

HireFit™

Sales Manager

Ecochange Corp



Our approach

Ecochange Corp is looking for a new Sales Manager.

In order to help reach a decision, they asked IntegralWorks to perform a HireFit assessment of the top three candidates. This handout shows the results of this assessment.

The results of this report can be used to select a candidate specifically according to his or her cultural and value development.

In the following, we explain the procedure and the results.

After a meeting with the CEO, in which she explained the *soft* requirements for the position, we defined a list of skills ordered by priority that we look for

1. Sales qualification
2. Purpose-driven
3. Boldness
4. Wholeness
5. Being able to create and enhance sales structures, pass on knowledge and experience
6. Appreciation for the Ecochange Corp culture and being able to feel as a part

We then designed questions and prompts to specifically look for these characteristics, which were added to our stock *HireFit* assessment. After a check-in with the CEO to see if she could agree with the contents, the assessment was sent to all three candidates.

The evaluation process took place with three evaluators for each video. This way we can assure the elimination of any personal biases. The rating of each candidate is a consensus between the evaluators.

The Requirements

After the initial meeting with the CEO we defined the following requirements

Sales Qualification

was chosen as the most important requirement, because the CEO specifically stated that the new Sales Manager must quickly deliver results. That is why it is more important than e.g. the cultural fit. In our assessment, we looked at the way the candidates sell themselves, which is the best indicator for overall sales qualification that we have.

Purpose-Driven

means that the new associate should have a higher purpose than just personal benefit. The reasoning behind this selection is that differences in working culture, as well as some of the other requirements, can be overcome, as long as the new associate works for the same higher purpose as the rest of the team. In short: it's more important *why* they do their job than *how*.

Boldness

means the ability to confidently sell themselves and any of the products they will sell for Ecochange. It means having an authentic self-confidence and to be able to draw from it in a sales meeting.

Wholeness

is one of the key aspects of the *Teal* work environment, lived at Ecochange. However, we expanded this concept to include some other important aspects: it not only means bringing your whole personality into your work, but also *psychological wholeness*. Most people are able to recognize the symptoms of a lack of psychological wholeness: it tends to make things overcomplicated. This is why we include both aspects of wholeness in this campaign.

Creating sales structures and the passing on of experience

was defined together with the CEO. Basically, the new Sales Manager has to be able to build up structures that can outlive their time at Ecochange. Also, they should share some of their specific knowledge and experience with other team members, because many of the roles at Ecochange require this to some extent.

Appreciation for Ecochange

means that the new associates should be able to see themselves as part of a bigger whole and to appreciate the other parts, no matter how far away they are from the sales department. We treated this point as a nice-to-have.

The Results*

* The results in form of the fitness scorecard shown here are only presented to our customers on demand. We usually discuss this with them in advance.

Requirements	Relevance	Jane	John	Jack
Sales qualification	10	6.5	8	4
Purpose	10	7	3	4
Boldness	7	6.5	8.5	3
Wholeness	7	8.5	7.5	4.5
Structures, Sharing	6	8	6	6
Appreciation	4	8	2.5	6.5

These results provide a quick overview, but cannot replace the profiles of each participant.

Jane



Sales qualification

Jane make a very good first impression. She seems to have a good network of connections. We think that she will want to earn her spurs in this position, which means that she will most likely put in extra effort to get there. She is dedicated and will quickly fill the room given to her in a playful way.

Purpose-Driven

Jane has was in the corporate world for long enough to long for a change. She has since learned more about other aspects of life and learned to appreciate other forms of being that made her humble and that now drive her to do good in the world. This makes her very compatible with Ecochange in the value sphere.

Concerning the work culture and the wholeness sphere, we know that Jane can appreciate the culture of collaboration being practiced at Ecochange (Agile or even Teal). She wants to bring wholeness to the workplace. We think that here, she can grow inside Ecochange and it would be Ecochange's responsibility to nourish that growth.

Boldness

One key potential that we see yet unfulfilled is Jane's aggression, i.e. self-confidence, strength and clarity. There is clearly potential, but we don't know if Ecochange can provide an adequate sparring partner for this. Still this quality could be addressed and released by an external source.

That said, Jane still makes an impression of being self-confident. She does this by being very well prepared and by doing her homework. She impressed us on more than one occasion during the assessment.

Jane will do her job with passion and a sense of purpose. Ecochange can probably benefit from her experience and her pragmatic clarity.

Wholeness

Jane strikes us as a person with little unconscious material. She is authentic and likable. Bringing her whole self to the workplace will not be easy, since she is simply not yet used to it, but she will be able to do it.

Creating Sales Structures / Passing on knowledge and experience

Jane is socially interactive and we think she will enjoy sharing her sales-experience. Furthermore she addresses challenges in a very structured and pragmatic way which we think can be beneficial for Ecochange.

Appreciation of Ecochange

Jane is able to appreciate the culture and the work quality of Ecochange. She will probably find her place easily and will show appreciation for the rest of the team.

Jane



Tips for the interview

Points and questions to consider in the interview are as follows:

- Is Jane ready to switch from the corporate Jane to the purpose-driven Jane?

Watch outs

One watch out is Jane's yet unfulfilled aggression (which represents itself in self-confidence, strength and clarity)

There is a clear potential, but we don't know if EcoChange can provide an adequate sparring partner for this.

What happens if you hire Jane?

If Jane fulfills the sales-experience requirement, which has to be checked with the CV, she brings everything needed to the Sales position. She will do a good job there and will do her job with passion and a sense of purpose. Ecochange can probably benefit from her experience and her pragmatic clarity.

Jane will grow as a person when working at Ecochange, because she will be able to live the culture she wishes for herself. She will be open and grateful for input concerning this, but she will not be a puller. Her colleagues will have to invest in her, but the return will be worth their while.

Overall, we think that Jane will help shape EcoChange in a good way and we can recommend her for the position of the Sales Manager.

John



Sales qualification

John makes a competent impression as a salesperson. Even though he was not really prepared for the interview and knew little about Ecochange, his competence clearly showed as he was able to think on his feet and deliver a convincing performance. This seemed to have become his second nature.

Purpose-Driven

John sees and appreciates the value of ideas like the UN Sustainability Goals, set at the heart of Ecochange, but he cannot grasp their profound importance. He would be able to sell all of Ecochange's products and services but just as a salesman, not as someone who is really convinced by them.

Boldness

John is competent and self-confident. He works hard and enjoys his work. He will most likely do a good job in selling (anything).

Wholeness

John strikes us as a person with little unconscious material. That said, he will probably struggle with emotional wholeness at the workplace, especially when it comes to showing weakness. Here he will put a clear line between job and private business.

John is competent and self-confident. He works hard and enjoys his work.

Creating Sales Structures / Passing on knowledge and experience

Most probably John is able to create and enhance sales structures. We cannot make any comment on John's desire to pass on knowledge, but basically his work culture is very different from the one at Ecochange.

Appreciation of Ecochange

John will have a hard time appreciating the value of an Agile or Teal organization. At the same time, he has his own clear idea of what work is. Those two views are not very compatible and will hardly generate appreciation or even understanding of Ecochange.

John



Tips for the interview

Points and questions to consider in the interview are as follows:

- Can John see the working culture at Ecochange
- Can John interact and share openly with others?
- Can John melt Sales and the purpose of Ecochange?
- What is John's own purpose?

Watch outs

John will probably struggle with emotional wholeness at the workplace, especially when it comes to showing weakness.

Here he will put a clear line between job and private business which is contrary to the Ecochange working culture.

John is not (yet) compatible with the Ecochange culture. Getting him there will need time, energy and constant attention.

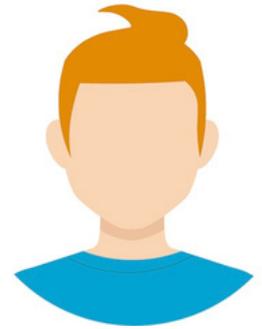
What happens if you hire John?

We don't think John will be happy at Ecochange due to the cultural gap.

If he can work in a siloed way, with minimal collaboration points, it could work out, but he would still not be able to appreciate many cultural aspects and the value of Ecochange.

Overall we think that John would either leave Ecochange very soon, or he will have a strong cultural impact on Ecochange, but not a beneficial one. We can not recommend John for the position of the Sales Manager.

Jack



Sales qualification

We have no information about Jack's experience in the field. In the assessment, he did not perform well in questions concerning competence. He quickly became insecure and started repeating himself.

Purpose-Driven

Due to his limited Wholeness (see below), we could not detect purpose in his answers. This added to his feeling distant and unapproachable.

Boldness

Jack does not show much self-confidence, but is rather shy and struggles in taking a clear position. He tries to make up for this by giving seemingly smart answers. Also, he has difficulty setting his boundaries and saying "No", which will lead to him being overwhelmed.

Wholeness

We see this as problematic. Jack holds back a lot and stays a bit distant. This held back energy also blocks him from taking a clear position. We think that he has the tendency to make things complicated.

We think that Jack would fit Ecochange well regarding the culture. He is speaking the same language and is a fitting type.

Creating Sales Structures /

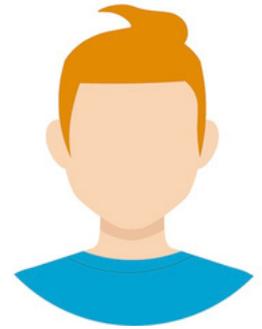
Passing on knowledge and experience

Jack will probably enjoy sharing his experience with others, as he is a social person. Regarding structures, he shows the capability to see and appreciate complex structures, but when it comes to deciding what to change, he cannot take a clear position.

Appreciation of Ecochange

We think that Jack would fit Ecochange well regarding the culture. He speaks the same language and is a fitting type. However, we see this as a pitfall for Ecochange, because he will not bring in many additional or new ideas.

Jack



Tips for the interview

Points and questions to consider in the interview are as follows:

- Is the missing self-confidence due to the setting?
- Is Jack able to dive fully in or does he hold back energy in the direct contact?
- What is Jack's purpose?

Watch outs

Jack overplay difficult or stressful situations with smartness.

Jack is very compatible with Ecochange on a cultural level, but will rather use Ecochange structures than drive them forward

What happens if you hire Jack?

Jack will create little resistance within Ecochange, so most of the team will find him very suitable on a personal level. But we don't believe that he will have a strong influence on Ecochange (neither in a good way nor a bad way), which would be important in this position.

Overall we cannot recommend Jack for the position of Sales Manager, since we believe that he will hardly have the expected impact on Ecochange.

About Development

The knowledge that adult development continues after legal maturity is widely accepted. The interesting question is, how we can deal with it in teams and organizations.

There is a number of discrete stages or waves of development that we operate from. We, that is you and I as individuals, but also we as a group, we as a society and we as humankind. These stages are color-coded and are described in detail on our map "Stages of Organizations".

Any given day, we as individuals operate from multiple stages. Depending on the situation, one stage is more appropriate to act from than others. However, we do have a "highest" stage that we can tap into, which is the latest we have reached in our personal development.

The developmental stages are *inclusive*, meaning that our current stage includes all of the ones that came before it.

Now, when a group of people come together (like in a team), they will each typically try to operate from their highest stage. Since the whole group is rarely on the same level, this quickly proves not to be working. Now one of two things happens:

- Either the most popular stage in the group (the *center of gravity*) becomes dominant, meaning that some members have to stretch, while others have to slump,
- or the group consciously tries to stretch to its furthest potential as a collective, meaning that some members will pull while others have to grow.

It's important to note that we as individuals are never on *one* stage. We have multiple dimensions of development that are never completely in sync. This means that in scenario two, one member can pull the team in one aspect, but must still grow in another.



Deliberately Developmental Organizations

The way we work together in teams and organizations has vastly changed over the millennia. We constantly learn more about the best ways to bring talents together and to help people tap into their highest potential. The knowledge about the continuous nature of our development and that we therefore operate from different altitudes in different topics and different settings, seems to make things even more complicated.

But there are organizations that have embraced this truth and built their structures around it. Dr. Robert Kegan coined the term *Deliberately Developmental Organizations*, or *DDOs*, to describe them.

A DDO is an organization that sets the development of its members as its highest priority.

While they are few and far between, all the ones we know of report that when personal growth inside their teams is flourishing, business does as well. Their deepest conviction is that people who can grow are happy – and happy people create great things.

The way this principle is incorporated in the daily routine varies strongly. But it begins with each person, from the lowest ranks all the way up into the C-suite, acknowledging that they are not finished or perfect; that they can still learn and grow and that this will ultimately make them happier than holding on to what they think they know.



Further Information

More about the Stages and Lines of Development:

<https://www.integralworks.ch/en/products/maps-of-evolution>

More about the historical development of Organizations:

<https://youtu.be/IOAMNcUR33s>

More about DDOs:

An Everyone Culture, 2016 Robert Kegan & Lisa Lahey