ROCKSTAR SALES TEAMS

We tell salespeople 'Don't lose alone'. It's time to add 'Don't learn alone'.

WANT TO GO FASTER?

Check out the templates and guides in this document.

Then, talk to us about how we can help to accelerate your sales team performance with tools, templates, frameworks and training sessions to bring your sales team together.

From simple workshops that deliver quick wins to sales framework and methodology sales programmes.

READY TO RAMP UP YOUR TEAM PERFORMANCE?

Teams that learn, problem solve and collaborate together achieve more. Here are some actions you can take today.

1. Change your team meeting formats
2. Collaborate on win-loss analysis and share learning points
3. Create a sense of shared accountability
4. Reward team accountability
5. Implement a common framework and language
6. Double-down on the things that make a difference

"A rockstar team out-performs a team of rockstars"

TEAM MEETINGS

Here are some agenda items you can bring into your team meetings on a regular basis. Invite different team members to lead different discussions. This both takes some pressure off you as the sales leader and encourages the teams to work and talk together, rather than channel their comments through you.

Work on a live opportunity
Do your forecast updates in 1:1s. Pick an interesting or challenging opportunity that would benefit from some new perspectives or where the rep is struggling. Ask the rep to prepare a short summary of the opportunity (use your account development plan as a template if you have one). Have them share the opportunity with the sales team and ask for support to identify the blocks and come up with ideas to move it forward. Some example questions to explore, depending on the issue might be:

- Where is the customer in their buying journey? How committed are they? If you have a clear framework, this will help create common language to assess this collectively. Why is it stuck? What will move them to the next stage and to commit?
- Look at the stakeholder map. What is each individual's role in the decision process? Who are we missing? What is each stakeholder looking for and their stance towards us and the alternatives? Which relationships need improving and who can help with this? What threats and opportunities exist?

- Value proposition. What outcomes and deliverables is the customer looking for? What needs are these addressing? What's our proposition and how are are articulating our value? How can we strengthen our case?
- What alternatives are we competing against? Do a competitive SWOT analysis of the competitor in relation to the specific opportunity. What's our competitive strategy and how can we execute on it?
- Explore customer urgency. What's the 'compelling event'? What's the compelling timescale or deadline? Explore the priority and the pain versus gain.

Explore common challenges or opportunities

- **Competitor analysis.** If you're often up against common competitors – or types of competitor – spend a session sharing experiences to create a battlecard or SWOT analysis. Set a goal to define some key messaging or competitive tactics to win against them. Define a feedback loop to share and learn from what happens when you use these approaches.
- **Why things get stuck**. If your pipeline analysis tells you opportunities get stuck at certain stages, share the data with the team and explore why things get stuck. A framework helps navigate this process but if you don't a shared definition of each pipeline stage, then this process can help you mutually create that too. Set a goal for each rep to re-assess the opportunties that have been dwelling in the stage under scrutiny and report back to the rest of the team on findings and outcomes. Learn from the process and expand what works.
- **'How to' sessions**. Identify specific strengths amongst individual team members and ask them to share their experience. That could be a workshop, masterclass or simply their 'top 3 things that work for me' with specific examples. Then workshop how others can practice and apply these in their own accounts.
- There are plenty more topics you can explore this way, including articulating value proposition, differentiation, lead gen and social media tactics, negotiating or objection handling.

Win-loss analysis

- If you don't have a template for each, create one or [ask to use ours](#).
- Win analysis should include details of how key stakeholders and champions made things happen, pivotal moments in the journey from first contact through to close, risks, issues, concerns and opposition that arose and how these were addressed, a detailed view of customer needs and how the customer evaluated their options, what competitors did and how you won against them, their key decision criteria and how you met them, their decision and sign off process (remember that evaluating, deciding and placing order/contract are three separate stages)…It should also include a summary of the key success factors and 'what's next' to develop and grow the account.
- Loss analysis is painful so it's important to provide support so the rep feels 'safe' to talk about what really happened, rather tick the 'lost on price' box. Working with a 'buddy' in the team can help to tease out the story before sharing it with the group. Focus on lessons learned for next time rather than attributing blame. Celebrate and thank the individual for bringing learning insights to the team. The loss analysis will contain the same components as the win analysis with focus on what you did well and what you missed. Some key questions include:
    - What red flags should we be looking out for in future, based on this experience?
    - How should we test these and at what point should we qualify out?
    - Are there questions or actions we could put in place to spot the red flags earlier – and to then either address them or qualify out sooner?
    - What are the top things that prevented us from winning and how can we address these?
    - Who else is facing similar challenges in their accounts? (be sure that others are before asking this. Don't leave the individual feeling 'it's just you').
    - What changes do we need to make to our approach to improve our conversion rates?

Create a sense of shared accountability

- Share the overall team target on a regular basis and focus on how the team is doing as a whole. Sales teams usually talk about individual targets and leader boards but shift the emphasis. Create a sense that the team only succeeds if %X of the team target is met.
- Show a clear line of sight between individual goals, team goals and the overall company goals. Ensure every team member can articulate how these roll up into each other and how the team, as a whole, is performing against target.
- Combine personal accountability for delivering individual targets with accountability for helping each other to win more. The topics we've already discussed will help this process in a practical sense.
- Develop team spirit and understanding with team building or social events.
- Establish 'buddy' or peer mentor relationships between team members to encourage more dialogue and support on a 1:1 basis.
- Use tools like Squadify and PRISM to build a shared understanding of individual preferences, team performance and team dynamics. This insight can help teams to work more effectively together. Squadify is based on research into high performing teams and helps sales teams to get on board with working more collaboratively.

NEXT STEPS

Once you've built the foundations of a team that's learning and performing together, you can step up the game:

- Align targets and commissions to include some team accountability and performance. That could be a team bonus or an accelerator that means OTE is only achieved when the team achieves a define % of overall team target or it could be a separate team challenge with its own 'prize'. Don't over-complicate things but do reward team behaviours and dis-incentivise disruptive 'lone wolf' behaviours.
- Implement a common framework. Include a clear definition of pipeline stages, a sales methodology with common language, tools and models and simple processes and systems for sales teams and leaders to manage and monitor activity. We may be biased, but we believe this is one area that you can really accelerate by working with a specialist like Alate.
- Learn what makes a difference and focus on repeatability and consistency. Learn where the blocks are and focus on overcoming these.
- Work with other teams through the customer journey, such as Marketing, Customer Success, Support and Service Delivery to extend your team working principles to reduce friction through the customer lifecycle.

We can help to accelerate your sales team performance.

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