

Sustaining Sales Change

So, your company launched a sales change initiative. Perhaps you implemented a new CRM or ATS, and introduced a new strategy, idea, message, skill, behavior, or process. Or, maybe you've 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 and messaging, adopt the new processes, 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 the 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 a part of what you do and how you do it.

Applying “sustain” activities to a sales transformation initiative can be challenging and time-consuming for already busy managers, but it’s worth the effort! Crafting an action plan that focuses on coaching, reinforcement training, and content is key in making your project successful; setting expectations from start to finish will go a long way towards ensuring ROI while creating healthy habits – the secret weapon of lasting success.



01. 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.

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

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.

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 a new story, new message, new rebuttal, or lead a consultative sales conversation.

On-Demand Coaching

Deliver on-demand coaching and 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

Every month, your team should meet with executive stakeholders to provide an update on progress and address any existing roadblocks. This is a time to celebrate all wins while proactively readjusting focus in order to move forward toward desired goals. During these leadership webinars, review changes that have taken place throughout the month as well as relay sales expectations from executives so everyone stays up-to-date.





02. 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.

90-Day Challenge

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 standards for success and what successful change looks like.

- 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.

[BOOK A DEMO](#)

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)



03. Content

Refresh your training material and ensure every team member can easily access it with the right content authoring tool. Menemsha Group's sales enablement platform simplifies this process, ensuring everyone is equipped with up-to-date knowledge that enables effective behaviors and proper preparation for any situation or challenge.

Unlock the power of tools such as playbooks to extend learning opportunities beyond just contextualizing in classrooms to keep skills sharp anywhere! 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 & Insights
- Discovery Questions

BOOK A DEMO

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.

75% of learners are more likely to watch video training lessons than read a document, email, or web article. (Forrester Research)

Evergreen Content Creation

As your competitors change their strategy, buyer behavior evolves, and your target market and ideal buyer personas change, you will need to keep your sales team well-informed. 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

To drive successful change, leaders have to commit to further investing in their team. This means making some hard decisions – saying "no" and prioritizing what matters most now. Still, it's important not to lose sight of the larger goal: a complete adoption that brings a return on investment. Achieving this requires a continued dedication beyond mere planning; by continuing to coach staff and engage with them throughout the transition process, you can ensure lasting success from your efforts.

Without following through on the full implementation of your change initiative, you will likely look back in 1 to 2 years and question what was actually accomplished. But you don't have to go at it alone!

At Menemsha Group, we're here to help.

[SCHEDULE A DEMO](#)