



Curriculum Overview

HIGH-IMPACT SALES MANAGER



Sales Management Training: 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 four critical sales management abilities: managing sales performance, sales coaching, sales leadership, and recruiting and selecting sales "STARS."

How Sales Managers Will Benefit

- ▶ Improve sales results by implementing a behaviorally based performance management system
- ▶ Learn how to prioritize management actions
- ▶ Develop the full potential of your team with proven sales coaching techniques
- ▶ Overcome resistance to coaching
- ▶ Develop your leadership skills and leadership style
- ▶ Motivate each member of your sales team
- ▶ Build a team of high performing sales professionals

High Impact Sales Manager is a complete training program that includes assessment, customization, engaging training, and ongoing reinforcement.

Delivery Options

High Impact Sales Manager is delivered as a two-day or three-day workshop and can be facilitated onsite, live online, or as part of a blended program. We also offer Train-the-Trainer for companies looking to license the High Impact Sales Manager program and bring it in-house.

Who Will Benefit

High-Impact Sales Manager will benefit experienced and newly promoted sales managers.

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 | Managing Sales Performance

Role of the Sales Manager

- ▶ Understanding the role of a sales manager
- ▶ Identifying the characteristics of a high-performing sales organization
- ▶ How to create performance partnerships with sales reps

Managing Behaviors and Results

- ▶ Distinguishing between behaviors and results
- ▶ Benefits of using a behavior based management system
- ▶ Defining performance to include both behaviors and results

Implementing the Sales Performance System

- ▶ Benefits of a systematic approach to managing sales teams
- ▶ Monitoring 10 Critical Success Factors for better sales results
- ▶ Establishing performance expectations
- ▶ Monitoring gains and gaps in sales performance
- ▶ Determining causes of performance gaps
- ▶ Distinguishing between behaviors and judgments when monitoring a sales rep's performance
- ▶ Taking appropriate management actions
- ▶ Using Sales Performance Causes/Actions decision tool
- ▶ Factors in setting priorities for management actions
- ▶ Using Development Action Plans and Sales Team Performance Analysis tools

Managing the Sales Pipeline

- ▶ Three-step process to improve forecast accuracy
- ▶ Identifying 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

Lesson 2 | 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

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

Discussing Performance Issues

- ▶ Analyzing sales skills: strengths, development needs, and areas to investigate
- ▶ Discussing development needs using the ABC model
- ▶ Resolving disagreements

Sales Coaching Model

- ▶ Overview of five-step sales coaching model
- ▶ Developing your coaching plan
- ▶ Developing focused coaching objectives
- ▶ Performing a pre-call briefing to properly set 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 after the sales call
- ▶ Using coaching questions to lead self-discovery
- ▶ Gaining a sales rep's commitment to use new skills
- ▶ Four tactics for overcoming resistance to coaching
- ▶ Factors to consider when allocating coaching time
- ▶ Avoiding 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

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Lesson 3 | 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 nine-step recruiting and selection model
- ▶ Identifying characteristics of an ideal sales rep
- ▶ Using the STAR profile to identify key skills, behaviors and competencies of high performing sales rep

Building a Recruiting Pipeline

- ▶ Understanding the optimal number of qualified candidates to have in your recruiting pipeline to make one successful hire
- ▶ Leveraging social networks to identify sales talent

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

- ▶ Using STAR Behavior Questions to uncover key intangibles
- ▶ Applying STAR Behavior Questions to common interviewing situations
- ▶ Controlling for personal biases

Making Hiring Decisions

- ▶ Using the Decision Matrix tool to select candidates
- ▶ Conducting second interviews and reference checks
- ▶ Making the final hiring decision

Lesson 4 | Sales Leadership

Definition of Sales Leadership

- ▶ Understanding the differences between sales management and sales leadership
- ▶ Identifying sales leadership qualities
- ▶ Developing a definition of sales leadership
- ▶ Defining four critical leadership abilities

Creating a Sales Vision

- ▶ Developing an effective sales vision
- ▶ Translating a sales vision into goals
- ▶ Developing strategies to achieve sales goals
- ▶ Identifying tactics to implement strategies
- ▶ Communicating the sales vision

Decision Making as a Leadership Tool

- ▶ Importance of decision making as a leadership tool
- ▶ Understanding the ROI decision process
- ▶ Using the Vision/Risk Leadership Indicator
- ▶ Using decision making as a sales leadership tool

Influencing the Sales Team

- ▶ Using leadership style to influence the sales team
- ▶ Identifying four unique leadership styles
- ▶ Using motivation to influence the sales team
- ▶ Understanding six factors that motivate salespeople
- ▶ Reading a salesperson's internal motivations

Improving Personal Abilities

- ▶ Understanding the impact personal abilities have on sales leadership
- ▶ Creating a long-range development plan

Recruiting & Selecting STARS Tools

- ▶ STAR Profile
- ▶ Screening Tool
- ▶ Interview Planner
- ▶ STAR Questions Library
- ▶ Decision Matrix

Sales Leadership Tools

- ▶ Sales Leadership Profile (self-assessment)
- ▶ Tactical Action Plan
- ▶ Sales Leadership Style Assessment
- ▶ Motivation Management Worksheet