have found to make a significant impact is by implementing *Assessments* into the selection and development process.



What Assessments Can Tell You

- Identifies how a person sells
- Identifies why a person sells
- Identifies and ranks personal talents and skills
- Identifies the person's ability to sell
- Identifies if they **WILL** sell

What Assessments Can Tell You

The (HOW)... Sales ***Behavioral Style*** -relatively stable characteristics that do not change over time.

- Identifies *how* a person sells
- Reveals the sales rep's natural and adaptive selling *style*
- Identifies the best ways to *communicate* with rep
- Identifies keys to *managing & motivating* the rep
- Identifies areas for *self-improvement*

What Assessments Can Tell You

The (WHY)... Sales ***Attitudes and Values*** -personal motivators of a rep's behavioral style are influenced by environment and experience.

- Identifies *why* a person sells
- Identifies *motives* and *passions* which fuel behavior - are they *competitive, like benefits of money*
- Identifies what *value* they see in others, over commit or under commit
- Identifies the degree of *flexibility* and *creativity*, if they're willing to *learn* and how *organized* they need to be

What Assessments Can Tell You

The (WILL)... The ranking of **Personal Competencies** describing individual potential for workplace performance.

- Measures a person's *will* to do it
- Measures a personal set of *talents* — the person's ability to do things
- Measures dimensions of *thought*: people, tasks or things, and systems
- Used in selection, personal development and coaching

What Assessments Can Tell You

The (WHAT)... ***Sales Strategy Process*** - An objective analysis tool of a person's ability to sell.

- Identifies what the sales person knows about the *sales strategy process*
- Identifies whether the sales person knows what *to do*
- Identifies whether the sales person knows what *to avoid doing*

Benchmarking is Essential

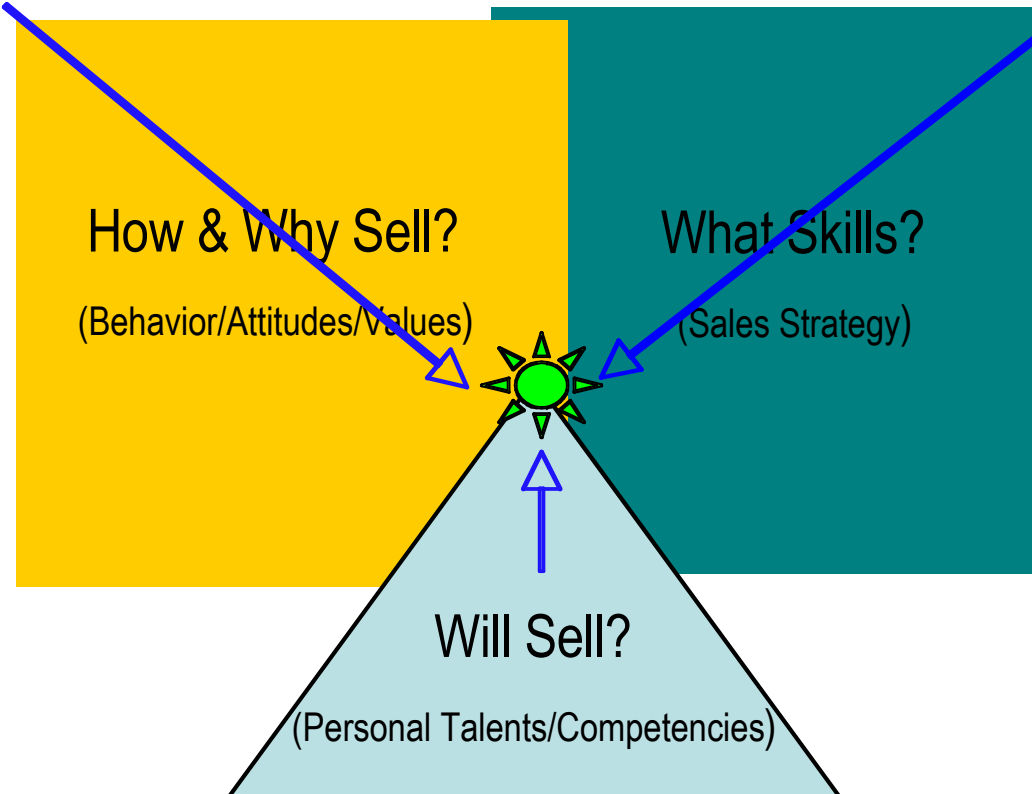
Optimal use for assessments in the Selection process occurs when the job is benchmarked and key accountabilities are identified.

- Benchmarking combines the HOW, WHY, WILL and WHAT to determine *measurable* criteria for success characteristics in that job
- Focus on those factors most applicable for your *company culture* for the required sales position
- The quest for the DNA of superior sales performance is on-going
- Benchmarking needs to be humanized—it's an educational process

Will They Sell is Pivotal

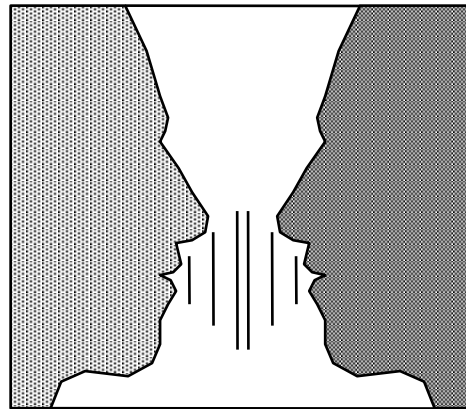
Benchmark Identifies Success
Characteristics

Candidates Compared to
Benchmark



Hiring Fact ...

Sales candidates are Interview Savvy.



This is the issue.

How to get around it is the answer.

Why Assessments Work in the Selection Process

- Success characteristics are *measurable* - provide objective data in the selection process
- Provide a basis for *in-depth interview questions* not generally asked of candidates
- Identify candidates most likely to achieve above average success in sales within your industry based on *benchmark key accountabilities*
- Present an in-depth picture of a candidate *prior to hiring* - go no go decision-making
- Gives you an *edge* - crucial for building the best sales team in a very competitive market place
- Assessments are *weighted to 1/3* of decision making process
- No free pass

A Comprehensive Selection System

Includes...

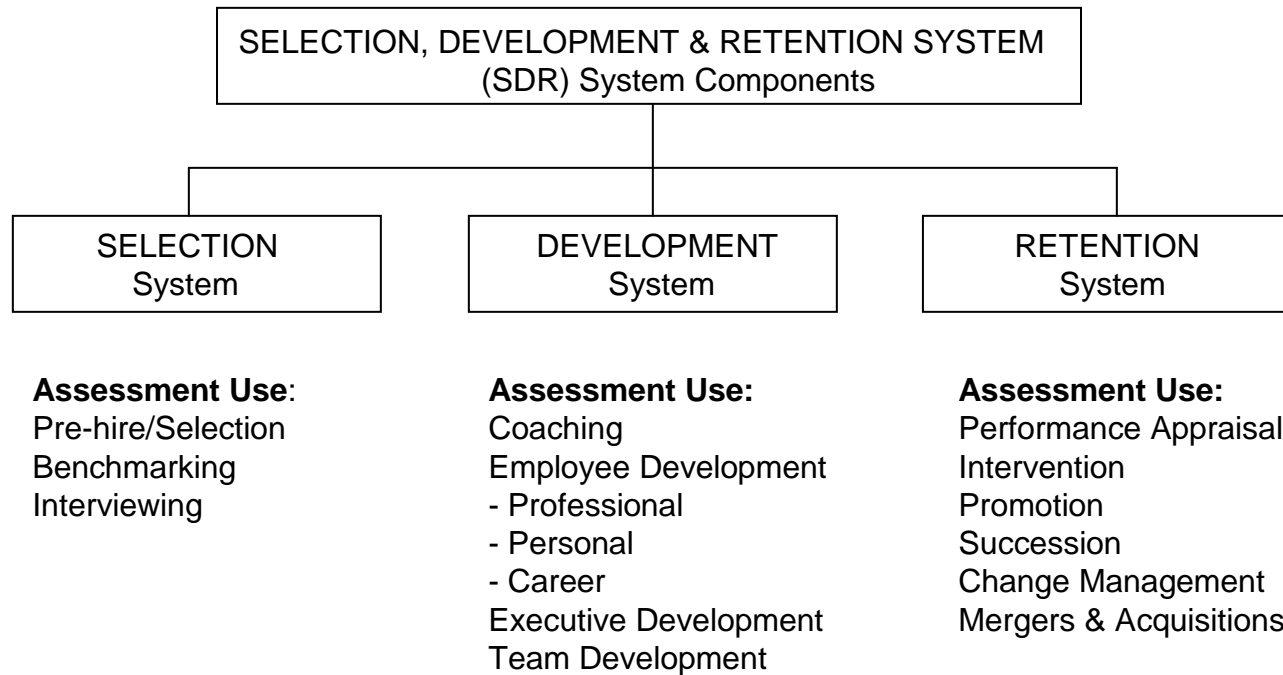
- 24/7 recruitment process
- Standard tools (job description, resume, application, references)
- Pre-screen process (knockout unqualified applicants)
- Assessments (objective data, measure success characteristics)
- Interviewing protocol (bias reduction)
- Decision-making criteria (no free pass/warm bodies)
- Background checks (proof)

Super-Humans, Silver Bullets & Retention

Including assessments in a comprehensive selection system ...

- Improves the *accuracy* of the selection process
- Reduces the *cost* of turnover
- Increases *retention*
- Training isn't *wasted* on wrong-hires
- Direct *impact* on the bottom line
- Lays foundation for *performance improvement* and *long-term planning*

Using Assessments in a SDR System



Part Three ...

- Developing a World Class Sales Team

Managers: Developing *Super-Humans*

Managers are responsible for developing Superior Performers:

- Turn assessments into coaching reports for developing coaching strategies
- Use assessments to raise the bar for overall individual performance
- Leverage assessments as tool in performance review to monitor progress
- Obtain agreement on future improvement opportunities
- Assessments as support for “Good to Great” model¹
- Use as blueprint for training & development needs

1. Jim Collins, Good To Great (2001)

Managers: Developing World-Class Sales Teams

Managers are responsible for developing Sales Teams

- Use assessments to identify and build understanding of differences/similarities between team members
- Identify potential people conflicts which affect performance
- Increase awareness of and build communication skills
- Leverage collective creative abilities
- Build trust which translates into lower cost and higher productivity²



2. Stephen M. R. Covey, *Leading at the Speed of Trust* (2006)

Managers: Success Characteristics

1. *Attitude*: open-minded, willingness to learn and expand own capacities, nonjudgmental of others
2. *Accountability*: fulfillment of commitments made, responsible for self, rep & team performance, coach to sustain and build performance
3. *Integrity*: values, builds trust, models behavior expected of others
4. *Self-Management*: 360 process (boss/coworkers)
5. *Interpersonal Skills*: communicate, listen and “hear” others, recognize value another brings to the process
6. *Influencing Others*: ability to affect others’ actions and decisions
7. *Goal achievement*: overall ability to set, pursue and attain achievable personal, professional and team goals regardless of obstacles or circumstances
8. *Act*: recognize sales reps who do not belong on the bus³, help and encourage them to find employment that is a better fit for who they are, what they believe in, and are capable of doing

3. Jim Collins, Good To Great (2001)

C-Suite Buy-In

- Implementing a comprehensive selection system should be a *strategic initiative* tied to the bottom line
- Implementing a systematic approach to recruitment, selection, development and retention *impacts the bottom line* through increased performance (sales), reduced turnover (costs), and sustainable growth (longevity)
- Benchmarking both the sales manager job and the sales rep job are crucial for *optimal use of assessments* in determining success characteristics for both positions
- *Incentives, succession planning, and M & A opportunities* will benefit with the use of assessments

Caution ...

Sometimes we get hijacked by one or more superstars or prima-donnas, so remember...

- The Super-Human is the average person on the street with extra-ordinary *potential* and it's the sales manager's job to recognize and develop that potential.

Summary

- Expectation: Super-Human job applicants
- Reality: 80/20 rule applies -the key is discovering who will become the top performers
- Need tool to help gain insight into applicants who are interview savvy
- Benchmarking combines the HOW, WHY, WILL and WHAT to determine *measurable* criteria against which sales candidates are measured
- Assessments reduce “***target-practice***” hiring methods

If You Only Remember 2 Things ...

Success characteristics and key competencies can be ...

- Identified, benchmarked and measured by an *assessment process* as part of a comprehensive selection process
- Identified for each candidate *prior to hiring*

Questions – Open Discussion

1.

Resources

- www.sblco.com - SBL Co. on-line confidential assessment systems – sample & complimentary reports upon request
- www.SIOP.org - “*SIOP Employment Testing Guide*”
- www.bls.gov/home.htm - US Department of Labor - “*Testing and Assessment: An Employers Guide to Good Practices*”
- <http://online.onetcenter.org> - Occupational Information Network O*NET(tm) Online
- “*I Quit, But Forgot To Tell You*”, by Terri Kabachnick
- “*Leadership Made Simple*”, Ed Oakley & Doug Krug
- “*Energizing People*”, by Judy Suiter
- “*Hartman Validity Study*”, by Dr. Robert Kinsel Smith