

Advance

Get Ahead

Business Leaders in Control Workshop

Creating Sales Operational Excellence



Driving Predictable Sales Growth

Part of Advance's Commitment Based Selling Solution Suite

Workshop Outline

Aimed primarily at people who drive sales, Business Leaders in Control is a two day workshop addressing how sales operational excellence will drive predictable sales growth. We demonstrate how this can be achieved by examining and refining key elements of existing sales leadership and management processes.

People respect what you inspect – not what you expect.

We show how selling is a process, with themes that cover selling styles and sales behaviour; how managers measure and inspect key information; develop and coach sales staff, through to identifying and documenting an effective process that everyone can follow.

The workshop progressively lays out an architecture for sales operational excellence.

Key Learning Outcomes

By the end of the workshop, delegates will have:

- *Confirmation of what it means and how it feels to be in control of the four pillars of sales operational excellence – Business Planning Management, Customer & Market Management, People Management and Performance Management*
- *A clearer view of getting organised for success*
- *Clarified the leading role they need to play*
- *Better understanding of the true value that CRMs can deliver in achieving sales operational excellence*
- *Enhanced change management skills*
- *A better appreciation of coaching and how to manage sales behavioural change*
- *Enhanced recruitment skills*
- *Improved understanding of role of management by fact*
- *Appreciation of how to make the most of available resources – people, process and systems – to sustain sales operational excellence*
- *Best practice inspection tools to track and develop the desired sales outcomes and behaviours*
- *Templates for agreeing, documenting and tracking sales people development and performance*
- *Started the creation or modification of their own personal development plans*

Predictability, Reliability and Consistency

As Business Leaders, your Senior Executive Team expects you to be fully in control of your department. They demand Predictability, Reliability and Consistency from Business Results.

We seek to answer a number of key questions:

- *Why is it important to be in control?*
- *What are the characteristics of someone in control?*
- *How do you feel when you're in control?*
- *As a Sales Leader, what are the key areas where you need to have forensic understanding and be in control?*
- *What are the benefits (business and personal) of being in control?*

The session sets the scene for the workshop, which is designed to equip you to build your own personal roadmap to ensuring that you're always in control.

Selling Models and Skills

How satisfied are you with your sales model?

Selling Styles

We discuss how different selling styles, in particular the difference between selling to Recognised Needs and selling to Unrecognised Needs; responding to needs versus creating the needs, impacts on the Sales Manager and the sales process.

Recruitment issues

We discuss the current sales resource's development requirements – Deal Creators versus Deal Responders.

Required Knowledge and Skills

The group discuss and document all of the knowledge and skills requirements for different sales roles with reference to a comprehensive sales competencies audit and training needs analysis check sheet.

Sales Management Process vs Sales Process Management

What gaps are there in your management process?

Sales people do what their managers measure. We examine the existing sales management process and discuss the important differences between a sales management process and sales process management.

Delegates begin to document their desired sales management process, taking into account best practice and input from expert consultants.

Managing the Selling Process

The Mathematics of Selling

One of the most critical roles of the sales management process is the gathering and tracking of key information.

We look at:

- *Identifying and documenting the process metrics that are needed*
- *How the information will be obtained and reported*
- *Additional resources that might be required – people, processes, systems, reports.*

Operational Efficiency vs Effectiveness – Key Metrics

Efficiency is doing things right. Effectiveness is doing the right things. We contrast the differences between the two, and discuss key metrics, for both quality and quantity, needed to monitor and manage sales force productivity.

Sales Management Process Tools and Inspection Points

We describe the concept of Commitment Based Selling, the performance development process and the creation of inspection and intervention templates.

We examine how to run effective meetings, and the areas a productive sales process meeting should concentrate on.

For each event in the sales management process, we review best practice templates that aid management intervention.

The events considered include:

- *Sales meetings, opportunity/deal reviews*
- *1:1 reviews*
- *Pipeline management and forecasting*
- *Individual sales person development plans.*

Managing Change

This session focuses on managing change and more specifically changing sales behaviour.

We discuss:

- *The relative importance to sales people of different motivators*
- *The Willing and Able change model*
- *How to make an assessment of the existing team*
- *Understanding the different levels that each team member might be at and their preferred learning styles*
- *Assessing the scope of the change required, preparing the relevant communication and implementation.*

Managing Results through People

Improving Sales Performance

We look at the different reasons why a sales person performs below par, and how to help with their performance improvement.

Learning and Management Styles

We examine the impact of the fact that about 70% of learning takes place on the job, 20% is delivered through coaching and mentoring, and only 10% takes place through formal classroom or online training.

We discuss the Tannenbaum & Schmidt continuum and how this impacts sales management styles.

Sales Manager as Coach

We introduce coaching as the most effective management style for sales managers, providing an overview of what coaching is and how it can impact sales performance.

Managing by Fact

We cover a wide range of aspects of Sales Leaders being and feeling in control over the duration of the workshop. Key to this is a forensic understanding that enables management by fact which informs your decisions and helps you to stay in control.

This level of understanding and control is dependent on collecting the right information and presenting it in a simple, effective way.

We advocate a four quadrant approach which clearly shows:

- *Trend information, showing how performance and results have changed over time*
- *Current state and distribution, cutting the information as required*
- *Root causes of the current state, be it good or bad*
- *Corrective or change actions needed to implement the necessary actions.*

Root Cause Analysis and Problem Solving are fundamental to ensuring understanding your current state, and gathering the facts you need to plan and implement corrective or change actions.

We discuss and utilise some popular tools and techniques.

Sales Operational Excellence

- *How do you create and maintain sales operational excellence?*
- *Do you have a clear vision, understood by all?*
- *Are you leading the way, and making the most of your people, process and systems?*
- *Is there a firm focus on putting the customer first, and aligning activities with that aim in mind?*
- *Is your Senior Management Team satisfied with the sales operation?*

We review what sales operational excellence means:

- *The architectural, infrastructural aspects*
- *Customer and market engagement and sales productivity*
- *Knowledge transfer and skills up.*

How these combine to deliver the results.

Development Plans

At the end of the workshop each of the managers is encouraged to document his or her own personal development plans.

Workshop Outcomes

The purpose of the workshop is to provide delegates with implementable best practice for managing the sales function, to help Sales Leaders stay in control and deliver the predictability, reliability and consistency of results expected by his or her Senior Executive Teams.

Contact Us Now

We look forward to hearing from you.



0845 125 9098



customerservices@advancetm.com



www.commitmentbasedselling.com



[linkedin.com/company/advanced-selling-skills-academy](https://www.linkedin.com/company/advanced-selling-skills-academy)



twitter.com/SalesEtraining



facebook.com/MobileEtraining