

CPM Group
COMMERCIAL PERFORMANCE

EXAMPLE TEAM CAPABILITY REPORT

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+ Executive Summary

Unlocking organizational performance through clearer roles, stronger execution and change project

1. Current **performance is constrained** by **unclear role definitions** and overlapping responsibilities, leading to **inefficiencies** and diluted ownership

2. A stronger focus on **clear responsibilities**, **faster decision-making**, and **stronger market and customer orientation** is required to unlock higher performance and growth

3. **Competence** levels across the commercial team are largely in the **mid-range**, which limits the ability to consistently achieve ambitious targets

Initiating **Change project** including:

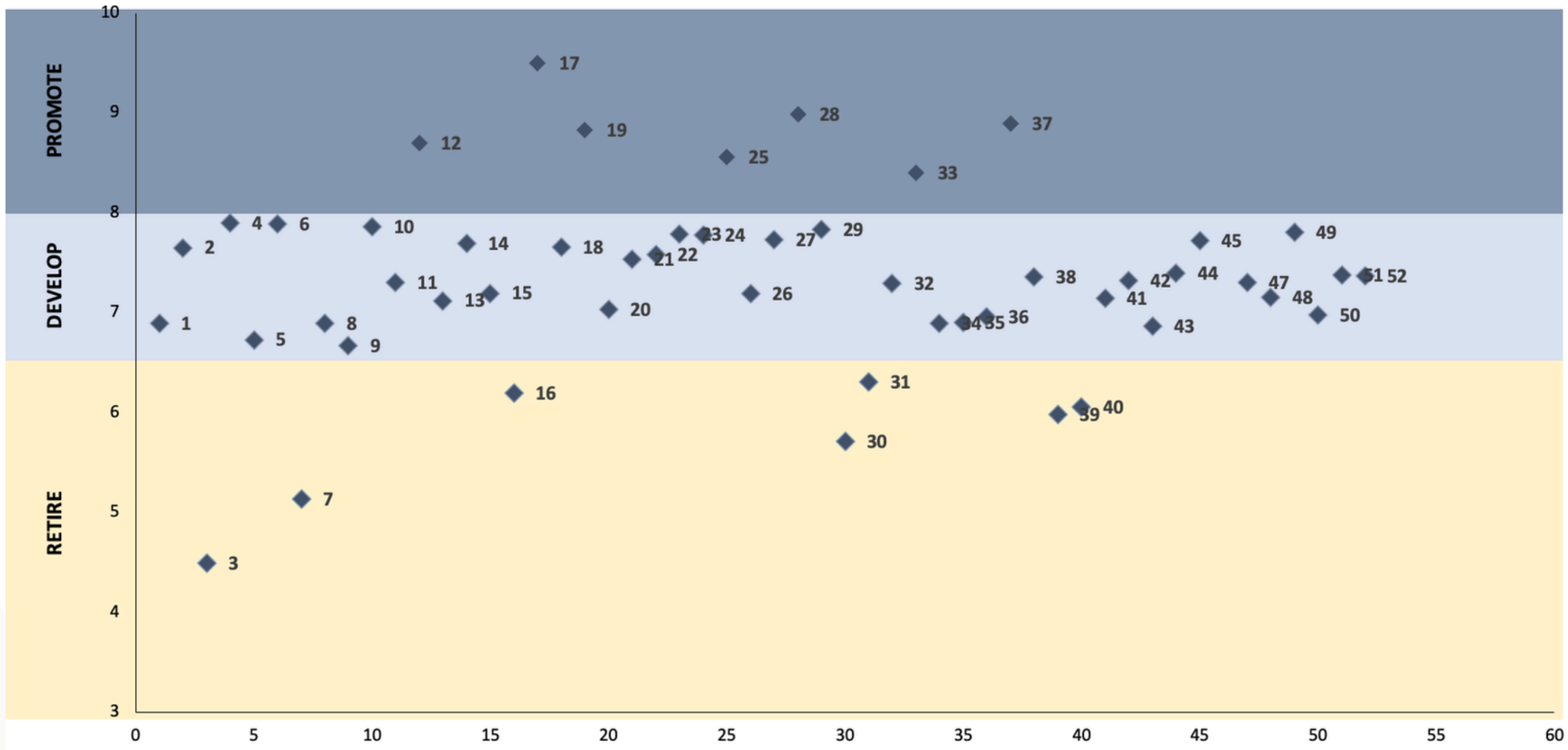


+ Commercial Evaluation Outcome requires change

13% hit the target number | 13 % are below the acceptance threshold |74% can be developed

Comments

- Combining all evaluations, factors and parameters led to a general total score for each sales employee.
- To focus on where to put efforts and where the highest potential lays, 3 categories have been created:
  x) Promote: High performers to keep motivated
  x) Develop: Average to boost capabilities
  x) Retire: Low performers to let go or review role fit

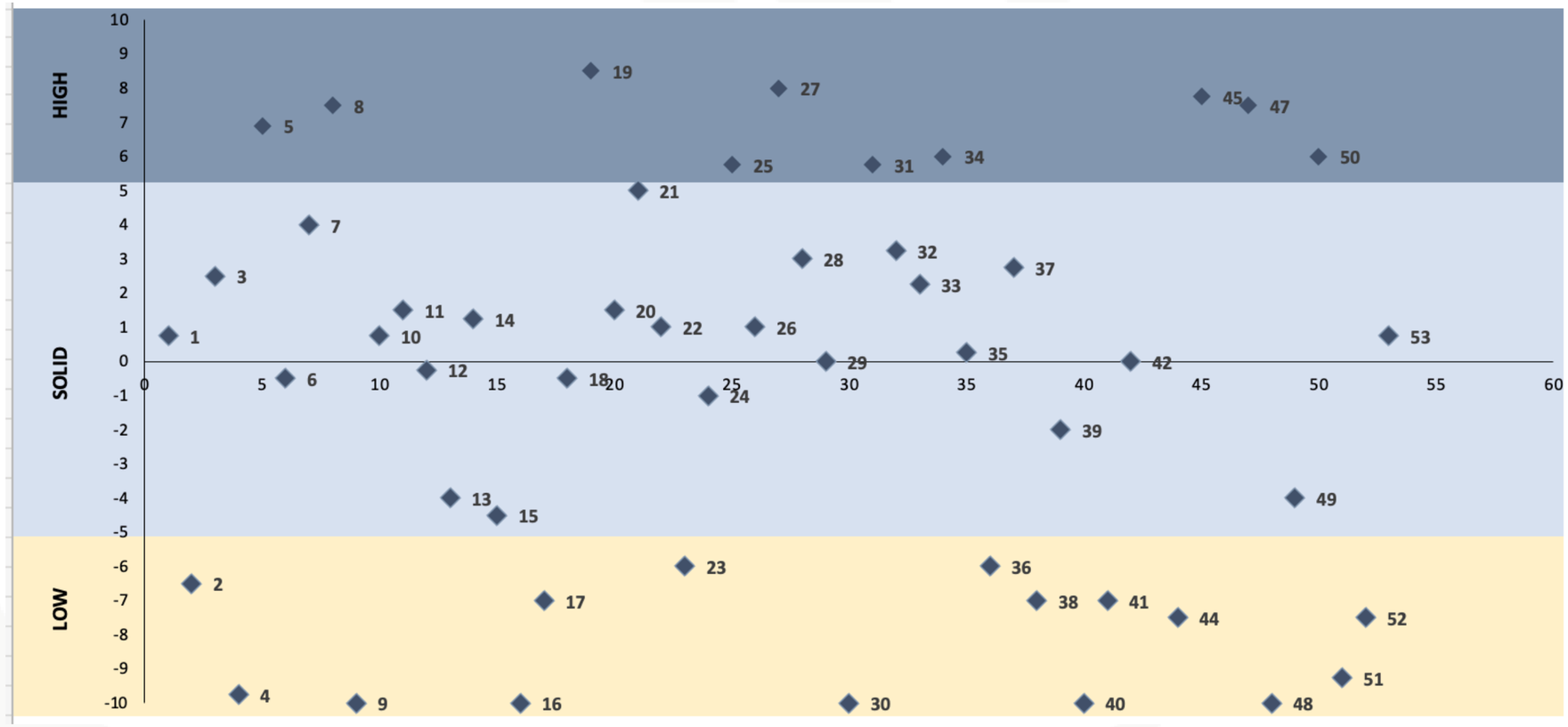


+ Unlocking Growth with an energized team

Significant potential to strengthen role clarity and achievement motivation

Comments

- 19% highly qualify as change agents and scale desired behaviors across the organization, as they are very satisfied, engaged and driven.
- 28% of commercial team show low engagement and a score of -5 or lower. This indicates frustration, uncertainty about expectations or lack of alignment with current responsibilities.
- A base of 53% solid contributors exists; the key opportunity lies in activating employees with lower role clarity and engagement.
- This highlights that there is a serious dissatisfaction and unclarity to tackle.

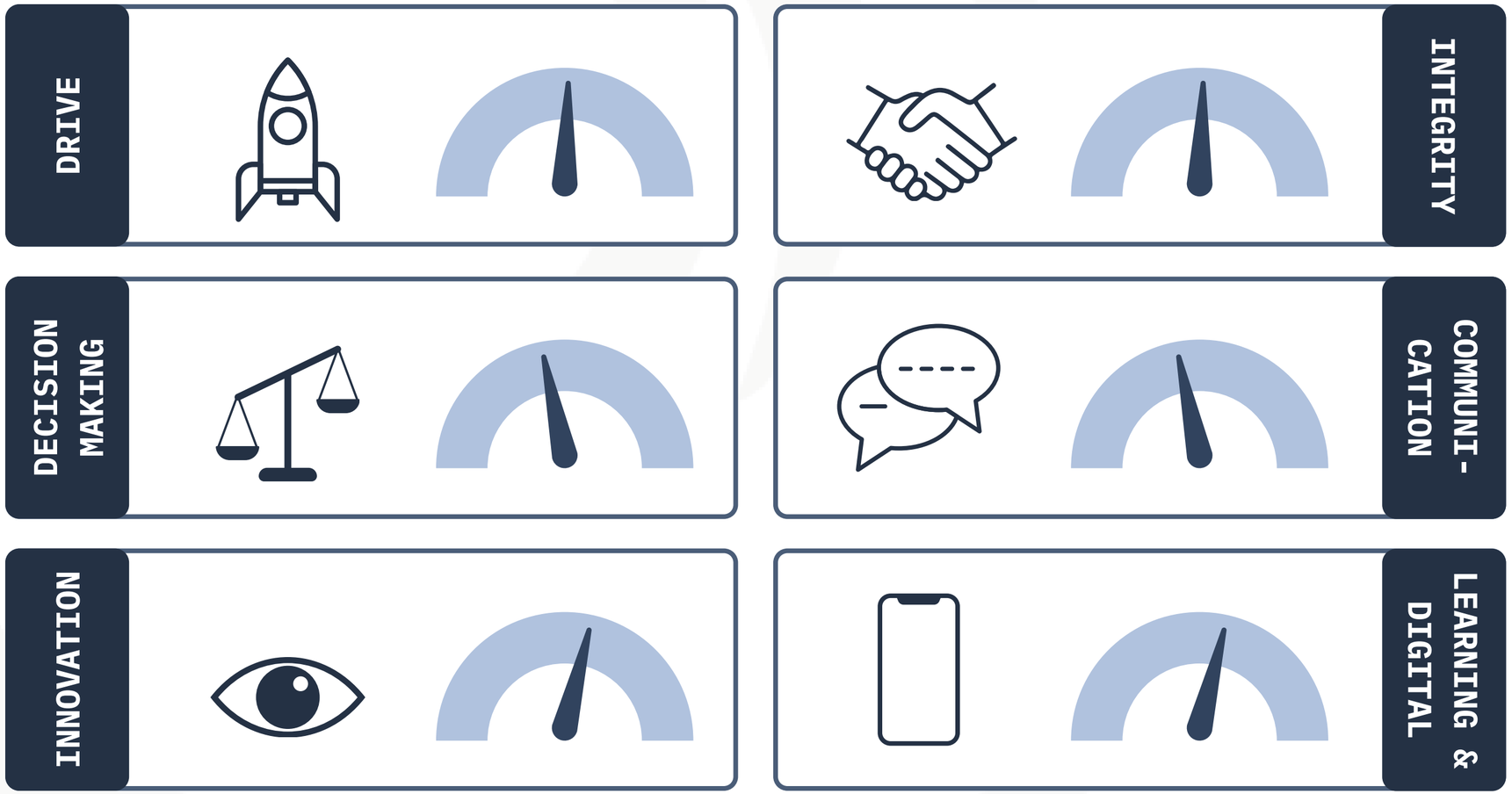


+ Competence gaps indicate need for stronger ownership

All six competences are at an average level

Comments

- In general, the organization lacks on Drive and Decision Making, which might be an outcome of unclear roles and structure.
- Clear communication, sharpening the focus and reorganizing the structure with clear responsibilities should be helpful to bring the competences to higher levels.
- Innovation and Integrity stand out as the strongest competencies across the organization.



+ Focus of Commercial Capabilities Evaluation

Multi-dimensional commercial evaluation to get actionable outcomes

SOFT SKILLS

PROFILING VALUES
Assessment about a person's motivations, skills, and willingness to apply them in work situations

DiSC
Assessment about a person’s communication style, decision-making approach, and work preference

HARD SKILLS

Assessment about a person’s knowledge in critical commercial areas and peer comparison

BUSINESS CASE

Assessment about ability to tackle complex problems and arrive at commercially sound solutions in a business case situation

CAPABILITIES EVALUATION

PROFILES & BENCHMARKS

PROFILES
We defined profiles and assessed and scored against: → hunter/ farmer profiles, customer-facing & entrepreneur/ execution specialist
→ Job roles (Head of Sales, KA Manager, Head of Customer Projects, Project Manager)

BENCHMARKS
We used global Benchmarks from comparable industries to set target values per skillset and evaluated again

COMMERCIAL TEAM EFFICENCY
Combination of time spend analysis, and feedback talks to evaluate potential

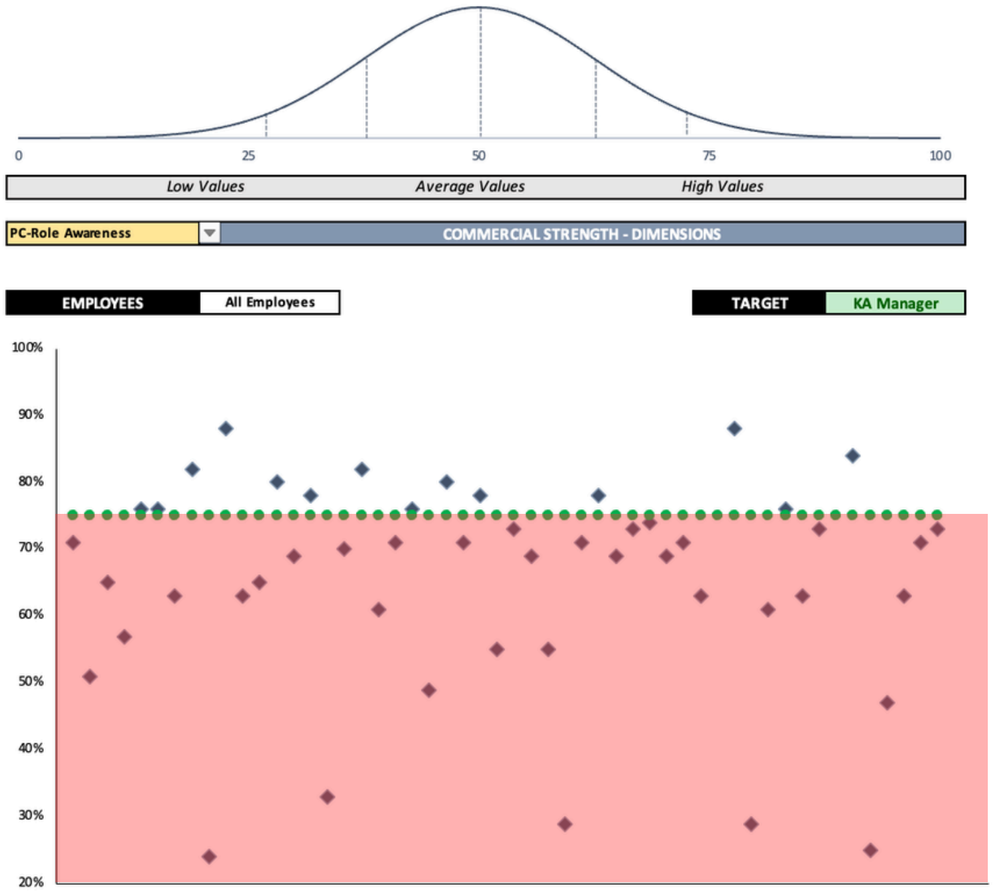
FEEDBACK TALKS
Manager and employee feedback talks to evaluate personal potential and blind spots

+ Lack in role awareness

A large part of the organization is unclear about the role and how to make it successful

Comments

- Role awareness measures if the candidate understands about the success factors of a role and how to contribute with own talents. While the item is critical for success, too many participants are struggling.
- Vast majority of commercial team has a below the target awareness score (red area).
- 30% of commercial team has a not clearly defined job focus according to survey.
- Clarify job role, role-related success KPIs, strict commercial steering.



From customer and sales orientation to commercial impact

Sustainable growth requires customer focus and strong sales mindset

Comments

CUSTOMER ORIENTATION

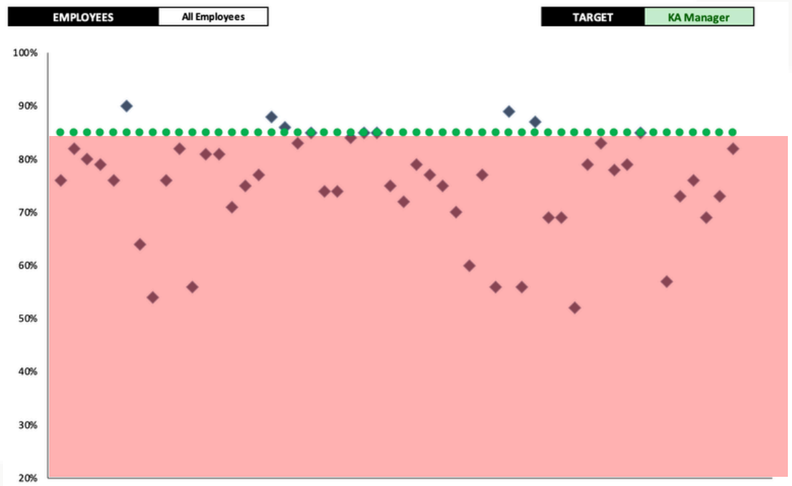
- High customer orientation enables stronger growth opportunities and deeper customer relationships. Yet sustainable success also requires actively shaping customer needs rather than only responding to them.

SALES ORIENTATION

- Generally, the Sales Orientation is not at target. A re-focusing is highly recommended. Again, important ingredients are a clear role awareness, success KPIs and sales steering.

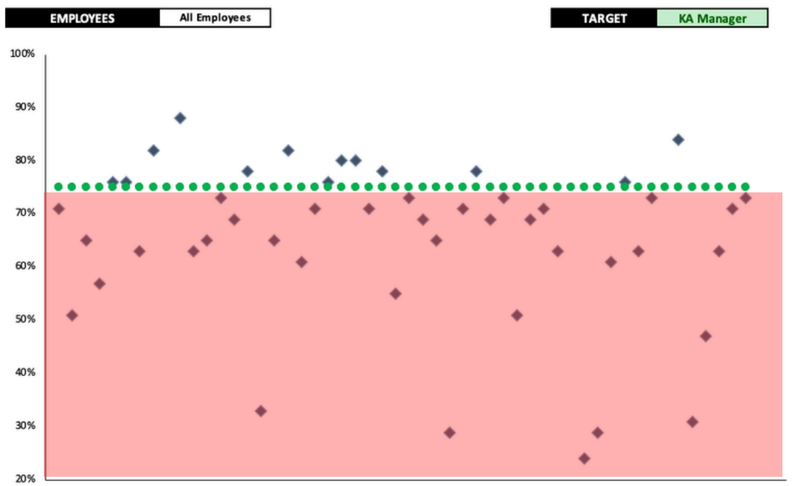
CUSTOMER ORIENTATION

Strong customer orientation is a key driver of growth, customer loyalty, and long-term partnerships. Too high customer orientation is also not good.



SALES ORIENTATION

A strong drive to close a deal is an absolute requirement for as successful salesperson.

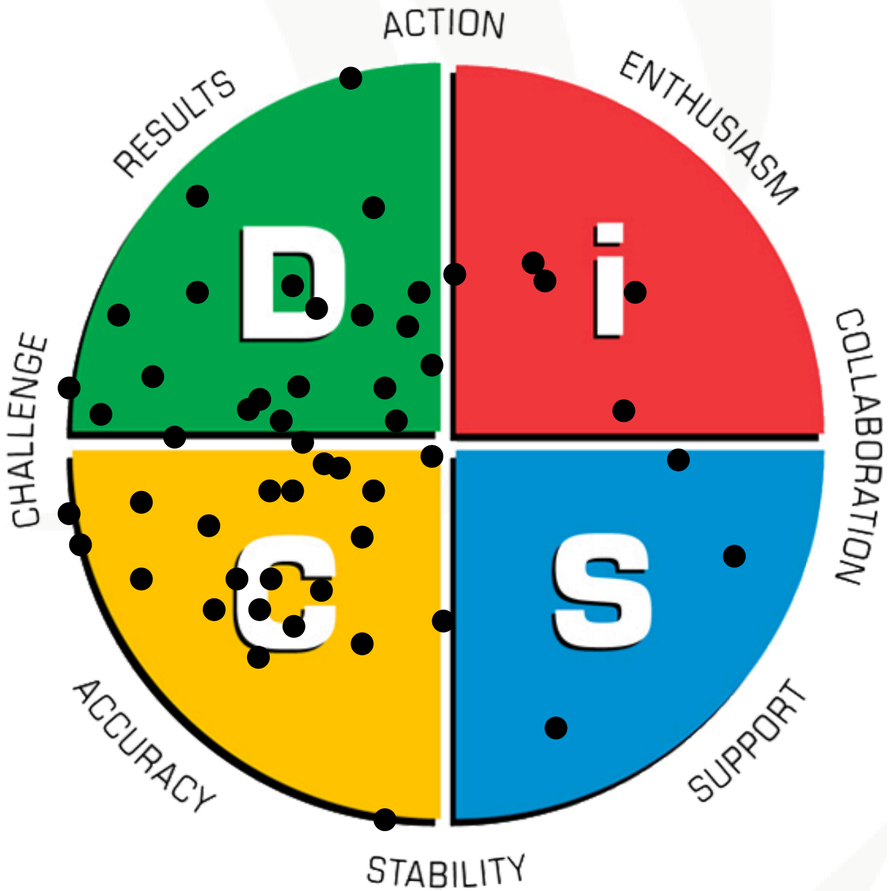


+ Team profile dominated by D and C styles

This combination typically leads to decisive action, structured thinking, and high-quality standards

Comments

- *The team profile is primarily shaped by D (Dominance) and C (Compliant) styles, indicating a strong focus on results, performance, and analytical problem-solving.*
- *This combination typically leads to **decisive action, structured thinking, and high quality standards**, supporting effective execution and technical excellence.*
- *At the same time, **collaboration, stakeholder alignment**, and **communication** styles may require conscious attention to balance the strong task and performance orientation.*



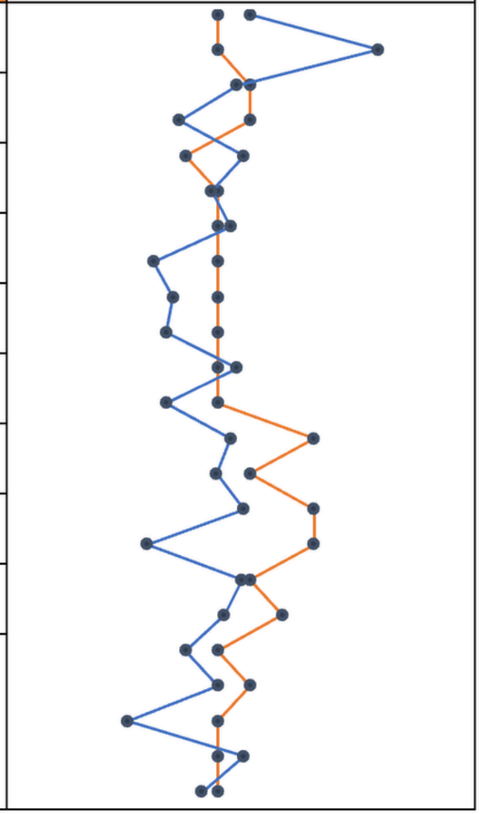
+ Elevating sales leadership to drive organizational impact

Leadership will be key to empower the team, steer performance, and support sustainable sales growth

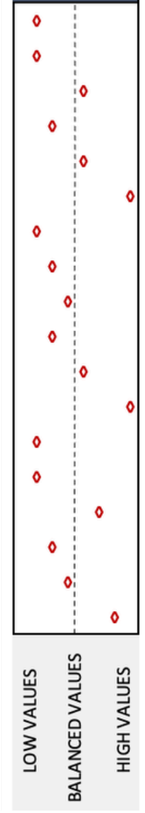
Comments

- The summary of the profiling values assessment of the head of sales highlights that there is a huge gap in the leadership competence area.
- To drive an organization, motivate them and successfully implement change initiatives, a company needs strong leaders.
- Facing the current challenge of having to increase sales, needs high results orientation and push from the Head of Sales, but there is a visible lack of skills in this area.
- Need for development and/or change of structure.

Head of Sales	AVG	TARGET
Personal Competence	Empathy	
	Self-confidence	
	Operational Competence	
	Role Awareness	
	System Thinking	
	Self-concept	
General Competence	People Skills	
	Stability/Resilience	
	Solution-oriented	
	Assertiveness	
	Problem Solving	
	Decisiveness	
Sales Competence	Customer Orientation	
	Self-confidence	
	Sales Orientation	
	Achievement Motivation	
	Future Orientation	
	Decisiveness	
Leadership Competence	Responsibility	
	Results Orientation	
	Change Competence	
	Employee Development	
	Strengths Orientation	



	AVG	KA Manager	GAP
1	75%	70%	-
2	95%	70%	-
3	73%	75%	2%
4	64%	75%	11%
5	74%	65%	-
6	69%	70%	1%
7	72%	70%	-
8	60%	70%	10%
9	63%	70%	7%
10	62%	70%	8%
11	73%	70%	-
12	62%	70%	8%
13	72%	85%	13%
14	70%	75%	5%
15	74%	85%	11%
16	59%	85%	26%
17	74%	75%	1%
18	71%	80%	9%
19	65%	70%	5%
20	70%	75%	5%
21	56%	70%	14%
22	74%	70%	-
23	68%	70%	3%



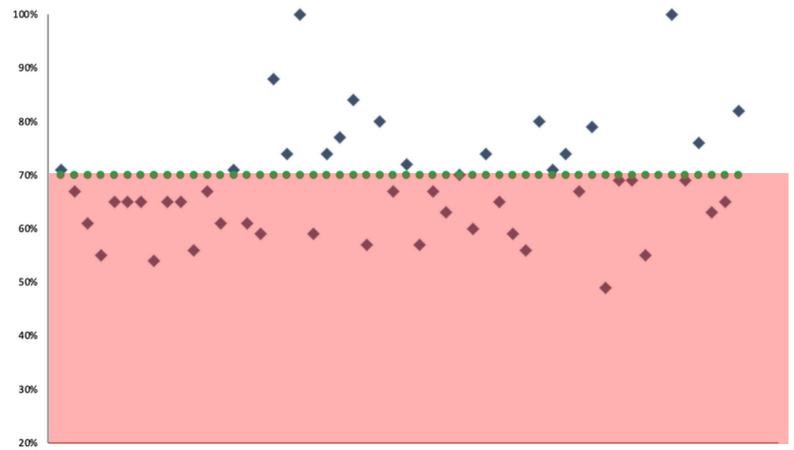
+ Activating higher Drive across the organization

Significant share of employees operates below defined target level – similar for Decision making

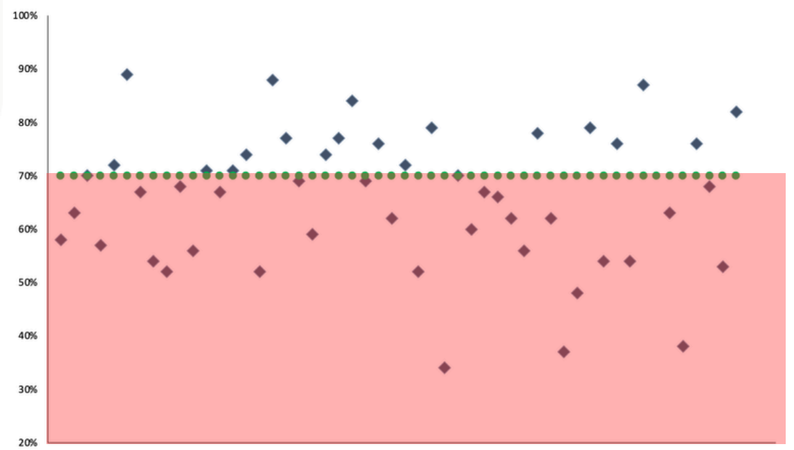
Comments

- DRIVE
  Activating and strengthening drive across the broader team represents a key opportunity to enhance performance, ownership, and execution speed.
- DECISION MAKING
  Decision-making capabilities currently fall below the target level - clearer responsibilities and empowered decision authority could help accelerate execution and organizational agility.

DRIVE



DECISON MAKING



This is an excerpt of the full report you receive as part of the Commercial Capability Assessment.

Each report is tailored to your organization, your roles and your specific results.

For more insights, book a session.

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