



### Sales Competency Model

Skill Legend						
Core Skill	Developing	Competent	Mastery			

Competency	Skill	Core Skill	Sales Rep I	Sales Rep II	Sales Rep III	Sales Manager
Interpersonal Skills	Relationship Building	X	X	X	X	
	Teamwork		X	X	X	
Influencing	Assertiveness	X	X	X	X	
	Ability to Influence		X	X	X	
Communication	Verbal Communication	X	X	X	X	
	Written Communication		X	X	X	
	Listening		X	X	X	
Judgment and Decision Making	Creativity			X	X	
	Problem Solving		X	X	X	
	Assessment of Consequences		X	X	X	
Planning and Execution	Accuracy with Detail	X	X	X	X	
	Efficiency		X	X	X	
	Planning and Organizing		X	X	X	
Attitude	Motivation		X	X	X	
	Confidence	X	X	X	X	
	Flexibility			X	X	
	Development Orientation		X	X	X	
Customer Service	Understanding Customer Requirements		X	X	X	
	Account Management			X	X	
	Negotiating		X	X	X	
	Territory Development		X	X	X	



Sales Competency Model Behavior Indicators

Negative Behavior Indicators	Skill Level				Positive Behavior Indicators
	Poor	Developing	Competent	Mastery	
<b>Interpersonal Skills</b>					
<b>Relationship Building</b>					
<ul style="list-style-type: none"> <li>• Remains Isolated</li> <li>• Withholds information</li> <li>• Ignores others</li> <li>• Unapproachable</li> <li>• Overly deferential in upward communication</li> <li>• Does not follow through on commitments</li> <li>• Takes only a results or task orientation to assignments/accounts</li> <li>• Is detached or distant in approach to others</li> </ul>					<ul style="list-style-type: none"> <li>• Conveys respect and consideration for others</li> <li>• Takes an active interest in strengthening rapport</li> <li>• Understands when to respect boundaries</li> <li>• Stays involved at multiple levels within the organization</li> <li>• Builds a solid base of support</li> <li>• Values and encourages relationships</li> <li>• Shows appreciation and concern for others</li> </ul>
<b>Teamwork</b>					
<ul style="list-style-type: none"> <li>• Excludes rather than includes others</li> <li>• Dominates or tries to control too much</li> <li>• Places own needs before the needs of others</li> <li>• Fails to keep team members up-to-date</li> <li>• Does not carry his/her share of the workload</li> <li>• Hoards information or keeps secrets</li> <li>• Plays favorites</li> <li>• Does not assist others</li> </ul>					<ul style="list-style-type: none"> <li>• Keeps team members well-informed</li> <li>• Capitalizes on the strengths of others in order to gain efficiency</li> <li>• Challenges the thinking and direction of the group</li> <li>• Works with team members to develop an agenda with priorities clearly defined</li> <li>• Holds others accountable for their contribution and performance</li> <li>• Shares ideas and solicits input from team members</li> </ul>
<b>Influencing</b>					
<b>Assertiveness</b>					
<ul style="list-style-type: none"> <li>• Too easily influenced</li> <li>• Finds it difficult to express opposing points of view</li> <li>• Avoids issues</li> <li>• Unable to think independently or take independent action</li> <li>• Struggles to set limits or say “no” when necessary</li> <li>• Worries about being liked</li> <li>• Soft pedals important issues</li> <li>• Is overly aggressive</li> <li>• Puts his or her needs above all other’s</li> </ul>					<ul style="list-style-type: none"> <li>• Expresses important points of view with conviction</li> <li>• Challenges team members when necessary</li> <li>• Directly faces difficult issues</li> <li>• Communicates a position on important issues</li> <li>• Confidently expresses disagreement with management when appropriate</li> <li>• Takes initiative to resolve conflicts</li> </ul>