

HIGH-IMPACT SALES MANAGER™ CURRICULUM OVERVIEW

High Impact Sales Manager is a sales management training program that provides frontline sales managers with proven skills, knowledge, and tools they need to drive bottom-line performance.

This in-depth program includes self-assessments and covers five critical sales management abilities: sales coaching, managing sales performance, managing the pipeline, sales leadership, and recruiting and selecting sales "STARS."

Program Benefits:

- Improve sales results by implementing a behaviorally based performance management system
- Learn how to prioritize management actions
- Produce more accurate sales forecasts
- Develop the full potential of your team with proven sales coaching techniques
- Allocate coaching time based on ROI
- Develop your leadership skills and leadership style
- Understand the motivators of your sales team
- Consistently hire sales stars

Best for:

- Experienced sales managers
- Newly promoted sales managers

Workshop Length:

- Three days onsite or nine 2-hour VILT sessions

Delivery Options



Instructor-Led Training



Virtual Instructor-Led Training



Digital Blended Learning

Customization

SRG understands that each sales organization is unique, with its own culture, processes, and set of abilities and challenges. Training programs include pre-training consultation and are personalized for your organization with customized case studies, examples, and exercises to make the training more relevant to program participants.



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Lesson 1

Sales Coaching

Managing vs Coaching

- Coaching Activity Profile self-assessment
- Managing vs. coaching
- Benefits of sales coaching and how it can improve results

Developing a coaching mindset

- Use the Sales Skills Profile to assess your team
- When to use sales coaching and when to use other management actions
- Attributes of great coaches
- Develop a coaching mindset using the 3A's
- Improve your active listening skills

Discussing performance issues

- Analyzing sales skills: strengths, development needs, and areas to investigate
- Discuss development needs using the ABC model
- Resolve disagreements

Sales Coaching Model

- Develop your coaching plan
- Set coaching expectations
- Best role for a sales manager during a sales call
- When is it appropriate to rescue a rep on a sales call
- Conducting productive coaching sessions
- Use coaching questions to lead self-discovery
- Gain a sales rep's commitment to use new skills
- Four tactics for overcoming resistance to coaching
- Allocate coaching time based on ROI
- Avoid common time allocation pitfalls

Sales Coaching Tools

- Coaching Activity Profile
- Selling Skills Profile
- Development Matrix
- Sales Coaching Plan
- Coaching Call Observation Form
- Coaching Mindset
- Coaching Call Debrief Checklist
- Sales Coaching Checklist

Lesson 2

Managing Sales Performance

Role of the sales manager

- Understand the role of a sales manager
- Identify the characteristics of a high-performing sales organization
- How to create performance partnerships with sales reps

Managing behaviours and results

- Distinguish between behaviors and results
- Benefits of using a behavior-based management system
- Define performance to include both behaviors and results

Implementing the sales performance system

- Monitoring 10 Critical Success Factors for better sales results
- Establishing performance expectations
- Monitor gains and gaps in sales performance
- Determine causes of performance gaps
- Distinguish between behaviors and judgments
- Take appropriate management actions
- Factors in setting priorities for management actions
- Use Development Action Plans and Sales Team Performance Analysis tools

Lesson 3

Managing the Pipeline

- Three-step process to improve forecast accuracy
- Identify customer-centric stage criteria
- Tracking the velocity of your sales pipeline
- Coaching reps to effectively advance opportunities
- Red flags that lead to stalled opportunities

Managing Sales Performance Tools

- Sales Performance System
- Sales Team Performance Analysis
- Causes/Actions Flow Chart
- Development Action Plan

Managing the Pipeline Tools

- Pipeline Assessment Worksheet



Lesson 4

Sales Leadership

Definition of Sales Leadership

- Understand the differences between sales management and sales leadership
- Identify sales leadership qualities
- Define four critical leadership abilities

Creating a sales vision

- Develop an inspiring sales vision
- Translate your sales vision into goals
- Develop strategies to achieve your sales goals
- Identify tactics to implement strategies
- Communicate your sales vision

Decision making as a leadership tool

- Importance of decision making as a leadership tool
- Understand the ROI decision process
- Use the Vision/Risk Leadership Indicator

Influencing the sales team

- Use leadership style to influence the sales team
- Understand six factors that motivate salespeople
- Reading a salesperson's internal motivations

Improving personal abilities

- Understand the impact personal abilities have on your sales leadership
- Create a long-range development plan

Sales Leadership Tools

- Sales Leadership Profile (self-assessment)
- VisiPlan
- Tactical Action Plan
- STAR Profile
- Screening Tool
- Interview Planner

Lesson 5

Recruiting & Selecting STARS

Recruiting Challenges

- Interviewing challenges faced by sales managers
- Cost of hiring a bad sales rep
- Common pitfalls in sales rep recruiting

Developing a STAR profile

- Overview of the nine-step recruiting and selection model
- Identify characteristics of an ideal sales rep
- Create a STAR profile to identify key skills, behaviors, and competencies of high-performing sales rep

Screening-in candidates

- Screening-in candidates using the STAR profile
- Resume red flags that can lead to bad hires
- Conducting phone screens and common pitfalls to avoid

Interviewing candidates using STAR questions

- Use STAR Behavior Questions to uncover key intangibles
- Apply STAR Behavior Questions to common interviewing situations
- Control for personal biases

Making hiring decisions

- Use the Decision Matrix tool to select candidates
- Conduct second interviews and reference checks
- Make the final hiring decision

Recruiting & Selecting STARS tools

- STAR Profile
- Screening Tool
- Interview Planner
- Sales Leadership Style Assessment
- Motivation Management Worksheet

WHY SALES READINESS GROUP (SRG)

Trusted by industry-leading sales organizations

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Microsoft

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ABM[®]
Building Value

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infor

“

It's been fantastic working with Sales Readiness Group, I'd highly recommend working with them in the future.

Sales Readiness Strategy
Lead,
Global Tech Client

“

They're not just subject matter experts, but they're true learning and development professionals.

Carrie Konior,
Director of Sales Development, ABM

A complete sales training system

Sales Training is a Process, Not an Event

Our training programs are not single events but rather part of an overall sales training system designed to create sustainable changes in sales behaviors. The net result is that our training sticks.

Our comprehensive approach includes:



Consultation
Committed to understanding your business goals first.



Customization
So the training is highly relevant for real-work challenges.



Reinforcement
Ongoing reinforcement to make new habits stick.



Experiential Training
Because participants learn best by doing.



Measurement
Assess the impact of the training program.

When results matter, choose an experienced training company with a track record of success.

Our leadership team brings over 100 years of combined sales and sales management experience to the table. We've successfully trained organizations in competitive industries like Life Sciences, Technology, Financial Services, Professional Services, and Manufacturing. That's why Selling Power Magazine has ranked us as a Top Sales Training Company for over a decade.

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