

Sales Management

As selling becomes more complex and demanding, sales managers have to be able to mobilise and motivate their teams to perform well above the acceptable level. A field sales manager can only be successful if they first recognise that their role is primarily that of a coach, not a sales person in order to lead and motivate a sales team to achieve outstanding results.

This programme offers each participant the opportunity to clearly understand what the two key ingredients of being a high performing sales manager are. Firstly, to Train, Coach and Develop the sales team whose skills must not be allowed only to be 'shaped' by events, behaviours and attitudes and secondly to Lead and Support the team upon whom a company is dependent for its profit, its success, its growth, its future and its survival in today's competitive world.

The programme uses self-analysis and simulations including extensive opportunities for each participant to 'have a go' at managing typical sales management problems and opportunities. There are many practical and proven ideas to help develop the skills required to manage and build a successful sales team.

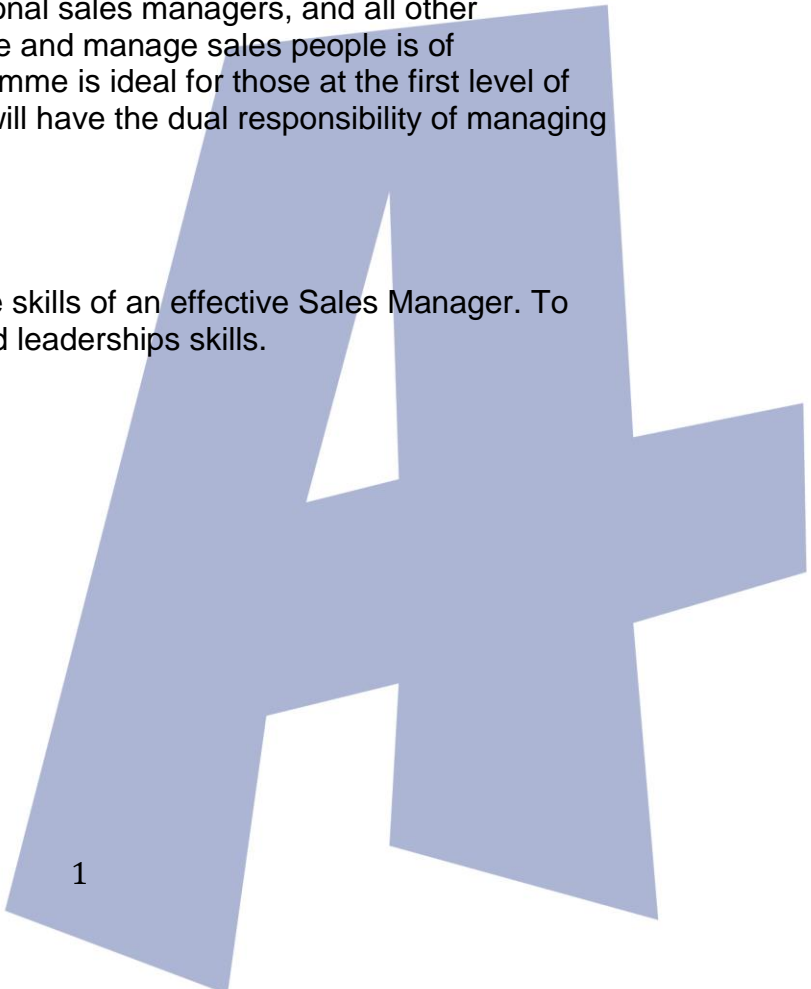
Who will the course benefit?

Field sales managers, area or regional sales managers, and all other executives whose ability to motivate and manage sales people is of paramount importance. The programme is ideal for those at the first level of line management, many of whom will have the dual responsibility of managing and selling.

Course Objectives:

To enable delegates to develop the skills of an effective Sales Manager. To develop Personal Management and leaderships skills.

Course Duration: 3 days



This course will enable delegates to:

- Identify the key differences between selling and managing
- Adopt the style of sales leadership most likely to get the best results in different situations
- Become pro-active in behaviour; including forward thinking and planning
- Become a dynamic team builder, motivating people at a distance, stimulating team thinking and group performance
- Learn how to organise and run effective, motivational and results oriented sales team meetings
- Apply the skills of sales force motivation and recognise the damaging effect of de-motivation upon an individual and team.
- Recognise the importance of teamwork and individual accountability in planning, setting and achieving targets
- Use effective financial and non-financial incentives to motivate
- Recruit people who can sell; from defining the job specification and person profile, advertising, the interviewing process, through to final selection
- Understand how technology, particularly the Internet, can be used by the manager and team to increase sales effectiveness
- Manage the team's performance, including ongoing training and coaching, undertaking of counselling and disciplinary interviews and dealing with dismissal cases
- Increase personal effectiveness through their self-management skills, task prioritisation and effective delegation and the effective handling of paperwork, e-mail and voice mail
- Introduce and develop a genuine team relationship between manager, salesperson and sales team

Course Content

Crossing The Bridge from Selling to Managing

- Why the way we sell needs to reflect a changing market place
- Understanding the sales management process
- Determining the key assessment areas
- Working for turnover, profit and growth

Effective Sales Team Leadership

- Establishing preferred and effective leadership styles
- How to analyse your leadership style and its effect on your team
- Matching style to situation, industry and marketplace
- The interaction of selling and buying styles

Developing an Empowered Sales Team

- Understanding group behaviours and the stages of team growth and development
- Team building ideas using formal and informal groups
- Managing and communicating with team members at a distance
- Using e-mail effectively
- How the Internet can be used to improve decision making and communications
- How to plan, control and run effective and motivational sales meetings
- Using group decision-making to build commitment

High Performance Motivation

- The theory and practice of effective motivation
- Using financial and non-financial incentives to motivate
- How to recognise and rectify de-motivation
- Building a happy and successful team

Constructing an Effective Performance Management Framework

- How to generate accurate annual, quarterly and monthly forecasts
- Agreeing sales objectives, target setting and key performance indicators
- Monitoring field sales activity and results within each Business Unit
- Using stretch targets

Selecting People Who Can Sell

- Learn how to structure and develop a quality Recruitment Process
- How to pick the winners and avoid the losers
- Writing and using job specifications to determine the person profile
- Designing the advert or agency brief and the search process
- Interviewing techniques - first, second and short listing(s)
- Designing an induction training plan

Training and Personal Development

- Consistent on-the-job coaching, in-field training and ongoing development
- How to conduct regular field assessments
- How to identify individual problems and training needs
- Understanding the collective responsibility for training, development and coaching

Time Management and Delegation

- Improving your personal effectiveness and self-management
- Organising and managing yourself first, then organising others
- The art of successful delegation
- Creating a framework for the manager's own development

