

The Successful Sales Leader

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Leadership

- Drives results
- Builds people who then build the business
- Fosters:
 - Innovation
 - Accountability
 - Momentum
 - Organizational growth

Truth

- There are no leadership “passengers”
- Leadership is about being fully committed, present, functional and aware
- It’s a process focused on developing people, raising standards and setting the pace.

Leaders

Translate vision into reality by their capacity to influence those around them to buy into and contribute to the vision or goal.

Management Skills

- Maintain the systems that support the Vision
- Develop systems that grow the vision
- Manage process and people
- Keep the team accountable
- Are ROI aware
- Effectively organize around what we are trying to achieve
- Provides stability, credibility and consistency

“Leadership isn’t better than management, it is a different function than management. As a matter of fact, great leaders need great managers to maximize their potential.

Leaders and managers make great teammates. They need each other. Leaders without managers can’t keep what they grow, and managers without leaders can’t grow what they keep!”

- John C. Maxwell

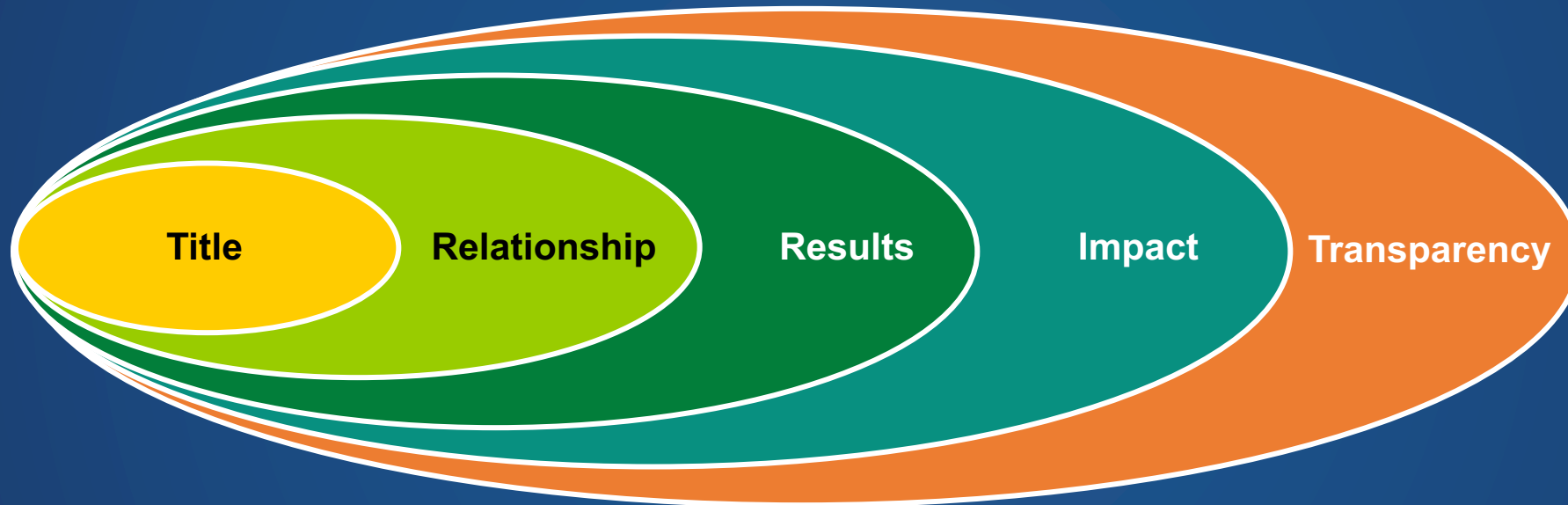
Communicating Vision

- SMART?
- Are you inspired by it?
- Have you connected it to their individual needs?
- Is it easy to understand?
- Does it create team?

Maintaining Influence Requires...

- Continued Vision
- Operating at a higher level of leadership
- Focus
- Faith
- Follow-Through
- Momentum

The 5 Stages of Leadership Development



Enforcing



Connecting



Enabling



Transferring



Modeling



Levels of Leadership Assessment

Transfer of Leadership

- Entrepreneurial / Business Success doesn't guarantee successful succession or transfer of leadership
- We need to move from enabling our team to succeed to equipping our team to succeed.

Equipping versus Enabling Self-Assessment

Coaching

- Sales teams who use sales performance coaching had 161% more wins.
- Close rates increased by 17%
- Teams that received 3+ hours of coaching per month performed at 107% of target on average
- Source: CSO Insights/SalesForce.com: <https://www.salesforce.com/blog/2013/08/roi-of-sales-coaching.html>
- “Over 60 percent of salespeople are more likely to leave their job if they are not coached effectively.”
- Dr. Jack Zenger and Dr. Joe Folkman
- (<http://zengerfolkman.com/wp-content/uploads/2015/03/How-Developing-a-Coaching-Culture-Pays-Off.pdf>)

Where's our focus?

Reporting and watching the numbers?

Improving the numbers?

Improving the behaviors that permanently improve the numbers?

One coaching strategy



Similar coaching strategy...



Good coaching feels like this...



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“Make time for one-on-ones”



“Get out from behind the dashboard”

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Coach to the process

- Focus on qualitative aspects of KPIs
- Dig into the details of their process
- Act in real-time if possible
- Ride along, listen to calls, model calls
- Map and document best practices (build a scorecard)
- Roll-out duplicable learning to the whole team (make them the success story)

Get formal

- Proactively schedule monthly one-on-ones
- Schedule laser “focus” sessions weekly
- Use a coaching prep form
- Track your promises and proactively remind and encourage
- Make the meeting summary their deliverable
- Use the “summary” approach to validate the value of coaching to the individual

Coaching Prep Form

Name:
Branch:
Email:
Direct phone:

1. What I have accomplished since our last meeting:

2. What I didn't get done but intended to do:

3. The challenges I am facing now:

4. The top opportunities which are available to me right now:

5. I would like to add the following area of focus to the agenda for our next sales coaching session:

6. My sales performance since our last coaching session:
 - a. Exceeded sales targets by more than 15%
 - b. Met sales targets within 15%
 - c. Missed sales target by more than 15%

7. What do you attribute to the aforementioned sales target results? Please list all key learning and insights:
|



Sales Coaching Agenda

Discuss these five topics in every sales coaching session, and use the space provided below to take notes or document action items.

How are your key deals?

How is your pipeline?

How is your activity data?

What's working right now?

What's not working right now / where do you need help?

Coaching Self-Assessment

Effective Sales Meetings

- Publish Agenda in Advance
- Focus on common challenges and issues
- Know in advance what commitments you want from the team
- Brainstorm and prepare for possible objection, distractions, roadblocks and excuses
- Get buy-in in advance from key people on difficult subjects or new initiatives

Forms of Recognition

- Teaching a competency
- Telling people what they did and asking to elaborate
- Publicly making them a coach
- Vouchers, Gift Certificates opened in front of team
- Getting performers to stand-up
- Holding exclusive meetings with people who hit certain benchmarks – laugh a lot, make it fun and loud! Possibly go somewhere off-site.

Meetings

- Agenda – Published in Advance
 - Time, Date, Place
 - Topics in order
 - People
- Ask people for suggested focus in advance
- Make sure the team leaves with a SMART goal and an accountability partner

The ABC's of Investing in Leaders – Who to invest in:

- **“A” is for absolute, these people are our 20%'ers. They are willing and able to grow.**
- **“B” is for beneficial, they're open, aware and have some potential.**
- **“C” Convenient, often great followers or lack the desire to grow. In most cases they're in the wrong role**
- **“D” Discard or disengage, these people need to change or “be changed” in a hurry.**

“A’s”

- They are problem solvers
- Big desire for continued learning
- Lives and works the sales process diligently
- Accountable
- Self-starters
- Good Communicators
- Respected and trusted
- Has their house in order
- Respond vs. React and handles stress well
- Stays until the job is done – puts the extra work in
- They desire change and improvement even when they are performing well

“B’s”

- Is part of the “cheering committee”
- Good intent but gets bogged down by personal issues or things not going their way.
- Consistently inconsistent with following best practices and processes
- Have to be reminded of the big picture.
- Reasonable communicators but sometimes doesn’t listen that well.
- Not sure where they want to go but are motivated and desire to contribute.
- Aware of others needs and desires but may not be able to meet those needs and desires due to lack of confidence, organizational skills, or ability to get beyond the daily grind.

“C’s”

- Work is a pay cheque and doesn't need a purpose
- Well liked, does their job but tends not to connect with the team
- Doesn't follow the sales process or best practices and is resistant or unable to do so
- Large fear or aversion to change or moving outside of comfort zones.
- May be cynical or problem seekers and offers few solutions to these problems

“D’s”

- It’s all about them
- Toxic in their behaviors toward others
- Off brand and off values
- Lacking in communications skills and emotional intelligence
- Refuses to change
- An HR error that we have failed to address quickly

Sales Leadership Success

- Build people that build the business
- Proactively connects personal visions with the company vision
- Has a formal people development and coaching process in place
- Invests heavily in high performers and high potential team members