Mike Kunkle is a respected sales transformation architect and internationally-recognized sales training and sales enablement expert.

He's spent 35 years in the sales profession and 25 years as a corporate leader or consultant, helping companies drive dramatic revenue growth through best-in-class learning strategies and his proven-effective sales transformation methodologies. Today, Mike is the Vice President of Sales Enablement Services for SPA and SPASIGMA, where he advises clients, writes, speaks, leads webinars, publishes sales training courses, and designs sales enablement systems that get results.

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SPA	http://www.strategicpricing.com/
SPASIGMA	https://spasigma.com/
Transforming Sales Results Blog	https://www.mikekunkle.com/blog
SMM Connect Webinars	http://bit.ly/STSTonSMM
BrightTALK Webinars	http://bit.ly/TheSalesExpertsChannel
LinkedIn Publisher	http://bit.ly/MikeKunkleLIPublisher
LinkedIn Profile	https://www.linkedin.com/in/mikekunkle
SlideShare	https://www.slideshare.net/mikekunkle
Twitter	https://twitter.com/mike_kunkle

Current State of Sales Enablement

- Multiple Perspectives -

Sales Enablement (Un)Defined – Analysts

- **CSO Insights**: A strategic, collaborative discipline designed to increase predictable sales results by providing consistent, scalable enablement services that allow customer-facing professionals and their managers to add value in every customer interaction.

- **IDC**: Getting the right information into the hands of the right sellers at the right time and place, and in the right format, to move a sales opportunity forward.

- **Forrester**: Sales enablement is a strategic, ongoing process that equips all client-facing employees with the ability to consistently and systematically have a valuable conversation with the right set of customer stakeholders at each stage of the customer's problem-solving life cycle to optimize the return of investment of the selling system.

- **SiriusDecisions**: Sales has the skills, knowledge, process expertise and access to assets to maximize every buyer interaction. This outcome is executed in three primary areas sales talent management (attract, onboard, optimize) sales asset management (aggregate, create, manage) and sales communications management (govern, deliver, advocate).

- **Gartner**: The activities, systems, processes and information that support and promote knowledge-based sales interactions with client and prospects.

- **Aberdeen**: A strategic alignment of resources and actions to produce effective, efficient sales operations.

- **TOPO**: Sales enablement is the process of providing the sales organization with the information, content, and tools that help sales people sell more effectively. The foundation of sales enablement is to provide sales people with what they need to successfully engage the buyer throughout the buying process.

Bricks in the Wall

Cross-Functional Collaboration

Sales Development	
	Demand Generation
Field Sales	
	Product Marketing
Sales Operations	
	Marketing Operations
Customer Success	
	Legal
Human Resources	
	Finance
Training	
	IT

Sales Enablement (Un)Defined – ATD

Sales Enablement Community of ATD

The Association for Talent Development defines Sales Enablement as:

The mechanism responsible for **collaborating across functions** to **promote sales success** through:

- **talent selection**
- **talent development**
- **tool & process improvement**
- **coaching**
- **incentive & compensation design**

Note: In addition to collaboration, which is key in sales enablement, there are three other foundational competency clusters from ATD's World-Class Sales Competency Model that make up the base for all roles within the sales ecosystem (including sales enablement): **solution**, **insight**, and **effectiveness**.

https://www.td.org/Communities-of-Practice/Sales-Enablement

Sales Enablement (Un)Defined – SiriusDecisions Study

- ## Marketing
  - Sales messaging and buyer engagement content

- ## Sales Asset Management
  - Finding the right content at the right time for the right buyer

- ## Training & Talent Acquisition Support
  - Competencies; sales onboarding, ongoing development, internal sales support content

- ## Sales Process & Sales Methodology
  - Competencies; implementation and support

- ## Technology & Tools
  - Supporting Sales in being more efficient or effective

- ## Sales Communication Management
- ## Support Services (inconsistent but growing)
- ## Sales Manager Enablement (inconsistent but growing).

SiriusDecisions 2017 Sales Enablement Study

Sidebar: Types of Content

MARKETING CONTENT

SALES CONTENT

BUYER ENGAGEMENT CONTENT

TRAINING CONTENT

PERFORMANCE SUPPORT CONTENT

We need to stop saying just "content."

Sales Enablement Maturity Models

Sales Enablement Maturity Models

- None: "Leave them alone and let them sell."

- Informal: Random Acts of Sales Enablement

- Formal: Building Blocks of Sales Enablement and Systems Thinking Applied to Sales Enablement

- Adaptive: Evolving to Performance Consulting
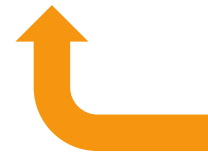
Bonus in Appendix

The Building Blocks of Sales Enablement

- A Formal Approach -

Sales Enablement Building Blocks

Systems Thinking		
Talent Selection	Sales Training	Sales Coaching
Buyer Acumen	Buyer Engagement Content	Sales Support Content
Sales Process	Sales Methodology	Sales Analytics
Sales Technology and Tools	Sales Compensation	Sales Manager Enablement
Communication		

Sales Enablement Building Blocks

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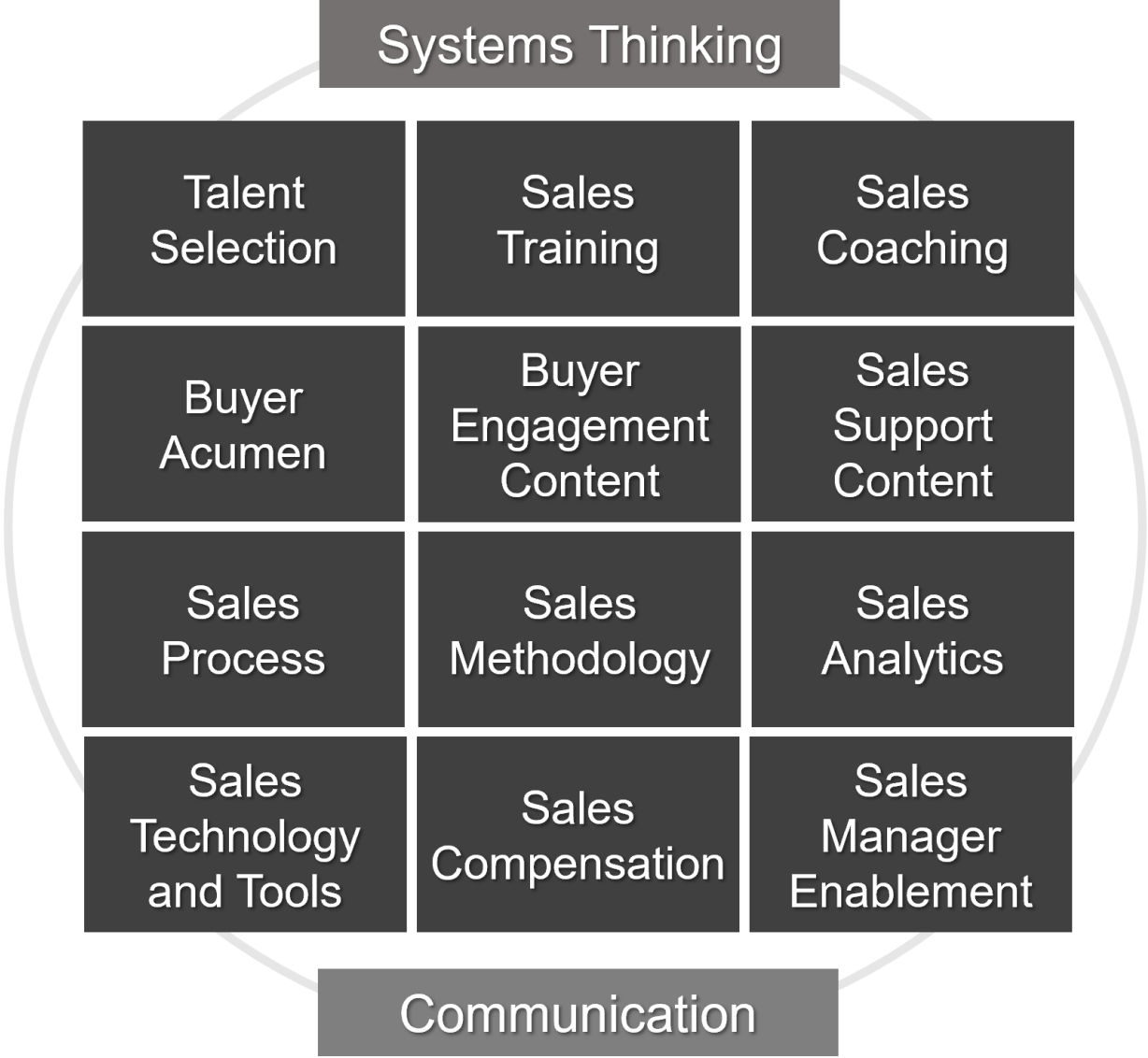
Sales Enablement Building Blocks

Sales Enablement Building Blocks

Systems Thinking

Talent Selection	Sales Training	Sales Coaching
Buyer Acumen	Buyer Engagement Content	Sales Support Content
Sales Process	Sales Methodology	Sales Analytics
Sales Technology and Tools	Sales Compensation	Sales Manager Enablement

Communication

Sales Enablement Building Blocks

Systems Thinking

Talent Selection	Sales Training	Sales Coaching
Buyer Acumen	Buyer Engagement Content	Sales Support Content
Sales Process	Sales Methodology	Sales Analytics
Sales Technology and Tools	Sales Compensation	Sales Manager Enablement

Communication

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Sales Enablement Building Blocks

Systems Thinking

Talent Selection	Sales Training	Sales Coaching
Buyer Acumen	Buyer Engagement Content	Sales Support Content
Sales Process	Sales Methodology	Sales Analytics
Sales Technology and Tools	Sales Compensation	Sales Manager Enablement

Communication

Sales Enablement Building Blocks (Detail)

Talent Selection	**Implement a proven-effective process** to hire or promote people who have the best chance of succeeding in the chosen role.
Sales Training	**Build sales onboarding/training** that supports the above. Develop ongoing training based on sales competency gaps and new offerings. Train managers (first) then reps. Establish a system: Train, Sustain Knowledge, Develop Skills, Transfer Skills, and Coach to Mastery.
Sales Coaching	**Select a sales coaching model and implement a competency development framework.** Remove obstacles, enable managers, and engage reps and managers in an ongoing process to identify and close sales competency gaps to increase organizational sales mastery and performance.
Buyer Acumen	**Identify your buyer personas:** what problems are they trying to solve, what outcomes are they trying to achieve, what are the metrics that matter to each? **Document your buyer's journey**, including buying process exit criteria or (decision process and decision criteria).
Buyer Engagement Content	**Align your marketing content** (and lead-gen campaigns), sales content/collateral, and sales messaging to identify the problems, and address the buying process exit criteria.
Sales Support Content	**Develop sales support**, job aids, checklists, training reminders, calculators and other tools, to support process/methodology.
Sales Process	**Align your sales process** to the buyer's journey. Document tasks and exit criteria for buyers and sellers.
Sales Methodology	**Select appropriate sales methodologies** for prospecting, opportunity management, and strategic account management/development. Develop sales competencies by role from a top-producer analysis whenever possible, or proven best practices. Customize.
Sales Analytics	**Benchmark your sales metrics:** including conversion ratios, deal size, cross-sell, ramp-up times for onboarding, pipeline velocity, content sharing, KPIs – whatever is important for your business. Track results pre-/post-training. Also track your sales onboarding and learning metrics. Analyze everything. Using whatever tools you have available, analyze customers, territories, purchase patterns and more to understand your business and improve performance.
Sales Technology and Tools	**Select and implement sales technology** to support your sales force, create efficiency, and increase time spent selling and support effectiveness.
Sales Compensation	**Design a sales compensation and incentive plan** that encourages the behaviors you expect and the results you want.
Sales Manager Enablement	Train managers to use your **sales coaching model**. Train managers on performance analysis and coaching. Foster a coaching culture and sales competency development. Determine your **sales management operating system / management disciplines** you want to instill. Train managers on that and hold them accountable for executing your cadence.
Systems Thinking	Apply systems thinking to create an environment that supports high performance. Implement a **Sales Readiness System**, supported by an **Sales Training System**, to perpetuate the above and pull everything together.
Communication	**Manage communication to the sales team:** becoming the single point of contact and communication.

Note: Not all of these areas are always owned by Sales Enablement (especially Talent Selection and Sales Compensation). It varies greatly by organization size and complexity. See the Bricks in the Wall on slide 3. If not owned by Sales Enablement, there should be influence, input, involvement and cross-functional collaboration, since all of these impact sales readiness, enablement, and performance.

Consider Sales Support Services (SLA)

What Sales Support Services do you want to provide?

- Buyer- and customer-facing presentations (creation / customization)
- Account or contact research (prospecting preparation)
- Preparation services for meetings
- RFP support
- Deal Desk
- Coaching services.

Sales Support Services

Sales Enablement Building Blocks with Sales Support Services

Systems Thinking

Talent Selection	Sales Training	Sales Coaching
Buyer Acumen	Buyer Engagement Content	Sales Support Content
Sales Process	Sales Methodology	Sales Analytics
Sales Technology and Tools	Sales Compensation	Sales Manager Enablement

Communication

Sales Support Services
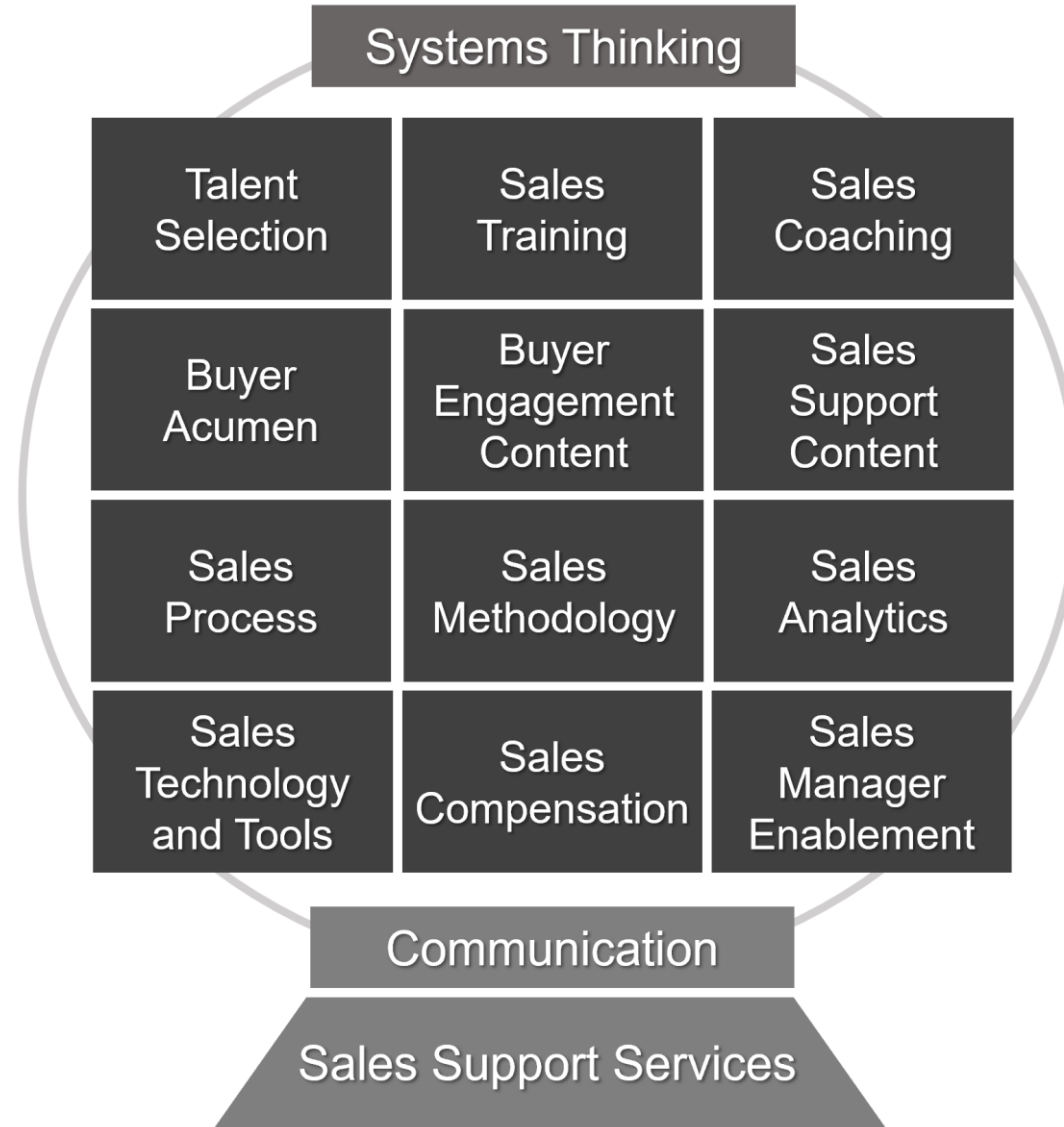
Systems Thinking

- Applied to Sales Enablement -

Sales Enablement in Two Systems

Sales Readiness System

- Buyer Personas
- Domain/Business & Solution Acumen
- Buying Process & Exit Criteria
- Sales Process & Methodology
- Buyer Engagement Content Creation
- Sales Enablement Technology
- Analytics
- Sales Training System

Sales Training System

- Change Management
- Learning Design
- Performance Management
- Manager Engagement
- Measures
- Training Content
- 1 Knowledge Acquisition
- 2 Knowledge Sustainment
- 3 Skill Development
- 4 Skill Transfer
- 5 Coaching to Mastery

The 5 Stages of Sales Mastery & Behavior Change

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Sales Readiness System

Buyer Personas	Domain/Business & Solution Acumen
Buying Process & Exit Criteria	Sales Process & Methodology
Buyer Engagement Content Creation	Sales Enablement Technology

Analytics

Sales Training System

- Ensure deep market and buyer persona knowledge
- Document buying process with decision/exit criteria
- Create buyer engagement content that aligns with decision/exit criteria
- Ensure reps have the domain/business acumen, with solution acumen, to communicate value in your buyers' language
- Align sales process to buying process and use a buyer-oriented, consultative, solution-focused, outcome-driven sales methodology
- Use sales enablement tools to manage, share, and track content and improve sales efficiency and effectiveness
- Use analytics to track training, content, sales behavior, and outcomes.
- Train reps to engage buyers in valuable business conversations and to create real value and differentiation, through their buyer acumen, domain/business acumen, and solution acumen

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Sales Readiness System

Diagram (left):

Buyer Personas

Domain/Business & Solution Acumen

Buying Process & Exit Criteria

Sales Process & Methodology

Buyer Engagement Content Creation

Sales Enablement Technology

Analytics

Sales Training System

Bullet points (right):

- Ensure deep market and buyer persona knowledge
- Document buying process with decision/exit criteria
- Create buyer engagement content that aligns with decision/exit criteria
- Ensure reps have the domain/business acumen, with solution acumen, to communicate value in your buyers' language
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Sales Readiness System

Buyer Personas	**Domain/Business & Solution Acumen**
Buying Process & Exit Criteria	**Sales Process & Methodology**
Buyer Engagement Content Creation	**Sales Enablement Technology**

Analytics

Sales Training System

- Ensure deep market and buyer persona knowledge
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Sales Readiness System

Buyer Personas	Domain/Business & Solution Acumen
Buying Process & Exit Criteria	Sales Process & Methodology
Buyer Engagement Content Creation	Sales Enablement Technology

Analytics

Sales Training System

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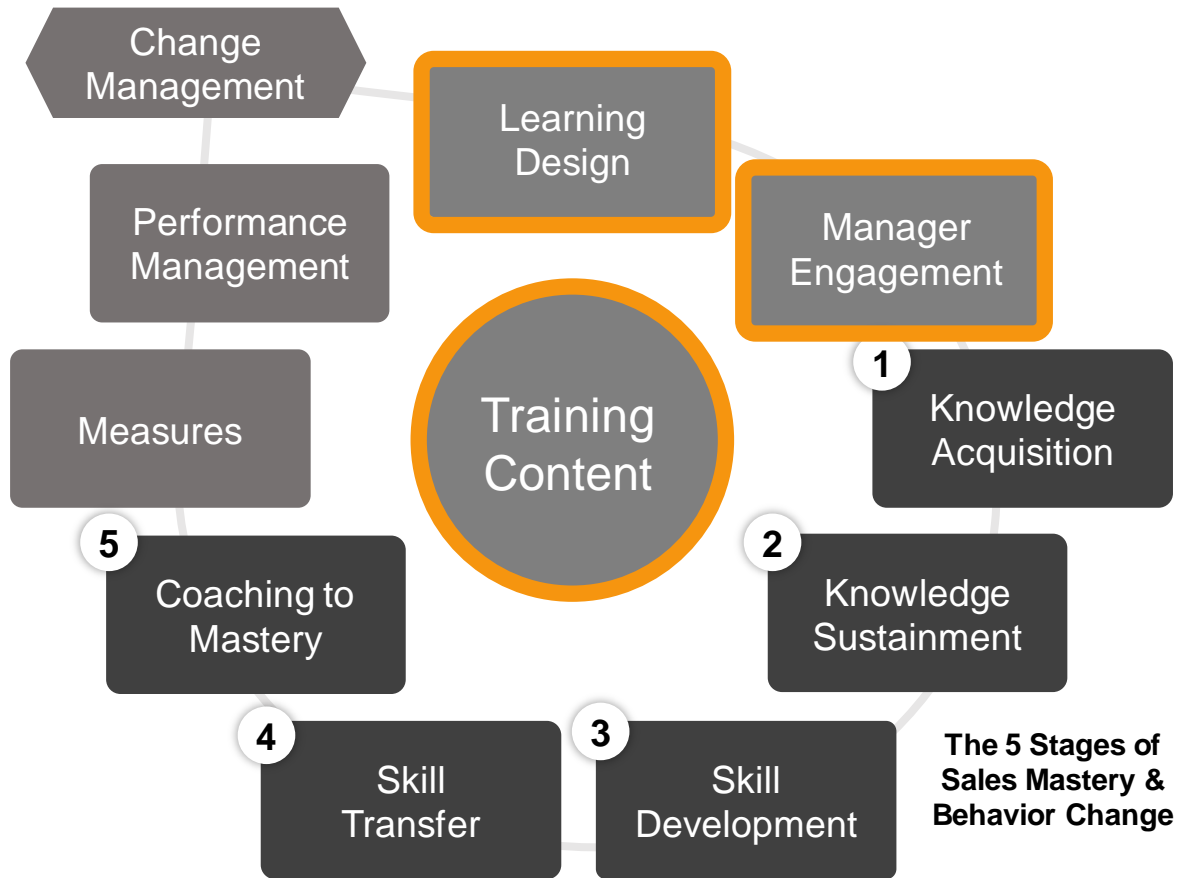
Sales Training System

Change Management

Learning Design

Performance Management

Manager Engagement

Measures

Training Content

1 Knowledge Acquisition

5 Coaching to Mastery

2 Knowledge Sustainment

4 Skill Transfer

3 Skill Development

The 5 Stages of Sales Mastery & Behavior Change

Sales Training System: Prepare for Change

Prepare for Change

- Ensure that your training content will get results
- Design a great learning experience
- Engage, enable, and empower frontline sales managers

The 5 Stages of Sales Mastery & Behavior Change

Sales Training System: Guide the Change
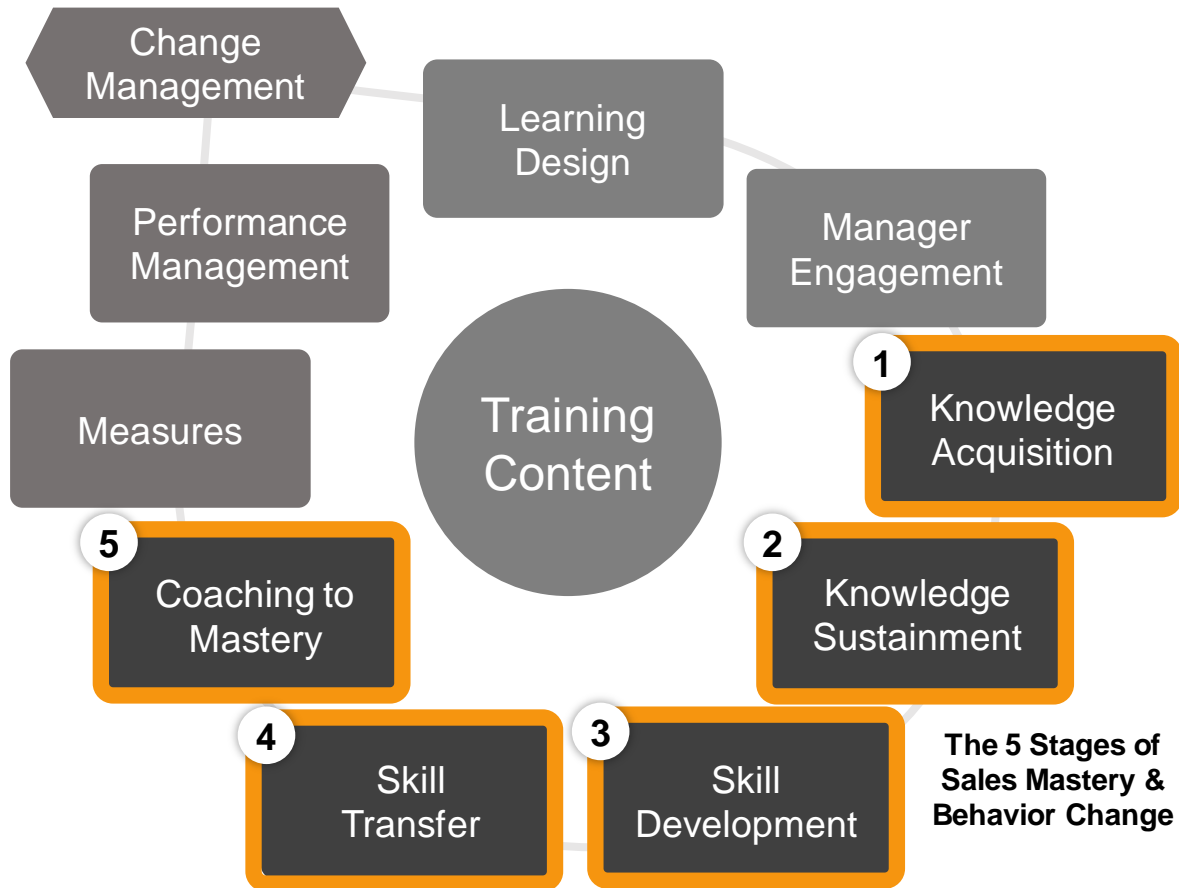
Change Management

Learning Design

Performance Management

Manager Engagement

Measures

Training Content

1 Knowledge Acquisition

2 Knowledge Sustainment

5 Coaching to Mastery

4 Skill Transfer

3 Skill Development

The 5 Stages of Sales Mastery & Behavior Change

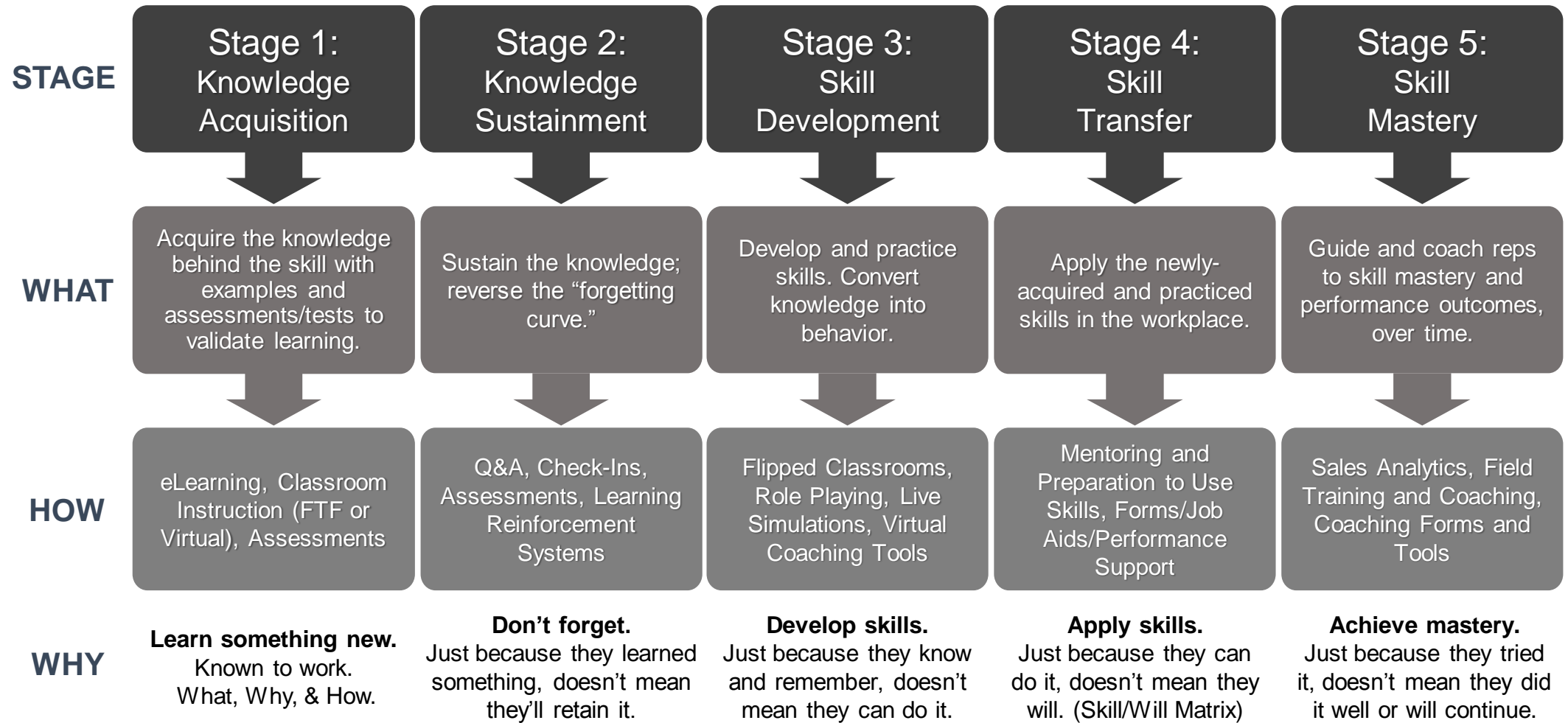## Prepare for Change

- Ensure that your training content will get results
- Design a great learning experience
- Engage, enable, and empower frontline sales managers
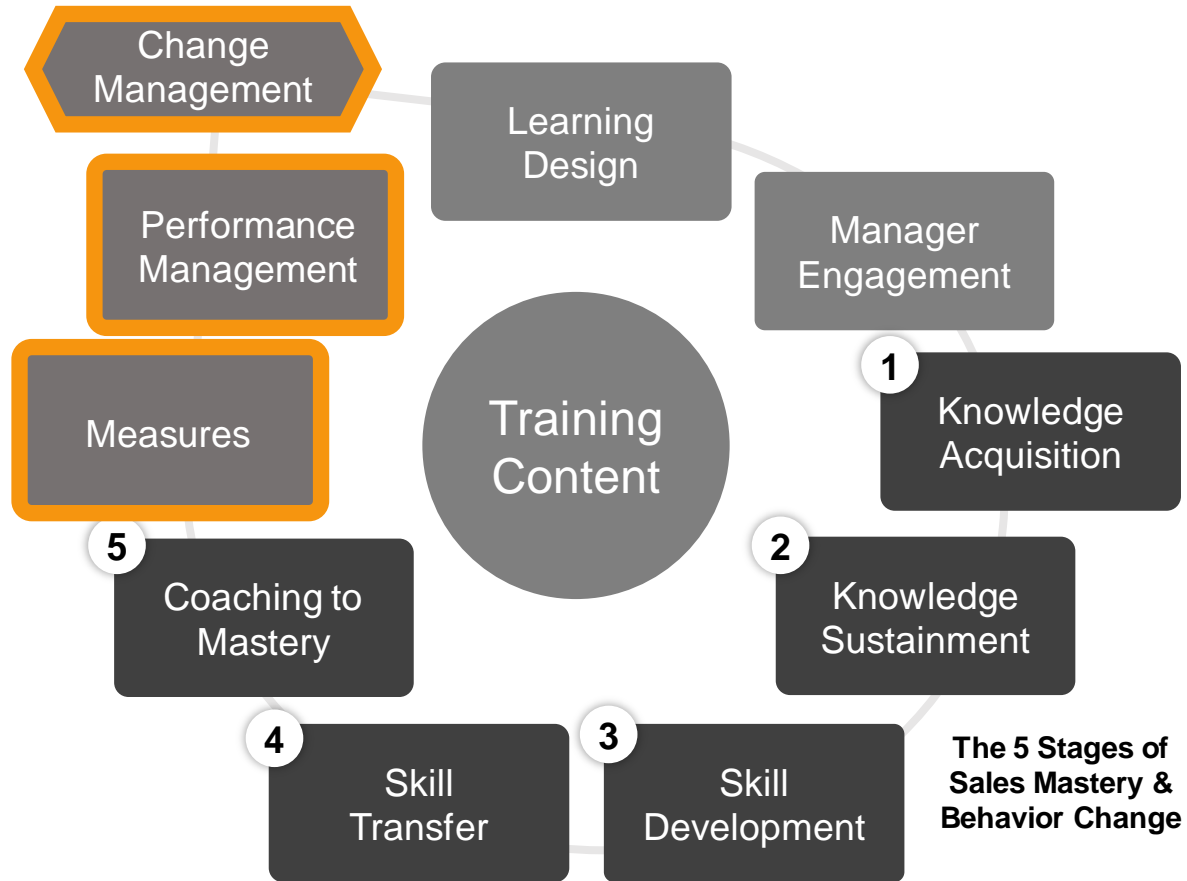
Guide the Change (The 5 Stages)

- Teach the content, validate learning occurred
- Sustain the knowledge
- Develop skills (practice with expert feedback loops)
- Transfer and apply skills on the job
- Coach to mastery over time

The 5 Stages of Sales Mastery & Behavior Change (Detail)

STAGE	Stage 1: Knowledge Acquisition	Stage 2: Knowledge Sustainment	Stage 3: Skill Development	Stage 4: Skill Transfer	Stage 5: Skill Mastery
WHAT	Acquire the knowledge behind the skill with examples and assessments/tests to validate learning.	Sustain the knowledge; reverse the "forgetting curve."	Develop and practice skills. Convert knowledge into behavior.	Apply the newly-acquired and practiced skills in the workplace.	Guide and coach reps to skill mastery and performance outcomes, over time.
HOW	eLearning, Classroom Instruction (FTF or Virtual), Assessments	Q&A, Check-Ins, Assessments, Learning Reinforcement Systems	Flipped Classrooms, Role Playing, Live Simulations, Virtual Coaching Tools	Mentoring and Preparation to Use Skills, Forms/Job Aids/Performance Support	Sales Analytics, Field Training and Coaching, Coaching Forms and Tools
WHY	**Learn something new.** Known to work. What, Why, & How.	**Don't forget.** Just because they learned something, doesn't mean they'll retain it.	**Develop skills.** Just because they know and remember, doesn't mean they can do it.	**Apply skills.** Just because they can do it, doesn't mean they will. (Skill/Will Matrix)	**Achieve mastery.** Just because they tried it, doesn't mean they did it well or will continue.

Recorded webinar on the 5 Stages: http://bit.ly/STSTonSMM-11142017

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Sales Training System: Cement the Change

Change Management

Learning Design

Performance Management

Manager Engagement

Measures

Training Content

1 Knowledge Acquisition

2 Knowledge Sustainment

5 Coaching to Mastery

4 Skill Transfer

3 Skill Development

The 5 Stages of Sales Mastery & Behavior Change

Prepare for Change

- Ensure that your training content will get results
- Design a great learning experience
- Engage, enable, and empower frontline sales managers

Guide the Change

- Teach the content, validate learning occurred
- Sustain the knowledge
- Develop skills (practice with expert feedback loops)
- Transfer and apply skills on the job
- Coach to mastery over time

Cement the Change

- Get metrics and measures in place
- Manage to behavior and performance expectations
- Lead and manage the change until it cements in the culture

Sales Training System

The 5 Stages of Sales Mastery & Behavior Change

Diagram elements:
- Change Management
- Learning Design
- Performance Management
- Manager Engagement
- Measures
- Training Content (center)
- 1 Knowledge Acquisition
- 2 Knowledge Sustainment
- 3 Skill Development
- 4 Skill Transfer
- 5 Coaching to Mastery

Prepare for Change

- Ensure that your training content will get results
- Design a great learning experience
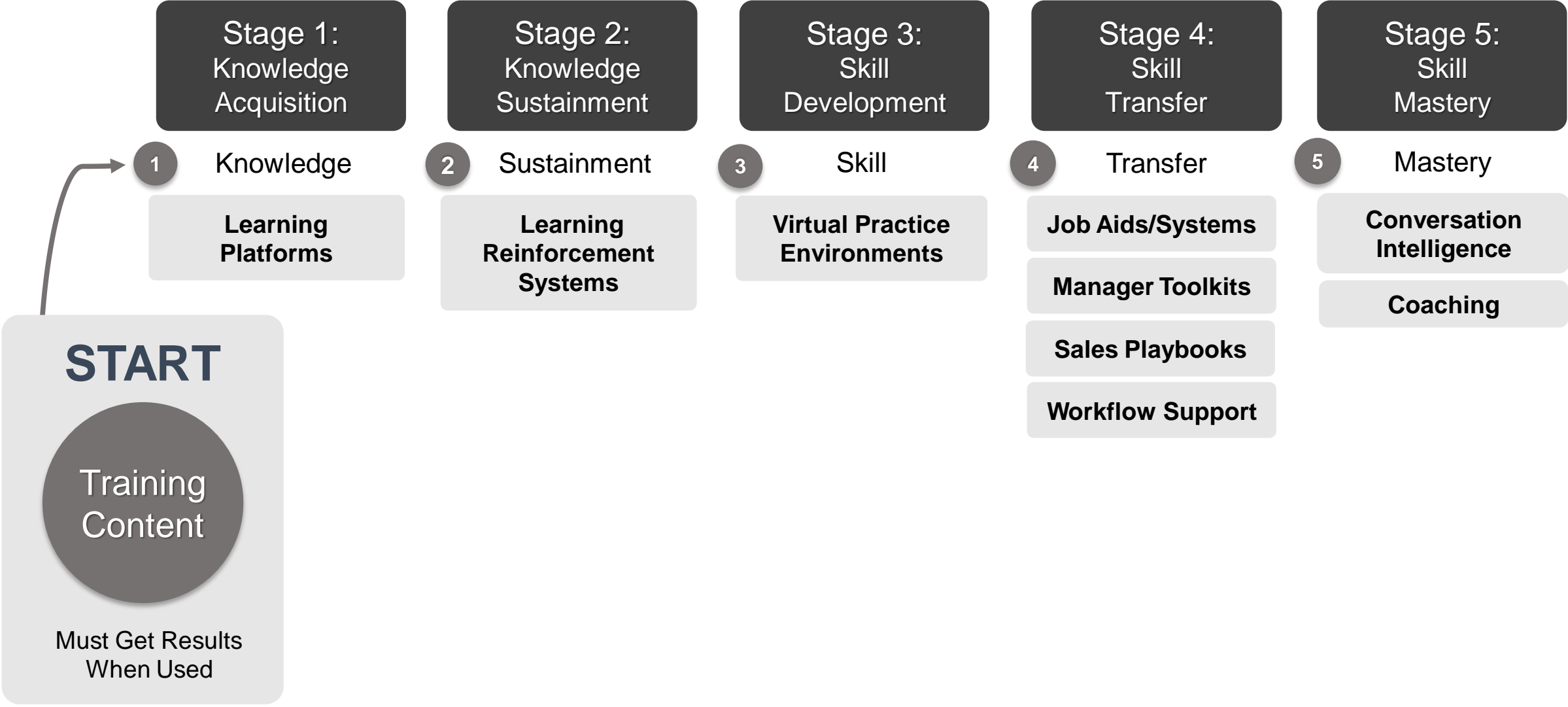- Engage, enable, and empower frontline sales managers

Guide the Change

- Teach the content, validate learning occurred
- Sustain the knowledge
- Develop skills (practice with expert feedback loops)
- Transfer and apply skills on the job
- Coach to mastery over time

Cement the Change

- Get metrics and measures in place
- Manage to behavior and performance expectations
- Lead and manage the change until it cements in the culture

How Sales Tools/Services Can Support The 5 Stages

Stage 1: Knowledge Acquisition	Stage 2: Knowledge Sustainment	Stage 3: Skill Development	Stage 4: Skill Transfer	Stage 5: Skill Mastery
1 Knowledge	**2** Sustainment	**3** Skill	**4** Transfer	**5** Mastery
Learning Platforms	Learning Reinforcement Systems	Virtual Practice Environments	**Job Aids/Systems** **Manager Toolkits** **Sales Playbooks** **Workflow Support**	**Conversation Intelligence** **Coaching**

START

Training Content

Must Get Results When Used

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How To Get Started

How to Get Started

Develop a Sales Enablement Charter

Developing your charter is about getting clarity and setting expectations.
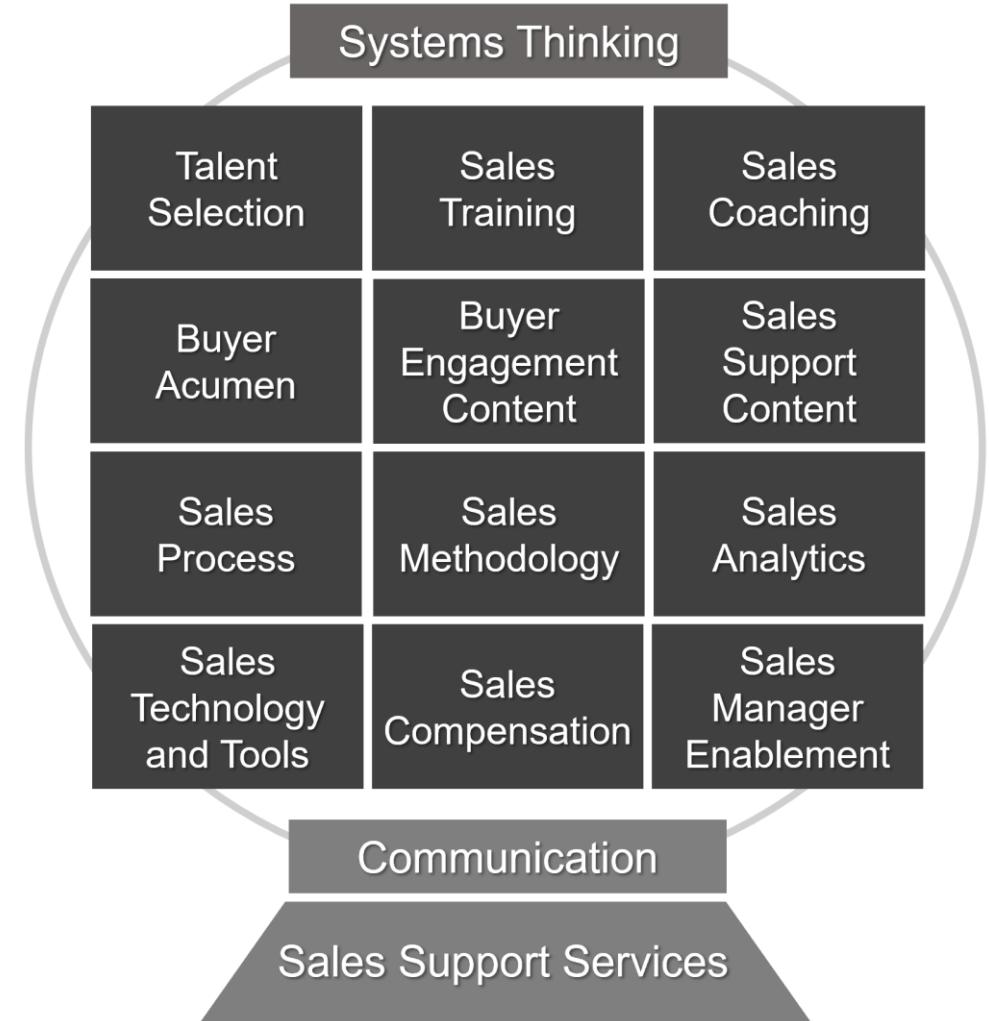
Why	Why are you adding a (or evolving your) Sales Enablement function?
What	• What will you be doing (or adding/evolving to)? • How will you define Sales Enablement? (Analysts, SES, ATD, mine, some combo?) • What roles will you support? (AE, AM, SDR, BDM, SE, FLSM, other?)
Who	• Who is going to do it? • Where/to whom will this function report? • Who else will you collaborate with?
How	How will this work be done and to what level?

Develop a Charter: What and How

Based on staffing, budget, and resources:

- Which of the Building Blocks will your SE team support?
- How will you sew them together with systems thinking and communication management?
- What level of SE Support Services can you or will you provide?
    - Account research support
    - Customized presentation support
    - Meeting preparation support
    - RFP support
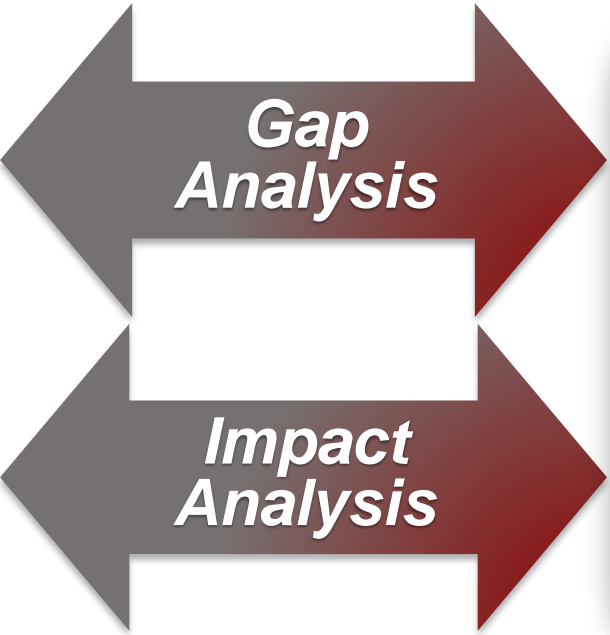   - Deal Desk
    - Coaching services.

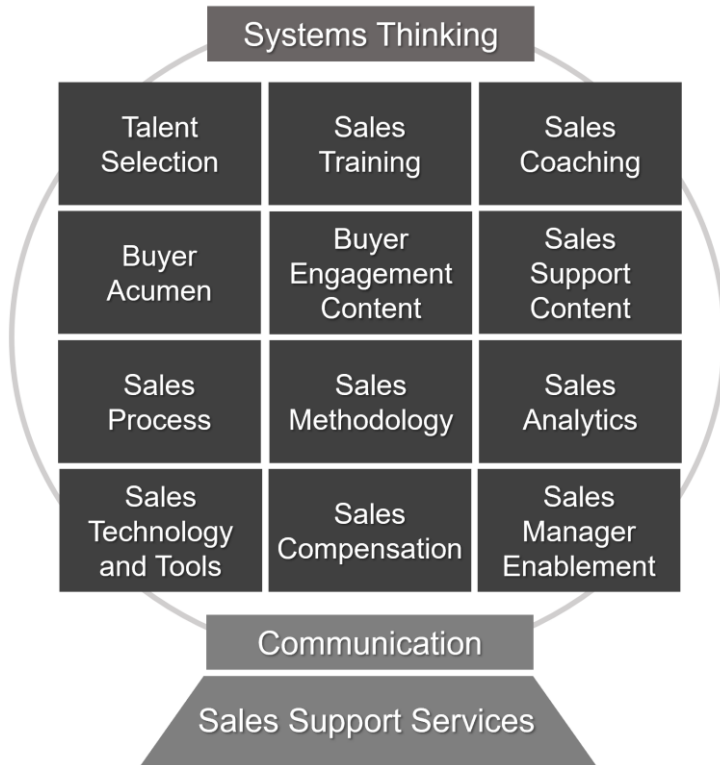### Sales Enablement Building Blocks with Sales Support Services

Systems Thinking		
Talent Selection	Sales Training	Sales Coaching
Buyer Acumen	Buyer Engagement Content	Sales Support Content
Sales Process	Sales Methodology	Sales Analytics
Sales Technology and Tools	Sales Compensation	Sales Manager Enablement

Communication

Sales Support Services

Assess Against Your Charter

Point A

Point B

Current State

Gap Analysis

Impact Analysis

Desired Future State

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Use the Frameworks as your Diagnostic Tools

## Sales Enablement Building Blocks with Sales Support Services

Systems Thinking

Talent Selection	Sales Training	Sales Coaching
Buyer Acumen	Buyer Engagement Content	Sales Support Content
Sales Process	Sales Methodology	Sales Analytics
Sales Technology and Tools	Sales Compensation	Sales Manager Enablement

Communication

Sales Support Services

Sales Readiness System

Buyer Personas	Domain/Business & Solution Acumen
Buying Process & Exit Criteria	Sales Process & Methodology
Buyer Engagement Content Creation	Sales Enablement Technology

Analytics

Sales Training System

Sales Training System

Change Management

Learning Design

Performance Management

Manager Engagement

Measures

Training Content

1 Knowledge Acquisition

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5 Coaching to Mastery

4 Skill Transfer

3 Skill Development

The 5 Stages of Sales Mastery & Behavior Change

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Determine Your Tool Strategy

Stage 1: Knowledge Acquisition	Stage 2: Knowledge Sustainment	Stage 3: Skill Development	Stage 4: Skill Transfer	Stage 5: Skill Mastery
1 Knowledge	**2** Sustainment	**3** Skill	**4** Transfer	**5** Mastery
Learning Platforms	**Learning Reinforcement Systems**	**Virtual Practice Environments**	**Job Aids/Systems**	**Conversation Intelligence**
			Manager Toolkits	**Coaching**
			Sales Playbooks	
			Workflow Support	

START

Training Content

Must Get Results When Used

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What To Avoid in Your Sales Enablement Function

- Directionless (no charter) / Random acts of enablement
- Order-taking
- Knee-jerk reactions
- No collaboration
- Lack of root-cause analysis
- Poor solution design (ex: training solution for a non-training problem)
- Task-oriented, project/initiative-oriented approach
- Not tied or only loosely-tied to sales productivity outcomes
- Lack of change management
- No measurement
- Lack of evaluation.

Prepare and Execute with Continuous Improvement

1. Plan
2. Execute
3. Measure
4. Evaluate
5. Adjust
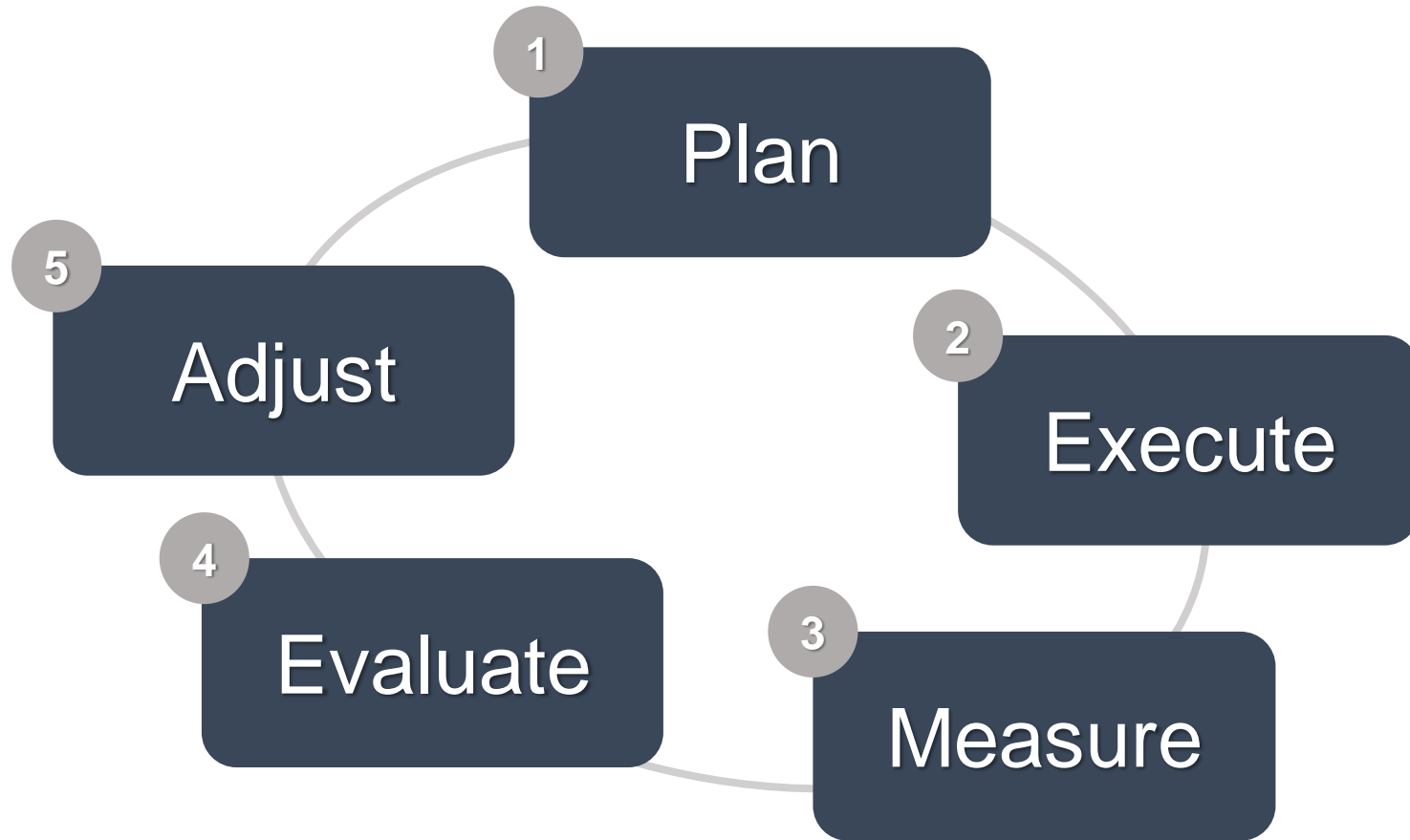
Is this really worth all the effort, Mike?

Glad you asked…

- Increased sales per rep by 47%
- Increased sales results 28.7% over previous year
- Decreased new-hire ramp up time by: 23%, 34%, 47%, 52% (within 6 to 18 months)
- At 120 days, new reps outperformed a control group of 5 year reps by 21%
- $398MM YoY revenue increase (18 months total; one year after 6 months of projects)
- Increased sales/rep in the 90 days after training by 23% – accretive increase of $36.6MM/year
- Increased sales 600% over previous year while decreasing net operating expenses by 21%
- Improved average profitability per sales rep by 11%
- Improved new rep win rate by 16%

APPENDIX

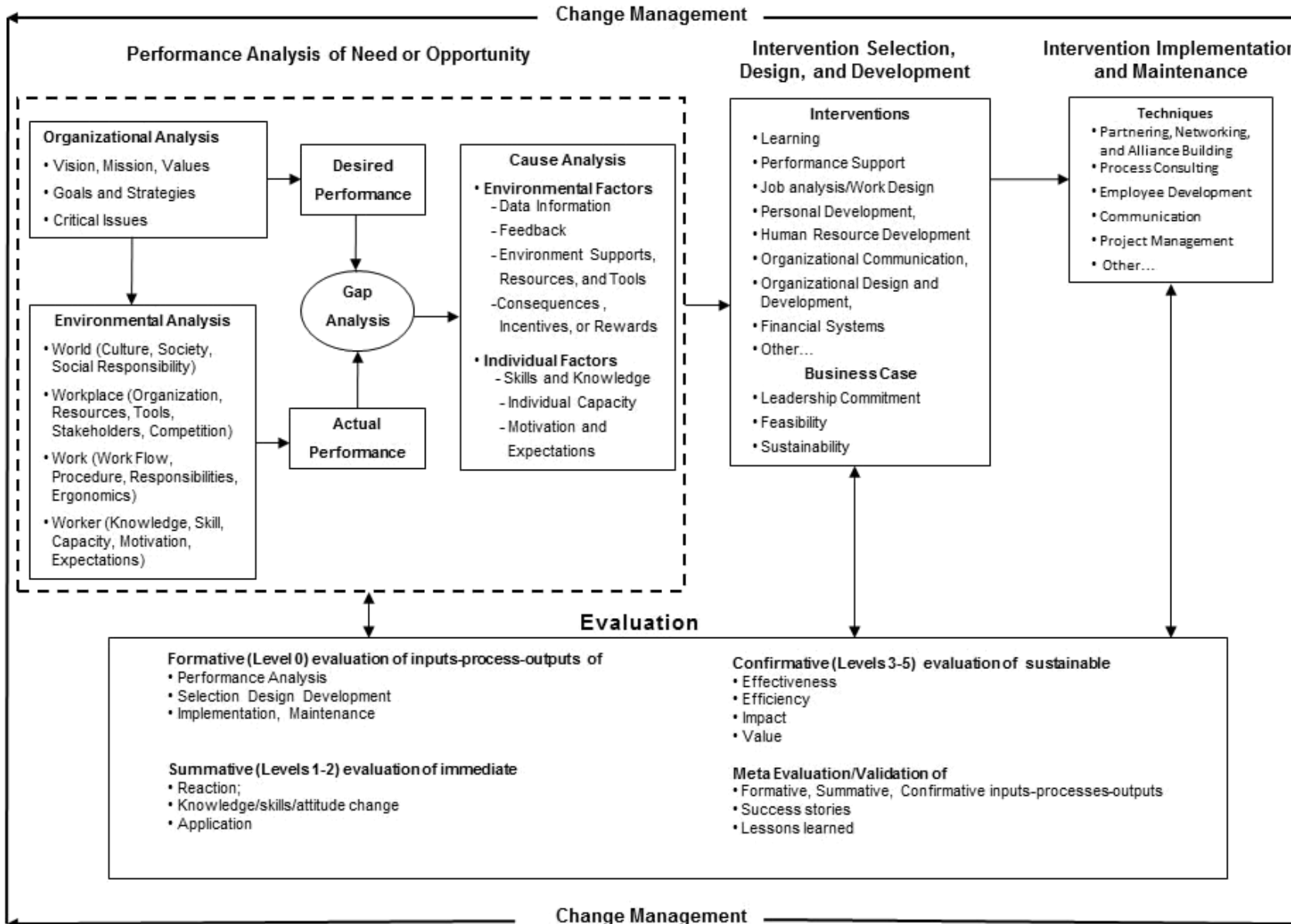# Evolving to Performance Consulting

- An Adaptive Approach -

Performance Consulting

A systematic and holistic approach to improve workplace performance and achieve business goals

- Grounded in analytics, diagnostics, and root cause analysis

- Considers of a broad array of organizational and individual factors that influence human performance

- Selection, design, and development of the most appropriate solution to solve the identified performance problem

- Implementation using proven-effective practices for the selected intervention and change practices including communication, follow-through, measurement, analysis, evaluation, and adjustment to ensure results are achieved.
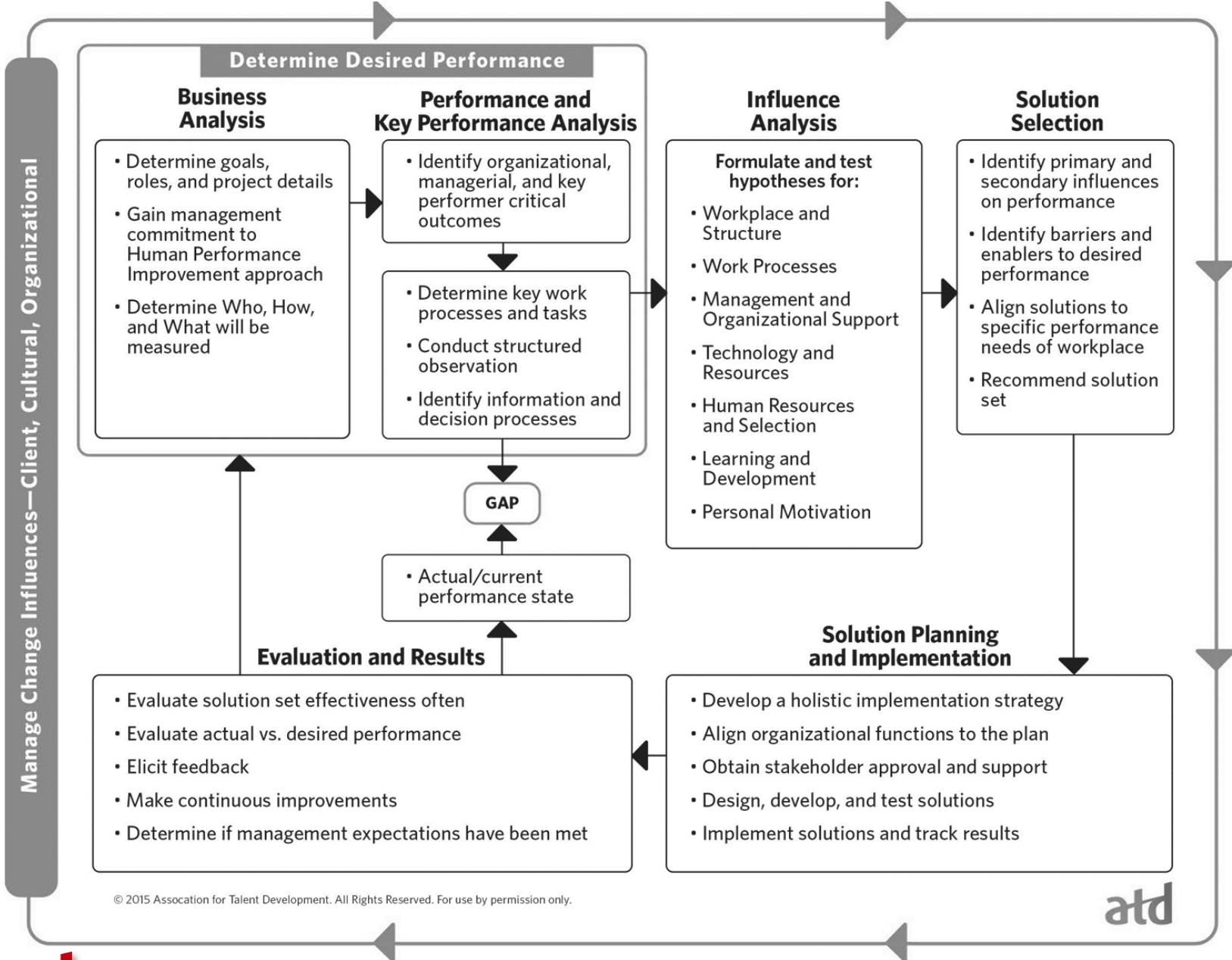
Performance Improvement / HPT Model from ISPI

Change Management

Performance Analysis of Need or Opportunity

Organizational Analysis
- Vision, Mission, Values
- Goals and Strategies
- Critical Issues

Desired Performance

Environmental Analysis
- World (Culture, Society, Social Responsibility)
- Workplace (Organization, Resources, Tools, Stakeholders, Competition)
- Work (Work Flow, Procedure, Responsibilities, Ergonomics)
- Worker (Knowledge, Skill, Capacity, Motivation, Expectations)

Gap Analysis

Actual Performance

Cause Analysis
- **Environmental Factors**
  - Data Information
  - Feedback
  - Environment Supports, Resources, and Tools
  - Consequences, Incentives, or Rewards
- **Individual Factors**
  - Skills and Knowledge
  - Individual Capacity
  - Motivation and Expectations

Intervention Selection, Design, and Development

Interventions
- Learning
- Performance Support
- Job analysis/Work Design
- Personal Development,
- Human Resource Development
- Organizational Communication,
- Organizational Design and Development,
- Financial Systems
- Other…

Business Case
- Leadership Commitment
- Feasibility
- Sustainability

Intervention Implementation and Maintenance

Techniques
- Partnering, Networking, and Alliance Building
- Process Consulting
- Employee Development
- Communication
- Project Management
- Other…

Evaluation

Formative (Level 0) evaluation of inputs-process-outputs of
- Performance Analysis
- Selection Design Development
- Implementation, Maintenance

Summative (Levels 1-2) evaluation of immediate
- Reaction;
- Knowledge/skills/attitude change
- Application

Confirmative (Levels 3-5) evaluation of sustainable
- Effectiveness
- Efficiency
- Impact
- Value

Meta Evaluation/Validation of
- Formative, Summative, Confirmative inputs-processes-outputs
- Success stories
- Lessons learned

Change Management

Van Tiem, Moseley, and Dessinger

Source. From Fundamentals of Performance Improvement: Optimizing results through people, processes, and organizations, by D.M. Van Tiem, J.L. Moseley, and Joan C. Dessinger, 2012. Used with permission from ISPI/Wiley.

2011

Related Reading

- https://www.ispi.org/ISPI/ISPI/About_ISPI/PI_HPT__Model.aspx

- https://www.hrispi.org/what-is-hpt-hampton-roads-ispi

- https://hptmanualaaly.weebly.com/ispi-hpt-model.html

ATD Human Performance Improvement Model

Determine Desired Performance

Business Analysis
- Determine goals, roles, and project details
- Gain management commitment to Human Performance Improvement approach
- Determine Who, How, and What will be measured

Performance and Key Performance Analysis
- Identify organizational, managerial, and key performer critical outcomes
- Determine key work processes and tasks
- Conduct structured observation
- Identify information and decision processes

Influence Analysis
Formulate and test hypotheses for:
- Workplace and Structure
- Work Processes
- Management and Organizational Support
- Technology and Resources
- Human Resources and Selection
- Learning and Development
- Personal Motivation

Solution Selection
- Identify primary and secondary influences on performance
- Identify barriers and enablers to desired performance
- Align solutions to specific performance needs of workplace
- Recommend solution set

GAP

- Actual/current performance state

Evaluation and Results
- Evaluate solution set effectiveness often
- Evaluate actual vs. desired performance
- Elicit feedback
- Make continuous improvements
- Determine if management expectations have been met

Solution Planning and Implementation
- Develop a holistic implementation strategy
- Align organizational functions to the plan
- Obtain stakeholder approval and support
- Design, develop, and test solutions
- Implement solutions and track results

Manage Change Influences—Client, Cultural, Organizational

atd

Related Reading

- https://www.td.org/insights/the-atd-talent-development-framework-performance-improvement

- https://www.td.org/education-courses/atd-master-performance-consultant

- https://www.td.org/education-courses/basics-of-human-performance-improvement

- https://www.td.org/td-at-work/making-the-financial-case-for-performance-improvement

Sales Enablement Meets Performance Consulting

The Method

- Diagnostics / Gap Analysis

- Root-Cause Analysis

- Problem-Solving / Solution Design

- Solution Development

- Solution Implementation with Change Management

- Measure / Evaluate / Adjust

ATD Human Performance Improvement Model
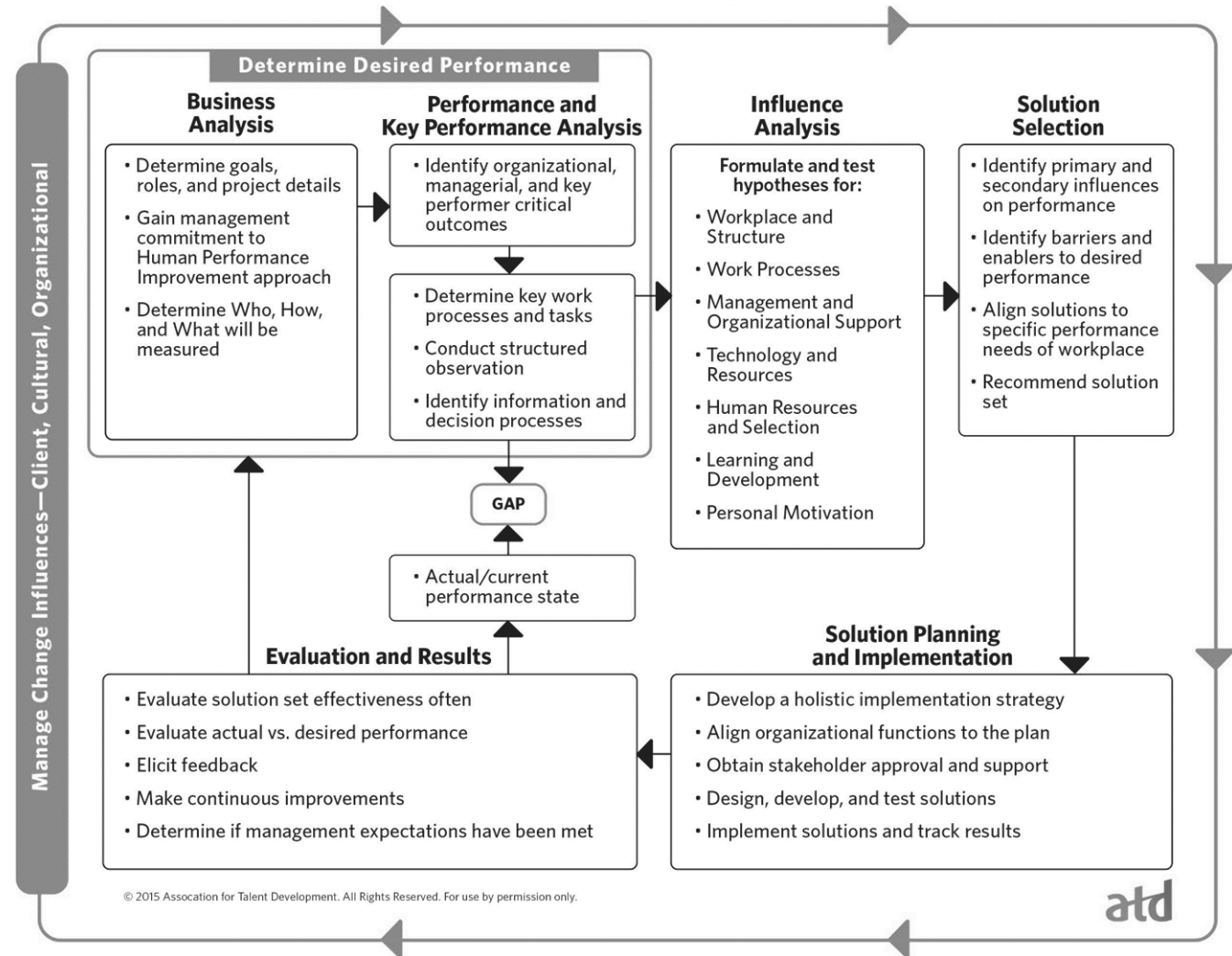
Sales Enablement vs. Sales Performance Consulting

KEY DIFFERENCES	Sales Enablement	Sales Performance Consulting
Focus	Leading initiatives and projects	Closing performance gaps
Outputs	Activities: Messaging, training, tools	Results: Improved performance
Measures	Progress of initiatives and projects	Performance change and ROI
Assessments	How much the sales force uses outputs	How much the sales force improves
Accountability	Delivering things to the sales force	Delivering better sales productivity
Executive View	Cost center	Investment

Additional Resources

Additional Resources for Sales Enablement

- Watch this webinar: http://bit.ly/SMMwebinar-08152018
- Sales Enablement Society: https://www.sesociety.org/home
- ATD Sales Enablement Community: https://www.td.org/topics/sales-enablement
- Community for Sales Enablement Professionals: http://www.salesenablement.com/
- Demand Metric Resources: https://www.demandmetric.com/premium-content/Sales%20Enablement
- CSO Insights: https://www.csoinsights.com
- IDC: https://www.idc.com/prodserv/custom_solutions/pages/plan/sales-sd.jsp
- SiriusDecisions: https://www.siriusdecisions.com/
- Topo: http://topohq.com/
- CEB: https://www.cebglobal.com/
- Aberdeen: http://www.aberdeen.com/
- Aragon: https://aragonresearch.com/cso/
- Forrester: https://www.forrester.com/search?tmtxt=%22sales+enablement%22
- Read these books:
  - https://www.amazon.com/Sales-Enablement-Framework-Empower-World-Class/dp/1119440270/
  - https://www.amazon.com/Sales-Enablement-Playbook-Cory-Bray-ebook/dp/B073QBKZG6/
  - https://www.amazon.com/Enablement-Mastery-Business-Processes-Priorities/dp/1626345740/
- Read these eBooks: http://bit.ly/SalesCoachingEbook-TSR / http://bit.ly/SalesLearningSystemEbookTSR

Additional Reading: A Systems Approach to Sales Transformation

- Overview: http://bit.ly/4SalesSystems-Overview (Blog Post)
- Sales Selection System: http://bit.ly/4SalesSystems-Selection (Blog Post)
- Sales Support System: http://bit.ly/4SalesSystems-SalesSupport (Blog Post)
- Sales Learning System: http://bit.ly/SalesLearningSystemEbookTSR (eBook)
- Sales Management System: http://bit.ly/4SalesSystems-SalesManagement (Blog Post)
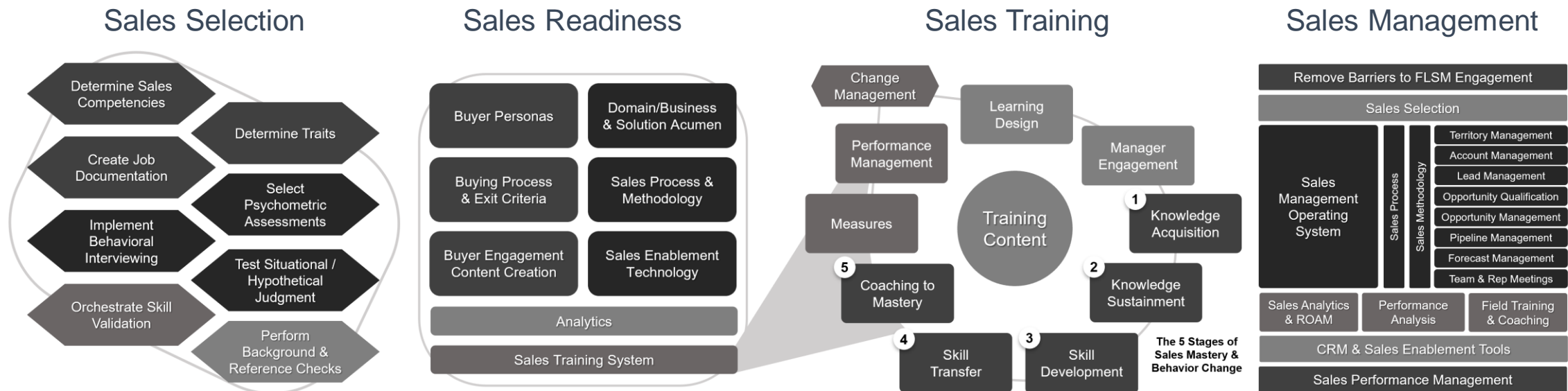
The Wider World of Business Performance Improvement

Performance Consulting is a process in which a client and consultant partner to accomplish the strategic outcome of optimizing workplace performance in support of business goals.

~ Jim and Dana Robinson

Six Sigma is a defined and disciplined business methodology to increase customer satisfaction and profitability by streamlining operations, improving quality and eliminating defects in every organization-wide process.

~ Six Sigma Institute

Organization Development (OD) is the practice of developing organization capability through alignment of strategy, structure, management processes, people, and rewards and metrics.

~ Organization Development Network

Human Performance Technology (HPT) is:
- a systematic approach to improving productivity and competence, uses a set of methods and procedures -- and a strategy for solving problems -- for realizing opportunities related to the performance of people.
- a process of selection, analysis, design, development, implementation, and evaluation of programs to most cost-effectively influence human behavior and accomplishment.
- a systematic combination of three fundamental processes: performance analysis, cause analysis, and intervention selection, and can be applied to individuals, small groups, and large organizations.

~ International Society of Performance Improvement

The Wider World of Business Performance Improvement

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Organization Effectiveness (OE)

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~ Six Sigma Institute

Lean Sigma

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Organizational Behavior (OB).
- a process of selection, analysis, design, development, implementation, and evaluation of programs to most cost-effectively influence human behavior and

Industrial & Organizational Psychology (IOP)
- a systematic combination of three fundamental processes: performance analysis, cause analysis, and intervention selection, and can be applied to individuals, small groups, and large organizations.

Total Quality Management (TQM) *nal Society of Performance Improvement*

Diagnostic Tool Examples

- Forcefield Analysis

Force Field Analysis

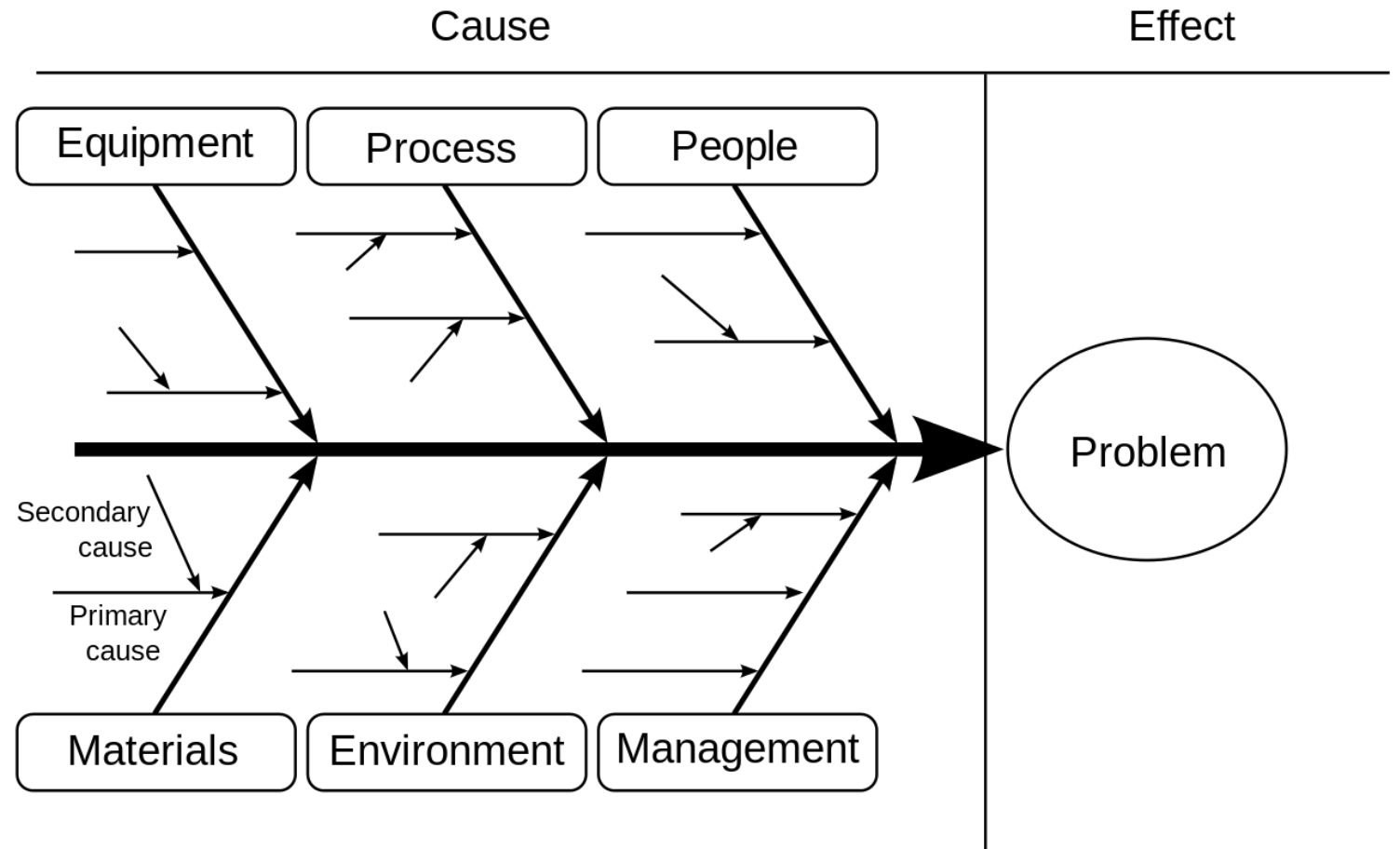Current State: Desired Future State:

Factor Analysis

Driving Forces	Restraining Forces
Weight: 1, 3, 2, 5, 1	Weight: 2, 2, 5, 1, 3, 1

Diagnostic Tool Examples

- Forcefield Analysis
- Root Cause Analysis
  - Cause & Effect Analysis (Fishbone/Ishikawa Diagram)

Diagnostic Tool Examples

- Forcefield Analysis
- Root Cause Analysis
  - Cause & Effect Analysis (Fishbone/Ishikawa Diagram)
- **Surveys, Interviews, Focus Groups, Observation**

Survey Design

- Rate the statement provided.
- How much do you agree it's a Performance Lever?
- If rated 1-2, next question.
- If rated 3-5:
  - Importance & Difficulty
- And in *some* cases:
  - Frequency: Actual & Should
- In addition, you should ask what you missed, by Lever, and a handful of other questions – such as normal demographics & **Continue | Start | Stop**.

AGREEMENT SCALE				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Using empathy statements to acknowledge a prospect's situation/feelings

IMPORTANCE TO RESULTS				
1	2	3	4	5
Not Important	Of Little Importance	Moderately Important	Important	Very Important

DIFFICULTY				
1	2	3	4	5
Very Easy	Easy	Average	Difficult	Very Difficult

| FREQUENCY: ACTUAL						FREQUENCY: SHOULD				
1	2	3	4	5		1	2	3	4	5
Never	Rarely	Occasionally	Often	Very Often		Never	Rarely	Occasionally	Often	Very Often

Diagnostic Tool Examples

- Forcefield Analysis
- Root Cause Analysis
  - Cause & Effect Analysis (Fishbone/Ishikawa Diagram)
- Surveys, Interviews, Focus Groups, Observation
- **Performance Analysis Flowchart (Mager/Pipe)**
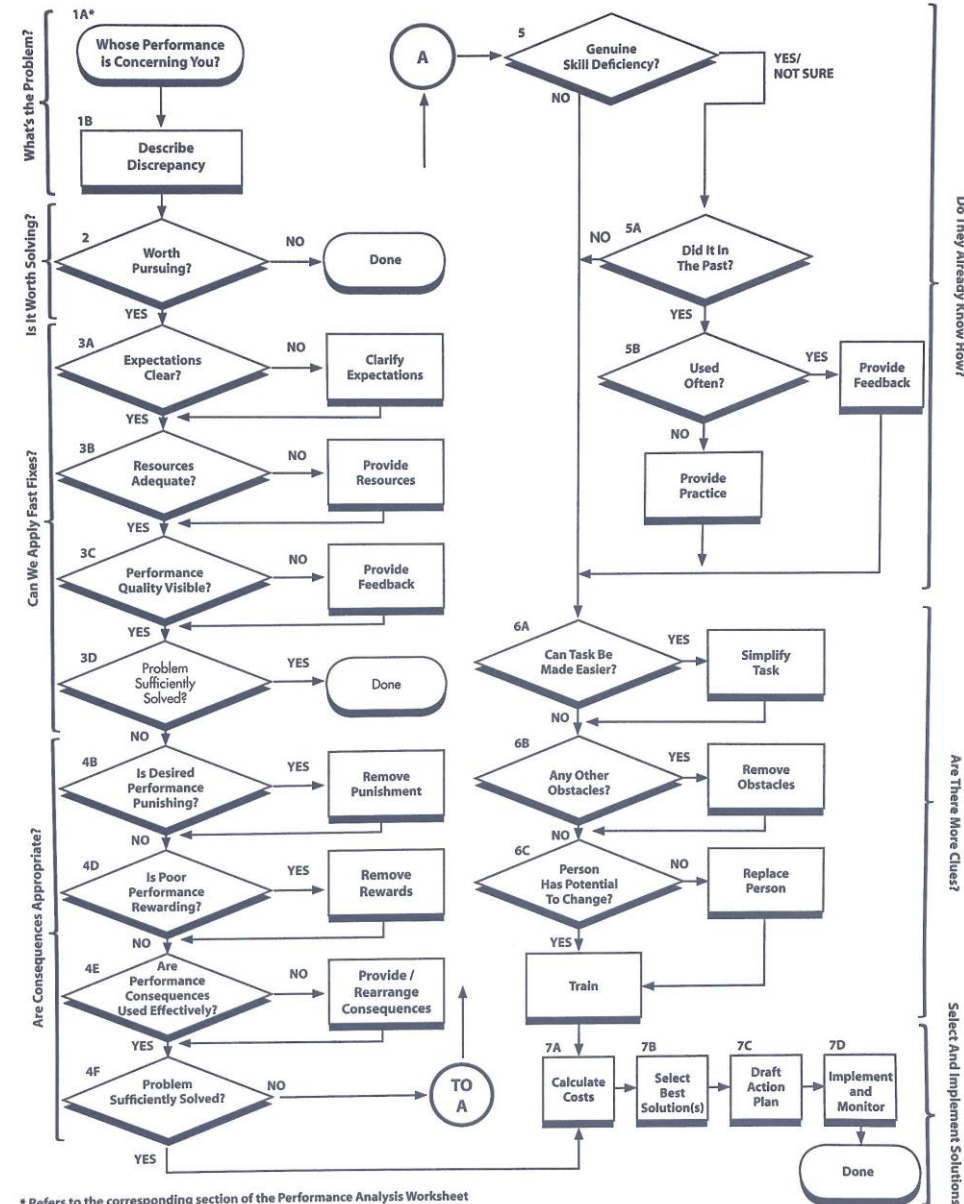
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Diagnostic Tool Examples

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- **16 Reasons for Non-Performance (Fournies)**

Condition	Reasons	Solutions
Don't know something	What to do	Training Coaching
	Why to do it	
	How to do it	
Incorrect thinking	Their way is better	Coaching Counseling
	Your way won't work	
	Something else is more important	
	They are doing it (lack of feedback)	
Misaligned consequences	A negative consequence for doing it	Manage consequences
	No negative consequence for not doing it	
	A positive consequence for not doing it	
	No positive consequence for doing it	
Constraints	Obstacles beyond their control	Counsel Change Transfer Terminate
	Personal limits (incapacity)	
	Fear (anticipating failure)	
	Personal problems	
	No one could do it	

* Adapted from Ferdinand F. Fournies

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- Six Thinking Hats (de Bono)

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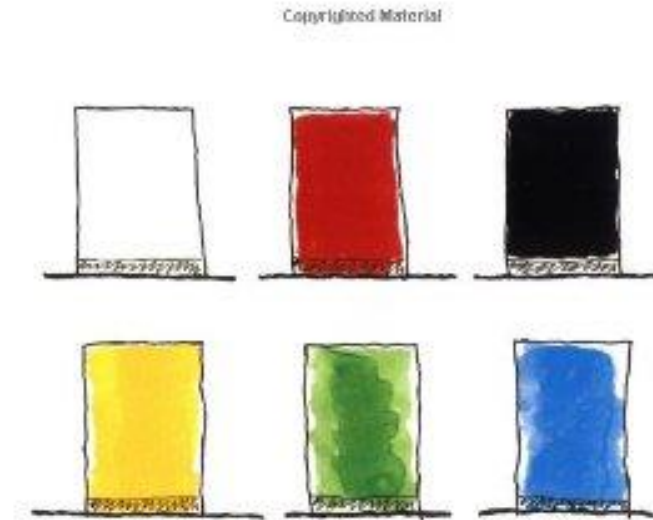
SIX THINKING HATS
EDWARD DE BONO

THE INTERNATIONAL BESTSELLER
that has changed the way the world's
most successful business leaders think

"WE OWE DE BONO A DEBT FOR CONSTANTLY REMINDING US THAT
THINKING IS A SKILL AND CAN BE IMPROVED." —PSYCHOLOGY TODAY

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https://www.amazon.com/Six-Thinking-Hats-Edward-Bono/dp/0316178314

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- **Grid Analysis**

Grid Analysis

	Alternatives					Weighting of Factors
	Alternative 1	Alternative 2	Alternative 3	Alternative 4	Alternative 5	
Factor 1						
Factor 2						
Factor 3						
Factor 4						
Factor 5						
Overall Weighted Score	0	0	0	0	0	

Diagnostic Tool Examples

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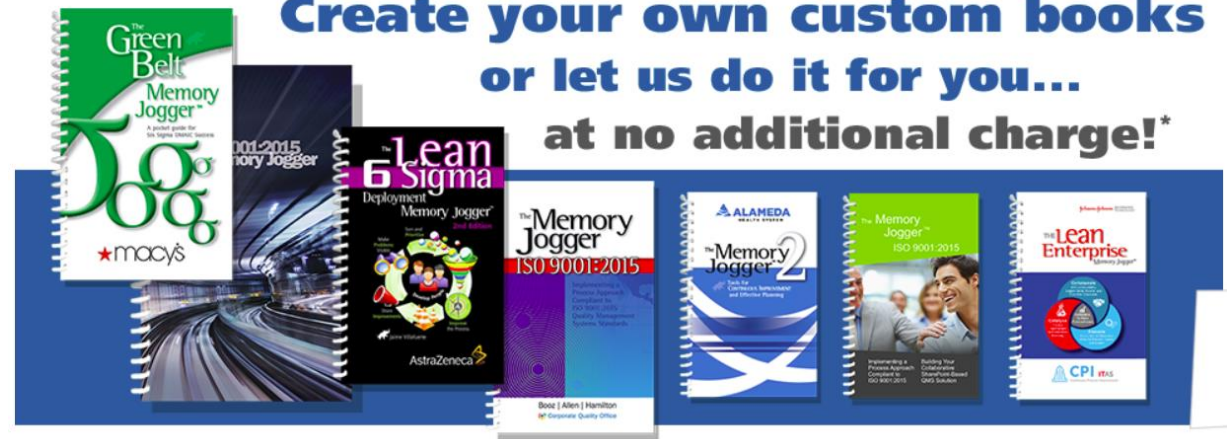- Six Thinking Hats (de Bono)
- Grid Analysis
- And More…

https://www.mindtools.com/

https://goalqpc.com/

Apply Systems Thinking More Broadly

- Strategy
- Clear Expectations
- Tactical Plans
- Employee Engagement
- Policies & Procedures
- Business Processes
- Organization Structure & Design
- Reward Systems
- Environment & Culture

Become a Sales Change Expert

Create Your Personal Learning Plan:

- [Organization Development](#)
- [Organization Behavior](#)
- [Performance Consulting](#)
- [Human Performance Technology](#)
- [Human Performance Improvement](#)
- [Systems Thinking](#)
- [Lean](#) and [Six Sigma](#)
- [Agile Methodology](#)
- [Change Management](#)