

变革销售成功的 三大趋势

如何招聘、发展并提拔
成功的销售人才

SHL.



适应全新的B2B销售大环境

当今,许多企业都在一个高度不确定和复杂的环境中运作,而“销售”职能的成功与否对组织发展至关重要。

销售人员在弥合客户需求与组织所提供的产品或服务之间的差距方面发挥着关键作用。然而,当企业积极适应全球市场的快速转型时,企业销售团队是否具备在当下全新销售环境中持续取得成功的条件?

您是否知道?

仅不足两成人才
被认定为顶尖销售人才,
其中至少一半人具备
在当今销售领域中
取得成功所需的关键胜任力

SHL梳理出当下正在重塑B2B采购、销售和数字互动方式的3大趋势,及其对企业销售职能的影响:

1

销售格局已然发生变革

业绩表现出色的销售人员正在一个日趋数字化的销售环境中持续前行。

2

客户行为发生变化

顶尖销售人员能深刻洞悉并考虑全新买家行为。

3

销售人才的画像发生改变

今天可引领成功的销售行为与过去相比大相径庭。

1 销售环境已然发生变革

适应全新的B2B销售大环境

外部环境的两个重大变化已经彻底改变了销售格局。

销售格局发生的变化

采用更加数据驱动的方法

在数据和智能分析的支持下,销售流程已经从艺术形式转变为科学。
75%的B2B销售领导者正采用数据和数字战略以加强全球销售流程。¹

对销售人员的意义和影响

对科技的掌握成为关键

当今的销售人员需要熟练掌握并使用各类创新科技。
同时,必须在销售过程中采用以数据驱动的视角。

数字化互动更受青睐

大多数B2B销售组织已经从传统销售转向远程销售。而这一趋势未来仍将持续:根据Gartner预测,到2025年,80%的B2B销售互动将发生在数字化渠道。²

拥抱远程销售

传统上,销售工作在很大程度上依赖于面对面的关系建立和销售会议。然而,对在今天和未来都会茁壮成长的人才而言,则必须快速展现其在远程工作和销售方面的成功潜力。

② 客户行为发生变化

全新买家期望

今天的采购者对于购买体验的期望与以往相比呈现很大不同。

采购者体验

更加个性化的方法

今天的买方更希望获得个性化的购买体验，并愿意为此付出更多。³

对销售人员的意义和影响

提供价值驱动的体验

销售必须能够与客户紧密合作，并建立可信赖的关系，以提升买方价值。

自助服务已成常态

现在57%的购买过程是在专业销售人员与买家实际互动之前完成的。这可能会导致信息过载和复杂性的提高。⁴

买家需要的是合作伙伴

当销售直接与买家互动时，买方可能很难了解在多种相互竞争的选择和解决方案中应该相信什么或者应该信任谁。

清晰的沟通是关键

卖方若能够简化并有效地将复杂的信息传达给买方，其后续获得成功的可能性更高。

采取合作模式

今天的销售人员必须大力促进与客户的合作方式，并对自身给出的解决方案充满信心

③ 成功销售人才的画像发生改变

引入新型明星销售

SHL研究发现：伴随着市场和买方行为变化，尽管一些传统的胜任力仍然很重要，但出现了可区分高绩效销售的全新胜任力。⁵

可有效预测成功的新兴胜任力

对销售人员的意义和影响

适应力和销售韧性

远程工作带来了崭新期望，而销售分析和运营正在发生变化，客户旅程亦被重新规划，以上仅是卖方正在经历的部分变化。

评估既有销售人才

销售人员必须证明其拥有可快速适应飞速变化行业环境的能力，并能承受销售岗位所带来的巨大工作压力。

您是否知道？

销售韧性是预测
个人逐年实现业绩指标的
最大影响因素

SHL销售转型模型

在日趋复杂的销售环境中披荆斩棘固然挑战重重,但一套经过研究且历经验证的顶尖销售人才胜任力框架可为企业提供在人才发展过程中所亟需的稳定性和可增长性。

以上三大趋势表明:今天的销售人员与传统相比,需要具备迥然不同的行为特质。SHL基于上述考量,打造一个适合B2B销售转型的专属胜任力模型,助力企业精准衡量在当下及未来商业环境中,顶尖销售人才可持续获得成功所需的行为。



您是否知道?

在上述胜任力方面取得高分者,其销售业绩是低分人群的2倍

您是否知道?

销售动力和成就导向是最难寻觅的顶级人才胜任力之一。
仅12.6%的人在该领域表现优异

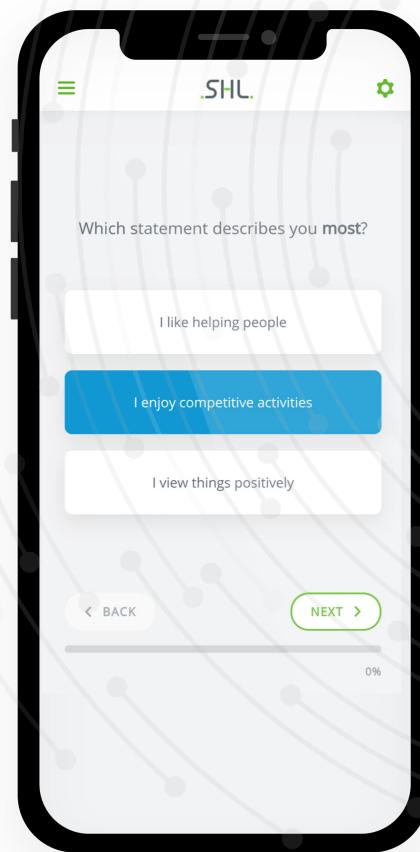
全新模型洞悉顶尖销售人才画像

如何招聘、发展并提拔成功的销售人才

销售转型模型可用于对个人进行精准衡量，通过测评发掘个人对岗位的适应性及预测未来业绩表现。企业可从测评中收集到相关数据，并广泛应用于招聘、发展及提拔当下具备成功行为特质的优秀销售苗子。

网罗未来业绩新星

1. 候选人完成在线测评。
2. 生成测评报告，审视候选人与模型的对标情况。
3. 将候选人信息相结合，企业可根据历经验证的SHL销售转型模型更具信心地制定人才决策，为团队补充更多优秀人才。



您是否知道？

测评中获得高分的销售
其取得顶尖业绩评定的
可能性高**66%**

培养并发展既有销售团队

1. 邀请既有销售人员完成在线测评。
2. 为每位候选人生成个人发展报告。
3. 使用个性化的发展建议，结合当下与销售成功相关的具体领域，积极支持个人职业发展。

The image displays three SHL assessment reports related to sales transformation:

- Individual Scores:** This report focuses on "Commercial Analytics and Technology Adoption". It measures the ability to adopt and utilize innovative technologies, coupled with the tendency to take a data-driven perspective to assist with sales. The measure is characterized by developing, evaluating, and leveraging technical tools and devices to enhance commercial execution, commitment to technology systems and Customer Relationship Management (CRM) software, and the use of data to identify patterns and trends to assist with setting prices, finding and securing new business, and establishing strategic, long-term partnerships with customers.
- Sales Transformation Development Report - Individual Contributor:** This report provides a detailed analysis of individual contributor performance in sales transformation. It includes a large circular profile picture of a person wearing headphones, suggesting remote work or virtual selling.
- Remote Work Potential:** This report assesses potential for success in a virtual sales environment. It is characterized by the tendency to remain focused on key work habits, persisting to close leads, managing resources online following organizational guidelines around work in a remote setting, maintaining enthusiasm, and effectively working autonomously.

您是否知道？

如果既有销售人员已经完成了作为招聘流程一部分的测评，那么企业无需对其再次评估，只需重新使用既有人才测评数据，加以其他模型重新分析数据，即可得出相应结论。

内部提拔

对带领团队的销售领导者的要求可能与个人贡献者有所不同，因此仅凭销售业绩提拔或晋升团队成员或将导致灾难结果。事实上，在SHL的全球数据库中，仅10%的人群是销售领导方面的顶尖人才。⁵

为了识别具有合适销售领导行为的内部人才，SHL创建了一个与销售转型有关的独立领导力模型，以支持企业做出更为客观有效的人才决策。

该模型衡量了对当今销售成功至关重要的因素。同时更包含了对销售领导力的额外见解，无论是在内部招聘、外部招聘还是培养销售领导者的不同场景下，均可广泛适用。

The image shows three overlapping report cards from SHL's Sales Transformation Development Report - Sales Manager. The top card features a large circular portrait of a man wearing headphones. The left card is titled 'Sales Leadership' and contains a bulleted list of leadership traits. The right card is titled 'Management Judgment' and also contains a bulleted list of behaviors. All cards include the SHL logo and some small text at the bottom.

Sales Leadership

This is a measure of traits that lead to success in a sales management or leadership role. These traits are often characterized by: leading groups of enterprise sales professionals and delegating work based on ability and potential; motivating team members to reach stretch sales goals; setting clear expectations and standards for performance; monitoring work; and coaching others to develop their full potential.

You are likely to be very content with your direct reports' capabilities and potential, which will show in the effective delegation of tasks. You are likely to seek to understand all facets of motivation from your team and are likely to have formal processes to appraise, monitor, and reward performance. You may have a competitive environment with competitive targets and still support your direct reports to achieve all their goals.

- Foster a team that is collaborative by rewarding intra-team mentoring and knowledge/ information sharing. Competition can be motivating for sales roles, but make the competition take place against your organization's competitors rather than between your own team members.
- Act as the establishment of cross-departmental relationships with your sales team and other departments. Introduce sales managers to resources in Finance, Marketing, and other departments that can help the organization close deals. Once those relationships are established, the sales team can independently seek help from those individuals in the future to help them close their deals.
- Closely monitor any emerging trends coming out of your industry to ensure that you and your team are prepared and ready for the newest developments and how to take advantage of those emerging opportunities.
- Participate in defining sales roles in your organization with Sales Managers and HR teams helping to identify critical competencies for success.

Sales Transformation Development Report - Sales Manager

Management Judgment

This is a tendency to make good judgments about how to effectively respond to work situations. This is determined by scores derived from the candidate's responses to questions regarding situations one would likely encounter as a manager.

Your response profile concerning judgments about how to manage staff communication, employee development, and employee motivation is not fully aligned to judgments made by highly effective managers. The dissimilarities between the profiles suggest that you may have difficulty achieving success as a manager.

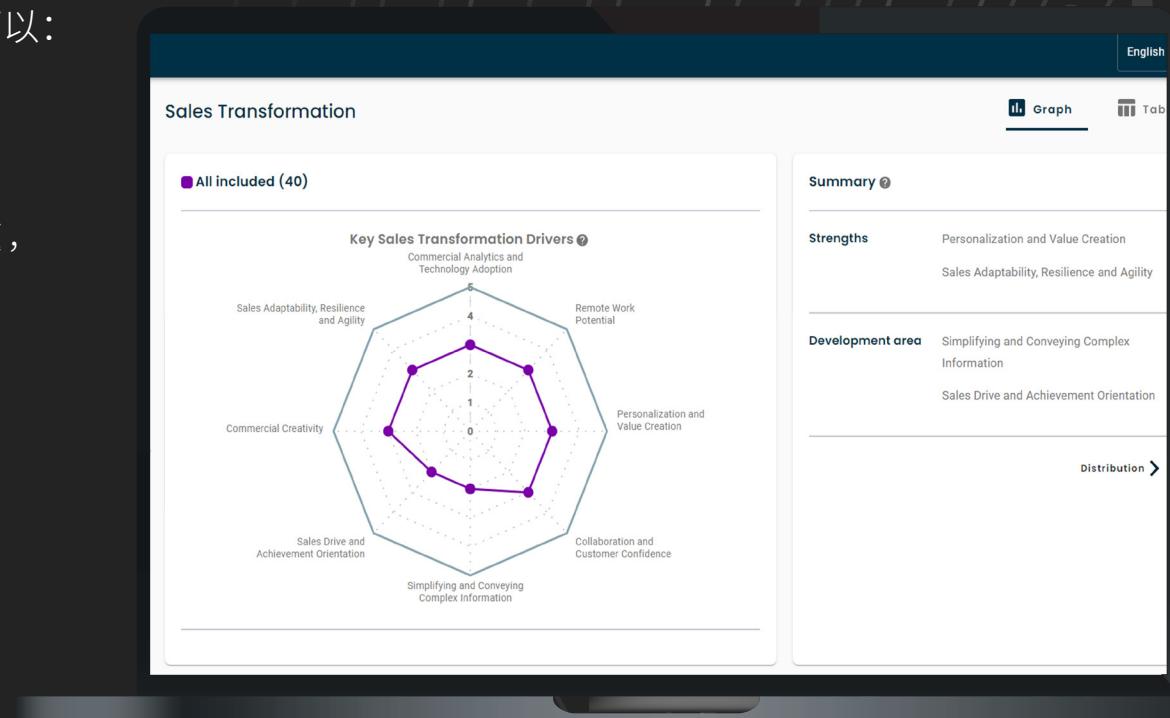
- Learn about your organization's goals and values and consider how the decisions you make fit within those goals and values.
- Listen to others to gather information before making decisions.
- Seek feedback on how patient and consistent you are in your dealings with others.

全新模型洞悉顶尖销售人才画像

以战略和数据为主导的 销售团队变革方法

通过 SHL 销售转型解决方案，您可以：

- 通过任务仪表盘直观了解既有销售员工在个人或团体层面的情况，并可基于该类信息回答关键人才问题，如：“优秀销售有哪些共性？”“如何让更多销售员工达标？”，以及“谁最有可能在数字销售领域取得成功？”



- 企业可通过人才测评做出以数据驱动的客观人才决策，提高招聘命中率。同时可获得个人详细的胜任力水平分数以及总分，以便迅速对候选人进行排名。
- 根据在当今销售领域取得成功的胜任力，为员工提供个性化发展。
- 比较既有团队的内部和外部行为优势。SHL所拥有的450亿条大数据可助力实现对销售人才的内外部对标。
- 降低决策中的偏见，提高人才多元化程度。

您是否知道？

尽管在销售能力方面不存在性别差异，但只有不到34%的销售岗位从业者是女性。
为什么没有更多的女性从事销售工作？
为什么我们会错过如此巨大的人才库？
在您的销售团队中，人才多元化又呈现何种态势？

¹ McKinsey, 2020, These Eight Charts Show How COVID-19 Has Changed B2B Sales Forever

² Gartner, 2020, Future of Sales 2025: Why B2B Sales Needs a Digital-First Approach

³ SuperOffice, 2021, Key Customer Experience Statistics You Need To Know

⁴ Roland Berger, 2016, The Digital Future of B2B Sales

⁵ SHL, 2022, OPQ32r Sales Transformation Technical Supplement



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SHL是全球人力资源科技和心理测评科学领导者，致力于通过人才、科学和科技的力量，驱动企业变革。

SHL无与伦比的人才大数据和历经验证的人才解决方案帮助组织驾驭员工的无限潜力，最大程度优化业务产出。

我们为招聘者和业务领导层提供覆盖组织、团队和个人层面的深刻人才洞察，加速业务增长、决策制定和人才驱动，激发营造包容的组织文化，助力员工和企业蓬勃发展。

凭借45年精耕于人才领域的丰富经验，SHL是备受全球150多个国家和地区超过1万家客户企业信赖的人才科技合作伙伴，

其中包括50%全球500强企业和80%的富时100指数公司。更多详情、敬请访问www.shl.com