

HOW TO **FUTURE-PROOF** YOUR SALES FORCE



AuctusIQ

Using data & analytics to select, coach
and build an intelligent sales force.

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On a bright fall morning, over an unremarkable breakfast in the Nashville train station, I had a remarkable conversation with the CEO of one of my favorite clients. He shared a perspective I had been hearing over and over again from the heads of growth-minded companies: “What I really need is a crystal ball to look into my organization and see if my people have what it takes and are ready to accelerate the future growth of our business.”

Most sales leaders are painfully aware that selling today is harder than ever. Sales are flat and sales leaders often don't know why, nor do they know how to help their people. The talents and skills required to win have evolved, and the old ways of doing things just aren't cutting it. With more influencers, longer selling cycles, and buyers becoming more knowledgeable with access to online resources, sales organizations are struggling to predict performance and enable their people to grow, hit quota and realize success.

THE MISSING METRIC

Ironically, even though sales talent is one of the most imperative assets of an organization and one of the largest costs to the bottom line, most heads of sales are missing critical metrics to evaluate and enable the capacity and readiness of their people to succeed as they embrace the challenges ahead. Sales leaders don't know what they don't know, and they are flying blind during a time when the sky is full of clouds. Companies need better instruments to land the plane.



YOUR CRYSTAL BALL

Through decades of empirical research, our scientists have revealed universal truths about selling and uncovered the power of these missing metrics to propel the success of companies and sales leaders. Today's sales leaders crave the visibility and insight revealed through how their teams are spending their time, and which of their behaviors, skills, decisions, and activities result in a sale. This predictive data is your sales intelligence. It is your crystal ball illuminating the leading indicators to realize future growth through your people. With advancements in science and AI technology, my partner and I recognized an opportunity to operationalize your growth intelligence. We founded AuctusIQ to offer you a sales business process that applies predictive analytics to teach sales organizations exactly what sales leaders and teams need to do to prepare and optimize their talent assets in order to accelerate growth with certainty.

LEARNING FROM A HALL OF FAME FOOTBALL COACH

Talent research studies during my early career were focused on explaining the success of Division I college and professional coaches and athletes. As part of this research, I had the honor of working with



Hall-of-Fame Football Coach Tom Osborne. As head football coach at Nebraska, Osborne led a program that achieved remarkable success, including three national championships in a four-year period. After completing an in-depth leadership interview with Coach Osborne, I was not surprised that his results support that he is one of the most talented leaders I have ever interviewed. He set high standards for his team, understood the individual talents of every athlete, and consistently applied data intelligence with accountability to help every player. He created a performance system that enabled his athletes to play to their strengths, develop their skills, and continuously improve over time.

During his 25 years as head coach, the profile of the talents and skills of the players he needed to win changed. In the early 1990s, to adjust to offensive strategies of his nationally ranked opponents, Osborne recognized that he needed a different scheme and defensive player profile to win. He changed his lineup and recruited linebackers, who were faster and lighter, to defend the speed and passing strategies of his toughest competitors. He modified his recruiting talent strategy based upon the new roles he needed on the field. With Osborne's leadership, insight, and recruiting strategy, his program was able to effectively adjust to this shift and finish a record streak of 255 wins, 3 national titles, and 15 conference titles.

THE EVOLVING SUCCESS PROFILE FOR SELLING

Like Osborne, sales organizations are facing a significant shift in market and buyer demands, and they need to adjust their talent to win. Prospective and existing customers expect more from their sales representatives. Customers choose to engage and sustain relationships with sellers, who become trusted advisors, adding value that helps them improve their businesses. With these evolving expectations, the profile of the sellers who succeed has also changed.

The difference is that the top sellers today demonstrate more than the traditional raw talents to build relationships and aggressive drive to compete embodied by the traditional sales image of the "shark." While the high-performing sales professionals are still classic rain makers, the shrewdest swimmers that survive the turbulent waters of today are the "Smart Sharks," who bring additional critical talent capacity, increased sales competency, and better data intelligence.

WHAT IT TAKES TO BE A SMART SHARK: INCREASED TALENT & COMPETENCY REQUIREMENTS

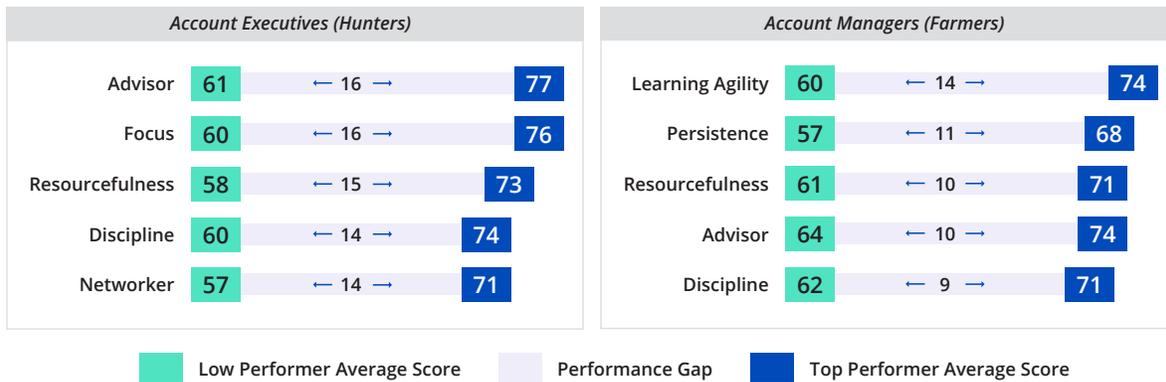
Since the beginning of time, we have observed the natural talents that describe the seller persona: Ambition, Persistence, Focus, Courage, Responsibility, Discipline, and Relationship are talents that have always been, and still are, fundamentally important to sales success. These talents are the seller's predictive capacity to performance that define the age-old concept of a shark—an aggressive go-getter, who will pursue and persist to the close. Initiating new relationships, exhibiting follow through, and moving a buyer to action are all core patterns to success that continue to emerge in the empirical AuctusIQ studies conducted over the last 24 months (both pre-and-post pandemic). However, moving forward, they simply are not enough. With sales becoming increasingly complex and buyer expectations growing, the success profiles for sales and sales leadership roles have evolved.

Talent performance studies conducted by our AuctusIQ scientists have uncovered a rising benchmark of the average scores of the predictive talents shared by the best. These talent studies with thousands of sales participants have found that the top-performing sellers bring increased ability to accelerate through resistance, curiosity to seek out business intelligence, business acumen to analyze financial data, and expert ability to advise buyers on the insights they need to deliver on their priority business outcomes.



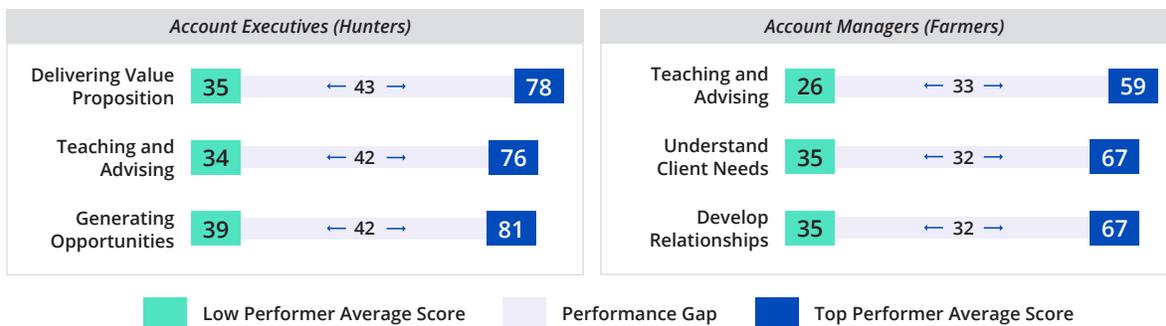
The summary below illustrates results from a recent study conducted by AuctusIQ to accelerate the performance of 185 Account Executives and 193 Account Managers for a global sales organization. The AuctusIQ sales talents and competencies measured exhibit a strong significant correlation to the top performers at the company, and the top five talents that most differentiate the top-performing groups for each role are consistent with the most predictive talents found for Account Executives (Hunters) and Account Managers (Farmers) across multiple AuctusIQ studies, client organizations, and industries.

TOP TALENTS PREDICTING PERFORMANCE



The tables below highlight the results from the same study of top three most predictive competencies for each role. The large, statistically significant effect size (difference) between the top and bottom performance groups illustrates how much these competencies explain the success of the best. In short, by developing these competencies, based upon the specific skills measured by the AuctusIQ assessment, this company will have an exponential impact on improving sales results.

TOP COMPETENCIES PREDICTING PERFORMANCE



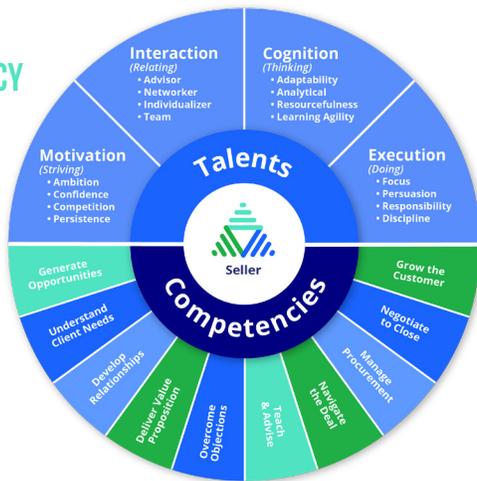
PREDICTIVE ANALYTICS ILLUMINATE HOW TO FUTURE-PROOF YOUR SALES FORCE

The AuctusIQ platform provides an integrated sales dashboard – a single pane of glass where the talent and competency data for your sales force is readily available along with the activities and results of every seller across the enterprise. Together, the AuctusIQ sales training academy and system enable sales leaders to deliver effective performance coaching that facilitates focus and accountability for sales teams around high-impact sales activity and skill development for predictable results. As leaders focus on getting their quarters done with AuctusIQ, their people are also getting better, smarter, and faster. Because selling is harder than ever, the right talent and data deliver imperative insight with strategies to transform into an intelligent sales force, equipped with the ultimate competitive advantage to win.

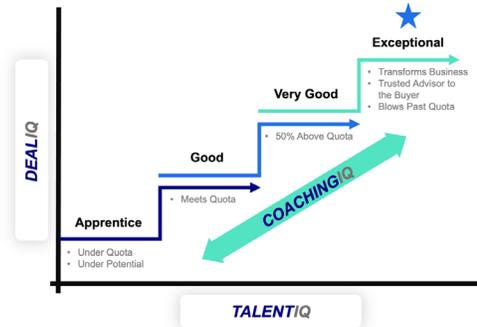


THE BUILDING BLOCKS TO EXCELLENCE

TALENT + COMPETENCY



GROWTH PERFORMANCE



To measure an organization’s sales readiness, AuctusIQ evaluates how each seller maps against the most critical talents and competencies for his/her role in sales. The weighted composite score is that seller’s Readiness Index. Once the sales organization has completed their predictive talent & competency assessments, AuctusIQ maps out an accurate perspective of their immediate state of readiness and current level of performance, so leaders have a clear view of who has the most potential, who needs competency development, and who needs coaching. This generates a development journey map of how to help every seller optimize their personal performance for increased growth. With an understanding of their leading talents and gap competencies, a personalized playbook and action plan is delivered to help companies move their people from their current state towards the next level to exceptional performance. From this single collective view, AuctusIQ delivers a strategic talent road map for each readiness group that reveals how to align, coach, train, and track their progress across the sales organization to increase competency and accelerate growth.

Performance Metrics	<p>Moderate Readiness, Moderate Performance</p> <p>Steps to Understand Success:</p> <ul style="list-style-type: none"> ✓ Moderate Match and Performance ✓ Sustain Best Practices that Work ✓ Deliver Playbooks and TalentIQ Training to Increase Sales Competency Scores & Increase Performance (Move to the Right) ✓ Track Sales Competency Improvement to Performance ✓ Hire Talent & Skills for Profile Match 	<p>High Readiness, High Performance</p> <p>Steps to Replicate Success:</p> <ul style="list-style-type: none"> ✓ High Match and Performance ✓ Study and Replicate Profile ✓ Benchmark to Assess and Hire More Strong Match Candidates ✓ Set Stretch Goals for Strong Match ✓ Onboard with Playbook ✓ Review Successes and Identify How to Sustain and Increase Performance ✓ Recruit as Mentors to Team Members ✓ Apply, Celebrate and Reward Success
	<p>Low Readiness, Low Performance</p> <p>Steps to Re-Purpose (move up or move out):</p> <ul style="list-style-type: none"> ✓ Low Match and Performance ✓ Deliver Playbooks and TalentIQ Training to Increase Scores ✓ Apply Personalized Playbook to Lowest Predictive Competency Scores (Move to the Right) ✓ Track Competency to Increase Performance Results ✓ Hire Talent and Skills for Profile Match 	<p>Moderate-High Readiness, Low-Moderate Performance</p> <p>Steps to Coach Up (greatest growth potential):</p> <ul style="list-style-type: none"> ✓ High Match and Low-Mod Performance ✓ Leverage Strengths to Target Goals ✓ Apply Performance Playbook with Manager and DealIQ Training to Improve Performance Results ✓ Deliver Regular Performance Coaching & Quarterly Reviews ✓ Track Performance Improvement through CoachinalQ Reports
	<p><i>*Fast Track New Hire Performance – Move from Lower Left to Upper Right by Hiring for Strong Match</i></p>	
	<p>Readiness Index Talent & Competencies</p>	

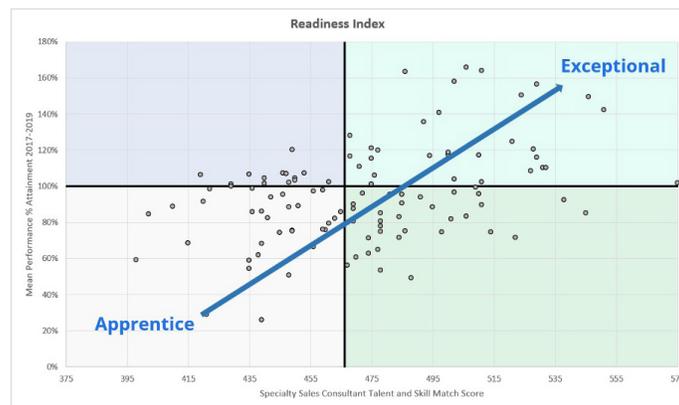
The above diagram lays out the next steps of each organizational development plan for each individual, based on the quadrant of the Readiness Index they fall in to.



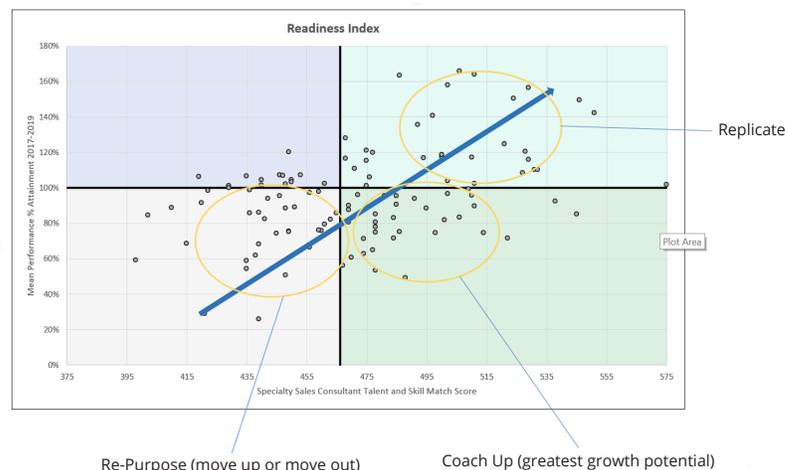
A SALES READINESS CASE STUDY

A global, business-to-business sales organization with more than 500 sales incumbents started their journey with AuctusIQ two years ago through a Sales Readiness Audit. This organization was experiencing the headwinds of a more complex sales landscape with an increased number of influencers to navigate the sale and more buyers seeking a trusted advisor relationship. The Readiness Audit revealed a complete view of the entire sales organization, depicting both a macro and a micro view of each individual.

Below is a summary of Readiness Results for the 114 Sales Consultants across the sales organization. Each dot represents the state of readiness at time of analysis and performance for the period defined. In this case, two years of percent bonus attainment based upon performance evaluations were applied to plot average annual performance for each Sales Consultant on the Y-Axis. Their responses to the series of AuctusIQ Talent & Competency Inventory questions were scored against the AuctusIQ Sales Consultant Profile to generate a Readiness Score for each participant on the X-Axis.



Based upon the quadrant where each participant mapped, the appropriate talent development strategy was applied to lift performance through increasing readiness. Below is an overview of how data was mapped and results were applied to increase readiness and accelerated performance results for both low and high performing groups within the same role.



From this study, Sales Consultants were grouped into Low, Moderate, and High Readiness based upon their Sales Readiness Scores. The results are clear. Sales Consultants with higher Sales Readiness Scores produced significantly better results over the two-year period.



Readiness Index Results (Talent + Competency)	Sample Distribution *Approximate (Total N = 153)	Year 1 Average Total Revenue per Sales Consultant (US Dollars)	Year 2 Average Total Revenue per Sales Consultant (US Dollars)	Mean 2-Year Average Revenue Across Sample (US Dollars)
Low Readiness Group	32	\$7,219,899	\$8,538,474	\$7,879,157
Moderate Readiness Group	88	\$10,206,381	\$11,571,560	\$10,888,899
High Readiness Group	33	\$13,298,043	\$15,620,069	\$14,459,056

In addition, if you compare the High and Low Groups on the Readiness Index, the High Readiness Group outperformed the Low Readiness Group by 92% delivering approximately \$465.7 Million more in revenue for the business during the two-year period.

Readiness Index Results (Talent + Competency)	Sample Distribution *Approximate (Total N = 153)	Total 2-Year Revenue By Low/High Readiness Group (US Dollars in Millions)
Low Readiness Group	32	\$504.3M
High Readiness Group	33	\$970.0M

THE TRUTH ABOUT SALES TALENT

The Power of Patterns to Predict

I have always been fascinated by what explains exceptional human performance. After completing my Masters in Qualitative and Quantitative Research, I applied this learning working with a team of academics and scientists to refine how to measure the predictive patterns that elite performers share in order to help companies replicate excellence. During this time, I was invited to speak at a Global Workforce Summit in Princeton, New Jersey, and had the great privilege of sitting next to the keynote speaker and global leader, Henry Kissinger. Because I am a researcher at heart, sitting next to a leading international expert through the courses of an elegant dinner was truly inspiring. The moment of clarity for me was when Dr. Kissinger shared his perspective on how he was able to interpret historical patterns of people and cultures to predict the future with such certainty.

“You study the patterns,” he said. “So long as you know what to measure and can isolate the trends, your analysis can predict how one event will trigger another. History repeats itself. Once you understand the pattern of events, you just know what will happen next.”

This statement captured with clarity everything I had validated through both my academic and applied experience. Only, instead of focusing on historic societies and cultures, the purpose of my research has been to understand and measure the patterns in human performance in order to help companies hire, coach, train, and optimize talent.

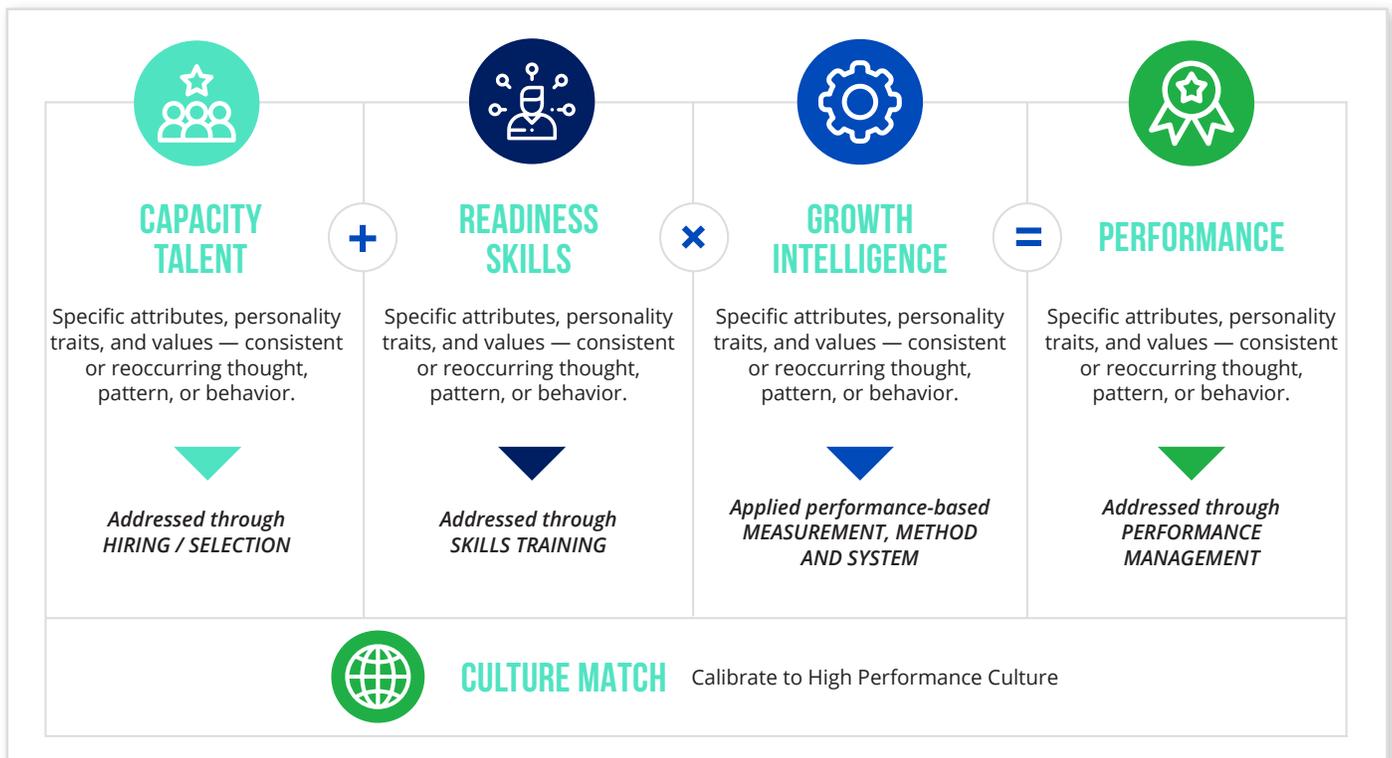


First, Understand The Universal Truth About Talent

The universal truth about talent is that we each bring natural patterns of thought, feeling, and behavior that become our path of least resistance to find success in the right role. If we can intimately understand what explains high performance within a role, and measure the things that matter most, we can help people find a job where they have the greatest capacity to succeed, use their personal profile to create their unique playbook to success, and train to the individual skills and knowledge most critical to success within the role. The AuctusIQ sales assessments measure the natural talents, learned competencies, and sales acumen that most contribute to performance, then uniquely weight those attributes that have greater predictive power within a target organizational culture.

Then, Measure What Matters Most to Success

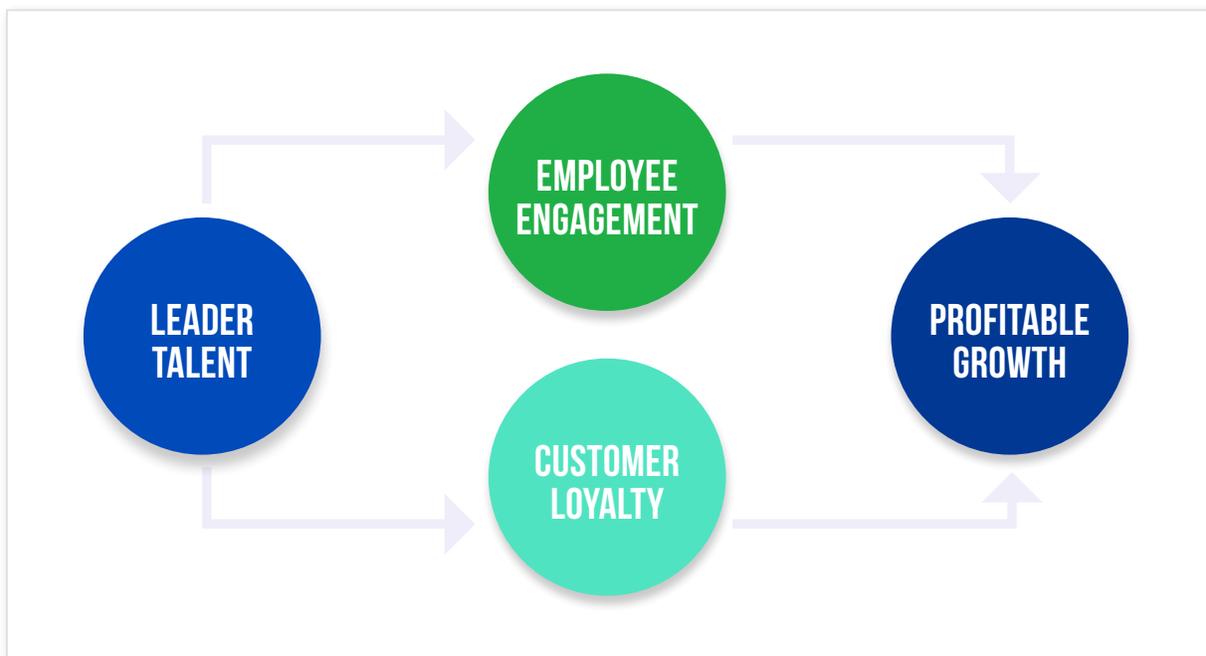
During the two-year period while I was completing my doctoral studies in Organizational Leadership at the University of Southern California, I conducted more than 200 focus groups with high-performing managers to understand what they have in common that enable them to create an engaged, high-performing team culture. It was incredible to find that the same responses to questions and patterns of behavior were shared by the best managers in countries around the world. The findings from my doctoral dissertation validated a coaching profile that linked the attributes shared by high-performing managers to employee engagement, customer satisfaction, and unit profitability. The empirical linkage model validated and further reinforced my belief in the incredible accuracy of predicting outcome through the patterns found in people. My study found that the relationship talents of the managers across 107 teams explained 40 percent of the variance in the customer experience and business outcomes of the units. Twenty-five years later, I have completed hundreds of subsequent studies and consistently found that the best managers around the world share similar predictive patterns of leadership behaviors for coaching, individualizing feedback, and inspiring excellence through their people.





Management Case Study – Leader Talent Predicts Profitable Growth

The reality is that people are pretty predictable. And, if you understand the behaviors and skills that predict future success within a role, you can create and refine predictive assessments over time to ask the right questions and capture what differentiates the best from the rest. When a pattern of thought, feeling, and behavior in an individual consistently contributes to success within a role, we identify it as a talent. This talent is brought with a person from birth. A cognitive psychologist would identify it as a cognitive pathway in your brain that determines how you transport, interpret, and respond to information. Your DNA is kind of like a highway in your brain that connects and pre-determines your spontaneous cognitive and emotional responses to each critical moment in your life. If you have children, you will see these predictable behaviors start to emerge at an early age. Your child may be tidy and like everything its place. This pattern may later show up as structure or discipline that becomes a talent to help him or her organize and structure to succeed in a job.



The Empirical Linkage Model displays the pathways to successful performance.

Getting it Right – Reliable Metrics that Accurately Predict

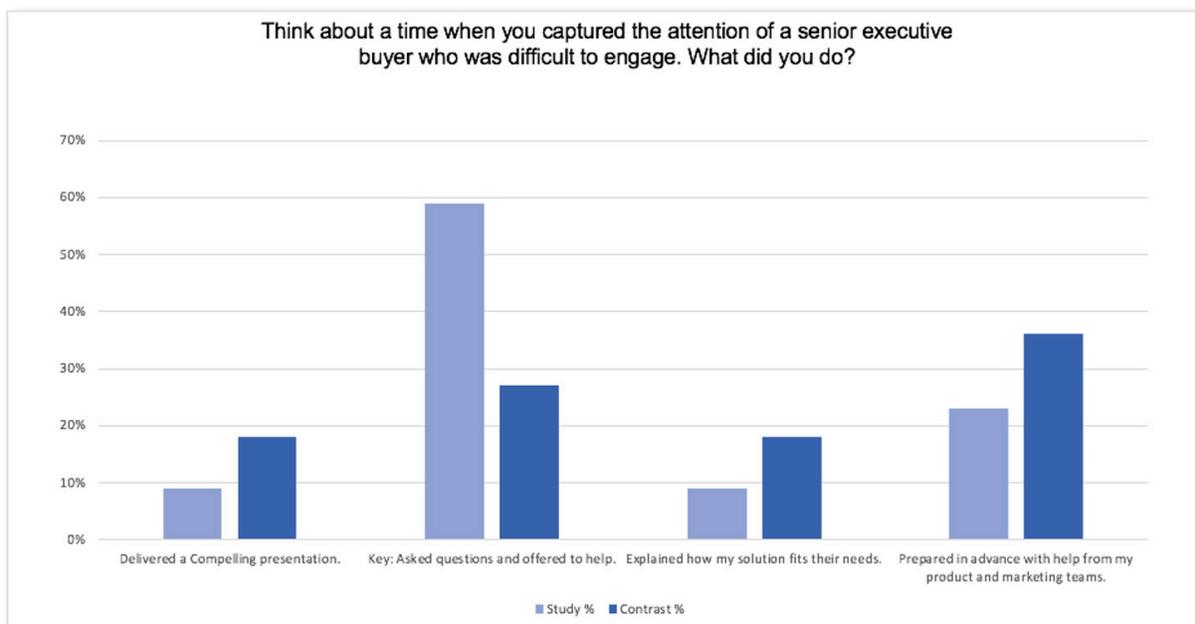
We can identify these pathways to performance for a job by studying successful people. And with the right questions, you can accurately measure these pathways. To measure them, you need to conduct empirical studies to test the questions. You need to have a group of people in the same role answer these questions, so that you can sort out the questions that reliably measure the construct and are consistently answered correctly at a significantly greater rate by the high-performing group than by the low-performing group within that role.

The challenge is that you can have false positives. That is, sometimes questions will just work by chance with a single sample. As a result, the only way you can get it right is to test the same questions again and again across studies with the same role, and find the true relationship between the questions, the talents they are measuring, and how they relate to performance on the job. Over time, if you design good psychometric



questions and you have the chance to test those that consistently deliver variance in responses, you can find ones that the best consistently rate, rank, or respond to differently. It is only then that you can measure the universal truth of the talents that explain success within a role.

For example, in direct complex sales roles, AuctusIQ has identified that there are specific decisions and actions that high performers demonstrate at critical moments of the selling cycle. Through multiple choice questions, we have measured and identified highly predictive responses of what high performers do to accelerate the sale, which differ from what average or less successful sellers do. Below is a sample Situational Judgment question for one of these critical selling moments, with one of the four choices being the predictive response of what the best do differently at that moment in time. Note that for this situation, the light blue bar is the study group of top performers and the dark below bar is the contrast group of average performers.



A Talent Case Study – The Quest for Talent

With a strengths-based perspective following years of talent consulting and experience leading employee research at The Gallup Organization, I led strategic growth for two fast-growing financial services companies. The first was in Florida during the dot-com boom. We were a de-nova branchless bank startup with backing from top investors at Microsoft, GE Capital, and Facebook Group. We grew from 30 employees to more than 1800 employees within two years. My fundamental belief in the importance of assessing for talent prior to hiring led to considerable challenges in keeping up with our growth. We were conducting predictive interviews with every finalist and had multiple open requisitions with hundreds of applicants. The around-the-clock recruiting and predictive interviews became unrealistic to sustain.

With the best technology available at the time, we realized the only way to keep up with the growth was to develop a suite of online assessments. Because we served as the back office for Goldman Sachs, Morgan Stanley, Deutsche Bank, and Credit Suisse First Boston during the boom, we had a laboratory to build financial services assessments and track impact to performance on the job. The online suite of talent and



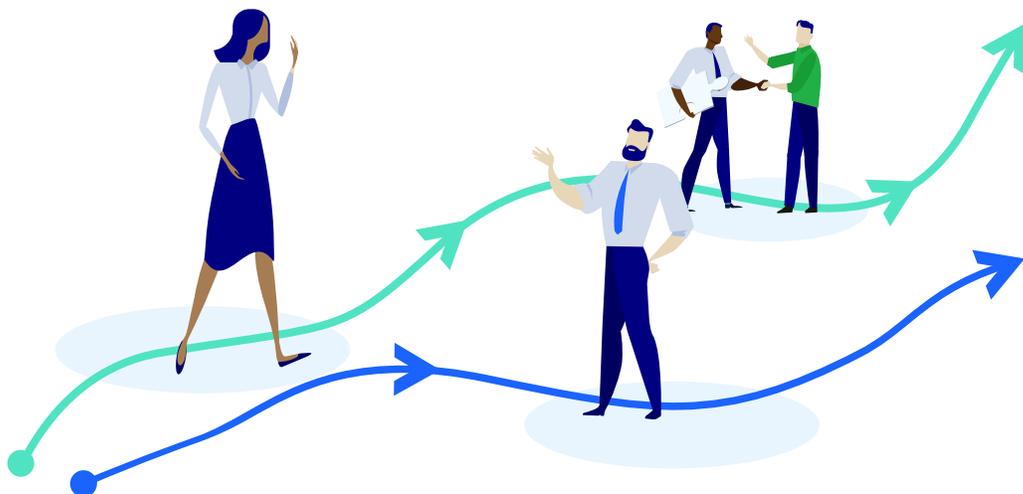
skills inventories was among the first in the industry to deliver predictive analytics with real-time results for selection and development. The predictive modeling and implications were on the cutting edge of the industry in connecting talent to results. Through five subsequent years of talent research with Fortune 500 clients, we refined a predictive assessment suite, an analytic system and database of over a million participants, which grew into a company called TalentMine®, a company that I subsequently sold to Kenexa.

During my time as President of the Global Assessment Business for Kenexa, our leadership acquired top assessment solutions from around the world. It became apparent that most assessments are one-dimensional and broad. Because they don't dig deep enough within a role, they only capture a piece of the puzzle. The match result is incomplete, and the information is often too general to apply for growth within the role. When IBM acquired Kenexa, our research team saw an opportunity to dig deeper and meet an untapped need in an industry that lacked rigor and science to predict performance. An industry that was becoming more complex, yet still lacked the critical intelligence to navigate the new role demands and requirements. That industry is Sales.

Catching Smart Sharks - It Starts with Hiring for Talent & Culture Fit

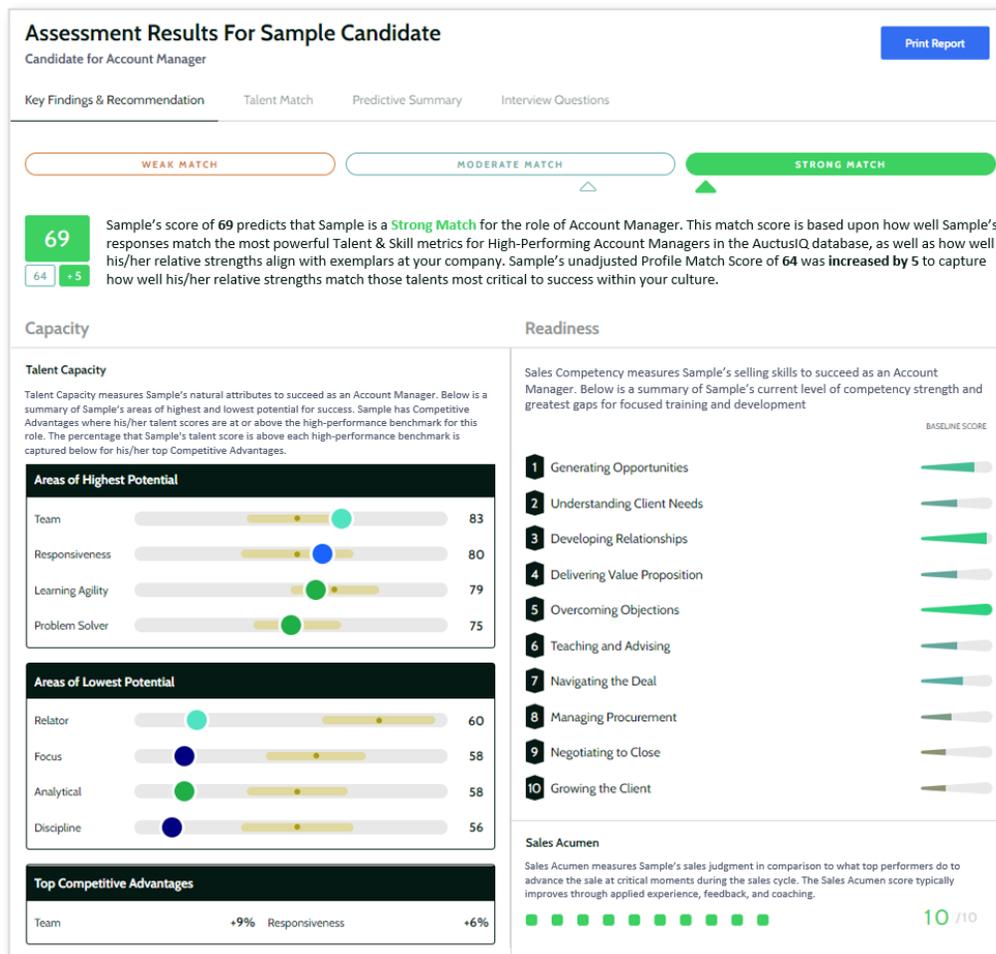
There was a time when hiring salespeople was a high-stakes gamble. Even sophisticated companies would hire nearly everyone who applied with limited selection criteria or screening, then simply fire those who didn't cut it. As part of a sales research study I led a decade ago with three big auto giants, one CEO described the cut-throat sales culture in painfully vivid words: "It's like putting a bunch of cockroaches in a jar, shaking the jar, and seeing who comes out on top." Over the course of my 25-year career, I have spoken to thousands of CEOs and sales leaders, while researching, studying, and gathering data on high-performing sales professionals. I still find many companies that apply this primitive guesswork approach, which not only sets up a portion of an organization to fail, but is also extremely costly to customers and shareholders. These companies typically don't quantify the time, effort, and dollars wasted by not applying predictive assessments in hiring or holding out for top talent.

Sometimes the guesswork method works, and a company ends up with the smartest shark in the industry. The problem is that luck is incredibly hard to replicate. The intelligent approach to hiring the right person begins with assessing the seller's combination of innate talent, acquired skills, and acumen. It's also the ability to predict the seller's actions under certain pressure situations. You need the right assessment tool that will allow you to recognize and reel in the smart sharks from the sea of those who lack the right stuff for the role.





How do we help? Immediately upon a sales candidate's completion of the AuctusIQ Sales Talent & Competency Assessments, recruiters and hiring managers have access to the candidate's overall fit for the role, derived from the assessment questions and scoring analytics refined across thousands of sales professionals within the hiring profile. In addition, a quick snapshot of high and low scoring talents and top competitive talent advantages as compared to the AuctusIQ global performance benchmark is provided, along with the candidate's current readiness against the most predictive sales competencies. From this overview, hiring managers can drill down for more detail through a full Talent Summary and Predictive Narrative which explains what to expect and how to set the new hire up to shorten their time to productivity.



THE TRUTH ABOUT SALES COMPETENCY

How do you train “Smart Sharks” to lift the performance of the talent you have on board today? In order to improve your sales competency and readiness, sales professionals need performance data and feedback. The beauty of sales is that the real-time objective data which sits inside a company's CRM (customer relationship management system) contains feedback that accurately measures the success of the seller. When connected to the seller, this feedback allows us to definitively measure results, deliver feedback, and track improvement. The problem is that the data in the CRM does not typically bring intelligence back to help the seller sell better.



A decade ago, Troy Kanter, former president of Kenexa and I recognized the void of intelligence available to sales organizations. We uncovered a huge opportunity in the sales industry to apply a predictive performance measurement system to catalyst the growth of an organization through connecting talent and coaching directly to deal intelligence. We made a big bet and acquired a suite of talent & culture match assessments, interviews, simulations, and skill assessments from IBM and extracted those specifically designed for selling. We then leveraged a history of 25 years of predictive data analytics across global sales organizations, invested in a sophisticated technology with artificial intelligence, and have since spent the last seven years refining the success profiles and predictive talent & skill match assessments of the stuff that most contributes to success within every role in sales and sales leadership. The outcome - We co-founded AuctusIQ: Growth Intelligence Applied.

Training Smart Sharks - Filling the Void with Sales Intelligence

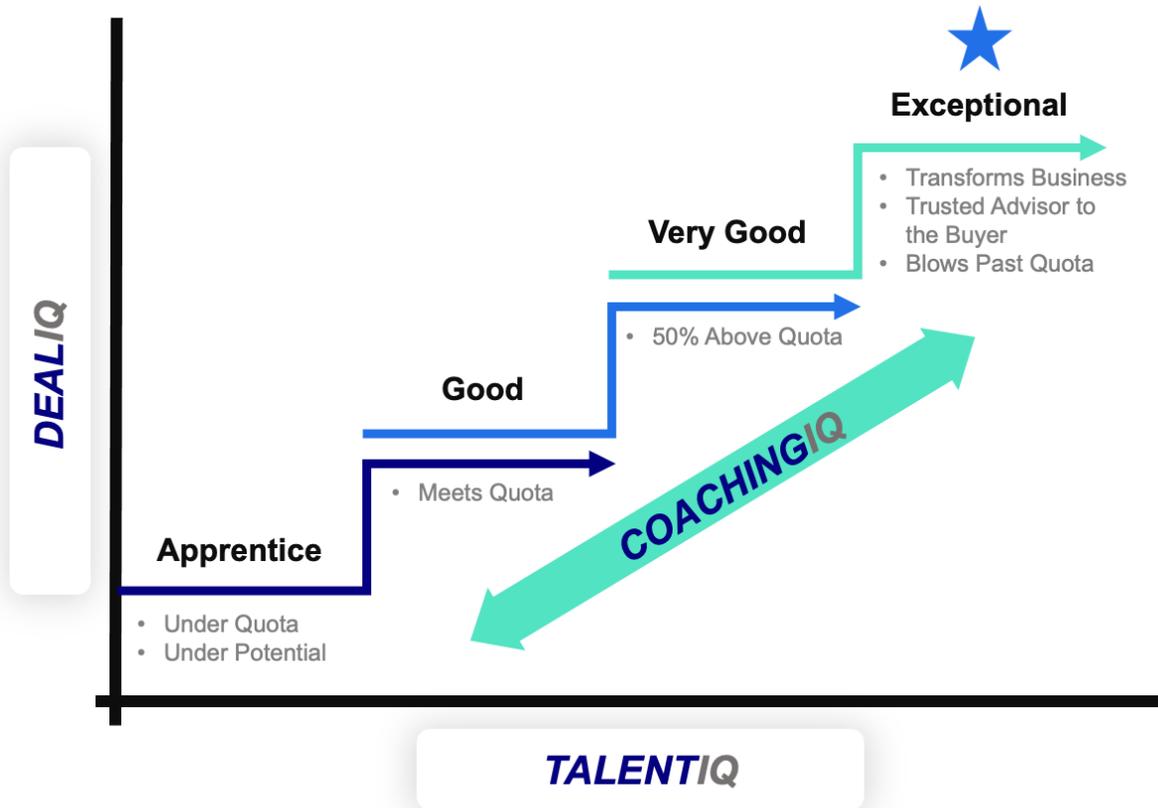
We are all shaped by both our natural tendencies from birth and our learning and experiences along the way. Sales competency is developed through training, coaching, and on-the-job experiences of what works and what doesn't. The mean scores of top performers on the AuctusIQ predictive sales competencies have increased over the last three years. In short, because selling is more complex, you need to know more than you did before to effectively target prospects, develop relationships, navigate the deal, overcome objections, and negotiate to close. The AuctusIQ training academy and software system delivers the best methods and feedback to train your smart sharks with the sale intelligence needed to grow your business.

An Intelligent Sales Force – Putting it Together for Exponential Growth

The net learning of all of our combined research and experience revealed that to succeed in sales today, you need an intelligent sales force with an integrated intelligent platform.



With AuctusIQ, the predictive talents and skills of every seller are captured in the same place that the seller actions and buyer reciprocations are captured along with the results of deal cycle times, win rates, and margin attainment. From this analytical system, sales leaders have one pane of glass through which they can accurately forecast, coach, and develop talent on their teams to deliver through every deal in their pipeline. There has never been a platform where all the human attributes and actions of an organization were in the same database as their performance results. With all the data in one place, companies have an ongoing learning laboratory where the system can refine the most important seller talents, skills, and specific actions at each step of the selling cycle that impact if and when a deal closes.



The AuctusIQ Difference

The difference with AuctusIQ is that it was intentionally designed to seamlessly integrate with each company's CRM system so that talent, coaching, and actual performance data are all on the same platform.

The system is constantly learning. Every time in the pipeline a deal closes, the algorithm of the talents, skills, and actions taken by the seller who closed the deal teaches the system. Over time, the system becomes increasingly accurate at identifying the inputs that are most critical to deal velocity and win rates. The recommendations generated from these analytics provide accurate guidance to help every seller, team, and sales leader prioritize time and make decisions to improve results. In addition, the analytics to calculate Deal Confidence for every opportunity as a part of the aggregate forecast continually get smarter. Because of the specificity of all the data to sales, the AuctusIQ platform is ideally suited to leverage AI to make every seller smarter and help sales organizations accelerate growth. The platform takes macro trends across "big sales data" to impact micro decisions for precision with every step of the sales cycle, optimizing the organization's greatest asset—its people.

The AuctusIQ platform provides the exact action steps needed by sellers to guide a deal to closing, and by sales leaders to coach their team members through the process as they move from apprentice to exceptional.



HOW TO FUTURE-PROOF YOUR SALES FORCE

The Sales Talent Delta

Our findings over the last two years support the premise that as you transform to an intelligent sales force, there are additional talents you need to focus on in hiring, onboarding, and coaching for results. Not only

has the AuctusIQ global benchmarks of top performer average scores for these talents increased, but so has the size of the differences between the top-performing and bottom performing groups increased. In short, there is a bigger gap between the best and the rest on these talents than ever before. If you want to have a competitive advantage, these are high-impact talents to focus your talent transformation on as you hire, engage, coach, and retain talent.



Along with courage, grit, persistence, and competition for sellers to succeed in today's markets companies need to future-proof their sales forces by finding their sellers' strengths and weaknesses in the following talents. These talents demonstrate an increasingly strong, significant correlation to sellers in the top 20% performance group.

Learning Agility: Intellectual curiosity that pushes sellers to seek out critical information turning them into experts about what they're selling, their buyers, and their buyers' businesses. This talent enables sellers to continually develop their value through meaningful data to proactively inform buyers about relevant trends and growth strategies for their businesses.

Analytical: Be able to analyze data from multiple sources and understand its implications on the buyers and their businesses. This talent enables sellers to build a compelling business case to project how their solution will benefit buyers in reaching target business objectives.

Individualizer & Adaptability: Capable of intimately understanding and adapting to the unique needs of buyers. These talents help sellers uncover the personal purpose and goals of the buyer and modify their company's solution to their evolving customer priorities.

Advisor: Teaching through relevant input, feedback, and intelligence, along with valuable insights to reach their desired goals. This talent positions sellers as expert resources for a trusted advisor relationship with customers over time.

Resourcefulness: Having the capacity to find creative solutions to overcome obstacles and meet your clients' needs. This talent enables sellers to remove barriers and overcome objections to close.



THE SALES COMPETENCY DELTA

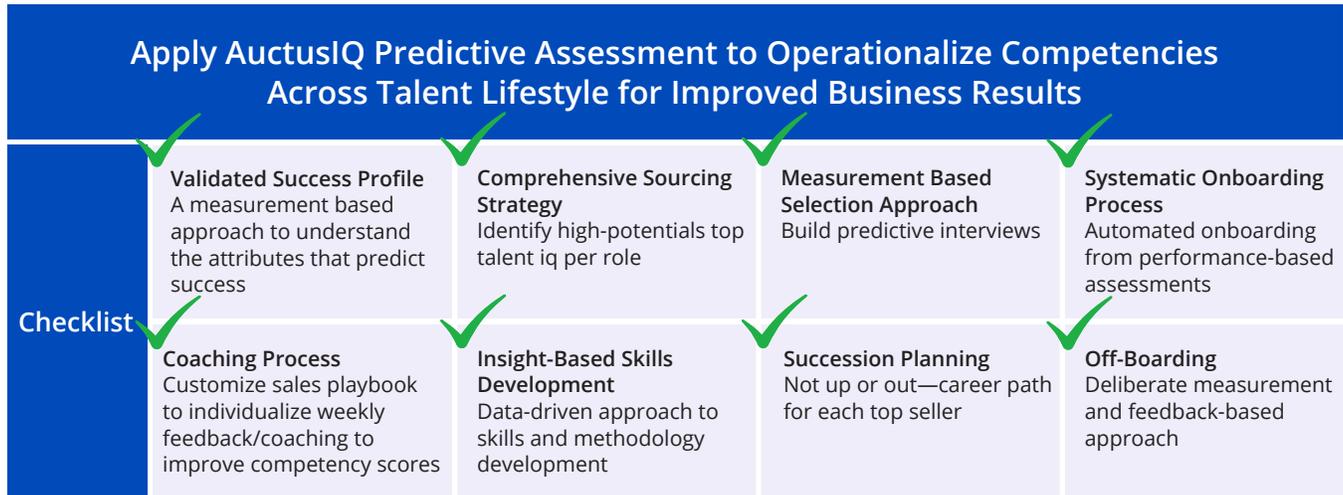
In addition to expanding the strengths profile of your talent pool, you also need to feed your smart sharks the data intelligence, skill training, and performance feedback they need to adjust their deal strategy to increase deal velocity and win rates. Because the sale is more complex, you are at a critical disadvantage if you don't have the action analytics and buyer data you need at every step of the sales process. Sellers need to develop their complex sales competencies and need ongoing feedback on any critical knowledge or skill gaps that are inhibiting their success. With feedback on a 180-Review of these predictive sales competencies, both the sales leader and seller have visibility to know what the seller needs to do to advance each opportunity, where the risks are to winning, and how to adjust based upon the intelligence from the system.



AuctusIQ has isolated 10 core predictive sales competencies that most consistently predict the top performers across direct sales roles. Of these predictive competencies, the differences between top and bottom sales performance groups have increased over the last two years, and the size of significant effect between groups has most increased across all ten competencies.



Step by Step: *How to Operationalize Sales Growth through your Talent Strategy*



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The AuctusIQ platform is designed to help businesses create and execute a comprehensive talent strategy that allows for constant, consistent, and laser-focused improvement, relevant sales team development, and important playbooks that allow sales leaders to pivot in order to meet the ever-changing selling landscape. It's the only way to ensure the success and longevity of your team and your company. The best sales organizations use predictive assessments to hire, onboard, coach, track competency improvement and manage succession. By measuring the talents and competencies that accelerate performance at every step of the new hire journey, AuctusIQ enables companies to operationalize their talent strategy to grow their business.

“AUCTUS IS LATIN FOR GROWTH. IQ MEANS INTELLIGENCE. PUT THEM TOGETHER AND YOU HAVE INTELLIGENT GROWTH FOR YOUR COMPANY.”

Why AuctusIQ?

With 30 years of studying top performers in sales and sales leadership roles, AuctusIQ has refined the questions to ask to measure most accurately and reliably what matters most to winning sales and leading sales teams. AuctusIQ acquired sophisticated assessments and analytics from IBM, then conducted hundreds of criterion-based sales studies to refine the talents, competencies, and sales acumen with the greatest predictive power on what differentiates the top 20% from everyone else. With the Talent Dashboard of your sales organization, you have a pathway to hire, onboard, coach, train, and track competency development to accelerate sales cycles and improve win rates.

The reason we can do this better than anyone else in the world is because we not only started with proven questions, but we also administer our TalentIQ assessments on the same platform where our clients capture their DealIQ, which integrates with all the data from their CRM (customer relationship management system). We literally have an ongoing, real-time feedback loop on how the talents, competencies, sales acumen, and activities of the seller relate to if and how quickly a deal closed. In short, our assessments, analytics, feedback, and training intelligence continually get smarter. So, when your sales force applies the results of our assessments, we will only focus on the stuff that matters with the questions that differentiate your top performers from your average performers for every role. That is, you can measure the individual differences of your people that relate to how well they perform now and find out if they have what it takes and are ready to take your company where it needs to go in the future.



ABOUT AUCTUSIQ

Our name is derived from a Latin word, Auctus, meaning “growth”, paired with high-growth, predictive analytics that aim to improve the “intelligence” (IQ) of your business. We’ve walked in your shoes, perfected new ways to sell, and successfully implemented sales practices and growth strategies that work. It’s why we built this company—to bring what we’ve learned and to come alongside CEOs and CSOs like you, to provide you data, insights, and a business process to improve your sales force’s effectiveness.



DR. COURTNEY MCCASHLAND

**Chief of Science, Strategy
& Co-Founder of AuctusIQ**

Courtney served as president of Kenexa’s Global Assessment Division and subsequently as Global Head of Science and Strategy for IBM’s Smarter Workforce, where she worked with executive leaders of Fortune 500 companies architecting predictive assessment systems to hire for fit and turn talent into performance.

An entrepreneur at heart, Courtney founded then merged or sold five successful companies. Through these innovative ventures, she has served on the executive team for seven fast-growing organizations with a focus in talent research, analytics, and financial services.

During her career, Courtney’s talent assessments have been published in best-selling books, including *The Survivors Club* by Ben Sherwood and *StandOut* and *Go Put Your Strengths to Work* by Marcus Buckingham. She completed her master’s degree in qualitative and quantitative research at the University of Nebraska-Lincoln and her doctoral degree in organizational leadership at the University of Southern California, where she graduated summa cum laude.

Sales Excellence as a Service



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