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**Competencies Checklist**

**for Hotel Sales Managers**

*Last updated May 13, 2019*

This checklist can be used by hotel sales leaders, general managers, HR professionals, and others to assess the skills and knowledge required to perform the role of **Sales Manager** — as well as key behaviors and abilities that contribute to strong performance in this 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 function effectively 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 assistants to see if they can/want to be managers, and/or as an auditing tool to teach sales managers across your portfolio. Customize it as needed for your property or company by adding your own additional brand- or company-specific requirements.

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

|  | **Self****Rating****(1-4)** | **Manager****Rating****(1-4)** | **Development Recommendations** | **Recommended Resources** |
| --- | --- | --- | --- | --- |
| **SALES COMPETENCIES** |
| **Develops SMART plans for sales calls*** Specific, Measurable, Achievable, Relevant, Time-bound
 |  |  |  |  |
| **Has a comprehensive understanding of prospecting, qualifying, and business development skills*** Thorough knowledge of the sales cycle to increase opportunities and convert business
 |  |  |  |  |
| **Is strategic in managing territory, targets, and pipeline*** Able to effectively manage time based on the 80/20 rule with the goal of maximizing ROI
 |  |  |  |  |
| **Communicates a pertinent value proposition to prospects*** Able to communicate the value of property, product, and service
 |  |  |  |  |
| **Negotiates for mutual success*** Able to consider client’s point of view for a win-win solution
 |  |  |  | Fisher, Ury, and Patton: *Getting to Yes: Negotiating Agreement Without Giving In*. Penguin Books, 2011 Revised Edition |
| **Is customer-focused*** Sees things from the buyer's perspective and matches the sales process to each customer
 |  |  |  |  |
| **Is adept at internal selling*** Can communicate to internal stakeholders, sharing the value of the business opportunity
 |  |  |  |  |
| **Uses social selling skills appropriately*** Utilizes all resources to form deeper client connections, uncover prospects and develop professional branding on appropriate social media platforms
 |  |  |  |  |
| **Is agile in adjusting approach to market dynamics*** Understands changing market trends and adjusts approach according
 |  |  |  |  |
| **Understands the importance of proactive selling*** Creates demand vs. managing demand through proactive efforts
 |  |  |  |  |
| **FUNCTIONAL SKILLS** |
| **Demonstrates product knowledge*** Understands the hotel’s features, assets, and solutions, and leverages that knowledge with buyers
 |  |  |  |  |
| **Demonstrates market knowledge*** Has an in-depth understanding of competitive products and services within the marketplace
 |  |  |  | [*The Evolving Dynamics of Revenue Management*](https://www.hsmai.org/trends/Book.cfm?ItemNumber=4832): Chapter 4 – Understanding the Market |
| **Demonstrates industry knowledge*** Maintains current knowledge of major customer segments; reads major industry publications and attends professional association meetings; keeps current with trends in the market
 |  |  |  | [www.hsmai.org/chapters](http://www.hsmai.org/chapters)[www.eventscouncil.org](http://www.eventscouncil.org) |
| **Demonstrates business acumen*** Understands 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) |
| **Is consultative and an innovative problem solver*** Able to understand customers’ needs/challenges, and devise and demonstrate solutions that the hotel can offer)
 |  |  |  |  |
| **Demonstrates analytical thinking*** Systematically and logically tackles tasks and problems, breaking them down into manageable parts and anticipating consequences of situations
 |  |  |  |  |
| **Is a brand ambassador*** Reflects the hotel’s/company’s identity in appearance, demeanor, values, and ethics
 |  |  |  |  |
| **Demonstrates proficiency in presenting to groups*** Able to present to small and large groups with clarity and confidence.
 |  |  |  | [Tips for Improving Public Speaking from Harvard Extension](https://www.extension.harvard.edu/professional-development/blog/10-tips-improving-your-public-speaking-skills)  |
| **PERSONAL ATTRIBUTES** |
| **Motivated self-starter*** Takes initiative
 |  |  |  |  |
| **Team oriented*** Able to collaborate with others for the benefit of the team
 |  |  |  |  |
| **Service oriented*** Desire to help others
 |  |  |  |  |
| **Professionalism*** Highly competent and skilled
 |  |  |  |  |
| **Strong communicator*** Excellent written and verbal communication skills
 |  |  |  |  |
| **Effective multitasker,** * Able to prioritize projects and stay organized
 |  |  |  |  |
| **Willingness to learn and develop new skills*** Ability to stay current, adapt, and be a change agent
 |  |  |  |  |
| **Good listener*** Able to listen and follow through
 |  |  |  |  |
| **Self-awareness and the ability to self-assess accurately*** Capacity for introspection and recognition of one’s strengths and weaknesses
 |  |  |  |  |
| **Empathetic*** Able to sense others' feelings and understand how they see things
 |  |  |  |  |