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Guiding Beliefs

Secret To Our
Success

Our Systematic
Approach

Introduction to
Sales Organization
Development

How We Improve
Profitable Sales
Growth

First Solution
"Free"



Need Help?

A Step by Step Guide for Achieving & Maintaining Continuous Profitable Sales & Customer Growth Performance



Our Profitable SALES GROWTH SYSTEM

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Step #1 Sales Organization Development

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**Outbound Excellence Has
16 Successful Years Of Experience
Designing, Implementing & Supporting
Profitable Sales & Customer Growth Strategies
For Outbound B2B Telephone Sales Organizations**

During This Time We Have:

- 1) Analyzed:**
 - a. The Sales Systems, Strategies & Structures
of 56 Different Outbound Sales Organizations
in 5 Different Countries**
- 2) Listened To:**
 - a. 12,000 Outbound B2B Telephone Sales Calls**
- 3) Coached Over:**
 - a. 2,500 Outbound B2B Telephone Sales Representatives**
- 4) Mentored & Developed:**
 - a. 100 Outbound B2B Sales Managers**
- 5) Designed, Implemented & Supported:**
 - a. 350 Profitable Sales Growth Strategies**

“Specialized Knowledge”

**This Unique Experience Has Provided Us With Valuable
“Specialized Knowledge” In The Area Of:**

- ❖ How Profitable Sales Growth Is Achieved
& Maintained Within The Outbound B2B
Telephone Sales Organization.**

Why Companies Seek Our Help

The Rapid Increase In The Rate Of Change In Our:

- + World Economy**
- + Environmental Sensitivity**
- + Societal & Company Values**
- + Technology**
- + Outsourcing Capabilities**

**Are Creating Increased Pressures On Sales
Organizations & Their Human Resources ...**

**Requiring Them To Change Many Aspects Of Their
Sales Operations Periodically & Sometimes Rapidly.**

Our Ability To Help Companies – Adapt To Change

**Our Proven Ability To Help Sales Organizations
Effectively Adapt To External Changes That Are
Inhibiting Their Profitable Sales Growth Potential
Is The Key Reason Companies Seek Our Help.**

In Essence We Enable Clients To:

- 1. Release Their Sales Organization's Latent Potential**
- 2. Convert It Into Actual Profit Producing Activity**
- 3. Procure Only The Expertise And Service They Require
& That Best Suits Their Unique Requirements**
- 4. Maximize Their ROI**
- 5. Improve The Profitable Sales & Customer Growth
Performance Of Their Outbound B2B Telephone
Sales Organization**

Purpose of Our Introduction

The Two Major Objectives Of The Following Introduction For Achieving Effective Sales Organization Development Are To:

- 1) Explore Some Of The Key Causes, Effects & Relationships Of Change Inherent Within Sales Organizations Today**
- 2) Establish Our Ability To Help Sales Organizations Capitalize On These Changes In A Manner That Results In Increased Sales, Profits & Customer Growth Performance.**

Sales Organization Development - Defined

Sales Organization Development is a long range effort to achieve and maintain continuous profitable sales growth performance:

- 1. Through a problem solving and process improvement systematic approach**
- 2. Through a collaborative management of team and organizational culture**
- 3. With the assistance of a Sales Organization Development Specialist / Catalyst / Practitioner.**

When Sales Organization Development Is Needed

Continuous Sales Organization Development Requirements Are Present In All Sales Organizations Whether They Are In An:

- Expanding / Growing**
- Consolidating**
- Declining Environment**

Pressures for Sales Organization Development

Some typical situations that provide pressure for sales organization development are:

1. Technological Breakthroughs

**Requiring New Thinking, Processes & Methods To
Remain Competitive & Responsive To Market Needs**

2. External Changes

- a. Economic Fluctuations**
- b. Energy Crisis**
- c. Environmental Regulations**
- d. Increased Global Competition**
- e. Product, Market & Industry Gyration**

3. Internal Changes

- a. Worker Concerns**
- b. Morale Problems**
- c. Change In Leadership Position**
- d. Computer System Modifications**
- e. New Values & Needs Of The Work Force**

Survival & Growth Requirements

Changing And Adapting Are Two Essential Requirements For Survival And Growth. The Process Of Changing And / Or Adapting Is The Key To Becoming Successful Individually And Organizationally.

- ❖ We Need To Understand The “Organizational Dynamics” Of Where We Are Because The Implications Are Significant Regarding The Kinds Of Actions We Should / Should Not Take.**

Keys to Sales Organization Development

The Keys To Effectively Utilizing The Energies Of Individuals Within The Sales Organization Is To Leverage Off The Following Cycle:

Creating

The Type Of Environment That Will Provide

- **The Appropriate & Timely Motivation Required Within The Situation**

Maintaining

The Necessary Feedback Systems & Communication

- **That Will Enhance Goal Achievement**

Stabilizing

The Sales Organization For A Long Enough Period

- **So That Results Can Be Achieved**

Utilizing

The Appropriate External & Internal Sensing Devices

- **To Ascertain Potential Change Requirements**

Modifying

The Sales Organization's Resources / Abilities

- **In A Manner That Will Meet The Changing Needs Of The Company And Its Customers; While ...**

Providing

- **Increasing Value To The Customer**
- **Profit To The Company**
- **Incentives To The Employees**

Goals of Sales Organization Development

Sales Organization Development Is Being Increasingly Relied On To Stimulate:

- **Productivity**
- **Profitability**
- **Employee Morale**
- **Customer Satisfaction**

It Is Being Recognized As Significant To The Constructive Solution Of Many Of America's Deepest Lying Business Challenges.

Ineffectively Developing - Sales Organizations

How You Go About Sales Organization Development Will Inevitably Have Consequences, Both For You And Your Sales Organization.

If You Go About It In A Poor Trial And Error Manner,
The Chances Are Very Good That:

- 1. The Results Of Your Efforts Will Be Nil In Operational Terms**
- 2. Your Perception Of Sales Organization Development Will Be Negative.**

Effective Sales Organization Development

If You Go About Sales Organization Development In A Sound Way The Opposite Is True.

- ✓ **Productivity**
- ✓ **Profitability**
- ✓ **Employee Morale**
- ✓ **Customer Satisfaction**

**... Can Take A Quantum Leap Forward
& Respect For Sales Organization Development Goes Up.**

Identifying Sound – Sales Organization Development

The Technology Of Sound Sales Organization Development Has Been Carefully Studied For The Past 30 Years Which Leaves Little Doubt As To What Constitutes Sound Or Unsound Sales Organization Development.

So We Developed The Following

“Sales Organization Development – Analyzer”

- 1. To Help Companies Evaluate Their Sales Organization Development Skills**
- 2. By Bringing All Of The Important Issues Of Sales Organization Development Into Perspective**



Outbound Excellence – Sales Organization Development - Analyzer

The following analysis will provide an accurate assessment of the effectiveness of your company’s Sales Organization Development Practices.

- 1. Read The Left And Right End Points Of Each Scale.**
- 2. If Either Describes Your Own Sales Organization Development Situation Exactly, Circle 1 Or 9 To Indicate Which One.**
- 3. If Sales Organization Development Practices In Your Organization Fall In Between 1 And 9 Circle The Appropriate Number To Characterize How Sales Organization Development Is Carried Out.**





Rating Your Company's Sales Organization Development Practices

Our Sales Organization Development Practice Is:

Centered On Sales Reps, Mgrs, Teams, Dept.	1	2	3	4	5	6	7	8	9	Centered On The Whole Company
Starts With Lower & Middle Managers	1	2	3	4	5	6	7	8	9	Starts With Top Management
OK'd By The Top	1	2	3	4	5	6	7	8	9	Led By The Top
A Reporting Relationship to HR, Training Mid Mgmt.	1	2	3	4	5	6	7	8	9	A Reporting Relationship To Top Mgmt.
Purpose Unclear	1	2	3	4	5	6	7	8	9	Purpose Well Communicated & Understood
SOD Process Practical	1	2	3	4	5	6	7	8	9	SOD Process Utilizes Applied Science
Steps Are Random In Execution	1	2	3	4	5	6	7	8	9	Clear, Sound, Step by Step Approach
Humanistic Value System	1	2	3	4	5	6	7	8	9	Profitability, Productivity & Satisfaction Value System
Process Oriented	1	2	3	4	5	6	7	8	9	Results Oriented
Supportive & Catalytic	1	2	3	4	5	6	7	8	9	Proven Theory Centered
Focused On Felt Needs (Symptoms)	1	2	3	4	5	6	7	8	9	Focused On Real Needs (Problems)
SOD Input 3 Hours To 3 Days	1	2	3	4	5	6	7	8	9	SOD Input Typically 1 Week
1st Step Learning In Horizontal Groups	1	2	3	4	5	6	7	8	9	1st Step Learning In Diagonal Groups
One Time Inputs	1	2	3	4	5	6	7	8	9	Multi-Phase Inputs
Feedback (if any) Is Indirect	1	2	3	4	5	6	7	8	9	Feedback Is Direct 1 on 1
SOD Team Feels Better About Making Changes	1	2	3	4	5	6	7	8	9	SOD Team Given Power To make Changes
Conflict Resolution Through Compromise & Accomodation	1	2	3	4	5	6	7	8	9	Conflict Resolution Through Confrontation
Person Centered	1	2	3	4	5	6	7	8	9	Organization Culture - Centered
Supportive Of Status Quo	1	2	3	4	5	6	7	8	9	Change Of The Status Quo
Evolutionary	1	2	3	4	5	6	7	8	9	Systematic

Total Score

Step #1 - Read the right and left ends of each scale. **Step #2- If** either describes your own Sales Organization Development situatio exactly, circle 1 or 9 to indicate which one. **Step #3 - If** SOD practices in your fall in between 1 and 9 circle the appropriate number to characterize how SOD is carried out. **Step #4 - Total** your points and divide by 20. The maximum SOD score, representing sturdy SOD is 9 and the minimum representing weak SOD (or none) is 1.

Average

Interpreting Your SOD Analysis

If Your Average Comes Out 3 Or Below

- ❖ **It Is Likely That The Sales Organization Development Process You Categorized Is:**
 - 1) **Not Following Any One System**
 - 2) **Using What Are Considered The Best Elements Of Many Systems**
 - 3) **Not Based On Sales Organization Development Applied Science Concepts**
 - 4) **In The “Bad” Direction**



Interpreting Your SOD Analysis

If Your Average Comes Out 7 Or Above

- ❖ **It Is Likely That The Sales Organization Development Process You Categorized:**
 - i. **Rests On Sound Sales Organization Development Principles**
 - ii. **Is In The “Good” Direction**



Interpreting Your SOD Analysis

If Your Average Comes Out 4 thru 6:

- ❖ **It Is Likely That The Sales Organization Development Process You Categorized Is A Mixture Containing:**
 - i. **Some Features That Are Strong & Positive**
 - ii. **Others That Are Weak And Negative**

Improving Your SOD Processes

Your Company's Score On The SOD Analyzer Above Will Provide You With An Accurate Reading As To The Soundness Of Your Company's Current Sales Organization Development Practice.

The Next Step Is To Improve Your Company's Sales Organization Development Processes Which Begins By Thoughtfully Addressing A Number Of Relevant Sales Organization Development Topics.

The Most Relevant SOD Topics

We Believe The Most Relevant SOD Topics Are Focused On Answering The Following Questions:

1) Should Sales Organizations Have A SOD Agent?

- ✓ We Want To Manage Change And Keep It Going**
- ✓ But Who Is The Change Agent Who Can Maintain The Momentum?**
- ✓ Who Knows The Sales Organization?**
- ✓ Who Can Provide The Energy?**
- ✓ Who Has The SOD Theory?**
- ✓ Can We Do This Internally Or Would The Sales Organization Development Results Be More Effective With Outside Help?**

2) What Are The Key SOD Discussion Points?

- ✓ What are the Key Reasons SOD Efforts fail?**
- ✓ Why Sales Management Training Lacks Effectiveness**
- ✓ Value Of Sales Organization Development Coaching**
- ✓ Are There Building Blocks for Effective SOD?**

- 3) **Are There Collaborative Methods Of Managing Sales Organization Development Efforts?**
- 4) **Are There Proven Methods For Effectively Developing Sales Organizations?**
- 5) **Do We Need To Shift From Our Old / Current Sales Organizational Development Models To Effectively Deal With Change?**
- 6) **How Can We Get Employees Within Our Organizations More Competent Within Our Changing Environment?**
- 7) **How Can We Evaluate Change Efforts?**

Should Organizations Have An SDO Agent?

The Ultimate Goal Of Sales Organization Development Is Always The Improvement Of The Way Sales Organizations Are Managed.

Goal Of Sales Organization Development

- **Improve Sales Management**

Strategy Of Sales Organization Development

The Strategy Of Sales Organizational Development Is To Integrate The Ongoing Activities Of A Sales Organization:

- 1) **To Facilitate Sales Organization Development Learning**
- 2) **Examine Present Ways Work Is Done & Develop & Evaluate More Effective Alternatives.**
- 3) **Develop A Joint Action Plan To Help Sales Organization Members Change Critical Behaviors & More Effectively Plan For The Future.**

4) Facilitate Organizational Development In A Manner That:

- + Reduces Conflict**
- + Increases Collaboration & Trust**
- + Creates An Open Problem Solving Climate**
- + Increases Ownership Of Objectives**
- + Involves Employees In Planned Changes**
- + Contributes To The Continuous Profitable Growth Of The Business.**

Real Change vs Cosmetic Change

One Of The Foundational Steps Of Effective Sales Organization Development Is To Identify & Differentiate Real Sales Organization Change From Cosmetic Change.

What Many Companies Are In Need Of Today, Is Far Different Than The Cosmetic Change That Is And Has Been Happening In Far Too Many Companies For Far Too Long.

Cosmetic Change

Cosmetic Change In An Organization Is The Development Of A New Strategy Using The Same People And Processes That Have Not Effectively Addressed Change In The Past.

Real Change

Real Change Involves Behavior Change

- ❖ Learned Through “Hands On Experience”**
- ❖ Supported By Technical Systems Change**
- ❖ A Change In Values And Work Culture**

How Real Change Occurs

The Thrust Of Real Change Is On The Organization's Culture & Value System Creating A "Balanced Emphasis" On:

- ❖ Profitability
- ❖ Productivity
- ❖ Worker Satisfaction

Systematic Planned Approach

Effective Organization Development Efforts:

- + Are Based On A Body Of Applied Science Theory**
- + Work To Change The Organization's Culture Through A Systematic, Planned Approach**
- + The Effort Looks For Results Measuring The Change That Has Taken Place**

Finally, Sales Organization Development Leaders Should Know & Use Proven Scientific Techniques To Take The Sales Organization Development Efforts In A Good Direction.

Sales Organization Development – Roles

Effective Sales Organization Development Usually Involves:

- + Interdepartmental Groups Of Employees**
- + Internal Organization Development Leader**
- + Senior Management**
- + External Organization Development Specialist**

Interdepartmental Employee Involvement

There Is Always The Possibility That An Employee Will Be A Real Change Agent. However, That Is Not The Standard Role In The Typical Sales Organization Development Effort.

The Employee's Role Is To:

Extend Himself / Herself By Participating In:

- ❖ **Problem Identification**
- ❖ **Problem Ownership**
- ❖ **Problem Solution**

Be Encouraged To Direct Energy Toward:

- ❖ **Solving Real Problems On A Day To Day Basis**

Be Reminded That Climate Can Only Be Changed By Employees:

- ❖ **Who Take Personal Actions For Change**

Be Exposed To New Skills, Concepts & Approaches Which Deserve:

- ❖ **Trial Back On The Job**
- ❖ **Make Effective Development Possible**

**Participate In Process Improvement Work Groups &
Special Assignments Related To Organization Development.**

Internal Sales Organization Development Leader

**It Is Possible For An Internal Organization Development Leader
To Lead A Real Sales Organization Development Effort.**

**If An Organization Is Considering Engaging In A Major Development
Effort Without The Help Of An External Sales Organization Development
Specialist, Here Are The Common Challenges Organization's Face:**

- ✚ **People Do Not Like To Change From Their Comfort Zone**
- ✚ **The Role Is Often Assigned Based On Internal Organization
Politics And Therefore Often Is Concerned With Which Way
The Wind Is Blowing & Go With It Like A Weathervane**
- ✚ **The Insider May Be Too Local In Outlook**
- ✚ **May Be Seen By Other Insiders As Not Relevant**
- ✚ **May Be Seen As Disruptive When Pro-Active**
- ✚ **Can Be Waited Out Rather Than Opposed**

Senior Management's Role

The Success Of A SOD Effort Depends Importantly On The Shifting Focus Of Senior Management's Attention & The Willingness To Take Personal, Career & Economic Risks In An Effort To Ensure Effective Sales Organization Development Is Achieved & Maintained.

Is Senior Management The Real Change Catalyst?

Not Necessarily, Because Senior Management May Be:

- **Split In Their Desire For Change Due To Internal Politics**
- **Subject To Lose Primary Focus Due To Forces Beyond Their Control Such As:**
 - ✓ **Unexpected Economy Shifts**
 - ✓ **Change In The Marketplace, Etc.**

Loss of Credibility

What We See In Many Businesses Is That Sales Organization Development Has Lost A Great Deal Of Credibility Because Of The Role Traditional Organization Development Training Has Played.

Off Site Seminar Syndrome

This Happens Where Management Goes Off Site & Participates In SOD & Entertainment Seminars.

These Are Those Off-Sites Where Management:

- ✚ **Listens To An OD Speaker**
- ✚ **Attends A Few Break Out Sessions**
- ✚ **Participates In Table Topic Discussions**
- ✚ **Conducts Experimental Exercises**
- ✚ **Does Extensive Eating & Drinking**
- ✚ **Enjoys Golfing / Nightly Entertainment**

But No Change of Behavior Occurs

That's A Crazy Approach To Sales Organization Development Because This Process Is Contrary To Organization Development Values.

In Other Words – The Proposed SOD Managers:

- + Have Been Turned On By A Pleasant Diversion**
- + But Has Not Gained The Skills To Lead A Serious Change Effort**
- + As A result Lose Serious Interest In Changing Their Behavior**
- + Are Unlikely To Remain Highly Involved In The Development Effort**

Change In Senior Management Roles

Among The Most Serious Drawbacks To Viewing Senior Management As The Real Sales Organization Development Catalyst Is Turnover Due To:

- + Promotions**
- + Acquisitions**
- + Retirement**
- + Quits**

As A Result They Seldom Maintain A Keen Knowledge Of Sales Organization Development Theory Or Remain Highly Involved In Sales Organization Development Efforts.

Outside Sales Organization Development Specialists

It's Difficult To Assess An Outsider's Sales Organization Development Competence So We Recommend That A Primary Step In Your Selection Process Is To:

- ❖ Assess Each Resource Based In Terms Of How Their Specialized Knowledge And Offerings Match Your Organization's Specific SOD Needs.**

SOD Knowledge Sources vs SOD Change Agents

This Is To Ensure That The Resource Is An Actual Change Agent Rather Than A Student Of SOD Who Makes His / Her Living Being An Effective Resource For Senior Management To Call Upon When Needed For Advice, Clarification Or Recommendations

- ✚ But Does Not Have Extensive “Hands On” Experience As A Sales Organization Development – Change Agent.**

Characteristics of Effective SOD – Change Agents

Successful Sales Organization Development Practitioners or Internal Managers Considering Using SOD Need:

- ❖ Human Skills In Working With People**
 - Good Helping Skills**
- ❖ Technical Skills In Consulting**
 - Thorough Knowledge Of SOD**
- ❖ Skills In Conceptualizing Programs And Interventions**
 - Skilled In Conceptualizing & Implementing Sales Organization Development Programs & Activities**
- ❖ A Clear & Complete Awareness Of The Potential Payoffs & Pitfalls Of Sales Organization Development**

Human Skill Requirements

- 1. A Genuine Caring For The Organization & Its Members**
- 2. A Realistic & Enthusiastic Belief That The Program Will Work:**
 - a. In Order To Reassure Those Involved In An Oftentimes Bewildering Process**
- 3. An Ability To Quickly Establish Rapport & Trust With The Client:**
 - a. By Being Open, Honest & Competent Individual**
 - b. Relating To The Client On An “I’m O.K. – You’re O.K.” Basis Vs “I’m O.K. – You’re Not O.K. Attitude**

4. **A Strong Sensitivity To Sales Organization Needs & Where The Sales Organization Is.**
5. **A Strong Self Awareness Of His / Her Strengths & Weaknesses & How He / She Is Perceived By Others.**
6. **A Strong Motivation To Develop & Reach Goals.**
7. **Communication Skills In Being An Effective Listener & Coach In:**
 - a. **Giving & Receiving Feedback**
 - b. **Being Assertive & Persuasive**
 - c. **Leveling & Confronting**
From A Position Of Caring
 - d. **Checking Out Information & Perceptions**
Thoroughly Before Drawing Conclusions
8. **Good At Motivating, Supporting & Developing Others**
9. **A Willingness To Teach Others What He / She Knows**
10. **An Ability To Deal Effectively With:**
 - a. **Stress**
 - b. **Defeats**
 - c. **Frustrations**
 - d. **Discouragement**
11. **A Willingness To Take Risks**
12. **An Ability To Model & Practice What They Preach**

Technical Skills

1. **A Current & Thorough Knowledge Of Sales Organization Development Practices & Organizational Behavior**
2. **Skills In Writing & Presenting Concise Proposals That Enable A Client To Make A Logical Decision On The Merits Of A Proposed SOD Program.**
 - o **A Proposal Needs To Let Others Know**
How The Program Is Useful To Them

3. **An Ability To Effectively Diagnose Strengths And Weaknesses Of An Organization Or Group Through:**
 - **Interviews**
 - **Questionnaires**
 - **Organizational Analysis**
4. **To Synthesize, Prepare And Feed Back The Results In A Useful Manner.**
 - **So The Organization Can Not Only Understand Them But Understand How To Use Them.**
5. **Skills In Team Building, Process Analysis & Development & In Helping Individuals & Groups In Identifying & Resolving Problems & Conflicts.**
6. **Can Not Be Overly “Problem Oriented,” They Need To Focus On The Organizational Ideal Rather Than Simply Recycling Old Issues.**
7. **Effective Training Skills**

Conceptual Skills

1. **An Ability To Visualize & Design Long Range:**
 - **Improvement Programs**
 - **Training Programs**
 - **Group Interventions**
 - **Follow Up Programs**
2. **An Ability To Understand A Sales Organization & Its Working Parts**
 - **Sales Model**
 - **Sales System**
 - **Sales Strategy**
 - **Sales Structure**

3. An Ability To Understand & Clearly Communicate

Sales Organization Development:

- **Theories**
- **Principles**
- **Models**

Effective SOD Characteristics - Summary

Although It Appears That Sales Organization Development Requires Super Human Skills, Most SOD Practitioners Are Ordinary People That Have:

- ✓ **Developed The Following Specialized SOD Skills:**
 - **Human**
 - **Technical**
 - **Conceptual**
- ✓ **Have An Ability To Assess The Potential Payoffs And Pitfalls Of SOD To The:**
 - **Client Organization**
 - **And Themselves**

Payoffs & Pitfalls Of SOD To The Client

A Sales Organization Development Practitioner Or A Manager Considering Using SOD Should Have An Awareness Of The Payoffs & Pitfalls Of Sales Organization Development Before Committing To SOD Activities.

While The Payoffs Can Be Substantial, The Potential Pitfalls Should Also Be Considered. Imposing A SOD Program On An Organization That Is Not Committed And Ready Will Almost Insure Failure.

Potential Payoffs of SOD To The Client

- 1. Better Results**
 - a. Increased Profitable Sales Growth**
 - b. Incremental Productivity Improvements**
 - c. Rise In Customer Acquisition Performance**
 - d. Greater Customer Retention & Development**
 - e. Better Employee Morale & Commitment**
- 2. Better Sales & Sales Support Management**
- 3. Improved Communications**
- 4. Improved Cooperation Within And Between Groups**
- 5. Improved Interpersonal Processes**
 - a. Problem Solving**
 - b. Decision Making**
 - c. Conflict Resolution**
- 6. Improved Goal Setting & Planning**
- 7. Substantial Reduction In Dysfunctional Activities**
- 8. In General, Effective SOD Builds A Work Climate That Leads To Better Results Through Improved:**
 - a. Involvement**
 - b. Trust**
 - c. Openness**
 - d. Optimism**

Potential Pitfalls of SOD To The Client

The Sales Organization Development Practitioner & Client Should Assess The Potential Pitfalls Before Becoming Involved In A SOD Program.

An Experienced SOD Practitioner Should Be Able To Evaluate Fairly Accurately Whether A SOD Program Offers Enough Incentives And

Potential Success To Warrant The Investments One Makes In An SOD Program.

Potential Pitfalls Include:

I. The Diminishing Or Mixed Commitments

From Senior Management Due To :

- ✓ **Poor Timing**
- ✓ **Other Priorities Taking Precedent**
- ✓ **Lack Of Follow-Up**

**May Cause The Program To Lose Momentum
& Quickly Be Replaced With Old Habits.**

II. The Fact That The Program May Not Fit:

- a. The Specific Needs Of The Organization & Provide Management Styles & Values That Are Inappropriate For The Organization.**

III. Uncontrollable Or Unanticipated Factors Such As:

- a. Economics**
- b. Social / Cultural Factors**
- c. Political Influences**

IV. Information From The Diagnosis May Be Misused.

This Is Especially True In An Organization Where Things Become Too Political.

- a. This Pitfall Is The Primary Cause When SOD Efforts Fail To Achieve Their Desired Goal And Result In Wasted Human And Capital Resources.**

V. Conflicts And Problems May Be Surfaced

That Cause Participants:

- a. To Be Enlightened And Leave**
- b. Become Dissatisfied Because Of New Awareness**

**VI. The Organization May Become Overly Dependent On
The Consultant And:**

- a. Not Have Appropriate Resources To
Carry On When The Consultant Leaves**

Overcoming Potential SOD Pitfalls

Most Of The SOD Pitfalls Can Be Overcome If:

- A. It Has Been Determined That The Organization
Needs Sales Organization Development**
- B. There Is Commitment From Top
Management To The SOD Program**
- C. The Program Is Led By Competent Sales
Organization Development Practitioners**

**However, There Are Still Unknowns In A SOD Program That
Could Not Be Anticipated Such As Major Changes In Leadership
Or Economic Conditions That Can Significantly Affect A Program.**

SOD Durability vs Slippage & Repression

**Although Both Sales Organization Development Knowledge Sources And
SOD Change Agents Are Both Capable Of Playing A Key Role In Driving
Sales Organization Development They Also Have Their Differences.**

**The Biggest Difference Our Clients See Between Our Approach And Those
Conducted Previously Is The Continuing Capability We Deliver For
Handling Future Change Verses Simply Developing And Assigning Roles
Into The SOD Model And Overseeing Internal SOD Efforts.**

**Without Extensive Hands On, “In The Trenches” Implementation &
Support Of SOD Efforts, There Is A Greater Risk That Slippage Or
Repression Will Occur.**

Real SOD Is A Team Effort

- + The Interdepartmental Employees
- + Internal SOD Project Leader
- + Senior Management
- + External SOD Specialist

Constitute A Dynamic Entity With Each Providing Support
And Encouragement For Each Other As The Inevitable
Shifts In Terms Of Change Receptivity Occur.

Sales Organization - Capacity Restraints

All Too Often Top Management Is Aware Of The External Factors
Requiring Change, Develop An Effective Change Strategy, But Find Their
Organization Constrained By The Inability Of Their Sales Managers To:

- + **Anticipate Change**
 - Problems
 - Issues
 - Opportunities
- + **Understand**
 - Dynamics Of Effective Change
- + **Respond**
 - Effectively

Same Sight ... Better Vision

Unfortunately, Many Sales Managers Get Too Highly Involved With The
Technical Aspects Of Their Roles And Fail To See & Understand The
Human Variables That Are Compounding The Need For Change ... Such As:

- + **Communication Gaps**
- + **Lack Of Credibility**
- + **Feelings & Attitudes Of Mistrust**
- + **Poor Interpersonal Relationships**

Sales Managers Are “The Catalysts”

Develop Proper Vision In Your Sales Managers, as the “Paramount Principle” Is That Your Sales Managers Possess The Greatest Potential For Improving The Profitable Sales & Customer Growth Performance Of Your Outbound Sales Organization.

Invest In Sales Management Development

Sales Management Is A Skill – Which Means It Can be Learned

The Knowledge Skills ... & ... Abilities

Can Be Learned That Will Help Managers More Effectively Understand The Need For & Increase Their Ability To Create & Effectively Manage Change.

Management Training Role In SOD

Sales Management Training Should Play An Important Role In Managing The Change Involved In SOD. However:

- ✚ **The Training Often Fails To Make
The Anticipated Contribution**

Training Not Matching Reality

Traditional Sales Management Training To Be Cost Effective In The Short Term ... Is Done With Groups

- ✚ **Such Sessions Tend Mainly To Increase The
Participants Awareness Of Management Concepts**
- ✚ **How To Put These Concepts Into Action
In Their Individual Situations**
 - **Is Not Addressed Adequately**
- ✚ **Thus, Enlightened And Often Highly Stimulated Sales
Managers Return To Their Jobs To Face Obstacles:**
 - **Which They Do Not Know How To Overcome**
- ✚ **The Concepts They Learned:**

- **Do Not Fit Or Apply To Their
Sales Organization Situation**

When Sales Management Training - Works

**For A Few Sales Managers, Traditional SOD Management Training
Can Have Significant Impact. These Sales Managers Tend To Be:**

- + Good Self Starters**
- + Highly Self Motivated**
- + Technically Skilled**
- + Excellent Communicators**
- + Highly Confident**
- + Well Mentored & Coached**

**An Organization Blessed To Have A Sales Management Team
With These Characteristics Would Benefit Greatly From
Traditional SOD Management Training.**

Sales Management Coaching – Filling The Gap

**Sales Management Coaching Enables Sales Managers To Get
Important Feedback On How To Effectively Overcome The
Unique Obstacles They Will Face In Integrating SOD Initiatives.**

Deciding To Be Coached

**The SOD Coaching Process Like Other Areas Of Training Is Far More
Effective Where Sales Management Decides They Want To Invest In It.**

**In Other Words A Commitment To The Process Is Necessary Because Of
The Effort And Emotional Energy Necessary To Achieve Individual Sales
Management Insight And Growth.**

Credibility & Trust

**The Sales Development Coach And The Sales Manager(s)
Must Trust Each Other For The Following Reasons:**

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- ❖ **The Types of Feedback & Suggestions Offered By The Coach Will Be Of A Highly Personal Nature**
- ❖ **Taking Offense And / Or Becoming Defensive Would Be Counter Productive To The Relationship**

Thus The Coach Must Be The Type Of Person That The Sales Manager Not Only Trusts In Terms Of Knowledge And Integrity, But Also One From Whom The Sales Manager Is Comfortable Taking Advice.

Successful Sales Management - Coaching

In Addition To Their Abilities To Build & Develop Trusting Relationships, Effective Sales Organization Development Coaches Build Sales Manager Skills & Increase Their Effectiveness By Involving The Sales Manager In The Development Of The:

- + Sales Organization Development**
 - **Process Goals**
- + Strategies To Achieve Them**
- + Financial Costs & Budgeting**

Immediate Feedback & Objective Perspective

The Key Ingredients Of The Sales Management Coaching Process Are Immediate Feedback & Access To An Objective Perspective On Sales Management Situations.

**** Most Sales Managers Operate Without These Vital Resources ****

Asking Questions – Stimulating Thinking

In Everyday Practice, This Personal & Situational Insight Will Be Aroused By The Coach Asking Questions To Stimulate The Sales Manager's Thinking More Deeply And From A More Thoughtful Perspective.

**The Results Are More Effective Sales Managers In
The Short Term, And Better Prepared Business
Leaders In The Longer Term.**

Sales Management Coaching – Time Costs

**An Additional Benefit Of The Sales Management Coaching Process
Can Be The Manager’s Learning Better Self Management Given
The Increased Demand On Their Time.**

Sales Management Coaching – Money Costs

**The Sales Management Coaching Program’s Cost Depend On The Type And
Frequency Of The Payment Agreement And The Coach’s Rates.**

**Outbound Excellence Tailors Its Payment Plans To Suit The Individual
Needs Of Each Client’s Business Taking Into Account The Specific
Requirements At The Time Of Engagement.**

Typical Sales Management - Coaching Program

**A Typical Sales Management Coaching Program Would Involve
24 Coaching Sessions Per Year, And The Standard Program Cost
If Provided By Outbound Excellence Under A Monthly Payment
Arrangement Would Be Would Be \$800 / Month For Coaching
1 Sales Manager Over A 1 Year Engagement.**

What About Return On Investment

**Overall, The Company Investing In This Program Sees Significant
Improvements In Many Areas Of Management Skills.**

Management Benefits

- ✚ Problem Finding**
- ✚ Problem Solving**
- ✚ Interpersonal Communication**
- ✚ Conflict Resolution**
- ✚ Goal Setting & Planning**
- ✚ Achievement**

Company Benefits

- + Lower Turnover
- + Higher Productivity
- + Increased Profitability
- + Higher Morale
- + More Creative Output

Problem Identification & Problem Solving Skills

A Major Effect Of The Outbound Excellence Coaching Program As It Relates To Sales Organization Development Is The Improvement Of The Sales Manager's:

- **Problem Identification**
- **Problem Analysis**
- **Problem Solving**

Abilities ... Which Are So Vital To An Effective SOD Approach.

Tailored Sales Management - Development Plans

Based On Experience And Judgment The Coach Will Develop With The Sales Manager Specific Goals To Be Achieved And Detailed Action Plans For Achieving Them.

What These Goals And Action Steps Are Will Depend On The Sales Manager's And The Sales Organization's:

- **Unique Individual Needs**
- **Preferences**
- **Job Demands**

SOD Coaching Procedures

The Procedure For The Interaction Between The SOD Coach And Sales Manager Usually Involve:

- + **One-On-One Meetings**
- + **90 Minutes / Session**
- + **2-3 Meetings / Week**
- + **6 Week Duration**
- + **46 Week - Maintenance Plan**

Improved Skills by Effective Execution of Coaching

The SOD Coach's Role Involves The Balanced Development & Effective Integration Of The Following Three Areas:

- 1. Process Improvement Skills**
- 2. Communication Skills**
- 3. Goal Setting & Goal Achievement Skills**

Why Sales Organization Development - Seems So Difficult

The Reason Companies Find SOD So Difficult Today Is That The "Old Models" That Worked Over The Past 7-10 Years ...

During A Time of Growth & Expansion Is:

- No Longer Suited For The Dramatic Changes That Have Occurred Over The Past Few Years**

Old Model Bias – The Top Down Approach

The Major Difficulty To Be Overcome Is The Bias of The Old Model's Emphasis On:

- ✓ Top Management – As The Power Source**
- ✓ Information – Stockpiling & Storage**

Opening Up - Closed Systems

The Closed Management Systems That Have Been Adequate For Achieving Short Term Profits - Need To Be Replaced By An Open Dynamic Organization Model Which Appreciates The Value Of The Input Of Its Participants And The Diffuse Nature Of Authority And Expertise.

Re-Evaluation Of Change

Once Open Systems Are In Place, The Next Major Step Is A Re-Evaluation Of Change As The Evaluation Of Change Is The:

- ❖ Most Neglected Part Of Sales Organization Development**

Better Methodology & Better Understanding

What Is Needed Is A Methodology To Get A Better Understanding Of The Knowledge, Skills And Abilities Required:

- **To Successfully Deal With And / Or Implement Timely And Needed Changes Within Our Current Environment**

Change Is An On-Going Process - Not A Theory

Change For The Aware Person And / Or Organization, Is Not A Theory But An On-Going Process With Which We Must Deal, Confront, Struggle With, Slowdown, Enhance – Daily, Weekly, Monthly.

Learning Skills To Cope With Change

There Are Specific Knowledge, Skills And Abilities That Sales Managers Can Learn That Will Provide Valuable Insight Into How To:

- ✓ **Understand Change Dynamics**
- ✓ **Cope With Unexpected Change**
- ✓ **Manage Change**

To Keep The Sales Organization Going For The Best Interests Of The Customers, Managers, Individual Sales Representatives And The Organization As A Whole.

Recognizing – Resistance To Change

Another Key Skill Sales Managers Must Acquire If They Are To Effectively Communicate & Facilitate A Sales Organization Development Effort, Is The Ability To:

- ✚ **See Where Resistance To Sales Organization Development Lies Within The Organization**

Bringing SOD Resistance Into Focus

Resistances Need To Be Brought Into Focus For Any Change Effort To Be Successful. If You Learn To Recognize, That In Organizations That Have Effectively Managed Change & Have Achieved & Maintained Profitable Sales & Customer Growth In The Face Of Change:

- ❖ **Power Is Not Concentrated**
- ❖ **Rather It Is Equally Distributed In The Group**

... Then You Can Make Positive Sales Organization Change Happen.

The Smothering Affect Of Silence

Silence Is An Atmosphere That Will Not Produce The Best Results.

- ✚ **In A Group Where People Can Openly Say “No”
You Have The Opportunity For Effectively
Managing & Leveraging Change.**
- ✚ **If You Can Get A Silent Group To Be Aware Of Their
Use Of Power For Resistance, They Can Become The
Needed Catalyst To Develop Growth.**

Common Resistance - To Sales Organization Development

No Is Not Acceptable – In Organizations Where “Saying No” – “Is Not Acceptable,” Every Idea From Top Management Is Swallowed Whole.

The Cultures Of These Organizations Are Characterized By:

- **Forgetting Behavior**
- **Misunderstandings**
- **Subversion**

Making It “OK” - To Say “No”

Before The Organization Can Effectively Adapt To The Change Brought About When Sales Growth Strategies Are Put In Place, The System Must Be Changed So That “No” Can Be Said And Accepted.

Overly Controlled Information

In A System Where Information Is Stored Within A Small Group Rather Than Shared Throughout The Organization, The Employees Fill In The Gaps.

The Characteristics That Result From This Unhealthy Approach Include:

- Few If Any Questions Asked
- Employees Operate On Guesses & Rumors

If You Bring It To Light ...

Sometimes It Can Be Helpful To See The Controlling Behavior That Leads To “I’ll Do It Myself” Resistance ... As Well As The Adaptive Behavior That Results From “No Is Not Acceptable” Organizational Cultures Because:

- ✚ The Negative Effects Of Both Of These Processes Can Be Disrupted And Aided

I’ll Do It – Myself!

In These Types Of Situations There Tends To Be A Very Small Amount Of Energy Exchanged. The symptoms of this form of resistance are:

- ✓ Silent Listening
- ✓ Little Or No Questions Or Input
- ✓ Quibbling Rather Than Fighting
- ✓ Ability For Employees To Be Influenced Is Low

Breaking The Silence

In This Culture The People Will Sit & Listen But Will Say Very Little.

A Good Question To Ask If You See People Not Responding But Thinking Is To Say:

- ✓ “What Is Your Objection To Saying Something?”
- ✓ This Can Help Bring The Resistance Form To Light

Difficulty Of ... “I’ll Do It Myself”

The Difficulty In Dealing With “I’ll Do It Myself” Cultures Is That It Is Taught As Independence. The Unfortunate Thing Is That It Ties Up Energy And Maintains A Poor Status Quo.

“Yes Man” Syndrome

Whether People Agree Or Don’t Agree ... They Will Say “Yes.”

Those People Not Agreeing But Saying “Yes”:

- ✓ **Experience “Bound” Energy**
- ✓ **That Is Energy Not Available For Use**
- ✓ **“No” Releases Energy & Shows Caring In The System**

This Resistance Needs To Be Brought Forward Also.

Effective SOD - Involves The Whole Organization

The Whole Organization Must be Involved In Any Major Sales Organization Development Effort, So Resistance Must Be Recognized & Addressed.

The Concepts Of Resistance We Have Described Will Help You To Explore The Dynamics Of What Is Happening In Your Sales Organization.

If You Remember That “Theory” - Is A Framework To Place Over Data So That Some Ideas Stand Out ... You’ll Find These Concepts Helpful In Showing You Where To Intervene.

The Outbound Excellence “People” Theory

- + Most People Have Drives Toward Personal Growth And Development**
- + Most People Wish To Make ... & Are Capable Of Making ... A Greater Contribution ... To Their Organization ... Than They Are Now Making.**
- + Most People Wish To Be Accepted & Work Cooperatively With A Peer Work Group & The Supervisor.**
- + Most People Can Increase Their Effectiveness In Groups.**
- + Optimal Group Effectiveness Requires A Shared Kind Of Leadership And Mutual Help.**
- + The Culture Of Most Organizations Tends To Suppress Expressions Of Feelings And Attitudes.**
- + Suppressed Feelings, Attitudes & Perceptions Adversely Influence Problem Solving & Morale.**
- + The Level Of Trust, Support & Mutual Help Is Much Lower In Most Organizations Than It Should And Could Be.**
- + What Happens In The Broader Organization Affects The Work Group, And Vice-Versa.**

The Iceberg Analogy

Within Our Own Company, We Often Use The Following Iceberg Analogy When We Discuss Our Approach To Sales Organization Development:

The “Tip” Of The Iceberg

The Tip Of The Iceberg, The Overt Aspect, Is The Formal System Within The Sales Organization & Consists Of:

- ❖ Structure
- ❖ Policies
- ❖ Procedures
- ❖ Technology
- ❖ Products
- ❖ Services



Below The “Line of Sight”

The Part Of The Iceberg Below The Water, The Covert Aspects Of The Sales Organization, Consists Of The Informal System:

- ✚ Perceptions
- ✚ Attitudes
- ✚ Feelings
- ✚ Informal Interactions
- ✚ Norms, Etc.

About The Formal & Informal System.

Our - Balanced - Iceberg Approach

Typically, The Majority Of Development Efforts Within An Organization Are Focused On The Visible Part Of The Iceberg:

- **Outbound Excellence's Sales Organization Development Approach Is Equally Balanced On The Seen & The Unseen Sales System Variables That Are Influencing Profitable Sales Performance.**

Summary

The Two Major Objectives Of The Preceding Introduction For Achieving Effective Sales Organization Development Were To:

- 1. Explore Some Of The Key Causes, Effects & Relationships Of Change Inherent Within Sales Organizations Today**
- 2. Establish Outbound Excellence's Ability To Help Sales Organizations Capitalize On These Changes In A Manner That Results In Increased Profitable Sales & Customer Growth Performance.**

15 Steps - To Sales Organization Development - Success

**If We Have Achieved Our Two Objectives,
And You Still Have An Interest In Developing
Your Outbound B2B Telephone Sales Organization
To Achieve & Maintain – Continuous Profitable Sales
& Customer Growth Performance**

Here Are The Conditions That Would Allow Us To Effectively Help You:

- 1. Perceptions Of Sales Organization Problems**

✚ By Key People

- 2. Hunches That Outbound Excellence's
Sales Organization Development Model**

✚ Might Help In Solving These Problems

- 3. The Introduction Of Outbound Excellence**

✚ Into The Organization

- 4. An Open & Thoughtful Understanding
About The Theory & Processes**

✚ Of Sales Organization Development

- 5. Strong Desire On The Part Of Top Management
To Cooperate & Actively Support**

✚ The Sales Organization Development Strategy

- 6. Above Average Skills, Interpersonal Communications**

✚ Group Dynamics In Management

- 7. A Focused & Committed Effort To “Team Leadership”**

✚ On The Part Of All Managers

- 8. A Willingness To Review Progress**

✚ And Make Necessary Changes

- 9. The Operationalizing Of The Outbound Excellence**

✚ Sales Organization Development - System

- 10. Early Success, With Expansion Of The Effort**

✚ Stemming From These Successes

- 11. As Increasing Levels Of Success Are Achieved ...
Acknowledgement Of The Congruency Between
The Outbound Excellence**

✚ Sales Organization Development Practice

✚ Previous Effective Management Practices

- 12. Involvement Of Personnel And Congruency**

✚ With Personnel Policy And Practice

- 13. Development Of Internal**

✚ Sales Organization Development Resources

14. Effective Management Of The ...

+ Sales Organization Development Process

15. Effectively Monitoring The Process

+ + Measuring The Results



**Looking For Ways To Increase
Profitable Sales & Customer Growth**

**Let Us Custom Design A Profitable
Job Description Solution**

**That Will Meet The
Unique Business Needs Of Your
Outbound B2B Telephone
Sales Organization**



7 Steps to Profitable Sales Growth

1. We'll Analyze

Your Existing Sales Growth Strategy.

2. Using Industry Benchmarks

We'll Rank Each Of Its - 12 Core Components.

3. We'll Provide You With An Accurate Estimate

**Of The "Incremental" Profitable Sales Growth
Achievable By Implementing An Outbound Excellence
Sales Growth Solution.**

4. We'll Custom Design A Profitable Sales Growth Solution

**Tailored To The Unique Business Needs Of Your
Outbound Sales Organization**

5. We'll Implement Your Profitable Sales Growth Solution

**For You & Provide Your Sales Organization With All The
Training & Support They Need.**

6. We'll Continually Monitor Your Sales Organization's

**Performance To Ensure Continuous Profitable Sales &
Customer Growth Is Being Achieved & Maintained.**

7. We'll Guarantee You Achieve

Improved Sales Performance

Within 120 Days.



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