Sales Transformation Recruiter Report

Sales Manager

Candidate Name: **Sample Candidate1**

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Contents

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.
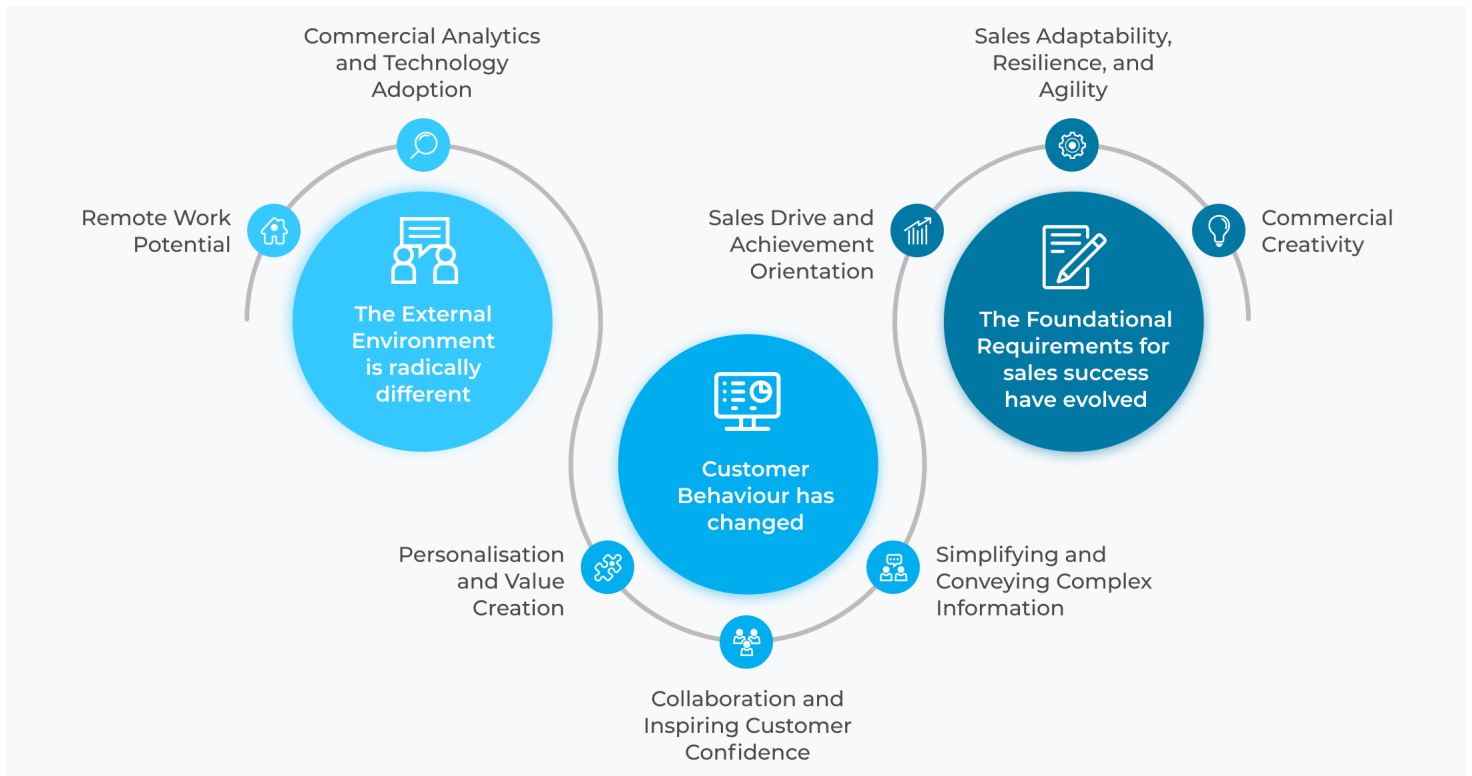

Commercial Analytics and Technology Adoption – developing, evaluating and leveraging technical tools and devices to enhance commercial execution; a commitment to technology systems and Customer Relationship Management (CRM) software; and the use of data to identify patterns and trends to assist with 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.

Sales Leadership – leading groups of enterprise sales professionals and delegating work based on skills and potential; motivating team members to reach stretch sales goals; setting clear expectations and standards for performance; monitoring work; and coaching others to develop their full potential.

Candidate score:

33/100 | ✓ **Recommended**
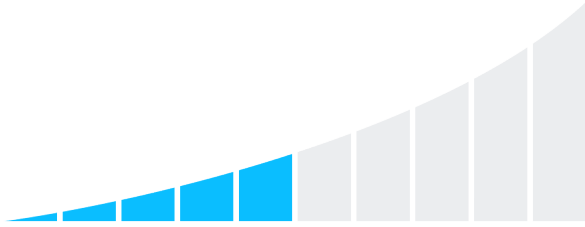
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Instructions

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🔍 Commercial Analytics and Technology Adoption `■ ■ ■ [4]`

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 somewhat uncomfortable with using technical tools to achieve commercial objectives. They are likely to avoid learning new software systems (e.g. Customer Relationship Management) that assist those in sales roles. They are likely to prefer traditional methods for completing work that are not reliant on digital advancements and changes in the sales workplace and may feel awkward communicating through technological systems. They are likely to rely on instinct or feelings to help fulfil their sales goals rather than critically evaluating information with commercial data analytics, facts/figures, and research.

🏠 Remote Work Potential `■ ■ ■ ■ [5]`

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 likely to perform as well as others in a remote sales role. They are likely to remain energetic and focused on closing sales in a virtual setting. They are likely to comply with organizational policies surrounding remote work practices. At times, they may be slightly less organized or systematic than when they are working in an office. They are likely comfortable with the autonomy of a virtual setting and persist with difficult tasks regardless of the effort required.

Personalisation and Value Creation

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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

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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 likely to seek to understand the needs of clients and may expend moderate efforts to share sources of information that are relevant to their needs. They are likely to speak up when they feel a client is using inaccurate or misleading information but may at times not fully correct inaccurate information. They may provide clients with requested documentation from one or two sources and would be likely to direct clients to the information that would have the most applicability to their needs. At times, they will evaluate and convert complex or lengthy material into easily understood and succinct concepts for the client.

Collaboration and Inspiring Customer Confidence

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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 less likely than others to successfully work together with their clients. They are likely to have difficulty developing collaborative relationships with clients and may find it challenging to work cohesively with a client. They may fail to encourage and support the client with their decision-making processes and may lack the appropriate concern for the client's needs.

⚙ Sales Adaptability, Resilience, and Agility | ■■■ **4** □□□□□

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 find it difficult to adapt to the constant changes in a business-to-business sales environment. They are likely to prefer traditional sales methods in their established daily routine. They are likely to be uncomfortable in ambiguous situations and unable to guide the buying process for their clients amidst uncertainty. They may experience more stress than others when innovative techniques are suggested or implemented for sourcing or closing new business opportunities. They may find the pressure to fulfil sales goals overwhelming at times and may express a negative viewpoint to their clients about any opportunities or changes.

🦐 Sales Drive and Achievement Orientation | ■■■■ **5** □□□□

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 likely to display moderate enthusiasm for setting and pursuing challenging sales goals. They are likely to be comfortable with a sales culture that is high energy and fast paced but may, at times, set their own work pace at a more casual level. They are likely to be comfortable working independently to develop and attend to different opportunities when required. The candidate may not display high energy levels all the time, but is likely to show determination when working on significant or high visibility tasks. They are likely to be willing to compete with their peers but may not be highly motivated in a competitive environment.

💡 Commercial Creativity | ■■■■ **5** □□□□

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 as likely as most to identify and secure new business opportunities. They are likely to be motivated and energetic in closing their new opportunities and show an awareness of the external factors that can impact business-to-business partnerships. They are likely to be knowledgeable about their products and services and understand the factors that differentiate them from their competitors. They are likely to think ahead and consider adapting their sales strategy based on its effectiveness.

Sales Leadership

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This is a measure of traits that lead to success in a sales management or leadership role. These traits are often characterised by: leading groups of enterprise sales professionals and delegating work based on skills and potential; motivating team members to reach stretch sales goals; setting clear expectations and standards for performance; monitoring work; and coaching others to develop their full potential.

> The candidate is somewhat likely to be content with leading and supervising a team of sales professionals. They are likely to seek and understand the main sources of motivation for the professionals on their team. They are likely to be aware of their team's strengths and weaknesses and can generally delegate tasks successfully based on that information. They are likely to show an interest in their direct reports' performance, support their developmental opportunities as needed, and provide recognition and appreciation for substantial accomplishments on a case-by-case basis. They are likely to provide helpful feedback and resolve any poor performance issues as needed.