



# Salesforce management

*Overview*

# Salesforce management

A Sales Manager has to be many things: a seller, a strategic planner, a team leader and an ambassador. Much of the role can be very different to that involving selling alone and all too often the enthusiasm of the newly appointed Sales Manager is diminished once they realise they are back on a learning curve – and a steep one at that.

In this job like many others, Sales Managers have to work with and through their teams, all the time keeping people positive and motivated. They have to focus their limited resources on areas where they will see most value. They have to ensure their processes and systems interface effectively with customers and the marketplace. Moreover, they have to be a leader, someone their team can look up to and respect. And finally, over and above everything else, Sales Managers are also expected to coach their teams in effective selling!

It's no wonder that a large number of Sales Managers often find the management aspect of the role such a tough one.

New Sales Managers can find themselves in an invidious position. In their previous role as a seller they may have needed to be outgoing and willing to spend large amounts of time alone 'hunting down' business. Motivation comes in the form of personal targets and their remuneration scheme and the seller's success is largely reliant on themselves and their customers. For the Sales Manager the role is quite different and requires a great deal more than simply being a high performing salesperson.

Knowing how to sell well and showing others how to do it is not the same thing – as senior management teams worldwide can testify!

Huthwaite are acknowledged experts in the area of selling skills. In Salesforce management we have combined our sales and management research with our unique behavioural analysis tool to create a course that builds upon the a Sales Manager's proven sales skills to give the capability to coach and motivate, run effective meetings, and to know the difference between push and pull styles of persuasion and when to use them. Additionally, we introduce models in tactical sales planning and resource application.

So whether new to the job or looking to improve an existing role this course will introduce Sales Managers to the necessary skills for improved sales management enabling them to run their teams more effectively and perhaps earn respect and a more rewarding role in the process!

## Objectives

By the end of the programme the participant will:

- be able to explain the important differences between an effective salesperson and an effective sales manager
- be able to construct and implement a tactical sales plan
- understand the relationship cycle and manage the regular interface with strategic and key accounts
- be aware of motivational theory and be able to construct strategies for maintaining high levels of motivation within the salesforce
- understand the impact of leadership styles and have an awareness of how behaviour can impact upon successful management – adapting behaviour to suit
- be capable of running effective, productive meetings
- be able to coach in a positive, motivational way.

## Target audience

Anyone already involved in managing, or about to manage, a sales team. The course is a comprehensive grounding in sales management, but is also relevant as a refresher and gives an opportunity to bring knowledge and skills up to date.

## Programme content

### The role of the Sales Manager

- The issue of the Manager as a scarce resource.
- Managing vs selling.
- Achieving a positive impact on both customer and seller.

### Tactical sales planning

- Planning the sales strategy.
- Strength and attractiveness matrices.
- Resources application.
- Planning and reviewing strategy with sellers.
- Activity analysis methods to track progress and identify 'gaps' for coaching application.

### Customer relationship management

- Understanding the relationship cycle.
- Planning and reviewing CRM strategy with sellers.
- Ensuring the right levels of customer interaction.

### Motivating the salesforce

- Applying established theories to understand what motivates salespeople.
- Barriers, demotivators and how to cope with them.
- Successful motivation strategies.

### Leadership

- Understanding the manager's preferred leadership style.
- Which style is appropriate and when?

### Behaviours for successful management

- Awareness of the manager's natural style and the flexibility of that style.
- Can the manager adapt easily to given situations?
- How does the manager's behaviour impact on others?
- 11 Category behavioral profiling.
- Influence and persuasion: the Push and Pull styles.

### Meetings

- Establishing clear, understandable objectives.
- Ensuring objectives are met.
- Running successful and productive meetings.
- The research: Filter and Amplifier meetings explained.

### Coaching

- Coaching that motivates.
- Matching coaching style to the salesperson's level of development.

## Training design and methodology

This course teaches a range of knowledge, processes and skills. Interactive roleplay exercises are utilised in small groups with an observer. Delegates then receive objective feedback on their skill usage so that they understand their strengths and weaknesses and can begin to modify their behaviour into more effective patterns.

## Materials

Delegates receive booklets covering the content of each major session in bullet-point format for ease of reference.

## Duration

The course runs for a full three days.

## Faculty and group size

A senior Huthwaite consultant delivers the programme. The maximum number of delegates is twelve.

