



13 Must Knows About Sales for CEOs & Business Owners

1. **Articulate the Sales Process. In Fact, Make It Crystal Clear.** • Define stages in the sales process and map it to customer buying behavior so it's easy to understand the “why” • Associate activities with each stage—and keep it simple • Crystalize the leading and lagging indicators of success for each stage • Arm sales managers with high impact questions that ensure positive adoption and execution • Clearly recognize the sales manager role as a multiplier for success
2. **Identify What Great Looks Like for Each Role. And Use It To Build The Right Team.** • Implement a talent audit of existing team members to assess their capability against prescribed competencies • Recruit and select new hires according to competencies and propensity to be successful in the role • Define and implement performance management systems that impact behavior • Measure and improve productivity by understanding capacity and capability
3. **Talent Needs Development. Provide it.** • Deploy onboarding programs for sales managers and sales teams to shorten time-to-productivity • Provide development tools and manager coaching to overcome knowledge, skills and behavior gaps • Support development with just-in-time tools that help embed skills and new behaviors • Define plans to sustain the impact of investments in staff development over time • Measure the impact of investments in staff development • Develop plans and paths for progression and transition within the organization



4. **Engage Executives. Engage Sales.** • Ensure leaders engage with critical sales initiatives and recognize the importance of impact • Communicate clear and consistent messages around the rationale for change • Inspect and drive behavior change throughout the organization • Hold direct reports accountable for cascading change and creating a waterfall effect throughout the organization
5. **Pay Fairly. Reward. Reward. Reward.** • Design compensation plans that attract high caliber sales professionals • Reward and reinforce the right/desired behaviors
6. **Define Marketing. Define Sales. Then Align Them.** • Define the role of Marketing in the nurturing process before sales interaction begins • Develop Service Level Agreements that clearly define the responsibilities and accountabilities of the Sales and Marketing organizations in lead management • Align marketing collateral with the key phases of the client buying process
7. **Structure Sales the Right Way.** • Define and articulate the organization structure to align with your go-to-market strategy • Evaluate multiple dimensions of executing go-to-market strategy (inside sales, hunters, farmers, channels, industry segmentation, product specialization, etc.)
8. **Get Territorial. And Plan Accordingly.** • Assess the current territory plan to understand strengths, gaps, opportunities and threats • Develop growth strategies and action plans • Assess capabilities of sales to execute the growth plans • Coach sales teams to develop and execute business plans for their territories • Establish a cadence to manage the pipeline as a way to inspect execution of the business plans



9. **Create Effective Account Management.** • Identify high potential accounts that warrant significant resource investment • Help the organization clearly articulate an internal and external client-facing account management plan that fosters collaboration • Optimize internal resources to maximize the client experience and ensure resource commitment
10. **Develop Key Metrics That Matter. And Use Them.** • Identify lagging indications of performance against activity and financial objectives • Define Key Predictive Indicators that are the basis for in-the-moment qualitative assessments of account relationships and opportunity quality • Define measures of success in each role
11. **Force Forecasting. Master the Pipeline.** • Develop a cadence, methodology and discipline around sales forecasting • Improve accuracy of forecasting through the consistent use of Key Predictive Indicators • Inspect the quality and quantity of the pipeline
12. **Adopt a CRM Tool. And enforce it.** • Leverage a CRM tool to provide insight into forecasting and sales pipeline • Engage sales teams to ensure quality data is entered and updated in the CRM consistently • Enforce accountability and usage of the technology through effective methodology
13. **Enable Sales. Enable Them Again.** • Provide tools that are integral to key activities within the sales process, such as playbooks, proposal templates, pitch documents, and best practice resources • Identify partners who offer best-in-class content management tools for just-in-time delivery of marketing and proposal support materials • Use technologies that parallel solutions to client expectations and buying styles • Encourage the use of technologies like CRM application overlays that facilitate transitions from need to solution to scope to pricing to proposal to contract