

## Role of a Sales Director - Expected behaviours, actions, results

In any business selling operation, the key to long-term, consistent success is the quality of sales management. The first challenge is selecting the right individuals for this crucial role. They must not only have good sales skills/experience themselves (in order to 'lead from the front' when necessary), but must also have a talent for managing what is often a very diverse and temperamental group of personalities. Their ability and willingness to 'individualise' their management style is particularly important in the sales arena, where so many factors can affect the success of their team members - the talent/skills/knowledge/personality of the sales person, pre-existing level of market penetration.

### Key Drivers/Activities

1. Reporting to leadership team on sales performance – monthly.
2. Identifying, highlighting and reporting to leadership team on any significant divergence from plan (either in the market, sales results or activity) – ad hoc
3. Developing their own monthly personal sales management plan outlining planned activities with the team (and, if applicable, own selling activity) to drive sales performance – such plan to be reviewed and discussed with the Managing Director in monthly 1-2-1s
4. Leading and managing the sales team activity, according to the above personal sales management plan, including:
  - Setting clear individual expectations for targets, objectives and appropriate incentives/rewards
  - Supporting individuals in the development of their own personal sales activity plan and personal development within a monthly PSP framework and ensuring full ownership of the planning and execution framework across the sales team
  - Monthly 1-2-1s with each team member focused on discussion of their monthly PSP and key account activity – successes, gaps, future planned actions
  - Ensuring implementation of agreed key account management frameworks and holding team members to account on planned activity with these accounts
  - Monthly pipeline review meetings with each sales person to go through significant prospective deals and agree next steps to close (improving the quality and accuracy of sales forecasting)
  - Field sales coaching according to the planned, necessary development of individual team members and including joint visits and, if necessary 'leading from the front' in demonstrating how to win new business
  - Supporting the team members on significant individual deals (quotations, tips for winning, operational support)
  - Leading monthly sales team meetings to review team progress, identify market trends, refine sales processes, training on key sales skills
5. Support the wider management of the business as a member of the senior leadership team

## Behaviours/Approach

As leader of the sales team, the sales director is expected to 'lead from the front' in all respects, demonstrating to the team the necessary work ethic, commitment, enthusiasm and energy. Behavioural habits will include:

- A positive approach to challenges, always asking – 'What can we learn from this?', 'How can we improve?'
- Enthusiastic, explicit recognition of good performance or activities from individual team members (both publicly and privately)
- Demonstration of absolute resolve to the whole team in relation to achieving agreed targets, executing agreed activities and coaching the team in continual improvement
- Creating an environment in which team members can be motivated to high performance – giving the team a wider sense of purpose, allowing individuals to have a good level of autonomy in their jobs (working to their own plan) and developing team members into mastery of their roles
- Ensuring that the whole sales team work effectively and supportively with all other internal operational departments