



Situational Sales Leadership

**Mastering the Single-Most Important
Sales Management Skill**

Every successful sales leader wants to accomplish three things:

- Connect with their salespeople so they trust them completely
- Coach their sales team to excellence in execution
- Crush their number year after year after year

How do you do that?

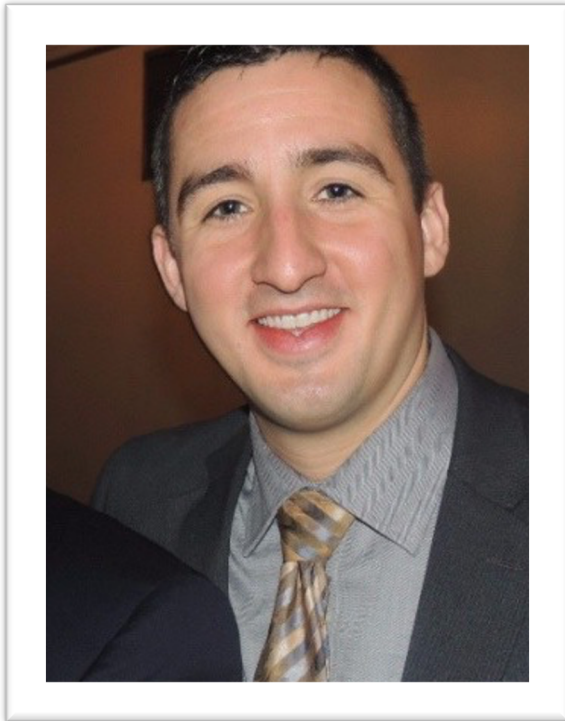
Situational Sales Leadership

SALES
MANAGER

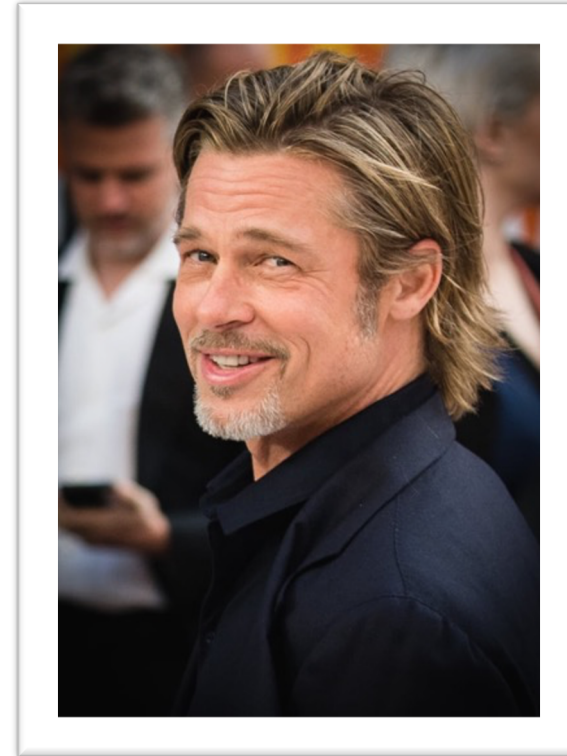


Situational Sales Leadership Teams

Team JOHN



Team CHUCK





**A Template for
Sales Coaching
Effectiveness**



D1

**Low Competence
and High
Commitment**

Inexperienced
Eager
Enthusiastic
Optimistic

***Don't know what
they don't know***



D2

**Low to Some
Competence and
Low Commitment**

Frustrated
Discouraged
Overwhelmed
Confused

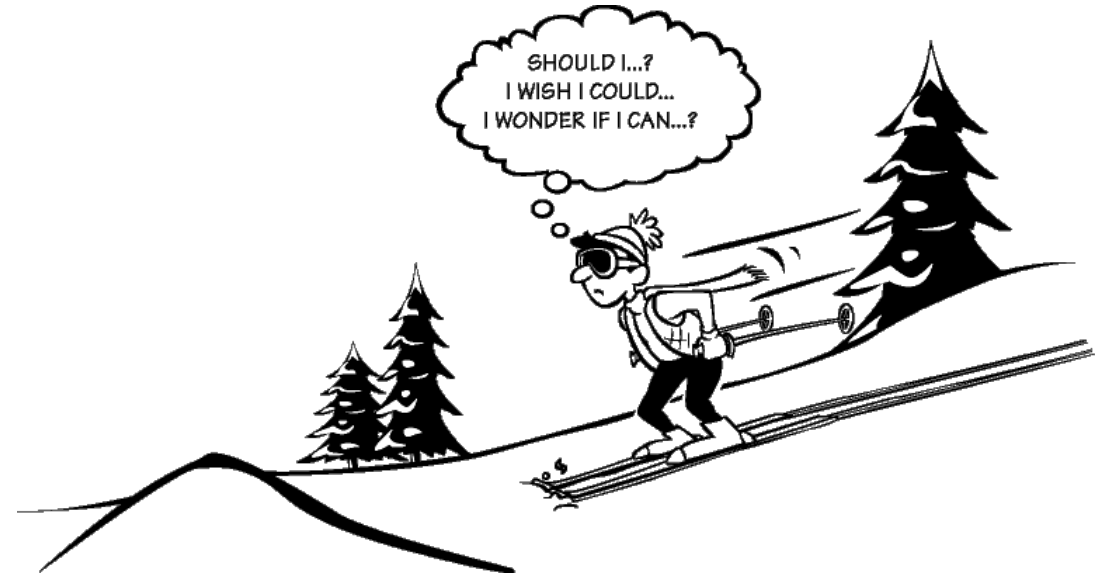
***Yet with flashes of
competence***

D3

**Moderate to High
Competence and
Variable
Commitment**

Capable but ...
Cautious
Productive but ...
Tentative

***No confidence in his
or her competence***



D4

**High Competence
and High
Commitment**

Consistent
Confident
Inspired
Independent

*If not challenged,
may get bored*



Situational Sales Leadership DEVELOPMENT

COMPETENCE

Task specific:

- Demonstrated ability
- Proven proficiency
- Transferrable skills

Situational Sales Leadership DEVELOPMENT

COMMITMENT

Task specific:

- **Enthusiasm**
- **Motivation**
- **Confidence**

D1	D2	D3	D4
Low Competence and High Commitment	Low to Some Competence and Low Commitment	Moderate to High Competence and Variable Commitment	High Competence and High Commitment
<p>Inexperienced Eager Enthusiastic Optimistic</p> <p><i>Don't know what they don't know</i></p>	<p>Frustrated Discouraged Overwhelmed Confused</p> <p><i>Yet with flashes of competence</i></p>	<p>Capable but ... Cautious Productive but ... Tentative</p> <p><i>No confidence in his or her competence</i></p>	<p>Consistent Confident Inspired Independent</p> <p><i>If not challenged, may get bored</i></p>

Meet Hilary ...

Hilary is a bright, talented sales rep for a fast-growing technology company. She works hard and hits goal every year. Hilary has great client management and interpersonal skills and is known in the company as a top performer. People like Hilary, and she likes the energy a new challenge gives her. Hilary is now being asked to take on some new responsibilities to build the business and to prepare her for a sales management position for which she's been recommended.



Scenario One

What is the specific **goal** Hilary needs to complete?

What is her **competence** in completing this goal?

What is her **commitment** in completing this goal?

What is Hilary's **development level**?

Hilary has been asked to craft a new business development strategy for a very important client. She will need to put in a lot of extra time just to get it done, and she doesn't see enough of her daughter or her husband as it is. Her sales manager has told her to do the initial work on this strategy by herself, but the complexity of this task is overwhelming. She knows she does not have a good enough grasp of the client's business or current company's options in this situation. Hilary wishes she could get more information on how to complete this project.

Scenario Two

What is the specific **goal** Hilary needs to complete?

What is her **competence** in completing this goal?

What is her **commitment** in completing this goal?

What is Hilary's **development level**?

Hilary has been asked to put together a multinational team to increase her company's business with selected global accounts. This is a fabulous opportunity for her, and she's excited about it. However, she doesn't have contacts in several of the markets, hasn't ever worked internationally, and isn't sure where to start.

Scenario Three

What is the specific **goal** Hilary needs to complete?

What is her **competence** in completing this goal?

What is her **commitment** in completing this goal?

What is Hilary's **development level**?

Hilary has been asked to make a presentation to a key group of decision-makers in an account she's been working with for a long time. There's a lot of new business at stake, but Hilary knows exactly what she needs to say and feels confident about her preparation. Hilary is always at her best when she's asked to make a compelling case for her company's products and services.

Scenario Four

What is the specific **goal** Hilary needs to complete?

What is her **competence** in completing this goal?

What is her **commitment** in completing this goal?

What is Hilary's **development level**?

The VP of Sales in Hilary's company has recently instituted a new weekly sales report. Each sales rep has been asked to report on five key performance indicators every Friday. As a top performer, Hilary doesn't see any value in taking time to compile the information, although all she has to do is pull the data from the notes she's already entered into the company's sales force software. She hasn't submitted the form in two weeks and word is starting to get around that Hilary isn't doing the weekly report. The VP of Sales is concerned others will follow her lead.

Scenario Five

What is the specific **goal** Hilary needs to complete?

What is her **competence** in completing this goal?

What is her **commitment** in completing this goal?

What is Hilary's **development level**?

Hilary has been asked to cut her selling expenses by 10% in order to increase profitability. She's concerned that the cuts, like last time, will have an impact on the ability to drive new business. Hilary believes she can bring in more revenue if she goes ahead with the planned expenditures. She's convinced that this is the best approach to greater profitability: increasing sales with key accounts and building new business. She has her immediate manager's support, but her manager has asked her to make the case to his manager. Hilary's nervous. What if she isn't persuasive?

the
ULTIMATE
SALES
MANAGER
PLAYBOOK
Becoming a
Successful Sales
LEADER



BILL ZIPP

Situational Sales Leadership

Monday, March 7, 14, 21 and April 4,
11, 18 at 1:00 PM Pacific

Do these two things:

1. Complete the quiz. Beat the competition!
2. Listen to the podcasts.

Your Dedicated Web Resource Page:

<https://billzipp.com/primepay-sales-leader-resources/>

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About Bill Zipp

Bill Zipp helps heads of sales deliver double-digit growth to the companies they serve through his proven, people-first approach.

With over 20 years of experience in sales leadership and consulting, Bill has contributed to the increase of topline revenue in high-growth companies and agile start-ups, as well as established businesses stuck on a plateau. His clients include ADP, SAP Concur, Nintex, and Businessolver.

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