SALES LEADERSHIP

COMPETENCY FRAMEWORK

ACKNOWLEDGMENTS

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SALES LEADERSHIP COMPETENCY PROFILE

WHAT IS A COMPETENCY?

A grouping of related knowledge, skills, and abilities that enable a professional to perform effectively in a certain aspect of their job, is called a competency. An important aspect of competence is the idea of performance; the observable actions taken by a competent professional which require some combination of knowledge, skill, or understanding to do so effectively. In the sales leadership competency framework, performance indicators are documented within each of the sub-skill areas and are organized to present a thorough and comprehensive summary of the skills required to be a proficient sales leader through the completion of requisite education programs and two years of on-the-job experience in team management or leadership.

These indicators are denoted as numbered statements that begin with a "**P**" for "**Performance**" and outline the body of skills pertinent to proficient practice.

The necessary knowledge that a competent sales leader would process in order to perform certain aspects of their job are denoted as numbered statements that begin with a "**K**" for "**Knowledge**" in each sub-skill area.

WHAT ARE COMPETENCY FRAMEWORKS USED FOR?

The Competency framework describes the competencies for the CPSA Institute graduated certification program. Competency frameworks:

› Provide guidance to post-secondary educators and other training providers who wish to design programs that produce graduates with the skill sets that employers demand;

› Guide professional designation candidates to understand what is expected of them when enrolled in a CPSA Institute accredited education program;

› Guide the development of job descriptions and interview tools; and,

› Are the basis for professional designation examinations.

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SALES PLANNING AND FORECASTING

Sales planning involves analyzing one's clients[1], accounts, team members, organization, and industry to better understand strengths and weaknesses, anticipate challenges, establish realistic targets and sales forecasts, and develop solutions while supporting the larger organizational strategy. This includes open communication with the sales team and cross-functional team members (e.g. marketing) about the vision, values, goals, measures, and execution of the plan and its performance.

1.1 ENGAGE IN STRATEGIC PLANNING

A competent sales leader must be able to:

P1. Communicate organization vision, values, goals and measures to sales team

P2. Leverage strategic planning models to guide sales planning

P3. Analyze current and future state of the industry environment, including:
  › future direction of competitors and potential threats or opportunities

P4. Analyze basic sales organization challenges

P5. Leverage creative thinking processes to identify new solutions (e.g. looking at a problem from different perspectives)

P6. Communicate strategic planning upward and throughout the organization to inform organizational planning

P7. Demonstrate agility by adapting new information to implement required changes

P8. Develop implementation and communication plan to educate team members about selling strategy

P9. Ensure alignment of selling strategy to organization or product roadmap

P10. Engage in process of market segmentation aligning service and product offerings to market segment

P11. Build organizational buy-in and supports for selling success to ensure that all other departments are behind the selling vision and priorities

A competent sales leader must know:

K1. Corporate business plans

K2. Client growth and retention versus new client acquisition

K3. Strategic Analysis models (e.g. SWOT – Analysis of Strengths, Weaknesses, Opportunities, and Threats)

K4. Value chain for each major client's industry

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[1] Client is used throughout this documetn as a synonym for customer

1.2 PLAN ACCOUNTS, TERRITORIES, AND TARGETS

A competent sales leader must be able to:

P1. Conduct internal analysis of performance history by product line, territory, sales person, and account as required

P2. Analyze client buying behaviour to inform sales planning

P3. Determine the total potential for your accounts and territories

P4. Develop and implement process to identify top clients

P5. Develop and implement a strategic account planning process to map out client-specific sales plans

P6. Develop a predictive model to indicate pipeline health, including:
> win rates;
> average deal size;
> average sales cycle length; or
> other variables for your business, as required

P7. Set and negotiate realistic, achievable targets

P8. Provide opportunity for bottom-up goal setting within the sales team

A competent sales leader must know:

K1. SMART Goals: Specific, Measurable, Assignable, Realistic, and Time-bound goal statements

K2. Sales process models, stages, and definitions

K3. Knowledge of conflict resolution principles

1.3 EXECUTE WITH EXCELLENCE

A competent sales leader must be able to:

P1. Collaborate with sales team and cross-functional team members to set leading and lagging indicators for sales performance

P2. Lead sales team in the development of target client list, priority market segments, regions and accounts

P3. Identify sources for lead generation and work with marketing teams to align promotional activities

P4. Delegate sales tasks to team members who possess the requisite experience and capabilities

P5. Collaborate with marketing team members for planning go-to-market strategies

P6. Identify potential bottlenecks to success and work to eliminate them

P7. Establish ongoing communication and collaboration cadence with marketing to support sales success throughout execution of the plan

P8. Communicate openly and transparently about how the sales organization is performing

P9. Adapt plans based on problem areas identified during implementation

A competent sales leader must know:

K1. Key performance indicators and business objectives

K2. Foundational organizational structure, roles and responsibilities

K3. Assembling and leading cross-functional teams

K4. Leading and lagging performance indicators

K5. Organizational strategy, strategic sales plans, implementation plans and tactics

BUILDING AND LEADING THE SALES TEAM

In order to build and maintain a strong sales team, sales leaders must source and retain competent team members. This requires determining current and future staffing needs and selecting candidates based on pre-established criteria. After hiring, sales leaders need to support new members' transition, communicate clear expectations, develop a reward system that recognizes team members' different motivators (e.g. compensation, recognition programs), and promote better performance.

2.1 ENGAGE IN STAFF PLANNING

A competent sales leader must be able to:

P1. Recommend size and structure of sales force required to achieve goals (e.g. inbound, outbound, sales support, etc.)

P2. Align salesforce planning to lifestyles and preferences of current and future workforce demographics

P3. Plan across cultural and generational characteristics of sales team members

P4. Plan for a multitude of motivators including compensation, competition, reward, recognition and altruistic motivators

P5. Foster cross-functional relationships by identifying opportunities for team selling

P6. Develop plan for salesforce skill development based on identified learning areas within the sales team

A competent sales leader must know:

K1. Salesforce job descriptions

K2. Cultural differences within the workplace

K3. Demographic differences within the workplace

K4. Sales capacity concepts and models

2.2 RECRUIT AND SELECT SALES TEAM MEMBERS

A competent sales leader must be able to:

P1. Develop job descriptions and specifications

P2. Identify suitable candidates for team member selection committees

P3. Establish job candidate selection criteria

P4. Source and screen job candidates

P5. Engage with human resources supports to prepare and present job offers

P6. Engage in contract negotiation with prospective hires

P7. Adhere to regulatory requirements in employee recruitment, selection, and orientation

A competent sales leader must know:

K1. Interview questions and style guides

K2. Job description templates

2.3 ONBOARD SALES TEAM MEMBERS

A competent sales leader must be able to:

P1. Establish job performance expectations and employee development plans

P2. Develop and implement the onboarding journey with sufficient resources and supports to ensure every new team member is set-up for success in their role

P3. Clarify performance standards and expectations for team members

P4. Support transition of client files and transfer of knowledge between sales professionals

P5. Ensure sales foundation training occurs

P6. Incorporate client call feedback during first period of onboarding

P7. Establish processes that ensure team members achieve proficiency in a defined period

P8. Review and update onboarding processes to ensure the time required to achieve proficiency in role is reflective of unique industry, corporate, or product line requirements

A competent sales leader must know:

K1. Organization onboarding needs and resources

K2. Federal/Provincial requirements for recruitment, selection, and orientation

2.4 RECOGNIZE AND INCENT SALES PERFORMANCE

A competent sales leader must be able to:

P1. Identify potential misalignment between sales team behaviour, incentive programs, and organization goals and objectives

P2. Select performance metrics that will be used for monitoring performance, taking into consideration how these metrics will link to compensation and influence behaviours

P3. Implement reward and recognition programs to derive the desired sales performance

P4. Incorporate changing team member priorities and incorporate into incentive planning

P5. Demonstrate to team members how compensation plan aligns with goals and objectives

P6. Identify short term and long-term incentive plans

P7. Communicate behavioural and performance expectations to sales team (i.e. how they will be measured, observed, and recognized)

A competent sales leader must know:

K1. Short- and long-term incentive opportunities

K2. Organization policy and procedure

K3. Intrinsic human motivators

COACHING FOR SALES SUCCESS

Supporting the team in both individual development and sales performance is important to building long term success as a sales leader. This includes assessing team members for areas of strengths and potential areas for improvement and for providing resources (e.g. training, sales tools, peer mentoring, coaching) for all stages of professional development and streamlining the sales cycle. Success involves providing team members with clear expectations and frequent feedback on their performance.

3.1 SUPPORT SALES ENABLEMENT

A competent sales leader must be able to:

P1. Identify the cadence for individual skills development most appropriate for your sales team members

P2. Implement sales tools and processes to accelerate sales performance

P3. Identify business challenges that can be addressed through short- and long-term training versus process improvements

P4. Engage team members through storytelling and experience sharing as part of team learning

P5. Implement ongoing training and skill development solutions to ensure culture of continuous learning and improved sales performance

P6. Establish ongoing communication with marketing team members to leverage tools and resources for sales enablement

A competent sales leader must know:

K1. Sales training and development resources

K2. Process for documenting and sharing experiences

3.2 COACH TO THE SALES PROCESS

A competent sales leader must be able to:

P1. Provide specific, behaviourally-based feedback on areas of strength and areas for improvement

P2. Provide coaching on the sales process separately from coaching on professional skill development

P3. Establish performance expectations and metrics at every stage of the sales cycle

P4. Schedule time for reviews of sales performance at various stages of the sales cycle

P5. Allocate coaching time to ensure individuals at all performance levels receive feedback

P6. Assess individual team member capabilities at various stages of the sales process and product line knowledge

P7. Create a safe and open environment for dialogue with every sales team member

P8. Demonstrate accountability for delivering consequences for both positive and negative outcomes

A competent sales leader must know:

K1. Sales process, stages, definitions

K2. Performance metrics

3.3 COACH FOR SALES PERFORMANCE

A competent sales leader must be able to:

P1. Identify individual team member needs through discussion, assessment, and 360 degree feedback

P2. Establish coaching and performance feedback cadence

P3. Establish opportunities for peer mentoring and reverse mentoring

P4. Participate on sales calls and provide feedback for performance improvement

P5. Collect feedback about sales team members' performance from others within the organization

P6. Conduct formal performance appraisals

P7. Discuss career goals with every team member to inform analysis of goal criteria and development planning

P8. Identify opportunities for increased responsibility as part of development planning

P9. Assess sales team member readiness for sales performance coaching

P10. Determine best model for sales performance coaching based on individual team member needs

P11. Ask specific, situational, and open-ended questions to guide development discussion

P12. Share your own experiences and lessons learned with team members

P13. Engage in personality assessments for yourself and the team

P14. Engage human resources expertise in performance management and termination protocol when performance improvement planning is not successful

A competent sales leader must know:

K1. Theory of Emotional Intelligence

K2. Performance development models

K3. Processes for coaching in the field

K4. Personality assessments

SUPPORTING THE CYCLE OF SELLING

A goal of every sales leader is to support the sales cycle. This includes assessing clients and relevant factors to determine the most appropriate sale processes, metrics and communication style that best suits the client, product and any set objectives. As a leader, it is important to support your team in handling strategic client relationships or difficult client situations (e.g. determining key people, providing extra support for top clients, complex sales situations and negotiations).

4.1 ESTABLISH THE SALES PROCESS

A competent sales leader must be able to:

P1. Assess client journey through the sales funnel

P2. Develop and execute sales process to align with established goals, objectives and priorities

P3. Use client needs to frame the sales cycle conversation with team members

P4. Evaluate various sales models and implement the best fit for your organization

P5. Adapt sales cycle, metrics, and key performance indicators to align with organizational objectives and unique characteristics of your product, service, or industry

P6. Lead the sales cycle within your organization with attention to economic drivers, purchase influencers, and key personas within client relationships

P7. Empower sales team to take accountability for the entire sales cycle and client journey

A competent sales leader must know:

K1. Sales methodologies and models

K2. Stages of the sales cycle, naming and definitions

4.2 SUPPORT STRATEGIC CLIENT RELATIONSHIPS

A competent sales leader must be able to:

P1. Work with team members to ensure there are specific, measurable plans for the maintenance and growth of top clients

P2. Participate in meetings with top clients or potential clients, as required, to support team members

P3. Establish methodology for sales team members to document clients' organizational structure and decision-making authorities

A competent sales leader must know:

K1. Client relationship management system or database

K2. Client's social style (e.g. analytical, driver, expressive, amiable)

K3. Cultural differences

K4. Demographic differences

K5. Importance of client experience for building loyalty

4.3 ENGAGE IN SALES COMMUNICATION

A competent sales leader must be able to:

P1. Ask clarifying and open-ended questions

P2. Repeat what you've heard to clarify understanding

P3. Adapt communication to personality types

P4. Deliver candid, open, and honest responses in all communication

P5. Write reports, business cases, memos, policies, and procedures

P6. Adapt communication style and technique to a variety of communication channels including technology enabled verbal, written, or face-to-face communication

P7. Deliver presentations that include appropriate presentation materials, storytelling, hand-outs, or whiteboarding as appropriate for the audience and setting

P8. Facilitate meeting room management for desired outcome

A competent sales leader must know:

K1. Presentation styles

K2. Verbal and non-verbal communication techniques

K3. Written communication format requirements (e.g. letter, proposal)

K4. Elements of report writing

K5. Appropriate communication method (e.g. email, webcast, conference call, etc.)

K6. Theory of Emotional Intelligence

4.4 SUPPORT NEGOTIATIONS

A competent sales leader must be able to:

P1. Support complex sales with multiple buyers and approval processes

P2. Support sales teams through deal negotiation by helping to overcome potential challenges

P3. Handle conflicts and differences to reach resolution throughout the sales process

P4. Establish feedback loop to ensure client feedback informs continuous improvement for your entire sales team and organization

P5. Anticipate and overcome potential objections:

> › use past experience and previous objections to prepare for future objections

A competent sales leader must know:

K1. Negotiation principles

K2. Concession strategies

K3. Risk management principles

K4. Principals and methods of conflict resolution

BUSINESS ACUMEN

Competent sales leaders possess general business skills and promote industry standards. Understanding the basics of financial management, legal terms and a general knowledge of your own business are essential.

5.1 UNDERSTAND YOUR ORGANIZATION

A competent sales leader must be able to:

P1. Develop organization core values, goals and objectives to empower salesforce to position solutions to clients, for example:

> › Understand the competitive position of your own organization
> › Understand unique value proposition

P2. Ensure that team members follow industry or corporate standards and best practices

P3. Participate in the development of industry standards and best-practices while developing your professional network within the industry segment

P4. Comply with corporate policies

A competent sales leader must know:

K1. Organizational structures

K2. Business basics

K3. Competition offerings

K4. Value proposition

5.2 UNDERSTAND YOUR CLIENT'S BUSINESS

A competent sales leader must be able to:

P1. Analyze impact of industry trends on client business objectives or challenges

P2. Research client's competitors

P3. Participate in industry events important to your client and the industry within which they work

P4. Navigate complex client challenges or goals to assist in adapting service offerings to better meet their needs

A competent sales leader must know:

K1. Client objectives

K2. Common marketplace needs and solutions

5.3 DEMONSTRATE FINANCIAL LITERACY

A competent sales leader must be able to:

P1. Develop and manage sales department budgets

P2. Monitor expenses (actual vs. planned)

P3. Develop and use sales reports for decision making

P4. Forecast sales for your areas of responsibility

P5. Recognize all aspects of the costs related to a sale [e.g. cost of goods sold, wages (fixed and variable), organizational and 3rd party expenses]

P6. Forecast deal profitability with complex variables (e.g. rebate, investment vs return)

P7. Recognize total and lifetime value of a client

P8. Remain current on the financial trends influencing own industry and client's industry

P9. Calculate profit margin of different product lines and sales deals

A competent sales leader must know:

K1. Budgetary Expense categories

K2. Probability, Risk, and Sales Projection formulas

K3. Cost of goods and services

K4. Contribution margin

K5. Revenue

K6. Profitability

K7. Discounting

5.4 DEMONSTRATE LEGAL LITERACY

A competent sales leader must be able to:

P1. Foster relationship with legal departments for support on client contract negotiation and implementation

P2. Monitor and enforce regulatory and compliance requirements within specific industries or regions

P3. Understand government legislation and governing bodies that impact industry sales, products, or services as required

P4. Develop sales-related terms and conditions in collaboration with other departments

P5. Use templates and contracts

P6. Involve legal expertise when required

P7. Engage human resource management expertise to ensure compliance with employment law and legislation

A competent sales leader must know:

K1. Federal, provincial, or territorial legislation as required for organizational context

K2. How different cultures view contracts and legal system

K3. Own organization's legal templates and documents

K4. Terms and conditions

K5. Payment terms

K6. Purchase orders

K7. Employment Standards Legislation

SALES TECHNOLOGY

The sales industry has access to many forms of technology that can be leveraged at various stages of the sales cycle. Assessing and integrating appropriate technology allows the sales team to optimize time and resources, make more informed and effective decisions, and promotes an identity that is willing to learn and implement new skills.

6.1 ALIGN SALES TECHNOLOGY TO STRATEGY

A competent sales leader must be able to:

P1. Assess new opportunities for technology in sales

P2. Encourage team members to identify, assess, and share technologies that will support various stages of the sales cycle

P3. Ensure technological change recommendations are aligned to strategy, vision, goals, and objectives of your organization

P4. Seek out opportunities to learn about new technology

P5. Develop network of technological resources, for example:

› blogs or vlogs that are industry specific

P6. Identify and prioritize recommendations for salesforce automation (roles or processes) to maximize time spent on high value activities

A competent sales leader must know:

K1. Variety of sales related technology

› Artificial intelligence

› Prospect management software

› Client relationship software

› Presentation software

› Client intelligence software

› Software for sales process automation

K2. Organization's security policies

K3. Implications of technology on clients

K4. Hardware and devises to support sales process

K5. Technology Return on Investment calculation

6.2 LEVERAGE TECHNOLOGY FOR DATA AND DECISION MAKING

A competent sales leader must be able to:

P1. Identify where new technology can be leveraged to generate insights, for example:

> › insights to understand organizational sales performance
> › client insights

P2. Synthesize data and findings to support the team by eliminating irrelevant data (data pollution)

P3. Integrate data analysis into sales planning and execution

P4. Support data-driven decision making throughout the sales cycle

P5. Harness, where appropriate, technologies for social selling, artificial intelligence or data analytics to improve sales process

A competent sales leader must know:

K1. Client intelligence models and methodologies

K2. Sources of quantitative and qualitative data

K3. Methods of documenting client data

6.3 LEAD TECHNOLOGICAL CHANGE IN SALES

A competent sales leader must be able to:

P1. Anticipate and adapt to an increasing rate of change in sales technology

P2. Participate in sales technology implementation projects

P3. Engage with cross-functional team members to ensure sales technology adoption within your organization

P4. Develop meeting and communication cadence with information technology department or other operations teams to ensure technology implementation issues are discussed and addressed proactively

P5. Monitor technology implementation and support changing processes, as required, to ensure intended outcomes are realized for improved sales performance

A competent sales leader must know:

K1. Project planning and millstones

K2. Cross-functional team communication methods

K3. Organization's policies and procedures

PROFESSIONAL SALES CONDUCT

Developing skills related to professional conduct in any industry is of the utmost importance. Serving as a model practitioner, who acts with and fosters integrity while working as part of team to achieve desire results, bodes well for the team's professional image and the image the organization represents. Similarly, having the motivation to continuously develop one's professional growth and personal brand on a regular basis ensures continued relevance in quickly evolving markets.

7.1 ACT WITH INTEGRITY

A competent sales leader must be able to:

P1. Balance client and organization needs in a transparent manner

P2. Develop an open and transparent sales team culture

P3. Foster an environment where individuals are comfortable presenting their concerns

P4. Act in the best interests of the organization, the community and the environment

P5. Interpret policies and procedures for the organization

P6. Interpret new legislation and their impact on current processes and procedures

P7. Comply with legislation and communicate legislative requirements with team members

P8. Exhibit fairness and transparency in all transactions and interactions, for example:

> › represent capabilities and conditions accurately, without deception
> › remain objective (e.g. set aside personal opinions and biases)

P9. Use ethical principles in decision-making processes

P10. Anticipate and address situations that may create ethical dilemmas

P11. Participate in development of company code of ethics/conduct based on analysis of potential dilemmas within sales teams

A competent sales leader must know:

K1. Code of ethics or professional conduct

K2. Industry standards

K3. Company brand standards

K4. Organization's policies and procedures

K5. Potential impact on business due to public perception of unethical behaviour

7.2 DRIVE RESULTS

A competent sales leader must be able to:

P1. Demonstrate accountability for client and organizational success

P2. Hold teams and individuals accountable

P3. Manage your attitude and emotions

P4. Deploy influencing strategies to achieve business goals

P5. Balance urgency and accuracy

P6. Gain trust and respect for proactively driving results for assigned areas within the overall business

P7. Determine the timeframe to meet deliverables and regularly meet commitments

P8. Support team in meeting commitments in agreed upon timeframes

A competent sales leader must know:

K1. Company expectations

K2. Client expectations

K3. Methods and approaches to self-discipline

K4. Approaches to stress management

7.3 WORK AS PART OF A TEAM (COLLABORATION)

A competent sales leader must be able to:

P1. Evaluate effectiveness of collaboration

P2. Manage upward communication, sharing of news throughout the organization

P3. Engage the right people inside and outside the organization (team members, SMEs – engineers, consultants, etc.) to leverage diverse perspectives

P4. Seek team members' ideas and opinions to implement in solution creation

P5. Provide constructive feedback to team members

A competent sales leader must know:

K1. Organizational structures and charts

K2. Cross-functional teams

K3. Expertise of different business functions (e.g. legal, engineering, marketing, finance etc.)

7.4 ENGAGE IN CONTINUOUS LEARNING

A competent sales leader must be able to:

P1. Manage your professional development

P2. Assess your own management skills for gaps and areas of improvement

P3. Develop personal development plans aligned to new skill development priorities or organizational goals and objectives

P4. Leverage tools and resources, and solicit feedback to improve self-awareness

P5. Share lessons learned about difficult or complex situations with others

A competent sales leader must know:

K1. Skill Assessment Frameworks

7.5 DEVELOP PERSONAL BRAND

A competent sales leader must be able to:

P1. Create a personal vision and mission statement

P2. Participate as a thought leader within your own industry segment

P3. Establish social media presence by developing and sharing content relevant to your organization, industry, or sales leadership

P4. Develop and refine elevator pitch for your organization

P5. Refine personal brand to ensure alignment with own organization's brand

A competent sales leader must know:

K1. Components of personal brand

K2. Positive impact of being a thought leader

DEVELOPING CLIENT-FOCUSED SOLUTIONS

The CPSA has aligned many of the competencies outlined in this guide with the new Skills and Competencies Taxonomy from Economic and Social Development Canada.

Please see below for skill and competency alignment between the two frameworks.

	Prospecting	Fostering Client Relationships	Developing Client-Focused Solutions	Negotiating and Closing	Following Up	Business Acumen	Sales Process Technology	Professional Sales Conduct
Foundational Skills								
Reading comprehension	•	•			•	•	•	•
Writing	•	•			•		•	
Numeracy			•	•	•	•		
Oral communication: Active listening		•	•	•				•
Oral communication: Oral comprehension	•	•		•	•			•
Oral communication: Oral expression		•	•		•			•
Digital Skills			•		•		•	
Analytical Skills								
Critical thinking	•		•	•		•		•
Decision making	•		•	•		•		•
Evaluation	•		•	•		•	•	•
Learning strategies						•	•	•
Operations analysis	•		•					
Problem solving	•		•			•		•
Quality control analysis								•
Researching & investigating	•		•	•		•		•
Systems analysis			•			•		•
Technical Skills								
Operation and control							•	
Troubleshooting							•	
*Other Technical Skills are not applicable								
Resource Management Skills								
Change management			•					
Crisis management								
Job task planning & organization					•		•	•
Management of financial resources			•			•		
Management of material resources			•					
Management of personnel resources								
Monitoring	•				•		•	•
Operational planning	•		•		•	•		•
Projecting outcomes	•		•	•		•		•
Risk management			•	•		•		
Strategic planning	•		•			•	•	•
Talent management								
Time management		•	•					•
Interpersonal Skills								
Coordinating		•		•				•
Instructing								•
Intercultural skill		•	•	•				•
Managing conversation		•		•				•
Negotiating				•				
Persuading		•	•	•				•
Service orientation			•	•				•
Social perceptiveness	•	•	•	•			•	•
Working with others		•	•	•				•

ABOUT THE CPSA INSTITUTE:

The CPSA Institute enhances the value and credibility of the sales profession through standards, a code of ethics, and certification.

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The Canadian Professional Sales Association (CPSA) is Canada's most trusted sales leader.

Our up-to-the-minute sales tools, training, and resources empower sales professionals from entry to executive to achieve and advance. Industry-leading certification programs recognize the best in the business and set the bar for excellence in sales at every career stage.

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