



Competencies Checklist for Hotel Sales Managers

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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 – Opportunity for Development: 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.hsmmai.org.

	Self Rating (1-4)	Manager Rating (1-4)	Development Recommendations	Recommended Resources
SALES COMPETENCIES				
Develops SMART plans for sales calls <ul style="list-style-type: none"> Specific, Measurable, Achievable, Relevant, Time-bound 				
Has a comprehensive understanding of prospecting, qualifying, and business development skills <ul style="list-style-type: none"> Thorough knowledge of the sales cycle to increase opportunities and convert business 				
Is strategic in managing territory, targets, and pipeline <ul style="list-style-type: none"> Able to effectively manage time based on the 80/20 rule with the goal of maximizing ROI 				
Communicates a pertinent value proposition to prospects <ul style="list-style-type: none"> Able to communicate the value of property, product, and service 				Hotel Digital Sales Essentials instructor-led course HSMAI Academy Course: Competitive Value Analysis
Negotiates for mutual success <ul style="list-style-type: none"> Able to consider client's point of view for a win-win solution 				Fisher, Ury, and Patton: <i>Getting to Yes: Negotiating Agreement Without Giving In</i> . Penguin Books, 2011 Revised Edition
Is customer-focused <ul style="list-style-type: none"> Sees things from the buyer's perspective and matches the sales process to each customer 				HSMAI Academy Course: Understanding Your Guest's Path to Booking
Is adept at internal selling <ul style="list-style-type: none"> Can communicate to internal stakeholders, sharing the value of the business opportunity 				
Is adept at online communication <ul style="list-style-type: none"> Understands how to use online video call technology (e.g., Zoom, Microsoft Teams, WeChat, WhatsApp, Google Hangout, etc.) to communicate with buyers Makes genuine connections with people using these technologies 				
Uses social selling skills appropriately <ul style="list-style-type: none"> Utilizes all resources to form deeper client connections, uncover prospects and develop 				Hotel Digital Sales Essentials instructor-led course

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professional branding on appropriate social media platforms				
Is agile in adjusting approach to market dynamics <ul style="list-style-type: none"> Understands changing market trends and adjusts approach according 				
Understands the importance of proactive selling <ul style="list-style-type: none"> Creates demand vs. managing demand through proactive efforts 				Hotel Digital Sales Essentials instructor-led course
FUNCTIONAL SKILLS				
Demonstrates product knowledge <ul style="list-style-type: none"> Understands the hotel's features, assets, and solutions, and leverages that knowledge with buyers 				
Demonstrates market knowledge <ul style="list-style-type: none"> Has an in-depth understanding of competitive products and services within the marketplace 				Evolving Dynamics: From Revenue Management to Revenue Strategy : Chapter 5 – Understanding the Market HSMIAI Academy Course & Template: How to Develop Your Hotel SWOT Analysis HSMIAI Academy Course: Understanding the Accommodation Market
Demonstrates industry knowledge <ul style="list-style-type: none"> Maintains current knowledge of major customer segments; reads major industry publications and attends professional association meetings; keeps current with trends in the market 				HSMIAI Academy Course & Template: Market Segmentation www.hsmia.org/chapters www.eventscouncil.org
Demonstrates business acumen <ul style="list-style-type: none"> 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 HSMIAI Academy Course: Introduction to Hospitality Revenue Management HSMIAI Academy Course: Introduction to Hospitality Digital Marketing

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				Sales Acumen Glossary
Is consultative and an innovative problem solver <ul style="list-style-type: none"> Able to understand customers' needs/ challenges, and devise and demonstrate solutions that the hotel can offer) 				
Demonstrates analytical thinking <ul style="list-style-type: none"> Systematically and logically tackles tasks and problems, breaking them down into manageable parts and anticipating consequences of situations 				
Is a brand ambassador <ul style="list-style-type: none"> Reflects the hotel's/company's identity in appearance, demeanor, values, and ethics 				
Demonstrates proficiency in presenting to groups <ul style="list-style-type: none"> Able to present to small and large groups with clarity and confidence. 				Tips for Improving Public Speaking from Harvard Extension
PERSONAL ATTRIBUTES				
Motivated self-starter <ul style="list-style-type: none"> Takes initiative 				
Team oriented <ul style="list-style-type: none"> Able to collaborate with others for the benefit of the team 				
Service oriented <ul style="list-style-type: none"> Desire to help others 				
Professionalism <ul style="list-style-type: none"> Highly competent and skilled 				
Strong communicator <ul style="list-style-type: none"> Excellent written and verbal communication skills 				
Effective multitasker, <ul style="list-style-type: none"> Able to prioritize projects and stay organized 				
Willingness to learn and develop new skills <ul style="list-style-type: none"> Ability to stay current, adapt, and be a change agent 				
Good listener <ul style="list-style-type: none"> Able to listen and follow through 				

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Self-awareness and the ability to self-assess accurately <ul style="list-style-type: none"> • Capacity for introspection and recognition of one's strengths and weaknesses 				
Empathetic <ul style="list-style-type: none"> ▪ Able to sense others' feelings and understand how they see things 				