



Sales Management Competencies

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1. Introduction to “Sales Competencies”

Competency Definition

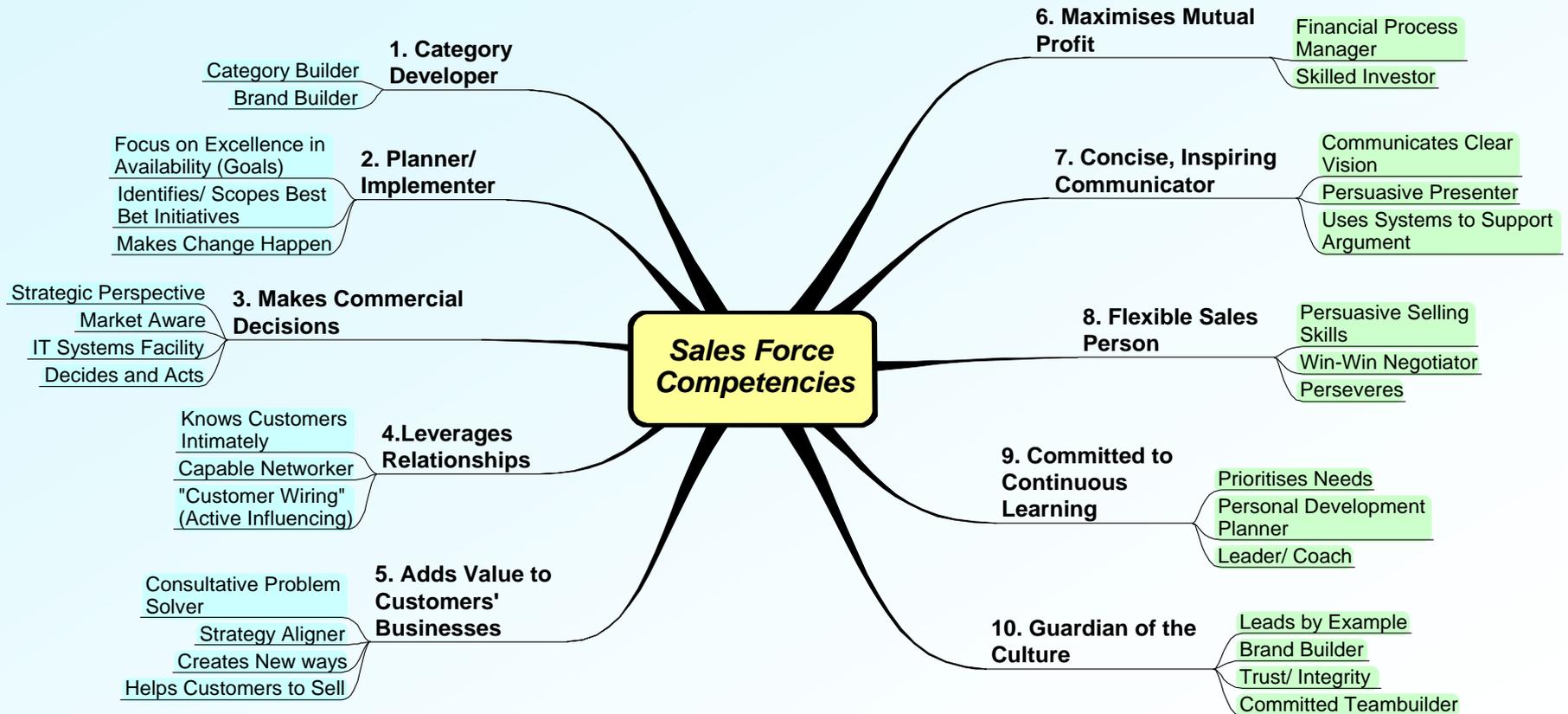
- *“A measurable characteristic of a person that is related to success at work. This includes behavioral skills, technical skills, attributes and attitudes”*
- *“The science of describing what differentiates an average performer from a superior performer”*
 - *“Not to describe the performance (WHAT). Rather the HOW superior performance is achieved”*

Our Goal

Our goal is to specify competencies in a way which:

- Covers the basics, but emphasises how superior performers achieve
- Starts with a set of functional competencies for the sales force as a whole and links each key position to these (in this case, we will look at the “**Sales Manager**” role)
- Goes beyond the traditional competencies, to reflect today's market environment and challenges
- Expresses competencies in contemporary sales language
- Provides simple tools for competency assessment
- Suggests links between competency priorities and Sales Force Development Programs (using **JSA On-line Modules** as the example)

2. Sales Force Competencies: "Top 10" Mindmap



3. Linking Sales Manager Competencies to the Sales Functional Competencies



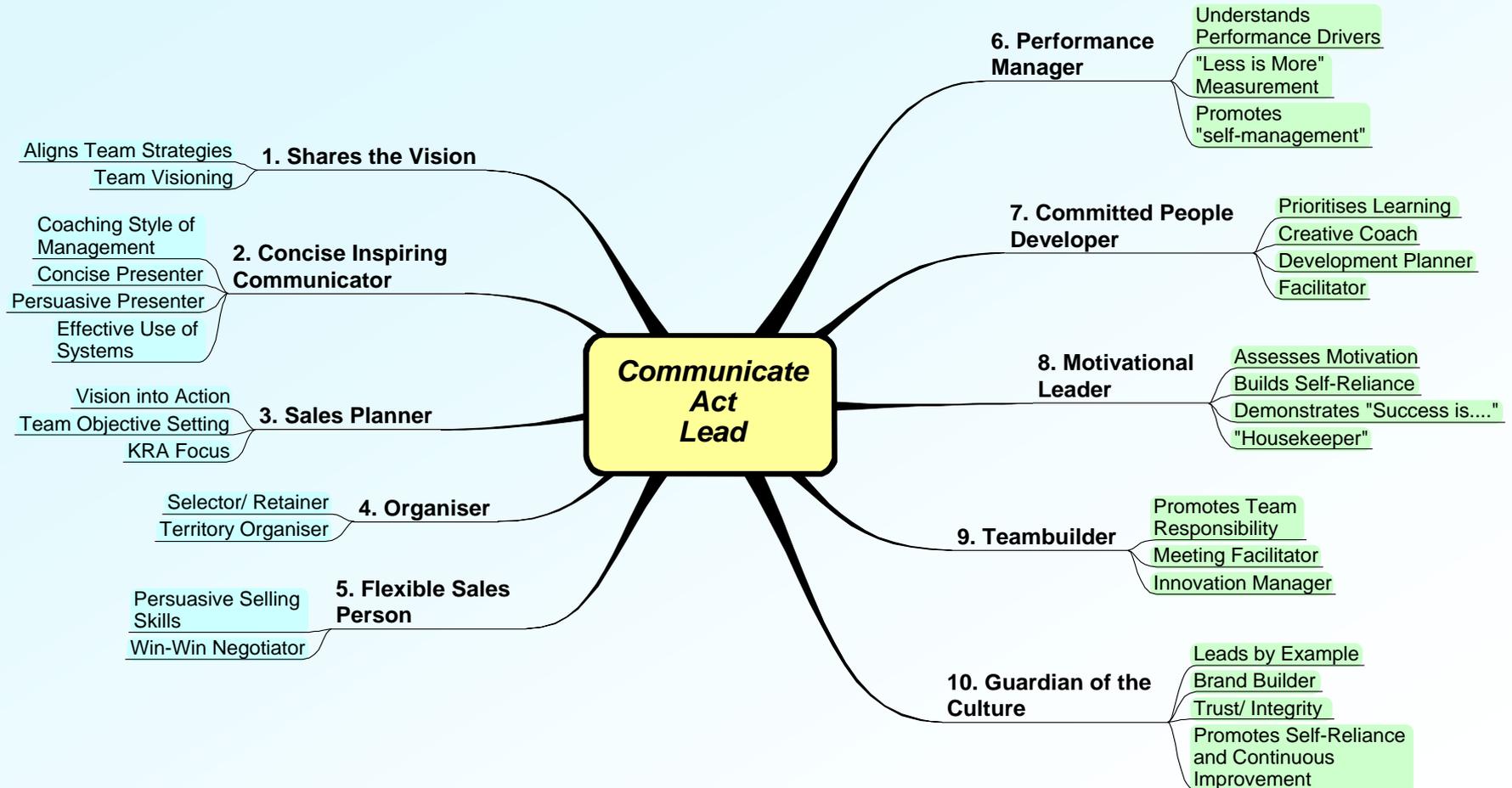
The Role of Sales Manager is *Results Through People*, as illustrated in this model. The role is to help Sales people to develop and deliver on the competencies expressed in the Sales Force "Top 10" and reflected in the Field Sales and Account Manager iterations.

In this instance we have chosen to modify the Sales Force "Top 10" competencies to reflect the imperatives of Communicate-Act-Lead.

There is a greater emphasis on several of the boxes on the left.

That said, we believe that Sales Managers still need a sound grasp of all the Sales "Top 10" in order to demonstrate and coach them.

4. Sales Manager Competency Map



5. Sales Manager Competencies: Definitions

1. Shares the Vision	<p>Enables the “feet on the street” to march in step by facilitating a common understanding of sales objectives and strategies, from global to local, by involving the team in creating their own compelling/ inspiring vision of the way forward</p>
2. Concise, Inspiring Communicator	<p>Adopts a coaching style of management communication with a focus on growing self-reliant individuals who think for themselves (awareness) and own their own actions (responsibility)</p>
3. Sales Planner	<p>Singularly focused on Excellence in Availability (Widespread Distribution + Dominant Display + Efficient Execution) when working with the team to create local, territory and customer objectives, strategies and action plans</p>
4. Organiser	<p>Continuously improves efficiency and effectiveness by deploying the right, skilled people, in the right outlets, doing the right things, to achieve the right results</p>
5. Flexible Sales Person	<p>Able to demonstrate and coach the company sales process</p>

Sales Manager Competencies (continued)

6. Performance Manager	Sustains focus and clarity by prioritising performance measures, collecting only information that will be used, selectively auditing performance and encouraging individuals to self assess and take their own initiatives to continuously improve
7. Committed People Developer	Believes that “Results through People” requires sales learning to be an intrinsic part of the sales culture; encourages and supports learner driven development; prioritises and sustains an intensive coaching schedule
8. Motivational Leader	Sensitive to individual and team motivators/ demotivators; builds self-reliance (awareness/ responsibility) as the foundation for individual motivation; leads from the front in demonstrating what success is; acts as a competent “housekeeper” in minimising/ removing the distractions that reduce motivation
9. Teambuilder	Fosters a cooperative team style; makes teambuilding a team challenge by focusing on the qualities and behaviours of a winning team
10. Guardian of the Culture	Leads by example in all of the above; maintains focus on brand building as the cornerstone of our success; demonstrates integrity and trustworthiness, internal and external; promotes self-reliance and continuous improvement

6. “Top 10” Sales Management Competencies: Dimensions

1. SHARES THE VISION

Enables the “feet on the street” to march in step by facilitating a common understanding of sales objectives and strategies, from global to local, by involving the team in creating their own compelling/ inspiring vision of the way forward

1.1 Aligns Team Strategies

Able to interpret and communicate global sales strategies and business unit or channel sales strategies so that they are easily understood in terms of strategies for a single outlet

1.2 Team Visioning

Involves the team in local, territory or customer sales strategy development so that they own rather than simply understand the vision

2. CONCISE, INSPIRING COMMUNICATOR

Adopts a coaching style of management communication with a focus on growing self-reliant sales people who think for themselves (awareness) and own their own actions (responsibility)

2.1 Coaching Style of Management

Views the imperative of self-reliant staff as enlightened self-interest (to deploy management time to adding value; empowers staff with a questioning rather than “telling” style to become aware of their sales environment and personal performance and to take responsibility for their own performance and the learning required to support this

2.2 Concise Presenter

Uses all forms of communication (verbal, written, formal presentations and electronic) in a clear and precise way to sustain a compelling and inspiring vision

2.3 Persuasive Presenter

Presents, using a variety of styles, by recognising the different needs of individuals and groups within the audiences. Is able to communicate the message in a clear and memorable manner. Uses different media to maintain interest and involvement

2.4 Effective Use of Systems

Is comfortable using internal and external IT systems where appropriate to convey and communicate information. Uses the most appropriate form of system to communicate different types of messages

3. SALES PLANNER

Singularly focused on Excellence in Availability (Widespread Distribution + Dominant Display + Efficient Execution) when working with the team to create local, territory and customer objectives, strategies and action plans

3.1 Vision into Action

Facilitates and simplifies the development of team, territory and customer plans, consistent with company sales strategies and financial goals, in order to increase the probability of effective execution

3.2 Team Objective Setting

Promotes involvement and sharing in the planning process to build individual self-reliance in this area and maintain consistent team focus on core strategies and priority KRA's/ "Sales Drivers"

3.3 KRA Focus

Uses, adapts or creates systems to define and prioritise KRA's, set performance benchmarks and measure performance gaps (e.g. Strategy = "Widespread Distribution"; one KRA = "defined best sellers stocked"; benchmark is 90% of stores; performance gap is -3%); encourages factual self-assessment and corrective action in this critical area

4. ORGANISER

Continuously improves efficiency and effectiveness by deploying the right, skilled people, in the right outlets, doing the right things, to achieve the right results

4.1 Selector/ Retainer

Exercises strong influence in the recruitment and selection process to ensure the right individuals for the role and the team. Practices a range of *Retention Strategies* (e.g. role clarity, coaching for results, managing career expectations; recognition and rewards) to minimise the disruption of unplanned staff turnover

4.2 Territory Organiser

Constantly refines territory organisation, efficient coverage and in-call effectiveness to ensure that we have the right people, in the right outlets, doing the right things to produce the right results

5. FLEXIBLE SALES PERSON

Able to demonstrate and coach the company sales process

5.1 Persuasive Selling Skills

Understands, coaches and can demonstrate the company Call Sequence and Selling Process and has the ability to recognise the different people styles and to modify language and behaviour to reflect the individuals type. Uses structured questioning skills and active listening to identify customer needs and to deliver solutions which match those needs

5.2 Win-Win Negotiator

Is able to demonstrate various processes and techniques that will be used during the negotiation process. Has the ability to recognise and calculate the cost/ benefit of various options during the negotiation process in order to achieve mutuality or win-win solutions. Has the ability to develop a series of options to be used during the negotiation process. Is able to “think on their feet” during the negotiation

6. PERFORMANCE MANAGER

Sustains focus and clarity by prioritising performance measures, collecting only information that will be used, selectively auditing performance and encouraging people to self-assess and take their own initiatives to continuously improve

6.1 Understands Performance Drivers

Understands KRA's and Competencies and can explain/ demonstrate how the two together drive performance

6.2 “Less is More” Measurement

Ensures that measurement drives focus and action, by only collecting information that will be used, minimising the amount to be recorded and keeping it simple

6.3 Promotes “self-management”

Raises peoples' understanding and awareness to the point where they can self-assess and take appropriate corrective action

7. COMMITTED PEOPLE DEVELOPER

Believes that “Results through People” requires sales learning to be an intrinsic part of the sales culture; encourages and supports learner driven development; prioritises and sustains an intensive coaching schedule

7.1 Prioritises Learning

Promotes learning as a vital part of the sales culture and every individual’s role; demonstrates this importance by adhering to a schedule of activity including regular “work with” days, training needs assessment, preparation and management of Personal Development Plans, and facilitation of learning during team meetings

7.2 Creative Coach

Able to demonstrate the basic 10 step coaching process to the point where it is internalised and used by sales people as a self-development tool; builds variety and fun into “work with” days to sustain freshness and relevance in this vital activity

7.3 Development Planner

Able to personalise each individual’s learning plan in terms of current competency improvement and smoother transition to their next role

7.4 Facilitator

Able to confidently facilitate reinforcement training during team meetings

8. MOTIVATIONAL LEADER

Sensitive to individual and team motivators/ demotivators; builds self-reliance (awareness/ responsibility) as the foundation for individual motivation; leads from the front in demonstrating what success is; acts as a competent “housekeeper” in minimising/ removing the distractions that reduce motivation

8.1 Assesses Motivation

Able to identify each individual’s motivators and demotivators

8.2 Builds Self-Reliance

Able to build individuals’ self-awareness so that they can manage their own response to demotivating factors and seek more of their own motivators

8.3 Demonstrates “Success is.....”

Leads from the front to demonstrate what is achievable

8.4 “Housekeeper”

Constantly searching for new ways to shield the team and individuals from performance distractions

9. TEAMBUILDER

Fosters a cooperative team style; makes teambuilding a team challenge by focusing team members on the qualities and behaviours of a winning team

9.1 Promotes Team Responsibility

Fosters an environment in which the team creates common team purpose, vision, goals and activities and allocates its own responsibilities for team growth

9.2 Meeting Facilitator

Develops and uses objective-oriented agendas; listens and describes issues and concerns; helps the team to consensus, identifies action steps and responsibilities to ensure completion

9.3 Innovation Manager

Encourages the creation and use of new ways to solve problems and address opportunities, using participative group problem solving techniques

10. GUARDIAN OF THE CULTURE

Leads by example in all of the above; maintains focus on brand building as the cornerstone of our success; demonstrates integrity and trustworthiness, internal and external; promotes self-reliance and continuous improvement

10.1 Leads by Example

Demonstrates the full range of sales and sales management competencies in practical application

10.2 Brand Builder

Recognises that brand positioning and brand building are the source of company profitability and acts to sustain/ grow brands

10.3 Integrity and Trust

Consistently behaves in a way which generates trust. Is seen to be a person who demonstrates company values in all situations

10.4 Promotes Self-Reliance and Continuous Improvement

Recognises that the highest levels of team and individual performance depend on individuals taking ownership of the vision, personal performance, self-development and team cohesion; fosters that awareness and responsibility

7. Assessing Training Needs and Priorities

The example overleaf is from an active spreadsheet of the Sales Manager role. It allows a weighted assessment of individual needs, but can be used as a quick reference for the sales management group.

Spreadsheet Description

Column A Lists the 10 Competencies and their multiple dimensions on the left

Column B Invites you to weight the **importance** of each competency/ dimension in your current market environment. Clearly, all competencies are important, but some will be more important to you right now than others, hence:

3 = Vital

2 = Very Important

1 = Important



Enter the number 3, 2 or 1 in the column

Note: Weight the “dimensions” first before making a judgement of the competency itself. The most important competencies are given the highest weighting.

Column C Invites you to rate the **current competency level**. Enter the number 3, 2 or 1 in the column

3 = Developing

Understands the dimensions of the competency and the processes and skills required. Able to follow processes and practice the skills *with some guidance*.

2 = Proficient

Skilled and confident in this area. Can act *without* guidance.

1 = Expert

Able to train colleagues in this area. Able to contribute to the “state of the art”: refine processes, create new ways/ new initiatives

In this instance the “3” rating goes to the **lowest** level of competency. If you are making a “team” decision, you should rate each individual first, but the tool can be used for judgemental decisions of the team as a whole

Column D The right hand column (“**Strength of Need**”) is the sum of the two prior columns. Thus, 9 is the **maximum** result, indicating a strong training need (vital competency/ lowest competency level)

Column E Lists some of the Sales Development Resources which cover each competency (in this case, derived from the **JSA On-Line Sales Training series**).

Training Needs: Sales Manager Role

Training Needs Assessment: Sales Manager Role				
				Indicates initial priorities for this individual
SM Competencies and their Dimensions	(a) Importance	(b) Current Level	(c) Weighted Need	Sales Development Resources
	3 Vital	3 Developing	(a) x (b)	<i>(Based on JSA On-Line Modules)</i>
	2 Very Important	2 Proficient		
	1 Important	1 Expert		
1. Shares the Vision				
1.1 Aligns Team Strategies	3	3	9	Sharing the Vision
1.2 Team Visioning	2	3	6	
2. Concise Inspiring Communicator				
2.1 Coaching Style of Management	3	2	6	The Role of the Sales Manager
2.2 Concise Presenter	2	1	2	Effective Presentation Skills
2.3 Persuasive Presenter	2	1	2	
2.4 Effective Use of Systems	1	2	2	
3. Sales Planner				
3.1 Vision into Action	3	2	6	Sales Planning
3.2 Team Objective Setting	3	2	6	
3.3 KRA Focus	3	2	6	
4. Organiser				
4.1 Selector/ Retainer	3	3	9	Recruitment and Selection
4.2 Territory Organiser	2	2	4	Territory Management
5. Flexible Sales Person				
5.1 Persuasive Selling Skills	1	1	1	Field Sales Series 1: 8 Selling Skills Modules
5.2 Win-Win Negotiator	1	1	1	Planning to Negotiate/ Negotiating for Profit
6. Performance Manager				
6.1 Understands Performance Drivers	3	2	6	The Store Sales Drivers
6.2 "Less is More" Measurement	2	3	6	
6.3 Promotes "self-management"	2	3	6	Continuous Self-Development
7. Committed People Developer				
7.1 Prioritises Learning	3	3	9	All About Learning
7.2 Creative Coach	3	3	9	Field Coaching
7.3 Development Planner	3	3	9	Training Needs Assessment
7.4 Facilitator	3	3	9	Delivering the 10% in 70: 20: 10
8. Motivational Leader				
8.1 Assesses Motivation	2	2	4	Motivation and Engagement
8.2 Builds Self-Reliance	2	2	4	
8.3 Demonstrates "Success is..."	3	2	6	
8.4 "Housekeeper"	2	2	4	
9. Teambuilder				
9.1 Promotes Team Responsibility	1	3	3	Teamwork
9.2 Meeting Facilitator	2	2	4	Effective Team Meetings
9.3 Innovation Manager	1	3	3	
10. Guardian of the Culture				
10.1 Leads by Example	3	2	6	
10.2 Brand Builder	3	1	3	
10.3 Integrity and Trust via the 5 Principles	3	1	3	
10.4 Promotes Self-Reliance and Continuous Improvement	2	2	4	Continuous Self-Development

Workshop Illustration: "The Effective Sales Manager"



Motivation

**CAN do and
WANT to do**

Coaching

**"WORK
WITH" DAYS**

Teambuilding

**How can *WE*
win?**

Behaviour

**GUARDIAN
OF THE
CULTURE**



Sales Plan

**VISION
INTO ACTION**

Organisation

**RIGHT People,
Outlets &
Activity**

Evaluation

**SUCCESS
IS.....**



Strategy

**SHARE
THE
VISION**

Communicate

**COACH
NOT
TELL**



Training Sales Managers to develop people

Programme Launch

Reinforcement Workshop

Train the Trainer #1 (2 Days)	Advanced TTT (2 Days)
<p>Day 1. The Manager as a Trainer/Coach</p> <ul style="list-style-type: none"> ▪ Helping people to learn ▪ The manager's coaching role: <ul style="list-style-type: none"> - Field Coaching - Managing individual development ▪ Sales Modular Program <ul style="list-style-type: none"> - Materials review <p>Day 2. Training during Team Meetings</p> <ul style="list-style-type: none"> ▪ Practical Facilitation Skills ▪ Positive Trainer behaviours ▪ Module Demonstration (by trainer) ▪ Facilitation skills practice (half day). 	<p>Day 1. Honing your Skills</p> <ul style="list-style-type: none"> ▪ Share experience/specify needs ▪ Coaching Skills and "Training Action Planner" reinforcement ▪ Advanced Facilitation Skills <p>Day 2. Moving to the next Level</p> <ul style="list-style-type: none"> ▪ Personality styles and Emotional Intelligence ▪ Buyer styles and NLP in Selling & Coaching ▪ Accelerated Learning: Self-Awareness; Learning styles.

