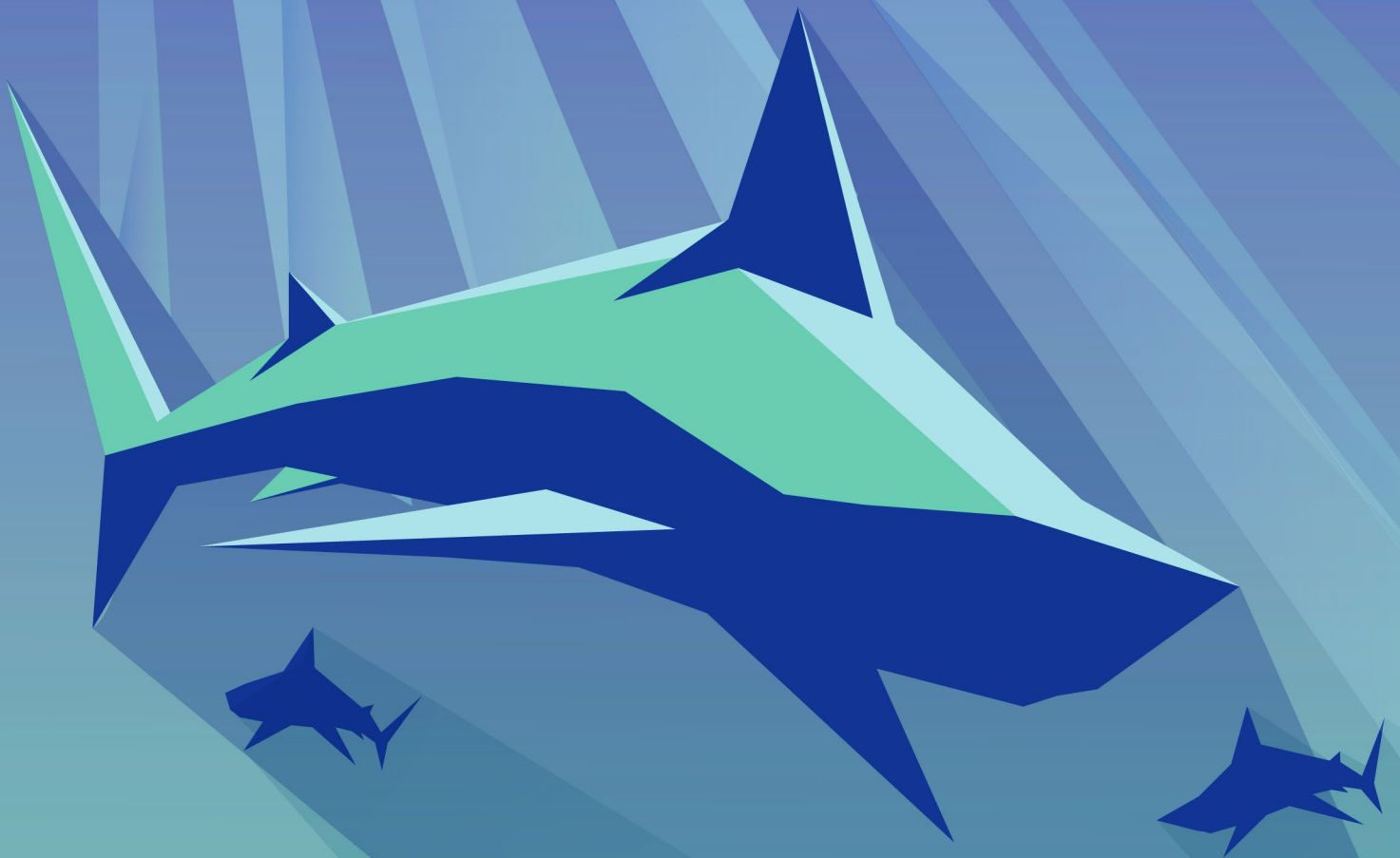


WIN DEALS LIKE A SMART SHARK



AuctusIQ

How advising the customer during the selling process makes you a more intelligent sales force.

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



PERFECTING YOUR GAME

One of the most common mistakes a seller makes is putting too much weight on the final stages of a deal. It's also human nature to buy into another fallacy that the difference between the winners and losers isn't razor-thin. So while a seller might think that the deal was lost at the 11th hour when someone decided not to sign the dotted line, the truth is that when you take a step back and actually evaluate each deal using analytical insights within the framework of a proven sales process, it's easy to see that failed deals were actually doomed—and often could have been salvaged with some well-timed adjustments—much earlier in the sales process.

Some of the best examples for how this plays out in real life are seen in the sports world. Take one of the previous decade's most impressive golf seasons, for example.

Since 2010, the lowest score per round during a PGA Tour season belongs to Dustin Johnson, who in 2018 averaged around 68.7 strokes per round. That same season, the PGA Tour average hovered around 71.1 strokes per round—less than 2.5 strokes off of the top player on tour.

It's an almost-miniscule amount, but when looked at side-by-side, the different outcomes are staggering. Johnson had 12 top 10 finishes, took home nearly \$8.5 million in winnings and made the cut in 19 out of 20 tournaments. Meanwhile Ben Crane, the player closest to the tour average stroke count that season, finished top-10 once and took home \$620,646 in winnings. Sure, not a bad living, but a far cry from Johnson's tour earnings—not to mention Johnson's ability to draw lucrative sponsorships from companies like Adidas, NetJets, TaylorMade and others.

When you're talking about an entire golf season—more than 5,000 swings—it's not the clutch putt on the 18th hole or even in a Sunday playoff that proves to be the difference maker. Instead, it's the mid-fairway drive you hit during a Thursday drizzle while a competitor ended up in the rough, or to extend the metaphor further, a keen green slope observation a caddy made during the practice rounds.

Those same small margins—often too tiny to perceive in a fast-paced or even multi-year sales process—can dictate whether you win the deal in style or miss the cut entirely.

And that's the key difference: Smart sellers know that a big deal doesn't have that much in common with the popular hoops halftime entertainment where a lucky fan tries a half-court heave to win a free TV—it's not a one-time shot from someone who hasn't picked up a basketball in years. Instead, it's four rounds of 18-hole golf on top of a few practice rounds and years invested in perfecting your game. The first-place finish isn't secured on the final hole as much as it is on every hole played up to the last. In a 72-hole battle with the world's best, consistency helps elite professionals rise to the top of the leaderboard.

That's what makes AuctusIQ's sales platform, DeallQ, so powerful for a sales team. A team that avoids the sand traps and water hazards by following a proven, easy-to-use process can help your sales efforts become more efficient. It cuts down on long sales processes, helps avoid common problems that stall or kill a deal and, like that caddy with the keen eye, gives your company the insights it needs to work smarter. Rather than being a half-court contestant whose odds of winning are entirely unknown and more or less unchangeable in the moment, DeallQ's ground-breaking Deal Confidence Score methodology helps every seller know exactly where they stand at every stage of the sales process—and exactly what actions they need to take to improve the odds of closing the deal.

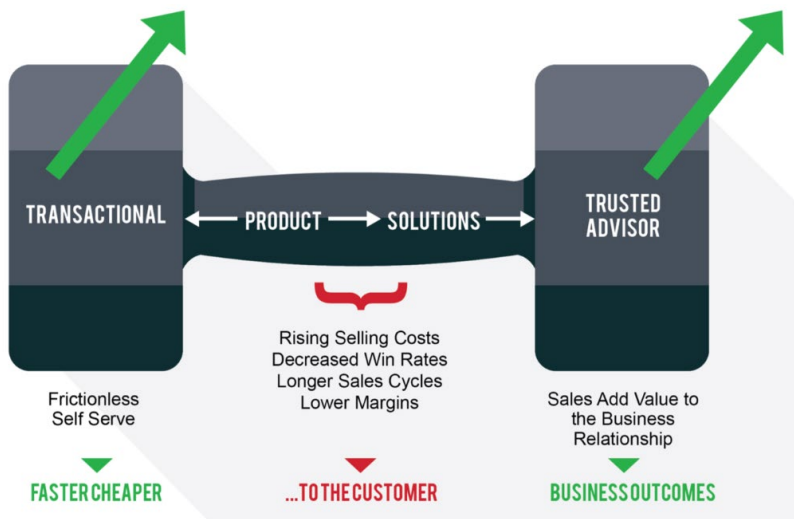


WHY 'SMART SHARK' SELLERS WIN MORE SALES

Ineffective sales teams often lose sight of their process, or worse, fail to have a process altogether—they're scared to trust their swing when the rain clouds move in, or never put in the effort to find their swing in the first place. This leads to hours of wasted effort as each seller tries to hack their way through a deal. They spend more time chasing buyers via follow-up emails or phone calls rather than using those precious interactions to obtain valuable information that helps close deals.

On the flip side, imagine if your team of "Smart Shark" sellers drives phenomenal revenue growth (which, by the way, fuels R&D, state-of-the-art marketing efforts and opportunities to hire more of the best people, all of which lead to even higher sales). Imagine if every sales person who walks through your door comes in smarter than they were the day before and knows exactly what they should be doing to move the needle on the sales they're working on.

DeallQ brings that to your company, and when combined with the companion platforms of CoachingIQ and TalentIQ, has you poised for exponential growth. At AuctusIQ, we know that one of the most vital pieces that will push your company forward is a sales team that sticks to proven processes, uses meaningful data to drive rock-solid predictive analytics and improves itself from every sales experience. With a modern methodology, you essentially get a chance to "look at the game film" after every win or loss—or can glimpse the real-time feedback even if you're mid-sale. Again, it's the intersection of modern science and technique. Similar to the post-"Moneyball" sports world, where advanced analytics



WHAT IS A SMART SHARK?



"Smart Sharks" is inspired by the Great White Shark, considered the smartest shark in the ocean. The Great White circles its prey, analyzing the situation so it can build and execute a perfect attack strategy. Smart Shark sellers similarly operate off data, embrace a rigorous process and ask great questions so they have the best chance at finding success. When a seller is a Smart Shark, there's no wasted effort. They do their homework, there's good-decision making and though they certainly bring a killer instinct to the table, they also know exactly when to strike. This isn't the just-so story of one of nature's best hunters running on pure aggression—leave that to the thoughtless, teeth-gnashing crocodiles and piranhas. This is the story of an animal that studies its target relentlessly so it can strike with incredible efficiency. Check out our companion white paper "The Rise of Smart Sharks" for more information.

equip coaches with data around 4th-and-short playcalls at each yard-line on the football field to super slow-motion videos of a golfer's swing so they can look for even the tiniest improvements, it allows for ongoing analysis that allows each seller to be continually learning from every single sale.

Another key part of the DeallQ process is recognizing successful sales models. Our "sales barbell" helps visualize the strength often found at both ends of the spectrum, as well as the relative weakness of those who fail to move to either side.



Some companies compete on a purely transactional nature, where an ability to achieve the lowest price and lowest cost of delivery, including self-serve checkout, is a differentiator. This can sometimes lead to huge growth and value, as proven by Walmart or Amazon's wildly profitable B2C models, but that scalable model is not typically an option that works for more complex businesses, where you're not just selling coffee cups or phone chargers.

The best B2B sellers also aren't finding success caught in the middle, competing on endless features or functionality or spending piles of money marketing themselves as the "best" solution, either—those old-school approaches have been shown to create high marketing costs, decreased win rates, and longer sales cycles.

Sellers who live in this antiquated model find it hard to claw out of this method; often their buyers have already done their homework on what solutions exist (again, you can find just about anything on the internet, whether it's a features list on your own product's website or a third-party review) and don't need a sales person to talk at length about the product itself.

Unfortunately, that's what many sales people focus on because throwing in a long list of rehearsed bullet points is often easier for the seller than it would be to learn more about the buyer's unique needs. This ignores what we like to call the buyer's paradox.

Instead, successful businesses look to add value to the sales relationship by becoming the buyer's trusted advisor. In many cases, the customer ends up wanting to buy the product just to gain access to the seller because they know they can learn something valuable during the sales process.

Ultimately, the buyer feels as if they can do their job better because they can call you their business partner, and the product you sell is a bonus.

THE BUYER'S PARADOX

The buyer, in the more historical sense, is no longer actually the buyer. In modern companies, the buyer is often a lone representative of an entire team—the true buyer—and those teams often have complex processes for evaluating and procuring various products or solutions. No longer is it a matter of convincing one or two people of the benefits and then sticking out your arm, looking for a handshake deal. Today, the number of influencers on every deal has ballooned. As companies have become much more committee-driven, these teams are required to follow specific internal steps before making a purchase and the "buyer" that a salesperson is talking to is actually often either somewhat powerless to actually make the deal happen. Sometimes, this leads to the buyer facing an internal culture where there is much more risk for making a wrong decision than there is reward for making a right decision, which often promotes internal paralysis and a reluctance for change—even when it clearly addresses an existing problem. This internal setup does arguably reduce risk for these companies, but also stretches out buying processes and makes it less likely that a single buyer is willing to argue on behalf of any one purchase.



BUILDING TRUST

Expert sellers know building a relationship with a buyer is of the utmost importance. But that doesn't just mean making room for a few lines of small talk at the start of a few calls. Yes, a good sales person can build a strong dialogue and come across as likable, but so can most people in the field. To truly succeed, you have to become a trusted advisor. The AuctusIQ Trusted Advisor hierarchy helps define what differentiates the best sellers—those who have built up their skill set over time and are willing to use it—compared to those who fail to evolve due to forces both within and outside of their control.



**SINCE ANY SKILL SET
BEGINS WITH A STRONG
FOUNDATION, LET'S
START AT THE BOTTOM.**

Rapport: A seller with strong rapport makes buyers feel good about working together, but the relationship is mostly surface level. They'll close some sales, but won't excel, and will generally close on the "easy catches" but struggle with the big fish.

Understanding: A sales person who has taken the initiative to learn more about the buyer's unique situation and is more service-oriented. They're good listeners and show empathy. In turn, they'll reel the standard stuff as well as a nice catch every once in a while.

Expectations: When a buyer believes a seller can meet their expectations, the odds of closing that deal go way up. It makes sense: This buyer has a problem, and this seller has made it crystal clear that they can deliver a solution. While not every seller is capable or willing to make it to this level, it is where they will experience a breakthrough and finally start the pivot to becoming a trusted advisor.

Guidance: A seller who serves as a guide has built a strong enough relationship that the buyer might simply call them for advice on a particular issue. It goes beyond solving problems, because the guide might be helping the buyer understand the problems they have before they even know they have them. In many ways, the buyer sees their seller as a valuable member of their solutions team and would be sad to see them go.

Teach: At the peak, the seller goes out of their way to offer valuable insight to the buyer, whether that means reaching out about new industry trends, sharing insightful data or helping that buyer refine a personal idea for an important internal presentation. To further align with our fish metaphor, a seller at the teacher level doesn't just pull in the marlin, but freezes some up and ships it off to their friends and even shares best strategies for snagging their own.



One of the most powerful outcomes of the innovative DeallQ platform is the ability to harness the power of shared learning experiences. Just one example: At every step of the sales process, your team can see the best ways to counter common objections that buyers present. Essentially, you have your smartest sales people in every meeting.

But even the best sellers need a frictionless, data-outcome-driven sales platform to reach their full potential. That's where DeallQ truly delivers.

DEALIQ: SMARTER SALES QUESTIONS DRIVE BETTER RESULTS

When you have a team of sellers who are willing to teach and ask thought-provoking questions, it forces buyers to fully consider the problems they face—not only the specific solution your product offers, but also the headwinds they'll face internally in getting your solution approved, implemented, and adopted (or even embraced). By shining a light on the things that will keep those buyers up at night, your sales team has a much better sense of how to help them in ways others won't while building a better forecast for the outcome of the deal.

That's why one of the most important keys to an intelligent sales platform actually has nothing to do with technology: it's the science behind the system that keeps sellers pursuing the answers they need.

“WITHOUT THE RIGHT QUESTIONS BEING ASKED, BOTH THE SELLER AND THE BUYER REMAIN BLISSFULLY UNAWARE OF THE PROBLEMS THEY FACE — OR THE OPPORTUNITIES THAT ARE RIGHT IN FRONT OF THEM.”

The breakthrough methodology of the DeallQ platform has its foundation in the Seven Imperatives, a core collection of actions, ideas or levels of awareness that guide your sales team. It's about bringing the buyer into the conversation, but it's also about your sellers listening and asking critical questions that make the buyers think so they can strategize and look for opportunities to teach the buyer something new. The Seven Imperatives help produce a refined predictive model that tracks opportunity and substantially increases confidence in your projections and the accuracy of your forecast. DeallQ also provides feedback to your sales people so they can have powerful coaching conversations with managers that will increase wins, decrease sales cycle times, lower costs, and increase margins.

When you use DeallQ's Seven Imperatives as your guide rails for any sale, your chances of closing the deal are not just clear—they're magnitudes higher. How? That's where the data comes in.

Tracking these imperatives through a series of objective, yes-or-no questions makes it simple for every member of your sales team to build upon good data. And we all know good data leads to good forecasting. For example, how many deals end up killed because the buyer never actually received budget approval for the solution your sales team offers?



THE POWER OF GREAT QUESTIONS

When a sales person realizes that they only have a limited amount of time with each buyer, it becomes clear that there truly is such a thing as a bad question. Bad questions lead to rehashed information that you already know, for instance, or really are just asking more about "what" is happening versus "how" or "why".

Conversely, great questions end up helping the potential customer by causing them to think creatively, eliciting a response that provides the added insight and helps differentiate yourself from the competition.

DeallQ's focus on the right questions, each of which feeds into the Seven Imperatives, makes it so every salesperson gets the answers they need as they work through the sales process. By making these questions a binary yes-or-no answer, it means your sellers won't be spending their valuable time trying to make "guesstimates" about their chances of closing a deal.

Instead, our predictive software will automatically update your likelihood of closing a deal with every question answered—it's all possible because of that foundation in clear, outcome-related data.

AVOID BAD DATA—AND BIG PROBLEMS

When your data isn't clear, your sales team won't be effective. They won't be able to properly identify all of the factors that help or hurt your chances of a sale going through.

Think about the golfer who misses the final putt and falls into second place. Isn't the blame just as equally shared with the putt that was an inch off on the first hole?



Recency bias is real, and the more complicated the situation the harder it is to see. In a four-leg relay, nobody blames the final runner if the first runner stumbled and the second and third runners bobbled a hand-off in a race lost by a hundredth of a second. But what about an example on the gridiron?

How often does the field goal kicker get blamed for a loss after missing a 50-yarder that falls inches short in the final seconds? The smart coach will tell you the game wasn't actually lost on that single kick, but on the play before when the team failed to push for an extra yard, or the quarter before when a bad defensive play call led to blown coverage on a long touchdown, or a first-quarter fumble deep in the team's own territory. How do you identify a cause-and-effect relationship between a win and a loss when so many factors come into play?

The answer is that every complex situation—a football game with potentially 100 plays, or a sales process that might take countless interactions over a number of months to close—has multiple points of possible failure. By ruling out as many as you can, you can much more accurately predict your deal success.

But complex problems don't necessarily need complex solutions: That's why experts like Richard Thaler and Daniel Kahneman made waves when they won Nobel Prizes in behavioral economics and inspired projects like the UK's famous Behavioral Insights Team, commonly referred to as the "Nudge Unit." The Nudge Unit looked to inform policy and improve public services through what essentially amount to very small changes. In one effort, they studied a tendency in which people avoided paying small court fines. They found that by simply including a sentence in their communication that indicated the vast majority of people pay their fines (a.k.a, a little good ol' fashioned "everybody's doing it"-style peer pressure), the number of people who paid up went from 5% to 33%. Public agencies have used the nudge approach to do everything from increasing participation in retirement savings plans, decreasing water waste on college campuses or generating huge increases in the number of people who will agree to be organ donors. Among the countless examples of how businesses have leveraged nudges over the years are some you've likely witnessed yourself, whether it's asking shoppers to buy a warranty right at the end of a sale, asking before printing a receipt or removing friction by using auto-renew payments, all of which either increase revenue or cost savings.

Similarly, having a sales system that nudges each seller to ask the most pertinent questions that get the outcomes you want can go a long way.

WHY THE PROCESS MATTERS

The DeallQ platform and the Seven Imperatives-driven process are more than just a system of questions—it's a way to accurately predict outcomes. When viewed holistically, the answers that the methodology pushes each seller toward discovering can be the most powerful weapons your sales team has in its arsenal. The data shows it's true: At each level of the process, you'll see how your win rate as you identify each answer skyrockets from, for example, 1% to 31%. One imperative's cumulative impact sees an increase of 49% when the associated questions are answered affirmatively, pushing an individual deal from a single-digit percentage level of projected success up over the 50% mark.



An intuitive, analytics-based sales approach keeps you on track by separating fact from fiction—firing your field goal kicker when you have an offensive coordinator who’s worst in the league. With facts in front of you, you’re no longer asking sellers to make guesses about success rates—guesses that might change based on whether your buyer or your seller is in need of a Snickers bar. Instead, you have a better baseline, better predictions and better results.

THE DEALIQ DIFFERENCE

It’s not just about having metrics or methodology, it’s about having the right metrics and the right methodology. This, importantly, can take the inevitable ambiguity that exists on the human side of the sales process out of the equation—for both the seller and the buyer. By having a stated methodology with a common language and framework, your deal road map has a consistency that allows your entire sales team to be able to work without missing a beat.

The DeallQ system actually achieves this without bogging down your team with endless note-taking and yet another platform to maintain. Our streamlined approach and a minimalist dashboard, plus a focus on using the same proven approach on every deal, makes every sales pitch efficient and effective. If you stick to your sales plan and work toward identifying the answers to questions that roll up into your Seven Imperative, you can sit back and watch as your deal confidence metrics keep rising. And while DeallQ delivers custom reporting that gives you a single pane of glass into specific deals, individual sales people, small groups of sellers or your team as a whole, it also integrates directly with your CRM—no more updating data in two places or paying someone to work through painful data syncing processes.

A LOOK INSIDE

DeallQ Training structure is delivered in a live virtual format and is tailored to the clients current in-process deals to ensure immediate value and adoption. Sellers will work in the AuctusIQ platform during this training session.

1 DeallQ is fully integrated with your CRM to make the data more valuable and accessible for sellers and sales leadership.

2 The seven imperatives are the core to the platform and help sellers work the detail of a deal until close.

The screenshot displays the AuctusIQ interface for a deal titled "Schumm - Howell". At the top, it shows the deal size as \$884,400 and a deal confidence score of 64%. Below this, there are sections for "Key Risks", "Action Items", and "Seven Imperatives". The "Seven Imperatives" section lists seven questions related to the deal, such as "Who is the Buyer?" and "Who are the Influencers?". The "Objectives & Reciprocations" section shows a funnel with stages: QUALIFY (5/5), DISCOVERY (9/9), ALLIANCE (10/15), and CLOSE (3/6). Each stage has associated objectives and reciprocations, with progress indicators and status labels like "Stage complete".

3 The interface allows for multiple ways to display the data generated by the platform.

4 The deal confidence is the primary indicator of likelihood to close and revenue to hit the income statement.



4 Seller objections and buyer reciprocations are indicated as the deal progresses through the funnel.



The DeallQ platform and its Deal Confidence metric also aren't based in macrodata, which may or may not be entirely relevant to your specific deals. Instead, it's the microdata of every deal that rolls up into individual predictions, which then feeds into larger team-wide dashboards so you can always have full confidence in the numbers you're reporting and keep your sales projections based in reality.

OUR PARTNERS

What happens when you ditch inefficient sales systems based on intuition and embrace one that's carefully built around an intelligent sales roadmap that takes you on the shortest path to a done deal and another delighted buyer? Here's a sampling of three companies who have used the DeallQ platform to successfully transform their team and lift their sales into the stratosphere.

COMPANY	 <p>VC Backed, HCM SaaS software platform.</p>	 <p>PE owned company in a highly competitive employee engagement, recognition, sales incentive, talent acquisition business.</p>	 <p>Mid-Market tech-enabled service provider in the legal process outsourcing space.</p>
SITUATION	<p>Early-stage emerging tech innovator. They engaged AuctusIQ to operationalize and scale its sales force. Implemented the entire AuctusIQ Growth Platform for <i>DeallQ</i>, <i>TalentIQ</i>, and <i>CoachingIQ</i>.</p>	<p>First utilized AuctusIQ for deal strategy to lower selling costs and drive revenue. Then, it implemented <i>TalentIQ</i> and <i>CoachingIQ</i> to improve individual seller production.</p>	<p>The company needed a data-driven system that allowed it to scale globally, quickly absorb acquisitions and operationalize the sales force.</p>
RESULT	<p>OVER 10X Increase in ARR in less than four years.</p>	<p>DOUBLED NEW BOOKINGS In two years while reducing sales costs by more than 20%.</p>	<p>DOUBLE REVENUE In three years while achieving the highest organic growth rates in the industry.</p>

What would 10x growth do for your company? What would you do with the gains from a double-digit reduction in sales costs? Those questions don't have to be hypotheticals. Our partners have used our proven sales solutions, and companies using the AuctusIQ platform have had the pleasure of answering those questions first-hand. Will you?

IF YOU'RE NOT A SMART SHARK, YOU MIGHT BE LUNCH

As the dynamics of modern business have grown more complex, it's become more clear that in the cutting-edge, tech-driven world, if your business isn't getting smarter, it's at high risk for landscape-changing disruption—or at the very least, repeatedly missing opportunities to simplify the lives of those you work with.



A quick look at the evolution of the airplane illustrates the point. In the early days, the pilot essentially started the propeller and then operated a couple of rudimentary controls to guide the aircraft's lift and flight direction on the fly. Sounds simple, but we're not sure you want to be too high off the ground when that simple system of wires, pulleys and levers starts acting up. Jump in the cockpit of a modern jet and you'll find more computing power within a 10-foot radius than might have existed on the entire planet when the Wright brothers first took flight. But that more complex modern jet system actually leads to a more simplified flying process for the pilot.

Not to understate the important work of a 21st-century aviator, but there's a reason the autopilot system does the vast majority of commercial flying—the more complex the inner workings, the larger the need for a more simplified or even automated interface, which results in a modern pilot that is now much less hands-on than their forerunners in the industry. But in terms of peace of mind, I'm not sure I want a pilot who's making adjustments "on the fly" anyway.

With that simplification comes opportunity. For the pilot, that might mean extra time going through a pre-flight safety checklist or monitoring fuel levels and communicating with ground control. From the perspective of a company using the proven DealIQ platform, the opportunity for operational benefits are astounding. Equipped with a system that simplifies the process, your sales team can devote much more time looking for ways the sale might be at risk, identifying areas where you can serve as a valuable advisor or coaching up other sales team members so that the entire team becomes more effective.

But these valuable benefits don't come to those who don't have a Smart Shark mentality. Why? Because Smart Sharks are the ultimate disruptors, always on the hunt for an opportunity. Today's sales force has a lot to learn from these shrewd swimmers. Too many sellers want to be Smart Sharks, but they continue to use outdated selling approaches, relying on ineffective processes that actually hinder growth and waste time. And in the same way, today's buyers are more sophisticated and more elusive than ever. They come armed with smart devices and access to endless reviews—always one click or keystroke away from a competitor. And when your target is more elusive than ever, you certainly don't make the big catch without putting your team's sales intelligence to work.

LET'S GO BACK TO THE GREEN FOR A MINUTE.

In golf's infancy, players carved their own clubs—where'd you think the term "woods" came from? Some variations were essentially held together by leather straps (if we ever go back in time together, remind me not to stand behind those backswings). In the 1700s and 1800s, iron heads and hickory shafts came into use. And you know all of the modern developments—steel, fiberglass, graphite, hybrids, titanium—and the most advanced compression and forging methods that promise to give your ball the better lie. Heck, it wouldn't surprise us if TaylorMade, Titleist and Ping combined to outspend several small countries' entire GDPs trying to tack another 5 yards onto your drive.

But the point is, today's pros aren't just outdriving generations past because they eat their Wheaties—they're equipped with a golf bag that's packed with some serious technology at their fingertips. And that's not just compared to the golfers of the 1700s or even the 1970s -- each year, the world's best look for new ways to keep their edge because they know that when the science is on their side, they're in the best position to win. It's crystal clear to them that technology helps to pull away from the pack.

When it comes to the way your sales team works, leave that bag of secondhand clubs at the curb and make the decision to upgrade to a technology-driven, science-based process offered by the DealIQ platform.



ABOUT AUCTUSIQ

Our name is derived from the Latin word (Auctus) meaning “growth” and paired with high-growth, predictive analytics aim to improve the “intelligence” (IQ) for 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 take what we’ve learned and come alongside CEOs and CSOs like you, to provide you data, insights and a business process to improve your salesforce’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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