



# 8 Essentials for Scaling Sales Success

**Driving the right mindset, practices & behaviors required for your sales organization to deliver predictable, repeatable & meaningful results**

**SOAR Performance Group, Inc.**

**Enabling our clients to ascend to new heights of performance**

# INTRODUCTION

Robert Sutton, a professor at the Stanford Graduate School of Business, did some interesting research on how organizations can scale best practices.

A theme arose as a result of several discussions with senior executives at Fortune 500 companies who were working to build a more customer focused organization.

Once a new or improved way of doing business was discovered, getting it to spread throughout the organization proved to be very difficult.

*Sutton called it the Problem of More while the executives often described it as the challenge of “scaling” or “scaling up”.*

After reflecting on years of experiences helping Fortune 500 companies address this very challenge, we have developed our own 8 essentials for Scaling Sales Success.

# 1. Have a Strategy to Achieve Success

## Define the strategy that you want your sales team to follow

- ❑ Initially you will be met with pushback and reservation. Most will be loyal to their current selling tactics which may no longer align with the new strategy you have implemented.

## Identify those within the organization that can quickly adopt & champion strategy

- ❑ Immediately find who is willing to embrace it and become an advocate for it in the organization. These people are very important as they will become the trailblazers whose leadership will demand imitation.

## Hiring, developing and promoting those who support the strategy

- ❑ You want to create a culture in the organization where the adoption of this strategy is the social norm. Recognizing and rewarding those that adopt the right mindset helps to facilitate a connection and community between all the “true believers”.

## Transition out those who can't or won't support the strategy

- ❑ In order to create a culture of excellence, you can't have individuals who can't or won't support your strategy.



## 2. Build Buy In for the Strategy

### Get the sales team excited about the strategy

- ❑ Everyone in the sales team needs to know how this new strategy will benefit them and the organization as a whole. Reinforce the positive short term and long term results that the new strategy will bring about with enthusiasm and confidence.

### Let them know what is expected of them

- ❑ Even something as simple as setting goals and due dates relative to implementing the new strategy can be extremely beneficial. Similarly, encourage your employees to communicate what they need from you as a sales leader to accomplish these goals.

### Seek commitment, not agreement

- ❑ Anyone can agree to adopt a new strategy only to revert back to their old habits shortly thereafter. You need to convince your sales team to become invested in the new strategy and be willing to change their daily routines in order to achieve success.

### Reward those who commit to and utilize the strategy

- ❑ Incentivize your sales team to adopt and champion the new strategy and reward them when implementation is complete.



# 3. Determine What is Required to Execute the Strategy

Ask yourself the following questions:

## People

- What are the key requirements for your people to successfully execute the strategy?
- What attributes, knowledge and experience will your people need to execute this strategy?

## Processes

- What are the critical steps required to execute the strategy?
- How can these critical steps best be executed?

## Skills

- What skills are required for the execution of this strategy?
- Which of these skills are most critical to the success of the strategy?

## Tools

- What tools are required to successfully execute the strategy?
- Which of these tools are most critical to the success of the strategy?



# 4. Understand Your Organization's Capability to Execute the Strategy

Ask yourself the following questions:

## People

- What attributes does the sales team have and which are they lacking?
- What knowledge does the sales team have and what are they lacking?
- How relevant is our sales team's current experience to the requirements of the new strategy?

## Processes

- How well is our current process aligned with the activities required to successfully execute on the new strategy?
- To what extent are these activities currently documented and coached to?
- How well is the sales team executing them?

## Skills

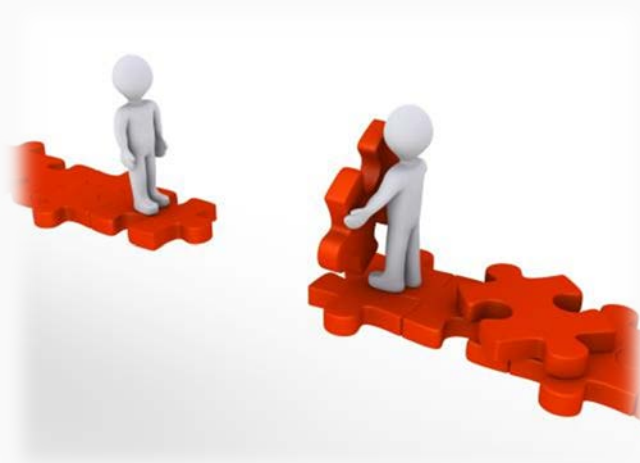
- How effective are we in the key skill areas required to execute the strategy?
- Are we as effective as we need to be to make the new strategy a success?

## Tools

- Which tools does the sales team currently use as a part of their job?
- How are these tools aligned with the new strategy?



# 5. Close Capability Gaps



## Educate

- ❑ What it is they need to do and how you want them to do it. This can be done informally through team meetings or through more formal training sessions. Make sure that educational opportunities focus on: why the new approach is important, **what** you expect from the teams and **how** the teams should execute on the new approach.

## Coach

- ❑ Along the way. Have regular check-ins and meetings to ensure that they are progressing with the new action. Frequent direction and feedback will help ensure that they learn the new action, apply it and close the previous capability gap.

# 6. Drive Momentum Through Your Managers

When driving significant change in your organization, managers can be like **GASOLINE**, making the fire burn brighter and accelerating the change. Or, they can be like **WATER**, putting the fire out and preventing the change from being successful.

**Here are some best practices to ensure your managers are creating positive momentum for your organization's strategy:**

- ❑ Engage the managers early in the process to build buy in and ownership from them
- ❑ Show the managers how championing the best practices benefits them
- ❑ Give the managers support (training, tools, etc.) to support them in front line, field coaching
- ❑ Recognize managers who are effectively moving their teams towards the desired behaviors and results



# 7. Remove Barriers to Execution

## Identify the Root Cause of the Barrier

- ❑ If you are not addressing the real underlying issue, you are either wasting time or simply putting a Band-Aid over a larger issue. As often expressed in quality improvement initiatives, ask why at least three times to get to the root cause.



## Barriers Don't Form Overnight

- ❑ Barriers are challenges, but to great sales leaders they are opportunities to drive change. To successfully eliminate a real barrier, you have to chip away at it day by day with a focus on continuous improvement. The challenge in eliminating barriers isn't fixing everything wrong with your engagement approach, it's knowing what you need to fix to be most successful.

# 8. Celebrate Success & Reward Those Who Make It Happen

Before new results can be achieved, **new behavior** has to be achieved. Consequently, you have to be sure to recognize and reward not only the new results that you want, but also the new behaviors that you want as well.



Create meaningful opportunities to recognize those who are adopting the new approach and **reward them for both behaviors and results.**

# ABOUT SOAR Performance Group

**SOAR is a customer focused sales consultancy headquartered in Atlanta, Georgia that applies an analytic and fact based approach to sales performance improvement.**



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To Learn More About SOAR

# Recommended Reading

**1. Eight Essentials for Scaling Up Without Screwing Up – by Robert Sutton**

<https://hbr.org/2014/02/eight-essentials-for-scaling-up-without-screwing-up>

**2. 8 Essentials for Scaling Sales Success Blog Series**

<http://soarperformancegroup.com/cms/2014/02/27/8-essentials-for-scaling-sales-success/>