

Top Competency Guide

1. Opportunity Management

Definition	Managing pipeline; inspecting Opportunities; accelerating campaigns; demonstrating deal ingenuity; providing deal-based ideas
'A' Player Characteristics	<ul style="list-style-type: none"> • fully versant in all phases of the sales cycle • inspects Opportunities with detail and insight • provides compelling recommendations on how to improve deal size, close rate, customer acceptability, and address objections -- at all places of the sales cycle • frequently provides best practices recommendations to sales reps that help shorten sales
'B' Player Characteristics	<ul style="list-style-type: none"> • comfortable in managing most phases of the sales cycle • inspects all Opportunities but cannot provide detailed assistance and insightful advice in all cases • sometimes provides recommendations on how to improve deal size, close rate, customer acceptability, and address objections • occasionally provides best practices recommendations to sales reps that help shorten sales cycles
'C' Player Characteristics	<ul style="list-style-type: none"> • relatively ignorant of the sales cycle • not capable of professional Opportunities inspection • cannot provide recommendations on how to improve deal size, close rate, customer acceptability, or address objections • does not provide best practices recommendations to sales reps that help shorten sales cycles

2. Coaching and Talent Development

Definition	Overseeing talent development programs and efforts; taking interest in advancement of subordinates; success of previous subordinates in other areas of the organization; ensuring stable of qualified and available replacements; developing Career Action Plans
'A' Player Characteristics	<ul style="list-style-type: none"> • invests substantial professional time in overseeing talent development programs and efforts • takes personal interest in advancement of subordinates, including giving them one-on-one time for the sole purpose of career advancement • can point to previous subordinates in other areas of the organization who have been successful • ensures stable of qualified and available replacements for his/her role so as to give the organization maximum flexibility • develops complete and applicable Career Action Plans for each employee in their care and uses them to drive improvements in performance
'B' Player Characteristics	<ul style="list-style-type: none"> • invests limited professional time in overseeing talent development programs and efforts for a few subordinates • takes limited personal interest in advancement of some subordinates • has previous subordinates in other areas of the organization who are still employed • has not taken steps to address succession planning for their own position • sometimes creates Career Action Plans tries to use them to drive improvements in performance
'C' Player Characteristics	<ul style="list-style-type: none"> • invests limited professional time in overseeing talent development programs and efforts for a few subordinates • takes limited personal interest in advancement of some subordinates • has previous subordinates in other areas of the organization who are still employed • has not taken steps to address succession planning for their own position • rarely uses Career Action Plans to drive improvements in performance



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3. Managing Processes

Definition	Adopting company policies; utilizing CRM system; adhering to sales process; understanding sales methodologies; defining handoffs; measuring process output; providing specific governance and guidance around process adherence
'A' Player Characteristics	<ul style="list-style-type: none"> • ensures adoption of company policies and processes • ensures that sales reps in his/her territory heavily utilize the applicable CRM/SFA system and have a high degree of content accuracy • frequently inspects sales rep adherence to defined sales process • has defined and understands the handoffs occurring within the sales process and reduces the friction of these interactions • frequently measures sales process output and measures the completeness with which individual steps are accomplished • uses the sales process to govern and guide management of the pipeline • provides specific governance and guidance around sales process adherence and puts in place steps for continuous improvement
'B' Player Characteristics	<ul style="list-style-type: none"> • briefs sales reps on company policies and processes • asks sales reps in his/her territory to utilize the applicable CRM/SFA system and can show a moderate degree of content accuracy • ensures most sales reps are following most steps in the sales process most of the time • is aware of all the handoffs occurring within the sales process • sometimes measures sales process output but only occasionally measures completeness with which individual steps are accomplished • sometimes uses the sales process to govern and guide management of the pipeline • follows the published governance and guidance around sales process adherence but does not improve it over time
'C' Player Characteristics	<ul style="list-style-type: none"> • allows sales reps to learn of company policies and processes on their own • unconcerned with CRM/SFA system usage or accuracy • does not inspect sales reps adherence to sales process • only partially aware of some of the handoffs occurring within the sales process • rarely measures sales process output or the completeness with which individual steps are accomplished • rarely uses the sales process to govern and guide management of the pipeline • limited ability to follow the published governance and guidance around sales process adherence and takes no steps to improve it over time

4. Talent Management

Definition	Maintaining a virtual bench; attracting top talent within the organization; assessing talent at all stages in a candidate lifecycle; onboarding oversight
'A' Player Characteristics	<ul style="list-style-type: none"> • maintains an active and deep virtual bench for all roles under their management • consistently attracts top sales talent within the organization who request for transfer and seek leadership with him/her • astute judge of talent at early stages (resume and phone screen), middle stages (interviews), and latter stages (job tryouts and reference interviews) • ensures new hires have a clear onboarding path to success and are carefully managed and assisted to reduce ramp time to full productivity • uses Performance Improvement Plans (PIP) to move employees out of the business in a deliberate and smooth fashion because the 'paper trail' of their inadequate performance is detailed and compelling • develops complete and applicable Career Action Plans (CAPs) for each employee in their care and uses them to drive improvements in performance
'B' Player Characteristics	<ul style="list-style-type: none"> • maintains a partial virtual bench for some roles under their management • occasionally attracts top sales talent within the organization • sometimes shows good judge of talent at early, middle, or latter stages of

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	<p>the candidate review lifecycle</p> <ul style="list-style-type: none"> • oversees a basic onboarding plan but without clear metrics and accountability and only limited link to reducing ramp time to full productivity • uses Performance Improvement Plans to move employees out of the business but in a less deliberate and sometimes more disruptive fashion than is preferred by Human Resources • sometimes creates Career Action Plans tries to use them to drive improvements in performance
'C' Player Characteristics	<ul style="list-style-type: none"> • does not maintain a virtual bench • cannot attract top talent within the organization • a poor judge of sales talent • does not get involved with onboarding subordinates • does not uses Performance Improvement Plans effectively • rarely uses Career Action Plans to drive improvements in performance

5. Internal Partnering

Definition	Relating to peers on a personal level; cooperating with peers; joint problem-solving; responding to accolades; handling peer conflict
'A' Player Characteristics	<ul style="list-style-type: none"> • known for maintaining and expanding a large number of productive peer relationships, both outside and inside the company • consistently works well with peers on corporate projects, both strategic and tactical, irrespective of whether in a position of leadership or membership • history of working with peers to solve key business problems, including the proactive sharing of best practices • comfortable with his/her peers receiving accolades for team accomplishments to which he/she made a significant contribution • seldom in conflict with peers but, in those circumstances, known to be fair-minded, calm, and respectful, consistently looking for win-win solutions
'B' Player Characteristics	<ul style="list-style-type: none"> • has some productive peer relationships, usually just inside the company • is a strong contributor on corporate projects, both strategic and tactical, but struggles to lead peers • has occasionally worked with peers to solve key business problems, but is not particularly proactive in sharing of best practices • receives accolades based on significant contributions made to a team effort • sometimes in conflict with peers and, in those circumstances, has been known to act independently
'C' Player Characteristics	<ul style="list-style-type: none"> • has few productive peer relationships • does not contribute much to corporate projects • rarely works with peers to solve key business problems • does not receive positive comments about contributions made to a team effort • often in conflict with peers and unconcerned with the negative impact of this conflict

