



Driving Business Results

AUDIENCE

Both experienced and new sales managers responsible for the coaching and development of others.

Develop sales managers as strategic resources

Program Benefits

Driving Business Results, from BTS, equips sales managers with the skills they need to manage and coach individuals and teams for peak performance. A key component of the program is the use of best practices to maximize skill development and confidence-building, using a research-based, systematic, comprehensive methodology. *Driving Business Results* is easily customized using an experiential case-based approach that is matched to the client's environment with outcomes that are designed to meet specific goals. *Driving Business Results* helps sales managers:

- apply a consistent process for assessing, planning, and managing salespeople's performance
- resolve individual and team performance issues in a timely fashion
- understand how to manage change and implement new strategies
- leverage the power of effective coaching
- gain a deeper understanding of how salespeople are regarded by their direct subordinates
- master a natural and non-manipulative model for coaching interactions
- create a plan for improving team performance.
- understand how to cascade best practices throughout the team
- gain insight into what customers seek from the organization and its salespeople
- manage situationally and tap into the benefits of a team's diversity

Program Description

Driving Business Results is a three-day program typically implemented as a two-day session with a one-day follow-up in 60-90 days. The program includes a BTS coaching feedback survey of the participant's direct reports and evening assignments to enrich the experience. Participants begin by exploring a framework for managing sales performance, using six performance drivers and 36 tools, which they apply to a series of customized case studies. Attention is focused on the following key levers for managing sales performance: Direction, Reinforcement, Resources, Learning and Development, Selection and Job Assignment, and Engagement. After examining their own customers' priorities, participants explore best practices and apply their new knowledge to situations described by those customers.

On day two, participants examine coaching principles and best practices. Teams review scenarios and decide which best practices they would apply to improve performance. They explore the filters through which they see and experience their personal and work lives, and select one of four behavioral styles that best describes themselves. Teamed with others of the same behavioral style, they identify what motivates their particular style and how others of different styles can best interact with them. Lastly, they integrate the learning by analyzing a customized, four-layer case study.

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Day three begins with a quick refresher and discussion of the principles learned earlier, and a review of how participants have applied their knowledge with their teams. Then participants experience "A Day in the Life," a capstone activity that simulates the wide variety of coaching scenarios encountered daily by sales managers. Skills and insights from the first two days are incorporated, applied, and reinforced.

Snapshots of some scenarios that may be encountered are:

- strategy coaching an inexperienced rep to develop a plan for their biggest account
- discussion session using CRM data outputs to manage time allocation
- planning session for developing questions for a feedback session
- telephone coaching session with an experienced rep about resolving a customer conflict
- coaching discussion around relating the compensation system to territory activity
- developing a plan for a joint call

Implementation/Customization

Driving Business Results is implemented in a three-day (two plus one) program. Pre-work assessment commences three weeks prior to the session. The program is modular and may be implemented consecutively or at scheduled intervals. Case studies are customized to reflect current organizational issues and culture, key market issues, and current coaching gaps. Specific language, forms, and/or best practices may also be integrated into the learning experience. Several optional modules may be incorporated into the *Driving Business Results* program, including:

- A customized half-day in which sales managers explore different uses for the data from their CRM system and experience new ways to apply it to more effectively coach their teams.
- An additional day-long Best Match workshop that helps develop sales managers' skills in finding and hiring salespeople with critical competencies and skills (*Can Do*), internal motivation (*Will Do*), and who will match with the organization and environment (*Will Fit*). Building proficiency in behavioral interviewing is at the core of the Best Match experience.
- Virtually any customer experience to enhance the overall relevance of the program and address the specific needs of the client's organization.