

Q-STUDY No. 10

PETER: Executive VP, Cybersecurity

“Change leadership & sales management.”

I am quoting this study exactly as the client submitted it for my review when we worked together. The product was an enterprise-level, anti-virus software product.

Quoting Peter:

Excellence in Change Management

Strength *Strategic contributor who competently takes the lead in conceptualizing and executing the changes required to drive growth, improve operational performance, and optimize processes. Results: Increased value to the company and customer.*

Challenge *Replace a legacy of organizational misdirection, poor competitive positioning, and incorrect go-to-market strategies with an organizational structure, sales model and culture that would enable successful sales execution within the Small and Medium Business (SMB) and Enterprise IT security markets.*

Action *Planned and executed a multi-phased implementation to restructure the sales teams; streamlined and shortened the sales process by using consistent, structured pipeline management methods during initial contact, lead generation, demonstration, and purchasing phases. Formed a well-targeted, unique offering specific to the vertical market being pursued.*

Result *Put the company on a growth curve and success path by creating a highly structured and reproducible customer engagement system that leveraged one brand and a single-vision management team. Shortened the sales cycle by eight months, increased the average new customer seat licenses purchased by 423% (from 120 to 628) and achieved a 525% increase in the average order size within one year from \$5,290 to \$33,100.*

This concludes Peter's statement.

After reading this, you would not be surprised to know that Peter went on to become the COO for a company in the cybersecurity field.

As you probably understand from reading other Q-Studies, this accomplishment was only one of several prepared for me by Peter when we were working together. I know that this personal achievement took place over 2 ½ years; that the exact gross sales for this security product during this time was \$25,143,001.43, and that his pay at the time was \$450,000 annually. We now have enough information to calculate Peter's QTNT.

For the purpose of calculating Peter's QTNT we need to obtain the total pay he received during his 2½ years on the job.

$$\mathbf{\$450,000 \div 12 = \$37,500 \text{ per month}}$$

$$\mathbf{\$37,500 \times 30 \text{ Months (2 ½ years)} = \$1,125,000}$$

or

$$\mathbf{\$450,000 \times 2.5 \text{ years} = \$1,125,000}$$

Let's calculate.

$$\frac{\mathbf{\$25,143,000 \text{ (Total sales over 2 ½ years)}}}{\mathbf{\$1,125,000 \text{ (Total compensation)}}} = \mathbf{22.34}$$

Peter's QTNT for his effort was 22.34 or more than 22 times what he was paid for his work.

What I genuinely appreciate about Peter's presentation statement—and this is one that every sales professional should review closely—are the details. I like the Strength, Challenge, Action, and Result headers. Every accomplishment he provided to me was presented in exactly this format. Don't you think that an employer—at any level—would appreciate the breakdown of effort followed up with a concise explanation of the results? Imagine showing up with your list of accomplishments, each broken down similarly, at your next performance review.

