


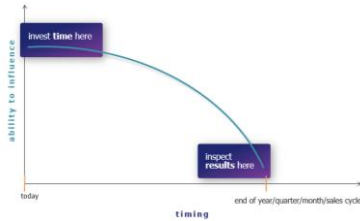

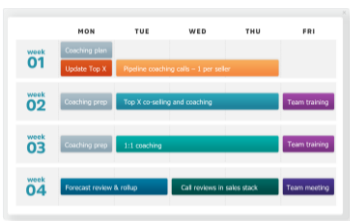
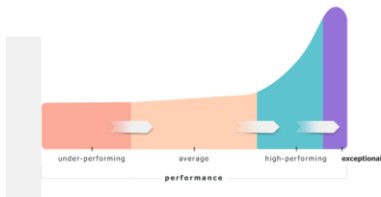


Master Sales Leadership learning outcomes

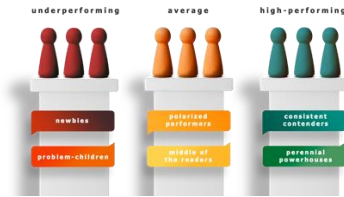
Learn modules

module	visual concept	Learning outcome	key content	runtime
Increase your return on sales leadership				
Increase your ROSL		You can increase your value as a sales leader by focusing on your return on sales leadership.	<ul style="list-style-type: none"> Effective leaders elevate team performance ROSL = team performance divided by manager cost/investment Increase ROSL by leveraging your time 	9 minutes
Prioritize high-leverage activities		Drive long term results and build your ROSL by prioritizing high-leverage activities.	<ul style="list-style-type: none"> Escape the “tyranny of the urgent” Eisenhower Matrix Urgent vs. important Prioritize ruthlessly 	12 minutes
Prioritize high-leverage accounts & opportunities		Increase your leverage by prioritizing the accounts and opportunities that will have the biggest impact on your team’s results.	<ul style="list-style-type: none"> Use Top X to prioritize accounts and opportunities Top X process Benefits of Top X 	8 minutes

module	visual concept	Learning outcome	key content	runtime
Act early		Increase your influence on deals by getting involved early in the sales cycle.	<ul style="list-style-type: none"> Act early in the sales cycle to create greater leverage Coaching Window Inspection Window 	9 minutes
Develop your team		Extend your leverage by increasing your team's performance level.	<ul style="list-style-type: none"> Prioritize long-term team development Whole team activities: training and team meetings 1:1 coaching 	5 minutes
Optimize your time		Optimize how you spend your time with a leadership cadence that locks high leverage leadership activities into your monthly and weekly working pattern.	<ul style="list-style-type: none"> Use a structured cadence to lock high leverage activities into your calendar Proactive and important vs. reactive and urgent 	11 minutes
Optimize your team				
Optimize your team		Optimize your team by adopting the leadership style that gets the best performance from your sellers.	<ul style="list-style-type: none"> Team performance distribution Team performance journey Different team types respond to different approaches 	9 minutes

module	visual concept	Learning outcome	key content	runtime
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Identify your team type

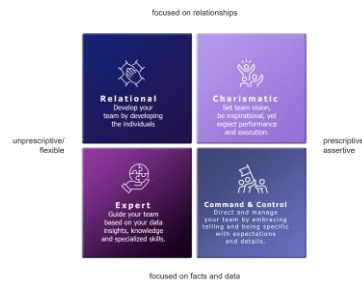


The first step in optimizing your team is to identify the type of team you're leading.

- 6 types of team
- How to identify your team type

10 minutes

Identify your leadership style

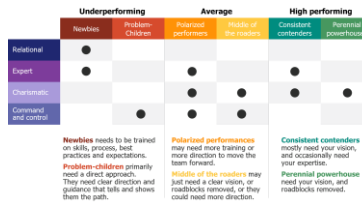


The second step in optimizing your team is to identify your own leadership style.

- 4 leadership styles
- Characteristics and behaviors of expert, relational, charismatic and command & control leaders

17 minutes

Adopt the right style for your team



Optimize performance by adopting the right leadership style for your team.

- How to lead a newbie team
- How to lead a problem-children team
- How to lead a polarized performers team
- How to lead a middle-of-the-roaders team
- How to lead a consistent contenders team
- How to lead a perennial powerhouses team

22 minutes





Identify skills gaps

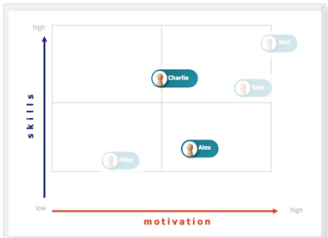
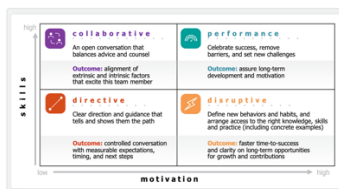


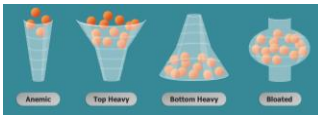


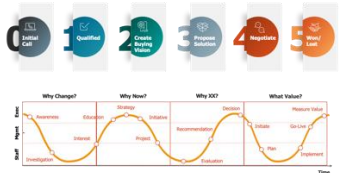




Make your team training more effective by targeting specific skills.


- The "Great 8" sales skills
- How to assess your team against the Great 8 skills and 4 motivation criteria
- Identify topics for training and coaching

17 minutes

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Lead team training		Elevate team performance by leading regular, targeted team training.	<ul style="list-style-type: none"> Building training into your cadence How to structure a training session Apply the optimal leadership style in training sessions 	13 minutes
Lead team meetings		Maximize the productivity of your meetings by focusing on the right activities for your team, using the optimal leadership style.	<ul style="list-style-type: none"> Which activities to focus on in team meetings Which activities work best for each of the 6 team types How to apply the optimal leadership style in team meetings 	19 minutes
Master coaching				
Master coaching		Master coaching to develop individual sellers' skills through impactful 1:1 conversations.	<ul style="list-style-type: none"> The impact of regular targeted 1:1 coaching Building coaching into your cadence Coaching fundamentals 	5 minutes
Use coaching to improve performance		Effective and targeted 1:1 coaching improves individual seller performance and transforms your whole team.	<ul style="list-style-type: none"> How 1:1 performance coaching impacts team performance Coaching vs. feedback Characteristics of effective coaching 	8 minutes

module	visual concept	Learning outcome	key content	runtime
Prioritize who and what to coach		You get the biggest payoff on your 1:1 coaching time when you target your core performers.	<ul style="list-style-type: none"> Target core performers Coaching matrix Use the coaching assessment spreadsheet to decide who to coach and what to coach them on 	7 minutes
Adopt the right coaching strategy		Adopt a coaching strategy that aligns to each seller's performance profile.	<ul style="list-style-type: none"> 4 coaching strategies How to select the right strategy for each team member 	13 minutes
Build consistency and accuracy				
Build consistency and accuracy		Build consistency and accuracy in your pipeline and forecasts to reliably hit quota with a steady flow of high-quality deals.	<ul style="list-style-type: none"> The challenges of building consistent pipeline and accurate forecasts 	6 minutes
Analyze your pipeline		Identify pipeline weaknesses by assessing the quality, quantity, velocity, and balance of opportunities.	<ul style="list-style-type: none"> Use QQVB to analyze pipeline health: quantity, quality, velocity, balance 	8 minutes
Coach pipeline		Deploy different strategies for different types of unhealthy pipelines and coach sellers how to respond.	<ul style="list-style-type: none"> 4 types of unhealthy pipeline: anemic, top-heavy, bottom-heavy, bloated 	15 minutes

module	visual concept	Learning outcome	key content	runtime
Improve forecast accuracy		Review your opportunities against buyer milestones to create more accurate forecasts.	<ul style="list-style-type: none"> How to coach each type of unhealthy pipeline Why forecasts are so often wrong Using buyer milestones to improve forecast accuracy 	7 minutes
Drive sales performance				
Drive sales performance		Drive sales performance by coaching and co-selling your highest-impact accounts and opportunities.	<ul style="list-style-type: none"> The need to prioritize accounts and opportunities Use Top X for focus and ruthless prioritization 	5 minutes
Select your Top X		Select the accounts and opportunities where your input will have the greatest impact on the team's long-term results.	<ul style="list-style-type: none"> Criteria for selecting Top X accounts Criteria for selecting Top X opportunities Getting your team on board with Top X 	13 minutes
Coach Top X accounts		Focused coaching on Top X accounts unlocks new opportunities and drives sales performance.	<ul style="list-style-type: none"> Goals of account coaching Account development stages Preparing for account coaching 	12 minutes
Co-sell or coach?		Some Top X opportunities are best advanced through co-selling with your rep, and others through coaching them.	<ul style="list-style-type: none"> Benefits of coaching and co-selling Top X opportunities Criteria for co-selling vs. coaching 	10 minutes

module	visual concept	Learning outcome	key content	runtime
Co-sell and coach Top X opportunities		Plan and deliver coaching conversations with sellers in order to maximize the likelihood of them closing the deal.	<ul style="list-style-type: none"> • Preparing for a co-selling conversation • How to message co-selling to your rep and to the customer • Purpose of Top X opportunity coaching • Applying coaching fundamentals 	13 minutes

Leadership Toolkit

guide	outcome	key content	resources
start here: executing your cadence	Understand how to use the Toolkit to help execute your leadership cadence	<ul style="list-style-type: none"> • Toolkit introduction • How to use the Toolkit 	
prepare your cadence	Finalize your own leadership cadence, with key activities scheduled in your calendar	<ul style="list-style-type: none"> • Cadence recap • How to make your cadence stick 	<ul style="list-style-type: none"> • Cadence example
select your Top X	Select your Top X accounts and opportunities for the month ahead	<ul style="list-style-type: none"> • Top X process • Selection criteria • Criteria for coaching vs. co-selling Top X opportunities • Managing team resistance to Top X 	<ul style="list-style-type: none"> • Top X selection checklist

create your coaching and training plan for the month	Select coaching and training topics and schedule coaching and training sessions for the month ahead	<ul style="list-style-type: none"> • How to select who to coach and what to coach them on • How to find the information for your coaching assessment • The "Great 8" sales skills • How to assess motivation • How to get your team on board with coaching 	<ul style="list-style-type: none"> • Coaching assessment spreadsheet • Coaching assessment rubric
review your team's pipeline	Analyze pipeline to identify issues to address with 1:1 coaching	<ul style="list-style-type: none"> • QQVB • Types of unhealthy pipeline • How to analyze pipeline holistically 	<ul style="list-style-type: none"> • Pipeline analysis worksheet
how to run a great coaching session	Apply coaching fundamentals to every coaching session	<ul style="list-style-type: none"> • Coaching fundamentals • Coaching preparation • Managing your energy and attention 	<ul style="list-style-type: none"> • Coaching matrix • Coaching conversation checklist
coach pipeline	Help sellers fix specific pipeline issues through targeted 1:1 coaching	<ul style="list-style-type: none"> • How and why to coach pipeline • How to coach each of the 4 types of unhealthy pipeline 	<ul style="list-style-type: none"> • Pipeline coaching guide • Coaching conversation planner
coach Top X accounts and opportunities	Help sellers develop their accounts strategies and mine Top X accounts for new opportunities	<ul style="list-style-type: none"> • How to approach Top X coaching • Tips for coaching Top X accounts • Tips for coaching Top X opportunities • Critical success factors for Top X coaching 	<ul style="list-style-type: none"> • Top X account coaching guide • Top X opportunities coaching guide • Coaching conversation planner
co-sell Top X opportunities	Help sellers move Top X opportunities to closed-won	<ul style="list-style-type: none"> • How to co-sell effectively • Avoiding micro-management 	<ul style="list-style-type: none"> • Co-selling planner
1:1 performance coaching	Help sellers develop sales skills and address motivation issues	<ul style="list-style-type: none"> • How coaching increases ROSL • Prepare your team member for coaching 	<ul style="list-style-type: none"> • 1:1 performance coaching guide • Coaching conversation planner
plan and run team training	Lead action-focused training sessions that develop specific skills	<ul style="list-style-type: none"> • What makes for effective team training • Training session agenda 	<ul style="list-style-type: none"> • Team training planner

plan and run a team meeting	Lead team meetings that focus on high leverage activities	<ul style="list-style-type: none">• What makes for an effective team meeting• Which activities to prioritize, depending on team performance profile• Making meetings meaningful	<ul style="list-style-type: none">• Team meeting checklist
forecast review and roll-up	Create accurate forecasts	<ul style="list-style-type: none">• How to use buyer milestones to create more accurate forecasts• Dealing with forecast inflation	<ul style="list-style-type: none">• Buyer milestones worksheet
review and adjust your leadership style	Identify the optimal leadership style for your team's current performance profile	<ul style="list-style-type: none">• The importance of adjusting leadership style• The 6 team types, and how to identify your team's type• The 4 leadership styles, and examples• How to choose the right style• Flexing your leadership style	
