

LAUNCHPAD FOR VETERANS

Veteran Tech Account Executives Analysis



Predictive
Hiring For Fit.

JUNE 2018

Tech Qualled Overview

Mission

Tech Qualled enhances the lives of military veterans by training and placing them into rewarding customer-facing careers in high technology. They offer a dynamic, 7-week curriculum that familiarizes veterans with the technologies of IT while simultaneously practicing the business to business sales motion.

Participants

The recruits are all military veterans. Roughly 2/3 are transitioning straight from active duty, while the others have had one or two stops in the civilian sector and are looking to break into tech sales. Tech Qualled recruits primarily through LinkedIn, with 30% of candidates referrals. The candidates are a mix of former officers and enlisted; they average 29 years old and have served an average of 8 years in the military.

Participants

They go through 5 weeks of on demand videos, research assignments, tests, and presentations, averaging 18 hours/week. Week 6 includes live, virtual training comprised mostly of sales role plays. They finish with a 7th week together in person in Fort Worth where they interact with sales leaders, sitting CXOs, and communications trainers for 5 days of complex roles plays.

Research hypothesis

Key question

When compared to the general population of high performing tech AEs, do high performing Tech Qualified AEs spike on similar or different skills?

What we found

With respect to the general population of high performing tech AEs, high performing Tech Qualified AEs stand out in Grit, Curiosity and Impact

Data from 91 Top Tech Qualified Veterans & 195 AAISP Top Tech Account Executives Informed This Analysis

Respondents

	Top*	Bottom	Total
Tech Qualified	91	13	104
AAISP	195	NA	195
Total	286	13	299



This population is what forms the base of our main analysis

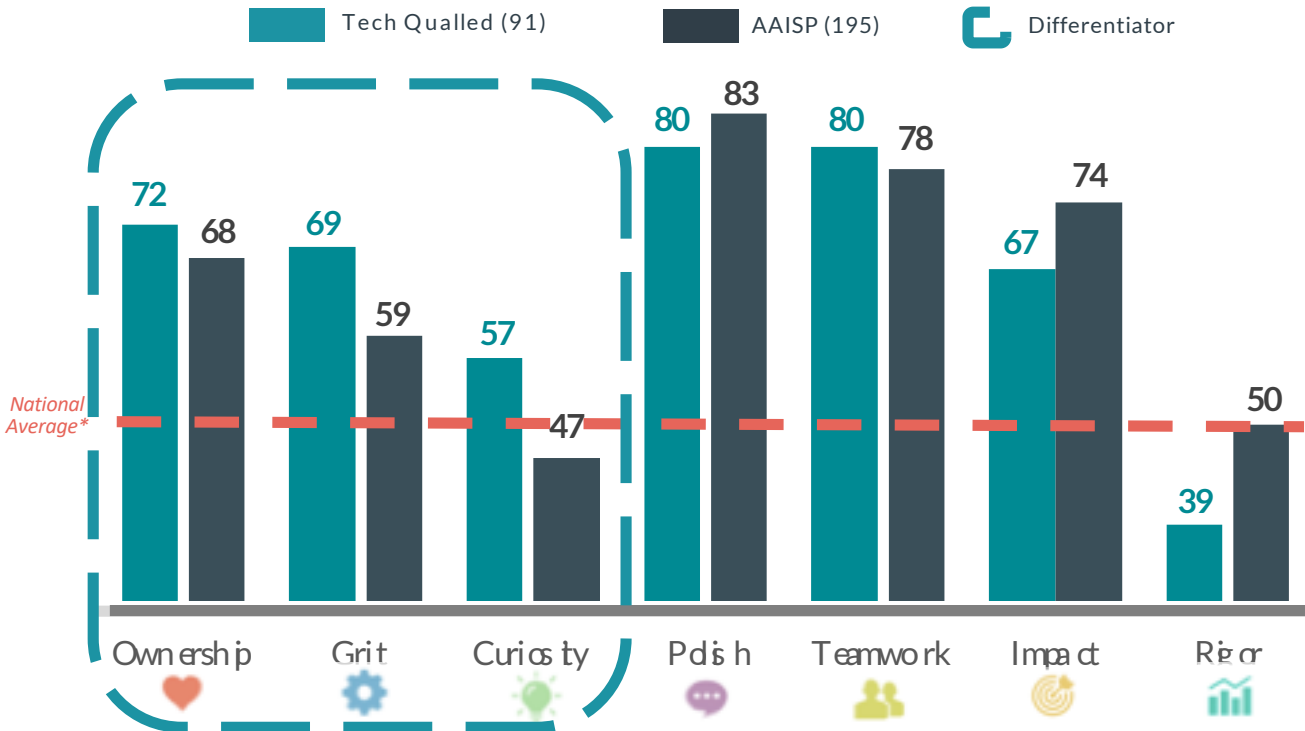
The AAISP data is made up of 5 Tech companies: Call Source, Oracle, Click Soft, Microsoft, Payscale

*Top Tech Qualified AEs were those designated as Top Performers and Successes; AAISP Top AEs were those whose quota was above the mean of the AAISP population

What differentiates Veteran Tech AEs?

Compared to the General Population of High Performing Tech AEs, High Performing Tech Qualified AEs Spike on Ownership, Grit, and Curiosity

Average Koru7™ Impact Skill Scores for High Performing AEs






- Similar to high performing tech AEs, Tech Qualified high performing AEs are high in Polish and Teamwork
- However, Tech Qualified high performing AEs have higher levels of Ownership, Grit, and Curiosity than the general population of high performing AEs
- Tech Qualified high performing AEs are lower in Impact and Rigor than the general population of high performing AEs

Summarizing the Two High Performing AE Profiles








Persistent and flexible, succeeds due to level of initiative and tenacity rather than work experience

-  Grit
-  Curiosity
-  Ownership
-  Social Sciences Major
-  Education/Non-Profit/Government Industry Background
-  Project Management Role Background



Achievement-oriented problem solver who leverages past work experience to succeed

-  Impact
-  Rigor
-  Business Major
-  Technology Industry Background
-  Sales Role Background



Appendix

Koru7™ Impact Skills Detail

GRIT



People high in Grit are tenacious and resilient in fast-paced, ambiguous environments. Gritty people stick with it when things get hard (or boring). They take action with minimal instructions and figure it out quickly, and they practice self-efficacy and believe in their ability to grow and learn.

PEOPLE HIGH IN GRIT

- Set and achieve long-term or difficult goals
- Improve their own skills
- Believe in their ability to perform and succeed
- Work successfully to meet deadlines

TO DEVELOP GRIT

1. Practice goal-setting: Setting and achieving goals with increasing difficulty will help you build confidence and grit, especially when a manager or team can help keep accountability.
2. Take on short periods of difficulty -- think 24-hour hackathons, one week projects, or pushing yourself with short deadlines to build your confidence and stamina.
3. To develop Grit, read the book *Mindset* by Carol Dweck which talks about developing a growth mindset.

RIGOR



People high in Rigor take an analytical, data-driven and exhaustive approach to work. Rigorous people understand the importance of collecting, interpreting, and deriving meaning from data to make critical decisions quickly. They are extremely detail-oriented, methodical, and insight driven.

PEOPLE HIGH IN RIGOR

- Make decisions only after considering all the options
- Desire understanding the details and specifics
- Seek data from multiple sources to identify trends
- Make connections between old and new information

TO DEVELOP RIGOR

1. Practice data-driven decision making: provide research, details and related information for any recommendations.
2. To improve Rigor, take online courses or complete tutorials to improve data-driven job related skills. Check out Coursera, Lynda, Khan Academy, Udacity, or Udemy.
3. Check out data blogs such as fivethirtyeight.com and read about data leading to solutions

IMPACT



People with Impact prioritize their time and actions to drive business value. They understand the company's goals and their own role in achieving them. People with Impact work quickly, embrace an entrepreneurial spirit and are out to make a tangible difference.

PEOPLE HIGH IN IMPACT

- Multi-task and prioritize effectively
- Focus on the customer and business objectives
- Raise relevant and important concerns to the right people
- Propose new ways of attacking problems to achieve results

TO DEVELOP IMPACT

1. Practice time boxing: Give yourself a strict amount of time to accomplish a goal.
2. Think about the end goal before doing your work. What's the point and who is your audience. Then, with that in mind, work backwards to identify what will mean the most.
3. Strengthen your project management skills by using online or digital tools such as Google docs, Trello, or Smartsheet to keep track of your tasks.

POLISH



People high in Polish communicate professionally, confidently and authentically across business settings. They are aware of how they affect others and are socially aware. They also have excellent written communication skills, especially over email. They are adept at explaining concepts and teaching others.

PEOPLE HIGH IN POLISH

- Teach new concepts effectively
- Quickly build trusted relationships and followership
- Write effective emails and executive summaries

TO DEVELOP POLISH

1. Practice being prepared: write or bullet points/ideas prior to speaking opportunities
2. Pay attention to your energy and attitude in different social situations to learn what gives you energy and what exhausts you
3. Add grammarly (a browser extension) to catch errors or typos or ask co-workers to give a quick once-over before sending important correspondence.
4. Find a local Toastmasters group to practice your public speaking skills.

Koru7™ Impact Skills Detail (continued)

TEAMWORK



People who excel in Teamwork collaborate effectively with diverse teams. They have high emotional intelligence and are effective in leading and resolving conflict. They enjoy working with others and are positive, encouraging teammates.

PEOPLE HIGH IN TEAMWORK

- Are empathetic, seek to understand others
- Provide a positive outlook
- Address conflict upfront with fellow teammates
- Voice their own weaknesses and needs
- Are adept in soliciting opinions and incorporating feedback

TO DEVELOP TEAMWORK

1. Practice positivity. When you see your coworkers doing great work, let them know you notice them. Keep away from gossip.
2. Practice asking questions and listening actively. Don't change the subject or provide your opinion, instead verify and validate what they have said.
3. To read more about Teamwork, Harvard Business Review (hbr.com) has excellent articles and even a book: Harvard Business Review on Building Better Teams.

CURIOSITY



People high in Curiosity are quick learners, creative and innovative. They like asking questions and listening attentively to the answers. They enjoy experimenting and the freedom to try new things. They find innovation exciting and motivating.

PEOPLE HIGH IN CURIOSITY

- Brainstorm and rally others
- Suggest creative solutions
- Embrace things that are new and different
- Ask great questions and genuinely want to know why

TO DEVELOP CURIOSITY

1. Practice spontaneity: Break your routine like taking a different path home or trying something new. Even outdoor walks or coffee breaks can lead to an increase in innovation and creativity.
2. Think of new ways that work can get accomplished.
3. To learn more about Curiosity, take a course in Design Thinking or download tools from Stanford Design School's "Bootcamp Bootleg."

OWNERSHIP



People high in Ownership take initiative in service of others. When things change, they quickly adapt. They see no task as too small, and they feel responsible to act when they see a need. They have high integrity and care about justice.

PEOPLE HIGH IN OWNERSHIP

- Follow rules and procedures
- Volunteer for extra projects or to address unmet needs
- Accept responsibility quickly and share credit liberally
- Consider others and complete tasks for them

TO DEVELOP OWNERSHIP

1. Practice Empathy: Identify who you can serve, and what those needs are. Determine ways to be helpful to those around you and make a plan to solicit feedback.
2. Take initiative to get something started or completed