

# Tools for Total Rewards Success

## Chally Group Worldwide

3123 Research Blvd.  
Dayton, OH 45420  
937-610-4351  
Email: [debtackett@chally.com](mailto:debtackett@chally.com)

A global sales and leadership potential and performance measurement firm, Chally Group Worldwide uses its industry-leading research and predictive analytics to ensure its clients have the vital information to minimize risk associated with making critical talent management decisions relating to selection, alignment, development and succession planning.

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## Want to Transform Your Sales Team?

### Start Over, Stay Persistent and Reap Great Rewards

Pacific Pulmonary Services (PPS) was serious about transforming its sales organization. What was the result of its commitment, persistence and hard choices? World class, industry-leading sales performance. The journey began with a vision. The three years of devoted effort to its sales transformation was a commitment that has more than paid off.

The sales model that PPS had been using to grow the business had hit a plateau. Turnover was high and growing year over year. The sales team was overly dependent on the production of a few sales stars. Although sales results were acceptable, PPS leaders knew that the sales organization lacked the consistency, performance expectations and accountability to grow the business. Without a major change, it was clear that PPS would not be able to rise to the level required to thrive in the highly competitive, cost-contained health-care environment.

Advantage Performance Group co-founder John Hoskins was asked to help build a blueprint to take the PPS sales organization where it needed to go. The first order of business: get senior managers to buy into the idea that the PPS sales organization needed to be world class. Advantage and PPS focused on sales management development first, then hiring and candidate selection. PPS managers were briefed on Chally Group's world class sales research. The entire company was benchmarked against that criteria. Measureable improvement targets and best practices were identified and put in place in areas like sales goals, turnover, coaching and new-hire ramp-up time.

#### Maximizing Hiring, Promotion and Onboarding

Keeping good salespeople and getting new hires up to speed quickly had been two major PPS concerns. The first step in addressing this problem was to reveal the competencies of the current sales talent. Using a salesforce talent audit from Chally, the Advantage team assessed each sales rep and manager for strengths and areas of development and fit with their current position. "This kind of audit not only shows where people are, but predicts sales reps' success if they are placed in new sales management roles in the future," Hoskins said.

Once the foundational pieces were in place, all sales leaders improved their knowledge and ability to execute against goals. By completing a series of customized learning programs, managers developed the skills to better:

- Create and implement personal coaching plans
- Put the right person in the right role
- Be inspired by leaders who walk the talk.

#### Reaping Great Rewards

PPS transformed its sales organization with new behaviors, new processes, new commitment and outstanding results that keep getting better.

- Productivity per salesperson has gone up by half in three years.
- 74 percent of sales reps are performing at or above quota.
- Sales turnover has been reduced from 118 percent to below 60 percent.
- Ramp-up time has been reduced
- Increased revenue due to better sales skills.



Great Compensation Plan  
+ Wrong Salespeople  
= Declining Revenue

Effective compensation plans focus on motivating salespeople to meet both tactical and strategic company objectives. However, misalignment of the sales compensation plan with key objectives will lead to declining revenue. Offering a great compensation plan to the wrong salesperson can be unproductive and costly.

Sales Roles are more complex now than ever. Complexity around different sales roles plays major factors in first deciding the talent required for success and then the appropriate compensation plan by role.

Chally's sales transformation methodology will help your organization identify and align your sales team's critical competencies to ensure you have your sales talent best aligned by role requirements to ensure success. With effective sales role requirements outlined, appropriate compensation plans can be developed/implemented for optimal performance.

**To download a Free Talent Audit Brochure, go to: [www.chally.com/sales-talent-audit](http://www.chally.com/sales-talent-audit)**

Watch for more details about a World-at-Work/Chally webinar on this topic scheduled for March 7, 2012.