

Mastering the Single-Most Important Sales Management Skill



Most Missed Quiz Questions

Oliver is going over a form in Sales Force line by line by line with one of his sales team members who isn't filling it out completely. This salesperson knows how to fill out the form, and has done it many times before, she just doesn't think it's important because no one uses the information she provides.

Oliver is using:

- A. Style 1 for Development Level 1
- B. Style 1 for Development Level 2
- C. Style 1 for Development Level 3
- D. Style 1 for Development Level 4



Most Missed Quiz Questions

Taylor has asked one of her seasoned sellers to lead the next sales team meeting. He's never led a sales team meeting before and is really excited to do it. But Taylor doesn't want to be seen as a micromanager, so she's letting him figure it out on his own with little input from her.

Taylor is using:

- A. Style 4 for Development Level 1
- B. Style 4 for Development Level 2
- C. Style 4 for Development Level 3
- D. Style 4 for Development Level 4





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

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

In the last four weeks, how have you been able to apply the principles of Situational Sales Leadership with your team?

You and your manager have a tense relationship. Although you would like to help more, he does not seem to recognize your expertise or respond to your interest in helping. Over the last two weeks, you have learned that your manager lacks confidence in establishing forecasts for a product line on which you are an expert. A quarterly report is due, and he has not sought your advice. Although he seems aware that he should use your help, he is hesitant about asking for it.

What is the **specific goal**?

What is this manager's competence in completing the goal?

What is this manager's commitment in completing the goal?

What is his development level?

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- A. Talk with your manager and mention that you heard he is working on the quarterly forecast report. Be careful to avoid pushing the issue. Let him know that you are available if there is some way you can help.
- B. Tell your manager that you want to help with the forecast report. Advocate for a specific plan. Be detailed-oriented, brief, and concrete. Keep the discussion focused on your approach.
- C. Talk with your manager and mention that you heard he is working on the quarterly forecast report. Ask how the report is coming along. Delicately draw him out on the specifics on the report and ask open-ended questions that facilitate his thinking. Do not advocate for a position but work to help him reach his own conclusions.
- D. Talk with your manager about his forecast and offer your help on the quarterly report. Suggest specific alternatives and solutions that your manager might pursue on the project. Draw out his reactions to your plan and describe in detail the rationale for your approach. Stress to your manager that really all that concerns you is the success of the business.



Target Half Marathon Time:

2 hours and 15 minutes

Weekly Running Workouts:

Long runs
Tempo runs
Interval workouts
Recovery runs
Core exercises

Performance Goals Process Goals



Process Goals

Total sales by month, quarter, and year

Sales activities by day, week, and month



Process Goals

Total sales by month, quarter, and year

Sales activities by day, week, and month

Set as a sales quota each year

Repeated over and over again



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Repeated over and over again

What your salespeople need to achieve

How your salespeople will be able to achieve it



Process Goals

Total sales by month, quarter, and year

Sales activities by day, week, and month

Set as a sales quota each year

Repeated over and over again

What your salespeople need to achieve

How your salespeople will be able to achieve it

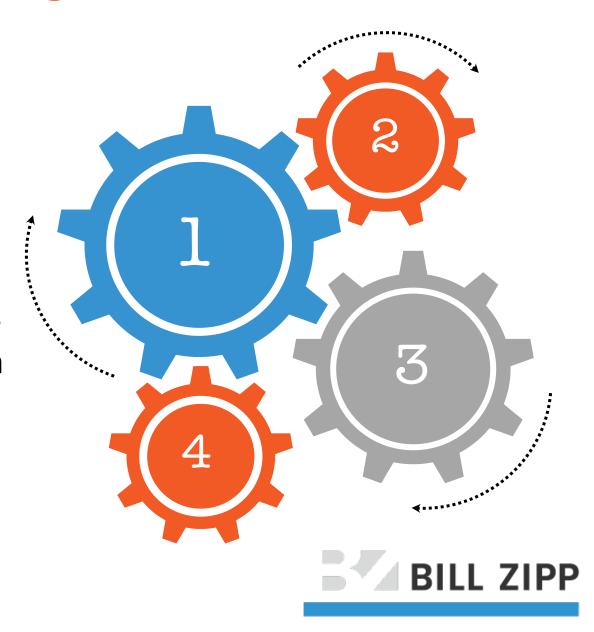
Target marathon time

Weekly running workouts



Four Keys to Good Goal Setting in Sales

- 1. Make annual sales goals clear and progress against goal current by week, month, and quarter.
- 2. **Define** the steps in your sales process, from first touch to won deal.
- **3. Identify** 2-3 steps in your sales process each rep needs to master and **focus** on those steps like a laser.
- 4. Measure progress on each step and identify new steps when mastery is attained.



Sales Process Goal	Competence	Commitment	Develop- ment Level	Leadership Style Strategies
A specific, repeated activity that moves a salesperson closer to achieving a sales performance goal	Demonstrated, proven ability to complete a process goal	Enthusiasm, motivation, or confidence to complete a process goal	D1, D2, D3, D4	The specific mix of direction and support you will use to coach this salesperson on each process goal
	☐ Low to Some☐ Mostly High	☐ Low to Variable☐ Mostly High		
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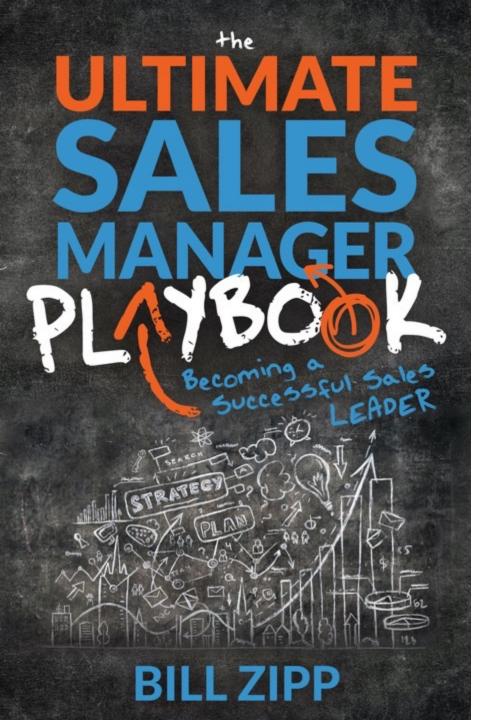
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Reach out to new account list by sending an outreach email sequence to 75% of account base by end of Q1.	✓ Low to Some ☐ Mostly High	☐ Low to Variable ✓ Mostly High	D1	Be very prescriptive. Tell exactly what to say, how to follow-up, how to structure the first meeting. Check-in briefly, daily.
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Create 12-16 DrawLoop and ProMap cross-sell opportunities within existing account list by end of Q2.	✓ Low to Some ☐ Mostly High	✓ Low to Variable ☐ Mostly High	D2	Lead with empathy, listen to concerns, but still be prescriptive. Find DrawLoop and ProMap customers. Shadow Pierre's conversations with debrief, shadow rep's conversations with debrief.
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Take better control of deals by perfecting timeline through better use of upfront contracting and a 5-10% higher forecast per month.	☐ Low to Some ✓ Mostly High	✓ Low to Variable ☐ Mostly High	D3	Analyze BMW and grow B by asking lots of questions. Resist the urge to give advice. Get him to hear his own voice and set his own direction.



Situational Sales Leadership

Monday, May 16 and 23, June 6 and 13

2:00 PM in London and 5:00 PM in Dubai

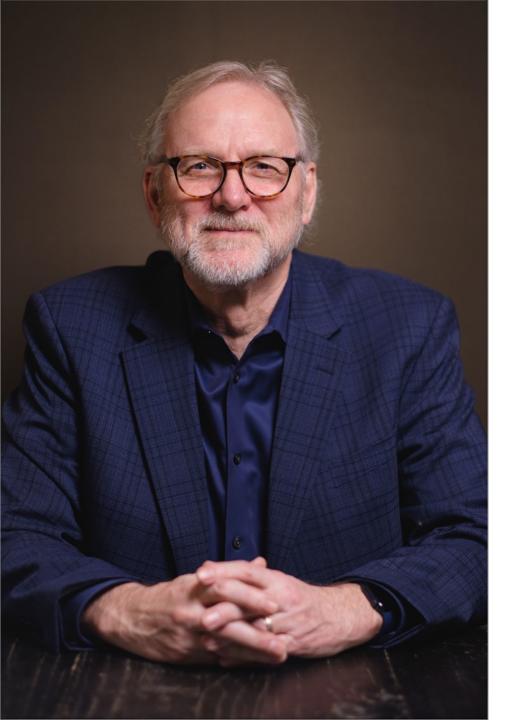
Do these two things:

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

Your Dedicated Web Resource Page:

https://billzipp.com/nintex_sales_leadership/





About Bill Zipp

Bill Zipp helps sales leaders deliver double-digit growth to the companies they serve through his people-centered approach to performance.

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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