

Attracting, Selecting, Developing and Retaining Top Performers



Steven Rosen, STAR

Bruce Boulanger, Solvay Pharma

Wayne Childs, Altana

Daniel McCoy, Bausch & Lomb Pharmaceutical



4th Annual Sales Force Effectiveness USA Congress
November 13-14, Philadelphia



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Attracting, Selecting, Developing and Retaining Top Performers



- Building High Performance Sales Cultures
- District Sales Managers Impact
- Experience Vs Attitude?
- Best Practices in Selecting Top Performers
- Best Practices in other Industries
- Investing in Top Performers



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Top 10 Executive Issues: Most Powerful Theme in 2005



Increasing awareness that nothing happens unless talent is engaged in the right way.

- Attracting and retaining skilled staff
- Creating a constructive corporate culture
- Improving workforce performance
- Growing the next generation of leadership



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Defining a High Performance Sales Culture



- Building a positive workplace that promotes employee engagement and encourages talented sales professionals to attain high performance.
- Setting the right business expectations.
- Rewarding and recognizing superior sales performance.
- **Studying top performers to benchmark best practices.**
- **Investing the development of top performers.**
- **Consistently attracting and selecting top sales professionals and managers.**



Source: **GALLUP**
MANAGEMENT JOURNAL

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Top Performers



*The #1 competency of top performing sales people is that they are **SELF-DRIVEN**.*

They act on their own authority, responding in anticipation of future opportunities, customer needs and changing market dynamics.



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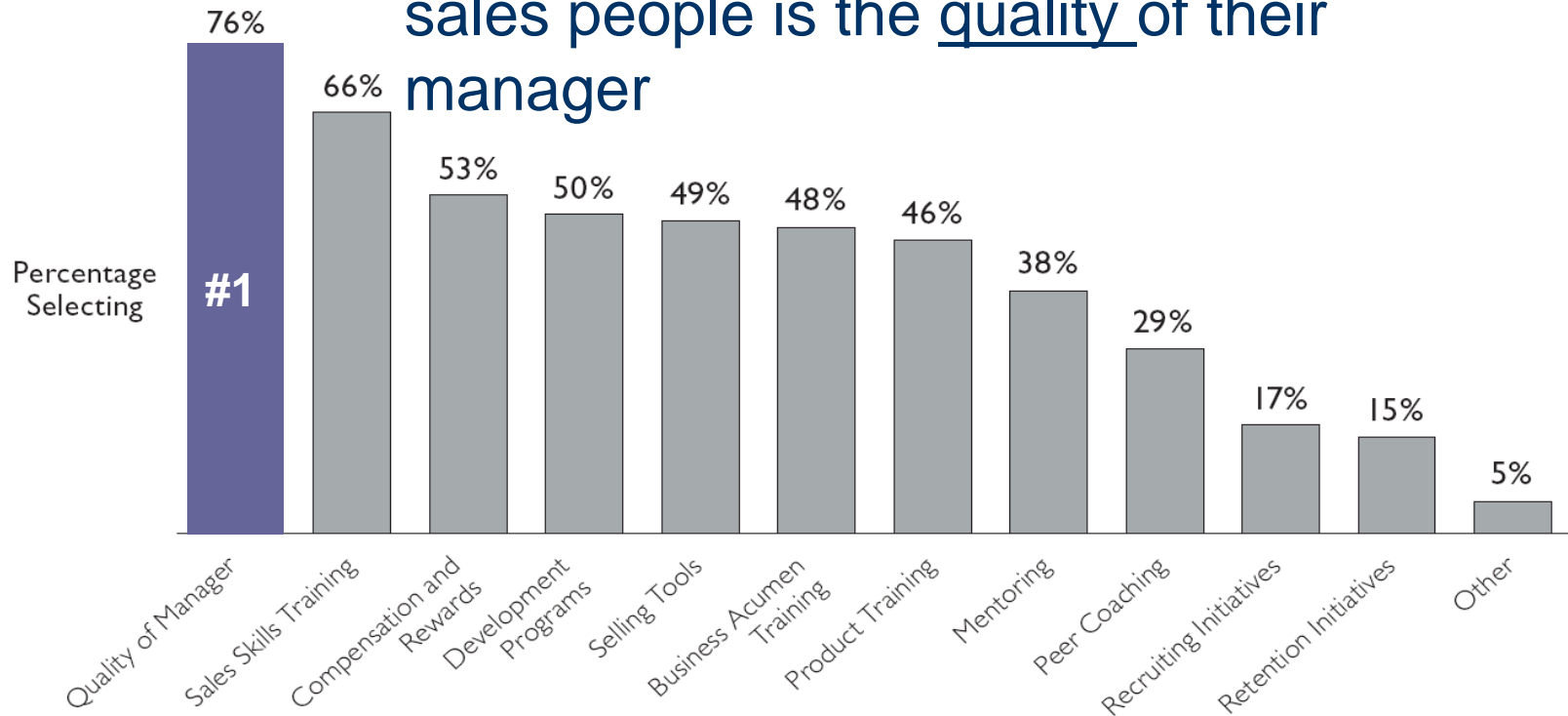


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Importance of Your Front Line Sales Managers



The #1 performance factor for sales people is the quality of their manager



n = 103.

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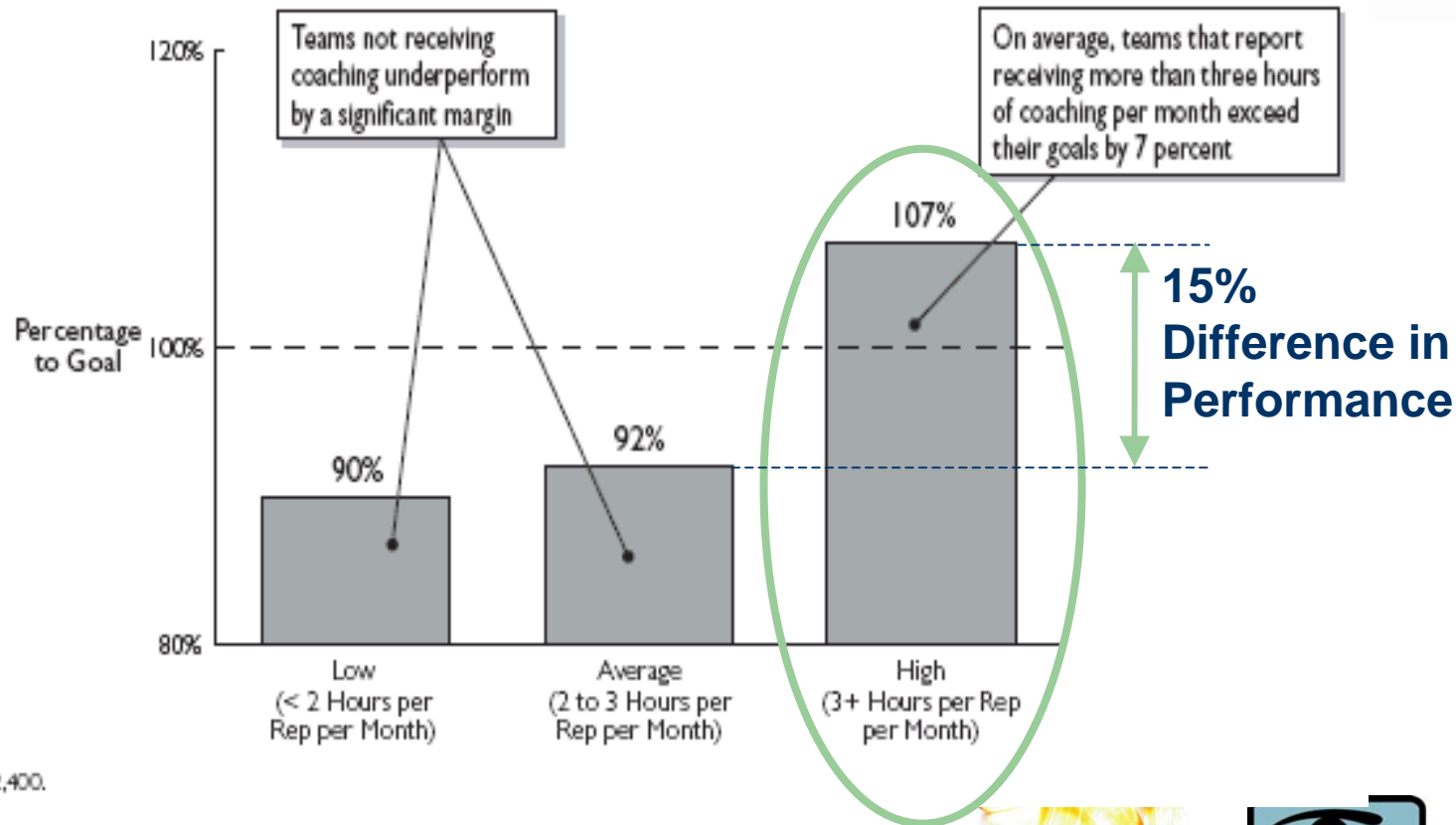
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Importance of Your Front Line Sales Managers



The manager activity most closely associated with rep success...

Team Percentage to Goal by Coaching Time per Rep per Month



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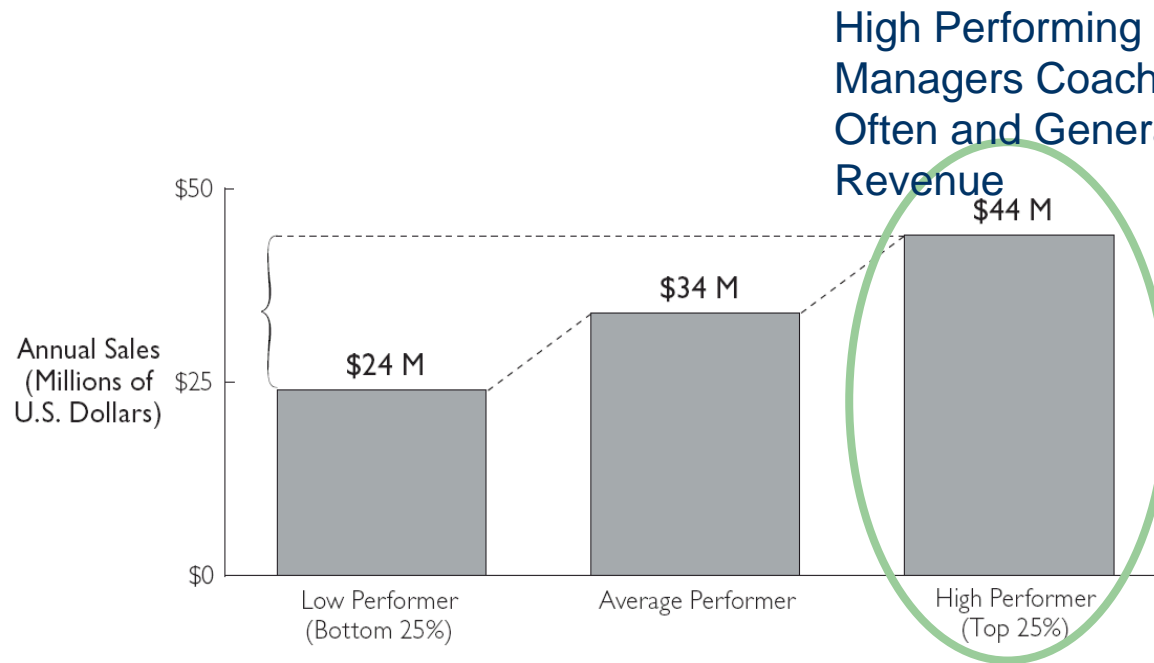


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Teams That Get Good Coaching Make More Money



First-Line Sales Manager Portfolio Value by Performance Level
Pharmaceutical Industry



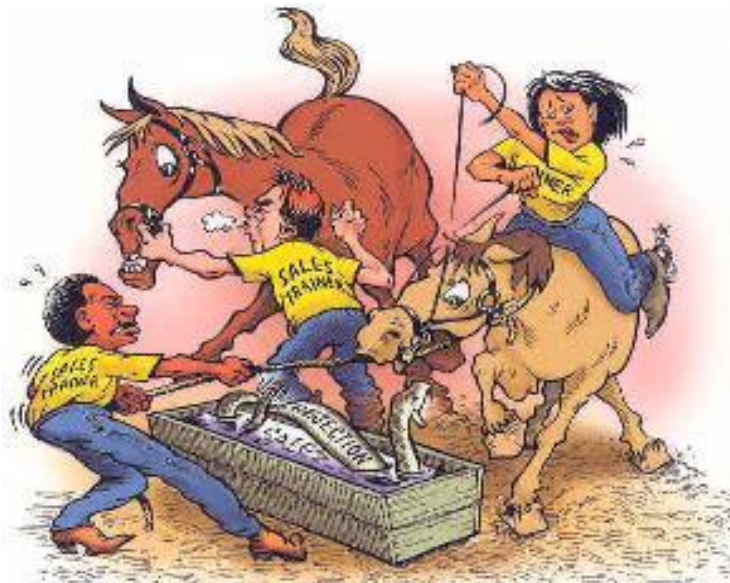
Source: Elling, M., Fogle, H., McKhann, C., and Simon, C., "Making More of Pharma's Sales Force," *The McKinsey Quarterly*, March, 2002; CLC Metrics Research; Sales Executive Council Member poll 2003; Sales Executive Council Member poll 2001; Sales Executive Council research.

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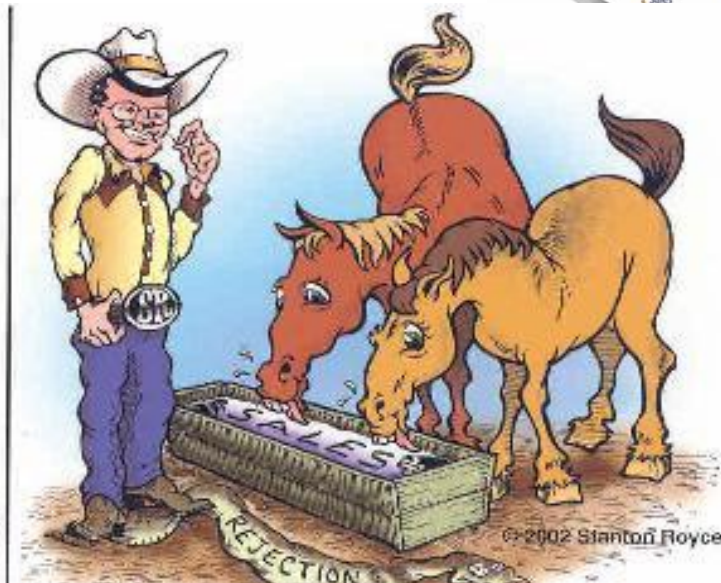


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Importance of Your Front Line Sales Managers



Coaxing and training them to sell has some impact....



Coaching and developing self-reliant people, makes them willing to sell.....

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Importance of Your Front Line Sales Managers



#1 reason why top performers leave an organization?



Relationship with their direct manager!



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Why is Selection Difficult?



- Selecting salespeople who "**will**" sell has always been the biggest challenge in sales management.
- Only 20% of candidates will be top performers.
- Determining which **one** is the challenge.
- Growing companies spend too much money hiring the wrong salespeople.
- It takes nearly one year for you to replace ineffective people.
- The overall cost of a hiring mistake is **HIGH**.



**Top performers don't always
standout in the interview**

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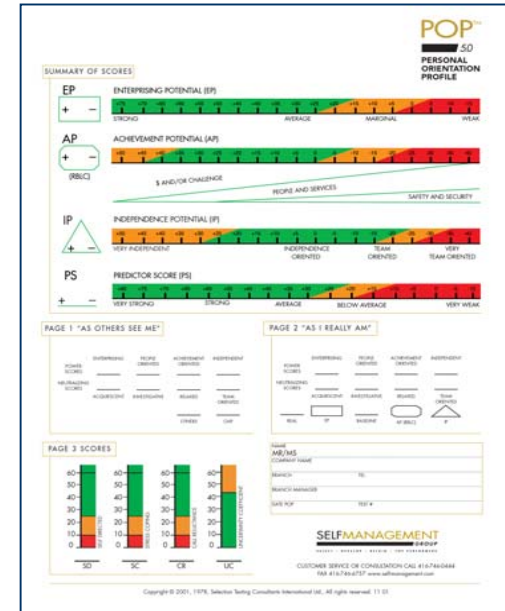


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Psychometric Profiling

Psychometric assessment tools integrate science into recruiting, selection and development of competitive sales people.

- Predict sales performance
- Provide coaching insights to improve development and retention
- Raises red flags
- Ability to validate and benchmark top performers



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Best Practices in Selection



Selection consists of 3 equally important components

**Objective: Science
(Profile)**



**Objective: Structured
Interview**

**Intuition: Fit to Culture Unstructured Interviews
Benchmarking and Validation to Improve the Process**

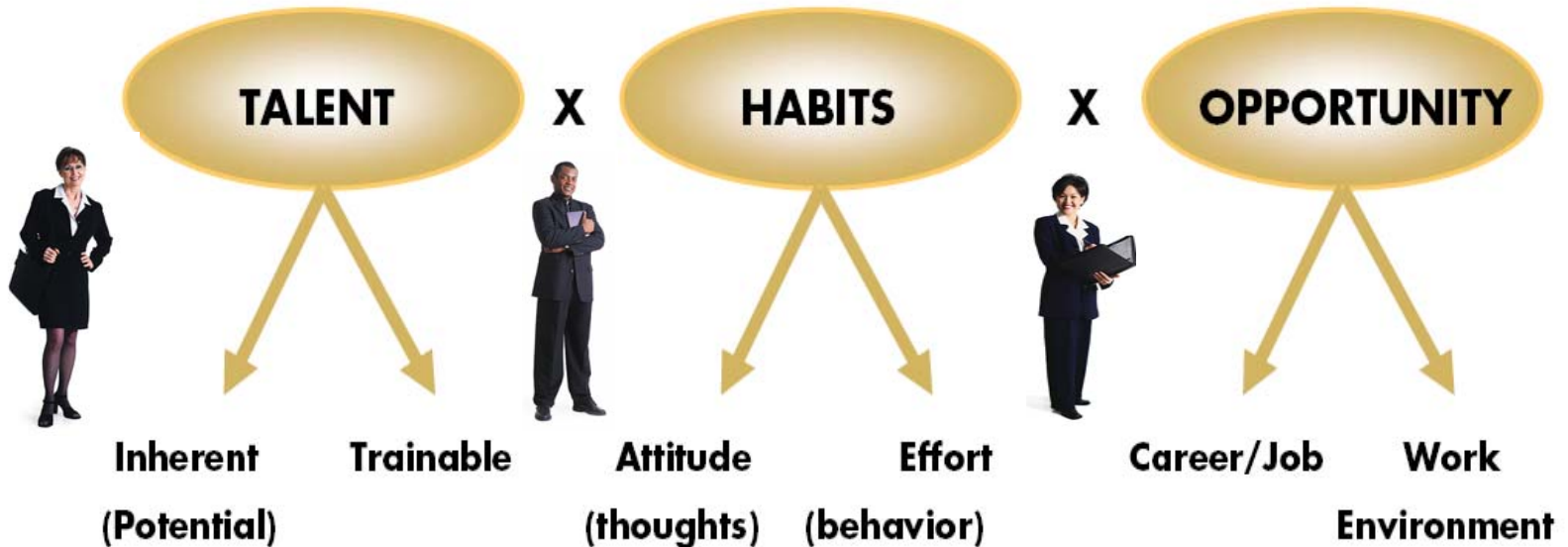
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Assessing Talent Vs. Attitude

Performance Equation



SELFMANAGEMENT
GROUP



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Who is Using Profiles?



Financial Services



Banking



High Technology



Automotive



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