



leveleven

Secrets of Success: How to Drive Results as a Sales Leader



SUCCESS

Every manager defines success differently. Whether your definition of success is reaching your quota for the year, developing your team, or refining your own leadership skills to have more of an impact, this report can help you in your journey.

We interviewed skilled sales leaders and experienced sales professionals for insight into the tactics and approaches they believe made them successful. Read on for tips and actionable sales management advice to help you successfully develop yourself, coach your team, and exceed your goals.

About LevelEleven

LevelEleven is the leading Performance Management System for customer-facing teams to motivate, engage, and coach around the key behaviors that drive results. LevelEleven provides reps with visibility into their goals and activity, managers have actionable insights into their teams' performance, and executives understand what's working and not working. **Motivate what matters with LevelEleven.**

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MAKE YOUR PEOPLE BETTER

We asked our experts about some of the best practices they use to coach and develop a great team.



Ingo Dhandayudham

Director, North American Sales Dev, CenturyLink

Stretch Projects

“If you have salespeople who are not sure that this is what they want to be doing, **allow some of your top-performing salespeople to take on stretch projects in hopes that it would give them insight into what other functions do.** So when they decide to move, it’s an educated decision. Have reps ask themselves “do I really think this is what I want to be doing?”. This alone will support your sales team through other functions such as marketing.”

Mentor Program

“**Create a mentor program for your sales team.** For example we bring new SDRs out to our headquarters for a 6 week mentoring program, where they are assigned to work with two more experienced reps. It’s a win-win situation because the experienced reps act as a free resource for the company and the new members get trained on everything from prospecting to cold calling. It gives the experienced reps an opportunity to coach and mentor people which is good practice for a career in sales management.”



Amanda Hammett

Generational Strategist, The Millennial Translator®

“Every rep is different - From a purely developmental perspective, it is important to think about the fact that **each rep comes to the table with a different set of skills and experiences** (particularly when you are dealing with early career talent), so the approach as a sales leader cannot be purely dependent on a Learning Management System (LMS).

To truly develop your team as a leader, **coaching need to be specific and personalized based on the needs of each individual rep**. When listening in on their calls (live or recorded), do you notice a few tweaks that they can easily implement? How do their calls compare to top performers? Being able to coach reps one-on-one based on their specific needs will help you boost their confidence and overall performance which will in turn drive increased revenue.”



Thomas Parbs

Senior Sales Manager, SMS-Magic

“Lead with reps - Be there to support your reps, and coach and mentor them to be the very best that they can be because it’s not about you, it’s about your reps. Take a servant-leader like approach, and lead from the side. ‘Hey, look. These are the things that we have to get done as a team. I’m going to do them too.’ No one is above doing the work, so bring a humbleness to everything you do. For example, ‘Let’s go call together, let’s ask for the order together.’ And ‘Let’s hold ourselves accountable so that we can be better today than we were the day before.’”



Lauren Bailey

Founder & President, Factor 8

“Don’t make the mistake of coaching the squeaky wheel, and don’t ignore your top reps.”

Go-to Sheet

“Make a “Go-to sheet”. Sit down with your team, and ask where are we struggling? Who is the best at what we are struggling at? Who’s the best at this system? Who knows this product the best? Who is an expert in this industry? Who’s good at getting people to call you back? Write down all the mentors on each topic on a sheet and hand it out. When someone has a problem about trying to find the right decision maker at a company, they ask. When someone else isn’t going to hit their quota, others help. **Not only is this essential for new managers, but it helps your employees become a team that will walk through fire for each other.**”

Coach Your B’s and Newbies

“Categorize your reps into As, (top performers) Bs, Cs, and Ds (won’t make quota) As a rule of thumb, touch each employee once a month in a one-on-one coaching session, but then take your Bs (almost at quota) and new employees and triple the amount of one-on-ones for them. These are the employees that you want to spend your time with because they will give you the greatest return on investment.”



DEFINE TEAM GOALS

We asked our experts how they measure success & the best tactics they use to reach their goals.



Charissa Franklin

Optimization Strategist, New Sales Reality

Involve Your Employees

"First and foremost, involve the front-line sales leaders and reps when defining the key activities, metrics and systems that drive results. This way they are more invested, can hold themselves accountable, and are more likely to be compliant rather than feeling that management alone is dictating what is most meaningful, which can lead to lack of adoption."

See what else Charissa has to say about KPIs...



Identifying KPIs

“Identifying the 3 most important sales activities is dependent on a number of variables: size of the market, type of product, type of customer, competition, sales model and strategy to name a few.”

Simple product, selling to decision maker

- 1 Outreach quality & quantity
- 2 Outreach cadence adherence
- 3 Movement through sales activities

Complex product, selling to a group

- 1 Identifying decision makers
- 2 Engagement using personalized messaging
- 3 Progress with prospects





Dave Brown

Chief Sales Officer, Vector Solutions

Tips for keeping your team on track to hit goals and targets...

Be S.M.A.R.T.

“Everyone knows goals need to be S.M.A.R.T., so I won’t bore you with the overused acronym, but **bringing them into context for reps everyday** is a sales leader’s heavy burden – and sitting behind your Salesforce screen and sending emails demanding better numbers is the kiss of death! Get creative on how to bring the leading activities (and therefore numbers) to life.

Promote the small wins, catch people doing it well and celebrate their achievement, or run some basic contests. Good reps live for money and recognition so give them out sparingly but on a regular cadence. Don’t feel incentives need to be a Porsche every time – small items that can be a badge of honor in the office are even more impactful. And don’t forget to put their name in lights. All the sales team (and company for that matter) need to see top performers!”

The infographic features the word 'SMART' in large, bold, white letters, each letter contained within a colored square: 'S' in yellow, 'M' in orange, 'A' in green, 'R' in blue, and 'T' in dark blue. Below this, a dark grey bar contains the text 'Make your SMART goals:'. Underneath, five white boxes each represent a component of SMART goals: 'SPECIFIC' with a yellow icon of a document and arrow, 'MEASURABLE' with a red icon of a scale, 'ACHIEVABLE' with a green icon of a line graph with an upward arrow, 'REALISTIC' with a blue icon of an eye, and 'TIME-BOUND' with a blue icon of an hourglass.



Thomas Parbs

Senior Sales Manager, SMS-Magic

“Reading data - Some of the biggest things that I like to look at are activity, engagement, and conversions. As a leader you need to be able to not only read that data, but also translate it into a real life action plan for your reps. Then you need your reps to perform to that action plan. Do you get buy in from the rep? Do they understand it, and do they understand the reason why that action plan is important for them to utilize for their success and to achieve both their professional and personal goals?”

Key Takeaways

Involve

This way your team members are more invested, can hold themselves accountable, and are more likely to be compliant rather than feeling that management alone is dictating what is most meaningful.

Measure

Identifying the 3 most important sales activities is dependent on a number of variables.

Adjust

As a leader you need to be able to not only read that data and more, but also translate it into a real life action plan for your reps.



Ingo Dhandayudham

Director, North American Sales Dev, CenturyLink

“Be flexible when designing your comp plan because it will go through an evolution.

You’ll have at least a couple of factors within a company that drive what’s important for the business, and these change constantly. When creating metrics, ask yourself, is the team mature enough to be able to handle this type of a metric? And what is important to the business right now? For example, is it driving new logos or is it driving more traditional business?”

IMPROVE WITH TECHNOLOGY

We asked our experts for tips on using the right technology to drive sales activity and improve performance.



Charissa Franklin

Optimization Strategist, New Sales Reality

“Be careful of the shiny toy - It is critical for companies to objectively assess where in their overall process automation will provide the greatest return. Understanding how the customer likes to engage and what they need throughout the buying cycles should play a critical role in assessing your current state and developing a tech stack strategy and roadmap.”





Adria Jefferies

Director of Inside Sales

“Sales enablement with Salesforce - Utilize Salesforce with dashboards and reporting, but also leverage sales enablement technology to collaborate and create alignment between sales, product, and marketing. Utilize a CRM system, analytics, performance management, and call recording specifically because they can help you break down what calls and call times are best, what marketing is working the best, etc. By putting your sales tech stack together on top of your CRM, you can actually pinpoint what needs to be tweaked in the sales process. Your sales tech stack should make that visible to you. It’s like a puzzle piece - what pieces are going to fit the best for what we do and our process?”



Thomas Parbs

Senior Sales Manager, SMS-Magic

“Build out a tech stack - I’m a big believer in cadences and using software to build scalable and repeatable processes, because there’s a science behind that. So what technologies are we utilizing to best implement the processes that we have built, be it a cadence, tracking performance, or success plans? What I really love about LevelEleven is the ability to create those success plans and apply factual data to see that growth rate, to decrease ramp time, and then also to tweak the success plans and make sure that we keep getting better.”

TIP:

A sales cadence is the series of touches that are best suited to get a response from your buyers. Don’t leave this to chance. Define what works for your sales process, buyer, and team. Then operationalize it with your sales tech stack.

DON'T FORGET YOURSELF

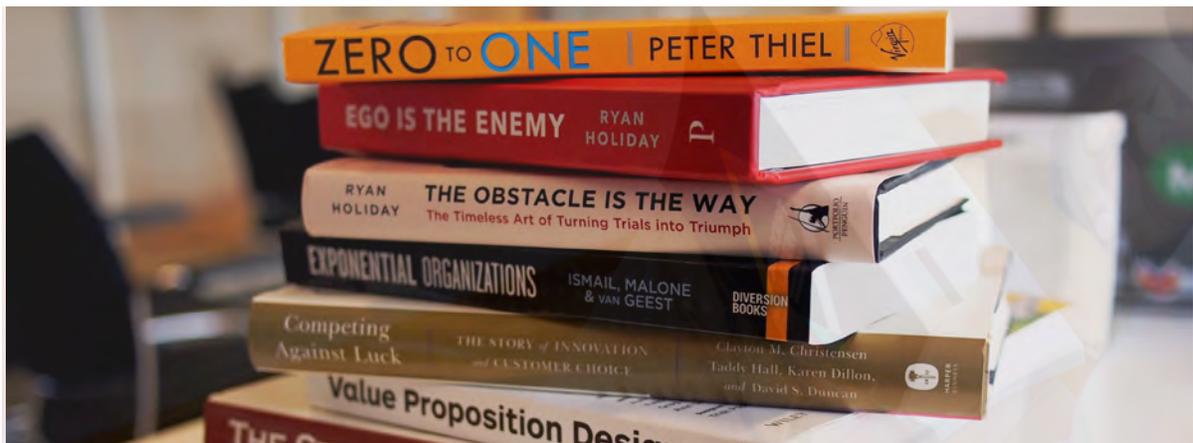
We asked our experts for tips on what skills and habits to develop to be a more effective leader.



Thomas Parbs

Senior Sales Manager, SMS-Magic

“Never stop developing yourself - I started immersing myself in leadership courses, reading books, seeking out mentorship from others, and trying to figure out how can I get better. This was key. Then I realized that if I’m going **to help my reps become number one, I need to keep getting better for myself** so I can be better for my reps. The reality is, it’s not about me, it’s about them. It has always been about my reps, and because of this I’ve had the privilege of working with some very successful teams.”





Nancy Allen

Sales Leader, Kronos Incorporated

“My passion and determination to make a difference is what lead me to leading teams. Acting with honesty, integrity, patience and passion, while caring for the people who work for you, creates a culture of accountability among your team. As we show trust and act with integrity, we mutually want to give each other our best.

When you're crystal clear on what your own core values are, each decision you make as a leader comes easily.

A great way to continually develop and grow as a leader is to seek anonymous feedback via surveys from you team. Our company surveys all employees each year to provide a manager effectiveness index. This feedback is invaluable to help me provide my people what they need to stay motivated and help them to be successful.”



Lauren Bailey

Founder & President, Factor 8

“Use a self management cadence - you know how reps have a daily plan? Managers often don't and they wind up being reactive all day long - buried behind emails, reporting requests, customer fires and sales rep fires. They don't get the chance to do what they were hired to do, which is develop their teams and help them become better sales people and hit bigger numbers. As a sales manager, don't get bogged down in putting out fires, doing the work for your team too much. You need to have a schedule of things you must get done and stick to it above other activities that come up. This is the only way to be truly efficient. Check out [this resource](#) for more specific information on creating a coaching cadence for yourself as a manager, or for your managers as a sales leader.”

Did you know?

The average organization is **50%** as productive as it should be, thanks to less-than-optimal leadership practices.

- [The Ken Blanchard Companies](#)



Amanda Hammett

Intl. Speaker & Consultant, Core Elevation, Inc.

“Lead by example - Developing your skills in listening, flexibility and empathy will also demonstrate a uniquely human quality that is often missing in the sales process, but can then be emulated by your reps throughout the sales cycle. The funny thing is in our high tech world, this does not have to be difficult. It can be as easy as having a standing coffee catch-up every week with each rep where you discuss first, what is going on in their personal life (i.e. moving, getting a dog, kickball league, etc.). After that you can move on to the business at hand and any challenges they may have self-identified. The key here is to build consistency and trust through human interactions and connections.”

Key Takeaways

Lead

Developing your skills in listening, flexibility and empathy will also demonstrate a uniquely human quality that is often missing in the sales process.

Value

When you're crystal clear on what your core values are, it makes every decision that you make very easy.

Develop

I realized that if I'm going to be number one I need to keep getting better for myself so I can be better for my reps because it's not about me, it's about them.



Anneke Seley

CEO & Founder, Reality Works

“Embrace risk if you can when you are young and don't shy away from new experiences and opportunities, even if they are outside your comfort zone.

You can have the greatest impact on your team's success by designing (and refining over time) the right go to market strategy, communicating your team's contributions regularly, hiring the most talented, best fit candidates in the first place, designing a motivating and fair incentive plan, and keeping the team learning and motivated through formal and informal education and personalized

CONCLUSION

The best sales leaders are able to continually develop themselves, set the right goals, make their people better, and use technology to its fullest potential. Those leaders are able to drive the success of their team through coaching and a holistic view of Performance Management.

Click the link below if you are looking for a solution to help you motivate, engage, and coach your reps.

[Learn More About LevelEleven](#)

