

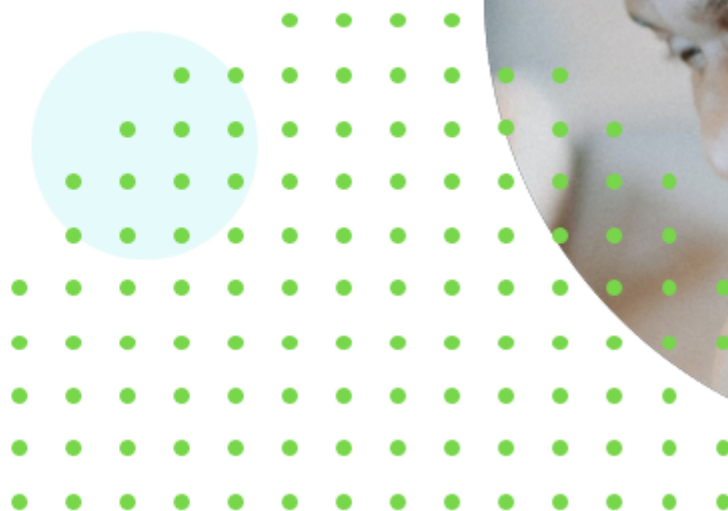
# Sales Transformation Recruiter Report - Sales Manager

**Candidate Name:**

Sample Candidate

**Date:**

16/09/2021



# Sales Transformation Insights

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.

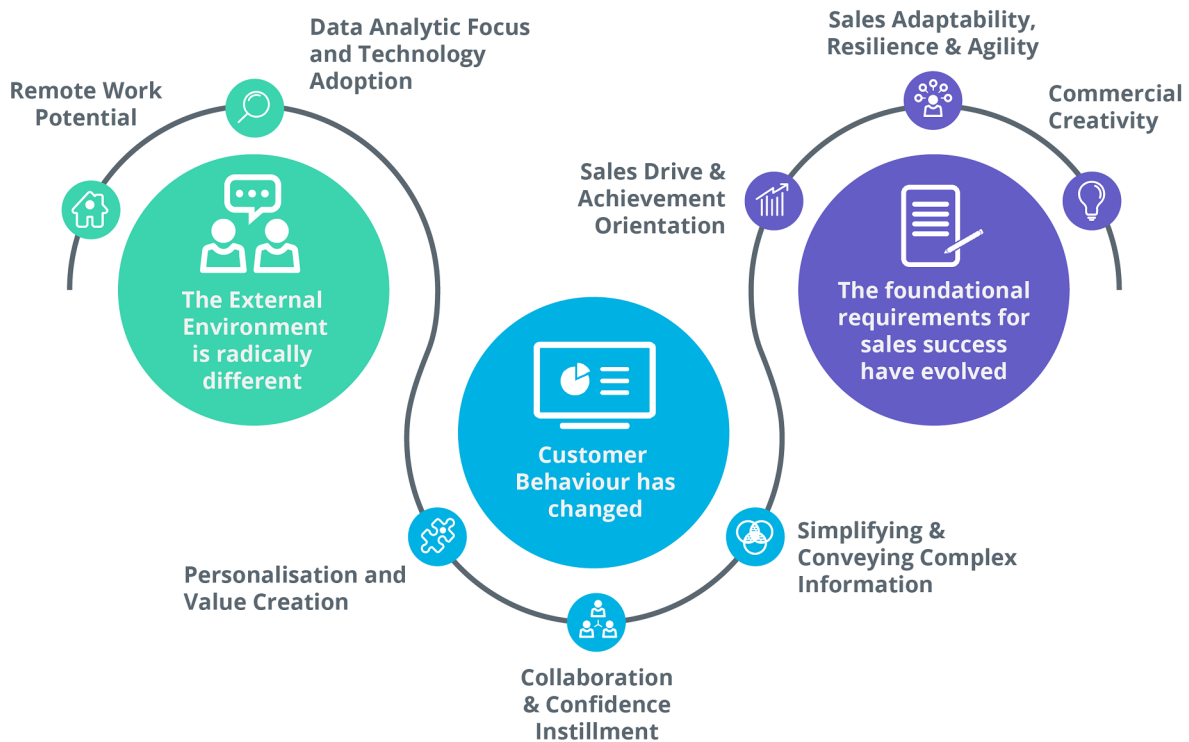
## 3. The Foundational Requirements for sales success have evolved

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

# 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.

## Overall Score

### Candidate score:



**Percentile: 80%**



**Recommended**

### Disclaimer

Information enclosed on these pages is confidential in nature and is intended only for the person(s) to whom it pertains or other authorised individuals.

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.

# Individual Scores



## 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 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 organisational policies surrounding remote work practices. At times, they may be slightly less organised or systematic than when they are working in an office. They are likely to be comfortable with the autonomy of a virtual setting and persist with difficult tasks regardless of the effort required**



### 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 very likely to understand the needs of clients and likely to expend substantial effort to ensure the clients have and understand all the information they need to make decisions. They are very likely to inform the client when they feel the client is using inaccurate or misleading information and are likely to work to get accurate information to the client. If needed, they are likely to evaluate and convert complex or lengthy information into easily understood and succinct concepts for the client. Not only is the candidate likely to provide many resources and documentation from a variety of sources that will assist the client's decision-making process, but they are likely to also synthesise the materials and point out the most relevant content to ensure the client can easily understand the information.**



### 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 flourish and adapt well to the constant changes in a business-to-business sales environment. They tend to enjoy a variety of goals in their sales roles and are likely to utilise novel methods to close their leads. They are likely to navigate ambiguous situations with ease and control and guide the buying process for their clients amidst uncertainty. The candidate is likely to experience less stress than others when innovative techniques are suggested or implemented for sourcing or closing new business opportunities. They may thrive off the pressure to fulfil sales goals and are motivated by stretch sales quotas.**



### 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.

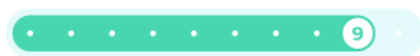


**The candidate is likely to display moderate enthusiasm for setting and pursuing challenging sales goals. They are likely to be comfortable with a sales culture that is high energy and fast paced but may, at times, set their own work pace at a more casual level. They are likely to be comfortable working 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

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 more likely than most to identify and secure new business opportunities. They are likely to be very motivated and energetic in both growing their current partnerships and closing their new opportunities. The candidate is also likely to show a comprehensive awareness of the external factors that can impact business-to-business partnerships. They are likely to possess detailed knowledge of their products and services and how they differentiate from their competitors. They are likely to employ innovative sales strategies instead of conventional sales techniques.**



### Sales Leadership

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.**



## Management Judgment

This is a tendency to make good judgments about how to effectively respond to work situations. This is determined by scores derived from the candidate's responses to questions regarding situations one would be likely to encounter as a manager.



**The candidate's response profile concerning judgments about how to manage staff communication, employee development, and employee motivation is similar to judgments made by highly effective managers. The good match between the profiles suggests that the candidate is likely to be a successful manager.**