



PERFORMANCE DRIVEN SALES MANAGEMENT

Measurable and improved results through skills transfer, practical application and ongoing development.

Program Outline

Managing salespeople is like raising children! They want a framework and direction, values and development, attention and encouragement, a role model and coach. There's also rivalry, conflict and strong emotional appeals to justify actions. Apart from that, managing a sales force and getting the best out of them is easy.

We recognise the peculiarities of managing these people and so focus on defining sales strategies and goals, price/profit relationships, leadership, motivation, problem-solving, handling conflict, coaching and counselling for high performance.

People who will benefit most are those who have or are about to have, salespeople reporting to them.

Participant Benefits

Sales managers often achieve their position because of their talent as sales people. However to be successful managers they will have to acquire new skills in leading, managing and administration. Performance will be improved through:

- Understanding selling within the company marketing context
- Establishing sales goals, strategies and tactics
- Effectively leading the sales team
- Creating an environment whereby people are motivated
- Developing their people through coaching, delegation and problem solving.
- Being effective in managing conflict and active in counselling and correction when necessary

Program Content

Module 1: Management - A Systems Approach

The success and profitability of the sales force relies upon the ability of management to effectively co-ordinate activities and plan to achieve corporate objectives.

Sales people will treat customers the same way management treats sales personnel. Encourage them to achieve and they will find ways for their customers to achieve. Treat them as of no consequence and they will view customers in a similar light. The sales manager is their role model.

- Applying a systems approach to manage the variables
- Judging the sales force by volume, product mix and expense
- Assessing the activities
- Controlling the variables to achieve results
- Reporting systems, their use and abuse

Module 2: The Goal Driven Sales Organisation

The successful sales department will not only be sales driven, but will operate within the marketing context. Marketing and sales are inextricably linked, although in some organisations they appear to be divided by a great wall.

- The marketing function and process
- The marketing mix
- Management by objectives
- Defining your sales strategies and tactics
- Establishing the input variables

Module 3: Planning and Managing Time

The role of the sales manager is to get the tasks done through other people. Greater success will be achieved if the manager knows what has to be done, has plans to achieve it and makes best use of the time available.

- Why sales managers fail
- Determining responsibilities and expectations
- Principles of planning
- Getting sales people interested
- Identifying time wasters and setting priorities
- Managing time for self and the sales team

Module 4: Leadership and Team Management

Leadership is knowing the objectives, clearly communicating the goals to others and then allowing the sales people to achieve them. Management is the act or art of focussing resources to achieve desired results.

- Qualities that make a good leader
- What sales people want from a leader
- Leadership, supervision and morale
- Styles of leadership
- The value of teamwork
- Establishing and using leadership and team management qualities to achieve objectives

Module 5: Motivation and Building the Team

Motivation is an internal drive to satisfy a need. So, by definition, the manager cannot motivate the sales team. But the manager is responsible for creating an environment whereby the team is motivated to perform.

- Definition and theory of motivation
- Factors that affect motivation
- Stages of teams
- Team building activities
- Developing a motivated sales team

Module 6: Coaching, and Developing

Control, order and predict (COP) was the old way of running the sales team. The manager now has to be an ACE - acknowledge, create and empower – if best results are to be achieved.

- Present coaching methods
- From sports coaching to sales coaching
- Phases to coaching and developing
- Coaching and developing for results

Module 7: Problem Solving and Decision Making

Sales managers are constantly solving problems and the way they are solved will be influenced by the style of decision making used. Creativity will also play an important role in determining the possibilities to arrive at acceptable answers.

- What is my decision making style?
- Phases in solving problems
- Appropriateness of creativity
- Involving others
- Implementing the decisions

Module 8: Conflict Resolution and Delegation

Conflict is a daily reality for everyone. Whether at home or at work, an individual's needs and values constantly and invariably come into conflict with other people's. Conflict can also arise out of delegation if not done correctly.

- Causes of conflict within the sales team
- Conflict resolution strategies
- The reluctance of sales managers to delegate
- Delegating successfully

Module 9: Counselling and Correction

The sales manager will have a responsibility to develop the sales team, part of which will be counselling to improve job performance. On occasions there may be the necessity to have to discipline an individual.

- Types of counselling
- Approaches to counselling
- Skills for good counselling
- Attitudes to reprimand and correction
- Effective correction techniques

