

CASE STUDY

Assessment Center for Global Sales Professionals



Situation

A high-growth, global medical technology organization had sales representatives at varying tenures, sales and leadership ability. All were tasked with continuing the double-digital growth in existing and new markets, not all were equipped to make it happen.

Their HR Business Partner also recognized that these sales representatives fell into one of two categories with regard to the strength of their internal networks; either they had (1) robust and varied relationships with marketing, research and development, operations and more, or, (2) they had very limited networks to draw upon in working with current and potential customers.

Knowing the vast differences in the developmental needs for this critical population, the client sought a partner to assess, build individual development plans and coach on areas of high-return development.

Desired Outcomes

- Identify strengths and plans to leverage these skills.
- Identify developmental needs for individuals and any group trends.
- Gain organizational insights for an audience critical to success.
- Identify high potential talent, who would be able to move into leadership.
- Identify highly-skilled sales associates to be mentors to less tenured peers.
- Implement globally to recognize regional and cultural differences.

Assessments Leveraged

- Client-specific 360 / Multi-Rater survey
- LVI®
- Harrison Assessment®
- eQi®
- Individual interviews

Success Indicators

- Assessments were available with limited time and resources needed for customization.
- Assessments were specific to the sales roles and functions.
- Analysis report structured for ease of individual understanding and for review by stakeholders to see group trends.
- Clear path through the virtual assessment center, debriefing session and follow on coaching and close out calls.
- Integrated company-specific values and expectations into process.
- Curation of company-specific development opportunities and tools; matched available development to assessment outcomes.

Our Solution

PPS leveraged the company's sales profile and selected assessments appropriate for measuring those skills and competencies.

PPS created a customized communication package to explain the assessment center, how the results would be used and the benefits to the organization and individual.

PPS crafted a client-specific results-report and development plan template for use in the multi-hour virtual debrief. PPS also created a structured process for follow on one-on-one coaching that would be consistent from region-to-region.

PPS trained assessors within the organization, entered and interpreted data and debriefed and provided individual and group reports.

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