

World Class Selling

Competency-Based Sales Excellence

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INTRODUCTION

World class selling is at the heart of your firm's success in the marketplace. The first step on the road to creating competitive advantage is a clear strategic plan including a comprehensive sales and marketing plan. This white paper assumes that your company has already done that.

Strategic Plan

Translating your company's broad strategic plan into specific action steps is the next step in creating a high-performance sales system. No company ever earned a nickel of profit by making plans. Profit flows from skillful execution of those plans.

Strategic Plan Execution

Having talented and hard-working salespeople isn't enough to assure the successful execution of your plan; what is needed is a sales system. The most effective high-performance sales systems are those in which a comprehensive program of practices is linked with the business strategy.

Creating consistency between sales practices and business sounds like something you do with a magic wand and strange incantations. But it's not; it's a product of the effective management of process, methods, tools, and discipline. Individual, team, and organizational performance must be aligned. There must be clarity about agreed-upon measures of performance.

Companies today are looking for ways to foster better customer relationships, to market more efficiently, and to make more money. To accomplish these goals, however, management too often trots out time-worn solutions: let's whip salespeople into being more aggressive and customer focused; let's run sales contests that reward reps for building market share; etc.

However, when market share decreases, when profit margins shrink, when sales go south, it's not just time to evaluate and try to stimulate the performance of individual salespeople. It's an opportunity to take a hard look at the company's entire sales process—the complex procedures and systems that take a company from acquiring a lead to closing a sale to servicing the customer.

Sales Process

Strategic Plan

To effectively accomplish this, some of the areas we need to consider and questions we need to ask are:

- *Performance specifications.* Have we adequately communicated the desired performance?
- *Task interference.* Have we removed the barriers to performing the job by offering good design and providing necessary resources, including technology?
- *Consequences.* Do the consequences to the performer support his or her producing the desired output?
- *Feedback.* Does the performer know if their output is on target and, if it's not, how to get it on target?
- *Skill and knowledge.* Does the performer have the necessary skill or knowledge to produce the desired output?
- *Individual capacity.* Does the performer have the capacity to produce the output, assuming the other five factors are adequate?

Supporting a Superior Process

Individual salespeople can only do so much. They need to work in a system that helps them succeed. To begin to produce such a system, you need to consider the following:

- Do you know how your salespeople get from step to step?
- Is the process written down?
- Does anything approaching a formal process exist at all?

The problem with not having a definable sales process is that your organization can only be managed reactively. Management has to guess at what needs to be improved, because it can never accurately know what step in the sales process caused a problem.

And yet, *processes don't do the work, people do.* Look closely at the inner workings of any company and you'll discover gaps between official work processes—the “ideal” flows of tasks and procedures—and the real-world practices behind how things actually get done.

These gaps are not problems that need fixing; they're opportunities that allow for leveraging. The real genius of organizations is the informal, impromptu, often inspired ways that real people solve real problems by applying approaches that formal processes can't anticipate. When you're competing on strategy execution, the name of the game is improvisation, not standardization.

The challenge is to keep your processes *elegantly minimal*—to under-prescribe formal procedures and create “elbow room” for local interpretations and innovations. You can’t build processes without the practices to implement them. And the most effective practices grow from the grass-roots.

Where to begin?

- interview your customers about their buying process
- interview management team and top producers about the real way they make sales happen
- map the sales process
- gather feedback and modify the process map accordingly
- determine the outputs of each process step

Customer Interviews

When documenting a sales process, the first function you have to understand is how your customers buy. Without this information your sales process may be out of step with what your customers want. Different customers may use different buying processes, however if they believe that salespeople aren’t adding value, they won’t deal with them.

Management Team & Top Producer Interviews

Interviewing the management team as well as top producers uncovers the gaps between how things are supposed to be done and how they really are done

For each major step in the sale, identify the critical tasks and ask questions about the specific behaviors needed to enable successful performance. The purpose of these interviews is to generate the entire range of tasks necessary for job performance, both those that are important and those that are relatively less vital.

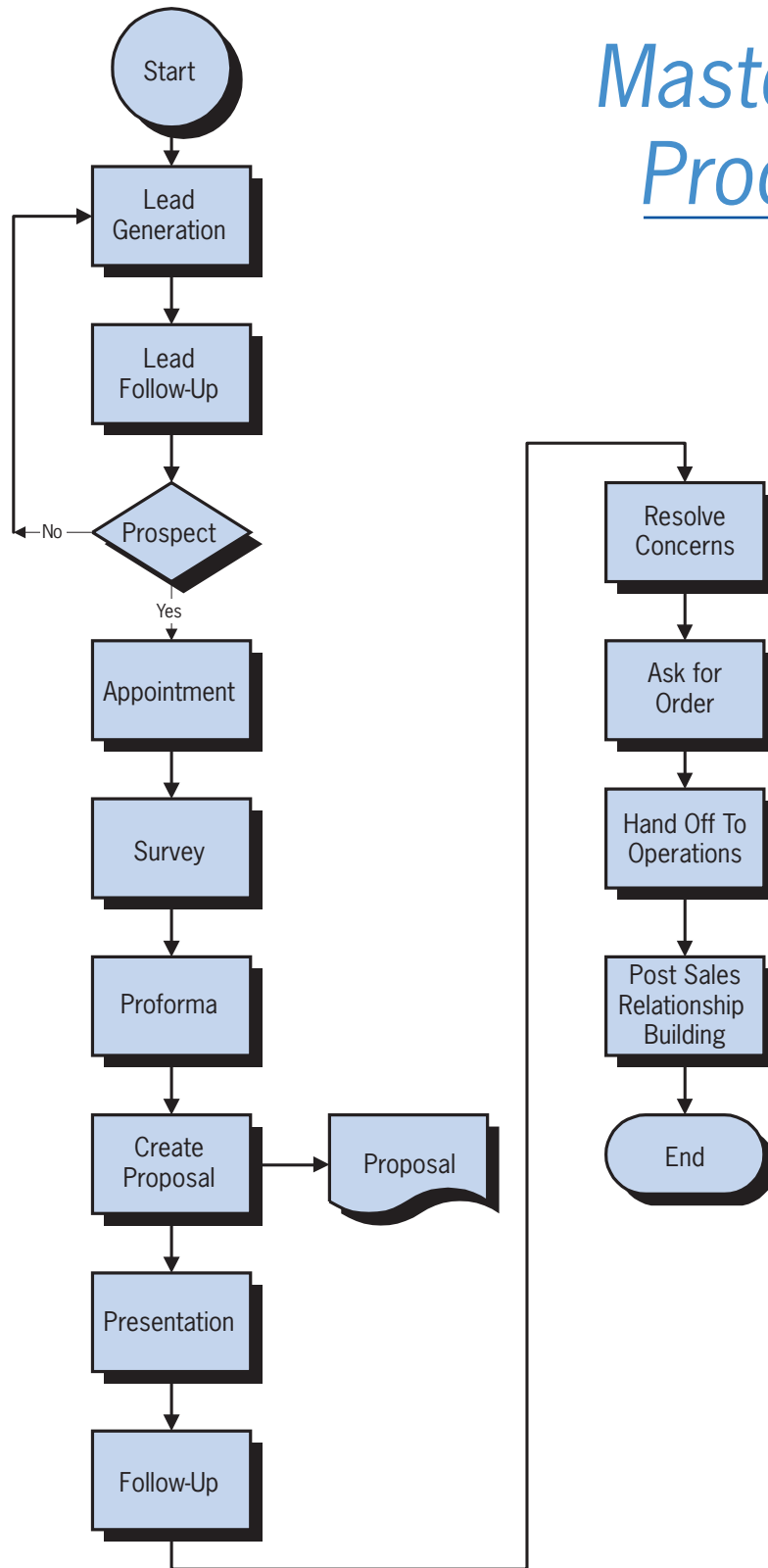
Mapping the Sales Process

To understand any process and solve potential problems, it is useful to create a picture that shows the sequence of steps required for that process. A flow chart does just that, and is a useful communication device that helps people develop an objective understanding of the process. Think of a flow chart as a map of how to get from a starting point (in the case of sales, finding potential customers) to a desired destination (the sale/happy customers).

From the information gathered in your interviews, an initial map of the overall sales process is completed. Some processes are event driven (like shipping arrivals). Other sales processes are customer driven (such as calendar buying cycles) and are based on specific needs of the customer. Event driven processes can often be described in a day by day process map. Customer driven processes may require a map that is activity based. For companies that have multiple channels for delivering product or services, each channel will have a process map that is unique.

An example of the master process for one company is shown below. Each box is further detailed, providing the company with a very specific overview of the sales process.

Master Process



Gathering Flowchart Feedback

Copies of the initial map(s) of the sales process are sent to each manager and top producer to further uncover any differences between what is expected and what actually occurs. Additions and modification are critical here, as they help uncover variations from the ideal process that successful producers use to ensure business is written.

These fundamental differences need to be reflected accurately as subtle changes may reveal that different competencies are needed to be successful in selling that product or service. One of the side benefits of the mapping process is that senior managers may discover deviations from policy and procedures that are undermining success or producing additional beneficial results.

The revised maps are again sent to each manager requesting further refinement. Up to three rounds of modifications may be required to produce a completely effective map.

Determining Outputs

Each step in the sales process is looked at specifically to determine the products, services or information for which salespeople are responsible. These are referred to as “outputs” of the process.

Why outputs? Focusing on outputs rather than activities to describe the work of salespeople has a number of advantages:

1. Helps simplify and clarify what is expected of salespeople.

2. Fosters creativity and innovation by specifying what needs to be produced rather than how it needs to be produced.
3. Results in increased flexibility since specific ways of accomplishing the outputs are typically less prescribed.
4. Supports a customer orientation by focusing on what customers want.
5. Provides a concrete basis for group or individual performance appraisal or review.

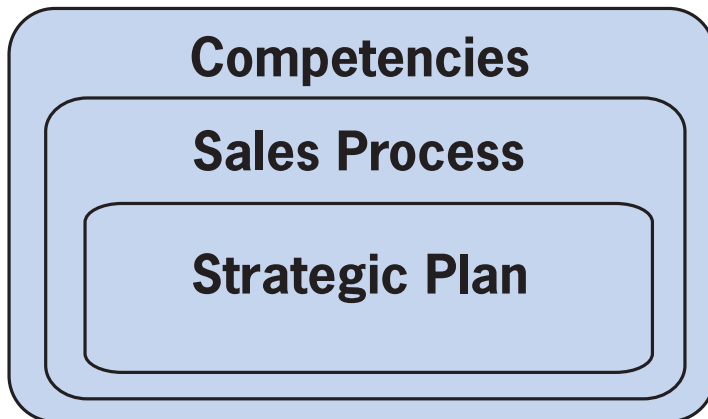
Superior People

Now that you’ve identified what your top producers create as outputs, it’s time to figure out how they actually do it. To get this information, we use a series of job analysis interviews with employees and managers. We find out, among other things, what they think is necessary to be successful in the position, how they spend their time, and the kinds of activities they engage in on a daily and weekly basis. This information reveals their competencies: the attributes, skills and knowledge considered critical for successful sales performance.

Attributes: Qualities inherent in the individual’s psychological makeup, which contribute to overall sales success.

Skills: The abilities required to perform individual elements of the sales function, which when combined, contribute to overall sales success.

Knowledge: Information about products or services, market, customer, competitor and company approaches to doing business.



Job analysis interviews let us construct a list of competencies and underlying behaviors that reflect the accumulated judgments of the interviewees. For instance, product-line knowledge is an obvious competency for a sales representative. Another competency, called “market segmentation,” was defined this way: Ability to identify various subsets of the market based on customer demographics and end-use.

Once the quality outputs of each step are known, a proprietary process (developed by Stebbins Consulting Group?) is used to group these outputs into a knowledge set, skill set or psychological attribute set. These sets then become the foundation of the competencies required to perform the sales function.

Why competencies? At the heart of all sales within a company is the sales team, which includes salespeople and sales management. Their ability to influence prospects and create successful relationships has, at its core, their competency.

Gather Management Feedback on Competencies

The next step in the process requires management feedback and refinement. Different managers will have different perceptions about the grouping of attributes, skills and knowledge. They often have concern about some of the detail under each core competency. This step allows the management team further input, which ensures buy-in of any training, developed from the process.

This step also allows the competencies to be linked to the overall strategic plan. Should the company anticipate major changes in their market and approach to doing business, their influence on the attributes, skills and knowledge needs to be factored in. Anticipating change and preparing the sales team for that change enhances an organization’s probability of success.

Rank Order Competencies

Armed with the list of competencies, ask the sales reps and their managers to establish the relative importance of each competency along with the degree to which it needs to be mastered. That is, how crucial is it to possess a particular skill, and how adept at it does a rep really need to be? Combine the answers to determine the ranking and proficiency levels for competency. The results create a composite profile of the sales position that reflects the judgment of the people who best know the job.

Here is an example from one company.

Sample Results

The XYZ management team has ranked the following attributes, skills and knowledge as the most important contributors to sales success. (It should be pointed out that sometimes members of management feel that some items in each category should be combined.)

Product “A” Business

Knowledge

1. Basic Business Knowledge
2. Market Knowledge
3. Customer & Supplier Partnerships
4. Pricing Knowledge
5. Competitive Strategies
6. Company Image
7. Competitor Knowledge
8. Operations Knowledge

Skills

1. Interpersonal Relationship Skills
2. Account Servicing
3. Communication (Listening Skills)
4. Account Planning
5. Negotiation Skills
6. Communication (Speaking Skills)

Attributes

1. Integrity
2. Initiative
3. Decisive
4. Self Confident
5. Drive

Product “B” Business

Knowledge

1. Basic Business Knowledge
2. Market Knowledge
3. Customer & Supplier Partnerships
4. Company Image
5. Operations Knowledge
6. Competitor Knowledge
7. Competitive Strategies
8. Pricing Knowledge

Skills

1. Communication (Listening Skills)
2. Account Servicing
3. Communication (Questioning Skills)
4. Communication (Speaking Skills)
5. Organizing Skills
6. Communication (Persuasion Skills)

Attributes

1. Initiative
2. Drive
3. Goal Oriented
4. Self Discipline
5. Integrity

Competency Definitions

What follows are the definitions for each competency.

Product “A” Business Knowledge	Product “B” Business Knowledge
1. Basic Business Knowledge - Understands how XYZ and its customers function, set policies and make decisions.	1. Basic Business Knowledge - Understands how XYZ and its customers function, set policies and make decisions.
2. Market Knowledge - Understands the needs, preferences, demographic data, trends, and issues affecting the various market segments and customers.	2. Market Knowledge - Understands the needs, preferences, demographic data, trends, and issues affecting the various market segments and customers.
3. Customer & Supplier Partnerships - Understands how customers (both internal and external) and suppliers form a partnership with the company.	3. Customer & Supplier Partnerships - Understands how customers (both internal and external) and suppliers form a partnership with the company.
4. Pricing Knowledge - Understands the critical factors involved in making pricing decisions.	4. Company Image - Understands the kind of image XYZ is projecting to the market through its various marketing and PR programs.
5. Competitive Strategies - Understands the marketing and sales strategies used by XYZ’s competitors.	5. Operations Knowledge - Understands how the company makes and delivers its services.
6. Company Image - Understands the kind of image XYZ is projecting to the market through its various marketing and PR programs.	6. Competitor Knowledge - Understands competitor offerings and how they compare and contrast with related XYZ services in order to position one’s own services for maximum advantage.
7. Competitor Knowledge - Understands competitor offerings and how they compare and contrast with related XYZ services in order to position one’s own services for maximum advantage.	7. Competitive Strategies - Understands the marketing and sales strategies used by XYZ’s competitors.
8. Operations Knowledge - Understands how the company makes and delivers its services.	8. Pricing Knowledge - Understands the critical factors involved in making pricing decisions.

Skills

1. Interpersonal Relationship Skills - Understands and adapts to the customs, beliefs and motivations of individuals represented in the company and its customers.
2. Account Servicing - Ensures specific customer accounts are maintained according to agreement (i.e., service support, records, evaluations, customer inquiries and information updates).
3. Communication (Listening Skills) - Extracts content and intention from verbal messages.
4. Account Planning - Plans for meeting specific customer needs according to the sales strategy and goals of the business.
5. Negotiation Skills - Conducts business through discussions, analysis, and bargaining to reach agreement on mutual goals.
6. Communication (Speaking Skills) - Clearly conveys one's thoughts and ideas verbally.

Skills

1. Communication (Listening Skills) - Extracts content and intention from verbal messages.
2. Account Servicing - Ensures specific customer accounts are maintained according to agreement (i.e., service support, records, evaluations, customer inquiries and information updates).
3. Communication (Questioning Skills) - Asks for information and opinions to receive a relevant, honest and appropriately detailed response.
4. Communication (Speaking Skills) - Clearly conveys one's thoughts and ideas verbally.
5. Organizing Skills - Arranges detailed work plans and timelines designed to ensure proper implementation of business strategies.
6. Communication (Persuasion Skills) - Convinces others to modify their positions or ideas in compliance with one's own position, but does it in a way that is perceived as a win-win situation for all.

Attributes

1. Integrity - Maintains a high degree of ethical behavior in all activities and decisions. Stands for what is right when something less would be more convenient.
2. Initiative - Seizes opportunities, doing things before being asked to or forced by events.
3. Goal Oriented - Seeks to constantly improve performance by setting objectives that challenge prior accomplishments.

Attributes

1. initiative - Seizes opportunities, doing things before being asked to or forced by events.
2. Drive - Takes calculated risks, finds better, faster or more efficient ways to accomplish goals.
3. Decisive - Makes decisions or takes actions that move issues/situations to closure.

- 4. Self-Confident - Believes in one's ability to succeed regardless of situation or circumstances.
- 4. Self-Discipline - Demonstrates an emotional and mental balance that facilitates solid performance.
- 5. Drive - Takes calculated risks, finds better, faster or more efficient ways to accomplish goals.
- 5. Integrity - Maintains a high degree of ethical behavior in all activities and decisions. Stands for what is right when something less would be more convenient.

Assessment

The next step is to assess the people currently doing the job to figure out

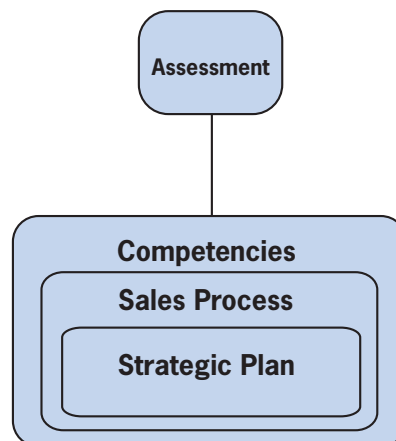
1. How well they measure up against the competencies and
2. Which skills and knowledge need improvement

The “assessment” process requires each sales rep, his or her manager, and two customers to independently profile the incumbent using the list of core competencies. Their composite ratings produce a profile that lists the factors most and least characteristic of the person. The profile also assesses the degree to which the person has mastered each of the competencies.

Assessment allows the management team to get an in-depth look at the current

development of its sales force. Assessment is done using the 360-degree methodology, where the salesperson ranks him or herself, the manager ranks the salesperson and customers also rank the salesperson. This method allows development opportunities to be uncovered. In addition over- or under-confidence can also be brought to light. Managers can then use the information to create individual performance plans. The data also provides a base line for the salespeople, which facilitates training and career development as outlined below.

Competencies need to be assessed at least once every eighteen months, or whenever the company initiates a major change in strategic direction. The assessment tells you what your people need to become superior performers.



Recruiting and Selection

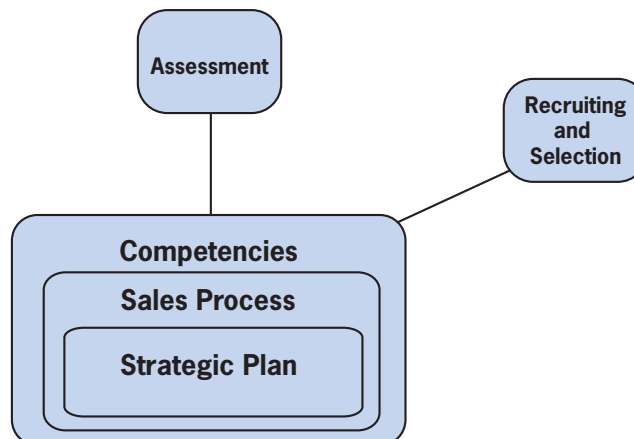
Companies that hire salespeople who are both well qualified and suited for the job experience better sales, lower turnover, and a better image in the marketplace. These factors translate into significant financial benefits. On the other hand, the consequences of not doing it right can be costly. Hiring the wrong salesperson costs U.S. companies billions of dollars annually in avoidable expenses. These include:

- Wasted salary and benefits
- Time and expense of training
- Manager's time lost in the selection process
- Cost of advertising
- Missed sales opportunities
- Eroding relationships with existing customers
- Reduced productivity

Added together, these costs often amount to several times the salary associated with the position.

Knowing the core competencies of sales success allows the company to:

- Hire people who are most likely to produce
- Hire people whose needs and motivations blend more favorably with the organization
- Know more about the candidates' strengths, so that if an individual is hired you will be better equipped to maximize those assets and enhance the person's growth, success, contributions, and fulfillment.
- Know more about a candidate's weaker points so that you will be more apt to reject people who will not succeed. For those who are hired, you will be better equipped to take appropriate steps to minimize the impact of shortcomings by structuring the job differently or instituting training and coaching to help, or both.
- Know better how to manage the person's transition into the organization.



- Reduce unwanted turnover.
- Devote less time, money and effort to correcting subordinate deficiencies in motivation, time management, and communications, since those you select are more likely to be self-motivated, efficient, organized and effective in communications.

Once you've agreed on the most critical attributes for the sales position, it will become possible to construct a series of open-ended questions that help interviewers determine whether job candidates are likely to succeed in the position. For instance, if an interviewer is trying to find out if the candidate is tenacious, she could ask: "What do you typically do when you meet continued resistance from a prospective customer?" Or, to probe communication skills: "Describe a situation in which you feel your communication ability really made a positive difference in the outcome." Devise several questions for each success factor and provide these to people responsible for hiring.

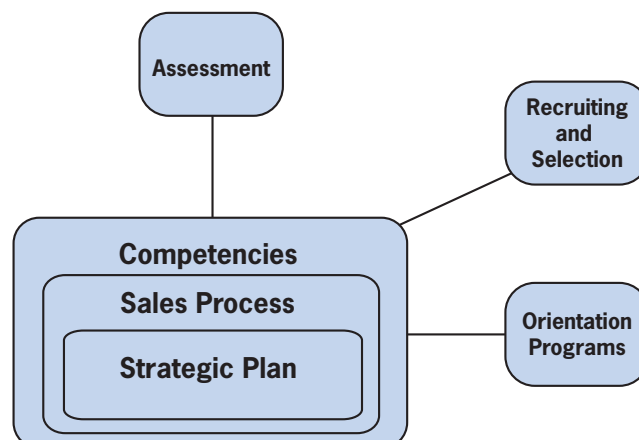
Orientation

Bringing a new hire up to speed with the internal and external business requirements is frequently left to chance. A well thought out orientation program leverages the time, effort and money spent on a new hire. The quicker a new hire becomes productive, the sooner he or she impacts the revenue and profit stream of the company. By linking core competencies to the orientation program the company explicitly states which behaviors produce results and sets expectations in the salesperson's mind.

Using an orientation program allows your people to avoid making unneeded mistakes.

Training

In identifying the primary core competencies, a model is created for the development of "master performers." This approach allows the company to save training dollars in the long run by avoiding "flavor of the month" training programs which often merely reinvent the wheel with different language. After the assessment, development opportunities for each individual are obvious. If only one or two



people need a listening skills program, for example, it's much more cost effective to send only those people to a class or workshop than to hire a training company to provide it to everyone.

Linking your training program to the competencies ensures that sales representatives are learning skills and knowledge, which will make them top performers.

Most training programs implemented by companies involve the transfer of large blocks of information and small amounts of skill development. For advanced sales people, transfer of knowledge programs are slow and boring. A better approach is to develop rapid deployment multimedia programs that impart and test the knowledge, then intensive face-to-face training over one to two days. This allows all training participants to enter the program with the same knowledge base. The face-to-face training should be based on simulations and group exercises. (After sitting in many advanced sales trainings, I'm convinced that senior salespeople learn more from

each other during and/or after class than they from the instructor-regardless of how good he or she is.)

Recently a senior vice president held a "rookie day" in his region. His rookies were new to the company, but all had at least five years of sales experience. The general response was "we learned more in a day here than in mandatory sales training." I believe the reason for this comment is that the senior vice president had experienced company sales reps that knew what they could and couldn't do at the company sharing their personal successes. Many programs can be developed with in-house personnel. For instance, one company developed a *Competitor Knowledge* class. In this class, one regional manager was responsible for selling the salespeople on the benefits of providing a competitive product for their customers. The salespeople came away with a better understanding of how their competitors sold, and were able to take advantage of some weaknesses in the competitor's sales process.



Pay and Rewards

Many companies today are accelerating performance gains by:

1. Linking salespeople's discretionary bonus to competency development.
2. Linking sales managers' discretionary bonus to continuous performance development and management

This linkage ensures that sales managers focus on strategy execution.

Compensation is a road with many twists and turns. Consider the following anecdote. Recently, a person employed at a manufacturing company was promoted from sales to assistant sales manager. As a salesperson, he had a quota and was paid an hourly wage plus commission on every sale he made. In his new position, he is paid a higher base salary and a commission on sales. But his personal sales quota

remains the same in the management position as it was in the sales position. In order for him to match and exceed his previous income, it is necessary for him to make his personal sales quota.

As a result of the compensation package—and his personal income goals—this newly appointed sales manager tends to concentrate on his selling efforts rather than on his management duties. Some of his colleagues in the same position are minimizing their selling activities and taking a cut in pay. Others are arriving at work early or staying late to give themselves more time to balance both the administrative and selling roles. In addition, this structure puts the assistant managers in direct competition with the very people they manage. What kind of message is this company giving to its staff?



Some questions you may wish to consider are:

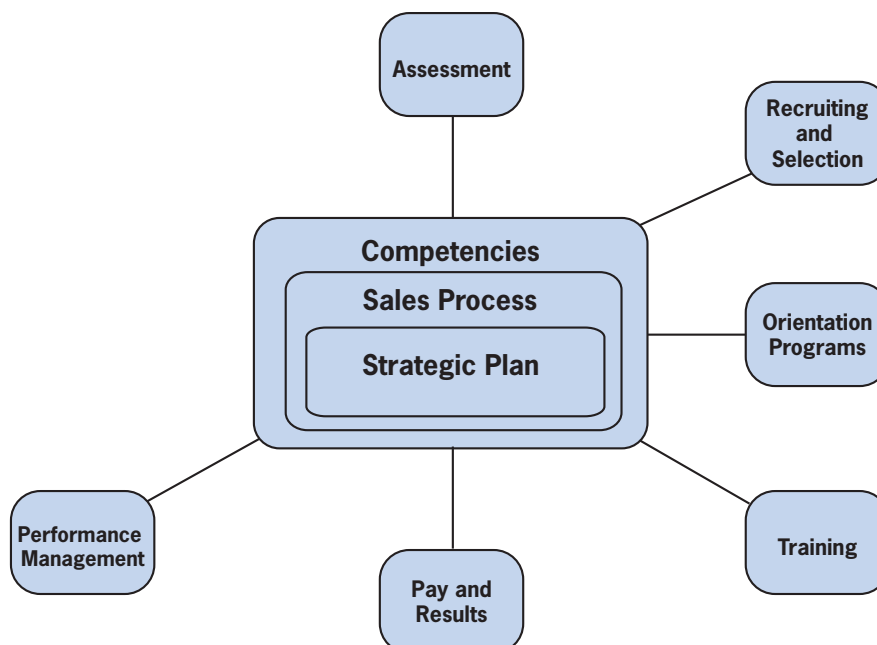
- Have you clarified your department or company's sales and marketing direction?
- Have these goals been translated into a viable compensation program?
- Have you benchmarked your compensation program against other successful sales organizations in your industry?
- Have you taken cross-compensation into consideration in situations where multiple products can be sold?
- Have you included your sales force in the process of evaluating the compensation program and taken their comments into consideration?
- Are you aware of and sensitive to industry trends?
- Have you taken these trends into consideration relative to the compensation plan?

- Are most of the salespeople close to achieving 100 percent of their targeted compensation?
- Are you flexible in making exceptions where the situation warrants?
- Do you review the compensation program on a regular basis?
- Does your company continue to compensate a sales representative if the customer base in the territory shrinks due to market changes?
- Is the company compensation plan based on pure numbers or continuous improvement?

Performance Management

The performance management system is built on the most important sales competencies (core competencies) and key outputs from the sales process

Linking sales management's discretionary bonus to effective use of the performance



management system and its outputs ensures implementation.

An ongoing performance management system is essential to any organization wishing to obtain consistently excellent performance results from its employees. Such a system is based on the assumption that people will perform on the job as desired if they are capable, have well-defined job roles, know what is expected of them, have the necessary knowledge, skills and tools, and receive feedback and rewards for performing.

What makes an effective performance management system? The ability to identify and implement needed improvements. Performance improvement is a cycle with three elements: planning, monitoring, and appraisal.

Performance Planning involves establishing expectations with each salesperson in terms of the following:

- **Contributions.** This is a detailed description of the expected business impact of the employee's activities. It provides direction and sets criteria.
- **Behaviors.** This is a statement describing behavior that is outstanding, acceptable, and below par.
- **Resources.** This is a list of what the employee will have to work with, including tools, level of authority, additional training, and access to resources.

Of course, you cannot define every contribution, behavior, or resource in advance. We recommend concentrating on four or

five key responsibilities and agreeing on indicators of business success that the manager and the employee will track. Make sure the plan is achievable and challenging.

Performance Monitoring involves periodically observing performance and providing feedback to the employee in regularly scheduled sessions. Use the indicators of business success to tell whether the employee is meeting objectives. Agree on any needed changes to the performance plan.

One major objective is to recognize achievement and reinforce good behavior. Problems and concerns will come up. Recognize employees for solving those problems and preventing future ones. Less experienced employees will require more frequent performance monitoring than your seasoned salesmen. But even experts need an occasional "pat on the back." Give it to them.

Performance Appraisal usually takes place annually. In this meeting, review all the performance monitoring sessions held through the year. Never discuss any performance that has not already come up in those meetings. Look at the monitoring sessions as a series of snapshots. The appraisal the whole album-to spot trends, recognize achievements, and glean insights.

The appraisal puts the year in perspective and provides closure. It sets in the ground a new peg from which to measure future performance. And it's an opportunity to provide input into the next performance-planning session. Remember that the process is a cycle that will be repeated next year.

Improving Performance

In order to improve performance, salespeople need feedback on how they are doing in relation to performance standards. Feedback allows salespeople to take responsibility for their own performance and become self-correcting. Without feedback they cannot determine what behavior needs changing and adjust efforts toward more productive results. Using the behavioral outputs of each competency, management can use the five-element feedback model:

1. **Specific and Quantifiable** - The feedback should be detailed so that changes can be determined.
2. **Understandable** - The feedback given must be understood by the salesperson and linked to demonstrated and/or desirable behaviors.
3. **Timely** - The feedback should give information about what the employee is doing now (or in the very recent past), not last month.
4. **Goal Related** - The feedback should relate directly to objectives and results for which the employee is working and over which he or she has control
5. **Frequent** - The feedback should be as frequent as practical, allowing the employee to monitor closely his or her own performance and make necessary adjustments.

When it comes to feedback, we can take a cue from technical industries that have developed an extremely effective method of data/response called Electronic Performance Support Systems (EPSS). By definition, an EPSS is a computer-based system that delivers task- or job-specific information, tools and training when, where, and how needed. Sales Performance Support Systems (SPSS) that focus on improving the sales process arise from the same principles that determine success for the EPSS.

Sales Performance Support Systems improve the productivity of sales representatives by providing on-the-job access to integrated information, advice, and learning modules. They allow the user to navigate, retrieve and display information contained in help systems, expert systems, interactive learning modules, multimedia databases, traditional databases, and document databases. Just as workers on the factory floor and bank employees can have access to the information and learning modules they need in the context of their jobs, so can the sales representatives using an SPSS.

A single-user interface provides access to all of the modules contained in the system. Access to a multimedia database provides all of the information needed by the sales representatives during all stages of the sales cycle. Because there are existing models and templates, proposals and presentations are easy to prepare. Customer queries can be researched and responded to in minutes instead of hours or days. Training occurs when needed by the employee instead of in an environment away from the immediacy of the sales task.

Career Development

Career development spells out where the salesperson can go and possible positions he or she can grow into.

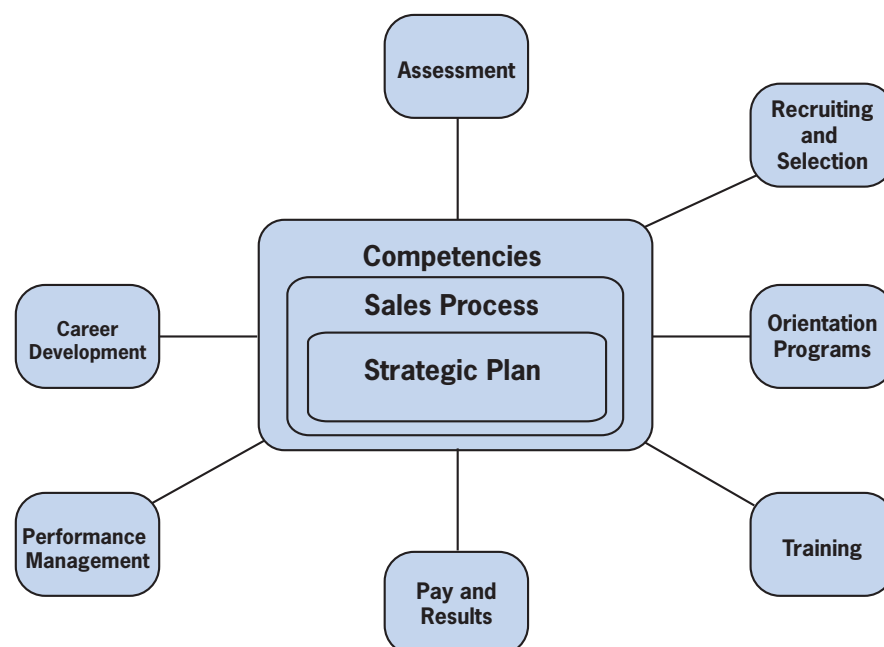
Knowing growth opportunities within an organization is important for many salespeople. By providing a framework of mastery development for each salesperson based on the core competencies, some subjectiveness can be removed from the career development process. For many salespeople this instills a level of confidence that their efforts will not be overlooked and a sense of control over their own destinies. They tend to be motivated to greater excellence knowing that if they achieve certain specific objectives, it's likely their efforts will pay off with definable career advancement benefits. The end result is greater employee retention resulting in cost savings inherent with a sales force that turns over less frequently.

The Importance of Career Fulfillment

The selection of a particular career path or type of company from among thousands of possibilities reflects what individuals regard as important, worth doing and inherently valuable. If they do not value the career or situation they are in, then no other incentive can compensate them for the sense of significance or importance they are missing. On the other hand, if they truly value their career situation, then few obstacles can divert them from their mission.

When a career satisfies a person's values, it becomes a source of inspiration. Conversely, when their career fails to satisfy their values, it can produce a sense of exasperation, and what should be a source of joy becomes merely a "job."

Identifying a person's unique motivational pattern is one of the most fundamental processes in a successful Career Fulfillment program because literally every other part



of the process depends on their ability to effectively communicate and/or translate their motives with clarity and precision. The subsequent development of marketing strategies, resumes, interviewing techniques and even compensation negotiations will all fall short if employees are not fully aware of the key factors that must be present to form an ideal career match.

It is important to understand that no particular value is inherently better than any other. Compensation, spirituality, comfort, adventure or any of many other factors may motivate employees. What matters most is for them to honestly understand which values motivate them and act upon them forthrightly.

Management Development

For many companies, success as a salesperson is one of the prime requirements for promotion into management. Some companies have had failures (often at great cost) using this approach, because the

core competencies for management and those for sales are different. By developing management candidates over time and explicitly stating competency expectations, these failures can be minimized.

The Sales Manager's role is to maintain or improve sales productivity by directing and supporting the efforts of his or her team members. The most effective team members possess a high degree of competence in the skills needed to perform well, confidence in their ability to use those skills effectively, and a strong sense of value of their role.

Without skill, people cannot perform well; without confidence, they will not perform well; and without a sense of the value of their performance, they cannot grow and contribute to their full capacity. When executing plans to improve sales performance, the goal of the Sales Manager is to build on all three areas. The Competency Based Sales approach will support you in doing that, and doing it with consistently measurable excellence.

