

# ***THE POWER OF PROCESS DISCIPLINE***

## ***Mastering the Fundamentals of Sales Success***

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What do great sales organizations and great professional sports teams have in common? Why do some sales professionals, as well as individual athletes, perform at a level superior to their peers?

Sports teams and athletes consistently focus on the fundamental skills of their sport – and have annual training camps where rookies and ten year veterans alike practice and hone the basic skills of their trade. What can leaders of sales organizations learn from the leaders of sports teams?

The lesson to be learned is that creating a culture of process discipline in a sales organization increases sales results. A recent research survey that included top sales executives in over one thousand organizations in North America, Europe and the Pacific Rim revealed that organizations that regularly followed a sales process had increased sales results that ranged from 13% to 26% compared to those that did not.

Continuing with my sports analogy, imagine what would happen to a Super Bowl winning team if management decided that the players no longer needed to practice or go to training camp the next year. Imagine if because of their success they decided it was not necessary for players to refine their skills, or that the coaches did not need to keep teaching and giving feedback to the players on how to improve their performance.

I think we all know that such a course of action would be a recipe for disaster for our hypothetical Super Bowl winner, yet sales organizations often follow this behavioral pattern. The research indicates that sales organizations that implement a formal sales process and achieve increased sales results eventually lose process discipline. Over time sales reps become inconsistent in executing the basic skills learned and managers stop coaching to those skills at the rate of 3 to 1 compared to those who remain steadfast in following the sales process they have implemented.

If you are an organization that implemented Integrity Selling® in the past but have lost process discipline we suggest that you consider revisiting the fundamentals of Integrity Selling process on a routine basis, whether it be once a year or every two years.

### **Getting Back to Basics**

Our observations of top sales performers over the past three decades have revealed that they have experientially developed the following four traits: strong goal clarity, healthy emotional intelligence, excellent social skills and high achievement drive. These traits need to be continuously developed, and because one never truly masters them it makes good sense to routinely focus on honing them. The truth is there is always more to learn in terms of developing these traits – especially in today's competitive marketplace where customers are more sophisticated and informed than ever.

High sales performance occurs when a person is in congruence (the psychological state where an individual's values and view of their ability, view of selling and belief in the products and services they sell are aligned). High levels of congruence

releases achievement drive in individuals (the number one predictor of sales success) which compels their behavior and commitment to perform all the necessary activities required to achieve sales success.

Why leave it up to chance that salespeople are sustaining high levels of congruence on their own after they have participated in Integrity Selling, when you can create the conditions in your organization to be proactive in helping them sustain it?

Integrity Solutions has created two powerful solutions to help our clients get back to the basics and revisit the fundamentals of Integrity Selling to reenergize your sales force – and increase your sales results.



## Gain Insight into the Talents and Development Areas of your Sales Team: The Performance Driver Profile (PDP)

Our online assessment tool called the Performance Driver Profile (PDP) for Sales Professionals measures 18 dimensions that are predictive of sales success. This online tool can be used to help sales leaders identify performance gaps at both the organizational (or group) level as well as at the individual contributor level.

Managers assess their individual sales representatives to identify their talents and development opportunity areas for performance improvement. Sales representatives conduct a self-assessment to gain greater insight into their talents and development needs as well.

Managers are also provided with a Coaching Guide that provides tips on how to improve their coaching effectiveness by focusing on the individual needs of each member of their team.

Organizations can also leverage the results from the Performance Driver Profile assessment tool to customize the learning design of Integrity Selling to achieve greater impact and relevancy when re-implementing the process.

## The X-Factor for Selling

An effective tool for reenergizing your sales team and revisiting the fundamentals of Integrity Selling is to leverage the results of our Performance Driver Profile assessment tool in a one-day personal development workshop we call The X-Factor for Selling.

In this workshop we help participants create their own individual personal development action plan based on their own self-assessment data. Participants explore which of the Four Traits, Sales Congruence and AID,INC® dimensions they rated themselves highest and lowest, and make personal commitments in their journal to take action. They also prepare for a development discussion with their manager to collaborate on a plan of action to help them achieve greater success.

This dynamic and highly interactive workshop also helps participants learn how to create competitive advantage, take their performance to the next level and share ideas with their peers on how to achieve greater success.

Would you like to reenergize your sales team to get back to the basics, and revisit the fundamentals of Integrity Selling and factors that determine success in sales? The X-Factor for Selling is an excellent tool to incorporate into your next national (or regional) sales meeting.

## The Case for Re-Implementing Integrity Selling

New Integrity Selling clients' sales results increase by 20% or more (and often much more). And while this is great, many clients struggle to maintain the discipline of the process over time. We have an adage at Integrity Solutions that Integrity Selling works so well that some clients take it for granted and over time stop holding people accountable (both sales managers and sales reps) for regularly following the process – an unfortunate paradox!

All great organizations and individual contributors know that talent alone does not produce greatness; it only insinuates potential. Achieving greatness requires being process-oriented and consistently executing the basic fundamental skills and behaviors that insure success. It's about being disciplined as an individual and as an organization because it is a key performance driver that distinguishes those individuals and organizations with the "potential" to achieve greatness compared to those who actually do.

As a current or former user of Integrity Selling we encourage you to consider leveraging our two powerful solutions to help your sales team hone the customer needs-focused behaviors they learned in Integrity Selling – and increase your organization's sales results!



The author, Bill Kowalski, has fifteen years of executive management experience, including seven as a Vice President of a Fortune 500 company and ten years of consulting experience in change management and employee / leadership development. He is the Senior Vice President - Client Development & Consulting for Integrity Solutions, which specializes in providing customized solutions that help organizations improve their effectiveness at acquiring and retaining customers.

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