

Sales Force Effectiveness for Global Sales Managers

Objectives

Steps train 70 Bausch and Lomb Regional Sales Managers from around the globe as part of the *Develops People* module at a 3 day Sales Force Effectiveness Conference in Amsterdam. Working in partnership with Bausch and Lomb, and a number of specialist coaches the workshop focused on enhancing the performance management skills of the Regional Sales Manager community and highlighting the importance of the role for the future success of the company.

Approach

The day long initiative used various methods to reiterate the case for role development including management behavioural models and tools and creative interactive techniques as a way of exploring the key skills required for role of the Regional Sales Manager. Steps designed a scenario developed through active research with Bausch and Lomb to stimulate debate around the typical issues faced by Regional Sales Managers; participants interact with the live performance to bring the scenario to a best practice solution.

Critically, the afternoon focussed on the most pertinent issues for each manager and bespoke scenarios were role played with a Steps actor-facilitator. The managers were given specific feedback by the Steps actor-facilitator with the opportunity to repeat the scenario concentrating on the areas for development. The role play was filmed to capture performance and enable further review from coaches and offer the delegates an additional level of learning. In order to deliver the most effective training we supplied actor-facilitators not only highly skilled in coaching and feedback techniques but also who had the ability to speak the manager's native language. Six different languages were spoken to business language level. For ease, the written information offered to each delegate was translated into the six different languages, ensuring that each delegate was given the same experience regardless of their native language.

Outcomes

All 70 managers reported an increase in confidence in offering feedback and coaching to their team and our trainers received an average score of 8/10 for effectiveness.

“The feedback was overwhelmingly positive. I was really happy with everything - the Steps team did a good job” Nick Pope, Global Director of Learning, Bausch and Lomb