

# WHAT IT TAKES TO BE A SMART SHARK



AuctusIQ

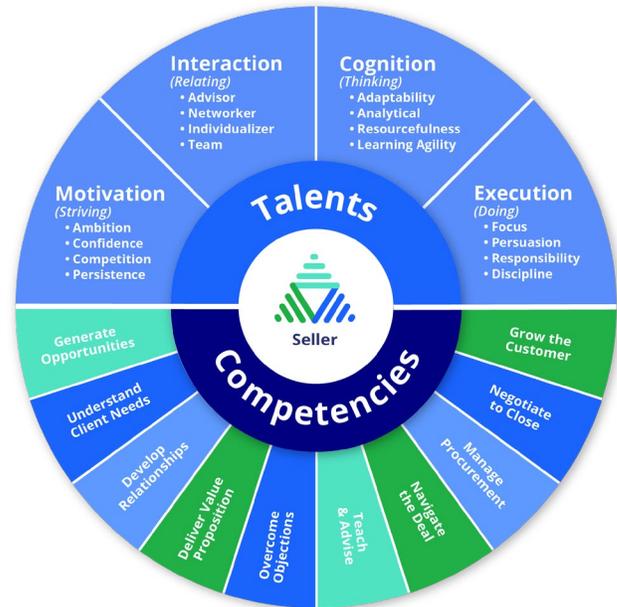
Using data & analytics to select, coach  
and build an intelligent sales force.

AUTHORED BY AUCTUSIQ CO-FOUNDERS TROY KANTER AND DR. COURTNEY MCCASHLAND

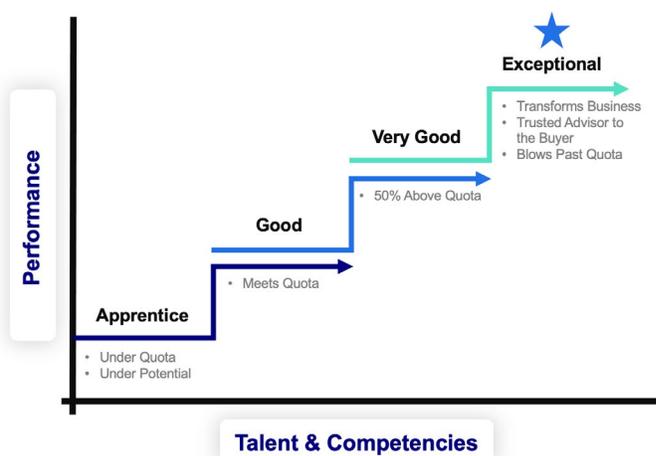


## WHAT IT TAKES TO BE A SMART SHARK: INCREASED TALENT & COMPETENCY REQUIREMENTS

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.



To measure an organization’s sales readiness, AuctusIQ’s 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.



**The ultimate talent goal is to move sellers up and to the right to achieve exceptional status.**

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.



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.

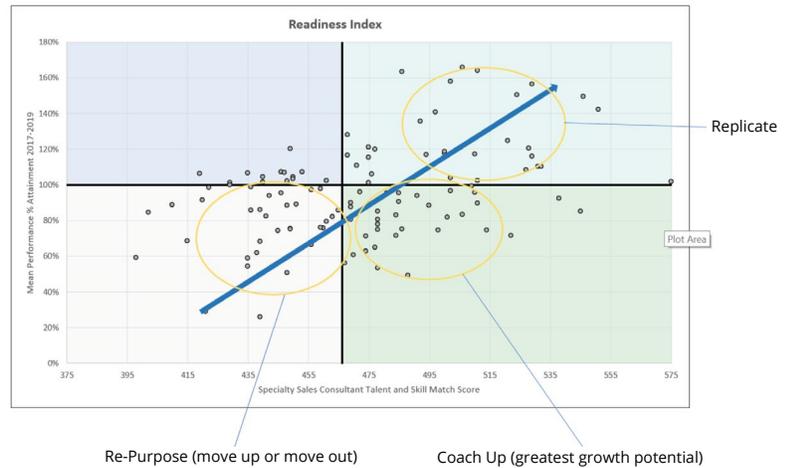
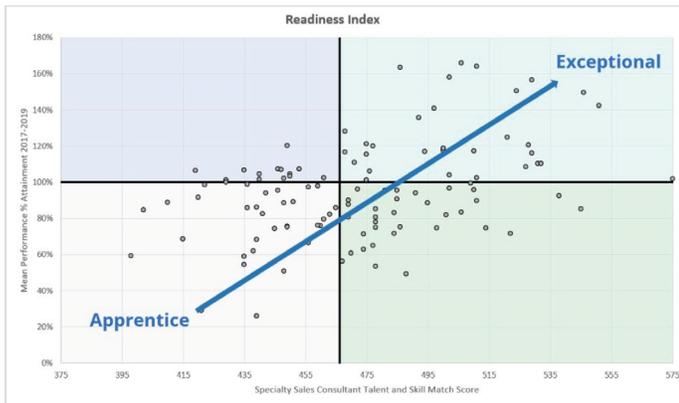


The above diagram lays out the next steps of each organizational development plan for each individual, based on the quadrant of the Readiness Index they fall in to.

## 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.



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.

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.

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)
Low Readiness Group	32	\$7,219,899	\$8,538,474
Moderate Readiness Group	88	\$10,206,381	\$11,571,560
High Readiness Group	33	\$13,298,043	\$15,620,069

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



## 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.



### WHAT IS A SMART SHARK?



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.

AuctusIQ reveals 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.

## 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.

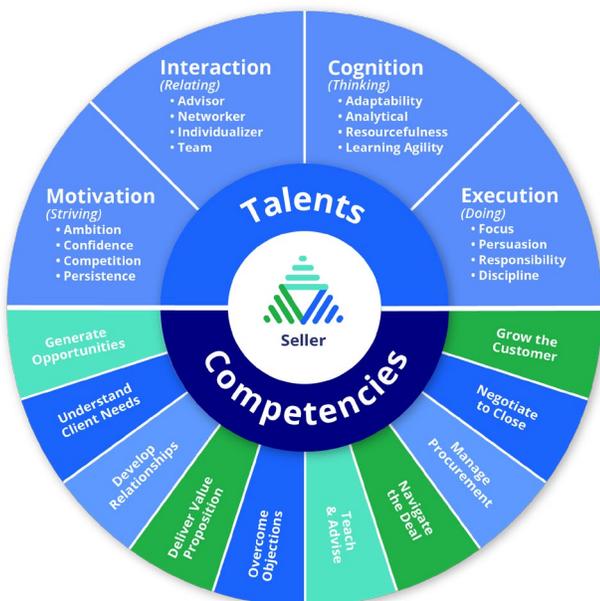
**Learning Agility:** Intellectual curiosity that pushes sellers to seek out critical information turning them into experts about what they're selling, their buyers, and their buyers' businesses. This talent enables sellers to continually develop their value through meaningful data to proactively inform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

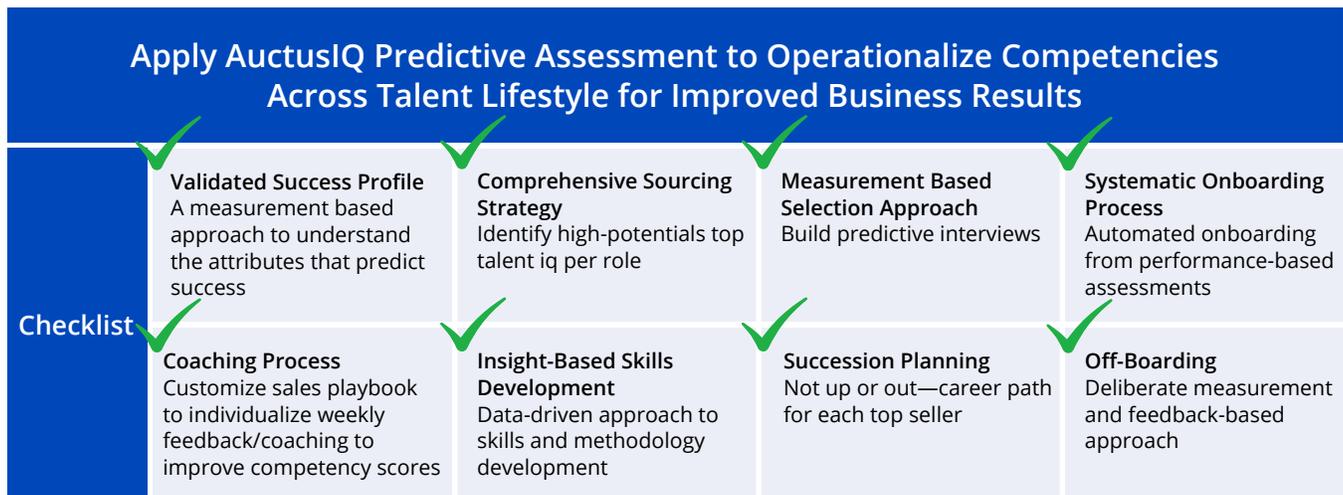
In addition to expanding the strengths profile of your talent pool, you also need to feed your smart sharks the data intelligence, skill training, and performance feedback they need to adjust their deal strategy to increase deal velocity and win rates. Because the sale is more complex, you are at a critical 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**

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 DeallIQ, 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.



### TROY KANTER

Co-Founder & CEO  
of AuctusIQ

CEO of Auctus/Q Troy’s first growth story was Kenexa (NYSE: KNXA). He was cofounder of one of the platform companies and served as President/COO where Kenexa went from start up to IPO to over a 30% seven-year CAGR resulting in a \$1.48 acquisition by IBM.

Troy then served as the President and CEO of the holding company of the world’s largest sales training businesses that included brands such as Miller Heiman, Spin Selling, Achieve Global, Forum and CSO Insights. Now, as the CEO and Co-Founder of AuctusIQ has combined data science, technology and learning to create an innovative, data driven approach to transforming sales forces.



### 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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