

The Anatomy of a World-Class Sales Organization (5.0)

Twenty-Three Diagnostic Attributes

1 SALES STRATEGY
 We build our sales strategy back from the corporation's overall strategy. We have communicated a clear vision of our sales strategy to our entire sales force. All parts of the sales organization are appropriately aligned to the successful execution of our sales strategy.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
1	2	3	4	5

2 CUSTOMER SEGMENTATION
 We use a needs-based segmentation scheme to ensure that our value proposition and solutions pro-actively demonstrate how and where the customer will realize value. We tier customers on an ongoing basis; screening for fit, as well as current and potential value.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
1	2	3	4	5

3 ACCOUNT PLANNING
 We create outstanding rep-level account (or territory) plans that are built back from our segmentation using a robust set of planning tools and processes. The type and scope of these plans are commensurate with customer value.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
1	2	3	4	5

4 STRATEGIC ACCOUNTS
 Our strategic account program ensures each account has a clearly defined action plan designed to maximize financial performance and profitability. We evaluate an entire segment's potential when allocating resources and deciding to add (or downtier) individual accounts.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
1	2	3	4	5

5 CHANNEL OPTIMIZATION
 We make it attractive for customers to use the most efficient sales channel, ensuring that the sales organization leverages the appropriate mix of field, inside, partner and e-sales.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
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6 CHANNEL PARTNER SALES
 We create strong bonds with key business partner sales organizations such that all parties feel equally responsible for achieving our customer and strategic goals. Our business partners compete for the added recognition and benefits that our partner program provides.

IMPORTANCE				
1	2	3	4	5
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1	2	3	4	5

7 INSIDE SALES
 Our inside sales organization is designed to integrate seamlessly into our overall sales strategy, whether supporting other channels (e.g., triaging customer issues, relaying leads and prospecting new opportunities) and/or serving as a standalone channel.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
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8 SALES CULTURE
 The professionalism and effectiveness of our sales organization is respected by the entire company. This mutual respect facilitates sales serving the customer more efficiently and effectively.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
1	2	3	4	5

9 INTERNAL ALIGNMENT
 We have aligned our divisions, functions, and geographies such that all of our customers would say we are easy to buy from and our sales people would say we are easy to sell for.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
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10 SALES PROCESS
 We have designed a replicable sales process built on the practices of high-performers that has significantly accelerated the sales cycle for all employees by directing reps to pursue the best opportunities. These attributes have promoted widespread adoption.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
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11 REP PRODUCTIVITY
 We direct reps to focus on the highest value activities, minimizing unnecessary complexity by automating or eliminating redundant or low-value activities.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
1	2	3	4	5

12 SALES TOOLS/DATA
 We provide the sales organization with a manageable number of easy-to-use, value-added tools (e.g. templates, technologies) designed to expedite key sales activities and with accurate, relevant and timely information to support their decision making.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
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13 SALES JOB DESIGN
 Roles are reconfigured as our sales organization and strategy change. We strive to always match the right person to the right job.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
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14 HIRING
 We hire stellar people by aggressively applying screens that determine whether or not candidates display the differentiating characteristics of high performance. We are able to fill open seats without having to compromise based on availability.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
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15 ONBOARDING
 We have a robust onboarding program that is tailored to the new hire's background and development areas. This personalized program ensures new hires are productive and successful in the shortest amount of time possible.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
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16 TRAINING
 We target training content (through multiple delivery channels) based on individually assessed skill gaps. We evaluate training effectiveness based on business outcomes, not intermediate metrics, such as attendance or knowledge testing (i.e., you cannot pass training and fail at the job).

IMPORTANCE				
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PROFICIENCY				
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17 SALES COACHING
 Our organization coaches to the replicable behaviors that are proven to drive business outcomes; all managers meet a minimum coaching competence threshold so that they are able to customize their coaching efforts to address the needs of individuals.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
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18 INDIVIDUAL PERFORMANCE MANAGEMENT
 We meaningfully differentiate between average and high performers. We use the performance management system to ensure the adoption of those behaviors that drive star performance.

IMPORTANCE				
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19 SALES MANAGEMENT
 We have outstanding sales managers who enable their sales teams to hit goals through effective deal strategizing, coaching, and leadership.

IMPORTANCE				
1	2	3	4	5
PROFICIENCY				
1	2	3	4	5

20 RETENTION/SUCCESSION PLANNING
 We aggressively move to retain our high performers and highest potential employees, differentiating between excellence in current role versus future potential. From on-the-job performance testing, we have identified the set of people who can stretch into the roles above them.

IMPORTANCE				
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21 GOAL SETTING
 We set challenging, yet fair and achievable goals based on validated measures of opportunity. The sales force understands and buys in to our goal setting methodology and we ensure line of sight by linking goals to a few key metrics for each rep.

IMPORTANCE				
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22 REWARDS ARCHITECTURE
 We pay for outcomes and reward (through promotions) for demonstration of those behaviors that achieve both sales goals and corporate strategy (long-term profitability growth).

IMPORTANCE				
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23 BUSINESS METRICS
 We have identified the outcomes that drive long-term business success (e.g., loyalty, retention, value creation, profit) and are able to measure activities and sales initiatives in terms of their contribution to the outcome.

IMPORTANCE				
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Strategy and Customer Management

Process and Productivity

Sales Talent Management

ATTRIBUTE GRADING

Proficiency	
5 =	Excellent (We do this regularly, systematically, and with continuous improvement)
4 =	Good (We do this regularly and systematically)
3 =	Average
2 =	Poor (We do this irregularly and in an ad hoc manner)
1 =	Nonexistent (We do not do this at all)

Importance	
5 =	Critical
4 =	High Priority
3 =	Medium Priority
2 =	Low Priority
1 =	My Eyes Glaze Over