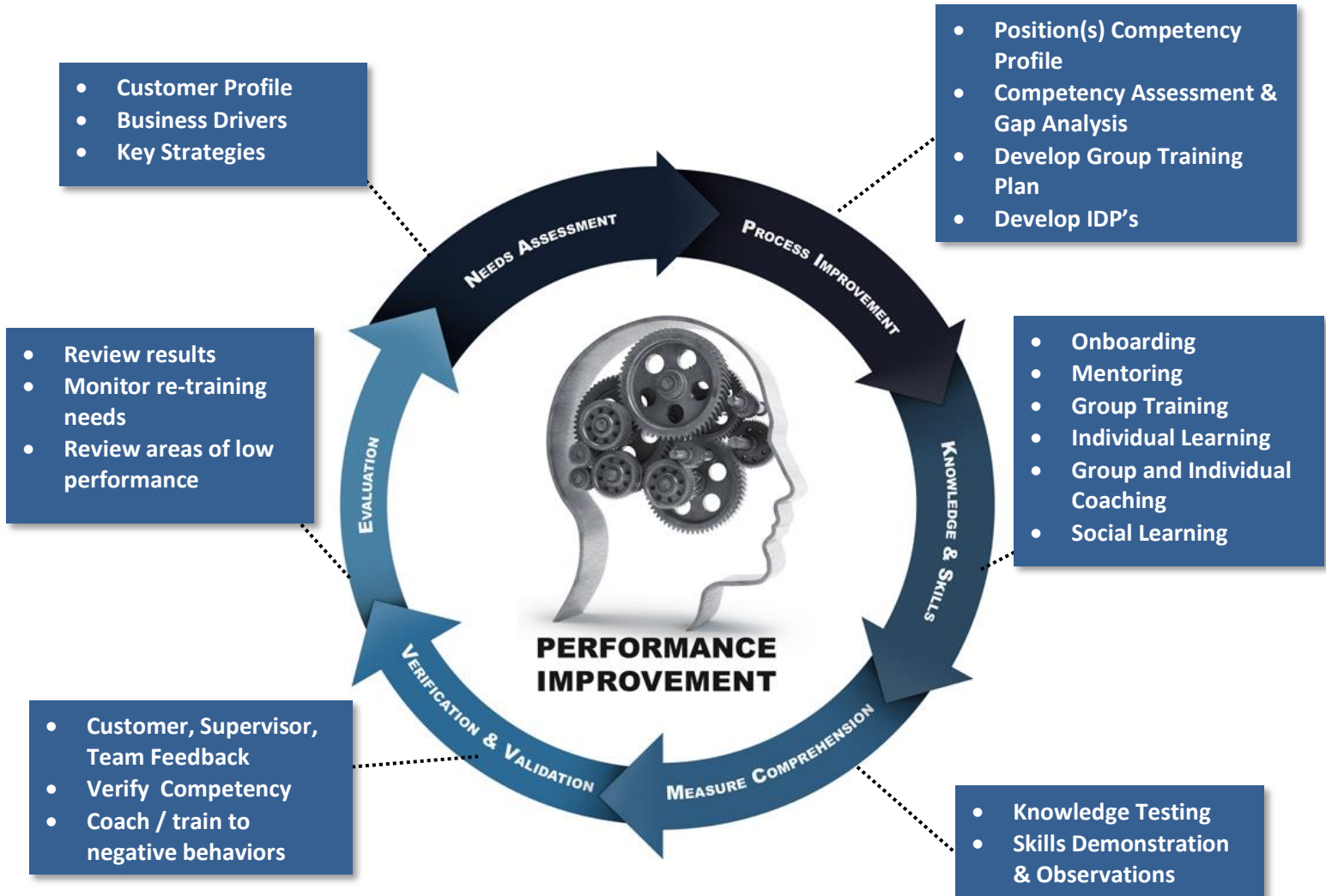


Goal: Customize and Implement a complete Sales Talent Development process to achieve:

- Common Sales Process and Language
- Sustainable Sales Behaviors that are ingrained into the Sales Team Culture
- Increased Sales Performance – Leading (behaviors) & Lagging (sales results) Indicators

The performance improvement process evaluates many aspects including those below. The evaluation and implementation of appropriate components helps lead to measurable improvement in results.



Results: What gets measured gets done:

- Sales results
- Lead (behaviors) Indicators that connect to Lag (sales results) Indicators
- Higher team Engagement/Retention



Sales Team Talent Development System

Sample Development Process (Sales Team Example)

*The following detailed process is not representative of all potential parts of a talent development system for a sales team. It is an example of possible solution.

Stage 1: Segment Sales Team

Stage 2: Sales Team Audits: Skills Assessment & Customer Survey – repeat periodically

Stage 3: Training – Levels 1, 2, 3: delivered over two to three years

Stage 4: Coaching

Stage 5: Individual Development Plans: 1st 12 months and annually

Stage 6: Manage the Plans

Stage 7: Sales Team Observations and Score-Carding – repeat periodically

Stage 1: Segment Sales Team: The goal of this phase is to establish a big picture view of the different segments of the sales team and determine what makes sense for training & development. Sales team can be sorted in several different categories:

- Time of Service:
 - New = 0-2 years
 - Middle = 2-10 years
 - Experienced = 10 + years
- Inside vs outside sales
- Product / Customer Segment/ Market
- Geography
- Skill level
- Strengths/Weaknesses

Stage 2: Sales Audits: Skills Assessment & Customer Survey: This phase is designed to establish a subjective and an objective evaluation on where each salesperson is in their selling personality, knowledge and motivation. With a combination of assessment tools, we will establish a profile and baseline for the various segments of the team. Sales Audit process needs to be repeated periodically.

- DISC
- Sales Max
- Customer Survey
- Sales Skills Assessment
- Interview with salesperson
- Interview with sales manager

Stage 3: Training: learning will happen via different methods and at different times. Often time training is designed for the salesperson as a blended learning process that includes pre and post workshop learning, classroom facilitation followed by practice, reinforcement and coaching. The classroom facilitation can be accommodated as one session, separate training days or multiple onsite and/or virtual class sessions.

A possible training flow with other components included is illustrated below.



Regardless of components it is important to ensure that the training is designed to meet the needs of the students. That includes evaluating and considering the elements illustrated below.





Sales Team Talent Development System

Stage 4: Coaching: Coaching and reinforcement are used to help ensure ongoing focus and to extend the behavior. This helps ensure that performance change is achieved. Coaching sessions can be designed for flexibility. Individual or small-group are options as well as in-person and virtual. Coaching is important both after the initial training and during the 12-month development plan period.

Stage 5: Individual Development Plans: For each salesperson, they will be engaged to develop one-year and three-year training plans to expand on their strengths and minimize their weaknesses.

Components can include:

- Sales Plan development -- This involves consulting with the sales manager, the salesperson and reviewing their results of Sales Max and/or Sales Skills 360 Assessment. This process may require several steps to get the Individual Development Plan (IDP) designed to be an effective tool for the sales person and sales manager to use.
- Online learning modules.
- Classroom or virtual classroom instruction with role-playing on the sales process.
- Facebook page access to share experiences and ideas with other participants.
- Coaching: coaching consists of multiple: four (4) to eight (8) web meetings or phone call discussions that can be spread over a 3-6-month window depending on the salesperson's schedule.
- Ride-Along Coaching

Stage 6: Manage the Program: This phase is critical to maintaining the momentum and produce a return on investment (ROI) from the time and cost of the training. It involves monitoring the status of the individual plans, reinforcing the program into the culture of the organization and measuring the effectiveness of the plan to improve the team's results. It's part monitoring and part ROI.

Components will include:

- Learning Management System (LMS)
- Individual Development Plans (IDP's, tracking, reporting, communication)
- Follow up post training
- Connect the team to resources for their development
- Work with Sales Manager to advise on program

Stage 7: Sales Team Observations and Score-Carding:

- Sales Team Observations – sales competency' based behaviors evaluation and scoring.
- Score-Carding Tool: tool will be used for measuring performance using "behavior statements", positive and negative, to objectively evaluate salespeople on critical competencies.
- Tool would be used for giving coaching feedback and for tracking and reporting (Leading Indicators) performance against the standards and goals established by the senior leaders of your company.



Sales Team Talent Development System

Sell Through Needs and Relationships -Levels 1 & 2

Course Description

Why Should I Attend This Workshop?

Today, Ag business is driven by one simple truth: a positive long-term client/ customer relationship will lead directly to consistent revenue and earnings growth. This only works if there is mutual trust, a natural fit for the Ag products and services to fill a client need, and a system to maintain the trust. This course develops the behaviors and skills to successfully work through a relationship-based Ag sales process by building positive and sustainable Ag buyer relationships over time. Participants will master sales communication, the Ag sales process, determining customer needs, and interpreting the customer's verbal, vocal, and visual cues. The participant's improved sales and relationship skills will result in a far more effective Ag sales process, increased sales, better long-term customer/client relationships, and increased job satisfaction for the Ag sales professional.

Target Audience

Who would benefit from this workshop? This workshop is ideal for anyone in a sales role, new or experienced.

Course Outline

What is the framework?

1. What are my Current Behaviors?

After the workshop, what will I be able to do?

- Describe the behaviors associated with applying this competency
- Evaluate my current level of competence and comfort in successfully applying this critical competency

2. LM 1: How do Ag buyers make buying decisions?

- Compare and contrast buying styles
- Steps in influencing Ag buyer's perception when making decisions
- Explain your preferred style and its impact on your success

3. LM 2: What is Ag Sales?

- Compare and contrast the major sales philosophies
- Apply the sales triangle to any Ag sales or influence situation
- How do Ag buyers know their needs?
- What are ways to assist Ag buyers to know their needs?
- Describe how to build trust and break through the Ag buyer's zones of fear
- What are the critical behaviors of successful Ag sales professionals?

4. LM 3: How do I Overcome Sales Call Reluctance?

- Describe the fight-flight response as it relates to the sales process
- Identify the primary causes of flight / fight response that contribute to sales reluctance
- Apply before, during and after techniques to overcome any sales fear

5. LM 4: What are the 3V's of Communication?

- Describe the components of a perfect communication situation
- Explain the concept of noise in a sales situation
- Describe the essential actions for using Visual communication
- Follow the essential actions for using Vocal communication
- Apply the rules for using Verbal communication
- Apply the techniques of active listening to improve any communication situation

6. LM 5: What are the Four Ag Buyer Styles?

- Compare and contrast the four common Ag buying styles
- Recognize the Ag buyer's style based upon common visual, vocal and verbal cues
- Value proposition communication with each Ag buyer style
- Describe the essential actions for using Visual communication

7. EA 1 – Know what you are Selling

- What is your personal and Ag company value proposition?
- How seller can connect your company value proposition to the value they represent
- What is your competitive advantage?
- Identify the most effective ways to create competitive advantages
- Explain how to position your Ag products or services to fill a need
- Explain the basics of your Ag product, service, and support systems
- Use your competitor's strengths and weaknesses to your advantage



Sales Team Talent Development System

8. EA 2 – Approach Qualified Ag Buyers

- Identify likely Ag buyer characteristics
- Prepare a list of potential prospects
- Select a contact method the develop a short-term contact method
- Develop a prospect targeting worksheet
- Establish a sales appointment

9. EA 3 – Meet to Clarify Needs and Desires

- How do I use effective questioning techniques to discover true needs
- Propose needs and interest based solutions
- Build rapport with the prospect and clarify the prospects general needs and wants
- Develop a "sales tree" to identify specific Ag buyer needs and wants
- Confirm what you know
- Build momentum