## Promoted to VP of Sales: The Year 1 Toolkit

# VP of Sales Competency Profile

Sales Approach	'A' Player Characteristics
Understanding the different types buyers and ensuring the company sales methodology is aligned with different buying processes	<ul> <li>leads sales managers in process adherence</li> <li>offers accurate insight on prospect behavior</li> <li>proactive in adopting sales best practices</li> <li>performance role model to other sales managers</li> <li>thought-leads customers to purchase decisions</li> </ul>
Coaching and Talent Development	'A' Player Characteristics
Overseeing talent development programs and efforts; taking interest in advancement of subordinates; high rate of success of previous subordinates in other areas of the organization	<ul> <li>takes personal interest in development of subordinates for the sole purpose of career advancement</li> <li>can point to previous subordinates in other areas of the organization who have been successful</li> <li>develops complete and applicable Career Action Plans for each direct report and has promoted other VPs</li> </ul>
Managing Processes	'A' Player Characteristics
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	<ul> <li>ensures adoption of company policies and processes</li> <li>ensures that sales reps in his/her territory heavily utilize the applicable CRM/SFA system and have a high degree of content accuracy</li> <li>frequently inspects sales rep adherence to defined sales process</li> <li>has defined and understands the handoffs occurring within the sales process and reduces the friction of these interactions</li> <li>uses the sales process to govern and guide management of the pipeline</li> </ul>
Discipline	'A' Player Characteristics
The ability to stick to a plan in a methodical manner; consistently focused on driving incremental improvement and progress in all aspects of personal and professional learning; translates a focus on core fundamentals through the sales force with a cadence focused on core priorities	<ul> <li>consistently does what needs to be done when it needs to done</li> <li>has high standards around process execution in front of and away from customers</li> <li>does not sway from the strategy despite adversity or skepticism from internal or external stakeholders</li> </ul>
Decision Quality	'A' Player Characteristics
Reacting when under time or other pressure; weighing conflicting goals and commitments and making decisions based on core values; exhibiting wisdom in counsel; judging character; reading market place and internal company situations	<ul> <li>does not panic when under time or other pressure</li> <li>able to weigh conflicting goals and commitments and make decisions based on core values</li> <li>provides wise counsel frequently</li> <li>consistently reads client situations accurately</li> <li>insightful judge of character</li> </ul>
Strategic Agility	'A' Player Characteristics
Ability to understand trends and patterns in the business; drawing insights from data to drive changes in sales strategy and direction to achieve corporate objective	<ul> <li>conducts detailed territory planning, including analysis of territory potential, assignments by merit, and rep accountability for patch management</li> <li>develops strategic goals specific to the sales territory appropriate to the span of control and translates these goals into actionable tasking for each rep</li> <li>reinforces adherence to the sales strategy by teaching sales leadership how to execute</li> <li>frequently shows sales leadership how to map solutions to address client/customer strategic goals</li> </ul>

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Conflict Management	'A' Player Characteristics
Navigating internal organizational battles; establishing reputation for conflict resolution; managing partner organizations; avoiding conflict proactively	<ul> <li>deftly navigates internal organizational battles and establishes reputation for conflict resolution in the process</li> <li>manages all partner organizations with minimal strife, even those who may compete with each other</li> <li>proactively avoids major internal and external conflicts by anticipating build- up of pressure and addressing it to the satisfaction of all parties</li> </ul>
Evolutionary Pace	'A' Player Characteristics
Pace at which the VP of Sales acquires new skills and capabilities that can be driven into the sales force; proactively seeking out best practices from outside the industry to push the pace at which the organization progresses	<ul> <li>evolves quickly with new changes is on the leading edge acquiring and implementing best practices</li> <li>evolves faster than the marketplace through proactively seeking new knowledge</li> </ul>
Intellectual Curiosity	'A' Player Characteristics
Innate desire to question current state and build a personal/team capacity that is constantly questioning how and why they can improve to best in class across industry, sales and company processes	<ul> <li>fast learner ('quick study')</li> <li>abundant sense of intellectual curiosity</li> <li>able to perform complex tasking</li> <li>keen intellect and a has a thirst for knowledge</li> <li>great problem-solver</li> <li>able to grasp difficult concepts easily</li> </ul>
Building Effective Teams	'A' Player Characteristics
Building bridges inside the organization; allowing others to take credit for his/her accomplishments; contributing to group projects; elevating efforts of others	<ul> <li>actively engenders a sense of unity amongst the sales reps under management</li> <li>ensures a high level of productivity of the sales team through clear and consistent rep-to-rep assistance</li> <li>his/her reps consistently state they feel part of a high-performing team and are proud to be part of the organization</li> <li>lifts average performers above mediocrity and motivates above average performers to excellence</li> <li>supports team-building and team motivating activities</li> <li>creates a strong sense of teamwork and camaraderie from among support and other sales-related staff</li> </ul>
Integrity and Trust	'A' Player Characteristics
Responding to ethically questionable activities and alternatives; history of high integrity transactions with peers, customers, and partners; responding to bad news; keeping confidences; exhibiting discretion; admitting mistakes	<ul> <li>resists activities and alternatives that are ethically questionable</li> <li>has a long track record of high integrity transactions with peers, customers, and partners</li> <li>responds with honesty, immediacy, and transparency when questioned about adverse topics</li> <li>has a history of bringing bad news to the attention of leadership as soon as it becomes known</li> <li>has a reputation for keeping confidences</li> <li>discrete in speech and manner</li> <li>quickly admits mistakes in performance, some of which he/she offers up without others even knowing</li> </ul>

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Peer Relationships	'A' Player Characteristics
Relating to peers on a personal level; cooperating with peers; joint problem-solving; responding to accolades; handling peer conflict	<ul> <li>known for maintaining and expanding a large number of productive peer relationships, both outside and inside the company</li> <li>consistently works well with peers on corporate projects, both strategic and tactical, irrespective of whether in a position of leadership or membership</li> <li>history of working with peers to solve key business problems, including the proactive sharing of best practices</li> <li>comfortable with his/her peers receiving accolades for team accomplishments to which he/she made a significant contribution</li> <li>seldom in conflict with peers but, in those circumstances, known to be fairminded, calm, and respectful</li> </ul>
Organizational Agility	'A' Player Characteristics
Overcoming barriers; finding sales solutions; attitude; solving problems; finding resources to address a challenge; responding to lack of formal sales resources; stage managing introduction of internal and external resources to clients to impact sales campaigns	<ul> <li>budgets time to accomplish long-range efforts that take significant effort</li> <li>does not miss meetings in times when there are many and conflicting commitments</li> <li>manages assignments for short and long term commitments without missing deadlines</li> <li>highly efficient user of professional time</li> </ul>
Managerial Courage	'A' Player Characteristics
Adapting in a management environment where autonomy is valued; making decisions; setting priorities without intense oversight; volunteering; taking unpopular position; addressing people problems; taking negative managerial action when necessary	<ul> <li>thrives in a management environment where autonomy is valued</li> <li>makes prudent decisions that may also have a political cost but are optimal for the business</li> <li>sets effective priorities up and down the line without need for oversight</li> <li>volunteers to be the first among peers in assuming a burden or tackling a thorny project</li> <li>willing to take bold stands and defend them with facts, even when the position may be unpopular</li> <li>faces up to people problems quickly, directly, fairly, and with the necessary Human Resources documentation</li> <li>is undaunted when the need arises to take negative action</li> </ul>
Drive for Results	'A' Player Characteristics
Pursuing goals; maintaining focus; seeking out quantitative comparison; demonstrating results in variety of selling environments	<ul> <li>relentless in the pursuit of a key strategic goals</li> <li>does not lose focus and is not easily distracted from core mission</li> <li>seeks out quantitative comparison, both of past performance and against peer groups (internal and external benchmarks)</li> <li>shows a consistent pattern of results delivery in good and negative selling environments</li> </ul>
Conflict Management	'A' Player Characteristics
Navigates internal organizational battles and establishes reputation for conflict resolution; manages all partners without strife; avoids major conflicts before they happen by anticipating build-up of pressure and addressing it to the satisfaction of all parties; known as a peacemaker and arbiter by fellow sales managers	<ul> <li>deftly navigates internal organizational battles and establishes reputation for conflict resolution in the process</li> <li>manages all partner organizations with minimal strife, even those who may compete with each other</li> <li>proactively avoids major internal and external conflicts by anticipating build- up of pressure and addressing it to the satisfaction of all parties</li> </ul>