



Remap Development



**Helping To Develop
Sales People
Within Your Business**

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64 High Street
Weston Favell
Northampton
NN3 3JX
Tel 01604 784444
Email: info@remap.co.uk
Web: www.remap.co.uk

Remap Development Workshops

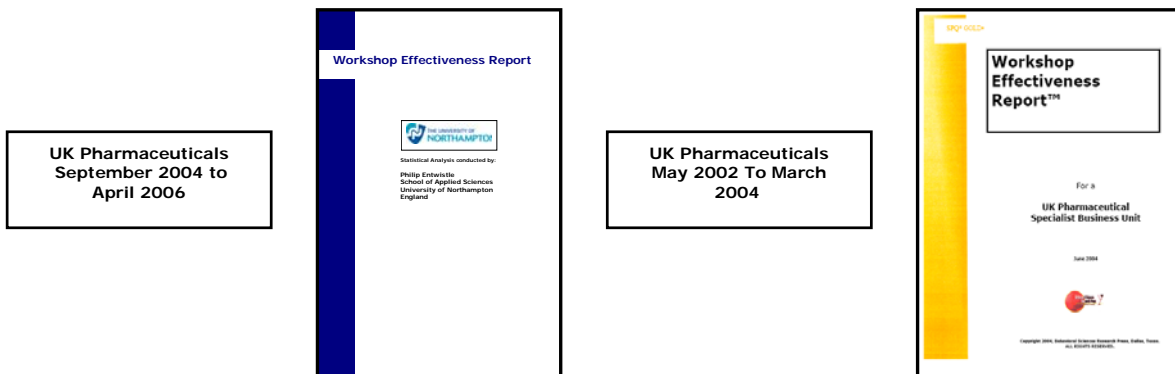
Introduction

Remap has been significantly improving sales performance across many industries for over seven years. One of the reasons that Remap has been so successful is the make up of its development team which combines qualified HR and training professionals with experienced facilitators and coaches who have all had successful sales and sales management careers. This is why they have built such strong successful partnerships with so many blue chip organisations in the UK and Europe.

Case Studies

We try very hard to evaluate our success and are proud to have had published two case studies in recent years. Each of these track and analyse sales results over a two-year period (12 before and 12 months following the Remap workshops). Each sales team had up to 20 sales people. They both report large increases in sales growth (up to 43%), and show Returns On Investment from £750,000 to over £1 million.

Both case studies can be downloaded from our website at www.remap.co.uk



Remap's Unique Approach

Most organisations spend lots of time, resources and money providing their team with ever increasing amounts of product knowledge and sales skills training in the belief that this is the develop investment which will help provide effective and highly productive sales people.

Whilst it is of course essential for businesses to provide an *appropriate* amount of necessary support in this area, interestingly many sometimes forget to consider the underlying emotions and belief systems of the individuals – ultimately, of course, the very things, which will **prevent** an individual from actually SELLING.

This is the critical third point of the development triangle of Skills, Knowledge and Emotions, and research shows us that, unless a salesperson is emotionally comfortable with their role, then at it is unlikely that they will apply much of the skills and knowledge training in real life situations on the territory, with obvious results for the business.



Remap allows individuals to understand how and why they feel the way they do in certain sales situations; take away the restrictive nature of these feelings and then change they way they emotionally approach their job. This allows them to actually USE the skills and knowledge training

provided. Because of this approach we dovetail perfectly into all businesses current Training programmes and do not cause any changes to business training strategies.

Traditionally 'emotional' or 'attitudinal' development needs have always been much harder to quantify, develop and evaluate. Remap provides unique support in this area, which we feel is a vital part of any sales development package; the premise behind this is that **no matter how skilful and knowledgeable a candidate may be, this is of little commercial use for any business if they are uncomfortable actually using these abilities in front of a customer.** This emotional discomfort, which restricts a sales person's performance and effectiveness, is known as Sales Call Reluctance (SCR).

There are many causes of emotional discomfort (known as SCR traits), and these are briefly described later in this document, however all of them cause the individual to exhibit certain 'marker behaviours'. These marker behaviours are an attempt to protect themselves from their emotional discomfort in certain sales situations. They may use these marker behaviours to try to explain or justify how they feel about certain aspects of selling which they perceive are either uncomfortable or counterproductive.

By identifying these behaviours and working with your sales people to reduce or remove them, this will help lessen the potential impact their SCR traits may have on their future performance, and thereby help you to maximise the production and effectiveness of your sales people.

Although the workshop is perfect for all direct sales grades, it also has immense value for those who either need to self promote, sell services or concepts or support the sales function such as HR, Training and Marketing, as it is vital that any SCR feeling they have do not contaminate the way the work.

Marker Behaviours

Avoiding: A natural tendency; if someone is uncomfortable in certain sales situations, then they will try to avoid them! They may try to keep themselves very busy with 'safe' tasks that they feel comfortable with (perhaps seeing unproductive but social customers rather than more challenging decision makers). Alternatively they may prefer spending their valuable time at meetings; talking to colleagues on the phone; tidying their office; travelling long distances in the car rather than making appointments by telephone; waiting around premises hoping to bump into customers etc.

Blaming: They blame someone, or something, for their lack of activity or success in specific areas of their sales role. Common justifications may be the legal policy; Corporate Strategies; Marketing failures; Difficult Access customers; Geographic issues of Territory; Management demands; Competitors etc. By remaining comfortably reliant on these to excuse their poor performances, they then fail to actually challenge or change the situations they find themselves in. The status quo remains, and they can then tend to lean on some of the other marker behaviours described here to try to emotionally protect themselves.

Coping: Usually only able to be demonstrated over the short term. They actually do what is required of them, but find it emotionally draining and uncomfortable by forever 'coping' with the emotional demands of particular aspects of the role. Over time this often leads to burn out, exhaustion and dissatisfaction with a sales career. Regular job moves tend to be specific signs of this marker behaviour.

Denying: They internally and / or externally refuse to accept that they have any problems in the areas highlighted by their Remap profile. This refusal to face up to an issue and deal with it means it will remain intact and may be reinforced over time. This then leads to some of the other marker behaviours being exhibited to, once again, try to emotionally protect themselves.

The 12 Sales Call Reluctance or Self Promotion Reluctance Traits

Yielder

A preference to back off rather than pursue a matter until a satisfactory result is achieved. Often justified by using "perceived" third party (customer?) discomfort or potential conflict as the driving rationale behind their caution. The actual cause is personal discomfort or fear.

Role Rejection

Unresolved feelings of dissatisfaction, discomfort or guilt about their career choice. These feelings are often fuelled by their concerns about what significant others think about the sales career they have chosen or a personal feeling of wasted potential.

Over Preparer

A tendency to be hooked into unnecessary tasks, disproportionate amounts of detail allocated to preferred tasks or over amplified amounts of analysis. This allows more important but uncomfortable sales tasks to be sidelined or ignored completely.

Hyper Professional

Needs to manage people's perceptions of them in order to look above average; often used to disguise self-doubt and proficiency gaps. The effort to 'spin doctor' their image at all times lowers sales production and achievements to a mediocre level at best

Stage Fright

A debilitating dislike of presenting to groups that can, in extreme cases, cause physical illness, stress or absenteeism.

Social Self-conscious

A self-imposed rule engine that prevents effective interaction with certain customer target groups. In extreme cases it prevents meeting them at all. Triggers tend to be perceived status, wealth, education or reputation differences or inadequacies.

Telephobia

The inability to use the telephone as a promotional tool to move their sales objectives forward. Their use of the telephone for social purposes or tasks perceived, as 'emotionally low risk' will be unimpaired.

Doomsayer

An extremely over amplified form of pessimism that dominates thought processes and decision-making. Often undetectable as it is internalised and hidden from sight. Extremely corrosive in terms of the ways it shapes mindset and sales activity.

Oppositional Reflex

A need to retain control of their career and treatment at all times. This inability to share control, be supported or coached often manifests itself through contradictory or difficult stances being taken in most situations to facilitate them being left alone.

Referral Aversion

The dislike or reluctance to ask clients to help them extend their sales network or influence due to worries of conflict or rejection.

Separationist

The dislike or reluctance to ask friends or peers to help extend their sales network or influence due to worries of conflict or rejection

Emotionally Un-emancipated

The dislike or reluctance to ask family members to help extend their sales network or influence due to worries of conflict or rejection.

The Remap Development Workshop

Remap finds out what individual emotional blockages each sales person has, helps them accept and understand these issues and then, through a selection of countermeasures and supportive coaching, overcome these 'restrictive habits' and replace them with new more productive ones.

Remap have had repeated success in improving the performance and results for existing sales people through their unique workshops and follow through programmes which take the following approach:

Online Questionnaire: All relevant sales people, managers and selected central and field sales trainers take our on-line questionnaire.

Sales Manager briefing sessions: Management team are involved from the outset to ensure that they understand their vital role in getting the most from the intervention.

Sales Manager preparation: Sales management team scope out 4 business Aims for each of their team, to support the 4-week Action Planning process on the 2nd day of the workshop.

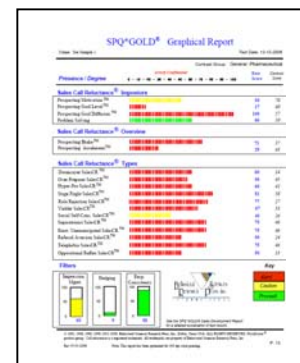
Two-Day Workshop: Delegates attend a two-day workshop explaining:

- o The impact that emotions and beliefs have on a salesperson's propensity to sell
- o How certain emotional feelings restrict them personally
- o What their emotional make up for selling is, and how this relates to their activity and behaviour.
- o How to become more comfortable and effective by using six tried and tested countermeasures which help break these emotional habits and enable individuals to replace them with new more comfortable and productive behaviours

A 12 page individual report breaks down each of the 21 measures produced from the questionnaire and enables the individual to understand and accept how their feelings impact on their abilities and performance.

Within this document, a Graphical Report provides 21 measurement points with a simple colour coded system that makes interpretation, easy and effective. As well as identifying how the 12 SCR traits affect the candidate, there are 3 built in Filters, which measure the accuracy and consistency of all the responses. This helps Sales People visualise how SCR currently affects them so that they can ensure they get the most from the coaching support offered.

All delegates also receive their own copy of the definitive book on Sales Call Reluctance, 'Earning What you Are Worth In Sales', as well as a specially designed course workbook, which acts as a useful reference guide for the future.



Action Planning Session: On the second day of the workshop, delegates focus on creating 4 pragmatic business Aims for the 4-week coaching period to challenge themselves and encourage behavioural change. All Aims are 'over and above' normal activity to ensure movement away from their normal comfort zones; this is where the Manager's pre workshop preparation helps identify specific Aims for each individual.

One to One Coaching: The second day of the workshop finishes with individual discussions with the Remap coaches. Further interpretation of results are explored, Aims are agreed and contact strategies confirmed for the 4 weeks.

4 Week Coaching Period: A four-week remote daily coaching programme facilitates emotional and behavioural change, and helps achieve the agreed 4 business Aims agreed on the workshop.

Review Meeting: A review meeting is held, in the 4th week of the coaching period, to evaluate and share success and best practice. Longer term Aims are agreed, and responsibility is handed over to the client sales management team.

Ongoing Management Support (as required) can include:

- Field Visits on territory with individual sales people. Helps support Sales Call Reluctance issues, as well as skills coaching.
- Sales Manager support for any SCR related issues that may occur in the future.
- Attendance at annual conferences to assist in re energizing Sales Teams



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Please note the information produced about delegates for the Development Workshops, along with other additional specific reports, can be used very successfully to enhance the effectiveness and ROI of your current recruitment process.

To find out more about this cost effective and invaluable service please contact Remap via-

Office: 01604 784444

Web: WWW.remap.co.uk

Email: Info@remap.co.uk