

Programme Aims

For new or aspiring sales managers to gain a thorough grounding in the specific sales management practices necessary to start their sales management career, accelerating the time taken to become fully productive and their team performing.

Participants

Participants should be aspiring or new sales managers, although experienced sales leaders who have never had a grounding in sales management techniques may find this useful.

It is assumed that most participants will have been successful sales people, or alternatively already have good general people management experience from a related function (for example pre-sales leaders) wishing to move into sales management.

Length & time commitment

This programme consists of an initial 6 Essential modules, and optionally further modules, each module normally to be completed over one week to one month.

Exact estimated timings are shown in the descriptions below, and in general each module will take:

Minimum: two hours of on-demand, online learning, about half of which will be video based

Possible: up to another two hours of on-demand, online learning consisting of Recommended and Optional materials

Minimum: One hour coaching session with your coach

Recommended: 90 minute coaching session

Further optional: 60 minutes plus of further recommended reading, viewing, exercises etc

Preview

To get a preview of the programme, please go to

<https://realsalesmanager.thinkific.com/courses/rsm-essentials>

and sign up for the Free Preview

You can also get a sense of some of the materials by going to

<https://www.realsalesmanager.com/free-tutorials>

Real Sales Manager Podcast

Participants are encouraged to listen to or view the RSM Podcast, with new episodes approximately every two weeks. Each podcast features a practicing sales manager who has been recommended by their peers, discussing best practice for sales managers. For more details go to

<https://realsalesmanager.buzzsprout.com> or

<https://www.youtube.com/playlist?list=PLxPfgaBelmRthLWhPbW4BewaywpRj3u1p>

Coaching support

Coaching is an integral part of this programme, and participants will not achieve their aims without on-going coaching support.

Your coach can be a colleague, or we recommend either Steve Hoyle or an Accredited Real Sales Manager Coach. The benefit of an accredited coach is that because of their independence, experience as a practicing sales manager themselves, focus on coaching, and familiarity with the materials you will get the maximum from the programme.

If you use a colleague or your own coach, then for the Essentials Collection we provide various assistance including coaching cue cards at the end of every module, to help guide your coaching session.



The Essentials Collection

These are the standard modules in the Essentials Collection

0. Getting the most from the programme

Getting the most from the programme

Using your workbook

Working with your coach

Competency Framework

Learning Styles

Core: about 35 minutes including 18 minutes of video

Recommended & Optional: up to a further 80 minutes

1. Foundations - sales management?

What is management?

Managing vs Doing

Best & Worst exercise

Who is most successful?

The Transition & Survival Guide

How to be coached - radical candour

Core: about 90 minutes including 42 minutes of video

Recommended & Optional: up to a further 60 minutes

2. Managing the business

Sales Framework

Cadence

Sales Management Audit

Developing your own framework

Core: about 2 hours including 48 minutes of video

Recommended & Optional: up to a further 2 hours

3. Forecast / Pipeline Review

Purpose for the Sales Manager

Value for the Sales person

Involving others

Overall structure and process

Qualification questions

Digging deeper - alarm bells

Deciding on the forecast

Core: about 2 hours including 80 minutes of video

Recommended & Optional: up to a further 2 hours

4. Sales Team Planning

Purpose of the plan

Planning Primer

GOST process

Building an outline plan

Professional Decision Thinking

Core: about 2 hours including 52 minutes of video

Recommended & Optional: up to a further 2 hours

5. Developing the team: Coaching

Sales skill coaching

Why coach / Coaching Sales people :

Giving & Receiving feedback

Coffee shop coaching model

Sales strategy coaching

Core: about 2 hours including 41 minutes of video

Recommended & Optional: up to a further 2 hours

6. Building the team: Recruitment

Getting it wrong

The recruitment process

Attributes / Competencies

Interview process

Interview questions

Selling the role

Assessment & Decision making

Onboarding

Core: about 2 hours 20 minutes including 74 minutes of video. Recommended & Optional: up to a further 1 hour and 45 minutes



Other modules

These are free tutorials plus other exercises and materials available from Accredited Coaches who will configure your own personalised development programme. The modules shown below are typical, however your individual modules will vary in content.

7. Management Style, Motivation & Values

X, Y & Z Management

The Management Grid

Review of motivation classics

Standards & Values

8. Teamwork & Sales Meetings

Teamwork principles

Stages of team development

Team roles

Sales Meetings: Types, Formats, Examples

9. ABR / QBR, Account & Opportunity Reviews

Forms of Review

Overall structure of programme / session

Role of the sales manager

Black, Red, Blue Hats

Agility

10. Leadership

Leadership vs Management

Leadership Skills

Thinking fast & slow

Managing 360 & upwards

11. Different Strokes for Different Folks

Managing Interpersonal relationships

Overcoming Barriers

Dealing with difficult people

Transactional Analysis

Emotional Intelligence

12. Developing yourself

Personal presence

Personal branding

Exec sponsorship

Managing your ecosystem

Personal development planning

