

Improving sales team performance - That's training isn't it?

Search Google for Sales Team Performance and you'll get well over 39 million results. Page after page of companies offering to improve your sales team performance if you'll only spend your training budget with them.

I'm sure they're probably right; training the sales team will improve their performance, won't it?

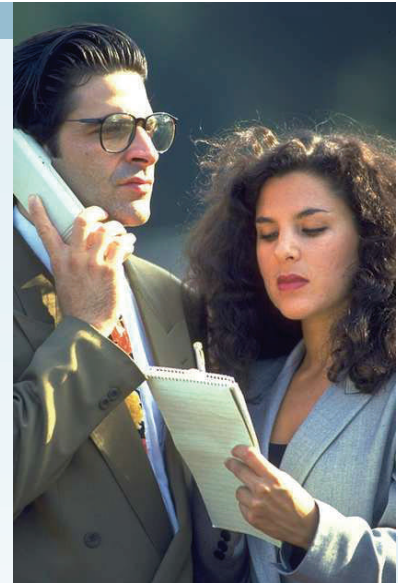
Well, in their book *How to Hire and Develop Your Next Top Performer*, Herb Greenberg, Harold Weinstein and Patrick Sweeney explored this subject. They compared the results of hundreds of thousands of sales assessment tests with actual sales performance measurements. Their view?

"55% of the people earning their living in sales should be doing something else"

"Another 20% to 25% have what it takes to sell, but they should be selling something else"

So, is throwing your training budget at training companies really the right way to improve your team? Perhaps not. What's needed is a more focussed view of your training requirements. And to get that, you need to

- Clearly understand the capabilities of your existing staff
- Target the training you undertake to move your business forward
- Track the effectiveness of your training



Better understanding leads to better decisions

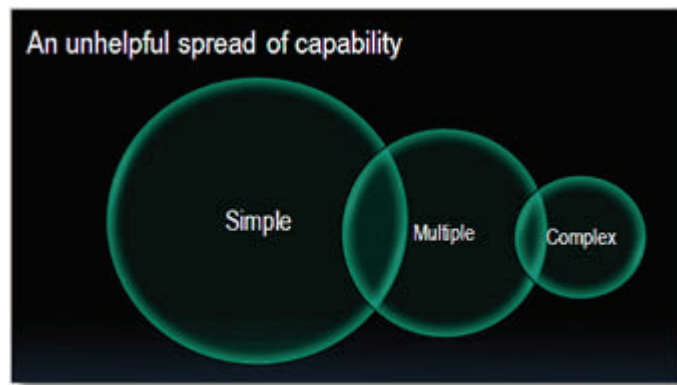
"When we ran the recompute post-mortem from a 'value' perspective, we found we were actually delivering \$2.3m of additional customer value pa that the customer didn't know about— and neither did we — it's why we lost".

VP Sales - Electronics Manufacturing



Skills and Capabilities

It's generally getting tougher to sell things – particularly as products and services become more complex. As complexity grows, you will probably look to combine products and services to create larger and longer term relationships with your customers.



However, as you move to focus more on selling complex deals, or more generally to up-skill your sales teams, it quite often becomes apparent that only a small number of your sales team are actually equipped for the new challenges.

Many of your sales people will be good at selling one or two products at a time – what we call 'simple' deals – and some can string several products together in a single sale – what we call 'multiple' deals. But usually only two or three people can sell the big strategic 'complex' deals.

So, what is needed, is a training programme is to move salespeople up the sales capability ladder from, say, selling Simple deals, through selling Multiple deals to being able to sell Complex deals.

Making Training Effective

To make your training effective, you need to follow three simple steps

First, to help you establish the future skills and capabilities that are going to be needed by your business. This can be a progression from Simple to Complex or it can be any transformation from one state to another – you choose the labels – sales remain the same.

Second, having established the future requirement, you need to assess the current capabilities of your sales teams. The nature of the gap between current and future needs will provide an objective base from which to design an appropriate training programme for individuals and the team.

Please note though, this assessment must work independently of the various sales training methods. It must help you to create a training programme that

"The actions that organizations must take to nurture the new era sales culture and create the appropriate competencies are not easy to do. In fact, it can be counter-intuitive for sales people"

Rick Justice
Senior Vice President
World Wide Field Operations
Cisco Systems

is highly focused on your specific business needs and tailored to the exact training requirements of each individual within your sales teams.

Third, having created an optimal training programme, you must be able to pre-emptively track the effectiveness of sales training against a range of specific targets. If your sales training isn't working, you want to know before you start losing sales, not as your potential customers are walking out of the door!

The Lucidus Approach

Lucidus have a tool called TrakSkill - Sales that approaches this process.

So, what does TrakSkill - Sales do? Well, a key design aim was to keep all of the inherent complexity behind the scenes to make the operation of TrakSkill -Sales as simple and quick as possible.

How do we approach the problem? We have a simple three step process.

We first review with you the characteristics of your products and services. We then review your future sales strategy and targets. What emerges is a crystal clear view of the optimum selling skills your products and services will



require but, more particularly, the actual levels of skill – your target sales skills - that will be needed to best ensure the success of your sales strategy.

Together, we will then review the capabilities of each member of your sales team and compare the overall team capability with your Target Sales Skills. Now you have a detailed gap analysis that shows the precise nature and extent of the retraining need.

More than this, TrakSkill – Sales will allow you to model the revenue and cost effects of achieving different levels of sales capability. This provides a clear statement of skill requirements together with an indication of the numbers of people actually required against which the training programme can be designed and, where appropriate, training suppliers selected.

Once the training programme has been defined, TrakSkill – Sales will then provide the means by which the whole programme can be pre-emptively tracked. Pre-emptive tracking is unique to Lucidus and shows the extent of actual value 'at risk' at any given moment so that early corrective action can be taken before real value is lost.

To see how we approached the problem and to get a feel for the tool we developed to solve it, please have a look at the [TrakSkill - Sales web page](#) or the the web-cast; it lasts around 9 minutes.

Using 'Value' effectively - What are the benefits?

Diagnostic Value Assurance gives the following benefits:

- Sets you apart in process, solution and performance.
- Empowers your team to engage the executive level.
- Engages all key customer people.
- Gives the customer powerful new insights into its own business that were otherwise unavailable to it.
- Empowers the customer to operate and own the value determination of value.
- Empowers the customer to differentiate between vendors.
- Documents how value achievement will be accomplished.
- Measures the value achieved to assure client retention.

Some Lucidus Clients

Boston Scientific
Pillar Data
BP Chemicals
British Airways
Ministry of Defence
H.M.Revenue & Customs
Manchester United
IBM
EDS
Hewlett Packard
Fujitsu
Kodak
Rogers Communications
Balfour Beatty
Warner Brothers
The Met Office
Pilkington Glass
Lend Lease
Invensys

The Presenter: Robert White – CEO Lucidus Ltd



Robert White—CEO Lucidus Ltd

Robert has 35 years of business experience and founded Lucidus in 1989. His experience includes the creation of a new outsourcing business for one of the global consultancy firms and he was the architect of the first Inland Revenue outsourcing deal valued at £1.7bn. With his business partner Howard Hughes, he has developed leading edge thinking and practical solutions to all of the issues associated with value and how to capture it.

The Lucidus approach to value based selling is deployed across a number of different sectors worldwide and the Lucidus pre-emptive value tracking techniques are currently deployed by the UKs Ministry of Defence to track the value from its top 50 change programmes just one of which is a £4.6bn 10 year programme of IT renewal.

About Lucidus

Lucidus is a privately owned, independent Management Consultancy that was founded in 1989. It provides impartial and objective advice to Government, Agencies and the Executive Boards of private sector companies that recognise the need for robust value management strategies in support of investment in major change programmes.

Lucidus founder, Robert White (CEO), an authority on the emerging subject of Value Lifecycle Management as a critical management discipline, has provided leading edge strategies and advice to some of the world's most successful private enterprises, public sector organisations, and high-value sales and consulting organisations.

As a value practitioner over the last two decades, Robert has made a significant contribution to the de-risking of a large number of high profile change programmes. In 1996, Gower published his book, *The Outsourcing Manual*, the first comprehensive guide for any organisation considering taking this route, which Robert wrote based on many years experience of selling and delivering Outsourcing agreements, including the Inland Revenue, arguably the first and most successful Public Private Partnership let by the UK Government after the announcement of the Private Finance Initiative by the Conservative Government in 1992.

Co-founder, Howard Hughes, is a leader in the science of 'value assessment and measurement' and the visionary architect of a revolutionary benefits assessment, modelling and predictive tracking tool (Integrated Performance Measures - IPM) which he has been developing and refining since 1995. IPM enables and delivers the value management strategies and crucially, deals with the complexity that is inherent in multiple high-value change programmes. This tool and its associated techniques have reached a level of capability and maturity that remain unique and unsurpassed some 10 years later.

In combination, they provide a coherent end-to-end Benefits Lifecycle Management process that is seen as the holy grail of benefits centred programme governance, with emphasis on achieving planned outcomes and a clear understanding of affordability versus capability. IPM has been referred to by academics as a 'thinking technology' based on its exceptional capability as a visualisation aid, enabling stakeholders, technologists and the recipients of the investment to understand how value is derived, measured and what is required of them to assure its delivery.

Lucidus' clients receive this expertise in the form of executive level management consulting that focuses on diagnosis, strategy development, thought leadership and management training, followed by delivery of a customised and appropriate end-to-end Value Lifecycle Management process, enabled by IPM. This is licensed for the lifecycle of the investment programme, and is supported by regular audit of the VLM process.

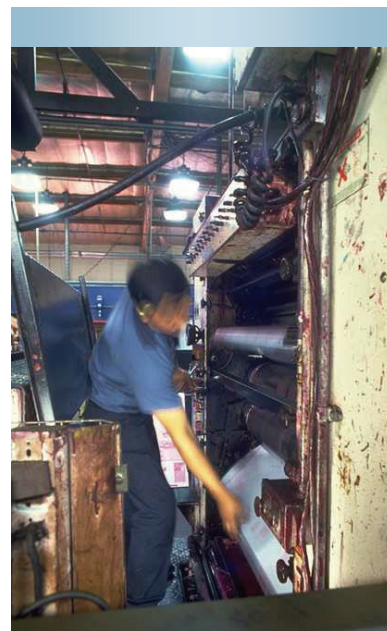
What Lucidus Customers Say

Stephen Hester Director IS&T - global PC manufacturing

“Lucidus have a unique set of skills and I am amazed at what they have managed to achieve. They showed us there was a potential to generate a further \$125 million of profit by using IT effectively. More importantly, they showed us where that value was, how to measure it and how to extract it. The key point was that we were focused on just a fraction of this potential benefit and had no sight of the true potential. It has changed our focus and investment profile.”

Marcus Klein VP Global Marketing Director - MSI

“The tools combined with the structured value presentation review were, to me, very enlightening. I know I felt we were really onto something. I think this is very powerful. The team is no longer thinking feature/function - but value / enterprise. In summary, the Lucidus approach is great! But like any approach, we need to develop the use of it around new, improved processes that I think will be very powerful.”



“Astonishing. Lucidus will enable us to have ‘grown up’ conversations across the Department. We should adopt this across the MoD for all Programmes.”

Director General Information (CIO), UK Ministry of Defence

Robert Musgrove – IBM Business Consulting Services

“Relative to other Benefits Realisation techniques, the Lucidus approach is powerfully differentiated by its ability to:

- 1. Clearly communicate the key value & benefit levers – and the breadth of factors that influence those levers*
- 2. Provide leadership with the granularity to manage a program at a strategic & operational level*
- 3. Show the implication of practical decisions on timing; Capex versus Opex investment; a risk allocation on the business case and benefit realisation profile. (showing benefits delivered and at risk)”*

Jeremy Hudson - Salesman Ark Group (using Lucidus techniques)

“The IT services market is increasingly competitive, and in order to succeed, we need a key differentiator. The Lucidus Value techniques and tools helps us gain access to power, where we can learn about business priorities, position our relevant services, and crucially articulate the business case for change. Having worked with Lucidus on some selected accounts it is already helping us to close more business, of higher value, with shorter sales cycles”



Lucidus Ltd

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Contacting Lucidus

Lucidus are always pleased to hear from our existing and potential partners. If you would like to discuss your particular requirements, you can contact us via one of the following methods:

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Lucidus

Helping with the tougher things