



Talent Analytics for Selection and Development

Hiring the Right People for the Right Positions for Ultimate Sales Effectiveness



Utilizing Talent Analytics to Help Businesses Make Profitable Hiring and Development Decisions

GrowthPlay's Talent Analytics System will take you through a comprehensive, proven process to select, align, and develop your sales force to meet your organizational strategies and customer needs.

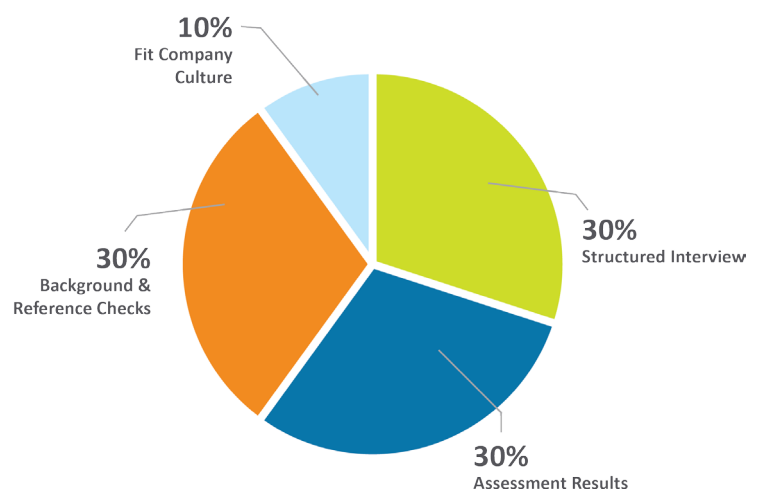
The following steps are recommended:

- Identify the specific type of sales roles needed by your organization
- Identify the granular, role-related behaviors that predict success (behaviors that differentiate top and bottom performers)
- Assess, select, and develop sales representatives based on job competency scoring, motivations, and fit within the organization

There is no silver bullet for selecting sales professionals. However, having a structured process can make it significantly better.

The 30-30-30-10 Rule to Job Selection

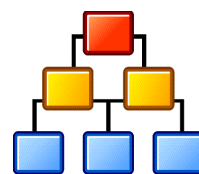
GrowthPlay encourages clients to consider balanced, multi-phase systems for the most effective candidate selection results. We recommend the "30-30-30-10 Rule" be followed. Thirty percent of a final selection should be based on assessment results, 30% based on interview results, 30% on background information and reference checks, and the final 10% on perceived fit with the company's culture.



Source: Recommendation based on World Class Sales Research, Chally Group (2015)



Validation Study to Identify the Sales Roles and Behaviors Needed



One of the first steps in the selection process is to conduct a job analysis to identify the important duties, tasks, and responsibilities needed to be successful in a specific role. We work with clients to gather information from key stakeholders to better understand the business metrics supporting the targeted roles.

Data collected may include:



Quantitative

- Actual on-the-job performance metrics
- Assessments taken and scored against 140 work-related skill control groups
- Sales volume
- Sales targets
- Achievement against targets



Qualitative

- Job description analysis-current state/future state
- Job analysis interviews with I/O Psychologists and job analysis survey with key SMEs
- Capture judgments from managers, incumbents, other SMEs about the job and top and bottom performers

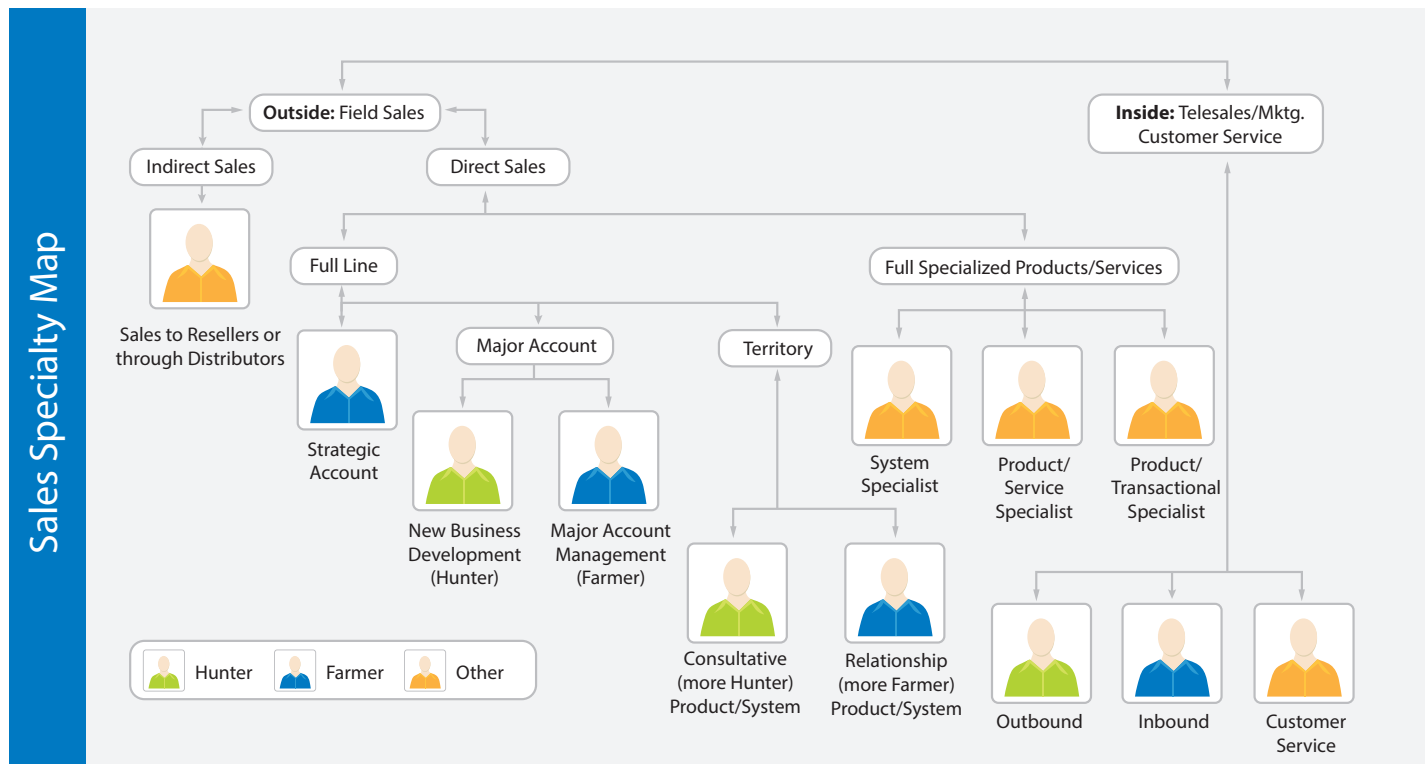


Integration

- Skills deemed most relevant by quantitative and qualitative measures undergo analysis for job fit and review of adverse impact analysis
- Map to your competencies

Identifying the Specific Types of Sales Role Needed for your Organization

Is selling software to senior executives the same as selling cars, or products over the phone? The answer is, of course, no. The reality is that most organizations have four to six different types of sales roles. Understanding each at a very detailed level enables you to predict success. Our World Class Sales research has identified 14 specific sets of sales and service profiles that are required to succeed in specialized sales roles. The Sales Specialty Map below demonstrates a decision tree that allows our consultants to select or build a profile based on our clients needs and data.



Assessing Potential for Success

Once a profile has been established for a specific role, individuals are assessed to see how they compare to one or more roles. It is this level of detail that enables us to clearly differentiate between different types of sales roles. Whether assessing an external candidate for a new hire, or assessing an existing team for developmental/promotion purposes, no one provides more accurate, specific data than Chally.

Online Assessment

- Assessment = 288 Questions, 45 - 60 Minutes to complete
- 866 Individual Data Points are collected
- Predicts success against 140 Competencies
- Assessment Measures the candidate's potential on-the-job behaviors, most distinctive (or driving) motivations/work habits and candor in taking the assessment

Data-Rich and Comprehensive Assessment Results Report

Once the applicant has completed the assessment, a report will be prepared summarizing the applicant's potential for success in the role. The report is comprised of five types of selection information:

1 Overall Recommendation

indicates if the candidate is Recommended, Recommended if concerns addressed can be resolved, and Not Recommended for this position

2 Validity Paragraph

Indicates how candidly the applicant responded to the assessment questions

3 Individual Job Competency Scoring

A percentile score is reported for each competency for each role. The percentile is based on a standard of people who are performing the same job or comparable jobs to the position for which the candidate is applying.

Sample

ASSESSMENT RESULTS Manager's Report

Personal & Confidential

NAME:	Tom Brown
POSITION:	Account Management
1 BOTTOM-LINE:	Recommended
DATE:	November 1
ADDRESS:	Susan Johnson Johnson Industries Dayton, OH 45420

- 2 The validity scales from the Self-Descriptive Index indicate that Mr. Brown completed the questionnaire in a candid manner. Therefore, the profile results accurately represent his pattern of motivation and style of approaching work.

Skills Potential Summary

All scores shown are percentile scores, which range from 1 to 99. These scores indicate how an individual compares to a large sample of professionals who completed the assessment. Do not confuse percentile scores with percentage scores. Percentile scores allow you to compare one person's scores with a group of others who took the assessment. According to Chally's analysis of Johnson Industries position information, we have agreed that the following Sales Skills are most critical to success in this position:

CRITICAL SUCCESS SKILLS	PERCENTILE
MAXIMIZES RESULTS BY SYSTEMATICALLY MANAGING AN ACCOUNT PLAN	80
DRIVEN TO PRODUCE BY INCREASING SALES TO EXISTING ACCOUNTS	97
WORKS THE SYSTEM FOR THE CUSTOMER	63
EDUCATES CUSTOMERS THROUGH STRUCTURED TRAINING	89
PROMOTES CUSTOMER RELATIONS BY SOLICITING FEEDBACK	34
RESPONDS AT ANY HOUR	58

4 Skill and Score Explanations and Coaching Tips

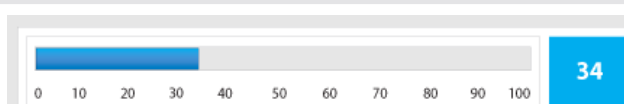
Competencies are complex and made up of multiple components. Most competencies are actually comprised of 2 or 3 component factors. To be of greatest assistance, the Chally report focuses on explaining the weaker facts so managers will understand areas for improvement. The written

explanation will highlight the deficiency blocking the candidate's fuller potential.

In addition, the report provides a "Coaching Tip" for scores below 50. Coaching tips are suggestions for training, supervising, or other techniques that have been found to be most useful for bolstering the weakness or deficiency.

Sample

PROMOTES CUSTOMER RELATIONS BY SOLICITING FEEDBACK



Seeks customer feedback regularly to verify satisfaction and uncover minor issues which could escalate if left unattended; solicits suggestions for continuous improvement and demonstrates personal attention to the customer even when there is no problem; listens to feedback without judgment or defensiveness, remaining focused on results rather than personal feelings; stays logical and objective and refrains from expressing personal frustrations to the customer; ensures future business by anticipating and removing potential sources of dissatisfaction

Skill/Capability Level: Mr. Brown may refrain from regularly contacting customers, assuming that they will contact him if there are problems. He may tend to let sleeping dogs lie and be reticent to probe for problems that may be in the early stage of development. As a result, he may be surprised when a small customer frustration builds into a serious issue. He might have difficulty stepping back from situations and looking at customer comments objectively. He might become defensive when faced with negative service feedback and thus add his own emotions to those of the customer. Consequently, he could inflame the situation instead of restoring satisfaction and improving the longevity of the relationship.

Coaching Suggestions: Stress the importance of maintaining strong business relationships with existing customers through regular visits. It is, after all, much easier and profitable to continue business with regular, long-time customers than it is to consistently seek new business. Also, remind him that just because he hasn't heard from customers doesn't necessarily mean they're satisfied. Make sure he understands that smoldering problems can lead to a greater concern. Show him that everyone encounters difficult customers and; the best way to handle them is through patience and persistence. Remind him that adding his own emotions to the mix will only fan the flame. Encourage him to seek assistance if he encounters a particularly difficult situation or customer. Make sure that he is finding ways to appropriately vent any frustrations, be it an activity or sport that burns off steam, or an idea-gathering session with co-workers who may be facing the same irritations.

5 Key Motivational Characteristics and Manager's Tips

Regardless of the similar competencies and experience needed to do a job well, individuals are more different than similar in their overall makeup. Recognizing a candidate's unique motivational needs is the most

difficult to determine, but the most useful tool. The report provides an accurate description of the major motivational drivers and restrictions along with suggestions to maximize the ability to motivate this unique candidate.

Sample

MOTIVATIONAL CHARACTERISTICS

Mr. Brown prefers face-to-face and socially enjoyable contact in his job and would prefer to avoid offending others. He is sensitive to the reactions of others and, therefore, thinks he needs a good excuse to spend time alone, even if it is to contemplate difficult interpersonal matters. He'll most likely become agitated if placed in a position which requires him to spend long spans of time alone.

MANAGER'S TIPS

Give Mr. Brown permission to stop and think about the impact his words can have on others. Make it clear that spending time alone to tend to important matters does not create the appearance of being rude or antisocial. Point out other people in the office who take a more formal approach to communication. Does he believe that they are rude? Or do they give more thought to their words. Encourage him to spend more time thinking about situations, but still provide him with opportunities to interact with others when appropriate.

Structured Interview Process

To assist clients in implementing a structured, scorable interview process, GrowthPlay offers Tailored Interview Guides

Interview Guides for specific positions are available with cone questions for each of the critical success skills that have been identified for that particular position. Research has shown the cone question approach is the most effective process for interviewing. When using this approach, the interviewer starts by asking open-ended questions which focus on characteristics sought in the candidate. An alternate set of cone questions for each of the critical success skills is also available so if there is more than one person interviewing a candidate, you will automatically have cone questions for both people responsible for interviewing. Both include a guide to score answers.

Sample

DRIVEN TO PRODUCE BY INCREASING SALES TO EXISTING ACCOUNTS

Cone 1: Tell me about your experience in identifying and capitalizing on opportunities to expand business.

Look For:

- focuses on looking for additional business opportunities within existing accounts

Cone 2: What approaches have you found to be most useful?

Look For:

- penetration of existing accounts via new product applications
- builds a repertoire of products/services beyond what is familiar or expected
- time spent maximizing business with existing accounts rather than cultivating new accounts

Cone 3: How successful have you been at generating additional business opportunities and why?

Look For:

- exploration of diverse product offerings to meet additional needs of existing customers
- broadened or varied selling approaches
- persistence in generating increased business from established accounts
- unwillingness to settle for modest growth or maintaining the status quo in generating revenue

5 - *Excellent* - Always matched the points to look for

3 - *Average* - Overlapped with at least half of the points to look for

1 - *Poor* - Matched less than half of the points to look for

0 - *Unacceptable* - Did not match any of the points to look for

Sample

Date: _____

Applicant Name: _____

Interviewer: _____

The applicant's responses to the cone questions can be scored for rating purposes. The competencies identified as critical to success for Account Manager have not been weighted.

5 - *Excellent* - Always matched the points to look for.

3 - *Average* - Overlapped with at least half of the points to look for.

1 - *Poor* - Matched less than half of the points to look for.

0 - *Unacceptable* - Did not match any of the points to look for.

An overall score of 15 is expected of an applicant who would demonstrate average performance in this position.

DRIVEN TO PRODUCE BY INCREASING SALES TO EXISTING ACCOUNTS.....	5	3	1	0
PROMOTES CUSTOMER RELATIONS BY SOLICITING FEEDBACK.....	5	3	1	0
EDUCATES CUSTOMERS THROUGH STRUCTURED TRAINING.....	5	3	1	0
MAXIMIZES RESULTS BY SYSTEMATICALLY MANAGING AN ACCOUNT PLAN.....	5	3	1	0
WORKS THE SYSTEM FOR THE CUSTOMER	5	3	1	0
RESPONDS AT ANY HOUR	5	3	1	0

Overall Score _____

Issues to follow up in a background check: _____

Issues to follow up in assessment results: _____

Issues to follow up in a subsequent interview: _____

Additional Comments: _____



Points of Differentiation

- Assessment is based on over 40 years of extensive and ongoing actuarial research
- Includes results and measures of performance for over 500,000 highly effective employees
- Online assessment is available in 23 languages
- Over 400 studies conducted to create a database of 140 validated work performance skills
- Sales, Leadership, and Individual Contributor tailored profiles with the predictive skills required for on-the-job success
- One assessment to evaluate candidates and employees against multiple skill profiles to make more accurate decisions regarding selection, alignment, and development
- EEOC Compliant
- World Class Sales Research data of 80,000 business decision-maker interviews and 7,300 sales organizations
- Development and funding of the Sales Education Foundation working with universities to teach sales and in an effort to make sales a profession

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