Coaching and Developing Your Sales Team

Building Sales Management and Strategic Sellers

Presented by:

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How much should a sales manager focus on sales coaching? When we ask managers about how much time they spend on coaching versus other activities in their role, we often get a puzzled look as they think about their range of responsibilities. The fact is spending time on coaching is a challenge for most managers. From the sales executive perspective most leaders (63%) think their sales managers should spend between 30% and 40% of their time on coaching.

But the reality is most sales managers spend less than 20% of their time coaching. That statistic illustrates a gap of about 60% between how much time managers should spend

![Chart showing what prevents sales managers from spending more time coaching their sales teams.](chart)

Source: The Sales Leadership Forum and SalesGlobe.
coaching their organizations and how much time they’re actually spending. Such a large disparity may indicate that the message isn’t getting through from executives to managers.

That gap leads to the question of why managers spend so little time actually coaching. One of the biggest challenges we see in both sales management jobs and sales jobs is the time available to focus on their core responsibilities, whether they are selling or sales management. If coaching is a major priority for sales managers, then a premium portion of their time should be dedicated to coaching. That’s not the case. In fact, the top reason companies cite for sales managers not spending more time coaching their teams is they have other management responsibilities that take too much of their time.

A full 70% of companies say that sales managers are held back from coaching because they are too busy with other aspects of their job not always related to sales or sales management. A deeper look reveals that many of these responsibilities are administrative or operational in nature — responsibilities that do not have a direct impact on either revenue growth or development of the team that produces revenue.

Forty-seven percent of companies say that managers are not able to coach because other sales responsibilities take too much time. While more productive than administrative or operations activities, this indicates that many sales managers are actually selling rather than coaching. A clearly defined “selling sales manager” job may indeed have both management and selling responsibilities — a hybrid role used occasionally that is typically not as effective as a true sales manager. This allocation of sales manager time begs the question: What is the role of the sales

If you could change one thing about your coaching program, what would it be?

“More focus on development and measurement of sales; coaching delivering more consistent methodologies and results.” – VP of Sales, Manufacturing

“More funding and a stronger mandate.” – SVP of Sales, Packaging

“Customization of coaching learning at the manager level. Sales specific, customer service specific, manager of managers specific. Then implement identifiable, realistic measures.” – VP of Sales, Hi-Tech

“Shift perception of sales people that this is a ‘groan’ and turn it into a, ‘Cool, I can be even better and make more money.’” – Private Equity Managing Director

“Increase the coaching staff and develop the role of sales manager to oversee sales reps in order to reinforce coaching.” – VP of Sales, Healthcare
manager? Is it managing or is it selling? High performing sales organizations understand that they gain a greater revenue impact from managers focused on coaching their teams to sell than from sales managers selling directly.

Time constraints can take another form. Forty percent of companies said that sales managers just do not make the time to effectively coach, meaning they are finding other things to do with their time. Perhaps they are even deliberately avoiding that ominous task.

We know from our research and our work at SalesGlobe that a big part of coaching comes down to the priorities of the organization. About one in seven companies (14%) do not require their sales managers to do any kind of coaching or development. If coaching is not a requirement of the organization, other responsibilities – whether they are selling or administration – will always take the front seat.

Beyond time, the other top barriers are around knowledge and importance. Forty-four percent of companies said managers do not know how to coach effectively. Therefore, even if they are given the time they do not know what to do with that time. Another 19% said they do not have a methodology for managers to use when they have time to coach.

**Coaching Imperatives: A View from SalesGlobe**

We recommend that companies consider their current coaching capabilities and the following five key points when developing and operating their coaching programs.

1. **Leadership must make the mandate for coaching clear.** If coaching is not a priority in the organization, it will only be conducted by those who are interested. Many of the top performing sales organizations around the world require that their managers spend target amounts of time weekly on coaching. To ingrain the process in the organization some companies will go as far as requiring managers to post their coaching time on a public calendar, making it visible to the organization. Like most business priorities, coaching has to be viewed as essential by leadership in order for managers to make it a priority in their own jobs.

2. **Build a coaching program and methodology that fits your organization.** Using a standard coaching program – one off the shelf or one being used by another company – is certain to fail. A program that is a good fit for one organization may be a poor fit for your organization. Determine the priorities for your coaching program. Understand from a customer perspective where your weak points are and engage your leadership team in developing the right program for your business.
It is a pleasure to be here. I’m humbled to be here; I feel like I should be the one sitting down taking notes because you guys are the professionals.

I am a salesman. I think we’re all salesmen. I don’t care if you’re actually on the front line or not, but if you’re hiring the sales force you’ve got to sell them to come to your place. If you’re out publicly, you’re selling your place. Right now I’m selling SMU and I’m selling SMU basketball.

I was in Chicago last night recruiting. The life of a salesman is hard. We all have to understand that and give the sales force a little flexibility sometimes, because we do keep odd hours.

I say this to myself all the time: it comes back to fundamentals. I’m a basketball coach. You’ve got to be able to pass, handle and shoot the basketball. Are you in good condition? Can you run the floor? Can you listen? Listening is a talent. I tell kids all the time, listening is a talent. Now, my wife tells me I don’t listen, and she’s right, I don’t listen because my mind is always preoccupied with the next recruit, the next game, all that kind of stuff. But listening is a talent as much as running and jumping.

Another key to me is energy. I am recruiting energy. Does that player or does that prospect have energy?

I wish I were a better reader, but reading books about successful people and successful companies really helps me. This is from Jack Welch’s book, *Straight from the Gut*.

The four Es. It’s all wrapped up in passion. Do you have energy? Energy is a gift. Some people don’t have energy. We all see those people and we can tell them when they walk in the room, tell who they are. Some people have it naturally.

Michael Jordan was a teammate of mine. He’s one of the most energetic guys I know. And that’s one of the reasons he’s a great player. Just think of 82 games a year, the endorsement deals he has, the meetings he has on the road. Yet he has the ability to bring great energy to the game and to the practice floor each and every day.

Do you have the energy to get your butt kicked? How many times have you been told “no” in your life?

*TSLF Member:* More times than I’ve been told “yes.”

*COACH DOHERTY:* Right. So what helps you get out of bed the next day and pick
up the phone? Either stupidity or energy, right?

When I was selling, I worked for a marketing company. And, when I left and they didn’t buy it, I walked out of the room saying, “They’re stupid. This is the best. How did they not buy this? That’s their loss.”

Energy comes from believing in your product. One of the reasons I quit Kidder Peabody – I quit before I got fired – was I didn’t believe in what I was doing. I didn’t like what I was doing. You know, I was peddling numbers. I liked math growing up, but I didn’t like selling numbers.

I learned about myself. I like selling something tangible. I’d rather sell a building or a chair or a tie than something you can’t really touch. A bond yield. Didn’t really fire me up, you know? And I tell kids all the time, I tell kids coming out of college, if you read USA Today, which section do you go to first? Then find a career in that section. Is it business, is it politics, is it sports? Is it the Life section? Find a career in that section because then you’ll be more excited about it. You’ll be more passionate about it.

Now, you have energy. Do you have the ability to energize others? You as a manager, can you energize your sales force? Can I energize my team? That works two ways. They need to energize me too. It needs to be that synergy. It needs to be like a generator, give and take. If Barry is my salesman and he goes out and he sells and comes back and says, “Boss, you wouldn’t believe it.” And all of a sudden you’re feeding off each other. That’s not work. People say, “I’ve got to go to work.” I’d rather say, “I’ve got to go to fun.”

You create that environment if you’re truly passionate about what you do. I wasn’t energized at Kidder Peabody so I

\textit{I call it the snooze button syndrome. If you hit the snooze button more than two or three times, go find another career.}

quit. And about six months later, I got into coaching in Charlotte, North Carolina. I quit, moved to Charlotte, didn’t have a job, thought I wanted to get into the real estate business. Started doing radio at Davidson College, thought, “Hhmm, this is fun.” Then I started coaching an AU team of ninth graders. And I was planning it, I was doing the uniforms, I was picking kids up and I thought, “I like this. I can maybe do this for a living.”

And all of a sudden I got on at Davidson College as an assistant coach for Bob McKillop, who was my high school coach. I’d get to the office at 7:00 in the morning and leave at 12:00 at night. Now, fortunately, at the time I was single, but that was not work. I would never have done that on Wall Street. I couldn’t wait till 5:00.
Coaching Your Team

Developing Your Team

Stephen Young  
Former Senior Vice President, Corporate and Government Markets  
Verizon Business

and

Renee Robertson  
Director of Talent Development  
Verizon Business

PANELIST 6: I’m glad to be here. After listening to all the introductions I’m extremely humbled. I’ll learn more from you today than you’ll learn from me.

I once had a sales manager that used to say about me, “Steve can speak for hours un-encumbered by facts.” So don’t let me get away from you here. Keep me honest.

Here with me is Renee Robertson. Renee is still with Verizon, and she is actually the brains behind the whole coaching program that we put together.

When people hear the word Verizon, everybody thinks cell phones. Don’t think cell phones.

There are two pieces to Verizon. There’s a wireless part that’s spending billions of dollars to assault you with advertising on TV, and then there’s Verizon Business. And Verizon Business came out of a – quote – merger, i.e. acquisition of MCI by Verizon.

Verizon had a smaller group, called Verizon Enterprise Services, which is a business-to-business group, selling voice services, data services, networking, network management, to limited outsourcing, data centers, security services – things like that – into IT shops and enterprises.

MCI was about 75 percent of that merger, but obviously given the culture and the strength of Verizon it was an acquisition into the Verizon culture. It’s the Verizon culture that really is ongoing.

I survived Bernie Ebbers, and would be happy to tell you some stories afterwards. They’re interesting.

I try not to invest too much in the stock market, with tips and everything I get. At the time I was working as the chief of staff for the president of sales, and then as the chief of staff for the COO. I did not sell any of my options or anything. I should have known what was going on, but I didn’t know anything. It was a very small group, only four or five people
really knew what was going on. They really kept everything away from the rest of us.

But it was a wonderful experience, going through bankruptcy. It’s something I think you should all experience at some time.

You learn a lot from it. And part of what all this came from really was that experience, because the challenge we had at MCI at the time was really to 1.) retain our customers and 2.) retain our employees. In this business there’s a lot of technology, but just like in your businesses it really comes down to the people, whether you’re going to be successful or not.

So we had to take a look at, “How do we retain our employees, the ones we wanted to retain. How do we keep their loyalty? And how do we keep our customers loyal? How do we establish that point of differentiation with, primarily at that time and still is, AT&T?”

It’s really a two horse race. You see Sprint there occasionally and a lot of niche providers that will provide conferencing, and we might even occasionally compete with IBM when we’re doing some network management. But primarily it’s a two horse race that you have to focus on AT&T or Verizon.

I’ll give you a little bit of background on this. And I also want to share with you my first introduction with coaching.

So this was 1981, I was a brand new rep at what was then Southern Bell here in Atlanta.

They had a great on-boarding program and training program. We spent a month over at the old EPLC, on North Druid Hills and I-85. It was the training center for Southern Bell. I was out in the field. I did my ride-along with a few sales people. Finally it was time for me to make my first sales call.

So I go with my sales manager. At the time we had company cars that you had to check out. They were Ford Pintos, and that’s very relevant to the story.

So we get our little Pinto and we go see the customer. You know, white with the logo, blue, the little Bell System on there, little bell. You didn’t want any of your friends to see you driving those. We call on the customer, and I thought it went pretty well. They taught us an 11-step selling process. I’m trying to go through it. I thought it went well.

We get back to the office. My sales manager says, “Put your stuff down and come on in. I’ll give you a little coaching, a little feedback.”

So we get in there. My sales manager said, “So what do you think of the call?”

So I’m trying to be, you know, humble, and not say “I just hit a home run! I did everything perfect.” So I came up with a few things that I thought maybe he thought I did wrong.
He just kept shaking his head. “No, that’s not it. You made one glaring mistake.”

I’m thinking, “What could it possibly be?”

Finally he said, “No, you don’t get it. And if you don’t get this right next time I’m going to have to send you back to school.”

I thought, “I really screwed up. What did I do?”

So I said, “Please tell me. What was it?”

What it was, I pulled the Pinto into the parking spot. And Bell System practices had you pull in past the parking spot and back it into the parking spot. So that was the coaching that I received after my first sales call.

Who, in those days, would back a Pinto into anything? They exploded.

That was my experience with coaching. So when Renee came to me about six years ago and said, “Steve we need to put together a coaching program,” I said, “Renee I’m not sure I really want to do this.” As I said she’s really the sales person in the room here.

So let me first go over what the organization is and where we came from.

As Eddie and Mark mentioned, we are a big organization. It was all of the enterprise corporate accounts, it’s really any account that billed $250,000 a year; our largest were billing about $100 million.

From local to mid-sized business up to our good friends in Bentonville who were very good customers of ours. They spent a lot of money, and I think they have come a long way in how they treat vendors – although the first few calls weren’t all that much fun. As well as having the federal government, which was a $2 billion business, and the state and local government, which was another $2 billion business. You can see the organization and how large it was. So when you have an organization of that size, you’ve got to have some processes and procedures. You’ve got to have a methodology.

I am a very strong believer that there is a right way to do everything. I’m not an engineer, but there is a right way to do everything.

My philosophy is: structure. You have to invest in your people, because when you have an organization that size you can’t lead based on personality. I could go make a call and close a sale but I wouldn’t get toward my quota very much. I needed to have those 45 branch directors of 250 sales managers and 3,500 sales people out there selling in the right way. So we put a lot of structure and a lot of process in the organization.

I also believe there is an art to sales. It is not all science. There’s the creativity of the employee that’s in the moment, in front of the customer, understanding what their business is about, that’s then applying our products and services to
their business. That’s a very key factor. So you’ve got to get the buy-in and the support from all your folks. This is the foundation of what we built.

To me there are four cornerstones of a sales organization, the methodology and the model.

How you go to market, first of all. Is it going to be direct? Indirect? Do you use inside sales? I think there’s a huge opportunity to use inside sales in any business. We used it selling fairly complex products to enterprises because there are different ways of buying throughout the organization.

Your segmentation: what is your sales methodology? Someone talked about relationship selling. Is it transactional? We really went through all that. In our early days it was very transactional. In 1987 we were competing with AT&T. Phil McGowan founded MCI in order to bring competition to the telecom business and was very successful at it. But we were selling based on price, primarily. We didn’t have products that were equal. We didn’t have service that was equal. But we had great pricing, and that was very transactional.

As we became more of a viable enterprise and could compete one-on-one with AT&T we had to take that sales force and move it to more relationship selling. Then we developed more complex products, and the buyers got a little more discerning. The products went through their life cycles, and we started to go to the commodity side. We brought in a lot of new products as I mentioned, a lot of network management, security services, that really leaned itself to solutions selling. We’ve been through three different transformations in my career. It’s an interesting process.

The relation transformation has to coaching is, you can’t do it without your people. You’ve got to get your people to come along. And you can’t legislate it either. Although you can tell them, “If you don’t fill out the CRM you’re not going to get paid,” but that doesn’t work real long. You’ve got to get the folks involved with it.

That’s why coaching fits in here.

The other thing in terms of segmentation, the last one we implemented was about three years ago, called value continuum. We got the idea out of a Harvard Business Review article for the consumer marketplace. Talked to a lot of folks about it and said, “You know that makes sense for our market as well.” It’s really an idea of how your customer buys.

On the one side, you will have a commodity buyer. And our example was Nordstrom – great company, but they did e-auctions.

They said, “Ok, we’re going to bid five million minutes of voice traffic. This is what it looks like; starting point is 30 cents a minute. They’d do an e-auction and over the next four hours they determined who their vendor was – strictly based on price. That’s how they bought.
Expert Panel Discussion

Panelist 1: President of a Sales Training & Coaching Company
Panelist 2: Regional Vice President of a Major Sales Software Company
Panelist 3: Former Vice President of Sales for a Leading Document Management Company
Panelist 4: Vice President of Government and Education for Major Telecommunications Provider
Panelist 5: Vice President of Sales, North America, for a Worldwide Information Technology Company
Panelist 6: Former Senior Vice President, Corporate and Government Markets for a Major Telecommunications Company
Panelist 7: Former Vice President of Field Operations for a Leading Document Management Company

SalesGlobe conducted a panel discussion with a group of experienced sales and marketing executives to explore coaching the sales organization.

MARK DONNOLO: First of all I want to thank everyone for being here. We do appreciate it. I know you guys have a ton of experience in this area so we’re looking forward to talking with you about it.

Topic One: Recognizing the Need for a Coaching Program

MARK DONNOLO: We see training programs all the time: everybody’s got their solution selling or their consultative selling training program.

What’s the difference between training and coaching and when is there a need for a coaching program? Is it something that happens when you hit a certain point in the company’s evolution?

PANELIST 1: I’m not sure this is the right definition from an academic sense, but regarding the difference between development and coaching:

With coaching, we’ve had a lot of success picking a very specific timeframe to coach a very specific thing. So we pick the goal, build the framework around what that goal is – maybe it’s negotiation, or maybe it’s crucial confrontations, or maybe it’s listening, or maybe it’s the whole legacy sales process. But pick your goal and pick your timeframe for teaching that goal, and build a process to fit the timeframe. And then you bring two people up that can do that, whether they’re internal in the organization or external.
We’ve found that with a really tight goal set and in a tight timeframe, then someone is incented to really wring all they can out of that coach before the timeframe expires. And everybody’s moving faster toward the same goal.

When I hear “development” I think more of this ongoing day-over-day thing, years over years with your manager. And you’re picking up a piece here and there, but not going through a real blitz about one thing, with a deadline associated with it. And we found that way works really, really well.

PANELIST 3: Similarly, coaching, I think, is just more one-on-one. Bill and I are working together, as an example, to develop a skill. Development and training have broader definitions.

MARK DONNOLO: Is there a time that’s better than other times to actually look at development? Does it have to do with the maturity of the organization or an event in the organization that creates that need? Or is it right at any time?

PANELIST 6: I would say it’s right now. It’s a requirement if you’re going to grow the organization. Because marketing is going to change, your customers are going to change, your products are going to change. That’s the one thing you can count on. And if you’re going to have an organization that’s going to respond to that change you’ve got to develop your folks. I would start it now in whatever way that you can do it.

To jump off the first question, the just-in-time aspect is really important with coaching, versus development or training.

We had a training curriculum set up that said, “For this job you should take these classes.” They were quarterly, and in our annual evaluations with employees we always talked about their training plan, their strengths and weaknesses.

But the coaching is, “Hey, I’ve got this problem with this customer,” or “I’ve got this problem with my organization or this employee right now. What can I do about it?”

PANELIST 3: One of our motivators for the program was that in reviews and in general conversations, we would get very formal feedback about behavior. Not sales, but behaviors. “What kind of behaviors would put us in better stead with you as a customer?” And as we were measuring customer satisfaction – we had a very precise set of questions around customer satisfaction; customers were surveyed periodically throughout the land. That was a very formal input into coaching for our sales organization.

At the same time we had an internal survey for the sales organization. An employee satisfaction survey where there were very definitive questions around coaching, et cetera. And we used those to say, “We need to coach in this area; we’re making progress in this area.”

MARK DONNOLO: That’s one point I wanted to drill in on, because sometimes the customer need can create some demand for something to
change in the organization. So in terms of how you get that input from customers, like surveys, have you seen patterns of customer response that say, “Ok we need to do something about how we develop the organization.”

And then after you see that need, what do you find are the best ways to make it customer-centric?

PANELIST 3: At my company, it was a prime input, as I said. And we measured ourselves against it. In other words the program design was tailored against those needs, the progress in the program and was measured against that. There was a very comprehensive approach.

PANELIST 2: My experience with small and large companies is that the coaching process should be part of the company. Whether it’s a formal process or informal, I think every sales leader is doing coaching in some aspect in some portion of their job. So I would say that, regardless of the size, whether you have one sales rep and you’re a small entrepreneur or you’ve got 1,000 folks rolling up to you, that coaching aspect has to be part of the day-to-day life of your leadership team, and also your sales people.

I have my sales people coach me. They are going to be coaching me on the opportunities, the deal, the account. I coach my seniors on what we’re working on, because I want them in alignment. So I think every company needs it, whether or not you call it a formal or informal program.

MARK DONNOLO: So when you came to your organization, was something already in existence, or were you involved in developing that?

PANELIST 2: It’s evolved. When I started with the company almost six years ago we were 600-700 people, and we’re 4,000 now. So we saw a lot of the programs become more formal, we saw people brought in from a sales operations point of view.

I do distinguish between training and coaching. Training is a onetime event that you’re pulling people in. It might be a day or it might be a week, but you’re getting them up to speed on a certain topic. But what really makes training effective is the coaching that goes along with it, to sustain that in the long term.

PANELIST 5: Training and coaching are very, very different. The training that we want our sales people to have teaches them a methodology. It teaches them an approach, and it teaches them the language so we’re all communicating effectively and we’re all looking at things in a similar way.

Coaching is something that’s done day in and day out. And it is two-way. I’ve been at Unisys for two months, and I spent four years before that at Perot Systems. Very similar jobs, but I’m learning from the people that work for me every day. They are coaching me, and in turn I’m coaching them. I bring 25 years of experience to the table that they don’t have, for the most part, but I’m learning a new company I’m learning their methodology and their terminology that’s a little different than
from where I came from. I think you go into it with a give-and-take attitude, not like you know it all and they know nothing. Coaching works both ways.

PANELIST 4: I think coaching and training are very different. We all have products or services that we sell that need training. New releases require training and maintenance upon whatever sort of knowledge base you have on your product or your service. Coaching should span the lifecycle of a career.

The struggle we have, frankly, is we are an amalgamation of so many companies. We’re fortunate to be in a position now, five years after the acquisitions began, where we’re finding a nucleus. So we now know who’s on the bus, to steal a term from the book. We’ve kind of settled on the coaching or the psychological aspect of selling from a coaching perspective. And we’ve refined the training piece, to kind of dump in with that.

MARK DONNOLO: And your organization is obviously known as an excellent developmental training organization. I’m wondering how you guys think about it there. Did that change over the years? Because we’ve heard a lot about how an organization – like Xerox – that’s developed great training, all of a sudden their employees are recruited away. Did you invest less in that over time?

PANELIST 7: No, I don’t think so.

I’ve always sort of thought that training does what you just described: you have new prices, you train your sales rep on that information. You train them on how to learn about their competition, to know about their competition, to know what that industry does and what the issues are in that industry. So you give them that kind of training on a regular basis.

The art of coaching, though, to me, is a really important part of the effectiveness of the sales organization. Because you can have all that information, but how well can you ensure the customer understands the value being given to them? It’s not about what we’ve got. We’ve got lots of nice things and we do a lot of things – “we” meaning any company. I’ve got great products. Does the customer really understand how to gain value from that? Does the customer think you’re providing something that’s helpful? If it isn’t helpful, I don’t care what you have.

The key to me, as a sales manager, is being able to be there with the sales people. I think of training as strategic and coaching as tactical. Because coaching is on a very specific area.

For example, Coach Doherty mentioned listening. A lot of people can’t distinguish between hearing and listening. Those are two different things.

Listening gets involved with more than just, “I hear you with my ears.” It’s also, “Am I connected to you? Am I engaged with you?” A good coach can show a salesperson how to do that. How to make sure I look you right in the eye
because I’m really interested in what you have to say.

SalesGlobe helps companies grow revenue profitably by improving the performance of their sales organizations and sales channels. We provide a range of management consulting, operational services, and leadership coaching to business to business and business to consumer sales organizations. The focus of our work with both domestic and multi-national organizations is to develop actionable solutions that produce near-term results.

Services. We can help you drive profitable growth in your business through:

• **Sales Transformation.** Undertaking significant strategic and organizational changes across multiple sales effectiveness disciplines to move the business to new levels of performance.

• **Sales Productivity Improvement Programs.** Implementing proven levers to increase revenue per rep and reduce cost of sales.

• **Sales Compensation and Incentive Design.** Developing methods to motivate and drive performance across all customer-facing roles.

• **Sales Process Innovation.** Applying the Creative Quotient™ process to develop new approaches to differentiate and align to your customers’ needs.

• **Sales Coaching and Development.** Building leadership capabilities for your sales management team and creating team strategies to close major deals.

• **Sales Operations Improvement and Management.** Optimizing and operating the critical support roles for your organization from territory planning to sales compensation management.

The SalesGlobe Forum. We sponsor the SalesGlobe Forum, a leadership and advisory organization of senior sales executives. Our Board of Advisors includes executives from top companies and business schools.

What Makes Us Effective? We apply years of experience from our team which has developed and managed hundreds of sales effectiveness programs across industries.

Measurable Results. We focus on real improvements to achieve substantial ROI. Some typical results:

- Sales capacity and productivity increase of 20% or more, equal to the productivity of one additional rep for every five.

- Sales compensation payout improvement for top performers with overall expense reduction of 10% to 15% and more direct alignment to business strategies.

- Sales growth increase of 5% to 25% through tactical customer acquisition, penetration, and churn management.

- Sales management development to become effective field generals, who plan growth and coach their teams.

Clients. Our team works with major domestic and multi-national companies across industries including technology, manufacturing, business services, telecommunications, media, financial services, and healthcare.

Team. Our team is comprised of experts with decades of sales effectiveness experience. Our priority is to provide you with the competence, depth, and creativity to solve your business issues in practical, applicable ways. SalesGlobe
clients receive seasoned professionals focused on your business rather than junior consultants common in mega firms.