# PeopleTools
# Sales profile

| Name | Company |
|---|---|

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## The PeopleTools Sales Profile

The PeopleTools Sales profile is a tool, which can contribute to awareness and dialogue about the personal development of the individual salesperson. The Sales Profile defines five sales roles, which are inspired by the theories presented in The Challenger Sale (Dickson, Matthew. 2013).
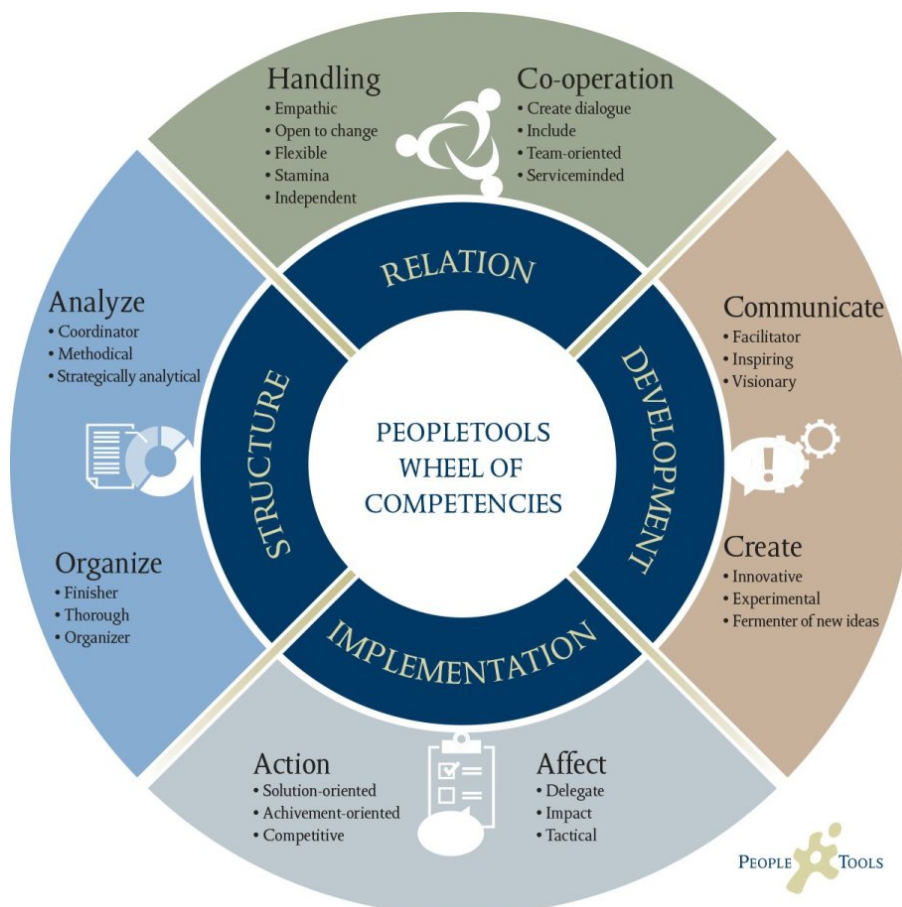
## Implementation of the PeopleTools Sales Profile

The Sales Profile is a tool aimed at personal development. Through dialogue, the profile aims to spark inner reflections about the strengths and weaknesses the salesperson may have, in relation to the different possible approaches he/she may use in sales. This is not to say that one of the five sales roles is more "correct" than the other roles. This depends on the situation.
The profile indicates what the salesperson's preferred behavior is in sales. The basis of the profile is that the salesperson can learn the behavior that is relevant in each individual situation.

## PeopleTools Wheel of Competencies

The PeopleTools Wheel of Competencies consists of 27 potential competencies that are formed when a person fills out the PeopleTools Personality Profile. In this report, we define how the combination of different competencies can tell us something about the capabilities a person has in the five different sales roles. The PeopleTools Wheel of Competencies with 27 competencies looks as follows:

# Five Sales Roles

The Sales Profile divides a salesperson's behavior into five different roles. With these roles, the salesperson can handle and create results in the sale in different ways. Thus, all roles can be relevant in your sales jobs. The five roles deal with behavior founded in personality traits, personal experience and learning. Certain personality traits adhere to the individual roles but the roles' behavior can also be acquired/developed. The five sales roles are:



Research has shown that across industries and over time, the Challenging Salesperson achieve good results. Especially in complex sales where the focus is on return on investment. Complex sales or solution sales is defined as a sale, where the process is lenghty. There is a substantial proposition and settlement phase. The solution is developed along the way and the salesprocess consists of many stakeholders.

In other sales situations the other roles may achieve better results.

The Challenging Salesperson should be able to handle three essential elements in the prospective salesprocess:

**Teach**
The salesperson conveys new knowledge to the customer in this part of the process. The salesperson demonstrates an insight into the challenges the customer is experiencing and teach the customer how to deal with them. The salesperson has the courage to pretend to know something about the customers business, rather than tell him/her about his/her own

**Tailor**
The salesperson tailors the solution in collaboration with the customer. This includes mapping the proper stakeholders that should contribute to tailoring the proper, ambitious solution.

**Take control**
The salesperson maintains control in the sales situation. Key elements are good preparation and the ability to control the process. The salesperson should be tenacious despite resistance without taking it too far. The salesperson maintains an overview of the job and effectively creates the foundation for an agreement.

# Definitions

The five sales roles

**The Challenging
Salesperson**

A salesperson who uses his/her deep understanding of the product, the industry and the solution to challenge the customer's way of thinking and to present him/her with different perspectives on the business. By removing the customer from his/her comfort zone the Challenging Salesperson provides the customer with new insight and ways of

PeopleTools competencies that adhere to the Challenging Salesperson: Stamina, Inspiring, Visionary, Impact, Solution-oriented, Achievement-oriented and Strategically analytical

**The Independent
Salesperson**

A salesperson with great confidence and belief in his/her own abilities. A person who gladly works alone and likes to follow his/her own instincts rather than a set framework. He/she has a personal idea about what defines good sales.

PeopleTools competencies that adhere to the Independent Salesperson: Stamina, Independent, Impact, Tactical, Competitive

**The Problem Solving
Salesperson**

A believable, reliable and detail-oriented salesperson. A salesperson who is solution-oriented and wishes to help the customer effectively and quickly. This salesperson ensures that the customers experience has been good and profitable through follow-up dialogues and implementation.

PeopleTools competencies that adhere to the Problem Solving Salesperson: Flexible, Facilitator, Solution-oriented, Organizer, Closer

**The Relationship-oriented
Salesperson**

A salesperson who bases his/her sales on personal and professional relations. The salesperson is good at maintaining and making new contacts in the clientele. He/she is always available to the customers and he/she works hard to make sure that the need of the customer is fulfilled.

PeopleTools competencies that adhere to the Relation-oriented Salesperson: Serviceminded, Include others, Create dialogue, Flexible, Emphatic
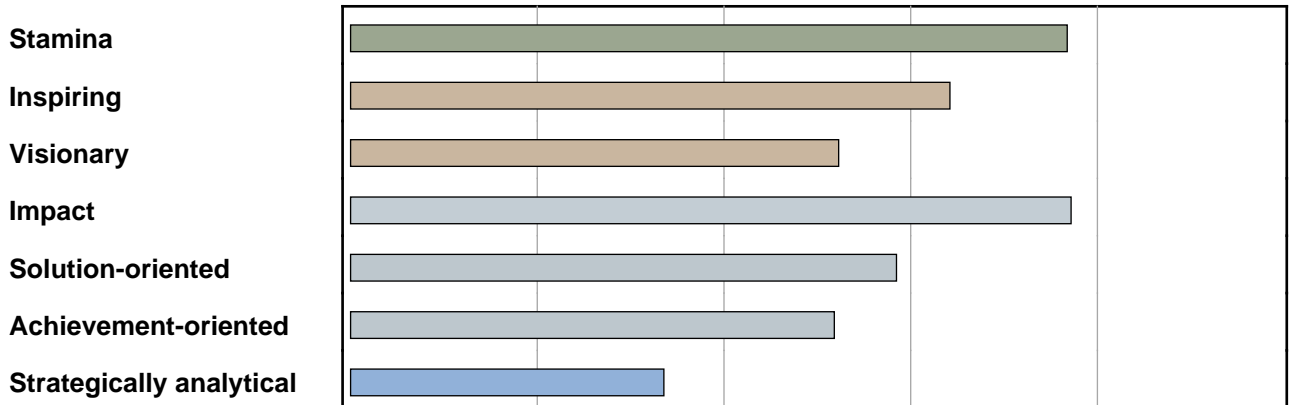
**The Hard-working
Salesperson**

A salesperson that is driven by activity. He/she is the person who arrives first and leaves last. A salesperson that is willing to do something extra for the customer and go the extra mile. A strongly motivated salesperson that is not stopped by resistance. He/she is methodical with a lot of customer data and always well prepared.

PeopleTools competencies that adhere to the Hard-working Salesperson: Stamina, Achievement-oriented, Methodical, Organizer, Closer
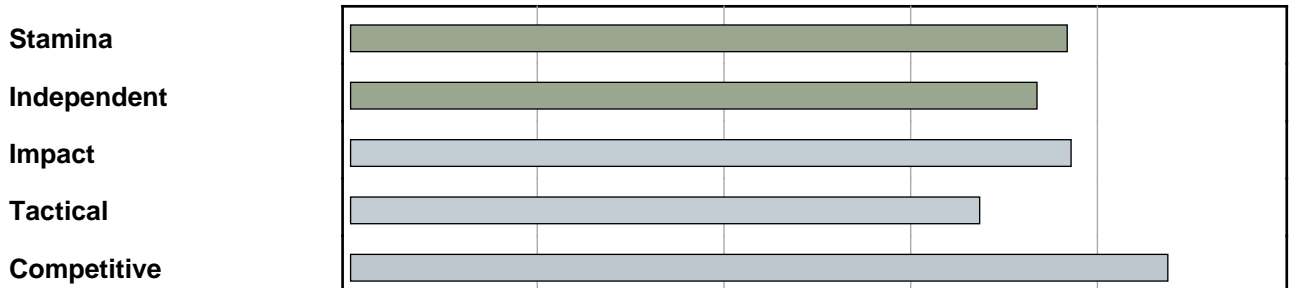
# The Challenging Salesperson

On this page, you can see the strength of the outcome in the competencies that are considered central to being a Challenging Salesperson.

| | |
|---|---|
| **Stamina** | |
| **Inspiring** | |
| **Visionary** | |
| **Impact** | |
| **Solution-oriented** | |
| **Achievement-oriented** | |
| **Strategically analytical** | |

**Stamina**
Appears confident and is capable of dealing with resistance from the customer.
Factors: Robustness - Restrained - Confidence - Approaching

**Inspiring**
A storyteller and skilled mediator. Through strong rhetoric, he/she can inspire his/her customers to try new and different approaches.
Factors: Extrovert - Emotional - Impulsive - Confidence - Approaching

**Visionary**
Innovative and likes to think outside the box. Presents attractive scenarios to the customer.
Factors: Intuitive - Freedom - Expectation - Risk - Totality

**Impact**
Exudes self-confidence and communicates clearly.
Factors: Robustness - Confidence - Approaching - Risk – Controlling

**Solution-oriented**
Is not held back by obstacles and quickly finds alternative and applicable solutions.
Factors: Rational – Confidence – Totality - Result

**Achievement - oriented**
Tenacious about creating useful results and make great demands of him/herself.
Factors: Introvert - Robustness – Humility – Structure – Result

**Strategically analytical**
Sees the sub-elements and manages to connect them strategically and conceptually.
Factors: Introvert - Intuitive - Rational - Restrained – Totality

# The Independent Salesperson

On this page, you can see the strength of the outcome in the competencies that are considered central to being an Independent Salesperson.

| | |
|---|---|
| **Stamina** | |
| **Independent** | |
| **Impact** | |
| **Tactical** | |
| **Competitive** | |

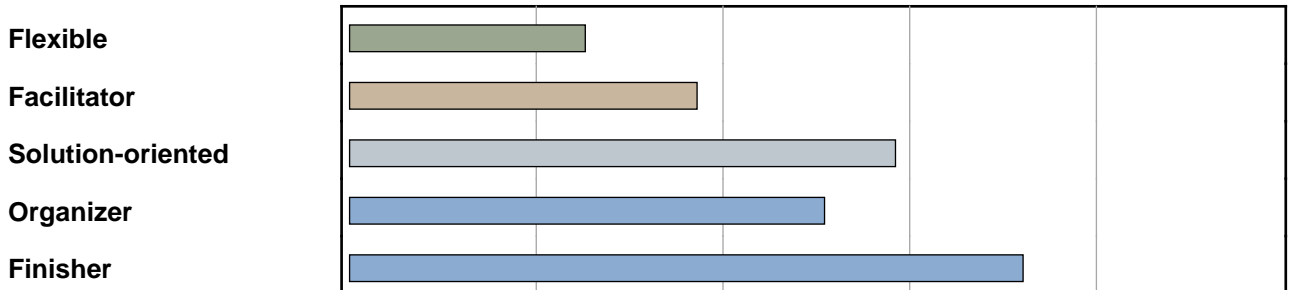| | |
|---|---|
| **Stamina** | Appears confident and is capable of dealing with resistance from the customer.<br>Factors: Robustness - Restrained - Confidence - Approaching |
| **Independent** | Gladly works alone without too many interruptions.<br>Factors: Introvert - Freedom - Robustness - Confidence – Controlling |
| **Impact** | Exudes self-confidence and communicates clearly.<br>Factors: Robustness – Confidence - Approaching - Risk - Controlling |
| **Taktisk** | Presents his/her viewpoints in a calm and balanced manner. Tenacious in creating pragmatic solutions.<br>Factors: Rational - Robustness - Restrained - Reservation - Result |
| **Competitive** | Great drive and energy. Is aware of his competitors both internally and externally.<br>Factors: Extrovert - Robustness - Confidence – Risk - Result |

# The Problem Solving Salesperson

On this page, you can see the strength of the outcome in the competencies that are considered central to being a Problem Solving Salesperson.

| | |
|---|---|
| **Flexible** | |
| **Facilitator** | |
| **Solution-oriented** | |
| **Organizer** | |
| **Finisher** | |

**Flexible**

Loyal. Adapts to the decisions and expectations of others. Seeks consensus.
Factors: Sensitivity – Humility – Avoidance – Subordinate

**Facilitator**

Sees opportunities and tries different methods. Maintains an overview over all the sub-elements and develops with the customer.
Factors: Rational – Expectation – Totality – Structure - Process
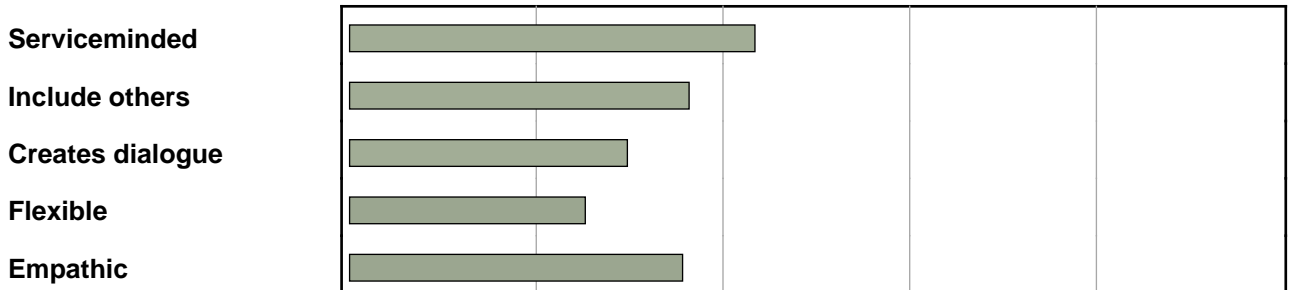
**Solution-oriented**

Is not held back by obstacles. Quickly finds alternative and applicable solutions.
Factors: Rational – Confidence – Totality - Result

**Organizer**

Creates systems and frameworks. Works in a considered and patient manner.
Factors: Rational - Security – Restrained – Structure - Experience

**Closer**

Thorough and careful way of working. A detail-oriented, operational closer.
Factors: Factual - Experience - Detail - Structure - Result

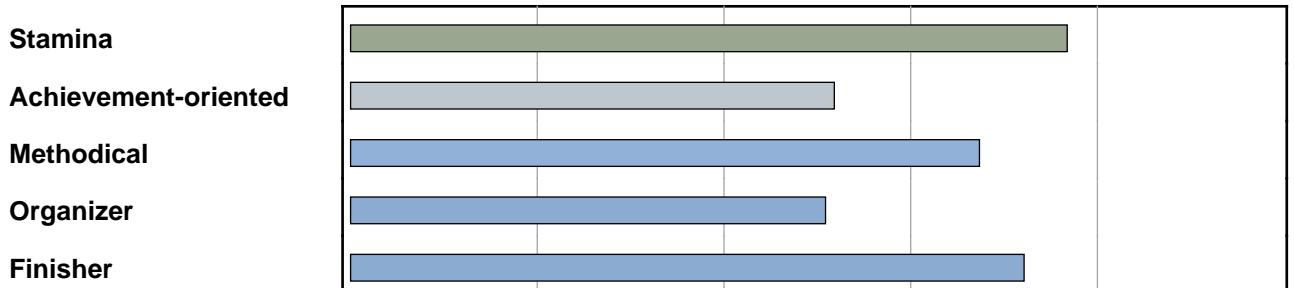# The Relationship-oriented Salesperson

On this page, you can see the strength of the outcome in the competencies that are considered central to a Relationship-oriented Salesperson.

| | |
|---|---|
| **Serviceminded** | |
| **Include others** | |
| **Creates dialogue** | |
| **Flexible** | |
| **Empathic** | |

**Serviceminded**    Flexible and forthcoming. Easily makes contact with new people. Makes sure that the customer is satisfied.
Factors: Extrovert - Intuitive - Expectation - Avoidance - Trust

**Include others**    Includes the customer in the possibilities for development and solutions. Makes sure that the customer is involved in the process.
Factors: Emotional - Sensitivity – Trust - Process

**Creates dialogue**    Helpful and seek dialogues. Can see situations from different perspectives. Is curious and investigative about the job solution.
Factors: Extrovert - Sensitivity – Humility - Approaching - Trust

**Flexible**    Loyal. Adapts to the decisions and expectations of others. Seeks consensus
Factors: Sensitivity - Humility - Avoidance - Subordinate

**Empathic**    Relational sense of occasion and manages to put him/herself in the shoes of the customer.
Factors: Emotional – Sensitivity – Trust – Subordinate

# The Hard-working Salesperson

On this page, you can see the strength of the outcome in the competencies that are considered central to being a Hard-working Salesperson.

| | |
|---|---|
| **Stamina** | |
| **Achievement-oriented** | |
| **Methodical** | |
| **Organizer** | |
| **Finisher** | |

| | |
|---|---|
| **Stamina** | Appears confident and is capable of dealing with resistance from the customer.<br>Factors: Robustness - Restrained - Confidence - Approaching |
| **Achievement-oriented** | Tenacious about creating a usable result and place great demands on him/herself.<br>Factors: Introvert - Robustness - Humility – Structure – Result |
| **Methodical** | Creates systems and ensures that follow-ups are carried out and that new sales activities are planned.<br>Factors: Factual - Rational - Experience – Avoidance - Structure |
| **Organizer** | Plans and organize the tasks to ensure progress.<br>Factors: Rational – Security – Restrained – Structure - Experience |
| **Closer** | Thorough and careful way of working. A detail-oriented, operational closer.<br>Factors: Factual - Experience - Detail - Structure - Result |

# Developing your sales role

On this page, you can write down your reflections and future actions in relation to your personal development as a salesperson.

| Strengths in relation to current and future sales | Weaknesses in relation to current and future sales |
|---|---|
|  |  |
| **Possibilities with existing and new customers** | **Threats from existing and future customers** |
|  |  |

| Possible developments | To do? | When? | Support |
|---|---|---|---|
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |