

# Sales Leadership – Building a profitable revenue generation team



**“ You get what you settle for”**

# Discussion Topics



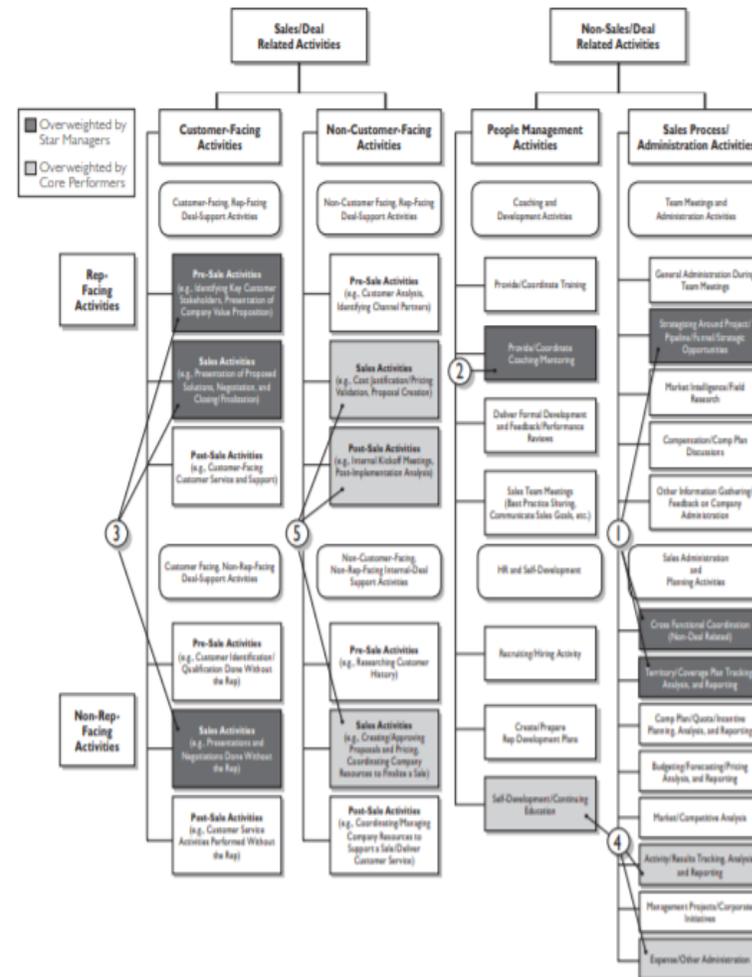
**“ You get what you settle for”**

- **Best in class activities of a STAR sales leader.**
- **Best in class activities of a STAR sales professional.**
- **Basic components of pipeline management.**
- **Coaching models for continuous sales team improvement.**
- **Hiring sales talent .**

# Best in class activities of a STAR sales leader

## TRIPLE PLAY

Precise Examination of Manager Time Spend Reveals How Star Managers Differentiate Themselves from the Core



**THREE STAR QUALITIES**

- Stars emphasize planning and strategy to deploy their teams to the best effect.
- Stars place greater emphasis on coaching and mentoring their reports.
- Stars observe and support the most important parts of the actual sale—initial presentation and deal closure.

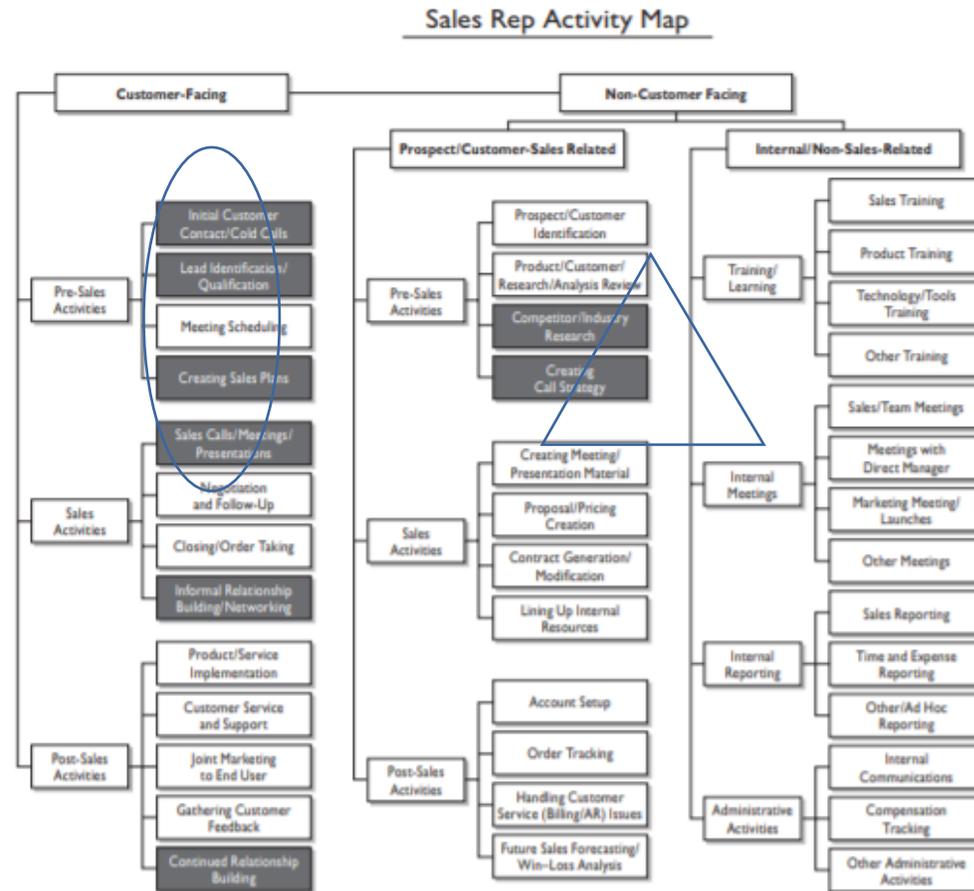
**EYES ON THE WRONG BALL**

- Core performers get bogged down with administration, tracking activities, and completing expense reports.
- Core performers micromanage sales activities and devote disproportionate time to creating and approving proposals or holding post-sales inquiries.

“ You get what you settle for”

# Best in class activities of a STAR sales professional

*Building on previous work identifying the time signature of high-performing reps...*



**Initial customer contact & cold calls**

**Creating call strategy**

**Creating sales plan**

**Relationship building**

**“ You get what you settle for”**

Note: HiPer Sales Managers defined by using company supplied data on sales performance.

# Basic components of pipeline management



## Must measures

1. When a deal enters the buying phase.
2. How long it takes to win or lose the opportunity.
3. How many sales calls it takes to win or lose the opportunity.
4. The math around closed won deal ratio's.
5. Why you could benefit from always coaching around this part of the business.

**“ You get what you settle for”**

# The math - Pipeline management drives revenue - Step 1



## The formula:

1. What is the number I need in the pipeline to get to plan?
  - What is my closed won ratio in terms of revenue?
  - Take the ratio and divide it into the number 1.
  - Take the answer and multiply it by item number one.

“ You get what you settle for”

# The math - Pipeline management drives revenue - Step 2



The formula- continued:

## 1. Lets do a couple examples

- Close won ratio of 15% of the deals I target.
- Close won ratio of 35% of the deals I target.
- Close won ratio of 55% of the deals I target.

## 2. Do it for the team and the individual.

“ You get what you settle for”

# Pipeline management & powerful questions



## Powerful Questions to ask during the weekly one on one

1. What does a healthy pipeline look like to you and why?
2. How much revenue do you need in the buy phase to make your number?
3. When a deal isn't going as expected, what do you do to assess next steps?
4. What can you do now to improve your chances of won deal by +10%?
5. What are the two most effective things for you to get done this week that will lead to improved closed won deals?

**“ You get what you settle for”**

# Coaching models for continuous sales team improvement

- Start with building a high level of trust- how does one do that?
- Powerful questions that are action oriented.



COACHING FOR **greatwork**

## 7 Core Questions

What's the real challenge?

What ideas do you already have?

And what else?

What would have the most impact?

What do you want to do?

What will you do?

COACHING FOR **greatwork**

## Possibility Questions

What's the easiest thing to do?

The fastest thing to do?

What's the obvious thing to do?

If you had no fear, what would you do?

What's the boldest thing to do?

What would be a fun thing to do?

What are you afraid of doing?

... and what else?

**“ You get what you settle for”**

# Hiring sales talent



- **Who has hired sales talent already?**
- **How did you do it and how has it turned out for your business?**
- **Any advise you would like to share with the group?**
- **Common pitfalls?**

**“ You get what you settle for”**

# Discussion Topics – Thank you!



- ✓ Best in class activities of a STAR sales leader.
- ✓ Best in class activities of a STAR sales professional.
- ✓ Basic components of pipeline management.
- ✓ Coaching models for continuous sales team improvement.
- ✓ Hiring sales talent.

**What did you find most useful or helpful?**

**“ You get what you settle for”**