

## SALES LEADERSHIP

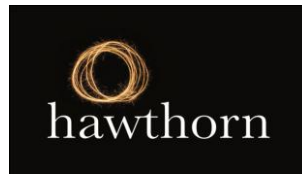
For each of the key elements of Sales Leadership, rate your performance as a Sales Manager on a scale of 1 – 10, where 1 is very poor and 10 is excellent.

### SETTING CLEAR DIRECTION AND PLANNING PERFORMANCE

- Understanding your company's vision.
- Articulating and applying the vision for you and your team.
- Helping others to see and understand the vision.
- Continually linking the vision to day to day activity and the need for change.
- Helping Team Members link the vision to day to day activity and the need for change.
- Linking new initiatives/products to the vision to aid understanding and buy-in.
- Translating the vision into measurable targets

### MEASURING, OBSERVING AND COACHING

- Developing practical plans and approaches to ensure the vision is achieved.
- Constantly helping others to develop plans, approaches and solutions to ensure the vision is achieved.
- Regularly reviewing and updating individual and team action plans to ensure your vision is achieved.
- Regularly putting changes, plans and agreed actions in context as far as the vision is concerned.
- Creating a culture of mentoring and coaching within your team



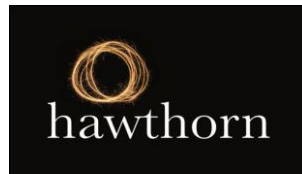
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### MEASURING, OBSERVING AND COACHING (CONTINUED)

- Implementing key measures to monitor individual and team performance against target.
- In regular 1:1s, getting the salesperson to present their own performance against agreed plans.
- In these 1:1s discussing behaviours, attitudes, skills, knowledge and activities as well as results.
- Observing (or listening into) your salespeople interacting with customers and prospects and giving them feedback
- Coaching people on their coaching skills
- 'Managing by Walking Around' – providing your people with instant feedback on behaviours observed on a day to day basis

### REMOVING OBSTACLES

- Constantly ensuring through personal experience and observation that plans are being implemented effectively.
- Keeping Team Members enthused about implementing plans and actions.
- Helping others to review and alter actions and plans when necessary.
- Working with Team Members to overcome performance issues.
- Validating and understanding the reasons for the attitude and behaviours of Management and Team Members.
- Proactively removing obstacles to sales and service excellence
- Implementing best practice consistently and successfully.



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### BUILDING THE TEAM

- Positively and energetically driving team performance.
- Sharing best practice and successes across your business
- Running vibrant and energetic team meetings
- Driving measurable action plans from team meetings
- Using top performers to share ideas and expertise.
- Helping to create energy, enthusiasm, commitment and belief to plans and approaches.
- Helping individuals and the team as a whole to feel confident about sales & service

### REWARDING AND RECOGNISING

- Recognising and rewarding good performance.
- Consciously looking for examples of good behaviours, skills, knowledge and attitudes during meetings and in customer interactions.
- Creating heroes.
- Recognising and rewarding performance improvements
- Using other Senior Managers to recognise and reward success
- Rewarding people spontaneously on a regular basis – 'Well done', 'Thank you', 'You're doing a good job', 'Great work!'