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BEHAVIOURAL CHANGE - TRANSFORMING SALES

INTRODUCTION

Conselleo transforms sales organizations by changing the behaviour of sales people, increasing their effectiveness while accelerating their results. Since 1994 Conselleo has been providing its clients around the world with services that transform sales and accelerate results.

CAVIATS & OBJECTIVES

Since 1994 we have worked with well over 200 companies through-out the world. The information provided within this document are shared by many companies, however are summarized here as subjective observations of Conselleo. The examples used to overview sales methodology and software are Conselleo's, however other methodologies and software are also relevant in this framework.

What does behavioral change mean? And why should you care? These questions must be answered first. In the context of sales, we refer to **Behavioural Change** as transforming from one approach or method of selling to another, a more advanced or evolved approach that is sustainable, long-term and produces measurable results.

FREQUENTLY EXPERIENCED SALES CHALLENGES

Why do companies pursue behavioural change for their sales organization?

- Missing annual revenue targets
- Losing customers and market share
- Failure to understand customer business pain
- Inability to position value versus best price
- Inaccurate revenue forecasting
- Sales cycles taking far too long
- Excessive sales staff turn-over

These are the most frequently experienced sales challenges facing organizations today. How many are impacting you?



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If your company is experiencing any of these symptoms, you are not alone. The question is “what have companies done to resolve these corporate challenges?” A typical course of action has been to provide sales training. However sales training without a multitude of other improvements does not provide lasting results. Most companies end up with binders on their shelves with no residual value. Other attempts included spending time, money and effort on technology or Customer Relationship Management (CRM) systems. Market research from the Gartner Group, EDI and Forester Research conclude that over 70% of these CRM initiatives have failed to meet the expectations of customers. So to date, the many problems that sales organizations face remain a daunting task with no magic formula that has proven to serve as a sustainable solution. But is it a “what” or a “how” problem? Our findings point to “**how**” regardless of brands of methodology or software.

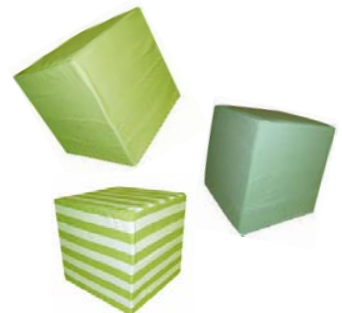
GETTING THERE – EVOLUTION OR REVOLUTION?

Creating change in any human behaviour is not without it's major challenges. Losing weight, implementing a regular exercise program or quitting smoking, are all examples of human behaviour that have proven difficult to change. Sales behaviour is no different. The model below outlines the five stages of change in human behaviour.

Can you train and develop your existing people in a way that would allow them to make this transition? Or should you just start over and hire new people?



Companies often create a vision and a supporting business plan with identified job descriptions. Hiring criteria is usually considered along with the appropriate compensation plan and reward system. But what happens once the business changes, and it does? An oversight that is common for many companies, is failing to change the hiring criteria, compensation plan, measurement system or the skills development plan to adjust to the revised business realities.



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LET THE JOURNEY BEGIN!

What we describe is a formula for blueprinting behavioural change for sales organizations, which focuses more on the “how” and only using Conselleo’s methodology and software as examples of the “what”. There are several other highly effective providers of services that qualify as “what”:

- STEP 1:** Documented Plan for Goals & Objectives
- STEP 2:** Agreement on a Proven Method or System
- STEP 3:** Measurement and Tracking of Progress
- STEP 4:** Coaching, Encouragement and Accountability
- STEP 5:** Sustainable and Predictable Results

STEP ONE (Documented Goals):

The first step is developing a documented plan. What is your current situation? What are your goals for; revenue, customers, market share, compensation, recognition? Do you understand your customer’s needs, your value proposition and the competitive landscape? Does your current hiring criteria support your business plan? Does your current compensation model attract the appropriate talent and motivate the required behaviours? Are you truly ready to grow the business? These questions should serve as food for thought?

STEP TWO (Agreement on a Proven System):

The second step is an organizational agreement on a proven program or system. The most important asset sales people have is their time, thus an effective and proven methodology must help them to get the most out of their time while providing a process and repeatable structure to drive their efforts and results.



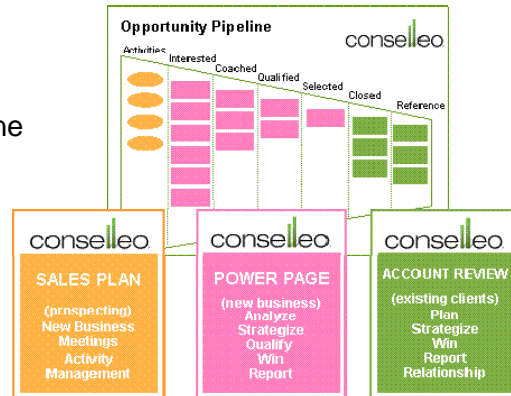
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Below we have outlined the Conselleo Methodology only as an example:

There are four key components in total:

- Opportunity Pipeline
- Sales Plan
- Power Page
- Account Review



These elements integrate as a complete sales management system. However regardless of the methodology you choose, system simplicity and agreement to use it, are clearly the most critical priorities.

STEP THREE (Measurement and Tracking):

As mentioned in the introduction, many companies have attempted to implement CRM Systems, many of these systems have been trying to "boil the ocean in software" and have disenchanted users due to their complexity. Companies do need to measure and monitor their progress, to visually inspect the sales process and to forecast.

Providing sales with tools that help them succeed, not weighing them down with detail is critical. The screen above is from ConselleoCSM and is merely used as an example of measuring and monitoring a sales process.

INTERESTED	COACHED	QUALIFIED	SELECTED	CLOSED
5 \$777,966	4 \$733,229	3 \$806,800	2 \$1,144,500	1 \$105,000
Call Inc New Project \$144,456 (1) Dec 30 2005	Crystal Blue Inc. PR March session \$20,000 Nov 23 2008	ABC Industrial Inc. Windows \$456,000 (1) Oct 27 2005	Honda International Dallas Plant \$144,400 Aug 18 2006	Skanska Construction CSC Project Data \$105,000 Feb 9 2005
Bernard Cable Eau Claire 06 \$25,000 Oct 19 2006	Universal Music The Island Plan \$256,450 Sep 22 2006	MountainWorks Manufa The Boston Project \$20,000 Jun 29 2006	Web Ware Inc. Hollywood Project \$1,000,000 Dec 22 2006	
Universal Music Send some staff \$25,000 (1) Oct 31 2005	Miller, Mack and Hac EuroPlan 06 \$422,219 (1) Nov 23 2005	Smooth Software Management Office \$150,800 Sep 22 2006		
Bernard Cable Island Upgrade \$250,000 (1) Oct 20 2005	JJ and Steve Consulting Gig \$50,000 Oct 20 2006			
Le Famous Suites New Casino \$233,500 Jun 30 2006				



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STEP FOUR (Coaching, Encouragement, Accountability):

The fourth step is often the most overlooked, coaching, encouragement and accountability. Believing that 2 days of sales training will change behaviour in a lasting, sustainable manner is completely unrealistic. When selecting a “behavioural change partner” or a “provider of services” to help you make this transition, ensure that they provide a clear and proven plan for follow-up coaching and accountability. Methodology, process, software and training are only elements of what it really takes to sustain the results long-term.

Coaching sales people using visual tools has proven to dramatically assist sales managers in doing their jobs more effectively. It has long been said that being a good sales person does not necessarily make a good sales manager or coach. Sometimes it seems that being an effective sales manager requires a degree in psychology just to calculate the forecast! We have observed that it takes 100 days of reinforcement, encouragement and accountability to accomplish any type of adult behavioral change.

STEP FIVE (Sustainable and Predictable Results):

The fifth and final step, for most companies is why they make the investment in the first place. The image below plots Sales Behavioural Change using “Adoption Level” as one axis and “Time” as the other. The red line signifies no change at all. This is inline with the definition of insanity. Doing the same thing over and over again, expecting different results. The yellow line shows the short term impact that “training only” has on a sales organization.



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The blue line shows that coaching drives the adoption level higher and extends the life of the change, but it too will eventually decline once the coaching stops. The purple line shows that applying software on top of the training and coaching, drives the adoption rate higher, extends the change even longer and can provide effective forecasting tools. The green line is where sustained results happen. The final frontier of behavioural change is about creating company policies around a methodology and system. Making the model cultural and “your way”, versus binders on shelves from previous training attempts, or expensive software that sales people get no value from or even refuse to use.

SUMMARY

We hope this executive white paper has helped you to reflect on your sales organization and consider where improvements may be made. There are a number of sales effectiveness organizations that provide services that can help, Conselleo is one of them. If you would like to meet with one of our consultants to discuss how our services may be able to help your company, please contact us. Thank you and good luck with your transition.



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