



# **A Values-Based Approach to Sales Leadership**

- Slideshare Edition -

# Welcome



- Your Presenter:
  - Deb Brown
  - Practice focus:
    - Sales coaching
    - Sales training
  - Clients include:
    - Small businesses
    - Growing companies
    - Fortune 500



# Introducing Sell Like Jesus



- Applied leadership and sales approach
- Sell in a way that aligns with your values
- Dynamic and holistic approach based on the example of Jesus of Nazareth
- Sales training & coaching with leadership development.



# Introducing Sell Like Jesus



## Learn more about Sell Like Jesus<sup>®</sup>:

- > Why Sell Like Jesus?
- > Who It's For
- > The SLJ Approach
- > Values-Based Selling
- > Quotes & Comments
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# Today's Agenda

- Sales management vs. sales leadership
- Why sales leadership?
- Aligning sales teams with customers
- Enabling an increase in credibility
- Empowering the sales team to lead
- Three steps to success
- Questions and answers
- Key takeaways



# **Sales Management vs. Sales Leadership**



# Sales Management

- Finding and recruiting sales people
- Assigning territories/accounts
- Planning sales compensation
- Coordination with marketing
- Supervising sales staff
- Often focused on directing and reviewing performance on an individual basis only



# Sales Leadership

- Establishing/communicating vision
- Team building (“Out of many, one”)
- Instilling a customer-centered focus
- Connecting individual effort with the values of the team, customers and the company
- Unlocking potential future growth





# Why Focus on Sales Leadership?



# Benefits of Sales Leadership

- Aligns sales staff with the goals of the company as a whole
- Team efforts = more closed sales
- Enables leveraging of individual expertise and skills
  - Ex: One sales person is highly knowledgeable in a given industry, another knows certain products well. Together, they can close more sales successfully.



# Benefits of Sales Leadership

- Creates a culture ready to learn
- Necessary foundation for implementing sales technology such as a CRM system
- Allows the sales department to communicate with one voice
- Strengthens the ability of sales to influence strategic decisions in the company as a whole
  - Voice of the customer



# Benefits of Sales Leadership

- Reduces risks and dangers of enabling the 'lone wolf' player
  - Person who is achieving quota
  - But won't communicate/share/engage
  - That person owns the customer relationship, not the company
  - Impossible to manage effectively
  - High risk to the company even if short-term results are outstanding



# **Aligning Sales Teams with Customers**



# Sales Teams and Customers

- Values alignment means connecting the sales team and process with the customer
  - Example: Saturn Motors (car company)
  - Customer Value: Simple sales process
  - Company value: Sell at a price that reflects high quality and fair value
  - Solution: No-haggle (fixed pricing)



# Sales Teams and Customers

- Values alignment means educating sales professionals on the values customers bring to the decision process.
  - Example: Basement System Vendor
  - Customer Values:
    - Create a livable space in basement
    - Increase property value of home
    - Keep costs reasonable
    - Avoid problems with mold, mildew
    - Prevent risk of costly surprises



# Sales Teams and Customers

- Values alignment means educating sales professionals on the values customers bring to the decision process.
  - Example: Basement System Vendor
  - Company Values:
    - Product is sound-resistant, attractive, cleanable
    - Professional installation = high home value
    - Modular system reduces costs
    - Technology reduces mold/mildew risks
    - Sales process emphasizes simplicity





# Sales Teams and Customers

- The sales process itself should be crafted to increase values alignment
  - Documenting the process for both the sales person and the customer up-front
  - Establishing reasonable decision steps
  - Qualifying the customer and the company against one another
  - Aligning marketing documentation to each step of the sales process (technical, white papers, testimonials, case studies)



# **Increasing Sales Team Credibility**



# Sales Teams and Credibility

- Clear messaging
- Practicing the defined sales process
- Reinforcing that qualifying must always come before closing
- Defining the terms of the decision process for both parties
- Training and professional development
- Mentoring and sharing 'best practices'



# Sales Teams and Credibility

- Ingredients that increase sales team credibility with customers:
  - Professional demeanor and approach
  - Clearly documented process (no surprises)
  - Appropriate, tailored product literature
  - ‘Voice of the customer’ clearly presented in marketing communications
  - Regular, consistent qualifying discussions
  - Anticipating and even suggesting questions that customers should be asking



# **Empowering Sales Teams to Guide the Company**



# Sales Teams and the Company

- Dangers arise when:
  - Sales teams are quota-driven, and
  - Unfocused, and
  - Not being led
- Results of this situation:
  - Contracts are delayed or cancelled
  - Customers are promised things that cannot be delivered
  - Poor-fit customers (wrong markets or product needs)



# Sales Teams and the Company

- Opportunities appear when:
  - Sales team is clearly aligned and consistent
- Advantages of this approach include:
  - Evidence-based field feedback about what industries, sectors and customer profiles are (or are not) working well
  - Consistent tracking and presentation of suggestions/strategies to improve the product
  - Intel about competition and emerging market conditions or changes



# Three Steps to Sales Leadership Success





# Steps to Sales Leadership

- **Step One:**

- Have sales team members visit with and interview customers to learn, firsthand, what are important values/needs they possess.
- When this is done (which is rarely), it is most often performed by the marketing department, when clearly sales is the team that knows its customers best. Let sales lead!



# Steps to Sales Leadership

- **Step Two:**
  - Expose non-sales personnel to the sales environment and front-line environment.
  - Begin with the marketing team, then branch out into operational and delivery teams. Everyone should have a clear understanding of how what they do contributes to the customer experience.



# Steps to Sales Leadership

- **Step Three:**

- Provide clear channels for sales team feedback to be given within the company.
- The answer to every question should not be “It doesn’t matter – go hit quota.”
- Use your sales team as the ‘eyes and ears’ of the company in the marketplace.
- Ask them to collect valuable information, then listen/act as they provide insight



# Steps to Sales Leadership

- **Outcomes from the Three Steps:**
  - Eliminates the historic barrier that isolates sales from the rest of the company (i.e. “I just sell it, I don’t care how they deliver it.”)
  - Engages the full company in the customer-facing realities of the marketplace.
  - Aligns marketing and sales together, and in turn, informs business strategy.
  - Turns quota-carrying salespeople into highly valued experts and assets to the firm.



**Questions or  
Comments?**



# Key Takeaways

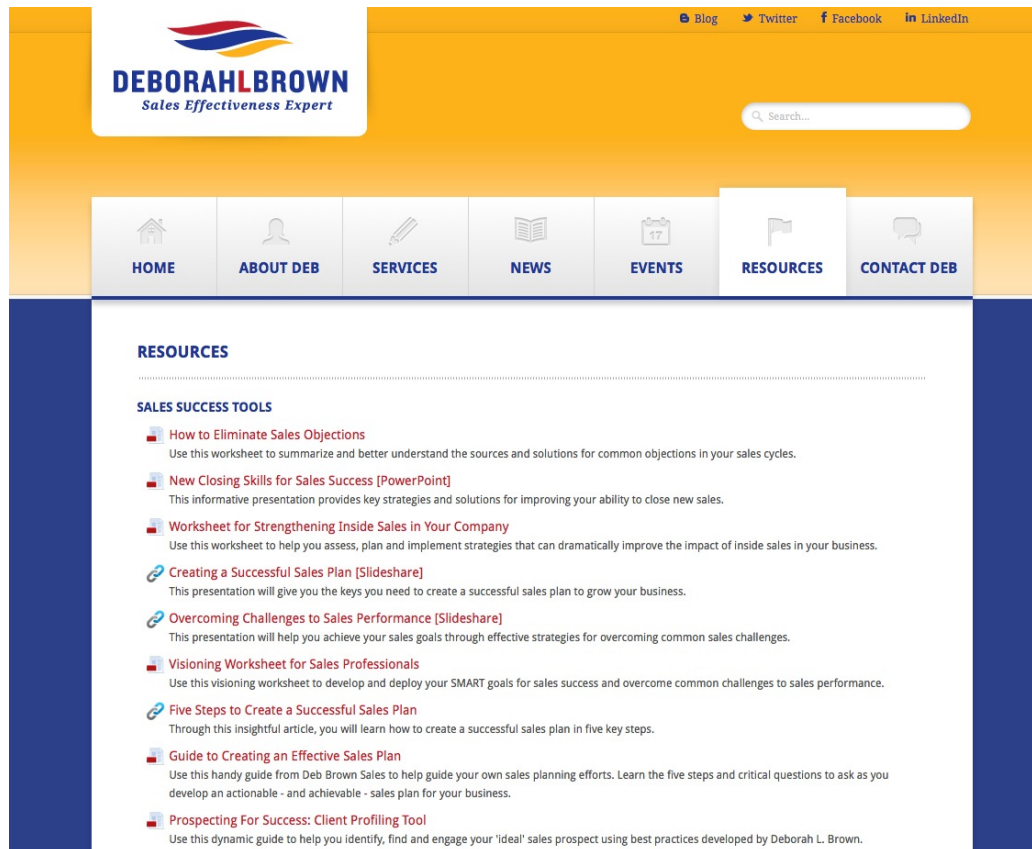


# Key Takeaways

- Sales management has historically focused on supervising individual sales people.
- Sales leadership emphasizes building a team that works together and aligns well.
- Sales leadership also enables the sales department to become a leadership resource to the wider company as a whole.
- Values alignment is the most effective framework for building sales leadership skills that improve customer relationships.
- It's easy to begin this journey. Begin now!



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**Thank you!**

