

# Assessment of Complex, Consultative



# Performance

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# Outline

- Evolution of Sales
- Sales Process and Dimensions
- Selection and Assessment Modules
- Expansion to Other Sales Positions

# Evolution of Sales

What has changed?

# Evolution of Sales

## Today's Buyers:

- Want fewer, better vendors.
- Require economic justification of value.
- Want help with problems, not filling the same old needs.
- Are smarter, savvier, more self-sufficient.
- Have more channels to rely on.

# To Satisfy Today's Buyers

- Salespeople can add the most value at the front end of the selling process.
- To do this, they need

**DIFFERENT COMPETENCIES**

# Three Sales Types

- Product Centric
  - Relatively clear need or set of needs
- Solution Centric
  - Ambiguous needs
  - Today's problems and business models
- Business Centric
  - Business issues; long-term strategies
  - Changing business models

# Sales Types: Challenges

Product Centric	Solution Centric	Business Centric
Quickly identify needs, buying influences	Discuss related issues to shape client needs	Discover client's future business needs
Differentiate own org. from competitors	Help client define and understand problems	Understand client's business & become a partner
Respond clearly to worthwhile RFP's	Unearth web of client stakeholders	Show ways to help client realize business strategy

# Sales Types: Relationships

	Product Centric	Solution Centric	Business Centric
Clients	Maintain positive, tactical relationships	Solve problems collaboratively; leverage relationships	Be credible to executives; become an advisor; use political savvy
Internal	Work well with support staff	Get resources; coordinate a team sale	Get high-level resources to promote partnership

# Sales Types: Solutions

	Product Centric	Solution Centric	Business Centric
Nature of solution	Well-defined product/service	Fixes underlying problems	Helps client's business operate better
Understanding needed	Product, competitor knowledge	Inter-connections among issues	Strategy; business savvy



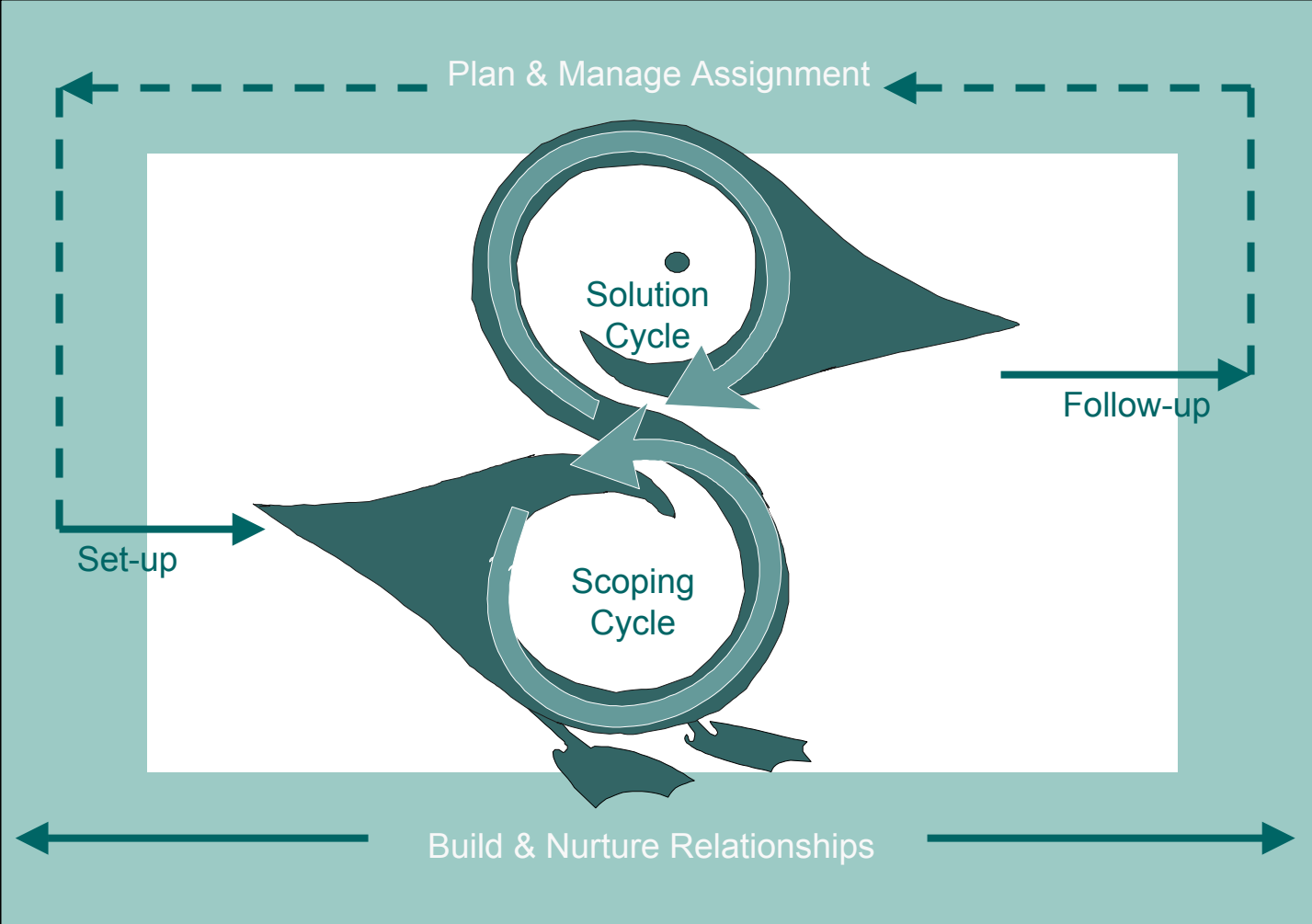
# Sales Process and Dimensions

What Are We Trying To Measure?

# Job Analysis Interviews (17)

- Senior Executives
- Sales Vice Presidents
- Sales Managers
- Sales Professionals

# Cyclical Sales Process



# Dimensions: Business Skills

- Managing the Sales Job
- Sales Opportunity Analysis
- Devising Sales Approaches & Solutions
- Mobilizing Resources
- Customer Networking

# Dimensions: Interpersonal Skills

- Building Credible Relationships
- Sales Call Facilitation
- Persuasive Communication
- Professional Demeanor
- Supporting Sales Implementations

# Dimensions: Fit to Sales Position

- Active Learning
- Sales Disposition
- Job Fit

# Selection and Assessment Modules

How Do We Measure Sales Ability?

# Selection Funnel

Attract - RJP, Mo Fit

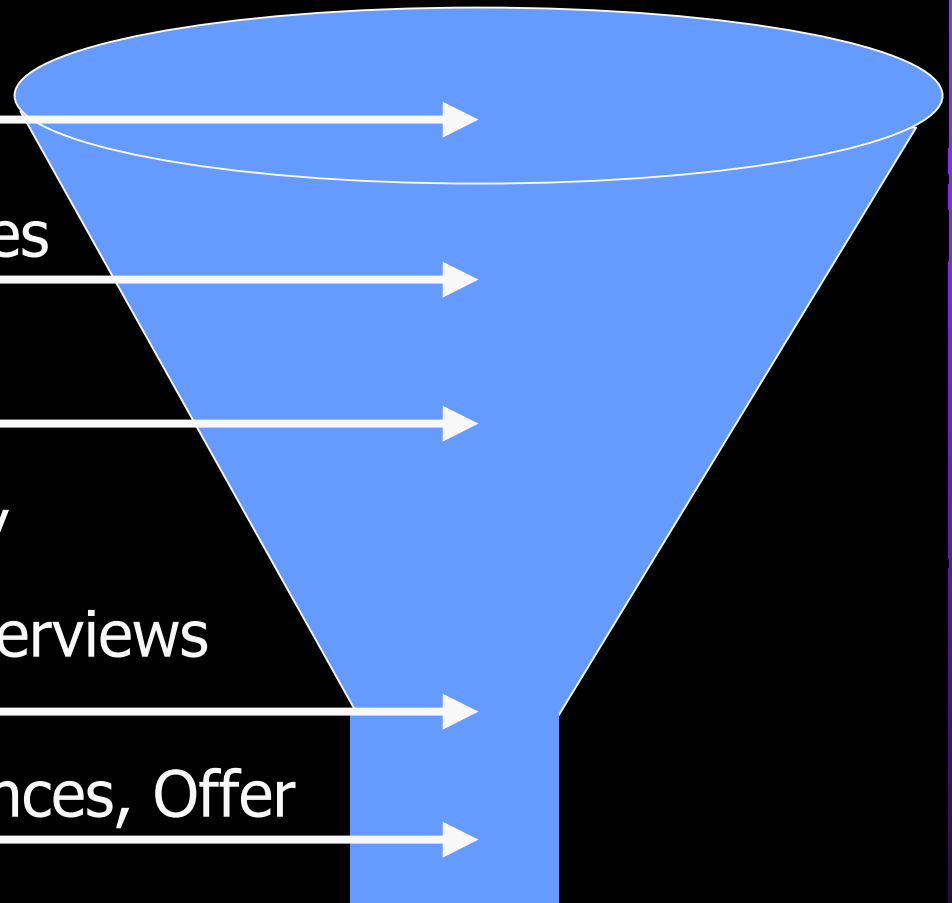
Qualify - Questions, Resumes

Screen - Interviews

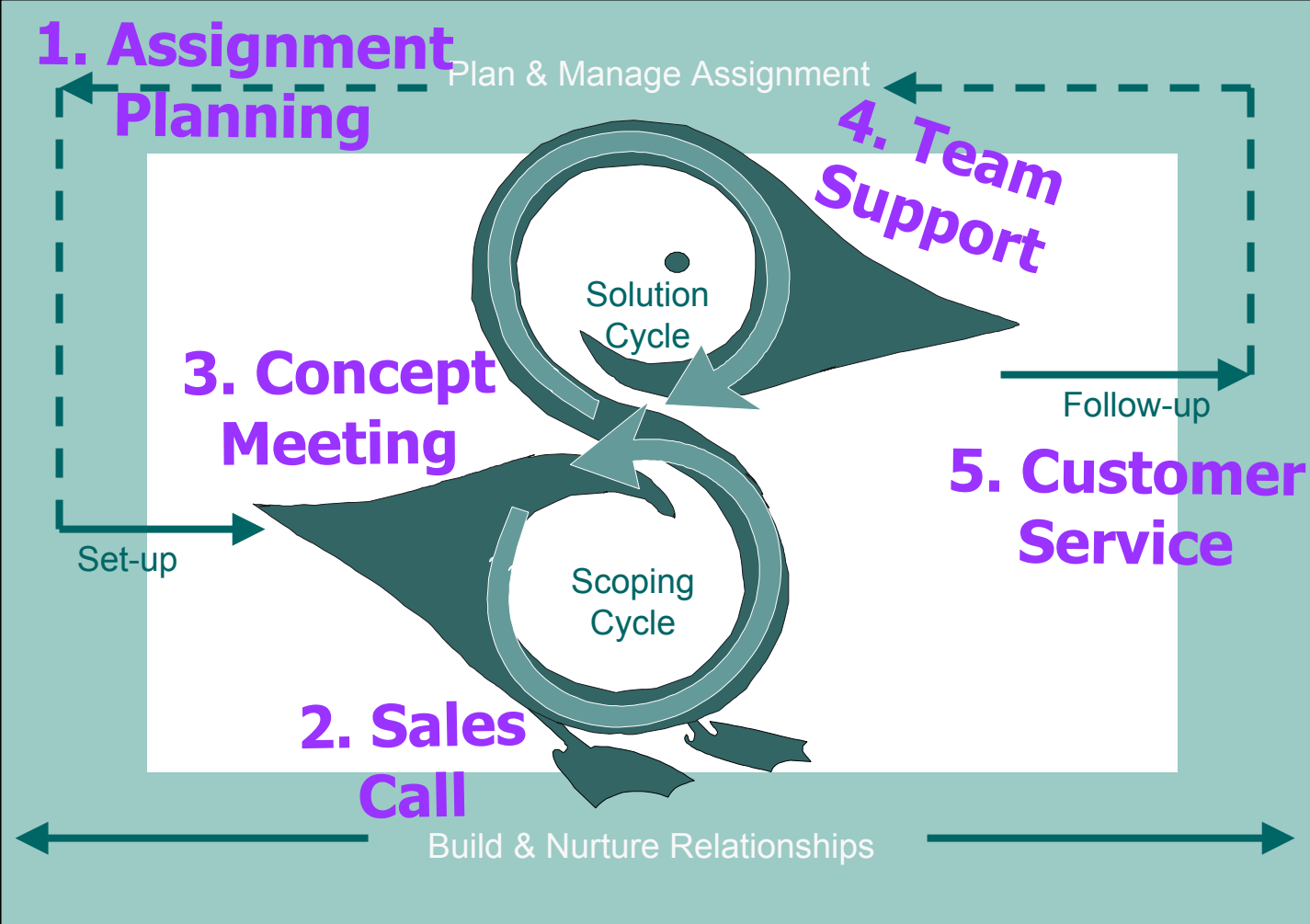
Test - Cognitive, Personality

Assess - Simulations, TS interviews

Select - Integration, References, Offer



# Simulations



# Evaluation of Sales Type

- Highest Sales Level Attempted
  - Business Centric
  - Solution Centric
  - Product Centric
- Effectiveness at Highest Sales Level
  - Masterful
  - Accomplished
  - Competent
  - Inexpert
  - Undeveloped



# Expansion to Other Sales Positions

# Versions of Sales Assessment

1. Account Executive (original)
2. Inside Sales Representative
3. Sales Manager

# Inside Sales Representative

- Sales conducted by telephone
  - Simulations also conducted by telephone
- Product- and Solution-Centric sales
  - Little job opportunity for Business-Centric
- New analysis/presentation exercise
  - Lower-level sales challenge

# Sales Manager Assessment

- Dimensions
  - New dimensions to tap sales leadership
  - Key sales dimensions
- Simulations
  - Conversion of assignment planning exercise into assignment coaching
  - Additional exercise to measure negotiation with direct report
  - Includes exercises that map sales cycle

# Exercises for Three Sales Positions

Inside Sales

Acct. Exec.

Sales Mgr.

Assignment Planning	Assignment Planning	Assignment Coaching
Sales Call	Sales Call	Sales Call
Sales Presentation	Concept Meeting	Concept Meeting
	Team Support	Team Support
	Customer Service	Customer Crisis
		Territory Realignment

## Unique Characteristics

- Captures more complex sales jobs
  - Cyclical sales process
  - Sales-oriented dimensions
  - Type of sale attempted
- Accommodates lengthy sales cycle
  - Continues story line over extended time
  - Keeps exercise performance independent
- Adapts to different positions
  - Account executive, inside sales, sales manager