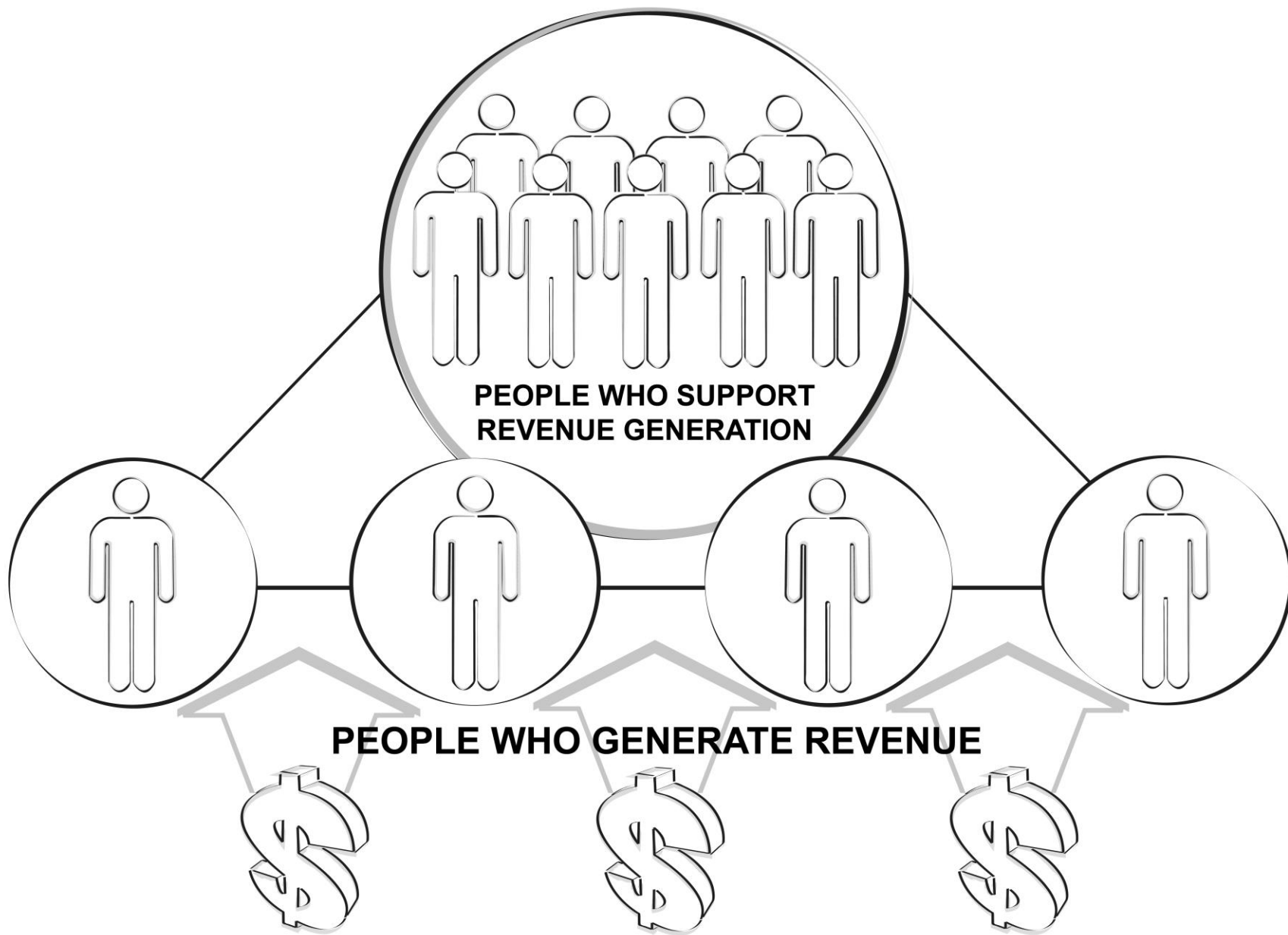




# Are You Training Sales Managers for the Right Skills?





# AGENDA

- Examine how the sales manager role has changed
- Discover why assessments are an effective method for developing performance
- Analyze common mistakes made when creating sales manager assessments

What has made Sales Managers roles more complex in the last 10+ years?

# What has made Sales Managers roles more complex in the last 10+ years?



How do we equip them?

# Why Assessments Are Effective For Developing Performance

“If you don’t know where you are going,  
any road will take you there.”



Lewis Carroll



# WHY USE ASSESSMENTS?

Clarify strengths & development needs

Prioritize what to focus on first

Measure improvements

Demonstrate value

# Sales Manager Skills Assessment

- Developed from ASTD World-Class Competency Model
- 18 statements divided into 3 dimensions (AOEs)
- Can augment with own questions

Source: The Art of Modern Sales Management, ASTD Press



# Common Mistakes

“If you’re sloppy with the questions or measures you use to capture evaluation data, then you might get results that look good (or bad), but don’t mean anything.”

Ken Phillips

# WHAT'S WRONG WITH THIS?

When giving feedback to a sales rep, I consider whether it should be done privately or in the presence of others.



# TIP 1

Focus on observable behavior not  
thoughts or motives

# WHAT'S WRONG WITH THIS?

I provide my sales reps with feedback just as soon as possible after an event has happened and avoid getting emotional or evaluative.



## TIP 2

Limit each item to a single description of  
behavior



# EXAMPLE

I provide my sales reps with feedback just as soon as possible after an event has happened.

I avoid getting emotional or evaluative when giving feedback to one of my sales reps.



## TIP 3

Keep sections of the assessment  
unlabeled



## TIP 4

Design sections to contain a similar number of items and questions to contain a similar number of words



## TIP 5

Create a response scale with numbers at regularly spaced intervals and words only at each end

# EXAMPLE

## This:

Not at all  
True

Completely  
True

1

2

3

4

5

6

7

## Not This:

Not at all  
True

Rarely  
True

Occasionally  
True

Somewha  
t  
True

Mostly  
True

Frequently  
True

Completely  
True

1

2

3

4

5

6

7

## Or This:

Not at all  
True

Rarely  
True

Occasionally  
True

Somewhat  
True

Mostly  
True

Frequently  
True

Completely  
True

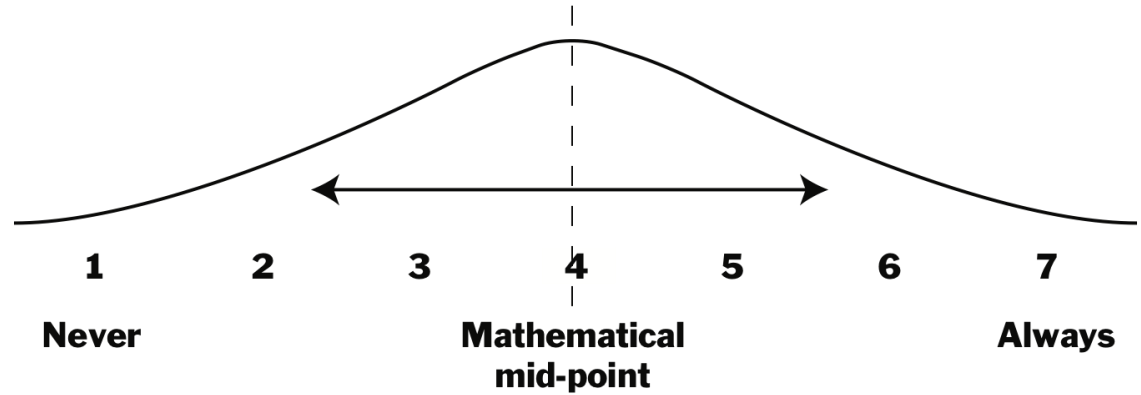


## TIP 6

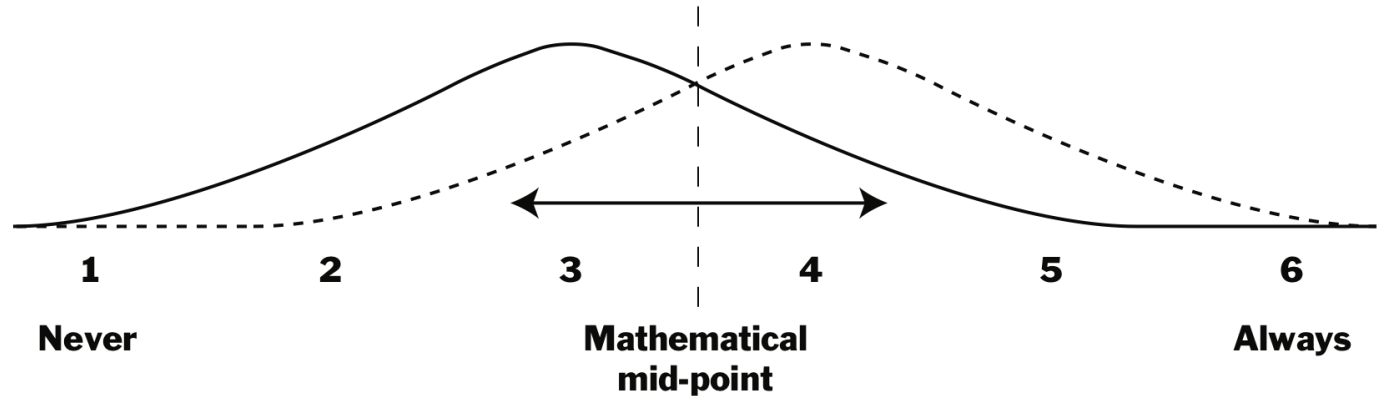
Use a response scale with an odd number of points (7, 9, & 11 point scales are best)

# ODD VS. EVEN SCALE

This:



Not this:





## TIP 7

Place small numbers at the left or low end of the scale and large numbers at the right or high end of the scale



# EXAMPLE

## This:

Not at all  
True

1

2

3

4

5

6

7

Completely  
True

## Not This:

Completely  
True

7

6

5

4

3

2

1

Not at all  
True



## TIP 8

Use a response scale that measures  
frequency not agreement or  
effectiveness

# EXAMPLE

**This:**

Never

Always

1

2

3

4

5

6

7

**Or this:**

Not at all  
True

Completely  
True

1

2

3

4

5

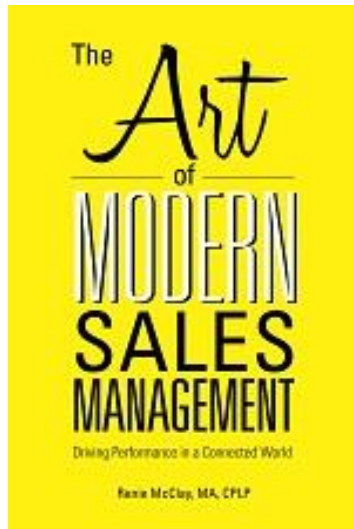
6

7

# Questions



# Thank You



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