

Objective
Management
Group

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Sales Leadership Insights

This analysis presents insights that explain how the ways you think and act may affect success in sales leadership. Please keep in mind that areas for growth are sales leadership-specific and not a critique of you as an individual. Acceptable sales leadership values may differ significantly from your personal values, beliefs, and expectations.

There may be sales leadership competencies that are not applicable to your current role, however you may find them helpful for future growth.

Remember, you are being compared to the top sales leaders in the world. This analysis identifies the gaps you'll need to close to achieve world class sales leadership performance also.

Core Competency Groups

OMG's Core Competencies are divided into three Competency Groups. Will to Lead measures an individual's sales-specific drive to successfully lead a sales organization, Sales DNA measures the core underlying beliefs and actions that either support or limit sales leadership success, and Tactical Competencies measure skills and abilities necessary throughout the sales lifecycle.

Will to Lead

- » Desire
- » Commitment
- » Outlook
- » Responsibility

Sales DNA

- » Doesn't Need Approval
- » Stays in the Moment
- » Supportive Beliefs
- » Supportive Buy Cycle

Tactical

- » Sales Leadership
- » Strategic Thinker
- » Develops Strong Relationships
- » Personal
- » Coaching
- » Motivating
- » Recruiting
- » Accountability

Will to Lead

The Will to Lead Competencies measure a sales leader's overall drive to achieve success in sales leadership. Without strong Will to Lead, it is difficult for an individual to change their habits or learn new skills.

When this is an Opportunity for Growth, an individual might...

When this is a Strength, an individual might...

Desire



tend to prioritize non-sales activities, lack urgency, or lack concern about sales results.

feel urgency to take action, prioritize sales results, or care deeply about achieving sales results.

Commitment



give in to discomfort, avoid difficult selling scenarios, or not do what is required to achieve sales quota.

persevere in selling to a difficult prospect, push forward despite their own discomfort, or do what is required to achieve sales quota.

Outlook



feel frustrated, demotivated, or distracted by their career prospects.

feel positive, focused, and appreciative about their career prospects.

Responsibility



rationalize poor sales results by pointing to the economy, the competition, or the company.

hold themselves accountable for any lack of sales results.

Sales DNA

The Sales DNA Competencies measure a sales leader's beliefs and actions that support or limit success in sales leadership. Sales leaders are often unaware of how their biases can negatively impact their interactions with their teams.

When this is an Opportunity for Growth, an individual might...

When this is a Strength, an individual might...

Doesn't Need Approval



avoid asking lots of questions or challenging the status quo, because they worry about upsetting their customer.

be able to ask tough questions and challenge their customers to earn their respect.

Stays in the Moment



find it difficult to capture what their prospects are saying because their self-talk captures their attention.

be able to remain objective and actively listen to their prospects and customers.

Supportive Beliefs



put constraints on their actions because of negative sales-specific self-talk.

feel empowered to take positive action without being sabotaged by negative sales-specific self-talk.

Supportive Buy Cycle



side with their prospect's objections to price, desire to comparison shop, or indecision because it is similar to how they buy.

be able to push back over price objections, competition, and indecision.

Supportive Beliefs

OMG's research has found that high self-awareness is especially important for sales leaders. Self-awareness helps you better understand the belief systems that you're consciously or unconsciously bringing into interactions with your sales team or any customers you directly interface with. It also helps you understand how you might interpret a team member or client's response to you.

Below we've listed some Self-Limiting Beliefs that your responses indicated you hold, along with the corresponding Supportive Beliefs that you can develop with development and coaching.

| Self-Limiting Belief | Supportive Belief |
|---|--|
| I prefer to spend most of my time in the office | » It is important for me to spend time in the field watching my sales team |

Tactical

Tactical Competencies measure the skills necessary to successfully guide the sales organization and lead sales managers.

When this is an Opportunity for Growth, an individual might...

When this is a Strength, an individual might...

Sales Leadership



focus too much on tactical issues instead of being the leader of the sales organization.

get sales managers and salespeople to enthusiastically follow them, respect them, and perform for them.

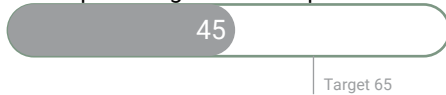
Strategic Thinker



benefit from taking a more thoughtful approach to leadership and developing strategies for the success of the sales team.

see the big picture and focus on planning, decision-making, infrastructure, and architecture that will help the sales organization succeed.

Develops Strong Relationships



not have strong enough relationships to withstand criticism and easily diffuse issues that may arise in the sales organization.

spend time interacting with the sales team and developing strong relationships which can be leveraged to tackle challenging issues that may arise.

Personal



lack a strong drive to lead a sales organization or lack some of the personal attributes necessary to work independently as a sales leader.

strongly exhibit their own personal drive and passion in sales, and in doing so serve as inspiration for the entire sales organization.

Coaching



believe that coaching means helping salespeople with pricing and technical questions on an ad hoc basis.

schedule multiple coaching conversations with salespeople each week to improve their skills and help them win more sales.

Motivating



assumes their salespeople will be inspired by providing external motivation.

take an interest in what drives each salesperson towards success and use that to keep their salespeople motivated.

Accountability



allow their salespeople to rationalize their results, not realizing that their excuses prevent them from improving.

empower their salespeople to take responsibility for their results, own their mistakes, and use those as coaching opportunities.

Recruiting



accept under-performance over upgrading, and when hiring, select the first viable candidate instead of waiting for an A player.

regularly upgrade their sales teams, hire A players, and have a formal onboarding plan.

Sales Leadership

An effective sales leader is focused on leadership, is decisive, enjoys the role, is always taking action, and most importantly, gets the team to follow his/her lead.



Impression of a Leader

The impression you have of yourself is certainly that of a sales leader. When you believe, feel, look, sound and act the part, you tend to be more convincing and effective. Congratulations!



Achieve the Best Outcomes with Sales Managers

There are many times when you will have sales managers whose strategies are not aligned with yours, who are not performing as expected, or who are not exhibiting the appropriate attitude. It seems that in scenarios like these, you've been able to achieve the desired outcomes. This ability should help you maintain consistency throughout the organization.



Focused on Leadership

You seem to be very focused on the leadership aspect of your job. Certainly, if you had to focus on a single aspect, leadership would be the one to focus on.



Leading People

People will follow you and you have the ability to lead them. Once that dynamic is in place, the only things left are to make sure you lead them to the right places, at the right times and for the right reasons. Lead them into battle, but make sure they have the tools they need to win.



Top Down, Decisive Manager

Leadership and decision-making are important characteristics of sales leadership. When direction, strategy and decisions are being made at the top, people have faith in their leadership and tend to follow. When too much consensus building occurs, leadership is viewed as nice - they listen - but not necessarily strong. You appear to be a leader who is decisive and strong.



Best at Developing Sales

You seem to believe that developing sales is not your greatest asset. That is what it's all about so please pursue this! It is also important for you to remember the importance of a balanced effort. Focusing on the other aspects of sales leadership will pay off when you balance both your time and effort.



Enjoys Sales Leadership

It's fortunate that you really enjoy your role. It just makes it that much easier to perform the more difficult aspects of leading a sales organization.



Taking Action Most of the Time

You are a leader who is always taking some kind of action. As long as your actions are strategic and serve to improve, rather than change for change's sake, this is a good thing. Be careful about changing too much at any one time. As a general rule, it's best to change one thing at a time.



Achieve Consistent Results

Based on everything we reviewed, we believe that you need to develop some additional strengths and skills, and execute them consistently, in order to experience consistent results.



Time for Leading the Team

In a sales leadership role, the most important function is to lead the team. Many sales leaders fall into the trap of working in the team as opposed to working on the team. It appears that in your case you devote most of your time to leadership.



Getting Sales Force to Follow and Perform

It doesn't get much better than having the ability to get the sales force to follow your lead and perform. You should be aware, however, of what you actually do that makes this all possible. How much of it is due to your relationships, your ability to motivate and your ability to develop people?

Strategic Thinker

As we mentioned earlier, a key differentiator between sales managers and sales VPs or Directors is the need for them to be strategic. That includes seeing the big picture, focusing on the right issues, planning, decision-making and sales infrastructure and architecture.



Focusing on the Right Issues

You seem to invest your time focusing on the right issues, not only the ones that need your attention, but the appropriate ones too. It is very easy to waste time on the wrong stuff and to your credit you avoid doing that.



Train and / or Coach To Sales Processes and Tactics

You understand the importance of having everyone on the same page with regard to sales process and even the tactics required to execute that process. You will provide training to help, encourage and require everyone to get to that level of consistency. Keep this up!



Cutting Losses or Never Give Up

You haven't yet developed a sense for knowing when you are fighting a losing battle so that you can cut your losses. While it's nice to never give up, cutting your losses is frequently a more effective strategy.



Ability to Achieve Desired Sales Growth

Based on the many questions you answered, it seems that you are very likely to achieve your desired sales growth. Just remember that as strongly as you feel about achieving your goal, the ability to achieve a stretch goal is in direct proportion to your people, systems, processes and strategies. As long as the people get the coaching and accountability they need, and the systems, processes and strategies support their effort, you should be fine.



Approach to the First 90 Days

You have a good approach to a sales manager's and salesperson's first 90 days with the company. Your ability to prepare them for success rather than set them up for failure is an important strategy where many sales leaders fail.



Approach to Best Practices

You have a practical approach to adapting and embracing existing best practices and only adopt new best practices in areas that need to be changed. This assures that you don't needlessly waste time reinventing the wheel.



Approach to Change

Change is one of the most misunderstood and difficult things to achieve but it seems you have an ability to identify the need for change, embrace it and see it through. Congratulations!



Effectiveness When Sales are Flat or on the Decline

When sales are flat or in decline sales leaders face a real test of skill and resilience. You tend to be less effective under negative circumstances and have room to improve in this area so that you can be counted on to lead the team back to prosperity.



Problem Solving

Your approach to solving problems is to strategize possible solutions. This approach is a good one and while you should continue to do this, consider expanding this to areas where problems do not exist.



Believes Single Greatest Asset is Developing Strategies



A Structured Sales Process to Drive Consistent Results

You will inspect and confirm that your formal sales process is implemented and followed. This way you will know, for sure, that mission-critical steps and milestones, the keys to generating revenue, are being executed.



Executive Style - Strategist

You have many of the attributes of the Strategist. Since you have a knack for strategy, make sure you share those strategies with the team - with confidence!

Tendencies

| | Behaviors that do not support Strategic Thinking | Behaviors that support Strategic Thinking |
|----------------------------------|--|---|
| <input type="radio"/> | Builder | Reorganizer |
| <input checked="" type="radio"/> | Salesperson | Leader |
| <input checked="" type="radio"/> | Bottom Up | Top Down |
| <input checked="" type="radio"/> | Trial & Error | Systems |

Develops Strong Relationships

As we described earlier, Sales leaders must develop strong relationships with everyone in the sales organization, other leaders on the executive team, other departments, vendors, customers, and stakeholders. In this chapter we will look more closely at some of the factors including, but not limited to, Respect, Criticism, Time in the Field, Relationships, and Handling Upset Managers.



Respected

Sales Leaders must be respected but in many organizations, rather than respect, they create feelings of dislike, intimidation, or to the other extreme, close friendship. You have respect and that provides the balance a leader needs to drive performance.



Handling Criticism Effectively

Getting criticized is part of the job and the more managers that report to you, the more likely it is that one or more of them won't like the latest directive. In your case, you seem quite able to handle the criticism without letting it interfere with the relationship or performance. Nice work!



Spending Time in the Field

Sales leaders who spend the majority of their time in the field are able to observe, first hand, what really takes place, build relationships, develop people, coach in real time, and motivate as needed. Your organization would probably benefit you from spending more time in the field. As long as you leave enough time for strategy and accountability with the rest of the team, you'll see a nice return from your efforts in the field.



Relationships with the Sales Force

Your relationship building skills and your commitment to building relationships with the sales force are strong. These relationships are important, especially when you need people to meet challenges head on. They are much more likely to accomplish the goal if they are doing it for someone with whom they have a good relationship.



Handling Sales Managers that are Upset

When sales managers are upset, regardless of the cause, you have the ability to restore calm and serenity. They respect you for this and it makes them work harder for you.



Usually Focuses on People Issues



Wants to Hire People He/She Likes



Spending Time Managing Relationships

Relationships are crucial to a sales leader and they don't simply happen. They must be developed, nurtured, managed and maintained. You understand all of this and spend enough time on those relationships so that the people on your team will work hard for you.



Time Developing Relationships



Likely to Rely on Relationships to Lead the Sales Organization



Believes Single Greatest Asset is Developing Relationships

Tendencies

| | Behaviors that do not support Relationship Building | Behaviors that support Relationship Building |
|----------------------------------|--|---|
| <input type="radio"/> | Sleeves Down | Sleeves Up |
| <input type="radio"/> | Respected | Liked |
| <input checked="" type="radio"/> | All Business | Strong Relationships |

Personal

Sales Leaders can be affected by personal characteristics that may influence their attitude, behavior and effectiveness, all of which can influence results. In this section we will look more closely at some of those factors including, but not limited to your Desire, Commitment, Self-Image, Motivation and Goal Orientation.



Commitment

Your commitment for success in sales leadership is top notch and would support gaining the same level of commitment from the rest of your team. Commitment is the most important element of all and provides the incentive for continued growth and development.



Desire for Success

Your strong desire for success in sales leadership is one of the two most important attributes of all. Your strong desire provides the incentive to improve, overcome weaknesses and change for the better.



Self-Starter

It's a good thing that you are a self-starter. Otherwise, who is going to get you going each day? One of the blind spots that self-starters have, though, is that they tend to assume that others are like them and will get going without any help. We would like to believe that once people reach the sales management level we wouldn't have to worry about such things but, unfortunately, we do.



Works Independently

When you working independently, it seems that you may not be as effective as when working with your team. It's great that you work well with your team but you should work to improve your effectiveness during those times you are working alone.



Risk Taking

You are not much of a risk-taker and there are two potential downsides to this. One is that you may understand the same behavior from others; and the second is that you may pass up challenges that you should be taking on. If you are risk-averse, then becoming more of a risk-taker is difficult. However, as a sales leader, taking appropriate risks is one way that you can demonstrate leading by example.



Self-Image

Your self-esteem is currently at its highest possible level. This could have a very positive carry-over effect in your work, relationships, and overall effectiveness. Keep it up!



Motivation

You are not motivated to earn more money - not uncommon when someone reaches a sales leadership role and becomes more complacent with their income. The challenge you may face is to find ways to motivate your people to prevent them from becoming complacent.



Written Personal Goals

As we would expect to find, you have written personal goals. Your greater challenge is to take that best practice and replicate it throughout your sales organization. As more sales managers and salespeople put their goals in writing, they commit and become more motivated to succeed.



Written Plan for Reaching Personal Goals

As we would expect to find, you have a written plan to reach your personal goals. As with goal setting, the bigger challenge is to replicate the written plan throughout the sales organization. As more sales managers and salespeople create personal plans, their focus improves and they become more likely to succeed.



System to Track Progress

As we would expect to find, you have a system to track your progress. As with goal setting, the bigger challenge is to replicate your system throughout the sales organization. As more sales managers and salespeople track their own progress, their urgency improves and they are more likely to succeed.



Knows what must be done to reach personal goals

Coaching

Coaching is the competency that can have the single biggest impact on the sales organization. While your sales managers have the responsibility for coaching their salespeople, you must be able to coach up your sales managers to help them be more effective when they are doing their coaching. In this section, we'll review the attributes that are essential for great coaching.



Choosing Issues When Coaching Sales Managers

You seem capable of choosing the right issues to discuss when coaching salespeople and sales managers. This supports working on the real problem rather than symptoms of the problem, excuses or smoke screens.



Approach to Coaching

While most sales leaders say that they provide coaching to their sales managers, many lack a method, approach or style that could lead to development. In your case, you have an effective approach to coaching and you should continue to use it.



Debriefing Sales Managers

You have learned how to assure that your debriefs with sales managers are effective. Asking for the facts and data points instead of their stories and spin will always lead to more productive conversations.



Handling Vulnerable Large Opportunities

When it comes to large opportunities where the company faces the possibility of losing some or all of the business, you have sound strategies for intervention. This is awesome and you should continue to approach them the way you have in the past.



Joint Sales Call Philosophy

Your philosophy for joint sales calls is sound. It is always more effective to let salespeople do the selling without interference, and then, for development purposes, debrief the call, making sure that lessons were learned and specific actions will take place.



Getting the Sales Force to Ask the Right Questions

Based on your own skills in the area of asking the right questions, along with the importance you place on this competency, it seems you are well positioned to get your entire sales force asking the right questions - clearly the single most important skill in sales.



Trusting the Sales Force

When it comes to the sales force, you have just the right amount of skepticism in you. When sales leaders are too trusting, they tend to accept the information they get from their sales managers at face value, as if it was a promise. With your healthy distrust, you are able to push back and question everything, making coaching and accountability so much more effective.



Healthy Skepticism of Prospects

You have enough skepticism to be effective questioning most of what you hear. This supports not accepting the claims of salespeople and sales managers at face value alone without making them back it up - a cornerstone of effective coaching.



Tendencies of the Sales Force

You seem to have some difficulty understanding the tendencies of your sales force - the things they tend to do without your direction or that of your sales managers. This lack of understanding makes it difficult for you to direct them to do the right things at the right times.




Asking Many Questions

You ask a lot of questions, one of the most important qualities of a sales leader. The more questions you ask, the more you require your sales force to think, evaluate, adapt and step up. Keep it up!




Money Tolerance


Money Tolerance is the point at which an amount of money sounds like a lot to you. Fortunately, your high tolerance for money will help support a similar mindset throughout the sales force.

 Comparison Shoppers


You don't perform much comparison-shopping when you buy, so your belief that comparison-shopping isn't necessary should support a strategy where competitors can be eliminated, your products/services can be decommoditized, and your people can differentiate and stand out from the crowd.

 Premium Pricing


When you buy important things for yourself you seek value instead of looking for the lowest price. Your belief that you don't need to have the lowest price or even competitive pricing to get the business should support a premium pricing strategy, your products/services can be decommoditized, and your people can differentiate and stand out from the crowd.

 Uncovering Actual Budgets

You know the importance of and have the ability to get actual budgets - the money a prospect or customer will actually spend. If incorporated into your sales culture, this conviction supports a sales force of similar mindset and ability.









 Closing

You don't need to think things over when making major purchases for yourself and you don't understand it when others are unable to make decisions. This supports your efforts to make the entire sales force more effective at closing rather than taking put-offs at closing time.

 Executive Style - Developer

You have many of the attributes of the Developer. One of the ways in which you may be able to help the organization is to help other executives with your keys to developing people. Perhaps you can run or coordinate a training program on development.

Tendencies

| | Behaviors that do not support Coaching | Behaviors that support Coaching |
|---|--|---------------------------------|
|  | Impatient | Patient |
|  | Sleeves Down | Sleeves Up |
|  | Delegator | Mentor |
|  | Cut Your Losses | Never Quit |
|  | Closer | Negotiator |
|  | Trusting | Skeptical |
|  | Watch Me | Watch Them |
|  | Tell | Ask |

Motivating

Maintaining a motivated sales force, and assuring that each individual is motivated is not easy work. In this section we will look at some of the elements that contribute to effective motivation including, but not limited to recognition, sales meetings, compensation, and your understanding of their financial needs.



Recognition of the Sales Management Team

The Sales Management Team requires just as much recognition as the sales team. Your sales managers are feeling pressure, have more people to concern themselves with and take the blame when things don't go well, so recognition helps maintain a steady Outlook. It seems that you manage to do this consistently and effectively - keep it up!



Effective Sales Meetings

Running sales meetings doesn't seem like such a big deal but most sales meetings are not run properly. Sales meetings should always have a motivational side while providing the necessary updates and training at the same time. You have the balance just right so keep up the good work.



Compensation Plans

It appears that you have limited experience designing effective compensation plans. Plans are only effective when the plan motivates one to take action so don't take the existing plan for granted. Review and tweak it so that it is a truly effective motivational tool and if this is challenging for you, don't be afraid to ask for help.



Spends Most of His / Her Time Motivating



Uses Motivation as Primary Method to Accomplish Sales Growth



Will Run Contests to Stimulate Flat or Declining Sales

You run contests to stimulate sales when they are flat or on the decline -a good strategy. You can make that strategy even more effective by making sure your contests are short, have multiple categories, are based on desired changes to behavior, and are not based on revenue.



Raises Expectations

To a certain degree, performance is simply a byproduct of setting expectations and getting people to buy in and commit. You have done an effective job of continuing to raise the bar, and that is half of the battle.



Financial Needs of Your Sales Managers

It is important to know and understand the financial needs of your sales managers and you have taken the time to do just that. This helps with motivation, measuring satisfaction, and retention.



Executive Style - Motivator

You have many of the attributes of the Motivator. Your skills are called upon to maintain high spirits in the organization, even as bad news about the economy continues to cast clouds of doubt.

Tendencies

| | Behaviors that do not support Motivating | Behaviors that support Motivating |
|----------------------------------|--|-----------------------------------|
| <input checked="" type="radio"/> | Task Master | Motivator |
| <input checked="" type="radio"/> | Challenger | Encourager |
| <input type="radio"/> | Decision Maker | Consensus Builder |
| <input type="radio"/> | Demanding | Hopeful |
| <input type="radio"/> | Content | Motivation |
| <input checked="" type="radio"/> | Goals in Mind | Plan in Writing |
| <input checked="" type="radio"/> | Ignore | Recognize |
| <input checked="" type="radio"/> | Assume | Know |
| <input checked="" type="radio"/> | Perform for Me | Follow Me |

Accountability

Next we will look at the elements that contribute to your ability to hold salespeople and sales managers accountable. These elements include pipeline management, handling resistance and attitude issues, upholding margins, the ability to confront, requiring that proposals be provided only to qualified opportunities, KPI's, expectations, being demanding, and taking responsibility. Let's begin!



Managing the Pipeline to Hold People Accountable

One of the most important yet difficult things to manage is the sales pipeline and it appears that you have found a way to manage it effectively. Congratulations!



Ability to Handle Resistance

Resistance is a constant both within the sales force and in selling. The variable is the sales leader who either has the ability to handle resistance or does not. You do have that ability and as a result, you lead by example and maintain a steadiness that is so very important.



Ability to Maintain Prices and Margins

When you make major purchases, price is not your primary criteria. Your emphasis on value should support your desire to have the sales force sell value rather than price.



Handling Managers with Attitude Problems

Sales Managers can be difficult. They might have their own agendas, styles, strategies, processes and tactics. You aren't always able to handle them in such a way that you can achieve the desired outcomes and still work with and manage them without an ongoing conflict.



Ability to Confront When Necessary

Your ability to confront sales managers and/or salespeople supports holding everyone accountable to certain standards, metrics, performance and results. This is terrific so keep it up!



Qualified Proposals

One of the areas where salespeople waste a tremendous amount of time is in writing and delivering proposals to unqualified prospects. It seems that you will have to work harder to get to the point where your sales force no longer provides unqualified proposals and quotes.



Managing Performance

There are two types of metrics that you can track and utilize; the first is forward-looking indicators and the second is lagging indicators. Your continued use of forward-looking indicators should enable you to see trouble before it strikes, identify alarming trends and solve potential problems before they happen.



Patience During Tough Times

Tough times and crises tend to bring out the worst in people but you have found a way to demonstrate appropriate behavior despite the challenges facing you. Your lack of patience for mediocre performance allows you to lead, act and manage when others may hide from such adversity.



Taking Responsibility for Lack of Results

Thankfully, you are a sales leader who takes responsibility for your results. You don't point fingers, you don't make excuses, and you don't blame others. The buck stops with you. Assuming that your non-sense approach scales to the entire sales organization, you have a much better chance of people stepping up and being accountable.



Demands More From Everyone

You seem to be a demanding leader and that means you set high expectations and hold people accountable. You can't improve on that!



Uses Accountability as Primary Method to Accomplish Sales Growth



Executive Style - Executer

You have some attributes of the Executer. Discomfort is the primary reason that many executives find executing so difficult. When you are uncomfortable, an alternative to executing would be to ask a leader who excels in this area to help out.

Tendencies

| | Behaviors that do not support Accountability | Behaviors that support Accountability |
|--|---|--|
| | Sales | Metrics |
| | Patient | Impatient |
| | Motivator | Task Master |
| | Numbers | Behaviors |
| | Never Quit | Cut Your Losses |
| | Quote | Qualify |
| | Bottom Up | Top Down |
| | Hopeful | Demanding |
| | Mentor | Delegator |
| | Follow Me | Perform for Me |
| | Avoid | Confront |

Recruiting

Finally, in this section we will explore some of the elements of effective recruiting. These include, but are not limited to, selection criteria, positioning, Human Resources, your beliefs, and emphasis. Let's finish!



Selection Criteria for Hiring Sales Managers

The sales manager position is a challenging one for which to hire because there are so many sales managers who are nothing more than glorified salespeople. Your answers seem to show that you have identified the right selection criteria for hiring people who will perform to expectations in this role. Congratulations.



Recruiting From a Position of Strength

Sales Leaders often recruit only when they need to fill a position, which puts them in a position of weakness. It appears that you recruit from a position of strength, recruiting regularly, so that you can patiently wait for the right candidate to come along.



Will Get Appropriate Partners Involved in Recruiting

Your tendency to not get partners like HR involved in the recruiting process may be shortsighted or controlling. HR can and should be your ally. They can handle much of the time consuming administrative load and they specialize in this competency. This allows you and/or your sales managers to focus on speaking with and interviewing the best candidates for the position, a much better use of your time.



Spends Most of His / Her Time Recruiting (over strategy and leadership)



Spends Most of His / Her Time Recruiting (over challenging / developing / leading people)

Greatest Asset is Recruiting

Recruiting to Accomplish Sales Growth

Recruiting to Stimulate Sales

Will Sometimes Use Recruiting to Accomplish Sales Growth

Tendencies

| Behaviors that do not support Recruiting | Behaviors that support Recruiting |
|--|-----------------------------------|
| <input checked="" type="radio"/> Status Quo | Action |
| <input checked="" type="radio"/> Reorganizer | Builder |
| <input type="radio"/> Never Quit | Cut Your Losses |
| <input type="radio"/> Recruit When Necessary | Recruit Always |
| <input type="radio"/> Developer | Recruiter |
| <input checked="" type="radio"/> Warm Body | Meet Criteria |

Executive Styles

Objective Management Group identified nine Executive Styles that contribute to leadership team meetings in business and non-profits today. While it is important for a company to have all of these styles represented on their Leadership Teams, it is not realistic for an individual leader to be all, or even many of these styles. Most effective leaders have only one or two of these styles and the goal of this section is to help you understand the role or roles you are best suited for on your leadership team.



Visionary

The Leader who can see into the future, imagine what the company will be, do and offer, and clearly articulate that vision.



Strategist

This Leader has the ability to formulate and create plans to achieve the company's vision and goals to launch products, enter markets, acquire companies and assets.



Innovator

The innovator has the ability to take existing concepts and products and make them better, find new ways to use them, raise the bar and expand the capabilities of products, services and companies.



Developer

The developer has the ability to develop people, their competencies, skills, capabilities and contributions.



Motivator

The motivator is the Leader who is able to encourage people to be a part of something bigger than themselves, become better, more effective and achieve the desired results.



Executer

The executer is the Leader who makes sure that everyone does what they are expected to do and more.



Risk Taker

Risk Takers are able to see past the challenges and potential pitfalls and want to get started, take action, make things happen and go for the win.



Negotiator

Negotiators are not only useful with customers, vendors and investors, but they can also help to resolve conflicts among the Leaders on the leadership team.



Problem Solver

Inevitably, there will be problems, things won't go as planned, and problem solvers are the Leaders who have the ability to quickly analyze, understand and solve those problems.

Executive Qualities

Successful CEOs and business experts identified the qualities that they desired from the members of their executive management team. We measured the degree of each quality that you possess and present the summary results below.



Reliable and Steady

This Quality measures the consistency of your interactions including, worrying, becoming emotionally involved, reactions to setbacks, how well you adapt, how quickly you bounce back from challenges, and your ability to remain calm.



Business Integrity

This Quality measures the principles that influence your decisions, how strictly you adhere to the principles of right and wrong and how focused you are on always doing the right thing.



Passion for the Business

This Quality measures the degree of excitement you have for the company, the work you do, your projects, and your business achievements.



Open to New Ideas

This quality measures your openness to new ideas, opinions and experiences as well as your ability to recognize and experiment with possibilities, embrace change and push for improvements.



Is Accountable

This Quality measures the degree to which you are self-disciplined, take responsibility for your actions and your consistency in doing what you agreed to do after you agreed to do it.



Holds Others Accountable

This Quality measures the degree to which you are demanding, constructively critical, goal oriented, focused, and get others to do what they are supposed to do.



Board Room Presence

This Quality measures your level of confidence, presence, experience, assertiveness, and self-consciousness in business meetings.



Practical

This Quality measures the degree to which you are realistic, practical, solution oriented and able to simplify concepts.



Strong Work Intensity

This Quality measures the standards you set for yourself and others as they relate to how hard and how long you work.



Makes Difficult Business Decisions

This Quality measures how quickly and effectively you think through issues, challenges and problems, your decision making style and your tolerance for risk.



Persuasion

This Quality measures how you engage others in conversation, your effectiveness influencing others, your listening and questioning skills, your willingness to challenge people and ideas, speak up, push for change and get groups of people to adopt your ideas.



Strong Business Relationships

This Quality measures your interest in people, the value you place on your relationships, your trust in others, their trust in you, how genuine those relationships are, as well as the range of relationships.



Able to Survive Business Crises

This Quality measures your resilience in the face of adversity, ability to focus on the present, remain calm and act appropriately in high-pressure situations.



Team Player

This Quality measures your preference for involving, working with, calling attention to and helping other people as part of a group or team.



Creative

This Quality measures the degree to which you generate new ideas, how quickly you think and your imagination.



Confident
This Quality measures your sense of self-assuredness, courage and how bold, fearless and confident you are in business settings.



In Search of Excellence
This Quality measures your need for achievement, excellence, and perfection in yourself and others.

We hope this analysis has given you useful insights into your current sales-related skills and strengths – both the areas where you are already strongly competent as well as any areas in which you could benefit from training and development.