

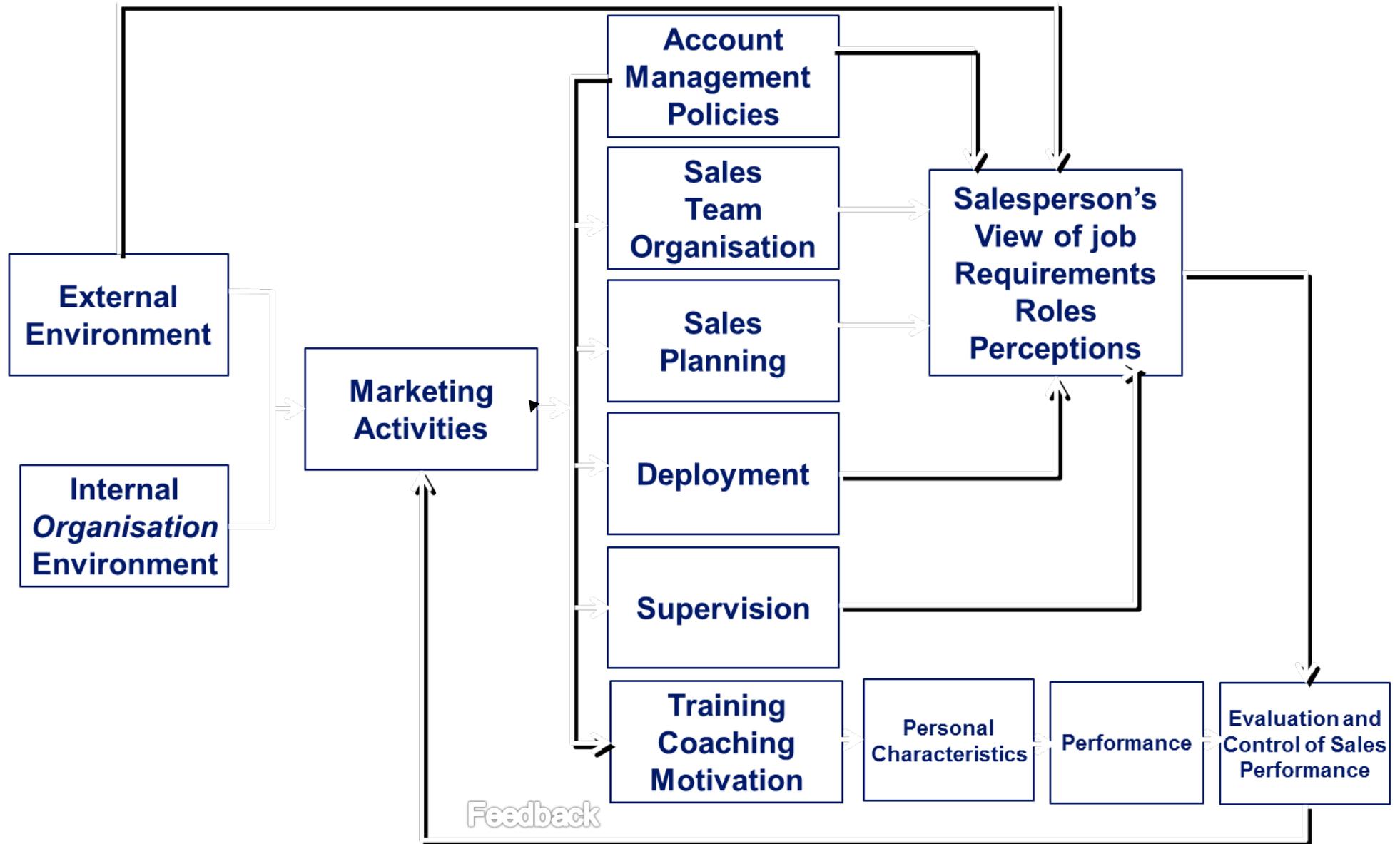
Sales Leadership White Paper



 STEP YOUR SALES UP TO A NEW LEVEL
SALESXCELLENCE

www.salesxcellence.com

An Overview of sales leadership



The 3 M's

- **Management**
especially first-line supervision
- **Metrics**
going beyond the usual activity-based measurement
- **Methodology**
working with a systematic and disciplined approach

7 Secrets to Successful Sales Leadership

1. **Vision**
2. **Leadership**
3. **Goals**
4. **Motivation**
5. **Coaching**
6. **Recruiting**
7. **Training**

Five Dimensions of a Sales Organisation

1. **Company Results**
2. **Customer Results**
3. **Activities**
4. **Salespeople**
5. **Sales Effectiveness Drivers**

The Role of the Sales Leader

- Ensuring that salespeople understand their responsibilities and assignments
- Helping salespeople execute the appropriate selling process
- Recruiting, training, and coaching salespeople
- Helping salespeople make the most effective use of customer research, data and tools, and targeting information
- Promoting a culture of success and providing leadership
- Implementing incentive and motivation programs
- Keeping the team aligned with company goals and strategies through performance management, goal setting, and communication

Tools

Process

Leadership

<u>Sales Force Effectiveness</u>	<u>Implementation Skills</u>	<u>Coaching Skills</u>
Customer Potential and Prioritisation	Operating Rhythm Options and Methods Call Plans	Role Playing topics Building Call Plans How to gather customer data
Territory Alignment	Account Planning	Coaching Fundamentals
Target setting/potential	Customer Touch Stakeholder Analysis	
Variable Incentive	Closing Sales	
Compensation	Getting Price Negotiating	

Commitment

“All men seek one goal; success or happiness. The only way to achieve true success is to express yourself completely in service to society. First, have a definite, clear, practical ideal – a goal, an objective.

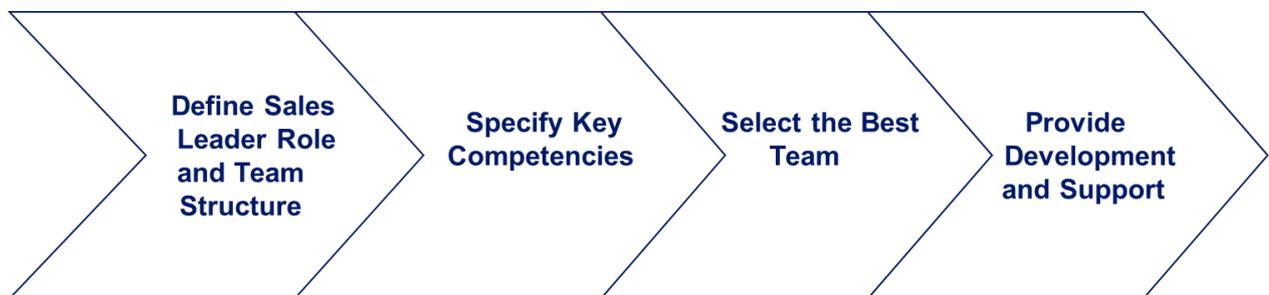
Second have the necessary means to achieve your ends – wisdom, money, materials and methods.

Third adjust your means to that end.” Aristotle

What are your biggest challenges?

Leading the Team

- Challenge the process by searching for opportunities experimenting, taking risks
- Inspire a shared vision by envisioning the future and enlisting the help of others
- Enable others to act by fostering collaboration and strengthening others
- Model the way forward by setting a good example and planning small wins
- Encourage the heart by recognising individual contributions and celebrating accomplishments



THE FUNCTION OF THE SALES LEADER

Planning

Seeing

Doing

1. Planning what things need to be done and how they should be done
2. Leading people to pursue and achieve the desired objectives in accordance with established plans and schedules
3. Dealing on a day to day basis with problems and difficulties that arise
4. Measuring the actual performance of people against desired goals and plans
5. Taking necessary steps to close any gaps that exist
 - Planning, Forecasting
 - Action, Execution, Leadership
 - Control, Co-ordination

1 Identity

How you think about yourself shapes your

2 Values and Beliefs

What is important to you, and what you believe in shapes your

3 Capabilities

Your knowledge and skills direct your

4 Behaviour

What you do and say determines your RESULTS in the

5 Environment

Your identity is based on the ROLES you play in your life

What makes a good leader or manager?

- Be able to think creatively to provide a vision for the company and solve problems
- Be calm under pressure and make clear decisions
- Possess excellent two-way communication skills
- Have the desire to achieve great things
- Be well informed and knowledgeable about matters relating to the business
- Possess an air of authority

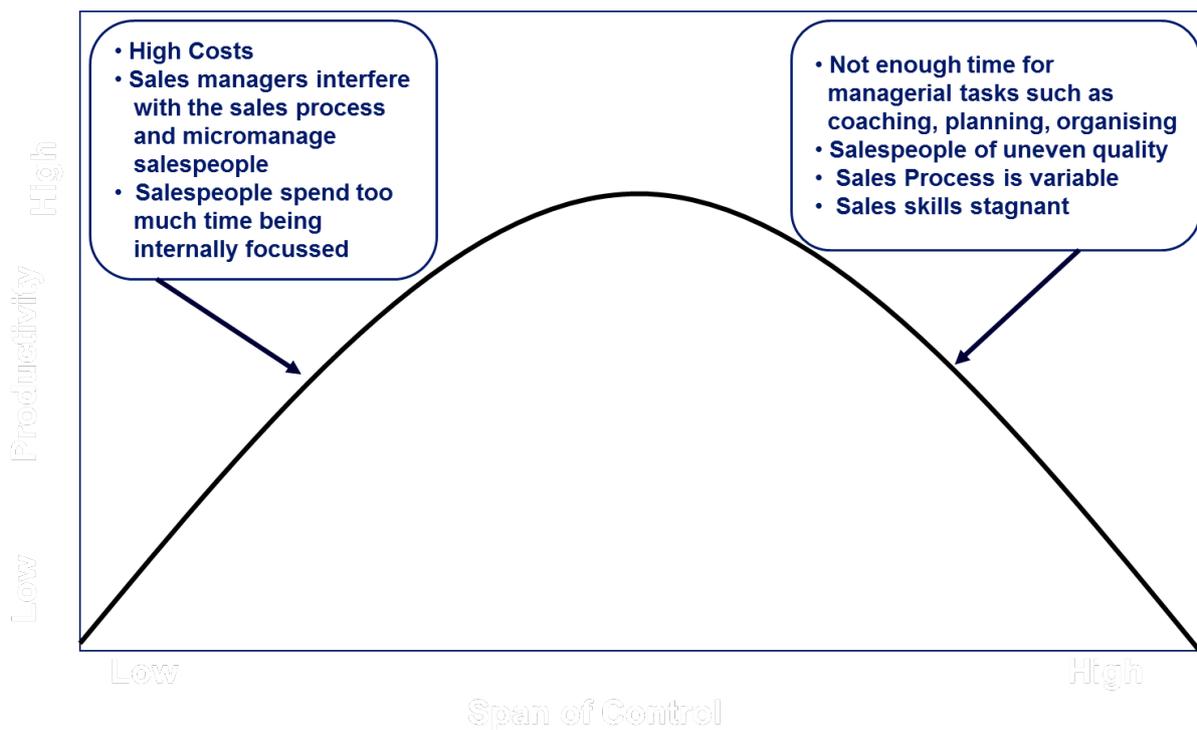
Categories of Management Styles

- Coercive leaders demand immediate compliance.
- Authoritative leaders mobilize people toward a vision.
- Affiliative leaders create emotional bonds and harmony.
- Democratic leaders build consensus through participation.
- Pacesetter leaders expect excellence and self-direction.
- Coaching leaders develop people for the future.

Competencies of High Performing Managers Success Principles

- Success Principles
- Has the will to win
- Speaks up and is decisive
- Recruits strong talent
- Develops and coaches people
- Promotes a winning culture
- Shares a vision of team success

Span of Control



Managing Performance

- Timely/Accurate Sales Performance Metrics
- Coaching “at risk” Sales People early
- Observations, Measurements and Behaviours

Set Clear Expectations

levels of customer relationships

account management

planning and problem solving

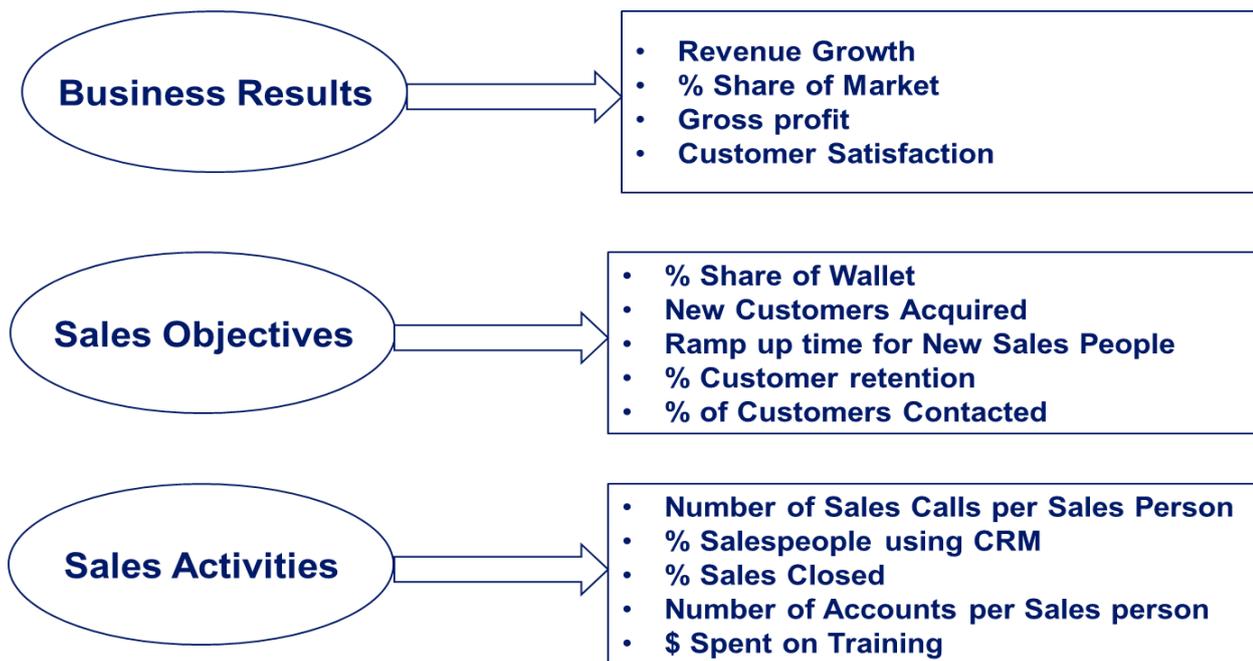
Choosing the Right Metrics

		Metric	Target
	Results	Revenue Growth	x%
	Objectives	% of revenue from new products	x%
		% of new Customers	x%
		Close Rate	x%
		% of revenue per sector	x%
	Activities	No. of Contacts	x
		No. of Contacts per sector	x

Choosing the Right Metrics

	Metric	Target
	Results Profit Margin	x%
	Objectives Product Volume	\$x
	Activities No. Calls	100%

Three Levels of Sales Force Metrics



Activities can be managed – outcomes cannot



If you want outcomes you have to do specific things

Evaluating Performance

Goals lead to plans, which result in actions.

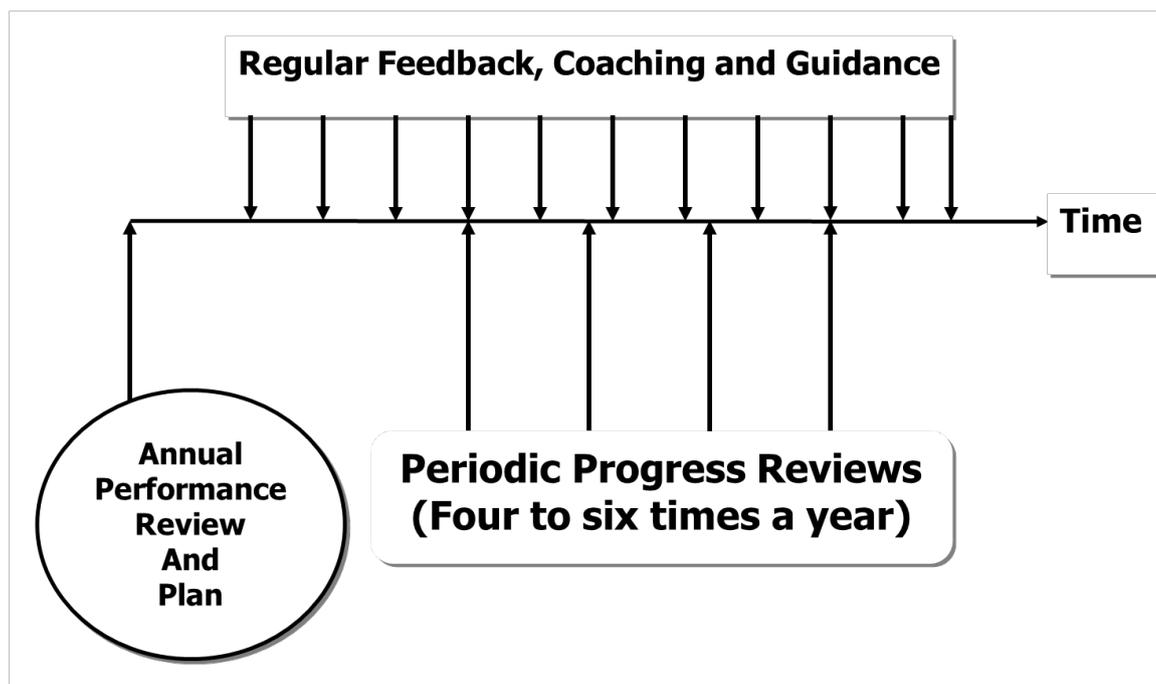
Measurement is used to evaluate how well the goals are being met, how good the plans are, and the quantity and quality of sales actions.

This leads to supportive or corrective consequences.

Evaluation of performance uses three types of measures:

1. Measures of results
2. Measures of Opportunities
3. Measures of Effort and Activities

Feedback and Consequences



- annual performance review
- periodic progress review
- regular feedback sessions

Motivation

The best salespeople are simply much more motivated than most of the population.

Simply being highly motivated isn't enough to be a good salesperson, it is absolutely important to have enough motivation.

Your motivation may come from one strength theme or several.

Studies suggest that 40% of salespeople's success stems directly from being in a situation in which their motivational needs are a good match. That's roughly twice as important as any of the other dimensions of fit.

Building Relationships and Gaining Commitments

The second and third areas to think about regarding fit have to do with people.

"People skills" is an slightly annoying term.

- ✓ The assumption behind the phrase is that we can simply learn how to deal with others effectively.
- ✓ The facts point in a different direction.
 - Although skills and knowledge are crucial to strengths building, you must first possess the natural talent for the ability.
 - You cannot take enough courses on body language, smiling, or asking probing questions to override your inherent patterns when it comes to reacting to human beings.
 - Since a good part of your success in sales is rests on the productive relationships you can create, understanding your strengths in this area is critical.

1. **Opportunity Management**

Definition: Managing pipeline; inspecting opportunities; accelerating campaigns; demonstrating sales ingenuity; providing sales ideas

2. **Coaching and Talent Development**

Definition: Overseeing talent development programs and efforts; developing sales team members, ensuring stable of qualified and available replacements, developing Career Action Plans

3. **Managing Processes**

Definition:- providing specific governance and guidance around process adherence. Adopting company policies; utilizing CRM system; adhering to sales process, understanding sales methodologies; measuring progress

4. **Talent Management**

Definition: Maintaining a virtual bench; attracting top talent within the organization; assessing talent at all stages in a candidate lifecycle; onboarding oversight

5. **Internal Partnering**

Definition: Relating to peers on a personal level; cooperating with peers; joint problem- solving; responding to accolades; handling peer conflict



Account Managememe

Allocating effort efficiently over different types of customers



Account Management

Maximising long term value form a single customer



Opportunity Management

Strategically navigating a sales cycle



Call Management

Planning and conducting customer interaction

Defining The Role Of A Sales Coach

A dictionary definition for a coach is:

“A vehicle that takes a person from where they are to where they want to be”

Overview of a Coach's Role

1. Focuses on strengths, not weaknesses
2. Facilitates, which is defined as “Making things easier.”
3. Brings out the best in people by supporting and maximising people's strengths
4. Requests change and growth, as well as informs and guides
5. Has the right questions, not necessarily all the answers?
6. Empowers people to be accountable for their success and failures.

A Coach's Responsibilities during a Coaching Session

- Helps people uncover their true passions and orient their lives around them.
- Assists in discovering and leveraging people's natural strengths, skills, and gifts to bring out their best.
- Works with people to create what they really want out of life, personally and professionally.
- Co-creates new possibilities that didn't exist before as well as an action plan and a path to help people achieve their goals.
- Provides guidance, support, insight, structure, accountability, encouragement, and tools people can use today.
- Provides a constructive, safe environment and becomes an unconditional partner during people's personal evolutions.
- Challenges people's thinking, attitudes, and assumptions about things in order to increase their awareness of the truth, enrich the quality of their lives, and boost their effectiveness as salespeople.
- Builds the momentum people need to reach their goals or generate the results they want in half the time it would take for them to do it on their own.

What is the role of the sales manager?

Many sales executives define it as driving sales results or “bringing in the numbers.” The role of the front-line sales manager is selecting, developing and retaining top sales performers.

What is sales coaching?

Developing top performing salespeople comes from effective sales coaching. A dynamic process that is shared between a sales manager and a sales person

The Role of The Coach

- *The coach should care about people under his guidance*
- *The coach should decide how best to use his people and have the ability to teach*
- *The coach needs to motivate each individual to work to the best of his ability*

Coaching Myths

Myth #1: Coaching is only for poor performers, and certainly not for top performers.

Myth #2: I only use coaching to show people what to do.

Myth #3: I'm already a great coach.

Myth #4: I need to be an expert to coach.

Myth #5: I need to be entitled to coach.

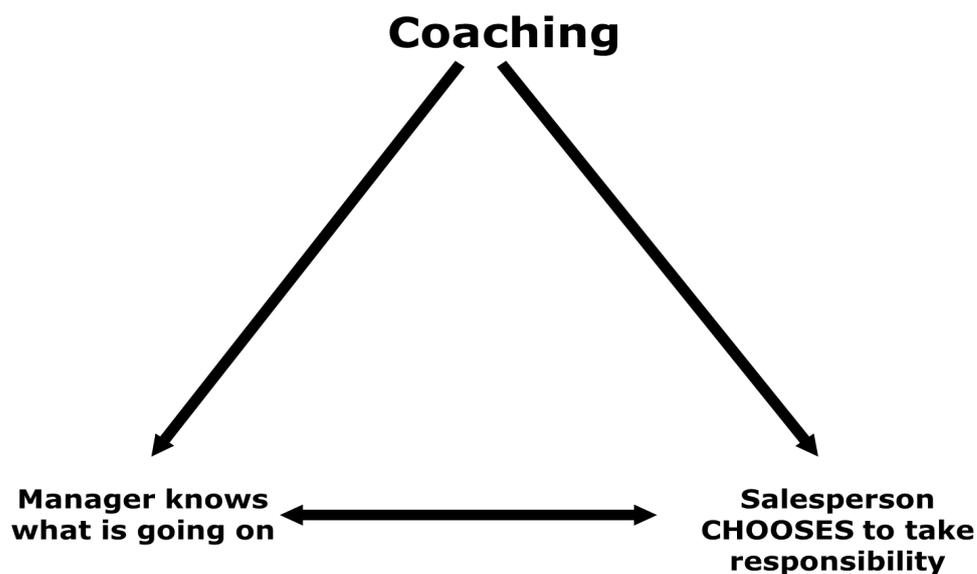
Myth #6: I need to build trust before offering any coaching.

Myth #7: People don't want to be coached.

Myth #8: Coaching focuses on the problem areas.

Myth #9: Coaching takes time.

Myth #10: I need to be there to coach



Condition 1: A Purpose to Believe In

Condition 2: Consistent Role Models

Condition 3: Reinforcement Systems

Condition 4: The Skills Required for Change

Condition 5: Process, Process, Process

1. Clarity:

Understand your targets and the "why" behind reaching them

2. Focus:

Concentrate on what really matters and filter out what does not

3. Execution:

Use effective communication to get things accomplished--faster

Learn more about: -

Sales Leadership Master Class

Coaching for Sales Leaders

Selling Solutions

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