

# Becoming a *Successful* Sales Leader

Dialpad Sales Leadership  
Development, Kickoff



# My Sales Leadership Journey

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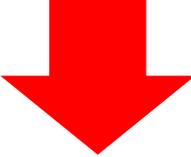
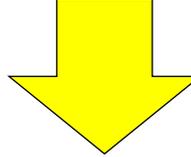
- New account executive on a local radio sales team
- Became top selling rep on this sales team
- Promoted to sales manager of this sales team
- Struggled to help this team achieve over goal performance



SALES  
MANAGER



**Situational  
Leadership: A  
Template for Sales  
Management  
Effectiveness**

<b>D1</b>	<b>D2</b>	<b>D3</b>	<b>D4</b>
<b>Low Competence and High Commitment</b>	<b>Low to Some Competence and Low Commitment</b>	<b>Moderate to High Competence and Variable Commitment</b>	<b>High Competence and High Commitment</b>
			
<b>S1</b>	<b>S2</b>	<b>S3</b>	<b>S4</b>
<b>High Direction and Low Support</b>	<b>High Direction and High Support</b>	<b>Low Direction and High Support</b>	<b>Low Direction and Low Support</b>

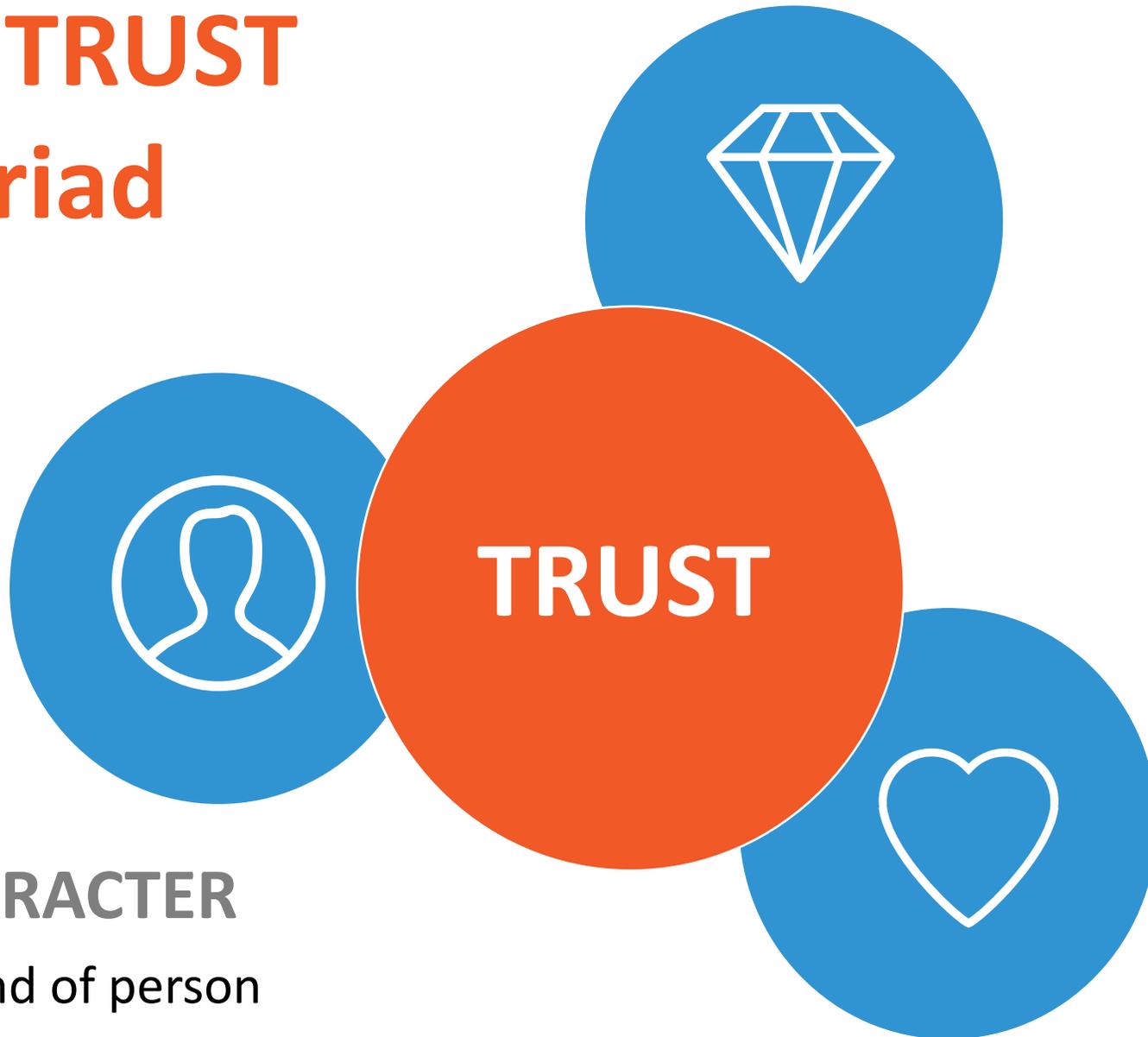


Without  
**TRUST** Your  
Sales Team  
Will ...

- **RESIST** change
- **IGNORE** coaching
- **RESENT** correction
- **DISMISS** praise
- **REMAIN** the same

*Trust is the oxygen of human relationships  
that allows us all to breathe.*

# The TRUST Triad



## CHARACTER

The kind of person  
you are

# TRUST Triad Survey, *Character*

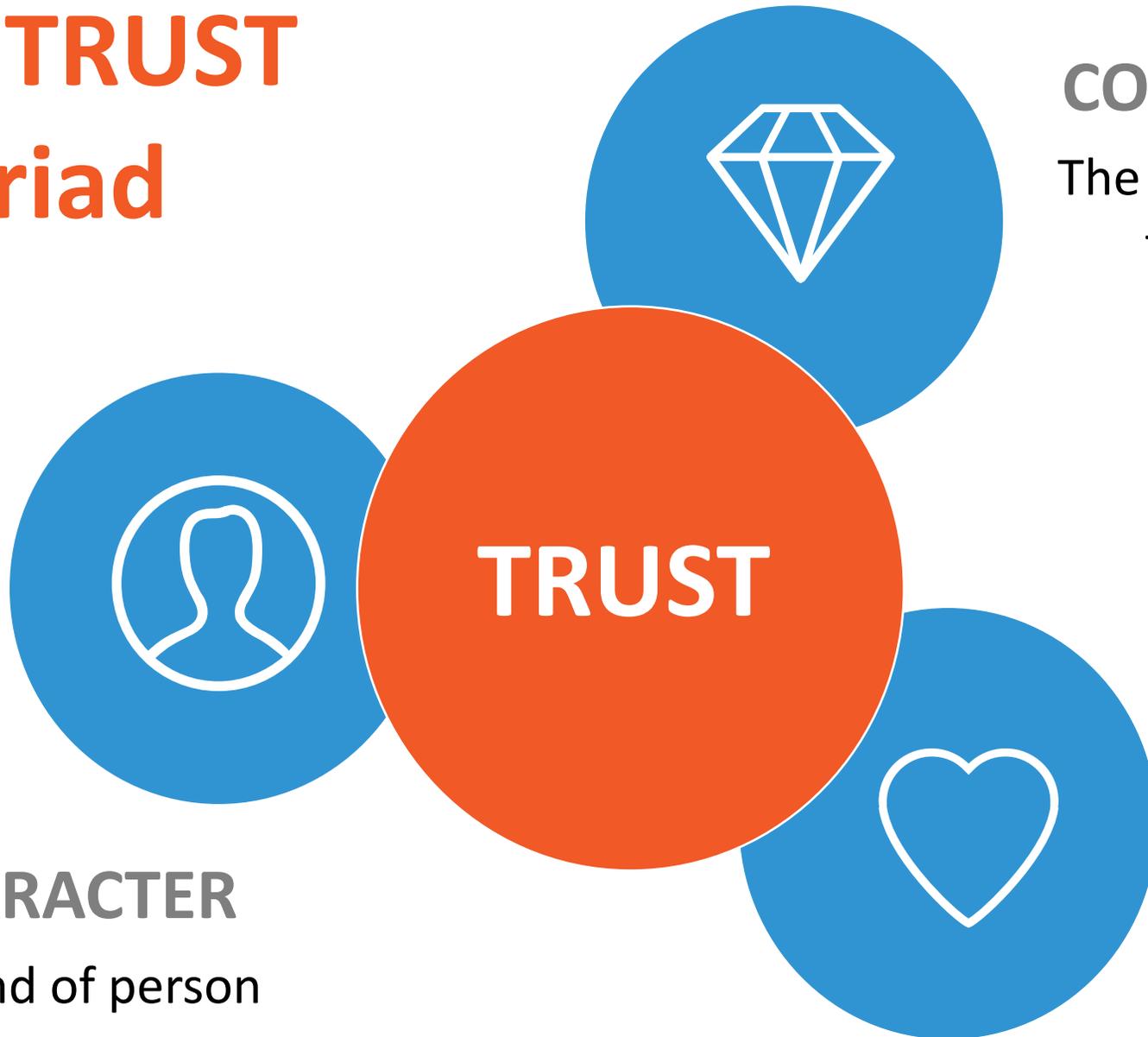
Question	Rating				
Do you practice what you preach? Are the actions you take as a leader fully aligned with words you say?	1	2	3	4	5
Do you honor your word? When you say you're going to do something, do you do it <i>without exception</i> ?	1	2	3	4	5
Are you genuine and real? Have you dropped the chest-thumping bravado and ego-driven head games that so many sales leaders play?	1	2	3	4	5
Do you say sorry when you're wrong? When you make a mistake, do you admit it—openly and honestly—and move on?	1	2	3	4	5
Are you a living example of the mission and values of your company? Do you ask people to do things you're not doing yourself on a consistent basis?	1	2	3	4	5



We trust—and follow—people who are real, who are consistent, whose behavior, values, and beliefs are aligned. We trust people whom we do not constantly have to second-guess.

Richard Boyatzis and  
Annie McKee  
**Resonant Leadership**

# The TRUST Triad



## COMPETENCE

The quality of work  
that you do

## CHARACTER

The kind of person  
you are

# TRUST Triad Survey, *Competence*

Question	Rating				
Do you have a clear grasp of the core responsibilities of your position and fulfill those responsibilities at the highest levels of excellence?	1	2	3	4	5
Do you have a reliable system that captures your activities and appointments, so no detail or deadline gets dropped?	1	2	3	4	5
Do you process your texts and email in a prompt and productive manner, getting back to people during the work week within 24 hours?	1	2	3	4	5
Do you facilitate your meetings in a businesslike manner, starting on time, ending on time, and staying on track with the items on the agenda?	1	2	3	4	5
Is your physical appearance and dress sharp and professional, always appropriate for the various business situations in which you find yourself?	1	2	3	4	5

# Who would you rather have operating on you?

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An honest surgeon who would never conduct an unnecessary operation,

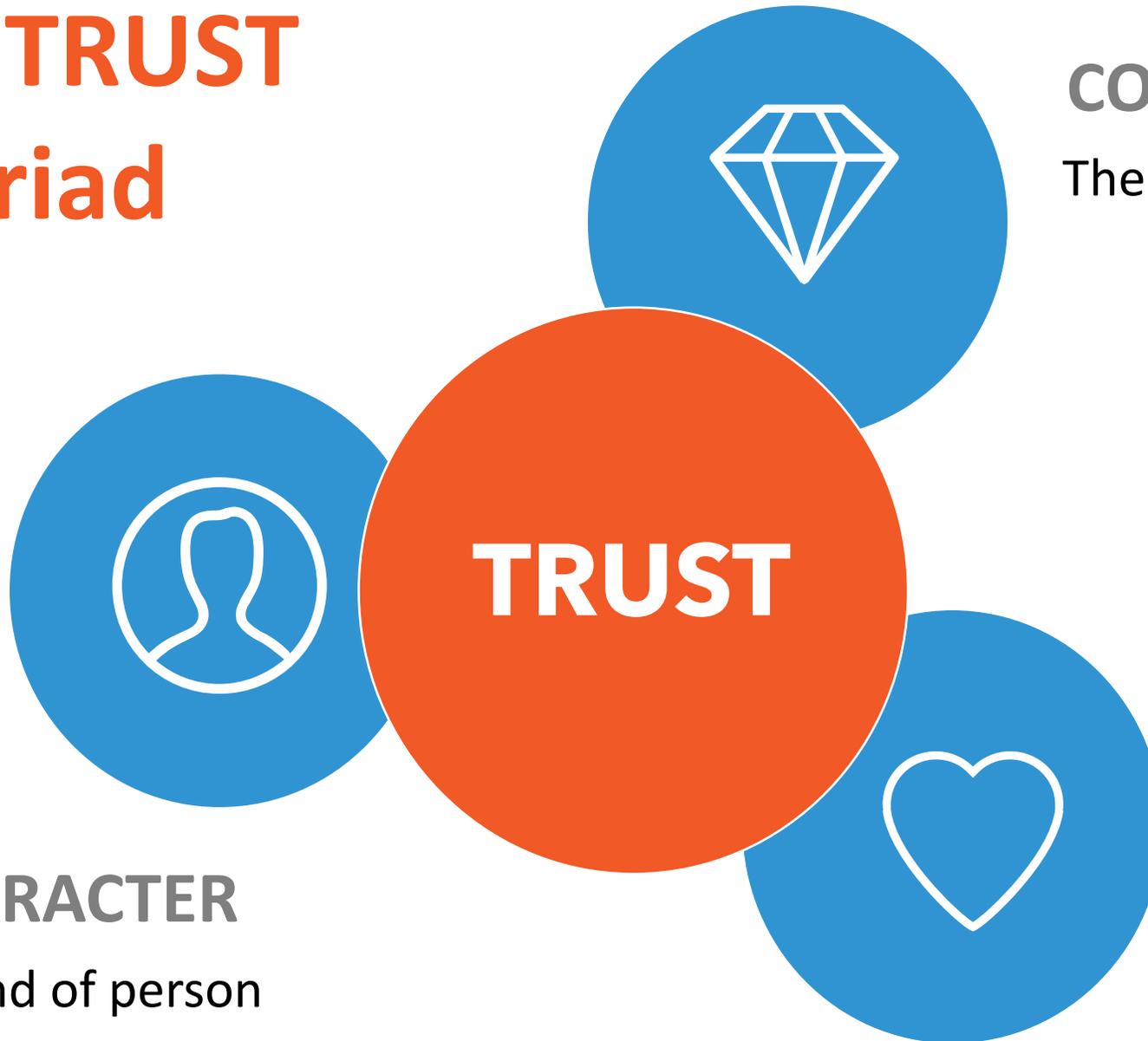
**OR**

A skilled surgeon who would never make a mistake while wielding the scalpel?

**It's a ridiculous question!**



# The TRUST Triad



## COMPETENCE

The quality of work  
that you do

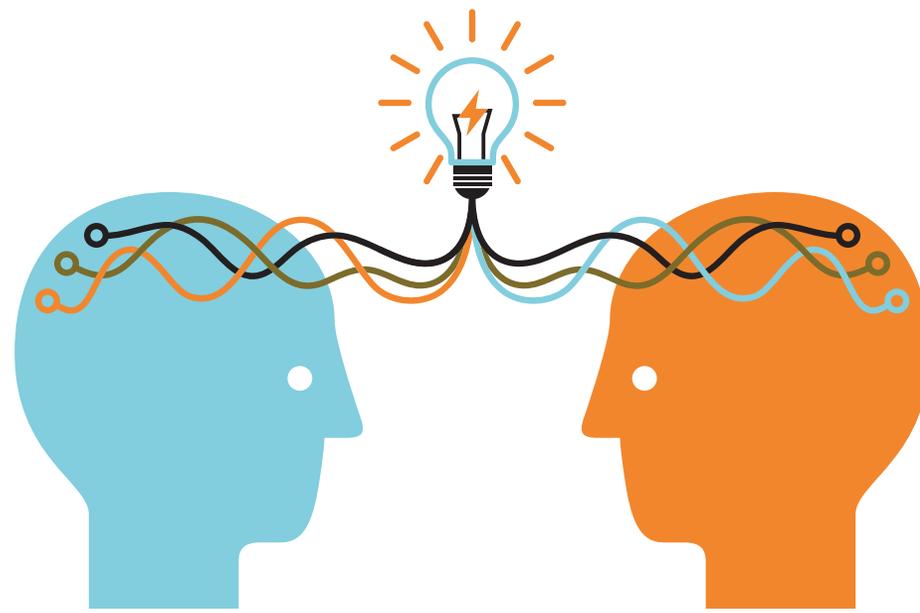
## CHARACTER

The kind of person  
you are

## CHEMISTRY

Your ability to connect  
with others

# Two *Dynamics* *of* Chemistry



## Connecting with People One-on-One

*Being present, asking open-ended questions, listening intently, praising and affirming*

# TRUST

## Triad

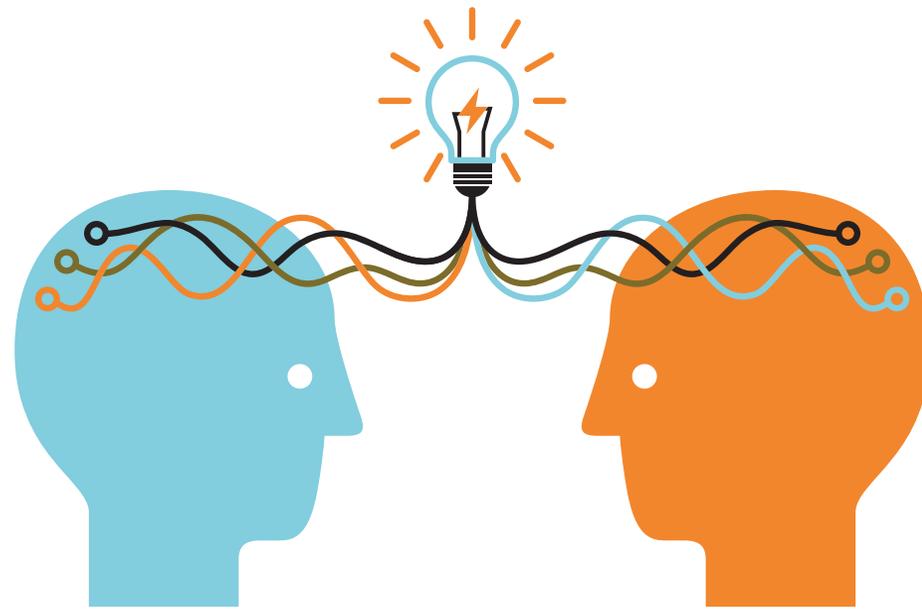
### Survey,

### *Chemistry*

### *One-on-one*

Question	Rating				
Are you fully present in the one-on-one meetings you attend? Have you eliminated all distractions (and potential distractions) from the room?	1	2	3	4	5
Do you actively listen to the people you're with in a meeting? Do you pay attention to what they're really saying, not just words but their emotions?	1	2	3	4	5
Does your physical posture reflect your personal presence? Do you lean forward, make eye contact, nod your head, fully engaged in the conversation?	1	2	3	4	5
Do you lead with your ears? Do you ask open-ended questions that allow people to explore the issues at hand more deeply?	1	2	3	4	5
Do you make a point to find something you can honestly affirm, compliment, or praise in the course of your conversations?	1	2	3	4	5

# Two *Dynamics* *of* Chemistry



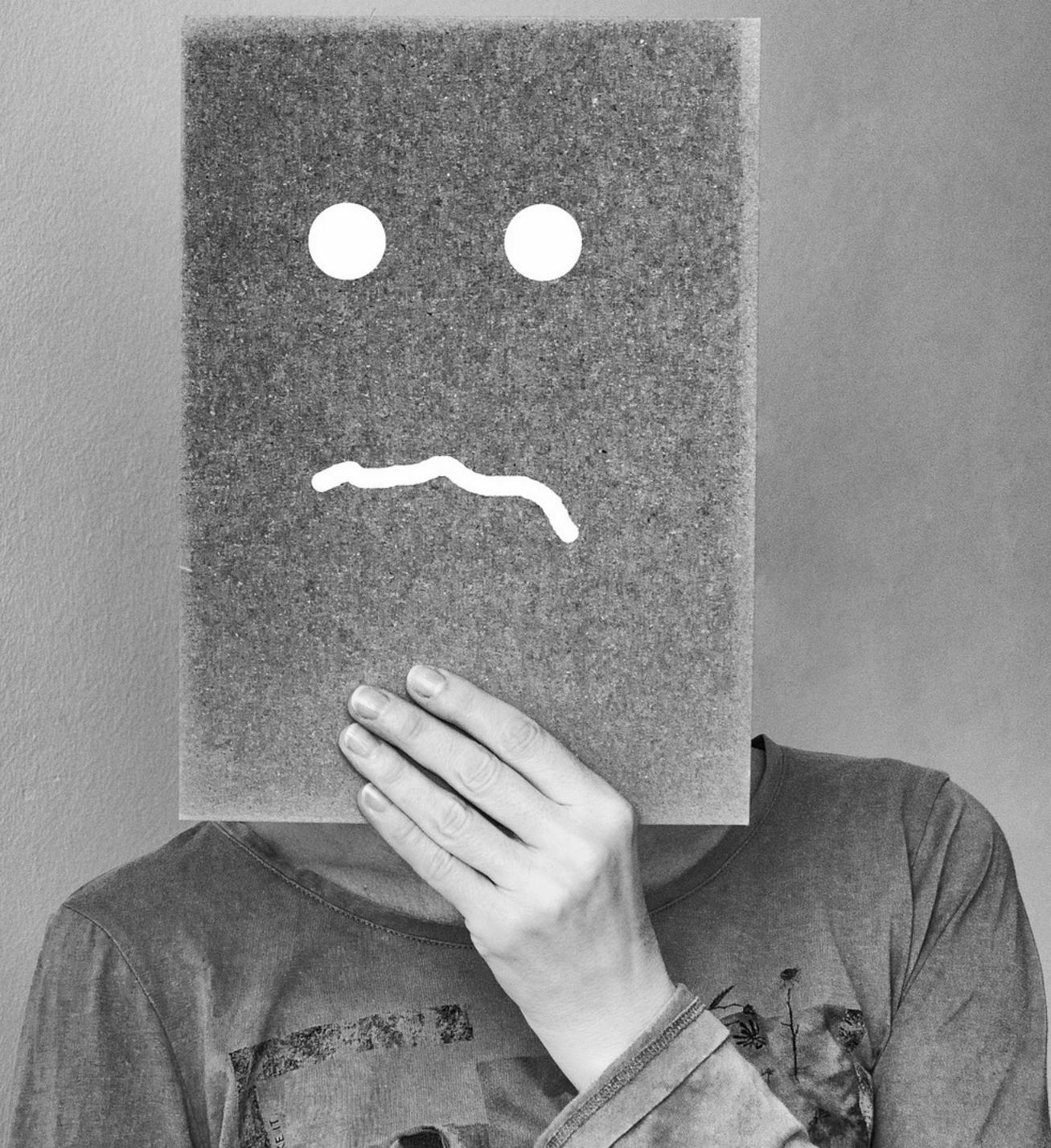
## Connecting with People One-on-One

*Being present, asking open-ended questions, listening intently, praising and affirming*

## Connecting with People in Groups

*Being prepared, making meetings interactive, pausing to smile, praising and affirming*

**“When I came into the room, the presenter looked mad and angry. I almost walked out, but I’m glad I stayed because the content was really good.”**



# TRUST

## Triad

### Survey,

### *Chemistry*

### *Groups*

Question	Rating				
Are you fully prepared for your team meetings, so your mind and emotions are confident and calm?	1	2	3	4	5
Do you schedule extra time before and/or after your team meetings to make informal connections with the people in attendance?	1	2	3	4	5
Have you thought through ways to make your team meetings fully interactive, so you aren't the only one talking in them?	1	2	3	4	5
Do you have a way to remind yourself to stop, take a deep breath, make eye contact, and smile at the beginning, middle, and end of team meetings?	1	2	3	4	5
Do you make a point to authentically thank, recognize, or praise someone in attendance and/or the entire group at your team meetings?	1	2	3	4	5



## Outside In Sales Leadership

- **MORE Calls**
- **MORE Meetings**
- **MORE Deals**
- **MORE Discounts**
- **MORE Bodies**

# Inside Out Sales Leadership

## 1. Motivate

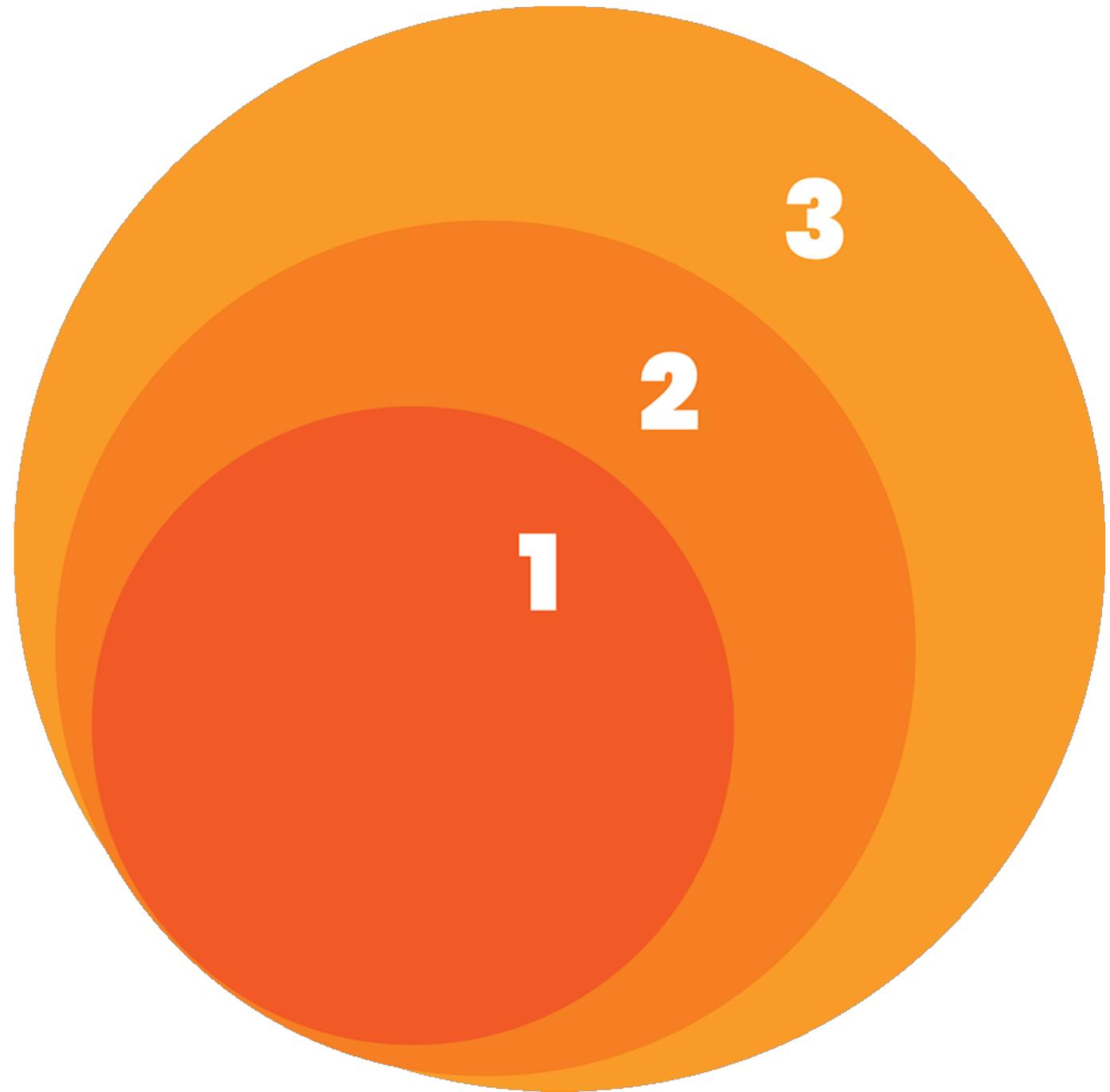
Connect with your salespeople so they trust you completely

## 2. Mobilize

Coach your salespeople to sell at the highest levels of excellence

## 3. Multiply

Transform your hiring, onboarding, and promoting practices



the  
**ULTIMATE**  
**SALES**  
**MANAGER**  
**PLAYBOOK**

Becoming a  
Successful Sales  
LEADER



**BILL ZIPP**

# Dialpad Sales Leadership Development

*Tuesday, February 13—Live and Remote*

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## How to get ready for these sessions:

1. Download and complete the Trust Triad Questionnaire
2. Listen to the Situational Sales Leadership podcasts
3. Have one team member in mind

<https://billzipp.com/dialpadsalesleadership/>



RECAST SOFTWARE

