

# How to Hire Top-Performing Salespeople in an Evolving Sales Environment

*Presented by Caliper*

# Agenda

- How the business environment is changing and how it impacts the sales profession
- What research has revealed about successful sales job models that are applicable in today's changing environment
- How to leverage this information to better hire and train sales professionals at your organization







A close-up photograph of a person's hand hovering just above a black, rectangular button with rounded corners. The button is illuminated with a bright blue light that creates a glowing border around its edges. The text 'GENERATE LEADS' is printed in white, bold, sans-serif capital letters on the button's surface. Below this button is another similar button, but it is not illuminated and its text is less visible. The background is dark and out of focus.

**GENERATE  
LEADS**

**CONVERT  
LEADS**



Hunter/Farmer

Challenger

Consultant



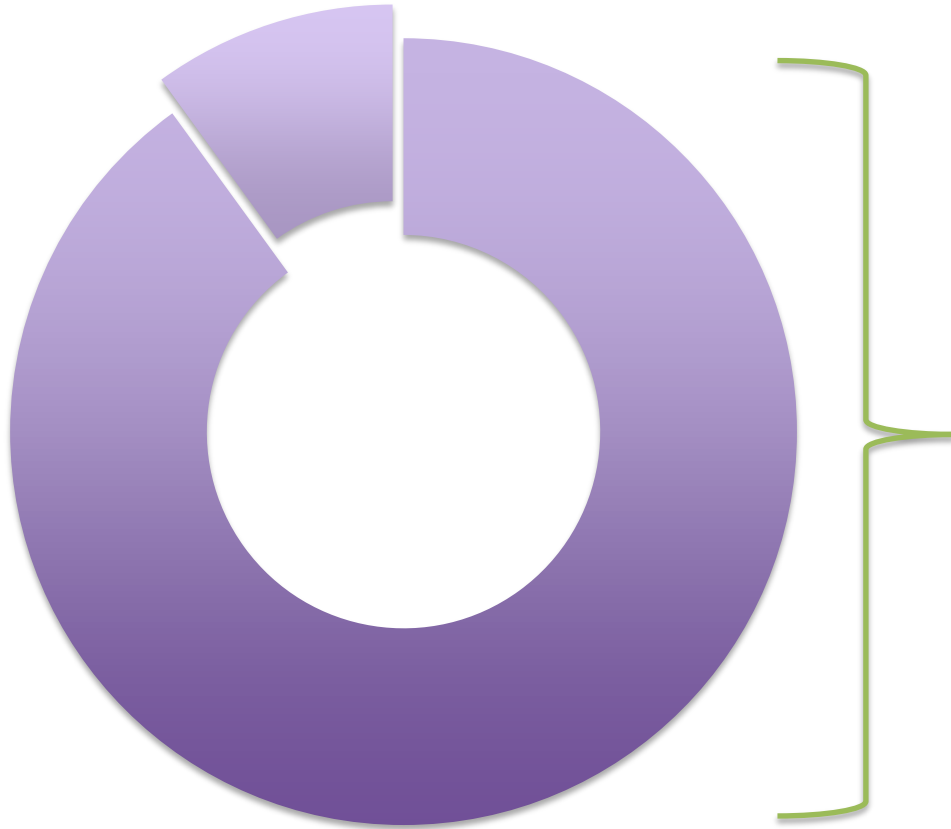
one size fits  
**NONE**





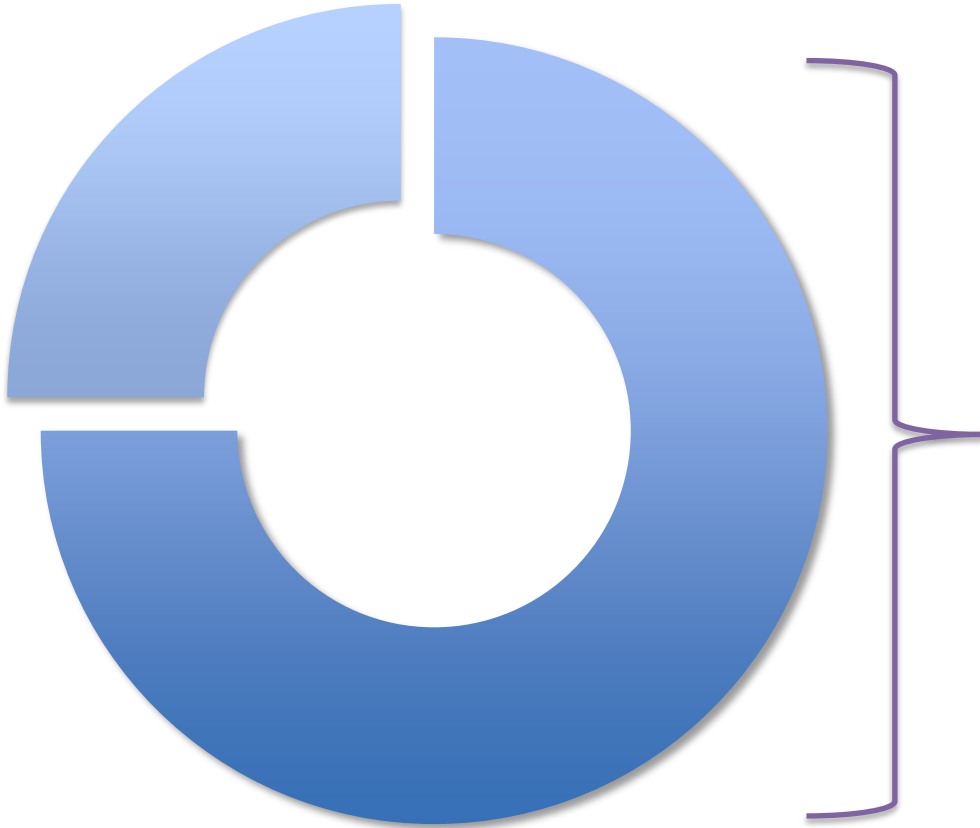


# Today....



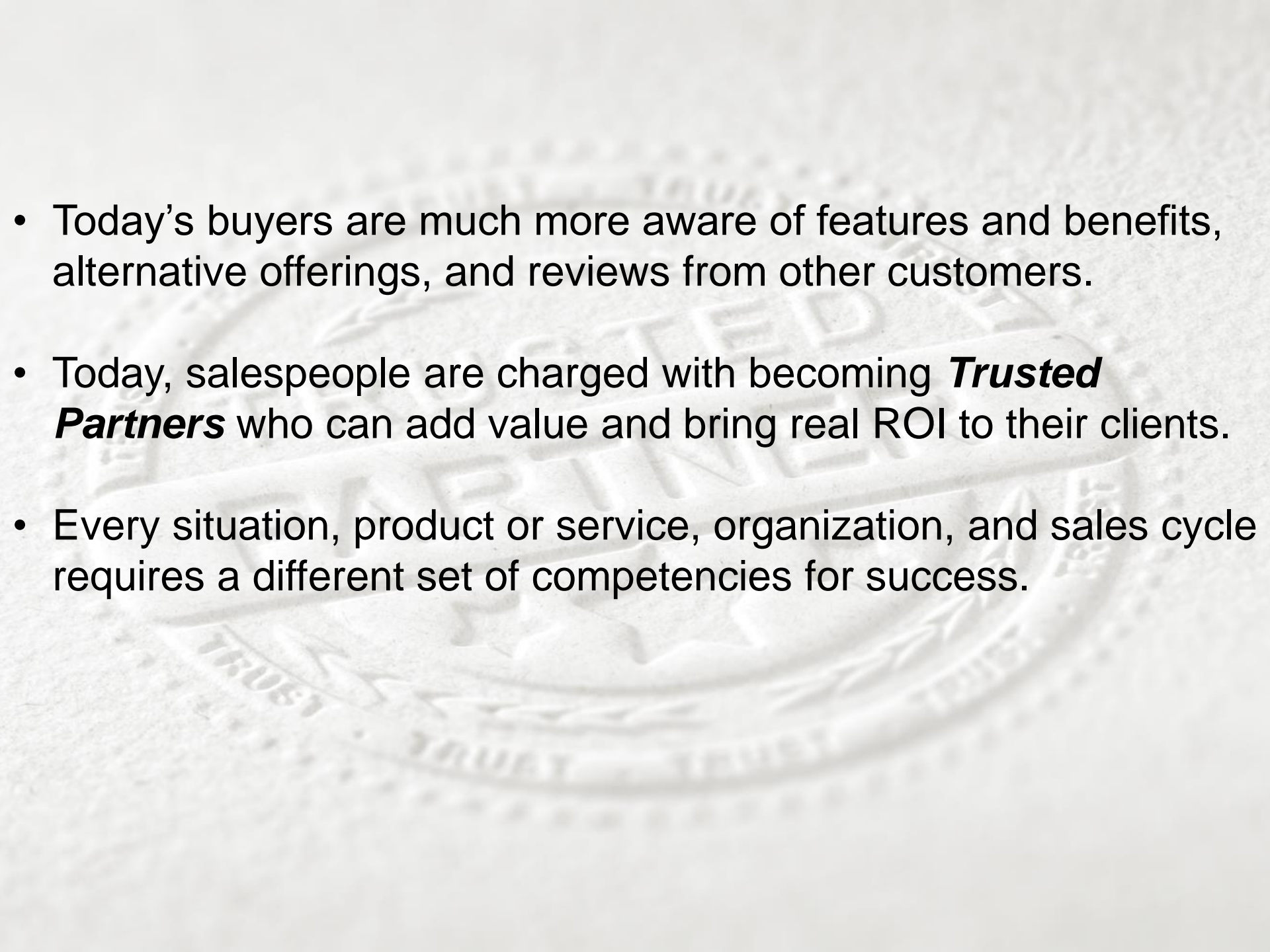
90% of C-Level executives ignore cold-calls.

# Today....



75% of B2B buyers and 84% of C-level or VP-level executives use social media to make purchasing decisions.



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- Today's buyers are much more aware of features and benefits, alternative offerings, and reviews from other customers.
  - Today, salespeople are charged with becoming ***Trusted Partners*** who can add value and bring real ROI to their clients.
  - Every situation, product or service, organization, and sales cycle requires a different set of competencies for success.

# *The Research:* The World of Work and Sales Job Models





# Caliper began with a foundation in sales research...

- Article in 1964 July/August **Harvard Business Review** by Founder Herb Greenberg, PhD., *What Makes a Good Salesman*.
  - 3 main components of successful salespeople: ego-drive, ego-strength, and empathy
- Caliper's work is grounded in sales, and for over 50 years, we have been the pioneers in validated workplace personality assessments.
- We have been described as the “gold-standard” in predictive personality assessment.



# The World of Work





# The Theory of Work: 4 Primary Propositions

Rate of change in most  
business environments  
will continue to  
accelerate

Human capital and  
strategy must be aligned

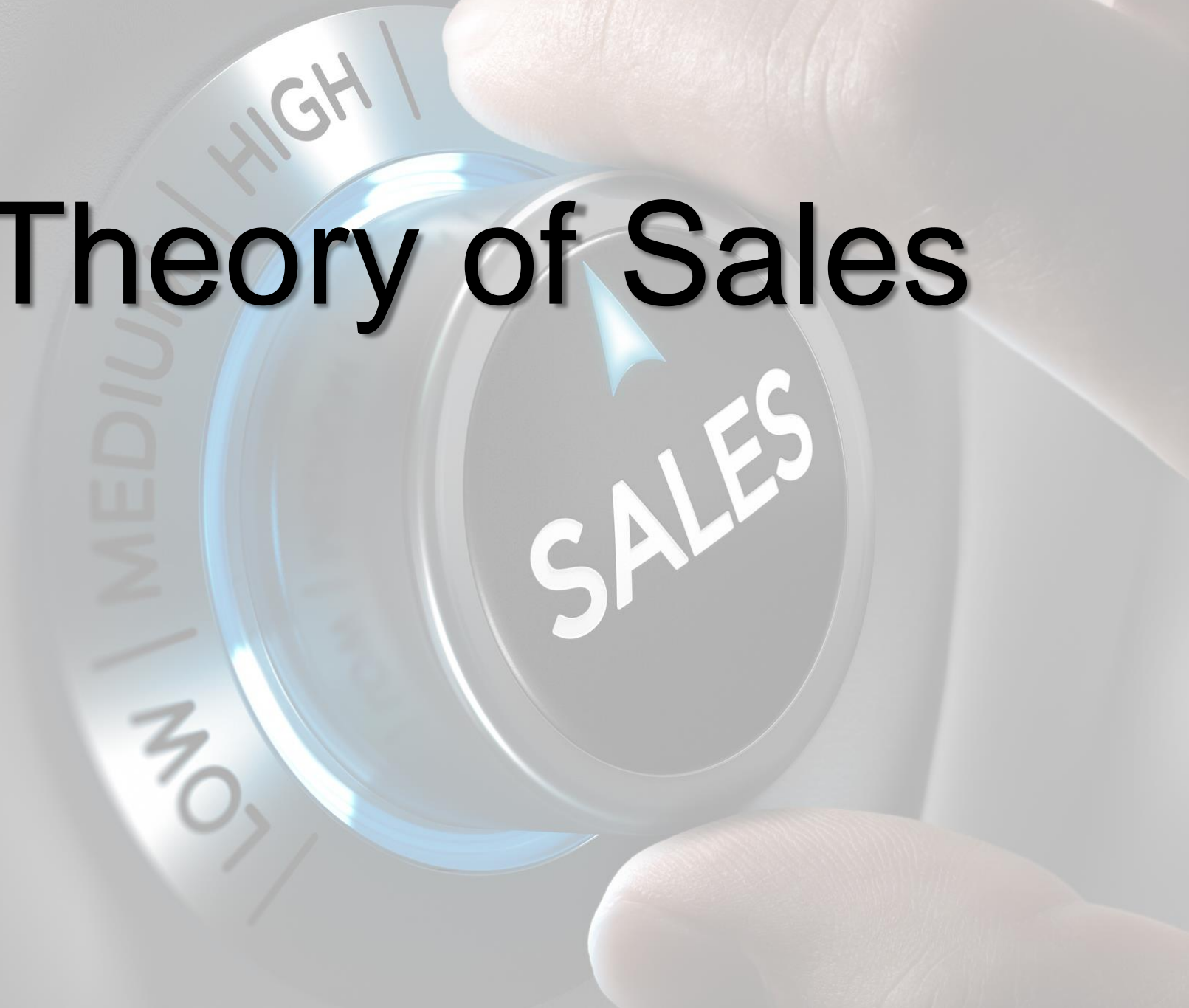
Context Matters

Business analytics will  
continue to significantly  
influence management

## The most successful organizations in the future will be those that:

- Maintain flexible human capital in the face of rapidly changing business environments
- Create and communicate *value* for clients and employees as well as *meaning*
- Link human capital with a broader evidence-based management approach that quantifies the link between human behavior and all relevant business outcomes
- Remain proactive in creating high-performance environments in which optimal behavior is most likely to occur

# Theory of Sales





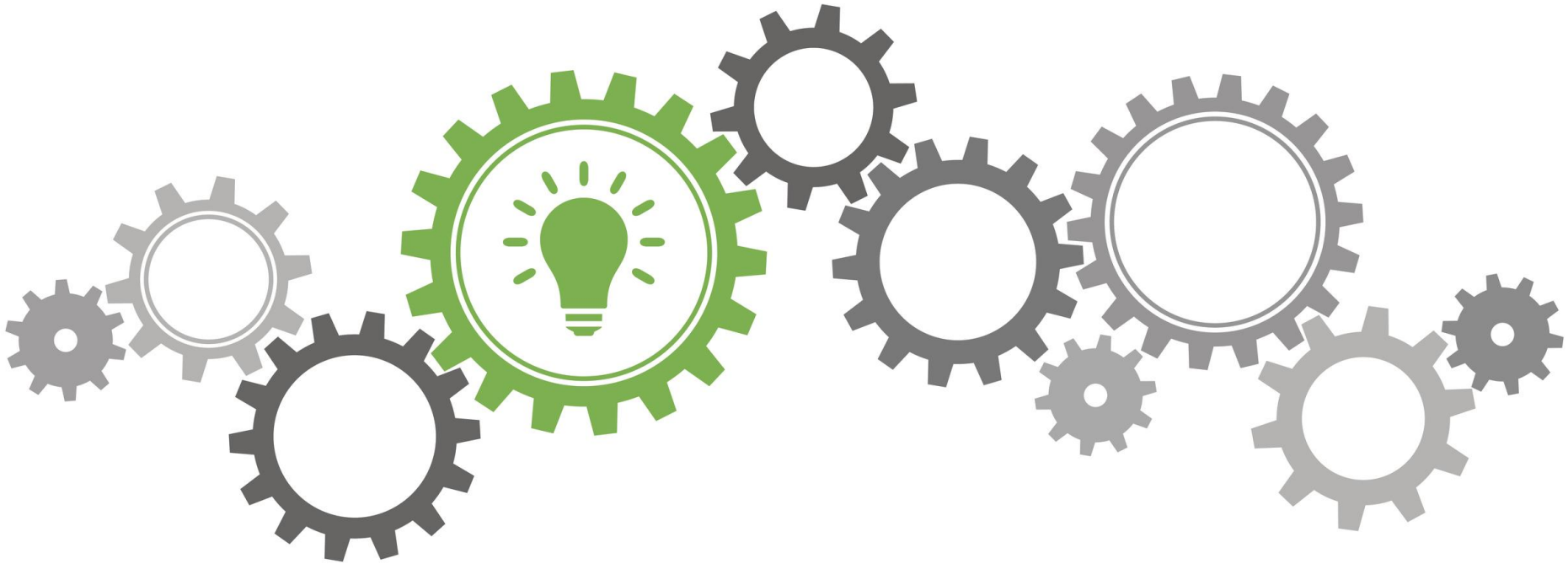
# Critical Trends

- Customer needs have grown more sophisticated.
- Customers expect providers to solve their business problems and measure value based on outcomes.
- Customers have become more experienced with competitive, disciplined bid processes.
- Customers are less loyal because they don't want to be locked into a vendor's products.

# The Research: Sales Job Models

*Meta-Analysis over the course of 15 years:*

- 268 studies
- 292 samples
- 79,747 salespeople
- 4,317 organizations







# The Competency Library

- 49 competency areas organized along 7 performance dimensions
- Behavioral indicators for each (total of 245 behaviors in full library)
- Validated algorithm scoring for all competencies and behaviors
- Developmental suggestions and interview items for each behavior

New  
Business  
Development

Account  
Development

Account  
Service  
Specialist

Consultative  
Sales

Technical  
Sales

Strategic  
Sales

# New Business Development

Leading	Active Communication	Interpersonal Dynamics	Making Decisions	Solving Problems	Managing Processes	Self-Management
Leadership Maturity	Influence and Persuasion	Interpersonal Sensitivity	Deliberative Decision Making	Creativity and Innovation	Quality Focus	Composure and Resiliency
Leadership Communication	Conflict Management	Service Focus	Decisiveness	Analytical Thinking	Compliance	Achievement Motivation and Perseverance
Driving Results	Negotiating	Relationship Building	Strategic Thinking	Learning Agility	Safety Focus	Self-Awareness
Leading Change	Instructing	Collaboration and Teamwork	Organizational Citizenship	Scientific Acumen	Process Management	Adaptability
Managing Innovation	Active Listening	Organizational Savvy	Information Seeking	Business Acumen	Time Management	Comfort with Ambiguity
Team Building	Communicating	Global Mindset			Planning and Priority Setting	Initiating Action
Coaching and Developing Others						Accountability
Directing						Professionalism
Delegating						Continuous Learning
Strategic Talent Management						Extended Task Focus
Fact-Based Management						



# Account Development

Leading	Active Communication	Interpersonal Dynamics	Making Decisions	Solving Problems	Managing Processes	Self-Management
Leadership Maturity	Influence and Persuasion	Interpersonal Sensitivity	Deliberative Decision Making	Creativity and Innovation	Quality Focus	Composure and Resiliency
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# Account Service Specialist

Leading	Active Communication	Interpersonal Dynamics	Making Decisions	Solving Problems	Managing Processes	Self-Management
Leadership Maturity	Influence and Persuasion	Interpersonal Sensitivity	Deliberative Decision Making	Creativity and Innovation	Quality Focus	Composure and Resiliency
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# Consultative Selling

Leading	Active Communication	Interpersonal Dynamics	Making Decisions	Solving Problems	Managing Processes	Self-Management
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# Technical Sales

Leading	Active Communication	Interpersonal Dynamics	Making Decisions	Solving Problems	Managing Processes	Self-Management
Leadership Maturity	Influence and Persuasion	Interpersonal Sensitivity	Deliberative Decision Making	Creativity and Innovation	Quality Focus	Composure and Resiliency
Leadership Communication	Conflict Management	Service Focus	Decisiveness	Analytical Thinking	Compliance	Achievement Motivation and Perseverance
Driving Results	Negotiating	Relationship Building	Strategic Thinking	Learning Agility	Safety Focus	Self-Awareness
Leading Change	Instructing	Collaboration and Teamwork	Organizational Citizenship	Scientific Acumen	Process Management	Adaptability
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# Strategic Sales

Leading	Active Communication	Interpersonal Dynamics	Making Decisions	Solving Problems	Managing Processes	Self-Management
Leadership Maturity	Influence and Persuasion	Interpersonal Sensitivity	Deliberative Decision Making	Creativity and Innovation	Quality Focus	Composure and Resiliency
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# Implications for Talent Professionals and Organizational Success

- Validated benchmark for hiring salespeople
- More thoughtful and consistent hiring process
- Consistent onboarding and employee development
- Measurable performance metrics



# Now what?

## Job Model Identification

Who would be the target customer?

Is technical acumen necessary?

How long is the sales cycle?

Do they receive warm leads?

Is it a complex sale?

How important is the service element and growth of existing accounts?

Are they expected to be subject-matter experts in an industry?



**And based on your answer...**

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Business  
Development

Account  
Development

Account  
Service  
Specialist

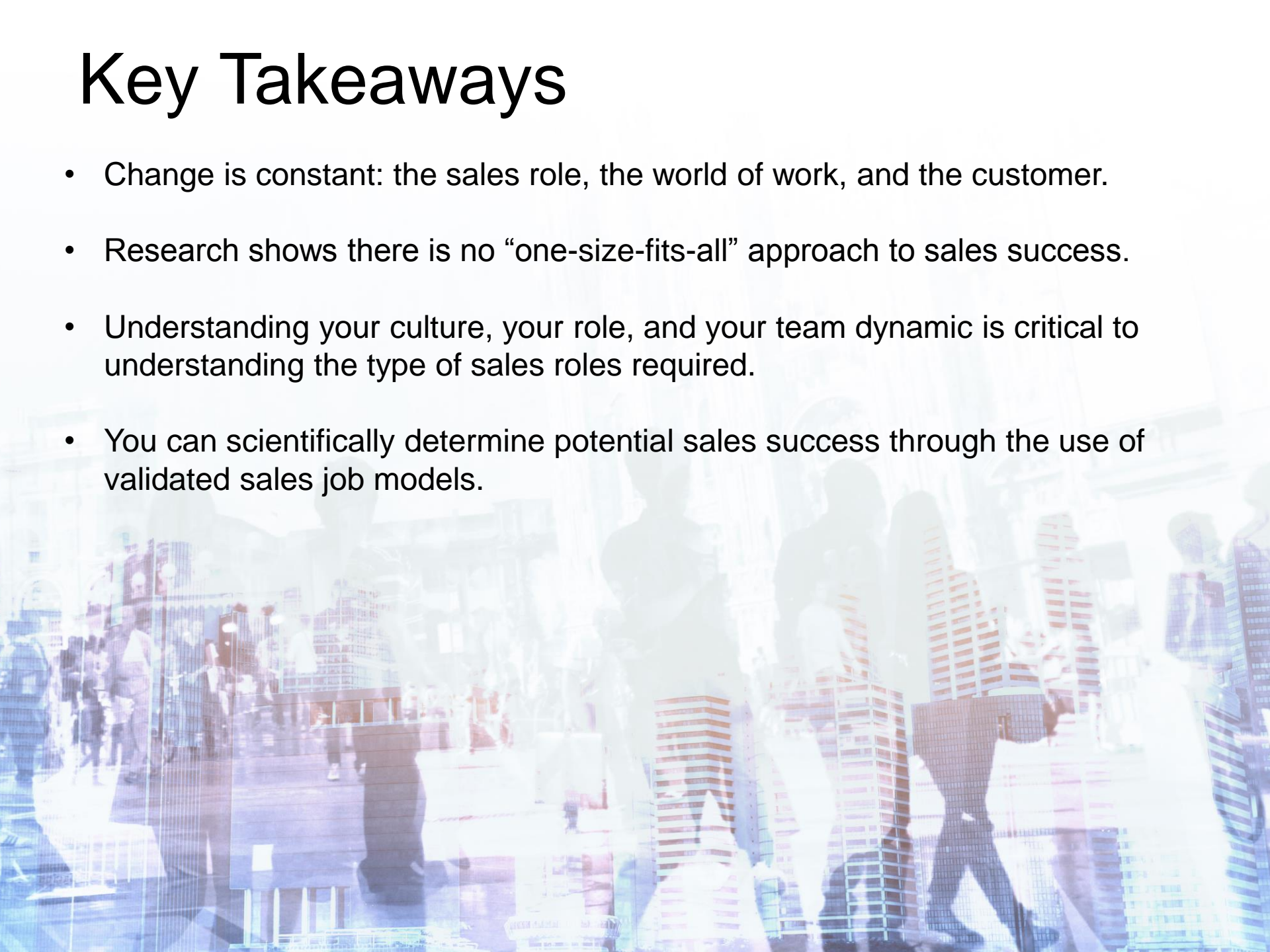
Consultative  
Sales

Technical  
Sales

Strategic  
Sales

# Key Takeaways

- Change is constant: the sales role, the world of work, and the customer.
- Research shows there is no “one-size-fits-all” approach to sales success.
- Understanding your culture, your role, and your team dynamic is critical to understanding the type of sales roles required.
- You can scientifically determine potential sales success through the use of validated sales job models.



# Questions?

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