

SALES

APPLICATION & MEASUREMENT

New sales behaviors won't embed without dedicated practice, support and success sharing. Ensure that all levels in the sales organization play an ongoing/supportive role.

Embedding behavior change requires a host of sustainment activities running simultaneously and a dedication to formal success measurement. Failing to put a strategy in place for this puts your transformation investment at risk and leaves growth potential on the table.

Let's start with a few priorities you need to have among your senior leaders:

Stay Involved, leaders must continually speak about the importance of the change. It's easy for those who made the initial decision to move on to other initiatives. This sends the wrong signal to sellers and managers working to build new behaviors across months and years.

Be Vocal, leaders should adopt the terminology, reinforce the concepts and share success stories as broadly as possible.

Every organization will find varying benefit from different application activities. When implementing Challenger, we use a host of activities to sustain behaviors, including e-learning modules, podcasts, refresh videos, team meetings, individual skill work outs,

etc. in an effort to find what works best in each organization. Accountability is critical. Team leaders must ensure their direct reports use available resources.

Having a formal measurement strategy helps determine where change is working, where adjustments are needed and the resulting ROI. We recommend following the Kirkpatrick Model for learning effectiveness.

Kirkpatrick has four levels, each building on the previous:

Level 1, measure individual engagement with the learning event.

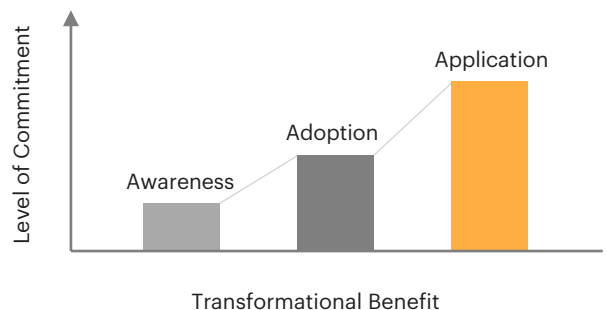
Level 2, measure knowledge retention over time.

Level 3, measure application of new skills in real account situations.

Level 4, measure financial impact to the business.

Our consultants can help you develop an application and measurement strategy.

Contact us for more information.



Source: CEB Research.