

Situational Leadership

Mastering the Single-Most Important Sales Management Skill



My Sales Leadership Journey

- 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







Situational Leadership Teams

Team MATT



Team DAVE







Low Competence and High Commitment

Inexperienced
Eager
Enthusiastic
Optimistic

Don't know what they don't know



Low to Some Competence and Low Commitment

Frustrated
Discouraged
Overwhelmed
Confused

Yet with flashes of competence

Moderate to High
Competence and
Variable
Commitment

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

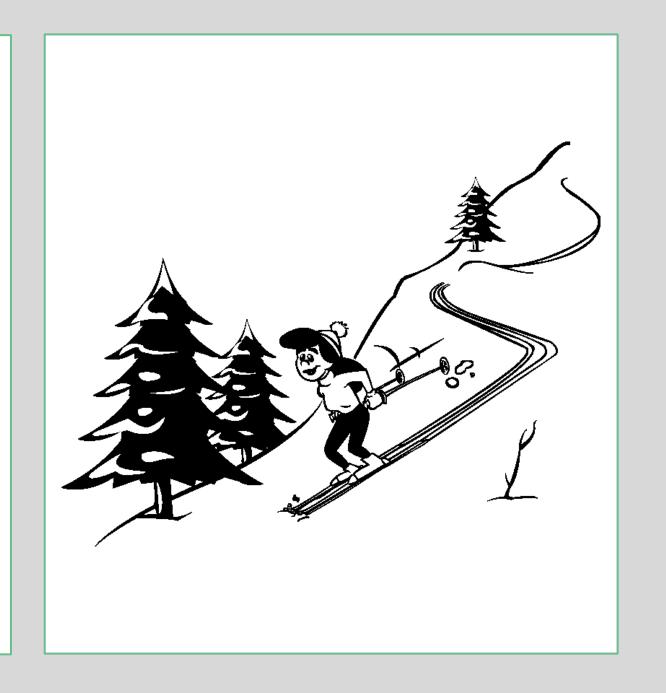
No confidence in his or her competence



High Competence and High Commitment

Consistent
Confident
Inspired
Independent

If not challenged, may get bored



Situational Leadership DEVELOPMENT

COMPETENCE

Task specific:

- Demonstrated ability
- Proven proficiency
- Transferrable skills



Situational 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
Inexperienced Eager Enthusiastic Optimistic	Frustrated Discouraged Overwhelmed Confused	Capable but Cautious Productive but Tentative	Consistent Confident Inspired Independent
Don't know what they don't know	Yet with flashes of competence	No confidence in his or her competence	If not challenged, may get bored

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

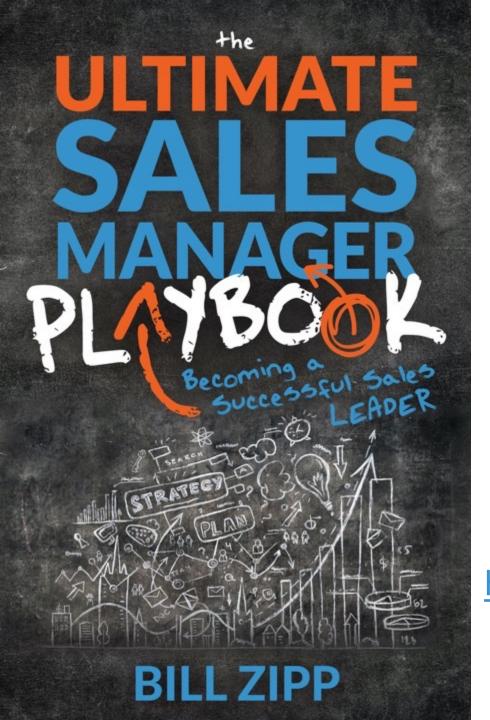
What is the specific **goal** Hilary needs to complete?

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?



Situational Leadership

January 10, 17 and 24, February 7, 14, and 21 4:00 PM in London, 8:00 AM in Los Angeles

Do these two things:

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

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