

# Top Talent for Your Bottom Line: Aligning Your Talent Strategy with Revenue Goals

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## Executive Overview - Talent Management Best Practices

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Aberdeen's recent Human Capital Management study revealed research from over 200 executives about their key talent management challenges around attracting and retaining top talent, developing internal talent to fill skills gaps and aligning talent with organization and revenue goals.

Aberdeen's research defines Best-in-Class organizations by looking at organizational performance and then categorizing survey respondents into three maturity classes: Best-in-Class (Top 20% of performers), Industry Average (Middle 50% of performers) and Industry Laggard (Bottom 30% of performers). A fourth maturity class, All Others, is used to describe a combination of the Industry Average and Industry Laggard.

In this summary, we'll share their greatest challenges and what Best-in-Class companies are doing to address them.

### **Biggest Talent Challenges – What the Research Showed:**

Industry leaders from all segments cited the following challenges as their areas of greatest need around talent management:

- ✓ Aligning talent strategy with organizational goals
- ✓ Finding and keeping top performers
- ✓ Defining what success looks like for individuals and teams
- ✓ Gaining insight into competencies/behaviors that correlate with strong performance
- ✓ Identifying and developing internal talent for future needs



### Best-in-Class Companies Make Talent a Priority:

Great leaders know that, in the intermediate to long term, who you hire for your business is your only sustainable competitive advantage. Who you hire and how you hire is critical. In fact, within most businesses, if you get the talent part of your organization right, your revenue could be doubled - without any incremental headcount.

Assuming you have hired correctly, how you lead, manage and develop your sales talent will determine the level of success you enjoy as a business. Yet, many times, sales leaders create sales functions without considering structure, roles or talent.

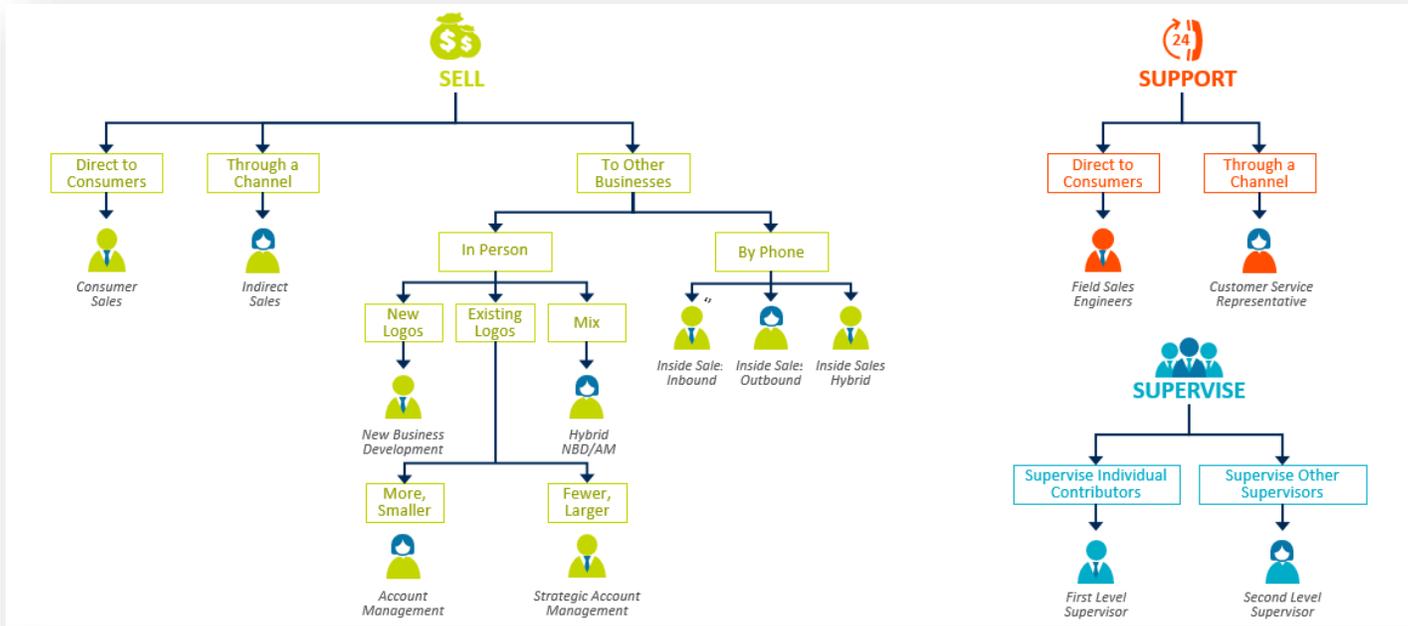


### Best-in-Class Companies Follow These Best Practices for Making Talent a Priority:

- They know their talent and can answer essential questions like, “Why do we lose key talent to the competition?” or “How quickly do our new hires meet their productivity goals?”
- They align their sales talent with their organizational strategy and know how to get the right team in place to execute against it
- They equip their front-line managers with processes and tools to select, develop and retain a team of top performers

### Getting the Right People in the Right Roles:

Assembling the right team can be a complicated equation. Multiple roles within your sales organization require different profiles, competencies and behaviors to truly drive success in that role.



In addition to the differences between hunters and farmers, there are also distinct differences between a transactional sales role and a consultative sales role. There are other subtleties that impact success in a sales role as well:

- ✓ The nature of your product or service
- ✓ Size and sophistication of customers
- ✓ Functional role of the prospect
- ✓ Growth stage of a company

## Best-in-Class Companies Create a Talent Optimization Framework to Drive Success:

A strategic framework helps to:

- Define the right structure and roles to execute against their business strategy
- Consistently identify and predict success in each sales role
- Determine if you have the right people in the right roles

It's this overall strategic framework, and the processes and tools within it, that help leading companies make effective talent decisions.

## Sales Optimization Framework



### Art and Science:

Your talent strategy should be both an art and a science. You can't strictly rely on intuition and opinion to drive your selection and development decisions. Predictive analytics is the science part of it. Simply put, predictive analytics gives you the ability to use data and analysis to inform your talent decisions or shed light on your talent questions.

We see Best-in-Class companies utilizing these kinds of tools to ensure alignment, rigor and consistency in enabling their talent strategy.

Today, talent analytics data is available in cloud-based, mobile-enabled platforms that provide leaders with real-time visibility and critical line of sight through:

**Performance Tracking:** Use outcomes to enhance understanding and increase predictive accuracy

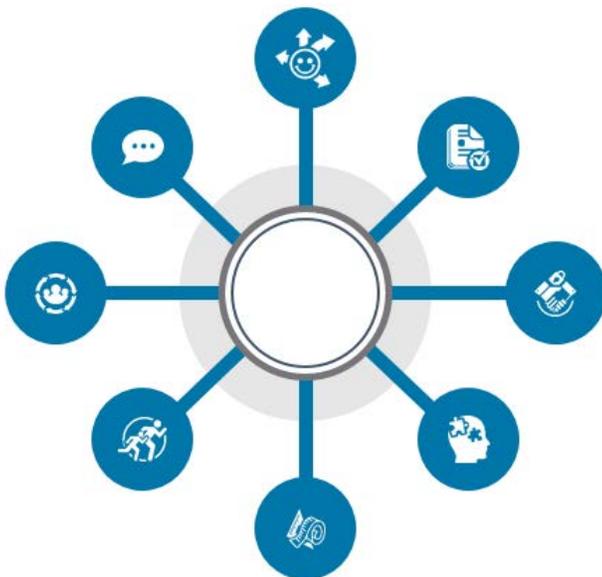
**Organization & Role Profiling:** Increase accuracy, decrease costs and unlock role profiling as a strategic tool

**Benchmarking:** Compare individuals or teams against others in similar roles, industries, geographies or organization size or structure

**Reporting:** Gain visibility into performance metrics and define actionable insights

The right data should inform decisions around new hires, existing hires and team performance. Best-in-Class companies use their analytics platforms to provide data that helps:

- Map your entire team against a benchmark for success
- Identify those with potential to grow
- Define the gaps you need to fill in order to cover all your critical areas



### Turning Insights into Action

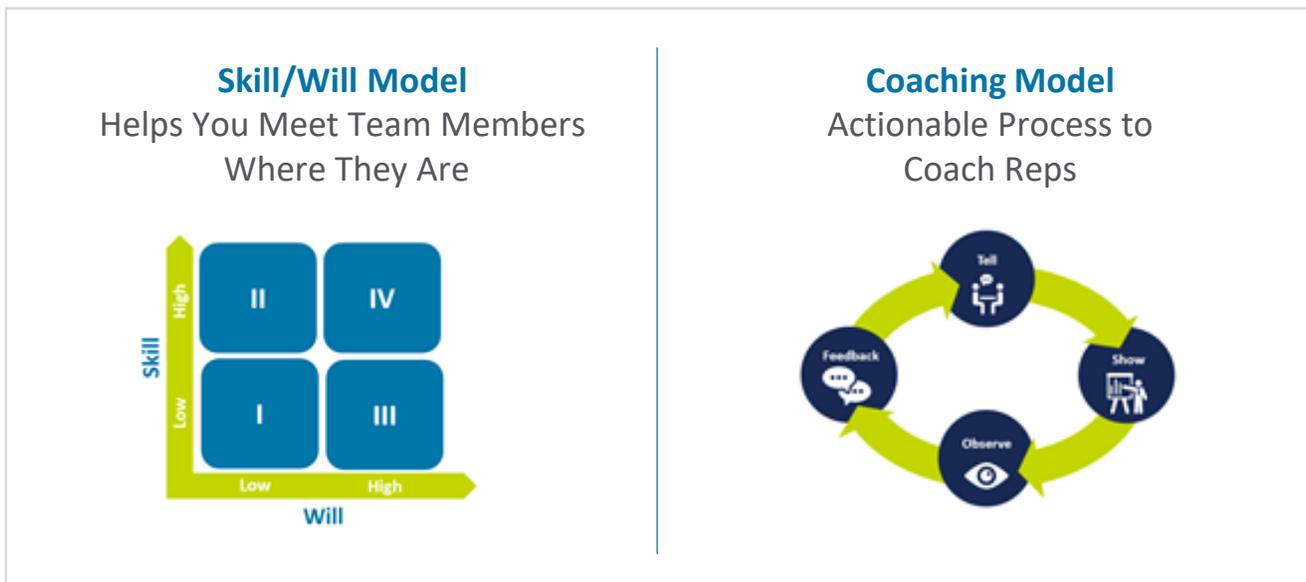
We see leading companies getting the greatest impact by applying this insight throughout the employee lifecycle. They also create a cadence around their talent processes to turn their insights into action around recruitment, selection, onboarding, development, performance measurement, performance improvement and succession planning.

**Finally, Best-in-Class companies recognize that front-line managers play a pivotal role in the talent equation.**

Once they've defined their strategic talent framework, leading companies focus on equipping their front-line sales managers with processes, tools and training they need to:

- Diagnose and coach their team
- Improve the quality of their new hires
- Increase retention of their key talent
- Improve time to productivity for their teams

**Here are Two Great Tools:**



**Measure What Matters:**

One last thing that we see Best-in-Class companies do right. They choose their metrics wisely and track them consistently.

Metrics based on efficiency, effectiveness and outcomes provide great visibility, value and insight into strategic talent decisions.

The key to successful talent management is consistent tracking of actionable metrics in each stage of the employee lifecycle. That's what brings Best-in-Class companies strategic results that can impact the bottom line.

# Questions About Sales Talent?

Schedule a One-on-One Conversation to Tackle  
Your Biggest Questions *Once and For All*

[Let's Get Started](#)

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