The Sales COACH
Enhanced Performance. Delivered.

# Measurable Results In Under 100 Days

Transform sales results at individual, team and enterprise levels

Achieve defined business impact with sustained behavioural change and enhanced sales processes or frameworks

# Welcome

Developing sales leaders and individuals is paramount to achieving continued business success. We appreciate your interest in sales coaching and training.

We have been privileged to work with some of the largest and most successful organisations in the world to help them raise the professional selling standards of their client-facing teams.

Our coaching and training approach has Value-Based Consultative Selling as its foundation and focuses on what makes the top 5 per cent of performers stand out from the crowd. We use the term ‘Enlightened Sellers’ to describe top performers, and our role is to help teams and individuals who aspire to be top performers themselves.

One of the biggest challenges our diverse clients face is differentiating themselves in a crowded market. Our mantra is ‘Sell Less and Win More’ and we achieve this by getting your people to show up differently. Ultimately, the interactions you or your people have with prospects, clients or customers are the strongest differentiator you have.

Based on more than 35 years of experience, we developed the Sales Accelerator Methodology, rooted in Value-Based Consultative Selling. It is structured around the different decisions you need to make as you progress a sale, and importantly HOW you achieve a decision in each meeting and accelerate Speed To Value.

The Sales Accelerator Method

We offer a range of delivery options from traditional classroom-based training, in-person coaching for teams and individuals, and live online sessions. In today’s business environment, with the benefits of communications technology, we effectively deliver coaching and training remotely with face-to-face real-time interactions.

Your situation and sales challenges are unique and all services are tailored to your precise needs. Whatever systems and sales process you have developed so far can benefit from a focused coaching approach. Our focus is less about ‘what to do’, and more about ‘how to do it’.

For most of our clients, ‘Good’ is not good enough. They strive to become more successful than their peers. Developing their professional sales skills and growing as individuals and teams helps them win in their markets.

Our intent is to partner with you to understand your most pressing sales challenges and bring our very best thinking and experience to support your strategic sales endeavours and deliver measurable resulst in under 100 days.

We hope to talk with you soon.

Les Bailey

**Les Bailey, The Sales Coach**



# Contents





# Changing Behaviours

In order to bring about and sustain new sales skills and behaviours, it is helpful to think of any intended programme as a change management programme.

There are five critical elements that are required for success:

1. Your intent: Why are you doing this?
2. A common framework or approach
3. Common language among individuals and teams
4. Strong leadership focus on engagement and knowledge retention
5. Consistent execution

Creating a compelling rationale and communicating it with clarity is key to ensuring that participants understand why they are being asked to adopt a new way of working. I’ll work with you to help articulate the rationale and business outcomes.

# Enlightened Selling

Top performers are Enlightened Sellers (rather than subservient or compliant) who allow the prospect or client to control the entire process. Enlightened Sellers focus firstly on the prospect or client, and they see a sales opportunity as a series of interactions from a buyer's perspective, rather than from a seller's perspective.

Enlightened Sellers are naturally curious, self-aware and hungry to learn. They are socially aware, with soft skills that are high in Emotional Intelligence or Emotional Quotient (EQ). They win in the market when they stop selling and start helping prospects or clients succeed in solving their challenges.

Whether you are trying to improve lead generation, capture new clients, expand penetration in key accounts or increase win rates, the Enlightened Selling principles are game-changing for sellers.

Let's look at a few key differences...

| Compliant Selling Approach | Enlightened Selling Approach |
| --- | --- |
| The client will start to benefit when they choose our solution. | The client will start benefiting from our first interaction. |
| The client is always right and knows what they want from us. | We collaborate to ensure that we really understand their needs, which may be different to what they want. |
| The client tells us only what they think we should know. | The client tells us everything we need to know… openly, honestly and truthfully. |
| The focus is on OUR products, OUR services, OUR solutions, OUR team, OUR experience. | The focus is on helping prospects or clients get what they need in a way they are comfortable with. |
| The client is defensive when dealing with the seller. | The client is openly collaborative, motivated by the seller's efforts to help them make an informed choice. |
| The client or prospect (or the folks from procurement) control the buying/selling process. When they say, "Jump", we ask, "How high?" | We provide advice and guidance to the prospect or client. When they say, "Jump", we say, "Of course, and why?" |



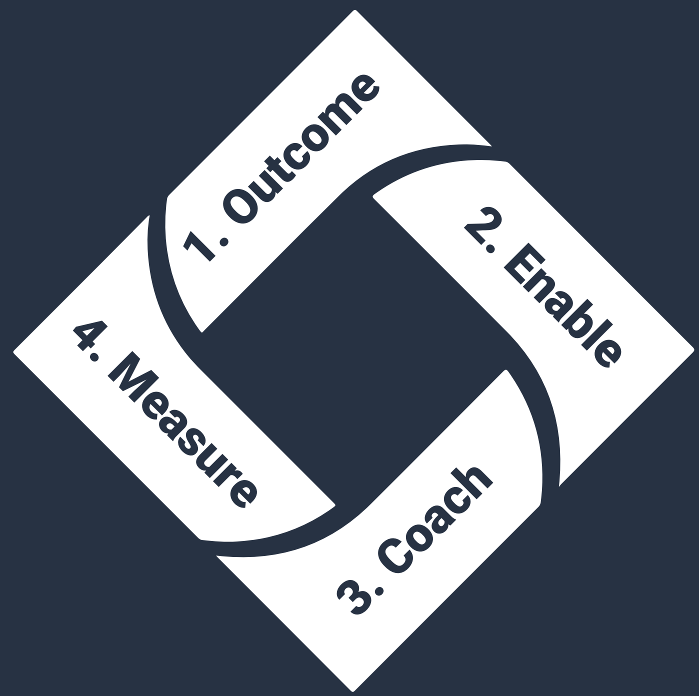
# Approach

We believe that an effective, long-term sales transformation takes place over time and must be integrated into the business as a whole. There are no shortcuts or silver bullets. It is a change management approach that deeply embeds new behaviours, and establishes a common set of skills and tools for sales teams to use in all client-facing interactions.

In most cases, training alone will not have a long-term impact on individuals or organisations. Successful sales transformation programmes incorporate the following elements, in this order:

1. Focus on the desired **outcome**. At the end of the designated programme, what results will signify our joint success?
2. **Enable** the sales professionals involved with new skills and tools. Based on the business outcome you are trying to achieve, we'll design a programme of learning specifically for this purpose.
3. **Coach** all participants to ensure that they are proficient with the new skills and tools involved.
4. **Measure** the results, including early indicators, engagement, business results and knowledge retention.

Every engagement is different and we will work with you to assess your current capabilities, discuss your challenges in detail and recommend a suitable course of action.



# Our Programmes

Prospects make decisions and keep momentum on opportunities when they can see value…for them. All of the programmes offered are based on the need to explore, identify and capture value, from the Prospect's point of view.

Programmes are offered on core skills, and tailored to the needs and language of your business and market.

- Principles Of Effectiveness In Business Development
- Gain And Keep Momentum
- Originate New Opportunities
- Advance And Qualify
- Present To Win
- Write Winning Proposals
- Negotiation Foundations
- Realise Client Value
- Effective Account Management
- Effectiveness In Business Development (self-directed and self-paced)

The following pages summarise many of the core skills programmes that can be offered. Elements of each programme may be combined to tailor a programme to the specific needs of your organisation.

**All programmes can be delivered remotely in a live online environment, or in the classroom.**



# Principles of Effectiveness In Business Development

This is an introduction to the seven sales accelerator principles and six client decisions that enable sales professionals to differentiate themselves and outperform their competitors.

**Included with every purchase.**

## Challenges

1. Moving from product or service orientation to value-based selling
2. Growing the qualified pipeline or ‘funnel’ with targeted, qualified opportunities
3. Winning more often, winning faster and winning bigger

## What Delegates Learn

- Selling Doesn’t Work!
  - Why traditional ‘selling’ doesn’t work in high value solution and service sales
- The Sales Accelerator Method
  - How value-based consultative selling can drive faster, bigger and more frequent wins
- What Is Value?
  - How value is ONLY about what the client sees as valuable to them
- The Seven Principles
  - The principles that allow us to accelerate speed to value in complex sales opportunities
- The Six Key Decisions
  - How to take A client-centric view and understand the six key client decisions
- Timing & Language
  - Why timing matters and why language is important
  - How ‘fast is slow’ and ‘slow is fast’

# Gain And Keep Momentum

We demonstrate the ONLY way to gain and keep momentum on any opportunity.
The 'secret sauce' of the Sales Accelerator Method.

## Challenges

1. Making more sales progress in fewer meetings
2. Avoiding prospects or clients 'going dark' after what seemed to be a good meeting
3. Getting aligned with clients and prospects BEFORE the meeting happens

## What Delegates Learn

- Gaining And Keeping Momentum
  - » The ONLY way to gain and keep momentum on any sales opportunity
- Avoid The 'One Meeting Wonder'
  - » How to have a successful meeting that results in another meeting
- The Appliance Of Science
  - » How to enable clients to make good decisions in their own best interests
- The Path To Progress
  - » How to plan and achieve incremental progress in client meetings
- Waste No Time
  - » Avoid wasting time by getting client 'buy-in' to your agenda BEFORE the meeting begins
- Start Strong
  - » How to set up any meeting for success in the first five minutes
- Get In The Zone
  - » How to be the best version of YOU when the meeting starts
- First Meeting Foundations
  - » Three things to remember and three things to avoid in the first meeting with a client



# Originate New Opportunities

The ‘Zero Cold Calling’ Method. Engage without selling.

## Challenges

1. Differentiating yourself and your organisation from your competitors when prospecting
2. Connecting effectively with new prospects without being an email stalker or social media pest
3. Getting and staying focused on generating your ‘ideal clients’ in a way that is relevant to them

## What Delegates Learn

- Zero Cold Calling
  - » How to identify and overcome prospecting challenges to identify and win new business
- You Hit What You Aim For
  - » How to prioritise prospects that meet your ‘ideal client’ criteria
- Research Outranks Assumptions
  - » How to become relevant to your prospects TODAY
- Defining Value Through Your Prospect’s Lens
  - » How to define value from your prospect’s perspective so that they want to talk to YOU
- Engage WITHOUT Selling
  - » How to craft a compelling message to test your prospect’s needs WITHOUT mentioning your product or service
- Gaining Access To Target Prospects
  - » How to effectively overcome the barriers to connecting with a brand-new prospect
- Interrupt And Engage
  - » The most effective way to connect with a prospect in under 15 seconds
- Effective Telephone Calls
  - » How to plan a prospecting telephone call that gets results
- Write A Good Old-fashioned Letter
  - » How and why a ‘retro’ approach can cut through in a digital world
- The Last Resort…
  - » If all else fails, aim higher to get the best chance of traction
- Linkedin Or Locked OUT!
  - » How to target, and engage with prospects on LinkedIn without stalking them
- Preparing For Push-backs
  - » How to prepare for and overcome resistance from prospects



# Advance And Qualify

Here we focus on how to identify what the client values. You will understand needs, and validate and qualify an opportunity.

The workshops focus on the use of Soft Skills (Emotional Quotient or EQ) and the techniques of high-performing consultative professionals. The emphasis is on practical skills and tools with a significant element of practice and refinements applied to a real client scenario/opportunity.

## Challenges

1. Getting prospects or clients to share their real needs without being defensive
2. Rigorously qualifying client needs, budget and decision process BEFORE proposing a solution
3. Building a compelling business case WITH the client, managing stakeholders, and handling objections along the way

## What Delegates Learn

- Change The Focus, Change The Conversation
  - How to redirect conversations to uncover client needs
- Should They Buy? Mining For Client Value
  - How to effectively identify challenges from the client's perspective
- What Else?
  - How to have a broader and deeper dialogue WITHOUT tripping yourself up
- Quantify, Qualify, Or Go Home
  - How to quantify or qualify value from the client's perspective… or qualify out
- Who Might Kill The Deal?
  - How to successfully identify people and constraints that can kill the deal
- Can They Buy? The Money Question
  - How to talk about the price as a worthwhile investment
- Can They Buy? Who And When?
  - How to spot potential problems with resources and timing
- Will They Buy? The Decision Process
  - Understand the decision process and manage key stakeholders
- Will They Buy? Getting Past The Gatekeeper
  - How to overcome gatekeeper objections and get to critical stakeholders
- Will They Buy Ours?
  - How to out-manoeuvre your competitors with an effective win strategy
- Premature Presentation Syndrome
  - Why you should avoid presenting a proposal BEFORE it is fully qualified
- If You See It… Say It
  - How to handle problems YOU identify during the sales pursuit

# Present To Win

Engage immediately with your audience and differentiate so that they choose you.

## Challenges

1. Engaging executive audiences within five minutes and keeping them engaged by demonstrating how you are different, and why it matters
2. Avoiding ‘death by PowerPoint’ and ‘premature presentation syndrome’
3. Telling a convincing story about the client journey and the value that will be created by choosing you

## What Delegates Learn

- Presentation Challenges
  - » Reasons we often fail to communicate effectively
- The Winning Structure
  - » Present in such a clear way that the ideas jump off the presentation into the client’s mind
- What’s Their ‘Why’?
  - » How to comprehensively document the ‘job to be done’ for the client
- 27 Words
  - » How to persuasively communicate anything of value in a single sentence
- Compelling Value Proposition
  - » How to develop a Value Proposition that engages immediately with any audience
- The Toughest Job
  - » How to clearly differentiate your proposal so that your client chooses YOU
- Tell Me A Story
  - » How to portray your solution as a compelling story about THEM
- ONLY Five Slides
  - » How to use the all purpose five-slide presentation format anywhere for anything

# Write Winning Proposals

Best practices to write a proposal that gets a ‘YES’ rather than a ‘NO’.

## Challenges

1. Writing engaging proposals that stand out from the competition
2. Leveraging a consistent, effective structure that leads to a decision
3. Avoiding fluff, guff and gobbledygook

## What Delegates Learn

- Writing Challenges
  - What clients think about our writing style and what they don’t like about it
- Getting To ‘YES’
  - Best practices for writing and submitting proposals so that the prospect or client is more likely to say ‘YES’ than ‘NO’
- Five Simple Stages
  - How to effectively manage the bid or proposal process to ensure a high quality and timely submission
- Design To Win
  - How to successfully design and structure your proposal BEFORE you write a single word
- Writing With Purpose
  - How to clarify your purpose and write persuasively
- Writing For Your Audience
  - How to write with your audience in mind and adapt your style accordingly
- Message Received And Understood
  - How to ensure your proposal is easily read and understood
- Rate And Review
  - How to check and score your initial draft and improve your win probability
- No More Midnight Pizzas
  - How to leverage best practices for bid management and avoid the last-minute rush

# Negotiation Foundations

How to plan and conduct a WIN/WIN negotiation.

## Challenges

1. Having the confidence and competence to propose a premium price for a premium service AND defend it…even with procurement
2. Avoiding a WIN/LOSE or LOSE/LOSE scenario
3. Managing difficult people and unreasonable behaviour during negotiation

## What Delegates Learn

- Money On The Table
  - » Identify whether you are leaving ‘money on the table’
- Stages Of Negotiation
  - » Understand three critical stages: Preliminaries; Opening and Exploring; Closing
- Outmanoeuvre Your Competitors
  - » Learn how to assess and outmanoeuvre competitors
- Planning To Negotiate
  - » Why planning is critical and the key principles to plan for success
- Anchoring
  - » How to open a negotiation and ‘start high’ or un-anchor when the buyer starts high
- Preparing For Pushbacks
  - » How to anchor, un-anchor, and re-anchor under pressure
- Identify WIN/WIN Outcomes
  - » How to maintain your value and why no deal is better than a bad deal
- Exchanging Value
  - » Learn how to identify and value potential value exchanges and ensure we never concede without gaining something in return
- Handling Objections
  - » Learn effective techniques to handle difficult people and objections during negotiation
- Make It Real
  - » How to apply all of the skills in the programme to a real opportunity

# Realise Client Value

How to close and agree a Win/Win deal that enables clients to realise value. The more value we enable for the client, typically the more value we derive too.

## Challenges

1. Clearly differentiating our offering in a way that the client values
2. Knowing when you and the client are both ready to seal the deal
3. Having the confidence to ask for the business and to do it in a way that reaffirms the client value

## What Delegates Learn

- Ready, Steady, Close
  - How to ensure your clients are ready to close the deal
- Outmanoeuvre Your Competitors
  - Learn how to assess and outmanoeuvre competitors
- Win Strategy
  - How to develop a clear strategy to improve chances of winning competitive deals
- Differentiation
  - How to articulate differences in a way that matters to the prospect or client
- The Final Decision
  - How to open the meeting to ensure you close the deal
- Have You Understood Them?
  - How to demonstrate that we understand what is important to them and have developed a solution that meets their needs
- Resolving Objections
  - How to successfully and logically overcome objections from the client
- Set Yourself Up For Success
  - How to prepare the conditions for a good final decision
- Purpose And Power
  - How to open the meeting purposefully and close the deal powerfully

## Effective Account Management

How to effectively grow or defend your most important clients with a focus on execution.

### Challenges

1. Lacking collaboration and maturity when planning - doing it 'to them' rather than 'with them'
2. Creating plans that are 'evergreen' and aligned with the strategy and needs of clients
3. Avoiding plans that sit in files or on shared drives and get forgotten…almost instantly

### What Delegates Learn

- Fail To Plan…Plan To Fail
  - » Why effective key account planning is critical to grow or defend your business at your most important clients
- Cycle Of Success
  - » Learn the optimum cycle for ongoing planning and relentless execution
- Fundamentals Of Account Plans
  - » Learn the five Key Client Drivers. Understand the minimum viable planning approach that enables rigour in execution and increases the chances of achieving objectives
- Taking Stock – The Account Health Checklist
  - » The straightforward and rigorous approach to evaluate your current account plan and identify areas for improvement
- Taking Stock. What Do We Know And What Should We Know
  - » Learn how to assess where we are today in a client centric way. How to identify the market trends that might have implications for your business
- Taking Stock. How Does The Client See Us?
  - » Use the Five Key Client Drivers to assess the client's perception of the value we bring
- Mapping The Way To Success
  - » Learn a simple technique to map and expand your relationship strength and breadth
- Who's On The Pitch?
  - » Learn how to assemble and assess your account team, even if it is a 'virtual' one
- Originating New Opportunities
  - » Learn the principles, skills and tools to effectively bring new ideas to clients
- Competitor Analysis And Differentiation
  - » How to objectively assess your competitive position and understand your key differentiators
- Winning In A Competitive Account
  - » How to create a competitive win strategy
- Keeping Momentum
  - » How to develop a communication strategy and maintain a cadence of Accountability
- Do It To Them…or With Them?
  - » Collaborate to win. Learn how mature account plans are created in collaboration with your clients



# Effectiveness In Business Development

The complete online programme for self-directed and self-paced learning.

**(Paid subscription model)**

## Challenges

- Moving from transactional to value-based consultative selling
- Differentiating you or your company when every competitor looks and sounds the same
- Crushing your numbers consistently

## What Delegates Learn

- Principles of Effectiveness in Business Development
  - Introduction to The Sales Accelerator Method
- Gain And Keep Momentum
  - The ONLY way to gain and keep momentum on any opportunity
- Originate New Opportunities
  - The 'Zero Cold Calling' Method
  - Engage without selling
- Advance And Qualify
  - How to identify what the client values
  - Understand needs, validate and qualify an opportunity
- Present To Win
  - Engage immediately with your audience and differentiate so that they choose you
- Write Winning Proposals
  - Best practices to write a proposal that gets a 'YES' rather than a 'NO'
- Negotiation Foundations
  - How to plan and conduct a WIN/WIN negotiation
- Realise Client Value
  - Closing a Win/Win deal
- Effective Account Management
  - How to effectively grow or defend your most important clients

# Delivery Options

We offer live in-person delivery where travel is permissible and this offers the advantage of sustained interaction, valuable networking and shared learning experiences. Where required, video can be used to capture and enhance the learning experience, particularly during simulations.

Class or cohort sizes are designed for up to 24 participants and the recommended size is 16-20 to maximise the learning experience and allow focus from the instructor.

**Programmes can also be delivered live online using Zoom or an alternative video conferencing platform of your choice to ensure high-quality fully interactive sessions. Remote programmes range from 1:1 personal sales effectiveness programmes to full online training for up to 20 people.**

zoom
Video Communications

# Deal Coaching

If you need to improve your win rate and differentiate your bid teams from the competition, a high-impact coaching intervention could generate increased momentum and significant additional revenue, often worth millions on a large complex deal.

This may involve a three to four-hour single session focused on a key stage of the deal, or a series of sessions throughout the life of the pursuit. Expert deal coaching can bring a renewed level of client focus to the team, facilitate new approaches and enhance sales skills.

You'll benefit from our experience in value-based consultative selling, effective communication, negotiation and account management techniques.

You choose the 'must-win' deals or strategic accounts and we'll leverage proven coaching techniques and bring deal-related 'health-check' tools to bear.

# Consulting

## Win/Loss Analysis And Reviews

If you want to know why your sales teams are winning or losing in the market, there is only one sure-fire way to find out, and that's by talking to your customers or clients. You'll be surprised at how much they will share with an objective reviewer, rather than your sales team.

There's usually a revealing difference between the client perspective and that of the sales team, and price doesn't typically feature as high on the list of reasons for choosing your organisation or your competitors – you need to understand the 'why'.

My goal is to provide you with the truth and help you win more in the market by maximising what your teams do well and minimising or helping them improve what they struggle with.

## Sales Effectiveness

You'll already have a perspective on your sales challenges; maybe you want to have it validated independently. Alternatively, you may need help in identifying the areas of weakness.

Whatever your prior approach to training and whatever sales methodology you use, we can help with an objective assessment based on interviews with key team members, sales accompaniments and analysis of results. Our team will also help you build a self-funding business case.

We offer a fixed price assessment to help understand the potential for improving your results, and an initial discussion at our expense. Simply schedule an initial call.

# Sales Leaders

A winning sales culture requires a combination of great sales leaders, effective sales contributors and organisational focus and execution to drive strategic sales and marketing initiatives.

First-line managers and senior leaders are at the fulcrum of change, with the responsibility to grow the business AND the people.

We design and deliver bespoke programmes for leaders to enhance their ability to lead and manage teams through change.


# Proven Methodology

More than 70 organisations have benefitted from our proven principles and methods over the past 10 years. Here are a select few:

# Sales Challenges Self-Assessment Tool

Review the 10 simple statements on the following page. Consider how they apply to your world, your team or your organisation… and then rate yourself (or your team/organisation) as 'We're Excelling' or 'We need to Improve'."

| Statement | We're Excelling | We Need to Improve |
|---|---|---|
| Lead Generation is managed proactively with a defined strategy leveraging both inbound and outbound marketing activity. All of the team are competent and active with social media. We are proactive rather than reactive. We set targets and measure appropriate performance indicators. | ○ | ○ |
| We have a named list of targeted new accounts. We understand the challenges facing our target list and have researched thoroughly. We are connecting at a senior level with a high rate of success. We don't need to 'cold call'. We have well developed value propositions for each target account. We are active every week and we measure results. | ○ | ○ |
| Our sales team understand the only way to gain and keep momentum on sales opportunities. We prepare exceptionally well for all client interactions and are focused on the next logical decision the client or customer has to make. We have a defined End In Mind for every client interaction. We gain commitment to next steps as a matter of course at each meeting. | ○ | ○ |
| Key Accounts are defined and we have ongoing plans in place to either grow or defend our business with a sound strategy. We understand our clients strategic ambitions and our plan supports these. We know how our clients view us and our competitors. We have plans to grow our relationships. We execute relentlessly on our plans. | ○ | ○ |
| We win more opportunities than we lose. We have a sound mechanism to regularly rate our win probability. We never make a presentation or proposal unless we are clear on the business needs and the decision making process. We complete a closing readiness assessment for every critical opportunity at closing stage. We present to win with a proven framework. | ○ | ○ |
| Our team are effective at managing their priorities and staying focused. They understand the benefits of collaboration to maximise client synergies and create win-win outcomes. | ○ | ○ |
| We spend relatively more time on the needs analysis (diagnostic) stage of the sale and only regard an opportunity as qualified if we understand the business case (or client needs) in detail, we have access to the key stakeholders, and we fully understand any budget, timing, people or other constraints before we make a proposal. | ○ | ○ |
| We negotiate win-win outcomes. We understand how to identify value and how to 'anchor' to that value. We trade concessions rather than surrender them. We know how to 'un-anchor' clients and to handle pressure and objections when negotiating. | ○ | ○ |
| We have an established sales process that is followed relentlessly as it delivers results. We have tools to help with every sales activity from lead generation to developing winning proposals. We don't have (process) compliance issues with our team. Our focus is on execution and sales tools and techniques are used in every client interaction. | ○ | ○ |
| Ours is a culture of coaching, using a proven coaching methodology applied to critical sales opportunity stages. Our coaching approach enables us to grow the business AND the talent. We have deliberate practice sessions and meaningful simulations to hone skills. We have tailored training and development plans AND we measure Knowledge Retention and Engagement. | ○ | ○ |

## Let's have a conversation

If this exercise or any of the information in this brochure highlights some of the sales challenges you face in your business, we'd love to talk. You can [send us a quick email] and we'll get straight back to you to schedule an initial conversation without obligation to determine whether or not we can add value and whether we are a good fit. Alternatively [visit our website] for more information.

## Get in Touch

The Sales Coach Network Ltd,
Phoenix House,
Withersfield,
Suffolk, CB9 7RY

+44 (0)7979 535532

admin@thesalescoachnetwork.com

The Sales Coach Network

Book A Complimentary 30-Minute Call