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21 Core Competencies Of Successful Sales Managers Measured by Tracking

1. Has Written Goals

- Clear.
- Specific.
- Realistic/attainable.
- Measurable.
- Compelling.
- Is committed to them.
- Has internalized them.

2. Follows Written Goals Plan

- Knows what must be done and why.
- Has developed action plans.
- Follows action plan.
- Has determined possible obstacles.
- Has a plan to deal with the obstacles.
- Has check points.
- Debriefs daily.

3. Has Positive Attitude

- About self.
- About company.
- About marketplace.
- About learning.
- About growing.
- About value of what they have to offer.
- About value of what company has to offer.

4. Takes Responsibility

- Doesn't externalize (doesn't blame others, company, prospect, their past, etc.).
- Knows it's up to them.
- Knows the only things they can control are their activity and behavior.
- It's OK to "fail".
- Doesn't play psychological games like: if it weren't for you, ain't it awful, yes but, kick me etc . . .
- Does the behavior they need to do at the appropriate times.
- Learns from inappropriate behavior.
- Accepts challenges.
- Doesn't rationalize.

5. Strong Self Confidence

- High self image.
- Is not effected by what others think.
- Understands that getting a "no" is a good thing.



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Doesn't take a "no" as failure.
Learns from each behavior they perform.
Realizes that there is a lot to learn and it's ok not to be perfect.
Understands that "role" failure is a way to grow and does not effect how they should feel about themselves.

6. Supportive Beliefs

OK to hear no.
OK to fail.
OK not to get approval.
OK if I upset someone.
Calls at the right levels
Knows she/he has "rights"
Has a self-image of 10 (on a scale of 1-10).

7. Controls Emotions

Controls Emotions
Is not lost for words.
Doesn't take things personally.
Knows what to say or do at the appropriate time.
Is a "third party" at coaching events.
Is prepared for what ever the salesperson does.
Doesn't panic
Doesn't become excitable
Doesn't strategize "on the fly"
Stays in the moment
Doesn't over analyze

8. Doesn't Need Approval

Will ask the tough questions.
Helps salespeople get prospects to say "no".
Will bring things to closure.
Won't accept wishy washy statements.
Will confront.
Gets good "up-front contracts".
Gets "personal needs" met outside sales.
Deals with stalls and put-offs

9. Post Call Debriefing

Picks one call that went well and one that didn't.
Performed daily.
Starts with an outcome and works backward.
Salesperson learns why the outcome was reached.
Salesperson learns his part in the outcome.
Salesperson learns a lesson.



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Salesperson has plans to incorporate the lesson.
Follows up on prior day's lesson.
Asks lots of how and why questions.
Salesperson views the debriefing as helpful.

10. Pre-Call Strategizing

Performed daily.
Has salesperson choose a call to strategize.
Asks salesperson for the goal for the call.
Asks salesperson why the call is taking place.
Asks if that is an appropriate goal.
Poses hypothetical objections to test for preparation.
Asks how salesperson will achieve the goal.
Asks about the prospect's decision-making ability.
Asks why the prospect agreed to meet with the salesperson.

11. Supportive Buy Cycle

Make quick decisions about personal purchases when they find what they want.
Establishes goals for what they want.
Doesn't care much about price when they buy.
For a major purchase (other than a car) they usually shop only one store.
A major purchase is usually over \$1000.
Usually doesn't do research for a major purchase.
A major purchase usually takes less than a day.

12. Holds Salespeople Accountable

To number of dials.
To number of contacts.
To number of appointments scheduled.
To number of meetings scheduled.
To number of qualified quotes and/or proposals.
To number sold.
To the goal.
To overcoming weaknesses.
To training.
Doesn't accept mediocrity.

13. Effective Recruiter

Recruits Regularly.
Recruits when no position to be filled.
Follows the 5-step process.
Tests prior to interviewing.
Has high standards.
Effective phone qualification.
Effective ads.



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Follows EEOC Guidelines.
Not limited to own industry.
Does own interviewing.

14. Effective Listening/Questioning

Helps salespeople do the talking.
Knows what questions to ask.
Asks lots of How and Why questions.
Knows why they are asking them.
Makes salespeople's answers specific.
Listens to what the salespeople aren't asking.
Doesn't get emotionally involved.
Doesn't assume.
Questions uncover problems.
Answers questions with questions.

15. Early Bonding & Rapport

Helps prospect to relax.
Gains comfort level.
They are relaxed themselves.
Knows when they don't have rapport.
Shares with prospects when they sense that they might be uncomfortable.
Deals with problems up-front.
Establishes good up-front contracts.
Displays sincerity, trust, believability, warmth and trust.

16. Effective Motivator

Knows each salesperson's dream.
Knows the goals required to achieve their dream.
Knows the each salesperson's plan.
Knows what each salesperson must do each day to achieve goals.
Motivates using goals and dreams.
Doesn't motivate using quotas
Understands each salesperson is different.
Knows how to get each salesperson to take action.
Doesn't accept complacency.
Recognizes when it's time to set new goals.

17. Grows Salespeople

Allows them to fail.
Doesn't rescue.
Makes sure a lesson is learned from each failure.
Is not the company "closer."
Salespeople on continuous growth curve.
Not afraid to terminate untrainable salespeople.



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Builds self-esteem of salespeople.
Provides proper encouragement.
Challenges salespeople.
Encourages competition.

18. Qualifies Proposals & Quotes

Salespeople get to all the key players.
Salespeople know decision criteria.
Salespeople help influence decision criteria.
Salespeople know where they stand all the way.
Salespeople ask all the "right questions"
Salespeople know the time line for decision.
Salespeople know the probability of sale.
Salespeople know where they stand against the competition.
Salespeople always know what will happen next.
Salespeople have good "Up-Front" contracts.
Salespeople qualify for money.
Salespeople don't have "happy ears".

19. Gets Commitments and Decisions

Salespeople know how to get a "monkey's paw".
Salespeople have good "Up-Front" contracts.
Salespeople get yes or no decisions.
Salespeople don't "roll over" when they get a "no".
Salespeople don't take stalls or put-offs.
Salespeople always know what will happen next.
Salespeople find out the "conviction" level.
Salespeople are willing to hear "no".

20. Strong Desire for Success

Has goals.
Is "money" motivated.
Willing to take risks.
Has the incentive to perform tasks that may be uncomfortable.
Is self-motivated.
Undying urge to become the best.

21. Commitment - Doing What It Takes for Success

Is a winner.
Does what non-winners won't do.
Is willing to risk
Will put themselves in "high risk" situations
Willing to force a "no" from the prospect.
Unconditional even if: afraid, uncomfortable, or in disagreement over goal.