

BUILDING A HIGH-PERFORMANCE SALES CULTURE

**THE INGREDIENTS TO
DRIVE LONG-TERM
GROWTH AND SALES
EXCELLENCE IN THE
BUILDING MATERIALS
INDUSTRY**



Sales Effectiveness
INCORPORATED



BUILDING A HIGH-PERFORMANCE SALES CULTURE

The Ingredients to drive long-term growth and Sales Excellence in the Building Materials Industry

BACKGROUND

For the last 15 years, our focus has been helping clients build a commitment to “Sales Excellence” as part of our sales transformation work. We approach improvement in a completely holistic way which has led us to helping many top organizations achieve and exceed their goals.

In the process of working closely with a wide variety of Building Materials organizations, we have seen many instances where doing business in new ways worked well, leading to lasting change. We have also seen other organizations where, despite efforts of leadership, the change took hold briefly but lasting change was not seen.

We recognized there was a missing link that led some organizations to achieve the goals they focused on. In some cases, organizations were following similar methods and were often both motivated and committed – yet still, one succeeded and one did not.

We were driven to discover the missing link, and we did. That link is the organization’s culture – and because we are in the world of sales, this missing link is even more specific: it’s their “sales culture.”

Subsequently, we began a journey to understand Sales Culture, to determine its role and the factors that made a difference. We believe we have identified what it takes to drive improvement in a sales culture. This eBook is designed to challenge your thinking, and then to determine if you are ready to begin the journey. This eBook is not a manual. It is intended to get you started. Here is what we will cover:

- Today’s realities in the Building Materials Industry
- Why High-Performance Sales Culture?
- What Research is Saying
- The Ingredients
- Success Factors
- Where to Start
- About Sales Effectiveness, Inc.

We will:

- ✓ Begin by looking at some of the realities we all face in the Building Materials Industry today and look at why you should be paying attention to Sales Culture
- ✓ Examine selected research so you’ll understand that these ideas are backed up by evidence in addition to our own observations.
- ✓ Cover what we have named the “ingredients” of a high-performance sales culture, and encourage you to rate yourself relative to those ingredients.

This is not a how-to e-Book, but rather a tool to help you and your team leaders think. It will provide direction if you are wanting to create or shape a high-performance sales organization.

TODAY'S REALITIES IN THE BUILDING MATERIALS INDUSTRY

- First and foremost, we all know that **Competition** in the Building Materials industry is relentless. We don't believe that will ever stop.
- **Employee Engagement** and loyalty is impacting many companies. Gallup's latest research shows that 31% of employees are truly engaged at work (51% are disengaged and 17.5% *actively* disengaged). This may or may not apply to your organization, but strong employee engagement is a key differentiator.
- **Commoditization** is at an all-time high. And when a product or service truly becomes commoditized, customers will often select you based on price.
- Even so, customers demand more **Innovation** and **Value** from their suppliers as they seek to differentiate themselves. While Building Materials leaders relentlessly seek to have an edge in superior products, that competitive advantage often is short-lived.
- **Organizational Instability** – From technology to the nature of the workforce, we live in a world of constant change. While change is real and at times accepted, our ability to be agile and act consistently is not easy.
- And finally, **Turnover** and **Talent Scarcity** – the impact of turnover and scarcity of talent has increased the amount of time and cost needed to hire, to get teams up to speed, and to develop lasting customer relationships.

COMPETITION

EMPLOYEE ENGAGEMENT

COMMODITIZATION

INNOVATION AND VALUE

ORGANIZATIONAL INSTABILITY

TURNOVER AND TALENT
SCARCITY

While everyone in our industry is facing many of these realities, some companies seem more sheltered to these trends than others. Their results don't necessarily reflect the same realities. They almost seem "immune." Why is that?

It is our strong belief, that these companies recognize and apply the value of "**culture**" in their organizations – and specifically their sales organizations.

In our view, culture is critical. We believe it is **the "differentiator of the future"** and it can make the difference for you as a leader in the Building Materials Industry.

The strength of culture has been recognized for a long time. Peter Drucker, one of the world's most foremost business strategists, stated it quite succinctly: "*Culture eats strategy for breakfast!*"

In general, we spend significantly more time focused on *strategy* – and while a solid strategy is critical to success, strategy cannot be carried out without the right culture. Try as you might... it just won't work.

TODAY'S REALITIES IN THE BUILDING MATERIALS INDUSTRY

Culture is essential to driving change. But the word 'culture' itself is a little unclear for many, particularly from a business to business perspective. What does "culture" mean to YOU?

Here is a formal definition: ***"The set of shared attitudes, values, goals, and behaviors that characterizes an institution or organization."***

Bruce Temkin, founder of the Customer Experience Professional Association described it this way: ***"Culture is how people THINK, BELIEVE and ACT. It frames what people do when no one is looking!"*** In essence it is **BEHAVIORS** that make the difference. And when you **really** focus as a leadership team to DESIGN and IMPLEMENT the behaviors you want, the impact can be **HUGE**.



For most companies, culture evolved over time, either as a reflection of the founders or due to deliberate or gradual changes along the way. Culture and Engagement are indeed hot topics in today's leadership circles.

WHAT RESEARCH IS SAYING

In a 2016 global study of 7,096 executives, Deloitte found that:

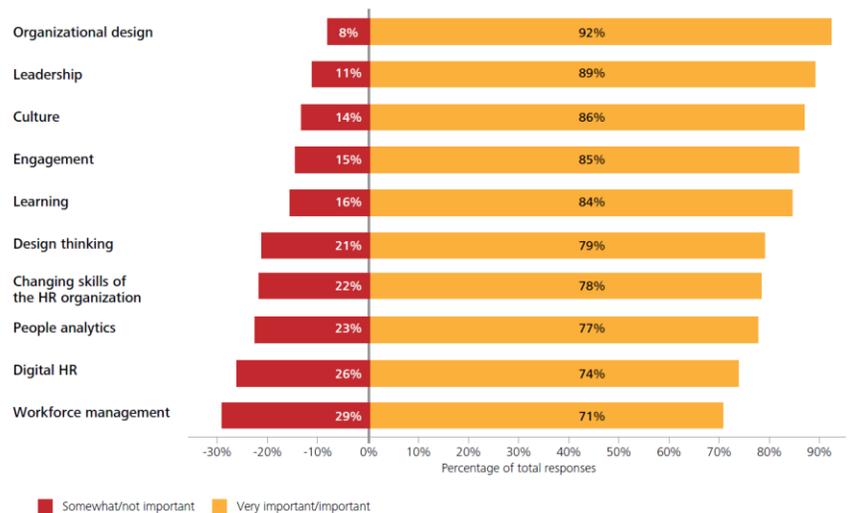
- Culture ranked third as one of the top issues organizations face.
- 86% of executives believe that a strong culture is important to business success.
- 82% believe that culture provides a potential competitive advantage.
- Yet, only 19% of executives believe they are driving the "right culture!"

Culture's power and impact can be significant.

In a Forbes magazine article entitled 'Does Corporate Culture Drive Performance,' the author highlights the 11-year study by John Kotter and James Heskett, which compared how 12 firms with great cultures performed vs. 20 companies with not so great cultures. The stock price for the strong culture companies increased by 901% compared to 74%; revenues increased by 682% and net incomes by 756%, versus 166% and 1%, respectively.

While the premise behind a strong CULTURE is understood by many, most companies are recognizing that ***culture does not just 'happen' but that it needs to be designed, cultivated, measured and managed,*** just as other elements of the enterprise are. The research continues to affirm culture's link to performance.

10 GLOBAL HUMAN CAPITAL TRENDS RANKED IN ORDER OF IMPORTANCE



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WHY A HIGH-PERFORMANCE SALES CULTURE?

Here are reasons you should focus on developing a high-performance culture with your sales teams:

- A strong sales culture unites
- Culture sets expectations
- Culture teaches 'how to behave'
- Culture enables *commitment and customer loyalty*
- Culture differentiates – it is the ULTIMATE COMPETITIVE ADVANTAGE. Culture is the hardest thing for competitors to copy.
- Culture is the foundation for *accountability* and *ownership* – and therefore, it is where SALES LEADERS must place significant attention.
- Culture drives a WINNING Mindset.
- And finally, as with most sports teams, culture focuses on PEOPLE, ACTIONS and BEHAVIORS that drive RESULTS!

Nadella Satya, Microsoft's CEO has this to say:

“Anything is possible for a company when its culture is about listening, learning, and harnessing individual passions and talents to the company’s mission. All employees must embrace a ‘learn-it-all’ curiosity. Creating that kind of culture is my chief job as CEO.”

- Nadella Satya, CEO Microsoft



Some clients say that improving culture requires an all-company commitment for it to work – that if one segment of the organization is not in alignment, progress falters. We understand that argument. However, culture work is hard and insisting that the entire organization must transform at once does not need to be a requirement.

Our experience affirms that culture improvement can happen at the functional or, for the premise of this eBook, at the Sales Organization level. Changing the Sales Culture is about sales leaders seizing the opportunity to get to the new place they want to be, and making progress *one bite at a time*.

If you want to improve your culture, then, you should understand the health of your sales culture today in order to define what the future should be. What follows are *ten ingredients* of a High-Performance Sales Culture. Each page will look at one of the ingredients, highlighting practices we see being followed by building materials sales organizations who are strong in each ingredient.

- Customer Experience
- Sales Leadership
- People
- Growth Playbooks
- Sales Process
- Compensation and Celebration
- Metrics and Scorecards
- Learning and Skills Mastery
- Sales Enablement
- Mindsets

Many of these will reflect things you may be doing well already, others will likely present opportunities for improvement. At the bottom of each page, there is a quick way for you to evaluate how you are doing relative to that ingredient. Take a few moments to rate yourself as you read.

THE INGREDIENTS OF A HIGH-PERFORMANCE SALES CULTURE

CUSTOMER EXPERIENCE

Customer Experience (CX) is the ultimate barometer of success. Superior Building Materials sales organizations ensure *everyone* in the organization takes ownership for their role in connecting with, creating and enhancing the customer’s experience with your organization.



Here are some of the things these companies do to be customer-centric:

- They continually judge their performance through the eyes of the customer. Through “Voice of the Customer” feedback, they anticipate what customer requirements will be and involve the customer in every facet of the business.
- They define SELLING as “the satisfaction of customer requirements.” In light of that definition, selling is the responsibility of *everyone* within the organization. Everyone touches the customer directly or indirectly. Everyone is a link in the chain of providing value to customers.
- With customers being more demanding, high-performing sales teams position their products and services based on the problems they solve and not solely on the features and benefits they provide.
- They conduct business reviews with the top customers every year to ensure alignment with the customer’s business objectives.
- They map out the customer ‘journey’ and examine the factors and ‘touch-points’ that drive satisfaction and retention. They dig deep into all the touch-points the customer experiences to determine where the bottlenecks and areas for improvement exist.
- They are fanatic about response times as it communicates their commitment to excellence.
- And, if a deliverable does not meet expectations the first time, they make things right in order to build long-term loyalty and customer retention. In other words, they recover well.

HOW ARE YOU DOING?

We truly excel here.	We are effective. Strong opportunities for improvement exists.	We need significant improvement.		
5	4	3	2	1

SALES LEADERSHIP

“Sales Leadership is not a spectator sport; you have to participate, you have to be personally involved in it. It’s not about sitting in the office or sticking to a process, or presiding over your salespeople. It’s all about active coaching, active participation. And it is a discipline; it’s not an art. You have to be involved.”

- Doug Elix – SVP Sales and Distribution, IBM



Superior selling organizations shape their futures by never being satisfied with today’s performance. An organization’s senior sales leaders set the direction and are the role models for enhancing the customer experience. They articulate non-negotiable values and high expectations. They communicate their why, their beliefs and their purpose.

Here are some additional things superior leaders embrace:

- The C-Suite has a drive-to-WIN and GROW bias. The CEO, CFO, COO and CMO are champions of the sales force.
- Senior Executives are active and involved with major accounts.
- Clear and *achievable* goals, a compelling WHY, and a strategy for growth are defined and communicated all the time.
- The Sales Manager’s primary role is to Coach UP, observe salespeople in front of customers, and develop and *serve* them. As servant leaders, they display genuine caring and communicate high-trust. They teach, collaborate and seek individual excellence while promoting achievement of business goals.
- There is accountability, discipline and ownership for behaviors and results. One-on-ones are conducted with each salesperson monthly to review and challenge on goal achievement and major deals in play.
- They believe that everyone leads, seeking informal leaders to develop at all levels.
- Sales Leaders study each person’s ‘pipeline’ and have a good handle on where the revenue will come from during any given 90-day period.

In summary, the ability of the sales leader to collaborate and tap the capacity of each individual, and to stretch the team and the organization to its potential is what develops employee engagement and team success. *The best sales leaders build a culture of discipline and entrepreneurship.*

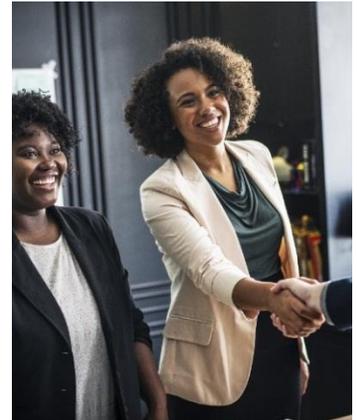
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PEOPLE

"I am convinced that nothing we do is more important than hiring and developing people. At the end of the day you bet on people, not on strategies."

- Lawrence Bossidy, *Execution – The Discipline of Getting Things Done*



We all understand the power of talent and how talent can make or break an organization. Today's competition for an ever-smaller pool of capable people affirms the need to attract people from other disciplines instead of depending primarily on people who grew up in the building industry. Ideally, they seek to become a *talent magnet*, a place so attractive that top talent wants to be part of the experience.

Some of the best sales leaders do the following around 'People':

- They are meticulous in their recruiting and on-boarding process as they understand that improving performance begins with the hiring decision. They define the attributes of superior performance, and seek men and women who display these characteristics.
- They hire for mindset first and not experience. They hire slowly but also fire quickly if they realize in the short term that they made a poor decision.
- They see the salesperson as the *difference-maker* in providing Value to the Customer.
- They empower everyone to work as a TEAM. Collaboration, feedback and vibrant teamwork are evident. They listen intently and treat each other with respect.
- All leaders gain *agreement* on the behaviors needed to drive a high-performance sales culture. They communicate those values and behaviors when new employees join the company, and they have the new hire formally agree to follow those behaviors.
- They treat salespeople with affection and caring. Salespeople want to stay. There is relatively low turnover which ensures consistency and continuity for the future.

HOW ARE YOU DOING?

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5	4	3	2	1

GROWTH PLAYBOOKS

When organizations set ‘budgets’ or ‘quotas’ for the sales force, it typically assigns a number to each individual sales manager, who in turn allocates the appropriate financial targets to members of the sales team. While that approach seems reasonable since a manager likely knows the character of his or her team best, we have found that most building materials sales teams are not clear in communicating growth strategies or in defining territory growth playbooks at the individual level.



Here are a variety of observations of sales teams where a growth bias exists:

- The sales force has a captivating, big-picture story about the value they bring to the customer.
- The sales force is laser-focused. Prospecting for growth is a *daily* discipline and expectation.
- A Sales Results Leaderboard is front and center. Everyone knows their numbers.
- Each sales professional prepares a Territory Growth Playbook twice a year to guide execution and focus. The objective is to translate the growth strategies of the organization into viable tactics to implement at the territory level. This promotes salesperson entrepreneurship and initiative.
- Salespeople use a pipeline tool to track and assess and advance each opportunity.
- Sales professionals own the RESULTS expected. Accountability is embraced and not feared.

HOW ARE YOU DOING?

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5	4	3	2	1

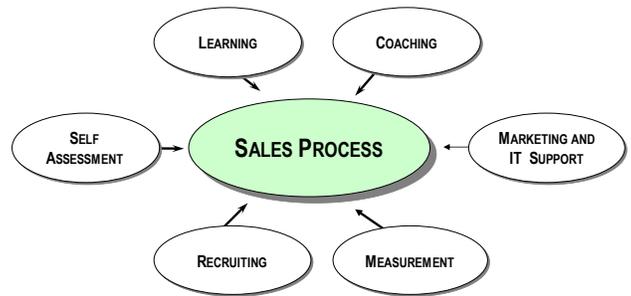
“If leaders want culture to evolve, they must take action to clarify their desired culture in behavioral terms, model and live their desired culture, and hold everyone accountable for living it in every interaction.”

- Chris Edmonds, *The Culture Engine*

SALES PROCESS

“If you pit a good performer against a bad system, the system will win almost every time. We spend too much of our time fixing people who are not broken, and not enough time fixing organization systems that are broken. All too often management relies on individual or team heroics to overcome fundamentally flawed processes.”

- Geary Rummler



In selling, process is key. Superior Building Materials selling organizations document their sales process to ensure everyone understands the most promising paths to success, and then execute against them. The process is their methodology, or their ‘language of selling.’

Process-centered selling organizations identify the customer’s expectations for each step of the process and how evaluation decisions are made. Process-centered sales teams recognize that their sales process differentiates them from other companies. They recognize that a well-honed process will attract talented sales professionals who want to be a part of their selling system.

Here are things they do to make their process a way of life:

- They look for ways to ‘optimize’ their sales process, seeking to improve how they go to market.
- They ensure the sales process is designed to understand and improve the customer’s business. The best salespeople are at ease in challenging the status quo at the right time in the sales cycle.
- They educate all other functions on the process and request help in specific areas where the sales process can be improved relative to the customer’s journey.
- They prepare behavioral questions relative to the process when interviewing, seeking evidence of a candidate’s capability and driving mindsets.
- Sales Coaches use the process to strategize prior to calls and to conduct post-call debriefs with their salespeople.
- They study the process at least yearly to identify where changes are needed based on experience and new market trends. Continuous improvement is a core discipline.

HOW ARE YOU DOING?

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COMPENSATION AND CELEBRATION

“Properly designed, a sales compensation plan can serve as a powerful medium of organizational communication, enabling a company to improve on its investment in a most important resource: its sales talent.”

- John K. Moynahan



In sales, compensation, recognition and celebration are powerful levers to influence change. For many salespeople, compensation communicates what is expected and the behaviors the organization wants to encourage. The best sales teams celebrate and have fun!

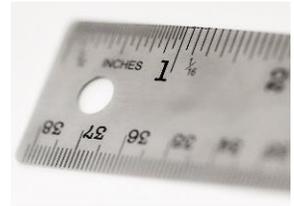
Here are practices of organizations who excel in this ingredient:

- Compensation – The best building materials sales organizations reward based on year-over-year performance and contribution. They set the expectation that the salesperson must grow the business from one year to another, and if not, they stand to lose a significant portion of their year-end bonuses. They do not pay from “dollar one” or just straight commission.
- They monitor the compensation strategies of other companies and adapt their pay plan yearly to reflect their desired outcomes. The pay plan is a *written document* that every salesperson signs each *year* to affirm they understand the conditions on how and when they will be paid.
- They celebrate and recognize frequently in order to promote a “culture of winners.” They do so through engaging and inspiring meetings throughout the year and through one-on-one messaging directly with each salesperson. They seek to keep things positive and exciting.
- The salesforce has a friendly rivalry and fun spirit. Leadership sponsors rewards-oriented celebrations such as President’s Clubs to promote memories and solidify employee engagement.

HOW ARE YOU DOING?

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5	4	3	2	1

METRICS AND SCORECARDS



“People work on those tasks for which they are being measured. Instead of just measuring an individual’s sales revenues, other measurements such as customer experience, skill levels, profitability, and team engagement are required.”

- James W. Cortada

Because selling organizations are responsible for generating revenue, they tend to narrow in exclusively on that one measure. While profitable revenue remains the primary yardstick, high-performing building materials sales teams also keep score in other areas.

There is no end to what can be measured, certainly. Some organizations go overboard and invest significant time collecting data, but not the same amount of time determining what to do with the data. And yet, if we seek to be business advisors, it would seem that we need to commit to managing with facts. Like professional sports teams, superior sales teams monitor performance by establishing standards and leading indicators against which to assess their progress.

The best sales teams:

- Recognize and see measurement as their ammunition to drive success and customer value.
- Keep score. They select those metrics that align to the goals they wish to achieve.
- Determine how the data is to be collected and how it will be used to manage their day-to-day activity.

Generally, there are three categories of metrics sales forces use, with some examples below:

FINANCIAL / RESULTS	ACTIVITY	VOICE OF THE CUSTOMER
<ul style="list-style-type: none"> ▪ Sales by Customer Segment ▪ Sales by Product Type ▪ Sales by Geography ▪ Sales to New vs. Existing Customers ▪ Forecast vs. Actual Results ▪ Expenses - Actual vs. Budget ▪ Average Revenue per Customer ▪ Salesperson Rankings in Company 	<ul style="list-style-type: none"> ▪ # of Opportunities in the pipeline ▪ # of New Account Calls ▪ # of Calls by Segment ▪ # of Calls by Account Size ▪ # of Proposals Submitted ▪ # of Competitive Wins 	<ul style="list-style-type: none"> ▪ Net Promoter Score ▪ Customer Retention ▪ Customer Satisfaction ▪ Customer Experience Ratings ▪ Time required to address and solve specific issues ▪ # of testimonials received

HOW ARE YOU DOING?

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5	4	3	2	1
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LEARNING AND SKILLS MASTERY

“Sixty-two percent of executives believe they will need to retrain or replace more than a quarter of their workforce between now and 2023 due to advancing automation and digitization.” - 2018 McKinsey Global Institute Report



Education is the #1 intervention to communicate expectations, to stimulate growth and to build talent that differentiates. Superior sales organizations know that learning *drives* engagement. They see Learning and Skills Mastery as an important discipline vs just ‘training.’ They invest strongly in the development of sales and service skills and in the systems to support those skills. They look to learning not as an option, but as a fundamental process to promote improvement. They believe skill mastery is among the strongest investments they can make year-round.

Here are more descriptions of companies who have made LEARNING a fundamental part of their sales culture:

- Salespeople know their products cold – they are application and product knowledge experts.
- They promote creative curiosity and invest in building skills as a core discipline.
- There is an expectation for salespeople to become business advisors, and in turn develop business acumen in order to sell value.
- *Deliberate* and formal practice with a Coach or a colleague occurs every month throughout the year. They ritualize practice as they know what is practiced grows stronger.
- Salespeople are formally evaluated on how well they apply sales skills and the sales process. They must own what they learn. A written set of goals is agreed to, with specific commitments on where and how new learning will happen.

HOW ARE YOU DOING?

We truly excel here.	We are effective. Strong opportunities for improvement exists.	We need significant improvement.		
5	4	3	2	1

SALES ENABLEMENT

Sales Operations has risen in the last decade as an essential element for successful sales teams. For many organizations, sales operations are all the activities that happen behind the scenes to ensure customer expectations are met or exceeded. Sales Ops Teams are rebranding themselves using the term **'Sales Enablement'** since it is a more descriptive charter, e.g. providing the sales force with all the tools, technology and content to help sell the value their company provides. Sales Enablement is still evolving. According to CSO Insights, 61% of Sales Organizations they surveyed have Sales Enablement teams now in place.



TOOLS AND TECHNOLOGY - Tools, including dashboards, CRM, activity scorecards, pipeline forecasting, and territory growth playbooks is a key part of sales enablement, as these tools help implement change and drive speed and productivity. Tool development and the application of technology is an ongoing process with the objective to improve, enhance and apply them to the business.

CONTENT KNOWLEDGE ACQUISITION – Many organizations are experimenting with on-line solutions to acquire product knowledge to help the salesperson develop product application mastery. They are also using on-line tools for new salesperson on-boarding. Behavior selling skills learning is more challenging, though, as skill mastery requires much more in-person interaction and on-the-spot coaching.

In many companies, Sales Enablement leaders are also now creating and overseeing the rituals and habits that help drive transformation, since those rituals and habits form the behaviors that contribute to culture change.

HOW ARE YOU DOING?

We truly excel here.	We are effective. Strong opportunities for improvement exists.	We need significant improvement.		
5	4	3	2	1

MINDSETS

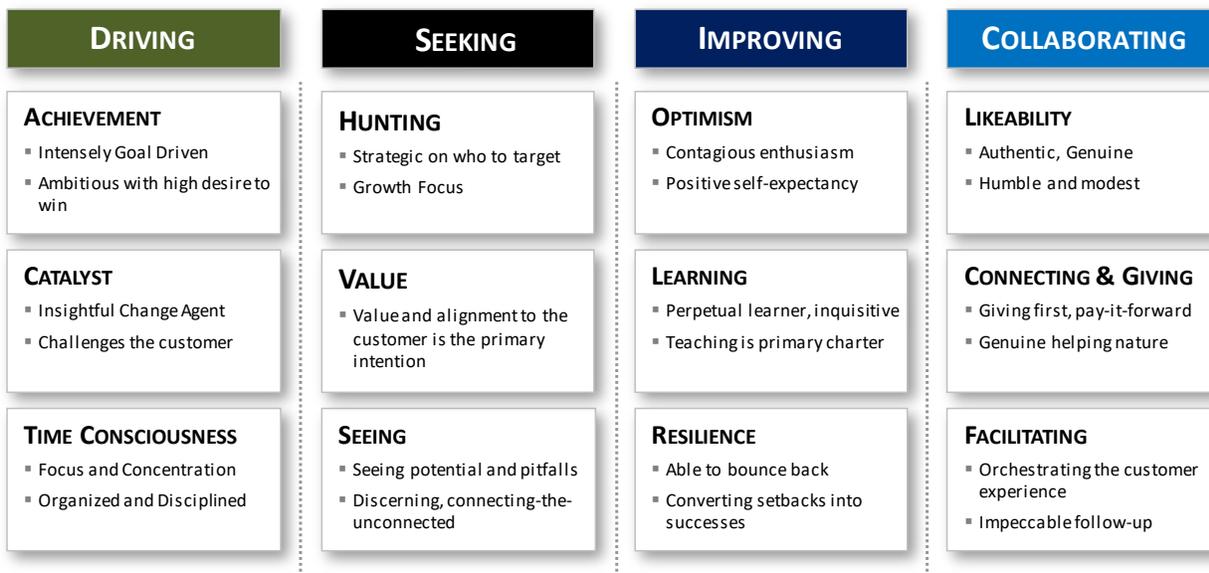
“Mindset is the real game changer. Mindset is what makes the difference between failing and achieving. Mindset is what sets the super achievers apart from the rest. Mindset is powerful beyond measure.”

- Farnoosh Brock, Prolific Living

There are many analogies from sports that are applicable to sales organizations. Sales Leaders recognize how important it is to cultivate the right mindsets with their teams as mindsets are at the core for intrinsic motivation. Since many of us are sports fans, we recognize the practices of champions: Relentless effort, unstoppable drive, and an unyielding competitive will to win.

Our own research has identified 12 mindsets of Top Salespeople, organized around four buckets: *Driving, Seeking, Improving, Collaborating*. These mindsets, at both the individual and organizational level, will contribute to creating a High-Performance Sales Culture. We summarize them below as way to challenge your thinking on what these mindsets are, and help you identify those you wish to focus on. Are you committed to developing Mindsets?

12 MINDSETS (MENTAL HABITS) OF TOP SALESPEOPLE



HOW ARE YOU DOING?

We truly excel here.

We are effective. Strong opportunities for improvement exists.

We need significant improvement.

5	4	3	2	1
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SUCCESS FACTORS

As you recognize or might sense by now, developing a high-performance sales culture will involve many people and take time. ***You cannot leave it to chance!*** Here is what we believe are the most important factors to drive success:



1. **Beliefs, Differentiating Values, Behaviors and Mindsets is where you start.** Having a well-defined set of beliefs, differentiating values and expected behaviors, and having a mindset of accountability begins the process. These are essential to inspire and gain buy-in.
2. **Senior Leadership Ownership and Immersion.** Everyone takes their cues from the top. A high-performance culture change must be seen as a top priority and **intentional** in nature. Culture change has to receive the same attention as Strategy, Finance, Marketing, HR, Operations. It is not a flavor of the month or a short-term project. Senior leaders *must* model the behaviors expected. Behaviors must be coached to every day in order to drive ownership.
3. **Success happens by Co-Creating with everyone.** It is creating from the top down and bottom up. You must capture everyone's hearts, minds and skills to drive genuine progress and engagement. ***Rituals must be embedded*** so that behaviors become ***habits***.
4. **LEARNING** – Education is the best means to create awareness, develop skill and influence behavior. Culture flows out of perpetual learning and coaching and not from training events or speakers at national meetings. The nature of work is undergoing as strong a transition today as was experienced from the agricultural to industrial revolution. A primary way to differentiate is through the caliber and strength of your people and the teams they are a part of.
5. **You must see and invest in this for a 3-5-year time frame.** Stay the course. Be aggressive in the transformation effort but accept that successful change takes time. It must be systemic and it is not easy. **Communications** must be continuous. **Patience** is needed at all levels.

“Because of its powerful influence in day-to-day operations, people’s lives and ultimately business results, culture should be managed with the same, if not greater, degree of importance as any other business asset.”

- Karen Jaw-Madson, *Culture Your Culture: Innovating Experiences @Work*

HOW DO YOU FARE OVERALL?

Take a moment to transfer your ratings from the previous pages to the grid below. Remember, the rating is on a 5-point scale, as follows:

- | RATING | DEFINITION |
|--------|--|
| 5 | You consider your sales organization a model in this practice. By your own interpretation, you consider your sales force 'superior' in this area, when compared to your competitors and the customers you serve. |
| 3 | You believe your sales organization is 'effective' in this practice but strong opportunities for improvement exist. |
| 1 | You believe your selling organization needs 'significant improvement' in this area. |

Please indicate your rating with a check ✓ mark:	We need significant improvement		We are effective. Strong opportunities for improvement exist		We truly excel here
	1	2	3	4	5
1. CUSTOMER EXPERIENCE					
2. SALES LEADERSHIP					
3. PEOPLE					
4. GROWTH PLAYBOOKS					
5. SALES PROCESS					
6. COMPENSATION AND CELEBRATION					
7. METRICS AND SCORECARDS					
8. LEARNING AND SKILLS MASTERY					
9. SALES ENABLEMENT					
10. MINDSETS					

Based on this assessment, where do you believe the biggest opportunities exist?

Where can you get leverage *right now*?

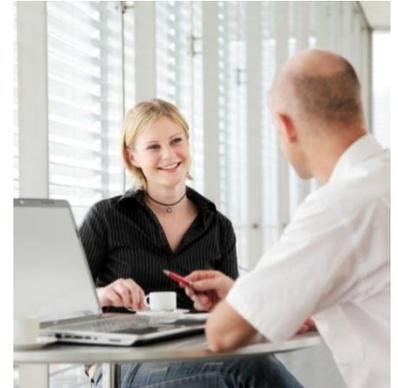
The objective of this document has been to help you think about developing a High-Performance Sales Culture and in so doing, *identify* areas for improvement. We believe there is a powerful case to cultivate a high-performance sales culture, and to be intentional about doing so.

Has this exercise challenged you to take action? If it has, consider the steps on the following page.

WHERE TO START

Here are practical steps to move forward:

1. **Commit** to the idea of implementing a high-performance sales culture and a relentless improvement initiative for how your salespeople and your sales organization operate. Use this document to identify where effort needs to be applied.
2. **Prioritize** your action areas and select the 3-5 most critical areas to attack *right now*.
3. **Identify** one champion, if not yourself, who will assume responsibility for the initiative. You should select someone who has the authority or is given the authority to implement the needed changes, and who has the respect of many in the organization.
4. **Assemble** a diverse team who will be accountable for the day-to-day efforts surrounding these 3-5 action areas. You may want to assign individual champions for each of the areas you have selected. Outline the scope of each improvement effort, with specific time frames and milestones.
5. **Define** succinctly and clearly the behaviors you are expecting and ensure senior leaders start modeling those behaviors on a daily basis.
6. **Oversee** the transformation initiatives meticulously. Introduce and enhance rituals and practices that support the expected behaviors. Repeat forever; you must make the desired behaviors a habit.



“No matter how dramatic the end result, the good to great transformations never happened in one fell swoop. There was no single defining action, no grand program, no one killer innovation, no solitary break, no miracle moment. Rather, the process resembled relentlessly pushing a giant heavy flywheel in one direction, turn upon turn, building momentum until a point of breakthrough, and beyond.”

- Jim Collins, **Good to Great**

RESOURCES

Please note that the references or quotes throughout this eBook should not be construed as the beliefs or recommendations of those referenced. Please apply and follow when appropriate and at your discretion. In preparing this document, the following lists some of the resources used to shape this message.

- Doshi, Neel and McGregor, Lindsay. *Primed to Perform: How to Build the Highest Performing Cultures Through the Science of Total Motivation*
- *Does corporate culture drive financial performance?* Forbes Magazine
- Deloitte, *Global Human Capital Trends 2016*
- Dweck, Carol S. *Mindset: The New Psychology of Success*
- Edmonds, S. Chris - *The Culture Engine: A Framework for Driving Results, Inspiring Your Employees, and Transforming Your Workplace*
- Friedman, David J. *Culture by Design: 8 Simple Steps to Drive Better Individual and Organizational Performance.*
- Jamail, Nathan - *The Sales Leader's Playbook*
- Miller, Mark – *Talent Magnet – How to Attract and Keep the Best People*
- Quintero, Carlos - *Mindsets! for Sales - Discover and Cultivate the 12 Mindsets of a Rainmaker*
- Schenk, Tamara and Matthews, Byron. *Sales Enablement - A Master Framework to Engage, Equip, and Empower a World-Class Sales Force*
- Taylor, Jim - *The Power of Prime: <https://www.psychologytoday.com/us/blog/the-power-prime>*
- Vanderbloemen, William - *Culture Wins: The Roadmap to an Irresistible Workplace*
- Wooden, John - Pyramid of Success – <http://www.coachwooden.com/pyramid-of-success>

ABOUT THE AUTHOR

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- *How to Become a Sales **RAINMAKER!*** and
- **MINDSETS!** – *Discover and cultivate the 12 essential mindsets of a Rainmaker*
<https://saleseffectiveness.com/resources/books/>

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ABOUT SALES EFFECTIVENESS, INC.

Sales Effectiveness, Inc. focuses solely on helping Senior Executives in the Building Materials Industry drive excellence and accelerate growth for their sales and service teams. We help senior executives drive positive change in their organizations. We help them transform and accelerate growth by establishing focus and equipping them to radically improve how they work with customers. We help them create a cycle of continuous improvement that builds capability, consistency and growth.

We are:

TRANSFORMATIVE – We are change agents, revitalizing teams, people and best practices

ENGINEERED – We engineer innovative solutions to inspire growth

BOUNDLESS – We demonstrate that continuous improvement has no limits

The process of creating a High-Performance Sales Culture requires time, diligence, objectivity, and a belief that desired results are driven by a commitment to excellence.

If you wish to have an ally in your endeavors, please let us know. We can help.

Good luck and our sincere best wishes!

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