



Azerbaijan, Asia

Driving Sales Success: Measuring and Quantifying the Talent Predictors

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Creating a
GLOBAL INDUSTRIAL LEADER
uniquely positioned in
BUILDINGS and **ENERGY** markets



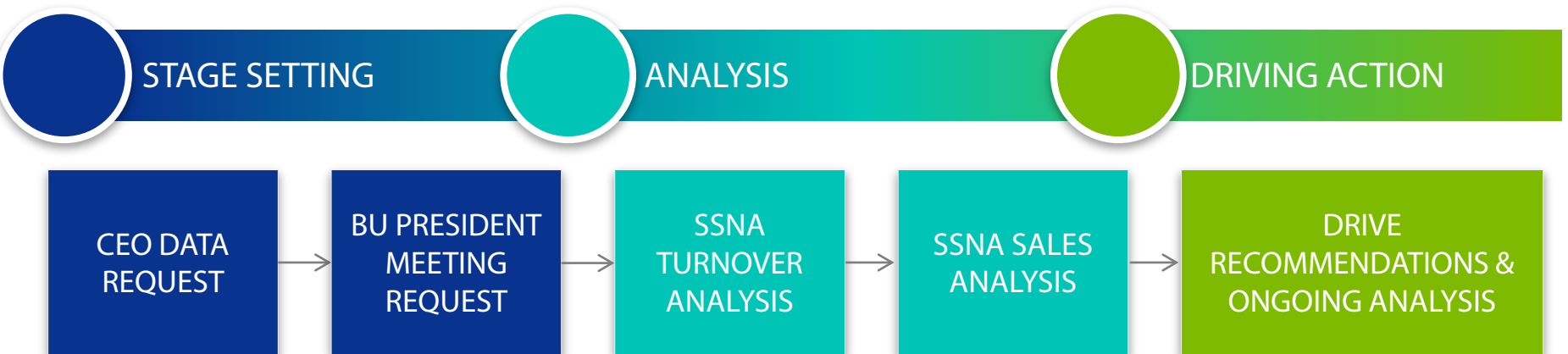
Global **buildings** and **energy** leader



Global **fire** and **security** leader



How Did This Work Come About



What Was Already Being Done: “Moneyball Analysis”

Early tenure sales success metrics

Owner Sales

Three indicators for success:

- Cumulative sales since hire into role
- Consistent of orders in the last several months
- Pipeline development

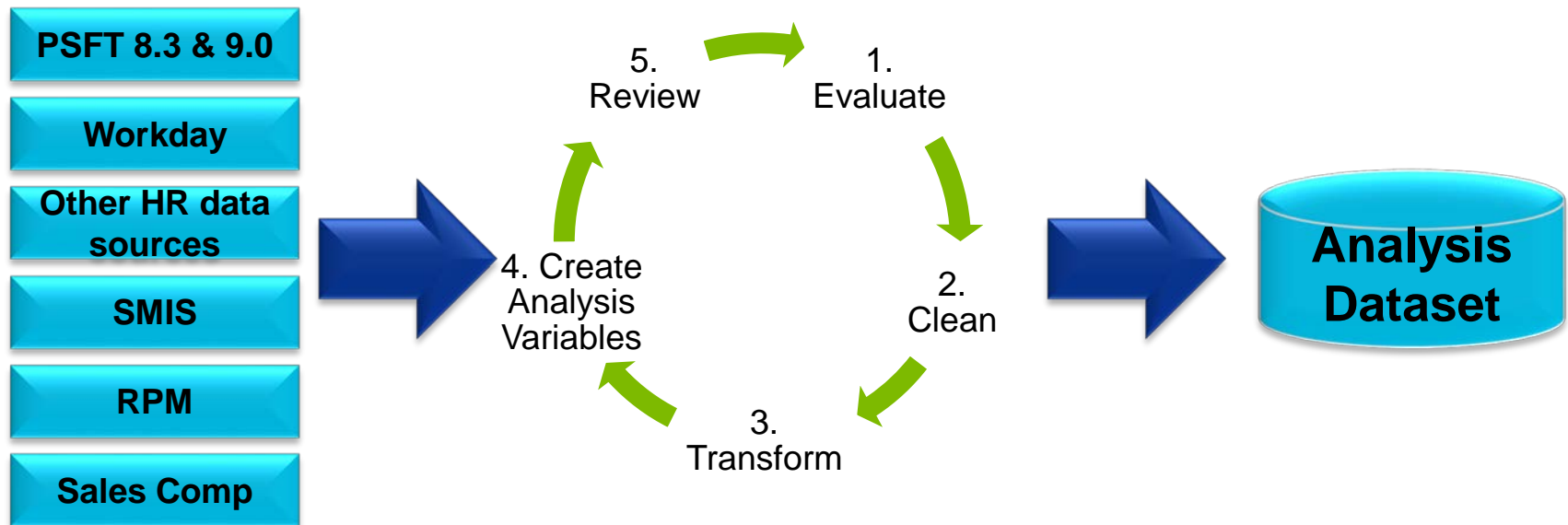
Construction Sales

Four indicators for success:

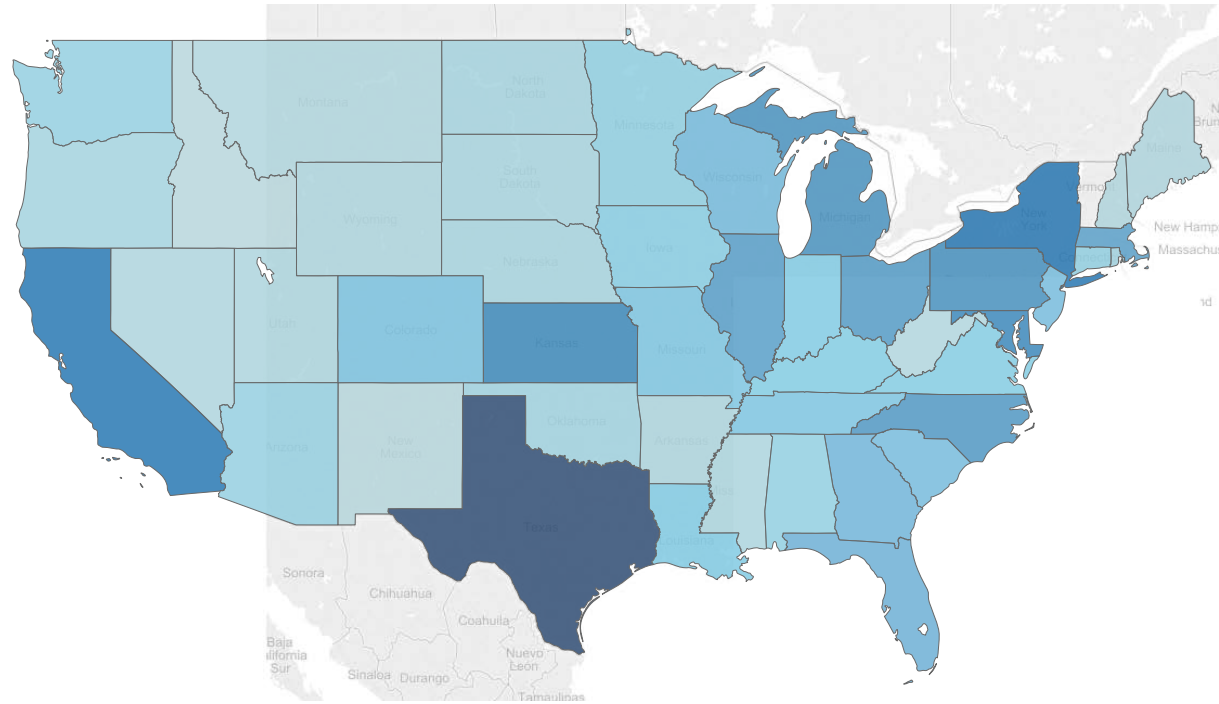
- Cumulative sales since hire into role
- Consistent of orders in the last several months
- Pipeline development
- Performance against Plan

Planning and Data Transformation

- Understand the drivers of sales success in SSNA to help better predict (a) the attributes of successful sales reps and (b) the conditions under which they're more successful
- The analysis focused on all SSNA employees on a sales commission plan who were active or on leave between October 2011 to June 2015



Data Validation Was Key For Buy-In



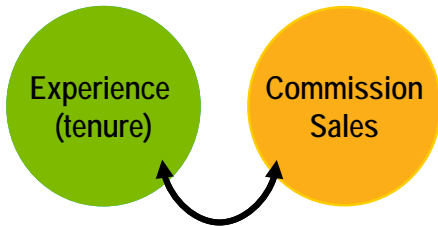
	FY14
End of year headcount	
Demographics	
% Female	
% Minority (US)	
Experience	
Average Age	
Average Tenure	
Supervisory	
% Supervisors	
Median supervisors' span	
% Experiencing supervisory change (incl vol exit)	
Performance	
% Low rating (1, 2)	
% Med rating (3)	
% High rating (4 or 5)	
Learning/Development	
% Expat	
% Tuition reimbursement participant	
Movements	
% New hire	
% Rehire	
% Promotions	
% Transfers	
Exit Rates	
Voluntary	
Involuntary	
Retirements	

Determining Causality Using A Proven Methodology

Three conditions must be met to make cause-and-effect conclusions regarding sales success

1. CORRELATION

The factors are related.

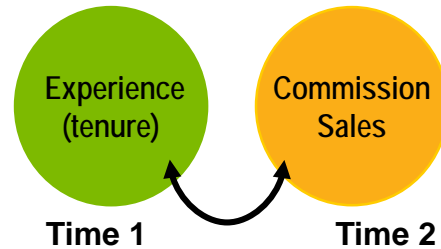


1. Correlation

A practice and individual performance must be related

2. TIME (Directionality)

One precedes the other.

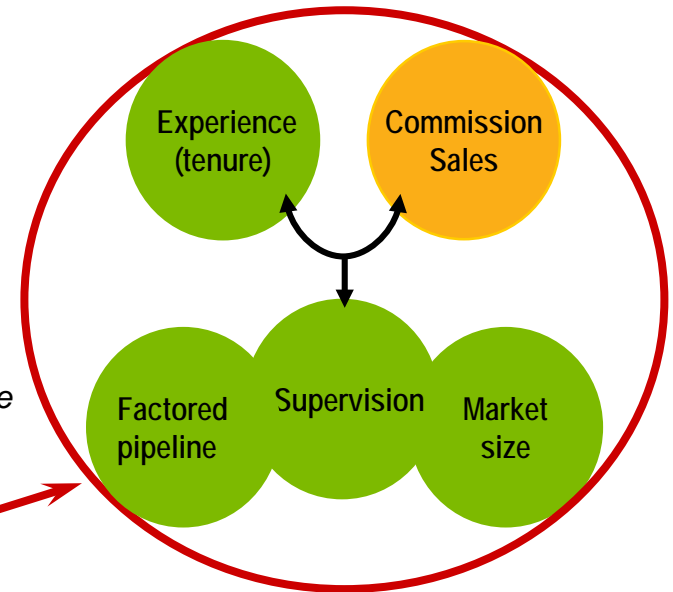


2. Time (directionality)

The event or condition must precede measured performance

3. ISOLATION (Controls)

Other factors are ruled out.



3. Isolation

Other factors that could influence individual performance are identified and ruled out.

The key is to analyze multiple variables simultaneously, then isolate only those that impact the behavior of interest

Executive Summary

Sales Planning

- Consistent sales performance is a predictor of future success.
- Of course, bigger pipelines are better ... and higher factoring ratios contribute to in-quarter sales success.
- We are more likely to secure sales if we have planned for them.

Talent Planning

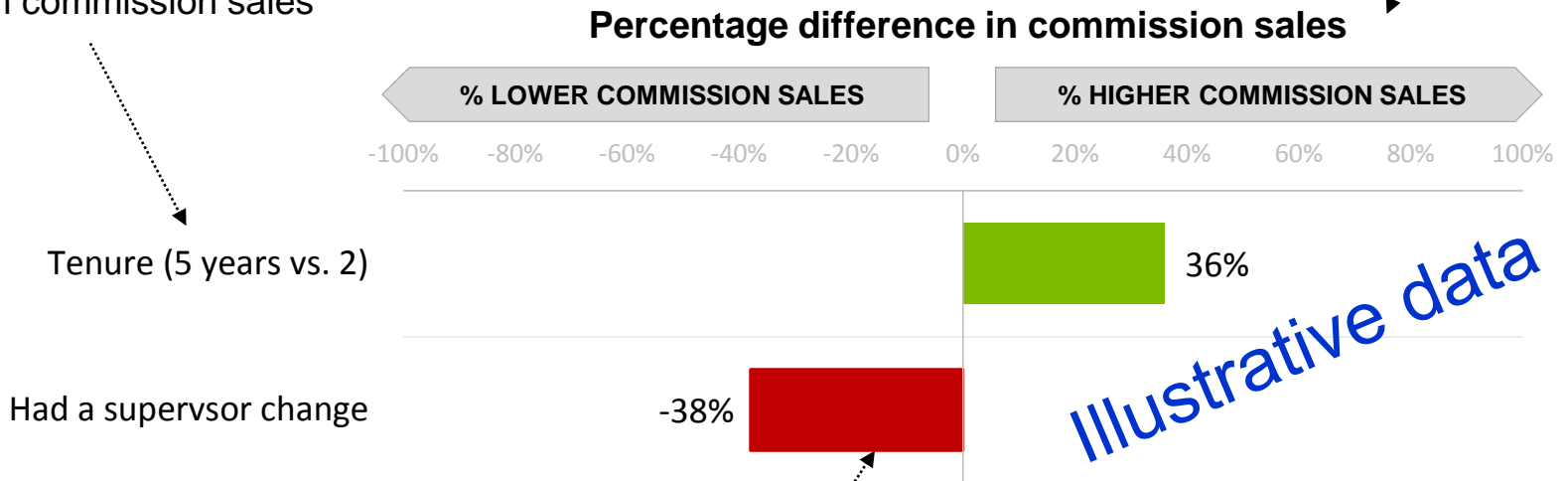
- Accountability is key (i.e., having timely one-on-ones).
- Development and mentoring are critical to long term success and retention, especially for early career sales professionals.
- JCI-Experience – of varying kinds – leads to greater commission sales.
- Performance ratings coincide with actual performance . . . but not having a rating can hinder sales success.

How To Read The “Bar Charts”

Explaining the Percentage Difference in Commission Sales

Row labels are the shorthand descriptions of factors assessed for their impact on the percentage difference in commission sales

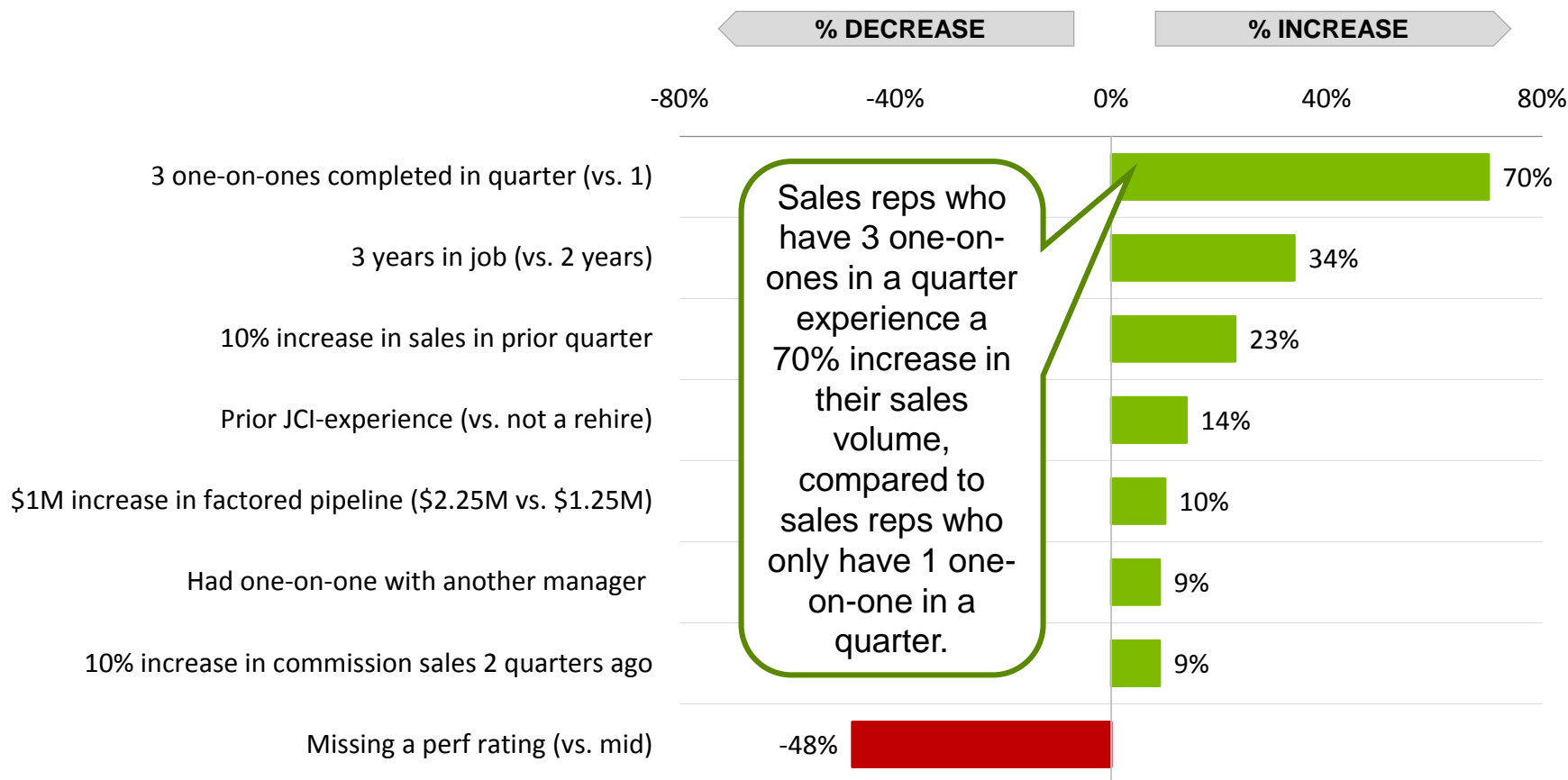
The impact on sales success is expressed as a percentage difference in commission sales



Each bar expresses the difference in commission sales from one scenario versus another, such as “Had a supervisor change, vs. not”. Some scenarios involve comparisons of values (e.g., “5 years of tenure vs. 2 years”).

What Factors Drives Sales Success?

Percentage Change in Commission Sales



Illustrative subset of significant drivers

Analysis includes all SSNA employees on a sales commission plan who were active or on leave between October 2011 to June 2015. Excludes sales people in compensation incentive plans SCPC, SCPE, SCPA, & SC17. Analysis controls for individual, organization and external attributes, as well as compensation plan, time (year, quarter), etc.

Action Steps

What Are We Going To Do With The Results?

Leverage “Predictors of Success”



- Predictors of Success **reports every 6 months**
- NEW: **Track** Predictors of Success “**Red**” every month
- NEW: **Predictors of Success correlation** to managers

Do 1-on-1s !



- Continue to **promote SMP** (sales management practices) with a particular focus on 1-on-1’s (leverage sales success checklist based on identified sales drivers)
- SSNA **provides 1-on-1 reporting** – must be completed by 28th of the month
- NEW: **RGM reports** developed starting in March

Mentor Talent



- Refine the **hiring profile** (e.g., prior JCI experience, experienced hires, etc.)
- Focus more intensely on mentoring and development for **retention** of early tenure sales reps
- NEW: **Early Career Sales Professional Program**