Sales Transformation Roadmap

With Chally's World Class Sales and Talent Audit Methodology

Chally Group WORLDWIDE®

Business Intelligence Metrics & Productivity Analytics

The Goal of Sales Talent Management

The goal of Sales Talent Management for any organization is to identify the right talent early, screen out the mismatches before they are hired, retain the high potential talent you want to keep, and identify and develop talent for future opportunities within the organization. An audit of a sales talent pool provides organizations with easily accessible decision making tools that enable them to select, align, engage, develop and retain the sales talent necessary to drive strategic objectives.

Facts:

- 65% of salespeople who fail could be successful in other roles in the organization
- Fewer than 15% of "Superstar" salespeople succeed in management
- 70% of strong inside salespeople are good at maintaining client relationships, yet fail when asked to drive new business development with outside accounts

Sales Talent Audits Can Help You:

- Identify trends, gaps, and needs at the organizational, team, and individual levels
- Compare individuals to multiple sales roles to identify best fit roles and talent optimization
- Strategically make decisions on sales promotions and succession planning
- Identify strengths and weaknesses of the sales organization down to the competency level
- Target specific sales training and development needs across multiple levels of the organization

This document outlines what it takes to make a World Class sales force by understanding the types of salespeople and how to measure their specific sales "DNA" to optimize performance.

What Makes a Great Sales Force

Chally routinely presents the *World Class Sales Benchmarking* study. This study consists of businesses across a broad industry spectrum to identify the critical sales practices of exceptional sales forces as measured by the customers they serve. For the 2006 benchmarking research, each salesperson was rated on 15 critical evaluation points. In addition, three consecutive years of purchase volume for each rated salesperson was statistically correlated to identify the factors that drive buying decisions. These studies have been sponsored by major customers including: ACDelco, Johnson & Johnson, The Mead Corporation, Pepsi Cola, Reynolds & Reynolds, Steelcase, UPS, IBM, Marriott, GM Fleet and Commercial, Ohio University and Advantage Performance Group.

The results of this research are organized into a comprehensive manual, the World Class Sales Excellence Report. The following are key findings of the World Class Sales studies.

What Customers Want from Sellers

Our initial tri-annual interviews with over 1,000 corporate customers established three major needs customers expected vendors and sellers to address, even though customers were not confident they could get them.

> Customers want to narrow their own focus to the few things they do best, and outsource the rest without the added overhead costs of supervising their suppliers;

> Customers want sellers to know their business well enough to create products and services they wouldn't have been able to design or create themselves;

> Customers want proof — hard evidence — that their suppliers have added value in excess of price.

Critical Salesperson Skills

Having conducted extensive research into customer purchasing behavior, we are able to enumerate these new buying needs. This list of expectations essentially defines the role of the new sales professional of the 21st century.
In the customers' own words:

- Be personally accountable for our desired results
- Understand our business
- Be on our side
- Design the right applications
- Be easily accessible
- Solve our problems
- Be creative in responding to our needs

Customers believe sales forces that excel at these seven factors will best fill their three basic business needs.

By benchmarking the top 10 of these sales forces, we identified the critical success factors for "World Class" sales, and the standards of sales excellence. Benchmarking pinpoints how world class sales forces manage customer satisfaction, understand their customers' businesses and deliver the other benefits their customers want.

New Requirements, New Culture

To be the "outsource of choice" forces a seller to refocus the corporate culture. Creative engineers or other technical experts who invent new products are not enough to sustain a competitive advantage. Too many new products do not match customers' priorities or are too difficult to understand or use; sometimes they are simply not needed.

The focus must change from **product** to **benefit** or **business result**. Grandiose products and services with more capacity, features, or options are often just seen as overpriced. Additionally, products and services must be simple to use and manage, either in their own right or because the seller manages the complexity as part of the sale.

The focus must also change from **price and delivery** to **utility and ease of use**, not only of the product but also in doing business with the seller. The outsource of choice will take responsibility for managing the relationship or, as sometimes defined, the "partnership" between seller and customer. This will require the role of the salesperson and, consequently, the role of the sales managers who train and develop the salespeople, to change.

Top sellers are changing from peddlers to relationship managers, from order-takers to consultants. In some cases, order taking, service, technical support, and product expertise are not even directly provided by the salesperson.

While the requirements are changing and many of the solutions are new, the approach top sellers use is remarkably consistent, either intentionally by bench marking others, through partnerships, or coincidentally by just attacking their own needs. Through a "total quality" styled approach, they are investigating and analyzing their customers' needs and problems. They are reorganizing their processes, developing new skills, creating new measures and new standards and, most of all, committing to the need for continuous improvement.

The most basic tenets of total quality management require the biggest investments to be in people and measurement. In fact, the hallmark of how the world class selling companies can be recognized is in their approach to their people and their approach to information and its management.

The Basics of World Class Sales

Simply stated, the overriding philosophy of these best sales forces is: "Be the outsource of preference."

The basic priority, therefore, is to add value to the customer's business. For example, here are a few methods implemented by current World Class Sales winners:

Applied Industrial Technologies maintains a Customer Advisory Council that meets annually to allow existing customers to discuss Applied's areas of strength and opportunities for improvement. These sessions are conducted by a third-party facilitator

Global Imaging teaches its salespeople how its customers buy its products and services. In doing so, the salespeople are again put into the shoes of the customer and see from the customer's perspective how their own selling behaviors are perceived.

Corporate Express starts with the customer. "Our value proposition involves really surrounding our customers with valued-added contacts."

Insight's Enterprise Sales Force has several selling roles with differing responsibilities at various steps in the sales cycle.

Adding value requires at least three critical elements:

1. **Measure** (identify the business needs of customers);
2. **Develop** the added **services** to wrap around your products, which will guarantee customers' business improvement;
3. **Measure** again for both continuous improvement refinements as well as proof for customers that their business was improved.

Changes at all the world class sales forces are still in process and will continue to be. Customers did not credit these top sales forces with perfection, just being closer to it than their competitors. But the spirit of kaizen (continuous process improvement) is well-respected in world class sales force management. In essence, no matter how good they get, they recognize they can always be better.

While, in summary, people and information are the major focus, we found seven distinct process areas that could be described as critical benchmarks. All of the top-ranked sales companies have rigorously addressed most of the seven. The process areas they have not focused on were either less critical, due to the nature of their product or service, or, more likely, because they had first focused on the most critical processes, and they just haven't gotten to the others … *yet!*

More importantly, because of the diversity of products, channels of distribution, and needs of customers across the best-in-class sales companies, an organized review of why and how they approached each area establishes a valuable decision analysis guideline beyond the solutions established by any one sales force.

The seven sales benchmark process areas are:

1. Customer-Driven Culture
2. Recruiting and Selection
3. Training and Development
4. Market Segmentation
5. Sales Processes
6. Information Technology
7. Organizational Integration

The priority and type of solution for each of these seven process areas varies according to the specifics of the product and market. For example, sales force segmentation or specialization is a priority when different customers or customer groups require specialized added values that are not appropriate for other customer groups. The more dramatically added value needs vary, the more critical sales force specialization becomes.

More importantly, and a greater source of error in sales management, is the choice of options to approach the need. For example, a seller who identifies a need to segment markets still must decide how to segment: by customer industry, by customer size, by geography, or perhaps by product or service offered. The difficult challenges include: Can we afford more than one salesperson in the same geographic territory? Will customers accept multiple contact from the same vendor, each representing a different product or service? Can a salesperson afford to specialize and still cover all the accounts assigned? In how many different areas can a salesperson become expert?

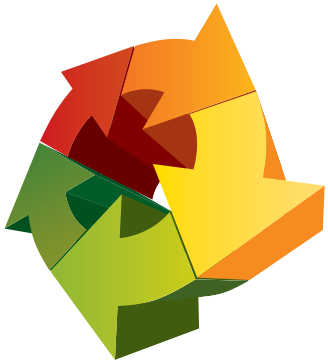
By analyzing the very different options that the best sales companies selected, and the rationale and effectiveness of the solution, we can establish a more comprehensive set of criteria that essentially documents the "technology" of market segmentation and sales force specialization. The same is true for each of the other seven benchmark areas. Now, rather than intuit or deduce a solution based on previous and perhaps inappropriate experience, informed sales and corporate executives can apply established guidelines that help analyze and prioritize the options evaluated. The best sales practice companies in aggregate provide a manual of best practice options and appropriate application criteria.

For additional details go to www.chally.com/research/white-papers.html to download "How To Select A Sales Force That Sells" White Paper for more details.

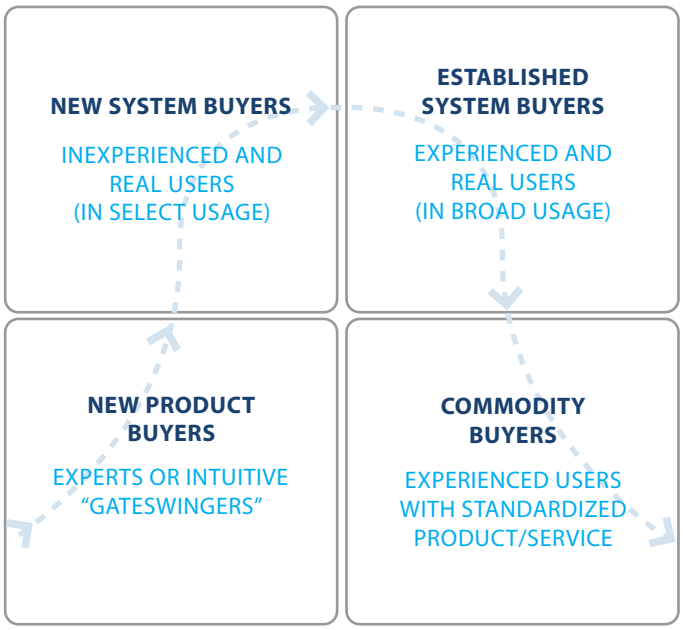
How to Match the Right Type of Salesperson to Your Customers*

The most successful sales managers recognize that all good salespeople must have certain vital skills and motivations. The degree and type required, however, will vary according to what customers need in order to use the product or service. The best strategy is achieved by matching salesperson skills, focus, and motivation to best serve these needs.

Market and customer analysis by Chally has identified four distinctly different types of customers. They, in turn, respond most positively to four different types of salespeople.



Market (Purchaser) Types



The Product Market Lifecycle

** Based on book by: Howard P. Stevens and Jeff Cox, The Quadrant Solution, American Management Association, 1991*

Understanding Market (Purchaser) Types

Truly new products are typically purchased either by technical experts (who must buy new technology to remain expert) or (more frequently) by visionary "gateswingers" who have never used that product–for example, the state-of-the-art dermatologist who buys a new style laser for removing skin blemishes but hires an expert to operate the equipment. Even so, most brand-new products must seem exciting yet be simple enough to understand the benefit. The gateswinger, then, doesn't want 20 different features from which to choose.

The new "system" buyer is an inexperienced but real user. This could include a financial services buyer who must select asset managers. It could also be a computer system user. Once this person becomes knowledgeable on usage, he or she becomes an experienced and more controlling user of the established system.

Commodities buyers have become so totally experienced with a product or service that the purchase and usage are completely standardized and often delegated as a routine function ... when was the last time you asked how to use an electric pencil sharpener?

Understanding the Basics of Customer Needs

Customer need is largely driven by two factors:

1. Complexity of using a product/service
2. Experience or expertise in its use or application

In Chally research, we have found that intuitive gateswingers need an emotional appeal stimulated by "closing" salespeople in order to buy.

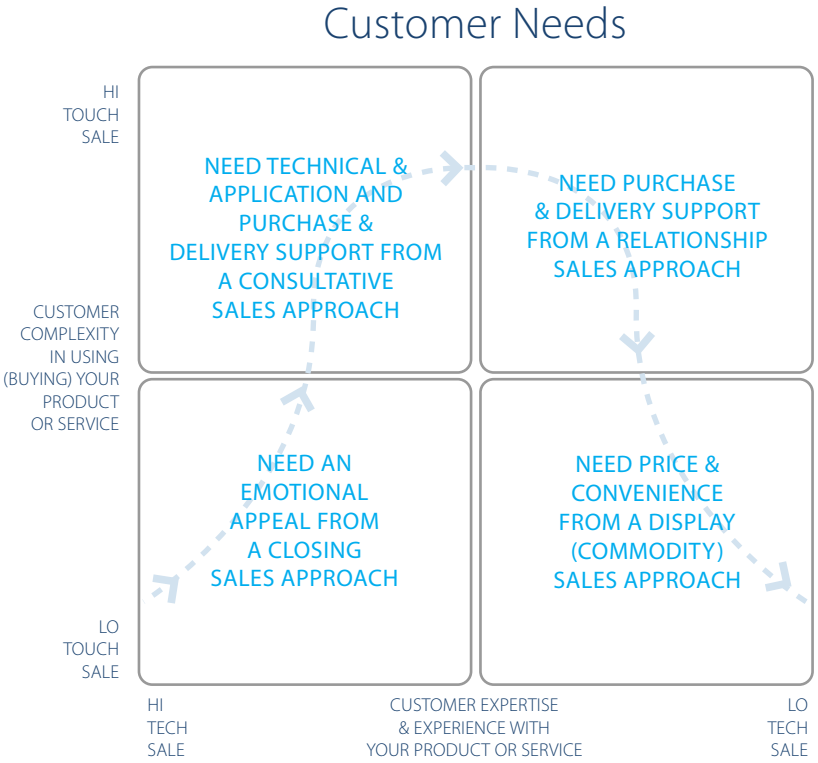
Inexperienced but real users have both substantial technical and application support needs and purchase and delivery needs that must be met by a "consultative" sales approach in order to use their system.

Experienced and demanding users no longer have high technical and application support needs. However, they continue to have pressing purchase and delivery needs that include a major personal component with a "relationship" salesperson to help in the ordering process. Typically, only two needs predict commodity buying behavior from "display" salespeople: price and convenience.

Determining Customer Needs

Actually identifying and analyzing customer needs, those that **influence** buying behavior and those that **predict** buying behavior, is an emerging research science being pioneered by Chally.

It is a sophisticated process involving scoreable executive interviews that lead to quantifying qualitative, open-ended data. However, we have established key questions that can assist you in determining your customers' basic needs. These are on the next page.



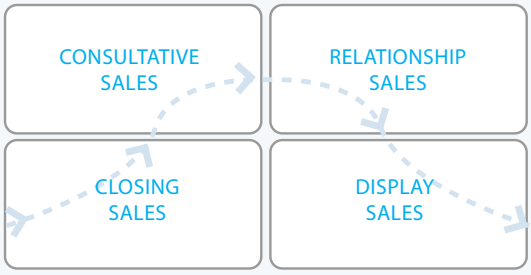
Questions Indicating Technical and Applications Needs:

1. Customers are biased toward buying from a prestigious name partly because they lack the internal expertise to evaluate or critique our product or service
2. Customers recognize that the quality of technical assistance and follow-up is more important than price?
3. Your product or service is not so built into your customers' way of doing business that it is essential to them?
4. You are perceived as one of only one or two sources where customers could obtain product/service?
5. Your product or service must be custom ordered?
6. Reliability and credibility (often an image) are more important than price?
7. Follow-up orders will also require technical help to plan or design the order?
8. Price is not a major issue as long as the "benefit" seems worthwhile?

If you answered "Yes" to five or more questions, your typical customer is in one of the two left quadrants. If four or less, your typical customer is in one of the two right quadrants.

Matching The Right Salesperson

Matching the right salesperson to customer needs, requires an understanding of the four types of salespeople:



Questions Indicating Purchase and Delivery Needs:

1. Your customers see less (or little) technical or qualitative difference between your product/service and competitors, and therefore select on "service" price?
2. Your customers are more bothered by late delivery or poor follow-up than engineering" issues or new product development?
3. Your customers expect regular contact, not just when you want to take their order??
4. Your products/services would be difficult to buy from a catalog without someone to talk to?
5. Customers tend to stay loyal to vendors they know and trust?
6. Customers often develop personal relationships with salespeople (possibly even following them if they switch to work with another vendor)?
7. It takes customers a fairly long time to really trust and depend on a new vendor?
8. Usually your customers will not just call in an order without at least occasional face-to-face contact?

If you answered "Yes" to five or more questions, your typical customer is in one of the top two quadrants. If four or less, your typical customer is in one of the two bottom quadrants.

How to Specialize Your Sales Force to Meet Company Objectives

Companies emphasizing growth and specific business initiatives often find it appropriate to segment sales activities beyond recognizing the four broad segments of customers. Extensive Chally research of more specialized sales forces has identified 14 specific sets of sales and service skills that are required to succeed in specialized sales roles. The sales specialist "map" below demonstrates a decision tree that allows a sales executive to identify the one unique profile best suited to accomplish a specialized sales initiative. A series of no more than five questions will lead to the best match.

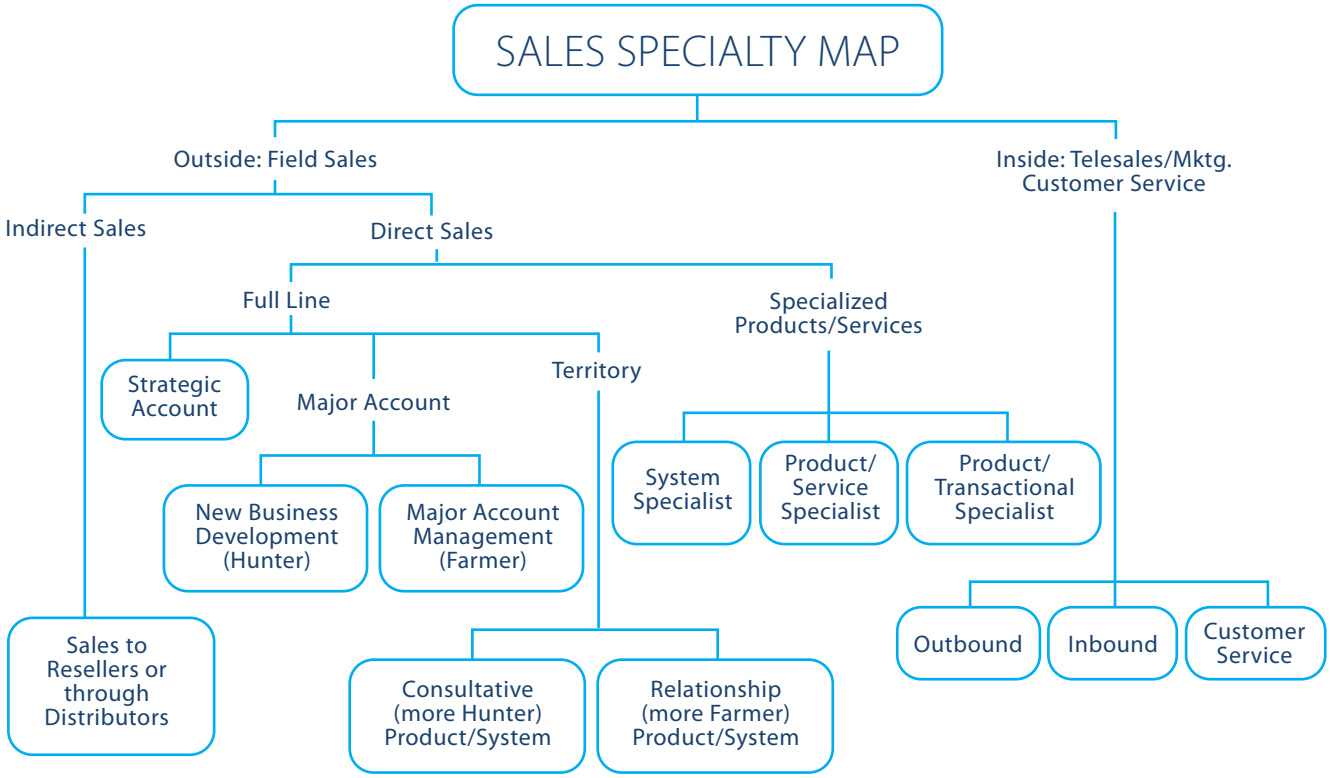
Q. **1:** Is this position **field** (outside) sales **or inside** (tele) sales?

Q. **2:** Is the position **proactive** (outbound tele or direct sales contact) or reactive (inbound tele or indirect field sales through a distributor) or primarily **customer service?**

Q. **3:** Is the position primarily responsible for a **full line** or a **specialized product** or **service**?

Q. **4:** Is the sales effort **account based** (strategic or major accounts) or **geographically based** (territory sales)?

Q. **5:** Is the salesperson's responsibility primarily to acquire **new accounts** (hunter) **or** maintain and grow **existing accounts** (farmer)?



Roles and Requirements of Specialized Sales Positions

Indirect Sales (via distributors or resellers)

Acquires skills at training customers (on sales and programs), making joint sales calls, sales motivational and presentation techniques, product knowledge, and the ability to maintain repeat sales

Strategic Account Manager

Strategic relationships are built with major customers through initiative, a willingness to work long hours, proactive assistance and support, a willingness to further develop technical competence, and an emphasis on sharing information that is pertinent and will have lasting educational impact

New Business Development (Hunter)

Demands individuals who can develop leads, find opportunities, penetrate prospects and customers, and be willing to put in long hours as well as problem solve and close

Account Management (Farmer)

Requires excellent customer relations skills focused on working internal systems on the customer's behalf, and effectiveness at explaining and clarifying issues to the customer; this is driven by the desire to increase business and the ability to work long hours when necessary to accomplish that

Territory Consultative Product Sales

Focuses on establishing a credible image, developing new business through effective qualifying and presentation skills driven by the motivation to be an effective consultant

Territory Relationship Product Sales

Calls for a disciplined and systematic approach to goal achievement and a focused response to customer needs in a service capacity, as well as effective communication skills and the ability to work a sales plan in account penetration; removes objections and gives permission to buy

Territory Consultative System Sales

Demands the skill to develop business through effective lead generation, qualification of profitable prospects, and tailored presentations; willing to work

long hours to meet objectives, sets ambitious goals and achieves them through effective selling, and understands sales strategies and tactics

Territory Relationship System Sales

Adapts image to accommodate customers, gives personal attention, and takes hands-on responsibility for assuring continued customer satisfaction; knowledgeable of sales strategies and pushes to set personal records in sales; comfortable with the recognition of a high-profile role

System Specialist

Focuses on assuming the leadership to learn customer needs and goals, stays continuously aware of the market and spends the long hours it takes to influence and train others

Product / Service Specialist

Customers look for individuals who provide reliable information, learn their business, know the market, and communicate effectively while remaining dedicated to their own sales results

Product / Transactional Specialist

Demands initiative and perseverance to develop leads, qualify, and close on an ongoing basis

Outbound Telesales

Takes the initiative to present benefits and answer objections in order to grow the business; willing to learn the products and services; can persevere for as long as necessary to succeed

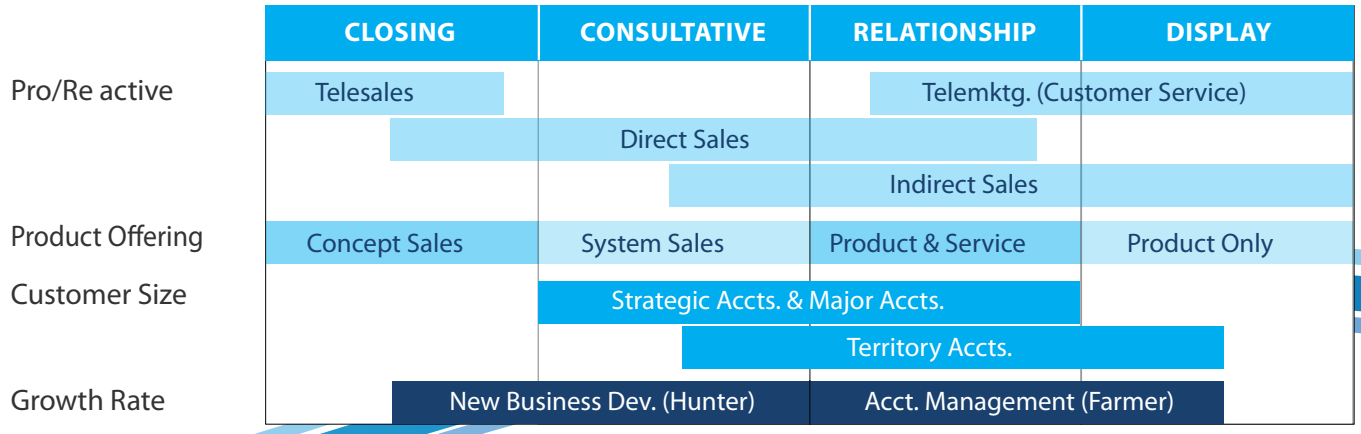
Inbound Telesales

Requires an image conscious vocal demeanor in a service oriented individual who is interested in learning the customer's needs, solving problems, and making the appropriate (and profitable) recommendations

Customer Service Representative

Calls for a focused commitment to take personal responsibility for satisfying all customers, regardless of their attitude or style; solutions must be intelligently thought out, often quickly, and presented with a positive attitude

How Specialized Sales Positions Fit the Four Markets



From a single assessment,
a career's worth of results

A Strategic Method for More Accurate Sales Talent Management Decisions

Research-Based Assessment to Pinpoint Specific Strengths and Weaknesses

Most organizations have identified Sales Talent Management as a strategic priority. However, the methods they use to evaluate employees are typically flawed.

Making effective decisions about Sales Talent Management is nearly impossible when relying on methods that are subjective, inconsistent, not tailored to specific job skills, or because the results are not meaningful enough to support objective and accurate decision making.

However, an assessment that creates truly *predictive* data is a priceless decision-making tool. That difference is exactly what makes Chally's assessment and Talent Audit a key differentiator for every organization. This unique, web-based assessment system for talent selection, alignment, and development is truly the "next generation" of applying total quality management (TQM) to talent management.

Assessment results are used for employee skill gap identification, team building, career development, succession planning, talent deployment, training priorities, and many other critical applications that can have a direct and immediate impact on improving employee, team, and organizational effectiveness.

Chally's ability to create predictive, rather than simply descriptive, results has been honed for more than thirty years. Chally's single online assessment is unique. It captures 866 data points that each represent a potential marker associated with habits, traits, competencies, skills, aptitudes, and attitudes that influence an individual's success on the job. The assessment can evaluate an individual on 156 unique work performance skills that have been validated in more than 200 studies of actual on-the-job performance. All of Chally's capabilities have been researched on a database of over 250,000 salespeople, professionals, and managers.

Aggregated View of Skills to Determine Job Alignment and Training Needs

Just as DNA is specific to a given individual, a Talent Audit can pinpoint the "job skill DNA" of a given employee. It provides access to skill comparisons and overall success potentials with a predictive accuracy similar to the way a DNA strand identifies genetic makeup of each individual.

In this manner, organizations are able to inventory a complete list of strengths and weaknesses for all key employees across every important position, with every team, or across the whole organization.

It is instructive to differentiate between this approach and the typical employee assessment that may generate impressive numbers but not meaningful data. The Talent Audit is very different from "old school" employee assessments because it is:

- Designed to reveal *predictive* results used for effective decision making—rather than to create merely comprehensive or descriptive data (which often have limited value)
- Standardized, with the same exact measures across all positions—rather than using different measures for some jobs, which create skewed results
- Completely objective—rather than colored by personal or political agenda
- Flexible, enabling key data to be compared and cross-referenced in endless varieties—rather than limiting access to a single individual, job function, or group at a time
- Easy to interpret—free of complex mechanisms that waste valuable time without adding clarity or analytical value

Even implementation aspects are very different from typical employee assessments. The online Talent Audit assessment is easy to administer, requiring about an hour of an employee's time. It is also currently available in over 20 languages to meet the needs of global organizations.

The Talent Audit

With the Talent Audit, clients can:

- Identify trends, gaps and needs at the organizational, team, and individual levels
- Compare individuals to multiple roles to identify best fit roles and talent optimization
- Strategically make decisions on promotions and succession planning
- Identify strengths and weaknesses of the organization down to the competency level
- Target specific training and development needs across multiple levels of the organization

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Talent Audit 3.0

Dbl Click for Automated Analysis | Dbl Click to Copy Visible Rows to New Workbook | Dbl Click to Clear All Selections

Client XYZ

Last Name	First Name	Position	Region	Director	CUSTOMER SERVICE REPRESENTATIVE OVERALL SUCCESS PROBABILITY (Dbl Click To Open)	INSIDE SALES REPRESENTATIVE ACCOUNT EXECUTIVE OVERALL SUCCESS PROBABILITY (Dbl Click To Open)	ACCOUNT MANAGEMENT OVERALL SUCCESS PROBABILITY (Dbl Click To Open)	NEW BUSINESS DEVELOPMENT OVERALL SUCCESS PROBABILITY (Dbl Click To Open)
ADAMS	ERIC	Account Manager	East	David Smith	69	47	66	57
BRIGHT	LANCE	Senior Manager	West	Bruce Theobald	70	61	16	24
CAMPBELL	MARK	Principal	West		50	48	48	54
DAVIS	JENNIFER	Project Manager	Nort	Ronald Kennedy	58	71	28	37
ERNST	ROBERT	Specialist	South	Ronald Kennedy	79	40	77	70
KNEIPP	ANN	Principal	South		59	42	61	66
LONG	BRITTANY	Project Manager	North	David Smith	44	41	34	42
LAWRENCE	KARISSA	Account Manager	East	David Smith	59	68	29	37
MAYFIELD	JOHN	Production Manager	East	Bruce Theobald	59	63	48	42
NEWMAN	MICHAEL	Production Manager	East	Bruce Theobald	46	41	40	48
ROGERS	JOHN	Executive VP	West		58	70	72	68
STARVOS	ERIC	Manager	North	Bruce Theobald	65	25	70	74
WILLIAMS	LISA	Manager	North	Bruce Theobald	64	62	33	42
YOUNG	JESSE	Senior Manager	North	Bruce Theobald	65	39	52	59
				Average	60	51	48	51
				Count	14	14	14	14
				Strength	6	3	4	5
				Caution	6	3	2	2
				Weakness	2	8	8	7

Overview

The Talent Audit displays the scores of all participants across the positions by Client XYZ. Scores are color-coded to provide a visual depiction of an individual's potential success in a position.

Green indicates strong potential for success.

Yellow indicates a good potential.

Red indicates a probable mismatch with the position requirements.

Average

The average score for the group per a given position.

Count

Displays the total number of participants.

Strength / Caution / Weakness

The number of individuals who represent possible matches per each position are indicated in the Strength and Caution rows. Those who are mismatches are indicated in the Weakness row.

It is important to note this is just one data point to be used when planning career development. Although an individual may score high, the scores measure the potential for success in a given position. Training, coaching, or mentoring would be beneficial to increase the probability of success.

Scoring

Individuals are scored against Specific Roles, as well as competencies, for any given role.

Validated Profiles

Across the top of the table in various colors you see the titles of the 4 custom validated profiles.

Competencies

By simply clicking on the position column, Dbl Click to Open, the file expands to display the group of competencies for that specific position.

The view on this page is expanded to show competencies for the Business Unit Manager role.

Colors

A different color code, lighter shades of green, yellow, and red, is used to reflect the scores for the individual competencies. The darker shades reflect the overall score per individual.

There are many other fields that can be used to segment the Talent Audit. These views include Position, Business Unit, Manager, or Country.

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Talent Audit 3.0

Dbl Click for Automated Analysis | Dbl Click to Copy Visible Rows to New Workbook | Dbl Click to Clear All Selections

Client XYZ

Last Name	First Name	Position	Region	Director	Dbl Click To Open: CUSTOMER SERVICE REPRESENTATIVE OVERALL SUCCESS PROBABILITY	Dbl Click To Open: INSIDE SALES REPRESENTATIVE ACCOUNT EXECUTIVE OVERALL SUCCESS PROBABILITY	Dbl Click To Open: ACCOUNT MANAGEMENT OVERALL SUCCESS PROBABILITY	Dbl Click To Close: EFFECTIVE NETWORKING	Dbl Click To Close: PROBLEM SOLVING	Dbl Click To Close: QUALIFIES PROSPECTS WITH STANDARD PROBES	Dbl Click To Close: COMMITS TIME AND EFFORT TO ENSURE SUCCESS	Dbl Click To Close: CLOSES THROUGH LOGICAL INCREMENTAL STEPS	Dbl Click To Close: OPPORTUNISTIC	Dbl Click To Open: NEW BUSINESS DEVELOPMENT OVERALL SUCCESS PROBABILITY
ADAMS	ERIC	Account Manager	East	David Smith	69	47	66	99	18	86	65	98	2	57
BRIGHT	LANCE	Senior Manager	West	Bruce Theobald	70	61	16	25	89	6	12	20	23	24
CAMPBELL	MARK	Principal	West		50	40	48	64	78	47	24	31	88	54
DAVIS	JENNIFER	Project Manager	Nort	Ronald Kennedy	58	71	28	33	99	26	31	52	11	37
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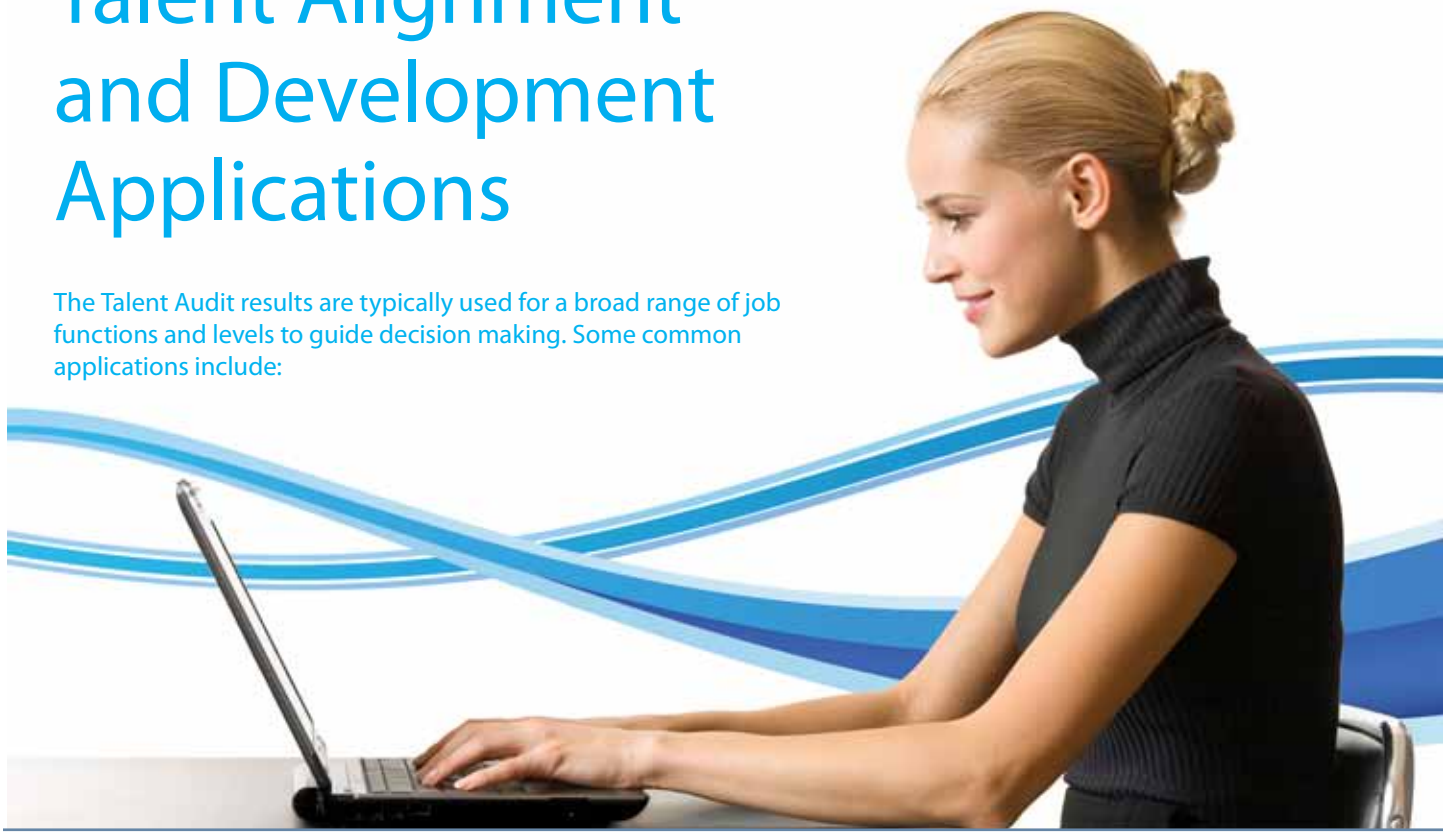
				Average	60	51	48	57	71	48	53	53	50	51
				Count	14	14	14	14	14	14	14	14	14	14
				Strength	5	3	4						Strength	5
				Caution	6	3	2						Development	2
				Weakness	2	8	8						Weakness	7

The Talent Audit is an excellent instrument to see, at a glance, potential candidates for role alignment. A critical component when making decisions to align individuals from one role to another is the information collected on the Talent Audit. However, this is only one source. Performance in current role, evidence of the ability to perform in different or positions with higher-level responsibilities, and minimum organization requirements should all factor in the decision making.

Talent Alignment and Development Applications

The Talent Audit results are typically used for a broad range of job functions and levels to guide decision making. Some common applications include:



Sales Leader Decision Making

- Identify incumbent salespeople most adept at developing new business ("hunters") versus those best suited to managing existing customer relationships ("farmers") or handling Strategic Accounts, or developing into a sales subject matter expert or any of 10 other key sales roles that World Class Sales Benchmarking Research has identified
- Determine which salespeople have the predictive skill strengths required to succeed in a sales management role
- Identify salesperson skill gaps that can be remedied with training, coaching, or other strategies
- Discover which salespeople have the skills to transition to new roles (solutions sales versus transaction sales)
- Identify where sales talent might most effectively be deployed to support key account goals
- Determine which salespeople can play a new role to meet the demands of an evolving customer
- Ascertain the most critical training and development needs by employee, team, and position

While the Talent Audit is frequently used in management development and succession planning, it is especially suited for sales organizations, because the ability to predict - and therefore apply and augment salesperson job performance is essential to improving sales force effectiveness.

The underlying empirical database derives from Chally's World Class Sales Excellence Research which includes best practices of the sales forces identified as being world class. The research is based on ratings from 70,000 customer interviews, rating 210,000 salespeople across 7,300 sales organizations.

Human Resource Decision Making

- Access and evaluate all incumbents in any group, to understand what areas are most appropriate for training across the entire group or the entire organization
- Create a corporate-wide profile of strengths and weaknesses to prioritize effective development initiatives, succession planning, and high-potential identification

Executive Decision Making

- Apply accurate, predictive, "job skill DNA" insights to the consideration of strategic initiatives that have top- and bottom-line impact, such as increasing market share, penetrating new markets, increasing productivity, launching new products, reorganizations, and mergers
- Strategically align human capital strengths to achieve organizational needs and objectives
- Increase the ability to make more objective decisions, with the confidence of knowing those decisions are based on *predictive* criteria

An Ongoing Decision-Making Tool

The Talent Audit assessment system and tools are most effective for strategic decision making when used on a continuing basis. Because data is predictive, its value for both employee development and career selection is unparalleled.

After completing a Talent Audit, each organization has on-demand access to its own employee assessment database. Once the database contents—the "job skill DNA"—is on file for all individuals, no further assessments of employees or candidates are necessary. From a single assessment, a career's worth of information! And by continuing to assess new employees, the database remains current and can be regularly updated by Chally.

No Other Measure Predicts as Well as Chally

Statistical analysis of the Chally assessment confirms that it provides *predictive* results invaluable for effective decision making. Chally's predictive accuracy has been supported by comparison with the most comprehensive reports by independent researchers. A leading university confirmed that the Chally tools were substantially more effective and less discriminatory than all other selection techniques.

Chally measures exceed the correlations for all of the other commonly used tests. Chally's EEOC compliant predictive assessment methods improve selection accuracy by 25% to 30% over conventional methods.

The Chally Assessment is so stable over time that a study of 1,000 individuals who retook the Chally up to five years later resulted in scores that changed by only plus or minus 3 points on average. This shows why the assessment needs to be taken only once.

No measure predicts as well, has less adverse impact, or is as practical as the Chally Assessment.

More than 2,500 organizations, from small to large to global, have made the Chally assessment system a part of the way they make strategic talent management decisions to achieve up to 30% improvements in employee productivity and up to 40% reduction in undesirable turnover of productive employees.

Results so stable that up to 5 years later, scores only changed +/- 3 points on average

The Talent Audit...
A Proven Solution

We performed the Talent Audit because we had a team who was new to the region and we had no idea what their skill sets were. There are a lot of assessment companies out there but all of them failed to provide an aggregate report like Chally does. Chally's individual reports were also amazing. We appreciated the coaching tips which allowed the supervisors to work with the individuals on specific development opportunities.

Jeff Patton, Group Manager
Sales Performance and Leadership Development
Verizon

What I learned by using the Chally Talent Audit was that we could see the strength of the workforce (in a color-coded way) that enabled us to review the alignment of business strategy with selection and with development. It is the first time I have been able to accomplish this with the use of just one tool."

Elizabeth M. Smith, Owner and Managing Director
Heron Consulting Group, LLC

When I found out about the Talent Audit, I realized that this solution was unequalled in the industry. I like all the features of the Talent Audit, especially being able to view the group all together and the ease of sorting the data any way you want - individual groups, locations, positions.

Marcia Venus, Ph.D., Owner
Venus Leadership

CSO Insights research confirmed that companies using Chally's assessment solutions can achieve over 10% higher win rate over other pre-employment selection testing methods.

About Chally

The Chally Group was founded in 1973 through a grant from the U.S. Justice Department to develop a selection assessment to measure the skills and motivation of law enforcement candidates and predict who would be most successful. Our measurements had to be accurate, statistically valid predictors, and legally defensible.

Chally's success led us to our next goal (also in 1973) to adapt our assessment process to the study of salespeople, managers, and other positions in business. Since that time, we have evaluated over 250,000 individuals. Our current Performance Database also includes over 400 sales force validation studies and over 70,000 extensive interviews of our corporate clients' customers. Today, Chally is an internationally-recognized technology leader in assessing and predicting future performance for sales, service, and management positions, evaluating developmental needs, sales force benchmarking, and customer and market audits.

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