Sales Competency Framework Toolkit

You wouldn't dream of setting out on a complicated journey without a map of some kind would you? Well a sales competency framework is your map to help you to reach your sales goals. We would go so far as to say that having an operationalised sales competency framework is vital to achieving a successful sales organisation but we know that getting started can be tricky. This toolkit will provide you with everything you need to develop your own framework and some tips on how to use it.

Step 1 - Decide on your non-negotiable competencies

> **Remember**: Do this exercise as part of a team to get agreement and buy in from the key stakeholders. This might include Senior Sales Leaders, Sales Managers and HR.

Using the headings below, it is time to choose the skill, knowledge, systems & processes and behaviour/values competencies that you think are an absolute must for a sales rep in your business. We have included a few examples to help you. Be sure to add your definition of what each chosen competency means to you. Each person is likely to have a different view on this depending on their role in the business so be prepared to pitch your ideas so that you can all agree on one set of competencies at the end of the session.

Skill	Knowledge	Systems & Processes	Behaviour/Values

Competency	Description
Problem Discovery	Ask insightful questions to uncover customer pain-points. Positive Indicators: ✅ Uses effective questioning to identify pain ✅ Uses a conversational approach citing examples and stories ✅ Delves deeper to expand the pain and understand wider implications ✅ Plays back summary to prospect to validate and expand the discussions ✅ Uses continual discovery to build urgency throughout the sales cycle
Solution Understanding & Positioning	Describes, presents or demonstrates company offerings accurately based on customer need. Positive Indicators: ✅ Able to articulate the benefits during a pitch in context of the clients requirements ✅ Confident when discussing the product in social media posts ✅ Focuses on only the capabilities that assist with customer pain points or needs ✅ Tailors demonstrations or presentations based on detailed discovery ✅ Uses customer stories to articulate the benefits.
Pipeline Management	Builds, maintains and progresses a healthy pipeline to deliver on or over target results. Positive Indicators: ✅ Is able to accurately place pipeline in the right stage of the sales process ✅ Is able to identify gaps or potential blockers at each stage of the sales process ✅ Has clear next steps and actions against all active deals in the pipeline ✅ Assesses all deals against clear qualification criteria ✅ Is able to accurately pinpoint the likely close date of all deals ✅ Consistently builds pipeline of Y x target to drive results
Open To Feedback	You've got a hunger for knowledge and improvement so actively seek and respond to feedback. Positive Indicators: ✅ Actively seeks feedback from multiple sources (peers, managers, other departments and prospects) ✅ Acts on feedback to improve.

Step 2 - Assign these competencies to your roles

Now it is time to define 'what good looks like' in each competency for each job role in your sales team. It is important to remember that an SDR on day one or even month 4 of their role is very different to an SDR with a 2-year tenure so aligning the depth of skill and behaviour required at each micro-progression stage is important. For example, here is what Problem Discovery might look like for an SDR vs a Senior SDR.

	SDR	Senior SDR
Problem Discovery	Ask insightful questions to uncover customer pain points Positive Indicators: ✐ Uses effective questioning to identify pain ✐ Uses a conversational approach citing examples and stories ✐ Plays back summary to prospect to validate Negative Indicators: ✐ Makes assumptions without validating ✐ Jumps to presenting the solution too quickly	Positive Indicators: ✐ Uses effective questioning to identify pain ✐ Uses a conversational approach citing examples and stories ✐ Delves deeper to expand the pain and understand wider implications ✐ Plays back summary to prospect to validate Negative Indicators: ✐ Makes assumptions without validating ✐ Jumps to presenting the solution too quickly ✐ Only identifies first level pain - no implications

If you would like to find out more about the importance of micro-progression in retaining your best SDR talent, read our blog https://www.e4enable.com/blog/sdrs-and-micro-progression

Remember: Give as much guidance to both Rep and Manager as possible and be clear on the expectations at each level. Note the positive and negative indicators above, they will become invaluable when we look to assess and measure later.

Completing this exercise should see you on the way to having an effective sales competency framework that will really make a huge difference to your business. If you would like to find out more about how to operationalise this then you can read more here https://www.e4enable.com/blog/operationalise-your-sales-competency-framework

And, if you would like to find out how e4enable can help to put your shiny new competency framework at the heart of a data driven coaching programme and embed it in your day to day operations then get in touch and we would be more than happy to show you.

Define Develop Measure