

## ***The Effective Sales Manager***

The sales management development program designed to help you achieve the results you need through and with the commitment of your sales team. Researched and designed for Australian business.

### ***Topics include:***

- How to become an effective, motivating and productive 'Sales Leader'
- How to be more effective in setting targets and objectives related to your company business plan
- How to increase active selling time
- How to lead sales people to increase new accounts, retain and grow existing ones
- How to use 'Sales Process Mapping' to analyse, plan and monitor the right mix of sales activities
- How to build a leverage model for your sales people that can increase results by 30%
- How to analyse performance against plan
- How to build the confidence of the sales team using a powerful coaching model
- How to develop your leadership style with different people in your team
- How to conduct effective and motivating joint field visits as coaching opportunities
- How to be more effective in sales forecasting
- How to be more effective in managing the prospecting strategy and activities of your team
- How to be more effective in managing the major opportunities in your sales team pipeline
- How to more effectively manage key and major accounts through your team
- How to increase your total sales leadership effectiveness

The program is grounded in an overview of the 'Sales Performance Improvement (SPI) Framework' – a practical model that explains in simple terms the Drivers that impact upon overall sales performance.

We provide participants with simple and practical templates and tools they can take back to their sales teams.

Participants are given the cumulative sales management knowledge of experienced PACE consultants. In addition, the opportunity to network, to work with, and to learn from the experiences of Sales Managers from other industries is an extremely valuable component of this program.

In a short space of time participants can learn valuable ideas and concepts from other businesses that they would other-wise rarely get.

The opportunity to 'step out of the woods to see the trees' and come back armed with many valuable concepts and ideas that they can immediately put into place should be an essential part of every Sales Manager's development.

### ***Why you MUST attend:***

Every Sales Manager needs a roadmap to help them build their sales team and drive results – and a 'tool kit'. Many managers are promoted into their roles because they were "good sales people". They learn the hard way that the job is very different. Many struggle.

Many Sales Managers take years of trial and error to build their craft. The impact on sales performance can be significant. It's not a clever business strategy.

Understanding and having field sales experience is essential – but there is so much more! The field sales team – the engine of revenue and profit production for the company is not the place for 'trial and error'. This program can turbo-charge your efforts, giving you years of "know" in 5 action-packed days. Case studies, working groups, discussion sessions, information sessions and personal action plans all give the participant a tremendous framework for success.

*"A highly valuable course with fresh and innovative ideas to common sales management issues, presented enthusiastically, with passion and in-depth knowledge of the sales process. I have taken away many action points to implement into my sales team."*

*Sales Manager, BOC Gases Ltd*

### ***What the program offers:***

"The Effective Sales Manager" program offers interactive, practical and proven training in how to manage, motivate and mentor a sales team to achieve the results you need.

**This program is applicable for all selling environments except Retail sales.**

Drawing on extensive experience across a variety of industries, and using skilled and experienced senior sales managers as facilitators, it offers a practical and effective approach to the challenge of sales management.

### ***Timing:***

The program consists of two action-packed training modules. Part 1 is 3 demanding days. Part 2 is 2 days duration. There is a gap of about 1 month where participants are expected to work on their Interim Task.

### ***Your Investment includes:***

- Attendance on the 5 day program
- A follow-up implementation meeting with a PACE Australia Consultant available on request
- Access to the web based PACE Sales Manager Resource Centre Detailed text notes and materials that will be invaluable reference source for years to come

### ***Application Assignment!***

Between Parts 1 and 2, participants are encouraged to work on a comprehensive Application Assignment.

This Assignment contains detailed questions and tasks that enable the Sales Manager to apply the techniques and tools learnt in the Program to their specific situation. It's where "the rubber hits the road". And creates enormous value for the participant as they take the ideas and methods back to their team.

As we say on the program: "Knowing WHAT to do is not the same as knowing HOW to do it. Knowing HOW to do it, is not the same as DOING IT. Only DOING IT gives a Result!"

We encourage the Sales Manager to sit down with their Manager to assist in implementing the Action Points that have been developed through the Assignment.

### ***The PACE Australia approach***

"The Effective Sales Manager" program is designed to provide Sales Managers knowledge, skills and confidence to attain excellence in their sales management style. Sales Managers will be able to deliver enhanced results through their sales team by creating a stronger and more effective sales management environment. This will be achieved through the active commitment and motivation of their people gained by effective activity planning, coaching, performance management, and mentoring.

### ***Who this program is for:***

- Sales Managers who are new to sales management, or have had no formal sales management education
- Sales Managers looking to take their sales management ability to the next level
- Sales Managers wanting to fine-tune their processes and people skills
- Sales Managers who recognise a gap in their Sales Management skills
- Senior sales people about to be promoted to the Sales Manager role
- Marketing Managers who wish to develop a better understanding of Sales Management in the marketing mix



## ***Part 1 – Deliver planned results***

Develop critical sales planning and activity analysis skills, including:

- How to build and develop your role as an Effective Sales Manager
- How to assess the performance and health of your sales organisation using the PACE "Sales Performance Improvement Framework"
- How to develop the factors that effect and create motivation in sales people – at least 34 practical strategies!
- How to remedy factors that affect de-motivation in sales people
- How to build an approach that secures long term, consistent results
- How to analyse your team in terms of the qualities and attributes of successful sales people – at least 50 factors!
- How to analyse and investigate the selling strategy of each member of your team to understand strengths and weaknesses
- How to work with the Three Levels of Sales Planning to create a stronger and more robust sales strategy
- How to be more effective in setting targets and goals linked to the company business plan
- How to understand the marketing mix and its impact on sales direction
- How to effectively increase active selling time – the prime driver of selling success
- How to build a leverage model for your sales people that can increase overall results by 30%!
- How to leverage the Efficiency : Effectiveness balance to increase selling success
- How to use 'Sales Process Mapping' to analyse, plan and monitor essential sales activities
- How to use the 'Sales Process Map' as a means to "Backward Plan" the gap in each person's pipeline
- How to use the 'Sales Process Map' to identify and build critical sales process metrics and benchmarks – at least 20 metrics that each Sales Manager should select from
- How to use 'Sales Process Mapping' as a practical roadmap to strengthen the sales pipeline
- How to use the 'Sales Process Map' to identify at least 30 strategies to build a stronger business
- How to build and apply Personal Sales Plans for each member of the team – 10 practical reasons why you must use Sales Plans
- How to analyse performance against plan and build forward activity plans for each salesperson
- How to be more effective in sales forecasting
- How to be more effective in managing the prospecting strategy and activities of your team
- How to be more effective in managing the major opportunities in your sales team pipeline
- How to more effectively manage key and major accounts through your team



## More...

- Understand how sales relates to marketing
- Develop the questions to ask your Marketing Managers
- Understand why you MUST have an effective sales process
- 14 key strategic questions related to Results Planning
- 15 strategic questions related to Sales Activity Planning
- 14 key Rules for managing the Prospect Pipeline
- 12 key Rules for managing the Conversion Pipeline
- 8 key Rules for managing the Active Customer Platform
- Templates and tools to manage key sales processes

### *Your program content includes:*

#### **The role of the Sales Manager**

The role of the Sales Manager is a challenging one. Learn how to develop a working definition of your tasks – not just in a sense of delivering to budget, but in building a strong future business for your organisation.

#### **The PACE 'Sales Performance Improvement (SPI) Framework'**

Understand in one complete model how all the Drivers of Sales Performance work together to create maximum effectiveness and efficiency in sales delivery. There are around 50 Drivers of sales performance. Does your organisation understand this? How can you harness this to maximise sales performance? Do you know how to analyse the source of common sales 'problems' to identify and fix the root causes?

#### **Sales team motivation**

How can you motivate your sales team? What are the factors that drive that motivation? How to create long-term commitment? Learn to analyse your own motivation, and increase your understanding of the factors that create personal motivation in others.

#### **Leverage models**

The only way to deliver significantly improved results is to leverage all points of the sales pipeline, and to capitalise on the efforts and competencies of the sales team. Learn about the concept of leveraging, and how to apply it to produce significant results.

#### **Secure long term results**

How to apply a sales planning model that offers a proven methodology for planning and delivering long term results. By linking the day-to-day sales activity of each salesperson to their objectives, you can build a solid base of sales activity.

#### **Time and activity management in selling**

How to make the very best use of limited selling time – and have your sales people value time as a critical strategic resource. How to create more active selling time and reduce time-wasters.

#### **The relationship between Activity and Results**

By identifying result targets and related activity strategies, learn about the relationship between activity and results, in detail. A comprehensive case study will show you how.

#### **'Sales Process Mapping' and Sales Planning**

Harness the power of 'Sales Process Mapping' as a sales management tool, and apply it to the creation of individual Personal Sales Plans for each member of the team.

#### **Prospecting efficiency and effectiveness**

How to be more effective in driving improved Prospecting in your team.

#### **Driving Major or Strategic Opportunities**

Learn effective strategies and ways of helping your people to secure and win those major opportunities and bids in their pipeline.

#### **Major or Strategic Account Management**

How to more effectively manage key and major accounts through your team. Your major or key accounts are your organisation's most critical resource. How effectively are your people managing or driving their top accounts? Are they effective in Keeping and Growing them, or is the bucket 'leaking'?

*Note: This isn't a program on Strategic Account Management, Strategic Opportunity Management or Territory Management, but we will share some simple and effective strategies that you can use straight away. You'll certainly walk away with the most important questions to ask your sales people.*

## Part 2 — Coach for performance

Develop essential people leadership skills necessary for success, including:

- How to build the confidence of your sales team by managing their knowledge and skill levels
- How to work with Level 3 of the Sales Planning Model that links development plans to business results
- How to take control of the training process for your sales team
- How to build Personal Development Plans for each sales person
- How to work with the RIGOW Performance Coaching method
- How to effectively coach salespeople using proven performance coaching – in the office and in the field
- How to conduct effective and motivating joint field coaching for each sales person
- How to work with four key leadership styles
- How to develop a leadership style suitable to each individual using Situational Leadership
- How to get people to commit to a strategy and action plan
- How to get peak performance from your people
- How to make a difference to your people
- How to increase your managerial effectiveness and create more time through effective coaching
- How communication influences Results

### More...

- The qualities and characteristics of Star Coaches
- 9 important leadership competencies
- 11 situations to use Performance Coaching
- 50 effective coaching questions
- 13 key strategic questions related to development planning
- 9 methods to develop your people
- The Coaching Roadmap

### Your program content includes:

#### Managing competence:

What are your sales team's skills and knowledge? How can you evaluate them? Learn about the essential links between results, actions and competence. And how to plan development to improve results.

#### Performance coaching:

How can you encourage your people, and help them grow? Learn a powerful coaching method, called GROW, which gives you the skills to do just that. We apply these skills to field coaching situations, as well as for review and planning meetings.

#### Leadership styles:

Leadership plays a vital role in the skills, confidence and motivation of people. Learn how to develop a flexible style that can succeed with different people, at different stages of their development and situations. A valuable tool for performance improvement: Situational Leadership.



#### Field coaching:

One of the toughest challenges for Sales Managers is the joint field visit. Learn how to get maximum value from the opportunity to observe sales people in action, and steer them towards improved performance.

#### Role-play practice:

Part 2 uses an interactive format that practices the necessary skills in small groups. This helps you develop your skills and confidence.

## What previous participants have said:

"I am leaving today with real, actionable ideas that I believe will be genuinely useful to me, my team and my business. I believe the tools I am taking away with me will improve the planning and account management in my team and increase my control of the outcomes by around 50%."

**Samantha Ryan, Publisher  
Readers Digest**

"A great program. The quality of the materials and the facilitators make it well worth the investment of time and money. In particular the tools around coaching and situational leadership are going to prove invaluable."

**Mark Croudace, Principal and Sales Director  
Ernst & Young**

"The PACE Australia Sales Management approach is a recipe for management success. The concepts are fundamental, and it provides the foundation required to ensure that your sales team is being led into driving useful activity and customer contact. Once a manager is given these tools and puts them into effective practice, increased productivity and independence are inevitable."

**Mary James, NSW Sales Manager  
ExpressData**

"The development we are currently undertaking with PACE Australia, for me personally, could not be at a more opportune time. I have only been in my current role as Manager Sales - ACT for the past six months, with nine staff reporting to me. With the management modules that we have undertaken, I am already putting these into practice with measurable results."

**Shirley Field, Sales Manager  
Qantas Airways ACT**

"The structured approach your company has developed for sales techniques, planning and securing results is professional and pragmatic. The Sales Process Map incorporating prospect pipeline / active customer base has been extremely useful to clearly identify activity requirements to achieve targets, and to understand the amount of business that will be generated from an existing customer base."

**Peter Cameron, Regional Manager  
Westpac Business Banking NSW**

"Excellent, best course I have ever been on. Will improve my skills and productivity greatly. Have no hesitation in recommending it to anyone, thank you."

**Andre Vicek  
Optus Mobile**

## About PACE Australia

PACE Australia is a specialist in sales performance improvement. We're dedicated to helping organisations across many different industries increase their sales revenue through their people and processes.

Following many years experience and expertise, we can help companies:

- Find and win new customers
- Improve their customer relationships and retention
- Create customer growth

We develop and deliver the knowledge, the skills and the confidence to enable you to become more effective in your sales processes.

## Our aim is always to help our clients develop:

- Improved sales performance
- A stronger competitive advantage
- Growth opportunities
- Increased revenues

Based in Sydney, New South Wales, our experience is extensive. And our commitment to helping our clients deliver is total.



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