

WIRED FOR RESULTS: BONUS GUIDE

CHAPTER 3: THE PEOPLE

Competency Profile Example

Over the years, the most common discussion that occurs with executives and business owners is the concept of creating a competency profile for each position in the company.

Miscommunications occur when expectations are not clearly defined by both parties thus creating disappointment. The Competency Profile is a simple tool that defines the duties performed as well as the competency needed to execute these duties.

It takes time to hire the right person when the hiring guidelines are as specific as outlined in this profile. The upside is that it increases the possibility of hiring the most qualified candidate based on merit rather than a subjective basis.

Every business must hire sales personnel to generate revenue by selling the company's product or service. For this reason, the Sales Executive competency profile represents a model to use for other positions. Included in this hand-out is a description of the section.

Competency Profile

Position: Sales Executive

Description of Role

Under the direction of the Vice President of Sales, the Sales Executive will be responsible for building a sales presence, selling, and achieving assigned quotas within the specified region and market allocated.

The Sales Executive will manage the sale of products and services to include but not limited to:

- Generate sales leads
- Qualify sales prospects
- Conduct presentations to appropriately qualified sales prospects
- Provide technical and administrative product information
- Quote pricing, prepare RFPs and close contracts
- Maintain and manage customer relations and the account management process

The Sales Executive will focus on selling Fortune 500 accounts, financial and insurance institutions, and any other market space deemed appropriate. This executive is responsible for cultivating relations with CTOs/STOs, CIOs, CFOs, helpdesk and other executives representing qualified customers.

Act as the company sales evangelist in representing our brand, product, and services in the marketplace.

Organization Reporting

The Sales Executive reports directly to the Vice President or Regional Vice President of Sales.

Level in Organization:

E-4/5

Specific Responsibilities

1. Identify and call on prospects.
2. Penetrate new customer leads through lead generation.
3. Create awareness and demand for company products and services.
4. Build effective relationships with prospects by assessing the fit between customer needs and the company suite of products and services.
5. Conduct research to determine pain points for effectively selling a qualified lead.
6. Comprehend the company's selling model and apply it when selling.
7. Strategize and prepare sales pitches — gain involvement from Product Line Managers and Product Marketing Managers as required.
8. Deliver presentations and demos that clearly define the company suite of product solutions and services, its suites, and differentiators.
9. Understand the ROI model for product line suites and utilize ROI concept in selling to prospective customers.
10. Understand how to price a perspective sale — gain involvement from the direct report as required.
11. Represent the company to the customer and the customer to the company in sales-related matters. Understand the customer's business and their requirements for company software.
12. Fully knowledgeable about the company's product line suites and market plat forms.
13. Understand and use the company's internal Sales Management Tool.
14. Monitor customer issues for improving customer relations and account management.

15. Maintain effectively, daily communication with the direct report as it relates to sales activities, customer issues, and required assistance.
16. Keep abreast of industry trends as they relate to the specific market.
17. Read and comprehend the company sales policies.
18. As necessary, involve members of the leadership team or officers to assist in closing deals.
19. Responsible for meeting assigned sales quotas and developing a new geographic territory or specific market vertical segment (e.g., financial sector).
20. Maintain effective working relationship with the systems engineers assigned to your opportunities.

Decision-making Authority Includes

1. Manage sales activity to include prospecting scheduling client meetings as identified in the company sales policies.
2. Engage prospect throughout the sales process.

A Person in This Position Should Be Able To

1. Uphold the company's vision and value — be a role model.
2. Maintain the highest standards of professionalism, ethics and attitude towards all customers and fellow associates.
3. Perform related duties and special projects as assigned.
4. Cold call and generate leads.
5. Interact with customers at all levels.
6. Develop relationships with clients and promote long-term success.
7. Ability to provide dynamic product demonstrations that target the customers' needs.

8. Provide strong consultative and listening skills.
9. Identify decision makers.

Desirable Qualifications for This Role

1. Winning attitude:
 - High Energy
 - Enthusiasm
 - Team Player
 - Integrity
 - Do it today
2. BS in Business, CS, EE or equivalent degree.
3. A minimum of 3 to 5 years' experience is selling products and services.
4. Must be able to travel.

WORKSHEET

COMPETENCY PROFILE

Position [Insert the official title of the position]

Description of Role

[Describe to whom this position will direct and managed by, a general description of the overall responsibilities and duties, and the main area of focus.]

Organizational Reporting

[For medium to larger organization, define the organization reporting structure.]
Level in Organization [For larger organization, define the salary level/ pay grade]

Specific Responsibilities

[Describe in detail the daily responsibilities the person is expected to perform and evaluate at the end of the year.]

Decision-Making Authority Includes

[Define the decision-making authority this position has without seeking approval from a higher level of management.]

A Person In This Position Should Be Able To

[Define the competencies this position requires to be successful.]

The Desirable Qualification For This Role

[Define the education, work experience, technical expertise, expectations and skill sets required for this position.]