

Being an outstanding sales person and managing a sales team requires different sets of skills and attitudes altogether. Yet, many sales managers are not equipped with right tools to get better results from an otherwise talented sales team.

Hence, even when the Sales Manager puts in a lot of effort, the sales team's results can still be dismal. While being a sales manager will require some level of leadership and management skills, the leadership and management skills needed by sales managers will be drastically different from other managers.

As a Sales Manager, you are responsible to get your team produce top notch sales results for you, and you will almost be totally appraised by the performance of your team.

In fact, based on a 14-year worldwide research:

- Less than 15% of superstar/ top salespeople succeed in managing others
- Only 19% of effective new business developers are effective at maintaining long-term customers
- Less than 15% of key account managers are comfortable developing new businesses
- Nearly 65% of salespeople who fail could have succeeded in the right type of sales position for their skills
- 60% of sales position failures are related to individuals with the wrong skills for the position

Hence, using insights in what probably is the earliest leadership guidebook known in history, *'The Art of War' by Sun Tzu*, we can learn from time-tested observations of ancient battlefields and apply them in today's business battles.

Methodology

This programme consists of a lively series of short participative lectures conveyed using plain uncomplicated explanations. Learning will be facilitated through *role-plays, case studies and Sun Tzu's wisdom*. Ample seminar materials will be given to participants so that these will be a constant source of reference to them. Ample time will be allotted for *group discussion*.

Target Participants

This course is designed especially for Sales and General Managers who are keen to achieve better effectiveness in leading, motivating and managing a sales team.

成為一名優秀的銷售人員和管理一個優秀的銷售團隊所需是不同的技巧和態度，可許多銷售經理卻往往缺乏合適的技巧和工具來帶領一支優秀的團隊取得更好的業績。

相信您已經發現目前有很多行銷、銷售經理花了很多時間及精力投入工作，但他們所帶領的行銷團隊卻不是很理想。銷售經理這一崗位與其他領導崗位一樣需要一定水準的領導及管理技巧，然而這些技巧卻與其他領導崗位所需的大大不同。

身為行銷經理，您就必須為您的行銷團隊的業績負責。

事實上，一項在全球範圍進行了 14 年之久的調查研究顯示：

- 一流銷售人員中，不到 15% 可以勝任管理者的職責
- 高效業務拓展人員中，只有 19% 在維護長期客戶方面同樣有效
- 大客戶經理中，不到 15% 能夠遊刃有餘得發展新的客戶
- 失敗的銷售人員中，將近 65% 在適合的銷售崗位上運用自身能力本可以獲得成功
- 失敗的銷售案例中，60% 是由銷售人員所具備的技能不合適該職位所造成的

《孫子兵法》作為歷史上最古老的領導力指南，是經過了無數古代戰爭檢驗的智慧結晶。而我們則可以從古人的智慧中汲取經驗，靈活的運用到現代商業戰中。

培訓過程

課程以實際行銷經歷為根據，通過輕鬆、實際、有效的研討方式，利用角色扮演、案例分析和孫子的智慧，讓您能夠把所學到的知識立刻運用在工作上。課程結束後，我們會將豐富的教學資源給到每一名學員，使其在學員今後的工作中不斷發揮作用。另外，課程中也會有充足的小組討論時間。

培訓對象

銷售經理、業務主管、客戶服務主管、資深銷售人員以及想成為卓越銷售團隊領袖的人士等等。

1. The Job of a Sales Leader

- Directs and controls others in a business unit
- Practical intelligence
- Analytic ability
- Training/ coaching in a structured setting
- Makes joint calls
- Makes formal presentations
- Takes initiative in a business unit
- Profit consciousness in a management role
- Focused on quantitative results

2. The Sun Tzu 5 Characteristics of a Leader/ General

- Intelligence: What is Intelligence vs. Wisdom
- Trust: How to Gain Trust and Respect from your team members
- Compassion: Unleashing the fullest potential of your team members
- Courage: The courage to make tough decisions
- Discipline: Practise, practise, practise
- Case study and discussion

3. Analysing the sales person's performance

- Understanding the strengths and weaknesses of each sales person based on their sales pipeline data
- Effective account and pipeline management
- Differentiating who are the hunters and who are the farmers
- Optimising the strengths of your sales team
- Case study and discussion

4. When to give instructions, and when to coach

- Differences between tasks and responsibilities at work
- Evaluative vs. Development Feedback
- GROW Coaching Model
- Setting CLEAR goals for sales people

5. How to Make Your Team Trust You

- Trust-building game
- Two(2) kinds of trust
- Why being honest and truthful is NOT enough to win the trust of your team
- Five(5) steps to build trust with your sales team

6. Coaching Your Team using the Seven Dimensional Thinking (I)

- Establish a common objective or goal
- Present the facts
- Look for the strengths
- Address mutual concerns
- Seek innovative, win-win solutions
- Understand each other's feelings
- Mapping the next steps

7. Coaching Your Team using the Seven Dimensional Thinking (II)

- Arrange the class into groups of 3 persons per group, 2 persons to *role play* and 1 person to be the *coach*
- There will be three (3) rounds of *role play* in using the Seven Dimensional Thinking in the role plays, with each team member playing different roles in each round
- Selected teams will be asked to *demonstrate* for all to see
- *Debriefing* will be given on how the coaching can lead to changes in sales behaviours that lead to better results

8. Dealing with sales people with bad attitude

- How to hold people accountable for bad attitudes with six rules that force them into compliance
- How to put attitude evaluations into your performance appraisal and disciplinary processes
- Help staff with bad attitude understand that their attitude is really a problem and maintain total control of the conversation without letting it get off tracks
- Case studies and Role plays

1. 銷售經理的職責

- 指揮並支配他人
- 學以致用的能力
- 分析能力
- 系統地培訓下屬
- 一起拜訪客戶
- 做正式展示
- 主動性強
- 從管理的角度始終具有盈利意識
- 注重量化的結果

2. 領導者、將者的五大特徵

- 智：智慧與智商的區別
- 信：如何樹立威信
- 仁：讓每一個下屬發揮他的潛能
- 勇：大勇與小勇的區別
- 嚴：嚴己寬人
- 案例討論

3. 分析銷售人員的績效

- 通過銷售管道資料分析銷售人員的優劣勢
- 有效的客戶和管道資料管理
- 區分「獵人」和「農夫」
- 將銷售團隊優勢最大化
- 案例討論

4. 什麼時候該指導，什麼時候該輔導

- 差事 和 職責 工作的區別
- 考核性 及 輔導性 的回饋
- GROW 輔導模式
- 給銷售隊員設置 CLEAR 目標

5. 如何讓你的團隊信任你

- 「信任建設」遊戲
- 兩種信任
- 為何誠實、真實不足以贏得你的團隊的信任
- 與銷售團隊建立信任的 5 個步驟

6. 運用「七維度思維」指導你的團隊 (一)

- 設定一個共同的目標
- 用事實說話
- 評估強項
- 解決共同的問題
- 尋找創新、雙贏的解決方案
- 相互理解
- 規劃下一步

7. 運用「七維度思維」指導你的團隊 (二)

- 將學員分為三人一組，其中 2 人進行角色扮演，另一人則進行輔導
- 運用七維度思維進行 3 輪角色扮演，每組中學員在每一輪中扮演不同角色
- 小組展示
- 講解如何利用輔導來改變銷售行為，從而提高業績

8. 如何應對態度欠佳的高績效銷售人員

- 如何運用六大法則使其認識到自身態度的問題並改進
- 如何將態度分析結合進績效審查和獎懲機制中
- 態度欠佳的員工認識到問題的嚴重性
- 案例研究和角色扮演