

Objective
Management
Group

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ABC Company

June 30, 2023

Sales Leadership
Candidate Assessment

ABC VP
WORTHY OF CONSIDERATION

This analysis provides your organization with insights that explain how the ways an individual thinks and acts may affect their success in sales leadership.

Summary insights for you include:

- A **dashboard** that summarizes all of the candidate's competency scores. Based on the candidate's scores, the dashboard will indicate that they are Recommended, Worth of Consideration, or Not Recommended for your role.
- The individual's **Alignment** attributes. Use this to assess how strong of a fit the individual is for the unique management priorities of your organization.

OMG's Core Competencies are divided into three Competency Groups. Will to Lead measures an individual's sales-specific drive to successfully lead a sales organization, Sales DNA measures the core underlying beliefs and actions that either support or limit sales leadership success, and Tactical Competencies measure skills and abilities necessary throughout the sales lifecycle.

While our recommendations have been statistically validated by an independent 3rd party, a sales-specific assessment should be one factor in your overall hiring process.



WORTHY OF CONSIDERATION

MISSING CLIENT REQUIREMENTS

Meets OMG Criteria

YES

Meets Role Criteria

MARGINAL

Will to Lead

10

Target 60

Desire



Commitment



Outlook



Responsibility



Sales DNA

78

Target 74

Doesn't Need Approval



Target 83

Stays in the Moment



Target 67

Supportive Beliefs



Target 84

Supportive Buy Cycle



Target 75

Tactical

69

Target 65

Sales Leadership



Target 65

Strategic Thinker



Target 65

Develops Strong Relationships



Target 65

Personal



Target 65

Coaching



Target 65

Motivating



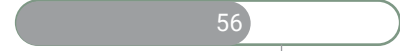
Target 65

Accountability



Target 65

Recruiting



Target 65

Tendencies

Strategic Thinker



Develops Strong Relationships



Coaching



Motivating



Accountability



Recruiting



Other

Alignment



Recommendation for an Interview

WORTHY OF CONSIDERATION
MISSING CLIENT REQUIREMENTS

Meets OMG Criteria YES

Meets Role Criteria MARGINAL

Michelle is worthy of consideration for an interview. While Michelle does not meet all of the requirements from your role specification, Michelle meets OMG's requirements.

OMG Criteria

- Desire
- Commitment
- Tactical

Role-Specific Criteria

- Compatible with required experience
- Aligned with sales leadership strategies

Will to Lead

The Will to Lead Competencies measure a sales leader's overall drive to achieve success in sales leadership. Without strong Will to Lead, it is difficult for an individual to change their habits or learn new skills.

When this is an Opportunity for Growth, an individual might...

When this is a Strength, an individual might...

Desire



tend to prioritize non-sales activities, lack urgency, or lack concern about sales results.

feel urgency to take action, prioritize sales results, or care deeply about achieving sales results.

Commitment



give in to discomfort, avoid difficult selling scenarios, or not do what is required to achieve sales quota.

persevere in selling to a difficult prospect, push forward despite their own discomfort, or do what is required to achieve sales quota.

Outlook



feel frustrated, demotivated, or distracted by their career prospects.

feel positive, focused, and appreciative about their career prospects.

Responsibility



rationalize poor sales results by pointing to the economy, the competition, or the company.

hold themselves accountable for any lack of sales results.

Sales DNA

The Sales DNA Competencies measure a sales leader's beliefs and actions that support or limit success in sales leadership. Sales leaders are often unaware of how their biases can negatively impact their interactions with their teams.

When this is an Opportunity for Growth, an individual might...

When this is a Strength, an individual might...

Doesn't Need Approval



avoid asking lots of questions or challenging the status quo, because they worry about upsetting their customer.

be able to ask tough questions and challenge their customers to earn their respect.

Stays in the Moment



find it difficult to capture what their prospects are saying because their self-talk captures their attention.

be able to remain objective and actively listen to their prospects and customers.

Supportive Beliefs



put constraints on their actions because of negative sales-specific self-talk.

feel empowered to take positive action without being sabotaged by negative sales-specific self-talk.

Supportive Buy Cycle



side with their prospect's objections to price, desire to comparison shop, or indecision because it is similar to how they buy.

be able to push back over price objections, competition, and indecision.

Supportive Beliefs

92
Target 84

OMG's research has found that high self-awareness is especially important for sales leaders. Self-awareness helps you better understand the belief systems that you're consciously or unconsciously bringing into interactions with your sales team or any customers you directly interface with. It also helps you understand how you might interpret a team member or client's response to you.

Below we've listed some Self-Limiting Beliefs that your responses indicated you hold, along with the corresponding Supportive Beliefs that you can develop with development and coaching.

Self-Limiting Belief		Supportive Belief
It is important to me to have consensus before making a decision	»	I am the decision maker who sets policies for our sales team
Prospects that need time to think before making a decision will eventually buy from us	»	Prospects that need time to think before making a decision will not end up doing business with us
Any lack of results of my sales team are because of the economy or the marketplace	»	Any lack of results of my sales team are due to my own efforts

Supportive Buy Cycle

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Target 75



Does Not Think Over Purchases



Buys Rather Quickly



Does Not Research



Does Not Price Shop



Does Not Comparison Shop



High Threshold for Money

Tactical

Tactical Competencies measure the skills necessary to successfully guide the sales organization and lead sales managers.

When this is an Opportunity for Growth, an individual might...

When this is a Strength, an individual might...

Sales Leadership



focus too much on tactical issues instead of being the leader of the sales organization.

get sales managers and salespeople to enthusiastically follow them, respect them, and perform for them.

Strategic Thinker



benefit from taking a more thoughtful approach to leadership and developing strategies for the success of the sales team.

see the big picture and focus on planning, decision-making, infrastructure, and architecture that will help the sales organization succeed.

Develops Strong Relationships



not have strong enough relationships to withstand criticism and easily diffuse issues that may arise in the sales organization.

spend time interacting with the sales team and developing strong relationships which can be leveraged to tackle challenging issues that may arise.

Personal



lack a strong drive to lead a sales organization or lack some of the personal attributes necessary to work independently as a sales leader.

strongly exhibit their own personal drive and passion in sales, and in doing so serve as inspiration for the entire sales organization.

Coaching



believe that coaching means helping salespeople with pricing and technical questions on an ad hoc basis.

schedule multiple coaching conversations with salespeople each week to improve their skills and help them win more sales.

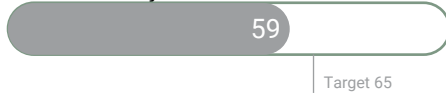
Motivating



assumes their salespeople will be inspired by providing external motivation.

take an interest in what drives each salesperson towards success and use that to keep their salespeople motivated.

Accountability



allow their salespeople to rationalize their results, not realizing that their excuses prevent them from improving.

empower their salespeople to take responsibility for their results, own their mistakes, and use those as coaching opportunities.

Recruiting



accept under-performance over upgrading, and when hiring, select the first viable candidate instead of waiting for an A player.

regularly upgrade their sales teams, hire A players, and have a formal onboarding plan.

Sales Leadership

82
Target 65

An effective sales leader is focused on leadership, is decisive, enjoys the role, is always taking action, and most importantly, gets the team to follow his/her lead.



Impression of a Leader



Achieve the Best Outcomes with Sales Managers



Focused on Leadership



Leading People



Top Down, Decisive Manager



Best at Developing Sales



Enjoys Sales Leadership



Taking Action Most of the Time



Achieve Consistent Results



Time for Leading the Team



Getting Sales Force to Follow and Perform

Strategic Thinker

71
Target 65

As we mentioned earlier, a key differentiator between sales managers and sales VPs or Directors is the need for them to be strategic. That includes seeing the big picture, focusing on the right issues, planning, decision-making and sales infrastructure and architecture.



Focusing on the Right Issues



Train and / or Coach To Sales Processes and Tactics



Cutting Losses or Never Give Up



Ability to Achieve Desired Sales Growth



Approach to the First 90 Days



Approach to Best Practices



Approach to Change



Effectiveness When Sales are Flat or on the Decline



Problem Solving



Believes Single Greatest Asset is Developing Strategies



A Structured Sales Process to Drive Consistent Results



Executive Style - Strategist

You have some of the attributes of The Strategist. Since there is no reason why you can't enhance the strategies of others, you should still be able to contribute to strategic discussions.

Tendencies

Behaviors that do not support Strategic Thinking

Behaviors that support Strategic Thinking



Builder

Reorganizer



Salesperson

Leader



Bottom Up

Top Down



Trial & Error

Systems

Develops Strong Relationships

45
Target 65

As we described earlier, Sales leaders must develop strong relationships with everyone in the sales organization, other leaders on the executive team, other departments, vendors, customers, and stakeholders. In this chapter we will look more closely at some of the factors including, but not limited to, Respect, Criticism, Time in the Field, Relationships, and Handling Upset Managers.



Respected



Handling Criticism Effectively



Spending Time in the Field



Relationships with the Sales Force



Handling Sales Managers that are Upset



Usually Focuses on People Issues



Wants to Hire People He/She Likes



Spending Time Managing Relationships



Time Developing Relationships



Likely to Rely on Relationships to Lead the Sales Organization



Believes Single Greatest Asset is Developing Relationships

Tendencies

Behaviors that do not support Relationship Building

Behaviors that support Relationship Building



Sleeves Down

Sleeves Up



Respected

Liked



All Business

Strong Relationships

Personal

82
Target 65

Sales Leaders can be affected by personal characteristics that may influence their attitude, behavior and effectiveness, all of which can influence results. In this section we will look more closely at some of those factors including, but not limited to your Desire, Commitment, Self-Image, Motivation and Goal Orientation.



Commitment



Desire for Success



Self-Starter



Works Independently



Risk Taking



Self-Image



Motivation



Written Personal Goals



Written Plan for Reaching Personal Goals



System to Track Progress



Knows what must be done to reach personal goals

Coaching

76
Target 65

Coaching is the competency that can have the single biggest impact on the sales organization. While your sales managers have the responsibility for coaching their salespeople, you must be able to coach up your sales managers to help them be more effective when they are doing their coaching. In this section, we'll review the attributes that are essential for great coaching.

Choosing Issues When Coaching Sales Managers

Approach to Coaching

Debriefing Sales Managers

Handling Vulnerable Large Opportunities

Joint Sales Call Philosophy

Getting the Sales Force to Ask the Right Questions

Trusting the Sales Force



Healthy Skepticism of Prospects



Tendencies of the Sales Force



Asking Many Questions



Money Tolerance



Comparison Shoppers



Premium Pricing



Uncovering Actual Budgets



Closing



Executive Style - Developer

You already have some attributes of the Developer. You can learn from others who excel in this area by asking them for tips on what they do and how they do it.

Tendencies

	Behaviors that do not support Coaching	Behaviors that support Coaching
<input type="radio"/>	Impatient	Patient
<input checked="" type="radio"/>	Sleeves Down	Sleeves Up
<input type="radio"/>	Delegator	Mentor
<input type="radio"/>	Cut Your Losses	Never Quit
<input checked="" type="radio"/>	Closer	Negotiator
<input checked="" type="radio"/>	Trusting	Skeptical
<input type="radio"/>	Watch Me	Watch Them
<input checked="" type="radio"/>	Tell	Ask

Motivating

64
Target 65

Maintaining a motivated sales force, and assuring that each individual is motivated is not easy work. In this section we will look at some of the elements that contribute to effective motivation including, but not limited to recognition, sales meetings, compensation, and your understanding of their financial needs.



Recognition of the Sales Management Team



Effective Sales Meetings



Compensation Plans



Spends Most of His / Her Time Motivating



Uses Motivation as Primary Method to Accomplish Sales Growth



Will Run Contests to Stimulate Flat or Declining Sales



Raises Expectations



Financial Needs of Your Sales Managers



Executive Style - Motivator

You have some attributes of the Motivator. These skills are called upon to maintain high spirits in the organization, even as bad news about the economy continues to cast clouds of doubt. If you aren't up to a particular challenge, seek out those who are stronger Motivators than you and match them up with people who need to be motivated.

Tendencies

Behaviors that do not support Motivating	Behaviors that support Motivating
Task Master	Motivator
Challenger	Encourager
Decision Maker	Consensus Builder
Demanding	Hopeful
Content	Motivation
Goals in Mind	Plan in Writing
Ignore	Recognize
Assume	Know
Perform for Me	Follow Me

Accountability

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Target 65

Next we will look at the elements that contribute to your ability to hold salespeople and sales managers accountable. These elements include pipeline management, handling resistance and attitude issues, upholding margins, the ability to confront, requiring that proposals be provided only to qualified opportunities, KPI's, expectations, being demanding, and taking responsibility. Let's begin!

Managing the Pipeline to Hold People Accountable

Ability to Handle Resistance

Ability to Maintain Prices and Margins

Handling Managers with Attitude Problems

Ability to Confront When Necessary

Qualified Proposals

Managing Performance



Patience During Tough Times



Taking Responsibility for Lack of Results



Demands More From Everyone



Uses Accountability as Primary Method to Accomplish Sales Growth



Executive Style - Executer

You have some attributes of the Executer. Discomfort is the primary reason that many executives find executing so difficult. When you are uncomfortable, an alternative to executing would be to ask a leader who excels in this area to help out.

Tendencies

	Behaviors that do not support Accountability	Behaviors that support Accountability
<input checked="" type="radio"/>	Sales	Metrics
<input checked="" type="radio"/>	Patient	Impatient
<input type="radio"/>	Motivator	Task Master
<input checked="" type="radio"/>	Numbers	Behaviors
<input checked="" type="radio"/>	Never Quit	Cut Your Losses
<input checked="" type="radio"/>	Quote	Qualify
<input type="radio"/>	Bottom Up	Top Down
<input checked="" type="radio"/>	Hopeful	Demanding
<input checked="" type="radio"/>	Mentor	Delegator
<input checked="" type="radio"/>	Follow Me	Perform for Me
<input checked="" type="radio"/>	Avoid	Confront

Recruiting

56
Target 65

Finally, in this section we will explore some of the elements of effective recruiting. These include, but are not limited to, selection criteria, positioning, Human Resources, your beliefs, and emphasis. Let's finish!

Selection Criteria for Hiring Sales Managers

Recruiting From a Position of Strength

Will Get Appropriate Partners Involved in Recruiting

Spends Most of His / Her Time Recruiting (over strategy and leadership)

Spends Most of His / Her Time Recruiting (over challenging / developing / leading people)

Greatest Asset is Recruiting

Recruiting to Accomplish Sales Growth



Recruiting to Stimulate Sales



Will Sometimes Use Recruiting to Accomplish Sales Growth

Tendencies

	Behaviors that do not support Recruiting	Behaviors that support Recruiting
	Status Quo	Action
	Reorganizer	Builder
	Never Quit	Cut Your Losses
	Recruit When Necessary	Recruit Always
	Developer	Recruiter
	Warm Body	Meet Criteria

Executive Styles

Objective Management Group identified nine Executive Styles that contribute to leadership team meetings in business and non-profits today. While it is important for a company to have all of these styles represented on their Leadership Teams, it is not realistic for an individual leader to be all, or even many of these styles. Most effective leaders have only one or two of these styles and the goal of this section is to help you understand the role or roles you are best suited for on your leadership team.



Visionary

The Leader who can see into the future, imagine what the company will be, do and offer, and clearly articulate that vision.



Strategist

This Leader has the ability to formulate and create plans to achieve the company's vision and goals to launch products, enter markets, acquire companies and assets.



Innovator

The innovator has the ability to take existing concepts and products and make them better, find new ways to use them, raise the bar and expand the capabilities of products, services and companies.



Developer

The developer has the ability to develop people, their competencies, skills, capabilities and contributions.



Motivator

The motivator is the Leader who is able to encourage people to be a part of something bigger than themselves, become better, more effective and achieve the desired results.



Executer

The executer is the Leader who makes sure that everyone does what they are expected to do and more.



Risk Taker

Risk Takers are able to see past the challenges and potential pitfalls and want to get started, take action, make things happen and go for the win.



Negotiator

Negotiators are not only useful with customers, vendors and investors, but they can also help to resolve conflicts among the Leaders on the leadership team.



Problem Solver

Inevitably, there will be problems, things won't go as planned, and problem solvers are the Leaders who have the ability to quickly analyze, understand and solve those problems.

Executive Qualities

Successful CEOs and business experts identified the qualities that they desired from the members of their executive management team. We measured the degree of each quality that you possess and present the summary results below.



Reliable and Steady

This Quality measures the consistency of your interactions including, worrying, becoming emotionally involved, reactions to setbacks, how well you adapt, how quickly you bounce back from challenges, and your ability to remain calm.



Business Integrity

This Quality measures the principles that influence your decisions, how strictly you adhere to the principles of right and wrong and how focused you are on always doing the right thing.



Passion for the Business

This Quality measures the degree of excitement you have for the company, the work you do, your projects, and your business achievements.



Open to New Ideas

This quality measures your openness to new ideas, opinions and experiences as well as your ability to recognize and experiment with possibilities, embrace change and push for improvements.



Is Accountable

This Quality measures the degree to which you are self-disciplined, take responsibility for your actions and your consistency in doing what you agreed to do after you agreed to do it.



Holds Others Accountable

This Quality measures the degree to which you are demanding, constructively critical, goal oriented, focused, and get others to do what they are supposed to do.



Board Room Presence

This Quality measures your level of confidence, presence, experience, assertiveness, and self-consciousness in business meetings.



Practical

This Quality measures the degree to which you are realistic, practical, solution oriented and able to simplify concepts.



Strong Work Intensity

This Quality measures the standards you set for yourself and others as they relate to how hard and how long you work.



Makes Difficult Business Decisions

This Quality measures how quickly and effectively you think through issues, challenges and problems, your decision making style and your tolerance for risk.



Persuasion

This Quality measures how you engage others in conversation, your effectiveness influencing others, your listening and questioning skills, your willingness to challenge people and ideas, speak up, push for change and get groups of people to adopt your ideas.



Strong Business Relationships

This Quality measures your interest in people, the value you place on your relationships, your trust in others, their trust in you, how genuine those relationships are, as well as the range of relationships.



Able to Survive Business Crises

This Quality measures your resilience in the face of adversity, ability to focus on the present, remain calm and act appropriately in high-pressure situations.



Team Player

This Quality measures your preference for involving, working with, calling attention to and helping other people as part of a group or team.



Creative

This Quality measures the degree to which you generate new ideas, how quickly you think and your imagination.



Confident

This Quality measures your sense of self-assuredness, courage and how bold, fearless and confident you are in business settings.



In Search of Excellence

This Quality measures your need for achievement, excellence, and perfection in yourself and others.

Alignment

71
Target 74

<input checked="" type="radio"/>	With regard to accounts and customers:	Volume
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<input checked="" type="radio"/>	With regard to the financial profile of a potential customer:	Potential Volume
----------------------------------	---	------------------

<input checked="" type="radio"/>	With regard to the details of the business:	Follow the Plan Without Deviation
----------------------------------	---	-----------------------------------

<input type="radio"/>	With regard to the Sales Manager's role I see:	The Manager Maintains Personal Sales
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<input checked="" type="radio"/>	With regard to Recruiting:	Only A Players
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<input checked="" type="radio"/>	With regard to providing sales training:	Bring in outside training professionals
----------------------------------	--	---

<input checked="" type="radio"/>	With regard to compensation, I believe that we ultimately must have a plan where	All salary
----------------------------------	--	------------

<input checked="" type="radio"/>	With regard to developing people:	Develop the existing people
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With regard to sales tools (e.g. CRM, pipeline management, marketing automation): Get everyone using it

With regard to our market strategy: Expand it

With regard to Trade Shows: In every appropriate show

With regard to the role of marketing: Create leads

With regard to reaching customers/clients: Create new channels

With regard to company identity: Price

With regard to growth: Finding new business

With regard to competition: Beat their price

With regard to an inbound strategy: Not change our current strategy

Experience

● Size of organization managed: Fewer than 10

● Size of organization managed: 10-50

● Size of organization managed: 50-250

● Roles managed: Vice President of Sales

● Roles managed: Worldwide VP Sales

● Roles managed: President

● Types of products or services sold: Transactional product or service

● Types of products or services sold: Complex product

● Types of products or services sold: Conceptual services

● Types of products or services sold: Simple services

● Types of products or services sold: Service contracts

● Types of products or services sold: Subscriptions

● Types of products or services sold: Technical products

● Successful selling roles: National accounts

● Successful selling roles: Major accounts

● Successful selling roles: Outside sales

● Successful selling roles: Inside sales

● Successful selling roles: International sales

● Successful selling roles: Producer

● Business segments managed: Direct

● Business segments managed: Channels

● Business segments managed: Partners

● Business segments managed: Independent reps

● Market conditions managed: Market leader

● Market conditions managed: Price leader

- Market conditions managed: Underdog
- Market conditions managed: Competitive
- Market conditions managed: Technology leader
- Market conditions managed: Value leader

-
- Events managed: National conferences
 - Events managed: Regional conferences
 - Events managed: International conferences
 - Events managed: National trade shows
 - Events managed: Sales training

-
- Travel experience per year: Regular
 - Travel experience per year: Most of the work week
 - Travel experience per year: Two weeks per month
 - Travel experience per year: Three weeks per month

- Travel experience per year: Constantly on the road
- Travel experience per year: Mostly national travel

- Specific situations: Company was acquired
- Specific situations: Company acquired another company
- Specific situations: Built a sales team from the ground up
- Specific situations: Inherited sales team
- Specific situations: Reorganized a sales team
- Specific situations: Direct reports were salespeople
- Specific situations: Direct reports were sales managers
- Specific situations: Promoted and had no competition for the position
- Specific situations: Promoted and had internal competition for the position
- Specific situations: Promoted and had external competition for the position

- Planning and performance: Survived a demotion

- Planning and performance: Implemented sales force automation
- Planning and performance: Introduced or launched a new product line
- Planning and performance: Created a new incentive plan
- Planning and performance: Designed and implemented a compensation plan
- Planning and performance: Designed and implemented a territory plan
- Planning and performance: Profit and loss responsibility
- Planning and performance: Managed a budget
- Planning and performance: Wrote and implemented a sales plan
- Planning and performance: Wrote and implemented a marketing plan
- Planning and performance: Team performed better than half the teams
- Planning and performance: Team performed better than most of the teams
- Planning and performance: Team performed better than all of the other teams

-
- Recruiting roles: Worked intimately with human resources
 - Recruiting roles: Worked with recruiters

- Recruiting roles: Sourced candidates
- Recruiting roles: Interviewed candidates
- Recruiting roles: Selected candidates
- Recruiting roles: Used assessments
- Recruiting roles: Had an formal onboarding program
- Recruiting roles: Assigned distributors
- Recruiting roles: Assigned VAR's

-
- Unique challenges: Morale problems
 - Unique challenges: Underachievers
 - Unique challenges: Underperforming salespeople
 - Unique challenges: Saturated market
 - Unique challenges: Unfavorable economic conditions
 - Unique challenges: Unfavorable pricing
 - Unique challenges: Unreliable products

- Unique challenges: Ineffective compensation
- Unique challenges: Inexperienced salespeople
- Unique challenges: Cutthroat competition
- Unique challenges: Selling through, not to
- Unique challenges: Customers didn't need or want our offering
- Unique challenges: We were selling the "why?", not the "why us?"

-
- Sales cycles managed: 3-6 month sales cycles
 - Sales cycles managed: 6-12 month sales cycles
 - Sales cycles managed: 12-18 month sales cycles
 - Sales cycles managed: 18 month or longer sales cycles

-
- Markets: Sold to government
 - Markets: Sold to Fortune 1000
 - Markets: Sold to Fortune 2000

● Markets: Sold to retailers

● Markets: Sold to purchasing

● Markets: Sold to technical users

● Markets: Sold to management

● Markets: Sold to C-level

● Market approaches managed: Followed up on leads

● Market approaches managed: Secured appointments through cold calling

● Market approaches managed: Secured appointments through telemarketing

● Selling objectives: Closing deals

● Selling objectives: Closing sales

● Selling objectives: Bringing on new accounts

● Selling objectives: Building relationships

● Selling objectives: Growing accounts

- Selling objectives: Leveraging accounts
 - Selling objectives: Finding new opportunities
 - Selling objectives: Finding opportunities in existing accounts
 - Selling objectives: Vertical sales
 - Selling objectives: Horizontal sales
-

We hope this analysis has given you useful insights into this individual's current sales-related skills and strengths – both the areas where they are already strongly competent as well as any areas in which they could benefit from training and development.