

A Mixed Bag of Results

Braveheart Sales Performance was engaged by a client who had some productive salespeople, some not so productive salespeople, and one overworked sales manager.

Opportunity

The client's company had a dilemma. The sales group had struggled for years under the guidance of an overworked manager. The executive team had recently promoted a newly hired salesperson to manager to split the territory, and the company sought help to insure sales success across the whole organization.

Approach

Braveheart was engaged to provide sales leadership and management coaching, sales team development, and assist in helping the company identify, attract, hire and onboard better sales talent. Braveheart began by completing a deep-dive analysis of the sales organization including the people, processes and systems.

Recommendation

Based on the analysis completed, Braveheart provided targeted coaching to the rookie manager and the veteran manager, as well as taught the hiring managers a specific, analytically-based and objective hiring process to assist in their recruiting and hiring efforts to upgrade the sales team. Additionally, Braveheart provided sales development and coaching to the entire team, and helped refine the reporting package enabling management to focus on leading indicators and to hold the salespeople accountable for the right behaviors. Ultimately, the rookie manager was determined to be ineffective in his role as manager despite focused coaching and development efforts.

Results

There were five major results from these efforts.

1. The company experienced significant sales growth for 2012 (YTD 10/31) over the previous year's same time period by 139% on equipment and 26% on recurring contractual services, with fewer salespeople than at the end of 2011.
2. The rookie manager was terminated after several months of unsatisfactory leadership. The company lost a good salesperson by terminating him, but it was impossible to demote him without significant negative impact to the company.
3. The veteran manager improved his leadership efforts with Braveheart Sales Performance tools to more efficiently and effectively manage the sales group.
4. A number of new salespeople were hired, providing a more independent and self-sufficient sales team for the veteran manager to lead, which eased his management burden.
5. The CEO has a great story to share with the board, and he no longer stresses about the sales team.