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**Competencies Checklist**

**for Hotel Sales Leaders**

*Last updated May 13, 2019*

This checklist can be used by sales leaders, general managers, HR professionals, and others to assess the skills and knowledge required to perform the role of **Sales Leader**, and the key behaviors and abilities that contribute to strong performance in the role.

These competencies are the “how” that accompanies the “what” someone delivers in the role, and can be used as a guide to raise the bar for performance and promote a culture of ongoing development and learning.

Rate how proficient the individual is when it comes to each competency:

**4 – Advanced**: Has broad and deep understanding and skills, with substantial experience in this area; can apply the competency regularly and independently and display this competency in complex, varied situations; role model for this competency.

**3 – Proficient**: Has sufficient understanding and experience to operate at a full professional level in moderately complex situations; can generalize basic principles to effectively function in both predictable and new situations.

**2 – Developing**: Newly developing in this area; has a general understanding of key principles but limited or no applied experience with this competency; is capable of using this competency with coaching and support, in simple situations.

**1 – Does Not Demonstrate**: Does not demonstrate this competency at the expected level, even with available assistance or direction from others.

**NA – Not Applicable**: This competency is not a requirement for this position in this organization.

**WAYS TO USE THIS TOOL:** Use this tool as part of your regular review process, as an interview tool, with managers to see if they can/want to be directors, and/or as an auditing tool to teach directors across your portfolio. Customize it as needed for your property of company by adding your own additional brand- or company-specific requirements.

For HSMAI’s Hotel Sales MANAGER Competencies Checklist, see [www.hsmai.org](http://www.hsmai.org).

|  | **Self**  **Rating**  **(1-4)** | **Manager**  **Rating**  **(1-4)** | **Development Recommendations** | **Recommended Resources** |
| --- | --- | --- | --- | --- |
| **SALES COMPETENCIES** | | | | |
| Clear understanding of hotel’s positioning against the comp set |  |  |  | [*The Evolving Dynamics of Revenue Management*](https://www.hsmai.org/trends/Book.cfm?ItemNumber=4832): Chapter 4 – Understanding the Market |
| Ability to develop and execute comp set SWOT analysis |  |  |  | [*The Evolving Dynamics of Revenue Management*](https://www.hsmai.org/trends/Book.cfm?ItemNumber=4832): Chapter 4 – Understanding the Market |
| Understanding of the key metrics of revenue management |  |  |  | [RO2Win Revenue Optimization e-Course](https://www.hsmai.org/content.cfm?ItemNumber=36148)  [Certified Revenue Management Executive (CRME)](http://www.hmai.org/crme) certification |
| General understanding of cost analysis, GOP, NOI, P&L, and EBITA |  |  |  |  |
| Comprehensive understanding of how to identify and mine key markets and targets |  |  |  |  |
| Expertise in account plan development |  |  |  | [Sales2Win e-Course](https://www.hsmai.org/knowledge/multimedia.cfm?ItemNumber=24518) – Account Management module |
| Effective utilization of available technologies for sales prospecting and development |  |  |  |  |
| Knowledge of industry-related events and tradeshows, and their relevance to the hotel |  |  |  | [Events Industry Council](http://www.eventscouncil.org/AboutUs/cic-member-oganizations) |
| Strong interpersonal relationship skills (e.g., managing sensitive situations, building mutual trust, recognizing diversity and differences, etc.) |  |  |  |  |
| Ability to network with confidence to form and maintain business relationships |  |  |  |  |
| Develop sales and marketing best practices, strategies, and account management process that will maximize revenues, increase market share, and drive customer retention and satisfaction. |  |  |  |  |
| Collaborate with internal, cross-functional teams (i.e. GSO, Hotel Sales, Operations, and Marketing) to provide optimal results for both the customer and the hotels. |  |  |  |  |

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| --- | --- | --- | --- | --- |
| **SALES COMPETENCIES** | | | | |
| Understanding of the sales tools and resources needed by team members, and the ability to procure them for their use |  |  |  |  |
| Proficiency in time management |  |  |  |  |
| Proficiency in project management |  |  |  |  |
| Proficiency in forecasting and budgeting |  |  |  | [*The Evolving Dynamics of Revenue Management*](https://www.hsmai.org/trends/Book.cfm?ItemNumber=4832): Chapter 6 – Forecasts for Different Objectives |
| Demonstrable understanding of the different roles and responsibilities of sales leaders and sales managers |  |  |  |  |
| Expertise in the design and execution of business plans |  |  |  |  |
| Proficiency in ecommerce |  |  |  | [*Hospitality Digital Marketing Essentials: A Field Guide for Navigating Today’s Digital Landscape*](https://www.hsmai.org/trends/Book.cfm?ItemNumber=15173&RDtoken=31368&userID=4854)  [Certified Hospitality Digital Marketer (CHDM)](http://www.hsmai.org/chdm) certification |
| Able to interpret STAR reports and apply STR information to decisions and strategies |  |  |  | [STR CHIA Certification](https://www.str.com/products/chia-industry) |

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| --- | --- | --- | --- | --- |
| **LEADERSHIP SKILLS** | | | | |
| Strategic/big-picture thinking |  |  |  |  |
| Critical thinking for innovation and problem solving |  |  |  |  |
| Willingness to embrace change |  |  |  |  |
| Ability to train team members on sales skills and interpersonal relationship skills |  |  |  |  |
| Ability to coach team members on their sales and career goals (in the field and in the office) |  |  |  |  |
| Ability to train and support team members on the technologies/software they are expected to use |  |  |  |  |
| Ability to create and manage performance modification plans addressing HR issues with members of one’s team |  |  |  |  |
| Accountability – Determines objectives, sets priorities, delegates, and holds self and others accountable for results. |  |  |  |  |
| Ability to communicate effectively with high-level executives/owners |  |  |  |  |
| Ability to recruit, train, and develop a strong and cohesive team |  |  |  |  |
| Models the Company’s culture, vision, mission and core values at all times |  |  |  |  |

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| --- | --- | --- | --- | --- |
| **PERSONAL ATTRIBUTES & BUSINESS SKILLS** | | | | |
| Business Acumen – Demonstrated understanding of 1) how ALL the operations and functions of the hotel/company work together to create success, and 2) what metrics reflect how each function contributes to the overall enterprise |  |  |  | [Certified in Hospitality Business Acumen (CHBA) e-Course](https://www.hsmai.org/career/content.cfm?ItemNumber=4866)  [Sales Acumen Glossary](http://s3.amazonaws.com/rdcms-hsmai/files/production/public/HSMAI%20Sales%20Acumen%20Glossary%20-%209-22-17.pdf) |
| Written and verbal communication skills |  |  |  |  |
| Professional personal brand/image |  |  |  |  |
| Motivated, team oriented, self-starter |  |  |  |  |
| History of successful sales leadership |  |  |  |  |
| Understanding of human resources policies and benefits, and employees’ legal rights |  |  |  |  |
| Actively engaged in their professional community (e.g., via HSMAI) |  |  |  | [www.hsmai.org/chapters](http://www.hsmai.org/chapters)  [www.eventscouncil.org](http://www.eventscouncil.org) |