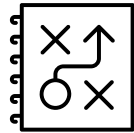


Sales Management & Coaching

Turn your salespeople into a dynamic and self-motivated team of high-performing individuals



Create an enabling environment that inspires action



Define and execute a high return sales strategy



Manage your high-performance sales team



Coach your salespeople to exceed all expectations



This comprehensive and practical **eight-week** programme is designed to provide sales leaders with the tools and resources to develop a high performing sales team.

The programme focuses on the four levers of sales growth:

Enable / Innovate / Manage / Coach



The four levers of sales growth

The role of the sales manager has changed significantly over the last few years. The modern sales manager needs to be far more involved in ensuring sales growth.

The Gartner for Sales Leaders unit, has researched the behaviours of top-performing sales managers and identified the following four levers required for sales success:

1

Sell (26.6%)

Create an enabling environment, offer customers a new perspective & tailor offers to customer needs & priorities.

2

Innovate (29.2%)

Generate new ways of solving deal level problems and innovate new ways to position the offer.

3

Manage (16.2%)

Hire the right people, manage performance and take corrective action.

4

Coach 28%

Develop skills and instill values.

The aim of this programme is to provide a structured overview of the high-return activities applied by effective sales leaders that allow their teams to meet and exceed their targets.

What this programme covers:

- ✓ How to build the right **environment** for sales success.
- ✓ The most important things you should be doing as a sales manager
- ✓ Key management skills and actions of a successful sales manager
- ✓ How to design and execute your **sales strategy**
- ✓ Build a results-based territory plan
- ✓ How to **recruit and develop** top performers
- ✓ Improve sales results by implementing a behavioural-based **performance management** system
- ✓ Principles of influence – how to **motivate and persuade**
- ✓ How to manage **meetings, pipelines, and sales forecasts**
- ✓ How to **coach** your salespeople to improved performance

What you will learn in the programme:



Create the right environment:

How to create a climate of high performance. How to enable sale success.



Build your sales strategy:

Create a vision and mission statement. Evaluate the current situation. Develop a plan for achieving goals. Monitor and review.



Innovate:

Generate new ways to solve deal-level problems and innovate new ways to position your offer.



Become a connector:

Provide relevant and targeted feedback, create a positive team development environment and on-board new hires.



Manage performance:

Manage the process, not just the people, set mutual goals, insist on forecasts and manage the pipeline. Set high standards.



Coach:

Use coaching to bring about long-lasting change. Encourage peer and self-coaching



How the learning programme works

The programme takes place over **eight** weeks:



The instructor delivers a 1½ hour session in a virtual classroom



Work through the eLearning modules and complete activities



Attend two 1-1 coaching sessions



Complete two assignments

The value of this remote learning programme

- ✓ **Save time out of the office.** You have the flexibility of attending the Virtual Classroom and coaching sessions during or outside of working hours.
- ✓ **Learn at your own pace:** The eLearning allows you to develop a deep understanding of the concepts and you are given access to a member site with extra resources, eLearning, and videos to extend your learning.
- ✓ **1 to 1 Coaching:** You get focused facetime to ask any questions you might have, clarify anything that is not clear or if required, a sympathetic ear.
- ✓ **Apply the learning:** With most instructor-led programmes, you have forgotten half of what was covered before you have even left the classroom. Here you get to reinforce and apply your learning consistently, supported by your able guide.
- ✓ **Tools and resources:** The programme is full of helpful tools and resources like account plans, templates for presentations and proposals and a whole lot of examples of the right language to use to get results.

Tools and Resources



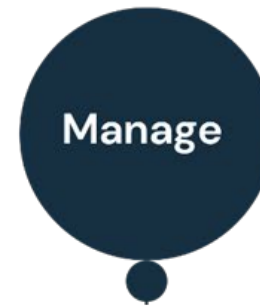
- Sales strategy
- Sales plan



- Sales messaging
- Opportunity coaching guide



- Hiring guide
- Assessments
- On-barding



- Sales process
- Playbook
- Forecasting tool
- Pipeline



- Coaching templates
- Coaching guides

About the Facilitator

Tim Keys founded the Sales Institute in 2000 because he believed the sales methods being taught had not adapted to changing customer demands.

Tim specialises in training and coaching account managers and sales leaders in complex, business to business markets.

He has worked with organisations around the world including Microsoft, Boston City Campus, 2U/GetSmarter, Saint-Gobain, Pioneer Foods, Oracle, Dimension Data and Altron.

He has also served as a programme manager at the UCT Graduate School of Business Executive Education where he delivered this Sales Management programme.

Should you require more detail on the programme and how it is implemented or have any other questions, feel free to contact Tim, his e-mail address is timk@salesinstitute.co.za.



"Really practical course. I have realised I have spent a lot of time on activities that weren't getting the right results"

Sales Manager: Debt Rescue

"I particularly enjoyed the section about sales coaching. It is a far more effective way to get the most out of people."

Sales operations: Zoom

"Being new to sales management, Tim gave a clear plan on where to start with my team."

Sales Manager: SRG



THE SALES INSTITUTE

Overview of the Programme

Your role as a sales manager

- The changing role of a sales manager
- Identify the characteristics of a high-performing sales organisation
- What you should be spending your time doing: Sell / Innovate / Manage / Coach
- How to create performance partnerships with sales reps

Section 1: Sell

Create an enabling environment

- What drives sales performance?
- Create the right environment
- Develop the right skills and behaviours
- Set high standards

Build a clear sales strategy

- Vision and Mission
- Describe the situation
- Develop the plan
- Monitor / Review

Create meaningful sales messages

- The importance of insight
- Start with the challenge
- Agree on sales message
- Create your sales pitch

Section 2: Innovate

- What it means to innovate
- Question: How do we move the sale forward?
- How to coach the pipeline and unlock opportunities
 - Investigate
 - Create
 - Share

Section 3: Manage

What it means to manage

- How to optimise management responsibilities
- Identify your management style
- Characteristics of a CONNECTOR manager

Principles of effective sales management

- Theories of motivation
- What should you manage?
- Empower your team

Manage performance

- Position Results Description
- How to set targets
- OKR – Objectives and results
- How to on-board new staff
- Build a sales playbook
- Managing the sales forecast / pipeline

Take corrective action

- Dealing with issues
- Disciplining staff
- Working with underperformers (30-day success acceleration programme)

Section 4: Coach

Introduction to Sales Coaching

- Make the shift from manager to coach
- What it takes to be a good coach
- How to implement a successful programme

Prepare for coaching

- Assess needs
- Prepare for the session
- Contracting and pre-framing
- Set well-formed outcomes

The skills of coaching

- Be present
- Build trust and rapport
- Active listening

The coaching conversation

- Peltier's working for change model
- Asking the tough questions
- Coach skills / knowledge / capabilities
- Coaching the sales process / opportunities
- Performance and improvement coaching