This brochure is for you, the Sodexo sales executive or sales vice president. It will help you to understand:

- How Sodexo uses management competencies in our business
- How the competencies contribute to success in your job
- How the competencies relate to Sodexo’s core values

What are competencies?
Simply put, competencies are the knowledge, skills, and abilities that contribute to an individual’s success. Competencies help you to do your job well, provide a model for success, and empower you to play an active role in fulfilling the company’s strategic vision. Competencies connect to the value behaviors that connect to Sodexo’s core values of Service Spirit, Team Spirit, and Spirit of Progress.

How can the competency model help me?
Review the competency model to see what it takes to excel as a sales executive or sales vice president. We encourage you to take the time to assess yourself on these competencies and to plan to develop your skills as needed. Talk to others to get support, encouragement, and feedback. Focus your development efforts on the steps that will be needed to reach your goals.

If you have questions or wish to learn more about competencies:
Visit us on SodexoNet > Human Resources > Talent Development > Competencies or call 800 763 3946 ext 44146 or e-mail EmployeeDevelopment@sodexo.com

Using the Competency Model

How does Sodexo use the Competency Model?
The Competency Model guides recruitment, hiring, performance management, talent review, training, and development here at Sodexo. At the core of the competency wheel are the competencies that all of our managers need to achieve excellence on the job. Around the outside of the wheel are competencies that are needed for success in specific positions.

Helping You Reach Your Full Potential!

This brochure is for you, the Sodexo sales executive or sales vice president. It will help you to understand:

- How Sodexo uses management competencies in our business
- How the competencies contribute to success in your job
- How the competencies relate to Sodexo’s core values

What are competencies?
Simply put, competencies are the knowledge, skills, and abilities that contribute to an individual’s success. Competencies help you to do your job well, provide a model for success, and empower you to play an active role in fulfilling the company’s strategic vision. Competencies connect to the value behaviors that connect to Sodexo’s core values of Service Spirit, Team Spirit, and Spirit of Progress.

How can the competency model help me?
Review the competency model to see what it takes to excel as a sales executive or sales vice president. We encourage you to take the time to assess yourself on these competencies and to plan to develop your skills as needed. Talk to others to get support, encouragement, and feedback. Focus your development efforts on the steps that will be needed to reach your goals.

If you have questions or wish to learn more about competencies:
Visit us on SodexoNet > Human Resources > Talent Development > Competencies or call 800 763 3946 ext 44146 or e-mail EmployeeDevelopment@sodexo.com

Using the Competency Model

How does Sodexo use the Competency Model?
The Competency Model guides recruitment, hiring, performance management, talent review, training, and development here at Sodexo. At the core of the competency wheel are the competencies that all of our managers need to achieve excellence on the job. Around the outside of the wheel are competencies that are needed for success in specific positions.
This brochure is for you, the Sodexo sales executive or sales vice president. It will help you to understand:

- How Sodexo uses management competencies in our business
- How the competencies contribute to success in your job
- How the competencies relate to Sodexo’s core values

What are competencies?

Simply put, competencies are the knowledge, skills, and abilities that contribute to an individual’s success. Competencies help you to do your job well, provide a model for success, and empower you to play an active role in fulfilling the company’s strategic vision. Competencies connect to the value behaviors that connect to Sodexo’s core values of Service Spirit, Team Spirit, and Spirit of Progress.

How can the competency model help me?

Review the competency model to see what it takes to excel as a sales executive or sales vice president. We encourage you to take the time to assess yourself on these competencies and to plan to develop your skills as needed. Talk to others to get support, encouragement, and feedback. Focus your development efforts on the steps that will be needed to reach your goals.

Using the Competency Model

How does Sodexo use the Competency Model?

The Competency Model guides recruitment, hiring, performance management, talent review, training, and development here at Sodexo. At the core of the competency wheel are the competencies that all of our managers need to achieve excellence on the job. Around the outside of the wheel are competencies that are needed for success in specific positions.

If you have questions or wish to learn more about competencies, visit us on SodexoNet > Human Resources > Talent Development > Competencies or call 800 763 3946 ext 44146 or e-mail EmployeeDevelopment@sodexo.com
Sales Executive

Core Values

- Business and Industry Knowledge
- Drive
- Team Spirit
- Diversity Awareness
- English Language Proficiency
- Relationship Building
- Communication Skills
- Financial Competence
- Decision-Making and Analysis
- Lead Generation
- Sales Orientation
- Sales Success

Position Profile

- Competencies Defined as Most Important to Position
- Competencies Evaluated During the Interview Process
- Competencies Defined as Most Important to Position
- Competencies Evaluated During the Performance and Development Process

Candidate Selection

- Candidates Selected for the Initial Interview
- Candidates Selected for the Final Interview
- Candidates Selected for the Performance Evaluation
- Candidates Selected for the Development Plan

Value Behaviors

- Business and Industry Knowledge
- Team Spirit
- Diversity Awareness
- English Language Proficiency
- Relationship Building
- Communication Skills
- Financial Competence
- Decision-Making and Analysis
- Lead Generation
- Sales Orientation
- Sales Success

For Example – Candidate Selection

In the grid, you’ll see “Communication Skills” under Candidate Selection. This is because during the hiring process we are looking at the applicant’s Communication Skills, which includes his or her Speaking and Listening skills and English Language Proficiency.

For Example – Value Behaviors

The competencies of Financial Competence and Decision-Making and Analysis are included in the year-end performance evaluation of a sales executive or sales vice president as part of the Value Behavior called “Finances.”

Sales Vice President

Core Values

- Business and Industry Knowledge
- Drive
- Team Spirit
- Diversity Awareness
- English Language Proficiency
- Relationship Building
- Communication Skills
- Financial Competence
- Decision-Making and Analysis
- Lead Generation
- Sales Orientation
- Sales Success

Position Profile

- Competencies Defined as Most Important to Position
- Competencies Evaluated During the Interview Process
- Competencies Defined as Most Important to Position
- Competencies Evaluated During the Performance and Development Process

Candidate Selection

- Candidates Selected for the Initial Interview
- Candidates Selected for the Final Interview
- Candidates Selected for the Performance Evaluation
- Candidates Selected for the Development Plan

Value Behaviors

- Business and Industry Knowledge
- Team Spirit
- Diversity Awareness
- English Language Proficiency
- Relationship Building
- Communication Skills
- Financial Competence
- Decision-Making and Analysis
- Lead Generation
- Sales Orientation
- Sales Success

For Example – Value Behaviors

The competencies of a Sales Executive or Sales Vice President

At Sodexo, we are a people business. Our clients and customers need to have confidence that our managers and employees — all levels of the organization — have the knowledge, skills, and competencies to excel. Our business depends on systems and processes that support the continued learning and development of our people.

This competency model is at the heart of the state-of-the-art science systems that support you in managing your own development and career as well as the performance and development of those who report to you. It helps you identify strengths you have and those you and your people need to develop.

How was this model created?

Sales executives and sales vice presidents participated in a comprehensive job analysis in which they identified the competencies a sales executive or sales VP needs to excel as well as the competencies that should be assessed for hiring and promoting people into sales positions.

How can I use this model?

The competency model is displayed in four columns:

- **Core Values** — Service Spirit, Team Spirit, and Spirit of Progress — show how all competencies are incorporated into Sodexo’s core values.
- **Position Profile** — These competencies are defined in the job analysis as most important for being an effective sales executive or sales VP.
- **Candidate Selection** — These competencies are evaluated during the interview process. They include some of the competencies that are defined in the Position Profile. These are the key competencies we expect a candidate to bring to the job from the start.
- **Value Behaviors** — These competencies are part of Sodexo’s Performance Evaluation and Development Process. Each sales executive or sales VP is evaluated on these value behaviors in addition to division-specific Performance Goals.
### Core Values

- **Team Spirit**
  - Business and Industry Knowledge
  - Drive and Dependability
  - Diversity Awareness
  - English Language Proficiency
  - Financial Competence
  - Healthcare
  - Integrity
  - Leadership
  - Listening
  - Speaking
  - Stress Tolerance
  - Team Building
  - Team Spirit
  - Teamwork
  - Value of Diversity

- **Spirit of Progress**
  - Business Development
  - Business and Industry Knowledge
  - Communication
  - Decision-Making and Analysis
  - Diversity Awareness
  - English Language Proficiency
  - Financial Competence
  - Healthcare
  - Leadership
  - Listening
  - Speaking
  - Stress Tolerance
  - Team Building
  - Team Spirit
  - Teamwork
  - Value of Diversity

---

### For Example – Candidate Selection

In the grid, you’ll see “Communication Skills” under Candidate Selection. This is because during the hiring process we are looking at the applicant’s Communication Skills, which includes his or her Speaking and Listening skills and English Language Proficiency.

### For Example – Value Behaviors

The competencies of Financial Competence and Decision-Making and Analysis are included in the year-end performance evaluation of a sales executive or sales vice president as part of the Value Behavior called “Finances.”

### Competencies of a Sales Executive or Sales Vice President

- **Business and Industry Knowledge**: At Sodexo, we are a people business. Our clients and customers need you to have confidence that our managers and employees— at all levels of the organization— have the knowledge, skills, and competencies to excel. Our business depends on systems and processes that support the continued learning and development of our people. This competency matrix is at the heart of the state-of-the-art science systems that support you in managing your own development and career as well as the performance and development of those who report to you. It helps you identify strengths you have and those you and your people need to develop.

---

### Value Behaviors

- **Self-Development**: How was this model created? These competencies are part of Sodexo’s Performance Evaluation and Development Process. Each sales executive or sales VP is evaluated on these value behaviors in addition to division-specific performance goals.

---

### Competencies Defined as Important to Position

- **Team Building**: These competencies are evaluated during the interview process. They include some of the competencies that are defined in the Position Profile. These are the key competencies we expect a candidate to bring to the job from the start.

- **Value Behaviors**: These competencies are part of Sodexo’s Performance Evaluation and Development Process. Each sales executive or sales VP is evaluated on these value behaviors in addition to division-specific performance goals.
Core Values

Service Spirit
- Business and Industry Knowledge
- Driving Dependability
- Stress Tolerance and Flexibility
- Integrity
- Diversity Awareness
- Speaking
- Listening
- English Language Proficiency
- Relationship Building
- Client Relations
- Influence
- Decision-Making
- Growth
- Sales Orientation
- Leadership
- Overcomes Resistance

Team Spirit
- Business and Industry Knowledge
- Driving Dependability
- Stress Tolerance and Flexibility
- Integrity
- Diversity Awareness
- Speaking
- Listening
- English Language Proficiency
- Relationship Building
- Client Relations
- Influence
- Decision-Making
- Growth
- Sales Orientation
- Leadership
- Overcomes Resistance

Spirit of Progress
- Business and Industry Knowledge
- Driving Dependability
- Stress Tolerance and Flexibility
- Integrity
- Diversity Awareness
- Speaking
- Listening
- English Language Proficiency
- Relationship Building
- Client Relations
- Influence
- Decision-Making
- Growth
- Sales Orientation
- Leadership
- Overcomes Resistance

Candidate Selection

For Example – Candidate Selection

In the grid, you’ll see "Communication Skills" under Candidate Selection. This is because during the hiring process we are looking at the applicant’s Communication Skills, which includes his or her Speaking and Listening skills and English Language Proficiency.

How can I use this model?

The competency model is displayed in four columns.
- Core Values — Service Spirit, Team Spirit, and Spirit of Progress — show how all competencies are incorporated into Sodexo’s core values.
- Position Profile — These competencies are defined in the job analysis as most important for being an effective sales executive or sales VP.
- Candidate Selection — These competencies are evaluated during the interview process. They include some of the competencies that are defined in the Position Profile. These are the key competencies we expect a candidate to bring to the job from the start.
- Value Behaviors — These competencies are part of Sodexo’s Performance Evaluation and Development Process. Each sales execution or sales VP is evaluated on these value behaviors in addition to division-specific Performance Goals.

For Example – Value Behaviors

The competencies of Financial Competence and Decision-Making and Analysis are included in the year-end performance evaluation of a sales executive or sales vice president as part of the Value Behavior called “Finances.”

Competencies of a Sales Executive or Sales Vice President

At Sodexo, we are a people business. Our clients and customers need to have confidence that our managers and employees — at all levels of the organization — have the knowledge, skills, and competencies to excel. Our business depends on systems and processes that support the continued learning and development of our people.

This competency model is at the heart of the state-of-the-science systems that support you in managing your own development and career as well as the performance and development of those who report to you. It helps you identify strengths you have and those you and your people need to develop.

How was this model created?

Sales executives and sales vice presidents participated in a comprehensive job analysis in which they identified the competencies a sales executive or sales VP needs to excel as well as the competencies that should be assessed for hiring and promoting people into sales positions.

How can’t use this model?

The competency model is displayed in four columns.
- Core Values — Service Spirit, Team Spirit, and Spirit of Progress — show how all competencies are incorporated into Sodexo’s core values.
- Position Profile — These competencies are defined in the job analysis as most important for being an effective sales executive or sales VP.
- Candidate Selection — These competencies are evaluated during the interview process. They include some of the competencies that are defined in the Position Profile. These are the key competencies we expect a candidate to bring to the job from the start.
- Value Behaviors — These competencies are part of Sodexo’s Performance Evaluation and Development Process. Each sales execution or sales VP is evaluated on these value behaviors in addition to division-specific Performance Goals.
This brochure is for you, the Sodexo sales executive or sales vice president. It will help you to understand:

- How Sodexo uses management competencies in our business
- How the competencies contribute to success in your job
- How the competencies relate to Sodexo’s core values

What are competencies?

Simply put, competencies are the knowledge, skills, and abilities that contribute to an individual’s success. Competencies help you to do your job well, provide a model for success, and empower you to play an active role in fulfilling the company’s strategic vision. Competencies connect to the value behaviors that connect to Sodexo’s core values of Service Spirit, Team Spirit, and Spirit of Progress.

How can the competency model help me?

Review the competency model to see what it takes to excel as a sales executive or sales vice president. We encourage you to take the time to assess yourself on these competencies and to plan to develop your skills as needed. Talk to others to get support, encouragement, and feedback. Focus your development efforts on the steps that will be needed to reach your goals.

Using the Competency Model

How does Sodexo use the Competency Model?
The Competency Model guides recruitment, hiring, performance management, talent review, training, and development here at Sodexo. At the core of the competency wheel are the competencies that all of our managers need to achieve excellence on the job. Around the outside of the wheel are competencies that are needed for success in specific positions.

Helping You Reach Your Full Potential!

This brochure is for you, the Sodexo sales executive or sales vice president. It will help you to understand:

- How Sodexo uses management competencies in our business
- How the competencies contribute to success in your job
- How the competencies relate to Sodexo’s core values

What are competencies?

Simply put, competencies are the knowledge, skills, and abilities that contribute to an individual’s success. Competencies help you to do your job well, provide a model for success, and empower you to play an active role in fulfilling the company’s strategic vision. Competencies connect to the value behaviors that connect to Sodexo’s core values of Service Spirit, Team Spirit, and Spirit of Progress.

How can the competency model help me?

Review the competency model to see what it takes to excel as a sales executive or sales vice president. We encourage you to take the time to assess yourself on these competencies and to plan to develop your skills as needed. Talk to others to get support, encouragement, and feedback. Focus your development efforts on the steps that will be needed to reach your goals.

Using the Competency Model

How does Sodexo use the Competency Model?
The Competency Model guides recruitment, hiring, performance management, talent review, training, and development here at Sodexo. At the core of the competency wheel are the competencies that all of our managers need to achieve excellence on the job. Around the outside of the wheel are competencies that are needed for success in specific positions.

Helping You Reach Your Full Potential!

This brochure is for you, the Sodexo sales executive or sales vice president. It will help you to understand:

- How Sodexo uses management competencies in our business
- How the competencies contribute to success in your job
- How the competencies relate to Sodexo’s core values

What are competencies?

Simply put, competencies are the knowledge, skills, and abilities that contribute to an individual’s success. Competencies help you to do your job well, provide a model for success, and empower you to play an active role in fulfilling the company’s strategic vision. Competencies connect to the value behaviors that connect to Sodexo’s core values of Service Spirit, Team Spirit, and Spirit of Progress.

How can the competency model help me?

Review the competency model to see what it takes to excel as a sales executive or sales vice president. We encourage you to take the time to assess yourself on these competencies and to plan to develop your skills as needed. Talk to others to get support, encouragement, and feedback. Focus your development efforts on the steps that will be needed to reach your goals.

Using the Competency Model

How does Sodexo use the Competency Model?
The Competency Model guides recruitment, hiring, performance management, talent review, training, and development here at Sodexo. At the core of the competency wheel are the competencies that all of our managers need to achieve excellence on the job. Around the outside of the wheel are competencies that are needed for success in specific positions.

Helping You Reach Your Full Potential!

This brochure is for you, the Sodexo sales executive or sales vice president. It will help you to understand:

- How Sodexo uses management competencies in our business
- How the competencies contribute to success in your job
- How the competencies relate to Sodexo’s core values

What are competencies?

Simply put, competencies are the knowledge, skills, and abilities that contribute to an individual’s success. Competencies help you to do your job well, provide a model for success, and empower you to play an active role in fulfilling the company’s strategic vision. Competencies connect to the value behaviors that connect to Sodexo’s core values of Service Spirit, Team Spirit, and Spirit of Progress.

How can the competency model help me?

Review the competency model to see what it takes to excel as a sales executive or sales vice president. We encourage you to take the time to assess yourself on these competencies and to plan to develop your skills as needed. Talk to others to get support, encouragement, and feedback. Focus your development efforts on the steps that will be needed to reach your goals.

Using the Competency Model

How does Sodexo use the Competency Model?
The Competency Model guides recruitment, hiring, performance management, talent review, training, and development here at Sodexo. At the core of the competency wheel are the competencies that all of our managers need to achieve excellence on the job. Around the outside of the wheel are competencies that are needed for success in specific positions.

Helping You Reach Your Full Potential!

This brochure is for you, the Sodexo sales executive or sales vice president. It will help you to understand:

- How Sodexo uses management competencies in our business
- How the competencies contribute to success in your job
- How the competencies relate to Sodexo’s core values

What are competencies?

Simply put, competencies are the knowledge, skills, and abilities that contribute to an individual’s success. Competencies help you to do your job well, provide a model for success, and empower you to play an active role in fulfilling the company’s strategic vision. Competencies connect to the value behaviors that connect to Sodexo’s core values of Service Spirit, Team Spirit, and Spirit of Progress.

How can the competency model help me?

Review the competency model to see what it takes to excel as a sales executive or sales vice president. We encourage you to take the time to assess yourself on these competencies and to plan to develop your skills as needed. Talk to others to get support, encouragement, and feedback. Focus your development efforts on the steps that will be needed to reach your goals.

Using the Competency Model

How does Sodexo use the Competency Model?
The Competency Model guides recruitment, hiring, performance management, talent review, training, and development here at Sodexo. At the core of the competency wheel are the competencies that all of our managers need to achieve excellence on the job. Around the outside of the wheel are competencies that are needed for success in specific positions.

Helping You Reach Your Full Potential!

This brochure is for you, the Sodexo sales executive or sales vice president. It will help you to understand:

- How Sodexo uses management competencies in our business
- How the competencies contribute to success in your job
- How the competencies relate to Sodexo’s core values

What are competencies?

Simply put, competencies are the knowledge, skills, and abilities that contribute to an individual’s success. Competencies help you to do your job well, provide a model for success, and empower you to play an active role in fulfilling the company’s strategic vision. Competencies connect to the value behaviors that connect to Sodexo’s core values of Service Spirit, Team Spirit, and Spirit of Progress.

How can the competency model help me?

Review the competency model to see what it takes to excel as a sales executive or sales vice president. We encourage you to take the time to assess yourself on these competencies and to plan to develop your skills as needed. Talk to others to get support, encouragement, and feedback. Focus your development efforts on the steps that will be needed to reach your goals.

Using the Competency Model

How does Sodexo use the Competency Model?
The Competency Model guides recruitment, hiring, performance management, talent review, training, and development here at Sodexo. At the core of the competency wheel are the competencies that all of our managers need to achieve excellence on the job. Around the outside of the wheel are competencies that are needed for success in specific positions.