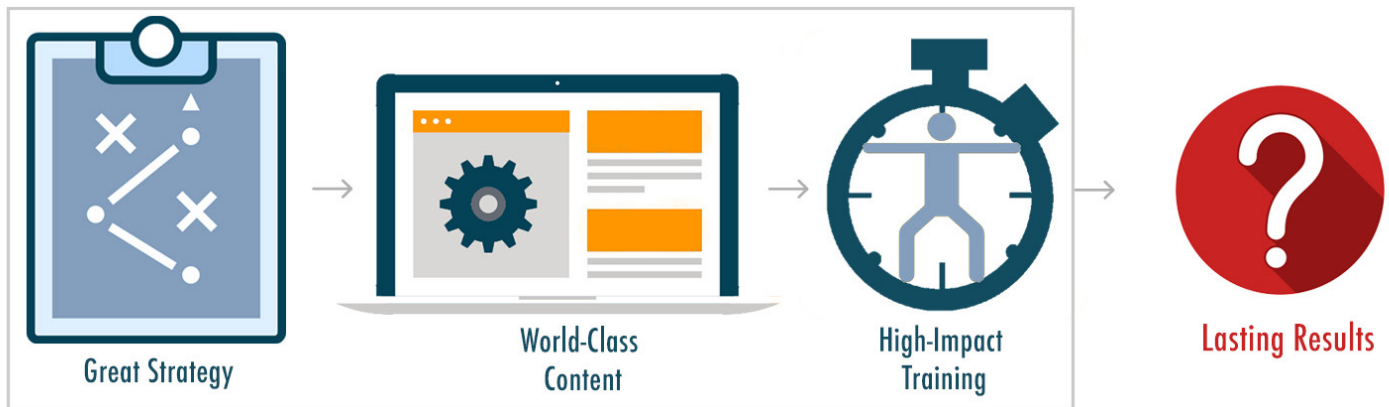


So, your company launched a sales change initiative. Perhaps you implemented a new CRM or ATS, introduced a new strategy, idea, message, skill, behavior or process or have asked your sales team to adopt a sales methodology. Let's assume you did the hard work and built supporting content and tools with input from your top performers and secured buy-in from the field. You're now ready to launch training, equipping your team to apply the new strategy, message, adopt the new process or execute the new methodology. But *what happens post training launch to effect lasting change?*



A common mistake in the pursuit of sales transformation is an overemphasis on the "launch" of the new idea, skill, behavior, methodology or process, and an under emphasis on the post launch reinforcement activities required to solidify the change. So how do you achieve lasting results?

## Top 4 Factors for Change Outcomes

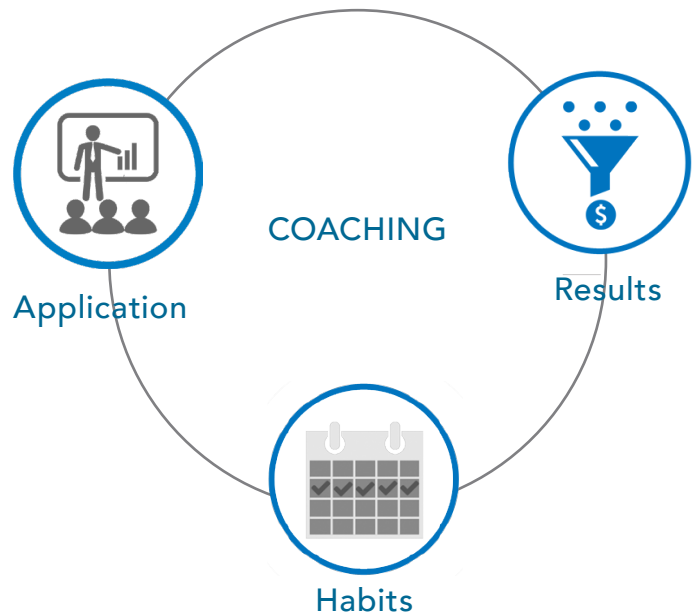
- Organization-wide ownership and commitment to the change across all levels of the organization
- Ability to focus organization on a prioritized set of changes
- Sufficient resources and capabilities to execute changes
- Clear accountability for specific actions during implementation

"Secrets to Implementation Success" 2015, McKinsey & Company

## Keys to Sustaining Lasting Change

The answer is committing to the "sustain" phase. "Sustain" encompasses all the activities post training launch that integrate tangible change into your organization's culture – making your new strategy, message, methodology, process, behavior or skill part of what you do and *how you do it*.

“Sustain” activities often feel like extra work because sales managers are so busy. Getting them to take ownership of a change initiative and doing the necessary groundwork required to sustain long term change is difficult. But these supporting activities lead to application which lead to habits which lead to results. You’ll need an action plan for ensuring your sales transformation initiative meets expectations and delivers your ROI expectations. Your plan to sustain should be organized into three areas: coaching, reinforcement training, and content.



## 1. Coaching

Creating a coaching culture maximizes your investment in the change initiative. Research shows 4 out of 5 sales reps want coaching from their managers, but coaching often doesn’t reflect the reality of a manager’s day-to-day responsibilities.

**91%**

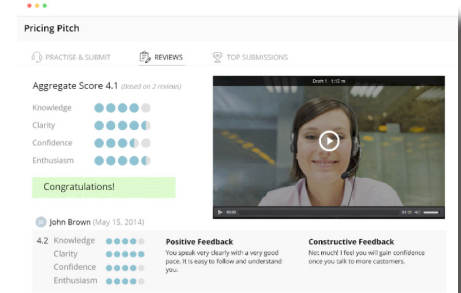
Companies with a formal coaching process see 91% sales quota attainment

**60%**

Over 60% of salespeople are more likely to leave their job if their sales manager is a poor sales coach

Here are coaching activities that will drive change and ensure lasting results:

- Coach the Coaches**  
 Lead monthly follow-up with managers to assess progress in post-launch coaching and reinforcement with their teams. Collaborate on problem areas and how to celebrate progress with the managers’ respective teams
- “Conversation Ready” Certification**  
 Equip managers to certify team members are “conversation ready” by incorporating certification scorecards for validating each sales rep’s ability to deliver the new story, new message, new rebuttal, or lead an consultative sales conversation
- On-Demand Coaching**  
 Deliver on-demand coaching & reinforcement via the Menemsha Group sales enablement platform. Sales reps and recruiters are tasked to audio/video record themselves delivering the new message, story, or behavior and managers provide quantitative and qualitative coaching feedback.



- **Leadership Workshops**

Within 90 days of the initial launch, bring managers back together for an in-person workshop. Reinforce that sustaining change is not about a one-time training event and that the organization will continue to enable managers to drive long-term change. Managers can share results, explore what's working and not working, make adjustments, and learn from their peers

- **Monthly Executive Leadership Updates**

Hold monthly reporting calls with executive stakeholders via video conference/webinars. During the reporting calls with executives, summarize the change that is occurring/not occurring, celebrate wins, and continuously refocus the team to overcome any existing roadblocks. During leadership webinars, provide updates on overall progress, gaps, and sales leadership expectations

## 2. Recertification Training

Even if there's no opportunity to bring the entire sales team back together in the months after launching the change initiative, you can still enable the sales team virtually to reinforce best practices and share success stories. This builds and maintains momentum.

- Launch a 90-day challenge at the initial rollout to get to some early wins and quickly build momentum. Set milestones for salespeople to meet including certification guidelines that establish a standards for success and what successful change looks like

### 90-Day Challenge

- Select five customers to engage in the new strategy or message.
- Meet with your manager 1:1 to deliver the new message and receive feedback based on the manager's scorecard.
- Prepare for the five customer meetings using the playbook and conversation plan.
- Lead five conversations with target accounts.
- Share a sales conversion success story on the Menemsha Group sales enablement platform

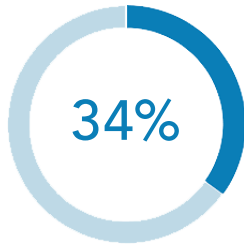


- **Reinforcement Workshops**

Host quarterly sales training webinars and workshops to engage the team, reinforce best practices, advance skills, and update the team on new content. Establish an owner for the ongoing reinforcement and training through your consulting partner, or a sales enablement or training team member.

- **Virtual On-Demand Enablement & Reinforcement**

Reinforce your new strategy, idea, message, skill, behavior or process through virtual enablement. Menemsha Group's sales enablement platform is a great tool for sharing voice-over presentations that reinforce training content. Highlight best practices across the team; provide insight on recent sales success stories, and profile new content and tools.



Sales teams that reinforce training with video coaching see 34% more first-year reps hitting quota. (Aberdeen Group)

### 3. Content

Keeping your training content fresh and making it easily accessible to all team members will be far easier with the right content authoring and delivery tool such as the sales enablement platform from Menemsha Group. Fresh, updated content enables the right behaviors and accelerates knowledge transfer. Fresh content including sales messaging playbooks takes the team from the training room to ongoing self-education and just-in-time sales call preparation. As you look to refresh your content, make sure it is sales-friendly and conversation-focused by organizing around three areas:



#### What to Know

- Buyer Personas
- Competitor Insight
- Trends & Best Practices
- Buyer Journey



#### What to Do

- Buyer Purchasing Process
- Sales Process Conversion
- Compel the Clients
- Verifiable Outcomes

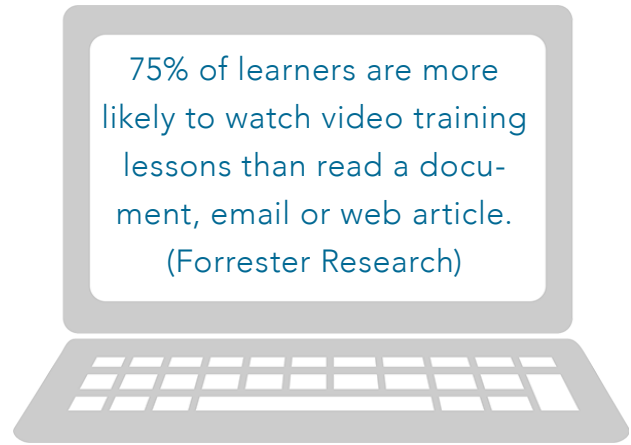


#### What to Say

- Customer Success Stories
- Fresh Ideas and Insights
- Discovery Questions

## Video Enablement

Don't over-rely on written content. Salespeople love watching and sharing videos of their peers illustrating what "good" looks like. Whether professionally produced or selfie videos submitted by reps, videos help to keep ideas, best practices and success front and center.



## Evergreen Content Creation

As your competitors change their strategy, buyer behavior evolves and your target market and ideal buyer personas change, you will need keep your sales team current and intelligent. Take responsibility for creating up-to-date insights and stories that respond to competition, create differentiation and add value for the customer. Get comfortable developing and editing playbooks through a team approach, so your organization is not dependent on any one individual.

## Summary

Successfully driving change requires leaders to say "yes" to more: more coaching, more training, and more content creation. Saying "yes" to more means you will have to say "no" to many of your existing activities that compete for mindshare and resources.

Don't forget that your company chose to make a change and that sales manager buy-in and active coaching to supporting your change initiative will have the most lasting impact on adoption including your ROI. Sustain change by continuing to invest time and resources in building momentum before moving on to the "next big thing."

Without following through on the full implementation of your change initiative, you will likely look back in 1-2 years and question what was actually accomplished.