

Is your Directing Functional and Behavioural?

Use our Functional and Behavioural definition for a Sales Director to measure your performance.

Rating - how you feel you have performed in the past half year

- 4 **Above Expectation** - Above expectations in all key areas
- 3 **Meets Expectation** - Meets expectation in all key areas, no more
- 2 **Generally Satisfactory** - Generally meets expectation, improvement needed in some areas
- 1 **Unsatisfactory** – Below expectation in this area – reflecting lack of ability or practice

Your Functional Activity

Key Area	Rating	Potential Development Objectives
1. Sales and marketing competence		<ul style="list-style-type: none"> • Demonstrates a high level of sales, marketing and market research expertise and the ability to implement effective sales and marketing strategies for live and coming soon sites • Demonstrating a complete understanding of the entire business cycle productively working with all internal disciplines and external agencies to sales strategies and plans for each site
2. Sales results		<ul style="list-style-type: none"> • Directs the sales activity, maintaining required rates of sale and planning for critical points in the financial year. • Has strong strategic as well as operational ability and drives the on-site and head office-based team to achieve the targets set.
3. Commercial awareness		<ul style="list-style-type: none"> • Demonstrates a strong commercial awareness and uses this understanding to effectively manage budgets, manage plot release and pricing for maximum ROCE
4. Adding value through business improvement		<ul style="list-style-type: none"> • Analysing and using management information and reports to improve business performance and presents timely and solution driven reports and proposals • Actively takes the director's perspective and proposes business improvements into the regional management team
5. Leadership		<ul style="list-style-type: none"> • Demonstrate consistent leadership standards across all aspects of Sales and Marketing and actively participate and engage as a board member

Key Area	Rating	Potential Development Objectives
<p>6. Strategic direction</p>		<ul style="list-style-type: none"> • Keeping the focus on what is most strategic and important dynamically attuned to the housing market and using this knowledge to direct the sales and marketing function • Providing a clear strategic sales plan to maximise profit and assure customer satisfaction
<p>7. Customer service</p>		<ul style="list-style-type: none"> • Directing a service driven culture throughout the department and promoting the service driven culture throughout the region • Assuring the implementation of managing the processes and procedure that lead to creating a positive experience for all customers
<p>8. Developing the team</p>		<ul style="list-style-type: none"> • Effectively and closely performance managing the team to assure optimum performance and building a strong, capable team whose collective results achieve maximum performance
<p>9. Managing important relationships</p>		<ul style="list-style-type: none"> • Initiating and maintaining relationships with internal and external parties for the benefit of profitable sales and business reputation • Appropriately managing the interpersonal relationships at all levels
<p>10. Operating as a director of the regional management team</p>		<ul style="list-style-type: none"> • Take full responsibility for assuring health and safety standards across the business

Your Behavioural Activity

Key Area	Rating	Agreed Development Action For The Next Half Year
1. Business aware		<ul style="list-style-type: none"> • Understands the big picture – a credible and progressive knowledge of the residential market in the region - and can shift easily to a specific sale and then the strategic plan • Has the type of mind that can sort out complex situations in a logical and analytical manner
2. Positive attitude and outlook		<ul style="list-style-type: none"> • Is self-motivated, with a strong self-image, and uses positive, upbeat language and tone in all personal presentation with an open and positive attitude to change
3. Emotionally intelligent and resilient		<ul style="list-style-type: none"> • Is self-aware and shows emotional stability, using intuition effectively to build trust and to empower others demonstrating the stamina to withstand the pressures of the job and the resilience to bounce back from failures. Performing well under pressure
4. Influential style		<ul style="list-style-type: none"> • Is self-confident and appropriately influences at all levels by presenting persuasive and well thought out cases with objectivity and the appropriate behaviour for a Director
5. Inspires and motivates others		<ul style="list-style-type: none"> • Generates respect through actions, behaviour and functional knowledge using appropriate style and tone with all levels – direct reports, peers and senior managers • Is self-aware and honest with self and others showing a good sense of appropriate humour to keep up morale and motivation
6. Sets an example		<ul style="list-style-type: none"> • Consistently presents role model behaviour - befitting of a director
7. Planning and organising		<ul style="list-style-type: none"> • Is proactive and organises self and others effectively managing own and the time of others effectively • Is able to effectively contributes and manages meetings ensuring they are a good use of time and as productive as possible
8. Attention to detail		<ul style="list-style-type: none"> • Has eye for detail and ability to trust others to deliver results empowering others to concentrate on the detail and present results upward

Key Area	Rating	Agreed Development Action For The Next Half Year
9. Problem solving and decision making		<ul style="list-style-type: none"> • Has good judgement in varying situations making decisions effectively and with conviction • Willing to encourage and listen to other's suggestions to solve problems
10. Delegation skills		<ul style="list-style-type: none"> • Sets clear controls, boundaries for people to excel • Effectively delegates Monitor, evaluates and gives feedback for tasks effectively
11. Strong communication skills		<ul style="list-style-type: none"> • Has strong communication skills- verbal communication, non-verbal communication, presentation skills, good written skills, good listening skills • Gives useful and constructive feedback that motivates others

What can you see in your responses? How can we help you to realise your ambition in the leadership role?

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