



*This is a general-purpose model for roles in a Sales context.* It could be used to assess roles where the incumbent needs to convince customers or prospects to buy into proposals, build meaningful give-and-take relationships, and understand the customers' needs and how they fit with the products and services they are selling.

## Competencies

**Influence and Persuasion** – Salespeople are effective in persuading, convincing, influencing, or impressing others in order to get them to support a specific agenda, make a specific type of impression, or take a specific course of action.

**Composure and Resiliency** – They are able to deal effectively with pressure, maintain focus and intensity, and remain optimistic and persistent, even under adversity. They have the ability and propensity to recover quickly from setbacks, rejections, and conflicts and to maintain self-control in the face of hostility or provocation.

**Relationship Building** – Salespeople develop effective long-term professional interactions with others based on trust: trust that they will always work toward the best interest of those involved and that they are sufficiently competent to provide positive results.

**Active Listening** – They enhance mutual understanding in communicating with others by expressing genuine interest in, and providing full attention to, the content and meaning of others' messages.

**Information Seeking** – Salespeople are driven by an underlying curiosity and desire to know more about things, people, or issues. This involves going beyond routine questions and includes digging or pressing for exact information; resolving discrepancies by asking a series of questions; or conducting less-focused environmental scanning for opportunities or miscellaneous information that may be used in the future.

**Time Management** – They focus on completing all work tasks in a timely manner while remaining responsive enough to react to competing demands and shifting priorities. They are able to manage multiple responsibilities while being organized, keeping on top of important time-sensitive tasks, and performing all work accurately.

## Representative Behaviors

- Persuasively sells ideas to gain support and buy-in
- Copes with rejection
- Frequently calls or meets with existing contacts
- Reflects back what is said to check understanding
- Gathers all information needed to make informed recommendations
- Plans own time and schedules activities to ensure achievement of goals



### Sales - General Model

The Sales - General job model can be applied across a variety of positions that involve making connections with customers and convincing them to purchase products and services. While the expected competencies like Influence and Persuasion and Relationship Building are highlighted in the graphic below, it's also important for the individual to make informed recommendations and to maintain control of the process.

Leading	Active Communication	Interpersonal Dynamics	Making Decisions	Solving Problems	Managing Processes	Self-Management
Leadership Maturity	<b>Influence and Persuasion</b>	Interpersonal Sensitivity	Deliberative Decision Making	Creativity and Innovation	Quality Focus	<b>Composure and Resiliency</b>
Leadership Communication	Conflict Management	Service Focus	Decisiveness	Analytical Thinking	Compliance	Achievement Motivation and Perseverance
Driving Results	Negotiating	<b>Relationship Building</b>	Strategic Thinking	Learning Agility	Safety Focus	Self-Awareness
Leading Change	Instructing	Collaboration and Teamwork	Organizational Citizenship	Scientific Acumen	Process Management	Adaptability
Managing Innovation	<b>Active Listening</b>	Organizational Savvy	<b>Information Seeking</b>	Business Acumen	<b>Time Management</b>	Comfort with Ambiguity
Team Building	Communicating	Global Mindset			Planning and Priority Setting	Initiating Action
Coaching and Developing Others						Accountability
Directing						Professionalism
Delegating						Continuous Learning
Strategic Talent Management						Extended Task Focus
Fact-Based Management						