



**Sales Managers** motivate, supervise, and develop sales teams. They assign territories to salespeople, set revenue targets, and communicate with other managers in departments such as sales, production, and customer service.

### Example Positions

*Sales Manager, Director of Sales, Regional Vice President*

## Competencies

**Coaching and Developing Others** – Sales Managers provide quality time and planned commitment to direct reports and provide processes and opportunities for them to understand their strengths and limitations in relation to a range of high-quality and relevant competencies.

**Deliberative Decision Making** – They tend to gather, consider, and evaluate all relevant information to make logical conclusions before being moved to action.

**Driving Results** – They motivate individuals to achieve and exceed goals by establishing accountabilities, clarifying performance expectations, agreeing to high standards and measures, monitoring and reviewing performance, and providing timely and relevant feedback.

**Business Acumen** – They make sound business decisions based on a strong understanding of the company's business model, strategic goals, and relevant policies, as well as best practices and current technologies in their own discipline or functional area.

**Composure and Resiliency** – Sales Managers 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.

**Negotiating** – They identify key bargaining points for all parties and work effectively toward win-win solutions.

**Relationship Building** – They 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.

## Representative Behaviors

- Gives constructive criticism in a way that motivates the individual or team to improve
- Promotes give-and-take conversation to find common ground
- Tries to understand key stakeholders and the situation before making decisions and taking action
- Positions self and company as a strategic business partner
- Drives the execution of business plans
- Effectively considers financial implications of decisions, including assessing risk and return
- Stays composed in challenging interpersonal situations



## Sales Manager Model

Since Sales Managers must focus on the development and success of their sales team members, the Leading and Active Communication Dimensions feature several key competencies. Business Acumen and Deliberative Decision-Making are also important, particularly when it comes to developing sales and marketing strategies.

Leading	Active Communication	Interpersonal Dynamics	Making Decisions	Solving Problems	Managing Processes	Self-Management
Leadership Maturity	Influence and Persuasion	Interpersonal Sensitivity	Deliberative Decision Making	Creativity and Innovation	Quality Focus	Composure and Resiliency
Leadership Communication	Conflict Management	Service Focus	Decisiveness	Analytical Thinking	Compliance	Achievement Motivation and Perseverance
Driving Results	Negotiating	Relationship Building	Strategic Thinking	Learning Agility	Safety Focus	Self-Awareness
Leading Change	Instructing	Collaboration and Teamwork	Organizational Citizenship	Scientific Acumen	Process Management	Adaptability
Managing Innovation	Active Listening	Organizational Savvy	Information Seeking	Business Acumen	Time Management	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						