

# Leading Sales in Changing Times™

Leading Sales in Changing Times™ is a collaborative learning experience designed specifically to help the leadership of your sales organization to more effectively and efficiently manage the myriad of issues that face those in one of the most critical roles in the company during times of change – the revenue producers.

**Leading Sales in Changing Times** takes the position that while change happens continually throughout our organizations, change in the sales organization is different. Today, the amount of focus and discretionary energy required of a person to effectively compete in the age of the self-educated customer, who is halfway down their decision path before they meet with your sales team, is at an all-time high.

Simply put, sales people and teams who are themselves distracted and struggling their way through change do not have the energy available to them that is required to impact the customer's point of view and then attach that new perspective to the unique advantages of your solutions.

The staggering costs and failure rates associated with major change initiatives are well known. But why? It is not that the designers weren't smart enough. The programs are often built and managed by some of the most advanced minds in the organization. It is not that the planning efforts were wrong or insufficiently monitored. Today these programs are controlled in minute detail and closely managed with advanced analytics and tools that report their performance in real time to company management.

In Leading Sales in Changing Times, sales leaders consider that the root cause of most change management problems lies in the fact that the human experience with and response to the changes are often ignored, and sometimes even punished, and the possibility that many of the strategies we use to try to accelerate change are sometimes the very factors that slow us down.

To succeed, sales organizations must be agile and need to accelerate through the implementation of multiple strategy changes in a given year and perform at the same time. At the very time when rapid strategic change requires sales people to focus and be at their best, increasing demands may cause their energy to disperse and/or be consumed in unproductive ways. In other words, when the company needs the sales organizations at their best, we are often at our worst.



## Program Content

### CHANGE AND GROWTH

- *The Business Imperative*
- *The Difference when it is done to You*
- *The Challenge for the Sales Leader*
- *Our own current Changes*

### THE CHANGE PROCESS

- *Change versus Transition*
- *The 3 Processes of Change*
- *The Transition Curve*
- *Compressing the Curve*
- *Case study: Congratulations, you are the new leaders of Sales Bank... and there are some things we didn't tell you in the interview...*

### REACTIONS TO DISRUPTIVE CHANGE

- *The range of Natural, Normal Human reactions to Disruptions*
- *Humans as creatures of comfort*
- *Displacing judgment with analysis*
- *Application Exercise: Where people on my own team have landed*

### MOVING THROUGH THE ENDINGS

- *Psych 101: Why Change is Hard*
- *Loss Aversion*
- *Why selling the positives here is a bad tactic*
- *Position polarization*
- *Application Exercise: Personal context*
- *Application Exercise: Organizational context*

### MOVING THROUGH THE NEUTRAL ZONE

- *A most unsettling time, and potentially creative time*
- *Collaboration in the Neutral Zone*
- *Application Exercise: Personal context*
- *Application Exercise: Organizational context*

### ENGAGING THE NEW BEGINNINGS

- *Clear communication of Purpose*
- *Not Proofs or Pleadings but a Picture*
- *A Plan for the Transition*
- *What Part they can play?*
- *Application Exercise: Personal context*
- *Application Exercise: Organizational context*

### LEADERS GO FIRST

- *How to manage your own transitions*
- *The challenges of knowing without showing*
- *The Marathon Effect*

### MANAGING OUR CURRENT TRANSITIONS

- *In small groups, the participants develop strategic plans for accelerating their sales teams through upcoming or current transitions more effectively, more efficiently, while at the same time minimizing unplanned breakage across the whole organizations.*

## OUTCOMES

Following their participation in the **Leading Sales in Changing Times** session, your sales leaders will:

Develop an understanding of some of the reasons why change management efforts often fall short of their mark all together

Understand the range of natural, normal human responses to change

Appreciate the distinction between change and transition

Learn the 3 processes that people need to progress through in their own transitions.

Understand that different team members land in different places and sales leadership's job is to help them through the transitions efficiently and engage the new beginnings

Develop new strategies and tactics for helping your own sales team members manage through their current and upcoming transitions

Work together on real, current, and important upcoming changes in your organization and develop specific recommendations for leading the teams more effectively through them.



**Leading Sales in Changing Times™** is a collaborative learning experience that helps your sales leaders become more deliberately proactive and more effective leaders of their teams through even the most disruptive of times in your organization.

Participants learn these skills first by applying the insights to personal changes and career transitions of their own, and only then are asked to apply them to the individuals on their own sales teams, and to the organizational changes that are the most important for you to manage successfully.

### Program Summary

**Leading Sales in Changing Times** is a one-day working session designed to help sales managers and leaders at all levels gain insights into what hinders their ability to drive rapid changes through their organizations, the insights and analytical tools to assess what is holding their people back, and the skills to help their people move on, to re-engage and get back to successfully competing in the face of the new reality.

Prior to the session, sales leadership identifies a small number of current and upcoming changes that they believe will be most challenging to the sales organization. Participants in the session are assigned to small working teams who will work on developing the strategies and tactics to better manage through these critical transitions.

At the very time when rapid strategic change requires sales people to focus and be at their best, increasing demands and confusing messages may cause their energy to disperse and/or be consumed in unproductive ways. In other words, when the company needs the sales organization to be at their best, they are often at their worst.

The chances that a change in strategy directly impacts the sales team, perhaps even disrupts the team, are likely close to 100% in any given period. Sales leaders need to be world-class at moving their people through their transitions and engaging successfully in the new reality.

### PARTICIPANT MATERIALS

Participant guide, Job aids, soft copy *Scratchpads*

### LEADER MATERIALS

Leader Guide, presentation support material



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