

Situational Sales Leadership

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

Situational Sales Leadership: Round TWO

Team JOHN

82%

Team CHUCK

80%

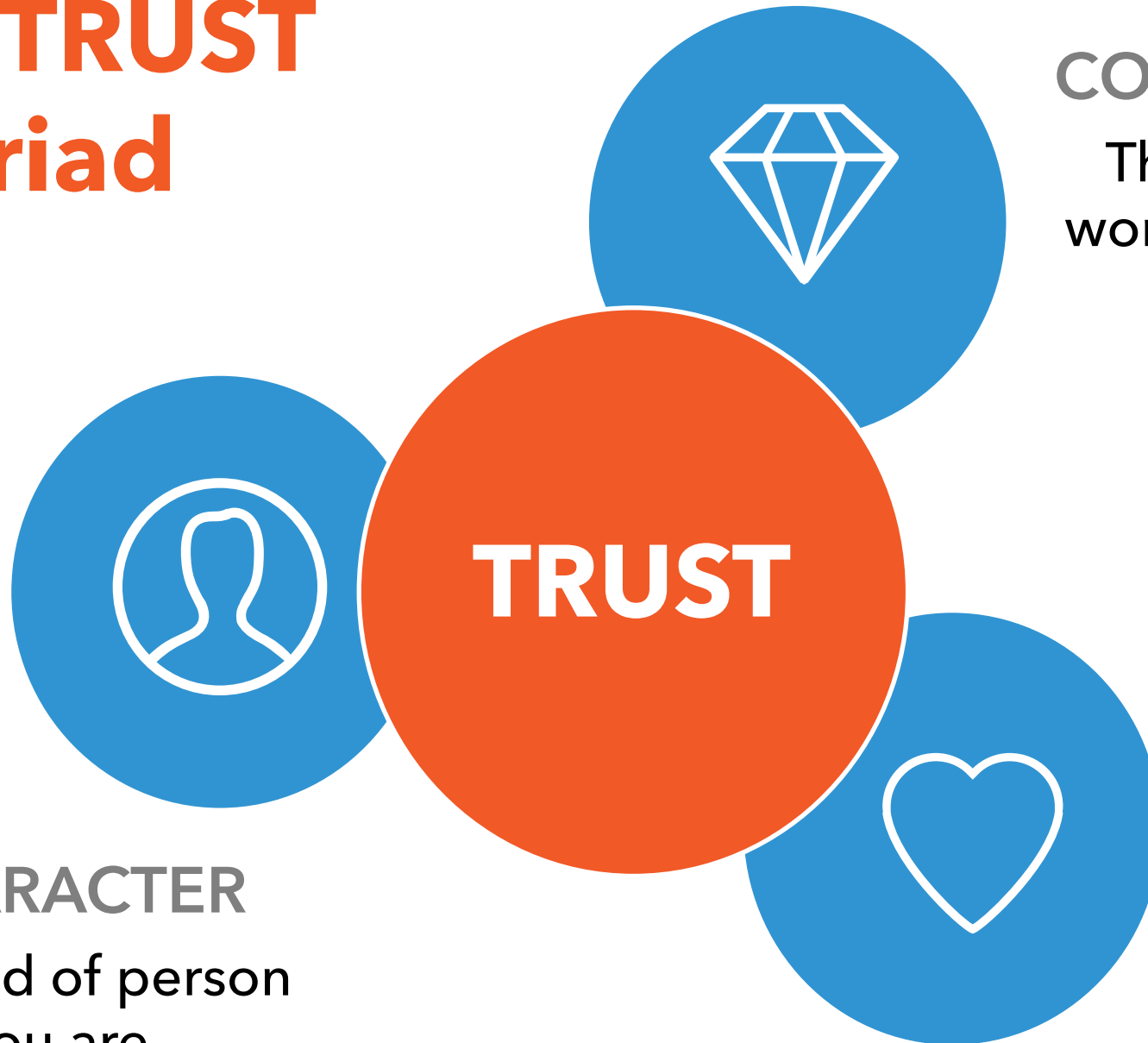


**Without
TRUST
Salespeople**

- **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



COMPETENCE


The quality of work that you do

CHARACTER

The kind of person you are

CHEMISTRY

Your ability to connect with others



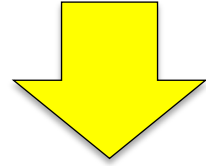



We trust—and follow—people
who are real, who are
consistent, whose behavior,
values, and beliefs are
aligned. We trust people
whom we do not constantly
have to second-guess.

Richard Boyatzis
Annie McKee
Resonant Leadership



**A Template for
Sales Coaching
Effectiveness**

| 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 |
|  |  |  |  |
| S1 | S2 | S3 | S4 |
| High Direction and Low Support | High Direction and High Support | Low Direction and High Support | Low Direction and Low Support |

| S1 | S2 | S3 | S4 |
|--|--|--|--|
| High Direction and Low Support | High Direction and High Support | Low Direction and High Support | Low Direction and Low Support |
| <p>Affirm enthusiasm</p> <p>Define success clearly</p> <p>Give concrete examples</p> <p>Teach and show HOW</p> <p>Check for understanding</p> <p><i>Check work frequently</i></p> | <p>Understand frustrations</p> <p>Analyze failures</p> <p>Provide perspective</p> <p>Explain WHY</p> <p>Fill in learning gaps</p> <p><i>Check work consistently</i></p> | <p>Ask questions and listen</p> <p>Analyze successes</p> <p>Provide reassurance</p> <p>Help hear own voice</p> <p>Clear path of problems</p> <p><i>Check work regularly</i></p> | <p>Treat as a partner/peer</p> <p>Celebrate successes</p> <p>Provide autonomy</p> <p>Recognize publicly</p> <p>Push for a little bit more</p> <p><i>Check work occasionally</i></p> |

For the second time in a month, you are having sales documentation problems with one of your sales representatives. Her call reports have been late and incomplete. In the past year she has demonstrated timeliness and accuracy with these reports, and this is the first time you have spoken to her about the problem.

What is the **specific goal**?

What is this person's **competence** in completing the goal?

What is person's **commitment** in completing the goal?

What is her **development level**?

For the second time in a month, you are having sales documentation problems with one of your sales representatives. Her call reports have been late and incomplete. In the past year she has demonstrated timeliness and accuracy with these reports, and this is the first time you have spoken to her about the problem. You would ...

- A. Ask her to complete her sales documentation on time and accurately, without pushing her. Continue to track the completeness and timeliness of her reports.
- B. Tell her to improve the completeness and timeliness of her sales documentation. Go over the areas that are incomplete. Make sure she knows what is expected and how to fill out each section of the report. Continue to track the completeness and timeliness of her reports.
- C. Ask her why her sales documentation is incomplete and late. Listen to her concerns and try to help her understand the importance of turning in accurate and timely reports. Continue to track the completeness and timeliness of her reports.
- D. Discuss sales documentation standards with her. Listen to her concerns but make sure she knows what is expected. Go over each section of the report and answer any questions. Continue to track the completeness and timeliness of her reports.

One of your salespeople and one of your pre-sales engineers have to work together often. In the past, they have not demonstrated the interpersonal skills needed to do this in a positive and productive manner. They spend more time catching each other doing things wrong rather working out their differences and partnering together. Last week a deal fell apart because they disagreed sharply with each other on a demo in front of a prospect.

What is the **specific goal**?

What is the **competence** in completing the goal?


What is the **commitment** in completing the goal?

What is their **development level**?

One of your salespeople and one of your pre-sales engineers have to work together often. In the past, they have not demonstrated the interpersonal skills needed to do this in a positive and productive manner. They spend more time catching each other doing things wrong rather working out their differences and partnering together. Last week a deal fell apart because they disagreed sharply with each other on a demo in front of a prospect. You should...

- A. Let the two people know that you are aware of the situation. Ask them to take care of it themselves and get back to you if they have any more issues to resolve.
- B. Meet with the two people and outline the problem as you see it. List the steps of action they need to take to resolve this issue immediately. Follow up every few days to make sure that your steps of action are implemented.
- C. Hold a meeting with the two and discuss the situation, but do not impose your ideas on them. Help them explore their own solutions to the problem and follow up in a month or so to see how things are going.
- D. Meet with the two together and listen to each of their points of view on the situation. Tell them what you think they need to do to work together better but ask for their ideas and incorporate them into a plan for a more harmonious partnership. Make it clear that the problem must be solved immediately and follow-up with them weekly.

What do you do if
a salesperson goes
BACKWARDS in
development?

| 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 |
|  | | | |
| S1 | S2 | S3 | S4 |
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What do you do if
a salesperson goes
BACKWARDS in
development?

- Start by asking questions in a Style 3 mode. Don't overcorrect!
- Find out what's changed: The sales goal or the motivational environment?
- Adjust your style accordingly, 3 to 4 or 3 to 2 (if necessary).
- Increase follow-through frequency to be more like a Style 1.

What do you do if
a salesperson
DISAGREES with
you about their
development?

- Clarify *exactly* what the sales activity you're asking of them really means.
- Measure *accurately* what excellence at this sales activity really looks like.
- If disagreement still exists, accept the salesperson's self assessment.
- Increase follow-through frequency to be more like a Style 1.

the
ULTIMATE
SALES
MANAGER
PLAYBOOK
Becoming a
Successful Sales
LEADER



BILL ZIPP

Situational Sales Leadership

Monday, April 4, 11, and 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/>

 **BILL ZIPP**



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.

P. 541.760.2625 **E.** bill@billzipp.com

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