

Cracking the Sales Management Code

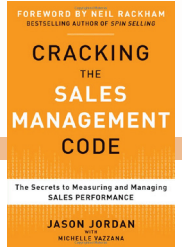
What is Cracking the Sales Management Code?

Today it is widely acknowledged that the sales manager is the key change agent in any sales force. It is also widely acknowledged that the coaching of sales reps is the highest impact activity for any sales manager. And yet, study after study reveals that too little coaching is taking place with too little impact.

Our research suggests that the failure of traditional sales management training programs to improve the impact of coaching can be blamed on one of three reasons:

1. Most coaching programs are generic in nature, intended to promote structured, collaborative, and interpersonal dialog. These programs are not typically focused on coaching specific sales activities, but rather on teaching universal coaching principles.
2. Many training programs focus on ‘leadership’ skills, like setting goals, motivating employees, and adapting management styles to individual personalities. These programs are rarely sales-specific and can be applied to any supervisory position.
3. Other management programs are ‘point solutions’ that address a single sales management task, such as time management, negotiation, or reading financial statements. While these training programs are specific to sales, they do not address the larger issue of a sales management process and ignore the two things that are desperately needed in most sales managers’ lives... Structure and clarity of task.

In Vantage Point Performance’s new book *Cracking the Sales Management Code* (McGraw-Hill 2012), they share ground breaking research into the measurement and management best practices of top sales forces. This research reveals a holistic management system that provides what sales management training has been lacking to-date – an operating manual for sales managers. It details a comprehensive infrastructure that helps sales managers focus their sellers on the activities that make a difference, while giving the managers a track to run on.



CASE STUDY

SITUATION

The financial services arm of a multi-billion dollar global corporation was experiencing bloated sales pipelines, inaccurate forecasting, and declining win rates. Rather than continue to train its front-line sellers, the learning and development team turned its attention to the role of the sales manager. The sales management team had received lots of training on how to coach their reps, but the coaching had failed to improve sales performance. In fact, a survey of the salespeople revealed that their managers’ coaching effort was minimal and low-impact. Senior sales leadership asked the L&D team to bring them something new. Something innovative that would increase the impact of their sales managers and provide a sustainable framework for ongoing sales improvement.

THE SOLUTION

Vantage Point Performance was brought in to assess the situation and to provide expert advice on how to answer sales leadership’s request. Upon examination, it became apparent that the management team was suffering from a few common problems. Foremost, there was a lack of formal management process which was leading to highly reactive management activities. Second, sales leadership was trying to manage a heterogeneous sales force in a homogenous way, which was muting the impact of their coaching interactions. And finally, sales managers were struggling to apply their generic coaching frameworks to the day-to-day activities of their sellers.

In response, the company chose to adopt and implement the sales management frameworks from *Cracking the Sales Management Code*. The assessment had revealed the nature of the ideal seller-manager interactions and provided a customized training agenda based on their specific needs. During the sales training workshops, sales managers defined a new management process, created coaching tools to structure their conversations, identified the few sales metrics that were important for themselves, and learned new skills to execute on their key management tasks.

RESULTS

Subsequent surveys of the salespeople showed that their perception of both the quantity and quality of coaching had increased dramatically. And those improvements were re-confirmed one year after the initial training workshops. The percent of forecasted revenue being won by the sales force had been 25% six months before the training. Six months post training, the win rate had improved to 37%. And eighteen months post-training, that rate had increased to 54%. More coaching. Better coaching. Higher win rates. Sustainable change.

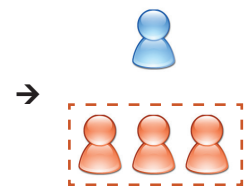
Who Should Attend?

Front-line sales managers. This program will provide sales managers with proven strategies, processes, skills, tools and metrics to improve their team’s performance, based on the latest research into sales management best practices.

A Unique Approach to Sales Manager Development

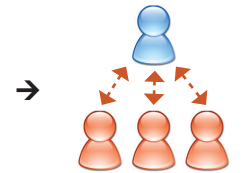
Step 1:

Identify the Key **Selling Activities** of the Sales Team



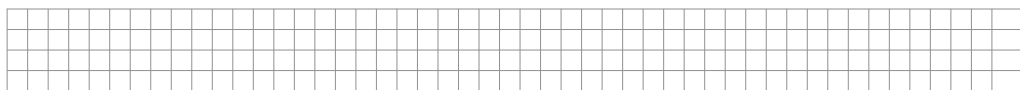
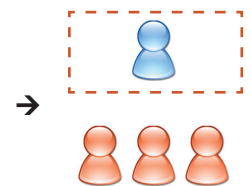
Step 2:

Identify the **Management Behaviors** that will Improve those Activities



Step 3:

Enable the Sales Manager to Coach and Develop their Reps in a **Highly Relevant Way**



“This was the most relevant training we’ve had. The content was a direct link to our business and it really hit the mark.”

Areas Addressed by the Survey

- The Role of the Sales Manager
 - » Super-Seller or coach
 - » Types of sellers they manage
 - » Types of activities they manage
 - » Time allocation
- Manager-Rep Interactions
 - » Types of planned interactions: Purpose; Frequency; Attendees; Duration; Venue; Value
 - » Types of unplanned interactions: Nature; Frequency; Duration; Value
 - » What are the primary venues for coaching?
 - » Do the managers’ pipeline management, coaching and other activities align with known best practices?
- Manager-Rep Performance
 - » Previous training
 - » Relative performance of assigned reps

Benefits of the Survey

- Benchmarks management activities
 - » How do they compare to the database of results?
 - » Are they appropriate for the management role?
 - » Are they high impact?
- Identifies areas for improvement
 - » Low value interactions
 - » Inappropriate format or venue for coaching
 - » Lack of structure for coaching
- Determines which modules are used for subsequent training
 - » Which activities and roles do they manage?
 - » Which coaching approaches are appropriate for each?
 - » Which tools will enable higher manager performance?
 - » Which metrics will measure success?
- Is not dependent on any specific sales methodology...Is universally applicable to all sales forces.

Methodology

- Frameworks are built on the research published in *Cracking the Sales Management Code* (McGraw-Hill, 2012)

- Based on the management of fundamental sales processes and the alignment of activities and results through the use of key metrics
- Methodology has been deployed at GE, HP, Schlumberger, UPS, Lexis Nexis and several other Fortune 1000 companies

Benefits to *Persona* GLOBAL Partners

- Allows the PG Partners to quickly identify gaps in current management practices that, if closed, will significantly increase sales manager effectiveness – and consequently, sales results
- Survey results tie directly to specific methods and tools offered in the McGraw-Hill best-seller *Cracking the Sales Management Code*

ABOUT THE AUTHORS



Jason Jordan

Jason is a partner with Vantage Point Performance, the leading training and development firm for global sales management. His research led to the preliminary insights that became *Cracking the Sales Management Code*. Jason lives in Charlottesville, Virginia, where he teaches sales and sales management in the University of Virginia’s MBA and Executive Education programs.



Michelle Vazzana

Michelle is also a partner at Vantage Point Performance, where she focuses on implementing *Cracking the Sales Management Code* to sales teams around the world. Her academic studies and real-world experience combine to bridge the gap between Vantage Point’s research and its practical application in the field. Michelle lives in Ashburn, Virginia and is a well-known speaker on the role of the sales manager in sales transformation.



For more information about *Persona* GLOBAL®, Inc.’s metrics and methodologies, please contact info@personaglobal.com or visit www.personaglobal.com



ABOUT *Persona* GLOBAL®

Persona GLOBAL® is a worldwide provider of assessment tools and methodologies for corporations facing challenges in change leadership, communication, organizational alignment, sales, customer service and management. *Persona* GLOBAL®, Inc.’s metrics and methodologies are currently available in 72+ countries; its programs have been translated in up to 38 languages. More than 1,700 certified *Persona* GLOBAL® practitioners around the world serve their clients as strategic business partners.

Corporations that have benefited from *Persona* GLOBAL® Programs include:

- | | | |
|--------------|---------------------|----------------------------|
| • BMW | • Applied Materials | • British Airways |
| • Mitsubishi | • Dell Computer | • Japan Airlines |
| • Disney | • IBM | • Credit Suisse |
| • Coca-Cola | • Alcatel | • American Express |
| • Hitachi | • Motorola | • SONY Music Entertainment |