

Succession Planning Made Real !

A Springboard client was experiencing a real challenge in the area of succession planning -

The problem



There appeared to be a gulf between the field sales team and both man management and account management positions within the organisation. Due to a lack of training/preparation even the best of the field team could not perform well at interview and on the occasions when individuals were promoted they lacked the necessary experience/skills to succeed.

The Approach

We worked with the field based team in order to assess their start point and found that for example :

- ~ they were only used to one on one “low conflict” selling situations
- ~ their sales success was largely based on relationship
- ~ their selling methodology was transactional “this is my deal this month”
- ~ their presentations were generic and non customer focused
- ~ they worked as individuals with little thought for “team”
- ~ genuine negotiation almost never happened - one or two simple concessions at most



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The solution

Our agreed solution was a two pronged approach supported by one key principle....

~ drop the sheep dip ~

...hence the client had first to carefully select *only the high potential individuals* from the field sales force and to divide them into potential ~ *People and Account Managers of the Future*.

We designed both materials and a training methodology to meet the needs of these busy and committed individuals.

The programmes covered 6-8 months in which delegates received a distance learning pack each month and which gave a strong tailored grounding in all theory...this was then supplemented by high energy one day workshops focused on practicing the core skills of selling, presentation, negotiation, coaching, feedback etc.

The Programme

Account Management

The role & responsibilities of the account manager.

The account planning process

Decision mapping

Consultative selling within a key account context.

Managing the key account business interview

Effective customer presentations

Controlled negotiation

People Management

The role & responsibilities of the people manager.

Selection & recruitment

Understanding self & team ~ Applied MBTI

Team development & motivation

Coaching and feedback

Managing via customer segmentation

Applied commercial management

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The Outcome

The delegate response to this methodology was extremely positive - high potential individuals valued the ability to learn in their own time and at their own pace and the workshops were seen as adding far more value when focused on the practicing of skills.

The client has found that rather than constantly [and expensively] having to reach outside their organisation when looking to recruit People or Account Managers they now have a ready made talent pool with the skills in place for success.

The proof of the pudding is..as they say..in the eating and several highly successful promotions have already taken place and more are expected to follow.



If you face similar challenges and would like to discuss the ideal bespoke solution please contact Chris Hudd Director of Training and Development ...

chris@springboardcs.com

Tel : 0870-2243381/ mob : 07968-944552

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