
Sales Transformation Recruiter Report

Individual Contributor



1 Introduction

2 SHL's Sales Transformation Model

3 Overall Results

4 Sales Transformation Competency Results

5 Other Results

1. Introduction



Business to business (B2B) sales is a function undergoing a comprehensive and rapid transformation. Many sales functions report a struggle to navigate this transformative experience, with sales productivity and talent gaps being the two most reported challenges.

Working with our sales assessment customers, SHL have identified three common principles that sales organisations will need to address in the modern, digital sales segment:

1 The External Environment is radically different

Data and analytics are at the heart of the global sales transformation. Increasingly, the most successful sales organisations demonstrate effective use of analytics tools in their sales processes. In parallel, a majority of B2B sales functions have shifted their model from traditional to digital sales interactions, and 89% of sales leaders in those functions expect the digital transition to accelerate.

2 Customer Behaviour has changed

As a result of the marked increase in digital sales interactions, the role of the sales professional is changing. More than half of the sales process is completed before a sales-person gets involved for the first time, and over 70% of B2B buyers state a preference of digital self-service and remote interactions. This is countered by buyers needing sellers to collaborate with them in new ways – helping to personalise the offer, and simplify the decision-making process.

3 The Foundational Requirements for sales success have evolved

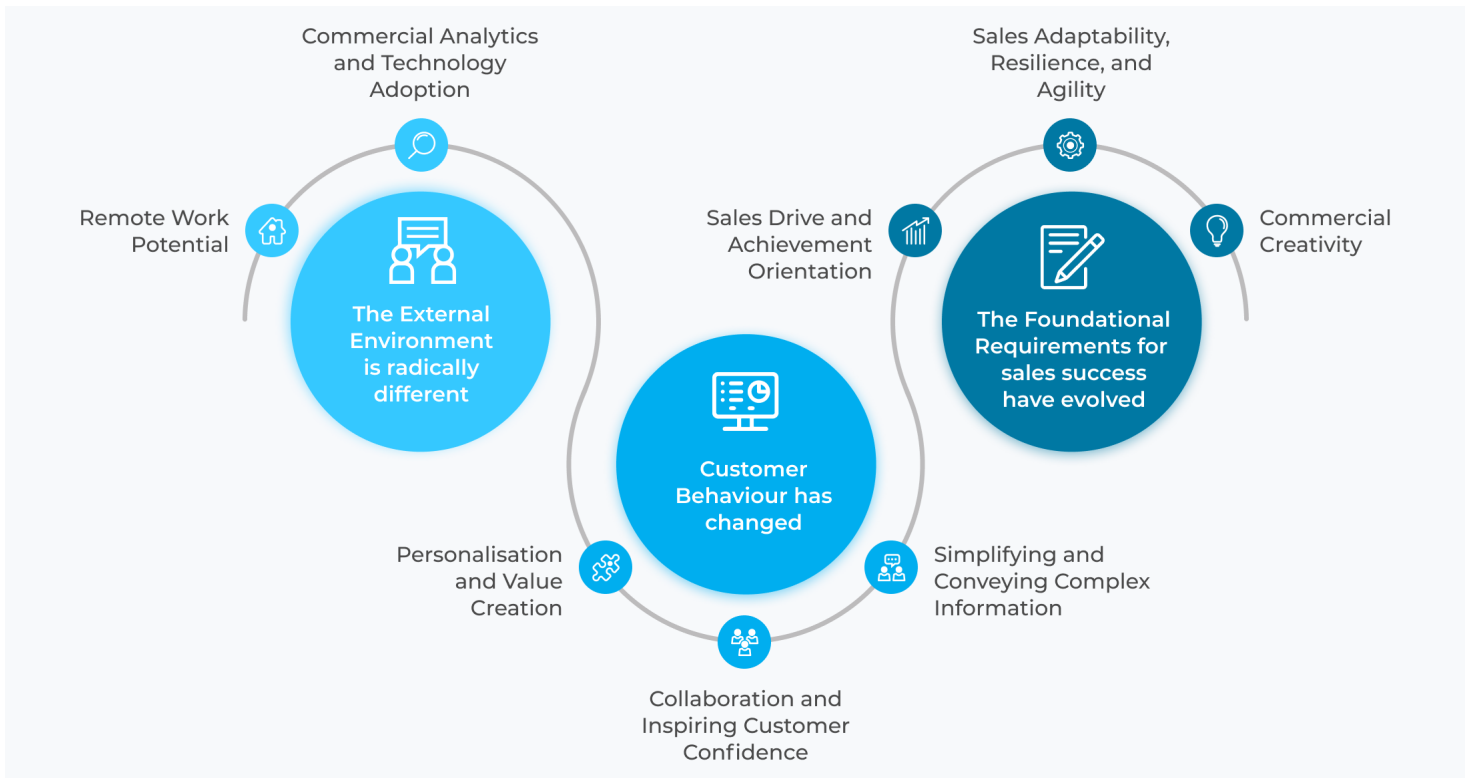
In this rapidly changing environment, it is unsurprising that the competency building blocks required to be a top sales performer are also changing. SHL assessed more than 11,000 B2B sales professionals, with two key findings:

- Some 'traditional' competencies remain critical – for example sales drive, sales focus and achievement orientation.
- A new set of emerging competencies differentiate high performers – for example adaptability and resilience.

2. SHL's Sales Transformation Model



Leveraging our insight and research, SHL have developed a tri-factor behavioural model that focuses on the key competency drivers for success against each of these three key segments.



- **Commercial Analytics and Technology Adoption** – developing, evaluating and leveraging technical tools and devices to enhance commercial execution; a commitment to technology systems and Customer Relationship Management (CRM) software; and the use of data to identify patterns and trends to assist with setting prices, finding and securing new business, and establishing strategic, long term partnerships with customers.
- **Remote Work Potential** – the tendency to remain focused on key work habits; persisting to close leads; managing resources online; following organisational guidelines around work in a remote setting; maintaining enthusiasm; and effectively working autonomously.
- **Personalisation and Value Creation** – establishing and utilising effective socialisation; the ability to create rapport; proactively connecting customers to targeted information; and creating tailored messages and solutions that resonate with customer needs and challenges.
- **Simplifying and Conveying Complex Information** – the ability to simplify complex concepts and ideas while ensuring information is delivered to clients in a timely and quality manner. Sellers that are skilled in this area make themselves available to assist customers in synthesising information from multiple sources and help determine the key points of understanding required to enable buying decisions.
- **Collaboration and Inspiring Customer Confidence** – creating a feeling of partnership with the client; building consensus across multiple stakeholders; and helping clients build confidence in their ability to make smart buying decisions, which all foster a trusting relationship that establishes a positive environment for future sales opportunities.
- **Sales Adaptability, Resilience, and Agility** – quickly adapting to ambiguity; managing internal and external change; controlling negative emotions; remaining productive under pressure; and viewing future opportunities with a positive mindset.
- **Sales Drive and Achievement Orientation** – enthusiasm for identifying and securing new clients; seeking and completing demanding sales quotas; and striving to outperform colleagues' sales.
- **Commercial Creativity** – considering the competitive landscape, revenue, costs, and risks when choosing sales strategies; proactively identifying and acting on strategic opportunities; and being open to innovative methods to secure business.

3. Overall Results

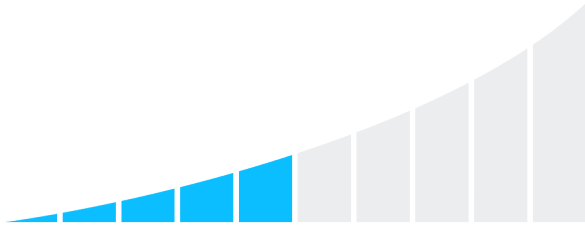


Candidate score:

38/100



Recommended



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You must not rely on the information in the report as an alternative to certain advice from an appropriately qualified professional. If you have any specific questions about any specific matter you should consult an appropriately qualified professional.

Instructions

This report is confidential and its contents are intended to assist in the prediction of a participant's work behaviour. If you would like more information about this interpretive report or other products that SHL offers, please contact your account representative.



Commercial Analytics and Technology Adoption



This is a measure of the ability to adopt and utilise innovative technologies, coupled with the tendency to have a data-driven perspective to assist with sales. The measure is characterised by: developing, evaluating and leveraging technical tools and devices to enhance commercial execution; a commitment to technology systems and Customer Relationship Management (CRM) software; and the use of data to identify patterns and trends to assist with setting prices, finding and securing new business, and establishing strategic, long term partnerships with customers.

The candidate is likely to be as comfortable as others with using technical tools to achieve commercial objectives. They are willing to learn new software systems (e.g. Customer Relationship Management) that assist those in sales roles. They are likely to be enthusiastic about understanding how new digital or technological tools can help further commercial objectives but may prefer traditional methods in some parts of their work. They may feel comfortable communicating through technological systems but may, at times, experience some user difficulties with the systems. They are likely to prefer critically evaluating information with commercial data analytics, facts/figures, and research to guide their decisions rather than relying on instincts.

Remote Work Potential



This is a measure of commercial aptitude in a virtual sales environment and the potential for sales success when working remotely over a long period of time. This is characterised by: the tendency to remain focused on key work habits; persisting to close leads; managing resources online; following organisational guidelines around work in a remote setting; maintaining enthusiasm; and effectively working autonomously.

The candidate is not likely to excel in a remote sales role. They may have difficulties remaining focused on closing sales in a virtual setting. They are likely to disregard organisational guidelines or rules related to working remotely and may work in a manner that is less organised and systematic than when they are working in an office. They are unlikely to be comfortable with the autonomy required in a remote setting and may not persist with difficult tasks when facing obstacles.

Personalisation and Value Creation



This is a measure of the ability to partner closely with clients and prospects by establishing trusted networks and relationships that drive value for the buyer. This measure is characterised by: establishing and utilising effective socialisation; the ability to create rapport; proactively connecting customers to targeted information; and creating tailored messages and solutions that resonate with customer needs and challenges.

The candidate is as likely as others to seek the best value for clients through practical, cost effective, and/or bespoke solutions. They are likely to seek to build rapport and trust with their potential and existing clients to drive “win-win” partnerships for both organisations. At times, they are likely to control the sales opportunities and can direct the clients to the best solution for their needs. They may appear humble and sociable to drive a positive, professional relationship with their clients while demonstrating genuine concern for their needs.

Simplifying and Conveying Complex Information



This is a measure of identifying, categorising, and communicating complex information in a manner that is easy to understand for enterprise clients. This is characterised by the ability to simplify complex concepts and ideas while ensuring information is delivered to clients in a timely and quality manner. Sellers that are skilled in this area make themselves available to assist customers in synthesising information from multiple sources and help determine the key points of understanding required to enable buying decisions.

The candidate is unlikely to understand the needs of clients and may have difficulties providing their clients with the information required to make buying decisions that satisfactorily address those needs. They are unlikely to speak up when they feel a client is using inaccurate or misleading information nor will they evaluate and convert complex or lengthy material into easily understood and succinct concepts for the client. They may provide the clients with requested documentation but are unlikely to proactively provide the most relevant information to meet their needs.

Collaboration and Inspiring Customer Confidence



This is a measure of the tendency to create a sense that the sales process has been collaborative, leaving the customer with a feeling of confidence. This is characterised by: creating a feeling of partnership with the client; building consensus across multiple stakeholders; and helping clients build confidence in their ability to make smart buying decisions, which all foster a trusting relationship that establishes a positive environment for future sales opportunities.

The candidate is likely to work well in collaborative relationships with their clients. They are likely to expend moderate effort to develop and foster good working relationships with their clients and tend to show a fair amount of concern for their clients and their needs. They are likely to enjoy affiliating with their clients, but at times, may be unable to inspire the clients' complete confidence in the buying process.

Sales Adaptability, Resilience, and Agility



This is a measure of the likelihood of adapting to a rapidly changing industry and tolerating the pressure of a sales role. This measure is characterised by: quickly adapting to ambiguity; managing internal and external change; controlling negative emotions; remaining productive under pressure; and viewing future opportunities with a positive mindset.

The candidate is likely to adapt well to the constant changes in a business-to-business sales environment. They are likely to use traditional sales methods but may employ new techniques if the established methods are ineffective. They are likely to seek more information in ambiguous situations to control and guide the buying process for their clients amidst uncertainty. They are likely to appreciate stability in their sales role, but are also likely to appreciate variety and introduce new tasks and goals at times. They are likely to be comfortable with their sales goals but may become stressed at times if the goals are at risk.

Sales Drive and Achievement Orientation



This is a measure of the tendency to be motivated by and remain focused on achieving sales goals. This measure is characterised by: enthusiasm for identifying and securing new clients; seeking and completing demanding sales quotas; and striving to outperform colleagues' sales.

The candidate is unlikely to enjoy setting or pursuing challenging sales goals. The candidate most likely prefers to work in a calm and slow-paced environment. The candidate is unlikely to identify opportunities without direction or prompting from peers or leadership. They may tire easily from a substantial workload and are likely to avoid competing with their peers to close sales.

Commercial Creativity



This is a measure of the tendency to consider all commercial factors in the decision-making process. This measure is characterised by: considering the competitive landscape, revenue, costs, and risks when choosing sales strategies; proactively identifying and acting on strategic opportunities; and being open to innovative methods to secure business.

The candidate is less likely than most to identify and secure new business opportunities. They are likely to be less motivated and energetic in closing their opportunities and may, at times, lack an awareness of the external factors that can impact business-to-business partnerships. They may not know the differentiating aspects of their products and services when compared to their competitors and are likely to continue to use conventional sales strategies regardless of their efficacy.



Sales Focus



This is a measure of the attributes related to success in sales jobs. Sales Focus is characterised by: persistence for overcoming obstacles in order to close a sale, desire to pursue aggressive goals and achieve results, and high levels of energy and stamina even after a hard refusal/rejection.

The candidate is more likely than other candidates to put in extra effort to persist in overcoming challenges and demonstrate urgency for getting things done, especially when trying to close a sale. The candidate tends to show a desire to achieve results and exceed expectations, and works hard to accomplish challenging goals. They are likely to work quickly, enjoy having a busy schedule, and bounce back quickly after a hard refusal or rejection.

Tolerance of Sales Pressure



This measures the tendency to be comfortable with the constant pressure associated with meeting competitive sales goals. This trait is characterised by: being motivated and excited by sales expectations; showing confidence when negotiating and influencing; and being goal-driven.

The candidate is likely to remain calm and relaxed under high levels of sales pressure. They are likely to be motivated and excited by sales expectations rather than stressed out by them, indicating that their performance will not be adversely affected by the stress of the workload and/or work situations. The candidate will feel confident when negotiating with and persuading customers, and will more often than not close the sale in high pressure situations.